# Project Charter
# E-Payment Project

| Project | E-Payment Project | | |
|---|---|---|---|
| **Created By** | Emily Lee, Frances Finch, Lori Piccinini, Chris Long | **Project Kickoff Date** | 9/27/13 |
| **Executive Sponsorship** | Treasurers Office, Technology Services | **Project Sponsor** | Treasurers Office |

| | |
|---|---|
| **Mission**<br><br>**"Practical Problem to Solve and/or Opportunity to Gain"** | Washoe County has chosen to move forward with the expansion of electronic payment systems in the county.  This e-payment project is to provide Washoe County customers the option to pay online at a time that is convenient for them.<br><br>With advances in technology, the need to pursue an e-payment service delivery option for the County is more important than ever before.  This e-payment method will derive numerous benefits such as:<br><br>• Cost savings in operational and processing expenses<br>• Satisfy customer service request as a convenient option<br>• Faster processing of transactions; improving service delivery<br>• Allow customers to conduct business transactions in a safe, secure and convenient way<br>• Adhere to PCI best practices for compliance of credit card acceptance<br><br>Departments and Washoe County constituents have expressed the need for many years to expand electronic payment service options in the county.  Departments will be provided with the options available to meet their specific needs, including; designing a fee structure; acceptable payment types; possible software interface options.  Departments will work directly with Treasurer's Office and Technology Services to determine the best solution for their department.<br><br>Security concerns are of primary concern in Washoe County's move towards an e-payment solution model.  One of the key focuses of this implementation is to align with the county and project champions mission statements and provide a convenient method to accept payments for our citizens and implement a credit card solution for the county.  As a result we will also be passing more of the PCI compliance burden on the vendor than on the county and coming closer to meeting the Payment Card Industry (PCI) Security Standards.  Major credit card companies such as American Express, Visa, MasterCard, JCB, who are members of the PCI Council have established a set of requirements known as the PCI Data Security Standards or PCI Compliance.<br><br>The main mission of this project therefore is to better serve our County customers and to provide convenient payment methods for our citizens to do business with the county, ultimately providing better overall customer service.<br><br>This project will establish general Washoe County policies and procedures adopting best practices to protect customer information and to protect the county.   Policy and procedures will be presented to a committee and county management then disseminated to departments so employees are aware of the appropriate way(s) to handle credit card information. |
| **Process** | Each county department will be evaluated individually based on its need and the type of services it renders as to the feasibility of implementing an e-payment solution.  Departments will be provided with the options available to meet their specific needs, including; designing a fee structure; acceptable payment types; possible software interface options. |

| Scope | The E-Payment project is to standardize and expand service delivery options for County customers to make online payments securely using a variety of electronic payment methods that currently include credit cards, debit cards and electronic checks while protecting consumer financial data. |
|---|---|
| **Deliverables** | • Washoe County Credit Card Acceptance and Security Guidelines<br>• Implementation Checklist for taking new e-payments<br>• Status/Priority list of department implementation<br>• Integration of Washoe County site to a secure e-payment system that is PCI compliant |

| **Stakeholders** | | | | |
|---|---|---|---|---|
| | **Major Stakeholders** | **Business Process Owner** | **Business Process Impacted** | **Functional and Technical Support, Communication** |
| | County Managers Office (PIO) | | X | C |
| | Treasurer's Office | X | X | X |
| | Technology Services | X | X | X |
| | All County Departments | X | X | |
| | Citizens | | X | |
| | | | | |

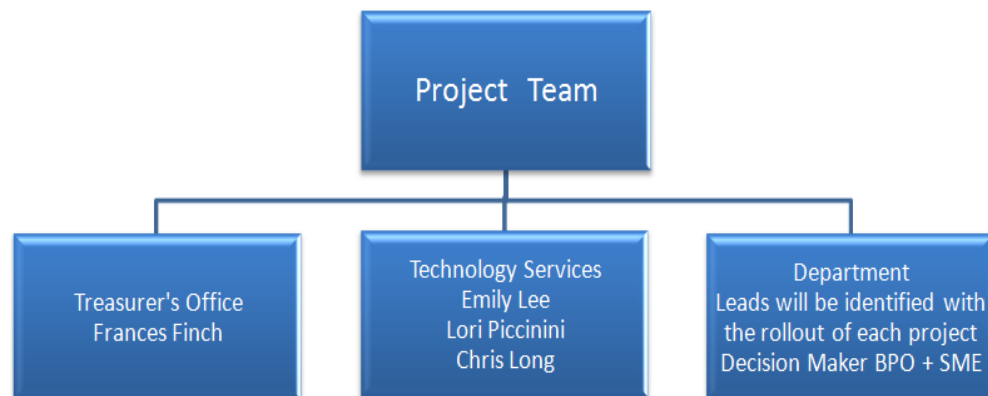| **Team Members with Roles and Responsibilities** | **Project Management Team** - Meets regularly during all phases of the project, particularly during the Pre-Planning, Project Prep and Planning stages and at least weekly for the rest of the project.<br>.<br>▪ Provides overall, day-to-day project management.<br>▪ Prioritizes work across functional areas and departments.<br>▪ Plans out assigned activities.<br>▪ Facilitates communication and resolutions for any issues. |
|---|---|

| Team Members with Roles and Responsibilities (Cont.,) | **Project Team** - Meets regularlyduring Planning, Executing and Final Prep stages and at least weekly for the rest of the project. |
|---|---|

**Project Team** - Meets regularlyduring Planning, Executing and Final Prep stages and at least weekly for the rest of the project.

- Develops and communicates Project Charter
- Coordinates with departments to assess e-payment objectives and requirements of each agency
- Assists departments in identifying process improvement opportunities
- Prioritizes departments e-payment project implementation
- Manages technical infrastructure to meet PCI requirements regarding a secure network
- Communicate to Project Champion and Project Sponsor regarding projects issues and scope modifications
- Identify project scope
- Ensure project deliverables are submitted timely
- Coordinates with vendor to resolve application issues or questions
- Manage risks involved in project
- Designs, develops and executes end-user training
- Acts as the main "Subject Matter Expert" from their division or area of expertise
- Involves a lead from each division and area to be implemented
- Understands the work to be completed and can make decisions for their division.
- Plans out the assigned activities.
- Informs the project manager of issues, scope changes, risk, and quality concerns.
- Designs, develops, configures and tests the system and processes
- Leads/documents and assists with analysis, flows, etc.
- Creates training documentation and trains department users, acts as train the trainer.

Departments .
- Identify application requirements
- Work with Project Implementation Team to ensure deliverables meet the requirements
- Provide information regarding interface data points
- Assist in identifying potential risks
- Verify quality level of installed application
- Assist in user acceptance testing

Project Team

Treasurer's Office
Frances Finch

Technology Services
Emily Lee
Lori Piccinini
Chris Long

Department
Leads will be identified with the rollout of each project
Decision Maker BPO + SME

| Risks | Risk Description | Probability | Impact | Control | Index |
|---|---|---|---|---|---|
| | Departments resistance to change **Mitigation**: We will do change management processess throughout the project and communicate with county management and departments. Most departments are willing and wanting to offer online epayments for the citizens. | 1 | 3 | 3 | 1 |
| | Vendor team member turnover /commitment **Mitigation:** We do not have control over this but we can communicate regularly with the vendor and request appropriate resources. | 2 | 3 | 1 | 6 |
| | Conflicting priorities and competing resource needs with key members of the project team (TS, Treasurer, Depts) **Mitigation:** With the current County levels, we recognize this is a high probability and we do not have as much control as we would like. We will set weekly meetings to keep the project on track. | 3 | 3 | 2 | 4.5 |
| | Project Budget overruns if there are additional interfaces required by departments that TS cannot do ourselves. **Mitigation:** We will work with each department to discuss the required interfaces and plan for the budget in a budget cycle. | 1 | 3 | 3 | 1 |
| | Project Timelines overrun- can be impacted by all of the risks identified and are a risk in and of themselves. **Mitigation:** We will work on prioritizing the project and managing scope to not have overruns. | 2 | 3 | 2 | 3 |
| | Unforeseen issues with technology **Mitigation:** Vendor help desk. | 1 | 3 | 3 | 1 |
| | Impact on county if project fails **Mitigation:** The county can continue taking fees manually, or with existing machines, however the benefits outweigh the manual processes of e-payment. | 1 | 2 | 1 | 2 |
| | **Average Risk Index** | | | | 3 |

(On a scale of 1 to 3 with 1 being lowest risk)

*Probability, Impact and Control:
- 1 = low
- 2 = medium
- 3 = high

**Index = (Probability x Impact) / Control

| | |
|---|---|
| **Risk (Cont.,)** | |
| **Communications and Change Management** | Change management objectives include: <br><br> i. Promoting acceptance of, and enthusiasm for, this project <br> ii. Sharing project-related information with the County's various stakeholders, including information on project objectives and status, and organizational impacts. <br> iii. Identifying the specific organizational impacts associated with the project, including potential policy and procedural impacts, staffing impacts, and facilities and/or equipment impacts. <br> iv. Soliciting, and responding appropriately to, feedback from the County's stakeholders. <br><br> Communication objectives include: <br><br> v. Consistent and timely updates to the E-Payment project stakeholders by email, meetings and a newsletter monthly or as needed. <br> vi. Clear and understandable terminology. <br> vii. Involvement of County staff in the development/implementation of the project. <br> viii. Follow guidelines in the Justware communication plan. <br> ix. Monthly department team newsletters |
| **Assumptions** | That County Departments can devote staff to assist in their part of the project on the project team . |
| **Decision Making Process** | The Project Team will resolve issues and communicate issues to the Project Sponsor. |
| **Schedule** | ▪ Start Date:  **Kickoff meeting** <br> ▪ End Date:   Ongoing <br> ▪ Major High Level Milestone Target Dates: <br><br> ▪ Research on e-Payment Procedures, policies, and PCI Compliance, Summer - Fall 2013 <br> ▪ Site visits to other agencies on PCI Compliance Fall 2013 <br> ▪ Creation of the E-Payment Guidelines Fall – Feb 2014 <br> ▪ Completion of Project Charter Feb, 2014 <br> ▪ Completion of the Rollout schedule/Status/Priority List of Dept. Imp. Feb 2014 <br> ▪ Completion of Implementation Checklist for taking new e-Payments - Dec 2013 <br> ▪ Meet with County Management and acceptance by ITAC of the Charter <br> ▪ Powerpoint creation for ITAC <br> ▪ Presentation to ITAC the Washoe County Credit Card Acceptance and Security Guidelines; powerpoint <br> ▪ Integration of Washoe County site to a secure e-payment system that is PCI compliant <br> ▪ Anticipated go live of the Pilot Project Spring – 2014 |