

2009



**C-IV Procurement
Project**

Leslie Johnson

COMMUNICATION MANAGEMENT PLAN

The Communication Management Plan identifies the formal communication methodology, approach, and protocols that will be employed to keep all stakeholders informed throughout the duration of the Statewide Automated Welfare System (SAWS) Consortium IV (C-IV) Procurement Project.

Blank Page

Revision History

Release Date	Author	Summary of Change
03/12/2009	Leslie Johnson	Creation
		Deficiencies Remedied

Blank Page

Table of Contents

- 1. Introduction 1
- 2. C-IV Procurement Project Phases 2
- 3. Project Stakeholders 2
 - 3.1. C-IV Counties 3
 - 3.2. State and Federal Project Sponsors 3
 - 3.3. Project Oversight – Office of Systems Integration 3
 - 3.4. C-IV Joint Powers Authority (JPA) 4
 - 3.5. C-IV Project Steering Committee 4
 - 3.6. Consortium Management 5
 - 3.7. C-IV Planning Consultant Team 5
- 4. Stakeholder Groups and Team Members Order 1
- 5. Communication Methods 3
- 6. Stakeholder Meetings 5
- 7. Issue Tracking and Escalation Process 5
- 8. Information Management 7
- 9. Communication Protocol 7
- 10. Communication Tracking and Storage 7
- 11. Communication Format 8
- 12. Communication Effectiveness 8
- 13. Communication Changes 9

1. Introduction

This document is the Communication Management Plan for the Statewide Automated Welfare Systems (SAWS) Consortium IV (C-IV) Procurement Project. The purpose of communication management is to identify the methods of exchanging information between the project, the Consortium, and stakeholders. Good communication policies encompass information exchange and dissemination both internally to all project participants and externally to all parties with a stake in project progress.

This Communication Management Plan identifies the formal communication methodology, approach, and protocols that will be employed to keep stakeholders informed throughout the multi-phased C-IV Procurement Project lifecycle. This plan is not intended to limit, but rather to enhance communication practices. Open, ongoing communication between the project and its stakeholders is critical to the success of the C-IV Procurement Project.

Several key factors will significantly contribute to the effectiveness of project communication:

- **Awareness** - Communication about the project's lifecycle, scope, roles and responsibilities, and status must occur. Stakeholder communication efforts will focus on information that contributes to the success of the project, or where lack of communication can lead to failure.
- **Timeliness** - Information must be shared in a timely manner to allow stakeholders the opportunity to understand the information and have the opportunity to respond.
- **Content** - Communication content must be relevant, meaningful, timely, and at an appropriate level of detail for the intended audience. Expectations will be clearly communicated to ensure the proper feedback is received. Communication strategies will also be based on stakeholder's needs and feedback.
- **Format** - All communications must be developed and delivered in a format that is efficient, understandable, and easily accessible.
- **Consistency** – The project will review information and documentation to verify continuity across the multiple phases of the C-IV Procurement Project.

This document will be reviewed at least annually and updated as needed. Lessons learned as a result of continuing communication management efforts will be captured at the end of each project phase and used to improve the project standards.

2. C-IV Procurement Project Phases

The C-IV Procurement Project will consist of two distinct phases. The initial phase will focus on the acquisition of a Planning Consultant. Throughout this phase communication is limited to Consortium and state stakeholder staff and all communication documentation will be safeguarded on a secured drive on the C-IV local area network, or similarly secured data storage device. For more information related to Project security, refer to the **C-IV Procurement Safeguard Plan** located in the C-IV Procurement Library. The C-IV Procurement Library can be accessed at: www.c-iv.org/ProcurementLibrary.shtml.

The second phase activities, which focus on the acquisition of the C-IV M&O Contractor, will be conducted at the facility provided by the successful Planning Consultant. Throughout this phase, all C-IV M&O Procurement related data, electronic files and communications will be stored and conducted using the hardware, software, e-mail services and local area network (LAN) provided by the Planning Consultant.

3. Project Stakeholders

Project stakeholders are individuals and organizations who are actively involved in the project, or whose interests may be affected positively or negatively by project execution or successful project completion. All C-IV Procurement Project stakeholders have some level of influence over the project and its results. The C-IV Procurement Project stakeholders are listed below. The key roles and responsibilities of each stakeholder are discussed in following subsections.

- Consortium C-IV Counties (39)
- State and Federal Project Sponsors
 - California Department of Social Services (CDSS)
 - California Department of Health Care Services (CDHCS)
 - California Department of Finance (DOF)
 - United State Department of Agriculture Food and Nutrition Services (FNS)
 - Department of Health & Human Services, Center Medicare & Medicaid Services (CMS)
- Project Oversight - Office of System Integration (OSI)
- C-IV Joint Powers Authority (JPA)
- C-IV Project Steering Committee
- Consortium Management
- C-IV Planning Consultant Team

3.1. C-IV Counties

The 39 C-IV Counties are the direct benefactors of the project and are responsible for defining and appropriately communicating, through the C-IV Procurement Manager and/or requirements gathering activities, their needs specific to the solutions sought through the C-IV Procurement Project.

Consortium IV Member Counties			
Alpine	Inyo	Modoc	Shasta
Amador	Kern	Mono	Sierra
Butte	Kings	Monterey	Siskiyou
Calaveras	Lake	Napa	Stanislaus
Colusa	Lassen	Nevada	Sutter
Del Norte	Madera	Plumas	Tehama
El Dorado	Marin	Riverside	Trinity
Glenn	Mariposa	San Benito	Tuolumne
Humboldt	Mendocino	San Bernardino	Yuba
Imperial	Merced	San Joaquin	

3.2. State and Federal Project Sponsors

The Project sponsors establish the policies that govern the social programs managed through the C-IV System. The Project Sponsors also provide legal support, particularly in the area of development and review of procurement and contract documents. CDSS is the point of contact for CDSS policy issues. CDHCS is the point of contact for specific CDHCS policy issues. These stakeholders may or may not have any direct responsibility for project tasks, but their participation and support is essential to its success. Stakeholders will be periodically informed of key milestones, findings, and decisions that may have bearing on their relationship to the project. DOF is the control agency responsible for approving the project’s financial strategies, and budget. The Food and Nutrition Services (FNS) and Department of Health & Human Services, Center Medicare & Medicaid Services (CMS) provide input from the federal perspective.

3.3. Project Oversight – Office of Systems Integration

OSI is responsible for oversight of all SAWS Projects. OSI will accomplish this by participating in Project meetings and reviewing Key Deliverables, such as the Requests for Proposals and Vendor Selection Reports.

The Manager of the OSI SAWS Consortium Management Unit will serve as the OSI point of contact and will report to the SAWS Deputy Director, and State/Federal Stakeholders regarding project status.

Although the C-IV Procurement Project is a consortium-level project, OSI will play a significant role in partnering with the various State and Federal entities involved in the project, and collaborating with the project to support the project's success.

3.4. C-IV Joint Powers Authority (JPA)

The C-IV JPA is a public entity created for the joint exercise of powers common to the Member Counties. The C-IV JPA was established to exercise such powers for the design, development, implementation, and on-going maintenance and operation of the C-IV System. The C-IV JPA is governed and administered by a Board of Directors, comprised of seven Consortium County Directors. The Board of Directors provides C-IV policy direction and oversight. All power of the C-IV JPA resides within its Board of Directors. The C-IV JPA may make and enter into contracts, employ agents and employees, sue, and be sued, in its own name, incur debts, liabilities and obligations, and invest any money in its treasury. The members of the Board of Directors are liaisons to the stakeholder groups whose collaborative efforts have aided in the success of the project. The meetings are conducted in accordance with the Brown Act.

3.5. C-IV Project Steering Committee

The C-IV Project Steering Committee is made up of select Deputy Director level managers from various counties who provide input on items and changes that are important to their respective counties. The role of this committee is to set direction commensurate with the goals and needs of the stakeholders that comprise the group. The C-IV Project Steering Committee will meet on at least a bi-monthly basis to discuss and make decisions and or recommendations on topics related to project cost, schedule, risks, issues, and status. The committee may make recommendations for strategy changes and significant and critical project issues. Recommendations proposed by the C-IV Project Steering Committee may require formal approval of the C-IV JPA Board of Directors, State, and/or Federal stakeholders.

Meetings of the C-IV Project Steering Committee may result in quorum of the C-IV JPA Board of Directors. In this event, the committee shall follow the Open Meeting Laws for Local Government as defined in Chapter 3 of The Ralph M. Brown Act. Members will help to ensure the success of the project strategy by sharing information with the stakeholder groups they represent.

The C-IV Procurement Project Manager will provide project status updates and refer policy and other issues to the C-IV Project Steering Committee for resolution or escalation.

3.6. Consortium Management

The Consortium has designated a full-time C-IV Procurement Manager, who is responsible for the day-to-day activities throughout the C-IV Procurement Project lifecycle. The C-IV Procurement Manager is the primary point of contact for all communications between the Planning Consultant team, C-IV Project Director, and the project stakeholders. The C-IV Procurement Manager will develop and implement a standardized project management methodology using best practices and appropriate project management tools.

3.7. C-IV Planning Consultant Team

The C-IV Planning Consultant Team, acquired during the initial phase of the C-IV Procurement Project, will be responsible for leading the key tasks and deliverables the remainder of the Project. The C-IV Planning Consultant Team will provide project management support and document maintenance through the Project Management Office (PMO). During, the next phase the PMO will coordinate much of the communications described in this plan. The Planning Consultant Team will be responsible for adherence with established project management standards and plans.

4. Stakeholder Groups and Team Members Order

Stakeholder Group or Team	Members
Executive Management	<p>C-IV JPA Board of Directors</p> <ul style="list-style-type: none"> ▪ Ana Pagan (Merced) CHAIR ▪ Susan Lowe (Riverside) VICE CHAIR ▪ Elliott Robinson (Monterey) 2nd VICE CHAIR ▪ Christine Applegate (Stanislaus) ▪ Linda Haugan (San Bernardino) ▪ Melody Brawley (Lassen) ▪ Pat Cheadle (Kern)
C-IV Project Steering Committee	<p>County Representatives</p> <ul style="list-style-type: none"> ▪ Scott Pettygrove (Merced) ▪ Sayori Baldwin (Riverside) ▪ Nancy Swanson (San Bernardino) ▪ Kathy Harwell (Stanislaus) ▪ County Project Managers (CPM) <p>Consortium Management</p> <ul style="list-style-type: none"> ▪ John Boule, C-IV Project Director ▪ Leslie Johnson, C-IV Procurement Manager
Consortium Management	<ul style="list-style-type: none"> • John Boule, C-IV Project Director • Leslie Johnson, C-IV Procurement Manager
County Project Managers	<ul style="list-style-type: none"> • Peggy Macias (Merced) • Martha Metroka (Riverside) • June Hutchison (San Bernardino) • Myrna Lebert (Stanislaus) • Jan Jaaskela (El Dorado) • Robin Crawl (San Joaquin) • Nancy Harrison (Kern) • Linora Ballesteros (Monterey) • Nicole Nava (Butte) • Sandee Zemple (Shasta)
Integrated C-IV Procurement Project Team	<ul style="list-style-type: none"> • Consortium Management • C-IV Planning Consultant Team

Stakeholder Group or Team	Members
CDSS	<ul style="list-style-type: none"> • Char Lee Metsker, Deputy Director, Welfare-to-Work Division • Karen Dickerson, Chief, Employment & Eligibility Branch • Debbie Rose, Chief, Program Integrity Branch • Yvonne Lee, Chief, Food Stamp Branch
CDHCS	<ul style="list-style-type: none"> • Vivian Auble, Chief Medi- Cal Eligibility Division • Bill Walsh, Branch Chief, Medi-Cal Eligibility Division, Policy Operations Branch • John Zapata, Section Chief, Medi-Cal Eligibility Division, Policy Operations Branch • Fei Collier, Chief, Information Technology Services Division, Applications Support Branch
OSI	<ul style="list-style-type: none"> • George Christie, Deputy Director, SAWS Projects • Kristine Dudley, Manager SAWS Consortia Management Unit • John Heinlein, C-IV Consortium Liaison • Bill Obernesser, Independent Consultant
C-IV Planning Consultant	TBD through Competitive Procurement

5. Communication Methods

Formal internal communication is required to keep the C-IV Procurement Project Team informed of status, issues, and risks. Internal communication is inclusive of communications with and between the Consortium Management, OSI, and the C-IV Planning Consultant Team who make up the Integrated Project Team. Additionally, internal communication encompasses the information exchange between the Integrated Project Team and the counties. Formal external communication is required to keep stakeholders and sponsors apprised of project status, issues, and risks.

ID	Communication Item	Description	Audience	Frequency	Method/Media	Provider
1.	Meeting Agendas	Meeting topics, logistics	Meeting Attendees	Minimum 1 working day prior to meeting	Word Document distributed via e-mail and as meeting handout	Meeting Facilitator or Scribe
2.	Meeting Minutes	Documentation of meeting discussion, action items, future agenda items	Meeting Attendees	5 working days following meeting	Word Document distributed via e-mail and as meeting handout	Meeting Facilitator or Scribe
3.	Monthly Status Presentation	Oral and/or written report on project status, risks, issues, work plans, upcoming events and project direction	C-IV Steering Committee	Monthly	MS PowerPoint presentation distributed via e-mail and meeting handout	C-IV Procurement Manager and/or Planning Consultant Manager
4.	Monthly Status Report	Written report on project status, risks, issues, work plans, upcoming events and project direction	Integrated Project Team	Monthly	Word Document distributed via e-mail, stored on project LAN	Planning Consultant Manager

ID	Communication Item	Description	Audience	Frequency	Method/Media	Provider
5.	Project Request for Information (PRI)	Solicits information	Consortium or others as applicable	As needed	Word Document distributed via e-mail, stored on project LAN	C-IV Procurement Manager
6.	Project Information Notice (PIN)	Transmits project announcements	Consortium, or others as applicable	As needed	Word Document distributed via e-mail, stored on project LAN	C-IV Procurement Manager
7.	Communication Tracking Log	Summary of formal communication distributions and response tracking tool	Consortium, or others as applicable	Monthly	Excel Workbook available on project website, maintained on project LAN	C-IV Procurement Manager
8.	Issue Management Matrix (defined in the Issue Management and Escalation Plan)	Summary list of project concerns or needs, and associated status	C-IV Procurement member or member of a stakeholder organization	As needed, no less than monthly	Excel Workbook distributed via e-mail	C-IV Procurement Manager or PMO
9.	Issue Report Form (defined in the Issue Management and Escalation Plan)	Form to submit project concerns or needs	C-IV Procurement member or member of a stakeholder organization	As needed	Excel Workbook available on project LAN	C-IV Procurement team member or member of a stakeholder organization
10.	Risk Management Matrix (defined in the Risk Management Plan)	Summary list of potential project problems, and associated status	C-IV Procurement member or member of a stakeholder organization	As needed, no less than monthly	Excel Workbook distributed via e-mail	C-IV Procurement Manager or PMO

ID	Communication Item	Description	Audience	Frequency	Method/Media	Provider
11.	C-IV Procurement Project Work Plan	Project Schedule of Tasks, Duration, Milestones	C-IV Project Director C-IV Procurement Manager	As needed, no less than monthly	Microsoft Project Work Plan distributed via e-mail, maintained and stored on project LAN	C-IV Procurement Manager or PMO
12.	Deliverable Approval Letters	Request formal approval of final deliverable	C-IV Procurement Manager	As needed	Letter, hand delivered	Planning Consultant Manager

6. Stakeholder Meetings

In addition to the communication items described above, the C-IV Procurement Project team will attend and participate in various meetings with stakeholders. Whenever possible, this team will utilize established committees when face-to-face communication is required.

7. Issue Tracking and Escalation Process

In case of a disagreement between the C-IV Procurement Project team members relative to direction, solution, or resolution, the project may invoke an issue escalation process as defined by the *C-IV Procurement Project Issue Management Plan*. The Issue Management and Escalation process is fully described in the *C-IV Procurement Project Issue Management Plan*, which can be found on the **C-IV Procurement Project Library located at <http://www.c-iv.org/ProcurementLibrary.shtml>**. The following table shows the Communication steps of the Issue Resolution and Escalation Process for the project.

Step #	Steps	Responsible Party	Timeframe
1.	Issue identification by any project stakeholder/team member	Any project stakeholder or team member	Ongoing
2.	E-mail issue to the CIV Procurement Manager for triage and tracking.	Person identifying issue – sending e-mail	As soon as possible

Step #	Steps	Responsible Party	Timeframe
3.	Examine newly identified issue and determine if immediate escalation is necessary (see step 5) or if the issue can go through standard resolution process (see step 4).	C-IV Procurement Manager	Daily
	<p>All issues will be discussed at designated project management meetings and triaged, tracked, and resolved.</p> <p>Decision:</p> <p>Project Issue?</p> <p>Steering Committee Issue?</p> <p>If issue is time sensitive and has immediate impact on project schedule, cost, and direction, issue escalation will be initiated (see step 5).</p>	<p>Project Status Meeting Attendees</p> <p>C-IV Procurement Management Team</p> <p>Steering Committee</p> <p>Consortium Management or C-IV Procurement Manager</p>	<p>Weekly Meeting</p> <p>Weekly Meeting</p> <p>Monthly Meeting</p> <p>As Needed</p>
4.	<p>E-mail issue description, summary and reason for escalation to: Consortium Management, Steering Committee Chairs, and OSI</p> <p>Schedule issue escalation conference call with recipients of escalated issue e-mail.</p>	<p>PMO</p> <p>PMO</p>	<p>Within 24 hours of issue being escalated</p> <p>Within 24 hours of issue being escalated</p>
5.	Schedule issue escalation conference call with recipients of escalated issue e-mail.	PMO	Within 48 hours of issue being escalated

8. Information Management

Communication protocols are necessary to manage the amount and type of information that will be communicated to both internal and external project stakeholders. Communication protocols facilitate better management and control of the flow of project-related information, minimize misinformation, maximize the sharing of accurate information across the appropriate communication channels, and provide structure to the information shared with external stakeholders.

9. Communication Protocol

The scope of information disseminated should be limited to that within an individual's project domain. All communication related to project-wide status should be directed to the C-IV Procurement Manager, unless otherwise advised. Because of the broad scope of this project, only those individuals at the project management level will be able to provide a comprehensive and accurate status update on the project as a whole. It is important that all other members of the project limit their communications, both formal and informal, to information within their individual domain or job functions.

For purposes of requirements gathering and participating in the development and review of procurement documents, and the actual procurement process, the counties have designated primary county contacts, technical county contacts and fiscal county contacts. If information needs further dissemination in the counties, it is expected that the primary contact will ensure the appropriate staff receive or respond to the required information. In the event contact information for a county changes, the primary county contact must notify the C-IV Procurement Manager who will notify the PMO to have the list changed.

E-mail will be considered an accepted means of project communications. Documents and Deliverables will be attached to e-mails for dissemination to the project's stakeholders and team members. Additionally, if a situation dictates a more formal approach, then correspondence will be in the form of a letter, memorandum, or document. Appropriate use of e-mail includes scheduling meetings, forwarding documents and general questions and answers. If the e-mail contains pertinent or historical information, the e-mail will be given a document tracking number and archived on the project LAN.

10. Communication Tracking and Storage

Written communications received by or generated for the C-IV Procurement effort will be retained and stored on the project LAN, depending on the format in which they are received. E-mails that document decisions or that have pertinent value to the project will be stored on the

project LAN and retained for historical purposes. The documents will be forwarded or copied to PMO who will file the document in the appropriate folder on the project LAN. Formal communication to the counties will be distributed under cover of a Project Information Notice (PIN) or Project Request for Information (PRI), logged on a Communication Tracking Log, and assigned a tracking number (refer to Attachments 1 and 2 for PIN and PRI templates). Likewise, county responses to requests for information will be tracked and stored on the project LAN. (See the **C-IV Procurement Safeguard Plan** for more information about which LANs will be used during which project phase).

As appropriate, certain communications or documents, such as the Communications Tracking Log, will be posted to the C-IV Procurement Project LAN. Only those items that are determined to be public information will be posted to the website. The C-IV Procurement Manager will approve the timing and content prior to publication. The C-IV Procurement Project Library can be reached at website at www.c-iv.org/ProcurementLibrary.shtml.

11. Communication Format

Specific C-IV Procurement Project templates have been established and are utilized to ensure a consistent look and feel for all project documentation. The templates allow counties and other stakeholders to recognize communications as C-IV Procurement Project related. The project templates include standards such as the project name, date, standard headers and footers as well as the project logo as appropriate. Additionally, contact information including phone and e-mail addresses are provided with all communication distributions. Communications may also be categorized as Confidential, Time Critical and/or Action Required. These templates are stored on the project LAN.

12. Communication Effectiveness

Periodically the project will confirm the effectiveness of the communications with the counties, Consortium management, and State oversight entities. Surveys or meetings will be conducted to ensure the communication methods present the project's message and requirements clearly, timely and in a method that is efficient and understood easily. The following questions will be used to help measure the effectiveness of project communication:

- Is the information that is communicated useful, timely, and relevant?
- Is the information provided at the right level of detail?
- Are the communications understandable to all?
- Does the information cover all topics that team members and stakeholders require?

- Should different/additional media be incorporated?
- Should new or different forums be added?
- Should the communications strategy target different or additional groups to involve stakeholders more effectively?

13. Communication Changes

Any C-IV Procurement Project stakeholder may propose changes to the communication process. The C-IV Procurement Manager must approve the change for it to be accepted. Once accepted, the change will be incorporated into the Communications Management Plan in the appropriate area. Often a draft version will be used to generate discussion with the communication stakeholders prior to making the change official.