

Note: This document is strictly to be used as a guide for the implementation of grant funded interoperable communications projects. It is not all inclusive and should not be used exclusively and does not capture every detail of project management or the Project Manager responsibilities.

The basic project management process has five phases or types of activities:

- ◆ Initiation = Startup
- ◆ Planning = Define and Confirm Scope / Objectives
- ◆ Executing = Develop Plan and Secure Resources
- ◆ Controlling = Track, Control, Report and Review
- ◆ Closing = Completion and Assessment

Step 1: Initiation = Startup

- ◆ Project Manager & Regional Interoperability Committee: Draft high level project plan with estimated dates to include the following:*
- Project Scope
- Assumptions
- Budget- Confirm (PSIC/DHS) funding
- Resource requirements
- Roles & responsibilities
 - ❖ Project Manager: preliminary documentation, timeline, scheduling, resources
 - ❖ COG/Homeland Security Committee: grant administration, executive approval
 - ❖ Agencies/ Jurisdictions: steering committee/users, evaluation, testing
 - ❖ Vendor: Detailed Design, Statement of Work (SOW), timeline, training, acceptance testing; documentation
- Timeline- Grant (PSIC/DHS) deadline

*Note: The initial high level project plan will provide a project roadmap and baseline.

Step 2: Planning = Define and Confirm Scope / Objectives

- ◆ Project Kick-off meeting: Identify and engage groups that will be involved in the project (a collaborative effort between the project manager, stakeholders and vendor/outside resources)
 - Confirm baseline project scope, assumptions, requirements, roles and responsibilities
 - ❖ Identify what's not in scope
 - ❖ Identify functional, technical and reliability requirements*
 - ❖ Review high level plan, issue resolution process and status reporting approach
 - ❖ Define project success criteria
 - ❖ Leverage Issue Log, Status Report and Communications Matrix

*Note: All requirements should be well defined and the process should always be thoroughly followed.

Step 3: Executing = Develop Project Plan and Secure Resources

- ◆ Review / modify Detailed Design, SOW, Timeline and Budget
 - The Detailed Design should be based on baseline project scope, requirements, funding
 - Develop functional specifications (exactly what you expect of the new radio system)
- ◆ Conduct risk assessment — what if ...

- Vendor can't meet grant timeline
- Unable to obtain FCC license and/or permits
- Change in requirements
- Design errors, omissions, misunderstandings
- Poorly defined or understood roles and responsibilities
- ◆ Approval: get buy-in for modified Detailed Design from team
- ◆ Negotiate the Contract(s): define legal obligations of the parties
 - Statement of Work
 - Project Deliverables
 - Project Timeline and Payment Schedule

Note: Functional specifications - ask Users to write descriptions of the functionality they hope to attain, be as specific as possible; e.g. coverage, seamless roaming, etc.

Note: The SOW is provided by the vendor and is the blueprint for your implementation, it should provide a description of the following tasks, identify the personnel involved in the task, identify the dates/times when the task is scheduled to occur, identify the vendor and agency responsibilities related to the tasks, describe what is considered to be completion of the tasks:

- ☒ Requirements, technical, functional and operational validation
- ☒ Project delivery schedule
- ☒ Hardware/software installation
- ☒ Ancillary system installation and connections
- ☒ System(s) Interface testing
- ☒ System Acceptance Testing and optimization
- ☒ Talk-group mapping
- ☒ Documentation Delivery
- ☒ Training and refresher training
- ☒ Cutover/transition plan

Step 4: Controlling = Track, Control, Report and Review

- ◆ Begin project implementation
 - Communicate
 - ❖ Hold regular meetings to: share progress/status, identify/resolve issues
 - ❖ Keep Executive Committee, etc. informed
- ◆ Monitor progress and risks, take action as necessary
 - Identify and manage issues
- ◆ Manage scope and track changes

Step 5: Closing = Completion and Assessment

- ◆ Confirm a cutover plan checklist
- ◆ Conduct acceptance testing
- ◆ Form an evaluation team: evaluate the vendor performance and successful implementation:
 - Adherence to project scope
 - Acceptance Testing – Quality Assurance
 - ❖ Functional, Reliability and Performance Testing
- ◆ Review/confirm complete documentation, training, and knowledge transfer
- ◆ Close-out grant and Conduct final project review and lessons learned