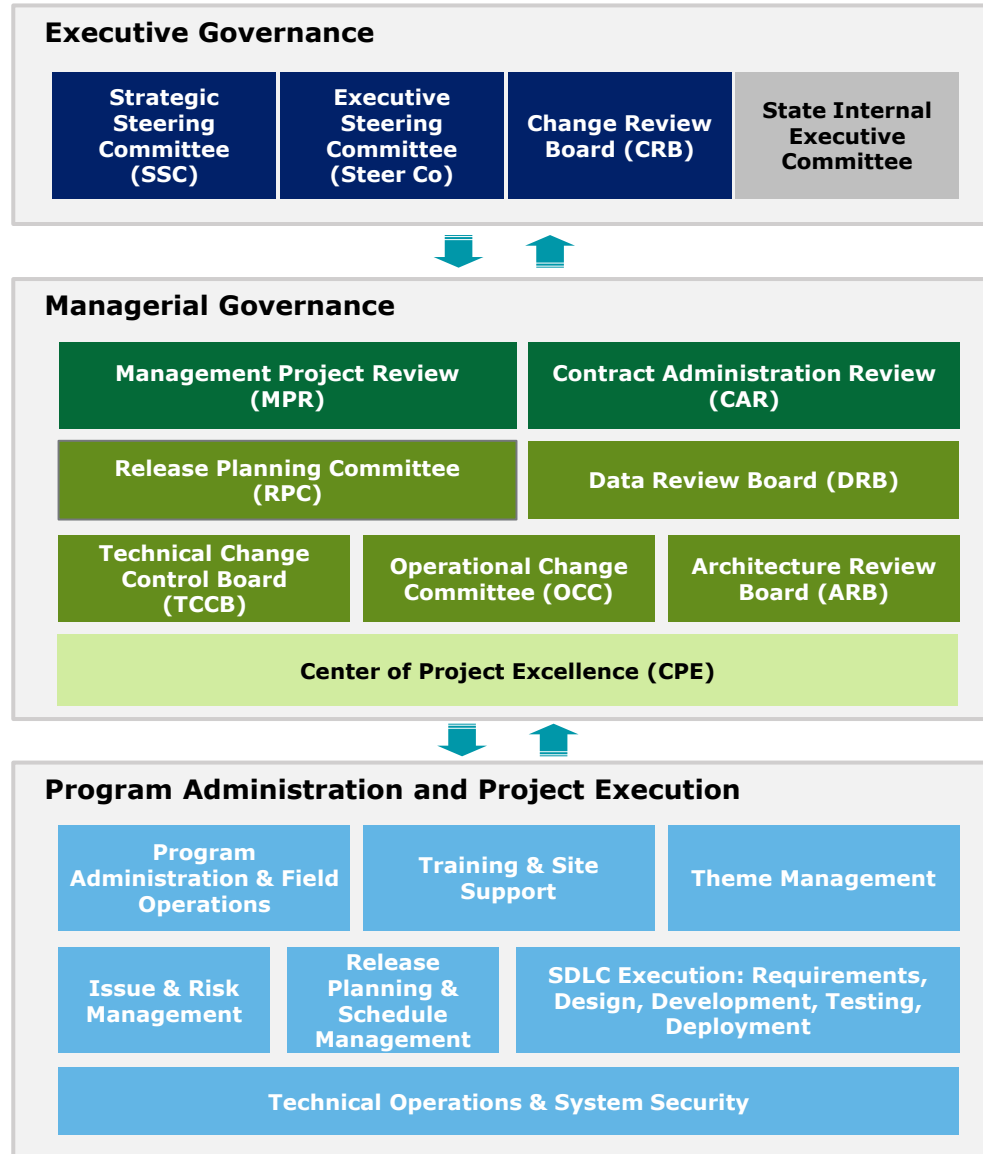




State of Rhode Island (RI) Unified Health Infrastructure Project (UHIP) Governance Overview Slides



RI Bridges IT Governance Structure



Executive Review + Decision-Making: Sets the overall direction and guiding priorities, provides executive sponsorship of Program goals, makes escalated decisions that drive project execution in concert with State priorities

Analysis + Coordination: Performs analysis; manages project status, risks, issues, and outcomes; finalizes inputs to support EPR and escalates to executives as needed for decision-making

Production Control: Makes decisions regarding production-impacting activities; including data fixes, application releases, technical changes, batch runs. Escalates issues, risks, decisions as needed

Continuous Improvement: Identifies, prioritizes, and executes against opportunities for continuous improvement

Program Administration and Project Execution: Joint State and Deloitte teams execute processes that yield inputs into governance analysis and decisions

Program Management Office (PMO) facilitates effective governance execution and cross-program integration

Executive Governance	
Strategic Steering Committee (SSC)	Provides a forum for strategic discussions with the Executive Leadership to review business priorities / outcomes and set overall direction for the project and ensure resources are aligned accordingly.
Executive Steering Committee (Steer Co)	Provides an Executive-level forum to discuss key aspects of the project including progress updates and associated business and IT metrics, escalated risks and issues and the overall project priorities to enable effective oversight as well as informed decision-making across all aspects of the project.
Change Review Board (CRB)	Review and approve all requests to spend contract hours to ensure work aligns to project budgets and priorities.
Managerial Governance	
Management Project Review (MPR)	The primary forum for the Management team to assess the overall status of releases as well as progress towards project goals and business outcomes. Proposing and approving scope including enhancements, problem tickets and service requests based on Agency priorities will be discussed as part of release planning activities. In addition, the team will identify and remedy project risks and issues with escalation to EPR when appropriate (L3, L4) and prioritize improvement opportunities.
Contract Administration Review	Address ongoing activities related to the administration of the contract; ensure escalation of missed SLAs or KPIs to EPR.
Release Planning Committee (RPC)	Review and maintain the project runway, coordinate release logistics and deployment schedules, validate release readiness (technical + business) per checklists, assess proposed changes to release plan to identify risks and secure PROD approvals.
Data Review Board (DRB)	Provide proactive review, testing, and sign-off of significant data changes being made in production.
Technical Change Control Board (TCCB)	Review and approve technical and security changes in PROD and proactively manage patching/upgrade calendars.
Operational Change Committee (OCC)	Review and monitor RI Bridges operational health and proactively manage batch and annual activity calendars.
Architecture Review Board (ARB)	Review and approve architectural changes related to major system enhancements or technical upgrades.
Center of Project Excellence (CPE)	Develop, rollout, monitor, and evaluate success of continuous improvement initiatives for any of the processes, methods, or tools related to our Governance framework, IT capabilities, or other aspects of project delivery.

Governance Meeting Cadence

Draft: For review and discussion purposes only

Time	Monday	Tuesday	Wednesday	Thursday			Friday
8:30 AM			Executive Design Review (EDR)	Executive Steering Committee (Steer Co)	CRB	Strategic Steering Committee (SSC)	
9:00 AM							
9:30 AM	PODS	PODS	PODS	Center of Project Excellence (CPE)	PODS		
10:00 AM		Management Project Review (MPR)	Problem Management 2.0				
10:30 AM							
11:00 AM				TCCB (Part 1)	Data Review Board (DRB)		Weekly Actuals Touchpoint
11:30 AM							
12:00 PM							
12:30 PM	Leadership Standup						
1:00 PM			TCCB (Part 2)				
1:30 PM							
2:00 PM	Operational Change Committee (OCC)			Release Planning Committee (RPC)			
2:30 PM				Joint PMO			
3:00 PM							
3:30 PM	Test Management						
4:00 PM		Contract Administration Review	State Internal Executive Committee				
4:30 PM							

Not listed: Monthly Infrastructure & Operations Meeting
 Not listed: Monthly Architecture Review Board 3

■ Weekly schedule
 ■ Biweekly schedule
 ■ Bi-monthly schedule
 ■ As needed

Risks + Issues (PMOCs)

PMOC Escalation Levels

Escalation Level	Governing Body	Description	Escalation Pathway	Examples
1	Theme Teams	General project risks / issues being managed by the theme teams	<ol style="list-style-type: none"> 1. Review weekly at theme team meeting 2. If action/awareness needed from Agency Leads or Joint IT Team, escalate to L2 3. This adds it to the MPR agenda 	
2	Management Project Review (MPR)	General project risks / issues requiring the attention of the management team but not requiring immediate escalation	<ol style="list-style-type: none"> 1. Review weekly at MPR 2. If action/awareness needed from Executives, escalate to L3 for review at EPR 	<ol style="list-style-type: none"> 1. Recoverable scorecard risks with clear mitigation pathways; SDLC phases may be at risk but the release date itself is not 2. Document approvals delayed
3	<p>Management Project Review (MPR) manages and prepares updates</p> <p>Executive Project Review (EPR) reviews updates, makes decisions</p>	Key project risks / issues having significant project impact requiring input or decisions from the Management Team and Directors	<ol style="list-style-type: none"> 1. Review weekly at MPR and EPR 2. If risk / issue is evaluated as having significant project-wide impact, a decision may be made to escalate to L4 	<ol style="list-style-type: none"> 1. Benefit-impacting or system availability-impacting production issues or activities with a significant number of impacted cases 2. Contractual exceptions (e.g. missed KPIs, SLAs, deadlines, or warranty concerns)
4		The highest level project risks / issues with the potential of having wide spread project impact and therefore requiring the full attention of the Directors	Please note: All Level 4 PMOCs are listed in the Risks + Issues section of the Executive Status Report which is distributed to federal partners on a weekly basis	<ol style="list-style-type: none"> 1. Initial impact of COVID-19

Executive Priority List (EPL)

Executive Priority List Overview

What is it?

The Executive Priority List (EPL) is a current list of the items requiring the highest level of focus and attention from the project management team for some period of time.

- The EPL will drive the agenda for the weekly Executive Project Review in order to provide frequent updates to the Directors and to obtain their input or decisions
- Materials will be developed as needed to facilitate the EPL discussion at EPR
- The list will change frequently based on input from any of the executive forums including SSC, EPR or Exec Co
- The Executives will prioritize “above the line” items based on criticality and availability of resources
- As items are worked through completion, they will be removed from the list
- L3 & 4 PMOCs will continue to be used to track key risks / issues
- Items considered “below the line” will be addressed in the future based on prioritization by the Directors



Key inputs to the Executive Priority List

Executive Priority List (EPL)

ABOVE THE LINE					
Priority	Purpose / Goal(s)	Primary Owners	Date Added	Agency	Action Required?
Increase RiteShare Enrollment	Facilitate the implementation of the RiteShare roadmap to increase enrollment & increase revenue for the State	Shaffer, Fitzgerald	3/1	EOHHS	Being covered at RS Exec Reviews
Develop solution for Asset Verification	Determine solution to meet immediate CMS reqmts PMOC: 1438	Tichenor, Rohan	8/5		Scheduled for 12/4 release; Confirm reqmts for dashboard & remove and track with L3 PMOC
Governance Refresh	Review existing governance structure & propose recommendations to refresh model	Rota, Edwards	8/1	All	Develop recommendations to share with Executives & begin implementation in early September
IM Annual Strategic Planning	Conduct planning to identify strategic priorities for IM	Rota, Edwards	8/10	All	Agency Lead target for IM priorities; Exec review planned for 9/24
P-EBT	Develop solution for P-EBT	Rohan	8/31	DHS	8:30 mtg on 9/2
MA COVID Recovery dashboard	Revisit end-to-end process & corresponding dashboard	Tichenor, Murugesu	8/31	EOHHS	

The EPL and L3 PMOCs will drive the agenda for EPR

Decisions to add or remove items will be made based on progress updates at EPR

Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

Agenda Item	Timing	Inputs (inc. Metrics, Data)	Outputs
L3 + L4 Risks and Issues	15 minutes	L3 + L4 PMOCs escalated by Agency Leads, with relevant data to inform decisions	Executive decisions, including but not limited to next steps, closure, downgrade, escalate to L4
Executive Batch Decisions	5 minutes	Dry run results for batches requiring exec approval	Executive approval to run the batch documented in the minutes
Deep Dive for above the line Executive Priority List (EPL)	25 minutes	Progress vs Executive Priority List (EPL), supported by relevant data points	Revised Executive Priority List (EPL) Marching orders for the week ahead

Executive Priority List (EPL)

Draft: For review and discussion purposes only

Last updated: 7/28/22

ABOVE THE LINE						
Priority	Purpose / Goal(s)	Draft Success Metric	Primary Owners	Date Added	Agency	Action Required?
PHE Unwind IPT	Plan comprehensively for the end of the Public Health Emergency as it impacts Medicaid eligibility, processing, etc.	What: Cases still impacted by COVID Mitigations Where: Tableau	Rajit, Brian	8/31/21	EOHHS	IPT is owning this thread, with biweekly Director updates. CA-05 is pending execution and CA-06 pending submission to federal partners. November Release scope has been finalized and the team is working on the March Release scope proposal. Awaiting info regarding changes to IPT governance structure.
SNAP Reinvestment	Improve SNAP QC error rate	What: SNAP QC Error Rate Where: FNS Website	Gaurvi, Bethany	1/7/21	DHS	Met with DHS on Friday 7/22 to review Jan 2022 sampling results. We identified some improvement opportunities related to address discrepancies and are evaluating delivery feasibility. Continuing to work with DHS to analyze other error patterns.
Cloud Planning	Explore SFY24 budget approval to migrate RI Bridges to Cloud	N/A	Rakesh, Phil	1/6/22	All	Business case and approach to vendor assessment shared at previous SteerCo meetings. Vendor quotes received last week. Preparing Cloud Financials Summary for upcoming SteerCo.
OE Planning	Potential for ARPA extension to impact regular OE planning (e.g. extension happens post AR run)	TBD	Vijay, Matt	7/6/22	HSRI	AR run is currently planned to run in production on 10/8. Dry run plan has been shared with State. If ARPA extension happens post AR run, we will apply the changes and run Mass update to reflect new changes.

SAMPLE

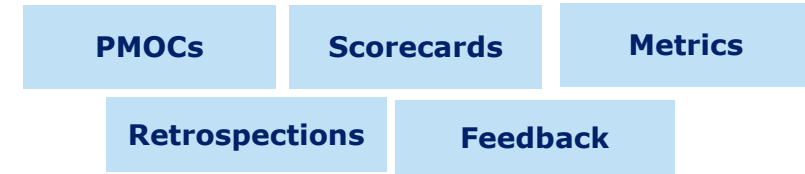
Process Excellence Initiative List (PEIL)

Project Excellence Initiative List

What is it?

The Project Excellence Initiative List is a current list of the improvement opportunities being governed by the Center of Process Excellence (CPE).

- The PEIL will track the initiatives currently being managed by the CPE team
- Progress updates for each “above the line” initiative will be reviewed at the bi-weekly CPE meetings
- New items may be added to the list for consideration based on the team’s review of scorecards, release retrospections, metrics, PMOCs or feedback sessions
- The CPE Team will prioritize “above the line” items based on criticality and availability of resources
- As items are worked through completion, they will be removed from the list but may be monitored to ensure improvement goals continue to be met
- Sub-teams may be formed to work on specific PEIL initiatives with direction from the CPE team
- The CPE team may bring forward updates to the Executive team via EPR or SSC
- Items considered “below the line” will be considered for future initiatives based on prioritization by the CPE



Key inputs to the Process Excellence Initiative List

Project Excellence Initiatives List (PEIL)

ABOVE THE LINE					
Priority	Purpose / Goal(s)	Primary Owners	Date Added	Agency	Action Required?
Reduce defect leakage	Move defects leftward in SDLC; meet UAT Pass Rate SLA for Major Release	Ravi, Mattie	March	Joint IT	Draft lessons learned for executives
PMOC-1450	Prevent future occurrences of missed batch runs	Gaurvi, Mattie, Liz	August	Joint IT	

The PEIL will drive the agenda for CPE

Decisions to add or remove items will be made based on progress updates at CPE

Standing Agenda with Inputs (inc. Metrics, Data) and Outputs			
Agenda Item	Timing	Inputs (inc. Metrics, Data)	Outputs
Review Progress of Initiatives	20 minutes	Process Excellence Initiatives List (PEIL)	Updated PEIL status; Action Items
Review Quality Scorecards	5 minutes	Application + IM + Data Quality Scorecards	Proposed additions / prioritization decisions of items on the PEIL
Release Retrospective (Monthly)	30 minutes	Analysis/learnings for UAT and PROD defects	Proposed additions & prioritization of PEIL
Working Session Time	15-45 minutes	Above-the-line Continuous Improvement Initiative List (PEIL)	Progress made against above-the-line PEIL items; work continues offline as needed

Process Excellence Initiatives List (PEIL)

ABOVE THE LINE					
Priority	Purpose / Goal(s)	Primary Owners	Date Added	Agency	Action Required?
Reduce defect leakage	Move defects leftward in SDLC; meet UAT Pass Rate SLA for Major Release	Ravi, Mattie	March	Joint IT	Draft lessons learned for executives
PMOC-1450	Prevent future occurrences of missed batch runs	Gaurvi, Mattie, Liz	August	Joint IT	

BELOW THE LINE					
Priority	Purpose / Goal(s)	Primary Owners	Date Added	Agency	Action Required?
Non-Exec Meeting Refresh	Evaluate whether there are opportunities to streamline governance below the executive level	Lori, Harry	August	Joint PMO	Complete Exec Meeting refresh first
Reporting Refresh	Evaluate which existing project reporting is proving most valuable and pilot moving one such report out of powerpoint and into JIRA/Tableau	Lori, Harry	August	Joint PMO	Complete Exec Meeting refresh first
Leaderboard Process Efficiencies	Streamline the Leaderboard process especially for SRs	Lori, Harry	August	Joint PMO	
Iterative Project Delivery: Lessons Learned Retrospective	Conduct a retrospective on COVID-19 and RItShare activities which involved innovative SDLCs and figure out what we can carry forward	Lori, Jim, Mattie, Rohan Gaurvi	August	Joint IT	
PMOC-1421	Make minor changes to improve JIRA permissions	Mattie, Harry	July	Joint IT	

Annual Business Outcomes (ABOs)

Annual Business Outcomes (ABOs)

Annual Business Outcomes (ABOs) are the list of business outcomes which are defined each year during each the annual planning process and then managed through to completion by the joint team throughout the year.

- The list can be amended by executives via our established Change Review Board (CRB) processes, and broader resets may surface from Strategic Steering Committee (SSC) discussions inclusive of future annual planning processes.
- With few exceptions, all items being approved by the CRB ought to map to one of these outcomes; it essentially serves as a guide for recommended uses of CRB budgets.
- Each outcome ought to be mapped to a success metric: the venue for these metrics can be determined during annual planning
- The list may overlap with the Executive Priority List (EPL): when it does, then data-driven updates will come to Steer Co

Sample Meeting Charters

Strategic Steering Committee (SSC) Charter

Objective

Provides a forum for strategic discussions with the Executive Leadership to review business priorities / outcomes and set overall direction for the project and ensure resources are aligned accordingly.

Cadence, Timing, Process

Thursday 8:30-10:00am or as Scheduled

Bimonthly to start

Depending on the Agenda, Executives may be expected to review Business + IT metrics in advance of the meeting and come prepared with observations, asks etc. This can include:

1. Contract KPIs + SLAs
2. Programmatic Metrics existing in Tableau
3. Success Metrics associated with Annual Business Outcomes
4. IT Metrics (incidents, problem tickets, data fixes, impacted cases)

Participants

State Chair: Lori Rota

Deloitte Chair: Ryan Fitzgerald

Agency	Executive	Lead	Other Attendees
DHS	Yvette Mendez		
HSRI	Lindsay Lang		
EOHHS	Kristin Sousa		Nicole Nelson
EPMO	Lori Rota		
DoIT	Beth Tyler		
Deloitte	Ryan Fitzgerald, Kenny Smith (when available)	Rohan Khopkar	Rakesh Chandrasekaran, Gaurvi Jain, Harry Edwards, Guest presenters

Standing Agenda* with Inputs (inc. Metrics, Data) and Outputs

Agenda Item	Timing	Inputs (inc. Metrics, Data)	Outputs
Open forum for executives to discuss business challenges or strategic topics (e.g. Annual Planning) and to revisit project priorities	TBD	Executive observations from advance review of business + IT metrics Annually: relevant inputs for annual planning discussions (e.g. capacity, trends, strategic investment opportunities) Demos / Guest Speakers Executive Priority List (EPL) Annual Business Outcomes (ABOs) Process Excellence Initiatives List (PIEL)	Meeting Notes Revised Executive Priority List (EPL) Revised Annual Business Outcomes (ABOs) Revised Process Excellence Initiatives List (PIEL)

*Agenda for each SSC will be approved in advance by RIB Executive Committee

Steering Committee (Steer Co) Charter

Objective

Provide an Executive-level forum to discuss key aspects of the project including progress updates with associated business and IT metrics, escalated risks and issues and the overall project priorities to enable effective oversight as well as informed decision-making across all aspects of the project.

Cadence, Timing, Process

Wednesday 8:30-9:30am
Weekly

Participants

State Chair: Lori Rota

Deloitte Chair: Harry Edwards

Agency	Executive	Lead	Other Attendees
DHS	Yvette Mendez	Saurabh Gosai	
HSRI	Lindsay Lang	Matt Goupil	
EOHHS	Kristin Sousa	Nicole Nelson	Brian Tichenor
EPMO		Lori Rota	
DoIT		Jim Ritter	Phil Silva, Mattie Nookala
Deloitte	Ryan Fitzgerald	Rohan Khopkar	Rakesh Chandrasekaran, Gaurvi Jain

Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

Agenda Item	Timing	Inputs (inc. Metrics, Data)	Outputs
L3 + L4 Risks and Issues	15 minutes	L3 + L4 PMOCs escalated by Agency Leads, with relevant data to inform decisions	Executive decisions, including but not limited to next steps, closure, downgrade, escalate to L4
Executive Batch Decisions	5 minutes	Dry run results for batches requiring exec approval	Executive approval to run the batch documented in the minutes
Deep Dive for above the line Executive Priority List (EPL)	40 minutes	Progress vs Executive Priority List (EPL), supported by relevant data points	Revised Executive Priority List (EPL) Marching orders for the week ahead

Change Review Board (CRB) Charter

Objective

Review and approve all requests to spend contract hours to ensure work aligns to project budgets and priorities.

Cadence, Timing, Process

Thursday 8:30-9:00am

Biweekly (alternating with the Executive Design Review so that inputs can flow from the Executive Design Review into CRB allowing turnaround time)

Pre-read shared at State Exec Co. Wed 4pm; no edits after that time

Participants

State Chair: Lori Rota

Deloitte Chair: Harry Edwards

Agency	Executive	Lead	Other Attendees
EPMO		Lori Rota	
DHS	Yvette Mendez	Saurabh Gosai	
HSRI	Lindsay Lang	Matt Goupil	
EOHHS	Kristin Sousa	Nicole Nelson	
DoIT		Beth Tyler	
DoA		Maureen Wu	
Deloitte	Ryan Fitzgerald	Rohan Khopkar	Rakesh Chandrasekaran, Gaurvi Jain

Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

Agenda Item	Timing	Inputs (inc. Metrics, Data)	Outputs
Actuals vs Estimates Review (Monthly)	5 minutes	CRB estimates for a given month Actual hours worked in the same month	Hourly-Based Services Progress Report
Approvals vs CRB Budgets for BRRs and SRs	25 minutes	CRB Dashboards (ppt) showing impact of approving proposed items, each of which was vetted by Business and IT at MPR Mapping of each item on the agenda to Annual Business Outcomes (ABOs)	CRB decisions documented in the minutes and reflected in the CRB Master Tracker; Finance Forecast File; Hourly-Based Services Progress Report; JIRA

Management Project Review (MPR) Charter

Objective

The primary forum for the Management team to assess the overall status of releases as well as progress towards project goals and business outcomes. Proposing and approving scope including enhancements, problem tickets and service requests based on Agency priorities will be discussed as part of release planning activities. In addition, the team will identify and remedy project risks and issues with escalation to EPR when appropriate (Levels 3, 4) and prioritize improvement opportunities for the CPE.

Cadence, Timing, Process

Tuesday 10am-12pm
Weekly

Participants

State Chair: Lori Rota

Deloitte Chair: Harry Edwards

Agency	Lead	Other Attendees
EPMO	Lori Rota	Marisa Appolonia, Frank Dempsey, Phil Soter
DHS	Saurabh Gosai	Sterl Carpenter
HSRI	Matt Goupil	
EOHHS	Brian Tichenor	
DoIT	Phil Silva, Mattie Nookala	Avinash Kumar
Deloitte	Rohan Khopkar	Rakesh Chandrasekaran, Gaurvi Jain, others

Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

Agenda Item	Timing	Inputs (inc. Metrics, Data)	Outputs
Status (Scorecard Review)	20 minutes	Release Scorecards; IT Metrics	Decisions to upgrade to L3 for exec attention
Release Planning & Prioritization	10 minutes	Deloitte-feasible proposed additions/removals of problem ticket and BRR scope (includes IM scope) Proposed Service Requests + Operational Requests	Business approvals provided by Agencies IT approvals provided by State UAT, Rel Mgt
BRR + SR Scope (CRB Prep)	20 minutes	Off-Week: Agency Leaderboards; proposals to proceed with IT Assessments for BRR/SRs CRB Week: ROMs and CRB Dashboards (ppt) showing impact of approving proposed items	Off-Week: Approvals to proceed with IT Assessments for BRRs/SRs; approved ORs CRB Week: finalized CRB materials
Executive Priorities (EPL)	30 minutes	Executive Priority List (EPL) Draft EPR Materials	Finalized EPR Materials
Risks and Issues	30 minutes	L2 + L3 + L4 PMOCs Draft EPR Materials	Decisions to upgrade to L3 for exec attention Finalized EPR Materials
PIEL Management	10 minutes	PEIL with up-to-date status for above-the-line initiatives; list of proposed additions	Revised Project Excellence Initiatives List (PEIL)

Center of Project Excellence (CPE) Charter

Objective

Provide oversight for the ongoing continuous improvement initiatives for the project. This includes managing and prioritizing the list of opportunities and reviewing relevant scorecards and other project metrics to inform and evaluate progress towards improvement goals. In addition, the team will work with sub-teams to develop and implement solutions to target specific improvements to project governance, IT capabilities, or other aspects of project delivery.

Cadence, Timing, Process

Thursday 9:30-10:30am

Biweekly

For any given initiative, separate small-group working sessions may be needed to work through the details before coming back to this large group

Participants

State Chair: Lori Rota

Deloitte Chair: Harry Edwards

Agency	Lead	Other Attendees
EPMO	Lori Rota	Frank Dempsey
DoIT	Phil Silva, Mattie Nookala	
Agencies	N/A	1 designated member from each Agency*
Deloitte	Rohan Khopkar	Rakesh Chandrasekaran, Gaurvi Jain, Bala Thirumurthy, others as needed

*Agency Leads to select a member

Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

Agenda Item	Timing	Inputs (inc. Metrics, Data)	Outputs
Review Progress of Initiatives	20 minutes	Project Excellence Initiatives List (PEIL)	Updated PEIL status; Action Items
Review Quality Scorecards	5 minutes	Application + IM + Data Quality Scorecards	Proposed additions / prioritization decisions of items on the PEIL
Release Retrospective (Monthly)	30 minutes	Analysis/learnings for UAT and PROD defects	Proposed additions & prioritization of PIEL
Working Session Time	15-45 minutes	Above-the-line Project Excellence Initiative List (PEIL)	Progress made against above-the-line PEIL items; work continues offline as needed

Contract Administration Review Charter

Objective

Address ongoing activities related to the administration of the contract and ensure escalation of missed SLAs or KPIs to Executive Project Review (EPR) or other relevant forums.

Cadence, Timing, Process

Tuesday 4:00-4:30pm
 Biweekly
 Exceptions (e.g. missed SLAs or KPIs) are escalated to executives as L3 EPR PMOCs.

Participants

State Chair: Lori Rota

Deloitte Chair: Ryan Fitzgerald

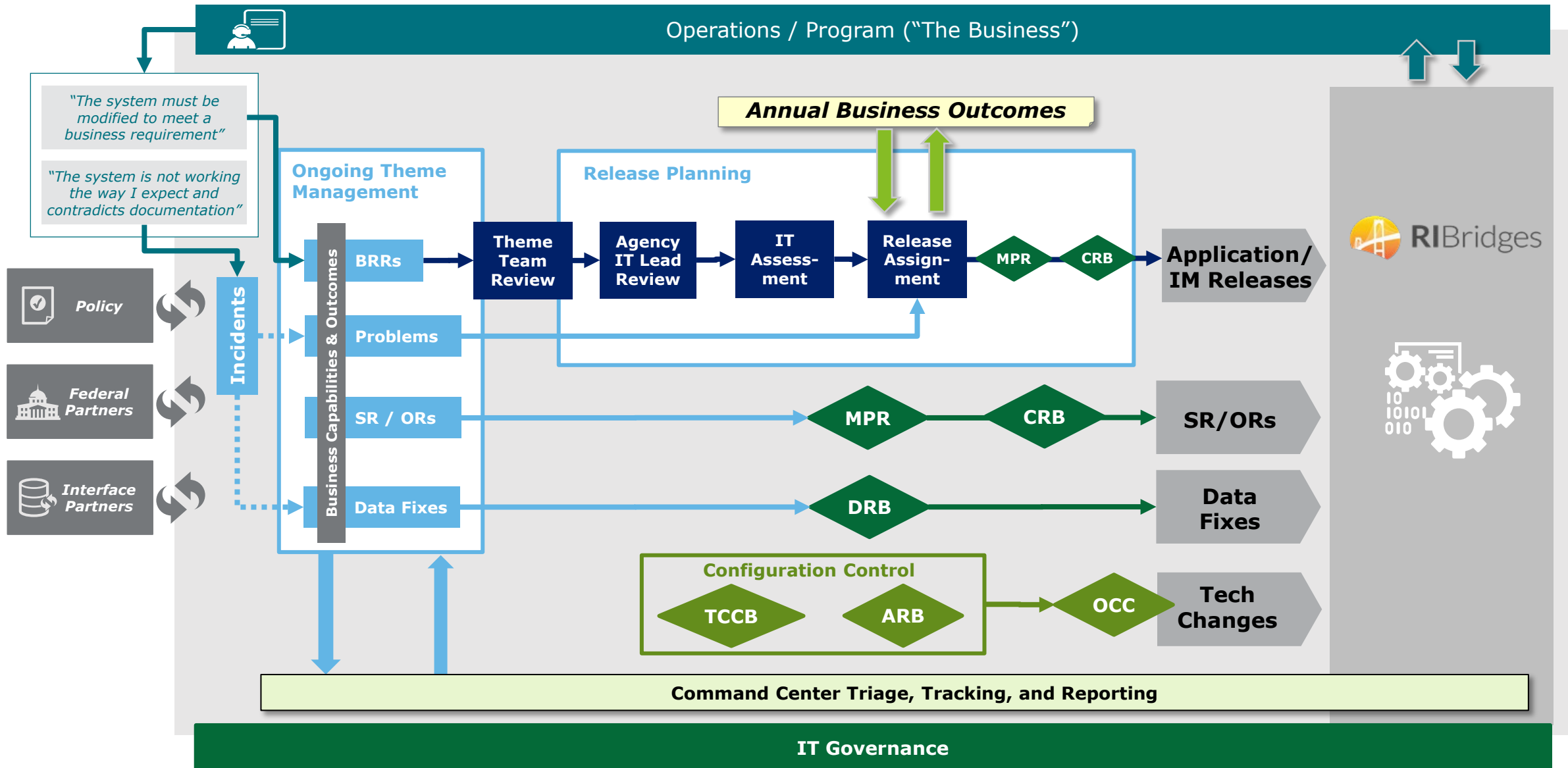
Agency	Executive	Lead	Other Attendees
EPMO		Lori Rota Jamie Weinstein	
DoIT		Phil Silva	
DoA		Maureen Wu	
Deloitte	Ryan Fitzgerald	Rohan Khopkar	Rakesh Chandrasekaran, Harry Edwards, Kerry Annett

Standing Agenda with Inputs (inc. Metrics, Data) and Outputs

Agenda Item	Timing	Inputs (inc. Metrics, Data)	Outputs
Contract Amendments	5 minutes	Joint updates on in-flight CAs	L3 EPR PMOCs if needed
Contract Correspondence	5 minutes	Contract Correspondence Report	L3 EPR PMOCs if needed
Invoices	5 minutes	Invoicing Status Report	L3 EPR PMOCs if needed
Monthly Contract Report	10 minutes	Monthly Contract Report	L3 EPR PMOCs if needed
Financial Forecast Review	5 minutes	Deloitte Forecast File in State SP, driven by proposals going to CRB in the same week	State Finance to communicate any concerns via State Exec Co. and/or CRB

Key Process Flows

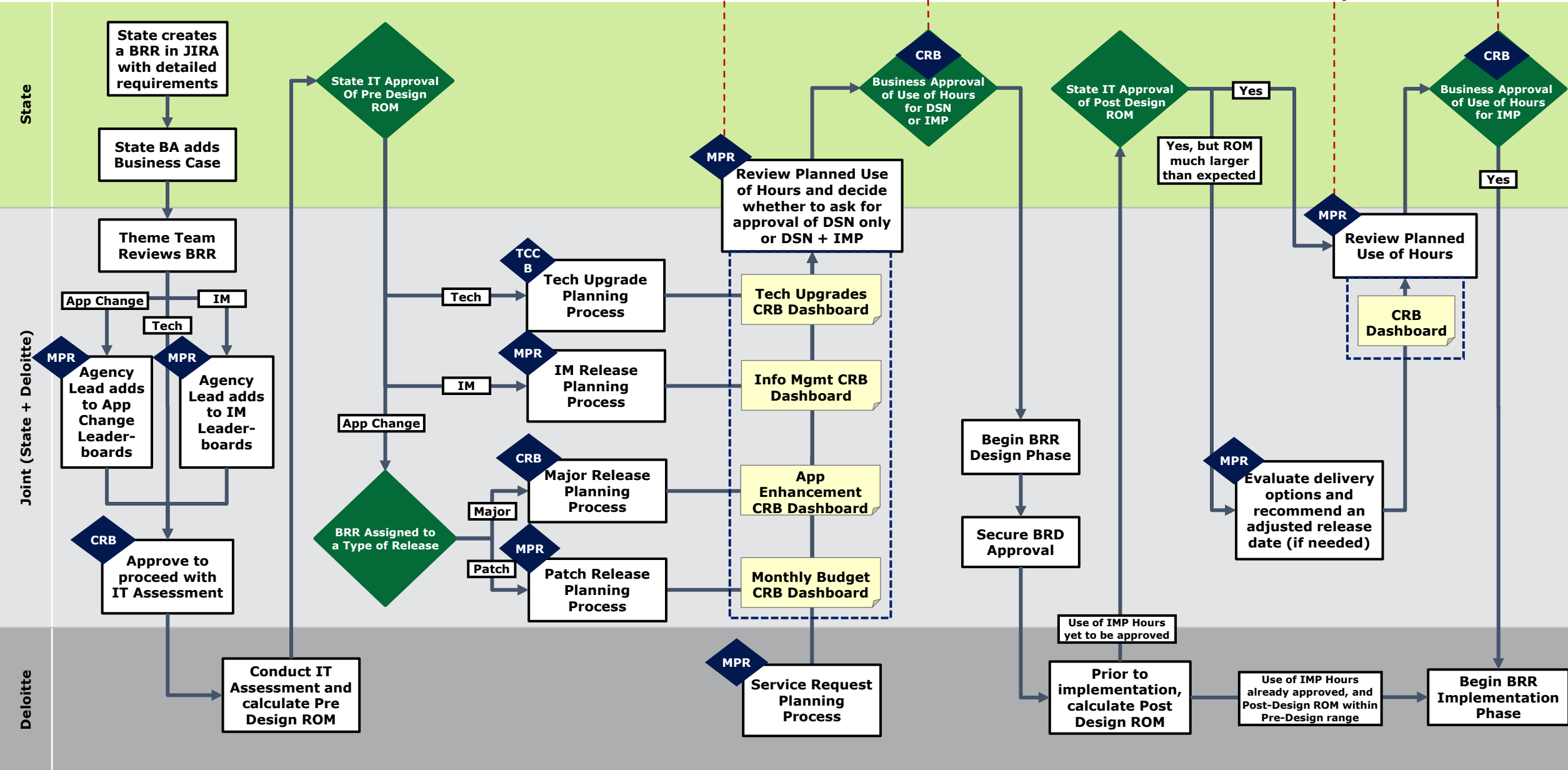
Simplified Overview of IT Governance



BRRs: Process for Approval of Use of Hours

Tuesday AM Thursday AM Tuesday AM Thursday AM

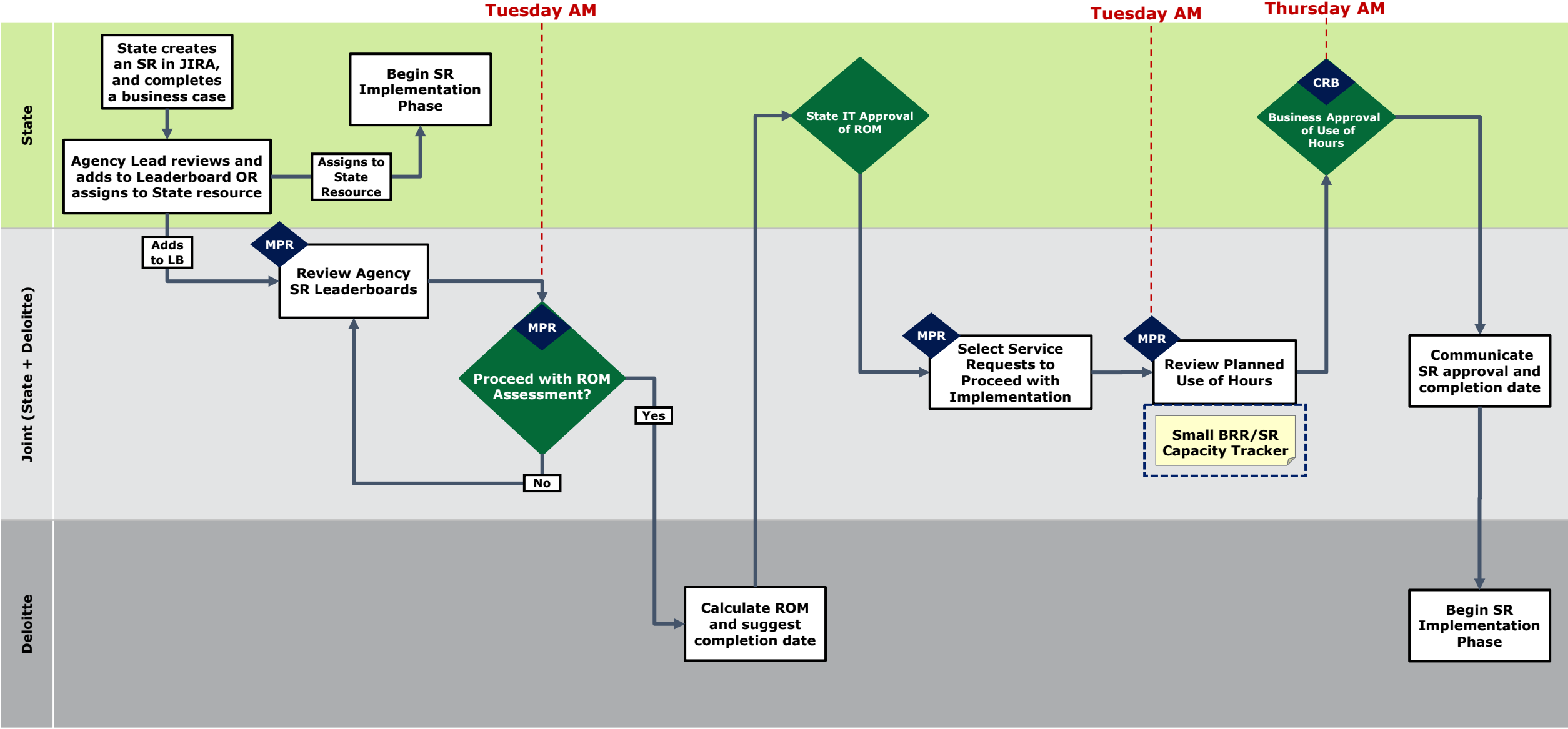
Draft: For review and discussion purposes only



Escalation path for approvals required urgently: Deloitte PMO sends an email to Executives requesting approval, after reviewing with State IT + PMO lead. The email must include the impact on hours remaining.

SRs: Process for Approval of Use of Hours

Draft: For review and discussion purposes only



Escalation path for approvals required urgently: State designee from the Pre-CRB meeting to send an email to Executives requesting approval. The email would include the dashboard(s) showing impact on hours remaining.

Appendix

Definitions

Executive Priority List (EPL) Item:

An activity requiring the highest level of focus from the project management team and requiring frequent updates to the Directors to facilitate their input or decision-making. Items above the line are actively being worked while below the line items will be addressed in the future based on prioritization by the Directors as well as the availability of resources.

Issue (or Risk):

An impact (or a potential impact) to the team's ability to execute M&O activities and/or achieve progress toward business outcomes or other project objectives while remaining within scope, schedule, and budget.

Project Excellence Initiative List (PEIL) Item:

A potential improvement to any of the processes, methods or tools related to our governance framework, IT capabilities or to any other areas affecting project delivery.

IT Metrics:

Existing IT metrics dashboards available in Tableau.

Business Metrics:

Existing programmatic dashboards available in Tableau.

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