**Attachment O – TAS Strategic Management Plans**

**TAS Strategic Management Plan Descriptions**

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| **ID** | **Deliverable** | **Definition/Description** | **Due from Contract Start Date** |
|  | **Staffing** | | |
| F1 | Staff Management Plan | The Staff Management Plan defines the organization structure, staff management processes, and talent acquisition and management approach that will meet the Department’s requirements and needs. This should include industry best practices and results from experiences in past and ongoing engagements.  Content may include, but is not limited to, the following:   * Narrative of overall staff management approach * An initial organization breakdown chart that depicts each component of the project * All cross-cutting functional units of the organization and project * Numbers and types of staff for each component and function * The staffing plan by organizational department * Lines of authority governing the interaction of staff and relationships with subcontractors (indicate which staff are prime contractor and subcontractor, as appropriate) * Staff roles and responsibilities * A RACI or equivalent mapping of the roles/responsibilities to the different areas in scope * The strategy to acquire staff resources with appropriate skills * Staff development and training necessary for the team members to perform their function * Any resource/staff management software tools planned to be introduced to meet the requirements of this engagement * Any documentation a vendor recommends be included. | 1.5 months |
|  | **MES Program and Contract Management** | | |
| F2 | MES Program and Contract Management Plan | The MES Program and Contract Management Plan shall describe the planning, execution, monitoring, and controlling activities to perform the work of the RFP. This plan describes the management approach to the engagement between the Department and the TAS contractor. The content will be high-level and summarize tasks necessary to manage the contract.  Content may include, but is not limited to, the following:   * High-level summary status of MES projects and work initiatives * Roles and Responsibilities * Resource allocations and any resource contention or over allocations to be solved, summarized resource plans, etc. * MES High-level Milestone Schedule using MS Project * An Internal communication plan and communications matrix, and status of various communications occurring throughout the MES program * Issue and Risk Management Plan and tracking log related to the engagement, including escalation approach * Status reporting/progress reporting, biweekly and quarterly reports management (format to be determined) * Budget, actual and variances, invoicing, funding streams, APDs * Tracking of all scope changes and their status and items impacting the TAS Contract scope, and contract amendments * A Quality Management Plan, manage all plans/deliverable approvals, and updates * SLA management approach, SLA changes, SLAs month over month * Transition plan management approach and update schedule * Transition SLAs * Any documentation a vendor recommends be included. | 2 months |
|  | **Program and Project Management** | | |
| F3 | MES Documentation Management Plan | The MES Documentation Management Plan shall describe the business practices for ensuring MES documentation is complete, uniform, well managed and has obtained the appropriate approvals.  Content may include, but is not limited to, the following:   * Categorization standards for various document types * Templates * Style guides, formats, and nomenclature * Repositories and metadata * Version control * Access controls * Repository maintenance and audits * Training for impacted stakeholders, as needed * Required Artifacts * Any documentation a vendor recommends be included. | 2.5 months |
| F4 | MES Project Management Standards | The MES Project Management Standards document shall describe specific standards, roles and responsibilities, and project management practices for work initiatives occurring the MES portfolio.  Content may include, but is not limited to, the following:   * Current Standards and Practices * Interfaces with Technical and Information architectural processes and standards * Interfaces with CMS Certification approach * Project Management Templates * Project Lifecycle and methodology * Project and portfolio standards and processes * Establish metrics and measuring KPI * Benefits Realization program * Training on Project Management Standards for impacted stakeholders, as needed * Required project artifacts * Any documentation a vendor recommends be included. | 2.5 months |
| F5 | MES Program, Portfolio and Project Management Plan | The MES Program, Portfolio and Project Management Plan shall describe the approach for managing the entire MES portfolio of projects and work initiatives. It shall include industry best practices for project management, and project management tools, techniques, and standards.  Content may include, but is not limited to, the following:   * MES program goals and objectives * MES Roadmap Alignment and update * MES program in-scope and out-of-scope * MES program and project approach(es) for managing projects * Portfolio Management approach, managing demand, project origination, project priorities, progress, and dependencies * Project team(s), TAS resources working on projects * Types of work such as Small Work Items and Project Work, including procurement work * MES monitoring and controlling activities * Quality Assurance of project deliverables * Benefits realization at project level, program level, including outcomes * Specific project dependencies or interfaces with other portfolios * Communications and reporting * Risk and Issue Monitoring * Assumptions and constraints * Scope and Change Management * Progress elaboration of scope, schedule, resource needs * High-level schedule of portfolio and ensuring each project has a detailed schedule * Deliverable tracking approach * Any documentation a vendor recommends be included. | 3 months |
| F6 | MES Certification Management Plan | The MES Certification Management Plan shall describe the approach and steps in involved to achieve CMS certification of the future MES system.  Content may include, but is not limited to, the following:   * Purpose of Certification * CMS Requirements for Certification * Roles and Responsibilities * Streamlined Modular Certification approach * Stakeholder participation and communication * Defining and validating outcomes * Training for impacted stakeholders, as needed * Required Artifacts * Any documentation a vendor recommends be included. | 3 months |
|  | **Program Contract Management** | | |
| F7 | MES Budget, IT Assets, and Procurement Management Plan | The MES Budget, IT Assets and Procurement Management Strategy Plan shall describe the efforts necessary to track existing and future contracts, contract amendments, Advanced Planning Documents (APDs) and related documents, IT assets and management of the MES budget.  Content may include, but is not limited to, the following:   * Managing funding sources and expenditures * Approach to tracking contract amendment needs and recommending modifications * Managing budget actuals and variances * Managing Advance Planning Documents (APD) required by CMS * Approach to tracking purchases, asset ownership, invoices * Supporting procurements * Any documentation a vendor recommends be included. | 3 months |
|  | **People and Change** | | |
| F8 | MES Organizational Change Management Plan | The MES Organizational Change Strategic Management shall describe the steps needed to facilitate adoption and build proficiency in the people who will lead, design, build, and use the new systems required for the modernization of New York’s MES.  Content may include, but is not limited to, the following:   * Stakeholder identification and assessments * Communication plans * Roles and responsibilities * OCM tools and techniques * Challenges and risks * Resistance mitigation plans * Various Trainings * OCM success measures * Any documentation a vendor recommends be included. | 4 months |
|  | **Enterprise Architecture** | | |
| F9 | MES Enterprise Technical and Interoperability Architecture Management Plan | The MES Enterprise Technical and Interoperability Architecture Plan shall establish the design requirements, and processes and procedures to establish a approach for, and the management of, MES Interoperability, modularity, Service Oriented Architecture (SOA), use of APIs, and cloud-based technologies.  Content may include, but is not limited to, the following:   * Technical Management Approach * Technical Services Governance * Technical Principles * Technical Goals and Objectives * Transition including technology implementation and operations * CMS and State-specific MITA Additions * Any documentation a vendor recommends be included. | 4 months |
| F10 | MES Security Architecture Management Plan | Security Architecture Management Plan will describe the necessary processes, procedures, stakeholders and participants, standards, and governance to ensure compliance and Department and CMS security requirements.  Content may include, but is not limited to, the following:   * Approach to data security and proscribed requirements in RFP * Security standards * Handling access controls * Handling security gaps or compliance issues * Approach to developing Security Architecture * Any documentation a vendor recommends be included. | 4 months |
| F11 | MES Enterprise Architecture Management Plan | The MES Enterprise Architecture Plan includes the approach decision making for MES architecture decisions.  Content may include, but is not limited to, the following:   * Processes for implementing and managing architecture and data strategy for the MES systems * The roles and responsibilities of enterprise architecture and data governance participants * Logical Relationships between technologies * Impacted stakeholders and processes * Tools, templates, and processes used to conduct governance meetings * Decision making process * Conflict management processes and escalation steps and authority for final decisions * Communications, document repository, and access to documents related to architecture and data governance * Other content required by the Department for managing enterprise architecture and data governance * Any documentation a vendor recommends be included. | 6 months |
| F12 | MES Enterprise Information Architecture, Data Management and Governance Plan(s) | The MES Enterprise Information Architecture and Data Management Strategy shall establish the processes and procedures and design requirements to meet CMS MITA framework and specific Department unique requirements.  Content may include, but is not limited to, the following:   * Data Management and Integrity Approach * Enterprise Data Management and Data Stewardship * Common Data Architecture * Enterprise Modeling * Enterprise Metadata Repository * Data Sharing Architecture * Any documentation a vendor recommends be included. | 5 months |
|  | **MES Roadmap** | | |
| F13 | MES Strategic Plan  (Detailed Roadmap) | This plan will serve as the detailed roadmap achieve the Department’s future Medicaid Enterprise System(s). This plan shall break down the high-level roadmap and RFP requirements and services into well-defined steps to support the actual work initiatives. All work needs to be clearly tied to the overall roadmap.  Content may include, but is not limited to, the following:   * Vision, goals, and objectives * Short, mid and long-term initiatives * Strategic initiatives for system integration, modularity, interoperability, technologies, data management, stewardship, ownership, data sharing * Technology solutions available * Implementation strategic initiatives * MITA performance metrics, KPIs * CMS MITA, Streamline Modular Certification approach * Program-level constraints, risks, and mitigations * Creation of an enterprise roadmap governing committee and all the required supporting documentation. * Any documentation a vendor recommends be included. | 6 months |