

# Project Management Approach and Methodology Plan

## Introduction

ClassWallet is committed to delivering a seamless and successful project for the Indiana ESA and CSA Program (the Program). Our project management approach is grounded in industry best practices and leverages the expertise of our certified Project Management Professional (PMP), Bob Sanders, your point of contact. This Project Management Approach and Methodology Plan outlines the strategies, processes, and tools that will be employed to manage the Program effectively. Our project management methodology is aligned with the Project Management Institute (PMI) standards, enabling a structured and disciplined approach to project execution.

**Vision:** To support the INESA and CSA program to consistently meet and exceed stakeholder expectations in terms of scope, time, cost, and quality.

## Project Management Approach

Our project management approach is centered around the following key principles:

- **Customer-Centric Focus:** We prioritize the State's unique needs and desired outcomes, tailoring our efforts so they are aligned with your goals.
- **Collaboration:** We foster a collaborative environment where stakeholders are actively engaged throughout the project lifecycle.
- **Adaptive Planning:** Our iterative and incremental methodology allows us to proactively address any challenges and maintain a seamless implementation.
- **Proactive Communication:** We maintain open and transparent communication channels to keep stakeholders informed and aligned.
- **Risk Management:** We identify and assess risks, developing mitigation strategies to minimize their impact on project objectives.
- **Continuous Improvement:** We embrace a culture of continuous improvement, seeking feedback and lessons learned to enhance our project management practices.

## Project Management Methodology

Our project management methodology is based on the world-class Project Management Institute (PMI) standards and practices. We utilize a variety of project management tools and techniques to support our methodology, including:

- **Project Scheduling and Task Management Software:** We leverage various Google Workspace tools, Asana, and HubSpot (CRM) to develop and maintain project schedules, track progress, and allocate resources.

- **Collaboration Platforms:** We currently leverage Zoom and Google Meet to facilitate communication and collaboration among team members and key stakeholders, like TOS.
- **Risk Management Tools:** Our team routinely identifies, assess, and track project risks to report out for resolution and mitigation.
- **Change Management Processes:** We manage and control changes to project scope, procedures/processes, schedule, and budget according to the evolving needs of TOS.

The following table outlines the key components of our project management methodology:

| Phase                     | Activity                       | Description                                                                                                |
|---------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Project Initiation</b> | Stakeholder Identification     | Identify and engage key stakeholders to understand their expectations and requirements.                    |
| <b>Project Planning</b>   | Project Scope Statement        | Define the project's scope, including deliverables, features, functions, tasks, milestones, and deadlines. |
|                           | Work Breakdown Structure (WBS) | Break the project into manageable tasks and deliverables.                                                  |
|                           | Project Schedule               | Develop a detailed project schedule, including start and end dates for each task and milestone.            |
|                           | Resource Planning              | Identify and allocate the necessary resources, including personnel, equipment, and materials.              |
|                           | Budget Planning                | Develop a detailed budget, including cost estimates for each task and deliverable.                         |
|                           | Risk Management Plan           | Identify, assess, and develop mitigation strategies for potential risks that could impact the project.     |
|                           | Communication Plan             | Develop a plan for regular and transparent communication with all stakeholders.                            |
|                           | Quality Management Plan        | Define quality standards and processes to meet the required project quality standards.                     |
| <b>Project</b>            | Task Management                | Assign tasks to team members and monitor                                                                   |

|                                           |                            |                                                                                                                             |
|-------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>Execution</b>                          |                            | progress to keep the project on track.                                                                                      |
|                                           | Resource Management        | Manage resources effectively to promote efficient utilization and adherence to the budget.                                  |
|                                           | Risk Management            | Implement risk mitigation strategies and monitor risks to minimize their impact on the project.                             |
|                                           | Communication Management   | Execute the communication plan so that all stakeholders are informed and engaged.                                           |
|                                           | Quality Assurance          | Implement quality assurance processes to maintain the project's required quality standards.                                 |
| <b>Project Monitoring and Controlling</b> | Performance Tracking       | Monitor project performance against the project plan, including scope, schedule, budget, and quality.                       |
|                                           | Change Management          | Manage changes to the project scope, schedule, or resources to facilitate their approval and effective implementation.      |
|                                           | Risk Monitoring            | Continuously monitor risks and update the risk management plan as needed.                                                   |
|                                           | Communication Monitoring   | Monitor communication effectiveness and adjust the communication plan as needed.                                            |
|                                           | Quality Control            | Establish quality control processes to maintain adherence to quality standards.                                             |
| <b>Project Governance</b>                 | Project Manager            | Responsible for day-to-day project management, ensuring project objectives are achieved within scope, schedule, and budget. |
|                                           | Project Steering Committee | Comprised of key stakeholders, responsible for providing strategic guidance and making project decisions.                   |
|                                           | Change Control Board       | Responsible for reviewing and approving project change requests.                                                            |
| <b>Quality Assurance</b>                  | Quality Planning           | Define quality standards and processes.                                                                                     |
|                                           | Quality Control            | Monitor project activities to maintain compliance with quality standards.                                                   |

|                        |                             |                                                                                                             |
|------------------------|-----------------------------|-------------------------------------------------------------------------------------------------------------|
|                        | Quality Assurance           | Conduct independent reviews to verify project quality.                                                      |
| <b>Project Closure</b> | Final Deliverables: Deliver | Deliver the final project deliverables to the State.                                                        |
|                        | Project Review              | Conduct a project review to assess the project's performance and identify lessons learned.                  |
|                        | Documentation               | Document the project's processes, procedures, and outcomes for future reference.                            |
|                        | Handover                    | Transfer all relevant project artifacts, documentation, and assets to the State or successor contractor(s). |

ClassWallet's project management approach and methodology are designed to deliver exceptional results for Indiana. By leveraging industry best practices and the expertise of our certified PMP staff, we are confident in our ability to successfully implement the Indiana ESA and CSA program.

Please see our proposed project schedule below on the next page

As the incumbent contractor for the INESA and CSA Program, ClassWallet has already established a solid foundation for project success. Many of the crucial tasks outlined in this comprehensive Project Management Plan (project schedule) have been completed, streamlining the implementation process and minimizing disruptions for the State of Indiana, its families, and vendors. However, we remain flexible and responsive to the State's evolving needs.

The highlighted tasks in the plan can be readily revisited and adjusted based on the State's preferences, ensuring alignment with your specific goals and priorities. This existing groundwork, combined with our proven expertise, allows us to expedite the project timeline and deliver results efficiently and effectively for you.

*Please see below.*

## Indiana Project Management Plan - Proposed

*To be baselined and further customized with the State*

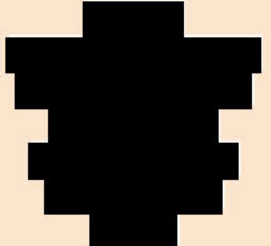
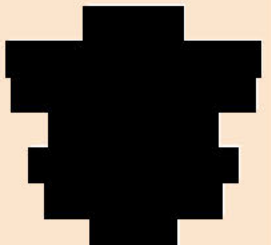
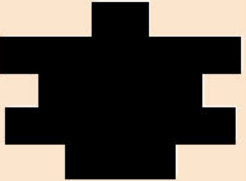
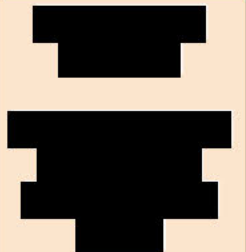
| Customization/Configuration Phase              |  |  |                                    |                                                      |  |                                                 |
|------------------------------------------------|--|--|------------------------------------|------------------------------------------------------|--|-------------------------------------------------|
| Key Milestone                                  |  |  | Critical Path and Dependency Tasks | Target Timeline                                      |  | Resource                                        |
| Contract Procurement                           |  |  |                                    | Within 7 days of contract award.                     |  | Legal & Client Success Manager (CSM)            |
| Kick Off Meeting (Initial Work Group Meetings) |  |  | Contract Procurement               | Within 7 days following the Contract Effective Date. |  | Client Success Manager & Implementation Manager |

|                                          |            |            |                                                                                         |                                                         |            |                              |
|------------------------------------------|------------|------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------|------------|------------------------------|
| Schedule Program Launch Working Sessions | [REDACTED] | [REDACTED] | Kick Off Meeting (Initial Work Group Meetings)                                          | Within 7 days of Kick Off Meeting                       | [REDACTED] | CSM, Implementation Manager  |
| Conduct Working Sessions                 | [REDACTED] | [REDACTED] | Schedule Program Launch Working Sessions                                                | Within 7 days of Kick Off Meeting                       | [REDACTED] | Implementation Manager + CSM |
| Development                              |            |            |                                                                                         |                                                         |            |                              |
| Key Milestone                            | [REDACTED] | [REDACTED] | Critical Path and Dependency Tasks                                                      | Target Timeline                                         | [REDACTED] | Resource                     |
| Development of Training Content          | [REDACTED] | [REDACTED] | Development of Application(s)                                                           | 4 weeks before service provider application launch date | [REDACTED] | Implementation Manager       |
|                                          | [REDACTED] | [REDACTED] | Develop Digital Wallet Purse Configuration, Development of Service Provider Application | 4 weeks before Digital Wallet launch date               | [REDACTED] |                              |

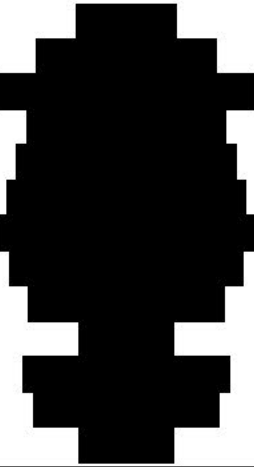
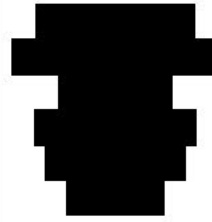
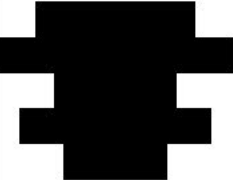
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|----------------------------------------------------------------|------------|------------|------------------------------------------------------|------------------------------------------------------------------------|------------|----------------------------------------------------------|
| Development of SOPs<br>(if selected as an optional<br>service) | [REDACTED] | [REDACTED] | Development of<br>Service Provider<br>Application    | 4 weeks<br>before<br>application<br>launch date                        | [REDACTED] | Implementation<br>Manager/Validation<br>Services Manager |
|                                                                | [REDACTED] | [REDACTED] | Develop Digital<br>Wallet Purse<br>Configuration     | 4 weeks<br>before<br>DigitalWallet<br>launch date                      | [REDACTED] |                                                          |
| Development of<br>Communication<br>(as needed)                 | [REDACTED] | [REDACTED] | Develop Digital<br>Wallet Purse<br>Configuration     | 4 weeks<br>before Digital<br>Wallet launch<br>for families             | [REDACTED] | Implementation Manager                                   |
|                                                                | [REDACTED] | [REDACTED] | Develop Family<br>Training Content                   | 4 weeks<br>before<br>service<br>provider<br>application<br>launch date | [REDACTED] |                                                          |
|                                                                |            | [REDACTED] | Development of<br>Service Provider<br>Application    |                                                                        |            |                                                          |
| Development of Digital<br>Wallet Configuration                 | [REDACTED] | [REDACTED] | Kick Off Meeting<br>(Initial Work<br>Group Meetings) | 4 weeks<br>before Digital<br>Wallet launch<br>for families             | [REDACTED] | Implementation Manager                                   |
|                                                                |            |            |                                                      |                                                                        | [REDACTED] |                                                          |
| Testing Phase                                                  |            |            |                                                      |                                                                        |            |                                                          |
| Key Milestone                                                  | [REDACTED] | [REDACTED] | Critical path<br>and                                 | Target<br>Timeline                                                     | [REDACTED] | Resource                                                 |

|                                                   |            |            | dependency tasks                                                                                                           |                                                                                                          |            |                                                     |
|---------------------------------------------------|------------|------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------|-----------------------------------------------------|
| Test Configuration                                | [REDACTED] | [REDACTED] | Develop Digital Wallet Purse Configuration                                                                                 | 45 days before Digital Wallet launch date                                                                | [REDACTED] | Implementation Manager                              |
| Approve Training Content                          | [REDACTED] | [REDACTED] | Approve Service Provider Application (optional), Approve Digital Wallet Configuration, Approve Cadence of Account Creation | 2 weeks before service provider application launch date<br><br>2 weeks before Digital Wallet launch date | [REDACTED] | Implementation Manager                              |
| Approve SOPs (if selected as an optional service) | [REDACTED] | [REDACTED] | Develop Transaction Validation SOP (optional), Approve Digital Wallet Configuration                                        | 2 weeks before service provider application launch date                                                  | [REDACTED] | Implementation Manager, Validation Services Manager |

|                                      |            |            |                                                                            |                                                                                              |            |                        |
|--------------------------------------|------------|------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------|------------------------|
| Approve Communication<br>(as needed) | [REDACTED] | [REDACTED] | Develop Family Communication<br><br>Develop Service Provider Communication | 2 weeks before Digital Wallet launch date<br><br>2 weeks before Service Provider launch date | [REDACTED] | Implementation Manager |
| Approve Configuration                | [REDACTED] | [REDACTED] | Test Digital Wallet Configuration                                          | 2 weeks before Digital Wallet launch date                                                    | [REDACTED] | Implementation Manager |
| Go-live and Operations Phase         |            |            |                                                                            |                                                                                              |            |                        |
| Key Milestone                        | [REDACTED] | [REDACTED] | Critical Path and Dependency Tasks                                         | Target Timeline                                                                              | [REDACTED] | Resource               |

|                |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                    |                                                                                     |                        |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------|
| Host Trainings | <br><br> | <br><br> | Approve Service Provider Application (optional)<br>Approve Service Provider Validation SOP (optional)<br>Approve Service Provider Training Content<br>Approve Cadence of Account Creation<br>Approve Digital Wallet Configuration<br>Approve Family Training Content<br>Approve Transaction Validation SOP (optional)<br>Approve State Training Content<br>Approve Family Communication<br>Approve Service Provider Communication<br><br>Send Welcome Email to Families, Approve Family | 1 week prior to Service Provider Application launch (optional); 1 week prior to Digital Wallet launch<br><br>Upon Service Provider Application launch (optional)<br><br>Upon Digital Wallet launch |  | Implementation Manager |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------|

|                                                                                |  |  | Training Content,<br>Approve Family<br>Communication                                     |                                                     |  |                                                     |
|--------------------------------------------------------------------------------|--|--|------------------------------------------------------------------------------------------|-----------------------------------------------------|--|-----------------------------------------------------|
| Create and Fund<br>Accounts<br>(as requested)                                  |  |  | Approve Cadence<br>of Account<br>Creation<br>Approve Digital<br>Wallet<br>Configuration  | Upon Digital<br>Wallet launch                       |  | Implementation Manager                              |
| Send Welcome Email to<br>Families<br>(as needed)                               |  |  | Fund Family<br>Accounts                                                                  | Upon Digital<br>Wallet launch                       |  | Implementation Manager                              |
| Review of Submitted<br>Transactions<br>(if selected as an optional<br>service) |  |  | Send Welcome<br>Email to Families                                                        | Upon Digital<br>Wallet launch<br>for families       |  | Validations Services<br>Manager                     |
| Support                                                                        |  |  | Host Family<br>Trainings and<br>Approve Service<br>Provider<br>Application<br>(optional) | Upon launch<br>of different<br>phases of<br>project |  | Customer Support,<br>Validation Services<br>Manager |

|                                               |                                                                                     |                                                                                     |                                  |                       |                                                                                       |                                                          |
|-----------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------|-----------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------|
|                                               |    |                                                                                     |                                  |                       |                                                                                       |                                                          |
|                                               |    |                                                                                     |                                  |                       |                                                                                       |                                                          |
| Weekly State - Program Administrator Meetings |   |    | Fund Family Accounts             | Post launch - Ongoing |    | CSM, Implementation Manager, Validation Services Manager |
| Account Reconciliation Reporting              |  |  | Program Cycle Is Completed       |                       |  | Implementation Manager                                   |
| Contract Extension                            |  |  | Account Reconciliation Reporting | Year 3 and beyond     |  | CSM                                                      |

|                                              |  |  |                                          |                                       |  |                                      |
|----------------------------------------------|--|--|------------------------------------------|---------------------------------------|--|--------------------------------------|
|                                              |  |  |                                          |                                       |  |                                      |
| Perform Contract Reconciliation and Closeout |  |  | Year-End Close-Out of Accounts Reporting | within 4-6 weeks of Contract End Date |  | CSM, Implementation Manager, Finance |

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| Indiana Implementation Gantt Chart - Proposed |                                                                     |         |   |   |   |         |   |   |   |         |    |    |    |
|-----------------------------------------------|---------------------------------------------------------------------|---------|---|---|---|---------|---|---|---|---------|----|----|----|
|                                               |                                                                     | Month 1 |   |   |   | Month 2 |   |   |   | Month 3 |    |    |    |
|                                               |                                                                     | Week    |   |   |   |         |   |   |   |         |    |    |    |
| Phase                                         | Milestone                                                           | 1       | 2 | 3 | 4 | 5       | 6 | 7 | 8 | 9       | 10 | 11 | 12 |
| Phase 1:<br>Customization/Configuration Phase | Contract Procurement                                                |         |   |   |   |         |   |   |   |         |    |    |    |
|                                               | Kick Off Meeting (Initial Work Group Meetings)                      |         |   |   |   |         |   |   |   |         |    |    |    |
|                                               | Schedule Program Launch Working Sessions                            |         |   |   |   |         |   |   |   |         |    |    |    |
|                                               | Conduct Working Sessions                                            |         |   |   |   |         |   |   |   |         |    |    |    |
|                                               |                                                                     |         |   |   |   |         |   |   |   |         |    |    |    |
|                                               | Development of Training Content                                     |         |   |   |   |         |   |   |   |         |    |    |    |
|                                               | Development of Validation SOPs (if selected as an optional service) |         |   |   |   |         |   |   |   |         |    |    |    |

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## The ClassWallet Risk Management Plan

This document outlines a comprehensive risk management plan for the successful implementation of the Indiana ESA and CSA Program, addressing potential risks and outlining mitigation strategies in accordance with industry leading practices.

### 1. Risk Identification

#### a. Techniques

- **Brainstorming Workshops:** Cross-functional sessions can be conducted with stakeholders from various teams, such as IT, finance, and operations, to identify potential risks.
- **Risk Checklist:** A comprehensive risk checklist based on historical data and industry leading practices may be used to prompt risk identification.
- **SWOT Analysis:** A SWOT analysis will be conducted to identify internal and external factors that could pose risks.
- **Lessons Learned:** Previous project documentation will be reviewed to identify risks encountered in similar past projects.

### 2. Risk Register

A risk register may be created to document identified risks. Please see an example below:

| Risk ID | Risk Description              | Category    | Potential Impact                     | Likelihood |
|---------|-------------------------------|-------------|--------------------------------------|------------|
| R1      | Data migration errors         | Technical   | Data loss, system instability        | Medium     |
| R2      | System integration issues     | Technical   | Delays, functionality limitations    | High       |
| R3      | Vendor performance issues     | Vendor      | Delays, cost overruns                | Medium     |
| R4      | User resistance to new system | Operational | Low adoption, decreased productivity | Medium     |

|    |                                        |          |                            |     |
|----|----------------------------------------|----------|----------------------------|-----|
| R5 | Natural disaster affecting data center | External | System downtime, data loss | Low |
|----|----------------------------------------|----------|----------------------------|-----|

### 3. Risk Analysis and Evaluation

- a. **Qualitative Risk Assessment** - A qualitative risk assessment may be conducted using a risk matrix to assess the likelihood and impact of each identified risk.

| Likelihood            | Insignificant | Minor    | Moderate | Major    | Catastrophic |
|-----------------------|---------------|----------|----------|----------|--------------|
| <b>Rare</b>           | Ignore        | Monitor  | Monitor  | Mitigate | Mitigate     |
| <b>Unlikely</b>       | Ignore        | Monitor  | Mitigate | Mitigate | Avoid        |
| <b>Possible</b>       | Monitor       | Mitigate | Mitigate | Avoid    | Avoid        |
| <b>Likely</b>         | Mitigate      | Mitigate | Avoid    | Avoid    | Avoid        |
| <b>Almost Certain</b> | Mitigate      | Avoid    | Avoid    | Avoid    | Avoid        |

- b. **Risk Prioritization** - Risks will be prioritized based on their position on the risk matrix, with those falling into the "Avoid" or "Mitigate" categories requiring swift attention.

- c. **Risk Response Strategies** - Detailed mitigation plans will be developed for each prioritized risk

### 4. Risk Monitoring and Control

#### a. Monitoring Mechanisms

- **Regular Risk Reviews:** Cadenced risk review meetings will be held to assess the effectiveness of mitigation strategies and identify new or emerging risks.
- **Key Risk Indicators (KRIs):** KRIs will be established to track risk factors and provide early warnings of potential problems (e.g., vendor performance metrics, system error rates, user feedback).

- **Risk Reporting:** Regular risk reports will be provided to relevant stakeholders, outlining the status of identified risks and mitigation efforts.

**5. Contingency Planning** - Contingency plans will be developed for high-impact risks, outlining alternative courses of action in case the initial mitigation strategy fails. For example, in case of vendor failure, a backup vendor will be identified and a transition plan developed.

**6. Communication and Documentation**

- **Risk Communication:** Open communication channels will be maintained so that risk information is shared effectively among stakeholders.
- **Risk Register Updates:** The risk register will be regularly updated to reflect changes in the risk landscape, including new risks, changes in likelihood or impact, and the effectiveness of mitigation strategies.
- **Documentation:** All risk management activities will be documented, including risk assessments, mitigation plans, risk reviews, and contingency plans.

**Continuous Improvement**

ClassWallet continuously reviews and improves the risk management process throughout the project lifecycle. We document lessons learned and incorporate them in future risk management plans.

This comprehensive risk management plan, combined with proactive implementation and monitoring, will contribute to the successful implementation of the Indiana ESA and CSA Program while minimizing potential disruptions and maximizing the chances of achieving project objectives.