SLDS FY12 Request for Applications

Sample Templates

6. Project Narrative, Section (d) Project Management and Governance Plan must:

- Indicate where the project is located within the organizational structure of the SEA
- Identify entities responsible for project approval and oversight
- Describe management protocol to complete deliverables on time and within budget
- Refer to the timeline and deliverables in 6. Project Narrative, Section (c)
- Describe the overall governance structure for the project, including:
    1. The organizational units with authority over project
    2. The partner units or agencies on this project and their role
    3. The process to include other relevant State and local stakeholders
    4. A description of how partnerships or other working agreements will be coordinated and funded
    5. A description of partnerships that will support implementation and how these will be funded
    6. How input of stakeholders will be obtained and used
    7. If a multi-state collaboration, an explanation of how this collaboration will be managed and risks mitigated
    8. Corresponding letters of support from partner agencies or institutions should appear in Appendix B

<u>Please see below:</u>

SAMPLE TEMPLATE I (KS) . . . . . p. 2

SAMPLE TEMPLATE II (OR) . . . . . .p. 7

SAMPLE TEMPLATE III (PA) . . . . . .p. 11

ies NATIONAL CENTER FOR EDUCATION STATISTICS
Institute of Education Sciences

SLDS

SAMPLE TEMPLATE I

6. Project Narrative, Section (d) Project Management and Governance Plan

(d) Project Management and Governance Plan

Capacity –Kansas acknowledges that there are numerous outcomes and tasks included in this grant application. However, as KSDE has demonstrated in the past, it has the governance and management infrastructure to effectively monitor and accomplish these tasks and realize the outcomes according to the proposed timeline and with accurate documentation for the funding agency (*Past Performance*, Appendix A). KSDE has shared its methodology and strategy for governance and management with numerous states through national presentations, hosting visitors from other states, and visits to other states. The Program Director, KSDE's Director of Information Technology, oversees all of the projects in this grant as well as those in previous SLDS grants; the Grant Project Coordinator coordinates with the Project Sponsors of all the projects in this grant as well as those in previous SLDS grants. This facilitates seamless integration of grant projects. Because of careful planning related to how initiatives will be funded at the end of the grant period, initiatives will be sustained (*Sustainability*, Appendix A.)

A number of components will ensure effective management of the projects that address the goals of this grant. These components, specifically addressed below, include processes that are already part of KSDE's Management Methodology: Program and Project Oversight, Project Management, Change Management, and Data Quality and Security.

Program and Project Oversight – The Program Director has oversight and accountability for the progress of all project initiatives of this grant proposal. This individual reports directly to the Deputy Commissioner of Education, and she is responsible for reporting progress on major IT projects at regularly scheduled meetings with the Commissioner, State Board, Council of Superintendent, and State Chief Information Technology Office (CITO). The Program Director will hold a status meeting at least monthly to determine the status of all components of the grant. A standard template for status reporting will be used, and attendance will be required for all individuals with responsibility for any grant project. The specific grant Outcome and individuals responsible are outlined in the table below. The Project column corresponds to the Goal.Outcome.Activity specified in the Timeline for Project Outcomes (section **c**. above).

Table 1: Responsibility for Specific Grant Initiatives

Project	Name of Initiative	Individual Responsible
I.A.1-3	Transition KBOR to KSDE student ID assign-ment system; obtain NSC & workforce data	Kathy Gosa–Program Director Dawn Ressel –Project Sponsor, KBOR
I.A.4	Load ACT engagement data	Ted Carter – Data Manager, KSDE
I.A.5	Enhance P20 Data Mart	Kathy Gosa–Program Director
I.A.6	Work with EC Data Group	Open Position–Requirements Analyst
I.A.7	Enhance interagency agreements	Kathy Gosa–Program Director Dawn Ressel –Project Sponsor, KBOR
I.B.1-4	Expand Postsecondary education data systems	Dawn Ressel –Project Sponsor, KBOR
I.C.1-3	Expand KSDE's educator data system to inform teacher quality improvement efforts	Pam Coleman–Project Sponsor, KSDE
I.D.1	Expand collection of KSDE funded early childhood program student outcome data	Colleen Riley—Project Sponsor, KSDE
I.D.2	Implement online formative assessments	Tom Foster—Project Sponsor, KSDE
I.D.3	Enhance Discipline Incident Collection Systm	Julie Ford—Project Sponsor, KSDE
I.E.1-2	Develop multi-state student locator system	Kathy Gosa–Program Director

Project	Name of Initiative	Individual Responsible
II.A.1-2	Develop USMRS	Tom Foster—Project Sponsor, KSDE
II.A.3-7	Implement Collaborative Workspace	Tom Foster—Project Sponsor, KSDE
II.B.1-4	Implement E3P system	Pam Coleman—Project Sponsor, KSDE
II.C.1-3	Implement UAP system	Julie Ford—Project Sponsor, KSDE
II.D.1-2	Generate new reports from P20 Data Mart	Kathy Gosa–Program Director
II.E.1-3	Provide access to postsecondary data	Dawn Ressel –Project Sponsor, KBOR
III.A.1-3	Train educators to use Collaborative Wrkspce	Tom Foster—Project Sponsor, KSDE
III.B.1-3	Support research & use of research	Kathy Gosa–Program Director Dawn Ressel –Project Sponsor, KBOR

Each individual responsible for a project of the grant will work directly with the Program Director and Grant Project Coordinator and will provide scheduled status updates as well as ad hoc updates as requested. Project plans and full project management processes, as described in the Project Management section below, will be implemented for all grant projects. In addition, KSDE's Project Management methodology includes establishing Steering Committees for all projects to ensure project goals are prioritized within the agency. The Program Director will be a member of all project steering committees to ensure that grant objectives are accomplished. Oversight for the multi-state Student Locator framework will be the same as that for other outcomes. Each state in the framework collaborative will act as its own fiscal agent.

Project Management – For all significant projects, KSDE and KBOR implement the State of Kansas Project Management Methodology (PMM), and KSDE has refined that methodology over the past five years to effectively meet KSDE needs. KSDE's PMM holds Project Coordinators responsible for originating and maintaining project documents, developing a detailed project plan through collaboration with project team members, tracking progress of the tasks on that plan, and providing regular project status updates to the Project Sponsor and Project Steering Committee. Detailed project plans are created using Microsoft Project and include all deliverables and milestones, indicate the individual responsible and timeline for each task, and show dependencies between tasks.

Five Project Coordinators are involved in the initiatives of this grant. KSDE holds regularly scheduled Project Management Workgroup meetings that include all Project Coordinators to ensure standard processes are used and work on all projects is coordinated. During the planning phase of each project, initial project documents to guide the progress of the project are completed by the Project Coordinator. KSDE has implemented standard templates for these documents, including Project Charter, Roles and Responsibilities, Communication Plan, Risk Management Plan, and Project Plan. Team members participating in each of the grant activities are identified in the Roles and Responsibilities document and take part in the project kickoff meeting, where initial documents are presented and discussed, success factors are identified, and the initial Risk Analysis exercise is completed. Project status meetings follow an agenda and are scheduled by the Project Coordinator on a regular basis.

Requirements Specifications, Design Specifications, Quality Assurance Test Plans, Training Strategies, and Implementation Plans are developed, tracked, and managed as part of KSDE's PMM. These documents are developed by assigned project team members, reviewed by the project team and other staff who have expertise or interest in that area, signed off on by the

Project Sponsor, and used to inform development of the project. Project documentation is maintained, organized, and archived in an online project folder specifically for that project and available only to project team members.

Change Management – KSDE will utilize a number of processes already in place that facilitate effective change management, both in terms of communicating with stakeholders as well as soliciting feedback and implementing enhancements. Some of the major components of KSDE's Change Management infrastructure are discussed below and will be incorporated as part of the management methodology for projects that address Outcomes of this grant proposal.

▪ **Project Websites** - A project status public website will be maintained to inform internal and external stakeholders regarding progress of grant initiatives as well to provide access to all communications, schedules, strategy documents, frequently asked questions, presentations, status documents, and other pertinent project information. Project Coordinators are responsible for managing contents of the websites.

▪ **FAQs** - KSDE uses Frequently Asked Questions to ensure questions are addressed consistently and accurately. A section will be added to KSDE's public website FAQ page to document questions and responses, providing specific information regarding the initiatives of this grant. An email account will be established to allow stakeholders to submit questions, ideas, and concerns. This account will be monitored and responded to regularly by Help Desk personnel. Individuals in the agency will use this site to provide consistent responses to questions, and stakeholders will be referred to this site via listservs, conference calls, and other communication.

▪ **Issues Management** - KSDE has well-defined issues escalation procedures and will implement an automated Issues Escalation program (in FootPrints® HelpDesk & Change Management software) to document, track, escalate & notify individuals regarding issues specific to this grant.

▪ **Change Requests** - Modifications and enhancements to KSDE's websites and applications are identified, tracked, escalated, prioritized and managed via the IT Change Request program (in FootPrints® HelpDesk & Change Management software). This existing process will be used for managing and tracking changes that are needed to meet the Outcomes of this grant.

▪ **Anticipating and Managing Risks** - As part of KSDE's Project Management Methodology, a Risk Analysis is completed by the project team to identify potential risks associated with the project. It includes risk likelihood and potential impact, resulting in a Risk Index for each potential risk. Mitigating activities are documented for items with a high Risk Index. The Risk Analysis document is reviewed and updated at each major milestone of the project.

▪ **Project Evaluations** – Funds provided by this grant will enable specific formative evaluation activities of new initiatives, processes, and systems that are implemented to meet the goals of this grant. The project Steering Committee will consider evaluation results, and will identify and recommend modifications to the project as needed.

▪ **Data Governance –** KSDE's data governance program, which has been a model for a number of other states' education agencies, is centered on the Data Governance Board (DGB), made up of twelve policy makers (Director level data owners) representing all program areas at KSDE as well as KBOR. The DGB meets monthly to discuss issues and upcoming changes related to data quality, data use, data audits, data policies, and data reporting; and to determine and authorize needed activities. Data stewards are also an important aspect of KSDE's Data Governance program, with each program area represented by at least two data stewards (primary and backup) who are authorized by the data owner to care for data within that program area. This includes providing and updating metadata, reviewing data submissions and reports, and keeping abreast of

and communicating policy and definition changes. Professional development has been provided to the data stewards and monthly Data Steward Workgroup meetings keep the group up to date on activities that may impact their responsibilities. KSDE's data governance program includes a well-defined escalation process, so that issues that arise are resolved or escalated from data stewards to the DGB and from there to KSDE executive leadership. The DGB will be kept apprised of the progress of grant projects and will provide guidance to key personnel assigned to grant activities. (See Table 1 above.)

Data Quality and Security – Achieving high quality data in Kansas' education data systems is a major focus of the state. Data quality must be approached from several angles, so a number of initiatives are included to achieve continuous improvement. In addition, security of these data is of prime importance and a number of security initiatives have already been accomplished and are now an integral part of the data system infrastructure.

▪ **DQC Program** – Recognizing that data quality begins at the source, KSDE implemented the DQC program to provide role-specific professional development to school staff working with the data, and to recognize the importance of data-related work. The KSDE Trainer is assisted in developing and managing the program by the DQC Task Force, which includes district staff who actually work with data. The curriculum offered via this program (based on the NCES Data Quality Curriculum) includes specific professional development for the various data-related roles at a district. KBOR received funding in a 2009 IES grant to establish a DQC program at the postsecondary level, and is in the process of designing the components of that program.

▪ **User Reports –** An effective strategy for improving data quality is to provide it back for use by those who submit it. KSDE & KBOR provide numerous staging reports which schools use to review data during the submission process. In addition KSDE's reporting & business intelligence solution provides authenticated users the ability to drill down to individual student level data – a capability that KBOR plans to implement with funds from this grant. (Outcome IIE.)

▪ **Data Audits** – KSDE has implemented a Data Audit Program, which is overseen by the DGB and includes specific steps to identify, analyze, evaluate, and use audits of data from targeted source systems. In addition the results of these audits are provided back to district personnel and are included in exercises of the DQC Program.

▪ **Data Security** – KSDE has placed significant focus on the security and confidentially of data it collects and manages. The IT Security Policies Handbook addresses not only responsibilities of the Agency in caring for data, but also each individual's responsibilities. KSDE reviews and updates the Security Policies annually and provides professional development to all staff, with refresher courses for existing staff and full training for new staff. The IT Security Policies include the Data Access and Use Policy (also posted on KSDE's public website) which applies not only to internal KSDE staff but also to external consumers of data. KSDE's Common Authentication System was implemented to provide single sign-on, role-based access to KSDE's web applications and reports, and ensures that individuals access only data for which they have access rights, and that audit trails exist for all changes to data. In addition, the account registration process requires that a district superintendent authorize access to specific applications or reports for all individuals within the district; and the account aging process denies access to individuals who have not accessed their accounts in the past six months.

SAMPLE TEMPLATE II

6. Project Narrative, Section (d) Project Management and Governance Plan

(d) Project Management and Governance Plan

The Oregon educational community has a history of using communication, coordination and collaboration to form the backbone of a series of successful projects. Project ALDER will leverage this collaborative framework while at the same time expanding it to form new partnerships with data stakeholders in other agencies and organizations.

This project cannot succeed on a statewide deployment if it is not intentionally devised as a flexible, responsive system. Therefore, implicit in the Project Management and Governance Plan is the commitment of contributors to a highly collaborative, cooperative, and dynamic feedback process.

The Oregon Department of Education has been investing in data systems for the past 12 years and has developed an effective infrastructure for launching the current project. Project ALDER will be located and administered within ODE's Office of Assessment and Evaluation under the leadership of Assistant Superintendent Doug Kosty. Kosty will be responsible for approval and oversight of project activities.

ODE will provide management controls that ensure annual deliverables come in on time and within budget from all individuals throughout the distributed management structure. Responsibility for technical development, support and coordination comes from the Oregon Department of Education. Oregon has ample high-quality resources available within the enterprise of education to assist the SEA with meeting the deliverables of this proposal.

A grant management meeting will be held semi-monthly, and quarterly review meetings also will be scheduled. Working agreements between the groups identified below will be signed in Q1.

The collaboration between the groups described below will be facilitated by establishment of a *Stakeholder Advisory Group*, which will meet monthly on a schedule managed through ODE. Participants will have access to timely information through an interactive Project ALDER website built on a collaborative platform such as Microsoft SharePoint.

A *Research Governance Board* will also be established. Management-level members from each participating sector will meet on a regular basis. At a minimum, this would include representatives from ODE, CCWD and OUS. This panel will be responsible for determining appropriate uses of the data and for approving bona fide research proposals. In addition to research proposals, the Governance Board would approve any additional partnerships to the enterprise, assure proper procedures are in place to guarantee appropriate privacy and security of the data, and determine future directions for the ongoing development of the warehouse. Processes for warehouse updates, access and expenditures will be approved by the Board. The board will be chaired by

Bob Kieran, Assistant Vice Chancellor for Institutional Research and Planning, Oregon University System.

A separate *Technical Panel* will also be formed and is expected to make recommendations to the Governance Board. This panel initially will be staffed by Project ALDER developers, and will be maintained once the grant is completed by technically adept representatives from ODE, CCWD and OUS.

The Education Enterprise Steering Committee is a permanent panel formed two years ago as a result of Oregon legislation mandating core services provided by Oregon's regional Education Service Districts. The EESC is comprised of representatives from ODE, ESDs, school districts, higher education and the Governor's Office, and thus offers a true partnership across the educational spectrum. For Project ALDER, the EESC will be responsible for statewide project communication and the provision of administrative support. Communication efforts will include consistent maintenance of content on the Project ALDER informational website, development of promotional materials, and coordination of regional meetings to discuss project rollout, etc.

New partnerships
Project ALDER proposes new partnerships with several agencies, and also includes participation from other relevant state and local stakeholders. As per guidance for this grant proposal, please see Appendix A for letters of agreement from partners described below, and Appendix D for general letters of support. The Project ALDER Partnership Map is offered as Figure 3 of Appendix A.

Partners in Project ALDER include:
Oregon University System: The OUS is a State of Oregon agency providing public postsecondary education at the undergraduate, graduate and professional levels through six universities and one technical institute located throughout the state. OUS representatives will provide expertise during the development of Project ALDER, and, upon implementation, will deliver comprehensive unit record data. OUS has a 30-year history of unit record data collection from diverse institutions, developing processes and safeguards to define, validate and integrate data longitudinally while ensuring data quality, consistency and integrity in a safe and secure computing environment. Currently OUS has a single longitudinal data warehouse containing 15 years of live, online data including students, courses, instructors, registrations and degrees awarded.

Community Colleges and Workforce Development: CCWD is a State of Oregon agency that contributes leadership and resources to increase the skills, knowledge and career opportunities of Oregonians. CCWD will lead the collaborative effort between ODE and WICHE to develop a multi-state workforce record exchange system and associated governance model.

Oregon Employment Department: The Oregon Employment Department (OED) is a state agency that supports workforce development including information sharing and

analysis of labor trends. OED will work with ODE on improved methodologies for wage record matching to P-16 data sources.

Oregon Virtual School District: ORVSD is a virtual entity that exists for the benefit of all schools in Oregon. It is supported by ODE and developed and hosted by Oregon State University. ORVSD will serve as the clearinghouse for the training and support delivered through Project ALDER. It will organize and administrate information that advances the educational goals of the project, including providing such things as a systemized coursework approach and platforms for learning modules.

Oregon Head Start PreKindergarten: OHS PreK is an ODE comprehensive early childhood development program. It offers integrated services in education and early childhood development, child health and nutrition, and parent education and family support.

Early Childhood CARES: Early Childhood CARES is a department of the University of Oregon College of Education. The department provides EI/ECSE services in Lane County through subcontract with Lane Education Service District, which is a primary ODE contractor. Early Childhood CARES also develops and administers ecWeb applications through direct contract with ODE. These applications are used by all Oregon EI/ECSE programs for case management and for assessment analysis and tracking.

Teacher Standards and Practices Commission: TSPC operates under the auspices of the State of Oregon. For Project ALDER, TSPC will expand data sharing with ODE by increasing the frequency and sophistication of the exchange. The extent and specifics of the data sharing will be determined after collaborative research by Project ALDER stakeholders. TSPC will also support the mapping of NCES course codes, teacher assignments and USID, as well as participate in joint work toward developing common data quality metrics.

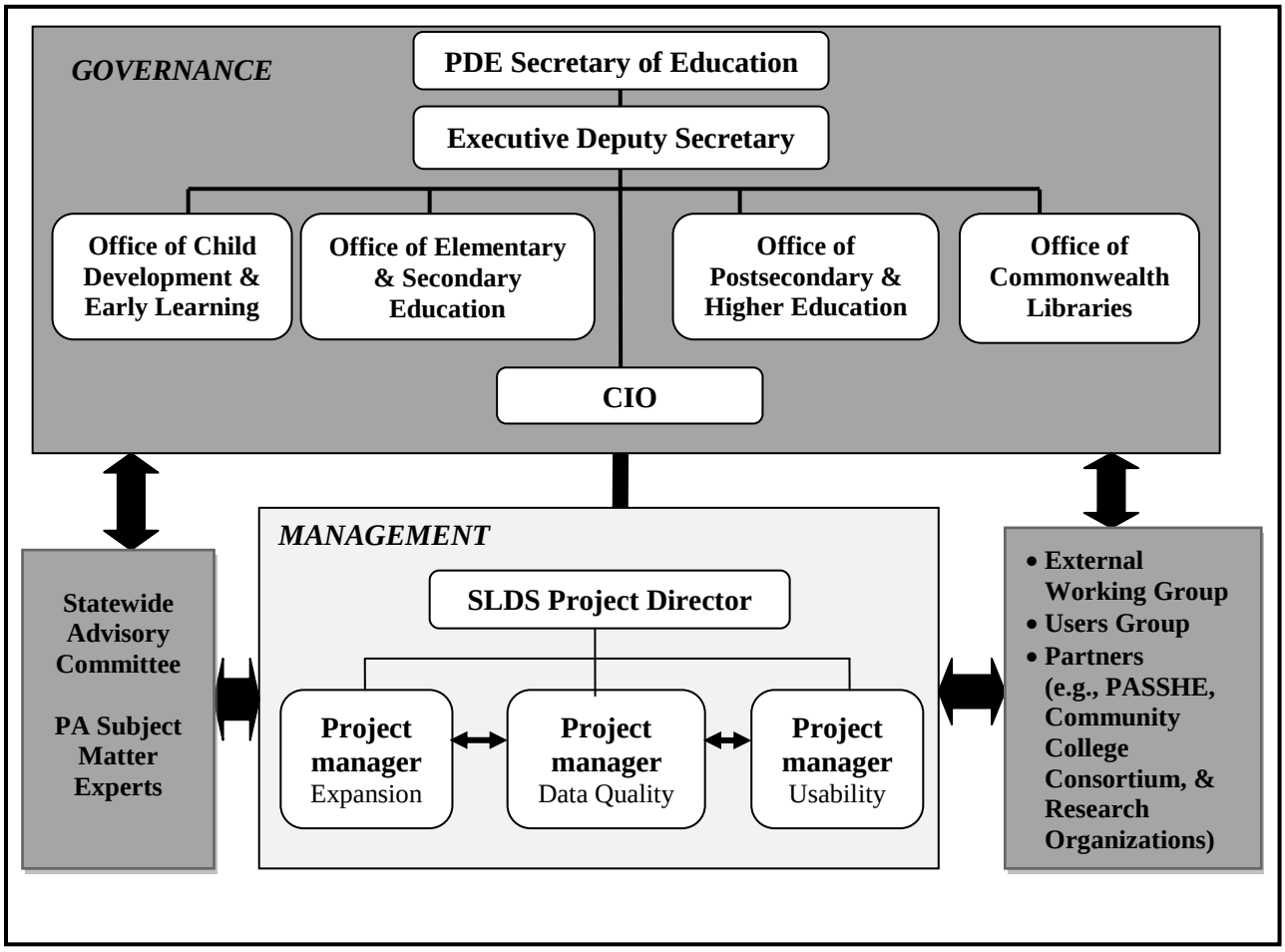
SAMPLE TEMPLATE III

6. Project Narrative, Section (d) Project Management and Governance Plan

4. Project Management and Governance Plan

In this section, we discuss our plan for managing the activities in this proposal. First, we describe the organization of the proposed SLDS team and then discuss our management system, including internal and external governance mechanisms, management processes for subcontractors and consultants, and tools for exerting fiscal and quality control throughout the grant cycle and beyond. Our proposed governance structure will ensure consistent management, cohesive policies, processes and decision-making essential to successful completion of all proposed activities for this project.

Exhibit 6. SLDS Project Organizational Chart



4.1. Governance

One of the challenges of linking data systems is that the individual agencies that own and operate them have their own policies for managing those systems. Thus, creation of linkages between systems, or new data elements, or new data systems altogether will give rise to many policy and procedural questions that need to be answered before the full set of linkages is complete. Through our experience building, expanding, and improving data systems at local and state level, including ED-funded SLDS projects, we have learned that a strong governance system

comprising high-level representatives of all agencies is critical. Our proposed governance structure as depicted in Exhibit 6 is consistent with governance structures for our previous and current SLDS grants. PDE is led by the Secretary of Education who, along with the Executive Deputy Secretary and the four deputy secretaries each in charge of program offices, provides the executive governance structure for the SLDS initiative. This leadership team has a proven track record of success based on the SLDS achievements to date.

The following project management controls will be used for all SLDS tasks, enabling the project team to accomplish the outcomes proposed for this new grant with efficiency, cost-effectiveness, transparency, and a high degree of accountability:

- Specific project initiation and planning tasks will occur at the beginning of the award. As part of these tasks, the project manager will work with task leaders to establish the project environment, establish policies and procedures, and finalize a detailed work plan
- Specific policies and procedures (e.g., formal agreements between agencies to link their data systems) will be developed to ensure successful implementation of the project. The policies and procedures created at the beginning of the project will include, but not be limited to:
    - Risk Management Plan
    - Issue Resolution Process
    - Communications Plan
    - Procedures for Modifying Management Plan
- Throughout the life of this grant, status reports will be provided to the leadership team, status meetings will be held, and the project work plan will be updated

4.2. The Project Management Team: Project Organization and Location within PDE

The SLDS project is one of considerable size and complexity. A track record of successful management is the best predictor of future success and achieving intended outcomes. PDE has a long history of managing large, multi-faceted federal projects, including two SLDS grants. In these projects, the foundation of our success has been our organizational structure, which facilitates quality and timely work. We draw in expertise from throughout the PDE and other state agencies involved, from our subcontractors, or from outside consultants, and blend them into a cohesive, dedicated project team that ensures the right combination of expertise.

4.3. Management System

In recognition of the impact PIMS will continue to have on our agency and all LEAs and postsecondary institutions, we have reorganized our SLDS management team to include a new project leadership structure to keep pace with the heavy workload, tight timeline, and increased reporting requirements proposed under this funding opportunity. PDE will identify a Project Manager to provide grant and project management oversight as well as key task leaders to oversee and coordinate tasks that fall under each of the three priority areas (i.e., expansion, quality, and usability).

The grant and all of the proposed tasks will be managed according to Commonwealth and National project management standards to ensure all tasks and outcomes are completed on-time and within budget. Project risks will be identified and mitigated and strategies will be developed

to ensure maximum success of individual tasks and the SLDS project as a whole, and to reduce/eliminate the possibility of needing to return funding.

This organization will provide an enterprise management of all data elements, standards, data stewards, data quality, reporting, and systems development under one Executive Deputy Secretary. In all other respects, we plan to replicate the structure that has been most effective on our other SLDS grants and other similar projects, using experienced project management combined with representatives from state program offices, and supported by IT professionals with experience specific to building and maintaining data systems. The next section summarizes the skills of staff proposed for this project and highlights the team's excellent track record in ensuring the multiple tasks and subcontractors involved are managed effectively to ensure on-time and high-quality completion of all tasks necessary for expanding, improving and facilitating expansive use of PIMS as described in this proposal.

Collectively, the management team proposed by PDE and its partners has successfully managed numerous similar projects that are directly related to the scope and purpose of the proposed project. PDE will serve as the fiscal agent and lead organization, including overseeing the execution and monitoring of subcontracts. Based on our successful experiences with the previous and current SLDS grants, we have developed and refined internal management processes that ensure timely, cost-efficient production of high-quality work. Our proposed system for sound management on this project will include:

- A partnership that involves strong communication between the PDE team and ED
- Strong management of subcontractors and consultants
- Fiscal controls to ensure that resources are closely monitored
- Quality control procedures that ensure project goals and benchmarks are achieved.

4.3.1. Communication and coordination with the U.S. Department of Education

Close communication among key stakeholders is a critical ingredient for project success. Direction, guidance, and input from the program staff are important in the design and implementation of the proposed tasks. To ensure effective communication, we propose three basic mechanisms:

- Monthly teleconference and frequent face-to-face meetings involving the Contracting Officers Representative (COR), other ED staff, PDE's project manager, and PDE's task leaders as appropriate
- Frequent telephone and electronic mail conversations between the COR and the Project Manager
- Biweekly conversations among all project team members
- Monthly progress reports that address recent developments task by task and any issues requiring attention from partners. The monthly reports will also highlight any deviations from the proposed project schedule and provide suggestions for overcoming obstacles.
- Attend all required meetings including a two-day meeting each year in Washington, DC.

The purpose of the meetings is to discuss the overall status and progress of the work, to answer any questions about the monthly progress reports, to identify and address any issues or concerns, and to plan future activities. The biweekly conversations will provide the opportunity to discuss issues on a regular basis.

4.3.2. Management of subcontractors and consultants

PDE works with subcontractor staff as seamlessly as if they were staff internal to our organization. In this way, the project team acts as a cohesive unit serving the client's needs. Teaming agreements will specify expected roles and responsibilities of each subcontractor. Our systems are set up to facilitate intra- and inter-organizational interactions. The team includes PDE, subcontractors and consultants, Advisory Committee members and our Work Group members. As a standard practice, PDE ensures that all appropriate controls and legal remedies have been incorporated into its subcontracts. The subcontracts will specify mutually agreed-upon tasks to be performed, deliverable schedules, staffing, and subcontractor budgets. PDE also has well-established procedures for obtaining consultants who will assist the team. There are standard consulting agreement formats that incorporate clear specification of tasks and of fees to be paid.

4.3.3. Fiscal controls

The key to effective control of a project's expenditures are detailed work plans and a project budget, coupled with systematic reviews of actual performance against those plans and the ability to make adjustments to the plan and budget as required. The Project Manager will conduct an internal review of work progress and budget status at least monthly. Accomplishments will be compared to the planned workflows and budgets for the month. Any variances will be noted and solutions will be proposed and implemented.

4.3.4. Quality control

While the Project Manager is ultimately accountable for quality control for all aspects of the project, we instill a shared responsibility for quality within all of our teams. As noted above, our internal structure includes PDE Cabinet and expert advisors, who will provide independent oversight of all tasks and facilitate collaboration among key stakeholders.

4.3.5. Tracking and reporting

Activities, accomplishments, and financials will be carefully tracked for this grant. We recognize that the Recovery Act requires accountability and transparency in the use of the funds we are seeking. We have created a management structure and have the tracking and monitoring capability to provide timely, detailed, and accurate reports ten days after the end of each calendar quarter, as required by this program and outlined in the RFA.