#	Area	Project	Status
1.	**Infrastructure**	Cloud Migration	In progress and on schedule. System and environment migration and testing activities are nearing completion. Contact Center and Appeals solutions undergoing development to be deployed in the cloud. See Cloud Migration (C2C) Operational Work Plan.
2.		Cloud Application Performance Management	In progress and on schedule. The existing cloud application performance management tool is being tested. See Cloud Application Performance Management Operational Work Plan.
3.	**Software** - Architecture Modernization	SDLC DevOps	In progress and on schedule. Automated test reports requirements are finalized and testing to begin in next reporting period. See SDLC DevOps Operational Work Plan.
4.		.NET & ORM Upgrade	In progress and on schedule. All .NET frameworks upgraded. ORM upgrade forecasted to be complete in November 2022. See .NET & ORM Upgrade Operational Work Plan.
5.		Rules Engine	In progress and on schedule. The project scope has been clarified and finalized. A draft scope of work is undergoing final review to procure a business rules engine in early November. See Rules Engine Operational Work Plan.
6.		SOA and API Layer	In progress and on schedule. A draft scope of work is undergoing final review to procure an integration platform in early November. See SOA and API Layer Operational Work Plan.
7.		RA Help Center	Project closed out in December 2021.
8.	**Software** - Procurement	Strategic Planning Office (SPO)	In progress and on schedule. Added a second Project Manager to support the Cloud Migration project.
9.		Oversight (IV&V)	In progress and on schedule.
10.		System and Software Integration (SSI)	In progress and on schedule. Vendor is developing architectural standards. See System and Software Integration Operational Work Plan.
11.	**Software** – Incremental CX/UX Mobile Responsive Software Transformation, including Business Process Optimization	BPO & Initial Claims	BPO project closed out in October 2022. See Business Process Optimization Operational Work Plan. CX/UX in progress and on schedule. A draft scope of work is undergoing final review to procure mobile-responsive user interface in early November.
12.		BPO & Core Claims and Claim Status	BPO project closed out in October 2022. See Business Process Optimization Operational Work Plan. CX/UX in progress and on schedule. A draft scope of work is undergoing final review to procure mobile-responsive user interface in early November.
13.		BPO & Continued Claims	BPO project closed out in October 2022. See Business Process Optimization Operational Work Plan.

#	Area	Project	Status
			CX/UX in progress and on schedule. A draft scope of work is undergoing final review to procure mobile-responsive user interface in early November.
14.		BPO & Employers and other TPAs	BPO project closed out in October 2022. See Business Process Optimization Operational Work Plan. CX/UX in progress and on schedule. A draft scope of work is undergoing final review to procure mobile-responsive user interface in early November.
15.	**Data and Analytics**	Data Warehouse	Project closed out in January 2022.
16.		Reporting	In progress and on schedule. 36 federal reports have been generated, submitted to, and accepted by USDOL since project launch. Three reports have been developed and are being tested and validated. See Reporting Operational Work Plan.
17.		Archival and Purge	In progress and on schedule. Work sessions ongoing to develop business and technical requirements. See Archive & Purge Operational Work Plan.
18.		Master Data Management and Interoperability	In progress and on schedule. A Data Dictionary is undergoing review. See Master Data Management and Interoperability Operational Work Plan.
19.	**Security**	Security Architecture Review	Project closed out in October 2022. See Security Architecture Review Operational Work Plan.
20.		Identity Management and User Authentication	In progress and on schedule. Phase one of three, focused on claimants, was completed in September 2021. Phase two of three, focused on employers and third-party administrators, has not yet started. Phase three, focused on staff, is in progress. A procurement for an Identity and Access Management tool was advertised in September 2022. See Identity and Access Management Operational Work Plan.
21.		Security Architecture Audit	Not started and on schedule. Forecasted start January 2023.

Are there any scope changes?

The SOA and API Layer project scope was updated to align with the iSF Final Report, which removed from scope the deployment of three web-based, real-time APIs. This positively impacted the project schedule, which reflects a project end date in May 2023 instead of June 2023, allowing more time for open environment testing with Floridians before July 1, 2023, and helps ensure staff resources are available to facilitate the development of APIs that will be needed to implement the CX/UX solution.

The Master Data Management and Interoperability project scope was revised to officially record the exclusion of API development. The iSF Report provided optional scope to include APIs; the Department will deploy APIs during continuous modernization. This change positively impacts the project timeline and does not impact the project's overall benefits to the Department.

The Identity and Access Management project scope for the staff phase was modified to place focus on technology-based access management for the existing CONNECT database, PeopleFirst, and the Active Directory. These applications provide

the greatest value to the Department in terms of number of users and volume of data. The access control policies and standard operating procedures will continue encompassing all System-related applications to ensure proper access control is maintained.

Is the project currently within budget?
The project is currently under budget. Expenditures from September and October are underreported pending a release of funds from General Revenue (GR) and ARPA sources. The Department requested a $26 million release ($6M from GR and $21 M from ARPA) on September 30 and submitted additional information to facilitate the requested release of funds.

Do you expect the project to remain within budget?
Yes

If the project is not on schedule, briefly explain why and what the agency is doing to bring the project back on schedule.
The Program is on schedule. The Department has developed proactive measures and continues to mitigate any obstacles that could impact project schedules. For example:

1. The Department has reduced a staffing resources risk previously identified by the Reemployment Assistance Modernization Program's IV&V vendor as a high-level risk to a medium-level risk. This positive trend is a result of:
    - Proactive outreach with staff augmentation vendors to gain insights into increase both the quality and quantity of specialized information technology professionals;
    - Offering flexibilities for remote work and competitive pay, as needed. The Department initiated full-time remote work for critical IT positions in May 2022 to help promote hiring and retention;
    - Including a staffing requirement in all technology procurements; and
    - Leveraging a resource capacity analysis tool to better understand where existing resources are over-committed and to help identify the most critical vacancies to be filled.
2. The Department has applied lessons-learned to reduce procurement-related delays that the Reemployment Assistance Modernization Program's IV&V vendor originally classified as either a high or medium risk, though some risks are trending downward or have been subsequently closed. To mitigate these issues, the Department has:
    - Included the Department's Vendor Core Contract in solicitation documents to ensure vendors are provided the Department's terms and conditions as early as possible.
    - Established priorities with vendors who are developing project requirements to fast-track procurement development.
    - Developed well-defined scopes of work and detailed project requirements for the remaining technology projects, to ensure vendors are provided clear direction at the outset of each project.
3. The Department has worked closely with other states and the National Association of State Workforce Agencies to apply best-practices and develop innovative solutions to satisfy burdensome regulatory compliance requirements. For example, to comply with IRS Publication 1075:
    - The Department has developed a manual workaround for Appeals cases that contain a Federal Tax Information (FTI).
    - The Department has developed a process where contractors can build a database for FTI that DEO staff can manage.
4. The Department is evaluating each active project's scope of work to ensure the overall Program's benefits are achieved by June 30, 2023. This process will allow the Department to leverage an agile approach to focus its efforts on critical path tasks and activities, ensure resources are allocated, and that System users are provided an enhanced mobile-responsive user interface for filing and managing their Reemployment Assistance claims.

Major Project Tasks and Activities Accepted or In Progress this Reporting Period

- [Infrastructure] Cloud Migration. This project includes transitioning the System from operating on hardware stored on-premise to a cloud-based environment to ensure all aspects of the System are available to users during periods of high demand for continuous claims processing, including both web-based and call center services.
    - The Department is migrating various components of the System into a cloud-hosted environment, including files, databases, applications, and environment infrastructure. The updates shown below are as of this reporting period:
        - File migration: Completed in May 2022
        - Database migration: Completed in May 2022
        - Application migration: Migration activities are ongoing. The Department has established an isolated environment in the cloud to host data governed by IRS Publication 1075. The Department is applying the necessary security access controls and populating the environment with real data to complete testing in accordance with IRS Publication 1075.
        - Environment Infrastructure migration:
            - Test environments: The Department has established an isolated environment in the cloud to host data governed by IRS Publication 1075. The Department is applying the necessary security access controls and populating the environment with real data to complete testing in accordance with IRS Publication 1075.
            - Pre-production environment: The Department has established an isolated environment in the cloud to host data governed by IRS Publication 1075. The Department is applying the necessary security access controls and populating the environment with real data to complete testing in accordance with IRS Publication 1075.
            - Production environment: Anticipated to be completed in December 2022. Testing is ongoing to ensure successful migration of the System.
    - The Department completed User Acceptance Testing for its cloud-hosted FileNet application upgrade from version 5.2 to version 5.5.7. The FileNet application is used by the Department to manage workflows in the System that ensure files that are provided by claimants, employers, and Third-Party Administrators are merged with the correct claim. The upgrade will be deployed when the System is migrated to the cloud in December 2022.
    - The Digital Appeals Recording Solution (DARS) vendor has begun application development to deploy this technology in a cloud-hosted environment. Development work is anticipated to continue through December 2022. DARS enables the Department to record appeals hearings, which provides due process to employers, third-party administrators, and claimants who have filed an appeal on a Reemployment Assistance claim.
    - The Visual Interactive Voice Response, ChatBot, and WebChat technology vendor continues to develop business and technology requirements, and evaluate security requirements, that will be used to enhance the Department's existing Customer Call Center technology and provide additional self-service options for Reemployment Assistance claimants.
- [Infrastructure] Cloud Application Performance Management. This project includes utilizing a software tool that provides visibility into key System performance indicators, such as numbers of concurrent users, for System monitoring. The tool also allows the Department to set defined thresholds for performance and receive notification if remedial actions are needed to maintain System performance and prevent System downtime.
    - The Department installed the cloud version of the existing application performance management tool and testing has been initiated. Testing will be conducted for several months, and the tool is anticipated to be pushed into production in early June 2023.
- [Software] SDLC DevOps. This project includes improving documentation for the System, including application design documentation, artifacts, and dataflow diagrams. This helps establish a process that sets a standard for maintaining

System documentation and planning the deployment of System enhancements that align and prioritize Reemployment Assistance program requirements with the System's functionality.

- The Department continues to work with the ServiceNow vendor to integrate this software with the new DevOps environment. ServiceNow will serve as a repository for System requirements. Integration of these software tools will sync the System's testing environment and cross-reference requirements with test results. It will also develop an audit trail that can be used to reference changes made to the System over time. The Department anticipates the development work to support this integration will be complete in November 2022.
  - The automated test reports that verify business requirements are met following each System enhancement are finalized and approved. Development and subsequent testing will be initiated in November 2022. These changes will eliminate a currently manual process and increase subject matter experts' efficiency with testing System enhancements.

- [Software] .NET and ORM Upgrade. This project is designed to ensure the Department's .NET framework and Object Relational Mapping (ORM) software receive security fixes, updates, and technical support that align with industry standards. The .NET framework is a platform that is used to create and run software applications. ORM software promotes more efficient System development by translating low-level coding across tables that store data.
  - The Reemployment Claims and Benefits Information System application's ORM software was upgraded from version 3.5 to version 5.8 and successfully deployed into production in November 2022.
- [Software] Rules Engine. This project includes utilizing a software tool that serves as a separate infrastructure environment for managing and executing business rules that govern how Reemployment Assistance claims are processed. By using a rules engine to manage and operate business rules, specifically those rules that are updated periodically to accommodate changes in state or federal law, the Department gains staff efficiency and helps support System performance. A rules engine is more user-friendly and does not require System code changes, which means information technology staff can be repurposed for larger, more complex System enhancements and business rule changes can be deployed faster. Additionally, because the rules engine operates in a separate infrastructure environment, it allows for increased System performance.
  - The Department is conducting final edits to a scope of work for a business rules engine (Rules Engine project), integration platform (SOA and API Layer project), and mobile-responsive user interface (CX/UX project), including services to ensure interoperability. The procurement is scheduled to be advertised in the next reporting period.
  - The Department is developing a catalog of business rules that will be used to develop a continuous modernization plan for the business rules engine. The catalog will identify all business rules that govern the administration of the Reemployment Assistance program, the number of times each rule has changed, the date(s) each rule has changed, and the relative complexity of each rule. This is a labor-intensive process that is anticipated to be complete in May 2023.
- [Software] SOA and API Layer. This project will help promote a more efficient System by creating a layer between various components of the System that serves as the messenger for all data exchanges. This layer helps prevent a downturn in System performance by offloading demand on the System.
  - The Department is conducting final edits to a scope of work for a business rules engine (Rules Engine project), integration platform (SOA and API Layer project), and mobile-responsive user interface (CX/UX project), including services to ensure interoperability. The procurement is scheduled to be advertised in the next reporting period.
- [Software] Reemployment Assistance Help Center. This project created a front-end website that serves as a one-stop shop for System users to get answers to frequently asked questions, view information about their claim, submit inquiries to the Department for assistance, and submit information to the Department that facilitate claims processing.

  - This project was completed in December 2021. The Reemployment Assistance Help Center will undergo additional enhancements through continuous modernization efforts to improve internal workflows that ensure users' claims are processed timely.
- [Planning, Coordination, and Oversight] Strategic Planning Office. This project equips the Department with standards, governance, and project management services for the Reemployment Assistance Modernization Program, and oversees the Program's scope, schedule, and budget to promote accountability and alignment with Department priorities.
  - The Strategic Planning Office (SPO) continues to provide overall Program and project management support.
- [Planning, Coordination, and Oversight] Independent Verification and Validation. This project includes leveraging an independent third-party consultant to provide objective and proactive risk identification and assessment to the Department. Observations and risks identified by the consultant are used by the Department to implement the Reemployment Assistance Modernization Program and any necessary mitigating strategies.
  - IV&V continues to attend various Department meetings to support Program and project oversight.
  - IV&V submitted their third Quarterly Assessment Report, which outlines the overall Modernization Program's risks and issues across a set of risk dimensions and categories. All dimensions have the same risk rating as the previous Quarterly Assessment Report.
- [Planning, Coordination, and Oversight] System and Software Integration. This project includes leveraging the expertise of a third-party services provider with experience in strategic planning, System design, System development, and System integration for large multi-component system modernization efforts to ensure the Department's various modernization projects work as intended to deliver an enhanced user experience.
  - The Department is conducting final edits to a scope of work for a business rules engine (Rules Engine project), integration platform (SOA and API Layer project), and mobile-responsive user interface (CX/UX project), including services to ensure interoperability. The procurement is scheduled to be advertised in the next reporting period.
  - The Department anticipates executing a contract amendment in the next reporting period that will allow the Department to maintain an agile approach to maintaining the overall System's architectural standards. As the System's architecture will change with each new technology product installation, this contract amendment will allow the Department's System documentation to evolve with each change and ensure the documentation is current.
- [Software] Business Process Optimization. This project focuses on identifying, cataloging, and reengineering business processes and requirements that are necessary to improve the user experience. These reengineered processes and requirements will support a more efficient claims process for both internal and external System users.
  - This project was successfully closed out this reporting period.
- [Software] Incremental CX/UX Mobile Responsive Software Transformation. This project includes optimizing the existing System and developing a user-friendly front-end for Reemployment Assistance claimants that is also mobile-friendly. The transformation will occur incrementally to ensure all System users benefit from System optimization, with a focus on enhancing the claimant experience first.
  - The Department is conducting final edits to a scope of work for a business rules engine (Rules Engine project), integration platform (SOA and API Layer project), and mobile-responsive user interface (CX/UX project), including services to ensure interoperability. The procurement is scheduled to be advertised in the next reporting period.
- [Data and Analytics] Data Warehouse. This project established a separate infrastructure environment for storing and reporting Reemployment Assistance data. The data warehouse enhances System performance by conducting reporting activities in a separate infrastructure environment.
  - This project was completed in January 2022.

- [Data and Analytics] Reporting. This project includes migrating all System reports from the System to the Data Warehouse and developing and validating all federally mandated Reemployment Assistance reports. The data warehouse provides the Department with standardized data and reduces the need for staff intervention for future reporting activities.
    - Of the 39 reports in-scope for this project, 36 are complete and three are currently being validated.
- [Data and Analytics] Archival and Purge. This project establishes a process for archiving and purging appropriate Reemployment Assistance data. These activities will reduce the Department's data storage costs and greatly impact the efficiency and stability of the System, because it will purge any data that is no longer required to be maintained by the Department and allow for the secure storage in a separate environment of any data that the Department must maintain for a period of time.
    - Work sessions with various Reemployment Assistance business units are being held to develop project requirements.
    - The Department's Records Management Policy is undergoing routine review and is anticipated to be finalized by the next reporting period. This policy will provide the latest guidance to the project team about data to be archived or purged.
    - The project's scope of work is anticipated to be finalized by the next reporting period.
- [Data and Analytics] Master Data Management and Interoperability. This project focuses on creating a data catalog and data dictionary for the Department. These efforts promote data standardization and data sharing among information technology systems that exchange information with the Reemployment Assistance program.
    - A draft Data Dictionary has been prepared and is undergoing review with the Bureau of Workforce Statistics and Economic Research.
    - A draft Data Catalog has been developed and is undergoing internal review.
- [Security] Security Architecture Review. This project includes assessing the proposed modernized System to strengthen System security, reduce risk for all System users, and to define and implement enhanced security practices that meet or exceed modern security standards.
    - This project was successfully closed out this reporting period.
- [Security] Identity and Access Management. This project includes updating all Departmental identity management and access control policies and implementing enhanced front-end security measures to authenticate System users. These efforts ensure the individuals who have access to the System are provided the appropriate amount of access for their need.
    - The Department advertised a Request for Quote for an IAM tool and services for System user role-based access and customized reports and dashboards to enhance System security and user oversight. See Procurement Status below for the anticipated procurement schedule.
- [Security] Security Architecture Audit. This project includes a technical audit that will be provided by an independent third-party to review and test all technical aspects of the System for improved System security.
    - This project is forecast to start in January 2023.

Procurement Status

COMPLETE

Independent Verification & Validation Request for Quote
System and Software Integrator Request for Information
Strategic Planning Office Request for Quote
Business Process Optimization Request for Quote
System and Software Integration Request for Quote

Security Architecture Review Request for Quote

Rules Engine, SOA and API Layer, and Master Data Management and Interoperability Request for Information

IN PROGRESS	**Date**
Identity and Access Management Request for Quote	
Post RFQ	September 2022
Vendor deadline to submit questions	October 2022
Department provides answers to vendor questions	October 2022
RFQ Responses due to DEO; Department evaluates responses	October 2022
Anticipated Award date	November 2022
Rules Engine, Integration Platform, and Mobile-Responsive User Interface Request for Quote ***(Not yet released)***	
Post RFQ	November 2022
Vendor deadline to submit questions	November 2022
Department provides answers to vendor questions	November 2022
RFQ Responses due to DEO; Department evaluates responses	December 2022
Anticipated Award date	December 2022

OPERATIONAL WORK PLAN
FOR
CONNECT TO CLOUD
(C2C)

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2
PREPARED ON 10/31/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

The Reemployment Assistance Claims and Benefits Information System (System) and supporting middleware software is currently deployed on physical, on-premises servers managed exclusively in-house. Most of the physical infrastructure is from the original go-live in 2013, is at the end of its life cycle, and is due for replacement by 2020. As the Department of Economic Opportunity (DEO) continues to assess and develop an understanding for choosing, managing, governing, and securing cloud services and tools; the realization is that cloud computing is the foundation that enables Workforces Services to transform, differentiate, and continuously improve.

A cloud first strategy plays a central role in next-generation business initiatives. These initiatives include digital business transformation, automation, and Artificial Intelligence (AI). Cloud computing offers enhanced disaster recovery and high availability, optimized operations and maintenance costs, and built-in scalability.

As part of the modernization initiatives, DEO is undertaking a project to complete the planning for remaining migration, readiness activities, and migration of Reemployment Assistance infrastructure from the State Data Center and Winter Haven Disaster Recovery sites, as well as moving the System to a Cloud Service Provider using an IaaS hosting model. Included within the migration project is an improved document storage solution and the transition to a cloud-based IVR solution. Once the migration is completed, focus on assessment of additional, long term, cloud costs, performance, and maintainability considerations such as utilization of pay-as-you-go models, and potential utilization of Platform as a Service (PaaS) as the long-term development and delivery model.

A. Scope Statement

Complete planning for remaining migration, readiness activities, and migrate Reemployment Assistance infrastructure from the State Data Center and Winter Haven Disaster Recovery (DR) sites, as well as moving the System to a Cloud Service Provider using an IaaS hosting model; implement an improved document and generation management solution; transition to a cloud-based IVR solution and implement additional Reemployment Assistance Contact Center enhancements.

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Complete migration plan and all application and database layer remediation and readiness modifications	• Mitigate technical risks and unknowns associated with migration
Migrate all System infrastructure to the Cloud using an IaaS hosting model	• Cloud deployment and delivery models offer on demand resource acquisition and auto-scaling. • Cloud deployment and delivery models reduce or eliminate Cap-Ex and offer pay-as-you-go Op-Ex resource costs • Cloud deployment and delivery models provide cost and operational efficiencies
Determine and implement improvements to document storage and workflow in IaaS (*FileNET, content management which includes in BRAVA functionality and document management system)*	• Cloud deployment and delivery models provide cost and operational efficiencies
Determine and implement improved document management solution and select and implement IVR solutions in IaaS	• Cloud deployment and delivery models provide cost and operational efficiencies

C. Critical Success Factors

- Migration of all System infrastructure to an IaaS hosting model
- Implementation of improved document storage and workflow solutions
- Implementation of improved document management solution
- Upgrade IVR solution in IaaS
- DR cloud migration solution and DR Plan
- Contingency Plan for non-cloud ready applications

D. Key Dates

Key Date	Importance and Relevance to the Project
November 10, 2021	Cloud Migration – Connect to Cloud Kick-Off
November 18, 2021	IVR – Kick-Off
November 30, 2021	ULA Vendor under contract / PO issued
December 2, 2021	~~FileNet RFQ submitted for Bid~~ (*package pulled*)
December 17, 2021	~~FileNet Proposals Due~~ (*package pulled*)
December 26, 2021	Data Intensity Contract Executed
December 27, 2021	~~Fairfax Proposal Received~~ (*package pulled*)
January 2, 2022	Oracle Upgrade from 12 to 19C Complete

Key Date	Importance and Relevance to the Project
January 11, 2022	2022 Session begins
January 27, 2022	FileNet Change in Approach
February 1, 2022	Data Intensity / Database Migration Kick-Off
March 11, 2022	2022 Session ends
May 9, 2022	.NET Upgrade
May 9, 2022	Database Migration
October 1, 2022	Object Relational Model
June 30, 2022	GTS / IVR Go Live
June 30, 2022	Phase I - FileNet Lift and Shift
September 30, 2022	Full System Testing in PreProd
September 30, 2022	Visual IVR and Chat Bot Plan in Place
October 28, 2022	Interfaces
November 1,2022	Full Production Testing
December 1 2022	Visual IVR and Chat Bot Go Live
December 31, 2022	DARS
December 31,2022	Phase II - FileNet

E. Major Deliverables

Major Deliverable	Deliverable Description
Upgrade Network	Implement Palo Alto Firewalls
Oracle Upgrade	Oracle upgrade from 12 to 19C
IBM FileNET Upgrade	Upgrade to latest version 5.5.7
Remediate IBM FileNet	Move workflow and document management functionality to native cloud-based application
Object Relational Model	Upgrade to latest version and migrate to Azure environment
Database Migration	Migrate Oracle and SQL Databases to Azure environment
Application	Complete necessary refactoring and upgrade .NET framework from 4.0 to 4.6 and migrate to Azure environment
Active Directory	Complete deployment of AD in IaaS
Contact Center / IVR	Replace IVR system with cloud-based market leader
Defect Tracking and Load Runner	Upgrade/migrate HP ALM to Azure environment and implement Load Runner Cloud SaaS solution
Correspondence	Upgrade OpenText Blazon version and migrate to Azure environment; explore native cloud-based solutions to integrate Brava Viewer
Interfaces	Migrate SFTP server to Azure environment
Batch Management	Complete upgrade and migration of the UC4 servers to Azure environment
Testing Data Management	Select and implement COTS product

F. Major Milestones

	Major Milestone	Milestone Description
1.	Execution of Vendor Contracts	Execution of multiple vendor contracts vital for the success of the project
2.	Network Upgrade	Implement Palo Alto Firewalls
3.	Oracle Upgrade	Upgrade to the latest version 19C
4.	IBM FileNET Upgrade	Upgrade to latest version 5.5.7
5.	Contact Center / IVR	Upgrade IVR to a cloud-based system
6.	Database Migration	Migrate 66 application servers VM's
7.	UAT Testing	Completion of User Acceptance Testing

G. Procurement

Procurement	Description	Justification	Needed By
C2191-A10 GTS Amendment	This amendment adds E911 functionality to the existing Genesys system	To be compliant, all users must have the ability to call 911	Complete
RFQ for AUTOMIC Migration	Automic Automation Upgrade and Migration to Azure Professional Services	UC4 is a critical component of the System, which handles batch job scheduling and automation. Migration support services are required to upgrade UC4 and migrate to the Azure platform.	Complete

H. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Workforce Services, DEO
Domenic DiLullo	Chief Technology Officer, DEO
Allyce Moriak	Chief Financial Officer, DEO
Wendy Castle	RA Modernization Program Owner - Business
Paul Forrester	RA Modernization Program Owner – Information Technology
David Sinclair	Project Manager
Peraton	System and Software Integrator

I. Significant Project Assumptions and Constraints

Project Assumptions

- All identified funding is available.
- The identified System requirements are correct and complete.

- The assigned IT resources possess relevant knowledge and skills to complete the identified tasks.
- Members of the project team will have access to the necessary tools, hardware, and materials necessary to complete the identified tasks.
- All relevant stakeholders will attend required status meetings. However, there may be instances where some stakeholders are unavailable to attend.
- The project sponsor will be responsive and prepared to make decisions regarding the project cost, scope, and schedule.
- Key contracts are sequenced in relation to the project schedule.

Project Constraints

- SMEs are over allocated to this, other Reemployment Assistance projects, and regular business activities.
- DEO continues to be challenged with securing staff resources.

II. Work Breakdown Structure

Task Name	Duration	Start	Finish
Initiation Risk & Complexity Assessment - FINAL - Cat 2	0.25 days	Mon 11/15/21	Mon 11/15/21
Planning Risk & Complexity Assessment - FINAL - Cat 2	0.25 days	Mon 1/10/22	Mon 1/10/22
Deliverable: Project Charter	**10 days**	**Mon 10/11/21**	**Fri 10/22/21**
Develop Project Charter	8 days	Mon 10/11/21	Wed 10/20/21
Review/Update Project Charter	0.5 days	Thu 10/21/21	Thu 10/21/21
Approve Project Charter	1 day	Fri 10/22/21	Fri 10/22/21
Project Kickoff Meetings	**78.25 days**	**Wed 11/3/21**	**Mon 2/21/22**
Connect to Cloud Kick-Off	**6 days**	**Wed 11/3/21**	**Wed 11/10/21**
Prepare presentation	6 days	Wed 11/3/21	Wed 11/10/21
Schedule Kickoff meeting	0.13 days	Fri 11/5/21	Fri 11/5/21
Conduct Kickoff meeting	0.25 days	Wed 11/10/21	Wed 11/10/21
Database Migration Kick-Off	**21 days**	**Tue 1/4/22**	**Tue 2/1/22**
Prepare presentation	1 day	Tue 1/4/22	Tue 1/4/22
Schedule Kickoff meeting	1 day	Tue 1/4/22	Tue 1/4/22
Conduct Kickoff meeting	1 day	Tue 2/1/22	Tue 2/1/22
IVR / GTS Kick-Off	**8 days**	**Tue 11/9/21**	**Thu 11/18/21**
Prepare presentation	1 day	Tue 11/9/21	Tue 11/9/21
Schedule Kickoff meeting	1 day	Tue 11/9/21	Tue 11/9/21
Conduct Kickoff meeting	1 day	Thu 11/18/21	Thu 11/18/21
FileNet Kick-Off	**0.25 days**	**Mon 2/21/22**	**Mon 2/21/22**
Prepare presentation	0.13 days	Mon 2/21/22	Mon 2/21/22
Schedule Kickoff meeting	0.13 days	Mon 2/21/22	Mon 2/21/22
Conduct Kickoff meeting	0.25 days	Mon 2/21/22	Mon 2/21/22
Initiation Phase complete	0 days	Mon 11/15/21	Mon 11/15/21

Conduct Lessons Learned Meeting	**2 days**	**Fri 10/1/21**	**Mon 10/4/21**
Schedule Lessons Learned meeting	2 days	Fri 10/1/21	Mon 10/4/21
Conduct Lessons Learned meeting	0.77 days	Mon 10/4/21	Mon 10/4/21
Record Lessons Learned	1 day	Mon 10/4/21	Mon 10/4/21
Procurement	**195 days**	**Mon 10/4/21**	**Fri 7/1/22**
Oracle ULA / Mythics	42 days	Mon 10/4/21	Tue 11/30/21
FileNet	89 days	Tue 3/1/22	Fri 7/1/22
DB Migration / Data Intensity	43 days	Thu 10/28/21	Mon 12/27/21
IVR / GTS	26 days	Mon 10/4/21	Mon 11/8/21
Planning	**173.75 days**	**Tue 9/7/21**	**Fri 5/6/22**
Connect to Cloud - Resource Plan	**1.13 days**	**Fri 10/22/21**	**Mon 10/25/21**
Develop Resource Plan	0.25 days	Fri 10/22/21	Fri 10/22/21
Review/Update Resource Plan	0.25 days	Fri 10/22/21	Fri 10/22/21
Approve Resource Plan	0.13 days	Mon 10/25/21	Mon 10/25/21
Resource Plan Complete	0 days	Mon 10/25/21	Mon 10/25/21
Database Migration - Resource Plan	**3.13 days**	**Tue 1/18/22**	**Fri 1/21/22**
Develop Resource Plan	0.25 days	Tue 1/18/22	Tue 1/18/22
Review/Update Resource Plan	0.25 days	Wed 1/19/22	Wed 1/19/22
Approve Resource Plan	1 day	Thu 1/20/22	Thu 1/20/22
Resource Plan Complete	0.13 days	Fri 1/21/22	Fri 1/21/22
IVR / GTS - Resource Plan	**2 days**	**Tue 11/16/21**	**Wed 11/17/21**
Develop Resource Plan	0.25 days	Tue 11/16/21	Tue 11/16/21
Review/Update Resource Plan	0.25 days	Tue 11/16/21	Tue 11/16/21
Approve Resource Plan	1 day	Wed 11/17/21	Wed 11/17/21
Resource Plan Complete	0.13 days	Wed 11/17/21	Wed 11/17/21
FileNet - Resource Plan	**1 day**	**Mon 2/21/22**	**Mon 2/21/22**
Develop Resource Plan	1 day	Mon 2/21/22	Mon 2/21/22
Review/Update Resource Plan	1 day	Mon 2/21/22	Mon 2/21/22
Approve Resource Plan	1 day	Mon 2/21/22	Mon 2/21/22
Resource Plan Complete	1 day	Mon 2/21/22	Mon 2/21/22
Connect to Cloud Deliverable: Project Schedule	**4.13 days**	**Mon 10/18/21**	**Fri 10/22/21**
Prepare Work Breakdown Structure	0.5 days	Mon 10/18/21	Mon 10/18/21
Develop Project Schedule	2 days	Tue 10/19/21	Wed 10/20/21
Review/Update Project Schedule	0.25 days	Thu 10/21/21	Thu 10/21/21
Approve Project Schedule	0.13 days	Fri 10/22/21	Fri 10/22/21
Project Schedule complete	0 days	Fri 10/22/21	Fri 10/22/21
Database Migration Deliverable: Project Schedule	**2 days**	**Thu 2/3/22**	**Mon 2/7/22**
Prepare Work Breakdown Structure	0.25 days	Thu 2/3/22	Thu 2/3/22
Develop Project Schedule	0.38 days	Thu 2/3/22	Thu 2/3/22
Review/Update Project Schedule	0.5 days	Fri 2/4/22	Fri 2/4/22
Approve Project Schedule	0.25 days	Fri 2/4/22	Fri 2/4/22
Project Schedule complete	0 days	Mon 2/7/22	Mon 2/7/22
IVR / GTS Deliverable: Project Schedule	**34 days**	**Fri 10/29/21**	**Wed 12/15/21**

Prepare Work Breakdown Structure	1 day	Tue 11/16/21	Tue 11/16/21
Develop Project Schedule	2 days	Wed 11/17/21	Thu 11/18/21
Review/Update Project Schedule	3 days	Fri 11/19/21	Tue 11/23/21
Submit Project and Sub Project Plans	33 days	Fri 10/29/21	Tue 12/14/21
Approve Project Schedule	1 day	Wed 12/15/21	Wed 12/15/21
Project Schedule complete	0 days	Wed 12/15/21	Wed 12/15/21
FileNet Deliverable: Project Schedule	**0.25 days**	**Mon 2/21/22**	**Mon 2/21/22**
Prepare Work Breakdown Structure	0.25 days	Mon 2/21/22	Mon 2/21/22
Develop Project Schedule	0.25 days	Mon 2/21/22	Mon 2/21/22
Review/Update Project Schedule	0.13 days	Mon 2/21/22	Mon 2/21/22
Approve Project Schedule	0.13 days	Mon 2/21/22	Mon 2/21/22
Project Schedule complete	0 days	Mon 2/21/22	Mon 2/21/22
Deliverable: Project Management Plan	**30 days**	**Mon 10/25/21**	**Fri 12/3/21**
Develop Project Management Plan	10 days	Mon 10/25/21	Fri 11/5/21
Review/Update Project Management Plan	5 days	Mon 11/15/21	Fri 11/19/21
Approve Project Management Plan	4 days	Tue 11/30/21	Fri 12/3/21
Project Management Plan complete	0 days	Fri 12/3/21	Fri 12/3/21
Deliverable: Project Budget	**61 days**	**Tue 9/7/21**	**Tue 11/30/21**
Prepare Project Budget	14 days	Tue 9/7/21	Fri 9/24/21
Review/Update Project Budget	57 days	Mon 9/13/21	Tue 11/30/21
Approve Project Budget	3 days	Mon 11/22/21	Wed 11/24/21
Project Budget complete	0 days	Mon 11/29/21	Mon 11/29/21
Deliverable: Project Spending Plan	**154.75 days**	**Mon 10/4/21**	**Fri 5/6/22**
Prepare a Project Spending Plan	154.75 days	Mon 10/4/21	Fri 5/6/22
Review/Update Project Spending Plan	144.75 days	Mon 10/18/21	Fri 5/6/22
Approve Project Spending Plan	139.75 days	Mon 10/25/21	Fri 5/6/22
Project Spending Plan complete	0 days	Mon 10/25/21	Mon 10/25/21
Conduct Lessons Learned Meeting	**2 days**	**Fri 10/1/21**	**Mon 10/4/21**
Schedule Lessons Learned meeting	1 day	Fri 10/1/21	Mon 10/4/21
Conduct Lessons Learned meeting	0.35 days	Mon 10/4/21	Mon 10/4/21
Record Lessons Learned	1 day	Mon 10/4/21	Mon 10/4/21
Project Management Plan	**6.13 days**	**Mon 10/18/21**	**Tue 10/26/21**
Organizational and Governance Structure	0.25 days	Mon 10/18/21	Mon 10/18/21
Resource Plan	0.25 days	Mon 10/18/21	Mon 10/18/21
Schedule Management Plan	0.25 days	Tue 10/19/21	Tue 10/19/21
Quality Assurance	0.25 days	Thu 10/21/21	Thu 10/21/21
Procurement Management	0.25 days	Thu 10/21/21	Thu 10/21/21
Spend Plan	0.25 days	Mon 10/25/21	Mon 10/25/21
Lessons Learned	0.25 days	Mon 10/25/21	Mon 10/25/21
PMP Approved	0.13 days	Tue 10/26/21	Tue 10/26/21
Planning Phase complete	0 days	Thu 2/24/22	Thu 2/24/22
Execution	**469 days**	**Tue 9/7/21**	**Fri 6/23/23**

Prepare Operations and Maintenance Plan (only required for Level 2-4 projects)	11 days	Thu 6/1/23	Thu 6/15/23
Required Project Development	36 days	Mon 10/4/21	Mon 11/22/21
C2C Tasks	**342.48 days**	**Tue 9/7/21**	**Thu 12/29/22**
Azure Training	**140.75 days**	**Mon 10/4/21**	**Mon 4/18/22**
Azure Training Complete	140.75 days	Mon 10/4/21	Mon 4/18/22
Oracle 19c Upgrade	38 days	Wed 12/1/21	Fri 1/21/22
GOV Cloud Services	**168 days**	**Thu 10/7/21**	**Tue 5/31/22**
Software Licenses	12 days	Mon 11/15/21	Wed 12/1/21
Setup Network Layout	12 days	Mon 11/15/21	Wed 12/1/21
TOP Server Upgrade	**168 days**	**Thu 10/7/21**	**Tue 5/31/22**
AD Server Production	2 days	Thu 10/7/21	Mon 10/11/21
Crystal Report Server Dev/Test	**101 days**	**Mon 1/10/22**	**Tue 5/31/22**
Upgrade OS 2019	43.89 days	Mon 1/10/22	Fri 3/11/22
Validations -TOP Update File	61 days	Mon 3/7/22	Tue 5/31/22
SQL Server UAT Test	14 days	Mon 2/14/22	Fri 3/4/22
SQL Server -Hotfix	**139.63 days**	**Thu 10/7/21**	**Thu 4/21/22**
Visual Studio SSIS Package	10 days	Mon 2/28/22	Mon 3/14/22
Validations TOP Update File	2 days	Mon 3/7/22	Wed 3/9/22
SQL Server Production	12 days	Mon 3/7/22	Wed 3/23/22
SAP Crystal Report Server - Prod	2 days	Mon 3/7/22	Wed 3/9/22
APP Server - Prod	1 day	Mon 2/21/22	Tue 2/22/22
SFTP Server -Prod	1 day	Mon 2/21/22	Tue 2/22/22
SQL Server UAT Complete	139.63 days	Thu 10/7/21	Thu 4/21/22
DEVOPS Environment	**66 days**	**Mon 2/28/22**	**Tue 5/31/22**
Setup Dev Servers	35 days	Fri 3/11/22	Fri 4/29/22
Setup Web Servers	4 days	Mon 3/14/22	Fri 3/18/22
Setup App Servers	**43.45 days**	**Mon 2/28/22**	**Thu 4/28/22**
Azure Scale Set	43.45 days	Mon 2/28/22	Thu 4/28/22
Install App Servers	39 days	Mon 2/28/22	Fri 4/22/22
Setup Oracle Server	14 days	Mon 2/28/22	Fri 3/18/22
Setup SQL Server	1 day	Mon 2/28/22	Tue 3/1/22
Connectivity Established between Web, App, DB and AD works	0 days	Tue 3/1/22	Tue 3/1/22
Setup FileNet Server	1 day	Mon 2/28/22	Tue 3/1/22
Make sure applications test works with FileNet	40 days	Fri 3/4/22	Fri 4/29/22
Setup UC4 server	**44 days**	**Mon 2/28/22**	**Fri 4/29/22**
Setup of UCF Batch Scheduling App	44 days	Mon 2/28/22	Fri 4/29/22
UC4 Support Purchase	44 days	Mon 2/28/22	Fri 4/29/22
Setup CONNECT Batch List (Dependent on UC4 being done)	43 days	Tue 3/1/22	Fri 4/29/22
UC4 Testing with Connect Complete	40 days	Fri 3/4/22	Fri 4/29/22
Setup QAS server	34 days	Mon 3/7/22	Fri 4/22/22
QAS testing with Connect Complete	31 days	Thu 3/10/22	Fri 4/22/22
Setup the Crystal Report Server	33 days	Tue 3/8/22	Fri 4/22/22

Crystal Report Testing with Connect Complete	0 days	Mon 3/14/22	Mon 3/14/22
Setup the Autocoder server	3 days	Wed 3/9/22	Mon 3/14/22
DevOps ENV Complete	66 days	Mon 2/28/22	Tue 5/31/22
03-SDLC Dev Ops: Migrate current work from TFS to DevOps	1 day	Fri 4/29/22	Mon 5/2/22
PreProd Environment	**41 days**	**Mon 4/4/22**	**Tue 5/31/22**
Setup Active Directory servers	1 day	Mon 4/4/22	Tue 4/5/22
Setup Web servers	34 days	Mon 4/4/22	Fri 5/20/22
Setup App Servers	34 days	Mon 4/4/22	Fri 5/20/22
Setup Oracle server	10 days	Mon 4/4/22	Mon 4/18/22
Setup SQL Server	14 days	Mon 4/18/22	Fri 5/6/22
Make sure of connectivity from Web, app, DB, servers and AD works	31 days	Thu 4/14/22	Fri 5/27/22
Setup Filenet server	33 days	Thu 4/14/22	Tue 5/31/22
IBM FileNet Phase 1	**212.63 days**	**Tue 9/7/21**	**Thu 6/30/22**
Clone CPE 5.2.1.7 and PE 5.1 in legacy mode for DEV	141.75 days	Mon 10/4/21	Tue 4/19/22
Modify Connect .Net DEV Provider Class for workflows and content.	141.75 days	Mon 10/4/21	Tue 4/19/22
Clone CPE 5.2.1.7 and PE 5.1 in legacy mode for TEST	141.63 days	Mon 10/4/21	Tue 4/19/22
Modify Connect .Net TEST Provider Class for workflows and content.	148.63 days	Mon 10/4/21	Thu 4/28/22
Clone CPE 5.2.1.7 and PE 5.1 in legacy mode for Production	148.63 days	Mon 10/4/21	Thu 4/28/22
Modify Connect .Net Provider Class for workflows and content.	143.63 days	Mon 10/4/21	Thu 4/21/22
Implementation of CYA application on the Production FileNet System in the cloud	148.63 days	Mon 10/4/21	Thu 4/28/22
Cut over items for GO LIVE	148.63 days	Mon 10/4/21	Thu 4/28/22
Content Migration	193.63 days	Mon 10/4/21	Thu 6/30/22
FileNet Phase 1 Complete	193.63 days	Tue 9/7/21	Fri 6/3/22
FileNet Phase 2	**323 days**	**Mon 10/4/21**	**Thu 12/29/22**
Develop SOW for FileNet Resource	141.75 days	Mon 10/4/21	Wed 4/20/22
Develop SOW for Competitive Vendor Bid	1 day	Mon 5/2/22	Mon 5/2/22
3rd Party On Board for Filenet	44 days	Mon 5/2/22	Thu 6/30/22
Develop a Connect Team	15 days	Fri 7/1/22	Thu 7/21/22
Research existing workflow processing to determine what Oracle table design will best represent the DEO environment.	30 days	Thu 7/21/22	Wed 8/31/22
CONNECT UI/UX - Research, outline, update, and test the look and feel of the CONNECT interface.	30 days	Thu 7/21/22	Wed 8/31/22
Outline CONNECT Task-line - Detailed actions and owners	8.52 days	Thu 9/1/22	Tue 9/13/22
Workflow Migration	30.13 days	Thu 9/1/22	Thu 10/13/22
DEV System	**54 days**	**Fri 10/14/22**	**Thu 12/29/22**
Modify Connect .Net DEV UI Connect changes for workflows and content.	10 days	Fri 10/14/22	Thu 10/27/22
Workflow removal	10 days	Fri 10/14/22	Thu 10/27/22
Update FILENET DEV CPE to 5.5.7	**19 days**	**Fri 10/14/22**	**Wed 11/9/22**
General Testing	10 days	Fri 10/14/22	Thu 10/27/22
Conduct UAT for DEV	10 days	Thu 10/27/22	Wed 11/9/22
PreProd (Test)	**10 days**	**Mon 10/17/22**	**Fri 10/28/22**

Modify Connect .Net TEST UI Connect changes for workflows and content.	10 days	Mon 10/17/22	Fri 10/28/22
Workflow removal	10 days	Mon 10/17/22	Fri 10/28/22
Update FILENET TEST CPE to 5.5.7	**12.33 days**	**Tue 11/1/22**	**Thu 11/17/22**
General Testing	10 days	Tue 11/1/22	Mon 11/14/22
Conduct UAT for TEST	7.33 days	Tue 11/8/22	Thu 11/17/22
Update Production	**37 days**	**Tue 11/8/22**	**Thu 12/29/22**
Modify Connect .Net Production UI Connect changes for workflows and content.	7.33 days	Tue 11/8/22	Thu 11/17/22
Workflow removal	10 days	Tue 11/15/22	Mon 11/28/22
Update FILENET PRODUCTION CPE to 5.5.7	**20 days**	**Thu 12/1/22**	**Thu 12/29/22**
General Testing	10 days	Thu 12/1/22	Wed 12/14/22
Conduct UAT for PROD	10 days	Wed 12/14/22	Tue 12/27/22
Lessons Learned	1 day	Wed 12/28/22	Wed 12/28/22
FileNet Project Complete	0 days	Thu 12/29/22	Thu 12/29/22
Data Intensity Database Migration	**211.75 days**	**Tue 9/7/21**	**Wed 6/29/22**
Standby and Non Prod System Migrated	169.63 days	Mon 10/4/21	Tue 5/31/22
TSTELNET	171.75 days	Tue 9/7/21	Wed 5/4/22
Firreprod Standby	170.63 days	Mon 10/4/21	Wed 6/1/22
Firrest	172.63 days	Tue 9/7/21	Thu 5/5/22
Standby and Non Prod System Complete	171.75 days	Tue 9/7/21	Wed 5/4/22
UCF 4 Out for bid	149.75 days	Tue 9/7/21	Mon 4/4/22
Production Migration Complete	192.75 days	Mon 10/4/21	Wed 6/29/22
Disaster Recovery	**193.75 days**	**Tue 9/7/21**	**Fri 6/3/22**
PRODRPRT Migrated	193.75 days	Tue 9/7/21	Fri 6/3/22
DRFLNET Migrated	193.75 days	Tue 9/7/21	Fri 6/3/22
DRFIRRE Migrated	193.75 days	Tue 9/7/21	Fri 6/3/22
DR Production Migration Complete	192.75 days	Tue 9/7/21	Thu 6/2/22
IVR to Cloud (GENESYS)	**321.63 days**	**Tue 9/7/21**	**Wed 11/30/22**
Build Genesys Solutions	**321.63 days**	**Tue 9/7/21**	**Wed 11/30/22**
Deliverable 20 - Build Genesys Cloud Infrastructure and Carrier (Voice) Integration	61.38 days	Fri 12/10/21	Mon 3/7/22
Build Call Routing, Call back, and Reporting	**156.13 days**	**Mon 1/3/22**	**Tue 8/9/22**
Building Call Routing, Call back, and Reporting	156.13 days	Mon 1/3/22	Tue 8/9/22
Deliverable 21 - Call Routing, Call back & Reporting Setup (Payment Milestone)	5.5 days	Mon 5/9/22	Mon 5/16/22
Build Digital Solutions (Email)	**178.63 days**	**Tue 9/7/21**	**Fri 5/13/22**
Build Digital Solutions (Email)	65.63 days	Fri 2/11/22	Fri 5/13/22
Deliverable 22 - Digital Solutions - Email and Web Chat (Payment Milestone)	163.75 days	Tue 9/7/21	Fri 4/22/22
Build Self Service IVR Application	**185 days**	**Tue 9/7/21**	**Mon 5/23/22**
Build Self Service IVR	155.63 days	Mon 10/4/21	Mon 5/9/22
Integration, testing, breakfix work related to CONNECT Webservice	10 days	Tue 5/10/22	Mon 5/23/22

Deliverable 23 - Self-Service IVR (Payment Milestone)	169.5 days	Tue 9/7/21	Mon 5/2/22
Build Proactive Notifications	**169.5 days**	**Mon 10/4/21**	**Fri 5/27/22**
Build Proactive Notifications	164.5 days	Mon 10/4/21	Fri 5/20/22
Deliverable 24 - Proactive Notifications (Payment Milestone)	5.5 days	Fri 5/20/22	Fri 5/27/22
Build Quality Assurance	**178.5 days**	**Tue 9/7/21**	**Fri 5/13/22**
Build Quality Assurance	159.5 days	Mon 10/4/21	Fri 5/13/22
Deliverable 25 - Quality Assurance (Payment Milestone)	163.5 days	Tue 9/7/21	Fri 4/22/22
Build Workforce Management	**169.75 days**	**Mon 10/4/21**	**Fri 5/27/22**
Build Workforce Management	164.75 days	Mon 10/4/21	Fri 5/20/22
Deliverable 26 - Workforce Management (Payment Milestone)	5.75 days	Fri 5/20/22	Fri 5/27/22
Genesys Project Complete	321.63 days	Tue 9/7/21	Wed 11/30/22
DARS (GENESYS)	**323.48 days**	**Mon 10/4/21**	**Thu 12/29/22**
SOW Written	143.75 days	Mon 10/4/21	Fri 4/22/22
SOW Compliance	164.75 days	Mon 10/4/21	Fri 5/20/22
SOW Complete	169.63 days	Mon 10/4/21	Fri 5/27/22
Project Kick Off	2 days	Mon 8/29/22	Tue 8/30/22
DARS Project Complete	150.75 days	Wed 6/1/22	Thu 12/29/22
Conduct Lessons Learned Meeting	**6 days**	**Fri 6/16/23**	**Fri 6/23/23**
Schedule Lessons Learned meeting	6 days	Fri 6/16/23	Fri 6/23/23
Conduct Lessons Learned meeting	1 day	Fri 6/23/23	Fri 6/23/23
Record Lessons Learned	1 day	Fri 6/23/23	Fri 6/23/23
Execution Phase complete	320 days	Mon 10/4/21	Fri 12/23/22
UAT Testing - Pre-production	**15 days**	**Mon 5/30/22**	**Fri 6/17/22**
Test Blazon functionality	15 days	Mon 5/30/22	Fri 6/17/22
Test Crystal Reports functionality	15 days	Mon 5/30/22	Fri 6/17/22
Test FileNet functionality	15 days	Mon 5/30/22	Fri 6/17/22
Test UC4 Batch Scheduler functionality	15 days	Mon 5/30/22	Fri 6/17/22
Test OpenText Exstream functionality	15 days	Mon 5/30/22	Fri 6/17/22
Monitoring and Controlling	**220 days**	**Fri 2/25/22**	**Fri 12/30/22**
Manage Project Schedule	219 days	Fri 2/25/22	Wed 12/28/22
Manage Project Costs	219 days	Fri 2/25/22	Wed 12/28/22
Manage Project Scope	219 days	Fri 2/25/22	Wed 12/28/22
Manage Project Risks	219 days	Fri 2/25/22	Wed 12/28/22
Manage Project Issues	219 days	Fri 2/25/22	Wed 12/28/22
Manage Decisions	219 days	Fri 2/25/22	Wed 12/28/22
Manage Action Items	219 days	Fri 2/25/22	Wed 12/28/22
Manage Cybersecurity	217 days	Fri 2/25/22	Mon 12/26/22
Record Lessons Learned	217 days	Fri 2/25/22	Mon 12/26/22
Prepare Regularly scheduled Status Reports	219 days	Fri 2/25/22	Wed 12/28/22
Conduct Regularly scheduled Status Meetings	219 days	Fri 2/25/22	Wed 12/28/22
Monitoring and Controlling Phase Complete	0 days	Fri 12/30/22	Fri 12/30/22
UAT Testing - Production	**16 days**	**Mon 10/3/22**	**Mon 10/24/22**
Test Blazon functionality	16 days	Mon 10/3/22	Mon 10/24/22

Test Crystal Reports functionality	16 days	Mon 10/3/22	Mon 10/24/22
Test FileNet functionality	16 days	Mon 10/3/22	Mon 10/24/22
Test UC4 Batch Scheduler	16 days	Mon 10/3/22	Mon 10/24/22
Test OpenText Exstream	16 days	Mon 10/3/22	Mon 10/24/22
Project Closeout	**6 days**	**12/23/22**	**Fri 12/30/22**
Schedule Project Closeout Meeting	1 day	12/30/22	12/30/22
Deliverable: Project Closeout Report	**1 day**	**12/23/22**	**12/30/22**
Develop Project Closeout Report	1 day	12/23/22	12/26/22
Review/Update Project Closeout Report	1 day	12/28/22	12/28/22
Approve Project Closeout Report	1 day	12/28/22	12/28/22
Project Closeout Report complete	0 days	12/29/22	12/29/22
Conduct Knowledge Transfer	5 days	12/30/22	1/6/23
Conduct Project Closeout meeting	1 day	1/6/23	1/6/23
Closeout Phase complete	0 days	1/6/23	1/6/23
Conduct Lessons Learned Meeting	**6 days**	**1/6/23**	**1/9/23**
Schedule Lessons Learned meeting	1 day	1/6/23	1/6/23
Conduct Lessons Learned meeting	1 day	1/9/23	1/9/23
Record Lessons Learned	1 day	1/9/23	1/9/23

III. Resource Loaded Project Schedule

Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
Auto Scheduled	**C2C**	**468.98 days**	**Tue 9/7/21**	**Fri 6/23/23**		**David Sinclair**
Auto Scheduled	**Initiation**	**101.18 days**	**Fri 10/1/21**	**Mon 2/21/22**		**David Sinclair**
Auto Scheduled	**Risk and Complexity Assessment**	**60.18 days**	**Mon 10/18/21**	**Mon 1/10/22**		
Auto Scheduled	Pre-Charter Risk & Complexity Assessment - FINAL - Cat 3	0.18 days	Mon 10/18/21	Mon 10/18/21		
Auto Scheduled	Initiation Risk & Complexity Assessment - FINAL - Cat 2	0.18 days	Mon 11/15/21	Mon 11/15/21	4	
Auto Scheduled	Planning Risk & Complexity Assessment - FINAL - Cat 2	0.18 days	Mon 1/10/22	Mon 1/10/22		
Auto Scheduled	**Deliverable: Project Charter**	**9.98 days**	**Mon 10/11/21**	**Fri 10/22/21**		
Auto Scheduled	Develop Project Charter	7.86 days	Mon 10/11/21	Wed 10/20/21		
Auto Scheduled	Review/Update Project Charter	0.36 days	Thu 10/21/21	Thu 10/21/21		
Auto Scheduled	Approve Project Charter	0.98 days	Fri 10/22/21	Fri 10/22/21		

Auto Scheduled	**Project Kickoff Meetings**	**78.18 days**	**Wed 11/3/21**	**Mon 2/21/22**		
Auto Scheduled	**Connect to Cloud Kick-Off**	**5.89 days**	**Wed 11/3/21**	**Wed 11/10/21**		
Auto Scheduled	Prepare presentation	5.89 days	Wed 11/3/21	Wed 11/10/21		
Auto Scheduled	Schedule Kickoff meeting	0.09 days	Fri 11/5/21	Fri 11/5/21		
Auto Scheduled	Conduct Kickoff meeting	0.18 days	Wed 11/10/21	Wed 11/10/21		
Auto Scheduled	**Database Migration Kick-Off**	**20.98 days**	**Tue 1/4/22**	**Tue 2/1/22**		
Auto Scheduled	Prepare presentation	0.98 days	Tue 1/4/22	Tue 1/4/22		
Auto Scheduled	Schedule Kickoff meeting	0.98 days	Tue 1/4/22	Tue 1/4/22		
Auto Scheduled	Conduct Kickoff meeting	0.98 days	Tue 2/1/22	Tue 2/1/22		
Auto Scheduled	**IVR / GTS Kick-Off**	**7.98 days**	**Tue 11/9/21**	**Thu 11/18/21**		
Auto Scheduled	Prepare presentation	0.98 days	Tue 11/9/21	Tue 11/9/21		
Auto Scheduled	Schedule Kickoff meeting	0.98 days	Tue 11/9/21	Tue 11/9/21		
Auto Scheduled	Conduct Kickoff meeting	0.98 days	Thu 11/18/21	Thu 11/18/21		
Auto Scheduled	**FileNet Kick-Off**	**0.18 days**	**Mon 2/21/22**	**Mon 2/21/22**		
Auto Scheduled	Prepare presentation	0.09 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	Schedule Kickoff meeting	0.09 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	Conduct Kickoff meeting	0.18 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	Initiation Phase complete	0 days	Mon 11/15/21	Mon 11/15/21		David Sinclair
Auto Scheduled	**Conduct Lessons Learned Meeting**	**1.98 days**	**Fri 10/1/21**	**Mon 10/4/21**		
Auto Scheduled	Schedule Lessons Learned meeting	1.96 days	Fri 10/1/21	Mon 10/4/21		
Auto Scheduled	Conduct Lessons Learned meeting	0.55 days	Mon 10/4/21	Mon 10/4/21		
Auto Scheduled	Record Lessons Learned	0.98 days	Mon 10/4/21	Mon 10/4/21		
Auto Scheduled	**Procurement**	**212.25 days**	**Tue 9/7/21**	**Thu 6/30/22**		**David Sinclair**

Auto Scheduled	Oracle ULA / Mythics	41.25 days	Mon 10/4/21	Tue 11/30/21		David Sinclair
Auto Scheduled	FileNet	86.43 days	Tue 3/1/22	Wed 6/29/22		
Auto Scheduled	DB Migration / Data Intensity	42.23 days	Thu 10/28/21	Mon 12/27/21		
Auto Scheduled	IVR / GTS	25.54 days	Mon 10/4/21	Mon 11/8/21		
Auto Scheduled	Genesys E911	206.34 days	Tue 9/7/21	Thu 6/30/22		David Sinclair
Auto Scheduled	DARS	206.34 days	Tue 9/7/21	Thu 6/30/22		David Sinclair
Auto Scheduled	Automic	206.34 days	Tue 9/7/21	Thu 6/30/22		David Sinclair
Auto Scheduled	**Planning**	**176 days**	**Tue 9/7/21**	**Tue 5/10/22**		**David Sinclair**
Auto Scheduled	**Connect to Cloud - Resource Plan**	**1.09 days**	**Fri 10/22/21**	**Mon 10/25/21**		
Auto Scheduled	Develop Resource Plan	0.18 days	Fri 10/22/21	Fri 10/22/21		
Auto Scheduled	Review/Update Resource Plan	0.18 days	Fri 10/22/21	Fri 10/22/21		
Auto Scheduled	Approve Resource Plan	0.09 days	Mon 10/25/21	Mon 10/25/21		
Auto Scheduled	Resource Plan Complete	0 days	Mon 10/25/21	Mon 10/25/21		
Auto Scheduled	**Database Migration - Resource Plan**	**3.09 days**	**Tue 1/18/22**	**Fri 1/21/22**		
Auto Scheduled	Develop Resource Plan	0.18 days	Tue 1/18/22	Tue 1/18/22		
Auto Scheduled	Review/Update Resource Plan	0.18 days	Wed 1/19/22	Wed 1/19/22		
Auto Scheduled	Approve Resource Plan	0.98 days	Thu 1/20/22	Thu 1/20/22		
Auto Scheduled	Resource Plan Complete	0.09 days	Fri 1/21/22	Fri 1/21/22		
Auto Scheduled	**IVR / GTS - Resource Plan**	**1.98 days**	**Tue 11/16/21**	**Wed 11/17/21**		
Auto Scheduled	Develop Resource Plan	0.18 days	Tue 11/16/21	Tue 11/16/21		
Auto Scheduled	Review/Update Resource Plan	0.18 days	Tue 11/16/21	Tue 11/16/21		
Auto Scheduled	Approve Resource Plan	0.98 days	Wed 11/17/21	Wed 11/17/21		
Auto Scheduled	Resource Plan Complete	0.09 days	Wed 11/17/21	Wed 11/17/21		

Auto Scheduled	**FileNet - Resource Plan**	**0.98 days**	**Mon 2/21/22**	**Mon 2/21/22**		
Auto Scheduled	Develop Resource Plan	0.98 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	Review/Update Resource Plan	0.98 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	Approve Resource Plan	0.98 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	Resource Plan Complete	0.98 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	**Connect to Cloud Deliverable: Project Schedule**	**4.09 days**	**Mon 10/18/21**	**Fri 10/22/21**		
Auto Scheduled	Prepare Work Breakdown Structure	0.36 days	Mon 10/18/21	Mon 10/18/21		
Auto Scheduled	Develop Project Schedule	1.96 days	Tue 10/19/21	Wed 10/20/21		
Auto Scheduled	Review/Update Project Schedule	0.18 days	Thu 10/21/21	Thu 10/21/21		
Auto Scheduled	Approve Project Schedule	0.09 days	Fri 10/22/21	Fri 10/22/21		
Auto Scheduled	Project Schedule complete	0 days	Fri 10/22/21	Fri 10/22/21		
Auto Scheduled	**Database Migration Deliverable: Project Schedule**	**2 days**	**Thu 2/3/22**	**Mon 2/7/22**		
Auto Scheduled	Prepare Work Breakdown Structure	0.18 days	Thu 2/3/22	Thu 2/3/22		
Auto Scheduled	Develop Project Schedule	0.27 days	Thu 2/3/22	Thu 2/3/22		
Auto Scheduled	Review/Update Project Schedule	0.36 days	Fri 2/4/22	Fri 2/4/22		
Auto Scheduled	Approve Project Schedule	0.18 days	Fri 2/4/22	Fri 2/4/22		
Auto Scheduled	Project Schedule complete	0 days	Mon 2/7/22	Mon 2/7/22		
Auto Scheduled	**IVR / GTS Deliverable: Project Schedule**	**33.98 days**	**Fri 10/29/21**	**Wed 12/15/21**		
Auto Scheduled	Prepare Work Breakdown Structure	0.98 days	Tue 11/16/21	Tue 11/16/21		
Auto Scheduled	Develop Project Schedule	1.96 days	Wed 11/17/21	Thu 11/18/21		
Auto Scheduled	Review/Update Project Schedule	2.95 days	Fri 11/19/21	Tue 11/23/21		
Auto Scheduled	Submit Project and Sub Project Plans	32.41 days	Fri 10/29/21	Tue 12/14/21		

Auto Scheduled	Approve Project Schedule	0.98 days	Wed 12/15/21	Wed 12/15/21		
Auto Scheduled	Project Schedule complete	0 days	Wed 12/15/21	Wed 12/15/21		
Auto Scheduled	**FileNet Deliverable: Project Schedule**	**0.18 days**	**Mon 2/21/22**	**Mon 2/21/22**		
Auto Scheduled	Prepare Work Breakdown Structure	0.18 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	Develop Project Schedule	0.18 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	Review/Update Project Schedule	0.09 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	Approve Project Schedule	0.09 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	Project Schedule complete	0 days	Mon 2/21/22	Mon 2/21/22		
Auto Scheduled	**Deliverable: Project Management Plan**	**29.93 days**	**Mon 10/25/21**	**Fri 12/3/21**		
Auto Scheduled	Develop Project Management Plan	9.82 days	Mon 10/25/21	Fri 11/5/21		
Auto Scheduled	Review/Update Project Management Plan	4.91 days	Mon 11/15/21	Fri 11/19/21		
Auto Scheduled	Approve Project Management Plan	3.93 days	Tue 11/30/21	Fri 12/3/21		
Auto Scheduled	Project Management Plan complete	0 days	Fri 12/3/21	Fri 12/3/21		
Auto Scheduled	**Deliverable: Project Budget**	**59.98 days**	**Tue 9/7/21**	**Mon 11/29/21**		
Auto Scheduled	Prepare Project Budget	13.75 days	Tue 9/7/21	Fri 9/24/21		
Auto Scheduled	Review/Update Project Budget	55.98 days	Mon 9/13/21	Mon 11/29/21		
Auto Scheduled	Approve Project Budget	2.95 days	Mon 11/22/21	Wed 11/24/21		
Auto Scheduled	Project Budget complete	0 days	Mon 11/29/21	Mon 11/29/21		
Auto Scheduled	**Deliverable: Project Spending Plan**	**154.75 days**	**Mon 10/4/21**	**Fri 5/6/22**		**David Sinclair**
Auto Scheduled	Prepare a Project Spending Plan	150.71 days	Mon 10/4/21	Fri 5/6/22	95	David Sinclair
Auto Scheduled	Review/Update Project Spending Plan	140.89 days	Mon 10/18/21	Fri 5/6/22	98	David Sinclair
Auto Scheduled	Approve Project Spending Plan	135.98 days	Mon 10/25/21	Fri 5/6/22	99	David Sinclair
Auto Scheduled	Project Spending Plan complete	0 days	Mon 10/25/21	Mon 10/25/21	100	

Auto Scheduled	**Conduct Lessons Learned Meeting**	**1.98 days**	**Fri 10/1/21**	**Mon 10/4/21**		
Auto Scheduled	Schedule Lessons Learned meeting	0.98 days	Fri 10/1/21	Fri 10/1/21		
Auto Scheduled	Conduct Lessons Learned meeting	0.25 days	Mon 10/4/21	Mon 10/4/21		
Auto Scheduled	Record Lessons Learned	0.98 days	Mon 10/4/21	Mon 10/4/21		
Auto Scheduled	**Project Management Plan**	**6.09 days**	**Mon 10/18/21**	**Tue 10/26/21**		
Auto Scheduled	Organizational and Governance Structure	0.18 days	Mon 10/18/21	Mon 10/18/21		
Auto Scheduled	Resource Plan	0.18 days	Mon 10/18/21	Mon 10/18/21		
Auto Scheduled	Schedule Management Plan	0.18 days	Tue 10/19/21	Tue 10/19/21		
Auto Scheduled	Quality Assurance	0.18 days	Thu 10/21/21	Thu 10/21/21		
Auto Scheduled	Procurement Management	0.18 days	Thu 10/21/21	Thu 10/21/21		
Auto Scheduled	Spend Plan	0.18 days	Mon 10/25/21	Mon 10/25/21		
Auto Scheduled	Lessons Learned	0.18 days	Mon 10/25/21	Mon 10/25/21		
Auto Scheduled	PMP Approved	0.09 days	Tue 10/26/21	Tue 10/26/21		
Auto Scheduled	**Requirements Traceability Matrix**	**5 days**	**Wed 5/4/22**	**Tue 5/10/22**		
Auto Scheduled	Host Requirements Meetings	0.98 days	Wed 5/4/22	Wed 5/4/22		David Sinclair
Auto Scheduled	Create Requirements Document	0.98 days	Mon 5/9/22	Mon 5/9/22		David Sinclair
Auto Scheduled	Team Approves Requirements	0.98 days	Tue 5/10/22	Tue 5/10/22		David Sinclair
Auto Scheduled	Planning Phase complete	0 days	Thu 2/24/22	Thu 2/24/22		David Sinclair
Auto Scheduled	**Execution**	**359 days**	**Tue 9/7/21**	**Mon 1/23/23**		
Auto Scheduled	Requirements Creation	36 days	Mon 10/4/21	Mon 11/22/21		David Sinclair
Auto Scheduled	**C2C Tasks**	**354 days**	**Tue 9/7/21**	**Fri 1/13/23**		**David Sinclair**
Auto Scheduled	**Azure Training**	**141.75 days**	**Mon 10/4/21**	**Tue 4/19/22**		
Auto Scheduled	Azure Training Complete	138.04 days	Mon 10/4/21	Tue 4/19/22		David Sinclair

Auto Scheduled	Oracle 19c Upgrade	37.32 days	Wed 12/1/21	Mon 1/24/22		Anand Kothandan
Auto Scheduled	**GOV Cloud Services**	**251 days**	**Thu 10/7/21**	**Fri 9/23/22**		**David Sinclair**
Auto Scheduled	Software Licenses	11.79 days	Mon 11/15/21	Fri 12/3/21		Eddy Richards
Auto Scheduled	Setup Network Layout	11.79 days	Mon 11/15/21	Fri 12/3/21		Roland Solvik
Auto Scheduled	**TOP Server Upgrade**	**251 days**	**Thu 10/7/21**	**Fri 9/23/22**		**David Sinclair**
Auto Scheduled	AD Server Production	1.96 days	Thu 10/7/21	Mon 10/11/21		Ram Iyer
Auto Scheduled	**Crystal Report Server Dev/Test**	**43.89 days**	**Mon 1/10/22**	**Fri 3/11/22**		**David Sinclair**
Auto Scheduled	Upgrade OS 2019	43.89 days	Mon 1/10/22	Fri 3/11/22		Rakesh Kavuri
Auto Scheduled	Validations -TOP Update File	144 days	Mon 3/7/22	Fri 9/23/22		David Sinclair
Auto Scheduled	SQL Server UAT Test	13.75 days	Mon 2/14/22	Fri 3/4/22		David Sinclair
Auto Scheduled	**SQL Server -Hotfix**	**136.96 days**	**Thu 10/7/21**	**Mon 4/18/22**		**David Sinclair**
Auto Scheduled	Visual Studio SSIS Package	9.82 days	Mon 2/28/22	Mon 3/14/22		David Sinclair
Auto Scheduled	Validations TOP Update File	1.96 days	Mon 3/7/22	Wed 3/9/22		David Sinclair
Auto Scheduled	SQL Server Production	11.79 days	Mon 3/7/22	Wed 3/23/22		David Sinclair
Auto Scheduled	SAP Crystal Report Server - Prod	1.96 days	Mon 3/7/22	Wed 3/9/22		David Sinclair
Auto Scheduled	APP Server - Prod	0.98 days	Mon 2/21/22	Tue 2/22/22		David Sinclair
Auto Scheduled	SFTP Server -Prod	0.98 days	Mon 2/21/22	Tue 2/22/22		David Sinclair
Auto Scheduled	SQL Server UAT Complete	136.96 days	Thu 10/7/21	Mon 4/18/22		
Auto Scheduled	**DEVOPS Environment**	**258.55 days**	**Tue 9/7/21**	**Fri 9/2/22**		**Eddy Richards**
Auto Scheduled	Setup Dev Servers	34.38 days	Fri 3/11/22	Fri 4/29/22		Ram Iyer
Auto Scheduled	Setup Web Servers	3.93 days	Mon 3/14/22	Fri 3/18/22		Ram Iyer
Auto Scheduled	**Setup App Servers**	**70.45 days**	**Mon 2/28/22**	**Mon 6/6/22**		**Eddy Richards**
Auto Scheduled	Azure Scale Set	68.09 days	Mon 2/28/22	Mon 6/6/22		Roland Solvik

Auto Scheduled	Install App Servers	38.3 days	Mon 2/28/22	Thu 4/21/22		
Auto Scheduled	Setup Oracle Server	13.75 days	Mon 2/28/22	Fri 3/18/22		Rakesh Kavuri
Auto Scheduled	Setup SQL Server	0.98 days	Mon 2/28/22	Tue 3/1/22		Rakesh Kavuri
Auto Scheduled	Connectivity Established between Web, App, DB and AD works	0 days	Tue 3/1/22	Tue 3/1/22		Rakesh Kavuri
Auto Scheduled	Setup FileNet Server	0.98 days	Mon 2/28/22	Tue 3/1/22		Rakesh Kavuri
Auto Scheduled	Make sure applications test works with Filenet	39.29 days	Fri 3/4/22	Fri 4/29/22		Rakesh Kavuri
Auto Scheduled	DEVOPS System Complete	1 day	Tue 9/7/21	Tue 9/7/21		David Sinclair
Auto Scheduled	**Setup UC4 server**	**44 days**	**Mon 2/28/22**	**Fri 4/29/22**		**Eddy Richards**
Auto Scheduled	Setup of UCF Batch Scheduling App	43.21 days	Mon 2/28/22	Fri 4/29/22		David Sinclair
Auto Scheduled	UC4 Support Purchase	43.21 days	Mon 2/28/22	Fri 4/29/22		Eddy Richards
Auto Scheduled	Setup CONNECT Batch List (Dependent on UC4 being done)	129.16 days	Tue 3/1/22	Fri 9/2/22		Rakesh Kavuri
Auto Scheduled	UC4 Automic Testing with Connect Complete	126.7 days	Fri 3/4/22	Fri 9/2/22		Rakesh Kavuri
Auto Scheduled	Setup QAS server	33.39 days	Mon 3/7/22	Fri 4/22/22		Rakesh Kavuri
Auto Scheduled	QAS testing with Connect Complete	30.45 days	Thu 3/10/22	Fri 4/22/22		Rakesh Kavuri
Auto Scheduled	Setup the Crystal Report Server	32.41 days	Tue 3/8/22	Fri 4/22/22		Rakesh Kavuri
Auto Scheduled	Crystal Report Testing with Connect Complete	0 days	Mon 3/14/22	Mon 3/14/22		Rakesh Kavuri
Auto Scheduled	Setup the Autocoder server	2.95 days	Wed 3/9/22	Mon 3/14/22		Rakesh Kavuri
Auto Scheduled	DevOps ENV Complete	130.63 days	Mon 2/28/22	Fri 9/2/22		Rakesh Kavuri
Auto Scheduled	**PreProd Environment**	**74 days**	**Mon 4/4/22**	**Fri 7/15/22**		**Eddy Richards**
Auto Scheduled	Setup Active Directory servers	0.98 days	Mon 4/4/22	Tue 4/5/22		Ram Iyer
Auto Scheduled	Setup Web servers	71.7 days	Mon 4/4/22	Fri 7/15/22		Ram Iyer

Auto Scheduled	Setup App Servers	71.7 days	Mon 4/4/22	Fri 7/15/22		Ram Iyer
Auto Scheduled	Setup Oracle server	9.82 days	Mon 4/4/22	Mon 4/18/22		Ram Iyer
Auto Scheduled	Setup SQL Server	13.75 days	Mon 4/18/22	Fri 5/6/22		Ram Iyer
Auto Scheduled	Make sure of connectivity from Web, app, DB, servers and AD works	63.84 days	Thu 4/14/22	Fri 7/15/22		Rakesh Kavuri
Auto Scheduled	Setup Filenet server	31.43 days	Thu 4/14/22	Tue 5/31/22		Rakesh Kavuri
Auto Scheduled	**IBM FileNet Phase 1**	**193.63 days**	**Mon 10/4/21**	**Thu 6/30/22**		
Auto Scheduled	Clone CPE 5.2.1.7 and PE 5.1 in legacy mode for DEV	139.02 days	Mon 10/4/21	Wed 4/20/22		Ram Iyer
Auto Scheduled	Modify Connect .Net DEV Provider Class for workflows and content.	139.02 days	Mon 10/4/21	Wed 4/20/22		Sean Markland
Auto Scheduled	Clone CPE 5.2.1.7 and PE 5.1 in legacy mode for TEST	138.93 days	Mon 10/4/21	Wed 4/20/22		Ram Iyer
Auto Scheduled	Modify Connect .Net TEST Provider Class for workflows and content.	145.8 days	Mon 10/4/21	Fri 4/29/22		Sean Markland
Auto Scheduled	Clone CPE 5.2.1.7 and PE 5.1 in legacy mode for Production	145.8 days	Mon 10/4/21	Fri 4/29/22		Ram Iyer
Auto Scheduled	Modify Connect .Net Provider Class for workflows and content.	140.89 days	Mon 10/4/21	Fri 4/22/22		Sean Markland
Auto Scheduled	Implementation of CYA application on the Production FileNet System in the cloud	145.8 days	Mon 10/4/21	Fri 4/29/22		Ram Iyer
Auto Scheduled	Cut over items for GO LIVE	145.8 days	Mon 10/4/21	Fri 4/29/22		Sean Markland
Auto Scheduled	Content Migration	187.95 days	Mon 10/4/21	Thu 6/30/22		Sean Markland
Auto Scheduled	FileNet Phase 1 Complete	187.95 days	Mon 10/4/21	Thu 6/30/22		Sean Markland
Auto Scheduled	**Data Intensity Database Migration**	**193.75 days**	**Mon 10/4/21**	**Thu 6/30/22**		**David Sinclair**
Auto Scheduled	Standby and Non Prod System Migrated	166.43 days	Mon 10/4/21	Tue 5/31/22		Anand Kothandan

Auto Scheduled	TSTELNET	166.43 days	Mon 10/4/21	Tue 5/31/22		Anand Kothandan
Auto Scheduled	Firreprod Standby	167.41 days	Mon 10/4/21	Wed 6/1/22		Anand Kothandan
Auto Scheduled	Firrest	167.32 days	Mon 10/4/21	Wed 6/1/22		Anand Kothandan
Auto Scheduled	Standby and Non Prod System Complete	1.52 days	Tue 6/14/22	Wed 6/15/22		Anand Kothandan
Auto Scheduled	UCF 4 Out for bid	145.8 days	Mon 10/4/21	Fri 4/29/22		Eddy Richards
Auto Scheduled	Production Migration Complete	187.05 days	Mon 10/4/21	Wed 6/29/22		Anand Kothandan
Auto Scheduled	**Disaster Recovery**	**193.75 days**	**Mon 10/4/21**	**Thu 6/30/22**		**David Sinclair**
Auto Scheduled	PRODRPRT Migrated	188.04 days	Mon 10/4/21	Thu 6/30/22		Anand Kothandan
Auto Scheduled	DRFLNET Migrated	188.04 days	Mon 10/4/21	Thu 6/30/22		Anand Kothandan
Auto Scheduled	DRFIRRE Migrated	188.04 days	Mon 10/4/21	Thu 6/30/22		Anand Kothandan
Auto Scheduled	DR Production Migration Complete	187.05 days	Mon 10/4/21	Wed 6/29/22		Anand Kothandan
Auto Scheduled	**IVR to Cloud (GENESYS)**	**196 days**	**Fri 12/10/21**	**Fri 9/9/22**		**David Sinclair**
Auto Scheduled	**Design and Requirements**	**77.07 days**	**Thu 12/16/21**	**Mon 4/4/22**		
Auto Scheduled	Plan Workshops	8.84 days	Thu 12/16/21	Tue 12/28/21		
Auto Scheduled	Design Workshops	24.55 days	Thu 12/16/21	Wed 1/19/22		
Auto Scheduled	Design Deliverables	51.07 days	Fri 1/21/22	Mon 4/4/22		
Auto Scheduled	**Build Genesys Solutions**	**175.98 days**	**Fri 12/10/21**	**Fri 8/12/22**		
Auto Scheduled	**Build Genesys Cloud Infrastructure and Carrier (Voice) Integration - Deliverable 20**	**175.98 days**	**Fri 12/10/21**	**Fri 8/12/22**		**David Sinclair**
Auto Scheduled	Build Genesys Cloud Infrastructure and Carrier (Voice) Integration - Deliverable 20	60.89 days	Fri 12/10/21	Tue 3/8/22		Ram Iyer
Auto Scheduled	Validate and approve	0.98 days	Fri 5/6/22	Fri 5/6/22		Omar Cortes
Auto Scheduled	**Deliverable 20 - Genesys Cloud Build and**	**0.98 days**	**Fri 8/12/22**	**Fri 8/12/22**		

	GTS voice Integration (Payment milestone)					
Auto Scheduled	GTS will submit the invoice	0.98 days	Fri 8/12/22	Fri 8/12/22		
Auto Scheduled	Invoice payment milestone	0 days	Fri 8/12/22	Fri 8/12/22		David Sinclair
Auto Scheduled	**Build Call Routing, Call back, and Reporting**	**118 days**	**Mon 1/3/22**	**Wed 6/15/22**		**David Sinclair**
Auto Scheduled	Build Call Routing, Call Back and Reporting	88.39 days	Mon 1/3/22	Mon 5/9/22		David Sinclair
Auto Scheduled	Submit test cases to DEO (GTS)	0 days	Tue 4/12/22	Tue 4/12/22		Omar Cortes
Auto Scheduled	UAT Call Deliverables	7.86 days	Mon 6/6/22	Wed 6/15/22		Omar Cortes
Auto Scheduled	DEO Validation and Break-fix	44.2 days	Wed 4/13/22	Wed 6/15/22		Omar Cortes
Auto Scheduled	Approve deliverable	25.54 days	Tue 5/10/22	Wed 6/15/22		Omar Cortes
Auto Scheduled	**Deliverable 21 - Call Routing, Call back, and Reporting setup**	**23 days**	**Mon 5/16/22**	**Wed 6/15/22**		**David Sinclair**
Auto Scheduled	GTS will submit invoice	21.61 days	Mon 5/16/22	Wed 6/15/22		David Sinclair
Auto Scheduled	Invoice payment milestone	20.63 days	Mon 5/16/22	Tue 6/14/22		David Sinclair
Auto Scheduled	**Build Digital Solutions (Email)**	**70 days**	**Fri 2/11/22**	**Fri 5/20/22**		
Auto Scheduled	Build Digital Solutions (Email)	64.82 days	Fri 2/11/22	Fri 5/13/22		David Sinclair
Auto Scheduled	Submit test cases to DEO (GTS)	0.98 days	Tue 5/3/22	Tue 5/3/22		Omar Cortes
Auto Scheduled	DEO Validation and Break-fix	4.91 days	Tue 5/3/22	Mon 5/9/22		Omar Cortes
Auto Scheduled	UAT Test Email deliverable	0.98 days	Mon 5/9/22	Mon 5/9/22		Omar Cortes
Auto Scheduled	Approve Deliverable	0 days	Tue 5/10/22	Tue 5/10/22		Omar Cortes
Auto Scheduled	**Deliverable 22 - Digital Solutions - Email and Web Chat (Payment Milestone)**	**5 days**	**Fri 5/13/22**	**Fri 5/20/22**		
Auto Scheduled	GTS will submit invoice	0.98 days	Fri 5/13/22	Fri 5/13/22		David Sinclair
Auto Scheduled	Invoice payment milestone	0 days	Fri 5/20/22	Fri 5/20/22		David Sinclair

Auto Scheduled	**Build Self Service IVR Application**	**122 days**	**Mon 1/3/22**	**Tue 6/21/22**		**Omar Cortes**
Auto Scheduled	Build Self Service IVR Application (Employer Support IVR and Mini IVRs)	88.39 days	Mon 1/3/22	Mon 5/9/22		Omar Cortes
Auto Scheduled	Build Self Service IVR Application (Claimant IVR)	88.39 days	Mon 1/3/22	Mon 5/9/22		Omar Cortes
Auto Scheduled	Build Self Service IVR Application (Extension Dialing)	87.41 days	Mon 1/3/22	Fri 5/6/22		David Sinclair
Auto Scheduled	Provision DIDs	1.96 days	Mon 4/25/22	Tue 4/26/22		Omar Cortes
Auto Scheduled	Translation - virtual hold automated call back	35.89 days	Mon 4/25/22	Wed 6/15/22		Omar Cortes
Auto Scheduled	Submit test cases to DEO (Employer Support IVR)	0 days	Tue 4/26/22	Tue 4/26/22		David Sinclair
Auto Scheduled	Submit test cases to DEO (Mini IVRs)	0.98 days	Wed 4/20/22	Wed 4/20/22		Omar Cortes
Auto Scheduled	Submit test cases to DEO (Claimant IVR)	4.91 days	Mon 5/2/22	Fri 5/6/22		Omar Cortes
Auto Scheduled	Submit test cases to DEO (Extension Dialing IVR)	0.98 days	Wed 4/20/22	Wed 4/20/22		Omar Cortes
Auto Scheduled	UAT Test Deliverables	22.59 days	Fri 5/13/22	Wed 6/15/22		Omar Cortes
Auto Scheduled	DEO validation and break-fix	39.29 days	Wed 4/20/22	Wed 6/15/22		Omar Cortes
Auto Scheduled	Approve deliverable	22.59 days	Fri 5/13/22	Wed 6/15/22		Omar Cortes
Auto Scheduled	Integration, testing, breakfix work related to Connect Webservice	25.54 days	Tue 5/10/22	Wed 6/15/22		Robin Hess
Auto Scheduled	**Deliverable 23 - Self-service IVR**	**22 days**	**Mon 5/23/22**	**Tue 6/21/22**		**David Sinclair**
Auto Scheduled	GTS will submit the invoice	16.7 days	Mon 5/23/22	Wed 6/15/22		David Sinclair
Auto Scheduled	Invoice Payment Milestone	15.71 days	Tue 5/31/22	Tue 6/21/22		David Sinclair
Auto Scheduled	**Build Proactive Notifications**	**111 days**	**Fri 2/11/22**	**Fri 7/15/22**		**David Sinclair**
Auto Scheduled	Build Proactive Notifications (Voice and SMS Campaigns)	63.13 days	Fri 2/11/22	Thu 5/12/22		Omar Cortes

Auto Scheduled	Build Proactive Notifications (Email Campaigns)	108.04 days	Fri 2/11/22	Fri 7/15/22		Omar Cortes
Auto Scheduled	Submit test cases to DEO (Voice Campaigns)	0 days	Wed 4/20/22	Wed 4/20/22		Omar Cortes
Auto Scheduled	Submit test cases to DEO (SMS Campaigns)	0.98 days	Mon 5/2/22	Mon 5/2/22		Omar Cortes
Auto Scheduled	DEO validation and break-fix	14.73 days	Wed 4/20/22	Tue 5/10/22		Omar Cortes
Auto Scheduled	Approve deliverable	0 days	Tue 5/10/22	Tue 5/10/22		Omar Cortes
Auto Scheduled	**Deliverable 24 - Proactive Notifications**	**5 days**	**Fri 5/20/22**	**Fri 5/27/22**		
Auto Scheduled	GTS will submit the invoice	0.98 days	Fri 5/20/22	Fri 5/20/22		
Auto Scheduled	Invoice payment milestone	0 days	Fri 5/27/22	Fri 5/27/22		David Sinclair
Auto Scheduled	**Build Quality Assurance**	**93 days**	**Tue 3/1/22**	**Thu 7/7/22**		**David Sinclair**
Auto Scheduled	Build Quality Assurance	53.04 days	Tue 3/1/22	Fri 5/13/22		Omar Cortes
Auto Scheduled	Submit test cases to DEO	0 days	Mon 5/2/22	Mon 5/2/22		Omar Cortes
Auto Scheduled	Configuration by business	35.36 days	Tue 5/3/22	Wed 6/22/22		Omar Cortes
Auto Scheduled	UAT Test Deliverable	27.5 days	Fri 5/13/22	Wed 6/22/22		Robin Hess
Auto Scheduled	DEO validation and Break-fix	35.36 days	Tue 5/3/22	Wed 6/22/22		Omar Cortes
Auto Scheduled	Approve deliverable	38.3 days	Fri 5/13/22	Thu 7/7/22		Omar Cortes
Auto Scheduled	**Deliverable 25 - Quality Assurance**	**8 days**	**Thu 6/16/22**	**Mon 6/27/22**		**David Sinclair**
Auto Scheduled	GTS will submit the invoice	5.89 days	Thu 6/16/22	Thu 6/23/22		David Sinclair
Auto Scheduled	Invoice payment milestone	2.95 days	Thu 6/23/22	Mon 6/27/22		David Sinclair
Auto Scheduled	**Build Workforce Management**	**104 days**	**Fri 2/11/22**	**Wed 7/6/22**		**David Sinclair**
Auto Scheduled	Build Workforce Management	69.29 days	Fri 2/11/22	Thu 5/19/22		
Auto Scheduled	Submit test cases to DEO	0 days	Mon 5/2/22	Mon 5/2/22		Omar Cortes
Auto Scheduled	DEO validation and break-fix	30.45 days	Tue 5/10/22	Wed 6/22/22		Omar Cortes

Auto Scheduled	UAT Test Workflow Mgmt Deliverable	4.91 days	Thu 6/16/22	Wed 6/22/22		Robin Hess
Auto Scheduled	Approve deliverable	9.82 days	Thu 6/23/22	Wed 7/6/22		Omar Cortes
Auto Scheduled	**Deliverable 26 - Workforce Management**	**1 day**	**Fri 6/24/22**	**Mon 6/27/22**		**David Sinclair**
Auto Scheduled	GTS will submit invoice	0.98 days	Fri 6/24/22	Fri 6/24/22		David Sinclair
Auto Scheduled	Invoice Payment Milestone	0 days	Mon 6/27/22	Mon 6/27/22		David Sinclair
Auto Scheduled	**Training (Train the trainer)**	**48 days**	**Mon 4/25/22**	**Thu 6/30/22**		
Auto Scheduled	Document Train the Trainer material (GTS)	39.29 days	Mon 4/25/22	Mon 6/20/22		Omar Cortes
Auto Scheduled	Approve Train the trainer document	21.61 days	Wed 5/25/22	Fri 6/24/22		Omar Cortes
Auto Scheduled	Identify Training Participants	1.96 days	Mon 5/23/22	Tue 5/24/22		Omar Cortes
Auto Scheduled	Schedule Training	4.2 days	Thu 6/9/22	Wed 6/15/22		David Sinclair
Auto Scheduled	Train the trainer	0 days	Wed 6/15/22	Wed 6/15/22		Omar Cortes
Auto Scheduled	**Deliverable 27 - Train-the-trainer**	**3 days**	**Mon 6/27/22**	**Thu 6/30/22**		
Auto Scheduled	GTS will submit Invoice	0.98 days	Mon 6/27/22	Mon 6/27/22		Omar Cortes
Auto Scheduled	Invoice payment milestone	0 days	Thu 6/30/22	Thu 6/30/22		David Sinclair
Auto Scheduled	**Testing (UAT)**	**57 days**	**Mon 4/11/22**	**Tue 6/28/22**		
Auto Scheduled	**Plan UAT**	**53 days**	**Mon 4/11/22**	**Wed 6/22/22**		**Omar Cortes**
Auto Scheduled	Prepare test environment	19.64 days	Mon 4/11/22	Fri 5/6/22		Omar Cortes
Auto Scheduled	Identify test scenarios	31.43 days	Mon 5/9/22	Wed 6/22/22		Omar Cortes
Auto Scheduled	**Execute UAT**	**20 days**	**Wed 6/1/22**	**Tue 6/28/22**		
Auto Scheduled	Execute test scenarios	18.66 days	Wed 6/1/22	Mon 6/27/22		Robin Hess
Auto Scheduled	Break-fix defects	9.82 days	Wed 6/15/22	Tue 6/28/22		Omar Cortes
Auto Scheduled	**Deployment**	**60 days**	**Mon 5/9/22**	**Mon 8/1/22**		**David Sinclair**
Auto Scheduled	**Plan Deployment**	**37 days**	**Mon 5/9/22**	**Tue 6/28/22**		**Omar Cortes**

Auto Scheduled	GTS will create deployment checklist	31.43 days	Mon 5/9/22	Wed 6/22/22		
Auto Scheduled	Review checklist with DEO	14.73 days	Wed 6/8/22	Tue 6/28/22		Omar Cortes
Auto Scheduled	Finalize Solution Design Specification Document (final version)	0 days	Tue 6/7/22	Tue 6/7/22		David Sinclair
Auto Scheduled	Verify production environment setup	1.96 days	Fri 6/17/22	Mon 6/20/22		Omar Cortes
Auto Scheduled	Verify production environment user access	1.96 days	Tue 6/21/22	Wed 6/22/22		Omar Cortes
Auto Scheduled	**Execute Deployment**	**3 days**	**Wed 6/29/22**	**Fri 7/1/22**		**David Sinclair**
Auto Scheduled	**Genesys cloud launch plan**	**0 days**	**Thu 6/30/22**	**Thu 6/30/22**		
Auto Scheduled	10% traffic routed to Genesys Cloud	0 days	Thu 6/30/22	Thu 6/30/22		
Auto Scheduled	25% traffic routed to Genesys Cloud	0 days	Thu 6/30/22	Thu 6/30/22	299	
Auto Scheduled	50% traffic routed to Genesys Cloud	0 days	Thu 6/30/22	Thu 6/30/22	300	
Auto Scheduled	100% traffic routed to Genesys Cloud	0 days	Thu 6/30/22	Thu 6/30/22	301	
Auto Scheduled	Go/No go meeting scheduled	0.98 days	Wed 6/29/22	Wed 6/29/22		
Auto Scheduled	Go/No go meeting held	0.98 days	Thu 6/30/22	Thu 6/30/22		
Auto Scheduled	DEO Approves deployment	0.98 days	Thu 6/30/22	Thu 6/30/22		
Auto Scheduled	Genesys Cloud Solution (Go Live)	0.98 days	Thu 6/30/22	Thu 6/30/22		
Auto Scheduled	Post Go Live follow up meeting	0.98 days	Fri 7/1/22	Fri 7/1/22		
Auto Scheduled	**Support Deployment**	**21 days**	**Fri 7/1/22**	**Mon 8/1/22**		**David Sinclair**
Auto Scheduled	Resolve post-deployment issues	15.71 days	Fri 7/1/22	Fri 7/22/22		David Sinclair
Auto Scheduled	**Deliverable 28 - Deployment Support**	**5 days**	**Mon 7/25/22**	**Mon 8/1/22**		**Omar Cortes**
Auto Scheduled	GTS will submit Invoice	0.98 days	Mon 7/25/22	Mon 7/25/22		David Sinclair
Auto Scheduled	Invoice payment milestone	0 days	Mon 8/1/22	Mon 8/1/22		David Sinclair
Auto Scheduled	**E911 Amendment**	**19 days**	**Mon 6/6/22**	**Thu 6/30/22**		**David Sinclair**

Auto Scheduled	**Analytics with Reporting**	**5 days**	**Mon 6/6/22**	**Mon 6/13/22**		**David Sinclair**
Auto Scheduled	Discovery meetings to go over Requirements	0.98 days	Mon 6/6/22	Mon 6/6/22		Omar Cortes
Auto Scheduled	Configure Reporting Module	0.98 days	Tue 6/7/22	Tue 6/7/22		Omar Cortes
Auto Scheduled	Create Reports	1.96 days	Wed 6/8/22	Thu 6/9/22		Omar Cortes
Auto Scheduled	DEO to test reports	0.98 days	Fri 6/10/22	Fri 6/10/22		Omar Cortes
Auto Scheduled	Reports Approved and Complete	0 days	Mon 6/13/22	Mon 6/13/22		Omar Cortes
Auto Scheduled	Create User list DID with numbers	0.98 days	Mon 6/20/22	Mon 6/20/22		Omar Cortes
Auto Scheduled	GTS and DEO to Document Reports in Final Design Document	0.98 days	Mon 6/20/22	Mon 6/20/22		Omar Cortes
Auto Scheduled	Provide list to GTS for import	0.98 days	Tue 6/21/22	Tue 6/21/22		Omar Cortes
Auto Scheduled	GTS import the list of users and numbers	0.98 days	Wed 6/22/22	Wed 6/22/22		Omar Cortes
Auto Scheduled	DEO to verify information	0.98 days	Thu 6/23/22	Thu 6/23/22		Omar Cortes
Auto Scheduled	Documentation for E911 records	0.98 days	Fri 6/24/22	Fri 6/24/22		Omar Cortes
Auto Scheduled	Configure Importer	1.96 days	Mon 6/27/22	Tue 6/28/22		Omar Cortes
Auto Scheduled	Create Outbound Notifications	0.98 days	Wed 6/29/22	Wed 6/29/22		Omar Cortes
Auto Scheduled	Import Outbound Notifications into GTS Cloud	0.98 days	Thu 6/30/22	Thu 6/30/22		Omar Cortes
Auto Scheduled	Importer Approved and Complete	0 days	Thu 6/30/22	Thu 6/30/22		Omar Cortes
Auto Scheduled	**Transfer Knowledge**	**70 days**	**Mon 5/9/22**	**Fri 8/12/22**		**David Sinclair**
Auto Scheduled	Document Admin Guide	31.43 days	Mon 5/9/22	Wed 6/22/22		David Sinclair
Auto Scheduled	Identify Knowledge Transfer Participants	0.98 days	Thu 6/23/22	Thu 6/23/22		Omar Cortes
Auto Scheduled	Schedule Knowledge Transfer Session	0.98 days	Thu 6/23/22	Thu 6/23/22		David Sinclair
Auto Scheduled	Conduct Knowledge Transfer meetings	2.95 days	Fri 6/24/22	Tue 6/28/22		Omar Cortes

Auto Scheduled	**Deliverable 29 - Knowledge Transfer (Payment milestone)**	**1 day**	**Fri 8/12/22**	**Fri 8/12/22**		
Auto Scheduled	GTS will submit invoice	0.98 days	Fri 8/12/22	Fri 8/12/22		Omar Cortes
Auto Scheduled	Invoice payment milestone	0 days	Fri 8/12/22	Fri 8/12/22		David Sinclair
Auto Scheduled	**Close**	**58 days**	**Wed 6/22/22**	**Fri 9/9/22**		**David Sinclair**
Auto Scheduled	Confirm all deliverables signed-off	55.98 days	Wed 6/22/22	Fri 9/9/22		David Sinclair
Auto Scheduled	Schedule Lessons Learned Session	1.96 days	Mon 7/25/22	Tue 7/26/22		David Sinclair
Auto Scheduled	Open DMS Tickets to shut down old hardware	0.98 days	Fri 9/2/22	Fri 9/2/22		David Sinclair
Auto Scheduled	Execute Lessons Learned Session	0 days	Mon 9/5/22	Mon 9/5/22		David Sinclair
Auto Scheduled	Report on Lessons Learned Session	1.96 days	Tue 9/6/22	Wed 9/7/22		David Sinclair
Auto Scheduled	DEO Final Acceptance of IVR to cloud closure	0 days	Fri 9/9/22	Fri 9/9/22		David Sinclair
Auto Scheduled	**DARS (GENESYS)**	**335 days**	**Mon 10/4/21**	**Fri 1/13/23**		
Auto Scheduled	**Initiation**	**250 days**	**Mon 10/4/21**	**Fri 9/16/22**		**David Sinclair**
Auto Scheduled	SOW Written	140.98 days	Mon 10/4/21	Fri 4/22/22		Al Rehwinkel
Auto Scheduled	SOW Compliance	160.54 days	Mon 10/4/21	Fri 5/20/22		Al Rehwinkel
Auto Scheduled	SOW Complete	187.68 days	Mon 10/4/21	Thu 6/30/22		Al Rehwinkel
Auto Scheduled	Project Kick Off	0.98 days	Mon 8/15/22	Mon 8/15/22		David Sinclair
Auto Scheduled	Assign Team to Project	0.98 days	Mon 8/15/22	Mon 8/15/22		David Sinclair
Auto Scheduled	Confirm Requirements	22.59 days	Tue 8/16/22	Fri 9/16/22		David Sinclair
Auto Scheduled	**Planning**	**35 days**	**Thu 8/25/22**	**Thu 10/13/22**		
Auto Scheduled	**Project sub plans**	**12 days**	**Thu 8/25/22**	**Fri 9/9/22**		
Auto Scheduled	Submit project sub plans	0.98 days	Thu 8/25/22	Thu 8/25/22		
Auto Scheduled	Review of project sub plans	9.82 days	Fri 8/26/22	Fri 9/9/22		David Sinclair

Auto Scheduled	Project sub plan updates	6.88 days	Wed 8/31/22	Fri 9/9/22		David Sinclair
Auto Scheduled	Submit updated project sub plans	4.91 days	Fri 9/2/22	Fri 9/9/22		David Sinclair
Auto Scheduled	Project sub plans acceptance	0.98 days	Fri 9/9/22	Fri 9/9/22		David Sinclair
Auto Scheduled	**Project Schedule**	**35 days**	**Thu 8/25/22**	**Thu 10/13/22**		
Auto Scheduled	GTS submits Project Schedule	0.98 days	Thu 8/25/22	Thu 8/25/22		
Auto Scheduled	Review Project Schedule	9.82 days	Fri 8/26/22	Fri 9/9/22		David Sinclair
Auto Scheduled	Project Schedule Updates	7.86 days	Tue 8/30/22	Fri 9/9/22		
Auto Scheduled	GTS submits Project Schedule updates	0.98 days	Fri 9/9/22	Fri 9/9/22		
Auto Scheduled	Project Schedule Acceptance	0 days	Mon 9/12/22	Mon 9/12/22		David Sinclair
Auto Scheduled	GTS submits Invoice	0 days	Tue 9/13/22	Tue 9/13/22		David Sinclair
Auto Scheduled	Invoice Payment Milestone	0 days	Thu 10/13/22	Thu 10/13/22		David Sinclair
Auto Scheduled	**Execution**	**119 days**	**Mon 8/1/22**	**Fri 1/13/23**		**David Sinclair**
Auto Scheduled	**Design**	**40 days**	**Mon 9/5/22**	**Mon 10/31/22**		**David Sinclair**
Auto Scheduled	Build Technical Design Document	7.88 days	Mon 9/5/22	Fri 9/16/22		Omar Cortes
Auto Scheduled	GTS will Submit to DEO	2.95 days	Fri 9/16/22	Tue 9/20/22		David Sinclair
Auto Scheduled	Review TDS with GTS	0.98 days	Wed 9/21/22	Wed 9/21/22		Omar Cortes
Auto Scheduled	GTS will submit updated design to DEO	2.95 days	Thu 9/22/22	Mon 9/26/22		David Sinclair
Auto Scheduled	Final Acceptance of Technical Design Document	0 days	Tue 9/27/22	Tue 9/27/22		Omar Cortes
Auto Scheduled	GTS submits invoice	0 days	Thu 9/29/22	Thu 9/29/22		David Sinclair
Auto Scheduled	Invoice payment milestone	0 days	Mon 10/31/22	Mon 10/31/22		David Sinclair
Auto Scheduled	**Configure and Build - Lab**	**69 days**	**Mon 8/1/22**	**Thu 11/3/22**		**David Sinclair**
Auto Scheduled	**Configure Lab**	**30 days**	**Mon 8/1/22**	**Fri 9/9/22**		**David Sinclair**

Auto Scheduled	AWS DARs serverless	28.48 days	Mon 8/1/22	Fri 9/9/22		David Sinclair
Auto Scheduled	AWS Chime	28.48 days	Mon 8/1/22	Fri 9/9/22		David Sinclair
Auto Scheduled	AWS Chime Phone Number	28.48 days	Mon 8/1/22	Fri 9/9/22		David Sinclair
Auto Scheduled	**Build Lab**	**66 days**	**Mon 8/1/22**	**Mon 10/31/22**		**David Sinclair**
Auto Scheduled	Web Application	66 days	Mon 8/1/22	Mon 10/31/22		David Sinclair
Auto Scheduled	Serverless Backend	66 days	Mon 8/1/22	Mon 10/31/22		David Sinclair
Auto Scheduled	Media Server Microservice	66 days	Mon 8/1/22	Mon 10/31/22		David Sinclair
Auto Scheduled	Appeal Microservice	18 days	Thu 9/22/22	Mon 10/17/22		David Sinclair
Auto Scheduled	Recording Microservice	18 days	Thu 9/22/22	Mon 10/17/22		David Sinclair
Auto Scheduled	Servers	1.96 days	Wed 9/28/22	Thu 9/29/22		Satish Pavuluri
Auto Scheduled	Media Server	3 days	Mon 10/3/22	Wed 10/5/22		David Sinclair
Auto Scheduled	SSO Integration	1 day	Wed 10/5/22	Wed 10/5/22		David Sinclair
Auto Scheduled	**Testing**	**69 days**	**Mon 8/1/22**	**Thu 11/3/22**		**Omar Cortes**
Auto Scheduled	Unit Testing	66 days	Mon 8/1/22	Mon 10/31/22		Omar Cortes
Auto Scheduled	Integration Testing	3 days	Wed 10/19/22	Fri 10/21/22		Omar Cortes
Auto Scheduled	Approve Lab Instance	1 day	Thu 11/3/22	Thu 11/3/22		Omar Cortes
Auto Scheduled	**Configure and Build - Production**	**72 days**	**Thu 9/15/22**	**Fri 12/23/22**		**David Sinclair**
Auto Scheduled	**Configure**	**1 day**	**Thu 9/15/22**	**Thu 9/15/22**		**David Sinclair**
Auto Scheduled	AWS DARs Serverless	0.98 days	Thu 9/15/22	Thu 9/15/22		David Sinclair
Auto Scheduled	AWS Chime	0.98 days	Thu 9/15/22	Thu 9/15/22		David Sinclair
Auto Scheduled	AWS Chime Phone Number	0.98 days	Thu 9/15/22	Thu 9/15/22		David Sinclair
Auto Scheduled	**Build**	**13 days**	**Tue 11/1/22**	**Thu 11/17/22**		
Auto Scheduled	Servers	2 days	Tue 11/1/22	Wed 11/2/22		David Sinclair

Auto Scheduled	Media Server	3.4 days	Thu 11/3/22	Tue 11/8/22		David Sinclair
Auto Scheduled	Cold Standby Media Server	3 days	Tue 11/8/22	Thu 11/10/22		David Sinclair
Auto Scheduled	SSO Integration	1 day	Thu 11/17/22	Thu 11/17/22		David Sinclair
Auto Scheduled	**Migrate**	**3.88 days**	**Thu 11/10/22**	**Tue 11/15/22**		
Auto Scheduled	Web Application	2.88 days	Thu 11/10/22	Mon 11/14/22		
Auto Scheduled	Serverless Backend	2.88 days	Thu 11/10/22	Mon 11/14/22		
Auto Scheduled	Media Server Microservice	3.88 days	Thu 11/10/22	Tue 11/15/22		
Auto Scheduled	Appeal Microservice	3.88 days	Thu 11/10/22	Tue 11/15/22		
Auto Scheduled	Recording Microservice	3.88 days	Thu 11/10/22	Tue 11/15/22		
Auto Scheduled	**Testing**	**5 days**	**Thu 11/17/22**	**Thu 11/24/22**		
Auto Scheduled	Unit Testing	4 days	Thu 11/17/22	Tue 11/22/22		Omar Cortes
Auto Scheduled	Integration Testing	4 days	Thu 11/17/22	Tue 11/22/22		Omar Cortes
Auto Scheduled	Approve Production Instance	0 days	Thu 11/24/22	Thu 11/24/22		Omar Cortes
Auto Scheduled	GTS will submit Invoice	1 day	Wed 11/23/22	Wed 11/23/22		David Sinclair
Auto Scheduled	Invoice Payment Milestone	1 day	Fri 12/23/22	Fri 12/23/22		David Sinclair
Auto Scheduled	**User Acceptance Testing**	**18 days**	**Tue 11/1/22**	**Fri 11/25/22**		
Auto Scheduled	Prepare Test Environment	1 day	Tue 11/1/22	Tue 11/1/22		David Sinclair
Auto Scheduled	Identify Test Scenarios	2 days	Wed 11/2/22	Thu 11/3/22		Jamie Dattoli
Auto Scheduled	Execute Test Scenarios	5 days	Mon 11/7/22	Fri 11/11/22		Omar Cortes
Auto Scheduled	Perform a 2 person hearing	1 day	Mon 11/7/22	Mon 11/7/22		Dexter Parker
Auto Scheduled	Manually adding a participant	1 day	Mon 11/7/22	Mon 11/7/22		Dexter Parker
Auto Scheduled	Manual docket add via real-time web-service call to CONNECT	1 day	Mon 11/7/22	Mon 11/7/22		Dexter Parker

Auto Scheduled	Fix Defects	6.8 days	Mon 11/7/22	Tue 11/15/22		Omar Cortes
Auto Scheduled	Perform a 6 person hearing	1 day	Mon 11/7/22	Mon 11/7/22		Amy Horlick
Auto Scheduled	Recording Search	1 day	Mon 11/7/22	Mon 11/7/22		Amy Horlick
Auto Scheduled	Recording Playback	1 day	Mon 11/7/22	Mon 11/7/22		Amy Horlick
Auto Scheduled	Recording Download	1 day	Mon 11/7/22	Tue 11/8/22		Amy Horlick
Auto Scheduled	Review Reports	1 day	Mon 11/7/22	Mon 11/7/22		Amy Horlick
Auto Scheduled	Add, modify, delete Employee	1 day	Mon 11/7/22	Mon 11/7/22		Amy Horlick
Auto Scheduled	Apply Role(s) to an Employee (Admin, Supervisor, Referee, Clerk)	1 day	Mon 11/7/22	Mon 11/7/22		John Thursby
Auto Scheduled	Run nightly conversion service	1 day	Mon 11/7/22	Mon 11/7/22		John Thursby
Auto Scheduled	Run manual conversion service	1 day	Mon 11/7/22	Mon 11/7/22		John Thursby
Auto Scheduled	Review hearings for the day	1 day	Mon 11/7/22	Mon 11/7/22		Dexter Parker
Auto Scheduled	Perform system startup and smoke testing after server reboots	1 day	Mon 11/7/22	Mon 11/7/22		John Thursby
Auto Scheduled	UAT Completed and Approved	1 day	Tue 11/15/22	Tue 11/15/22		David Sinclair
Auto Scheduled	GTS will Submit invoice	1 day	Wed 11/16/22	Wed 11/16/22		David Sinclair
Auto Scheduled	Invoice Payment Milestone	0 days	Fri 11/25/22	Fri 11/25/22		David Sinclair
Auto Scheduled	**Test cases**	**6 days**	**Tue 11/15/22**	**Tue 11/22/22**		
Auto Scheduled	Test AD Authentication	6 days	Tue 11/15/22	Tue 11/22/22		Omar Cortes
Auto Scheduled	Verify data file transfer capability	6 days	Tue 11/15/22	Tue 11/22/22		Omar Cortes
Auto Scheduled	Verify All Recordings will be uploaded to CONNECT via batch process. The playback functionality will reside on CONNECT.	6 days	Tue 11/15/22	Tue 11/22/22		Omar Cortes
Auto Scheduled	Test Basic Reports out of the Box	6 days	Tue 11/15/22	Tue 11/22/22		Omar Cortes

Auto Scheduled	**Train the Trainer**	**15 days**	**Mon 11/21/22**	**Mon 12/12/22**		
Auto Scheduled	GTS creates Train the trainer materials	3 days	Mon 11/21/22	Wed 11/23/22		David Sinclair
Auto Scheduled	GTS review of Trainer materials	1 day	Mon 11/28/22	Mon 11/28/22		Omar Cortes
Auto Scheduled	GTS delivers training	0 days	Tue 11/29/22	Tue 11/29/22		David Sinclair
Auto Scheduled	GTS will submit Invoice	1 day	Wed 11/30/22	Wed 11/30/22		David Sinclair
Auto Scheduled	Invoice Payment Milestone	0 days	Mon 12/12/22	Mon 12/12/22		David Sinclair
Auto Scheduled	**Knowledge Transfer**	**14 days**	**Tue 11/22/22**	**Mon 12/12/22**		
Auto Scheduled	Document Admin Guide	2 days	Tue 11/22/22	Wed 11/23/22		Omar Cortes
Auto Scheduled	Conduct Knowledge Transfer	0 days	Mon 11/28/22	Mon 11/28/22		David Sinclair
Auto Scheduled	GTS will submit Invoice	1 day	Thu 12/1/22	Thu 12/1/22		David Sinclair
Auto Scheduled	Invoice Payment Milestone	0 days	Mon 12/12/22	Mon 12/12/22		David Sinclair
Auto Scheduled	**Deployment**	**17 days**	**Wed 12/21/22**	**Fri 1/13/23**		
Auto Scheduled	Create Deployment Checklist	1 day	Wed 12/21/22	Wed 12/21/22		David Sinclair
Auto Scheduled	Review/Update Checklist	1 day	Thu 12/22/22	Thu 12/22/22		Omar Cortes
Auto Scheduled	Verify production setup	3 days	Fri 12/23/22	Tue 12/27/22		Omar Cortes
Auto Scheduled	Verify user access	1 day	Wed 12/28/22	Wed 12/28/22		Omar Cortes
Auto Scheduled	Go/No-Go Meeting	0 days	Tue 12/27/22	Tue 12/27/22		David Sinclair
Auto Scheduled	Deploy/Go Live	0 days	Thu 12/29/22	Thu 12/29/22		David Sinclair
Auto Scheduled	Resolve Post-deployment issues	5 days	Thu 12/29/22	Wed 1/4/23		David Sinclair
Auto Scheduled	GTS will submit the invoice	1 day	Wed 1/4/23	Wed 1/4/23		David Sinclair
Auto Scheduled	Invoice Payment Milestone	0 days	Fri 1/13/23	Fri 1/13/23		David Sinclair
Auto Scheduled	**Closing**	**8 days**	**Wed 1/4/23**	**Fri 1/13/23**		
Auto Scheduled	Confirm all deliverables signed off	1 day	Wed 1/4/23	Wed 1/4/23		David Sinclair

Auto Scheduled	Schedule Lessons learned session	1 day	Thu 1/5/23	Thu 1/5/23		David Sinclair
Auto Scheduled	Execute Lessons Learned Session	0 days	Fri 1/6/23	Fri 1/6/23		David Sinclair
Auto Scheduled	Report on lessons learned from GTS	1 day	Wed 1/11/23	Wed 1/11/23		David Sinclair
Auto Scheduled	DEO Final Acceptance	1 day	Fri 1/13/23	Fri 1/13/23		David Sinclair
Auto Scheduled	**INET 4.8 Upgrade**	**126 days**	**Mon 5/2/22**	**Tue 10/25/22**		**David Sinclair**
Auto Scheduled	Infrastructure Build	0.98 days	Mon 5/2/22	Mon 5/2/22		David Sinclair
Auto Scheduled	Upgrade .Net from 4.0 to 4.8	0.98 days	Thu 5/5/22	Thu 5/5/22		Sushma Kavarthapu
Auto Scheduled	Create Roll Back Plan	0.98 days	Fri 5/6/22	Fri 5/6/22		Sushma Kavarthapu
Auto Scheduled	Internal Testing	1.96 days	Mon 5/9/22	Tue 5/10/22		Sushma Kavarthapu
Auto Scheduled	UAT Testing	19.64 days	Thu 5/19/22	Thu 6/16/22		David Sinclair
Auto Scheduled	Test System Complete	0 days	Fri 5/27/22	Fri 5/27/22		Sushma Kavarthapu
Auto Scheduled	Create 4.8 Prod Server	0.98 days	Wed 6/8/22	Wed 6/8/22		Sushma Kavarthapu
Auto Scheduled	Push 4.8 Release to Server	4.91 days	Sat 6/11/22	Fri 6/17/22		Sushma Kavarthapu
Auto Scheduled	Retire 4.0 Servers	0 days	Sat 6/25/22	Sat 6/25/22	479	
Auto Scheduled	Test Prod	2.95 days	Mon 6/20/22	Wed 6/22/22		David Sinclair
Auto Scheduled	04 - .NET ORM Upgrade: Execution Phase complete	0 days	Tue 10/25/22	Tue 10/25/22		
Auto Scheduled	4.8 Complete in Prod	87 days	Fri 6/24/22	Mon 10/24/22		James Sparks
Auto Scheduled	**Success KPI**	**82 days**	**Fri 8/26/22**	**Mon 12/19/22**		**David Sinclair**
Auto Scheduled	Create schedule for remainder of testing	13.75 days	Fri 8/26/22	Thu 9/15/22		David Sinclair
Auto Scheduled	DEO will provide GTS with list of defects	20.63 days	Fri 9/9/22	Fri 10/7/22		David Sinclair
Auto Scheduled	GTS bug fix	21 days	Fri 10/7/22	Fri 11/4/22		David Sinclair
Auto Scheduled	DEO final acceptance	16 days	Mon 11/14/22	Mon 12/5/22		David Sinclair

Auto Scheduled	Knowledge Transfer	1 day	Tue 12/6/22	Tue 12/6/22		David Sinclair
Auto Scheduled	**Deliverable 31: Success KPI reporting**	**11 days**	**Mon 12/5/22**	**Mon 12/19/22**		**David Sinclair**
Auto Scheduled	GTS will submit invoice	0.98 days	Mon 12/5/22	Mon 12/5/22		David Sinclair
Auto Scheduled	Invoice Payment Milestone	0.98 days	Mon 12/19/22	Mon 12/19/22		David Sinclair
Auto Scheduled	**Genesys Chatbot**	**43 days**	**Mon 10/3/22**	**Wed 11/30/22**		**Nicholas Kaoudis**
Auto Scheduled	Gather Requirements/workshops	7 days	Mon 10/3/22	Tue 10/11/22		Nicholas Kaoudis
Auto Scheduled	UAT testing	12.4 days	Tue 11/1/22	Thu 11/17/22		Omar Cortes
Auto Scheduled	Knowledge Transfer session	1 day	Fri 11/18/22	Fri 11/18/22		Omar Cortes
Auto Scheduled	**Deliverable 30: Genesys DX Chatbot**	**1 day**	**Wed 11/30/22**	**Wed 11/30/22**		
Auto Scheduled	GTS will submit invoice	1 day	Wed 11/30/22	Wed 11/30/22		Nicholas Kaoudis
Auto Scheduled	Payment Milestone	1 day	Wed 11/30/22	Wed 11/30/22		Nicholas Kaoudis
Auto Scheduled	**Visual IVR**	**43 days**	**Mon 10/3/22**	**Wed 11/30/22**		**Nicholas Kaoudis**
Auto Scheduled	Gather Requirements/workshops	7 days	Mon 10/3/22	Tue 10/11/22		Nicholas Kaoudis
Auto Scheduled	UAT Testing	1 day	Tue 11/1/22	Tue 11/1/22		Omar Cortes
Auto Scheduled	Knowledge Transfer Session	1 day	Fri 11/18/22	Fri 11/18/22		Omar Cortes
Auto Scheduled	**Deliverable 32: Zappix Visual IVR**	**1 day**	**Wed 11/30/22**	**Wed 11/30/22**		
Auto Scheduled	GTS will submit invoice	1 day	Wed 11/30/22	Wed 11/30/22		Nicholas Kaoudis
Auto Scheduled	Payment Milestone	1 day	Wed 11/30/22	Wed 11/30/22		Nicholas Kaoudis
Auto Scheduled	**TFS Migration**	**46 days**	**Fri 10/14/22**	**Fri 12/16/22**		**David Sinclair**
Auto Scheduled	NEW TFS Server Ready for install on Prem	0.98 days	Fri 10/14/22	Fri 10/14/22		Satish Pavuluri
Auto Scheduled	Upgrade On Site TFS from 2015 to 2020 version	0.98 days	Mon 10/17/22	Mon 10/17/22		Satish Pavuluri
Auto Scheduled	Test Upgraded system to confirm proper functionality	3 days	Mon 10/24/22	Wed 10/26/22		Satish Pavuluri

Auto Scheduled	Install TFS on Cloud Servers	1 day	Tue 11/1/22	Tue 11/1/22		Satish Pavuluri
Auto Scheduled	Migrate on Prem to Cloud Servers	1 day	Fri 12/16/22	Fri 12/16/22		Satish Pavuluri
Auto Scheduled	**ALM Migration**	**61 days**	**Mon 9/19/22**	**Mon 12/12/22**		**David Sinclair**
Auto Scheduled	Decision on ALM SAS or On Site	4 days	Tue 10/4/22	Fri 10/7/22		Quinton Lightfoot
Auto Scheduled	Create new ALM server in the cloud	0.98 days	Mon 9/19/22	Mon 9/19/22		Rakesh Kavuri
Auto Scheduled	Configure new ALM Server	16 days	Mon 11/21/22	Mon 12/12/22		Robina Brown
Auto Scheduled	Test ALM In the cloud	1 day	Thu 12/1/22	Thu 12/1/22		Robina Brown
Auto Scheduled	**RMT UC4 Upgrade**	**18 days**	**Thu 10/6/22**	**Mon 10/31/22**		**David Sinclair**
Auto Scheduled	Kick off Meeting with RMT	0.98 days	Thu 10/6/22	Thu 10/6/22		David Sinclair
Auto Scheduled	Update to SOW Language Changes	0.98 days	Thu 10/6/22	Thu 10/6/22		Claudia Gunnels
Auto Scheduled	Create Project Plan	4.91 days	Thu 10/6/22	Wed 10/12/22		David Sinclair
Auto Scheduled	Start Upgrade	10 days	Tue 10/18/22	Mon 10/31/22		Satish Pavuluri
Auto Scheduled	**UAT Testing - Dev environment**	**45 days**	**Mon 7/18/22**	**Fri 9/16/22**		**David Sinclair**
Auto Scheduled	Smoke Test CONNECT	38.3 days	Mon 7/18/22	Fri 9/9/22		David Sinclair
Auto Scheduled	Test Blazon Functionality	14.73 days	Mon 7/25/22	Fri 8/12/22		Robin Hodge-Carey
Auto Scheduled	Test Crystal Reports Functionality	14.73 days	Mon 7/25/22	Fri 8/12/22		Robin Hodge-Carey
Auto Scheduled	Test FileNet Functionality	14.73 days	Mon 7/25/22	Fri 8/12/22		Robin Hodge-Carey
Auto Scheduled	Test UC4 Batch scheduler Functionality	14.73 days	Mon 7/25/22	Fri 8/12/22		Robin Hodge-Carey
Auto Scheduled	Test OpenText Exstream Functionality	14.73 days	Mon 7/25/22	Fri 8/12/22		Robin Hodge-Carey
Auto Scheduled	Batch testing performed by Internal testers	14.73 days	Mon 7/25/22	Fri 8/12/22		Robin Hodge-Carey
Auto Scheduled	Batch testing performed by SMEs	38.3 days	Mon 7/25/22	Fri 9/16/22		Robin Hodge-Carey
Auto Scheduled	Dev environment UAT complete	43.21 days	Mon 7/18/22	Fri 9/16/22		David Sinclair
Auto Scheduled	**UAT Testing - UATTEST environment**	**16.98 days**	**Mon 9/12/22**	**Tue 10/4/22**		**David Sinclair**

Auto Scheduled	Smoke test CONNECT	9.82 days	Fri 9/16/22	Thu 9/29/22		Robina Brown
Auto Scheduled	Test Blazon functionality	9.82 days	Fri 9/16/22	Thu 9/29/22		Robin Hodge-Carey
Auto Scheduled	Test Crystal Reports functionality	9.82 days	Mon 9/12/22	Fri 9/23/22		Robin Hodge-Carey
Auto Scheduled	Test FileNet functionality	15.71 days	Mon 9/12/22	Mon 10/3/22		Robin Hodge-Carey
Auto Scheduled	Test UC4 Batch Scheduler functionality	9.82 days	Mon 9/12/22	Fri 9/23/22		David Sinclair
Auto Scheduled	Test OpenText Exstream functionality	9.82 days	Mon 9/12/22	Fri 9/23/22		David Sinclair
Auto Scheduled	Batch testing performed by Internal testers	15.71 days	Mon 9/12/22	Mon 10/3/22		Ram Iyer
Auto Scheduled	Batch testing performed by SMEs	9.82 days	Mon 9/12/22	Fri 9/23/22		Robin Hodge-Carey
Auto Scheduled	Testing Completed in UAT TEST	0.98 days	Tue 10/4/22	Tue 10/4/22		
Auto Scheduled	**UAT Testing PreProd Environment**	**28.28 days**	**Tue 10/4/22**	**Fri 11/11/22**		
Auto Scheduled	Smoke Test Connect	6 days	Fri 10/7/22	Fri 10/14/22		Ken Mason
Auto Scheduled	Test Blazon	5.89 days	Fri 10/7/22	Fri 10/14/22		Antonio Rosier
Auto Scheduled	Test UC4	5.89 days	Fri 10/7/22	Fri 10/14/22		Antonio Rosier
Auto Scheduled	Test Crystal Reports	5.89 days	Fri 10/7/22	Fri 10/14/22		Nadia Miller
Auto Scheduled	Test Filenet	5.89 days	Fri 10/7/22	Fri 10/14/22		Sean Markland
Auto Scheduled	Test Exstreme	5.89 days	Fri 10/7/22	Mon 10/17/22		Nadia Miller
Auto Scheduled	Load Testing	4.28 days	Mon 11/7/22	Fri 11/11/22		Harsha Vuppala
Auto Scheduled	Pre-prod environment UAT completed	27.88 days	Tue 10/4/22	Thu 11/10/22		David Sinclair
Auto Scheduled	**UAT Testing SYSTEST**	**1 day**	**Mon 10/24/22**	**Tue 10/25/22**		**David Sinclair**
Auto Scheduled	Smoke Test	1 day	Mon 10/24/22	Tue 10/25/22		Ken Mason
Auto Scheduled	Test Blazon	0.98 days	Mon 10/24/22	Tue 10/25/22		Nadia Miller
Auto Scheduled	Test UC4	0.98 days	Mon 10/24/22	Tue 10/25/22		Andre Dixon
Auto Scheduled	Test Crystal Reports	1 day	Mon 10/24/22	Tue 10/25/22		Antonio Rosier

Auto Scheduled	Test FileNet	0.98 days	Mon 10/24/22	Tue 10/25/22		Sean Markland
Auto Scheduled	Test Exstreme	0.98 days	Mon 10/24/22	Tue 10/25/22		Nadia Miller
Auto Scheduled	SME Testing Complete	1 day	Mon 10/24/22	Tue 10/25/22		
Auto Scheduled	**UAT testing Hotfix**	**3.25 days**	**Mon 10/31/22**	**Thu 11/3/22**		
Auto Scheduled	Smoke Test	3.25 days	Mon 10/31/22	Thu 11/3/22		Ken Mason
Auto Scheduled	Test Blazon	0.98 days	Mon 10/31/22	Tue 11/1/22		Nadia Miller
Auto Scheduled	test FileNet	0.98 days	Mon 10/31/22	Tue 11/1/22		Sean Markland
Auto Scheduled	Test Crystal Reports	3.25 days	Mon 10/31/22	Thu 11/3/22		Antonio Rosier
Auto Scheduled	Test Exstreme	0.98 days	Mon 10/31/22	Tue 11/1/22		Andre Dixon
Auto Scheduled	Test UC4	0.98 days	Mon 10/31/22	Tue 11/1/22		Antonio Rosier
Auto Scheduled	Testing Complete	3.25 days	Mon 10/31/22	Thu 11/3/22		Robin Hodge-Carey
Auto Scheduled	**Production environment pre-launch tasks**	**43.5 days**	**Mon 10/17/22**	**Thu 12/15/22**		**David Sinclair**
Auto Scheduled	Request Infrastructure Set up	0.98 days	Mon 10/17/22	Tue 10/18/22		Satish Pavuluri
Auto Scheduled	Clone Blazon	9 days	Mon 10/31/22	Thu 11/10/22		Ram Iyer
Auto Scheduled	Clone Crystal Reports	9 days	Mon 10/31/22	Thu 11/10/22		Ram Iyer
Auto Scheduled	Clone FileNet	3.4 days	Wed 11/2/22	Mon 11/7/22		Ram Iyer
Auto Scheduled	Clone UC4 Batch Scheduler	3.4 days	Wed 11/2/22	Mon 11/7/22		Ram Iyer
Auto Scheduled	Clone OpenText Extreme	1 day	Mon 11/14/22	Mon 11/14/22		Ram Iyer
Auto Scheduled	**Transition to Go Live**	**24 days**	**Mon 11/14/22**	**Thu 12/15/22**		
Auto Scheduled	Meet with C2C Support team to give orientation to new system	2 days	Mon 11/14/22	Tue 11/15/22		David Sinclair
Auto Scheduled	Go through Alert Procedures with supporting team	1 day	Thu 12/15/22	Thu 12/15/22		David Sinclair

Auto Scheduled	Ensure all product documentation is shared with team	1 day	Mon 11/14/22	Mon 11/14/22		David Sinclair
Auto Scheduled	FileNet gap data copied	3 days	Thu 12/8/22	Mon 12/12/22		Sean Markland
Auto Scheduled	Database refresh for go-live	2 days	Fri 12/9/22	Mon 12/12/22		Anand Kothandan
Auto Scheduled	**Training**	**3 days**	**Mon 12/12/22**	**Wed 12/14/22**		
Auto Scheduled	Admin Setup and Intro to new system	1 day	Mon 12/12/22	Mon 12/12/22		
Auto Scheduled	Knowledge transfer session	1 day	Mon 12/12/22	Mon 12/12/22		Satish Pavuluri
Auto Scheduled	Documentation of system Design	1 day	Tue 12/13/22	Tue 12/13/22		Ram Iyer
Auto Scheduled	Documented System Maintenance Schedule	1 day	Tue 12/13/22	Tue 12/13/22		Roland Solvik
Auto Scheduled	Alert Management using CAPM Tool	1 day	Wed 12/14/22	Wed 12/14/22		
Auto Scheduled	**UAT Testing - Production environment**	**15 days**	**Mon 11/14/22**	**Fri 12/2/22**		**David Sinclair**
Auto Scheduled	SMOKE Testing	1 day	Mon 11/14/22	Tue 11/15/22		Ken Mason
Auto Scheduled	Test Blazon functionality	2 days	Mon 11/14/22	Tue 11/15/22		Andre Dixon
Auto Scheduled	Test Crystal Reports functionality	2 days	Mon 11/14/22	Tue 11/15/22		Antonio Rosier
Auto Scheduled	Test FileNet functionality	2 days	Mon 11/14/22	Tue 11/15/22		Sean Markland
Auto Scheduled	Test UC4 Batch Scheduler	3 days	Mon 11/14/22	Wed 11/16/22		Antonio Rosier
Auto Scheduled	Test OpenText Exstream	2 days	Mon 11/14/22	Tue 11/15/22		Nadia Miller
Auto Scheduled	Load Testing	5 days	Mon 11/28/22	Fri 12/2/22		Harsha Vuppala
Auto Scheduled	Ransomware testing with blockers flag on	2 days	Mon 11/28/22	Wed 11/30/22		Danny Johnson
Auto Scheduled	Production UAT completed	0 days	Fri 12/2/22	Fri 12/2/22		David Sinclair
Auto Scheduled	**UAT Testing - End User (Business Unit)**	**14 days**	**Mon 11/14/22**	**Thu 12/1/22**		**David Sinclair**
Auto Scheduled	**Initial Claims workflow tested and approved**	**12 days**	**Mon 11/14/22**	**Tue 11/29/22**		
Auto Scheduled	Initial Testing	12 days	Mon 11/14/22	Tue 11/29/22		Antonio Rosier

Auto Scheduled	Fix open issues	12 days	Mon 11/14/22	Tue 11/29/22		Rakesh Kavuri
Auto Scheduled	Final testing and approval	0 days	Mon 11/14/22	Mon 11/14/22		Robin Hodge-Carey
Auto Scheduled	**Continued Claims workflow tested and approved**	**12 days**	**Mon 11/14/22**	**Tue 11/29/22**		**Robin Hodge-Carey**
Auto Scheduled	Initial Testing	12 days	Mon 11/14/22	Tue 11/29/22		Andre Dixon
Auto Scheduled	Fix open issues	12 days	Mon 11/14/22	Tue 11/29/22		Rakesh Kavuri
Auto Scheduled	Final testing and approval	0 days	Mon 11/14/22	Mon 11/14/22		Robin Hodge-Carey
Auto Scheduled		0.98 days	Mon 11/14/22	Mon 11/14/22		
Auto Scheduled	**Adjudication workflow tested and approved**	**12 days**	**Mon 11/14/22**	**Tue 11/29/22**		**Robin Hodge-Carey**
Auto Scheduled	Initial Testing	12 days	Mon 11/14/22	Tue 11/29/22		Antonio Rosier
Auto Scheduled	Fix open issues	12 days	Mon 11/14/22	Tue 11/29/22		Rakesh Kavuri
Auto Scheduled	Final testing and approval	0 days	Mon 11/14/22	Mon 11/14/22		Robin Hodge-Carey
Auto Scheduled	**Appeals workflow tested and approved**	**12 days**	**Mon 11/14/22**	**Tue 11/29/22**		**Robin Hodge-Carey**
Auto Scheduled	Initial Testing	12 days	Mon 11/14/22	Tue 11/29/22		Andre Dixon
Auto Scheduled	Fix open issues	12 days	Mon 11/14/22	Tue 11/29/22		Rakesh Kavuri
Auto Scheduled	Final testing and approval	0 days	Mon 11/14/22	Mon 11/14/22		Robin Hodge-Carey
Auto Scheduled	**Benefits changing workflow tested and approved**	**12 days**	**Mon 11/14/22**	**Tue 11/29/22**		**Robin Hodge-Carey**
Auto Scheduled	Initial Testing	12 days	Mon 11/14/22	Tue 11/29/22		Andrea Shand
Auto Scheduled	Fix open issues	12 days	Mon 11/14/22	Tue 11/29/22		Rakesh Kavuri
Auto Scheduled	Final testing and approval	0 days	Mon 11/14/22	Mon 11/14/22		Robin Hodge-Carey
Auto Scheduled	**Monetary workflow tested and approved**	**12 days**	**Mon 11/14/22**	**Tue 11/29/22**		**Robin Hodge-Carey**
Auto Scheduled	Initial Testing	12 days	Mon 11/14/22	Tue 11/29/22		Robin Hodge-Carey

Auto Scheduled	Fix open issues	12 days	Mon 11/14/22	Tue 11/29/22		Rakesh Kavuri
Auto Scheduled	Final testing and approval	0 days	Mon 11/14/22	Mon 11/14/22		Robin Hodge-Carey
Auto Scheduled	**WAGE workflow tested and approved**	**12 days**	**Mon 11/14/22**	**Tue 11/29/22**		**Robin Hodge-Carey**
Auto Scheduled	Initial Testing	12 days	Mon 11/14/22	Tue 11/29/22		Andre Dixon
Auto Scheduled	Fix open issues	12 days	Mon 11/14/22	Tue 11/29/22		Rakesh Kavuri
Auto Scheduled	Final testing and approval	0 days	Mon 11/14/22	Mon 11/14/22		Robin Hodge-Carey
Auto Scheduled	**Benefit Payment Control (BCP) workflow tested and approved**	**12 days**	**Mon 11/14/22**	**Tue 11/29/22**		**Robin Hodge-Carey**
Auto Scheduled	Initial testing	12 days	Mon 11/14/22	Tue 11/29/22		Andrea Shand
Auto Scheduled	Fix open issues	12 days	Mon 11/14/22	Tue 11/29/22		Rakesh Kavuri
Auto Scheduled	Final testing and approval	0 days	Mon 11/14/22	Mon 11/14/22		Robin Hodge-Carey
Auto Scheduled	**Employer/TPA Workflows tested and approved**	**12 days**	**Mon 11/14/22**	**Tue 11/29/22**		**Robin Hodge-Carey**
Auto Scheduled	Initial testing	12 days	Mon 11/14/22	Tue 11/29/22		Andre Dixon
Auto Scheduled	Fix open issues	12 days	Mon 11/14/22	Tue 11/29/22		Rakesh Kavuri
Auto Scheduled	Final testing and approval	0 days	Mon 11/14/22	Mon 11/14/22		Robin Hodge-Carey
Auto Scheduled	**Special Programs workflow tested and approved**	**12 days**	**Mon 11/14/22**	**Tue 11/29/22**		**Robin Hodge-Carey**
Auto Scheduled	Initial testing	12 days	Mon 11/14/22	Tue 11/29/22		Andrea Shand
Auto Scheduled	Fix open issues	12 days	Mon 11/14/22	Tue 11/29/22		Rakesh Kavuri
Auto Scheduled	Final testing and approval	0 days	Mon 11/14/22	Mon 11/14/22		David Sinclair
Auto Scheduled	End-user UAT completed	14 days	Mon 11/14/22	Thu 12/1/22		David Sinclair
Auto Scheduled	**Conduct Lessons Learned Meeting**	**2 days**	**Thu 1/19/23**	**Fri 1/20/23**		**David Sinclair**
Auto Scheduled	Schedule Lessons Learned meeting	1 day	Thu 1/19/23	Thu 1/19/23		David Sinclair

Auto Scheduled	Conduct Lessons Learned meeting	1 day	Fri 1/20/23	Fri 1/20/23		David Sinclair
Auto Scheduled	Record Lessons Learned	1 day	Fri 1/20/23	Fri 1/20/23		David Sinclair
Auto Scheduled	Execution Phase complete	0 days	Mon 1/23/23	Mon 1/23/23		David Sinclair
Auto Scheduled	**Production Go Live**	**1.5 days**	**Thu 12/15/22**	**Fri 12/16/22**		
Auto Scheduled	Gap Data Copy to Prod for go live	1 day	Thu 12/15/22	Fri 12/16/22		Anand Kothandan
Auto Scheduled	Copy FileNet Gap Data	1 day	Thu 12/15/22	Fri 12/16/22		Sean Markland
Auto Scheduled	Cut over Go Live in Production	0 days	Thu 12/15/22	Thu 12/15/22		David Sinclair
Auto Scheduled	02 - Cloud Application Performance Management: Go-live	0 days	Thu 12/15/22	Thu 12/15/22		
Auto Scheduled	**Monitoring and Controlling**	**220 days**	**Fri 2/25/22**	**Fri 12/30/22**		
Auto Scheduled	Manage Project Schedule	219 days	Fri 2/25/22	Wed 12/28/22		
Auto Scheduled	Manage Project Costs	219 days	Fri 2/25/22	Wed 12/28/22		
Auto Scheduled	Manage Project Scope	219 days	Fri 2/25/22	Wed 12/28/22		
Auto Scheduled	Manage Project Risks	219 days	Fri 2/25/22	Wed 12/28/22		
Auto Scheduled	Manage Project Issues	219 days	Fri 2/25/22	Wed 12/28/22		
Auto Scheduled	Manage Decisions	219 days	Fri 2/25/22	Wed 12/28/22		
Auto Scheduled	Manage Action Items	219 days	Fri 2/25/22	Wed 12/28/22		
Auto Scheduled	Manage Cybersecurity	219 days	Fri 2/25/22	Wed 12/28/22		David Sinclair
Auto Scheduled	Record Lessons Learned	219 days	Fri 2/25/22	Wed 12/28/22		David Sinclair
Auto Scheduled	Prepare Regularly scheduled Status Reports	219 days	Fri 2/25/22	Wed 12/28/22		
Auto Scheduled	Conduct Regularly scheduled Status Meetings	219 days	Fri 2/25/22	Wed 12/28/22		
Auto Scheduled	Monitoring and Controlling Phase Complete	0 days	Fri 12/30/22	Fri 12/30/22		
Auto Scheduled	**Project Closeout**	**468.98 days**	**Tue 9/7/21**	**Fri 6/23/23**		

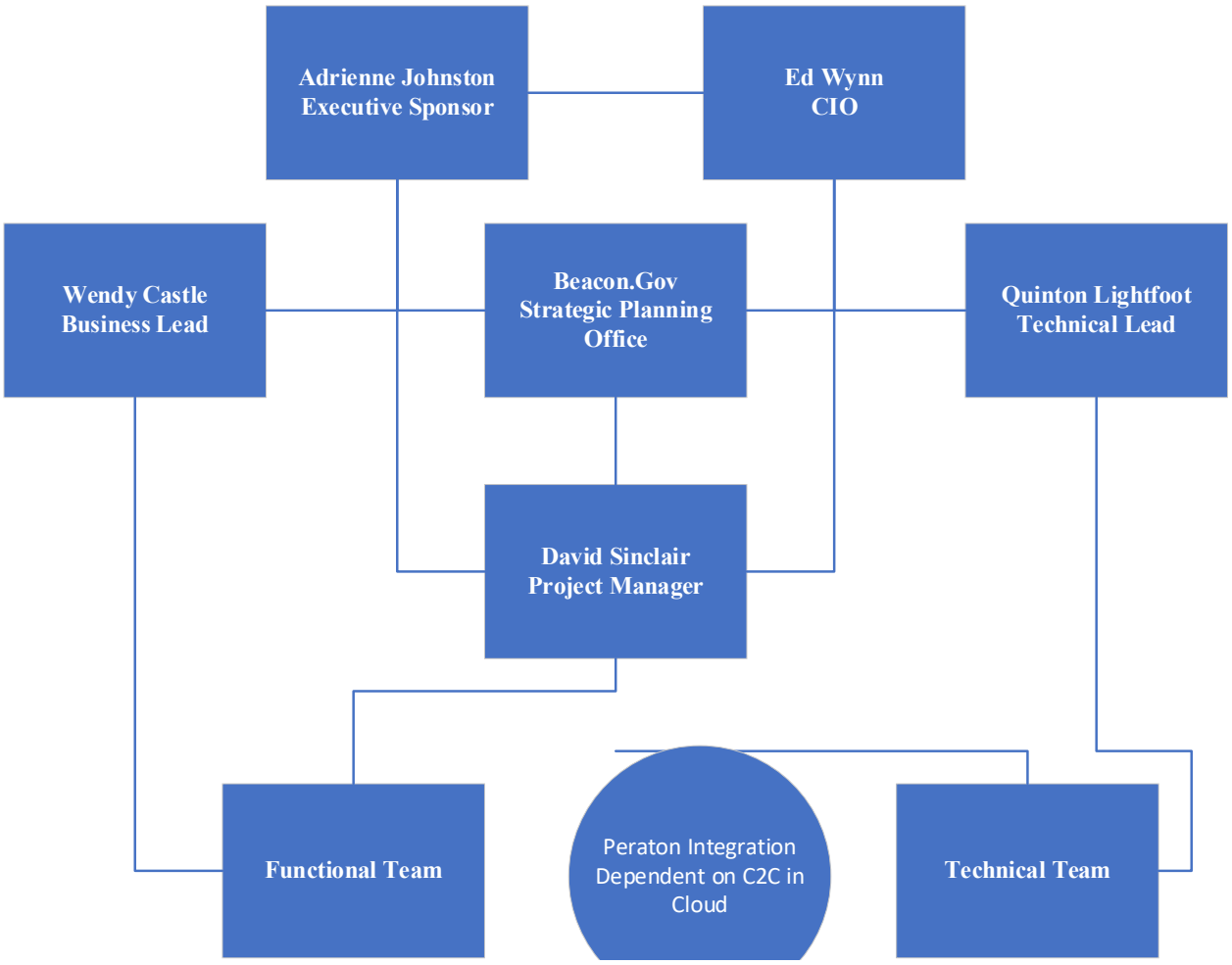
Auto Scheduled	**Deliverable: Project Closeout Report**	**0.98 days**	**Fri 6/23/23**	**Fri 6/23/23**		
Auto Scheduled	Develop Project Closeout Report	0.98 days	Fri 6/23/23	Fri 6/23/23	669	
Auto Scheduled	Review/Update Project Closeout Report	0.98 days	Fri 6/23/23	Fri 6/23/23	665	
Auto Scheduled	Approve Project Closeout Report	0.98 days	Fri 6/23/23	Fri 6/23/23	666	
Auto Scheduled	Project Closeout Report complete	0 days	Tue 1/3/23	Tue 1/3/23		
Auto Scheduled	Schedule Project Closeout Meeting	0.98 days	Wed 1/4/23	Wed 1/4/23		
Auto Scheduled	Conduct Knowledge Transfer	4.91 days	Fri 1/13/23	Thu 1/19/23		
Auto Scheduled	Remove Commercial Cloud Web Servers	0.98 days	Tue 9/7/21	Tue 9/7/21		
Auto Scheduled	Remove DB Servers and Databases	0.98 days	Tue 9/7/21	Tue 9/7/21		
Auto Scheduled	Deconstruct hardware as needed	0.98 days	Tue 9/7/21	Tue 9/7/21		
Auto Scheduled	Conduct Project Closeout meeting	0.98 days	Tue 1/31/23	Tue 1/31/23		
Auto Scheduled	Closeout Phase complete	0 days	Tue 1/31/23	Tue 1/31/23		
Auto Scheduled	**Conduct Lessons Learned Meeting**	**1.98 days**	**Tue 1/31/23**	**Wed 2/1/23**		
Auto Scheduled	Conduct Lessons Learned meeting	0.98 days	Wed 2/1/23	Wed 2/1/23	679	
Auto Scheduled	Record Lessons Learned	0.98 days	Wed 2/1/23	Wed 2/1/23	677	
Auto Scheduled	Schedule Lessons Learned meeting	0.98 days	Tue 1/31/23	Tue 1/31/23	674	

IV. Project Spending Plan

Total Planned Cost	Budget Cost	Actual Cost
$2.8 M	$12.34 M	$2,804,045.44

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Executive Sponsor	Adrienne Johnston	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones
CTO	Domenic DiLullo	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones
Strategic Planning Office	Beacon.Gov	• Monitor project progress • Provide guidance and support to project manager and project team members
Project Manager	David Sinclair	• Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
Business Lead	Wendy Castle	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Technical Lead	Quinton Lightfoot	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs

Project Role	Resource Name	Responsibilities
Functional Team	Eddy Richards Ram Iyer Anand Kothandan Mannix Hawkins John Ramos Al Rehwinkel	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests
Technical Team	Sushma Kavarthapu Vamsi Pasala Becky Leckinger Lewis Good David Zhang Robina Brown Jonathan Scott Brandon Grant Roland Solvik Mike George Sean Markland Joshua Lovestrand Ram Iyer Anand Kothandan	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests
Peraton	Joe Lombardi	• Integration testing is dependent on Connect to Cloud being live in the cloud.

C. Project Management Methodology

DEO will use the PMBOK project management methodology in compliance with the project management standard rule 60GG-2 F.A.C. Predictability, accountability, and flexibility are key elements that will be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.
- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.

DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication of risks and issues

VI. Business Process Organizational Change Management Plan

This project intends to improve the delivery, execution, security, or convenience of DEO's lines of business through the implementation of modern processes and tools based on industry best practices and frameworks.

The project team aims to maximize communication, engagement, adoption, and performance of these new processes, roles, and responsibilities through a combination of tools, templates, and techniques such as:

- Stakeholder identification and engagement plans
- Process identification and improvement plans
- Educational assessment and training plans
- Change risk assessment
- Change Advocate networks
- Change Management
- Business Relationship Management
- IT Service Management

VII. Project Risk Management Plan

Risk management will be an ongoing process conducted throughout the project. The process begins with identifying and assessing significant risks, then developing an appropriate mitigation strategy to address the risk(s). It continues with regular risk monitoring, ongoing identification of new risks, and timely implementation of risk response plans.

The project's Risk Management Process, which is defined and maintained within the PMP, will address identified risks that may negatively impact the project and may require visibility by leadership.

The Risk Management Process involves:

- Identifying and categorizing project risks (Identify),
- Validating and logging the risk (Validate / Log) assessing and prioritizing the risks so they are manageable (Analyze),
- Developing a response strategy and assigning responsibility (Plan),
- Tracking the risks by reviewing them at key project milestones (Monitor/Track), and most importantly,
- Communicating the risks and strategies on an ongoing basis throughout the life of the project (Communicate).

The Risk Management Processes address internal risks - those under the control or influence of the project team, such as quality of deliverables, cost, schedule, or technical risks; as well as external risks - those outside the control of the project team such as governmental legislation.

The PM, along with the project team will validate any identified risk to make sure the information is complete, and the risk is not a duplicate. Once verified the risk information will be logged into the Risk Log and given a unique identifier.

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
Hurricane impacting the state delays the schedule	Low	High	Adjust schedule accordingly	PM
Necessary tools, hardware, or materials need to be procured for the successful completion of the project.	Medium	Medium	Identify needs early on and involve management and budget staff throughout engagement	PM
Insufficient knowledge transfer of new process	Medium	Medium	Involve impacted staff throughout engagement to increase participation and knowledge of new processes	PM

VIII. Capacity Plan

This project does not involve the purchase/lease, configuration, and installation of significant computer hardware. For purposes of capacity planning, computer hardware includes servers, storage, and network infrastructure. Accordingly, a Capacity Plan is not required. Once the claim volume starts to go down as the claims volume decreases, capacity can be reduced. Also moving to an auto-scaling configuration will additionally reduce needed capacity.

OPERATIONAL WORK PLAN
FOR
CLOUD APPLICATION PERFORMANCE MANAGEMENT (CAPM)

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2
PREPARED ON 10/27/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

The Reemployment Assistance Claims and Benefits Information System (System) and supporting middleware software is currently deployed on physical, on-premises servers managed exclusively in-house. Most of the physical infrastructure is from the original go-live in 2013, is at the end of its life cycle, and was due for replacement in 2020. As the Department of Economic Opportunity (DEO) continues to assess and develop an understanding for choosing, managing, governing, and securing cloud services and tools; the realization is that cloud computing is the foundation that enables Workforces Services to transform, differentiate, and continuously improve.

A cloud-first strategy plays a central role in next-generation business initiatives. These initiatives include digital business transformation, automation, and Artificial Intelligence (AI). Cloud computing offers enhanced disaster recovery and high availability, optimized operations and maintenance costs, and built-in scalability.

As part of the modernization initiatives, DEO is undertaking a project to complete the planning for remaining migration, readiness activities, and migration of Reemployment Assistance infrastructure from the State Data Center and Winter Haven Disaster Recovery sites, as well as moving the System to a Cloud Service Provider using an IaaS hosting model. Included within the migration project is an improved document storage solution and the transition to a cloud-based IVR solution. Once the migration of the System to a cloud-hosted environment is completed, a focus on performance baselines and metrics will be available for evaluation and consideration for enhanced System monitoring and management.

A. Scope Statement

Change System monitoring from reactive to proactive by establishing metrics that are indicative of upcoming problems rather than those that have already occurred. Design visualizations that make metrics and thresholds easily visible, including trend analysis to support proactive action. Ensure that metrics capture inputs which would drive automatic scaling. Identify and procure a solution, if needed, and then implement the solution.

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
System of alerts to identify any noteworthy activity and approaching thresholds	Proactively working to prevent performance issues prior to the end users' experience being affected.
Dashboards to assist in proactive monitoring of key performance indicators	Another way to be proactive in monitoring and finding system trends
Optimized performance	Better end user experience
Rendering of topology maps and system application networks	Visual overview of the System will assist in faster response time when network or hardware issues occur

C. Critical Success Factors

- Ensure all currently monitored System actions or events can be monitored in the cloud environment.
- Ensure processes and procedures are in place for actions that need to be taken based on event type.
- Establish performance baselines and tools to manage to those levels.
- Develop a visual monitoring intuitive interface.

D. Key Dates

Key Date	Importance and Relevance to the Project
July 1, 2022	CAPM Project Kick-Off
July 15, 2022	Project Initiation Phase Completed
August 2, 2022	Requirements Traceability Matrix completed
September 6, 2022	Planning Phase Completed
September 30, 2022	Solution Determined
November 11, 2022	Testing Solution Complete
December 16, 2022	Solution in place in the Cloud
January 27, 2023	Full Baselines in Production Determined
February 24, 2023	Tweaks to system Monitoring Completed
March 17, 2023	Final System Monitoring Review
March 31, 2023	Project Complete

E. Major Deliverables

Major Deliverable	Deliverable Description
Requirements Traceability Matrix Approved	All requirements for monitoring established and approved
Software selection Completed	Decision on what tool or tools will be used for monitoring. (Using AppDynamics)
Software Testing Underway	Start of software testing

Major Deliverable	Deliverable Description
Monitoring Baselines	Established Monitoring Baselines
Software live in Production	System is live and being monitored in the cloud
Final Baseline Numbers	Tweaks to monitoring complete and new baselines established
Project Complete	Live with full monitoring in place

F. Major Milestones

	Major Milestone	Milestone Description
1.	Software selection Completed	Decision on what tool or tools will be used for monitoring
2.	Software Testing Underway	Start of software testing
3.	Software live in Production	System is live and being monitored in the cloud

G. Procurement

Procurement	Description	Justification	Needed By
N/A	None at this time		

H. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Workforce Services, DEO
Domenic DiLullo	Chief Technology Officer, DEO
Allyce Moriak	Chief Financial Officer, DEO
Wendy Castle	RA Modernization Program Owner - Business
Paul Forrester	RA Modernization Program Owner – Information Technology
David Sinclair	Project Manager
Peraton	System and Software Integration

I. Significant Project Assumptions and Constraints

Project Assumptions

- All identified funding is available.
- The identified business and technical requirements are correct and complete.
- The assigned information technology resources possess relevant knowledge and skills to complete the identified tasks.
- Members of the project team will have access to the necessary tools, hardware, and materials necessary to complete the identified tasks.

- All relevant stakeholders will attend required status meetings. However, there may be instances where some stakeholders are unavailable to attend.
- The Chief Technology Officer will be responsive and prepared to make decisions regarding the project cost, scope, and schedule.
- Key contracts are sequenced in relation to the project schedule.

Project Constraints

- Subject Matter Experts (SME) time is spread out and not dedicated

II. Work Breakdown Structure

Task Name	Duration	Start	Finish
Initiation Risk & Complexity Assessment - FINAL - Cat 2	0.25 days	7/1/22	7/1/22
Planning Risk & Complexity Assessment - FINAL - Cat 2	0.25 days	7/11/22	7/11/22
Deliverable: Project Charter	**5 days**	**7/1/22**	**7/5/22**
Develop Project Charter	4 days	7/1/22	7/4/22
Review/Update Project Charter	0.5 days	7/5/22	7/5/22
Approve Project Charter	1 day	7/5/22	7/5/22
Project Kickoff Meetings	**1 day**	**7/6/22**	**7/6/22**
CAPM Kick-Off	**1 days**	**7/6/22**	**7/6/22**
Prepare presentation	1 days	7/5/22	7/6/22
Schedule Kickoff meeting	0.13 days	7/6/22	7/6/22
Conduct Kickoff meeting	0.25 days	7/6/22	7/6/22
Solution Determined (AppDynamics)	**15**	**8/30/22**	**9/15/22**
Solution Testing Complete	**20 days**	**10/30/22**	**11/11/22**
CAPM Live in Production	**14 days**	**12/15/22**	**12/30/22**
Project Closeout	**14 days**	**3/17/23**	**3/28/23**
Schedule Project Closeout Meeting	1 day	**3/17/23**	**3/17/23**
Deliverable: Project Closeout Report	**14 days**	**3/17/23**	**3/28/23**
Develop Project Closeout Report	7 days	**3/17/23**	3/24/23
Review/Update Project Closeout Report	4 days	3/24/23	3/28/23
Approve Project Closeout Report	1 day	3/28/23	3/28/23
Project Closeout Report complete	0 days	3/28/23	3/28/23
Conduct Knowledge Transfer	3 days	3/29/23	3/31/23
Conduct Project Closeout meeting	1 day	3/29/23	3/29/23
Closeout Phase complete	1 day	3/31/23	3/31/23
Record Lessons Learned	1 day	3/31/23	3/31/23

III. Resource Loaded Project Schedule

Task Name	Duration	Start	Finish	Predecessors	Resource Names
Initiation	**7 days**	**Fri 7/1/22**	**Mon 7/11/22**		**David Sinclair**
Risk & Complexity Assessment	**5.27 days**	**Fri 7/1/22**	**Fri 7/8/22**		**David Sinclair**

Pre-charter Risk & Complexity Assessment	5 days	Fri 7/1/22	Thu 7/7/22		David Sinclair
Initiation Risk & Complexity Assessment	5.27 days	Fri 7/1/22	Fri 7/8/22		David Sinclair
Project Charter	**6 days**	**Fri 7/1/22**	**Fri 7/8/22**		**David Sinclair**
Create Project Charter	6 days	Fri 7/1/22	Fri 7/8/22		David Sinclair
Review and update Charter	6 days	Fri 7/1/22	Fri 7/8/22		David Sinclair
Approve Project Charter	2 days	Fri 7/1/22	Mon 7/4/22		David Sinclair
Project Kickoff Meeting	**3 days**	**Fri 7/1/22**	**Wed 7/6/22**		**David Sinclair**
Create Project Kickoff Presentation	3 days	Fri 7/1/22	Tue 7/5/22		David Sinclair
Schedule Kickoff Meeting	1 day	Tue 7/5/22	Tue 7/5/22		David Sinclair
Hold Project Kickoff meeting	0 days	Wed 7/6/22	Wed 7/6/22		David Sinclair
Initiation Phase Complete	1 day	Mon 7/11/22	Mon 7/11/22		David Sinclair
Procurement	**67 days**	**Fri 7/1/22**	**Mon 10/3/22**		**David Sinclair**
No Current Plan for Procurement for this Project	66 days	Fri 7/1/22	Mon 10/3/22		David Sinclair
Planning	**87 days**	**Fri 7/1/22**	**Mon 10/31/22**		**David Sinclair**
Deliverable 1: Risk Assesment	**6 days**	**Fri 7/1/22**	**Fri 7/8/22**		**David Sinclair**
Planning Risk & Complexity Assessment	6 days	Fri 7/1/22	Fri 7/8/22		David Sinclair
Deliverable 2: Resource Plan	**11 days**	**Fri 7/1/22**	**Fri 7/15/22**		
Develop Resource Plan	11 days	Fri 7/1/22	Fri 7/15/22		
Review/update Resource Plan	11 days	Fri 7/1/22	Fri 7/15/22		
Resource Plan completed	11 days	Fri 7/1/22	Fri 7/15/22		
Resource Plan appoved	11 days	Fri 7/1/22	Fri 7/15/22		
Deliverable 3: Project Schedule	**66 days**	**Fri 7/1/22**	**Fri 9/30/22**		**David Sinclair**
Develop Project Schedule	63 days	Fri 7/1/22	Wed 9/28/22		David Sinclair
Review/update Project Schedule	63 days	Fri 7/1/22	Wed 9/28/22		David Sinclair
Project schedule completed	65 days	Fri 7/1/22	Fri 9/30/22		David Sinclair

Project schedule approved	65 days	Fri 7/1/22	Fri 9/30/22		David Sinclair
Deliverable 4: Requirements Traceability Matrix	**21 days**	**Fri 7/1/22**	**Fri 7/29/22**		**David Sinclair**
Identify requirements	18 days	Fri 7/1/22	Tue 7/26/22		David Sinclair
Hold requirement gathering sessions	10 days	Fri 7/1/22	Thu 7/14/22		David Sinclair
Create Requirements Traceability Matrix	3 days	Fri 7/1/22	Tue 7/5/22		David Sinclair
Review/update Requirements Traceability Matrix	18 days	Fri 7/1/22	Tue 7/26/22		David Sinclair
Requirements Traceability Matrix completed	1 day	Thu 7/28/22	Thu 7/28/22		David Sinclair
Requirements Traceability Matrix approved	1 day	Fri 7/29/22	Fri 7/29/22		David Sinclair
Deliverable 5: Project Management Plan	**3 days**	**Fri 7/1/22**	**Tue 7/5/22**		**David Sinclair**
Project Management Plan	**3 days**	**Fri 7/1/22**	**Tue 7/5/22**		
Organizational and Governance Structure	3 days	Fri 7/1/22	Tue 7/5/22		David Sinclair
Resource Plan	3 days	Fri 7/1/22	Tue 7/5/22		David Sinclair
Schedule Management Plan	3 days	Fri 7/1/22	Tue 7/5/22		David Sinclair
Quality Assurance	3 days	Fri 7/1/22	Tue 7/5/22		David Sinclair
Procurement Management	3 days	Fri 7/1/22	Tue 7/5/22		David Sinclair
Develop Project Management Plan	3 days	Fri 7/1/22	Tue 7/5/22		David Sinclair
Review/update Project Management Plan	3 days	Fri 7/1/22	Tue 7/5/22		David Sinclair
Project Management Plan completed	3 days	Fri 7/1/22	Tue 7/5/22		David Sinclair
Project Management Plan approved	2 days	Fri 7/1/22	Mon 7/4/22		David Sinclair
Deliverable 6: Project Budget	**56 days**	**Fri 7/1/22**	**Fri 9/16/22**		**David Sinclair**
Prepare project budget	55 days	Fri 7/1/22	Fri 9/16/22		David Sinclair
Review/update Project Budget	55 days	Fri 7/1/22	Fri 9/16/22		David Sinclair
Project Budget completed	55 days	Fri 7/1/22	Fri 9/16/22		David Sinclair

Project Budget approved	55 days	Fri 7/1/22	Fri 9/16/22		David Sinclair
Deliverable 7: Project Spending Plan	**86 days**	**Fri 7/1/22**	**Fri 10/28/22**		**David Sinclair**
Prepare Project Spending Plan	85 days	Fri 7/1/22	Fri 10/28/22		
Review/update Project Spending Plan	85 days	Fri 7/1/22	Fri 10/28/22		
Project Spending Plan completed	85 days	Fri 7/1/22	Fri 10/28/22		
Project Spending Plan approved	85 days	Fri 7/1/22	Fri 10/28/22		David Sinclair
Vendor Selection	**31 days**	**Fri 8/5/22**	**Fri 9/16/22**		**David Sinclair**
APPD DEMO'S	11 days	Fri 8/5/22	Fri 8/19/22		David Sinclair
Splunk Demo's	16 days	Fri 8/5/22	Fri 8/26/22		David Sinclair
Orion Demo's	6 days	Tue 8/9/22	Tue 8/16/22		David Sinclair
Data Dog Demo	1 day	Mon 8/22/22	Mon 8/22/22		David Sinclair
Dynatrace Demo	1 day	Wed 8/24/22	Wed 8/24/22		David Sinclair
New Relic Demo	1 day	Fri 8/26/22	Fri 8/26/22		David Sinclair
Vendor Internal Feedback Survey Sent	10 days	Fri 8/26/22	Fri 9/9/22		David Sinclair
Internal Meeting Vendor Cut Downs	8 days	Tue 8/30/22	Fri 9/9/22		David Sinclair
Vendor Pricing	**18 days**	**Wed 8/24/22**	**Fri 9/16/22**		**David Sinclair**
Review Pricing from Vendors	12 days	Wed 8/24/22	Fri 9/9/22		David Sinclair
Choose Vendor or do POC	10 days	Fri 9/2/22	Fri 9/16/22		David Sinclair
Planning Phase Completed	33 days	Thu 9/15/22	Mon 10/31/22		David Sinclair
Executing	**66 days**	**Thu 9/15/22**	**Thu 12/15/22**		**David Sinclair**
PreProd Connect Server Configuration for Monitoring	**44 days**	**Thu 9/15/22**	**Tue 11/15/22**		**David Sinclair**
Create Server Mapping for Agents	5 days	Mon 10/10/22	Fri 10/14/22		Satish Pavuluri
Create Monitoring for Connect Application Server CPU Usage	34 days	Thu 9/15/22	Tue 11/1/22		Satish Pavuluri
Create Monitoring for Connect Application Server Memory Usage	34 days	Thu 9/15/22	Tue 11/1/22		Satish Pavuluri
Create Monitoring for Connect DB Server Connectivity	34 days	Thu 9/15/22	Tue 11/1/22		Satish Pavuluri

Create Monitoring for Connect for Active DB Connections	34 days	Thu 9/15/22	Tue 11/1/22		Satish Pavuluri
Record Lessons Learned from PreProd	1 day	Tue 11/15/22	Tue 11/15/22		David Sinclair
Preprod testing complete	0 days	Tue 11/1/22	Tue 11/1/22		David Sinclair
Training and Documentation	**1 day**	**Thu 12/15/22**	**Thu 12/15/22**		
Document Process for System Alerts	1 day	Thu 12/15/22	Thu 12/15/22		Satish Pavuluri
Document Process for Application Alerts	1 day	Thu 12/15/22	Thu 12/15/22		Satish Pavuluri
Document Process for Reviewing Spunk Logs	1 day	Thu 12/15/22	Thu 12/15/22		Satish Pavuluri
Document Process for Customer Impact	1 day	Thu 12/15/22	Thu 12/15/22		Satish Pavuluri
Document Process for checking front door TPS	1 day	Thu 12/15/22	Thu 12/15/22		Satish Pavuluri
Document Process for running Azure Diagnostics	1 day	Thu 12/15/22	Thu 12/15/22		Satish Pavuluri
Production Connect Server Configuration for Monitoring	**12 days**	**Tue 11/15/22**	**Wed 11/30/22**		
Create Monitoring for Connect Application Server CPU Usage	1 day	Tue 11/15/22	Tue 11/15/22		Satish Pavuluri
Create Monitoring for Connect Application Server Memory Usage	1 day	Tue 11/15/22	Tue 11/15/22		Satish Pavuluri
Create Monitoring for Connect DB Server Connectivity	1 day	Tue 11/15/22	Tue 11/15/22		Satish Pavuluri
Create Monitoring for Connect for Active DB Connections	1 day	Tue 11/15/22	Tue 11/15/22		Satish Pavuluri
Production setup complete	0 days	Wed 11/30/22	Wed 11/30/22		Satish Pavuluri
Record lessons learned for Production	1 day	Wed 11/30/22	Wed 11/30/22		Satish Pavuluri
01 - Cloud Migration (C2C): Cut over Go Live in Production	0 days	Thu 12/15/22	Thu 12/15/22		David Sinclair
Go-live	0 days	Thu 12/15/22	Thu 12/15/22		Satish Pavuluri
Executing Phase Completed	0 days	Thu 12/15/22	Thu 12/15/22		David Sinclair

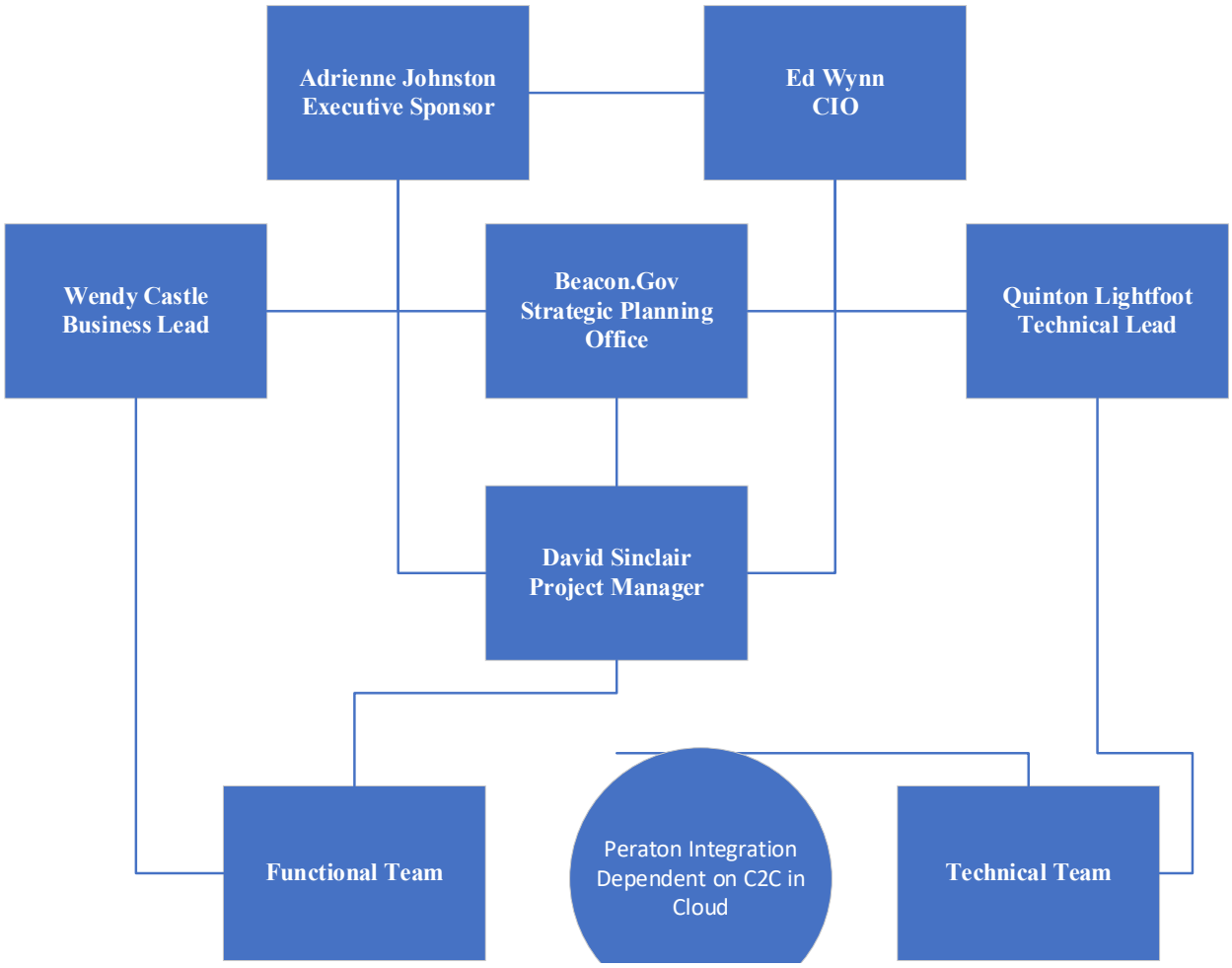
Monitoring & Controlling	**130.75 days**	**Fri 7/1/22**	**Fri 12/30/22**		**David Sinclair**
Manage Project Schedule	130.75 days	Fri 7/1/22	Fri 12/30/22		David Sinclair
Manage Project Costs	130.75 days	Fri 7/1/22	Fri 12/30/22		David Sinclair
Manage Project Scope	130.75 days	Fri 7/1/22	Fri 12/30/22		David Sinclair
Manage Project Risks	130.75 days	Fri 7/1/22	Fri 12/30/22		David Sinclair
Manage Projects Actions	130.75 days	Fri 7/1/22	Fri 12/30/22		David Sinclair
Manage Project Issues	130.75 days	Fri 7/1/22	Fri 12/30/22		David Sinclair
Manage Project Decisions	130.75 days	Fri 7/1/22	Fri 12/30/22		David Sinclair
Prepare regularly scheduled Status Reports	130.75 days	Fri 7/1/22	Fri 12/30/22		David Sinclair
Conduct regularly scheduled Status Meetings	130.75 days	Fri 7/1/22	Fri 12/30/22		David Sinclair
Record Lessons learned	130.63 days	Fri 7/1/22	Fri 12/30/22		David Sinclair
Monitoring and Controlling Phase complete	0 days	Fri 12/30/22	Fri 12/30/22		
Closing	**122 days**	**Wed 12/28/22**	**Thu 6/15/23**		**David Sinclair**
Deliverable 9: Project Close Out Report	**2 days**	**Wed 12/28/22**	**Thu 12/29/22**		
Project Close Out Report complete	1 day	Wed 12/28/22	Wed 12/28/22		David Sinclair
Schedule Project Close Out Meeting	1 day	Wed 12/28/22	Wed 12/28/22		David Sinclair
Conduct Knowledge Transfer	1 day	Thu 12/29/22	Thu 12/29/22		David Sinclair
Conduct Project Close Out Meeting	1 day	Thu 12/29/22	Thu 12/29/22		David Sinclair
Lessons Learned	**11 days**	**Thu 6/1/23**	**Thu 6/15/23**		
Schedule Lessons Learned Meeting	1 day	Thu 6/1/23	Thu 6/1/23		David Sinclair
Conduct Lessons Learned Meeting	1 day	Thu 6/15/23	Thu 6/15/23		David Sinclair
Record Lessons Learned	1 day	Thu 6/15/23	Thu 6/15/23		David Sinclair
Close Out Phase completed	0 days	Fri 12/30/22	Fri 12/30/22		David Sinclair

IV. Project Spending Plan

Total Planned Cost	Budget Cost	Actual Cost
$99,000	$987,052	$0

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Executive Sponsor	Adrienne Johnston	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones
CTO	Domenic DiLullo	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones
Strategic Planning Office	Beacon.Gov	• Monitor project progress • Provide guidance and support to project manager and project team members
Project Manager	David Sinclair	• Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
Business Lead	Wendy Castle	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Technical Lead	Quinton Lightfoot	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs

Project Role	Resource Name	Responsibilities
Functional Team	Eddy Richards Ian Erwin Tony Wood Mannix Hawkins	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests
Technical Team	Sushma Kavarthapu Vamsi Pasala Roland Solvik Mike George Ian Erwin Tony Wood	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests
Peraton	Joe Lombardi	• Integration testing is dependent on the System being live in the cloud.

C. Project Management Methodology

DEO will use the PMBOK project management methodology in compliance with the project management standard rule 60GG-2 F.A.C. Predictability, accountability, and flexibility are key elements that will be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.

- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.

DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements.
- Ongoing assessment of quality against established standards.
- Constant measurement of success against established deliverables and milestones.
- Personal presence and commitment of key project leadership.
- Proactive identification and communication of risks and issues.

VI. Business Process Organizational Change Management Plan

This project intends to improve the delivery, execution, security, or convenience of DEO's lines of business through the implementation of modern processes and tools based on industry best practices and frameworks.

The project team aims to maximize communication, engagement, adoption, and performance of these new processes, roles, and responsibilities through a combination of tools, templates, and techniques such as:

- Stakeholder identification and engagement plans.
- Process identification and improvement plans.
- Educational assessment and training plans.
- Change risk assessment.
- Change Advocate networks.
- Change Management.
- Business Relationship Management.
- IT Service Management.

VII. Project Risk Management Plan

Risk management will be an ongoing process conducted throughout the project. The process begins with identifying and assessing significant risks, then developing an appropriate mitigation strategy to address the risk(s). It continues with regular risk monitoring, ongoing identification of new risks, and timely implementation of risk response plans.

The project's Risk Management Process, which is defined and maintained within the PMP, will address identified risks that may negatively impact the project and may require visibility by leadership.

The Risk Management Process involves:

- Identifying and categorizing project risks (Identify).
- Validating and logging the risk (Validate / Log) assessing and prioritizing the risks so they are manageable (Analyze).
- Developing a response strategy and assigning responsibility (Plan).
- Tracking the risks by reviewing them at key project milestones (Monitor/Track), and most importantly.
- Communicating the risks and strategies on an ongoing basis throughout the life of the project (Communicate).

The Risk Management Processes address internal risks - those under the control or influence of the project team, such as quality of deliverables, cost, schedule, or technical risks; as well as external risks - those outside the control of the project team such as governmental legislation.

The PM, along with the project team will validate any identified risk to make sure the information is complete, and the risk is not a duplicate. Once verified the risk information will be logged into the Risk Log and given a unique identifier.

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
Hurricane impacting the state delays the schedule	Low	High	Adjust schedule accordingly	PM
Necessary tools, hardware, or materials need to be procured for the successful completion of the project.	Medium	Medium	Identify needs early on and involve management and budget staff throughout engagement	PM
Insufficient knowledge transfer of new process	Medium	Medium	Involve impacted staff throughout engagement to increase participation and knowledge of new processes	PM

VIII. Capacity Plan

This project does not involve the purchase/lease, configuration, or installation of significant computer hardware. For purposes of capacity planning, computer hardware includes servers, storage, and network infrastructure. Accordingly, a Capacity Plan is not required. Once the claim volume starts to go down as the claims volume decreases, capacity can be reduced. Also moving to an auto-scaling configuration will additionally reduce needed capacity.

OPERATIONAL WORK PLAN
FOR
SDLC DEVOPS

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2
PREPARED ON 10/01/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

The Department lacks current Reemployment Assistance Claims and Benefits Information System (System) application design documentation to facilitate the efficient and effective modification of the System and to ensure that changes to the original application design continue to align with Department business requirements.

The Final Report for Improved Delivery of Reemployment Assistance Benefits recommended that the Department document all System functional, technical, and non-technical requirements. System requirements would provide the level of details necessary for prospective partners to plan and estimate efforts the Department needs.

This project seeks to rectify the lack of System design documentation and the ongoing maintenance of said design documentation by improving the completeness and correctness of the application design documentation, related artifacts, and dataflow diagrams for the System, and ensuring that a SDLC process is in place that aligns System functionality with management's business requirements.

A. Scope Statement

In Scope

- Implement Agile/Scrum processes for managing and tracking all System development work and documentation in DevOps.
- Update current Reemployment Assistance program business process and System documentation to establish the baseline for future state enhancements.
- Enter, track, and prioritize all in-progress and planned work items in DevOps.
- Build an initial release plan focusing on the implementation of immediate enhancements to be completed by current Scrum teams.
- Support the requirements gathering and planning for the incremental mobile-friendly modernization.

Out of Scope

- Software development work

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Updated system documentation is necessary prior to beginning analysis of new requirements needs.	Provides the level of detail necessary for prospective partners to plan and estimate the efforts the Department needs
Standardization of process leads to work and resource efficiencies	Allows for a more agile development process

Utilization of a single tool provides a single source of truth for work tracking and documentation	Allows for better resource and capacity planning of development work
Opportunity exists to utilize DevOps for improved operational efficiencies.	An agile DevOps process will improve the time to production by allowing better planning of development work
Support the requirements gathering and planning for the incremental mobile-friendly modernization	Allows for an improved customer service experience using mobile devices

C. Critical Success Factors

- Artifacts from this project are living documents to be utilized during software development.
- Utilization of this SDLC produces a more measurable and efficient way of software development.

D. Key Dates

Key Date	Importance and Relevance to the Project
02/22/2022	Procurement of Software & Services
05/6/2022	Configuration Azure DevOps Services
10/28/2022	Complete Business Process/Technology Specifications
10/28/2022	Migrate from TFS to DevOps
10/28/2022	Azure DevOps ServiceNow integration
11/22/2022	Implementation

E. Major Deliverables

Major Deliverable	Deliverable Description
Procurement of Software & Services	Procure Azure DevOps services and Visual Studio 2019 software licenses. Procure two technical writers and a DevOps Engineer.
Configuration Azure DevOps Services	A software development environment that is both agile and secure
Migrate from TFS to DevOps	Import work backlog to new environment.
Create System/Process Documentation/Templates	Update the current software development workflow process. Create templates for system documentation. Update System documentation.
Developer Training	Provide training on new SDLC process and environment.
Implementation	System development environment is live

F. Major Milestones

Major Milestone	Milestone Description
Initiation Phase Complete	All initiation activities completed
Planning Phase Complete	All planning activities completed
Execution Phase Complete	In progress
Monitor and Controlling Phase Complete	In progress
Closing Phase Complete	

G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner – Business
Paul Forrester	RA Modernization Program Owner – Information Technology
Nicole Sanislow	RA Modernization Program Manager - Business
Thomas Richardson	RA Modernization Program Manager - Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Alvin Sellers	Reemployment Assistance Operations Project Owner
Jim Sparks	Project Manager
Quinton Lightfoot	Application Development Lead
Sushma Kavarthapu	Application Developer

H. Significant Project Assumptions and Constraints

Project Assumptions

- The project will have access to the appropriate state management, staff, and related Program stakeholders (internal and external) and other resources as required and as needed without delay.
- DevOps infrastructure will be available as needed (hardware and software).
- There will be integration between the ITBM tool and the SDLC DevOps environment.
- System documentation is completed prior to start of requirements analysis for modernization.
- The project experiences no delays in schedule.

Project Constraints

- Software developers and subject matter experts (SMEs) have competing operational tasks and have limited time to devote to the project.

II. Work Breakdown Structure

SDLC Dev Ops	Thu 12/9/21	Tue 11/22/22
Initiation	Thu 12/9/21	Tue 1/18/22
Planning	Mon 12/20/21	Tue 2/22/22
Execution	Thu 1/6/22	Thu 11/17/22
Procurement	Thu 1/6/22	Fri 4/29/22
Documentation	Tue 6/7/22	Fri 10/7/22
ServiceNow Development	Tue 8/30/22	Thu 11/17/22
Process Flow	Tue 8/30/22	Tue 8/30/22
Field List	Wed 8/31/22	Fri 9/23/22
Statuses	Wed 9/7/22	Fri 10/28/22
User Story Review	Tue 9/6/22	Mon 9/19/22
Define SN User Groups	Fri 9/2/22	Tue 10/4/22
Front End Design	Mon 9/12/22	Fri 10/28/22
ServiceNow to Azure DevOps Integration	Tue 8/30/22	Fri 10/28/22
Data Conversion	Wed 9/21/22	Fri 10/28/22
ADO Development	Mon 9/19/22	Mon 10/3/22
Import into ADO	Tue 10/4/22	Tue 10/4/22
ADO Environment	Wed 9/28/22	Mon 10/31/2
UAT Testing	Tue 9/13/22	Mon 11/14/2
Training	Mon 10/17/22	Mon 10/24/2
Deploy	Thu 11/17/22	Thu 11/17/22
Project Closeout	Wed 11/9/22	Tue 11/22/22

III. Resource Loaded Project Schedule

Task Name	Start	Finish	Resource Names
SDLC Dev Ops	**Thu 12/9/21**	**Tue 11/22/22**	
Initiation	**Thu 12/9/21**	**Tue 1/18/22**	
Risk and Complexity Assessment	**Fri 12/10/21**	**Mon 12/13/21**	
Complete Pre-Charter Risk & Complexity Assessment and determine Project Level	Fri 12/10/21	Fri 12/10/21	Monique Emmanuel
Complete Initiation Gate Risk &Complexity Assessment	Sat 12/11/21	Mon 12/13/21	Monique Emmanuel
Deliverable: Project Charter	**Sat 12/11/21**	**Wed 12/15/21**	
Develop Project Charter	Sat 12/11/21	Mon 12/13/21	Monique Emmanuel
Review/Update Project Charter	Sun 12/12/21	Mon 12/13/21	Monique Emmanuel

Approve Project Charter	Wed 12/15/21	Wed 12/15/21	Monique Emmanuel, Garrick Wright, Thomas Richardson, Nicole Sanislow
Project Charter complete	Mon 12/13/21	Mon 12/13/21	Monique Emmanuel, Garrick Wright, Thomas Richardson, Nicole Sanislow
Project Kickoff Meeting	**Thu 12/9/21**	**Fri 1/14/22**	
Prepare presentation	Thu 1/6/22	Thu 1/6/22	Monique Emmanuel
Schedule Kickoff meeting	Thu 12/9/21	Thu 12/9/21	Monique Emmanuel
Conduct Kickoff meeting	Fri 1/14/22	Fri 1/14/22	Monique Emmanuel
Conduct Lessons Learned Meeting	**Fri 1/14/22**	**Mon 1/17/22**	
Schedule Lessons Learned meeting	Fri 1/14/22	Fri 1/14/22	Monique Emmanuel
Conduct Lessons Learned meeting	Mon 1/17/22	Mon 1/17/22	Monique Emmanuel
Record Lessons Learned	Mon 1/17/22	Mon 1/17/22	Monique Emmanuel
Initiation Phase complete	Tue 1/18/22	Tue 1/18/22	Monique Emmanuel
Planning	**Mon 12/20/21**	**Tue 2/22/22**	
Deliverable: Resource Plan	**Mon 12/20/21**	**Wed 2/2/22**	
Resource Plan Complete	Wed 2/2/22	Wed 2/2/22	Monique Emmanuel
Deliverable: Project Schedule	**Tue 12/21/21**	**Fri 1/28/22**	
Prepare Work Breakdown Structure	Tue 12/21/21	Wed 1/26/22	Monique Emmanuel
Develop Project Schedule	Fri 12/24/21	Wed 1/26/22	Monique Emmanuel
Review/Update Project Schedule	Wed 1/26/22	Wed 1/26/22	Thomas Richardson, Garrick Wright, Nicole Sanislow
Approve Project Schedule	Wed 1/26/22	Fri 1/28/22	Thomas Richardson, Garrick Wright, Nicole Sanislow
Project Schedule complete	Sun 12/26/21	Sun 12/26/21	Monique Emmanuel
Deliverable: Project Management Plan	**Mon 12/27/21**	**Wed 2/2/22**	
Develop Project Management Plan	Mon 12/27/21	Wed 1/26/22	Monique Emmanuel

Review/Update Project Management Plan	Mon 1/31/22	Wed 2/2/22	Thomas Richardson, Garrick Wright, Nicole Sanislow, Quinton Lightfoot, Robin Hodge-Carey
Approve Project Management Plan	Wed 2/2/22	Wed 2/2/22	Monique Emmanuel
Project Management Plan complete	Wed 2/2/22	Wed 2/2/22	Monique Emmanuel
Deliverable: Project Budget	**Fri 12/31/21**	**Thu 1/27/22**	
Prepare Project Budget	Fri 12/31/21	Wed 1/26/22	Monique Emmanuel
Review/Update Project Budget	Sat 1/1/22	Wed 1/26/22	Monique Emmanuel
Approve Project Budget	Thu 1/27/22	Thu 1/27/22	Monique Emmanuel
Project Budget complete	Fri 1/28/22	Fri 1/28/22	Monique Emmanuel
Deliverable: Project Spending Plan	**Mon 1/3/22**	**Fri 1/28/22**	
Prepare a Project Spending Plan	Mon 1/3/22	Wed 1/26/22	Monique Emmanuel
Review/Update Project Spending Plan	Thu 1/27/22	Thu 1/27/22	Monique Emmanuel
Approve Project Spending Plan	Fri 1/28/22	Fri 1/28/22	Monique Emmanuel
Project Spending Plan complete	Fri 1/7/22	Fri 1/28/22	Monique Emmanuel
Requirements:	**Tue 2/1/22**	**Mon 2/21/22**	
Gather requirements	**Tue 2/1/22**	**Mon 2/21/22**	
Schedule JAD Sessions	Tue 2/1/22	Tue 2/1/22	Monique Emmanuel
Conduct JAD sessions	Thu 2/3/22	Mon 2/21/22	Benjamin Beha
Finalize requirements	Mon 2/21/22	Mon 2/21/22	Benjamin Beha
Deliverable: Requirements Traceability Matrix	**Mon 2/14/22**	**Wed 2/16/22**	
Develop RTM	Mon 2/14/22	Mon 2/14/22	Benjamin Beha
Review RTM	Tue 2/15/22	Tue 2/15/22	Monique Emmanuel
Approve RTM	Wed 2/16/22	Wed 2/16/22	Monique Emmanuel

Requirements Traceability Matrix complete	Wed 2/16/22	Wed 2/16/22	Monique Emmanuel
Complete the Planning Gate R&C Assessment	Thu 2/17/22	Thu 2/17/22	Monique Emmanuel
Conduct Lessons Learned Meeting	**Thu 2/3/22**	**Mon 2/21/22**	
Schedule Lessons Learned meeting	Thu 2/3/22	Thu 2/3/22	Monique Emmanuel
Conduct Lessons Learned meeting	Fri 2/18/22	Fri 2/18/22	Monique Emmanuel
Record Lessons Learned	Mon 2/21/22	Mon 2/21/22	Monique Emmanuel
Planning Phase complete	Tue 2/22/22	Tue 2/22/22	Monique Emmanuel
Execution	**Thu 12/9/21**	**Tue 11/22/22**	
Procurement	**Thu 1/6/22**	**Fri 4/29/22**	
Procure Azure DevOps services	Thu 1/6/22	Fri 2/18/22	Quinton Lightfoot
Procure Visual Studio licenses upgrade to 2019	Thu 1/6/22	Fri 2/18/22	Quinton Lightfoot
Procure technical writer	Thu 1/6/22	Fri 2/11/22	Quinton Lightfoot
Procure DevOps Engineer	Thu 1/6/22	Fri 4/29/22	Quinton Lightfoot
Provision Virtual Desktops	Mon 4/4/22	Fri 4/8/22	Roland Solvik
Documentation	**Tue 6/7/22**	**Fri 10/7/22**	
Pandemic Functional Documentation	**Tue 6/7/22**	**Fri 10/7/22**	
Update Pandemic Functional Documentation	Tue 6/7/22	Fri 10/7/22	
Review Pandemic Functional Documentation	Tue 6/7/22	Fri 10/7/22	
Pandemic Functional Documentation Completed	Fri 10/7/22	Fri 10/7/22	
Pandemic Technical Documentation	**Tue 6/7/22**	**Fri 10/7/22**	
Update Pandemic Technical Documentation	Tue 6/7/22	Fri 10/7/22	
Review Pandemic Functional Documentation	Tue 6/7/22	Fri 10/7/22	
Pandemic Technical Documentation Completed	Fri 10/7/22	Fri 10/7/22	

ServiceNow Development	**Thu 12/9/21**	**Tue 11/22/22**	
Process Flow	**Tue 8/30/22**	**Tue 8/30/22**	
Determine Final Process Flow	Tue 8/30/22	Tue 8/30/22	AJ, Ben, Ivona, Sushma
Field List	**Wed 8/31/22**	**Fri 9/23/22**	
Determine Final Field List	**Wed 8/31/22**	**Wed 9/21/22**	
Develop Field List	Wed 8/31/22	Tue 9/13/22	AJ, Ben
Provide Feedback	Wed 8/31/22	Tue 9/13/22	Ivona, Janie, Prathamesh, Sushma
Approved Field List	Wed 9/21/22	Wed 9/21/22	
STRY0011448 RA IT Custom Table	**Fri 9/2/22**	**Fri 9/23/22**	
Refine Solution	Fri 9/2/22	Mon 9/12/22	Brandon
Develop	Wed 9/7/22	Thu 9/22/22	Brandon
Peer Review	Fri 9/23/22	Fri 9/23/22	Max
Decision: Do we incorporate full kit into the form?	Tue 9/13/22	Tue 9/13/22	AJ, Sushma, Vince
Walkthrough Full Kit (if necessary?)	Tue 9/13/22	Tue 9/13/22	AJ, Ben, Dave, Andrew, Brandon, Ivona, Janie, Max, Sushma
STRY0011686 Full Kit Placeholder	Mon 9/19/22	Fri 9/23/22	Brandon
Statuses	**Wed 9/7/22**	**Fri 10/28/22**	
Determine Final Statuses	**Wed 9/7/22**	**Tue 9/20/22**	
Meeting to discuss Final Statuses	Wed 9/7/22	Tue 9/20/22	Ivona, Sushma, AJ, Ben, Janie, Prathamesh, Dave, Vince
Final Statuses Completed	Tue 9/20/22	Tue 9/20/22	
STRY0011476 RA IT Custom Workflow/State Model	**Mon 10/3/22**	**Fri 10/28/22**	**Max**
Refine Solution	Mon 10/3/22	Fri 10/14/22	Andrew, Max
Develop	Mon 10/17/22	Fri 10/28/22	Max
Peer Review	Fri 10/28/22	Fri 10/28/22	Brandon

STRY0011476 RA IT Custom Workflow/State Model Completed	Fri 10/28/22	Fri 10/28/22	
User Story Review	**Tue 9/6/22**	**Mon 9/19/22**	
Conduct User Story Review	Tue 9/6/22	Mon 9/19/22	Ivona, Sushma, AJ, Ben, Janie, Prathamesh, Dave, Vince, Glidefast
User Story Review Completed	Mon 9/19/22	Mon 9/19/22	
Define SN User Groups	**Fri 9/2/22**	**Tue 9/27/22**	
Provide definitions of SN User Groups	Fri 9/2/22	Wed 9/14/22	AJ, Ben, Dave
Provide Users for Groups	Mon 9/19/22	Tue 9/27/22	AJ, Ben, Dave
Finalize SN User Groups	Tue 9/27/22	Tue 9/27/22	
STRY0011679 RA IT SME Group	Tue 9/27/22	Tue 9/27/22	Brandon, Andrew
Front End Design	**Mon 9/12/22**	**Fri 10/28/22**	
STRY0011450 RA IT Request Form Sections and Tabs	**Mon 9/26/22**	**Fri 10/14/22**	
Refine Solution	Mon 9/26/22	Tue 10/4/22	Brandon
Develop	Wed 10/5/22	Thu 10/13/22	Brandon
Peer Review	Fri 10/14/22	Fri 10/14/22	Andrew
Finalize STRY0011450 R A IT Request Form Sections and Tabs	Fri 10/14/22	Fri 10/14/22	
STRY0011461 Agent Workspace SME View Configuration	Mon 9/19/22	Fri 9/30/22	Brandon, Andrew
STRY0011481 Related Lists on the RA IT Request Form	Mon 10/17/22	Fri 10/28/22	Andrew, Brandon
STRY0011498 RA IT Request Notifications Placeholder	Mon 10/3/22	Fri 10/14/22	Brandon
STRY0011445 RA IT Catalog Item	**Mon 9/12/22**	**Fri 9/30/22**	
STRY0011684 Ability to view submitted RA IT Requests on Portal	Mon 9/19/22	Fri 9/30/22	Max, Andrew
STRY0011496 RA IT Request Reporting Placeholder	Mon 10/3/22	Fri 10/14/22	Brandon
ServiceNow to Azure DevOps Integration	**Tue 8/30/22**	**Tue 9/13/22**	
One to Many Decision Point	Tue 8/30/22	Tue 9/13/22	AJ, Andrew, Ben, Brandon, Ivona, Max, Sushma

Glidefast ServiceNow to Azure DevOps Integration (Integration Hub)	**Thu 12/9/21**	**Fri 10/28/22**	
STRY0011483 ADO Integration with RA IT Custom Table	**Thu 9/15/22**	**Fri 10/7/22**	**Andrew, Max**
Refine Solution	Thu 9/15/22	Fri 9/23/22	Max
Develop	Mon 9/26/22	Fri 10/7/22	Max
Peer Review	Fri 10/7/22	Fri 10/7/22	Brandon
Finalize STRY0011483 ADO Integration with RA IT Custom Table	Fri 10/7/22	Fri 10/7/22	
Meet to discuss Testing	Mon 9/12/22	Mon 9/12/22	AJ, Andrew, Ben, Brandon, Ivona, Janie, Max, Prathamesh, Sushma
Determine whether to use Test Management or Custom Fields	Mon 9/19/22	Mon 9/19/22	AJ, Andrew, Ben, Brandon, Max
STRY0011487 ADO Integration with (Test Management Application)	**Mon 10/3/22**	**Fri 10/21/22**	**Andrew, Max**
Refine Solution	Mon 10/3/22	Tue 10/11/22	Max
Develop	Wed 10/12/22	Thu 10/20/22	Max
Peer Review	Fri 10/21/22	Fri 10/21/22	Brandon
Finalize STRY0011487 ADO Integration with (Test Management Application)	Fri 10/21/22	Fri 10/21/22	
STRY0011485 ADO Integration with Release/Change Management Application	**Mon 10/10/22**	**Fri 10/28/22**	
Refine solution	Mon 10/10/22	Tue 10/18/22	Andrew, Brandon, Ivona, Janie, Max, Prathamesh, Sushma, Barry
Develop/Configure	Wed 10/19/22	Thu 10/27/22	Max
Peer Review	Fri 10/28/22	Fri 10/28/22	Brandon
Finalize STRY0011485 ADO Integration with Release Management Application	Fri 10/28/22	Fri 10/28/22	
~~**STRY0011682 ADO Integration with Change Management Application**~~	**Thu 12/9/21**	**Thu 12/9/21**	**Andrew, Max**
Data Conversion	**Wed 9/21/22**	**Fri 10/28/22**	
Provide ALM Extract	Wed 9/21/22	Wed 9/21/22	AJ, Ben, Nicole

Data Mapping ALM to ServiceNow	Thu 9/22/22	Tue 9/27/22	AJ, Andrew, Ben, Brandon, Max
Determine ALM tickets to ServiceNow	Wed 9/21/22	Tue 9/27/22	AJ, Ben
STRY0011504 Legacy Data Import from HP ALM	Mon 10/17/22	Fri 10/28/22	Brandon, Max
Finalize STRY0011504 Legacy Data Import from HP ALM	Fri 10/28/22	Fri 10/28/22	
ADO Detailed Tasks	**Thu 9/22/22**	**Fri 10/14/22**	
Mimic (Create) the workflows and columns in TFS to ADO ; Epic/PBI/Feature/Impediment/Task/Bug	Thu 9/22/22	Tue 9/27/22	Kittusamy, Sathishkumar
Structure the "States" of Epic/PBI/Feature/Impediment/Task/Bug of TFS to ADO	Thu 9/22/22	Tue 9/27/22	Kittusamy, Sathishkumar
Add users to AD as needed; List of SME's and team's (developer/BA/Tester/Manager/SM)	Thu 9/22/22	Fri 10/7/22	Hankare, Prathamesh
Identify fields that needs to be moved from SNOW to ADO	Thu 9/22/22	Tue 9/27/22	Hankare, Prathamesh
Replicate fields of SNOW in ADO ; Epic/PBI/Feature/Impediment/Task/Bug	Thu 9/22/22	Tue 9/27/22	Kittusamy, Sathishkumar
E2E testing - Migrate Fields from SNOW to ADO	Fri 9/30/22	Thu 10/6/22	Hankare, Prathamesh
E2E testing - Migrate work flows, Fields, States from TFS to ADO	Fri 9/30/22	Thu 10/6/22	Shreya
Bugs from testing	Mon 10/10/22	Fri 10/14/22	Kittusamy, Sathishkumar
Decision on if we need to On prem or Cloud	Thu 9/22/22	Tue 9/27/22	Sushma
Pipelines	**Mon 9/19/22**	**Fri 10/14/22**	
Create Build pipe lines	Mon 10/3/22	Wed 10/12/22	Arun Gandla
Create release pipelines	Mon 10/3/22	Wed 10/12/22	Arun Gandla
Set up of Trigger for release pipelines	Mon 10/10/22	Mon 10/10/22	Arun Gandla
Set up of trigger for build pipelines	Mon 10/10/22	Mon 10/10/22	Arun Gandla
Verify Pipelines	Mon 10/10/22	Wed 10/12/22	Arun Gandla
Integrate the PR from Developers Fork to Team Branch to a non-prod environment for team 1	Tue 10/11/22	Fri 10/14/22	Konde, Prafull

Integrate the PR from Team branch to Development branch to a non-prod environment for 1 team.	Tue 10/11/22	Fri 10/14/22	Konde, Prafull
Integrate the PR from development branch to code branch to a non prod environment to team1	Tue 10/11/22	Fri 10/14/22	Konde, Prafull
Roadmap to migrate RA developers code from TFS to ADO	Mon 9/19/22	Wed 9/28/22	Arun Gandla
TFS to ADO Migration	**Mon 10/17/22**	**Tue 11/1/22**	
Import test cases linked to the PBI	Mon 10/17/22	Fri 10/21/22	Praful
Ensure VDI works	Mon 10/17/22	Fri 10/21/22	?
Shift Lift Development source code from TFS and push to ADO	Mon 10/17/22	Fri 10/21/22	Arun Gandla
Create 2 Build Pipelines	Mon 10/17/22	Fri 10/21/22	Arun Gandla
Create 2 Release Pipelines	Mon 10/17/22	Fri 10/21/22	Arun Gandla
Verify the code merge to Development from the each team	Mon 10/24/22	Wed 10/26/22	Arun Gandla
Verify the code in team branch after the Merge from other teams	Mon 10/24/22	Wed 10/26/22	Arun Gandla
Set up of Trigger for build & release pipelines for teams	Mon 10/24/22	Wed 10/26/22	Arun Gandla
Verify PR process from Developers Fork to Team Branch to a non-prod environment for all teams	Thu 10/27/22	Tue 11/1/22	Konde, Prafull
Verify PR from Team branch to Development branch to a non-prod environment for all teams.	Thu 10/27/22	Tue 11/1/22	Konde, Prafull
Verify PR from development branch to code branch to a non prod environment to all teams	Thu 10/27/22	Tue 11/1/22	Konde, Prafull
Implementing tool to interact TFS data into ADO	**Fri 9/30/22**	**Fri 10/7/22**	
TFS domain users and email mapping list	Fri 9/30/22	Fri 10/7/22	Prathamesh
Import test data of PBI (technical debt) from TFS to ADO	**Fri 9/30/22**	**Wed 10/26/22**	**Kittusamy, Sathishkumar**
Migrate Epic	Fri 9/30/22	Wed 10/26/22	Kittusamy, Sathishkumar
Migrate Feature	Fri 9/30/22	Wed 10/26/22	Kittusamy, Sathishkumar

Migrate PBI	Fri 9/30/22	Wed 10/26/22	Kittusamy, Sathishkumar
Migrate Task	Fri 9/30/22	Wed 10/26/22	Kittusamy, Sathishkumar
Migrate Impediment	Fri 9/30/22	Wed 10/26/22	Kittusamy, Sathishkumar
Migrate Bug	Fri 9/30/22	Wed 10/26/22	Kittusamy, Sathishkumar
Create custom ADO field that reference ALM number	Fri 9/30/22	Wed 10/26/22	Kittusamy, Sathishkumar
Configure User list and Role	Fri 9/30/22	Wed 10/26/22	Kittusamy, Sathishkumar
Identify which scrum team to be migrated and what data to be migrated	Tue 10/4/22	Mon 10/24/22	Jannie
Migrate Area and Migrate work items	Fri 9/30/22	Wed 10/26/22	Kittusamy, Sathishkumar
UAT Testing	**Tue 9/13/22**	**Mon 11/14/22**	
Develop Test Plan	Tue 9/13/22	Fri 9/30/22	Jim
Develop Test Cases	Mon 10/10/22	Fri 10/28/22	Scott
Testing Front End Changes	Wed 11/2/22	Fri 11/4/22	AJ, Ben, Dave
Testing Reports	Mon 11/7/22	Mon 11/14/22	AJ, Ben, Dave
Testing Integration	Mon 11/7/22	Mon 11/14/22	Ivona,Sushma,AJ,Ben,Janie,Prathamesh, Dave, Vince
Testing Data Conversion	Mon 10/31/22	Thu 11/10/22	Ivona, Sushma, AJ, Ben, Janie, Prathamesh, Dave, Vince
Training	**Mon 10/24/22**	**Tue 11/15/22**	
Develop Training	Mon 10/24/22	Fri 11/4/22	Glidefast
Training Functional End Users	Tue 11/15/22	Tue 11/15/22	Glidefast
Deploy	**Thu 11/17/22**	**Thu 11/17/22**	
Move to Production	Thu 11/17/22	Thu 11/17/22	Glidefast
Closeout	**Wed 10/26/22**	**Tue 11/22/22**	
Knowledge Transfer to DEO IT	Wed 10/26/22	Mon 11/21/22	Glidefast
Post Production Support	Fri 11/18/22	Tue 11/22/22	Glidefast

Monitoring and Controlling	**Mon 1/3/22**	**Mon 11/21/22**	
Manage Project Schedule	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel, Jim, Monique Emmanuel
Manage Project Costs	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel
Manage Project Scope	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel, Monique Emmanuel
Manage Project Risks	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel
Manage Project Issues	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel
Manage Decisions	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel
Manage Action Items	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel
Manage Cybersecurity	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel
Update RTM	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel
Record Lessons Learned	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel
Prepare Regularly scheduled Status Reports	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel
Conduct Regularly scheduled Status Meetings	Mon 1/3/22	Mon 11/21/22	Monique Emmanuel
Conduct Lessons Learned Meeting	**Wed 11/9/22**	**Wed 11/9/22**	
Schedule Lessons Learned meeting	Wed 11/9/22	Wed 11/9/22	Monique Emmanuel
Conduct Lessons Learned meeting	Wed 11/9/22	Wed 11/9/22	Monique Emmanuel
Record Lessons Learned	Wed 11/9/22	Wed 11/9/22	Monique Emmanuel
Monitoring and Controlling Phase Complete	Wed 11/9/22	Wed 11/9/22	Jim
Project Closeout	**Thu 11/10/22**	**Tue 11/22/22**	
Schedule Project Closeout Meeting	Thu 11/10/22	Thu 11/10/22	Jim
Deliverable: Project Closeout Report	**Fri 11/18/22**	**Tue 11/22/22**	
Develop Project Closeout Report	Fri 11/18/22	Fri 11/18/22	Jim

Review/Update Project Closeout Report	Mon 11/21/22	Mon 11/21/22	Nicole Sanislow, Garrick Wright, Thomas Richardson, Robin Hodge-Carey
Approve Project Closeout Report	Tue 11/22/22	Tue 11/22/22	Thomas Richardson
Project Closeout Report complete	Tue 11/22/22	Tue 11/22/22	Jim
Conduct Project Closeout meeting	Tue 11/22/22	Tue 11/22/22	Jim
Conduct Lessons Learned Meeting	**Fri 11/18/22**	**Tue 11/22/22**	
Schedule Lessons Learned meeting	Fri 11/18/22	Fri 11/18/22	Jim
Conduct Lessons Learned meeting	Tue 11/22/22	Tue 11/22/22	Jim
Record Lessons Learned	Tue 11/22/22	Tue 11/22/22	Jim
Closeout Phase complete	Tue 11/22/22	Tue 11/22/22	

IV. Project Spending Plan

Planned cost is $117,914; Actual cost to date is $57,112; and Budgeted cost is $368,111.

V. Project Organization and Methodology

Project Organizational Chart

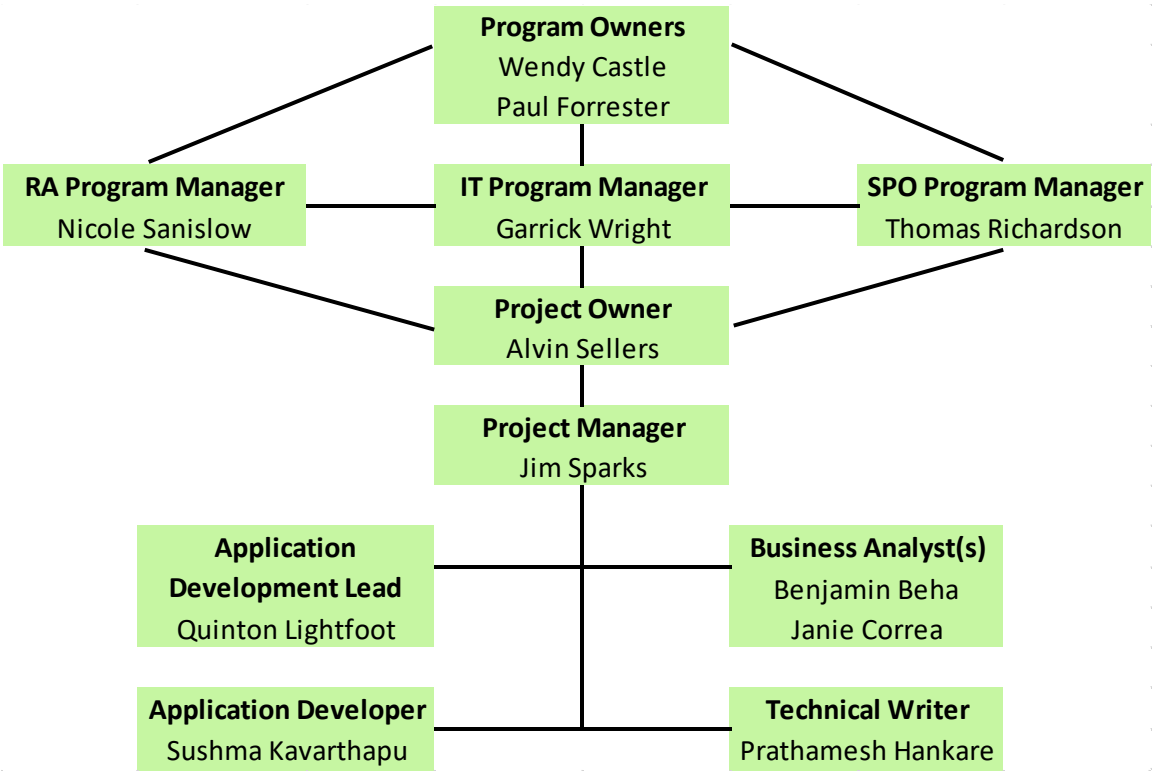

Figure 1: Project Organization Chart

Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Program Owners	Wendy Castle Paul Forrester	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project

Project Role	Resource Name	Responsibilities
Program Managers	Garrick Wright Thomas Richardson Nicole Sanislow	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones
Project Manager	Jim Sparks	• Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
Project Owner	Alvin Sellers	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Technical Lead	Quinton Lightfoot	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests

Project Role	Resource Name	Responsibilities
Project Team	Alvin Sellers Janie Correa Benjamin Beha Sushma Kavarthapu Prathamesh Hankare Liz Agudo Byron Jackson	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this OWP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests
DevOps Engineer	TBD	• Configure/Build Azure DevOps environment

Project Management Methodology

DEO will use a project management methodology in compliance with project management standard rule 60GG-2 F.A.C., project requirements and department experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.
- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.

DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all

individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication of risks and issues

Quality Management Plan

The Quality Management Plan ensures work is complete and meets or exceeds an adequate level of quality of the deliverables. All members of the project team will play a role in quality management, and it is critical the team ensures work is completed according to DEO standards for quality acceptance.

Project Quality Management activities will ensure project documents meet agreed upon standards, work is performed efficiently, project practices conform to recommended project standards and deficiencies are identified and corrective action taken.

Quality Management Approach

Managing quality includes four major processes:

- **Quality planning (QP):** Completeness and correctness criteria define what it means for a project document to be complete and correct. The project team will establish completeness and correctness criteria. Specific criteria for the quality of Contract Deliverables will be documented in the contract and managed by the Contract Manager, program team and Project Manager.
- **Quality assurance (QA)** refers to the process used to create project documents, not the deliverables themselves. The Project Team will perform QA activities for the project weekly. The project manager may make changes to processes as necessary; changes will be communicated to the appropriate stakeholders.
- **Quality control (QC):** Performing Quality Control (QC) involves monitoring specific project results to determine whether they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory results. The Strategic Planning Office (SPO) will perform (QC) activities to verify project management and documents are of high quality. If the SPO determines a project document to be complete, it will be presented to the Project Team at the following Status Meeting.
- **Quality improvement (QI):** The Project Manager is responsible to implement corrective actions based on the results of the quality management processes. These may include changes to project management processes; required training for stakeholders; updating performance metrics, etc.

Communication Management Plan

This project will follow the communications processes outlined in the RA Modernization Program Communications Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository

The communication matrix below identifies the key project stakeholders and the detail of communications for this project.

Item	Purpose	Format	When/ Frequency	Type	Initiator	Recipient	Feedback
Project Meeting	Provide and discuss project tasks, issues, risks, action items	Meeting/Face to face or virtual)	Daily/ Weekly as needed	Mandatory	Project Manager	Project Team	Meeting Minutes
Status Report	Provide detailed information on the progress of the project against the plan	Email	Weekly/ Monthly/ Quarterly	Mandatory	Project Manager	Project Team/SPO Program Manager	Verbal and follow-up email
SPO Status Meeting	Review the status report, resolve issues, and make decisions	Meeting	Weekly	Mandatory	Project Manager	SPO Program Manager	Verbal and follow-up email
Project Deliverables	Provide deliverables to DEO for review	Email	Per project schedule	Mandatory	Project Manager	SPO Program Manager/ Project Team members	Written vetted, consolidated, and actionable comments
Deliverable Review Feedback	Provide vetted, consolidated, and actionable written comments	Email	Per project schedule	Mandatory	SPO Program Manager	Project Manager/ Project Team Members	Written/ email follow-up using Deliverable Review Comment Form
Deliverable Review Walkthrough	Confirm mutual understanding of desired deliverable changes	Meeting	As needed	Informational	Project Manager	Program Managers/ Project Owners	Verbal or written

Work Session	Gather information from subject matter experts	Meeting	Per project schedule	Mandatory	Project Manager	Update subject matter experts (only if the SPO Project Manager has the approved communication)	Verbal and follow-up email
Work Session Follow-up	To answer questions or clarify information gathered	Email	As needed	Informational	Project Manager	Provide subject matter experts (only if SPO Project Manager has approved the communication)	Verbal or email follow-up
Online Survey	Gather information from subject matter experts (former providers	Email	Per project schedule	As needed	Project Manager	Subject matter experts (only if SPO Project Manager has approved the communication)	Verbal or email follow-up
Project Issues	Documentation of project issues	Issue Log Entry	As needed	Mandatory	Any Stakeholder	Project Owner/ Project Manager	Written/ email follow-up
Project Issues Escalation	To resolve project issues	Email	As needed	Mandatory	Project Manager	SPO Program Manager	Written/ email follow-up
Change Requests	Document project changes to scope of work	Change Request Form	As needed	Mandatory	Change Initiator	Project Manager/ Change Owner/ Change Analyst/ CCB	Written/ email follow-up
Project Closeout and Lessons Learned	Formal project closeout meeting	Email	Per project schedule	Mandatory	SPO Project Manager	All Stakeholders	Written/ email follow-up

Weekly Status Reporting

Vendors will be required to submit status reports throughout the project at several levels. The primary source of status information is the weekly written status report, which will communicate at minimum, the following information.

- **Project Status.** This section depicts the project status at a summary level using a red/yellow/green method supported by two to three essential questions that are answered to determine summary status. The red/yellow/green method is not meant to be a grading system but instead it is a way to easily identify the areas of the project that need the most attention to make the project successful.
- **Overview of Project Progress.** This section describes significant accomplishments achieved in the reporting period.
- **Overall Status.** This section provides a high-level overview of whether the project is on schedule, on budget, and on scope. A yellow or red status should be explained here in detail.

- **Project Milestones, Deliverables, and Latest Tasks.** This section contains the major deliverables of the project, their planned and actual completion dates, and their status.
- **Risks, Action Items, Issues, and Decisions.** This section will link to the project risk, action item, issue, and decision tracking tool. The project tracking tool contains all items tracked during the project.

Project Tracking

This section describes the "RAID" methodology for tracking risks, action items, issues, and decisions. DEO will follow a centralized approach that minimizes miscommunication or misinformation among project stakeholders. The Department will diligently maintain a project tracking log for each project, and a master log for the System Modernization project overall, a Microsoft Excel workbook with multiple tabs intended to capture the details and the latest attributes of items tracked by Project Managers.

VI. Business Process Organizational Change Management Plan

This project will follow the organizational change processes outlined in the RA Modernization Program Organizational Change Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The role of the Organizational Change Management plan (OCM) within an individual project under the RA Modernization Program is to help plan for and manage the people side of the project. OCM focuses on identifying, preparing and managing a wide array of internal and external stakeholders, employees and customers that will be impacted by the new solution. It is good for those stakeholders to feel informed, prepared, trained and ready to participate in a successful implementation. It is beneficial for employees to adopt new skills and develop new capabilities and to value and appreciate the features that the new technology offers.

VII. Project Risk Management Plan

Risk & Complexity Assessment

The Risk & Complexity Assessment will be completed at the end of every Phase in the Project lifecycle. The Project Manager is responsible to complete this assessment with the assistance of project team members.

Risk & Complexity Assessments	Category
Pre-Charter Risk & Complexity Category	2
Initiation Gate Risk & Complexity Category	1
Planning Gate Risk & Complexity Category	1
Event Driven Risk & Complexity Category	

Project Risk Management

This project will follow the risk management processes outlined in the RA Modernization Program Risk Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The risk management process helps the project team anticipate and respond to emerging risks throughout the duration of the project. The risk management process occurs throughout all phases of the project, from planning through execution and closeout. Project risks are logged and tracked in the Project Log Workbook (RAID Logs).

Figure 2 below illustrates the major activities associated with the key risk management process.

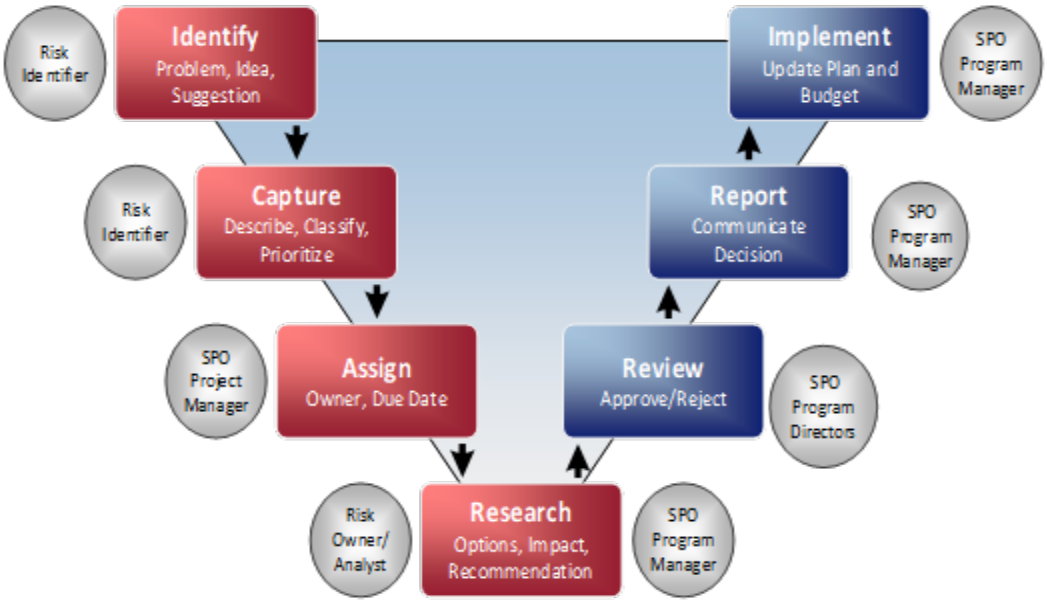

Figure 2: RA Modernization Program Risk Management Process

Action Items

Action items are unplanned tasks that occur during a project that are too small to be added to the schedule. These items must be within the scope of the project and are often tasks that support scheduled tasks, issue resolution, risk management, or some other aspect of the project. The action item log is created and maintained as part of the project tracking log.

Action items will be managed in the following manner:

- During status meetings, any stakeholder can raise an action item for discussion.
- The Project team will discuss the action item and determine if it warrants being monitored in the action item log.
- The project manager will enter the item in the log.
- The team will set the priority for the action item (high/medium/low), assign an action item owner, and set a planned completion date.

- At each subsequent status meeting, the action item(s) will be reviewed until they can be closed.

Issue Management

This project will follow the issue management processes outlined in the RA Modernization Program Issue Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

An issue is an immediate problem that needs resolution. Acknowledging and addressing issues quickly ensures that they do not impact the scope of the project. Project issues are logged and tracked in the Project Log Workbook (RAID Logs).

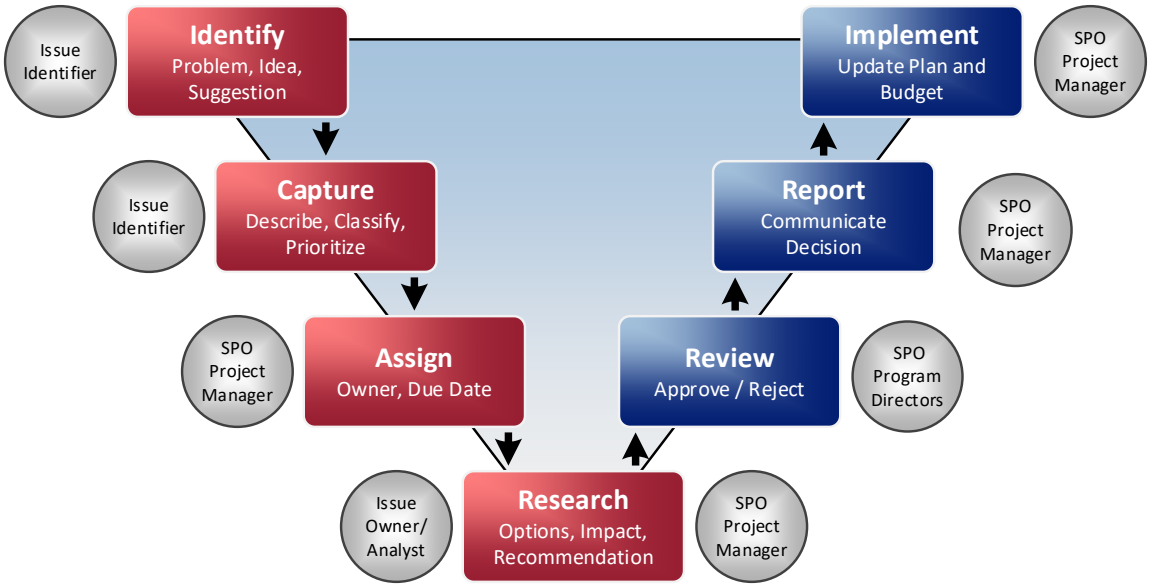

Figure 3: RA Modernization Program Issue Management Process

Decisions

Decisions are leadership answers to questions that arise during the project. The decision log is created and maintained as part of the project tracking log.

Decisions will be managed in the following manner:

- During status meetings, any stakeholder can raise a question that requires a decision.
- If the team determines a decision needs to be made, the project manager will enter it in the decision log.
- The team will discuss the impact to the project, assign a decision maker, and set a date for when the decision is needed.
- At each subsequent status meeting, the decision item(s) will be reviewed until they can be closed.

Change Management

This project will follow the change processes outlined in the RA Modernization Program Change Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The *RA Modernization Change Management Plan,* defines the approach and provides the processes for initiating, defining, researching, evaluating, reviewing, prioritizing, managing cost, approving or rejecting the change requests (CRs), and communicating the status of the change that may affect the success of the SDLC DevOps project.

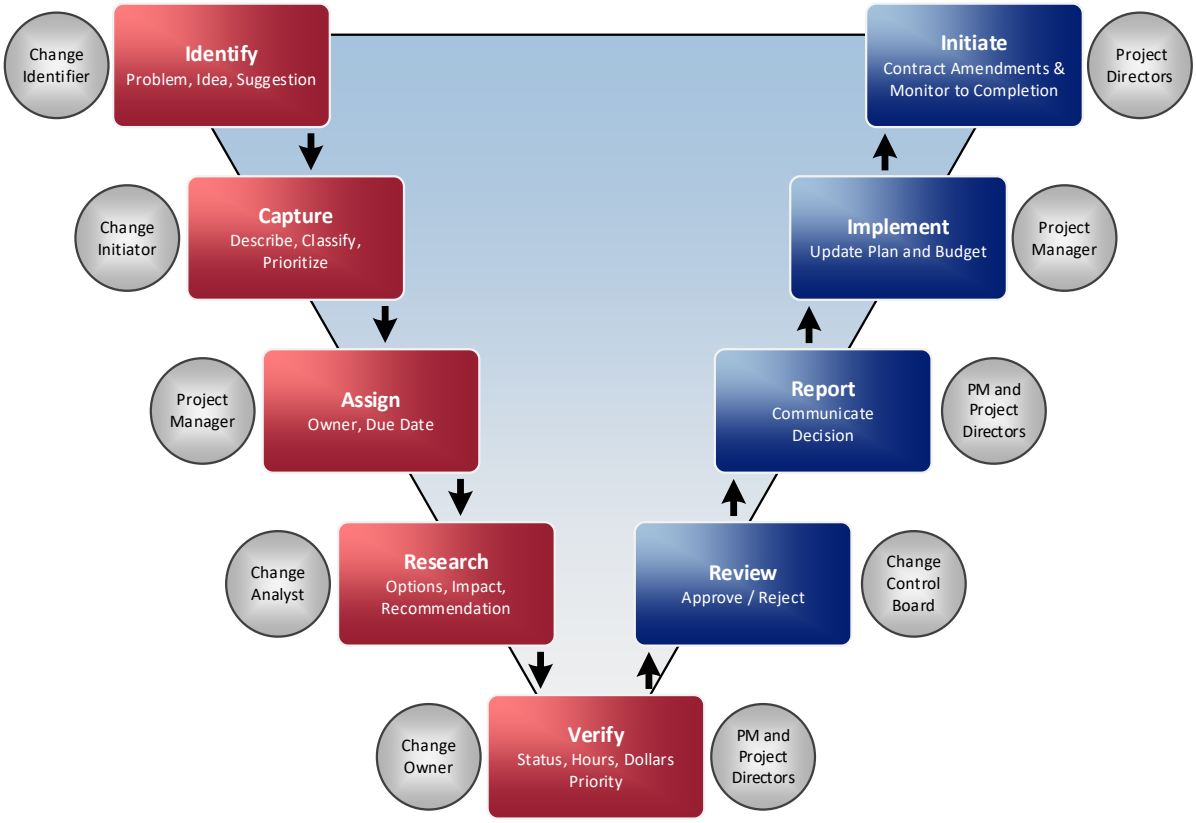

Figure 4:RA Modernization Program Change Management Process

Schedule Management

The project schedule for this project will be stored in the Central Repository 03 SDLC DevOps Project Deliverables folder.

Schedule Maintenance

The project schedule maintenance is an on-going activity that tracks the work performed, the timeframes for when the work has been or will be completed and progress against the baseline

work estimates and timelines. To effectively track the program progress, the project schedule is kept current, and reflects all work that needs to be performed, in accordance with the RA Modernization Program Schedule Management Plan.

If a change to the project schedule or scope is needed, the Project Manager may pursue a change request as described in the ***RA Modernization Change Management Plan***.

Procurement Management

The Procurement Management Plan seeks to outline how the project will procure resources necessary to complete the project objectives. It defines the procurement methodology for this project, lays out the process for managing procurement throughout the life of the project, and will be updated if project needs change. This plan identifies and defines the goods and services to be procured, the types of contracts to be used in support of this project, the contract approval process, and the decision criteria. The importance of coordinating the procurement activities, establishing firm contract deliverables, and metrics in measuring procurement activities is included in the following subsections.

Procurement Management Approach

The DEO Purchasing Office and any vendors contracted for procurement assistance will provide oversight and management along with the Project Manager for all procurement activities under this project. The Project Manager will work with the project team to identify all items to be procured for the successful completion of the project. The Department Strategic Planning Office (SPO) will then review any procurement requests prior to approving the development of procurement documentation.

Procurement Definition

The following table will be completed to record any procurement goods and/or services determined to be essential for any RA Modernization project's completion and success. The Project Manager and/or SPO must approve any procurement before inclusion in this table.

Procurement	Description	Justification	Needed By
Azure DevOps services	An integrated set of services and tools to manage your software projects, from planning and development through testing and deployment	Needed to support RA Modernization Program software development activities	2/28/2022
Virtual Desktops for Developers (VDI farm)	Virtual Desktops for developers	Needed due to network latency between the cloud and on-premise devices	2/28/2022
Visual Studio licenses upgrade to 2019	Microsoft Visual Studio is an integrated development environment (IDE). It is used to develop computer programs, as well as	Needed to support RA Modernization Program software development activities	1/31/2022

	websites, web apps, web services, and mobile apps.		
Staff Augmentation Technical Writer	Two resources needed for the following tasks: 1) Creating and maintaining IT documentation. 2) Translating technical and/or complicated information into clear, concise documents appropriate for various target audiences. 3) Working with Developers, Quality Assurance, and Architects to produce a wide variety of technical specifications, technical manuals, and product documentation. 4) Interviewing subject matter experts and technical staff to collect information, prepare written text, and coordinate layout and material organization. 5) Researching information such as drawings, design reports, equipment, and test specifications to fill any gaps. 6) Reviewing, critiquing, and editing documentation including design documents, programmer notes, and system overviews. 7) Maintaining an internal documentation library, providing and/or coordinating special documentation services as required, and providing oversight of special projects. 9) Documenting requirements and traceability in tools to include ALM, TFS, and ServiceNow. 10) Developing technical specifications templates.	Skill needed for documentation not available in development team	2/28/2022
Staff Augmentation DevOps Engineer	A DevOps Engineer is needed to configure/build Azure/DevOps Environment		

Cost Management

The tables below will be completed and used to define and track project costs during the SDLC DevOps Project.

Cost Management Plan				
Category	**Description**	**Frequency**	**Deliverable**	**Cost**

Column	Definition
Category	Type of expense
Description	Description of expense
Frequency	Describe whether the expense is annual or recurring or a one-time expense
Deliverable	List the deliverable associated with the expense
Cost	List the total expense in dollars, e.g., $0.00

Staffing Management

The purpose of this section is to outline how the project is to manage staffing requirements and resource tasks appropriately. This project plans to procure additional staffing through Staff Augmentation contracts. The needs for each individual project have been estimated before the project and will be refined during requirements gathering and procurement of services.

VIII. Capacity Plan

Utilization of a single tool for software development provides a single source of truth for work tracking and resource allocation which can then be utilized for capacity planning for the development environment, tools, and developers.

Project Capacity Planning

- Establish Cross-Functional Team: To collaborate and communicate about production capacity and resource management, you want a cross-functional team with different levels and different functions.
- Calculate Resource Capacity: Before you can create a production capacity plan, you need to have an idea of your current capacity and your available resources.
- Determine Resource Requirements: For each project, look at the scope and what resources are required to do the task for the project.
- Prioritize Projects: Which projects are most important, and which can be put aside for the time being? You can't do everything at once.
- Allocate Resources Based on Project Priority: Now allocate those prioritized projects and make sure that they are aligned with the goals of the organization.
- Keep the Lines of Communications Open: Communicate between executives, project management leaders and stakeholders.
- Document Known Risks: Monitor risks such as union strikes, weather, government regulations that stop a project or create new ones unexpectedly.
- Plan for How to Handle Too Much Capacity: Understand where it is and how to resolve it (such as reassigning), or not enough capacity (again, where/how).

OPERATIONAL WORK PLAN
FOR
.NET AND ORM UPGRADE

DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2

PREPARED ON 10/01/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

The .NET and ORM Upgrade project will establish a solid architectural basis in support of the Reemployment Assistance Claims and Benefits Information System's (System) continuous modernization by upgrading the Reemployment Assistance application to the latest version of the .NET Framework and defining a new architecture based on .NET Core and Web API framework for the modernized System. This project also upgrades the Object Relational Mapping (ORM) software to the most current version.

A. Scope Statement

Complete planning for the .NET upgrade to Framework 4.8, readiness activities, and migrate Reemployment Assistance infrastructure from the State Data Center and Winter Haven Disaster Recovery sites to a Cloud Service Provider using an IaaS hosting model; implement an improved document and generation management solution; transition to a cloud-based IVR solution.

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Upgrade the .NET framework from the current level to .NET 4.8.	• Mitigate technical risks and issues associated with the older framework
Migrate all older .NET framework to the newer framework.	• The updated .NET 4.8 framework will allow the continuous moderation of the .NET core and the API framework.
Upgrade the ORM to the most current software	• The updated ORM will allow improved object mapping in incompatible and compatible systems.

C. Critical Success Factors

- Migration to the updated .NET 4.8 framework
- Implementation of the upgraded ORM

D. Key Dates

Key Date	Importance and Relevance to the Project
6/12/2022	Upgrade .NET framework for the System
6/12/2022	Upgrade .NET framework for FIRRE
6/12/2022	Upgrade Utilities Projects (High Priority)
6/12/2022	Upgrade Utilities Projects (Low Priority)
11/07/2022	Upgrade ORM

E. Major Deliverables

Major Deliverable	Deliverable Description
Upgrade .NET framework for the System	Implement new .NET 4.8 framework
Upgrade .NET framework for FIRRE	Implement new .NET 4.8 framework
Upgrade Utilities Projects (High Priority)	Implement new .NET 4.8 framework
Upgrade Utilities Projects (Low Priority)	Implement new .NET 4.8 framework
Test for compatibility with upgraded .NET framework (LLBLGen)	Implement new .NET 4.8 framework
Upgrade the ORM	Implement the new ORM

F. Major Milestones

Major Milestone	Milestone Description
Initiation Phase Complete	All initiation activities completed
Planning Phase Complete	All Planning activities completed
Execution Phase Complete	In Progress
Monitoring and Controlling Phase Complete	In Progress
Closing Phase Complete	Pending

G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Domenic Dilullo	Chief Technology Officer
Ed Wynn	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner – Business
Paul Forrester	RA Modernization Program Owner – Information Technology
Nicole Sanislow	RA Modernization Program Manager - Business
Thomas Richardson	RA Modernization Program Manager - Strategic Planning Office
Garrick Wright	RA Modernization Program Manager - Information Technology
Jim Sparks	Project Manager
Quinton Lightfoot	Application Development Lead
Sushma Kavarthapu	Application Developer
Alvin Sellers	Reemployment Assistance Operations Project Owner
Amitkumar Kanaiyalal	Business Analyst

H. Significant Project Assumptions and Constraints

Project Assumptions

1. All identified funding is available.
2. The identified system requirements are correct and complete.
3. The assigned development resources possess relevant knowledge and skills to complete the identified tasks.
4. All the people involved at the beginning of the project will remain working on the project until the project is completed.
5. Members of the project team will have access to the necessary tools, hardware, and materials necessary to complete the identified tasks.
6. All relevant stakeholders will attend required status meetings. However, there may be instances where some stakeholders are unavailable to attend.
7. The project sponsor will be responsive and prepared to make decisions regarding the project cost, scope, and schedule.

Project Constraints

1. None at this time

II. Work Breakdown Structure

WBS	Task Name
1	**.NET upgrade to 4.8 framework- ORM upgrade**
1.1	**Initiation**
1.1.1	Determine Azure Environment
1.1.2	**ORM**
1.1.2.1	Purchase ORM licenses
1.1.2.2	Update, Deploy, and Test
1.1.3	**.NET Framework**
1.1.3.1	Initiate a review of the current .NET Framework
1.1.3.2	Review and Approve Final Proposal to .NET 4.8 Framework
1.1.3.3	Upgrade Plan
1.1.3.4	License Update and Upgrade
1.1.4	**ORM**
1.1.4.1	Decide on Development timeline
1.1.4.2	Conversion & Upgrade
1.2	Determine Staff Aug Resources
1.3	**Planning**
1.3.1	Determine the upgrade of the .NET framework
1.3.3	**Application, .NET Framework**
1.3.3.1	Determine level of refactoring

1.3.5	**ORM**
1.3.5.1	Meet with Vendors to Discuss Options for the upgrade
1.3.6	Procure Staff Aug Resources
1.4	**Execution**
1.4.2	**Application**
1.4.2.1	Upgrade .NET framework from 4.0 to 4.8 for the System
1.4.2.2	Upgrade .NET framework from 4.0 to 4.8 for FIRRE
1.4.2.3	Upgrade utilities projects (high priority)
1.4.2.4	Upgrade utilities projects (low priority)
1.4.2.5	Test for compatibility with upgraded .NET framework (LLBLGen)
1.4.3	**ORM**
1.4.3.1	Upgrade the ORM to the latest version
1.4.4	**Testing .NET and ORM Upgrades**
1.4.4.1	Implement Testing of the new .NET Framework
1.4.4.2	Implement testing of the new ORM software

III. Resource Loaded Project Schedule

Task Name	Start	Finish
.NET -ORM Upgrade	**Tue 8/3/21**	**Mon 10/24/22**
Initiation	**Tue 8/3/21**	**Wed 2/2/22**
Risk and Complexity Assessment	**Tue 8/3/21**	**Thu 1/20/22**
Complete Pre-Charter Risk&Complexity Assessment and determine Project Level	Tue 8/3/21	Thu 1/20/22
Complete Initiation Gate Risk & Complexity Assessment	Wed 8/4/21	Thu 1/20/22
Deliverable: Project Charter	**Wed 8/4/21**	**Fri 12/17/21**
Develop Project Charter	Wed 8/4/21	Fri 11/19/21
Review/Update Project Charter	Mon 11/22/21	Mon 11/29/21
Approve Project Charter	Mon 12/6/21	Fri 12/17/21
Project Charter complete	Tue 12/21/21	Wed 12/22/21
Project Kickoff Meeting	**Tue 1/18/22**	**Tue 1/25/22**
Prepare presentation	Tue 1/18/22	Tue 1/25/22
Schedule Kickoff meeting	Tue 1/25/22	Tue 1/25/22
Conduct Kickoff meeting	Tue 1/25/22	Tue 1/25/22
Conduct Lessons Learned Meeting	**Wed 1/26/22**	**Mon 1/31/22**
Schedule Lessons Learned meeting	Wed 1/26/22	Wed 1/26/22
Conduct Lessons Learned meeting	Mon 1/31/22	Mon 1/31/22
Record Lessons Learned	Mon 1/31/22	Mon 1/31/22
Initiation Phase complete	Wed 2/2/22	Wed 2/2/22
Planning	**Tue 8/24/21**	**Mon 2/14/22**
Execution	**Sat 9/11/21**	**Thu 10/20/22**

Prepare Operations and Maintenance Plan (only required for Level 2-4 projects)	Sat 9/11/21	Mon 2/28/22
Required Project Development	Tue 9/14/21	Fri 3/4/22
Conduct Lessons Learned Meeting	**Wed 9/15/21**	**Thu 3/31/22**
Schedule Lessons Learned meeting	Wed 9/15/21	Fri 3/25/22
Conduct Lessons Learned meeting	Thu 9/16/21	Thu 3/31/22
Record Lessons Learned	Fri 9/17/21	Thu 3/31/22
Upgrade .NET -ORM	**Mon 11/1/21**	**Thu 10/20/22**
1.1.2 Analysis for .NET Connect	Mon 11/1/21	Fri 11/5/21
1.1.5 Technical Debt for .NET Connect	Mon 12/27/21	Thu 3/31/22
1.2.1 Code Merge for .NET Framwork FIRRE	Mon 1/24/22	Fri 3/18/22
1.2.2 Analysis .NET Framework for FIRRE	Mon 1/10/22	Fri 1/21/22
1.2.3 Development of .NET Framework for FIRRE (Lower Environment)	Mon 1/24/22	Fri 2/18/22
1.2.4 Deployment of .NET Framework FIRRE SysTest	Mon 2/21/22	Fri 3/4/22
1.2.5 Technical Debt .NET Framework for FIRRE	Mon 3/7/22	Fri 3/18/22
1.3.1 DB Tests for .NET Framework for TOP	Mon 2/14/22	Fri 3/11/22
1.3.2 Batch Tests for .NET for TOP	Mon 2/21/22	Fri 3/11/22
1.3.3 Regression and Smoke Tests for .NET for TOP	Mon 2/28/22	Fri 3/11/22
1.4.1 .NET Framework for DARS	Mon 3/14/22	Mon 3/21/22
1.5.1 Upgrade Utilities for .NET \Utilities\PageFlow GUI	Mon 1/31/22	Mon 2/21/22
1.5.2 Upgrade Utilities for .NET (High Priority)	Mon 11/1/21	Tue 11/2/21
1.5.3 Upgrade Utilities for .NET (High Priority) \Utilities\LLBLHelper	Wed 11/3/21	Thu 11/4/21
1.5.4 Upgrade Utilities for .NET (High Priority) \Utilities\LDAPHelper	Thu 11/4/21	Fri 11/5/21
1.5.5 Upgrade Utilities for .NET (High Priority) \Utilities\CorresGUI	Mon 3/7/22	Mon 3/14/22
1.5.6 Upgrade Utilities for .NET (High Priority) \Utilities\LanguageCustomLibrary	Mon 11/8/21	Tue 11/9/21
1.5.7 Upgrade Utilities for .NET (High Priority) \Utilities\IvrTester	Wed 11/10/21	Thu 11/11/21
1.5.8 Upgrade Utilities for .NET (High Priority) \Utilities\RegisterCustomCulture	Fri 11/12/21	Mon 11/15/21
1.6.1 Upgrade Utilities for .NET (Low Priority)	Mon 3/14/22	Mon 3/21/22
1.7.1 Upgrade ORM Strategy and Analysis for .NET (LLBLGen)	Wed 12/22/21	Thu 3/3/22
1.7.2 Deployment of VM and software installation for ORM (LLBLGen)	Mon 3/21/22	Fri 4/1/22
1.7.3 Upgrade ORM for .NET to 5.x (LLBLGen)	**Mon 4/4/22**	**Fri 6/24/22**
Sprint 12	**Mon 4/4/22**	**Fri 4/15/22**
Sprint 13	**Mon 4/18/22**	**Fri 4/29/22**
Sprint 14	**Mon 5/2/22**	**Fri 5/13/22**
Sprint 15	**Mon 5/16/22**	**Fri 5/27/22**
Sprint 16	**Mon 5/30/22**	**Fri 6/10/22**

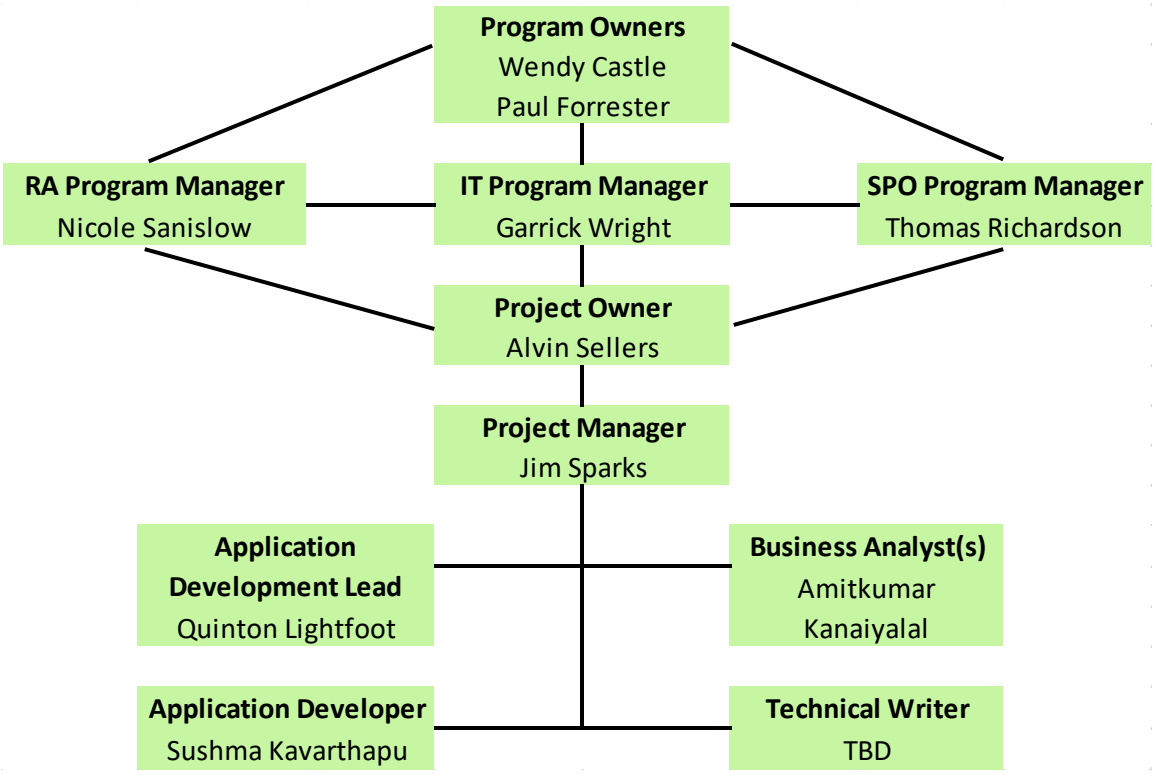
Sprint 17	**Mon 6/13/22**	**Fri 6/24/22**
1.7.4 Testing of ORM generatiom against Oracle 19C DB (LLBLGen)	**Mon 6/27/22**	**Thu 10/20/22**
1.8.4 LLBLGen Upgrade Automation	Mon 6/27/22	Wed 8/3/22
1.8.5 LLBLGen Upgrade Testing	Thu 8/4/22	Mon 9/12/22
1.8.6 LLBLGen UAT	Tue 9/13/22	Thu 10/20/22
Execution Phase complete	Thu 10/20/22	Thu 10/20/22
Monitoring and Controlling	**Tue 8/3/21**	**Tue 10/18/22**
Weekly Status Meeting	**Tue 8/3/21**	**Tue 10/18/22**
Monitoring and Controlling Phase Complete	Tue 10/18/22	Tue 10/18/22
Project Closeout	**Wed 10/19/22**	**Mon 10/24/22**
Lessons Learned	**Wed 10/19/22**	**Fri 10/21/22**
Schedule Lessons Learned meeting	Wed 10/19/22	Wed 10/19/22
Conduct Lessons Learned meeting	Thu 10/20/22	Thu 10/20/22
Record Lessons Learned	Fri 10/21/22	Fri 10/21/22
Deliverable: Project Closeout Report	**Wed 10/19/22**	**Fri 10/21/22**
Develop Project Closeout Report	Wed 10/19/22	Wed 10/19/22
Review/Update Project Closeout Report	Thu 10/20/22	Thu 10/20/22
Approve Project Closeout Report	Fri 10/21/22	Fri 10/21/22
Project Closeout Report complete	Fri 10/21/22	Fri 10/21/22
Conduct Project Closeout meeting	Mon 10/24/22	Mon 10/24/22
Closeout Phase complete	Mon 10/24/22	Mon 10/24/22

IV. Project Spending Plan

Planned cost is $560,550 and $248,002 is the actual cost.

V. Project Organization and Methodology

A. Project Organizational Chart



I. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Executive Sponsor	Adrienne Johnston	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones

Project Role	Resource Name	Responsibilities
CTO	Domenic DiLullo	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones
Strategic Planning Office	Vendor	• Monitor project progress • Provide guidance and support to project manager and project team members
Project Manager	Jim Sparks	• Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
Business Lead	Wendy Castle	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Technical Lead	Quinton Lightfoot	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Functional Team	Quinton Lightfoot Alvin Sellers Amit Kanaiyalal	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests

Project Role	Resource Name	Responsibilities
Technical Team	Sushma Kavarthapu Prafull Konde Nahed Kadih William Brito Siddartha Bolisetty	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests

J. Project Management Methodology

DEO will use a project management methodology in compliance with project management standard rule 60GG-2 F.A.C., project requirements and department experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.
- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.

DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements

- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication of risks and issues

Quality Management Plan
The Quality Management Plan ensures work is complete and meets or exceeds an adequate level of quality of the deliverables. All members of the project team will play a role in quality management, and it is critical the team ensures work is completed according to DEO standards for quality acceptance.

Project Quality Management activities will ensure project documents meet agreed upon standards, work is performed efficiently, project practices conform to recommended project standards and deficiencies are identified and corrective action taken.

Quality Management Approach
Managing quality includes four major processes:

- **Quality planning (QP):** Completeness and correctness criteria define what it means for a project document to be complete and correct. The project team will establish completeness and correctness criteria. Specific criteria for the quality of Contract Deliverables will be documented in the contract and managed by the Contract Manager, program team and Project Manager.
- **Quality assurance (QA)** refers to the process used to create project documents, not the deliverables themselves. The Project Team will perform QA activities for the project weekly. The project manager may make changes to processes as necessary; changes will be communicated to the appropriate stakeholders.
- **Quality control (QC):** Performing Quality Control (QC) involves monitoring specific project results to determine whether they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory results. The Strategic Planning Office (SPO) will perform (QC) activities to verify project management and documents are of high quality. If the SPO determines a project document to be complete, it will be presented to the Project Team at the following Status Meeting.
- **Quality improvement (QI):** The Project Manager is responsible to implement corrective actions based on the results of the quality management processes. These may include changes to project management processes; required training for stakeholders; updating performance metrics, etc.

Communication Management Plan

Communication management seeks to provide a comprehensive framework for all communication necessary to keep stakeholders informed about the project's direction and status. The project communication plan is to clearly identify the status of compliance efforts and to communicate the progress made in achieving a successful project outcome. The purpose of this plan is to

communicate pertinent information related to discovery, design, and documentation in a clear and concise manner to the client, stakeholders, and the project team.

Communication Plan

The communication plan is designed to provide the right information, at the right level, to the right audience, at the right time. The plan addresses key audiences, messages, frequency, and methods of communication.

This plan, depicted in Table 1 below, describes the various forms of communication, appropriate channels of communication, and target audiences for this project. The communication matrix identifies the different tools that will be used to guide the planning for communication about the project to various audiences and purposes. It should be considered a general guide for the effective dissemination of information that is received, understood, and utilized by the target audiences for successful completion of the project. This communication matrix will be customized for each project to reflect the various communication forms, frequencies, and audiences that will be used during the course of the project and to ensure communication channels are properly maintained throughout the project and updated if communication needs to change.

Item	Purpose	Format	When/ Frequency	Type	Initiator	Recipient	Feedback
Project Meeting	Provide and discuss project tasks, issues, risks, action items	Meeting/Face to face or virtual)	Daily/ Weekly as needed	Mandatory	Project Manager	Project Team	Meeting Minutes
Status Report	Provide detailed information on the progress of the project against the plan	Email	Weekly/ Monthly/ Quarterly	Mandatory	Project Manager	Project Team/SPO Program Manager	Verbal and follow-up email
SPO Status Meeting	Review the status report, resolve issues, and make decisions	Meeting	Weekly	Mandatory	Project Manager	SPO Program Manager	Verbal and follow-up email
Project Deliverables	Provide deliverables to DEO for review	Email	Per project schedule	Mandatory	Project Manager	SPO Program Manager/ Project Team members	Written vetted, consolidated, and actionable comments
Deliverable Review Feedback	Provide vetted, consolidated, and actionable written comments	Email	Per project schedule	Mandatory	SPO Program Manager	Project Manager/ Project Team Members	Written/ email follow-up using Deliverable Review Comment Form
Deliverable Review Walkthrough	Confirm mutual understanding of desired deliverable changes	Meeting	As needed	Informational	Project Manager	Program Managers/ Project Owners	Verbal or written

Work Session	Gather information from subject matter experts	Meeting	Per project schedule	Mandatory	Project Manager	Update subject matter experts (only if the SPO Project Manager has the approved communication)	Verbal and follow-up email
Work Session Follow-up	To answer questions or clarify information gathered	Email	As needed	Informational	Project Manager	Provide subject matter experts (only if SPO Project Manager has approved the communication)	Verbal or email follow-up
Online Survey	Gather information from subject matter experts (former providers	Email	Per project schedule	As needed	Project Manager	Subject matter experts (only if SPO Project Manager has approved the communication)	Verbal or email follow-up
Project Issues	Documentation of project issues	Issue Log Entry	As needed	Mandatory	Any Stakeholder	Project Owner/ Project Manager	Written/ email follow-up
Project Issues Escalation	To resolve project issues	Email	As needed	Mandatory	Project Manager	SPO Program Manager	Written/ email follow-up
Change Requests	Document project changes to scope of work	Change Request Form	As needed	Mandatory	Change Initiator	Project Manager/ Change Owner/ Change Analyst/ CCB	Written/ email follow-up
Project Closeout and Lessons Learned	Formal project closeout meeting	Email	Per project schedule	Mandatory	SPO Project Manager	All Stakeholders	Written/ email follow-up

Weekly Status Reporting

Vendors will be required to submit status reports throughout the project at several levels. The primary source of status information is the weekly written status report, which will communicate at minimum, the following information.

- **Project Status.** This section depicts the project status at a summary level using a red/yellow/green method supported by two to three essential questions that are answered to determine summary status. The red/yellow/green method is not meant to be a grading system but instead it is a way to easily identify the areas of the project that need the most attention to make the project successful.
- **Overview of Project Progress.** This section describes significant accomplishments achieved in the reporting period.
- **Overall Status.** This section provides a high-level overview of whether the project is on schedule, on budget, and on scope. A yellow or red status should be explained here in detail.
- **Project Milestones, Deliverables, and Latest Tasks.** This section contains the major deliverables of the project, their planned and actual completion dates, and their status.

- **Risks, Action Items, Issues, and Decisions.** This section will link to the project risk, action item, issue, and decision tracking tool. The project tracking tool contains all items tracked during the project.

Project Tracking

This section describes the "RAID" methodology for tracking risks, action items, issues, and decisions. DEO will follow a centralized approach that minimizes miscommunication or misinformation among project stakeholders. The Department will diligently maintain a project tracking log for each project, and a master log for the System Modernization project overall, a Microsoft Excel workbook with multiple tabs intended to capture the details and the latest attributes of items tracked by Project Managers.

VI. Business Process Organizational Change Management Plan

This project will follow the organizational change processes outlined in the RA Modernization Program Organizational Change Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The role of the Organizational Change Management plan (OCM) within an individual project under the RA Modernization Program is to help plan for and manage the people side of the project. OCM focuses on identifying, preparing and managing a wide array of internal and external stakeholders, employees and customers that will be impacted by the new solution. It is good for those stakeholders to feel informed, prepared, trained and ready to participate in a successful implementation. It is beneficial for employees to adopt new skills and develop new capabilities and to value and appreciate the features that the new technology offers.

VII. Project Risk Management Plan

Project Risk Management

This project will follow the risk management processes outlined in the RA Modernization Program Risk Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The risk management process helps the project team anticipate and respond to emerging risks throughout the duration of the project. The risk management process occurs throughout all phases of the project, from planning through execution and closeout. Project risks are logged and tracked in the Project Log Workbook (RAID Logs).

Figure 2 below illustrates the major activities associated with the key risk management process.

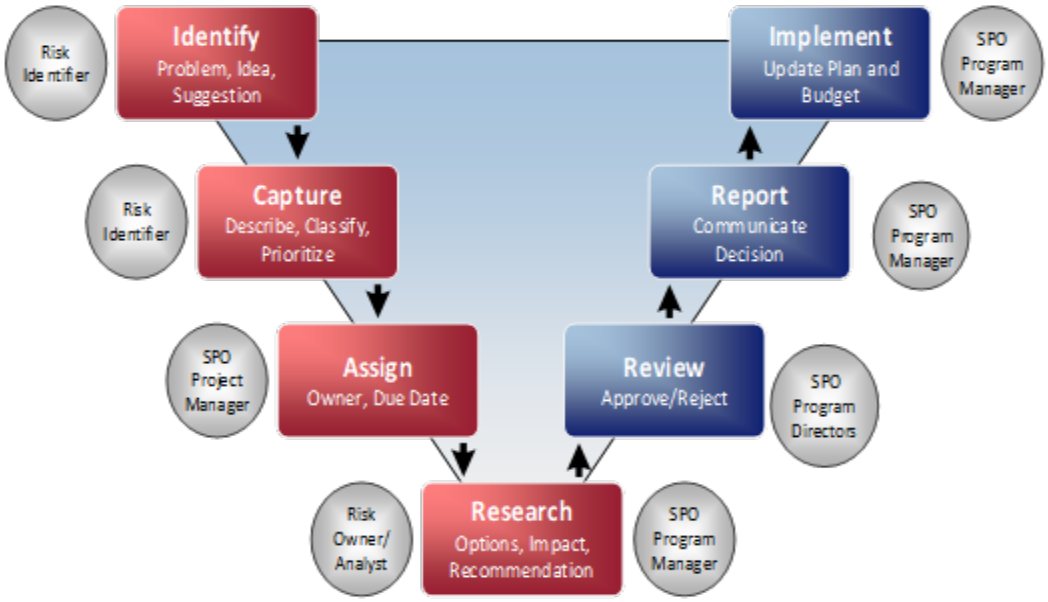


Figure 2: RA Modernization Program Risk Management Process

Action Items

Action items are unplanned tasks that occur during a project that are too small to be added to the schedule. These items must be within the scope of the project and are often tasks that support scheduled tasks, issue resolution, risk management, or some other aspect of the project. The action item log is created and maintained as part of the project tracking log.

Action items will be managed in the following manner:

- During status meetings, any stakeholder can raise an action item for discussion.
- The Project team will discuss the action item and determine if it warrants being monitored in the action item log.
- The project manager will enter the item in the log.
- The team will set the priority for the action item (high/medium/low), assign an action item owner, and set a planned completion date.
- At each subsequent status meeting, the action item(s) will be reviewed until they can be closed.

Issue Management

This project will follow the issue management processes outlined in the RA Modernization Program Issue Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

An issue is an immediate problem that needs resolution. Acknowledging and addressing issues quickly ensures that they do not impact the scope of the project. Project issues are logged and tracked in the Project Log Workbook (RAID Logs).

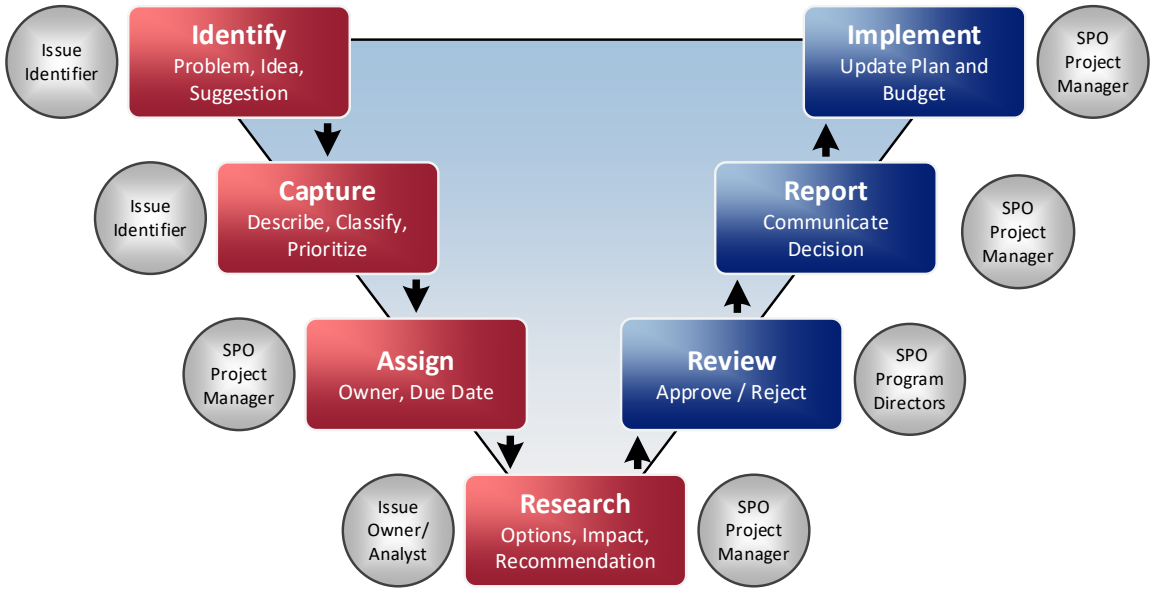


Figure 3: RA Modernization Program Issue Management Process

Decisions

Decisions are leadership answers to questions that arise during the project. The decision log is created and maintained as part of the project tracking log.

Decisions will be managed in the following manner:

- During status meetings, any stakeholder can raise a question that requires a decision.
- If the team determines a decision needs to be made, the project manager will enter it in the decision log.
- The team will discuss the impact to the project, assign a decision maker, and set a date for when the decision is needed.
- At each subsequent status meeting, the decision item(s) will be reviewed until they can be closed.

Change Management

This project will follow the change processes outlined in the RA Modernization Program Change Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The *RA Modernization Change Management Plan,* defines the approach and provides the processes for initiating, defining, researching, evaluating, reviewing, prioritizing, managing cost, approving or rejecting the change requests (CRs), and communicating the status of the change that may affect the success of the SDLC DevOps project.

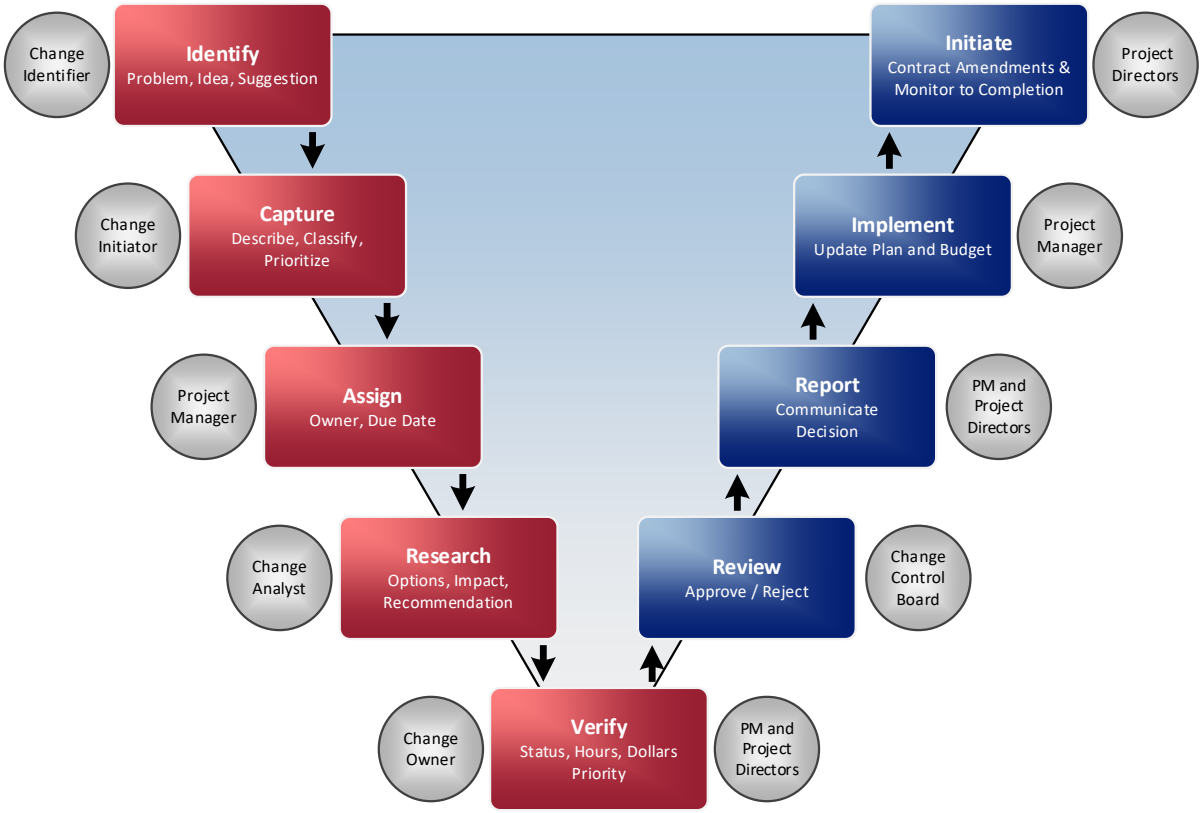


Figure 4:RA Modernization Program Change Management Process

Schedule Maintenance

The project schedule maintenance is an on-going activity that tracks the work performed, the timeframes for when the work has been or will be completed and progress against the baseline work estimates and timelines. To effectively track the program progress, the project schedule is kept current, and reflects all work that needs to be performed, in accordance with the RA Modernization Program Schedule Management Plan.

If a change to the project schedule or scope is needed, the Project Manager may pursue a change request as described in the ***RA Modernization Change Management Plan.***

Procurement Management

The Procurement Management Plan seeks to outline how the project will procure resources necessary to complete the project objectives. It defines the procurement methodology for this project, lays out the process for managing procurement throughout the life of the project, and will be updated if project needs change. This plan identifies and defines the goods and services to be procured, the types of contracts to be used in support of this project, the contract approval process, and the decision criteria. The importance of coordinating the procurement activities, establishing firm contract deliverables, and metrics in measuring procurement activities is included in the following subsections.

Procurement Management Approach
The DEO Purchasing Office and any vendors contracted for procurement assistance will provide oversight and management along with the Project Manager for all procurement activities under this project. The Project Manager will work with the project team to identify all items to be procured for the successful completion of the project. The Department Strategic Planning Office (SPO) will then review any procurement requests prior to approving the development of procurement documentation.

Procurement Definition
The following table will be completed to record any procurement goods and/or services determined to be essential for any RA Modernization project's completion and success. The Project Manager and/or SPO must approve any procurement before inclusion in this table.

Procurement	Description	Justification	Needed By

Cost Management

The tables below will be completed and used to define and track project costs during each specific RA Modernization Project.

Cost Management Plan				
Category	**Description**	**Frequency**	**Deliverable**	**Cost**

Column	Definition
Category	Type of expense
Description	Description of expense
Frequency	Describe whether the expense is annual or recurring or a onetime expense
Deliverable	List the deliverable associated with the expense
Cost	List the total expense in dollars e.g. $0.00

Staffing Management

The purpose of this section is to outline how the project is to manage staffing requirements and resource tasks appropriately. This project plans to procure additional staffing through "Staff Augmentation" contracts. The needs for each individual project have been estimated before the project and will be refined during requirements gathering and procurement of services.

Quality Management

Quality Management details the processes to ensure quality services and deliverables. DEO will

use disciplined processes and inspections to confirm quality throughout the life of the project. These inspections are performed at key points in the creation and review of documents and confirmation of the value of services the Project Team provides. Quality Management includes two components, Deliverable Quality Control and Services Quality. The purpose of this section is to provide instructions on these processes. DEO commits to the highest quality in project execution and project team members' performance. To achieve a positive outcome, these processes will be carried out, so expectations are understood, aligned, and met.

VIII. Business Process Organizational Change Management Plan

This project intends to improve the delivery, execution, security, or convenience of DEO's lines of business through the implementation of modern processes and tools based on industry best practices and frameworks.

The project team aims to maximize communication, engagement, adoption, and performance of these new processes, roles, and responsibilities through a combination of tools, templates, and techniques such as:

- Stakeholder identification and engagement plans
- Process identification and improvement plans
- Educational assessment and training plans
- Change risk assessment
- Change Advocate networks
- Change Management
- Business Relationship Management
- IT Service Management

IX. Project Risk Management Plan

Identified in above Project Management Approach section.

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
Hurricane impacting the state delays the schedule	Low	High	Adjust schedule accordingly	PM
Necessary tools, hardware, or materials need to be procured for the successful completion of the project.	Medium	Medium	Identify needs early on and involve management and budget staff throughout engagement	PM
Insufficient knowledge transfer of new process	Medium	Medium	Involve impacted staff throughout engagement to	PM

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
			increase participation and knowledge of new processes	

X. Capacity Plan

This project does not involve the purchase/lease, configuration, and installation of significant computer hardware. For purposes of capacity planning, computer hardware includes servers, storage, and network infrastructure. Accordingly, a Capacity Plan is not required. Once the claim volume starts to go down as the claims volume decreases, capacity can be reduced. Also moving to an auto-scaling configuration will additionally reduce needed capacity.

OPERATIONAL WORK PLAN
FOR
RULES ENGINE

FLORIDA DEPARTMENT OF ECONOMIC DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2

PREPARED ON 11/03/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

As a part of the Reemployment Assistance (RA) Modernization Program, the Rules Engine project will move business rules from the existing Reemployment Assistance Claims and Benefits Information System (System) into a user-visible and user-maintainable business rules engine. This will allow both maintaining and developing business rules without requiring code changes and subsequent deployments.

A. Scope Statement

In Scope

- Procure a business rules engine product.
- Inventory and identify a subset of business rules to validate suitability.
- Migrate the selected subset of business rules implemented in the System to the business rules engine.
- Perform regression testing to ensure the rules have migrated successfully.
- Complete documentation for technical debt for remaining rules.
- Utilize the business rules engine for all remaining modernization efforts.

Out of Scope

- Complete the integration of the remaining business system rules into the Rules Engine product.

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Reduce development effort	Effort required to establish and maintain the System will be reduced.
Consolidate a subset of business rules into the business rules engine	Rules will be more readily accessible to facilitate both auditing and troubleshooting.

C. Critical Success Factors

- Timely and high-quality achievement of major milestones/deliverables.
- Ability for remaining modernization efforts to utilize the business rules engine for continuous modernization efforts.

D. Key Dates

Key Dates	Importance and Relevance to the Project
04/2022	Contract executed with Peraton for System and Software Integration (SSI) services
06/2022	Identification and prioritization of business systems rules.
11/2022	Anticipated procurement for business rules engine advertised

E. Major Deliverables

Major Deliverable	Deliverable Description
Project Charter	Complete and submit a detailed project charter to DEO.
Project Management Plan	Complete and submit a detailed project management plan to DEO.
Weekly Status Meetings	Host weekly status meeting with DEO project team.
Identification of Business System Rules	Project team identifies business systems rules for implementation into the Business Rules Engine. Remaining rules will be addressed as part of continuous modernization.
Procurement of Rules Engine	Procurement of a Business Rules Engine product.
Communication and Training	Communication of process documentation and workflows to all stakeholders.

F. Major Milestones

Major Milestone	Milestone Description
Procurement of Business Rules Engine	Procure Business Rules Engine product to use for business systems rules
Identification and prioritization of business systems rules	Completed
Execution Phase	In progress
Monitor and Controlling Phase	In progress

G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Ed Wynn	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	Program Owner
Paul Forrester	Program Owner
Nicole Sanislow	RA Modernization Program Manager - Business
Thomas Richardson	RA Modernization Program Manager - Strategic Planning Office
Garrick Wright	RA Modernization Program Manager - Information Technology
Alvin Sellars	Project Sponsor & Project Owner
Nicole Cain	Project Manager

H. Significant Project Assumptions and Constraints

Project Assumptions

1. System documentation detailing current business rules are readily available and accessible.
2. Technical support resources will be available as needed, to support the project as needed.

Project Constraints

1. Limited time and capacity of individuals assigned to assist and test the product.

II. Work Breakdown Structure

With the approval of Change Request 009, the Work Breakdown Structure is currently being updated. Once updated, it will be reflected in the OWP.

WBS

Task	Dura	Start	End
Internal Rule Identification	**303**	**4/6/2022**	**2/2/2023**
Document Rules	18	4/6/2022	4/23/2022
Requirements Traceability	**58**	**5/3/2022**	**6/29/2022**
Develop RTM	45	5/3/2022	6/16/2022
Approve RTM	1	6/29/2022	6/29/2022
Procurement	**3**	**1/10/2023**	**1/12/2023**
Negotiate and award	3	1/10/2023	1/12/2023
Rule Identification with Vendor	17	**1/17/2023**	**2/2/2023**
Rule review with vendor	14	1/17/2023	1/30/2023
Prioritize Rules with vendor	4	1/30/2023	2/2/2023
Process Documenation	**36**	**1/30/2023**	**3/6/2023**
Create user stories	36	1/30/2023	3/6/2023
Create technical documenation	9	5/15/2023	5/23/2023
Testing	**352**	**6/29/2022**	**6/15/2023**
Develop and approve test plan	108	6/29/2022	10/14/2022
Develop and approve test scripts	29	2/1/2023	3/1/2023
Test Dev Environment	52	4/25/2023	6/15/2023
Test SysTest	9	5/4/2023	5/12/2023
Pre-prod testing	7	6/2/2023	6/8/2023
UAT testing	7	6/9/2023	6/15/2023
Implementation	**14**	**4/26/2022**	**5/9/2022**
Create initial release plan	7	3/30/2023	4/5/2023
Migrate rules into product	1	6/9/2023	6/9/2023
Training	**22**	**5/23/2023**	**6/13/2023**
Create training documents	14	5/23/2023	6/5/2023
Train users	12	6/2/2023	6/13/2023
Close-Out	**10**	**6/20/2023**	**6/29/2023**
Close-Out Report	8	6/20/2023	6/27/2023
Close-Out Meeting	1	6/29/2023	6/29/2023

III. Resource Loaded Project Schedule

05-Rules_Engine_Schedule_20221031.pdf

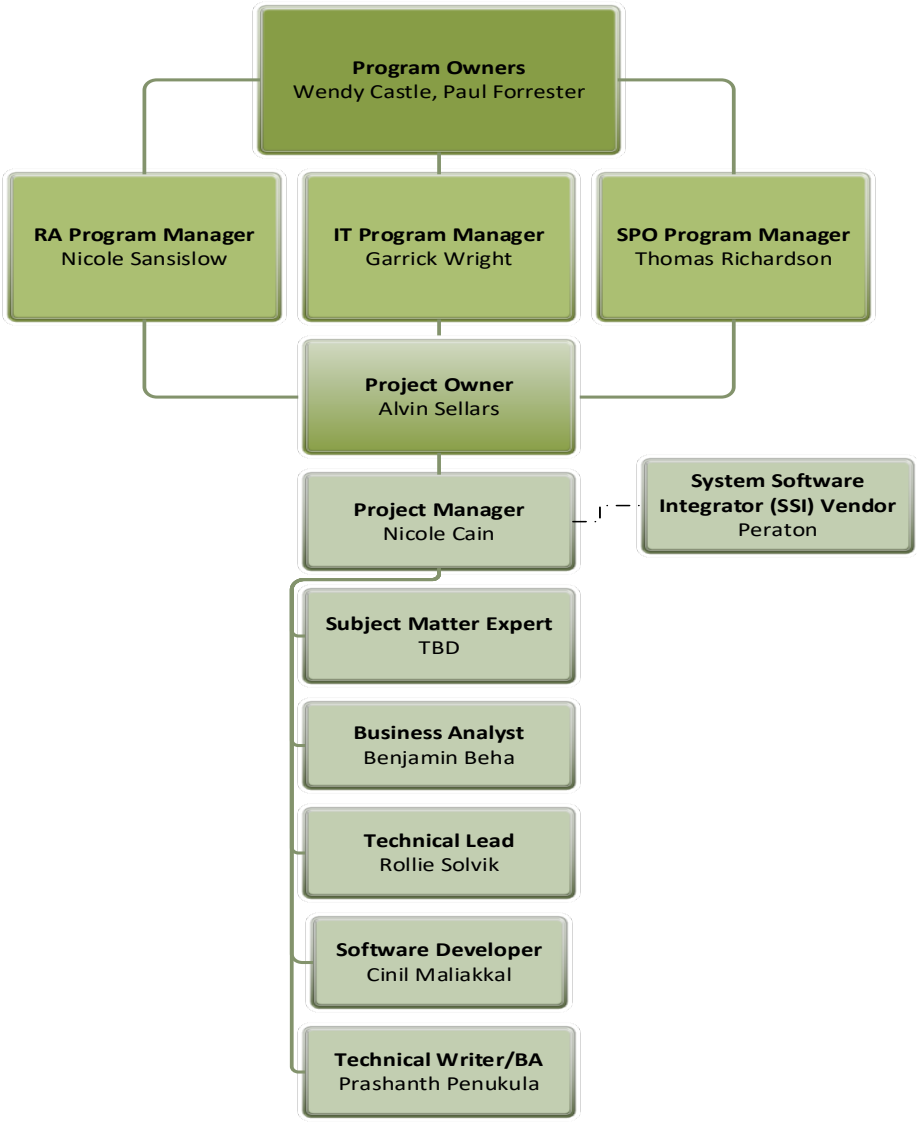
IV. Project Spending Plan

The Project Spending Plan will be updated once the Vendor Contract is awarded and signed, approving the costs of services. The information captured below, is as detailed in the Schedule IV-B Report, detailing cost estimates.

Total	FY 2022/23	FY2023/24
$794,533.70	693,848.85	$100,684.85

V. Project Organization and Methodology

Project Organizational Chart



VI. Project Roles and Responsibilities

Project Role	Resource Name	Responsibility
Executive Sponsor	Adrienne Johnston	• Provide guidance on overall strategic direction

CTO	Domenic DiLullo	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office (SPO) and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones
Business Lead	Alvin Sellars	• Ensure project aligns with department strategy • Responsible for making final decisions for project changes and closure • Primary point of contact • Review and approve deliverables • Review and approve RFCs
Project Manager	Nicole Cain	• Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
Subject Matter Expert	TBD	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the project schedule • Identify risks and issues to the Project Manager • Lead Business Unit testing
Technical Team	Roland Solvik Prashanth Penukula Benjamin Beha Cinil Maliakkal	• Creating requirements • Creating system documentation • Guides the technical development of the product and overseeing the design • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Responsible for the design and integration of the system rules into the product

Organizational Change Management Manager	Thomas Hoverman	• Advisory role, providing guidance on organizational change
Program Managers	Thomas Richardson Garrick Wright Nicole Sanislow	• Monitor project progress • Provide guidance and support to project manager and project team members • Provide allocation of resources
SSI Vendor	Peraton	• Provide recommendations for technology selections for rules engine product procurement • Assist with drafting the scope of work and deliverables for the rules engine product procurement • Assist in evaluating vendor responses for the procurement of the rules engine product

I. Project Management Methodology

DEO will use a project management methodology in compliance with project standard rule 60GG-2 F.A.C., product requirements, and DEO experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.
- At the end of the contract, vendors will provide final copies of all report sin electronic format for archive purposes.
- DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource

commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication

VI. Business Process Organizational Change Management Plan

This project intends to move System business rules into a business rules engine, that can be maintained by internal staff. The implementation of this business rules engine will reduce the need for subsequent system releases and downtime. In order to initiate this change, this project will follow the organizational change processes outlined in the RA Modernization Program Organizational Change Management Plan, which is in the RA Modernization Program Library Central Repository.

The role of the Organizational Change Management Plan (OCM) within the Rules Engine project is to assist in planning for and managing the people side of the project. OCM focuses on identifying, preparing, and managing a wide array of internal and external stakeholders, employees, and customers that will be impacted by the new solution. It is useful for those stakeholders to be informed, prepared, trained, and ready to participate in a successful implementation. It is beneficial for employees to adopt new skills and develop new capabilities and to value and appreciate the features that the new technology offers.

VII. Project Risk Management Plan

This project will follow the Risk Management Plan, captured within the Reemployment Assistance Program Management Plan. The Reemployment Assistance Modernization Program team follows a standard method for logging and categorizing issues, researching solutions, and communicating options and final recommendations. Project team members should actively contribute, as it is critical to timely decisions and moving past roadblocks. The buy-in of the project team, key team members and technical staff is critical to the success and ensures that he project team delivers a product in line with the project goals.

Key activities of the risk management process include:

- **Risk Identification** – Identifying risks that could potentially impact the project.
- **Risk Analysis** – Prioritize risks and assess the probability and consequence of the risk.
- **Risk Response Planning** – Prepare action plans to enhance opportunities or minimize threats to the program.

- **Risk Monitoring –** Execute action plans and evaluate their effectiveness, tracking, and reviewing residual risks and identifying new risks.

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
Hurricane impacting the state delays the schedule	Low	High	Adjust schedule accordingly	PM
Necessary tools, hardware, or materials need to be procured for the successful completion of the project.	Medium	Medium	Identify needs early on and involve management and budget staff throughout engagement	PM
Insufficient knowledge transfer of new process	Medium	Medium	Involve impacted staff throughout engagement to increase participation and knowledge of new processes	PM

VIII. Capacity Plan

The Rules Engine Project will procure a Business Rules Engine. The utilization of this tool, will provide a single location for maintaining, auditing, and troubleshooting business rules. It will decrease the need for changes to go through the system development life cycle and allow business units to maintain business rules, in a decreased timeframe.

Project Capacity Planning

- Establish Cross-Functional Team: To collaborate and communicate about production capacity and resource management, you want a cross-functional team with different levels and different functions.
- Calculate Resource Capacity: Before you can create a production capacity plan, you need to have an idea of your current capacity and your available resources.
- Determine Resource Requirements: For each project, look at the scope and what resources are required to do the task for the project.
- Prioritize Projects: Which projects are most important, and which can be put aside for the time being? You can't do everything at once.
- Allocate Resources Based on Project Priority: Now allocate those prioritized projects and make sure that they are aligned with the goals of the organization.

- Keep the Lines of Communications Open: Communicate between executives, project management leaders and stakeholders.
- Document Known Risks: Monitor risks such as union strikes, weather, government regulations that stop a project or create new ones unexpectedly.
- Plan for How to Handle Too Much Capacity: Understand where it is and how to resolve it (such as reassigning), or not enough capacity (again, where/how).

OPERATIONAL WORK PLAN FOR SOA AND API LAYER

FLORIDA DEPARTMENT OF ECONOMIC DIVISION OF INFORMATION TECHNOLOGY AND DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2
AS OF 10/31/22

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SECTION 1 – OVERALL PROJECT PLAN

I. Project Charter

As a part of the Reemployment Assistance (RA) Modernization Program, the SOA and API Layer project will establish a solid architectural basis in support of the continuous modernization by defining a new architectural basis for a service-oriented architecture (SOA) for the modernized Reemployment Assistance Claims and Benefits Information System (System). The SOA and API layer project will deliver improved scalability due to the service-oriented architecture allowing independent scaling of each service.

A. Scope Statement

In Scope

Phase 1A – Adopting New Technology

- Procure an application programming interface (API) layer product
- Secure technology dependent resources (SOA/API vendor)
- Install and configure API layer
- Test tools defined with API layer tool procurement
- ID and document any Enterprise Service Bus (ESB) requirements
- Document the resulting API architectural standard for lessons learned in support of the Incremental Customer Experience/User Experience Mobile-Responsive Transformation (CX/UX) project.

Phase 1B – Implementation*, **

- Develop user stories and a test plan for selected APIs
- Document lessons learned

*The selection process for APIs to migrate for purposes of the selected APIs involves:

- generating a list of all APIs
- separating APIs into real-time vs. batch
- selecting specific APIs within the real time subset based on:
  - Frequency of use
  - APIs called early in the claims process
  - Conversion of one API from each protocol type (REST/SOAP)
- per DCSN0001102, "Recommended Option #2 was approved by the Program Workgroup. This option includes migrating the two (2) proof of concept interfaces as well as to include the DHSMV interface …"
- "Proof of concept," for this project, means identifying a small subset of APIs that represent different protocol types that will be migrated from the current System, tested, and deployed into a pre-production environment, via the SOA and API layer by June 30, 2023.

Out of Scope

- Defining the final CX/UX configuration

- Non-real-time web-based services
- per DCSN0001102, "…and designate remaining interfaces to be modernized during the continuous modernization process. Any newly designed interfaces required for the operation of the CX/UX application would be addressed by the CX/UX vendor selected for that project."
- ** Change Request 10 has modified the project's scope to align API development with the Continuous Modernization Program

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Prepare an inventory of desired services based on the existing API capabilities	Preparatory step towards improved scalability allowing independent scaling of each service
Identify any other architectural requirements, such as API Gateway usage	Preparatory step towards improved scalability allowing independent scaling of each service
Develop an implementation that demonstrates all architectural components	Enterprise Services Bus and API Gateway installation in support of projects within the Program requiring API development, such as CX/UX
Document the resulting architectural standard for enforcement during the CX/UX project	Clear direction for the CX/UX project

C. Critical Success Factors

- Timely and high-quality achievement of major milestones/deliverables.
- Ability for remaining modernization efforts to utilize the API tools for their continued efforts.

D. Key Dates

Key Date	Importance and Relevance to the Project
03/07/2023	2023 Legislative Regular Session convenes
05/05/2023	2023 Legislative Regular Session last day

E. Major Deliverables

Major Deliverable	Deliverable Description
Project Charter	Complete and submit a detailed project charter to DEO.
Project Management Plan	Complete and submit a detailed project management plan to DEO.
Weekly Status Meetings	Host weekly status meeting with DEO project team.
Weekly Status Reports	Provide weekly status reports to DEO project team.

Major Deliverable	Deliverable Description
SOA/API Procurement for Tool and Services	Procurement, installation, configuration, of the Enterprise Services Bus (ESB) and the Application Program Interface (API) gateway.
Requirements Traceability Matrix	Functional and technical requirements are documented, validated, and verified.
User stories and test plans	Preparation for API migration in support of adopting new technology (ESB and API gateway)
Documentation	Documentation of ESB requirements and the API architectural standard. Documentation of lessons learned.

F. Major Milestones

Major Milestone	Milestone Description
Procurement for Tool and Services	In progress: Procure vendor services and software for the installation, configuration and testing of the ESB toolset and API gateway in support of the Services Oriented Architecture (SOA)
Identification and prioritization of APIs and Requirements	Complete
Execution Phase	Vendor onboarding, RTM review, vendor project plan, development and acceptance of deliverables in accordance with SOW.
Monitor and Controlling Phase	In progress

G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Ed Wynn	Chief Information Officer
Wendy Castle	RA Modernization Program Owner – Business
Paul Forrester	RA Modernization Program Owner – Information Technology
Nicole Sanislow	RA Modernization Program Manager – Business
Tom Richardson	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Project Team	See Project Roles and Responsibilities

H. Significant Project Assumptions and Constraints

Project Assumptions

1. Personnel with sufficient expertise will be on-boarded and allocated to the execution of this project.

2. The API development tool and SOA/API vendor will be acquired within the available timeframe for the project.
3. The ESB will be installed, configured, and tested by the SOA/API vendor within the available timeframe for the project.
4. Documentation of SOA/API architectural standards will be successfully completed within the available timeframe for the project.
5. Project is reliant upon a modular system architecture, based on recommendations from the SSI vendor, representing best of breed tools.
6. Change Request 10 has modified the project's scope to align the API development with the Continuous Modernization Program

Project Constraints

1. Limited time and capacity of resources (internal and external) assigned to assist in the completion of the major deliverables.
2. Dependencies external to the project which result in delays in execution, i.e., delays in finalizing system architecture and formal API tool decision

II. Work Breakdown Structure

A. WBS*

WBS	Task Name
1	**SOA API Layer**
1.1	**Initiation**
1.2	Initiation Phase complete
1.3	**Planning**
1.3.1	Planning Phase Start
1.3.2	**Deliverable: Resource Plan**
1.3.3	Resource Plan Complete
1.3.4	**Deliverable: Project Schedule**
1.3.5	Project Schedule complete
1.3.6	**Deliverable: Project Management Plan**
1.3.7	Project Management Plan complete
1.3.8	**Deliverable: Project Budget**
1.3.9	Project Budget complete
1.3.10	**Deliverable: Project Spending Plan**
1.3.11	Project Spending Plan complete
1.3.10	**Deliverable: Project Test Plan**
1.3.11	Project Spending Plan complete
1.3.12	**Requirements:**
1.3.13	**Conduct Lessons Learned Meeting**
1.3.14	Deliverable: Planning Gate RCA Assessment
1.4	Planning Phase Complete

1.5	**Execution**
1.5.1	Execution Phase Start
1.5.2	**Phase 1a - API Technology Adoption**
1.5.2.1	**Recommendations, Standards, Decisions**
1.5.2.2	**SOA/API Vendor and API Tool Procurement**
1.5.2.3	**Vendor under Contract**
1.5.2.4	**Vendor Project Planning**
1.5.2.5	**Install and configure API layer**
1.5.2.6	**SSA & FIRRE Investigation (User Stories)**
1.5.2.7	**Operations and Maintenance Plan**
1.5.3	Phase 1a - Complete
1.5.4	**Phase 1b – DHSMV (User Stories)**
1.5.5	Phase 1b - Complete
1.5.6	**Conduct Lessons Learned Meeting**
1.6	Execution Phase complete
1.7	**Monitoring and Controlling**
1.8	Monitoring and Controlling Phase Complete
1.9	**Project Closeout (ex. Optional scope)**
1.10	Closeout Phase complete

* Change Request 10 has modified the scope of the project to align API development with the Continuous Modernization Program. Due to the completion of preliminary activities in various execution elements, the overall WBS structure is not expected to change.

B. Work Breakdown Structure Data Dictionary

WBS	Task Name	Definition
1	**SOA API Layer**	As a part of the Reemployment Assistance (RA) Modernization Program, the SOA and API Layer project will establish a solid architectural basis in support of the continuous modernization by defining a new architectural basis for a service-oriented architecture (SOA) for the modernized System.
1.1	**Initiation**	Project startup activities, including but not limited to: Kickoff meeting, Project Charter, and Pre/Post Initiation RCAs
1.2	Initiation Phase complete	Milestone
1.3	**Planning**	Building the structural management tools for the project
1.3.1	Planning Phase Start	Milestone

WBS	Task Name	Definition
1.3.2	**Deliverable: Resource Plan**	Included in the Project Management Plan (PMP), indicates resources required for execution of the project
1.3.3	Resource Plan Complete	Milestone
1.3.4	**Deliverable: Project Schedule**	Living document set (baseline and status) of scheduled project activities
1.3.5	Project Schedule complete	Milestone
1.3.6	**Deliverable: Project Management Plan**	Master project management book containing sub-plans for resources, budget, schedule, and program level plans, such as communications and risk management
1.3.7	Project Management Plan complete	Milestone
1.3.8	**Deliverable: Project Budget**	Included in the PMP, indicates budgeted funds required for execution of the project
1.3.9	Project Budget complete	Milestone
1.3.10	**Deliverable: Project Spending Plan**	Included in the PMP, indicates timing of the projected expenditure of budgeted funds required for execution of the project
1.3.11	Project Spending Plan complete	Milestone
1.3.10	**Deliverable: Project Test Plan**	High level testing plan approach for the project. One plan per interface (SSA, FIRRE-Investigation, DHSMV).
1.3.11	Project Spending Plan complete	Milestone
1.3.12	**Requirements:**	Traceability matrix for project technical and functional requirements
1.3.13	**Conduct Lessons Learned Meeting**	Accumulation of knowledge gained regarding "how to" avoid pitfalls during each phase of the project
1.3.14	Deliverable: Planning Gate RCA Assessment	Phase gate to assess risk and complexity status of the project
1.4	Planning Phase Complete	Milestone
1.5	**Execution**	Accomplishing the statement of work for the project
1.5.1	Execution Phase Start	Milestone
1.5.2	**Phase 1a - API Technology Adoption**	Adoption of an ESB-based SOA via installation of the ESB and the API layer.
1.5.2.1	**Recommendations, Standards, and Decisions**	SSI vendor API tool recommendation and delivery of related architectural standards

WBS	Task Name	Definition
1.5.2.2	**SOA/API Vendor and API Tool Procurement**	Documentation of ESB requirements, SOW/RFQ development, advertisement and contract award
1.5.2.3	**Vendor under Contract**	Milestone
1.5.2.4	**Vendor Project Planning**	Vendor on-boarding, Requirements review, and vendor project plan
1.5.2.5	**Install and configure API layer**	Software installation and test into the development, test, pre-prod, and production environments
1.5.2.6	**SSA & FIRRE Investigation (User Stories)**	Drafting, business review, and technical review of user stories associated with SSA and FIRRE Investigation APIs
1.5.2.7	**Operations and Maintenance (O&M) Plan**	Drafting, review, feedback, changes and approval of the O&M plan for the ESB and API layer
1.5.3	Phase 1a - Complete	Milestone
1.5.4	**Phase 1b – DHSMV (User Stories)**	Drafting, business review, and technical review of user stories associated with the DHSMV APIs
1.5.5	Phase 1b - Complete	Milestone
1.5.6	**Conduct Lessons Learned Meeting**	Accumulation of knowledge gained regarding "how to" avoid pitfalls during each phase of the project
1.6	Execution Phase complete	Milestone
1.7	**Monitoring and Controlling**	Activities intended to observe the health of the project and report on its progress
1.8	Monitoring and Controlling Phase Complete	Milestone
1.9	**Project Closeout**	Activities intended to conclude the project, focusing on documentation and results
1.10	Closeout Phase complete	Milestone

III. Resource Loaded Project Schedule

The SOA and API Layer project is dependent on the procurement of an API toolset/development product and the SOA/API project vendor, which will be facilitated by the System and Software Integration (SSI) project vendor. The project will work closely with the SSI vendor to support the vendor's recommendations of the best products for use.

Resources are independently loaded in ServiceNow, representing a minimum of a three-month forecast requirement, based on individual feedback from each identified resource.

Resources to be provided by the SOA/API vendor have not yet been determined and are expected to be tracked by the vendor.

The most recent status schedule as of this report is shown in Appendix A.

IV. Project Spending Plan

The SOA and API Layer project spending plan will be managed in ServiceNow.

Procurement	Description	Justification	Needed By
PO # TBD	API Development Tool	Needed to migrate existing real time web service APIs and develop new APIs for CX/UX*	November 2022
PO # TBD	SOA/API Services Vendor	Needed to install, configure, migrate APIs from the current System, test, deploy into a pre-production environment, and support use of the ESB	November 2022

* Change Request 10 has modified the scope of the project to align existing API development with the Continuous Modernization Program. The API development tool is expected to be operational during the RA Mod Program in support of any project that requires new API development.

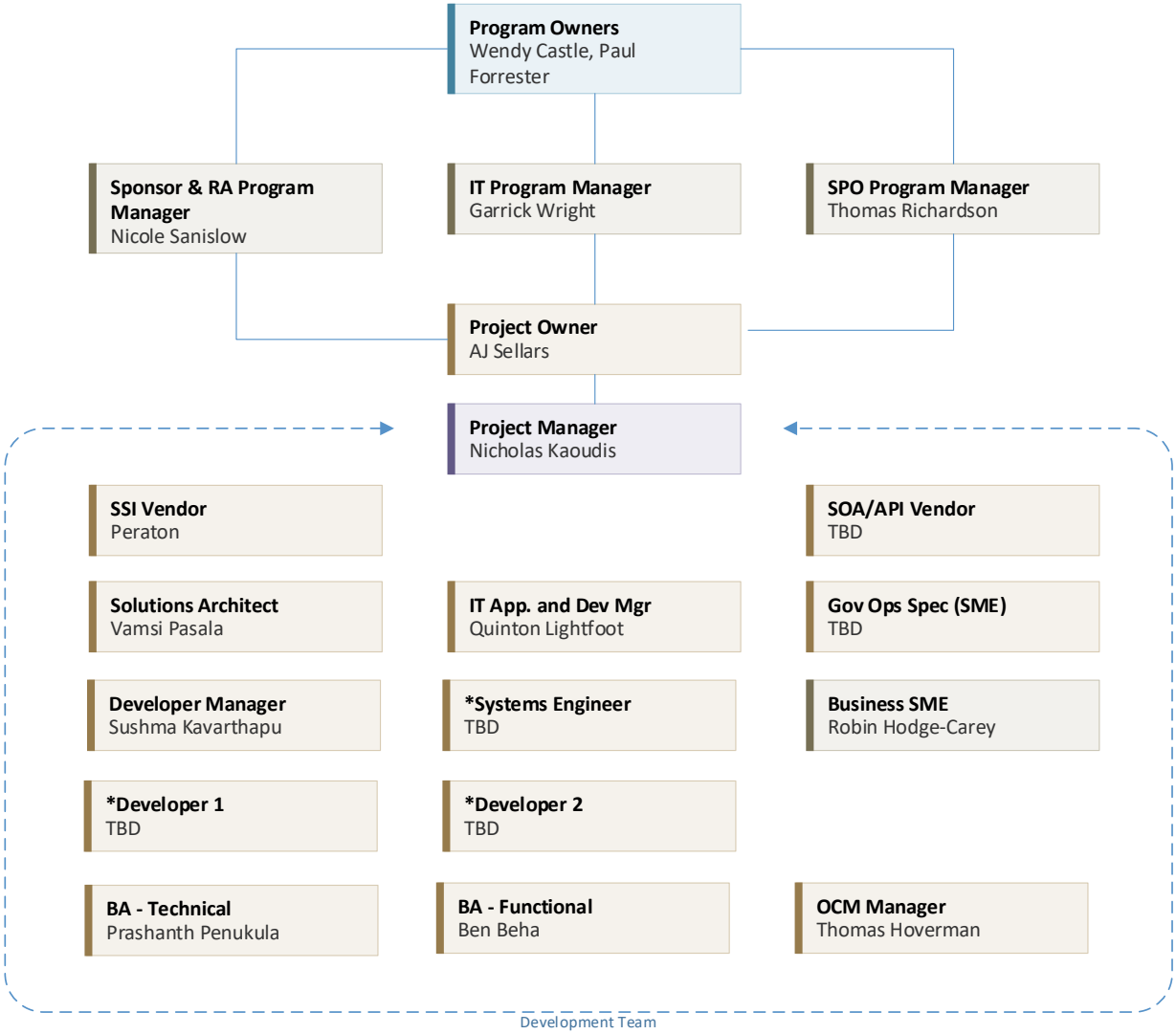
V. Project Organization and Methodology

As indicated in the "Project Roles and Responsibilities" table below, there are various technical team members assigned to this project, along with subject matter experts, an OCM lead, and a project manager. Additionally, the SOA/API vendor being procured will provide resources in accordance with the SOW for that procurement, which is under development by the SSI vendor.

It is important to delineate the scope of work between the SSI vendor and the SOA/API vendor, as they are separate vendors with separate areas of responsibility.

SSI Vendor	SOA/API Vendor
Responsible to develop requirements for the SOA/API vendor procurement.	Responsible to provide expertise to install, configure, and test the API tool.
Responsible to develop requirements for the SOA/API Layer development tool and platform.	Responsible to deploy/assist DEO in the deployment of the API gateway.
	Other duties/responsibilities pending finalization of the SOA/API vendor SOW, in draft form as of this report.

A. Project Organizational Chart



* These organization boxes represent on-site contractor/employee resources that are expected to be hired as of the start of the RA Continuous Modernization Program (API development phase). As they will be integral to API development, they are shown here for purposes of continuity.

B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibility
Program Owners	Paul Forrester Wendy Castle	• Deputy Chief Information Officer • Director, Reemployment Assistance Program
Project Sponsors	Nicole Sanislow	• Responsible for making final decisions for project changes and closure • Review and approve deliverables • Review and approve RFCs
Project Owner	AJ Sellars	• Ensure project aligns with department strategy • Primary point of contact • Review and approve deliverables
Project Manager	Nicholas Kaoudis	• Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
Subject Matter Experts	TBD Robin Hodge-Carey	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the project schedule • Identify risks and issues to the Project Manager • Lead Business Unit testing
Technical Team	Vamsi Pasala Quinton Lightfoot Sushma Kavarthapu Ben Beha Prashanth Penukula *Systems Engineer *Developer 1 *Developer 2	• Creating requirements • Creating system documentation • Guides the technical development of the product and overseeing the design • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Responsible for the design and integration of the System rules into the product
Organizational Change Management	Thomas Hoverman	• Advisory role, providing guidance on organizational change
Program Managers	Garrick Wright Tom Richardson Nicole Sanislow	• Monitor project progress • Provide guidance and support to project manager and project team members • Provide allocation of resources
Vendors	SSI Vendor	• Establish a solid architectural basis in support of the continuous modernization by defining a new architecture based on .NET Core, Web API

Project Role	Resource Name	Responsibility
		framework, and a service-oriented architecture for the modernized System application.
	SOA/API Vendor	TBD

* Change Request 10 has modified the scope of the project to align the API development with the Continuous Modernization Program. Accordingly, resources identified with an asterisk* are expected to be hired at the onset of that Program. As they will be integral to API development, they are shown here for purposes of continuity.

C. Project Management Methodology

DEO will use a project management methodology in compliance with project standard rule 60GG-2 F.A.C., product requirements, and DEO experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.
- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.
- DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication

VI. Business Process Organizational Change Management Plan

This project intends to migrate existing web-based real-time APIs into a pre-production environment, that can be maintained by internal staff. The SOA/API layer project will deliver improved scalability due to the service-oriented architecture allowing independent scaling of each service and clear direction for the CX/UX modernization. To initiate this change, this project will follow the organizational change processes outlined in the RA Modernization Program Organizational Change Management Plan, which is in the RA Modernization Program Library Central Repository.

The role of the Organizational Change Management Plan (OCM) within the SOA API Layer project is to assist in planning for and managing the people side of the project. OCM focuses on identifying, preparing, and managing a wide array of internal and external stakeholders, employees, and customers that will be impacted by the new solution. It is useful for those stakeholders to be informed, prepared, trained, and ready to participate in a successful implementation. It is beneficial for employees to adopt new skills and develop new capabilities and to value and appreciate the features that the new technology offers.

VII. Project Risk Management Plan

This project will follow the Risk Management Plan, captured within the Reemployment Assistance Program Management Plan. The Reemployment Assistance Modernization Program team follows a standard method for logging and categorizing issues, researching solutions, and communicating options and final recommendations. Project team members should actively contribute, as it is critical to timely decisions and moving past roadblocks. The buy-in of the project team, key team members and technical staff is critical to the success and ensures that he project team delivers a product in line with the project goals.

Key activities of the risk management process include:

- **Risk Identification** – Identifying risks that could potentially impact the project.
- **Risk Analysis** – Prioritize risks and assess the probability and consequence of the risk.
- **Risk Response Planning** – Prepare action plans to enhance opportunities or minimize threats to the program.
- **Risk Monitoring –** Execute action plans and evaluate their effectiveness, tracking, and reviewing residual risks and identifying new risks.

Risks are entered into Service Now for monitoring and management.

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
No open risks				

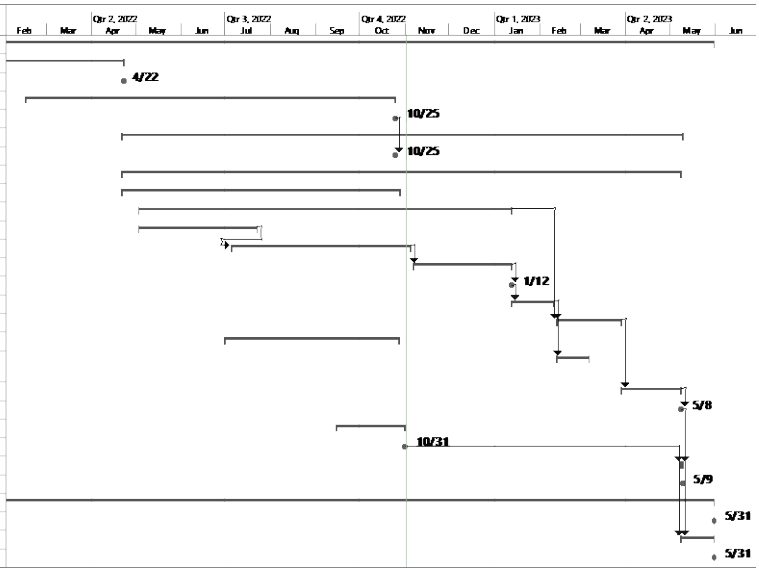
VIII. Capacity Plan

This project does not involve the purchase/lease, configuration, and installation of significant computer hardware (more than 5% of project costs). For purposes of capacity planning, computer hardware includes servers, storage, and network infrastructure. Accordingly, a Capacity Plan is not required.

IX. Appendix A – Status Schedule

A. Status schedule as of this report

WBS	Task Name	Duration	Start	Finish
1	SOA API Layer	331.63 days	Tue 2/1/22	Wed 5/31/23
1.1	Initiation	59 days	Tue 2/1/22	Fri 4/22/22
1.2	Initiation Phase complete	0 days	Fri 4/22/22	Fri 4/22/22
1.3	Planning	176.53 days	Tue 2/15/22	Tue 10/25/22
1.4	Planning Phase Complete	0 days	Tue 10/25/22	Tue 10/25/22
1.5	Execution	259 days	Fri 4/22/22	Tue 5/9/23
1.5.1	Execution Phase Start	0 days	Tue 10/25/22	Tue 10/25/22
1.5.2	Phase 1a - API Technology Adoption	258 days	Fri 4/22/22	Mon 5/8/23
1.5.2.1	Recommendations, Standards, Decisions	132 days	Fri 4/22/22	Fri 10/28/22
1.5.2.2	SOA/API Vendor and API Tool Procurement	170 days	Tue 5/3/22	Thu 1/12/23
1.5.2.2.1	1-Requirements	56 days	Tue 5/3/22	Fri 7/22/22
1.5.2.2.2	2-SOW/RFQ Development	87 days	Tue 7/5/22	Fri 11/4/22
1.5.2.2.3	3-Advertisement and Award	48 days	Mon 11/7/22	Thu 1/12/23
1.5.2.3	EXTERNAL - Vendor's Under Contract	0 days	Thu 1/12/23	Thu 1/12/23
1.5.2.4	Vendor Project Planning	20 days	Fri 1/13/23	Fri 2/10/23
1.5.2.5	Install and configure API layer	32 days	Mon 2/13/23	Tue 3/28/23
1.5.2.6	SSA & FIRE Investigation (User Stories)	85 days	Fri 2/1/22	Thu 10/27/22
1.5.2.7	Prepare Operations and Maintenance Plan (Req'd for level 2-4 projects)	16 days	Mon 2/13/23	Mon 3/6/23
1.5.2.8	Documentation	29 days	Wed 3/29/23	Mon 5/8/23
1.5.3	Phase 1a - Complete	0 days	Mon 5/8/23	Mon 5/8/23
1.5.4	Phase 1b - DHSMV (User Stories Only)	33 days	Thu 9/15/22	Mon 10/31/22
1.5.5	Phase 1b - Complete	0 days	Mon 10/31/22	Mon 10/31/22
1.5.6	Conduct Lessons Learned Meeting	1 day	Tue 5/9/23	Tue 5/9/23
1.6	Execution Phase complete	0 days	Tue 5/9/23	Tue 5/9/23
1.7	Monitoring and Controlling	331 days	Tue 2/1/22	Wed 5/31/23
1.8	Monitoring and Controlling Phase Complete	0 days	Wed 5/31/23	Wed 5/31/23
1.9	Project Closeout	15.5 days	Tue 5/9/23	Wed 5/31/23
1.10	Closeout Phase complete	0 days	Wed 5/31/23	Wed 5/31/23



OPERATIONAL WORK PLAN
FOR
SYSTEM AND SOFTWARE INTEGRATION

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2

PREPARED ON 10/31/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

A. Scope Statement

The System and Software Integration (SSI) vendor will provide analysis, oversight, monitoring, testing and assumes the responsibilities for the foundational technical platform and systems and software integration services necessary to develop and implement the Reemployment Assistance Claims and Benefits Information System's (System) current and future infrastructure for modernization. These integration efforts will allow the Department of Economic Opportunity (Department) to secure services which can interoperate and communicate without relying on a common platform or technology. Connecting services, systems, and infrastructures and developing integration standards are the next steps for advancing the System's maturity and System modularity for modernization.

Integration services include documenting the existing technical requirements and specifications of the System and an analysis of the existing technical requirements and specifications. The analysis will determine what technical requirements and specifications need to be improved to increase the effectiveness and efficiency of the System and assist the Department with acquiring software and hardware solutions that support the Reemployment Assistance Modernization Program. This shall include full evaluation of the Reemployment Assistance Information Technology program that relates to the System.

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Improved delivery of RA Benefits	Time to process claims is reduced
Improved functionality	Increased customer satisfaction and self-service alleviates dependencies on staffing
Improved system performance	System availability is improved Less regression testing Faster code delivery to production
A secure and scalable system with a sustainable system architecture	Reduction in capital expenditures

C. Critical Success Factors

- Improved customer experience/user experience (CX/UX).
- Implementation of a model that will serve Florida's Reemployment Assistance needs for many years.
- Preserved continuity of Departmental operations and minimizing demands on Department staff.
- Implementation of an operations model that will serve the Reemployment Assistance program for the long term.
- Compliance with state and federal standards.

D. Key Dates

Key Delivery Date	Importance and Relevance to the Project
4/14/2022	Project Kick-Off Meeting
4/19/2022	Project Management Plan
4/19/2022	Staffing Plan
8/31/2022	Technology Selection Reports
6/27/2022	Training and Requirements Management Plan
8/24/2022	To-Be Technical Requirements
8/31/2022	To-Be Technical Requirements Working Sessions
10/11/2022	Performance Benchmarks
10/14/2022	Architecture Change Control and Approval Processes Transition Plan
9/12/2022	Transition Plan
10/11/2022	Infrastructure Performance Requirements
10/17/2022	Final To-Be Technical Requirements Report
9/1/2022	Architectural Standards for Overall System Modernization
12/28/2023	Design Documentation
12/16/2022	Procurement Support
5/11/2023	Integration Testing
5/152023	Integration Services
6/30/2023	Project Closure

E. Major Deliverables

Major Deliverable	Deliverable Description	Status
Deliverable 1	Project Kick-Off Meeting	Accepted
Deliverable 2	Project Management Plan	Accepted
Deliverable 3	Staffing Plan	Accepted
Deliverable 4	To-Be Technical Requirements	Accepted
Deliverable 5	To-Be Technical Requirements Working Sessions	Accepted
Deliverable 6	Final To-Be Technical Requirements Report	
Deliverable 7	Design Documentation	
Deliverable 8	Infrastructure Performance Requirements	
Deliverable 9	Requirements Management Plan	Accepted
Deliverable 10	Architectural Standards for Overall System Modernization	Accepted
Deliverable 11	Performance Benchmarks	
Deliverable 12	Architecture Change Control and Approval Processes	
Deliverable 13	Oversight and Monitoring of Modernization Projects	In Progress
Deliverable 14	Integration Testing	
Deliverable 15	Integration Services	
Deliverable 16	Technology Selection	In Progress
Deliverable 17	Procurement Support	In Progress

Major Deliverable	Deliverable Description	Status
Deliverable 18	Transition Plan	Delivered

F. Major Milestones

Major Milestone	Milestone Description
Initiation Phase Complete	All initiation activities completed
Planning Phase Complete	All planning activities completed
Execution Phase Complete	In Progress
Monitor and Controlling Phase Complete	In Progress
Closing Phase Complete	

G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner - Business
Paul Forrester	RA Modernization Program Owner – Information Technology
Nicole Sanislow	RA Modernization Program Manager - Business
Tom Richardson	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Monique Emmanuel	Project Manager

H. Significant Project Assumptions and Constraints

Project Assumptions

Vendor will create/recommend solutions that promote useability, product innovation, and scalability by using innovative concepts and that are suitable for a government environment with funding constraints.

Project Constraints

Design may be materially constrained by:

1. Governing provisions of federal or state laws and regulations
2. Requirement to reduce operating costs
3. A schedule constraint of June 2023

II. Work Breakdown Structure

WBS	Contract Deliverable Numbers	Task Name	% Complete	Duration	Start	Finish
0		**Reemployment Assistance Modernization Program**	**1%**	**338 days**	**Wed 4/6/22**	**Fri 7/28/23**
1		**Program Startup and Plan**	**4%**	**311 days**	**Wed 4/6/22**	**Wed 6/21/23**
1.1		Program Start	100%	0 days	Wed 4/6/22	Wed 4/6/22
1.2		**Program Assets**	**11%**	**127 days**	**Wed 4/6/22**	**Tue 10/4/22**
1.2.1	**2.1.1**	**Deliverable 1 – Project Kick-Off Meeting**	**100%**	**11 days**	**Wed 4/6/22**	**Wed 4/20/22**
1.2.2	**2.1.2**	**Deliverable 2 – Project Management Plan**	**63%**	**18 days**	**Wed 4/6/22**	**Fri 4/29/22**
1.2.3	**2.1.3**	**Deliverable 3 – Staffing Plan**	**56%**	**18 days**	**Wed 4/6/22**	**Fri 4/29/22**
1.2.4	**2.2**	**Deliverable 4 – To-Be Technical Requirements**	**0%**	**39 days**	**Mon 4/25/22**	**Fri 6/17/22**
1.2.5	**2.2.2.c**	**Deliverable 5 – To-Be Technical Requirements Working Sessions**	**0%**	**20 days**	**Mon 4/25/22**	**Fri 5/20/22**
1.2.6	**2.2.2.f**	**Deliverable 6 – Final To-Be Technical Requirements Report**	**0%**	**18 days**	**Tue 5/10/22**	**Fri 6/3/22**
1.2.7	**2.3**	**Deliverable 7 – Design Documentation**	**0%**	**44 days**	**Wed 8/3/22**	**Tue 10/4/22**
1.2.8	**2.4**	**Deliverable 8 – Infrastructure Performance Requirements**	**0%**	**24 days**	**Mon 6/6/22**	**Fri 7/8/22**
1.2.9	**2.5.3**	**Deliverable 9 - Requirements Management Plan**	**0%**	**49 days**	**Wed 4/20/22**	**Tue 6/28/22**
1.2.10	**2.6.1, 2.6.2, 2.7.3**	**Deliverable 10 – Architectural Standards for Overall System Modernization**	**0%**	**32 days**	**Mon 5/23/22**	**Thu 7/7/22**
1.2.11	**2.9.3**	**Deliverable 18 – Transition Plan**	**0%**	**29 days**	**Wed 8/24/22**	**Tue 10/4/22**
1.3	**2.7**	**Integration Services**	**0%**	**311 days**	**Wed 4/6/22**	**Wed 6/21/23**
1.3.1	**2.7.5.b**	Develop Technical Roadmap	0%	5 days	Wed 4/6/22	Tue 4/12/22
1.3.2	**2.7.1**	Confirm Inoperability of System & Modernization Projects	0%	198 days	Wed 8/3/22	Wed 5/10/23
1.3.3		Review & Govern Architecture & Technical Standards	0%	198 days	Wed 8/3/22	Wed 5/10/23

1.3.4	**2.7.2**	**Deliverable 11 – Performance Benchmarks**	**0%**	**24 days**	**Mon 5/2/22**	**Fri 6/3/22**
1.3.5	**2.7.4**	**Deliverable 12 – Architecture Change Control and Approval Processes**	**0%**	**24 days**	**Wed 4/20/22**	**Mon 5/23/22**
1.3.6	**2.7.5, 2.7.8**	**Deliverable 13 – Oversight and Monitoring of Modernization Projects**	**0%**	**311 days**	**Wed 4/6/22**	**Wed 6/21/23**
1.3.6.1		**Bi-Weekly Status Reports**	**0%**	**228 days**	**Mon 8/1/22**	**Mon 6/19/23**
1.3.6.2	**2.7.5.c**	**Conduct Bi-Weekly Architectural Review Meetings**	**0%**	**306 days**	**Tue 4/12/22**	**Tue 6/20/23**
1.3.6.3	**2.7.5.c**	**Bi-Weekly Architectural Meeting Minutes**	**0%**	**228 days**	**Wed 8/3/22**	**Wed 6/21/23**
1.3.6.4		**Vendor Test Results**	**0%**	**214 days**	**Mon 8/8/22**	**Tue 6/6/23**
1.3.6.5		**Risks Identified During Oversight**	**0%**	**214 days**	**Mon 8/8/22**	**Tue 6/6/23**
1.3.6.6	**2.7.8.a**	Create Risk Register	0%	1 day	Tue 8/9/22	Tue 8/9/22
1.3.6.7		Provide 3 Recommendations for SOA/API	0%	13 days	Wed 4/6/22	Fri 4/22/22
1.3.6.8		Provide 3 Recommendations for Rules Engine	0%	13 days	Wed 4/6/22	Fri 4/22/22
1.3.6.9		Provide 3 Recommendations for CX/UX	0%	5 days	Mon 4/25/22	Fri 4/29/22
1.3.6.10		Provide 3 Recommendations for Master Data Management	0%	5 days	Mon 4/25/22	Fri 4/29/22
1.3.7	**2.7.6**	**Deliverable 14 – Integration Testing**	**0%**	**311 days**	**Wed 4/6/22**	**Wed 6/21/23**
1.3.8	**2.7.7.c**	**Deliverable 15 – Integration**	**0%**	**306 days**	**Wed 4/6/22**	**Wed 6/14/23**
1.4		**Assist with Technology Selection & Procurement**	**0%**	**55 days**	**Mon 5/16/22**	**Tue 8/2/22**
1.4.1	**2.8.2**	**Deliverable 16 – Deliverable 16 - Technology Selection**	**0%**	**40 days**	**Mon 5/16/22**	**Tue 7/12/22**
1.4.2	**2.8.4, 2.8.6**	**Deliverable 17 – Procurement Support**	**0%**	**50 days**	**Mon 5/23/22**	**Tue 8/2/22**
2		**Management of Program**	**0%**	**318 days**	**Wed 4/6/22**	**Fri 6/30/23**
2.1		Provide Insurance Verification	0%	7 days	Wed 4/20/22	Thu 4/28/22

2.2		**Architecture Reviews**	**0%**	**311 days**	**Mon 4/11/22**	**Mon 6/26/23**
2.3		**Schedule Management**	**0%**	**296 days**	**Fri 5/6/22**	**Fri 6/30/23**
2.4		**Contract Procurement Management**	**0%**	**294 days**	**Mon 5/2/22**	**Thu 6/22/23**
2.5		**Bi-Weekly Status Report**	**0%**	**316 days**	**Wed 4/6/22**	**Wed 6/28/23**
2.6	**I.N.7**	**Minority & Service-Disabled Veteran Business Enterprise Repot**	**0%**	**301 days**	**Mon 4/11/22**	**Mon 6/12/23**
2.7	**2.1.3.f**	Update Staffing Plan (Quarterly, Monthly?)	0%	5 days	Mon 5/2/22	Fri 5/6/22
3		**Projects**	**0%**	**338 days**	**Wed 4/6/22**	**Fri 7/28/23**
3.1		**Integration Project**	**0%**	**20 days**	**Wed 4/6/22**	**Tue 5/3/22**
3.2		**Cloud Migration**	**0%**	**255 days**	**Wed 8/3/22**	**Fri 7/28/23**
3.3		**Cloud Application Performance Management**	**0%**	**273 days**	**Fri 7/8/22**	**Fri 7/28/23**
3.4		**SDLC – DevOps**	**0%**	**47 days**	**Tue 5/24/22**	**Fri 7/29/22**
3.5		**.NET and ORM Upgrade**	**0%**	**83 days**	**Wed 8/3/22**	**Tue 11/29/22**
3.6		**SOA and API Layer**	**0%**	**47 days**	**Wed 6/22/22**	**Fri 8/26/22**
3.7		**Rules Engine**	**0%**	**47 days**	**Wed 6/22/22**	**Fri 8/26/22**
3.8		**Incremental CX / UX Mobile-Responsive Software Transformation**	**0%**	**213 days**	**Wed 8/3/22**	**Wed 5/31/23**
3.9		**Reemployment Assistance Help Center**	**0%**	**243 days**	**Wed 4/6/22**	**Fri 3/17/23**
3.10		**Data Warehouse**	**0%**	**281 days**	**Wed 4/6/22**	**Wed 5/10/23**
3.11		**Reporting Project**	**0%**	**95 days**	**Wed 8/31/22**	**Fri 1/13/23**
3.12		**Archival and Purge Project**	**0%**	**235 days**	**Wed 8/31/22**	**Fri 7/28/23**
3.13		**Master Data Management and Interoperability Project**	**0%**	**117 days**	**Wed 8/31/22**	**Tue 2/14/23**

3.14		**Security Architecture Review Services Project**	**0%**	**47 days**	**Wed 6/22/22**	**Fri 8/26/22**
3.15		**Identity Management and Access Control Project**	**0%**	**125 days**	**Wed 8/3/22**	**Fri 1/27/23**
3.16		**Security Architecture Audit Services Project**	**0%**	**235 days**	**Wed 8/31/22**	**Fri 7/28/23**
3.17		**Business Process Optimization Project**	**0%**	**49 days**	**Wed 6/22/22**	**Tue 8/30/22**
3.18		**SPO (revisit) Project**	**0%**	**255 days**	**Wed 8/3/22**	**Fri 7/28/23**
3.19		**SSI (Procurement) Project**	**0%**	**255 days**	**Wed 8/3/22**	**Fri 7/28/23**
3.20		**IV&V (Procurement COMPLETE) Project**	**0%**	**255 days**	**Wed 8/3/22**	**Fri 7/28/23**
4		**Project Closure**	**0%**	**10 days**	**Mon 7/17/23**	**Fri 7/28/23**
4.1		Mutually Agree on Transition Date	0%	0 days	Mon 7/17/23	Mon 7/17/23
4.2		**Conduct Transition**	**0%**	**10 days**	**Mon 7/17/23**	**Fri 7/28/23**

III. Resource Loaded Project Schedule

See Appendix A

IV. Project Spending Plan

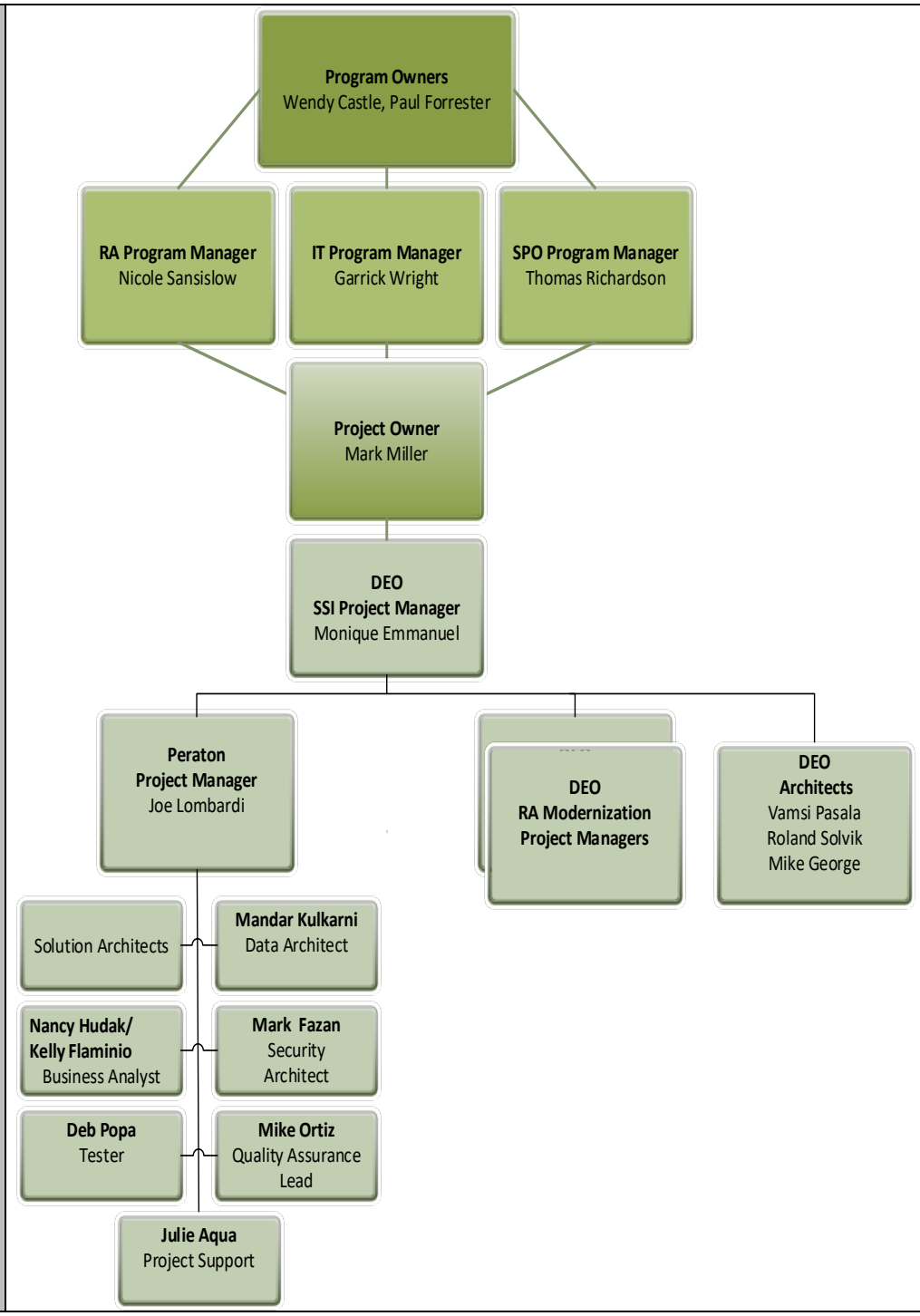
Total	FY 2021/22	FY2022/23	FY 2023/24
$4,012,861.04	$80,724.19	$913,819.02	$2,986,214.32

V. Project Organization and Methodology

A. Project Organizational Chart

***PROJECT ORGANIZATION / GOVERNANCE**

***THERE WILL BE TIMES WHERE ISSUES/DECISIONS WILL BE ESCALATED ABOVE THE PROGRAM OWNERS TO THE EXECUTIVE WORKGROUP DUE TO POTENTIAL IMPACT TO THE OVERALL PROGRAM**



B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Program Owners	Wendy Castle Paul Forrester	- Provide guidance on overall strategic direction - Advise the Strategic Planning Office and project manager of risks that may impact the project - Facilitate resolution of significant issues in the project
Program Managers	Garrick Wright Thomas Richardson Nicole Sanislow	- Provide guidance on overall strategic direction - Advise the Strategic Planning Office and project manager of risks that may impact the project - Facilitate resolution of significant issues in the project - Review and sign off on key milestones
Project Manager	Monique Emmanuel	- Manage all aspects of the project and ensure compliance with PMP - Monitor project progress and schedule adherence - Complete all documents related to the project - Identify and manage risks according to the PMP
Project Owner	Mark Miller	- Review deliverables and project documents, identifying any deficiencies - Review and approve deliverables - Review and approve RFCs
DEO Enterprise Architects	Vamsi Pasala Roland Solvik Mike George	- Contribute subject matter expertise - Complete assigned project tasks in accordance with the Project Schedule - Identify risks and issues to the Project Manager in accordance with the Risk and Issue Management section of this PMP - Assist the Project Manager in responding to risks and issues - Assist the Project Manager in evaluating change requests
SSI Delivery Team Lead	Joe Lombardi	- Responsible for managing System integration and modernization program operations. - Develops the program strategy, supporting business case and various enterprise-wide high-level project plans. - Ensures integration of projects and adjusts project scope, timing, and budgets as needed, based on the needs of the Department.

		- Communicates with Peraton and Department leadership, business leadership and IT Business Consultants to communicate program strategy, direction, and changes. - Responsible for delivering all projects contained in the System modernization portfolio of projects on time, within budget and meeting the strategic and business requirements of the Department. - Responsible for tracking key program milestones and implementing adjustments to achieve Department objectives. - Partners with Departmental senior leadership to identify and prioritize opportunities for using IT to achieve the goals of the enterprise. - Develops and maintains the program management plans and schedule. - Serves as the single point of accountability for contract delivery and execution and Peraton staff.
Solutions Architect	Rudolph Mallamas Ramesh Valluri	- Responsible for providing senior level expertise on decision recommendations and priorities regarding the Department's overall modernization initiative's architecture. - Facilitates the establishment and implementation of standards and guidelines that guide the design of technology solutions including architecting and implementing solutions requiring integration of multiple platforms, operating systems, and applications across the program. - Reviews, advises, and designs standard software and hardware builds, system options, risks, costs vs. benefits and impact on the Department's business process and goals. - Develops and documents the framework for integration and implementation for changes to technical standards. - Assists in the development of and manages an architecture governance process. Provides technical guidance to project team areas as appropriate. - Contributes to the development of requirements for the Department's statements of work, reviews and evaluates vendor technical proposals, participates in source selection. - Tracks industry trends and maintains knowledge of new technologies to better serve the Department's architecture needs.

Data Architect	Mandar Kulkarni	- Responsible for program-wide data design, balancing optimization of data access with batch loading and resource utilization factors. - Designs and oversees the construction of data architectures, operational data stores, and data marts. - Focuses on program-wide data modeling and database design. - Provides significant input in the design of program data architecture standards, policies and procedures for the modernization program, structure, attributes, and nomenclature of data elements, and applies accepted data content standards to technology projects. - Contributes to business analysis, data acquisition and access analysis and design, Database Management Systems optimization, recovery strategy, and load strategy design and implementation.
Business Analyst & Tester	Nancy Hudak Kelly Flaminio	- Performs as the subject matter expert in unemployment compensation/insurance for the team. - Works closely with the Department, business analysts, and team members to understand business requirements that drive the analysis and design of quality technical solutions. - Involved in the full program life cycle and is responsible for designing, testing, implementing, maintaining, and supporting applications software that is delivered on time and within budget. - Participates in component and data architecture design, performance monitoring, product evaluation and buy vs. build recommendations. - Contributes to program procurement activities to include statement of work requirements, proposal evaluation, and source selection. - Performs systems analysis and design. - Applies understanding of development, quality assurance and integration methodologies in overseeing the technical implementation of program requirements.
Transition & Quality Manager	Mike Ortiz	- Leads the program transition activities for Peraton, planning and coordinating the transition on to and off of the Department. - Responsible for establishing and implementing Peraton's quality assurance and compliance processes for the Department.

		- Works closely with Department and vendor project IT leaders to develop and implement an overall quality maturity roadmap and plan for each project. - Reviews progress toward the plan regularly with program IT and vendor leaders, technical teams to make modifications as necessary. - Establishes program IT service quality control standards, policies, and procedures. Monitors, evaluates, manages, and executes audit processes to ensure compliance. - Provides guidance and subject matter expertise to IT teams on QA methodologies and processes, educates them on their responsibilities/accountabilities for the purpose of achieving on-time and quality deliverables. - Makes recommendations and directs improvements to the software development lifecycle process. - Documents non-compliance to policies, process and standards and assists in their resolution.
Security Architect	Mark Fazen	- Manages the development and delivery of security standards, best practices, architecture, and systems to ensure information system security across the program. - Implements processes and methods for auditing and addressing non-compliance to information security standards; facilitates migration of non-compliant environments to compliant environments. - Ensures compliance with standards and currency with State and Federal security requirements. - Manages and participates in the planning and implementation of security administration for all program projects. - Contributes to the evaluation and selection of security applications and systems. - Makes recommendations and assists in the implementation of changes to work methods and procedures to make them more effective or to strengthen security measures.
Program Integration Tester	Deb Popa	- Prepares and plans for program integration testing. - Coordinates with project teams and communicates integration testing standards and requirements to them. - Documents program level integration test plans and scripts. - Conducts program level integration tests, identifies, and communicates test results to project teams, and conducts program level regression testing.

Project Support	Julia Aqua	- Assist SSI Delivery Team Lead with meeting agendas and minutes. - Provide project schedule updates
RA Modernization Project Managers	Nicole Cain Nicholas Kaoudis James Sparks Hameed Ahmed David Sinclair Linda Lawler Steve Garrison Christian Stephens Sandeep Aggarwal Viraj Jejurkar	- Contribute subject matter expertise - Complete assigned project tasks in accordance with the Project Schedule - Identify risks and issues to the Project Manager in accordance with the Risk and Issue Management section of this OWP - Assist the Project Manager in responding to risks and issues - Assist the Project Manager in evaluating change requests

C. Project Management Methodology

DEO will use a project management methodology in compliance with project management standard rule 60GG-2 F.A.C., project requirements and department experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure the Department's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. The Department believes strong project management is critical throughout the life of any successful project.

For this project, the Department's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from the Department within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the Department Project Manager.
- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.

The Department's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

The Department believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication of risks and issues

Quality Management Plan

The Quality Management Plan ensures work is complete and meets or exceeds an adequate level of quality of the deliverables. All members of the project team will play a role in quality management, and it is critical the team ensures work is completed according to the Department's standards for quality acceptance.

Project Quality Management activities will ensure project documents meet agreed upon standards, work is performed efficiently, project practices conform to recommended project standards and deficiencies are identified and corrective action taken.

Quality Management Approach

Managing quality includes four major processes:

- **Quality planning (QP):** Completeness and correctness criteria define what it means for a project document to be complete and correct. The project team will establish completeness and correctness criteria. Specific criteria for the quality of Contract Deliverables will be documented in the contract and managed by the Contract Manager, program team and Project Manager.
- **Quality assurance (QA)** refers to the process used to create project documents, not the deliverables themselves. The Project Team will perform QA activities for the project weekly. The project manager may make changes to processes as necessary; changes will be communicated to the appropriate stakeholders.
- **Quality control (QC):** Performing Quality Control (QC) involves monitoring specific project results to determine whether they comply with relevant quality standards and

identifying ways to eliminate causes of unsatisfactory results. The Strategic Planning Office (SPO) will perform (QC) activities to verify project management and documents are of high quality. If the SPO determines a project document to be complete, it will be presented to the Project Team at the following Status Meeting.

- **Quality improvement (QI):** The Project Manager is responsible to implement corrective actions based on the results of the quality management processes. These may include changes to project management processes; required training for stakeholders; updating performance metrics, etc.

Communication Management Plan

This project will follow the communications processes outlined in the RA Modernization Program Communications Management Plan.

Item	Purpose	Format	When/ Frequency	Type	Initiator	Recipient	Feedback
Project Meeting	Provide and discuss project tasks, issues, risks, action items	Meeting/Face to face or virtual)	Daily/ Weekly as needed	Mandatory	Project Manager	Project Team	Meeting Minutes
Status Report	Provide detailed information on the progress of the project against the plan	Email	Weekly/ Monthly/ Quarterly	Mandatory	Project Manager	Project Team/SPO Program Manager	Verbal and follow-up email
SPO Status Meeting	Review the status report, resolve issues, and make decisions	Meeting	Weekly	Mandatory	Project Manager	SPO Program Manager	Verbal and follow-up email
Project Deliverables	Provide deliverables to DEO for review	Email	Per project schedule	Mandatory	Project Manager	SPO Program Manager/ Project Team members	Written vetted, consolidated, and actionable comments
Deliverable Review Feedback	Provide vetted, consolidated, and actionable written comments	Email	Per project schedule	Mandatory	SPO Program Manager	Project Manager/ Project Team Members	Written/ email follow-up using Deliverable Review Comment Form
Deliverable Review Walkthrough	Confirm mutual understanding of desired deliverable changes	Meeting	As needed	Informational	Project Manager	Program Managers/ Project Owners	Verbal or written

Work Session	Gather information from subject matter experts	Meeting	Per project schedule	Mandatory	Project Manager	Update subject matter experts (only if the SPO Project Manager has the approved communication)	Verbal and follow-up email
Work Session Follow-up	To answer questions or clarify information gathered	Email	As needed	Informational	Project Manager	Provide subject matter experts (only if SPO Project Manager has approved the communication)	Verbal or email follow-up
Online Survey	Gather information from subject matter experts (former providers	Email	Per project schedule	As needed	Project Manager	Subject matter experts (only if SPO Project Manager has approved the communication)	Verbal or email follow-up
Project Issues	Documentation of project issues	Issue Log Entry	As needed	Mandatory	Any Stakeholder	Project Owner/ Project Manager	Written/ email follow-up
Project Issues Escalation	To resolve project issues	Email	As needed	Mandatory	Project Manager	SPO Program Manager	Written/ email follow-up
Change Requests	Document project changes to scope of work	Change Request Form	As needed	Mandatory	Change Initiator	Project Manager/ Change Owner/ Change Analyst/ CCB	Written/ email follow-up
Project Closeout and Lessons Learned	Formal project closeout meeting	Email	Per project schedule	Mandatory	SPO Project Manager	All Stakeholders	Written/ email follow-up

The master copy of this document is available in the RA Modernization Program Library in the Central Repository

The communication matrix below identifies the key project stakeholders and the detail of communications for this project.

Bi-Weekly Status Reporting

Vendors will be required to submit status reports throughout the project at several levels. The primary source of status information is the weekly written status report, which will communicate at minimum, the following information.

- **Project Status.** This section depicts the project status at a summary level using a red/yellow/green method supported by two to three essential questions that are answered to determine summary status. The red/yellow/green method is not meant to be a grading system but instead it is a way to easily identify the areas of the project that need the most attention to make the project successful.
- **Overview of Project Progress.** This section describes significant accomplishments achieved in the reporting period.
- **Overall Status.** This section provides a high-level overview of whether the project is on schedule, on budget, and on scope. A yellow or red status should be explained here in detail.
- **Project Milestones, Deliverables, and Latest Tasks.** This section contains the major deliverables of the project, their planned and actual completion dates, and their status.
- **Risks, Action Items, Issues, and Decisions.** This section will link to the project risk, action item, issue, and decision tracking tool. The project tracking tool contains all items tracked during the project.

Project Tracking

This section describes the "RAID" methodology for tracking risks, action items, issues, and decisions. The Department will follow a centralized approach that minimizes miscommunication or misinformation among project stakeholders. The Department will diligently maintain a project tracking log for each project, and a master log for the System Modernization project overall, a Microsoft Excel workbook with multiple tabs intended to capture the details and the latest attributes of items tracked by Project Managers.

VI. Business Process Organizational Change Management Plan

This project will follow the organizational change processes outlined in the RA Modernization Program Organizational Change Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The role of the Organizational Change Management plan (OCM) within an individual project under the RA Modernization Program is to help plan for and manage the people side of the project. OCM focuses on identifying, preparing, and managing a wide array of internal and external stakeholders, employees and customers that will be impacted by the new solution. It is good for those stakeholders to feel informed, prepared, trained and ready to participate in a successful implementation. It is beneficial for employees to adopt new skills and develop new capabilities and to value and appreciate the features that the new technology offers.

VII. Project Risk Management Plan

Risk & Complexity Assessment

The Risk & Complexity Assessment will be completed at the end of every Phase in the Project lifecycle. The Project Manager is responsible to complete this assessment with the assistance of project team members.

Risk & Complexity Assessments	Category
Pre-Charter Risk & Complexity Category	3
Initiation Gate Risk & Complexity Category	2
Planning Gate Risk & Complexity Category	
Event Driven Risk & Complexity Category	

Project Risk Management

This project will follow the risk management processes outlined in the RA Modernization Program Risk Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The risk management process helps the project team anticipate and respond to emerging risks throughout the duration of the project. The risk management process occurs throughout all phases of the project, from planning through execution and closeout. Project risks are logged and tracked in the Project Log Workbook (RAID Logs).

Figure 2 below illustrates the major activities associated with the key risk management process.

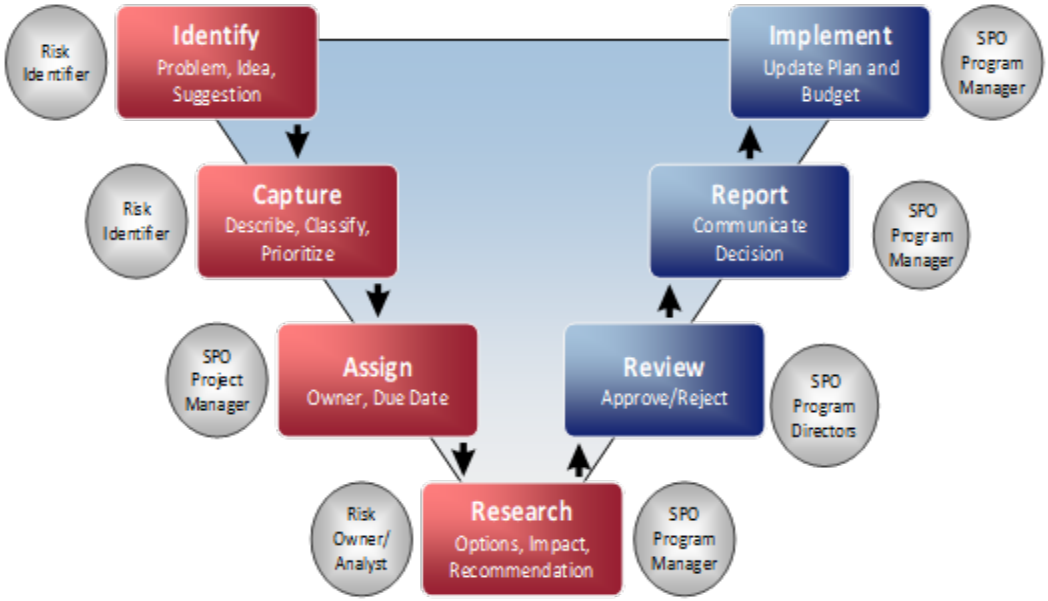


Figure 2: RA Modernization Program Risk Management Process

Action Items

Action items are unplanned tasks that occur during a project that are too small to be added to the schedule. These items must be within the scope of the project and are often tasks that support scheduled tasks, issue resolution, risk management, or some other aspect of the project. The action item log is created and maintained as part of the project tracking log.

Action items will be managed in the following manner:

- During status meetings, any stakeholder can raise an action item for discussion.
- The Project team will discuss the action item and determine if it warrants being monitored in the action item log.
- The project manager will enter the item in the log.
- The team will set the priority for the action item (high/medium/low), assign an action item owner, and set a planned completion date.
- At each subsequent status meeting, the action item(s) will be reviewed until they can be closed.

Issue Management

This project will follow the issue management processes outlined in the RA Modernization Program Issue Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

An issue is an immediate problem that needs resolution. Acknowledging and addressing issues quickly ensures that they do not impact the scope of the project. Project issues are logged and tracked in the Project Log Workbook (RAID Logs).

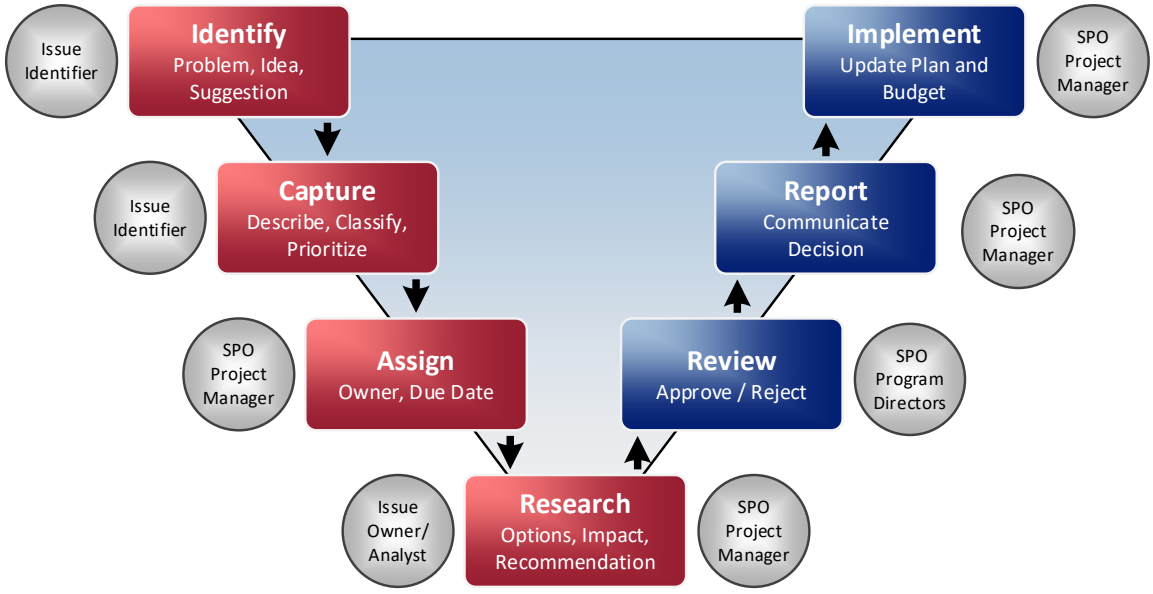


Figure 3: RA Modernization Program Issue Management Process

Decisions
Decisions are leadership answers to questions that arise during the project. The decision log is created and maintained as part of the project tracking log.

Decisions will be managed in the following manner:

- During status meetings, any stakeholder can raise a question that requires a decision.
- If the team determines a decision needs to be made, the project manager will enter it in the decision log.
- The team will discuss the impact to the project, assign a decision maker, and set a date for when the decision is needed.
- At each subsequent status meeting, the decision item(s) will be reviewed until they can be closed.

Change Management
This project will follow the change processes outlined in the RA Modernization Program Change Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The *RA Modernization Change Management Plan,* defines the approach and provides the processes for initiating, defining, researching, evaluating, reviewing, prioritizing, managing cost, approving, or rejecting the change requests (CR), and communicating the status of the change that may affect the success of the SSI project.

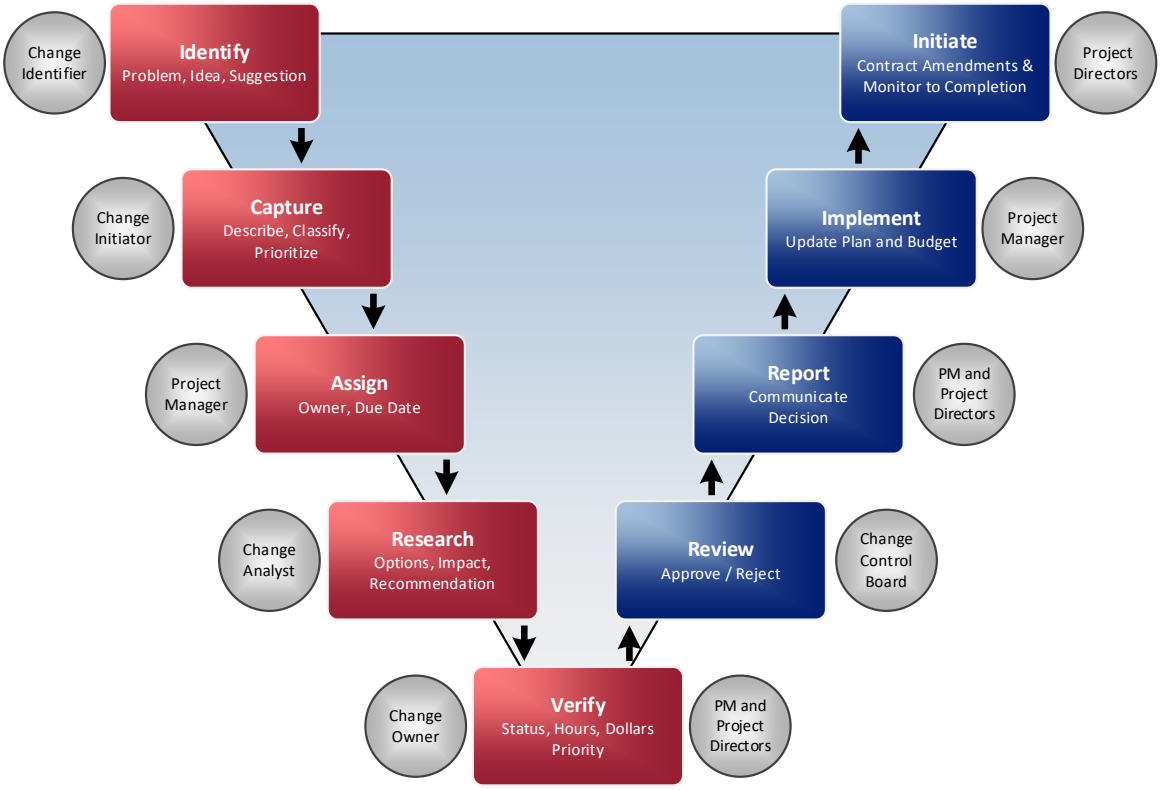


Figure 4:RA Modernization Program Change Management Process

Schedule Management

The project schedule for this project will be stored in the Central Repository 03 SSI Project Deliverables folder.

Schedule Maintenance

The project schedule maintenance is an on-going activity that tracks the work performed, the timeframes for when the work has been or will be completed and progress against the baseline work estimates and timelines. To effectively track the program progress, the project schedule is kept current, and reflects all work that needs to be performed, in accordance with the RA Modernization Program Schedule Management Plan.

If a change to the project schedule or scope is needed, the Project Manager may pursue a change request as described in the ***RA Modernization Change Management Plan***.

Procurement Management

The Procurement Management Plan seeks to outline how the project will procure resources necessary to complete the project objectives. It defines the procurement methodology for this project, lays out the process for managing procurement throughout the life of the project, and will be updated if project needs change. This plan identifies and defines the goods and services to be procured, the types of contracts to be used in support of this project, the contract approval process, and the decision criteria. The importance of coordinating the procurement activities,

establishing firm contract deliverables, and metrics in measuring procurement activities is included in the following subsections.

Procurement Management Approach
The Department's Purchasing Office and any vendors contracted for procurement assistance will provide oversight and management along with the Project Manager for all procurement activities under this project. The Project Manager will work with the project team to identify all items to be procured for the successful completion of the project. The Department Strategic Planning Office (SPO) will then review any procurement requests prior to approving the development of procurement documentation.

Procurement Definition
The following table will be completed to record any procurement goods and/or services determined to be essential for any RA Modernization project's completion and success. The Project Manager and/or SPO must approve any procurement before inclusion in this table.

Procurement	Description	Justification	Needed By
SSI Services	Analysis, oversight, monitoring, and testing along with technical expertise to establish and lay the foundation and infrastructure for the technical platform and integrate the software necessary to deliver a fully integrated system.	Needed to support RA Modernization Program integration activities	4/4/2023

Cost Management
The tables below will be completed and used to define and track project costs during the SSI Project.

Cost Management Plan				
Category	**Description**	**Frequency**	**Deliverable**	**Cost**

Column	Definition
Category	Type of expense
Description	Description of expense
Frequency	Describe whether the expense is annual or recurring or a one-time expense
Deliverable	List the deliverable associated with the expense
Cost	List the total expense in dollars, e.g. $0.00

Staffing Management

The purpose of this section is to outline how the project is to manage staffing requirements and resource tasks appropriately. This project plans to procure additional staffing through the contract with Peraton for integration services. This is a fixed price contract and Peraton will provide needed resources as is necessary to complete the contract.

VIII. Capacity Plan

Utilization of a single tool for software development provides a single source of truth for work tracking and resource allocation which can then be utilized for capacity planning for the development environment, tools, and developers.

Project Capacity Planning

- Establish Cross-Functional Team: To collaborate and communicate about production capacity and resource management, you want a cross-functional team with different levels and different functions.
- Calculate Resource Capacity: Before you can create a production capacity plan, you need to have an idea of your current capacity and your available resources.
- Determine Resource Requirements: For each project, look at the scope and what resources are required to do the task for the project.
- Prioritize Projects: Which projects are most important, and which can be put aside for the time being? You can't do everything at once.
- Allocate Resources Based on Project Priority: Now allocate those prioritized projects and make sure that they are aligned with the goals of the organization.
- Keep the Lines of Communications Open: Communicate between executives, project management leaders and stakeholders.
- Document Known Risks: Monitor risks such as union strikes, weather, government regulations that stop a project or create new ones unexpectedly.
- Plan for How to Handle Too Much Capacity: Understand where it is and how to resolve it (such as reassigning), or not enough capacity (again, where/how).

APPENDIX A

Task Name	Duration	Start	Finish	Resource Names
Initiation	**19 days**	**Tue 4/5/22**	**Fri 4/29/22**	
Risk and Complexity Assessment	**2 days**	**Tue 4/5/22**	**Wed 4/6/22**	
Complete Pre-Charter Risk & Complexity Assessment and determine Project Level	0.98 days	Tue 4/5/22	Tue 4/5/22	Monique Emmanuel
Complete Initiation Gate Risk & Complexity Assessment	0.98 days	Wed 4/6/22	Wed 4/6/22	Monique Emmanuel
Deliverable: Project Charter	**17.98 days**	**Wed 4/6/22**	**Fri 4/29/22**	
Develop Project Charter	0.98 days	Wed 4/6/22	Wed 4/6/22	Monique Emmanuel
Review/Update Project Charter	15.71 days	Thu 4/7/22	Thu 4/28/22	Monique Emmanuel
Approve Project Charter	0.98 days	Fri 4/29/22	Fri 4/29/22	
Project Charter complete	0 days	Fri 4/29/22	Fri 4/29/22	
Project Kickoff Meeting	**6.98 days**	**Wed 4/6/22**	**Thu 4/14/22**	
Prepare presentation	3.2 days	Wed 4/6/22	Mon 4/11/22	Monique Emmanuel
Schedule Kickoff meeting	0.98 days	Tue 4/12/22	Tue 4/12/22	
Conduct Kickoff meeting	0.98 days	Thu 4/14/22	Thu 4/14/22	
Conduct Lessons Learned Meeting	**10.98 days**	**Fri 4/15/22**	**Fri 4/29/22**	
Schedule Lessons Learned meeting	0.98 days	Fri 4/15/22	Fri 4/15/22	
Conduct Lessons Learned meeting	0.98 days	Thu 4/28/22	Thu 4/28/22	
Record Lessons Learned	0.98 days	Fri 4/29/22	Fri 4/29/22	
Initiation Phase complete	0 days	Fri 4/29/22	Fri 4/29/22	
Planning	**27 days**	**Mon 5/2/22**	**Wed 6/8/22**	
Deliverable: Resource Plan	**4 days**	**Mon 5/2/22**	**Thu 5/5/22**	
Review Resource Plan	0.98 days	Mon 5/2/22	Mon 5/2/22	
Update Resource Plan	0.98 days	Wed 5/4/22	Wed 5/4/22	Joe Lombardi
Approve Resource Plan	1 day	Thu 5/5/22	Thu 5/5/22	Monique Emmanuel, Thomas Richardson, Garrick Wright, Nicole Sanislow, Mark Miller
Resource Plan Complete	0 days	Fri 5/6/22	Fri 5/6/22	Monique Emmanuel
Deliverable: Project Schedule	**4 days**	**Wed 5/4/22**	**Mon 5/9/22**	**Monique Emmanuel**
Review Work Breakdown Structure	0.98 days	Wed 5/4/22	Wed 5/4/22	
Review Project Schedule	1 day	Thu 5/5/22	Thu 5/5/22	Monique Emmanuel, Mark Miller, Garrick Wright,

				Nicole Sanislow, Thomas Richardson
Update Project Schedule	0.98 days	Fri 5/6/22	Fri 5/6/22	Joe Lombardi
Approve Project Schedule	1 day	Mon 5/9/22	Mon 5/9/22	Monique Emmanuel, Garrick Wright, Nicole Sanislow, Thomas Richardson, Mark Miller, Vamsi Pasala
Project Schedule complete	0 days	Tue 5/10/22	Tue 5/10/22	Monique Emmanuel
Deliverable: Project Management Plan	**3 days**	**Tue 5/10/22**	**Thu 5/12/22**	
Review Project Management Plan	0.98 days	Tue 5/10/22	Tue 5/10/22	
Update Project Management Plan	0.98 days	Wed 5/11/22	Wed 5/11/22	Joe Lombardi
Approve Project Management Plan	1 day	Thu 5/12/22	Thu 5/12/22	Monique Emmanuel, Thomas Richardson, Garrick Wright, Nicole Sanislow, Mark Miller, Vamsi Pasala
Project Management Plan complete	0 days	Fri 5/13/22	Fri 5/13/22	Monique Emmanuel
Deliverable: Project Budget	**3 days**	**Thu 5/12/22**	**Mon 5/16/22**	**Monique Emmanuel**
Prepare Project Budget	0.98 days	Thu 5/12/22	Thu 5/12/22	Monique Emmanuel
Review/Update Project Budget	0.98 days	Fri 5/13/22	Fri 5/13/22	Monique Emmanuel
Approve Project Budget	0.98 days	Mon 5/16/22	Mon 5/16/22	Monique Emmanuel
Project Budget complete	0 days	Mon 5/16/22	Mon 5/16/22	Monique Emmanuel
Deliverable: Project Spending Plan	**2 days**	**Thu 5/5/22**	**Fri 5/6/22**	**Monique Emmanuel**
Prepare a Project Spending Plan	0.98 days	Thu 5/5/22	Thu 5/5/22	Monique Emmanuel
Review/Update Project Spending Plan	0.69 days	Thu 5/5/22	Thu 5/5/22	Monique Emmanuel
Approve Project Spending Plan	0.98 days	Fri 5/6/22	Fri 5/6/22	Monique Emmanuel
Project Spending Plan complete	0 days	Thu 5/19/22	Thu 5/19/22	Monique Emmanuel
Complete the Planning Gate R&C Assessment	0.98 days	Thu 6/2/22	Thu 6/2/22	
Conduct Lessons Learned Meeting	**2.98 days**	**Fri 6/3/22**	**Tue 6/7/22**	
Schedule Lessons Learned meeting	0.98 days	Fri 6/3/22	Fri 6/3/22	
Conduct Lessons Learned meeting	0.98 days	Mon 6/6/22	Mon 6/6/22	
Record Lessons Learned	0.98 days	Tue 6/7/22	Tue 6/7/22	

Planning Phase complete	0 days	Wed 6/8/22	Wed 6/8/22	
Execution	**397 days**	**Fri 12/10/21**	**Tue 6/20/23**	
Program Start	0 days	Wed 4/6/22	Wed 4/6/22	
Program Assets	**273.66 days**	**Fri 12/10/21**	**Wed 12/28/22**	
Deliverable 1 – Project Kick-Off Meeting	**11 days**	**Wed 4/6/22**	**Wed 4/20/22**	
Create Agenda & Presentation Materials	2.95 days	Wed 4/6/22	Fri 4/8/22	
DEO Review & Approval of Agenda	2.95 days	Mon 4/11/22	Wed 4/13/22	Monique Emmanuel
Conduct Kick-off Meeting	0.98 days	Thu 4/14/22	Thu 4/14/22	
Create Meeting Minutes	0.98 days	Fri 4/15/22	Fri 4/15/22	
DEO Review & Approval of Minutes	1.96 days	Mon 4/18/22	Tue 4/19/22	Monique Emmanuel
Distribute Minutes	0.98 days	Wed 4/20/22	Wed 4/20/22	
MS - Deliverable 1 Project Kick-Off Meeting Complete	0 days	Wed 4/20/22	Wed 4/20/22	
Deliverable 2 – Project Management Plan	**42 days**	**Wed 4/6/22**	**Thu 6/2/22**	
Develop Project Plan	8.84 days	Wed 4/6/22	Mon 4/18/22	
Develop Schedule	8.84 days	Wed 4/6/22	Mon 4/18/22	
Submit Project Plan and Schedule to DEO for Review	0.98 days	Tue 4/19/22	Tue 4/19/22	
DEO Review-Project Plan and Schedule	4.91 days	Wed 4/20/22	Tue 4/26/22	Monique Emmanuel
Modifications to PMP and Schedule after DEO Review	3.93 days	Wed 4/27/22	Mon 5/2/22	
Project Plan and Schedule Walk-thru w DEO	0.18 days	Wed 5/4/22	Wed 5/4/22	Monique Emmanuel
Finalize Project Plan	5.89 days	Wed 5/4/22	Thu 5/12/22	
Finalize Schedule	5.89 days	Wed 5/4/22	Thu 5/12/22	
Submit Project Plan and Schedule to DEO for Approval	0.98 days	Thu 5/12/22	Fri 5/13/22	Monique Emmanuel
Receive Approval of the Project Plan and Schedule by DEO	0.98 days	Tue 5/31/22	Tue 5/31/22	Monique Emmanuel
Publish Project Plan	0.98 days	Thu 6/2/22	Thu 6/2/22	
Baseline Schedule	0.98 days	Thu 6/2/22	Thu 6/2/22	

MS - Deliverable 2 Project Management Plan Complete	0 days	Thu 6/2/22	Thu 6/2/22	
Deliverable 3 – Staffing Plan	**29 days**	**Wed 4/6/22**	**Mon 5/16/22**	
Develop Staffing Plan	8.84 days	Wed 4/6/22	Mon 4/18/22	
Submit Staffing Plan to DEO for Review	0.98 days	Tue 4/19/22	Tue 4/19/22	
Review the Staffing Plan by DEO	2.95 days	Wed 4/20/22	Fri 4/22/22	Monique Emmanuel
Modifications to Staffing Plan after DEO Review	4.91 days	Mon 4/25/22	Fri 4/29/22	
Staffing Plan Walk-thru w DEO	0.18 days	Wed 5/4/22	Wed 5/4/22	
Finalize Staffing Plan	0.98 days	Mon 5/9/22	Mon 5/9/22	
Submit Staffing Plan to DEO for Approval	0.98 days	Tue 5/10/22	Tue 5/10/22	
Receive Approval of the Staffing Plan by DEO	0.98 days	Mon 5/16/22	Mon 5/16/22	Monique Emmanuel
Publish Staffing Plan	0.98 days	Mon 5/16/22	Mon 5/16/22	
MS - Deliverable 3 - Staffing Plan Complete	0 days	Mon 5/16/22	Mon 5/16/22	
Deliverable 16 – Technology Selection, Provide DEO with Recommendations for Technology Selections	**186.79 days**	**Fri 12/10/21**	**Mon 8/29/22**	
SOA/API	**29.73 days**	**Thu 4/21/22**	**Wed 6/1/22**	**Joe Lombardi**
Draft 3 Recommendations for SOA/API	3.93 days	Thu 4/21/22	Tue 4/26/22	
Submit to DEO for Review	0.98 days	Wed 4/27/22	Wed 4/27/22	
DEO Review and Comment	4.91 days	Fri 4/29/22	Thu 5/5/22	
Schedule Meetings w Vendors to Validate DEO request for more info	9.82 days	Fri 5/6/22	Thu 5/19/22	
Finalize Document w Addendum	0.98 days	Fri 5/20/22	Fri 5/20/22	
DEO SOA/API Final Approval	7.57 days	Mon 5/23/22	Wed 6/1/22	
BRE	**30.91 days**	**Thu 4/21/22**	**Thu 6/2/22**	
Draft 3 Recommendations for Rules Engine (BRE)	3.93 days	Thu 4/21/22	Tue 4/26/22	
Submit to DEO for Review	0.98 days	Tue 4/26/22	Tue 4/26/22	
DEO Review and Comment	4.91 days	Fri 5/27/22	Thu 6/2/22	

Schedule Meetings w Vendors to Validate DEO request for more info	9.82 days	Tue 5/3/22	Mon 5/16/22	
Finalize Document w Addendum	0.98 days	Mon 5/16/22	Mon 5/16/22	
DEO BRE Final Approval	8 days	Wed 5/18/22	Fri 5/27/22	Monique Emmanuel
CX/UX	**24 days**	**Tue 4/26/22**	**Fri 5/27/22**	
3 Recommendations for CX/UX	8.84 days	Tue 4/26/22	Fri 5/6/22	
Submit to DEO for Review	0.98 days	Mon 5/9/22	Mon 5/9/22	
DEO Review and Comment	4.91 days	Mon 5/9/22	Fri 5/13/22	
Schedule Meetings w Vendors to Validate DEO request for more info	0.98 days	Mon 5/16/22	Mon 5/16/22	
Finalize Document w Addendum	0.98 days	Tue 5/17/22	Tue 5/17/22	
DEO CX/UX Final Approval	8 days	Wed 5/18/22	Fri 5/27/22	Monique Emmanuel
MDM	**121 days**	**Fri 12/10/21**	**Fri 5/27/22**	
3 Recommendations for Master Data Management (MDM)	8.84 days	Tue 4/26/22	Fri 5/6/22	
Submit to DEO for Review	0.98 days	Mon 5/9/22	Mon 5/9/22	
DEO Review and Comment	4.91 days	Mon 5/9/22	Fri 5/13/22	
Schedule Meetings w Vendors to Validate DEO request for more info	0.98 days	Mon 5/16/22	Mon 5/16/22	
Finalize Document w Addendum	0.98 days	Tue 5/17/22	Tue 5/17/22	
DEO MDM Final Approval	8 days	Wed 5/18/22	Fri 5/27/22	Monique Emmanuel
14 - Master Data Management: Tool Decision	0.98 days	Fri 12/10/21	Fri 12/10/21	
MS - Deliverable 16 Technology Selection Complete	66.79 days	Fri 5/27/22	Mon 8/29/22	
Deliverable 4 – To-Be Technical Requirements	**98 days**	**Mon 5/9/22**	**Wed 9/21/22**	
Understand the Business Context	**14.98 days**	**Mon 5/9/22**	**Fri 5/27/22**	**Joe Lombardi**
Review Business Goals, Objectives and Critical Success Factors (KPMG "To Be" BPO Outputs)	**1 day**	**Mon 5/9/22**	**Tue 5/10/22**	
Perspectives gathered from key stakeholders (KPMG "To Be" BPO Outputs)	0.98 days	Mon 5/9/22	Mon 5/9/22	

Review objectives & critical success factors identified in BPO Worksessions (KPMG "To Be" BPO Outputs)	0 days	Tue 5/10/22	Tue 5/10/22	
Review identified enterprise value chain (KPMG "To Be" BPO Outputs)	**4 days**	**Tue 5/10/22**	**Fri 5/13/22**	**Joe Lombardi**
Identify client value chain	0.98 days	Tue 5/10/22	Tue 5/10/22	
Document the Business Enterprise Model	2.95 days	Wed 5/11/22	Fri 5/13/22	Joe Lombardi
Review and Validate SWOT Analysis	**2.98 days**	**Mon 5/16/22**	**Wed 5/18/22**	
Review strengths, weaknesses, opportunities and threats	0.98 days	Mon 5/16/22	Mon 5/16/22	
Market & Analysis Report	1 day	Tue 5/17/22	Tue 5/17/22	Garrick Wright, Nicole Sanislow, Monique Emmanuel
Initial transformation opportunities	0.98 days	Wed 5/18/22	Wed 5/18/22	
Review IT Objectives and Strategies	**4 days**	**Wed 5/18/22**	**Mon 5/23/22**	**Joe Lombardi**
Review IT Stakeholders Perspectives	**2 days**	**Wed 5/18/22**	**Thu 5/19/22**	
Enterprise Current Initiative Analysis	1.96 days	Wed 5/18/22	Thu 5/19/22	Monique Emmanuel, Joe Lombardi, Monique Emmanuel, Thomas Richardson
Existing Enterprise IT Strategy	1.96 days	Wed 5/18/22	Thu 5/19/22	Monique Emmanuel, Joe Lombardi, Garrick Wright
Existing Technology Policy	1.96 days	Wed 5/18/22	Thu 5/19/22	Monique Emmanuel, Monique Emmanuel, Joe Lombardi, Garrick Wright
Update SWOT Analysis	0.98 days	Mon 5/23/22	Mon 5/23/22	
Update Transformation Opportunities	0.98 days	Mon 5/23/22	Mon 5/23/22	Joe Lombardi
Map the IT Vision to the Business strategy	1.96 days	Fri 5/20/22	Mon 5/23/22	
Analyze Industry Benchmarks and Best Practices	**2.98 days**	**Wed 5/25/22**	**Fri 5/27/22**	**Monique Emmanuel**
Identify relevant industry benchmarks and best practices	**1 day**	**Wed 5/25/22**	**Wed 5/25/22**	
Best Practice Report	1 day	Wed 5/25/22	Wed 5/25/22	Monique Emmanuel, Joe Lombardi, Thomas Richardson

Identify relevant emerging technologies	**1.5 days**	**Wed 5/25/22**	**Thu 5/26/22**	
Best Practice Report	1.34 days	Wed 5/25/22	Thu 5/26/22	Monique Emmanuel, Joe Lombardi, Thomas Richardson
Analyze competitors	0.98 days	Thu 5/26/22	Thu 5/26/22	
Develop a research summary	0.98 days	Fri 5/27/22	Fri 5/27/22	
Assess Current Environment	**67 days**	**Fri 5/13/22**	**Mon 8/15/22**	
Understand Client Satisfaction with IT	**9 days**	**Fri 5/13/22**	**Wed 5/25/22**	
Determine technique to gather client satisfaction information	3.93 days	Fri 5/13/22	Wed 5/18/22	
Analyze data collection results	**4 days**	**Fri 5/20/22**	**Wed 5/25/22**	
Enterprise Technology Analysis	3.93 days	Fri 5/20/22	Wed 5/25/22	Monique Emmanuel, Joe Lombardi, Garrick Wright
Develop Functional Quality Assessment of Apps and Infrastructure	3.93 days	Fri 5/20/22	Wed 5/25/22	
Analyze Business Process Needs	**57 days**	**Fri 5/27/22**	**Mon 8/15/22**	
Conduct business management interviews	**57 days**	**Fri 5/27/22**	**Mon 8/15/22**	
As-Is Process Model	35 days	Fri 5/27/22	Thu 7/14/22	Joe Lombardi, Monique Emmanuel
As-Is Organization Model	34 days	Tue 5/31/22	Fri 7/15/22	Joe Lombardi, Monique Emmanuel, Garrick Wright
As-Is Facilities Model	54.02 days	Tue 5/31/22	Mon 8/15/22	Joe Lombardi, Monique Emmanuel, Thomas Richardson
Develop Business Models	1.96 days	Mon 7/18/22	Tue 7/19/22	Joe Lombardi
Analyze key operating metrics	0.98 days	Wed 7/20/22	Wed 7/20/22	Joe Lombardi
Update Transformation Opportunities List	0.98 days	Thu 7/21/22	Thu 7/21/22	Joe Lombardi
Understand Current IT Environment	**35 days**	**Fri 5/27/22**	**Thu 7/14/22**	
Consolidate IT Information	0.98 days	Fri 5/27/22	Fri 5/27/22	Joe Lombardi
Analyze key information needs & sources	**11 days**	**Tue 5/31/22**	**Tue 6/14/22**	
As-Is Information/Data Architecture	**11 days**	**Tue 5/31/22**	**Tue 6/14/22**	

Modeling Tools	1.96 days	Tue 5/31/22	Wed 6/1/22	Joe Lombardi
Business Intellegence	0.98 days	Wed 6/1/22	Wed 6/1/22	Joe Lombardi
Data Movement	1.96 days	Thu 6/9/22	Fri 6/10/22	Joe Lombardi
DB Management Systems	0.98 days	Mon 6/13/22	Mon 6/13/22	Joe Lombardi
Business Rules	0.98 days	Tue 6/14/22	Tue 6/14/22	Joe Lombardi
Assess application portfolio	**23.96 days**	**Mon 5/30/22**	**Thu 6/30/22**	
As Is Application Architecture	**23.96 days**	**Mon 5/30/22**	**Thu 6/30/22**	
Inventory Applications	16.7 days	Mon 5/30/22	Thu 6/23/22	Joe Lombardi
Prioritize and Ranking Value	2.95 days	Fri 6/24/22	Tue 6/28/22	Joe Lombardi
Assess apps potential for update or retirement	1.96 days	Wed 6/29/22	Thu 6/30/22	
Assess technology portfolio	**8 days**	**Fri 5/27/22**	**Tue 6/7/22**	
As Is Infrastructure Architecture	**8 days**	**Fri 5/27/22**	**Tue 6/7/22**	
Hardware	1.96 days	Fri 5/27/22	Mon 5/30/22	
Software	1.96 days	Tue 5/31/22	Thu 6/2/22	Joe Lombardi
IoT and Networks	1.96 days	Fri 6/3/22	Mon 6/6/22	Joe Lombardi
Human Resources	0.98 days	Tue 6/7/22	Tue 6/7/22	Joe Lombardi
Understand security policies and environment	**28 days**	**Tue 6/7/22**	**Thu 7/14/22**	
As Is Security Architecture	0.98 days	Wed 6/15/22	Wed 6/15/22	Joe Lombardi
Update the SWOT Analysis	20.63 days	Tue 6/7/22	Wed 7/6/22	Joe Lombardi
Update Transformation Opportunity List	26.52 days	Wed 6/8/22	Thu 7/14/22	Joe Lombardi
Develop Current Assessment Report	**22 days**	**Thu 6/9/22**	**Fri 7/8/22**	
Create the Current Assessment Report	**21 days**	**Thu 6/9/22**	**Thu 7/7/22**	
Current Assessment Report	20.63 days	Thu 6/9/22	Thu 7/7/22	Joe Lombardi
Review Current Assessment Report	0.98 days	Wed 7/6/22	Thu 7/7/22	Joe Lombardi
Document Client Validation Summary	1.96 days	Thu 7/7/22	Fri 7/8/22	Joe Lombardi

Formulate Future Enterprise Architecture	**64 days**	**Fri 6/24/22**	**Wed 9/21/22**	
Define Enterprise Principles	**5 days**	**Fri 7/8/22**	**Thu 7/14/22**	
Develop Enterprise Governance Principles	1.96 days	Fri 7/8/22	Mon 7/11/22	Joe Lombardi
Gain client concurrence on the Enterprise Governance Principles	1.96 days	Mon 7/11/22	Tue 7/12/22	Joe Lombardi
Develop Architecture Guiding Principles	1.96 days	Tue 7/12/22	Wed 7/13/22	Joe Lombardi
Gain client concurrence on the architecture principles	1.96 days	Wed 7/13/22	Thu 7/14/22	Joe Lombardi
Define Future Information Architecture	**7 days**	**Thu 7/14/22**	**Fri 7/22/22**	**Joe Lombardi**
Define Enterprise Information & Data Management Framework	**7 days**	**Thu 7/14/22**	**Fri 7/22/22**	**Joe Lombardi**
To-Be Information/Data Architecture	6.88 days	Thu 7/14/22	Fri 7/22/22	Joe Lombardi
Define Business Intelligence Scenarios	1.96 days	Thu 7/14/22	Fri 7/15/22	Joe Lombardi
Define Information Application Portfolio and System Integration matrix	1.96 days	Thu 7/14/22	Fri 7/15/22	Joe Lombardi
Define Component View	1.96 days	Thu 7/14/22	Fri 7/15/22	Joe Lombardi
Define Future Application Architecture	**10 days**	**Thu 7/14/22**	**Wed 7/27/22**	
Define Enterprise Application Software Portfolio and System Integration Matrix	**8 days**	**Thu 7/14/22**	**Mon 7/25/22**	
To-Be Application Architecture	**8 days**	**Thu 7/14/22**	**Mon 7/25/22**	
Inventory Residual Applications	2.95 days	Thu 7/14/22	Mon 7/18/22	Joe Lombardi
New Value Based applications	3.93 days	Mon 7/18/22	Thu 7/21/22	Joe Lombardi
Retired applications	2.95 days	Thu 7/21/22	Mon 7/25/22	Joe Lombardi
Define Application Architecture Component View	2.95 days	Mon 7/25/22	Wed 7/27/22	Joe Lombardi
Define Future Infrastructure Architecture	**31 days**	**Fri 6/24/22**	**Fri 8/5/22**	
Develop Logical Location Connectivity Model	0.98 days	Thu 7/14/22	Thu 7/14/22	Joe Lombardi

Develop Logical Location Software Deployment Schema	0.98 days	Thu 7/14/22	Thu 7/14/22	Joe Lombardi
Develop Infrastructure Architecture Component View	**20 days**	**Fri 6/24/22**	**Thu 7/21/22**	**Joe Lombardi**
To-Be Infrastructure Architecture	**20 days**	**Fri 6/24/22**	**Thu 7/21/22**	
Hardware	1.96 days	Thu 7/14/22	Fri 7/15/22	Joe Lombardi
Software	1.96 days	Thu 7/14/22	Fri 7/15/22	Joe Lombardi
IoT and Networks	1.96 days	Wed 7/20/22	Thu 7/21/22	Joe Lombardi
Human Resources	0.98 days	Fri 6/24/22	Fri 6/24/22	Joe Lombardi
Develop Technology Policy	**7 days**	**Thu 7/28/22**	**Fri 8/5/22**	**Joe Lombardi**
Program Specific Policy	4.91 days	Thu 7/28/22	Wed 8/3/22	Joe Lombardi
Special Consideration Policy	1.96 days	Thu 8/4/22	Fri 8/5/22	Joe Lombardi
Define Future Security Architecture	**2 days**	**Thu 7/14/22**	**Fri 7/15/22**	**Joe Lombardi**
Develop Security Architecture	1.96 days	Thu 7/14/22	Fri 7/15/22	Joe Lombardi
Define Future Enterprise IT Management Architecture	**20 days**	**Thu 6/30/22**	**Wed 7/27/22**	
Determine service level needs	0.98 days	Thu 7/14/22	Thu 7/14/22	Joe Lombardi
Develop the IT Management Business Model	0.98 days	Fri 7/15/22	Fri 7/15/22	Joe Lombardi
Develop the IT Management Process Models	0.98 days	Mon 7/18/22	Mon 7/18/22	Joe Lombardi
Develop integrated application/information/IT mgmt process architectures	**7 days**	**Tue 7/19/22**	**Wed 7/27/22**	**Joe Lombardi**
Business Management	0.98 days	Tue 7/19/22	Tue 7/19/22	Joe Lombardi
IT management	2.95 days	Wed 7/20/22	Fri 7/22/22	Joe Lombardi
Project Management	2.95 days	Mon 7/25/22	Wed 7/27/22	Joe Lombardi
Develop IT Management Architecture Component View	0.98 days	Thu 6/30/22	Thu 6/30/22	Joe Lombardi
Develop IT Management Software Portfolio Integration Matrix	0.98 days	Fri 7/1/22	Fri 7/1/22	Joe Lombardi
Develop IT Management Organization Component View	0.98 days	Mon 7/4/22	Mon 7/4/22	Joe Lombardi

Internal Team review of the Future Architecture	4.91 days	Tue 7/5/22	Mon 7/11/22	Joe Lombardi
Assess Current Projects and Analyze Gaps	**5 days**	**Thu 8/11/22**	**Wed 8/17/22**	
Assess current and planned projects	0.98 days	Thu 8/11/22	Thu 8/11/22	Joe Lombardi
Perform gap analysis	**4 days**	**Fri 8/12/22**	**Wed 8/17/22**	
Gap Analysis	3.93 days	Fri 8/12/22	Wed 8/17/22	Joe Lombardi, Monique Emmanuel, Thomas Richardson
Develop Future Enterprise Architecture Report	**3 days**	**Thu 8/18/22**	**Mon 8/22/22**	
Develop Future Enterprise Architecture Report	2.95 days	Thu 8/18/22	Mon 8/22/22	Joe Lombardi
Submit To-Be Technical Requirements to DEO for Review	0.98 days	Tue 8/23/22	Tue 8/23/22	Joe Lombardi
Review the To-Be Technical Requirements by DEO	4.91 days	Wed 8/24/22	Tue 8/30/22	Monique Emmanuel
Finalize To-Be Technical Requirements	1.96 days	Wed 8/31/22	Thu 9/1/22	Joe Lombardi
Submit To-Be Technical Requirements to DEO for Approval	0.98 days	Fri 9/2/22	Fri 9/2/22	Joe Lombardi
Receive Approval of the To-Be Technical Requirements by DEO	11.79 days	Tue 9/6/22	Wed 9/21/22	Monique Emmanuel
Publish To-Be Technical Requirements	20.63 days	Tue 8/23/22	Wed 9/21/22	Monique Emmanuel
MS - Deliverable 4 To-Be Technical Requirements Complete	22.59 days	Thu 8/18/22	Mon 9/19/22	
Deliverable 5 – To-Be Technical Requirements Working Sessions	**80 days**	**Tue 5/10/22**	**Tue 8/30/22**	
Obtain Agreement of Future Enterprise Architecture	**78 days**	**Tue 5/10/22**	**Thu 8/25/22**	
Release Information Survey to DEO SMEs and	4.91 days	Tue 5/10/22	Mon 5/16/22	Joe Lombardi
Compile Results Survey Results	3.93 days	Tue 5/17/22	Fri 5/20/22	Joe Lombardi
Core Claims Workshops; Validate Core Business Rules, Workflows, Dependencies, Data Sources, Interfaces, Security, Audit Trails	**1.19 days**	**Tue 5/24/22**	**Wed 5/25/22**	
Session 1 - 90 minutes	0.13 days	Tue 5/24/22	Tue 5/24/22	Monique Emmanuel
Session 2 - 90 minutes	0.13 days	Tue 5/24/22	Tue 5/24/22	Monique Emmanuel

Session 3 - 90 minutes	0.13 days	Wed 5/25/22	Wed 5/25/22	Monique Emmanuel
Develop workshop summary	1.12 days	Fri 5/27/22	Tue 5/31/22	Joe Lombardi
Update Transformation Opportunity List	2.95 days	Wed 5/25/22	Fri 5/27/22	Joe Lombardi
Core Claims: Architectural Assessment	**1.19 days**	**Wed 5/25/22**	**Thu 5/26/22**	
Session 1 - 90 minutes	0.13 days	Wed 5/25/22	Wed 5/25/22	Monique Emmanuel
Session 2 - 90 minutes	0.13 days	Thu 5/26/22	Thu 5/26/22	Monique Emmanuel
Session 3 - 90 minutes	0.13 days	Thu 5/26/22	Thu 5/26/22	Monique Emmanuel
Develop workshop summary	2.95 days	Tue 5/31/22	Thu 6/2/22	Joe Lombardi
Update Transformation Opportunity List	3.93 days	Tue 5/31/22	Fri 6/3/22	
Week 3 Workshop Sessions-Core & Continued RTM v3. (1)	**2.19 days**	**Tue 6/14/22**	**Thu 6/16/22**	
Claims Processing	0.13 days	Tue 6/14/22	Tue 6/14/22	Joe Lombardi
Claim Processing (Continued) & Adjudication	0.13 days	Tue 6/14/22	Tue 6/14/22	Joe Lombardi
Security	0.13 days	Wed 6/15/22	Wed 6/15/22	Joe Lombardi
Case Management	0.13 days	Wed 6/15/22	Wed 6/15/22	Joe Lombardi
Data Integrity	0.13 days	Thu 6/16/22	Thu 6/16/22	Joe Lombardi
Fraud	0.13 days	Thu 6/16/22	Thu 6/16/22	Joe Lombardi
Case Mgt and Adjudication (continued)	0.13 days	Thu 6/16/22	Thu 6/16/22	Joe Lombardi
Notice of Verification	0.13 days	Thu 6/16/22	Thu 6/16/22	Joe Lombardi
Develop workshop summary	2.95 days	Fri 6/17/22	Tue 6/21/22	Joe Lombardi
Update Transformation Opportunity List	2.95 days	Fri 6/17/22	Tue 6/21/22	Joe Lombardi
Week 4 Workshop Sessions-Core & Continued RTM v3. (1)	**2.19 days**	**Tue 6/21/22**	**Thu 6/23/22**	
CX/UX	0.13 days	Tue 6/21/22	Tue 6/21/22	Joe Lombardi
CX/UX	0.13 days	Tue 6/21/22	Tue 6/21/22	

Eligibility/Claims Management/File Claims	0.13 days	Wed 6/22/22	Wed 6/22/22	Joe Lombardi
Sys Enhancement & Other User processes	0.13 days	Wed 6/22/22	Wed 6/22/22	Joe Lombardi
Call Center processes	0.13 days	Thu 6/23/22	Thu 6/23/22	Joe Lombardi
Architecture Review	0.13 days	Thu 6/23/22	Thu 6/23/22	Joe Lombardi
Develop workshop summary	2.95 days	Fri 6/24/22	Tue 6/28/22	Joe Lombardi
Update Transformation Opportunity List	3.93 days	Thu 6/23/22	Tue 6/28/22	
Initial Claim, TPA, Employer Requirements Review	**11.51 days**	**Fri 7/15/22**	**Mon 8/1/22**	**Joe Lombardi**
Review and reconcile changes to KPMG To Be Technical Report	0.98 days	Fri 7/15/22	Mon 7/18/22	Joe Lombardi
Review and reconcile change to KPMG RTM and Change Log	0.98 days	Mon 7/18/22	Mon 7/18/22	Joe Lombardi
Review prior work session log, inventory unclear requirements	0.98 days	Mon 7/18/22	Tue 7/19/22	Joe Lombardi
Resolve unclear requirements w DEO	0.98 days	Mon 7/18/22	Tue 7/19/22	Joe Lombardi
Validate workflows, Develop TRs	2.95 days	Tue 7/19/22	Fri 7/22/22	Joe Lombardi
Submit to DEO for review and prioritization	4.91 days	Fri 7/22/22	Fri 7/29/22	Joe Lombardi
Prepare TRs for CX/UX SOW and To Be Technical Report	0.01 days	Mon 8/1/22	Mon 8/1/22	Joe Lombardi
Assemble Workshop Documentation (Meeting Agendas and Recordings)	3.93 days	Wed 8/17/22	Mon 8/22/22	Joe Lombardi
Review final inventory	3.93 days	Mon 8/22/22	Thu 8/25/22	Joe Lombardi
Submit to DEO for final review and approval	1 day	Mon 8/22/22	Mon 8/22/22	Joe Lombardi
MS - Deliverable 5 To-Be Technical Requirements Working Sessions Complete	0 days	Tue 8/30/22	Tue 8/30/22	
Deliverable 6 – Final To-Be Technical Requirements Report	**21 days**	**Wed 9/14/22**	**Wed 10/12/22**	
Compile Workshop Requirements into Technical Requirements Report	3.93 days	Fri 9/16/22	Wed 9/21/22	Joe Lombardi

Review Final To-Be Technical Requirements Report	5.89 days	Thu 9/22/22	Thu 9/29/22	
Submit Final To-Be Technical Requirements Report to DEO for Review	0.98 days	Thu 9/29/22	Thu 9/29/22	
Review the Final To-Be Technical Requirements Report by DEO	6 days	Fri 9/30/22	Fri 10/7/22	Monique Emmanuel
Finalize Final To-Be Technical Requirements Report	1.96 days	Fri 10/7/22	Mon 10/10/22	
Submit Final To-Be Technical Requirements Report to DEO for Approval	0.98 days	Tue 10/11/22	Tue 10/11/22	
Receive Approval of the Final To-Be Technical Requirements Report by DEO	2 days	Tue 10/11/22	Wed 10/12/22	Monique Emmanuel
Publish Final To-Be Technical Requirements Report	0.98 days	Wed 9/14/22	Wed 9/14/22	
MS - Deliverable 6 Final To-Be Technical Requirements Report Complete	0 days	Wed 10/12/22	Wed 10/12/22	
Deliverable 7 – Design Documentation	**190.66 days**	**Wed 4/6/22**	**Wed 12/28/22**	
Transcribe and Organize Technical Functional & Non-Functional Specifications by Project Area	**21.93 days**	**Mon 10/17/22**	**Tue 11/15/22**	
Project 1-Cloud Migration	2.95 days	Mon 10/17/22	Wed 10/19/22	
Project 2-Cloud Contact Center as a Service	2.95 days	Wed 10/19/22	Fri 10/21/22	
Project 6-SOA and API Layer	2.95 days	Fri 10/21/22	Tue 10/25/22	
Project 5-Rules Engine	2.95 days	Tue 10/25/22	Thu 10/27/22	
Project 11-Incremental CX / UX Mobile-Responsive Software Transformation	2.95 days	Thu 10/27/22	Mon 10/31/22	
Project 7-RA Help Center	1.96 days	Mon 10/31/22	Tue 11/1/22	
Project 12-Data Warehouse	1.96 days	Wed 11/2/22	Thu 11/3/22	
Project 15-Archival and Purge Project	1.96 days	Fri 11/4/22	Mon 11/7/22	

Project 14-Master Data Management and Interoperability Project	1.96 days	Tue 11/8/22	Wed 11/9/22	
Project 17-Identity Management and Access Control Project	3.93 days	Thu 11/10/22	Tue 11/15/22	
Create System Design Document	**19.64 days**	**Wed 4/6/22**	**Tue 5/3/22**	
Project 1-Cloud Migration	1.96 days	Wed 4/6/22	Thu 4/7/22	
Project 2-Cloud Contact Center as a Service	1.96 days	Thu 4/7/22	Mon 4/11/22	
Project 6-SOA and API Layer	1.96 days	Mon 4/11/22	Wed 4/13/22	
Project 5-Rules Engine	1.96 days	Wed 4/13/22	Fri 4/15/22	
Project 11-Incremental CX / UX Mobile-Responsive Software Transformation	1.96 days	Fri 4/15/22	Tue 4/19/22	
Project 7-RA Help Center	1.96 days	Tue 4/19/22	Thu 4/21/22	
Project 12-Data Warehouse	1.96 days	Thu 4/21/22	Mon 4/25/22	
Project 15-Archival and Purge Project	1.96 days	Mon 4/25/22	Wed 4/27/22	
Project 14-Master Data Management and Interoperability Project	1.96 days	Wed 4/27/22	Fri 4/29/22	
Project 17-Identity Management and Access Control Project	1.96 days	Fri 4/29/22	Tue 5/3/22	
Review the Design Documentation by DEO	6 days	Tue 11/15/22	Tue 11/22/22	Monique Emmanuel
Finalize Design Documentation	2.95 days	Tue 11/22/22	Thu 11/24/22	
Submit Design Documentation to DEO for Approval	1.96 days	Tue 11/29/22	Wed 11/30/22	
Receive Approval of the Design Documentation by DEO	1 day	Wed 11/30/22	Wed 11/30/22	Monique Emmanuel
Publish Design Documentation	0.98 days	Thu 12/1/22	Thu 12/1/22	
MS - Deliverable 7 Design Documentation Complete	18.66 days	Fri 12/2/22	Wed 12/28/22	
Deliverable 8 – Infrastructure Performance Requirements	**29 days**	**Wed 9/7/22**	**Mon 10/17/22**	
Facilitate Performance Requirements Analysis	5.27 days	Wed 9/7/22	Wed 9/14/22	Joe Lombardi

Develop Infrastructure Performance Requirements	**13 days**	**Mon 9/12/22**	**Wed 9/28/22**	
Prioritize High Level Requirements	2.95 days	Mon 9/12/22	Wed 9/14/22	Joe Lombardi
Define readiness criteria	2.95 days	Wed 9/14/22	Fri 9/16/22	Joe Lombardi
Evalute Infrastructure and Tools	4 days	Fri 9/16/22	Wed 9/21/22	Joe Lombardi
Define Servicing Strategy	4 days	Wed 9/21/22	Mon 9/26/22	Joe Lombardi
Determine application readiness	3 days	Mon 9/26/22	Wed 9/28/22	Joe Lombardi
Submit Infrastructure Performance Report to DEO for Review	2 days	Wed 9/28/22	Thu 9/29/22	Joe Lombardi
Review the Infrastructure Performance Report by DEO	3 days	Fri 9/30/22	Tue 10/4/22	Monique Emmanuel
Finalize Infrastructure Performance Report	3 days	Wed 10/5/22	Fri 10/7/22	Joe Lombardi
Submit Infrastructure Performance Report to DEO for Approval	1 day	Mon 10/10/22	Mon 10/10/22	Joe Lombardi
Receive Approval of the Infrastructure Performance Report by DEO	3 days	Tue 10/11/22	Thu 10/13/22	Monique Emmanuel
Publish Infrastructure Performance Report	2 days	Fri 10/14/22	Mon 10/17/22	Monique Emmanuel
MS - Deliverable 8 Infrastructure Performance Report Complete	0 days	Mon 10/17/22	Mon 10/17/22	
Deliverable 9 - Training and Requirements Management Plan	**34 days**	**Wed 5/11/22**	**Mon 6/27/22**	**Joe Lombardi**
Develop Knowledge Transfer Plan	4.91 days	Wed 5/11/22	Tue 5/17/22	
For Requirements Management Create and update:	**7 days**	**Wed 5/18/22**	**Thu 5/26/22**	
Training Manual	2.95 days	Wed 5/18/22	Fri 5/20/22	Joe Lombardi
Guides	1.13 days	Mon 5/23/22	Tue 5/24/22	
Desktop Aids	0.98 days	Wed 5/25/22	Thu 5/26/22	Joe Lombardi
Develop Requirement Management Plan	**13 days**	**Fri 5/27/22**	**Tue 6/14/22**	
Develop user stories for configuration of Traceability Tool	2.95 days	Fri 5/27/22	Wed 6/1/22	Joe Lombardi

Document User Rules for Forward/Backward traceability	1.55 days	Thu 6/2/22	Fri 6/3/22	Joe Lombardi
Create workflows and activities	1.11 days	Tue 6/7/22	Wed 6/8/22	Joe Lombardi
Identify Baseline Metrics	1.12 days	Wed 6/8/22	Thu 6/9/22	Joe Lombardi
Identify and document Quality Measures	0.98 days	Fri 6/10/22	Mon 6/13/22	Joe Lombardi
Final internal review and edit	1 day	Tue 6/14/22	Tue 6/14/22	Joe Lombardi
Submit Requirements Management Plan to DEO for Review	0.98 days	Wed 6/15/22	Wed 6/15/22	Joe Lombardi
Review the Requirements Management Plan by DEO	1.96 days	Thu 6/16/22	Fri 6/17/22	Monique Emmanuel
Finalize Requirements Management Plan	1.96 days	Mon 6/20/22	Tue 6/21/22	Joe Lombardi
Submit Requirements Management Plan to DEO for Approval	0 days	Wed 6/22/22	Wed 6/22/22	Joe Lombardi
Receive Approval of the Requirements Management Plan by DEO	1.96 days	Thu 6/23/22	Fri 6/24/22	Monique Emmanuel
Publish Requirements Management Plan	0.98 days	Mon 6/27/22	Mon 6/27/22	Monique Emmanuel
MS - Deliverable 9 Requirements Management Plan Complete	0 days	Mon 6/27/22	Mon 6/27/22	
Deliverable 10 – Architectural Standards for Overall System Modernization	**80 days**	**Thu 7/14/22**	**Thu 11/3/22**	
Define Future Infrastructure Architecture	**17 days**	**Thu 7/14/22**	**Fri 8/5/22**	
Develop Logical Location Connectivity Model	10.8 days	Thu 7/14/22	Thu 7/28/22	Joe Lombardi
Develop Logical Location Software Deployment Schema	10.8 days	Thu 7/14/22	Thu 7/28/22	Joe Lombardi
Develop Infrastructure Architecture Component View	**7 days**	**Thu 7/14/22**	**Fri 7/22/22**	**Joe Lombardi**
To-Be Infrastructure Architecture	**7 days**	**Thu 7/14/22**	**Fri 7/22/22**	**Joe Lombardi**
Hardware	2.95 days	Thu 7/14/22	Mon 7/18/22	Joe Lombardi
Software	4.91 days	Thu 7/14/22	Wed 7/20/22	Joe Lombardi
IoT and Networks	2.95 days	Wed 7/20/22	Fri 7/22/22	Joe Lombardi

Human Resources	6.88 days	Thu 7/14/22	Fri 7/22/22	Joe Lombardi
Develop Technology Policy	**7 days**	**Thu 7/28/22**	**Fri 8/5/22**	
Program Specific Policy	6.88 days	Thu 7/28/22	Fri 8/5/22	Joe Lombardi
Special Consideration Policy	1.96 days	Thu 8/4/22	Fri 8/5/22	Joe Lombardi
Define Future Enterprise IT Management Architecture	**9 days**	**Sat 8/6/22**	**Thu 8/18/22**	**Joe Lombardi**
Determine service level needs	0.98 days	Sat 8/6/22	Mon 8/8/22	Joe Lombardi
Develop the IT Management Business Model	1.96 days	Sat 8/6/22	Tue 8/9/22	Joe Lombardi
Develop the IT Management Process Models	1.96 days	Tue 8/9/22	Wed 8/10/22	Joe Lombardi
Develop integrated application/information/IT mgmt process architectures	**4 days**	**Wed 8/10/22**	**Mon 8/15/22**	**Joe Lombardi**
Business Management	1.96 days	Wed 8/10/22	Thu 8/11/22	Joe Lombardi
IT management	1.96 days	Thu 8/11/22	Fri 8/12/22	Joe Lombardi
Project Management	1.96 days	Fri 8/12/22	Mon 8/15/22	Joe Lombardi
Develop IT Management Architecture Component View	1.96 days	Mon 8/15/22	Tue 8/16/22	Joe Lombardi
Develop IT Management Software Portfolio Integration Matrix	1.96 days	Tue 8/16/22	Wed 8/17/22	Joe Lombardi
Develop IT Management Organization Component View	1.96 days	Wed 8/17/22	Thu 8/18/22	Joe Lombardi
Assess Current Projects and Analyze Gaps	**6 days**	**Thu 8/18/22**	**Thu 8/25/22**	**Joe Lombardi**
Assess Current Projects and Analyze Gaps	1.96 days	Thu 8/18/22	Fri 8/19/22	Joe Lombardi
Assess Current Projects and Analyze Gaps	**5 days**	**Fri 8/19/22**	**Thu 8/25/22**	**Joe Lombardi**
Gap Analysis	4.91 days	Fri 8/19/22	Thu 8/25/22	Joe Lombardi
Identify Principles and Standards for:	**6 days**	**Thu 8/18/22**	**Thu 8/25/22**	**Joe Lombardi**
Appliaction Architecture layer-EA Integration	1.96 days	Thu 8/18/22	Fri 8/19/22	Joe Lombardi
Data Information Application Layer	1.96 days	Fri 8/19/22	Mon 8/22/22	Joe Lombardi
Technology Infrastruture Architecture-Components and Domains	1.96 days	Mon 8/22/22	Tue 8/23/22	Joe Lombardi

Security Architecture	1.96 days	Tue 8/23/22	Wed 8/24/22	Joe Lombardi
Emerging Busines Architecture	1.96 days	Wed 8/24/22	Thu 8/25/22	Joe Lombardi
Identify and Analyze Architectural & Technology Requirements	**50 days**	**Thu 8/25/22**	**Wed 11/2/22**	
Catalog, Architectural & Technology Requirements	2.95 days	Thu 8/25/22	Mon 8/29/22	Joe Lombardi
Final internal review and edit	1.96 days	Mon 8/29/22	Tue 8/30/22	
Submit Architectural Standards for Overall System Modernization to DEO for Review	2.95 days	Tue 8/30/22	Thu 9/1/22	
Review the Architectural Standards for Overall System Modernization by DEO	2.95 days	Thu 9/1/22	Tue 9/6/22	Monique Emmanuel
Finalize Architectural Standards for Overall System Modernization	2.95 days	Tue 9/6/22	Thu 9/8/22	Joe Lombardi
Submit Architectural Standards for Overall System Modernization to DEO for Approval	1.96 days	Thu 9/8/22	Fri 9/9/22	
Receive Approval of the Architectural Standards for Overall System Modernization by DEO	2.95 days	Tue 10/18/22	Fri 10/21/22	Monique Emmanuel
Publish Architectural Standards for Overall System Modernization	2.54 days	Fri 10/28/22	Wed 11/2/22	Joe Lombardi
MS - Deliverable 10 Architectural Standards for Overall System Modernization Complete	0 days	Thu 11/3/22	Thu 11/3/22	
Deliverable 18 – Transition Plan	**71 days**	**Mon 7/18/22**	**Mon 10/24/22**	**Joe Lombardi**
Develop Transition Plan	**34 days**	**Mon 7/18/22**	**Thu 9/1/22**	
Determine Communication and Staffing needs	2.95 days	Mon 7/18/22	Wed 7/20/22	Joe Lombardi
Create Knowledge Repository	2.95 days	Tue 7/19/22	Thu 7/21/22	Joe Lombardi
Identify system software	6.88 days	Mon 8/1/22	Tue 8/9/22	Joe Lombardi
Infrastructure Readiness	6.88 days	Tue 8/9/22	Wed 8/17/22	Joe Lombardi
Release Strategy	4.91 days	Wed 8/17/22	Tue 8/23/22	Joe Lombardi

Business Continuity Plan	5.89 days	Tue 8/23/22	Tue 8/30/22	Joe Lombardi
Internal Quality Review	2.95 days	Tue 8/30/22	Thu 9/1/22	Joe Lombardi
Submit Transition Plan to DEO for Review	5.89 days	Thu 9/1/22	Sun 9/11/22	Joe Lombardi
Review the Transition Plan by DEO	2.95 days	Fri 9/2/22	Wed 9/7/22	Monique Emmanuel
Finalize Transition Plan	1.96 days	Wed 10/12/22	Fri 10/14/22	Joe Lombardi
Submit Transition Plan to DEO for Approval	1.96 days	Thu 10/13/22	Fri 10/14/22	Joe Lombardi
Receive Approval of the Transition Plan by DEO	2.95 days	Mon 9/12/22	Wed 9/14/22	Monique Emmanuel
Publish Transition Plan	1.96 days	Fri 10/21/22	Mon 10/24/22	Joe Lombardi
MS - Deliverable 18 Transition Plan Complete	0 days	Mon 10/24/22	Mon 10/24/22	Monique Emmanuel
Integration Services	**314 days**	**Wed 4/6/22**	**Tue 6/20/23**	
Deliverable 11 – Performance Benchmarks	**24.96 days**	**Wed 9/7/22**	**Tue 10/11/22**	
Develop Performance Benchmarks	**15.93 days**	**Wed 9/7/22**	**Wed 9/28/22**	
Identify processes critical to success	3.93 days	Wed 9/7/22	Mon 9/12/22	Joe Lombardi
Map processes needing improvement	3.93 days	Mon 9/12/22	Thu 9/15/22	Joe Lombardi
Collect and Analyse Date	4 days	Thu 9/15/22	Tue 9/20/22	Joe Lombardi
Create individual plans to implement change	3.93 days	Tue 9/20/22	Fri 9/23/22	
Identify final benchmarks to measure against	3.93 days	Fri 9/23/22	Wed 9/28/22	
Submit Performance Benchmarks to DEO for Review	1.96 days	Wed 9/28/22	Thu 9/29/22	
Review the Performance Benchmarks by DEO	3 days	Thu 9/29/22	Mon 10/3/22	Monique Emmanuel
Finalize Performance Benchmarks	2.95 days	Mon 10/3/22	Wed 10/5/22	
Submit Performance Benchmarks to DEO for Approval	2.95 days	Wed 10/5/22	Fri 10/7/22	
Receive Approval of the Performance Benchmarks by DEO	2 days	Fri 10/7/22	Mon 10/10/22	Monique Emmanuel
Publish Performance Benchmarks	1.96 days	Mon 10/10/22	Tue 10/11/22	

MS - Deliverable 11 – Performance Benchmarks Complete	0 days	Tue 10/11/22	Tue 10/11/22	
Deliverable 12 – Architecture Change Control and Approval Processes	**49 days**	**Tue 8/9/22**	**Fri 10/14/22**	
Develop Architecture Change Control and Approval Processes	**37 days**	**Tue 8/9/22**	**Wed 9/28/22**	
Define scope and purpose	1.96 days	Tue 8/9/22	Wed 8/10/22	Joe Lombardi
Determine governance structure	2.95 days	Tue 8/16/22	Thu 8/18/22	Joe Lombardi
Determine assessment and analysis processes	4 days	Mon 9/19/22	Thu 9/22/22	Joe Lombardi
Identify strategies	4 days	Thu 9/22/22	Tue 9/27/22	Joe Lombardi
Identify implementation process	2 days	Tue 9/27/22	Wed 9/28/22	Joe Lombardi
Internal Quality Review	2 days	Tue 9/27/22	Wed 9/28/22	Joe Lombardi
Submit Architecture Change Control and Approval Processes to DEO for Review	14 days	Mon 9/12/22	Thu 9/29/22	Joe Lombardi
Review the Architecture Change Control and Approval Processes by DEO	6 days	Thu 9/29/22	Thu 10/6/22	Monique Emmanuel
Finalize Architecture Change Control and Approval Processes	3 days	Thu 10/6/22	Mon 10/10/22	Joe Lombardi
Submit Architecture Change Control and Approval Processes to DEO for Approval	2 days	Mon 10/10/22	Tue 10/11/22	Joe Lombardi
Receive Approval of the Architecture Change Control and Approval Processes by DEO	3 days	Tue 10/11/22	Thu 10/13/22	Monique Emmanuel
Publish Architecture Change Control and Approval Processes	2 days	Thu 10/13/22	Fri 10/14/22	Monique Emmanuel
MS - Deliverable 12 – Architecture Change Control and Approval Processes Complete	0.98 days	Fri 10/14/22	Fri 10/14/22	
Deliverable 13 – Oversight and Monitoring of Modernization Projects	**314 days**	**Wed 4/6/22**	**Tue 6/20/23**	
Conduct Bi-Weekly Architectural Review Meetings	**280.98 days**	**Fri 4/29/22**	**Fri 5/26/23**	
Conduct Bi-Weekly Architectural Review Meetings 1	0.98 days	Fri 4/29/22	Fri 4/29/22	Joe Lombardi

Conduct Bi-Weekly Architectural Review Meetings 2	0.98 days	Fri 5/13/22	Fri 5/13/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 3	0.98 days	Fri 5/27/22	Fri 5/27/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 4	0.98 days	Fri 6/10/22	Fri 6/10/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 5	0.98 days	Fri 6/24/22	Fri 6/24/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 6	0.65 days	Fri 7/8/22	Fri 7/8/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 7	0.98 days	Fri 7/22/22	Fri 7/22/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 8	0.98 days	Fri 8/5/22	Fri 8/5/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 9	0.98 days	Fri 8/19/22	Fri 8/19/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 10	0.98 days	Fri 9/2/22	Fri 9/2/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 11	0.98 days	Fri 9/16/22	Fri 9/16/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 12	0.98 days	Fri 9/30/22	Fri 9/30/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 13	0.98 days	Fri 10/14/22	Fri 10/14/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 14	0.98 days	Fri 10/28/22	Fri 10/28/22	Joe Lombardi
Conduct Bi-Weekly Architectural Review Meetings 15	0.98 days	Fri 12/9/22	Fri 12/9/22	
Conduct Bi-Weekly Architectural Review Meetings 16	0.98 days	Fri 12/23/22	Fri 12/23/22	
Conduct Bi-Weekly Architectural Review Meetings 17	0.98 days	Fri 1/6/23	Fri 1/6/23	
Conduct Bi-Weekly Architectural Review Meetings 18	0.98 days	Fri 1/20/23	Fri 1/20/23	
Conduct Bi-Weekly Architectural Review Meetings 19	0.98 days	Fri 2/3/23	Fri 2/3/23	
Conduct Bi-Weekly Architectural Review Meetings 20	0.98 days	Fri 2/17/23	Fri 2/17/23	
Conduct Bi-Weekly Architectural Review Meetings 21	0.98 days	Fri 3/3/23	Fri 3/3/23	
Conduct Bi-Weekly Architectural Review Meetings 22	0.98 days	Fri 3/17/23	Fri 3/17/23	
Conduct Bi-Weekly Architectural Review Meetings 23	0.98 days	Fri 3/31/23	Fri 3/31/23	
Conduct Bi-Weekly Architectural Review Meetings 24	0.98 days	Fri 4/14/23	Fri 4/14/23	

Conduct Bi-Weekly Architectural Review Meetings 25	0.98 days	Fri 4/28/23	Fri 4/28/23	
Conduct Bi-Weekly Architectural Review Meetings 26	0.98 days	Fri 5/12/23	Fri 5/12/23	
Conduct Bi-Weekly Architectural Review Meetings 27	0.98 days	Fri 5/26/23	Fri 5/26/23	
Bi-Weekly Architectural Meeting Minutes	**280.98 days**	**Mon 5/2/22**	**Mon 5/29/23**	**Joe Lombardi**
Bi-Weekly Architectural Meeting Minutes 1	0.98 days	Mon 5/2/22	Mon 5/2/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 2	0.98 days	Mon 5/16/22	Mon 5/16/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 3	1 day	Mon 5/30/22	Mon 5/30/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 4	0.06 days	Mon 6/13/22	Mon 6/13/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 5	0.98 days	Mon 6/27/22	Mon 6/27/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 6	2.95 days	Mon 7/11/22	Wed 7/13/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 7	0.98 days	Mon 7/25/22	Mon 7/25/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 8	0.98 days	Mon 8/8/22	Mon 8/8/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 9	0.98 days	Mon 8/22/22	Mon 8/22/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 10	0.98 days	Mon 9/5/22	Tue 9/6/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 11	0.98 days	Mon 9/19/22	Mon 9/19/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 12	0.98 days	Mon 10/3/22	Mon 10/3/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 13	0.98 days	Mon 10/17/22	Mon 10/17/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 14	0.98 days	Mon 10/31/22	Tue 11/1/22	Joe Lombardi
Bi-Weekly Architectural Meeting Minutes 15	0.98 days	Mon 11/14/22	Mon 11/14/22	
Bi-Weekly Architectural Meeting Minutes 16	0.98 days	Mon 11/28/22	Mon 11/28/22	
Bi-Weekly Architectural Meeting Minutes 17	0.98 days	Mon 12/12/22	Mon 12/12/22	
Bi-Weekly Architectural Meeting Minutes 18	0.98 days	Mon 12/26/22	Mon 12/26/22	
Bi-Weekly Architectural Meeting Minutes 19	0.98 days	Mon 1/9/23	Mon 1/9/23	

Bi-Weekly Architectural Meeting Minutes 20	0.98 days	Mon 1/23/23	Mon 1/23/23	
Bi-Weekly Architectural Meeting Minutes 21	0.98 days	Mon 2/6/23	Mon 2/6/23	
Bi-Weekly Architectural Meeting Minutes 22	0.98 days	Mon 2/20/23	Mon 2/20/23	
Bi-Weekly Architectural Meeting Minutes 23	0.98 days	Mon 3/6/23	Mon 3/6/23	
Bi-Weekly Architectural Meeting Minutes 24	0.98 days	Mon 3/20/23	Mon 3/20/23	
Bi-Weekly Architectural Meeting Minutes 25	0.98 days	Mon 4/3/23	Mon 4/3/23	
Bi-Weekly Architectural Meeting Minutes 26	0.98 days	Mon 4/17/23	Mon 4/17/23	
Bi-Weekly Architectural Meeting Minutes 27	0.98 days	Mon 5/1/23	Mon 5/1/23	
Bi-Weekly Architectural Meeting Minutes 28	0.98 days	Mon 5/15/23	Mon 5/15/23	
Bi-Weekly Architectural Meeting Minutes 29	0.98 days	Mon 5/29/23	Mon 5/29/23	
Monitor Vendor Test Results	**314 days**	**Wed 4/6/22**	**Tue 6/20/23**	
Create technical Integration Roadmap for Projects	4.91 days	Mon 9/26/22	Fri 9/30/22	
Projects	**314 days**	**Wed 4/6/22**	**Tue 6/20/23**	
Project 1-Cloud Migration	**65 days**	**Tue 10/4/22**	**Tue 1/3/23**	
Plan and Setup Project	1.96 days	Tue 10/4/22	Wed 10/5/22	
Cloud migration execution	**62.91 days**	**Thu 10/6/22**	**Mon 1/2/23**	
Business rules (to be)	1.96 days	Thu 10/6/22	Fri 10/7/22	
Review Test plan and Test Schedule	1.96 days	Mon 10/10/22	Tue 10/11/22	
Review Implementation Standards and Security & Compliance	1.96 days	Wed 10/12/22	Thu 10/13/22	
Review and Monitor System Test Results	1.96 days	Fri 10/14/22	Mon 10/17/22	
Review and Monitor Regression Test Results	1.96 days	Tue 10/18/22	Wed 10/19/22	
Review and Monitor User Acceptance Test Results	1.96 days	Thu 10/20/22	Fri 10/21/22	
Submit Test Results From Each Project to DEO - # test	1.96 days	Mon 10/24/22	Tue 10/25/22	

scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their				
Deliverable 14 – Integration Testing	**56.91 days**	**Thu 10/6/22**	**Fri 12/23/22**	
Project 1-Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	4.91 days	Thu 10/6/22	Wed 10/12/22	
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	4.91 days	Wed 10/26/22	Tue 11/1/22	
Perform End to End Tests (includes integration and Performance tests)	4.91 days	Wed 11/2/22	Tue 11/8/22	
Design and Document Test Cases	5.89 days	Wed 11/9/22	Wed 11/16/22	
Test Business Process	4.91 days	Thu 11/17/22	Wed 11/23/22	
Test Inbound and Outbound Interfaces	4.91 days	Mon 11/28/22	Fri 12/2/22	
Establish and Support UAT	4.91 days	Mon 12/5/22	Fri 12/9/22	
Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Mon 12/12/22	Fri 12/16/22	
Track and Report Test Defects	4.91 days	Mon 12/19/22	Fri 12/23/22	
Deliverable 15 – Integration	**62.91 days**	**Thu 10/6/22**	**Mon 1/2/23**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Thu 10/6/22	Thu 10/6/22	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Tue 12/27/22	Mon 1/2/23	
Project 1-Closedown	0 days	Tue 1/3/23	Tue 1/3/23	
Project 2-Cloud Contact Center as a Service	**61.91 days**	**Thu 9/8/22**	**Fri 12/2/22**	
Plan and Setup Project	1.96 days	Thu 9/8/22	Fri 9/9/22	
Cloud Contact Center as a Service Execution	**59.91 days**	**Mon 9/12/22**	**Fri 12/2/22**	

Business rules (to be)	1.96 days	Mon 9/12/22	Tue 9/13/22	
Review Test plan and Test Schedule	1.96 days	Wed 9/14/22	Thu 9/15/22	
Review Implementation Standards and Security & Compliance	1.96 days	Fri 9/16/22	Mon 9/19/22	
Review and Monitor System Test Results	1.96 days	Tue 9/20/22	Wed 9/21/22	
Review and Monitor Regression Test Results	1.96 days	Thu 9/22/22	Fri 9/23/22	
Review and Monitor User Acceptance Test Results	1.96 days	Mon 9/26/22	Tue 9/27/22	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Wed 9/28/22	Thu 9/29/22	
Deliverable 14 – Integration Testing	**52.91 days**	**Mon 9/12/22**	**Wed 11/23/22**	
Project 2-Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	4.91 days	Mon 9/12/22	Fri 9/16/22	
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	4.91 days	Wed 9/28/22	Tue 10/4/22	
Perform End to End Tests (includes integration and Performance tests)	4.91 days	Wed 10/5/22	Tue 10/11/22	
Design and Document Test Cases	4.91 days	Wed 10/12/22	Tue 10/18/22	
Test Business Process	4.91 days	Wed 10/19/22	Tue 10/25/22	
Test Inbound and Outbound Interfaces	4.91 days	Wed 10/26/22	Tue 11/1/22	
Establish and Support UAT	4.91 days	Wed 11/2/22	Tue 11/8/22	
Submit to DEO Test Cases and Results for Review and Approvals	5.89 days	Wed 11/9/22	Wed 11/16/22	
Track and Report Test Defects	4.91 days	Thu 11/17/22	Wed 11/23/22	
Deliverable 15 – Integration	**59.91 days**	**Mon 9/12/22**	**Fri 12/2/22**	

Submit Production Readiness Checklist to DEO for Review	0.98 days	Mon 9/12/22	Mon 9/12/22	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Mon 11/28/22	Fri 12/2/22	
Project 2-Closedown	0 days	Fri 12/2/22	Fri 12/2/22	
Project 6-SOA and API Layer	**81 days**	**Mon 9/12/22**	**Tue 1/3/23**	
Plan and Setup Project	1.96 days	Tue 10/4/22	Wed 10/5/22	
SOA and API Layer Execution	**80.91 days**	**Mon 9/12/22**	**Mon 1/2/23**	
Business rules (to be)	1.96 days	Thu 10/6/22	Fri 10/7/22	
Review Test plan and Test Schedule	1.96 days	Mon 10/10/22	Tue 10/11/22	
Review Implementation Standards and Security & Compliance	1.96 days	Mon 9/12/22	Tue 9/13/22	
Review and Monitor System Test Results	1.96 days	Fri 10/14/22	Mon 10/17/22	
Review and Monitor Regression Test Results	1.96 days	Tue 10/18/22	Wed 10/19/22	
Review and Monitor User Acceptance Test Results	1.96 days	Thu 10/20/22	Fri 10/21/22	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Mon 10/24/22	Tue 10/25/22	
Deliverable 14 – Integration Testing	**56.91 days**	**Thu 10/6/22**	**Fri 12/23/22**	
Project 6-Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	4.91 days	Thu 10/6/22	Wed 10/12/22	
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	4.91 days	Wed 10/26/22	Tue 11/1/22	
Perform End to End Tests (includes integration and Performance tests)	3.52 days	Wed 11/2/22	Mon 11/7/22	
Design and Document Test Cases	5.89 days	Wed 11/9/22	Wed 11/16/22	

Test Business Process	4.91 days	Thu 11/17/22	Wed 11/23/22	
Test Inbound and Outbound Interfaces	4.91 days	Mon 11/28/22	Fri 12/2/22	
Establish and Support UAT	4.91 days	Mon 12/5/22	Fri 12/9/22	
Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Mon 12/12/22	Fri 12/16/22	
Track and Report Test Defects	4.91 days	Mon 12/19/22	Fri 12/23/22	
Deliverable 15 – Integration	**62.91 days**	**Thu 10/6/22**	**Mon 1/2/23**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Thu 10/6/22	Thu 10/6/22	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Tue 12/27/22	Mon 1/2/23	
Project 6-Closedown	0 days	Tue 1/3/23	Tue 1/3/23	
Project 5-Rules Engine	**65 days**	**Tue 10/4/22**	**Tue 1/3/23**	
Plan and Setup Project	1.96 days	Tue 10/4/22	Wed 10/5/22	
Rules Engine Execution	**64.91 days**	**Tue 10/4/22**	**Mon 1/2/23**	
Business rules (to be)	1.96 days	Thu 10/6/22	Fri 10/7/22	
Review Test plan and Test Schedule	1.96 days	Mon 10/10/22	Tue 10/11/22	
Review Implementation Standards and Security & Compliance	1.96 days	Wed 10/12/22	Thu 10/13/22	
Review and Monitor System Test Results	1.96 days	Fri 10/14/22	Mon 10/17/22	
Review and Monitor Regression Test Results	1.96 days	Tue 10/18/22	Wed 10/19/22	
Review and Monitor User Acceptance Test Results	1.96 days	Thu 10/20/22	Fri 10/21/22	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Mon 10/24/22	Tue 10/25/22	

Deliverable 14 – Integration Testing	**58.91 days**	**Tue 10/4/22**	**Fri 12/23/22**	
Project 5-Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	4.91 days	Tue 10/4/22	Mon 10/10/22	
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	4.91 days	Wed 10/26/22	Tue 11/1/22	
Perform End to End Tests (includes integration and Performance tests)	3.52 days	Wed 11/2/22	Mon 11/7/22	
Design and Document Test Cases	5.89 days	Wed 11/9/22	Wed 11/16/22	
Test Business Process	4.91 days	Thu 11/17/22	Wed 11/23/22	
Test Inbound and Outbound Interfaces	4.91 days	Mon 11/28/22	Fri 12/2/22	
Establish and Support UAT	4.91 days	Mon 12/5/22	Fri 12/9/22	
Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Mon 12/12/22	Fri 12/16/22	
Track and Report Test Defects	4.91 days	Mon 12/19/22	Fri 12/23/22	
Deliverable 15 – Integration	**62.91 days**	**Thu 10/6/22**	**Mon 1/2/23**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Thu 10/6/22	Thu 10/6/22	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Tue 12/27/22	Mon 1/2/23	
Project 5-Closedown	0 days	Tue 1/3/23	Tue 1/3/23	
Project 11-Incremental CX / UX Mobile-Responsive Software Transformation	**178 days**	**Thu 10/13/22**	**Tue 6/20/23**	
Plan and Setup Project	1.96 days	Thu 10/13/22	Fri 10/14/22	
Incremental CX UX Moble Execution Mod 1	**51.91 days**	**Mon 10/17/22**	**Tue 12/27/22**	
Business rules (to be)	1.96 days	Mon 10/17/22	Tue 10/18/22	

Review Test plan and Test Schedule	1.96 days	Wed 10/19/22	Thu 10/20/22	
Review Implementation Standards and Security & Compliance	1.96 days	Fri 10/21/22	Mon 10/24/22	
Review and Monitor System Test Results	1.96 days	Tue 10/25/22	Wed 10/26/22	
Review and Monitor Regression Test Results	1.96 days	Thu 10/27/22	Fri 10/28/22	
Review and Monitor User Acceptance Test Results	1.96 days	Mon 10/31/22	Tue 11/1/22	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Wed 11/2/22	Thu 11/3/22	
Deliverable 14 – Integration Testing	**46.91 days**	**Mon 10/17/22**	**Tue 12/20/22**	
Project 11, Mod 1- Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	6 days	Mon 10/17/22	Mon 10/24/22	Joe Lombardi
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	2.95 days	Fri 11/4/22	Tue 11/8/22	
Perform End to End Tests (includes integration and Performance tests)	2.95 days	Wed 11/9/22	Fri 11/11/22	
Design and Document Test Cases	5.89 days	Tue 11/15/22	Tue 11/22/22	
Test Business Process	2.95 days	Tue 11/22/22	Thu 11/24/22	
Test Inbound and Outbound Interfaces	3.93 days	Tue 11/29/22	Fri 12/2/22	
Establish and Support UAT	2.95 days	Fri 12/2/22	Tue 12/6/22	
Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Wed 12/7/22	Tue 12/13/22	
Track and Report Test Defects	4.91 days	Wed 12/14/22	Tue 12/20/22	
Deliverable 15 – Integration	**51.91 days**	**Mon 10/17/22**	**Tue 12/27/22**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Mon 10/17/22	Mon 10/17/22	

Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Wed 12/21/22	Tue 12/27/22	
Incremental CX UX Moble Execution Mod 2	**51.91 days**	**Wed 12/14/22**	**Thu 2/23/23**	
Business rules (to be)	1.96 days	Wed 12/14/22	Thu 12/15/22	
Review Test plan and Test Schedule	1.96 days	Fri 12/16/22	Mon 12/19/22	
Review Implementation Standards and Security & Compliance	1.96 days	Tue 12/20/22	Wed 12/21/22	
Review and Monitor System Test Results	1.96 days	Thu 12/22/22	Fri 12/23/22	
Review and Monitor Regression Test Results	1.96 days	Tue 12/27/22	Wed 12/28/22	
Review and Monitor User Acceptance Test Results	1.96 days	Thu 12/29/22	Fri 12/30/22	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Tue 1/3/23	Wed 1/4/23	
Deliverable 14 – Integration Testing	**35.91 days**	**Thu 12/29/22**	**Thu 2/16/23**	
Project 11, Mod 2- Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	1.96 days	Thu 12/29/22	Fri 12/30/22	
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	2.95 days	Thu 1/5/23	Mon 1/9/23	
Perform End to End Tests (includes integration and Performance tests)	2.95 days	Tue 1/10/23	Thu 1/12/23	
Design and Document Test Cases	4.91 days	Fri 1/13/23	Thu 1/19/23	
Test Business Process	2.95 days	Mon 1/23/23	Wed 1/25/23	
Test Inbound and Outbound Interfaces	2.95 days	Thu 1/26/23	Mon 1/30/23	
Establish and Support UAT	2.95 days	Tue 1/31/23	Thu 2/2/23	

Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Fri 2/3/23	Thu 2/9/23	
Track and Report Test Defects	4.91 days	Fri 2/10/23	Thu 2/16/23	
Deliverable 15 – Integration	**37.91 days**	**Tue 1/3/23**	**Thu 2/23/23**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Tue 1/3/23	Tue 1/3/23	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Fri 2/17/23	Thu 2/23/23	
Incremental CX UX Mobile Execution Mod 3	**45.91 days**	**Fri 2/17/23**	**Fri 4/21/23**	
Business rules (to be)	1.96 days	Fri 2/17/23	Mon 2/20/23	
Review Test plan and Test Schedule	1.96 days	Tue 2/21/23	Wed 2/22/23	
Review Implementation Standards and Security & Compliance	1.96 days	Thu 2/23/23	Fri 2/24/23	
Review and Monitor System Test Results	1.96 days	Mon 2/27/23	Tue 2/28/23	
Review and Monitor Regression Test Results	1.96 days	Wed 3/1/23	Thu 3/2/23	
Review and Monitor User Acceptance Test Results	1.96 days	Fri 3/3/23	Mon 3/6/23	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Tue 3/7/23	Wed 3/8/23	
Deliverable 14 – Integration Testing	**35.91 days**	**Fri 2/24/23**	**Fri 4/14/23**	
Project 11, Mod 3- Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	1.96 days	Fri 2/24/23	Mon 2/27/23	
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	2.95 days	Thu 3/9/23	Mon 3/13/23	
Perform End to End Tests (includes integration and Performance tests)	2.95 days	Thu 3/9/23	Mon 3/13/23	

Design and Document Test Cases	4.91 days	Tue 3/14/23	Mon 3/20/23	
Test Business Process	2.95 days	Tue 3/21/23	Thu 3/23/23	
Test Inbound and Outbound Interfaces	2.95 days	Fri 3/24/23	Tue 3/28/23	
Establish and Support UAT	2.95 days	Wed 3/29/23	Fri 3/31/23	
Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Mon 4/3/23	Fri 4/7/23	
Track and Report Test Defects	4.91 days	Mon 4/10/23	Fri 4/14/23	
Deliverable 15 – Integration	**38.91 days**	**Tue 2/28/23**	**Fri 4/21/23**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Tue 2/28/23	Tue 2/28/23	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Mon 4/17/23	Fri 4/21/23	
Incremental CX UX Mobile Execution Mod 4	**45.91 days**	**Mon 4/17/23**	**Mon 6/19/23**	
Business rules (to be)	1.96 days	Mon 4/17/23	Tue 4/18/23	
Review Test plan and Test Schedule	1.96 days	Wed 4/19/23	Thu 4/20/23	
Review Implementation Standards and Security & Compliance	1.96 days	Fri 4/21/23	Mon 4/24/23	
Review and Monitor System Test Results	1.96 days	Tue 4/25/23	Wed 4/26/23	
Review and Monitor Regression Test Results	1.96 days	Thu 4/27/23	Fri 4/28/23	
Review and Monitor User Acceptance Test Results	1.96 days	Mon 5/1/23	Tue 5/2/23	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Wed 5/3/23	Thu 5/4/23	
Deliverable 14 – Integration Testing	**36 days**	**Mon 4/24/23**	**Mon 6/12/23**	
Project 11, Mod 4- Develop Integration Test Plan	1.96 days	Mon 4/24/23	Tue 4/25/23	

(includes test cases, sequences, dynamic analysis, verification)				
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	2.95 days	Fri 5/5/23	Tue 5/9/23	
Perform End to End Tests (includes integration and Performance tests)	2.95 days	Fri 5/5/23	Tue 5/9/23	
Design and Document Test Cases	4.91 days	Wed 5/10/23	Tue 5/16/23	
Test Business Process	3 days	Wed 5/17/23	Fri 5/19/23	Andre Dixon, Lourdenie Jean Pierre
Test Inbound and Outbound Interfaces	3 days	Mon 5/22/23	Wed 5/24/23	Joe Lombardi
Establish and Support UAT	4 days	Thu 5/25/23	Tue 5/30/23	Andre Dixon, Lourdenie Jean Pierre
Submit to DEO Test Cases and Results for Review and Approvals	5 days	Tue 5/30/23	Mon 6/5/23	Joe Lombardi
Track and Report Test Defects	5 days	Tue 6/6/23	Mon 6/12/23	Lourdenie Jean Pierre, Andre Dixon
Deliverable 15 – Integration	**38.91 days**	**Wed 4/26/23**	**Mon 6/19/23**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Wed 4/26/23	Wed 4/26/23	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Tue 6/13/23	Mon 6/19/23	
Project 11-Closedown	0 days	Tue 6/20/23	Tue 6/20/23	
Project 7-RA Help Center	**194 days**	**Wed 4/6/22**	**Tue 1/3/23**	
Plan and Setup Project	1.96 days	Tue 10/4/22	Wed 10/5/22	
RA Help Center Execution	**193.91 days**	**Wed 4/6/22**	**Mon 1/2/23**	
Business rules (to be)	1.96 days	Thu 10/6/22	Fri 10/7/22	
Review Test plan and Test Schedule	1.96 days	Mon 10/10/22	Tue 10/11/22	
Review Implementation Standards and Security & Compliance	1.96 days	Wed 10/12/22	Thu 10/13/22	

Review and Monitor System Test Results	1.96 days	Fri 10/14/22	Mon 10/17/22	
Review and Monitor Regression Test Results	1.96 days	Tue 10/18/22	Wed 10/19/22	
Review and Monitor User Acceptance Test Results	1.96 days	Thu 10/20/22	Fri 10/21/22	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Mon 10/24/22	Tue 10/25/22	
Deliverable 14 – Integration Testing	**187.91 days**	**Wed 4/6/22**	**Fri 12/23/22**	
Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	4.91 days	Wed 4/6/22	Tue 4/12/22	
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	4.91 days	Wed 10/26/22	Tue 11/1/22	
Perform End to End Tests (includes integration and Performance tests)	4.91 days	Wed 11/2/22	Tue 11/8/22	
Design and Document Test Cases	4.91 days	Wed 11/9/22	Tue 11/15/22	
Test Business Process	4.91 days	Thu 11/17/22	Wed 11/23/22	
Test Inbound and Outbound Interfaces	4.91 days	Mon 11/28/22	Fri 12/2/22	
Establish and Support UAT	4.91 days	Mon 12/5/22	Fri 12/9/22	
Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Mon 12/12/22	Fri 12/16/22	
Track and Report Test Defects	4.91 days	Mon 12/19/22	Fri 12/23/22	
Deliverable 15 – Integration	**62.91 days**	**Thu 10/6/22**	**Mon 1/2/23**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Thu 10/6/22	Thu 10/6/22	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Tue 12/27/22	Mon 1/2/23	

Project 7-Closedown	0 days	Tue 1/3/23	Tue 1/3/23	
Project 12-Data Warehouse	**65 days**	**Tue 10/4/22**	**Tue 1/3/23**	
Plan and Setup Project	1.96 days	Tue 10/4/22	Wed 10/5/22	
Data Warehouse Execution	**62.91 days**	**Thu 10/6/22**	**Mon 1/2/23**	
Business rules (to be)	1.96 days	Thu 10/6/22	Fri 10/7/22	
Review Test plan and Test Schedule	1.96 days	Mon 10/10/22	Tue 10/11/22	
Review Implementation Standards and Security & Compliance	1.96 days	Wed 10/12/22	Thu 10/13/22	
Review and Monitor System Test Results	1.96 days	Fri 10/14/22	Mon 10/17/22	
Review and Monitor Regression Test Results	1.96 days	Tue 10/18/22	Wed 10/19/22	
Review and Monitor User Acceptance Test Results	1.96 days	Thu 10/20/22	Fri 10/21/22	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Mon 10/24/22	Tue 10/25/22	
Deliverable 14 – Integration Testing	**56.91 days**	**Thu 10/6/22**	**Fri 12/23/22**	
Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	4.91 days	Thu 10/6/22	Wed 10/12/22	
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	4.91 days	Wed 10/26/22	Tue 11/1/22	
Perform End to End Tests (includes integration and Performance tests)	4.91 days	Wed 11/2/22	Tue 11/8/22	
Design and Document Test Cases	4.91 days	Wed 11/9/22	Tue 11/15/22	
Test Business Process	4.91 days	Thu 11/17/22	Wed 11/23/22	
Test Inbound and Outbound Interfaces	4.91 days	Mon 11/28/22	Fri 12/2/22	
Establish and Support UAT	4.91 days	Mon 12/5/22	Fri 12/9/22	

Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Mon 12/12/22	Fri 12/16/22	
Track and Report Test Defects	4.91 days	Mon 12/19/22	Fri 12/23/22	
Deliverable 15 – Integration	**57.91 days**	**Thu 10/13/22**	**Mon 1/2/23**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Thu 10/13/22	Thu 10/13/22	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Tue 12/27/22	Mon 1/2/23	
Project 12-Closedown	0 days	Tue 1/3/23	Tue 1/3/23	
Project 15-Archival and Purge Project	**66.91 days**	**Tue 11/1/22**	**Wed 2/1/23**	
Plan and Setup Project	1.96 days	Tue 11/1/22	Wed 11/2/22	
Archival and Purge Execution	**64.91 days**	**Thu 11/3/22**	**Wed 2/1/23**	
Business rules (to be)	1.96 days	Thu 11/3/22	Fri 11/4/22	
Review Test plan and Test Schedule	1.96 days	Mon 11/7/22	Tue 11/8/22	
Review Implementation Standards and Security & Compliance	1.96 days	Fri 11/11/22	Mon 11/14/22	
Review and Monitor System Test Results	1.96 days	Mon 11/14/22	Tue 11/15/22	
Review and Monitor Regression Test Results	1.96 days	Wed 11/16/22	Thu 11/17/22	
Review and Monitor User Acceptance Test Results	1.96 days	Fri 11/18/22	Mon 11/21/22	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Tue 11/22/22	Wed 11/23/22	
Deliverable 14 – Integration Testing	**59.91 days**	**Thu 11/3/22**	**Wed 1/25/23**	
Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	4.91 days	Thu 11/3/22	Wed 11/9/22	

Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	4.91 days	Mon 11/28/22	Fri 12/2/22	
Perform End to End Tests (includes integration and Performance tests)	4.91 days	Mon 12/5/22	Fri 12/9/22	
Design and Document Test Cases	4.91 days	Mon 12/12/22	Fri 12/16/22	
Test Business Process	4.91 days	Mon 12/19/22	Fri 12/23/22	
Test Inbound and Outbound Interfaces	4.91 days	Tue 12/27/22	Mon 1/2/23	
Establish and Support UAT	4.91 days	Wed 1/4/23	Tue 1/10/23	
Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Wed 1/11/23	Tue 1/17/23	
Track and Report Test Defects	4.91 days	Thu 1/19/23	Wed 1/25/23	
Deliverable 15 – Integration	**64.91 days**	**Thu 11/3/22**	**Wed 2/1/23**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Thu 11/3/22	Thu 11/3/22	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Thu 1/26/23	Wed 2/1/23	
Project 15-Closedown	0 days	Wed 2/1/23	Wed 2/1/23	
Project 14-Master Data Management and Interoperability Project	**65 days**	**Thu 10/6/22**	**Thu 1/5/23**	
Plan and Setup Project	1.96 days	Thu 10/6/22	Fri 10/7/22	
Master Data Management Execution	**62.91 days**	**Mon 10/10/22**	**Wed 1/4/23**	
Business rules (to be)	1.96 days	Mon 10/10/22	Tue 10/11/22	
Review Test plan and Test Schedule	1.96 days	Wed 10/12/22	Thu 10/13/22	
Review Implementation Standards and Security & Compliance	1.96 days	Fri 10/14/22	Mon 10/17/22	
Review and Monitor System Test Results	1.96 days	Tue 10/18/22	Wed 10/19/22	

Review and Monitor Regression Test Results	1.96 days	Thu 10/20/22	Fri 10/21/22	
Review and Monitor User Acceptance Test Results	1.96 days	Mon 10/24/22	Tue 10/25/22	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Wed 10/26/22	Thu 10/27/22	
Deliverable 14 – Integration Testing	**56.91 days**	**Mon 10/10/22**	**Tue 12/27/22**	
Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	4.91 days	Mon 10/10/22	Fri 10/14/22	
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	4.91 days	Fri 10/28/22	Thu 11/3/22	
Perform End to End Tests (includes integration and Performance tests)	4.91 days	Fri 11/4/22	Thu 11/10/22	
Design and Document Test Cases	4.91 days	Mon 11/14/22	Fri 11/18/22	
Test Business Process	4.91 days	Mon 11/21/22	Fri 11/25/22	
Test Inbound and Outbound Interfaces	4.91 days	Wed 11/30/22	Tue 12/6/22	
Establish and Support UAT	4.91 days	Wed 12/7/22	Tue 12/13/22	
Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Wed 12/14/22	Tue 12/20/22	
Track and Report Test Defects	4.91 days	Wed 12/21/22	Tue 12/27/22	
Deliverable 15 – Integration	**62.91 days**	**Mon 10/10/22**	**Wed 1/4/23**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Mon 10/10/22	Mon 10/10/22	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Thu 12/29/22	Wed 1/4/23	
Project 14-Closedown	0 days	Thu 1/5/23	Thu 1/5/23	

Project 17-Identity Management and Access Control Project	**59 days**	**Thu 10/6/22**	**Wed 12/28/22**	
Plan and Setup Project	1.96 days	Thu 10/6/22	Fri 10/7/22	
Identity Management and Access Control Execution	**56.91 days**	**Mon 10/10/22**	**Tue 12/27/22**	
Business rules (to be)	1.96 days	Mon 10/10/22	Tue 10/11/22	
Review Test plan and Test Schedule	1.96 days	Wed 10/12/22	Thu 10/13/22	
Review Implementation Standards and Security & Compliance	1.96 days	Fri 10/14/22	Mon 10/17/22	
Review and Monitor System Test Results	1.96 days	Tue 10/18/22	Wed 10/19/22	
Review and Monitor Regression Test Results	1.96 days	Thu 10/20/22	Fri 10/21/22	
Review and Monitor User Acceptance Test Results	1.96 days	Mon 10/24/22	Tue 10/25/22	
Submit Test Results From Each Project to DEO - # test scenarios, cases, scripts executed; pass/fail number of defects identified and corrected along with their	1.96 days	Wed 10/26/22	Thu 10/27/22	
Deliverable 14 – Integration Testing	**56.91 days**	**Mon 10/10/22**	**Tue 12/27/22**	
Develop Integration Test Plan (includes test cases, sequences, dynamic analysis, verification)	4.91 days	Mon 10/10/22	Fri 10/14/22	
Perform Integration testing and Present results (includes System, integration, regression, performance, user test results)	4.91 days	Fri 10/28/22	Thu 11/3/22	
Perform End to End Tests (includes integration and Performance tests)	4.91 days	Fri 11/4/22	Thu 11/10/22	
Design and Document Test Cases	4.91 days	Mon 11/14/22	Fri 11/18/22	
Test Business Process	4.91 days	Mon 11/21/22	Fri 11/25/22	
Test Inbound and Outbound Interfaces	4.91 days	Wed 11/30/22	Tue 12/6/22	
Establish and Support UAT	4.91 days	Wed 12/7/22	Tue 12/13/22	

Submit to DEO Test Cases and Results for Review and Approvals	4.91 days	Wed 12/14/22	Tue 12/20/22	
Track and Report Test Defects	4.91 days	Wed 12/21/22	Tue 12/27/22	
Deliverable 15 – Integration	**56.91 days**	**Mon 10/10/22**	**Tue 12/27/22**	
Submit Production Readiness Checklist to DEO for Review	0.98 days	Mon 10/10/22	Mon 10/10/22	
Submit Integration Production Readiness Test Results to DEO demonstrating system performance and integration meet performance standards	4.91 days	Wed 12/21/22	Tue 12/27/22	
Project 17-Closedown	0 days	Wed 12/28/22	Wed 12/28/22	
Assist with Technology Selection & Procurement	**391 days**	**Fri 12/10/21**	**Mon 6/12/23**	**Joe Lombardi, Garrick Wright, Nicole Sanislow**
DEO Workgroup Tools Decision	1 day	Thu 6/2/22	Thu 6/2/22	Monique Emmanuel
Deliverable 17 – Procurement Support	**265 days**	**Fri 12/10/21**	**Fri 12/16/22**	
Create or leverage DEO SOW working template	4.91 days	Wed 7/6/22	Tue 7/12/22	Joe Lombardi
SOA/API Procurement	**14 days**	**Tue 7/5/22**	**Fri 7/22/22**	
SOA/API Requirements Review	4.91 days	Tue 7/5/22	Mon 7/11/22	Joe Lombardi
Assist DEO with Drafting of Scope of Work for SOA/API Procurement	**8 days**	**Fri 7/8/22**	**Tue 7/19/22**	
Draft Project Objectives	0.98 days	Fri 7/8/22	Mon 7/11/22	Joe Lombardi
Identify Tasks	1.96 days	Fri 7/8/22	Mon 7/11/22	Joe Lombardi
Identify Expected Outcomes	1.96 days	Mon 7/18/22	Tue 7/19/22	Joe Lombardi
Identify and document deliverables	0.98 days	Wed 7/20/22	Thu 7/21/22	Joe Lombardi
Submit Scope of Work & Deliverables for SOA/API Procurement to DEO	0.98 days	Fri 7/22/22	Fri 7/22/22	Joe Lombardi
BRE Procurement	**73 days**	**Mon 4/11/22**	**Wed 7/20/22**	
BRE Requirements Review	4.91 days	Wed 7/6/22	Tue 7/12/22	Joe Lombardi

05 - Rules Engine: Procurement of Rules Engine	0.98 days	Mon 4/11/22	Mon 4/11/22	
Assist DEO with Drafting of Scope of Work for BRE Procurement	**6 days**	**Fri 7/8/22**	**Fri 7/15/22**	**Joe Lombardi**
Draft Project Objectives	1.96 days	Fri 7/8/22	Mon 7/11/22	Joe Lombardi
Identify Tasks	1.96 days	Tue 7/12/22	Wed 7/13/22	Joe Lombardi
Identify Expected Outcomes	1.96 days	Thu 7/14/22	Fri 7/15/22	Joe Lombardi
Identify and document Deliverables for BRE Procurement	4.91 days	Thu 6/16/22	Wed 6/22/22	
Submit Scope of Work & Deliverables for BRE Procurement to DEO	0.98 days	Wed 7/20/22	Wed 7/20/22	Joe Lombardi
CX/UX Procurement	**20.98 days**	**Tue 6/7/22**	**Tue 7/5/22**	
CX/UX Requirements Review and Configure Core Claims	4.91 days	Tue 6/7/22	Mon 6/13/22	
Assist DEO with Drafting of Scope of Work for CX/UX Procurement	**9.95 days**	**Tue 6/14/22**	**Mon 6/27/22**	
Draft Project Objectives	2.95 days	Tue 6/14/22	Thu 6/16/22	
Identify Tasks	3.93 days	Fri 6/17/22	Wed 6/22/22	
Identify Expected Outcomes	2.95 days	Thu 6/23/22	Mon 6/27/22	
Identify and document deliverables	3.93 days	Tue 6/28/22	Fri 7/1/22	
Submit Scope of Work & Deliverables for CX/UX Procurement to DEO	0.98 days	Tue 7/5/22	Tue 7/5/22	
MDM Procurement	**142.98 days**	**Fri 12/10/21**	**Tue 6/28/22**	
MDM Requirements Review	4.91 days	Tue 6/7/22	Mon 6/13/22	
Assist DEO with Drafting of Scope of Work & Deliverables for Master Data Mgmt Procurement	**5.96 days**	**Tue 6/14/22**	**Tue 6/21/22**	
Draft Project Objectives	1.96 days	Tue 6/14/22	Wed 6/15/22	
Identify Tasks	1.96 days	Thu 6/16/22	Fri 6/17/22	
Identify Expected Outcomes	1.96 days	Mon 6/20/22	Tue 6/21/22	

Identify and document deliverables	3.93 days	Wed 6/22/22	Mon 6/27/22	
Submit Scope of Work & Deliverables for MDM Procurement to DEO	0.98 days	Tue 6/28/22	Tue 6/28/22	
14 - Master Data Management: DEO Review process (SOW)	14.73 days	Fri 12/10/21	Thu 12/30/21	
Create or Leverage DEO Proposal Evaluation Plan Template w scoring criteria	**16.91 days**	**Tue 9/20/22**	**Wed 10/12/22**	
Assist DEO with Evaluating Vendor Responses for SOA/API	**9.91 days**	**Tue 9/20/22**	**Mon 10/3/22**	
Assist with Proposal Evaluation Plan	4.91 days	Tue 9/20/22	Mon 9/26/22	
Evaluate vendor responses	4.91 days	Tue 9/27/22	Mon 10/3/22	
Assist DEO with Evaluating Vendor Responses for BRE	**9.91 days**	**Thu 9/29/22**	**Wed 10/12/22**	
Assist with Proposal Evaluation Plan	4.91 days	Thu 9/29/22	Wed 10/5/22	
Evaluate vendor responses	4.91 days	Thu 10/6/22	Wed 10/12/22	
Assist DEO with Evaluating Vendor Responses for CX/UX	**9.91 days**	**Thu 9/22/22**	**Wed 10/5/22**	
Assist with Proposal Evaluation Plan	4.91 days	Thu 9/22/22	Wed 9/28/22	
Evaluate vendor responses	4.91 days	Thu 9/29/22	Wed 10/5/22	
Assist DEO with Evaluating Vendor Responses for MDM	**9.91 days**	**Thu 9/22/22**	**Wed 10/5/22**	
Assist with Proposal Evaluation Plan	4.91 days	Thu 9/22/22	Wed 9/28/22	
Evaluate vendor responses	4.91 days	Thu 9/29/22	Wed 10/5/22	
MS - Deliverable 17 Procurement Support Complete	0 days	Fri 12/16/22	Fri 12/16/22	
Execution Phase complete	0 days	Mon 6/12/23	Mon 6/12/23	
Monitoring and Controlling	**323 days**	**Tue 4/5/22**	**Thu 6/29/23**	
Manage Project Schedule	319 days	Thu 4/7/22	Tue 6/27/23	
Manage Project Scope	319 days	Thu 4/7/22	Tue 6/27/23	

Manage Project Costs	319 days	Thu 4/7/22	Tue 6/27/23	
Manage Project Risks	319 days	Thu 4/7/22	Tue 6/27/23	
Manage Project Issues	319 days	Thu 4/7/22	Tue 6/27/23	
Manage Decisions	319 days	Thu 4/7/22	Tue 6/27/23	
Manage Action Items	319 days	Thu 4/7/22	Tue 6/27/23	
Manage Cybersecurity	319 days	Thu 4/7/22	Tue 6/27/23	
Update RTM	10 days	Thu 6/15/23	Thu 6/29/23	
Record Lessons Learned	1 day	Thu 6/15/23	Fri 6/16/23	
Prepare Regularly scheduled Status Reports	321 days	Tue 4/5/22	Tue 6/27/23	Joe Lombardi
Conduct Regularly scheduled Status Meetings	321 days	Tue 4/5/22	Tue 6/27/23	
Conduct Lessons Learned Meeting	**2.98 days**	**Fri 6/16/23**	**Tue 6/20/23**	
Schedule Lessons Learned meeting	0.98 days	Fri 6/16/23	Fri 6/16/23	
Conduct Lessons Learned meeting	0.98 days	Mon 6/19/23	Mon 6/19/23	
Record Lessons Learned	0.98 days	Tue 6/20/23	Tue 6/20/23	
Monitoring and Controlling Phase Complete	0 days	Wed 6/21/23	Wed 6/21/23	
Project Closeout	**6 days**	**Thu 6/22/23**	**Fri 6/30/23**	
Schedule Project Closeout Meeting	0.98 days	Thu 6/22/23	Thu 6/22/23	
Deliverable: Project Closeout Report	**2.98 days**	**Fri 6/23/23**	**Tue 6/27/23**	
Develop Project Closeout Report	0.98 days	Fri 6/23/23	Fri 6/23/23	
Review/Update Project Closeout Report	0.98 days	Mon 6/26/23	Mon 6/26/23	
Approve Project Closeout Report	0.98 days	Tue 6/27/23	Tue 6/27/23	
Project Closeout Report complete	0 days	Thu 6/29/23	Thu 6/29/23	
Conduct Knowledge Transfer	0.98 days	Wed 6/28/23	Wed 6/28/23	

Conduct Project Closeout meeting	0.98 days	Thu 6/29/23	Thu 6/29/23	
Conduct Lessons Learned Meeting	**0 days**	**Fri 6/30/23**	**Fri 6/30/23**	
Schedule Lessons Learned meeting	0 days	Fri 6/30/23	Fri 6/30/23	
Conduct Lessons Learned meeting	0 days	Fri 6/30/23	Fri 6/30/23	
Record Lessons Learned	0 days	Fri 6/30/23	Fri 6/30/23	
Closeout Phase complete	0 days	Fri 6/30/23	Fri 6/30/23	

OPERATIONAL WORK PLAN
FOR
CUSTOMER EXPERIENCE / USER EXPERIENCE (CX/UX)

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2

PREPARED ON 11/3/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

In collaboration with its partners, DEO assists the Governor in advancing Florida's economy by championing the state's economic development vision and by administering state and federal programs and initiatives to help visitors, citizens, businesses, and communities. In support of this mission and vision, DEO maintains the Reemployment Assistance Claims and Benefits Information System (System). The System serves as the central repository to file, track, view, and process Reemployment Assistance claims. The System functions as the core benefits administration platform for DEO staff, claimants, and employers and Third-Party Administrators (TPA). The System provides online access to apply for benefits, view, and track claims, set up payment information, respond to fact-finding requests, and protest and appeal eligibility determinations. For employers, the System allows access to respond to and protest inquiries regarding claimants receiving Reemployment Assistance benefits. Additionally, the System allows employers to grant TPAs access to perform specific administrative functions.

DEO partnered with a third-party contractor to perform a study to include assessment of the System built in 2013, actions taken to stabilize the performance of the System in 2020, and compare solution options to enable immediate usability improvements and a sustainable continuous modernization path. On February 26, 2021, the Final Report for Improved Delivery of Reemployment Assistance Benefits ("Final Report") was published, and includes a recommended approach and implementation roadmap for future modernization efforts. The recommendations divide modernization initiatives into realistic, viable, and achievable projects and includes the acquisition of third-party services to support the efforts and initiatives referred to as the Reemployment Assistance Modernization Program. The goals of the Reemployment Assistance Modernization Program are to:

1. Implement immediate System performance and functional improvement needs while positioning DEO with a secure, scalable, and sustainable system architecture and agile support processes.
    a. The goal is to have a System that is efficient, scalable, and meets the needs of providing benefits to protect workers who lose their job through no fault of their own.
2. Achieve Reemployment Assistance national prominence, as measured through the federal core measures, program integrity measures, and Secretary standards required by the U.S. Department of Labor.
3. Improve access and equity in the delivery of Reemployment Assistance benefits.
4. Sharpen the Reemployment Assistance program's focus on outcomes and accountability.
5. Promote Floridians' self-sufficiency.
6. Have a System that can respond rapidly to changes in law and economic conditions.
7. Reduce cyber security and privacy risks and potential for fraud.
8. Improve information flow with claimants, employers, and TPAs to make quicker decisions.

9. Improve Reemployment Assistance program quality, accountability, performance, and integrity.
10. Leverage new technologies to improve claimants, employers, and TPAs' overall experience with the Reemployment Assistance program, including reducing the amount of time it takes to file a claim for benefits.
11. Improve efficiencies and effectiveness in managing claim workload and being better equipped to handle unexpected spikes in the number of claims that may result from emergencies, disasters, or economic factors.
12. Eliminate manual, error-prone, labor-intensive processes.
13. Enhance System usability including accessibility.
14. Reduce maintenance and support time and costs.
15. Incorporate technical standards (e.g., software development standards, database standards, and interface standards) and modern technologies.
16. Seamlessly integrate with other internal/external IT assets.
17. Modernize real time and batch interfaces and all other systems exchanging data with the Reemployment Assistance program.

A. Scope Statement

In Scope

To implement a stand-alone Commercial-Off-The-Shelf (COTS) solution for the external-facing CX/UX screens of the System. The solution will interface with the System for Unemployment Insurance (UI) data and retrieve/submit data necessary for UI external users to perform actions. The solution will support data intake from customers even if the System is down and will sync up later once the System is available.

Out of Scope

Any work associated with modifications to back-office screens within the System.

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
An agile and incremental approach will be utilized to ensure that business process optimization (BPO) is incorporated into the transformation activities for each of the four functional modules within scope of the CX/UX project, which include Initial Claims, Continued Claims, Core Claims and Claim Status, Employers, and Third-Party Administrators.	1. Ensuring that business process improvements are documented prior to determining functional system change needs. 2. Ensuring that business requirements align with functional and CX/UX requirements before initiating transformation. 3. Ensuring that appropriate work and resource estimates are determined prior to submitting an updated IV-B. 4. Improved stability, reliability, and maintainability of the System. 5. Improved Reemployment Assistance service to Florida Citizens.

	6. Predictable maintenance cost for the application.

C. Critical Success Factors

- A suitable COTS solution can be procured which meets the requirements and constraints of the CX/UX Project.
- A contractor can complete the project by 6/30/2023.

D. Key Dates

Key Dates (anticipated)	Importance and Relevance to the Project	Status
10/2022	RFI Released	Completed
11/2022	RFQ Released	
11/18/2022	Complete Connect Screen Captures for external screens	
12/2/2022	Complete mapping of external Connect screen elements to functional specifications.	
12/2/2022	Completion of documenting all external Connect screen hyperlinks, help pages, and popups.	
12/30/2022	Completion of mapping all external Connect screen data fields to the Connect database.	
1/2023	Vendor Award	
2/2023	Project Kick-off	

E. Major Deliverables

Major Deliverable	Deliverable Description	Deliverable Status
Implementation of CX/UX solution.	Vendor will design, develop, and implement the solution which meets the contract, requirements, and constraints.	

F. Major Milestones

Major Milestone	Milestone Description
Procurement Phase Complete	In progress
Initiation Phase Complete	In progress
Planning Phase Complete	In progress
Execution Phase Complete	
Monitor and Controlling Phase Complete	
Closing Phase Complete	

G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity

Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Ed Wynn	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner – Business
Paul Forrester	RA Modernization Program Owner – Information Technology
Nicole Sanislow	RA Modernization Program Manager – Business
Tom Richardson	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Mark Miller	Project Owner
Steve Garrison	Project Manager
Todd Dzicek	Business Analyst
Daniel Swaisgood	Business Analyst
Thomas Hoverman	Organizational Change Management Lead

H. Significant Project Assumptions and Constraints

Project Assumptions

- The project will have access to the appropriate state management, staff, and related Program stakeholders (internal and external) and other resources as required and as needed without delay.
- A suitable COTS solution can be procured which meets the requirements of the CX/UX project.
- A contractor can complete the project by 6/30/2023.

Project Constraints

- End date of 6/30/2023 cannot be moved.
- Must be a COTS product.

II. Work Breakdown Structure

The WBS will be provided once a solution is procured, and a schedule is approved.

III. Resource Loaded Project Schedule

The CX/UX project is dependent on the procurement of a solution which meets the requirements and constraints of DEO. The System and Software Integrator is working with DEO to facilitate the procurement. A project schedule will be updated once the procurement is completed, and a contract awarded with the selected contractor.

IV. Project Spending Plan

This project is expected to be fixed priced based on contracted deliverable-based invoice events.

V. *Project Organization and Methodology*

Project Organizational Chart

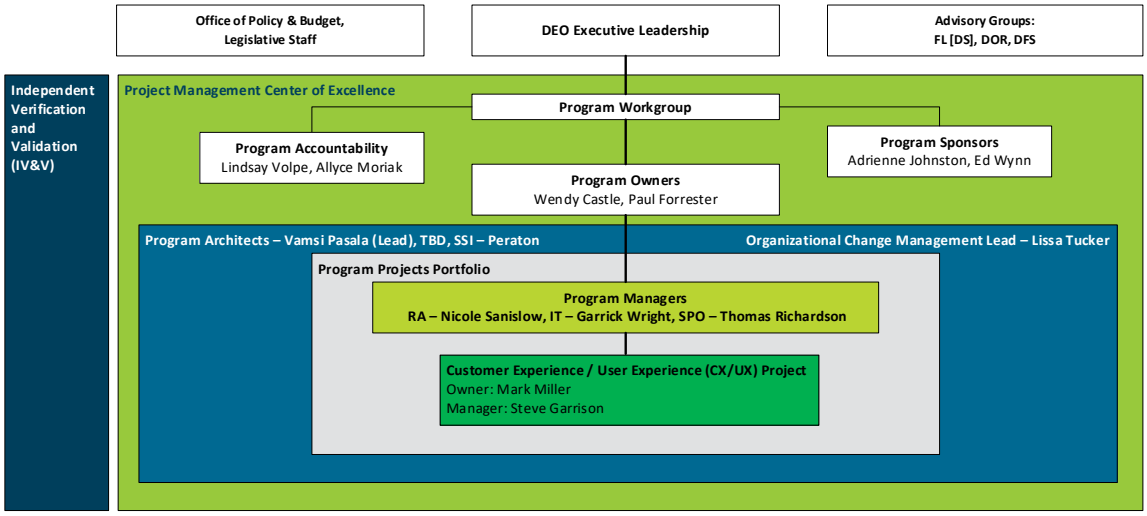

Figure 1: Project Organization Chart

Project Management Methodology

DEO will use a project management methodology in compliance with project management standard rule 60GG-2 F.A.C., project requirements and department experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.
- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.

DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all

individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication of risks and issues

Weekly Status Reporting

Vendors will be required to submit status reports throughout the project at several levels. The primary source of status information is the weekly written status report, which will communicate at minimum, the following information.

- **Project Status.** This section depicts the project status at a summary level using a red/yellow/green method supported by two to three essential questions that are answered to determine summary status. The red/yellow/green method is not meant to be a grading system but instead it is a way to easily identify the areas of the project that need the most attention to make the project successful.
- **Overview of Project Progress.** This section describes significant accomplishments achieved in the reporting period.
- **Overall Status.** This section provides a high-level overview of whether the project is on schedule, on budget, and on scope. A yellow or red status should be explained here in detail.
- **Project Milestones, Deliverables, and Latest Tasks.** This section contains the major deliverables of the project, their planned and actual completion dates, and their status.
- **Risks, Action Items, Issues, and Decisions.** This section will link to the project risk, action item, issue, and decision tracking tool. The project tracking tool contains all items tracked during the project.

Project Tracking

This section describes the "RAID" methodology for tracking risks, action items, issues, and decisions. DEO will follow a centralized approach that minimizes miscommunication or misinformation among project stakeholders. The Department will diligently maintain a project tracking log for each project, and a master log for the System Modernization project overall, a Microsoft Excel workbook with multiple tabs intended to capture the details and the latest attributes of items tracked by Project Managers.

VI. Project Risk Management Plan

Risk & Complexity Assessment

The Risk & Complexity Assessment will be completed at the end of every Phase in the Project lifecycle. The Project Manager is responsible to complete this assessment with the assistance of project team members.

Risk & Complexity Assessments	Category
Pre-Charter Risk & Complexity Category	3
Initiation Gate Risk & Complexity Category	3
Planning Gate Risk & Complexity Category	2
Event Driven Risk & Complexity Category	

Project Risk Management

This project will follow the risk management processes outlined in the RA Modernization Program Risk Management Plan. The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The risk management process helps the project team anticipate and respond to emerging risks throughout the duration of the project. The risk management process occurs throughout all phases of the project, from planning through execution and closeout. Project risks are logged and tracked in ServiceNow.

VII. Project Action Items

Action items are unplanned tasks that occur during a project that are too small to be added to the schedule. These items must be within the scope of the project and are often tasks that support scheduled tasks, issue resolution, risk management, or some other aspect of the project. The action item log is created and maintained in ServiceNow.

Action items will be managed in the following manner:

- During status meetings, any stakeholder can raise an action item for discussion.
- The Project team will discuss the action item and determine if it warrants being monitored in the action item log.
- The project manager will enter the item in the log.
- The team will set the priority for the action item (high/medium/low), assign an action item owner, and set a planned completion date.
- At each subsequent status meeting, the action item(s) will be reviewed until they can be closed.

VIII. Project Issue Management

This project will follow the issue management processes outlined in the RA Modernization Program Issue Management Plan. The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

An issue is an immediate problem that needs resolution. Acknowledging and addressing issues quickly ensures that they do not impact the scope of the project. Project issues are logged and tracked in ServiceNow.

IX. Project Decisions

Decisions are leadership answers to questions that arise during the project. The decision log is created and maintained as part of the project tracking log. Decisions are tracked in ServiceNow.

Decisions will be managed in the following manner:

- During status meetings, any stakeholder can raise a question that requires a decision.
- If the team determines a decision needs to be made, the project manager will enter it in the decision log.
- The team will discuss the impact to the project, assign a decision maker, and set a date for when the decision is needed.
- At each subsequent status meeting, the decision item(s) will be reviewed until they can be closed.

X. Project Change Management

This project will follow the change processes outlined in the RA Modernization Program Change Management Plan. The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The *RA Modernization Change Management Plan,* defines the approach and provides the processes for initiating, defining, researching, evaluating, reviewing, prioritizing, managing cost, approving or rejecting the change requests (CRs), and communicating the status of the change that may affect the success of the BPO project.

XI. Project Schedule Management

The project schedule for this project will be stored in the Central Repository 11 – Incremental CX-UX Project Deliverables folder. The project schedule will also be uploaded into ServiceNow.

Schedule Maintenance

The project schedule maintenance is an on-going activity that tracks the work performed, the timeframes for when the work has been or will be completed and progress against the baseline work estimates and timelines. To effectively track the program progress, the project schedule is kept current, and reflects all work that needs to be performed, in accordance with the RA Modernization Program Schedule Management Plan.

If a change to the project schedule or scope is needed, the Project Manager may pursue a change request as described in the RA Modernization Change Management Plan.

XII. Project Cost Management

A final budget will be completed upon successful procurement of a vendor for software and to perform integration services. The costs will be deliverable based invoice events. The cost plan will be managed in ServiceNow.

XIII. Project Organizational Change Management (OCM)

The program OCM lead will work with the project manager and contracted vendor to implement organizational change management based on the identified product and its impact(s) to the organization. An initial assessment was completed but the team cannot complete a full analysis without knowing the product and its potential impacts. The expectation is to have minimal organizational change due to the project implementing externally facing screens.

OPERATIONAL WORK PLAN
FOR
REPORTING

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2

PREPARED ON **10/04/2022**

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SECTION 1 – OVERALL PROJECT PLAN

I. Project Charter

A. Scope Statement

The Information Technology Data Architecture Team (RAD), in collaboration with the Reemployment Assistance (RA) program, is transitioning 39 active U.S. Department of Labor (USDOL) Education and Training (ETA) Reports from the Reemployment Assistance Claims and Benefits Information System (System) Application Database to the Department of Economic Opportunity (Department) Data Warehouse.

Project scope also includes the running of back/missing reports that have not yet been submitted but are required by USDOL, and the Sample Population files used by USDOL to validate some reports.

Project includes business validation of all reports to be complete by 12/31/2022.

Completing this project benefits the Division of Information Technology and the Reemployment Assistance (RA) program. It:

1. Facilitates DEO's Cloud Initiative Program which moves the System Application to the cloud
2. Removes report processing from a transactional system designed to support claimants (System), to an analytical system designed for efficient staff Unemployment Compensation analysis and reporting (Data Warehouse).
3. Puts DEO in compliance with USDOL; and
4. Develops all the required reports that correlate to federal programs launched in during the pandemic, some of which affect the RA program's funding.

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Facilitates the Department's Cloud Initiative Program which moves the System Application to the cloud	Achieves State of Florida requirement for state agencies to move applications to the cloud.
Frees up resources in System to better serve claimants by removing report processing to a more appropriately designed source	Reports can be run timely and/or as needed without interrupting the availability or performance of the System.
Puts the Department in compliance with USDOL by submitting missing pandemic reports that may affect funding.	Enables the Department to provide USDOL supporting information for administrative costs incurred while providing services to Florida claimants and employers.

C. Critical Success Factors

- 39 ETA reports published to RA via the Data Warehouse by 12/31/2022 including running reports according to the regularly scheduled weekly, monthly, quarterly, or annual schedule.
- All missing pandemic reports provided to RA for validation and issues are corrected as requested by 12/31/2022.
- 39 reports submitted to USDOL from data reported to RA in the Data Warehouse.
- Related USDOL report batches are stopped and retired from the System.
- Reports no longer required by USDOL are retired from the System.
- 15 data populations generated from the Data Warehouse are retired from the System.

D. Key Dates

Key Date	Importance and Relevance to the Project
04/30/2021	Project Start – Approval received after Proof of Concept
06/10/2021	RA Reports Enhancement Kick-Off Meeting – Identified: 1. IT & RA PM Assignment 2. Roles and Responsibilities Assignments – Identification of Project Sponsors, Project Owners, Subject Matter Experts 3. Confirmation of Scope and Report Priority 4. Project Sponsor Meeting Schedule 5. Sprint/Scrum Methodology and Cadence for Status Reporting 6. Confirmation of Project Timeline 7. Elevation Process for Risks, Issues, Change Requests requiring Sponsor Approval, Requirements requests to USDOL
06/10/2021	First pandemic report released (ETA 5159 PEUC)
08/26/2021	First pandemic back reports accepted by USDOL ETA 5159 PEUC – May 2020 through July 2021
10/22/2021	ETA 5130 pandemic report released, and back reports sent to USDOL ETA 902 PUA pandemic report released, and back reports sent to USDOL Weekly DARIS DUA report released Reports removed from scope: • ETA 9161 Regular • ETA 9161 Extended Benefits (EB) • ETA 2112 Regular • ETA 8401 Regular • ETA 8403 Regular • ETA 8405 Regular • ETA 8413 Regular • ETA 8414 Regular
Fri 10/15/21	ETA 5159 Regular (ar5159) Monthly

Key Date	Importance and Relevance to the Project
Thu 9/2/21	ETA 5159 PEUC (ap5159) Monthly
Fri 11/19/21	ETA 5159 Workshare (aw5159) Monthly
Tue 11/2/21	ETA 218 PEUC (ap218) Quarterly
Fri 10/22/21	ETA 5130 PEUC (ap5130) Monthly
Thu 11/18/21	ETA 902 Regular (ar902) Monthly
Mon 10/4/21	Weekly DARIS Report Weekly
Wed 11/17/21	ETA 5130 Regular (ar5130) Monthly
Wed 11/17/21	ETA 5130 Extended Benefits (EB) (ae5130) Monthly
Thu 11/4/21	ETA 207 PEUC (ap207) Quarterly
Wed 11/17/21	ETA 207 Regular (ar207) Quarterly
Wed 11/17/21	ETA 207 Extended Benefits (EB) (ae207) Quarterly
Fri 12/3/21	ETA 218 Regular (ar218) Quarterly
Wed 11/17/21	ETA 218 Extended Benefits (EB) (ae218) Quarterly
Fri 11/19/21	ETA 5159 Extended Benefits (EB) (ae5159) Monthly
Fri 10/22/21	ETA 902 PUA (ap902) UPDATED Monthly
Fri 02/25/22	Reports removed from scope: • ETA 581 Quarterly (data comes from an email from DOR, not from the System) • ETA 9048 Quarterly (data comes from One Stop, not from the System) • ETA 9056 Quarterly (Audit report that requires the person auditing to pick through the queues to find samples to submit for audit in a form completed manually) • ETA 9057 Quarterly (Output of the System is not the end result of the report, it provides the user a list of claim IDs, etc. to look up in the System so they can review them and enter results back into the System – out of scope for a Data Warehouse)
Mon 02/28/22	ETA 227 PEUC (ap227) Quarterly
Tue 09/06/22	ETA 227 PEUC Blanket Waiver Changes
Fri 10/28/22*	ETA 227 Regular (ar227) Quarterly (Transition to DW)
Fri 10/28/22	ETA 227 MEUC (am227) Quarterly (Blanket Waiver)
Fri 10/28/22	ETA 902 MEUC (am902) Monthly (Blanket Waiver)
Fri 10/28/22	ETA 227 FPUC (af227) Quarterly (Blanket Waiver)
Fri 07/29/22	ETA 191 Regular (ar191) Quarterly
Fri 04/08/22	ETA 538 Regular (ar538) Weekly
Fri 04/22/22	ETA 9050 Regular (ar9050) Monthly
Fri 04/22/22	ETA 9050 Partial (Except Workshare) (ar9050p) Monthly
Fri 04/22/22	ETA 9050 Workshare (ar9050) Monthly
Fri 04/22/22	ETA 9052 Regular (ar9052) Monthly
Fri 04/22/22	ETA 9051 Regular (ar9051) Monthly
Fri 04/29/22	ETA 9051 Partial (Except Workshare) (ar9051p) Monthly

Key Date	Importance and Relevance to the Project
Fri 04/29/22	ETA 9051 Workshare (aw9051) Monthly
Fri 04/22/22	ETA 203 Regular (ar203) Monthly
Tue 05/06/22	ETA 9054 Regular (Lower Authority) (ar9054L) Monthly
Fri 05/20/22	ETA 9055 Regular (Lower Authority) (ar9055L) Monthly
Fri 04/22/22	ETA 9016 Regular (Quarterly)
Mon 05/06/22	ETA 586 Regular (ar586) Quarterly
Tue 06/17/22	ETA 9128 Regular (ar9128) Monthly
Fri 06/24/22	Populations 12, 13, 15
Fri 07/08/22	Population 14
Fri 07/22/22	Populations 1
Thu 07/29/22	ETA 9129 Regular (ar9129) Quarterly
Thu 10/14/22	ETA 9049 Regular (ar9049) (Quarterly)
Fri 11/11/22	ETA 539 Regular (ar539) Weekly
Fri 07/30/22	#1 Retired from the System: ETA 902 DUA (Transition to Operations Task)
Fri 08/05/22	Population 2, 8, 10
Fri 08/19/22	Populations 3a, 5
Fri 09/02/22	Populations 3, 6
Fri 09/16/22	Population 4
Fri 10/14/22	Completion of Report Shutdown Prioritization Plan and Timeline
Fri 09/30/22	Transition of Populations files to Folders for USDOL Upload
Fri 10/14/22	Transition of submitting populations from data warehouse
Fri 10/31/22	Completion of Technical Debt
Fri 10/31/22	Completion of testing and training for viewing Report QA Dashboards (Final Reporting Team Activity)
Fri 10/28/22	Benefits measures and reporting
Fri 10/28/22	Completion of UAT Process documentation
Fri 10/28/22	Completion of Incident Management Process for Scheduled Report Runs
Fri 11/30/22	Final Notice of Reports being removed from the System
Fri 10/28/22	Closure of remaining open issues and decisions
Fri 10/28/22	Project Management Closure Docs and activities
Fri 12/30/22	Remove Reports from the System (*Process continues until all 39 reports' warranties have ended and are removed—may complete after project is closed)
Fri 12/30/22	Transition to Operations Complete

*In progress – Answering USDOL Questions Round 2

E. Major Deliverables

Major Deliverables/ Reports	Deliverable Description
ETA 5159 PEUC (Pandemic Emergency Unemployment Compensation)	Claims and Payment Activities (PEUC)
ETA 218 PEUC	Monetary Determinations and Benefit Years/Duration (PEUC)
ETA 5159 Regular	Claims and Payment Activities Regular
ETA 5159 Workshare (Part-Time Workers)	Claims and Payment Activities Workshare
ETA 5130 PEUC	Benefit Appeals (PEUC)
ETA 902 DUA Regular	Disaster Unemployment Assistance Report for FEMA Announced Storms
Weekly DARIS	Like DUA Regular except includes cost information, sent to FEMA via USDOL
ETA 5130 Regular	Benefit Appeals Regular
ETA 5130 Extended Benefits (EB)	Benefit Appeals Extended Benefits
ETA 207 PEUC	Nonmonetary Determinations (PEUC)
ETA 207 Regular	Nonmonetary Determinations-Regular
ETA 207 Extended Benefits (EB)	Nonmonetary Determinations-Extended Benefits
ETA 218 Regular	Monetary Determinations and Benefit Years/Duration Regular
ETA 218 Extended Benefits (EB)	Monetary Determinations and Benefit Years/Duration Regular
ETA 5159 Extended Benefits (EB)	Claims and Payment Activities Extended Benefits
ETA 902 PUA (Pandemic Unemployment Assistance program)	Disaster Unemployment Assistance for the PUA program
ETA 227 PEUC	Overpayments Causes, Methods of Detection, Recovery/Reconciliation, Criminal/Civil Actions and Benefit Aging (PEUC)
ETA 227 Regular	Overpayments Causes, Methods of Detection, Recovery/Reconciliation, Criminal/Civil Actions and Benefit Aging Regular
ETA 227 MEUC (Multi-wage Earner Unemployment Assistance)	Overpayments Causes, Methods of Detection, Recovery/Reconciliation, Criminal/Civil Actions and Benefit Aging
ETA 902 MEUC	DUA MEUC
ETA 227 (FPUC) (Federal Pandemic Unemployment Assistance)	Overpayments Causes, Methods of Detection, Recovery/Reconciliation,

Major Deliverables/ Reports	Deliverable Description
	Criminal/Civil Actions and Benefit Aging (FPUC)
ETA 191 Regular (Page 1)	STATEMENT OF EXPENDITURES & FINANCIAL ADJUSTMENTS OF FEDERAL FUNDS FOR UCFE-UCX Page 1
ETA 191 Regular (Page 2)	STATEMENT OF EXPENDITURES & FINANCIAL ADJUSTMENTS OF FEDERAL FUNDS FOR UCFE-UCX Page 2
ETA 538 Regular	Advance Initial and Continued Claims
ETA 9050 Regular	Time Lapse for All First Payments Except Workshare
ETA 9050 Partial (Except Workshare)	TIME LAPSE OF PARTIAL/PART TOTAL FIRST PAYMENTS
ETA 9050 Workshare	FIRST PAYMENT TIME LAPSE (WORKSHARE)
ETA 9052 Regular	Nonmonetary Determination Time Lapse, Detection Date
ETA 9051 Regular	Continued Weeks Compensated Time Lapse
ETA 9051 Partial (Except Workshare)	Continued Weeks Compensated Time Lapse, Partial Excluding Workshare
ETA 9051 Workshare	Continued Weeks Compensated Time Lapse, Workshare
ETA 203 Regular	Characteristics of the Insured Unemployed
ETA 9054 (Lower Authority)	Lower Authority Appeals Time Lapse
ETA 9055 Lower Authority	Lower Authority Appeals Case Aging
ETA 9016 Regular	Alien Claims Activities
ETA 586 Regular	Interstate Arrangement for Combining Employment and Wages
ETA 9128 Regular	Reemployment Services and Eligibility Assessment Outcome
ETA 9129 Regular	Reemployment Services and Eligibility Assessment Outcome
ETA 9049 Regular	Worker Profiling and Reemployment Services Outcomes
ETA 539 Regular	Claims and Payment Activities
Populations 1, 2, 3/3a, 4, 5, 6 ,8, 10, 12, 13, 14, 15	USDOL Validation Samples

Major Deliverables/ Reports	Deliverable Description
Transition to Operations - Operations Training	Transition of Product Owner Responsibility/Ownership for USDOL Reporting & Validations/Issue Resolution
Transition to Operations - Creation & Execution of Report Shutdown Plan (Reports will continue to be shut down in the System after project is closed)	Communications, User Transitions to data warehouse/Tableau, reports batch shutdown, pre/post benefit measurements.

F. Major Milestones

Please See D. Key Dates

G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Ed Wynn	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner - Business
Paul Forrester	RA Modernization Program Owner – Information Technology
Nicole Sanislow	RA Modernization Program Manager - Business
Tom Richardson	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Matt Mask	Project Owner
Linda Lawler	Project Manager
USDOL	Represents the Federal Unemployment Program

H. Significant Project Assumptions and Constraints

Project Assumptions

1. The RAD team will continue to be the production support team for ETA Reports after the project is closed.
2. The Project Team will not be needed as reports are being shut down in the System.

Project Constraints

1. RA and the PM continue to answer questions for the USDOL to gain approval for USDOL State System changes to allow the Q4 2021 ETA 227 Regular Quarterly Report to be submitted from the data warehouse.

II. Work Breakdown Structure

III.

WBS	Task Name
1	**Reporting**
1.2	**Initiation**
1.2.1	**Risk and Complexity Assessment**
1.2.2	**Deliverable: Project Charter**
1.2.3	Project Charter complete
1.2.4	**Project Kickoff Meeting**
1.2.6	Initiation Phase complete
1.3	**Planning**
1.3.1	Deliverable: Resource Planning with RA & IT AppDev Completed
1.3.2	Resource Plan Complete
1.3.3	**Deliverable: Project Schedule**
1.3.4	Project Schedule complete
1.3.5	**Deliverable: Project Management Plan**
1.3.6	Project Management Plan complete
1.3.7	Deliverable: Project Budget
1.3.9	Deliverable: Project Spending Plan
1.3.11	**Requirements:**
1.3.12	Complete the Planning Gate R&C Assessment
1.3.14	Planning Phase complete
1.4	**Execution**
1.3.1	**Product Deliverables - Reporting**
1.5	Execution Phase complete
1.6	**Monitoring and Controlling**
1.6.1	Manage Project Schedule
1.6.2	Manage Project Costs
1.6.3	Manage Project Scope
1.6.4	Manage Project Risks
1.6.5	Manage Project Issues
1.6.6	Manage Decisions
1.6.7	Manage Action Items

WBS	Task Name
1.6.10	Record Lessons Learned
1.6.11	Prepare Regularly scheduled Status Reports
1.6.12	Conduct Regularly scheduled Status Meetings
1.7	Monitoring and Controlling Phase Complete
1.8	**Project Closeout**
1.7.1	**Transition to Operations (RA-IT AppDev Onboarding, Checklists, and Training)**
1.8.1	Schedule Project Closeout Meeting
1.8.2	**Deliverable: Project Closeout Report**
1.8.3	Project Closeout Report complete
1.8.5	Conduct Project Closeout meeting
1.9	Closeout Phase complete

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IV. Resource Loaded Project Schedule

The Reporting project was already in progress before the RA Modernization program was established. The project team used DEO's Agile development methodology approach for deliverables instead of the waterfall methodology required by the RA Modernization program. Therefore, a resource loaded project schedule is not available for this project.

The Project Team consists of 4 full time Data Architect contractors, 1 Business Analyst, a part time QA Tester, a part time Architect Lead contractor, a part time DBA contractor and a part time Project Manager/QA Tester.

Since the Reporting project was driven using Agile Methodology, here is how the schedule and resource assignments were created:

1. The BA wrote a requirements manual for each report in scope prior to turning it over for development. This was done outside of the sprint per the DEO prescribed application development process. Unlike the waterfall methodology, once a requirements manual was approved the developers could schedule the report for development and delivery as soon as possible. The customer receives value from the work much sooner than with the waterfall method which doesn't deliver value until the end of the project. (39 reports)
2. The team reviewed the report requirements manual and during product backlog grooming broke the report work down into 2-week sprints—as many as were needed to complete the report/deliverable.
3. Before every sprint, the team held a sprint planning session (up to 2-hours per week of sprint) to "task out" the work and estimate the time needed for development within the 2-week sprint.

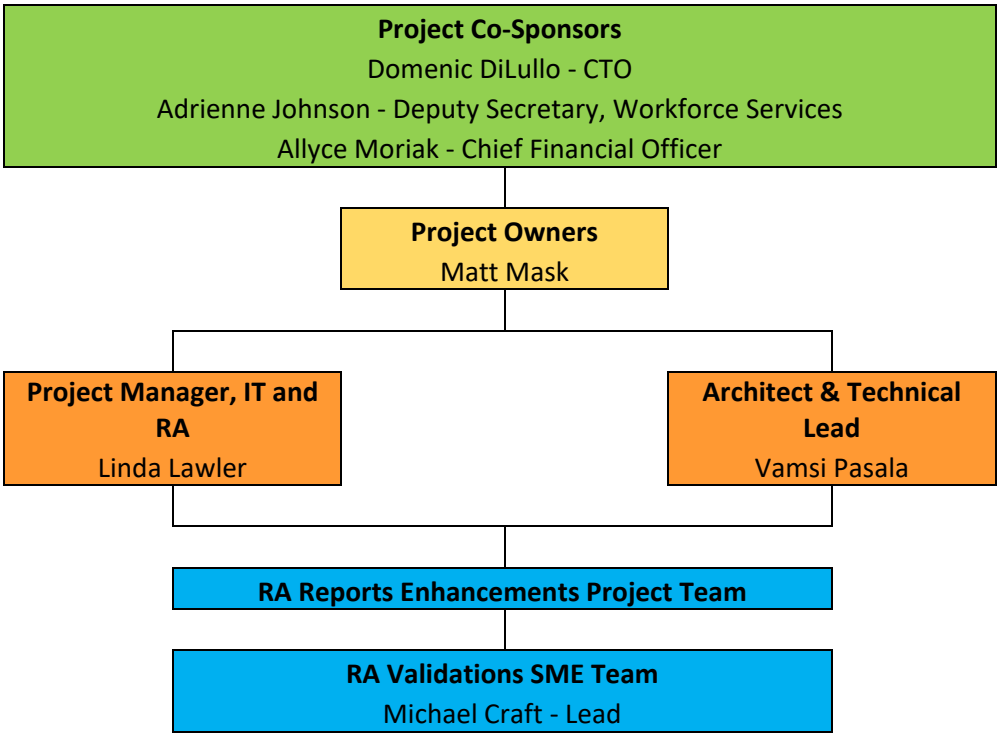
4. The PM would check the teams "scrum board" to track progress and would work with the scrum master to keep tabs on team progress and for regular status reporting. The Agile methodology prevents the PM from meeting with the team because it draws focus away from the work at hand. The PM holds the team accountable through the scrum master.
5. The cycle of BA requirements gathering, to completion of report deliverables, continues until all reports are complete and any remaining post implementation clean-up/documentation deliverables are delivered.
6. Since requirements, planning, development, testing, and implementation were tasks and not project phases, for this reason, it was not possible to create a resource loaded project schedule, especially after many of the deliverables were already turned over to the customer.
7. One final note, the Agile methodology does not emphasize hours as a measure of value since hours can be expended without any value being provided to the customer. Instead, the focus is on what the customer determines adds value, and by delivering that value quickly so the return on investment can be captured as soon as possible—not at the end of the project.
8. The project duration ***for the team*** consists of approximately 40 sprints ending October 31, 2022. The duration of the entire project is scheduled to end in December 2022 with the remaining 2 months of duration used to shut down report batches in the Connect application (operational work, not project team) and complete project closure activities.

V. Project Spending Plan

Since the 13-Reporting project started before RA Modernization, project spend was tracked by IT management, not by the PM. Project spend was part of the RA-IT budget.

VI. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Role	Responsibilities
Project Sponsors: Adrienne Johnston Domenic DiLullo Allyce Moriak	• Secures spending authority • Ensures sustained buy-in from senior management and executive leadership • Monitors project progress and assumes all project/program risk • Removes barriers and assists in resolving escalated conflicts • Ensures project benefits are realized and risks are appropriately addressed
Project Owner: Matthew Mask	• Represents the interests of the stakeholders to the DW Team • Monitors project progress • Approves project definition • Approves plans and schedules • Validates project deliverables meet expectations • Tracks project benefit recognition, risk retention and mitigation activities

	• Acts as liaison between teams and Management for issue escalation and resolution
Lead Project Manager: Linda Lawler	• Ensures project team completes project on time and within budget • Develops project artifacts as required by the State of Florida • Monitors performance of project tasks • Secures and documents acceptance of project deliverables • Communicates project status • Resolves issues and/or escalates issues as necessary with Project Owner(s) • Controls project scope and acquires necessary approvals for changes • Integrates partner business unit's work efforts within the project
Architect and Technical Lead: Vamsi Pasala	• Responsible for assisting the team in finding solutions to issues elevated to him • Is available to project sponsors for technical questions regarding direction of the project and any dependencies/impacts of other projects • Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team.
RA Validations Lead: Michael Craft	• Works with the PM to provide appropriate skilled resources for validating ETA reports • Reviews and approves report requirements with the BA and RA staff before report development begins • Provides access to staff members who enter ETA reports into the USDOL system for requirements • Attends report demonstrations when scheduled • Provides staff for RA User Acceptance Testing of reports.

C. Project Management Methodology

DEO will use a project management methodology in compliance with project management standard rule 60GG-2 F.A.C., project requirements and DEO experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project manager and technical lead will advise leadership on areas of concern and will propose solutions to mitigate risk.
- In the case where additional time is needed for a task that exceeds an additional sprint (2-weeks), the project manager will inform the technical lead and review possible alternatives before elevating to the Deputy CIO and project sponsors.
- The project manager will report progress in Weekly RA-IT PMO Project status meetings (Tuesdays at 3PM). This keeps other RA-IT project managers aware of possible resource sharing (SMEs) contention and project/operational work dependencies (batch processing, environments, etc.)
- DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication of risks and issues

VII. Business Process Organizational Change Management Plan

While an Organizational Change Manager has not been assigned to this project, the project manager routinely discusses business process changes with project sponsors since changes introduced by this project are limited to their business units. Changes to business process are usually developed by or with these resources.

Communications are sent as each report is transitioned from the System to the Data Warehouse, and project owners and sponsors are responsible for authorizing the addition or removal of staff regarding report access based on the staff member's assigned role and business unit.

Also, for external stakeholders, such as USDOL, the project team is not authorized to speak directly to them. Communications are handled by RA managers and RA executive management.

For changes that cause the removal of operational tasks, such as the retirement of report batches in the System, meetings are planned toward the end of the project to determine the best way to achieve this goal. Technology changes have an established change

management process that also serves to communicate proposed changes to all areas that could be impacted. Batch changes will be submitted using this established process.

VIII. Project Risk Management Plan

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
1. Introduction of report changes by USDOL	Medium	High	Review USDOL UIPL with RA to determine if more than 1 sprint of additional work is required. If so, submit a change request to project sponsor for approval	PM, RA Lead
2. RA resources pulled due to a FEMA DUA	Low	Medium	The Reports Project Team will continue to develop reports if approved SRRs are available. RA validation process will be put on hold until resources are available	PM, RA Lead

IX. Capacity Plan

The 13-Reporting project was grandfathered into the RA Modernization program when it was approximately 50% complete. Therefore, capacity planning was already complete before the program started. Also, the resources on the team were 100% committed to the reporting project before being grandfathered into the RA Modernization program.

OPERATIONAL WORK PLAN
FOR
MASTER DATA MANAGEMENT AND INTEROPERABILITY

DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2

PREPARED ON 10/31/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

The Master Data Management project establishes a solid architectural basis in support the continuous modernization by creating a Department data catalog and data dictionary to identify data elements and interoperability across business units and other departments. The development and deployment of APIs to an enterprise API management platform will be addressed as part of the continuous modernization of the Reemployment Assistance Claims and Benefits Information System (System).

Scope Statement

- Create a Department data catalog and data dictionary of data elements interoperability
- Develop and deploy of APIs to an enterprise API management platform

MDM Scope Changes as per CR#0008

- There are no changes to scope as per CR#0008

MDM Scope Changes as per CR#0010

- Design Develop and Deploy of API's will be part of the continuous modernization of the Reemployment Assistance Claims and Benefits Information System (System). API will be dropped from the current scope and there will be limited testing of the system.

A. Project Objectives and Business Benefits

Project Objective	Business Benefit
Catalog of data elements for interoperability	The ability to map to databases that will later be linked by APIs to exchange information
Develop and deploy API's an enterprise API management platform	The API's will allow the exchange of data between databases for increased collaboration and knowledge sharing.

B. Critical Success Factors

- Completed data catalog and data dictionary of databases that will be linked by APIs
- Implementation and testing to successfully link databases via APIs that were identified during the mapping process.

C. Key Dates

Key Date	Importance and Relevance to the Project
March 11, 2022	2022 Session ends
May 7, 2022	Initiation phase completed
June 30, 2022	Requirements
June 30, 2022	PMP & Resource Plan
July 24, 2022	Project Schedule
July 29, 2022	Change request submitted to CCB for approval
August 2, 2022	Change request Approved

Key Date	Importance and Relevance to the Project
September 21, 2022	Test Plans
September 22, 2022	Planning phase Completed
September 26, 2022	Execution phase Started
Nov 7, 2022	Procurement Advertisement Date

D. Major Deliverables

Major Deliverable	Deliverable Description
Build catalog of databases	Validated catalog of databases to be linked
Build dictionary of databases	Validated dictionary of databases to be linked
As-Is Working Sessions	Conduct on-site working sessions with subject matter experts, as identified by DEO, to go over Business requirements.
Requirements Traceability Matrix	Document, validate, and verify functional and technical requirements.
Project Management Plan	Complete and submit a detailed project management plan to DEO.
Potential Benefit Analysis	Develop and provide DEO with a quantitative analysis of potential benefits from re-engineered business processes and technical functional and non-functional requirements.
Procurement of MDM Tool	Procure, install, configure, and test toolset. Effort in coordination with the SSI project and Contract Manager.
Requirements Management Plan	Update the previously developed As-Is business process requirements with greater details.

E. Major Milestones

Major Milestone	Milestone Description
Initiation Phase Complete	Complete
Planning Phase Complete	Complete
Execution Phase Complete	In-progress
Closing Phase Complete	Pending

F. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Domenic DiLullo	Chief Technology Officer
Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Allyce Moriak	Chief Financial Officer
Wendy Castle	Program Owner
Paul Forrester	Program Owner
Thomas Richardson	Program Manager – Strategic Planning Office
Garrick Wright	Program Manager – Information Technology

Nicole Sanislow	Program Manager - Business
Alvin Sellars	Project Sponsor
Quinton Lightfoot	Technical Lead
Vamsi Pasala	Technical Architect
Prathamesh Hankare	IT Technical SME
Benjamin Beha	Business SME
William Brito	Developer

G. Significant Project Assumptions and Constraints

Project Assumptions

1. All identified funding is available.
2. The identified System requirements are correct and complete.
3. All the people involved at the beginning of the project will remain working on the project until the project is completed.
4. Members of the project team will have access to the necessary tools, hardware, and materials necessary to complete the identified tasks.
5. All relevant stakeholders will attend required status meetings. However, there may be instances where some stakeholders are unavailable to attend.
6. The project sponsor will be responsive and prepared to make decisions regarding the project cost, scope, and schedule.
7. SSI Vendor will recommend and help procure the necessary tool.
8. Personnel with sufficient expertise will be on-boarded and allocated to the execution of this project.
9. The vendor will successfully install, configure, and test the MDM solution within the available timeframe for the project.

Project Constraints

1. Delays in the SSI vendor fulfilling the contractual requirement to provide technical requirements needed by this project could delay this project.

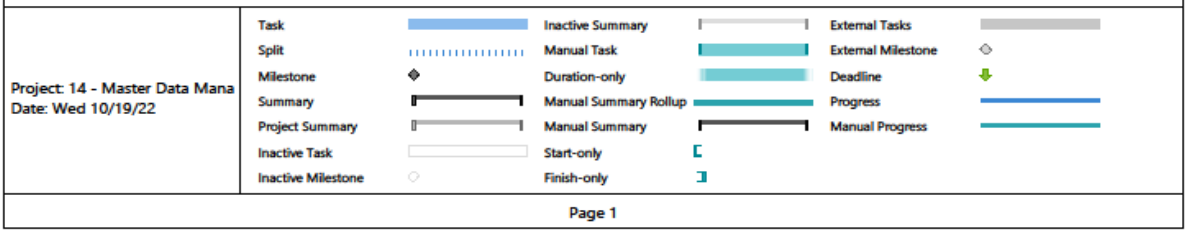
II. Work Breakdown Structure

WBS	Task Name
1	**Master Data Management**
1.1	**Initiation**
1.1.3.1	**Master Data Management**
1.1.3.2	Initiate a review of the current Master Data Management
1.1.3.3	Review and Approve Final Proposal for Master Data Management
1.1.4.2	Decide on Development timeline
1.3	Determine Staff Aug Resources
1.3.1	**Planning**
1.3.3	Determine the mapping strategy of MDM
1.4	Procure Staff Aug Resources
1.4.2	**Execution**

1.4.2.2	Catalog all Databases
1.4.2.3	Dictionary all Databases
1.4.2.4	Install & Configure MDM Tool.
1.4.2.5	Load and Test the new Tool
1.4.4.1	**Testing Master Data Management**
1.4.4.2	Implement Testing of the databases to confirm that the data is successfully passing.

III. Resource Loaded Project Schedule – Adjusted for CR#0010, dependent on procurement of MDM tool.

ID		% Comple	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1		14%		**MDM**	**373 days**	**Tue 1/18/22**	**Fri 6/30/23**	
2	✓	100%		**Initiation**	**74 days**	**Tue 1/18/22**	**Fri 4/29/22**	
3	✓	100%		**Risk and Complexity Assessment**	**66 days**	**Tue 1/25/22**	**Tue 4/26/22**	
4	✓	100%		Complete Pre-Charter Risk&Complexity Assessment and determine Project Level	64 days	Tue 1/25/22	Fri 4/22/22	
5	✓	100%		Complete Initiation Gate Risk&Complexity Assessment	23 days	Fri 3/25/22	Tue 4/26/22	4
6	✓	100%		**Deliverable: Project Charter**	**34 days**	**Tue 1/18/22**	**Fri 3/4/22**	
7	✓	100%		Develop Project Charter	30 days	Tue 1/18/22	Mon 2/28/22	4
8	✓	100%		Review/Update Project Charter	1 day	Mon 2/28/22	Mon 2/28/22	7
9	✓	100%		Approve Project Charter	1 day	Fri 3/4/22	Fri 3/4/22	8
10	✓	100%		Project Charter complete	0 days	Wed 3/2/22	Wed 3/2/22	9
11	✓	100%		**Project Kickoff Meeting**	**37 days**	**Mon 3/7/22**	**Tue 4/26/22**	
12	✓	100%		Create Agenda & Presentation Materials	2 days	Mon 3/7/22	Tue 3/8/22	10
13	✓	100%		DEO Review & Approval of Agenda	1 day	Tue 3/8/22	Tue 3/8/22	12
14	✓	100%		Conduct Kick-off Meeting	7 days	Mon 4/18/22	Tue 4/26/22	13
15	✓	100%		**Create Meeting Minutes**	**2 days**	**Thu 4/28/22**	**Fri 4/29/22**	
16	✓	100%		DEO Review & Approval of Minutes	1 day	Thu 4/28/22	Thu 4/28/22	10
17	✓	100%		Distribute Minutes	1 day	Thu 4/28/22	Thu 4/28/22	16SS
18	✓	100%		MS - Deliverable 1 Project Kick-Off Meeting Co	1 day	Fri 4/29/22	Fri 4/29/22	17
19	✓	100%		Complete the Initiation Gate R&C Assessment	1 day	Fri 4/29/22	Fri 4/29/22	17
20	✓	100%		Initiation Phase complete	1 day	Fri 4/29/22	Fri 4/29/22	17
21	✓	100%		**Planning**	**105 days**	**Mon 5/2/22**	**Mon 9/26/22**	

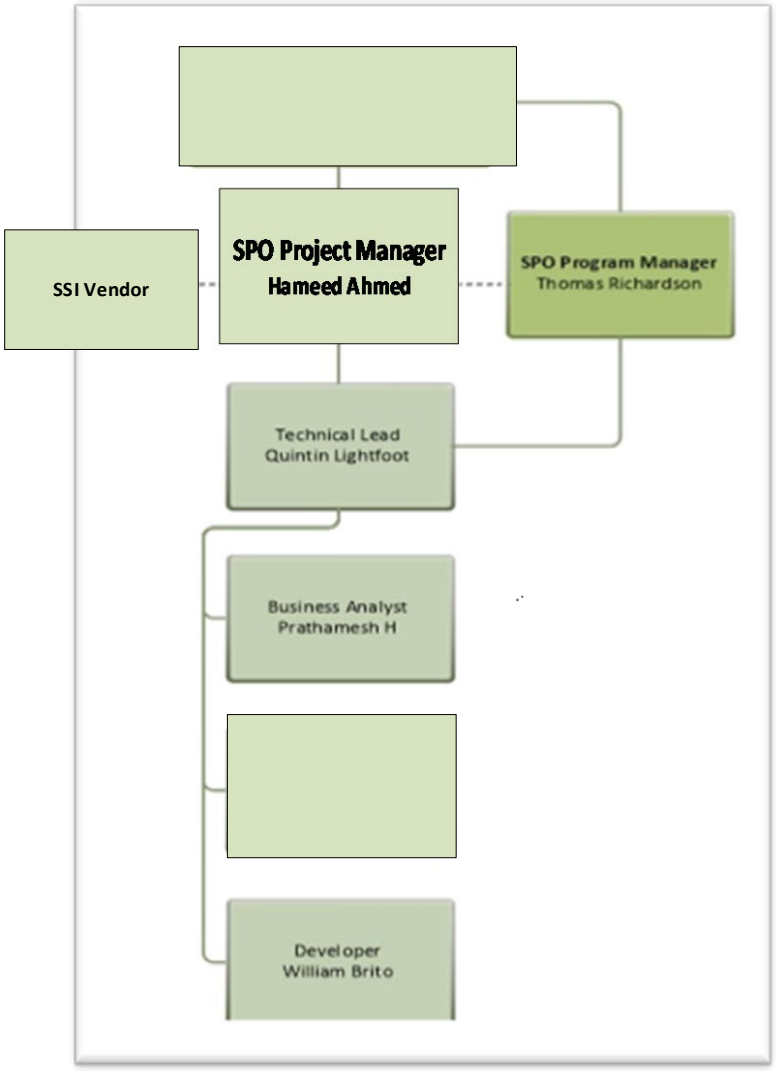


IV. Project Spending Plan

ESTIMATED PROJECT BUDGET	Total	FY 1	FY 2	FY 3	FY 4
	$2,112,970.62	$1,212,970.62	$300,000.00	$300,000.00	$300,000.00

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Executive Sponsor	Adrienne Johnston	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones
CTO	Domenic DiLullo	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones
Strategic Planning Office	Vendor	• Monitor project progress • Provide guidance and support to project manager and project team members
Project Manager	Hameed Ahmed	• Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
Business Lead	Benjamin Beha	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Data Steward	Mathew Mask	• Will function as Data Steward for MDM project
Technical Lead	Quinton Lightfoot	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Functional Team	Quinton Lightfoot Benjamin Beha Prath Hankare	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests

Project Role	Resource Name	Responsibilities
Technical Team/Architect	Vamsi Pasala, William Brito	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests
SSI Vendor	SSI Vendor	The MDM layer project is dependent on the procurement of an MDM development tool, which will be facilitated by the SSI project vendor. The project will work closely with the SSI vendor to support management and the technical team in the determination of the best MDM tool. The SSI vendor is responsible for performing integration services in which the Contractor provides analysis, oversight, monitoring, testing, and assumes the responsibilities for the foundational technical platform and systems and software integration services. • Contractor shall provide DEO with recommendations for technology selection. • Contractor shall provide DEO with recommendations in accordance with architectural standards identified in section 2.6. • Contractor shall assist DEO with drafting the scope of work and deliverables for procurement. • The scope of work and deliverables must be based on requirements of this contract. • Contractor shall assist DEO in evaluating vendor responses for all procurement.

C. Project Management Methodology

DEO will use a project management methodology in compliance with project management standard rule 60GG-2 F.A.C., project requirements and department experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.

- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.
- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.

DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication of risks and issues

Quality Assurance

DEO will follow a rigid quality assurance process. The project will follow these processes and procedures to ensure the highest level of execution.

Quality Management. The Strategic Planning Office's primary responsibility is to provide oversight and ensure DEO objectives are met by meeting regularly with project managers and department leadership.

The Project Manager is responsible for understanding project requirements and DEO expectations. A preliminary internal project meeting is held near the start of each project with all stakeholders. This meeting will include a discussion(s) of task assignments to clarify the scope of work and how it will be accomplished. The following quality management activities will be completed for each project:

- **Internal Kickoff Meeting –** Prior to project commencement, the Project Manager will ensure all team members understand the project's requirements, scope, and quality control processes. This meeting includes a discussion of task assignments to clarify the scope of work and how it will be accomplished. This awareness is maintained throughout the duration of the project with ongoing and as necessary project team meetings.
- **Sponsor Checkpoints –** Each Project Manager will schedule regular contact with the Project Sponsor. This allows the Project Manager to voice their perspective on assignment progress and communicate any relevant risks, action items, issues or decisions made or encountered during the project.
- **Deliverable Reviews –** Prior to submission to DEO, all vendors' deliverables are required to first undergo a thorough review. This review includes technical editing, validation, clarity, and ensuring conformance to DEO standards and expectations.

Communication Management Plan

Communication management seeks to provide a comprehensive framework for all communication necessary to keep stakeholders informed about the project's direction and status. The project communication plan is to clearly identify the status of compliance efforts and to communicate the progress made in achieving a successful project outcome. The purpose of this plan is to communicate pertinent information related to discovery, design, and documentation in a clear and concise manner to the client, stakeholders, and the project team.

Communication Plan

The communication plan is designed to provide the right information, at the right level, to the right audience, at the right time. The plan addresses key audiences, messages, frequency, and methods of communication.

This plan, depicted in Table 1 below, describes the various forms of communication, appropriate channels of communication, and target audiences for this project. The communication matrix identifies the different tools that will be used to guide the planning for communication about the project to various audiences and purposes. It should be considered a general guide for the effective dissemination of information that is received, understood, and utilized by the target audiences for successful completion of the project. This communication matrix will be customized for each project to reflect the various communication forms, frequencies, and audiences that will actually be used during the course of the project and to ensure communication channels are properly maintained throughout the project and updated if communication needs to change.

Table 1: Project Communication Matrix

Item	Purpose	Format	Frequency	Type	Initiator	Recipient(s)	Feedback
Status Reports	Provide detailed information on the progress of the project against the plan	Email	Bi-Weekly	Mandatory	Project Manager	Executive Sponsor, CIO, SPO, Functional Lead, Technical Lead, Project Team	Verbal and follow-up email
Status Meetings	Review the status report, resolve issues, and make decisions	Meeting	Bi-Weekly	Mandatory	Project Manager	Project Team	Verbal and follow-up email
Project Deliverables	Provide deliverables to stakeholders for review	Email	Per project schedule	Mandatory	Project Manager	Technical Lead, Functional Lead, Project Team	Written vetted, consolidated, and actionable comments

Item	Purpose	Format	Frequency	Type	Initiator	Recipient(s)	Feedback
Deliverable Review Feedback	Provide vetted, consolidated, and actionable written comments	Email	Per project schedule	Mandatory	Project Manager	Technical Lead, Functional Lead, Project Team	Written /email follow-up using Deliverable Review Comment Form
Deliverable Review Meetings	Confirm mutual understanding of desired deliverable changes	Meeting	As needed	Informational	Project Manager	Technical Lead, Functional Lead, Project Team	Verbal or written
Work Sessions	Gather information from subject matter experts	Meeting	Per project schedule	Mandatory	Project Manager	Project Team, Subject Matter Experts	Verbal and follow-up email
Work Session Follow-Up	To answer questions or clarify information gathered	Email	As needed	Informational	Project Manager	Project Team, Subject Matter Experts	Verbal or email follow-up
Project issues	Documentation of project issues	Email	As needed	Mandatory	Any Stakeholder	Project Manager	Written/email follow-up
Project issues escalation	To resolve project issues	Email	As needed	Mandatory	Project Manager	Executive Sponsor, CIO, Functional Lead, Technical Lead	Written/email follow-up
Change requests	Document project changes to scope of work	Email	As needed	Mandatory	Project Manager	Executive Sponsor, CIO, Functional Lead, Technical Lead	Written/email follow-up
Project closeout and lessons learned	Formal project closeout meeting	Email	Per project schedule	Mandatory	Project Manager	Functional Lead, Technical Lead, Project Team	Written/email follow-up

Bi-Weekly Status Reporting

Vendors will be required to submit status reports throughout the project at several levels. The primary source of status information is the bi-weekly written status report, which will communicate at minimum, the following information.

- **Project Status.** This section depicts the project status at a summary level using a red/yellow/green method supported by two to three essential questions that are answered to determine summary status. The red/yellow/green method is not meant to be a grading system but instead it is a way to easily identify the areas of the project that need the most attention in order to make the project successful.
- **Overview of Project Progress.** This section describes significant accomplishments achieved in the reporting period.
- **Overall Status.** This section provides a high-level overview of whether the project is on schedule, on budget, and on scope. A yellow or red status should be explained here in detail.
- **Project Milestones, Deliverables, and Latest Tasks.** This section contains the major deliverables of the project, their planned and actual completion dates, and their status.
- **Risks, Action Items, Issues, and Decisions.** This section will link to the project risk, action item, issue, and decision tracking tool. The project tracking tool contains all items tracked during the project.

Project Tracking

This section describes the "RAID" methodology for tracking risks, action items, issues, and decisions. DEO will follow a centralized approach that minimizes miscommunication or misinformation among project stakeholders. The Department will diligently maintain a project tracking log for each project, and a master log for RA Benefits System Modernization project overall, a Microsoft Excel workbook with multiple tabs intended to capture the details and the latest attributes of items tracked by Project Managers.

Risk Management

Risks are characteristics, circumstances, or features of the environment that may have an adverse effect on the project or the quality of the work products. The risk management plan outlines the process to identify and analyze the effects of uncertainties on the project. This plan establishes a framework of working practices, which enables project team members to identify, analyze, respond to, monitor, and communicate risks before they become issues and jeopardize the success of the project. If a risk becomes an issue, DEO will work with the involved stakeholders to assess its impact on the project and assign responsibility for issue resolution, including a target date for closure.

Risks will be managed in the following manner:

- During status meetings, any stakeholder can raise a risk for discussion.
- The Project team will discuss the risk and determine if it warrants being monitored in the risk log.
- The project manager will enter the item in the risk log.

- The team will discuss mitigation strategies and assign who will own the risk item.
- At each subsequent status meeting, the risk(s) will be reviewed until the risk(s) can be closed.

Action Items

Action items are unplanned tasks that occur during a project that are too small to be added to the schedule. These items must be within the scope of the project and are often tasks that support scheduled tasks, issue resolution, risk management, or some other aspect of the project. The action item log is created and maintained as part of the project tracking log.
Action items will be managed in the following manner:

- During status meetings, any stakeholder can raise an action item for discussion.
- The Project team will discuss the action item and determine if it warrants being monitored in the action item log.
- The project manager will enter the item in the log.
- The team will set the priority for the action item (high/medium/low), assign an action item owner, and set a planned completion date.
- At each subsequent status meeting, the action item(s) will be reviewed until they can be closed.

Issue Management

An issue is defined as a current situation or event that must be resolved to avoid adverse impact to the project. Issues can originate from a risk that has materialized. DEO will document all issues that are brought up in meetings.

When issues arise, they need to be resolved in a disciplined manner in order to maintain the quality of the work products and control the schedule and costs. The issue resolution process verifies differences, questions, and unplanned requests are defined properly, escalated for management attention, and resolved quickly and efficiently.

The issue resolution process is intended to handle technical problems, requirements, or issues/conflicts, as well as to address process, organizational, and operational issues of the engagement.

Issues will be managed in the following manner:

- During status meetings, any stakeholder can raise a potential issue for discussion.
- The Project team will discuss the potential issue and determine if the item is indeed an issue.
- If the team determines the item is an issue, the project manager will enter it in the issue log.
- The team will discuss resolution steps, assign who will own the issue item, and set a target date for resolution.
- At each subsequent status meeting, the issue(s) will be reviewed until they can be closed.

Decisions

Decisions are leadership answers to questions that arise during the project. The decision log is created and maintained as part of the project tracking log.

Decisions will be managed in the following manner:

- During status meetings, any stakeholder can raise a question that requires a decision.
- If the team determines a decision needs to be made, the project manager will enter it in the decision log.
- The team will discuss the impact to the project, assign a decision maker, and set a date for when the decision is needed.
- At each subsequent status meeting, the decision item(s) will be reviewed until they can be closed.

Change Control

It is possible that the project will encounter some degree of scope or schedule change. Change control ensures that all requests for change are considered in light of the project goals and objectives and are prioritized accordingly.

The project team will employ strict control over project scope changes throughout the life of the project. The change control process will empower the project sponsor to review, decline, postpone, or authorize and prioritize requests for change. Requested changes are evaluated and a determination made on how it impacts scope, time, and cost. If there are impacts to overall project cost or final project delivery date, a formal change order will be initiated. All other changes will be handled using the project change control process.

The change control log is used to track all change requests during the project. As a change request is submitted, the change control log will be updated with a description and ongoing progress updates until a final resolution is determined.

Changes will be managed in the following manner:

- During status meetings, any stakeholder can raise a potential change to the project's scope, cost, and/or schedule.
- If the team determines a change needs to be made, the project manager will enter it in the change control log and create a formal change request.
- The team will prioritize the change, assign an owner and due date, and describe the impact to the project.
- At each subsequent status meeting, the change orders will be reviewed until they can be closed. No change order will be closed without agreement and sign-off from project sponsors.

Schedule Management

Schedule management consists of the following three areas: schedule development, schedule administration, and schedule change control.

Schedule Development

Schedule development is the process of taking the work breakdown structure (WBS) and breaking it down into activities and tasks that can be assigned and managed. Tasks that are dependent on others are linked. Work efforts and resources are assigned to each task. Once the draft is complete and correct, the schedule will be baselined so that any future changes can be tracked.

The project schedule is the definitive source of project activity, dates, and assignment information. A high-level schedule is provided below. Prior to project initiation, a resource-loaded Microsoft Project Schedule will be generated with milestones and task durations.

Schedule Administration

The schedule will be kept up to date weekly. Task progress and percent completion will be input into the schedule. Variances between planned and actual progress will be managed with particular attention to the critical path. Each week the Project Manager will evaluate the baselined schedule against current progress, identifying the following at a minimum:

- Overdue tasks and computation of the percentage of late tasks related to total tasks to date (number of overdue tasks divided by number of total tasks).
- Overall task completion trending towards an overall project variance equal to or greater than 10%.

The Project Manager will communicate the variance explanation to the project's key stakeholders. This information will be used as input into the weekly status reporting. Any variance where the critical path is significantly behind will automatically result in a red status on the weekly status report.

Corrective actions will be developed as needed to resolve schedule variances. Schedule management techniques of crashing, fast-tracking, and compression will be considered as will other solutions like resource shifting or work rescheduling. Schedule forecasting will be used to look beyond the current status so that, to every extent possible, corrective actions can be applied before there are schedule variances.

Schedule Changes

Once the schedule has been developed, approved, and baselined any significant changes will have to be approved through the change control process. All other schedule changes can be made at the discretion of project leadership and will be reported and discussed with the weekly status report.

Procurement Management

The Procurement Management Plan seeks to outline how the project will procure resources necessary to complete the project objectives. It defines the procurement methodology for this project, lays out the process for managing procurement throughout the life of the project, and will be updated if project needs change. This plan identifies and defines the goods and services to be procured, the types of contracts to be used in support of this project, the contract approval process, and the decision criteria. The importance of coordinating the procurement activities, establishing

firm contract deliverables, and metrics in measuring procurement activities is included in the following subsections.

Procurement Management Approach

The DEO Purchasing Office and any vendors contracted for procurement assistance will provide oversight and management along with the Project Manager for all procurement activities under this project. The Project Manager will work with the project team to identify all items to be procured for the successful completion of the project. The Department Strategic Planning Office (SPO) will then review any procurement requests prior to approving the development of procurement documentation.

Procurement Definition

The following table will be completed to record any procurement goods and/or services determined to be essential for any RA Modernization project's completion and success. The Project Manager and/or SPO must approve any procurement before inclusion in this table.

Procurement	Description	Justification	Needed By

Cost Management

The tables below will be completed and used to define and track project costs during each specific RA Modernization Project.

Cost Management Plan				
Category	**Description**	**Frequency**	**Deliverable**	**Cost**

Column	Definition
Category	Type of expense
Description	Description of expense
Frequency	Describe whether the expense is annual or recurring or a onetime expense
Deliverable	List the deliverable associated with the expense
Cost	List the total expense in dollars e.g. $0.00

Staffing Management

The purpose of this section is to outline how the project is to manage staffing requirements and resource tasks appropriately. This project plans to procure additional staffing through "Staff Augmentation" contracts. The needs for each individual project have been estimated before the

project and will be refined during requirements gathering and procurement of services.

Quality Management

Quality Management details the processes to ensure quality services and deliverables. DEO will use disciplined processes and inspections to confirm quality throughout the life of the project. These inspections are performed at key points in the creation and review of documents and confirmation of the value of services the Project Team provides. Quality Management includes two components, Deliverable Quality Control and Services Quality. The purpose of this section is to provide instructions on these processes. DEO commits to the highest quality in project execution and project team members' performance. To achieve a positive outcome, these processes will be carried out, so expectations are understood, aligned, and met.

VI. Business Process Organizational Change Management Plan

This project intends to improve the delivery, execution, security, or convenience of DEO's lines of business through the implementation of modern processes and tools based on industry best practices and frameworks.

The project team aims to maximize communication, engagement, adoption, and performance of these new processes, roles, and responsibilities through a combination of tools, templates, and techniques such as:

- Stakeholder identification and engagement plans
- Process identification and improvement plans
- Educational assessment and training plans
- Change risk assessment
- Change Advocate networks
- Change Management
- Business Relationship Management
- IT Service Management

VII. Project Risk Management Plan

Identified in above Project Management Approach section.

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
Hurricane impacting the state delays the schedule	Low	High	Adjust schedule accordingly	PM
Necessary tools, hardware, or materials need to be procured for the successful completion of the project.	Medium	Medium	Identify needs early on and involve management and budget staff throughout engagement	PM
Insufficient knowledge transfer of new process	Medium	Medium	Involve impacted staff throughout engagement to increase participation and knowledge of new processes	PM
RSK0001154	High	High	Work with contracts team to develop the SOW.	Vendor/PM

VIII. Capacity Plan

This project does not involve the purchase/lease, configuration, and installation of significant computer hardware. For purposes of capacity planning, computer hardware includes servers, storage, and network infrastructure. Accordingly, a Capacity Plan is not required. Once the claim volume starts to go down as the claims volume decreases, capacity can be reduced. Also moving to an auto-scaling configuration will additionally reduce needed capacity.

OPERATIONAL WORK PLAN
FOR
ARCHIVE AND PURGE

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2

PREPARED ON **11/04/2022**

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SECTION 1 – OVERALL PROJECT PLAN

I. Project Charter

A. Scope Statement

The Archive & Purge Project Team will determine the state and federal criteria for purging Reemployment Assistance data that can be purged in the Reemployment Assistance Claims and Benefits Information System (System); establish archival storage; archive and purge database storage; and archive and purge file storage. Phase 2: Tool Selection and Installation for the project must be completed by June 30, 2023.

B. Project Objectives and Business Benefits

Since the System went live in 2013, its relational database has been growing exponentially. It is estimated that upwards of 80% of the monthly generated data stored is replicated and is not being used, and that copies of these large volumes of data continue to consume more and more space. The consumption of space and an absence of an archival and purge process has degraded System performance and increased batch processing windows and operational and maintenance costs.

The success of the Department's archival and purge process is dependent on improvements to the System's data management and operational schema. The data contained in that schema is data vital to the operation of the System; however, some of this data can be archived. This initiative identifies which data should no longer reside in the operational schema of the production database and moves it into an archival schema. The archival schema contains data that has been classified as 'archivable' and is typically hosted on a slower drive (lower-tier, and thus cheaper). Eventually, the data in the archival schema is reviewed by data owners to determine what data is ready to be purged from the System.

Project Objective	Business Benefit
Stabilize the growth of stored data on the online transactional processing environment, i.e., reduce the size.	• Improved System performance (data access) and stability • Shorter batch windows • Less RTO = Recovery-Time-Objective, RPO = Recovery Point Objective, i.e., less to recover
Less tier 1 storage required	• Reduced storage costs due to cheaper archival storage
Fewer maintenance costs (no need to maintain multiple copies for reporting purposes)	• Less data to maintain

C. Critical Success Factors

- No less than a 30% reduction in Tier 1 storage (6 Terabyte reduction)
- Creation and population of archival storage
- Elimination of duplicate file shares
- Reduction in batch windows
- Compliance with state and federal laws for storing information

D. Key Dates

Key Date	Importance and Relevance to the Project
06/10/22	Project Charter Completed
06/23/22	Initiation Risk Assessment Completed
07/07/22	Project Kick-Off
11/18/22	Stakeholder Registry Completed
11/18/22	Resource Plan Completed
11/25/22	Project Schedule Completed
11/25/22	Project Management Plan Completed
12/30/22	Project Budget Completed
12/30/22	Project Spending Plan Completed
12/30/22	Tool Request for Information Completed
01/27/23	Tool/Vendor Selection Completed
03/31/23	Procurement of Tool Completed
06/30/23	Tool Installation Completed

E. Major Deliverables

Major Deliverable	Deliverable Description
Reduced Operational Transactional Database	Transactional Benefit System Footprint reduced to 8 Terabytes
Archival File and Data Stores Completed	Tier 2 or below storage archive implemented
Elimination of duplicate databases	Single data source for reporting

A. Major Milestones

Key Date	Importance and Relevance to the Project
06/10/22	Project Charter Completed
06/23/22	Initiation Risk Assessment Completed
07/07/22	Project Kick-Off
11/18/22	Stakeholder Registry Completed
11/18/22	Resource Plan Completed
11/25/22	Project Schedule Completed
11/25/22	Project Management Plan Completed
12/30/22	Project Budget Completed
12/30/22	Project Spending Plan Completed
12/30/22	Tool Request for Information Completed
01/27/23	Tool/Vendor Selection Completed
03/31/23	Procurement of Tool Completed
06/30/23	Tool Installation Completed

B. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer

Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner - Business
Paul Forrester	RA Modernization Program Owner – Information Technology
Tom Richardson	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Timothy Giesecke	Project Sponsor/Owner
Linda Lawler	Project Manager
USDOL	Represents the Federal Unemployment Program

C. Significant Project Assumptions and Constraints

Project Assumptions

1. Maintenance of Archive & Purge Processing will be transitioned to the Department's Division of Information Technology once the project is complete.

Project Constraints

1. Phase 1: Tool Selection and Installation must be completed by June 30, 2023.

II. Work Breakdown Structure

WBS	Task Name	% Complete	Duration	Start	Finish	Resource Names
1	**15-DEO-Archive and Purge-OWP-11.04.2022**	**21%**	**325 days**	**Mon 4/4/22**	**Fri 6/30/23**	
2	**Initiation**	**57%**	**165 days**	**Mon 4/4/22**	**Fri 11/18/22**	
2.1	Risk and Complexity Assessment	100%	59 days	Mon 4/4/22	Thu 6/23/22	Linda Lawler
2.2	PM Deliverable: Project Charter	100%	20 days	Mon 5/16/22	Fri 6/10/22	Linda Lawler
2.3	**MILESTONE: Project Charter complete**	100%	1 day	Fri 6/10/22	Fri 6/10/22	Linda Lawler
2.4	Stakeholders Register	18%	115 days	Mon 6/13/22	Fri 11/18/22	Linda Lawler
2.5	Project Kickoff Meeting	100%	19 days	Mon 6/13/22	Thu 7/7/22	Linda Lawler
2.6	Conduct Lessons Learned Meeting	100%	3 days	Mon 6/13/22	Wed 6/15/22	Linda Lawler
3	Initiation Phase complete	100%	1 day	Wed 6/15/22	Wed 6/15/22	
4	**Planning**	**0%**	**51 days**	**Fri 10/21/22**	**Fri 12/30/22**	
4.1	PM Deliverable: Resource Plan	0%	21 days	Fri 10/21/22	Fri 11/18/22	Linda Lawler
4.2	**MILESTONE: Resource Plan Complete**	0%	0 days	Fri 11/18/22	Fri 11/18/22	
4.3	PM Deliverable: Project Schedule	0%	19 days	Tue 11/1/22	Fri 11/25/22	Linda Lawler

WBS	Task Name	% Complete	Duration	Start	Finish	Resource Names
4.4	**MILESTONE: Project Schedule complete**	0%	0 days	Fri 11/25/22	Fri 11/25/22	
4.5	PM Deliverable: Project Management Plan	0%	7 days	Thu 11/17/22	Fri 11/25/22	Linda Lawler
4.6	**MILESTONE: Project Management Plan complete**	0%	0 days	Fri 11/25/22	Fri 11/25/22	
4.7	PM Deliverable: Project Budget	0%	3 days	Wed 12/28/22	Fri 12/30/22	Linda Lawler
4.8	**MILESTONE: Project Budget complete**	0%	0 days	Fri 12/30/22	Fri 12/30/22	
4.9	PM Deliverable: Project Spending Plan	0%	3 days	Wed 12/28/22	Fri 12/30/22	Linda Lawler
4.10	**MILESTONE: Project Spending Plan complete**	0%	0 days	Fri 12/30/22	Fri 12/30/22	
4.11	Complete Impact Analysis	0%	1 day	Fri 12/30/22	Fri 12/30/22	Linda Lawler
4.12	**MILESTONE: Planning Phase Complete**	0%	0 days	Fri 12/30/22	Fri 12/30/22	
5	**Requirements:**	**21%**	**256 days**	**Fri 7/8/22**	**Fri 6/30/23**	
5.1	**Gather Business Requirements**	**31%**	**255 days**	**Fri 7/8/22**	**Thu 6/29/23**	
5.1.1	Existing Requirements Collected	0%	16 days	Fri 7/8/22	Fri 7/29/22	Yella Mopuru
5.1.2	Updated Requirements - Gathering Plan Created	0%	10 days	Mon 8/1/22	Fri 8/12/22	Yella Mopuru, Linda Lawler
5.1.3	**Create Data Dictionary for Business Requirements**	**34%**	**230 days**	**Fri 8/12/22**	**Thu 6/29/23**	
5.1.3.1	Meet with RA business units for critical tables, fields, etc.	100%	36 days	Fri 8/12/22	Fri 9/30/22	Linda Lawler, Yella Mopuru
5.1.3.2	Obtain Existing System(s) documentation (Entity Relationship Diagrams, Listing of Tables, Fields, Mappings to RA Benefits Applications, etc.)	100%	22 days	Fri 9/30/22	Mon 10/31/22	Linda Lawler, Yella Mopuru, TBD
5.1.3.3	List missing documentation items that must be created	100%	22 days	Tue 11/1/22	Wed 11/30/22	TBD
5.1.3.4	Create missing items	0%	23 days	Wed 11/30/22	Sat 12/31/22	TBD

WBS	Task Name	% Complete	Duration	Start	Finish	Resource Names
5.1.3.5	Meet with power users (RA business units and IT) to document definitions of all tables, fields in RA Benefits systems in scope	0%	85 days	Mon 1/2/23	Sun 4/30/23	Yella Mopuru, Linda Lawler, Business Units
5.1.3.6	Identify Tables, fields, no longer used for Purging	0%	24 days	Mon 5/1/23	Thu 6/1/23	Power Users
5.1.3.7	Create mappings for missing items	0%	20 days	Fri 6/2/23	Thu 6/29/23	TBD
5.2	**Tool Selection**	**0%**	**165 days**	**Mon 11/14/22**	**Fri 6/30/23**	
5.2.1	Gather Purge Requirements	0%	1 day	Mon 11/14/22	Mon 11/14/22	Yella Mopuru, Linda Lawler, Vamsi Pasala, Anand Kothandan, IT Units
5.2.2	Create RFI	0%	5 days	Mon 12/12/22	Fri 12/16/22	Yella Mopuru, Linda Lawler, Vamsi Pasala, Anand Kothandan, IT Units
5.2.3	Publish RFI	0%	7 days	Mon 12/19/22	Tue 12/27/22	Yella Mopuru, Linda Lawler
5.2.4	Review Vendor Responses	0%	3 days	Wed 12/28/22	Fri 12/30/22	Yella Mopuru, Linda Lawler, Vamsi Pasala, Anand Kothandan, IT Units
5.2.5	Complete RFQ Process	0%	10 days	Mon 1/9/23	Fri 1/20/23	Linda Lawler
5.2.6	Select Vendor	0%	5 days	Mon 1/23/23	Fri 1/27/23	Linda Lawler
5.2.7	Lessons Learned Meeting	0%	1 day	Mon 1/30/23	Mon 1/30/23	Linda Lawler
5.2.8	Tool Installation Planning	0%	25 days	Mon 2/27/23	Fri 3/31/23	Linda Lawler, TBD
5.2.9	Tool Installation	0%	65 days	Mon 4/3/23	Fri 6/30/23	TBD
6	**Phase 1: Tool Selection and Installation Complete**	0%	0 days	Fri 6/30/23	Fri 6/30/23	

III. Resource Loaded Project Schedule

Task Name	Start	Finish	Resource Names
15-DEO-Archive and Purge	**Mon 4/4/22**	**Fri 6/30/23**	
Initiation	**Mon 4/4/22**	**Fri 11/18/22**	
Risk and Complexity Assessment	Mon 4/4/22	Thu 6/23/22	Linda Lawler
PM Deliverable: Project Charter	Mon 5/16/22	Fri 6/10/22	Linda Lawler
MILESTONE: Project Charter complete	Fri 6/10/22	Fri 6/10/22	Linda Lawler
Stakeholders Register	Mon 6/13/22	Fri 11/18/22	Linda Lawler
Project Kickoff Meeting	Mon 6/13/22	Thu 7/7/22	Linda Lawler
Conduct Lessons Learned Meeting	Mon 6/13/22	Wed 6/15/22	Linda Lawler
Initiation Phase complete	Wed 6/15/22	Wed 6/15/22	
Planning	**Fri 10/21/22**	**Fri 12/30/22**	
PM Deliverable: Resource Plan	Fri 10/21/22	Fri 11/18/22	Linda Lawler
MILESTONE: Resource Plan Complete	Fri 11/18/22	Fri 11/18/22	
PM Deliverable: Project Schedule	Tue 11/1/22	Fri 11/25/22	Linda Lawler
MILESTONE: Project Schedule complete	Fri 11/25/22	Fri 11/25/22	
PM Deliverable: Project Management Plan	Thu 11/17/22	Fri 11/25/22	Linda Lawler
MILESTONE: Project Management Plan complete	Fri 11/25/22	Fri 11/25/22	
PM Deliverable: Project Budget	Wed 12/28/22	Fri 12/30/22	Linda Lawler
MILESTONE: Project Budget complete	Fri 12/30/22	Fri 12/30/22	
PM Deliverable: Project Spending Plan	Wed 12/28/22	Fri 12/30/22	Linda Lawler
MILESTONE: Project Spending Plan complete	Fri 12/30/22	Fri 12/30/22	
Complete Impact Analysis	Fri 12/30/22	Fri 12/30/22	Linda Lawler
MILESTONE: Planning Phase Complete	Fri 12/30/22	Fri 12/30/22	
Requirements:	**Fri 7/8/22**	**Fri 6/30/23**	
Gather Business Requirements	**Fri 7/8/22**	**Thu 6/29/23**	

Task Name	Start	Finish	Resource Names
Existing Requirements Collected	Fri 7/8/22	Fri 7/29/22	Yella Mopuru
Updated Requirements - Gathering Plan Created	Mon 8/1/22	Fri 8/12/22	Yella Mopuru, Linda Lawler
Create Data Dictionary for Business Requirements	**Fri 8/12/22**	**Thu 6/29/23**	
Meet with RA business units for critical tables, fields, etc.	Fri 8/12/22	Fri 9/30/22	Linda Lawler, Yella Mopuru
Obtain Existing System(s) documentation (Entity Relationship Diagrams, Listing of Tables, Fields, Mappings to RA Benefits Applications, etc.)	Fri 9/30/22	Mon 10/31/22	Linda Lawler, Yella Mopuru, TBD
List missing documentation items that must be created	Tue 11/1/22	Wed 11/30/22	TBD
Create missing items	Wed 11/30/22	Sat 12/31/22	TBD
Meet with power users (RA business units and IT) to document definitions of all tables, fields in RA Benefits systems in scope	Mon 1/2/23	Sun 4/30/23	Yella Mopuru, Linda Lawler, Business Units
Identify Tables, fields, no longer used for Purging	Mon 5/1/23	Thu 6/1/23	Power Users
Create mappings for missing items	Fri 6/2/23	Thu 6/29/23	TBD
Tool Selection	**Mon 11/14/22**	**Fri 6/30/23**	
Gather Purge Requirements	Mon 11/14/22	Mon 11/14/22	Yella Mopuru, Linda Lawler, Vamsi Pasala, Anand Kothandan, IT Units
Create RFI	Mon 12/12/22	Fri 12/16/22	Yella Mopuru, Linda Lawler, Vamsi Pasala, Anand Kothandan, IT Units
Publish RFI	Mon 12/19/22	Tue 12/27/22	Yella Mopuru, Linda Lawler
Review Vendor Responses	Wed 12/28/22	Fri 12/30/22	Yella Mopuru, Linda Lawler, Vamsi Pasala, Anand Kothandan, IT Units
Complete RFQ Process	Mon 1/9/23	Fri 1/20/23	Linda Lawler
Select Vendor	Mon 1/23/23	Fri 1/27/23	Linda Lawler

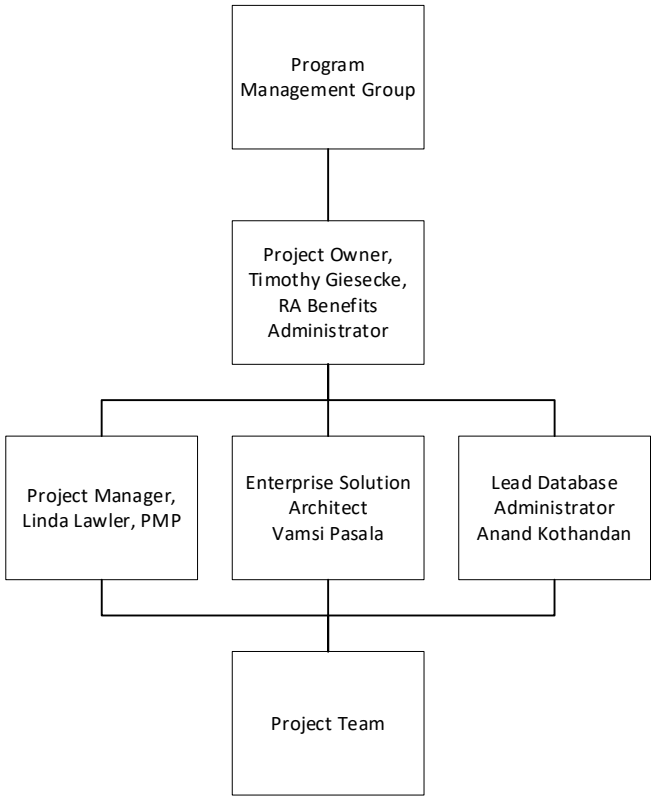
Task Name	Start	Finish	Resource Names
Lessons Learned Meeting	Mon 1/30/23	Mon 1/30/23	Linda Lawler
Tool Installation Planning	Mon 2/27/23	Fri 3/31/23	Linda Lawler, TBD
Tool Installation	Mon 4/3/23	Fri 6/30/23	TBD
Phase 1: Tool Selection and Installation Complete	Fri 6/30/23	Fri 6/30/23	

IV. Project Spending Plan

Archive & Purge Budget	
Total	$2,835,058
Hardware	$200,000
Software	$926,850
Services	$1,708,208

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Role	Responsibilities
Program Management Group	• Secures spending authority • Ensures sustained buy-in from senior management and executive leadership • Monitors project progress • Removes barriers and assists in resolving escalated conflicts • Ensures project benefits are realized and risks and issues are appropriately addressed
Project Owner Timothy Giesecke	• Represents the interests of the stakeholders to the DW Team • Monitors project progress • Approves project definition • Approves plans and schedules • Validates project deliverables meet expectations • Tracks project benefit recognition, risk retention and mitigation activities • Acts as liaison between teams and Management for issue escalation and resolution
Project Manager Linda Lawler	• Ensures project team completes project on time and within budget • Develops project artifacts as required by the State of Florida • Monitors performance of project tasks • Secures and documents acceptance of project deliverables • Communicates project status • Resolves issues and/or escalates issues as necessary with Project Owner(s) • Controls project scope and acquires necessary approvals for changes • Integrates partner business unit's work efforts within the project
Business Analyst Yella Mopuru	• Works with the PM in business unit and IT meetings for requirements gathering • Assists the PM in the creation of the Requirements Traceability Matrix (RTM). • Writes the Requirements Document for the project.
Enterprise Solution Architect Vamsi Pasala	• Responsible for assisting the team(s) in coordinating the most appropriate solution for archiving and purging based on requirements collected. • Assists the team with identifying integration points with other projects and evaluating any risks. • Is available to executive management, the program team, and the project team for technical questions regarding

	direction of the project and any dependencies/impacts of other projects • Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team. • Has historical knowledge of the Connect system since Go Live
Lead Database Administrator Anand Kothandan	• Responsible for assisting the Enterprise Solution Architect in coordinating the most appropriate solution for archiving and purging based on requirements collected. • Is available to executive management, the program team, and the project team for technical questions regarding direction of the project and any dependencies/impacts of other projects • Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team. • Has years of historical knowledge of the Connect system
Records Management and General Counsel Liaison Karen Gates	• Assists business units with requests for ruling and decisions on exceptions to records retention policy and appropriate state and federal laws. • Provides written resolution results and next steps to business unit, PM and project team.
Business Unit Subject Matter Experts **Appeals:** Jamie Dattoli MaryGordon Gavalas Alessandra Zupan Monica Jackson-Marcotte **Adjudication:** Jonathan Hill Benny Collazo Sondra Timpson Aaron Arnold Nicholas Lent Alice McCartney **RA Quality Management:** Nicole Sanislow **Claims Processing:** El' Lise Bethel **RA Operations:** Mark Miller Samantha Caban Robin Hess Rebecca Whittaker Brett Riley Dian Thompson	• Provides project team with their business units' data inventory • Participates in testing, validating, and approving the Archival and Purge processes per requirements • Coordinates with the Records Management and General Counsel Liaison to obtain rulings on exceptions to purge requirements. • Updates the project team on new inventory created during project progress

IT Subject Matter Experts Becky Leckinger (Interfaces) Lewis Goode (Batch processing) Al Rehwinkel (Correspondence, 1099s) Barry Robinson (Release Management, Connect Environments) TBD – (FileNet)	• Provides insight into types of items being stored that might be useful to investigate for the purpose of archiving or purging.
Purchasing Department Tina Peacock Greg Turral	• Responsible for assisting the project team with tool selection if there is a "buy" decision.

C. Project Management Methodology

The Archive and Purge project follows DEO's Center of Excellence requirements for projects according to best practices found in the PMBOK v6.0.

VI. Business Process Organizational Change Management Plan

Currently there are no changes to business processes. Organizational Change Management will be revisited after the Build or Buy decision is made.

VII. Project Risk Management Plan

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
1. Incomplete data dictionary will impact project schedule	High	Low	Move forward with project using existing records management schedules	Linda Lawler
2.				
3.				
4.				
5.				

VIII. Capacity Plan

Capacity will be determined once a decision has been made for a Tool.

OPERATIONAL WORK PLAN
FOR
SECURITY ARCHITECTURE REVIEW

DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2

PREPARED ON 11/01/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

The Security Architecture Services project includes the assessment and guidance to secure the architecture, operation, and maintenance of the Reemployment Assistance Claims and Benefits Information System (System), including business and technological components supporting the System, in the context of existing and proposed application modernization efforts. Existing application modernization efforts include application and architectural modifications, migration to cloud infrastructure, updated application development and deployment processes (continuous vulnerability management, DevSecOps, continuous integration and continuous delivery ("CI/CD") pipeline security, secure software development life cycle (SDLC), etc.), and implementation of identity and access management best practices.

A. Scope Statement

In Scope

- Procure services to assess, review, and consult on proposed application design, architecture, platform, tools, security controls, system hardening, access management, and secure development and operations practices. Services will produce documented guidance for implementation of controls, including a gap analysis, threat model, controls implementation road map, and skills analysis.
- Assessment of the security of the existing and proposed implementation of the Reemployment Assistance Claims and Benefits Information System
- Train staff, as necessary, to support execution of the roadmap.
- Execute roadmap/incorporate recommendations into DEO's migration, modernization, and process improvement efforts.

Out of Scope

- Penetration testing of the DEO network.

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Improve Security	A more secure IT system that can withstand cyber-attacks that can halt DEO operations, erode customer trust, increase fraud, and expose DEO to negative publicity, lawsuits and fines.
Manage risk/risk reductions	Increases DEO's ability to quickly identify and manage potential threats.
Avoid Cost	Incorporating the security requirements into the Reemployment Assistance Modernization Program (Program) will allow DEO to avoid expensive retrofitting to meet the recommended security requirements.

C. Critical Success Factors

- Timely and high-quality achievement of major milestones/deliverables.
- Execution of the roadmap, recommendations into the Program.

D. Key Dates

Key Date	Importance and Relevance to the Project
May 2022	Contract executed with Ernst & Young to perform Security Architecture Review services
June 2022	Change Request 006 approved – approving change in baseline for Security Architecture Review
October 2022	Project successfully completed

E. Major Deliverables

Major Deliverable	Deliverable Description
Project Plan	Contractor shall complete and submit to DEO a detailed project plan.
Host Weekly Meetings	Contractor shall host weekly meetings with DEO.
Assessment of Security Controls Report	Contractor shall conduct, write, and submit a detailed assessment report of security controls to DEO.
Skills and Capabilities Assessment and Gap Analysis Report	Contractor shall conduct, write, and submit a detailed skills and capabilities assessment and gap analysis report to DEO.
Security Controls Implementation Roadmap Training and Capabilities Improvement Plan	Contractor shall complete and submit a security controls implementation roadmap to DEO.
Training and Capabilities Improvement Plan	Contractor shall complete and submit a detailed training and capabilities improvement plan to DEO.

F. Major Milestones

Major Milestone	Milestone Description
Initiation Phase Complete	All initiation activities completed
Planning Phase Complete	Complete
Execution Phase Complete	Complete
Monitor and Controlling Phase Complete	Complete
Close Out Phase Complete	In progress

G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity

Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner - Business
Paul Forrester	RA Modernization Program Owner – Information Technology
Nicole Sanislow	RA Modernization Program Manager - Business
Thomas Richardson	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Mark Miller	Project Sponsor & Project Owner
Nicole Cain	Project Manager

H. Significant Project Assumptions and Constraints

Project Assumptions

1. The project will have access to the appropriate state management, staff, and related Program stakeholders (internal and external) and other resources as required and as needed without delay.
2. The security Architecture review will incorporate existing State Cybersecurity Standards and Information Security best practices and standards.
3. Some of the interviews required for the assessment can occur virtually in the interest of the project timeline.
4. The project experiences no delays in schedule.

Project Constraints

1. DEO security staff and subject matter experts (SMEs) have competing operational tasks and have limited time to devote to the project.

II. Work Breakdown Structure

The italicized start and end dates in the Work Breakdown Structure chart below will be updated upon contract execution with the selected vendor.

Task	Start	End
Security Architecture Review Project	***12/9/2021***	***10/31/2022***
WBS		
Procurement Phase		
Advertise RFQ for Security Architecture Review services	12/8/2021	12/14/2021
Vendor questions due	12/14/2021	12/14/2021
DEO responds to vendor questions	12/22/2021	12/22/2021
Vendor submits RFQ response	1/3/2022	1/3/2022
Vendor selected and contract awarded	5/2/2022	5/2/2022
Information Identification and Location Documented		
Identify documentation needed for the Security Arch Review	5/2/2022	6/10/2022

A. System and network architecture	5/2/2022	6/23/2022
B. Development and deployment processes	5/2/2022	6/23/2022
C. Identity and access management processes	5/2/2022	6/23/2022
D. Application and infrastructure vulnerability management	5/2/2022	6/23/2022
E. System Security Plan (SSP)	5/2/2022	6/23/2022
Security Assessment Phase	5/2//2022	6/23/2022
Onboard and orient selected vendor	5/2/2022	5/26/2022
Deliverable #1: Project Plan (to incorporate into project schedule)	5/2/2022	5/17/2022
Deliverable #2: Weekly Meetings	5/6/2022	9/8/2022
Deliverable #3 Assessment of Security Controls Report	5/2/2022	7/22/2022
Deliverable #4 Skills and Capabilities Assessment and Gap-Analysis Report	6/27/2022	8/23/2022
Deliverable 5 (Security Controls Implementation Roadmap)	8/3/2022	9/14/2022
Deliverable 6 (Training and Capabilities Improvement Plan)	8/19/2022	9/26/2022

III. Resource Loaded Project Schedule

16-SAR_Schedule_20221031.pdf

IV. Project Spending Plan

Total	FY 2021/22	FY2022/23
$433,050	$21,240	$407,310

V. Project Organization and Methodology

A. Project Organizational Chart

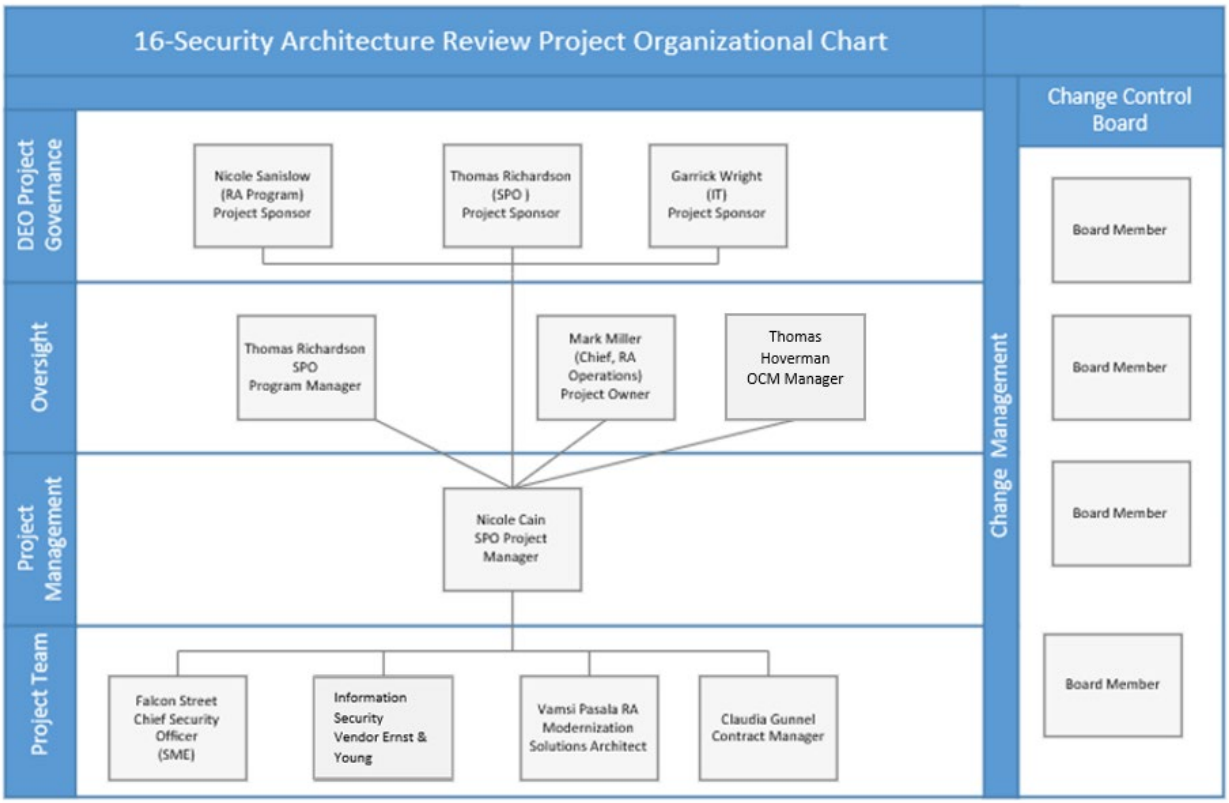

Figure 1: Project Organization Chart

B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Program Manager	Garrick Wright Thomas Richardson Nicole Sanislow	• Provide guidance on overall strategic direction • Advise the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Review and sign off on key milestones

Project Role	Resource Name	Responsibilities
OCM Manager	Thomas Hoverman	• Provide guidance on organizational change tasks
Strategic Planning Office	Thomas Richardson	• Monitor project progress • Provide guidance and support to project manager and project team members
Project Manager	Nicole Cain	• Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
Project Sponsor/Business Lead	Mark Miller	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Technical Lead	Vamsi Pasala	• Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Functional Team	Falcon Street Claudia Gunnels	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests

Project Role	Resource Name	Responsibilities
Technical Team	Ernst & Young	• Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests

C. Project Management Methodology

DEO will use a project management methodology in compliance with project management standard rule 60GG-2 F.A.C., project requirements and department experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.
- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.

DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication of risks and issues

Quality Management Plan

The Quality Management Plan ensures work is complete and meets or exceeds an adequate level of quality of the deliverables. All members of the project team will play a role in quality management, and it is critical the team ensures work is completed according to DEO standards for quality acceptance.

Project Quality Management activities will ensure project documents meet agreed upon standards, work is performed efficiently, project practices conform to recommended project standards and deficiencies are identified and corrective action taken.

Quality Management Approach

Managing quality includes four major processes:

- **Quality planning (QP):** Completeness and correctness criteria define what it means for a project document to be complete and correct. The project team will establish completeness and correctness criteria. Specific criteria for the quality of Contract Deliverables will be documented in the contract and managed by the Contract Manager, program team and Project Manager.
- **Quality assurance (QA)** refers to the process used to create project documents, not the deliverables themselves. The Project Team will perform QA activities for the project weekly. The project manager may make changes to processes as necessary; changes will be communicated to the appropriate stakeholders.
- **Quality control (QC):** Performing Quality Control (QC) involves monitoring specific project results to determine whether they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory results. The Strategic Planning Office (SPO) will perform (QC) activities to verify project management and documents are of high quality. If the SPO determines a project document to be complete, it will be presented to the Project Team at the following Status Meeting.
- **Quality improvement (QI):** The Project Manager is responsible to implement corrective actions based on the results of the quality management processes. These may include changes to project management processes; required training for stakeholders; updating performance metrics, etc.

Communication Management Plan

This project will follow the communications processes outlined in the RA Modernization Program Communications Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository

The communication matrix below identifies the key project stakeholders and the detail of communications for this project.

Item	Purpose	Format	When/ Frequency	Type	Initiator	Recipient	Feedback
Project Meeting	Provide and discuss project tasks, issues, risks, action items	Meeting/Face to face or virtual)	Daily/ Weekly as needed	Mandatory	Project Manager	Project Team	Meeting Minutes
Status Report	Provide detailed information on the progress of the project against the plan	Email	Weekly/ Monthly/ Quarterly	Mandatory	Project Manager	Project Team/SPO Program Manager	Verbal and follow-up email
SPO Status Meeting	Review the status report, resolve issues, and make decisions	Meeting	Weekly	Mandatory	Project Manager	SPO Program Manager	Verbal and follow-up email
Project Deliverables	Provide deliverables to DEO for review	Email	Per project schedule	Mandatory	Project Manager	SPO Program Manager/ Project Team members	Written vetted, consolidated, and actionable comments
Deliverable Review Feedback	Provide vetted, consolidated, and actionable written comments	Email	Per project schedule	Mandatory	SPO Program Manager	Project Manager/ Project Team Members	Written/ email follow-up using Deliverable Review Comment Form
Deliverable Review Walkthrough	Confirm mutual understanding of desired deliverable changes	Meeting	As needed	Informational	Project Manager	Program Managers/ Project Owners	Verbal or written
Work Session	Gather information from subject matter experts	Meeting	Per project schedule	Mandatory	Project Manager	Update subject matter experts (only if the SPO Project Manager has the approved communication)	Verbal and follow-up email

Work Session Follow-up	To answer questions or clarify information gathered	Email	As needed	Informational	Project Manager	Provide subject matter experts (only if SPO Project Manager has approved the communication)	Verbal or email follow-up
Online Survey	Gather information from subject matter experts (former providers	Email	Per project schedule	As needed	Project Manager	Subject matter experts (only if SPO Project Manager has approved the communication)	Verbal or email follow-up
Project Issues	Documentation of project issues	Issue Log Entry	As needed	Mandatory	Any Stakeholder	Project Owner/ Project Manager	Written/ email follow-up
Project Issues Escalation	To resolve project issues	Email	As needed	Mandatory	Project Manager	SPO Program Manager	Written/ email follow-up
Change Requests	Document project changes to scope of work	Change Request Form	As needed	Mandatory	Change Initiator	Project Manager/ Change Owner/ Change Analyst/ CCB	Written/ email follow-up
Project Closeout and Lessons Learned	Formal project closeout meeting	Email	Per project schedule	Mandatory	SPO Project Manager	All Stakeholders	Written/ email follow-up

Weekly Status Reporting

Vendors will be required to submit status reports throughout the project at several levels. The primary source of status information is the weekly written status report, which will communicate at minimum, the following information.

- **Project Status.** This section depicts the project status at a summary level using a red/yellow/green method supported by two to three essential questions that are answered to determine summary status. The red/yellow/green method is not meant to be a grading system but instead it is a way to easily identify the areas of the project that need the most attention in order to make the project successful.
- **Overview of Project Progress.** This section describes significant accomplishments achieved in the reporting period.
- **Overall Status.** This section provides a high-level overview of whether the project is on schedule, on budget, and on scope. A yellow or red status should be explained here in detail.
- **Project Milestones, Deliverables, and Latest Tasks.** This section contains the major deliverables of the project, their planned and actual completion dates, and their status.
- **Risks, Action Items, Issues, and Decisions.** This section will link to the project risk, action item, issue, and decision tracking tool. The project tracking tool contains all items tracked during the project.

Project Tracking

This section describes the "RAID" methodology for tracking risks, action items, issues, and decisions. DEO will follow a centralized approach that minimizes miscommunication or misinformation among project stakeholders. The Department will diligently maintain a project tracking log for each project, and a master log for RA Benefits System Modernization project overall, a Microsoft Excel workbook with multiple tabs intended to capture the details and the latest attributes of items tracked by Project Managers.

VI. Business Process Organizational Change Management Plan

This project will follow the organizational change processes outlined in the RA Modernization Program Organizational Change Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The role of the Organizational Change Management plan (OCM) within an individual project under the RA Modernization Program is to help plan for and manage the people side of the project. OCM focuses on identifying, preparing and managing a wide array of internal and external stakeholders, employees and customers that will be impacted by the new solution. It is good for those stakeholders to feel informed, prepared, trained and ready to participate in a successful implementation. It is beneficial for employees to adopt new skills and develop new capabilities and to value and appreciate the features that the new technology offers.

VII. Project Risk Management Plan

Risk & Complexity Assessment

The Risk & Complexity Assessment will be completed at the end of every Phase in the Project lifecycle. The Project Manager is responsible to complete this assessment with the assistance of project team members.

Risk & Complexity Assessments	Category
Pre-Charter Risk & Complexity Category	2
Initiation Gate Risk & Complexity Category	1
Planning Gate Risk & Complexity Category	1
Event Driven Risk & Complexity Category	

Project Risk Management

This project will follow the risk management processes outlined in the RA Modernization Program Risk Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The risk management process helps the project team anticipate and respond to emerging risks throughout the duration of the project. The risk management process occurs throughout all phases of the project, from planning through execution and closeout. Project risks are logged and tracked in the Project Log Workbook (RAID Logs).

Identified in the Initiation Phase

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
Procurement process could delay the start of the contract	Medium	Low	Accept. Project end date was extended to 7/31/2022 by the Change Control process	Contract Manager/ Procurement Specialist

Figure 2 below illustrates the major activities associated with the key risk management process.

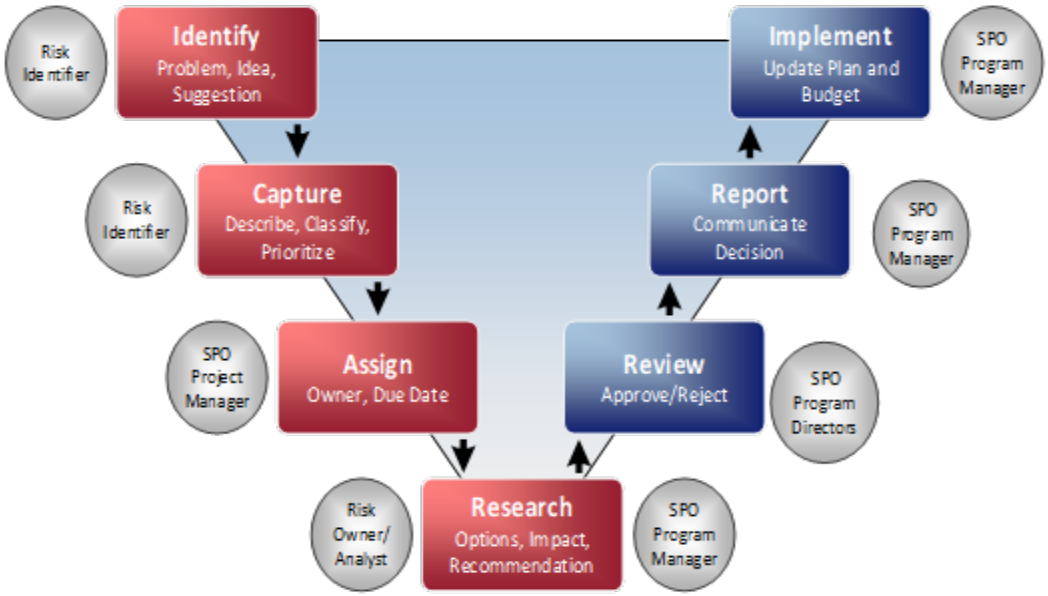

Figure 2: RA Modernization Program Risk Management Process

Action Items

Action items are unplanned tasks that occur during a project that are too small to be added to the schedule. These items must be within the scope of the project and are often tasks that support scheduled tasks, issue resolution, risk management, or some other aspect of the project. The action item log is created and maintained as part of the project tracking log.

Action items will be managed in the following manner:

- During status meetings, any stakeholder can raise an action item for discussion.
- The Project team will discuss the action item and determine if it warrants being monitored in the action item log.
- The project manager will enter the item in the log.
- The team will set the priority for the action item (high/medium/low), assign an action item owner, and set a planned completion date.
- At each subsequent status meeting, the action item(s) will be reviewed until they can be closed.

Issue Management

This project will follow the issue management processes outlined in the RA Modernization Program Issue Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

An issue is an immediate problem that needs resolution. Acknowledging and addressing issues quickly ensures that they do not impact the scope of the project. Project issues are logged and tracked in the Project Log Workbook (RAID Logs).

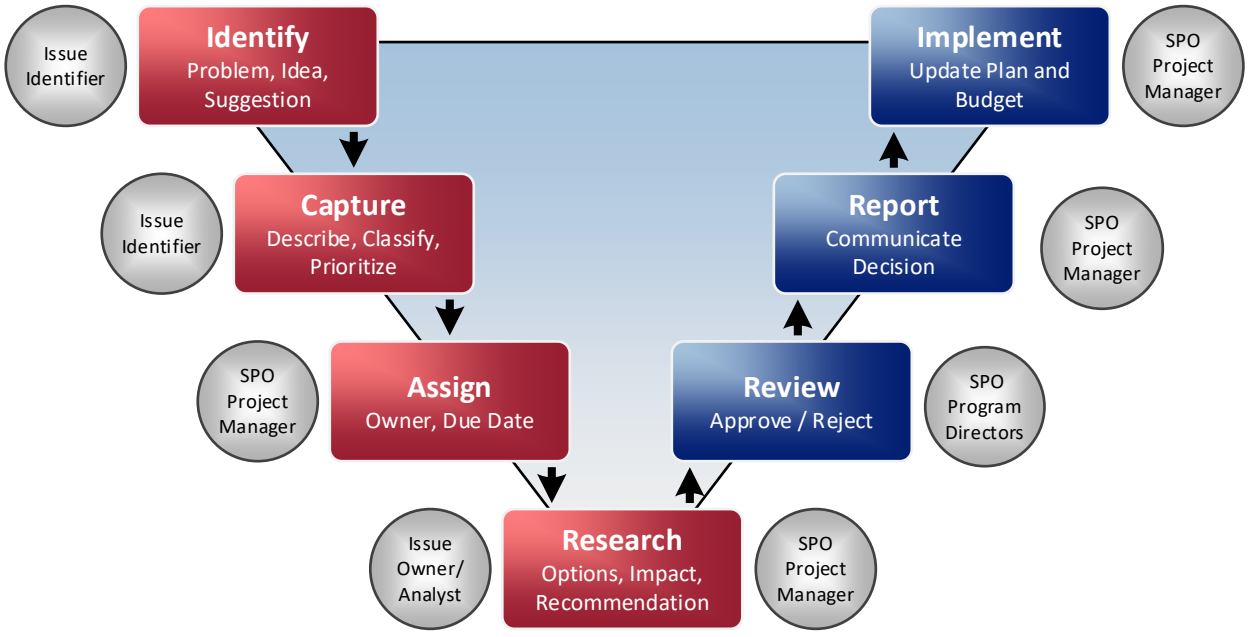

Figure 3: RA Modernization Program Issue Management Process

Decisions

Decisions are leadership answers to questions that arise during the project. The decision log is created and maintained as part of the project tracking log.

Decisions will be managed in the following manner:

- During status meetings, any stakeholder can raise a question that requires a decision.
- If the team determines a decision needs to be made, the project manager will enter it in the decision log.
- The team will discuss the impact to the project, assign a decision maker, and set a date for when the decision is needed.
- At each subsequent status meeting, the decision item(s) will be reviewed until they can be closed.

Change Management
This project will follow the change processes outlined in the RA Modernization Program Change Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The *RA Modernization Change Management Plan,* defines the approach and provides the processes for initiating, defining, researching, evaluating, reviewing, prioritizing, managing cost, approving or rejecting the change requests (CRs), and communicating the status of the change that may affect the success of the Security Architecture Review Services project.

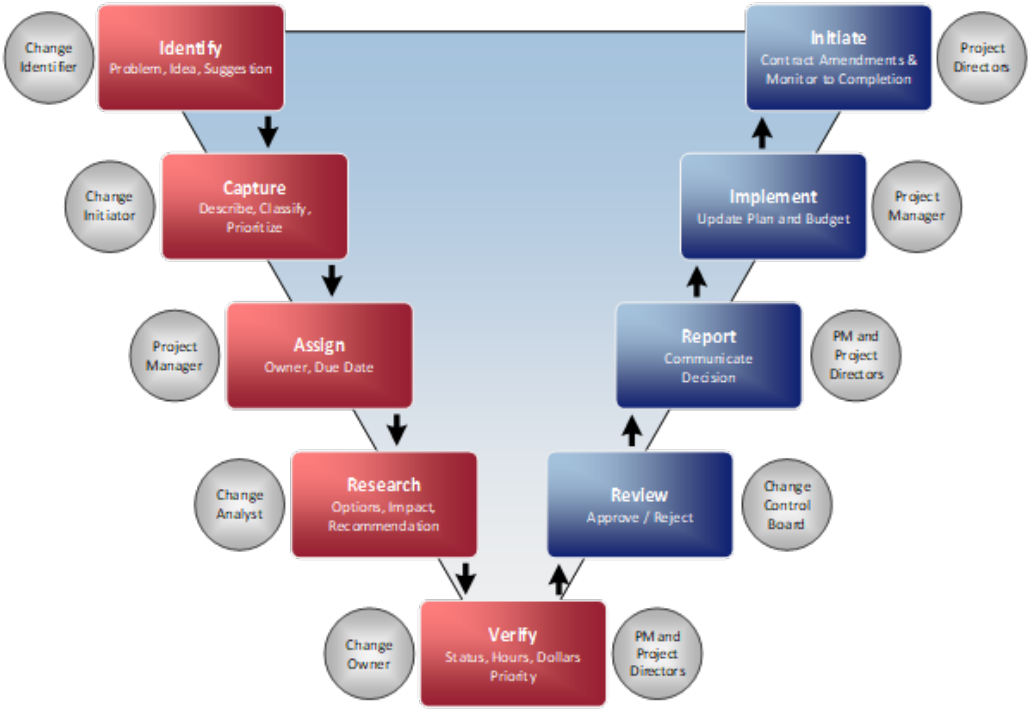

Figure 4:RA Modernization Program Change Management Process

Schedule Management
The project schedule for this project will be stored in the Central Repository 16-Security Architecture Review Project Deliverables folder.

Schedule Maintenance
The project schedule maintenance is an on-going activity that tracks the work performed, the timeframes for when the work has been or will be completed and progress against the baseline work estimates and timelines. To effectively track the program progress, the project schedule is kept current, and reflects all work that needs to be performed, in accordance with the RA Modernization Program Schedule Management Plan.

The Security Architecture vendor will submit a project plan as their first deliverable. That project schedule with tasks will be incorporated into the overall project schedule and will result in changes to the current project schedule.

If a change to the project schedule or scope is needed, the Project Manager may pursue a change request as described in the RA Modernization Program Library.

Procurement Management
The Procurement Management Plan seeks to outline how the project will procure resources necessary to complete the project objectives. It defines the procurement methodology for this project, lays out the process for managing procurement throughout the life of the project, and will be updated if project needs change. This plan identifies and defines the goods and services to be procured, the types of contracts to be used in support of this project, the contract approval process, and the decision criteria. The importance of coordinating the procurement activities, establishing firm contract deliverables, and metrics in measuring procurement activities is included in the following subsections.

Procurement Management Approach
The DEO Purchasing Office and any vendors contracted for procurement assistance will provide oversight and management along with the Project Manager for all procurement activities under this project. The Project Manager will work with the project team to identify all items to be procured for the successful completion of the project. The Department Strategic Planning Office (SPO) will then review any procurement requests prior to approving the development of procurement documentation.

Procurement Definition
The following table will be completed to record any procurement goods and/or services determined to be essential for any RA Modernization project's completion and success. The Project Manager and/or SPO must approve any procurement before inclusion in this table.

Procurement	Description	Justification	Needed By
RFQ	Security Architecture Review Services	No in-house expertise	3/14/2022

Cost Management

The tables below will be completed and used to define and track project costs during the Security Architecture Review Project.

Cost Management Plan				
Category	**Description**	**Frequency**	**Deliverable**	**Cost**
Other Opex	Project Management Plan	One time	Deliverable 1	$21,240
Other Opex	Assessment of Security Controls Report	One time	Deliverable 3	$169,920
Other Opex	Skills & Capabilities and Gap Analysis Report	One time	Deliverable 4	$84,690
Other Opex	Security Controls Implementation Roadmap	One time	Deliverable 5	$106,200
Other Opex	Training and Capabilities Improvement Plan	One time	Deliverable 6	$42,480

Column	Definition
Category	Type of expense
Description	Description of expense
Frequency	Describe whether the expense is annual or recurring or a onetime expense
Deliverable	List the deliverable associated with the expense
Cost	List the total expense in dollars e.g., $0.00

Staffing Management

The purpose of this section is to outline how the project is to manage staffing requirements and resource tasks appropriately. This project plans to procure additional staffing through "Staff Augmentation" contracts. The needs for each individual project have been estimated before the project and will be refined during requirements gathering and procurement of services.

VIII. Capacity Plan

Deliverable #4 requires the vendor to provide DEO with a skills and capabilities assessment and gap analysis report detailing the current DEO staff skills and capabilities to implement the recommended security controls.

Deliverable #5 requires the vendor to provide a security controls implementation roadmap with timelines and milestones to implement said controls.

Deliverable #6 requires the vendor to provide a detailed training and capabilities improvement plan.

These three deliverables will assist DEO in building a capacity plan to implement and maintain the security controls required for the System.

OPERATIONAL WORK PLAN
FOR
IDENTITY AND ACCESS MANAGEMENT

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023

QUARTER 2

PREPARED ON 10/31/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

The Department of Economic Opportunity's (DEO) processes for Identity and Access Management (IAM) are not consistently and uniformly applied to all systems, applications, and users, posing confidentiality, integrity, and availability risk to DEO. As a result, the Reemployment Assistance Claims and Benefits Information System (System) Modernization Program Roadmap calls out a need for a comprehensive review and update of the IAM process for the System, particularly in the context of cloud migration, where logical security boundaries are often represented by user access controls rather than physical system delineation and network segregation.

The purpose of this project is to address the need for IAM process and tool improvements to the System in the context of modernization and cloud migration, while considering that IAM processes are, by necessity and design, standard for the agency enterprise, and not system-specific. Therefore, to avoid additional risk to the agency and the System, this project does have dependency with agency efforts to improve IAM across the enterprise.

Additionally, due to the urgency of DEO's need to address widespread fraud and cyber-attacks threatening the System, elements of this project were performed ahead of plan development that encompassed the majority of IAM controls specific to the Reemployment Assistance claimant-to-application access flow. While the work was significant, those components were implemented in such a way to maximize compatibility and prevent re-work for the remainder of the effort.

A. Scope Statement

In Scope

- Processes - The project will involve significant updates to the IAM governance process, including identity creation, modification, and destruction; auditing and alerting; role definition; access authorization; and access provisioning
- People – All IAM process roles involved in governance and execution will be addressed. Governance will require System and Data Owners from the Reemployment Assistance program, as well as subject matter expertise and IT Service Management functions from IT. Execution of the process will impact all users and administrators of the system (including the application and underlying infrastructure), whether they have an account in pre-project state or not. All who interact with the system will be expected to have a uniquely identifiable account protected by an authentication mechanism that provides access to only the data and components of the system and application to which their role(s) are authorized. This includes, but may not be limited to:
    - External users of the application (benefits seekers, employers, partners, etc.)

  - Internal users of the application (DEO staff, contractors, privileged partners, etc.)
  - Internal IT operational and development staff responsible for the operation and maintenance of the system(s) and their components on which the application relies.
  - Program staff or partners responsible for gathering information and/or reporting from components of the system not available through the application.
  - External support partners, contractors, etc. that may assist in the operation, maintenance, analysis, auditing, or security response activities associated with the system or application.
  - Internal auditors, security staff, or other program support roles.
  - System Administrator and Service Accounts.
- Technology - An IAM set of tools has been identified that meets agency security, compliance, affordability, responsiveness, effectiveness, and efficiency requirements. The IAM process will ensure identities are managed and access is controlled for all components of the System, including, but not limited to, the application(s); cloud infrastructure, platforms, and software; servers; network equipment; interfaces; and databases. The IAM process for the System will standardize with the enterprise IAM process.

Out of Scope

- Development of any components of the IAM process already addressed by enterprise efforts.
- Development and integration of any applications or systems into the IAM process other than those involved in administering the RA program.

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Procurement of IAM toolset and services to integrate with the System	• Provide a tool that will provide the ability for consistent and uniform Access Management workflows across DEO.
Implementation of enterprise compatible IAM process for the System.	• Greatly reduces risk to confidentiality, integrity, and availability of System and data. • Resolves long-standing audit issues. • Provides opportunity for easier integration with identity verification (first- and second-party fraud mitigation).
Centrally managed identities for the System.	• Decreases workload across DEO for managing access. • Reduces risk by improving consistency, automation, audit, and control of users and access.

Modernized authentication for the public and other external entities accessing the System.	• Mitigates third-party fraud and helps address insider threats. • Resolves long-standing audit issues.
Federated IAM platform for the System.	• Improves long-term compatibility with internal and external systems and organizations.
Capability for alerting on and auditing current and historical identity activity/access within the System.	• Reduces information security and fraud risk. • Improved troubleshooting of access issues. • More timely/accurate responses to audits. • Lowers risk of audit findings.

C. Critical Success Factors

- A documented, enterprise compatible IAM process is identified or created.
- System and enterprise IAM processes are aligned.
- Successful development, testing, and execution of identity management lifecycle and access control changes across application and system.
- Authorization process is automated and digital.
- Tools and automation are implemented without need for ongoing manual workarounds.
- Logging/audit information is accessible in central platform (to be determined).
- Redundant system roles have been removed.
- System owner(s) and other relevant process roles are updated, and an ongoing process is in place to track and update them.
- An authorization record with timestamp exists for all users of the System.
- Stale accounts are appropriately expired.
- All accounts meet DEO password/access control requirements.

D. Key Dates

Key Date	Importance and Relevance to the Project
January 11 – March 11, 2022	2022 Legislative Session
April 1 – April 30, 2022	Requirements gathering for tool selection
December 6, 2022	Issue purchase order
December 6, 2022 to January 3, 2023	Vendor onboarding
January 6, 2023, to January 27, 2023	Vendor analyzes and updates existing IAM processes and requirements
February 2, 2023, to March 10, 2023	Vendor establishes IAM process roles and responsibilities
January 13, 2023, to April 27, 2023	Vendor configures IGA, PAM, and IAM toolset, creates identities, and maps them to roles
June 20, 2023	Go live (Execution Phase complete)
June 27, 2023	Closeout Phase complete; project complete

E. Major Deliverables

Deliverable ID	Major Deliverable	Deliverable Description
1	Initial Project Management Plan (PMP)	The vendor provides the initial PMP based on the template that DEO provides.
2	Vendor kickoff meeting	The vendor conducts the IAM project kickoff meeting.
3	Final PMP	The vendor provides the final version of the PMP after review and approval by DEO.
4	Schedule and work breakdown structure (WBS)	The vendor provides a baselined project schedule and WBS after review and approval by DEO.
5	Process and requirements work sessions	The vendor conducts a series of onsite work sessions to discuss, evaluate, and develop IAM processes and requirements.
6	Process and requirements report	The vendor provides a report on the result of Deliverable ID 5 after review and approval by DEO.
7	Identity Governance Model	The vendor reviews existing documentation on applications, roles, access, and responsibilities; updates that documentation; and delivers a final version of that documentation after review and approval by DEO.
8	Identity Directory	The vendor creates documentation to describe the per-application roles, access policies, and birthright access; and delivers a final version of that documentation after review and approval by DEO.
9	Solution Architecture Design Document (SADD)	The vendor creates the SADD to describe the technical details of the IAM solution and delivers a final version after review and approval by DEO.
10	Reports and dashboards	The vendor customizes reports and dashboards for all active users, password reset alerts, daily role modification, and daily forced override.
11	Solution Test Plan	The vendor delivers the Solution Test Plan after review and approval by DEO.
12	Test cases	The vendor delivers the test cases, which describe the behavior of the final IAM solution, after review and approval by DEO.

Deliverable ID	Major Deliverable	Deliverable Description
13	Test results report	The vendor delivers the test results report, which summarizes the result of its testing, after review and approval by DEO.
14	Training materials	The vendor produces training materials, including the Training Plan, after review and approval by DEO.
15	Training	The vendor provides training sessions as described in the Training Plan.
16	Requirements Management Plan	As part of the transition into continuous improvement, which begins after go-live, the vendor delivers the Requirements Management Plan after review and approval by DEO.
17	IAM policies and procedures	As part of the transition into continuous improvement, which begins after go-live, the vendor delivers the IAM policies and procedures after review and approval by DEO.
18	Continuous Modernization Plan and roadmap	As part of the transition into continuous improvement, which begins after go-live, the vendor delivers the Continuous Modernization Plan and corresponding roadmap after review and approval by DEO.
19	Transition Plan	As part of the transition into continuous improvement, which begins after go-live, the vendor delivers the Transition Plan after review and approval by DEO.
20	Project Closeout Report	The vendor provides the Project Closeout Report after review and approval by DEO.

F. Major Milestones

Milestone ID	Major Milestone	Milestone Description
1	Complete IAM process review and documentation	Complete deliverables 1 and 2.
2	Approve integration roadmap	Obtain approval of roadmap from process and implementation stakeholders.
3	Roadmap kickoff	Begin implementation based on roadmap process.
4	Completion of roadmap	Complete implementation.
5	Process execution	May be completed incrementally as part of roadmap.
6	Authorization updated for all users	An authorization record with timestamp exists for all users of the System.

G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Workforce Services
Domenic DiLullo	Chief Technology Officer
Ed Wynn	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner - Business
Paul Forrester	RA Modernization Program Owner – Information Technology
Nicole Sanislow	RA Modernization Program Manager - Business
Tom Richardson	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Mark Miller	Project Owner
Christian Stephens	Project Manager

H. Significant Project Assumptions and Constraints

Project Assumptions

1. The identified requirements are correct and complete.
2. The assigned IT resources possess relevant knowledge and skills to complete the identified tasks.
3. Members of the project team will have access to the necessary tools, hardware, and materials necessary to complete the identified tasks.
4. All relevant stakeholders will attend required status meetings. However, there may be instances where some stakeholders are unavailable to attend.
5. The project sponsor will be responsive and prepared to make decisions regarding the project cost and scope.
6. Funding will be available for necessary procurements, if any.
7. Even though the individual access flows have not been identified/assigned resources, the project is achievable within the allotted time with the available resources.
8. The claimant IAM process already developed and implemented will be compatible with any additional solutions implemented as part of this project.

Project Constraints

1. Further planning is needed as part of the roadmap development to refine the scope and work breakdown of this project. It is expected the project will require application, API, and/or database development, and may require System/infrastructure upgrades.
2. Potential procurement of supplementary technologies may be required if not already procured for the purposes of enterprise IAM.

II. Work Breakdown Structure

WBS	Contract Deliverable Numbers	Task Name	% Complete	Duration	Start	Finish
1		**IAM**	**39%**	**398.75 days**	**Mon 12/6/21**	**Tue 6/27/23**
1.1		**Initiation**	**100%**	**54 days**	**Mon 12/6/21**	**Fri 2/18/22**
1.2		**Planning**	**100%**	**150 days**	**Mon 12/6/21**	**Fri 7/1/22**
1.3		**Execution**	**18%**	**253.25 days**	**Fri 6/17/22**	**Tue 6/20/23**
1.3.1		Begin Execution Phase	100%	0 days	Thu 6/30/22	Thu 6/30/22
1.3.1		**Analyze & update existing roles**	**100%**	**16 days**	**Wed 8/10/22**	**Wed 8/31/22**
1.3.3		**Procurement**	**90%**	**107.5 days**	**Fri 6/17/22**	**Fri 11/18/22**
1.3.3.1		**Requirements**	**100%**	**85 days**	**Fri 6/17/22**	**Mon 10/17/22**
1.3.3.2		Procurement Template	100%	15 days	Mon 10/3/22	Fri 10/21/22
1.3.3.3		**Advertisement and Award**	**63%**	**33.5 days**	**Fri 9/30/22**	**Fri 11/18/22**
1.3.2.5		Issue of Purchase Order	0%	10 days	Fri 11/18/22	Tue 12/6/22
1.3.5		**Vendor Onboarding**	**0%**	**18.5 days**	**Tue 12/6/22**	**Tue 1/3/23**
1.3.6	1	**DELIVERABLE 1: Initial Project Management Plan**	**0%**	**4 days**	**Tue 1/3/23**	**Mon 1/9/23**
1.3.7	2	DELIVERABLE 2: Kickoff with Vendor	0%	3 days	Tue 1/3/23	Fri 1/6/23
1.3.3		IAM Tool Standup	0%	5 days	Fri 1/6/23	Fri 1/13/23
1.3.9	3	**DELIVERABLE 3: Final Project Management Plan**	**0%**	**4 days**	**Mon 1/9/23**	**Fri 1/13/23**
1.3.10	4	**DELIVERABLE 4: Project Schedule/WBS**	**0%**	**11 days**	**Tue 1/3/23**	**Thu 1/19/23**
1.3.11		**Analyze and Update Existing IAM Processes and Requirements**	**0%**	**14 days**	**Fri 1/6/23**	**Fri 1/27/23**
1.3.11.1		DEO delivers existing IAM policies and procedures to Vendor	0%	0 days	Fri 1/6/23	Fri 1/6/23
1.3.11.2	5	**DELIVERABLE 5: Onsite Working Session to Discuss, Evaluate, and Develop IAM Processes and Requirements**	**0%**	**5 days**	**Fri 1/6/23**	**Fri 1/13/23**
1.3.11.3	6	**DELIVERABLE 6: Processes and Requirements Report**	**0%**	**9 days**	**Fri 1/13/23**	**Fri 1/27/23**
1.3.12	7	**DELIVERABLE 7: Review and Define the Identity Governance Model via In-Scope Applications and Application Roles**	**0%**	**27 days**	**Fri 1/6/23**	**Wed 2/15/23**
1.3.13	8	**DELIVERABLE 8: Review and Define the Identity Directory via Per-Application Roles/Access Policies/Birthright Access**	**0%**	**29 days**	**Wed 2/15/23**	**Tue 3/28/23**
1.3.14		**Establish IAM Process Roles and Responsibilities**	**0%**	**12 days**	**Wed 2/22/23**	**Fri 3/10/23**
1.3.4		**IAM Tool Integration with CONNECT**	**0%**	**109.5 days**	**Fri 1/13/23**	**Tue 6/20/23**
1.3.4.1		**Configure IGA, PAM, and IAM Tools to Facilitate the Documented Processes for In-Scope Applications and Entities**	**0%**	**72.5 days**	**Fri 1/13/23**	**Thu 4/27/23**
1.3.15.1.1	9	**DELIVERABLE 9: Solution Architecture Design Document (SADD)**	**0%**	**30.5 days**	**Fri 1/13/23**	**Tue 2/28/23**

WBS	Contract Deliverable Numbers	Task Name	% Complete	Duration	Start	Finish
1.3.4.3		**Create Identities & Map to Roles in Saviynt Software**	**0%**	**42 days**	**Tue 2/28/23**	**Thu 4/27/23**
1.3.15.1.3	**10**	**DELIVERABLE 10: Customize Reports and Dashboards**	**0%**	**39 days**	**Fri 1/13/23**	**Fri 3/10/23**
1.3.15.1.4	**11**	**DELIVERABLE 11: Solution Test Plan**	**0%**	**10 days**	**Fri 3/10/23**	**Fri 3/24/23**
1.3.15.1.5	**12**	**DELIVERABLE 12: Test Cases**	**0%**	**19.5 days**	**Fri 3/10/23**	**Fri 4/7/23**
1.3.15.1.6	**13**	**DELIVERABLE 13: Test Results Report**	**0%**	**19.5 days**	**Fri 3/10/23**	**Fri 4/7/23**
1.3.4.2		**DEO App Dev -- Roles, Groups, Resources in Connect AD & DB**	**0%**	**64 days**	**Fri 1/13/23**	**Fri 4/14/23**
1.3.15.3		**DEO EA -- Create accounts in Azure B2C for Employers & TPAs**	**0%**	**40 days**	**Fri 1/13/23**	**Mon 3/13/23**
1.3.15.4		End to End Testing of Vendor Configuration with CONNECT + Updates Based on Testing	0%	10 days	Fri 4/7/23	Fri 4/21/23
1.3.15.5		UAT + Updates Based on Testing	0%	10 days	Fri 4/21/23	Fri 5/5/23
1.3.15.6		**Training**	**0%**	**48 days**	**Tue 2/28/23**	**Fri 5/5/23**
1.3.15.6.1	**14**	**DELIVERABLE 14: Training Materials**	**0%**	**38 days**	**Tue 2/28/23**	**Fri 4/21/23**
1.3.15.6.2	**15**	**DELIVERABLE 15: Training Sessions**	**0%**	**10 days**	**Fri 4/21/23**	**Fri 5/5/23**
1.3.15.7		Vendor: Conduct Q&A Sessions with Stakeholders	0%	0.25 days	Fri 5/5/23	Fri 5/5/23
1.3.15.8		**Transition into Continuous Improvement**	**0%**	**49 days**	**Fri 4/7/23**	**Fri 6/16/23**
1.3.15.8.1	16	DELIVERABLE 16: Requirements Management Plan	0%	25 days	Fri 4/7/23	Fri 5/12/23
1.3.15.8.2	17	DELIVERABLE 17: IAM Policies and Procedures	0%	39 days	Fri 4/7/23	Thu 6/1/23
1.3.15.8.3	18	DELIVERABLE 18: Continuous Modernization Plan and Roadmap	0%	25 days	Fri 4/7/23	Fri 5/12/23
1.3.15.8.4	19	DELIVERABLE 19: Transition Plan	0%	50 days	Fri 4/7/23	Fri 6/16/23
1.3.4.4		IAM System Go Live	0%	2 days	Fri 6/16/23	Tue 6/20/23
1.3.16		Execution Phase Complete	0%	0 days	Tue 6/20/23	Tue 6/20/23

WBS	Contract Deliverable Numbers	Task Name	% Complete	Duration	Start	Finish
1.4		**Monitoring and Controlling**	**37%**	**235 days**	**Fri 7/1/22**	**Tue 6/6/23**
1.5		Monitoring and Controlling Phase Complete	0%	0 days	Tue 6/20/23	Tue 6/20/23
1.6		**Project Closeout**	**0%**	**5.5 days**	**Tue 6/20/23**	**Tue 6/27/23**
1.6.1	20	DELIVERABLE 20: Project Closeout Report	0%	0.5 days	Tue 6/20/23	Tue 6/20/23
1.6.1		Schedule Project Closeout Meeting	0%	0.5 days	Tue 6/20/23	Tue 6/20/23
1.6.2		**Deliverable: Project Closeout Report**	**0%**	**2.5 days**	**Tue 6/20/23**	**Thu 6/22/23**
1.6.3		Project Closeout Report complete	0%	0 days	Thu 6/22/23	Thu 6/22/23
1.6.4		Conduct Knowledge Transfer	0%	1 day	Thu 6/22/23	Fri 6/23/23
1.6.5		Conduct Project Closeout meeting	0%	1 day	Fri 6/23/23	Mon 6/26/23
1.6.6		**Conduct Lessons Learned Meeting**	**0%**	**1 day**	**Mon 6/26/23**	**Tue 6/27/23**
1.7		Closeout Phase complete	0%	0 days	Tue 6/27/23	Tue 6/27/23

III. Resource Loaded Project Schedule

	WBS	Contract Deliverab Numbers	Task Name	% Complete	Duration	Start	Finish	Prede	Success	Resource Names
1	**1**		**IAM**	**39%**	**398.75 days**	**Mon 12/6/21**	**Tue 6/27/23**			
2	**1.1**		**Initiation**	**100%**	**54 days**	**Mon 12/6/21**	**Fri 2/18/22**			
3	**1.1.1**		**Risk and Complexity Assessment**	**100%**	**2 days**	**Mon 12/6/21**	**Tue 12/7/21**			
4	1.1.1.1		Complete Pre-Charter Risk&Complexity Assessment and determine Project Level	100%	1 day	Mon 12/6/21	Mon 12/6/21		5,7	PM
5	1.1.1.2		Complete Initiation Gate Risk&Complexity Assessment	100%	1 day	Tue 12/7/21	Tue 12/7/21	4		PM
6	**1.1.2**		**Deliverable: Project Charter**	**100%**	**31 days**	**Tue 12/7/21**	**Tue 1/18/22**			
7	1.1.2.1		Develop Project Charter	100%	9 days	Tue 12/7/21	Fri 12/17/21	4	8	PM
8	1.1.2.2		Review/Update Project Charter	100%	11 days	Wed 12/8/21	Wed 12/22/21	7	9	PM,DEO
9	1.1.2.3		Approve Project Charter	100%	29 days	Thu 12/9/21	Tue 1/18/22	8	10,12	DEO
10	1.1.3		Project Charter Complete	100%	0 days	Thu 12/9/21	Thu 12/9/21	9	16	
11	**1.1.4**		**Project Kickoff Meeting**	**100%**	**3 days**	**Tue 2/15/22**	**Thu 2/17/22**			
12	1.1.4.1		Prepare presentation	100%	1 day	Tue 2/15/22	Tue 2/15/22	9	13	PM
13	1.1.4.2		Schedule Kickoff meeting	100%	1 day	Wed 2/16/22	Wed 2/16/22	12	14	PM
14	1.1.4.3		Conduct Kickoff meeting	100%	1 day	Thu 2/17/22	Thu 2/17/22	13		PM
15	**1.1.5**		**Conduct Lessons Learned Meeting**	**100%**	**3 days**	**Tue 2/15/22**	**Thu 2/17/22**			
16	1.1.5.1		Schedule Lessons Learned meeting	100%	1 day	Tue 2/15/22	Tue 2/15/22	10	17	PM
17	1.1.5.2		Conduct Lessons Learned meeting	100%	1 day	Wed 2/16/22	Wed 2/16/22	16	18	PM
18	1.1.5.3		Record Lessons Learned	100%	1 day	Thu 2/17/22	Thu 2/17/22	17	19	PM
19	1.1.6		Initiation Phase complete	100%	0 days	Fri 2/18/22	Fri 2/18/22	18		
20	**1.2**		**Planning**	**100%**	**150 days**	**Mon 12/6/21**	**Fri 7/1/22**			
21	**1.2.3**		**Deliverable: Project Schedule**	**100%**	**53 days**	**Wed 4/20/22**	**Fri 7/1/22**			
22	1.2.3.1		Develop Project Schedule	100%	52 days	Wed 4/20/22	Thu 6/30/22		23	PM
23	1.2.3.2		Review/Update Project Schedule	100%	1 day	Fri 7/1/22	Fri 7/1/22	22		PM,DEO
24	1.2.3.3		Approve Project Schedule	100%	1 day	Mon 6/13/22	Mon 6/13/22		25,27	DEO
25	1.2.4		Project Schedule complete	100%	0 days	Mon 6/13/22	Mon 6/13/22	24		
26	**1.2.5**		**Deliverable: Project Management Plan**	**100%**	**31 days**	**Mon 3/14/22**	**Mon 4/25/22**			
27	1.2.5.1		Develop Project Management Plan	100%	1 day	Mon 4/25/22	Mon 4/25/22	24	28	PM
28	1.2.5.2		Review/Update Project Management Plan	100%	8 days	Mon 3/14/22	Wed 3/23/22	27	29	PM,DEO
29	1.2.5.3		Approve Project Management Plan	100%	1 day	Thu 3/24/22	Thu 3/24/22	28	30	DEO
30	1.2.6		Project Management Plan complete	100%	0 days	Fri 3/25/22	Fri 3/25/22	29		

31	**1.2.7**		**Deliverable: Project Budget**	**100%**	**9.71 days**	**Tue 5/31/22**	**Tue 6/14/22**				
32	1.2.7.1		Prepare Project Budget	100%	0 days	Tue 5/31/22	Tue 5/31/22		33	PM	
33	1.2.7.2		Review/Update Project Budget	100%	0 days	Wed 6/1/22	Wed 6/1/22	32	34	PM,DEO	
34	1.2.7.3		Approve Project Budget	100%	4.71 days	Wed 6/8/22	Tue 6/14/22	33	35	DEO	
35	1.2.8		Project Budget complete	100%	0 days	Wed 6/15/22	Wed 6/15/22	34			
36	**1.2.11**		**Requirements:**	**100%**	**149 days**	**Mon 12/6/21**	**Thu 6/30/22**				
37	**1.2.11.1**		**Gather requirements**	**100%**	**149 days**	**Mon 12/6/21**	**Thu 6/30/22**				
38	1.2.11.1.1		Definition of Technical Requirements	100%	140 days	Mon 12/6/21	Fri 6/17/22		52		
39	**1.2.11.1.2**		**Definition of Business Requirements**	**100%**	**1 day**	**Mon 12/6/21**	**Mon 12/6/21**				
40	1.2.11.1.2.1		Definition of Existing Connect Roles	100%	1 day	Mon 12/6/21	Mon 12/6/21				
41	1.2.11.1.2.2		Definition of IAM related Audit Findings	100%	1 day	Mon 12/6/21	Mon 12/6/21				
42	1.2.11.1.3		Finalize requirements	100%	140 days	Mon 12/6/21	Fri 6/17/22		44,68		
43	**1.2.11.1.4**		**Deliverable: Requirements Traceability Matrix**	**100%**	**9 days**	**Mon 6/20/22**	**Thu 6/30/22**				
44	1.2.11.1.4.1		Develop RTM	100%	3 days	Mon 6/20/22	Wed 6/22/22	42	45		
45	1.2.11.1.4.2		Review RTM Session #1	100%	1 day	Thu 6/23/22	Thu 6/23/22	44	46		
46	1.2.11.1.4.3		Review RTM Session #2	100%	1 day	Fri 6/24/22	Fri 6/24/22	45	47		
47	1.2.11.1.4.4		Review RTM Session #3	100%	1 day	Mon 6/27/22	Mon 6/27/22	46	48		
48	1.2.11.1.4.5		Review RTM Session #4	100%	1 day	Tue 6/28/22	Tue 6/28/22	47	49		
49	1.2.11.1.4.6		Review RTM Session #5	100%	1 day	Wed 6/29/22	Wed 6/29/22	48	50		
50	1.2.11.1.4.7		Approve RTM	100%	1 day	Thu 6/30/22	Thu 6/30/22	49	51,69		
51	1.2.11.1.5		Requirements Traceability Matrix complete	100%	0 days	Thu 6/30/22	Thu 6/30/22	50	52		
52	1.2.12		Planning Phase complete	100%	0 days	Thu 6/30/22	Thu 6/30/22	38,51	54		
53	**1.3**		**Execution**	**18%**	**253.25 days**	**Fri 6/17/22**	**Tue 6/20/23**				
54	1.3.1		Begin Execution Phase	100%	0 days	Thu 6/30/22	Thu 6/30/22	52	396,401,3		
55	**1.3.1**		**Analyze & update existing roles**	**100%**	**16 days**	**Wed 8/10/22**	**Wed 8/31/22**				
56	1.3.1.1		Batch 652 User Security Report	100%	1 day	Wed 8/10/22	Wed 8/10/22		57	RA Ops	
57	1.3.1.2		Define Role Review Process	100%	5 days	Thu 8/11/22	Wed 8/17/22	56	58,59,60,(	RA Ops	
58	1.3.1.3		Adjudication Role Review	100%	10 days	Thu 8/18/22	Wed 8/31/22	57		RA Ops	
59	1.3.1.4		Appeals Role Review	100%	10 days	Thu 8/18/22	Wed 8/31/22	57		RA Ops	
60	1.3.1.5		Benefit Operations Role Review	100%	10 days	Thu 8/18/22	Wed 8/31/22	57		RA Ops	

61	1.3.1.6		Benefit Payment Control Role Review	100%	10 days	Thu 8/18/22	Wed 8/31/22	57		RA Ops
62	1.3.1.7		Contact Center Role Review	100%	10 days	Thu 8/18/22	Wed 8/31/22	57		RA Ops
63	1.3.1.8		Information Technology Role Review	100%	10 days	Thu 8/18/22	Wed 8/31/22	57		RA Ops
64	1.3.1.9		Performance, Training, and Support Services Role Review	100%	10 days	Thu 8/18/22	Wed 8/31/22	57		RA Ops
65	1.3.1.10		Security / ISU Role Review	100%	10 days	Thu 8/18/22	Wed 8/31/22	57		RA Ops
66	**1.3.3**		**Procurement**	**90%**	**107.5 days**	**Fri 6/17/22**	**Fri 11/18/22**			
67	**1.3.3.1**		**Requirements**	**100%**	**85 days**	**Fri 6/17/22**	**Mon 10/17/22**			
68	1.3.3.1.1		Complete and track development of the business requirements	100%	0 days	Fri 6/17/22	Fri 6/17/22	42		Vendor or Project Owner
69	1.3.3.1.2		Complete and track development of the technical requirements	100%	0 days	Thu 6/30/22	Thu 6/30/22	50		Peraton,EA,InfoSec
70	**1.3.3.1.3**		**Facilitate and track development of the vendor requirements**	**100%**	**64.75 days**	**Fri 7/1/22**	**Fri 9/30/22**			
71	1.3.3.1.3.1		Meetings to discuss scope of IAM and expanding vendor services	100%	10.5 days	Fri 7/1/22	Fri 7/15/22	54	72	PM,Working Group,EA,InfoSec
72	1.3.3.1.3.2		Conduct Vendor Requirements Review Meeting #1 (EXPAND SERVICES)	100%	0.25 days	Fri 7/15/22	Fri 7/15/22	71	73	PM,Working Group,EA,InfoSec
73	1.3.3.1.3.3		Update List of Vendor Requirements based on review meeting #1 (technical review)	100%	2 days	Fri 7/15/22	Tue 7/19/22	72	74	PM
74	1.3.3.1.3.4		Meetings and updates to focus on the updated requirements	100%	6.5 days	Tue 7/19/22	Thu 7/28/22	73	75	PM,Working Group,EA,InfoSec
75	1.3.3.1.3.5		Conduct Vendor Requirements Review Meeting #2 (team meeting on new services requirements)	100%	0.25 days	Thu 7/28/22	Thu 7/28/22	74	76	PM,Working Group,EA,InfoSec
76	1.3.3.1.3.6		Update List of Vendor Requirements based on review meeting #2	100%	4 days	Thu 7/28/22	Wed 8/3/22	75	77	PM
77	1.3.3.1.3.7		Meetings to discuss in-scope applications and create/review/update associated briefing sheet	100%	3 days	Wed 8/3/22	Mon 8/8/22	76	78	PM,Working Group,EA,InfoSec
78	1.3.3.1.3.8		Conduct Vendor Requirements Review Meeting #3 (IN-SCOPE APPLICATIONS)	100%	0.25 days	Mon 8/8/22	Mon 8/8/22	77	79	PM,Working Group,EA,InfoSec
79	1.3.3.1.3.9		Update List of Vendor Requirements based on review meeting #3	100%	1.75 days	Mon 8/8/22	Wed 8/10/22	78	80	PM
80	1.3.3.1.3.10		Conduct Vendor Requirements Review Meeting #4 (IN-SCOPE APPS and SOW)	100%	0.25 days	Wed 8/10/22	Wed 8/10/22	79	81	PM,Working Group,EA,InfoSec
81	1.3.3.1.3.11		Update Vendor Requirements and In-Scope Briefing Sheet based on review meeting #4	100%	0.5 days	Wed 8/10/22	Thu 8/11/22	80	82	PM
82	1.3.3.1.3.12		Conduct Vendor Requirements Review #5 (SOW)	100%	0.25 days	Thu 8/11/22	Thu 8/11/22	81	83	PM,Working Group,EA,InfoSec
83	1.3.3.1.3.13		Conduct Vendor Requirements Review #6 (In-Scope Briefing Sheet)	100%	0.25 days	Thu 8/11/22	Thu 8/11/22	82	84	PM,Working Group,EA,InfoSec
84	1.3.3.1.3.14		Update Vendor Requirements and In-Scope Briefing Sheet based on review meetings #5 and #6	100%	1.75 days	Thu 8/11/22	Mon 8/15/22	83	85	PM
85	1.3.3.1.3.15		Conduct Vendor Requirements Review #7 (In-Scope Briefing Sheet)	100%	0.25 days	Mon 8/15/22	Mon 8/15/22	84	86	PM,Working Group,EA,InfoSec
86	1.3.3.1.3.16		Working Group approves In-Scope Briefing Sheet	100%	0 days	Mon 8/15/22	Mon 8/15/22	85	87	Working Group

87	1.3.3.1.3.17		In-Scope Briefing Sheet is Logged in RAID	100%	0 days	Mon 8/15/22	Mon 8/15/22	86	88	Thomas Richardson
88	1.3.3.1.3.18		Meetings, updates, review period for SOW	100%	4.75 days	Mon 8/15/22	Mon 8/22/22	87	89	PM,Working Group,EA,InfoSec
89	1.3.3.1.3.19		Conduct Vendor Requirements Review #8 (SOW)	100%	0.25 days	Mon 8/22/22	Mon 8/22/22	88	90	PM,Working Group,EA,InfoSec
90	1.3.3.1.3.20		Update List of Vendor Requirements based on review meeting #8	100%	3 days	Mon 8/22/22	Thu 8/25/22	89	91	PM
91	1.3.3.1.3.21		Expand and reorganize SOW to match similar SOWs	100%	3 days	Thu 8/25/22	Tue 8/30/22	90	92	Lindsay Volpe
92	1.3.3.1.3.22		Review and update expanded/reorganized SOW	100%	11 days	Tue 8/30/22	Wed 9/14/22	91	93	PM,Working Group,EA,InfoSec
93	1.3.3.1.3.23		Conduct Vendor Requirements Review #9 (SOW)	100%	0.25 days	Wed 9/14/22	Wed 9/14/22	92	94	PM,Working Group,EA,InfoSec
94	1.3.3.1.3.24		Update SOW based on review meeting #9	100%	1.75 days	Thu 9/15/22	Fri 9/16/22	93	95	PM
95	1.3.3.1.3.25		Review updated SOW for final approval (and update as necessary)	100%	4 days	Fri 9/16/22	Thu 9/22/22	94	96	PM,Working Group,EA,InfoSec
96	1.3.3.1.3.26		Working Group approves SOW	100%	6 days	Thu 9/22/22	Fri 9/30/22	95	97,106,10	Working Group
97	1.3.3.1.4		Update the RTM with the Vendor Requirements	100%	10 days	Mon 10/3/22	Fri 10/14/22	96	98	PM
98	1.3.3.1.5		Obtain Approval of the RTM with the Vendor Requirements	100%	1 day	Mon 10/17/22	Mon 10/17/22	97		PM,PgM
99	**1.3.3.2**		**Procurement Template**	**100%**	**15 days**	**Mon 10/3/22**	**Fri 10/21/22**			
100	1.3.3.2.1		Request a new procurement template (See Kelly H.)	100%	1 day	Mon 10/3/22	Mon 10/3/22	96		PM
101	1.3.3.2.2		Confirm locked down procurement template	100%	0.5 days	Mon 10/3/22	Mon 10/3/22	96		Contract Manager
102	1.3.3.2.3		Confirm details in SOW	100%	0.5 days	Mon 10/3/22	Mon 10/3/22	96		Vendor or Workforce Services
103	1.3.3.2.4		Confirm SOW information shared with Contract Manager	100%	0.5 days	Mon 10/3/22	Mon 10/3/22	96		Contract Manager,Vendor
104	1.3.3.2.5		Conduct DEO review process	100%	15 days	Mon 10/3/22	Fri 10/21/22	96		Project Owner (Required),Workgroup,Legal,Secreta Unit,IT,PM (Optional)
105	**1.3.3.3**		**Advertisement and Award**	**63%**	**33.5 days**	**Fri 9/30/22**	**Fri 11/18/22**			
106	1.3.3.3.1		Post Advertisement #1	100%	0 days	Fri 9/30/22	Fri 9/30/22	96	107	Contract Manager
107	1.3.3.3.2		Receive vendor Questions	100%	5 days	Mon 10/3/22	Fri 10/7/22	106	108	Vendor,Contract Manager
108	1.3.3.3.3		Answer vendor Questions and Update Advertisement	100%	5 days	Mon 10/10/22	Fri 10/14/22	107	109	Business Unit and IT
109	1.3.3.3.4		Post Advertisement #2	100%	0.5 days	Mon 10/17/22	Mon 10/17/22	108	110	Contract Manager
110	1.3.3.3.5		Receive Submittals	100%	8 days	Mon 10/17/22	Thu 10/27/22	109	111	Contract Manager
111	1.3.3.3.6		Review submittals	25%	10 days	Thu 10/27/22	Thu 11/10/22	110	112	Legal,Business Unit,IT,Workgroup,Secretary
112	1.3.3.3.7		Determine and announce Award	0%	5 days	Thu 11/10/22	Fri 11/18/22	111	113	Business Unit,IT,Workgroup,Legal,Secretary

113	1.3.2.5		Issue of Purchase Order	0%	10 days	Fri 11/18/22	Tue 12/6/22	112	115	Contract Manager
114	**1.3.5**		**Vendor Onboarding**	**0%**	**18.5 days**	**Tue 12/6/22**	**Tue 1/3/23**			
115	1.3.5.1		Receive notification from ?? To start the process	0%	0 days	Tue 12/6/22	Tue 12/6/22	113	116,119,1	Garrick Wright,PM
116	1.3.5.2		Determine logistics for vendor/person (location, laptop, phone, etc)	0%	1 day	Tue 12/6/22	Wed 12/7/22	115	124,117	Garrick Wright,PM
117	1.3.5.3		Determine Access to Shares, SharePoint, etc.	0%	0.5 days	Wed 12/7/22	Wed 12/7/22	116		PM
118	**1.3.5.4**		**Fingerprinting/Background**	**0%**	**10 days**	**Tue 12/6/22**	**Tue 12/20/22**			
119	1.3.5.4.1		Provide fingerprint instructions to vendor/person	0%	0 days	Tue 12/6/22	Tue 12/6/22	115	120	Claudia Gunnels,Garrick Wright
120	1.3.5.4.2		Receive notification of completion/submission of fingerprints	0%	5 days	Tue 12/6/22	Tue 12/13/22	119	121	Claudia Gunnels,Garrick Wright,PM
121	1.3.5.4.3		Perform Background Check	0%	5 days	Tue 12/13/22	Tue 12/20/22	120	122	Claudia Gunnels
122	1.3.5.4.4		Receive notification from Contracts (yes/no) for person based on fingerprint/background check	0%	0 days	Tue 12/20/22	Tue 12/20/22	121	141	Garrick Wright,PM
123	**1.3.5.5**		**EAR Form**	**0%**	**1 day**	**Wed 12/7/22**	**Thu 12/8/22**			
124	1.3.5.5.1		Complete EAR Form	0%	1 day	Wed 12/7/22	Thu 12/8/22	116	125,127,1	Tracey Sickler
125	1.3.5.5.2		Receive notification EAR form is completed	0%	0 days	Thu 12/8/22	Thu 12/8/22	124		PM
126	**1.3.5.6**		**HelpDesk**	**0%**	**1 day**	**Thu 12/8/22**	**Fri 12/9/22**			
127	1.3.5.6.1		Receive Notification Network Account is created for person(s)	0%	0 days	Thu 12/8/22	Thu 12/8/22	124		Garrick Wright
128	**1.3.5.6.2**		**Laptop**	**0%**	**0.5 days**	**Thu 12/8/22**	**Thu 12/8/22**			
129	1.3.5.6.2.1		Receive notification from HelpDesk the laptop is ready	0%	0 days	Thu 12/8/22	Thu 12/8/22	124	141,130	Garrick Wright,Tracey Sickler,PM
130	1.3.5.6.2.2		Notify vendor/person their laptop is ready	0%	0.5 days	Thu 12/8/22	Thu 12/8/22	129		Garrick Wright,PM
131	**1.3.5.6.3**		**Share, SharePoint, etc Access**	**0%**	**1 day**	**Thu 12/8/22**	**Fri 12/9/22**			
132	1.3.5.6.3.1		Submit Helpdesk Ticket for Access of new person	0%	1 day	Thu 12/8/22	Fri 12/9/22	124		PM
133	1.3.5.6.3.2		Receive Notification Access has been granted	0%	0 days	Thu 12/8/22	Thu 12/8/22	124	141	PM
134	**1.3.5.7**		**ID/Badge Access (if required**	**0%**	**3 days**	**Tue 12/6/22**	**Fri 12/9/22**			
135	1.3.5.7.1		Fill out Badge Access Form	0%	1 day	Tue 12/6/22	Wed 12/7/22	115	136	Garrick Wright,PM
136	1.3.5.7.2		Get New Employee to Sign and Return Completed Badge Access Form	0%	1 day	Wed 12/7/22	Thu 12/8/22	135	137	New Employee,PM
137	1.3.5.7.3		Submit Badge Access Form	0%	1 day	Thu 12/8/22	Fri 12/9/22	136	138	Tracey Sickler
138	1.3.5.7.4		Receive Notification of All Approvals for new ID/Badge	0%	0 days	Fri 12/9/22	Fri 12/9/22	137	141	PM
139	**1.3.5.8**		**Vendor/Person Start**	**0%**	**18 days**	**Tue 12/6/22**	**Tue 1/3/23**			
140	1.3.5.8.1		Receive Notification PO is issued	0%	1 day	Tue 12/6/22	Wed 12/7/22	115	141	PM

141	1.3.5.8.2		Identify Start Date	0%	1 day	Tue 12/20/22	Wed 12/21/22	122,125	142	PM
142	1.3.5.8.3		Organize/ship the laptop to the vendor/person	0%	1 day	Wed 12/21/22	Thu 12/22/22	141	143	Garrick Wright
143	1.3.5.8.4		Send Completed Hardware Form to PM	0%	5 days	Thu 12/22/22	Fri 12/30/22	142	144	New Employee
144	1.3.5.8.5		Receive Completed Hardware Form	0%	0 days	Fri 12/30/22	Fri 12/30/22	143	145	PM
145	1.3.5.8.6		Provide completed/signed hardware form to HelpDesk	0%	1 day	Fri 12/30/22	Tue 1/3/23	144	147,148,1	Garrick Wright,PM
146	**1.3.5.9**		**First Day**	**0%**	**0.5 days**	**Tue 1/3/23**	**Tue 1/3/23**			
147	1.3.5.9.1		Confirm Network Access	0%	1 hr	Tue 1/3/23	Tue 1/3/23	145		New Employee
148	1.3.5.9.2		Perform Security Training	0%	0.5 days	Tue 1/3/23	Tue 1/3/23	145		New Employee
149	1.3.5.9.3		Receive Notification Security Training is Complete	0%	1 hr	Tue 1/3/23	Tue 1/3/23	145		Garrick Wright,PM
150	1.3.5.9.4		Confirm Access to Shares/SharePoint	0%	1 hr	Tue 1/3/23	Tue 1/3/23	145	153,152,1	New Employee
151	**1.3.5.9.5**		**Review/Sign Policies**	**0%**	**0.13 days**	**Tue 1/3/23**	**Tue 1/3/23**			
152	1.3.5.9.5.1		Sexual Harrassment	0%	1 hr	Tue 1/3/23	Tue 1/3/23	150		New Employee
153	1.3.5.9.5.2		Code of Ethics	0%	1 hr	Tue 1/3/23	Tue 1/3/23	150		New Employee
154	1.3.5.9.5.3		Code of Personal Responsibility	0%	1 hr	Tue 1/3/23	Tue 1/3/23	150		New Employee
155	1.3.5.9.5.4		Provide Signed Copies to PM	0%	1 hr	Tue 1/3/23	Tue 1/3/23	150		New Employee
156	1.3.5.9.5.5		PM forward signed copies to Tracey	0%	1 hr	Tue 1/3/23	Tue 1/3/23	150	158,160,1	PM
157	**1.3.6**	**1**	**DELIVERABLE 1: Initial Project Management Plan**	**0%**	**4 days**	**Tue 1/3/23**	**Mon 1/9/23**			
158	1.3.6.1		Provide Initial Project Management Plan to DEO for review	0%	2 days	Tue 1/3/23	Thu 1/5/23	156	159	Vendor
159	1.3.6.2		Review Initial PMP	0%	2 days	Thu 1/5/23	Mon 1/9/23	158	163	DEO
160	1.3.7	2	DELIVERABLE 2: Kickoff with Vendor	0%	3 days	Tue 1/3/23	Fri 1/6/23	156	161,169,1	Vendor
161	1.3.3		IAM Tool Standup	0%	5 days	Fri 1/6/23	Fri 1/13/23	160	253,259	Vendor
162	**1.3.9**	**3**	**DELIVERABLE 3: Final Project Management Plan**	**0%**	**4 days**	**Mon 1/9/23**	**Fri 1/13/23**			
163	1.3.9.1		Update PMP Based on DEO Review of Initial PMP	0%	2 days	Mon 1/9/23	Wed 1/11/23	159	164	Vendor
164	1.3.9.2		Review, Update, and Approve Final Project Management Plan	0%	2 days	Wed 1/11/23	Fri 1/13/23	163		Vendor,DEO
165	**1.3.10**	**4**	**DELIVERABLE 4: Project Schedule/WBS**	**0%**	**11 days**	**Tue 1/3/23**	**Thu 1/19/23**			
166	1.3.10.1		Provide Project Schedule/Work Breakdown Structure to DEO for review	0%	5 days	Tue 1/3/23	Tue 1/10/23	156	167	Vendor
167	1.3.10.2		Review, update, and approve Project Schedule/Work Breakdown Structure	0%	7 days	Tue 1/10/23	Thu 1/19/23	166		Vendor,DEO
168	**1.3.11**		**Analyze and Update Existing IAM Processes and Requirements**	**0%**	**14 days**	**Fri 1/6/23**	**Fri 1/27/23**			
169	1.3.11.1		DEO delivers existing IAM policies and procedures to Vendor	0%	0 days	Fri 1/6/23	Fri 1/6/23	160	170	DEO

170	**1.3.11.2**	**5**	**DELIVERABLE 5: Onsite Working Session to Discuss, Evaluate, and Develop IAM Processes and Requirements**	**0%**	**5 days**	**Fri 1/6/23**	**Fri 1/13/23**	**169**		
171	1.3.11.2.1		Session #1	0%	1 day	Fri 1/6/23	Mon 1/9/23	160	172	Vendor,DEO
172	1.3.11.2.2		Session #2	0%	2 days	Mon 1/9/23	Wed 1/11/23	171	173	Vendor,DEO
173	1.3.11.2.3		Session #3	0%	2 days	Wed 1/11/23	Fri 1/13/23	172	175,209,2	Vendor,DEO
174	**1.3.11.3**	**6**	**DELIVERABLE 6: Processes and Requirements Report**	**0%**	**9 days**	**Fri 1/13/23**	**Fri 1/27/23**			**Vendor**
175	1.3.11.3.1		Deliver Process and Requirements Report, which Includes Updated Policies and Procedures and "As-Is" and "To-Be" Analysis (Draft #1)	0%	2 days	Fri 1/13/23	Tue 1/17/23	173	176	Vendor
176	1.3.11.3.2		Review New Processes and Requirements Documentation #1	0%	1 day	Tue 1/17/23	Wed 1/18/23	175	177	DEO
177	1.3.11.3.3		Update Documentation Based on Review #1	0%	1 day	Wed 1/18/23	Thu 1/19/23	176	178	Vendor
178	1.3.11.3.4		Review New Processes and Requirements Documentation #2	0%	2 days	Thu 1/19/23	Mon 1/23/23	177	179	DEO
179	1.3.11.3.5		Update Documentation Based on Review #2	0%	1 day	Mon 1/23/23	Tue 1/24/23	178	180	Vendor
180	1.3.11.3.6		Review New Processes and Requirements Documentation #3	0%	2 days	Tue 1/24/23	Thu 1/26/23	179	181	DEO
181	1.3.11.3.7		Update Documentation Based on Review #3	0%	1 day	Thu 1/26/23	Fri 1/27/23	180	182	Vendor
182	1.3.11.3.8		Approve New Documentation	0%	0 days	Fri 1/27/23	Fri 1/27/23	181		DEO
183	**1.3.12**	**7**	**DELIVERABLE 7: Review and Define the Identity Governance Model via In-Scope Applications and Application Roles**	**0%**	**27 days**	**Fri 1/6/23**	**Wed 2/15/23**			**Vendor**
184	1.3.12.1		DEO delivers existing documentation on Applications, Roles, Access, and Responsibilities	0%	12 days	Fri 1/6/23	Wed 1/25/23	160	185	DEO
185	1.3.12.2		Create Document: Criteria and Process for Approving and Creating New Identities and Application Accounts/Roles/Access (DRAFT 1)	0%	5 days	Wed 1/25/23	Wed 2/1/23	184	186	Vendor
186	1.3.12.3		Review New Criteria and Process Documentation #1	0%	5 days	Wed 2/1/23	Wed 2/8/23	185	187	DEO
187	1.3.12.4		Update Documentation Based on Review #1	0%	2 days	Wed 2/8/23	Fri 2/10/23	186	188	Vendor
188	1.3.12.5		Review New Criteria and Process Documentation #2	0%	2 days	Fri 2/10/23	Tue 2/14/23	187	191,189	DEO
189	1.3.12.6		Update Documentation Based on Review #2	0%	1 day	Tue 2/14/23	Wed 2/15/23	188	190,192	Vendor
190	1.3.12.7		Approve New Documentation	0%	0 days	Wed 2/15/23	Wed 2/15/23	189		DEO
191	**1.3.13**	**8**	**DELIVERABLE 8: Review and Define the Identity Directory via Per-Application Roles/Access Policies/Birthright Access**	**0%**	**29 days**	**Wed 2/15/23**	**Tue 3/28/23**	**188**		**Vendor**
192	1.3.13.1		Create Document: Per-App Roles/Access Policies/Birthright Access (DRAFT 1)	0%	5 days	Wed 2/15/23	Wed 2/22/23	189	193,201	Vendor
193	1.3.13.2		Review new Roles/Policies/Access Documentation #1	0%	5 days	Wed 2/22/23	Wed 3/1/23	192	194	DEO
194	1.3.13.3		Update Documentation Based on Review #1	0%	5 days	Wed 3/1/23	Wed 3/8/23	193	195	Vendor
195	1.3.13.4		Review New Roles/Policies/Access Documentation #2	0%	5 days	Wed 3/8/23	Wed 3/15/23	194	196	DEO

196	1.3.13.5		Update Documentation Based on Review #2	0%	3 days	Wed 3/15/23	Mon 3/20/23	195	197	Vendor
197	1.3.13.6		Review New Roles/Policies/Access Documentation #3	0%	3 days	Mon 3/20/23	Thu 3/23/23	196	198	DEO
198	1.3.13.7		Update Documentation Based on Review #3	0%	3 days	Thu 3/23/23	Tue 3/28/23	197	199	Vendor
199	1.3.13.8		Approve New Documenation	0%	0 days	Tue 3/28/23	Tue 3/28/23	198		DEO
200	**1.3.14**		**Establish IAM Process Roles and Responsibilities**	**0%**	**12 days**	**Wed 2/22/23**	**Fri 3/10/23**			**Vendor**
201	1.3.14.1		Creat Document: Roles and Responsibilities (DRAFT 1)	0%	5 days	Wed 2/22/23	Wed 3/1/23	192	202	Vendor
202	1.3.14.2		Review DRAFT 1	0%	0 days	Wed 3/1/23	Wed 3/1/23	201	203	DEO
203	1.3.14.3		Update Document Based on DRAFT 1 (create DRAFT 2)	0%	5 days	Wed 3/1/23	Wed 3/8/23	202	204	Vendor
204	1.3.14.4		Review DRAFT 2 + updates as necessary	0%	2 days	Wed 3/8/23	Fri 3/10/23	203	205	DEO,Vendor
205	1.3.14.5		Approve DRAFT 2	0%	0 days	Fri 3/10/23	Fri 3/10/23	204	232,235,2	DEO
206	**1.3.4**		**IAM Tool Integration with CONNECT**	**0%**	**109.5 days**	**Fri 1/13/23**	**Tue 6/20/23**			
207	**1.3.4.1**		**Configure IGA, PAM, and IAM Tools to Facilitate the Documented Processes for In-Scope Applications and Entities**	**0%**	**72.5 days**	**Fri 1/13/23**	**Thu 4/27/23**			**Vendor**
208	**1.3.15.1.1**	**9**	**DELIVERABLE 9: Solution Architecture Design Document (SADD)**	**0%**	**30.5 days**	**Fri 1/13/23**	**Tue 2/28/23**			
209	1.3.15.1.1.1		Create SADD (Draft 1)	0%	10 days	Fri 1/13/23	Fri 1/27/23	173	210	Vendor
210	1.3.15.1.1.2		Review SADD #1	0%	5 days	Fri 1/27/23	Fri 2/3/23	209	211	DEO
211	1.3.15.1.1.3		Update SADD Based on Review #1	0%	5 days	Fri 2/3/23	Fri 2/10/23	210	212	Vendor
212	1.3.15.1.1.4		Review SADD #2	0%	5 days	Fri 2/10/23	Fri 2/17/23	211	213	DEO
213	1.3.15.1.1.5		Update SADD Based on Review #2	0%	2 days	Fri 2/17/23	Tue 2/21/23	212	214	Vendor
214	1.3.15.1.1.6		Review SADD #3	0%	2 days	Tue 2/21/23	Thu 2/23/23	213	215	DEO
215	1.3.15.1.1.7		Update SADD Based on Review #3	0%	2 days	Thu 2/23/23	Mon 2/27/23	214	216	Vendor
216	1.3.15.1.1.8		Approve SADD	0%	0.5 days	Mon 2/27/23	Tue 2/28/23	215	267,218,2	DEO
217	**1.3.4.3**		**Create Identities & Map to Roles in Saviynt Software**	**0%**	**42 days**	**Tue 2/28/23**	**Thu 4/27/23**			
218	1.3.4.3.1		Adjudication	0%	42 days	Tue 2/28/23	Thu 4/27/23	216		Vendor
219	1.3.4.3.2		Appeals	0%	42 days	Tue 2/28/23	Thu 4/27/23	216		Vendor
220	1.3.4.3.3		Benefit Operations	0%	42 days	Tue 2/28/23	Thu 4/27/23	216		Vendor
221	1.3.4.3.4		Benefit Payment Control	0%	42 days	Tue 2/28/23	Thu 4/27/23	216		Vendor
222	1.3.4.3.5		Contact Center	0%	42 days	Tue 2/28/23	Thu 4/27/23	216		Vendor
223	1.3.4.3.6		Information Technology	0%	42 days	Tue 2/28/23	Thu 4/27/23	216		Vendor
224	1.3.4.3.7		Performance, Training, and Support Services	0%	42 days	Tue 2/28/23	Thu 4/27/23	216		Vendor

225	1.3.4.3.8		Security / ISU	0%	42 days	Tue 2/28/23	Thu 4/27/23	216		Vendor
226	**1.3.15.1.3**	**10**	**DELIVERABLE 10: Customize Reports and Dashboards**	**0%**	**39 days**	**Fri 1/13/23**	**Fri 3/10/23**			
227	1.3.15.1.3.1		All Active Users	0%	10 days	Fri 1/13/23	Fri 1/27/23	173	228	Vendor
228	1.3.15.1.3.2		Password Reset Alerts	0%	10 days	Fri 1/27/23	Fri 2/10/23	227	229	Vendor
229	1.3.15.1.3.3		Daily Role Modification	0%	10 days	Fri 2/10/23	Fri 2/24/23	228	230	Vendor
230	1.3.15.1.3.4		Daily Forced Override	0%	10 days	Fri 2/24/23	Fri 3/10/23	229		Vendor
231	**1.3.15.1.4**	**11**	**DELIVERABLE 11: Solution Test Plan**	**0%**	**10 days**	**Fri 3/10/23**	**Fri 3/24/23**			
232	1.3.15.1.4.1		Provide Solution Test Plan to DEO for review	0%	5 days	Fri 3/10/23	Fri 3/17/23	205	233	Vendor
233	1.3.15.1.4.2		Review, update, and approve Solution Test Plan	0%	5 days	Fri 3/17/23	Fri 3/24/23	232		Vendor,DEO
234	**1.3.15.1.5**	**12**	**DELIVERABLE 12: Test Cases**	**0%**	**19.5 days**	**Fri 3/10/23**	**Fri 4/7/23**			
235	1.3.15.1.5.1		Create Test Cases (Draft 1)	0%	5 days	Fri 3/10/23	Fri 3/17/23	205	236	Vendor
236	1.3.15.1.5.2		Review Test Cases #1	0%	5 days	Fri 3/17/23	Fri 3/24/23	235	237	DEO
237	1.3.15.1.5.3		Update Test Cases Based on Review #1	0%	2 days	Fri 3/24/23	Tue 3/28/23	236	238	Vendor
238	1.3.15.1.5.4		Review Test Cases #2	0%	2 days	Tue 3/28/23	Thu 3/30/23	237	239	DEO
239	1.3.15.1.5.5		Update Test Cases Based on Review #2	0%	2 days	Thu 3/30/23	Mon 4/3/23	238	240	Vendor
240	1.3.15.1.5.6		Review Test Cases #3	0%	2 days	Mon 4/3/23	Wed 4/5/23	239	241	DEO
241	1.3.15.1.5.7		Update Test Cases Based on Review #3	0%	1 day	Wed 4/5/23	Thu 4/6/23	240	242	Vendor
242	1.3.15.1.5.8		Approve Test Cases	0%	0.5 days	Thu 4/6/23	Fri 4/7/23	241	263,285	DEO
243	**1.3.15.1.6**	**13**	**DELIVERABLE 13: Test Results Report**	**0%**	**19.5 days**	**Fri 3/10/23**	**Fri 4/7/23**			
244	1.3.15.1.6.1		Create Test Results Report (Draft 1)	0%	5 days	Fri 3/10/23	Fri 3/17/23	205	245	Vendor
245	1.3.15.1.6.2		Review Test Results Report #1	0%	5 days	Fri 3/17/23	Fri 3/24/23	244	246	DEO
246	1.3.15.1.6.3		Update Test Results Report Based on Review #1	0%	2 days	Fri 3/24/23	Tue 3/28/23	245	247	Vendor
247	1.3.15.1.6.4		Review Test Results Report #2	0%	2 days	Tue 3/28/23	Thu 3/30/23	246	248	DEO
248	1.3.15.1.6.5		Update Test Results Report Based on Review #2	0%	2 days	Thu 3/30/23	Mon 4/3/23	247	249	Vendor
249	1.3.15.1.6.6		Review Test Results Report #3	0%	2 days	Mon 4/3/23	Wed 4/5/23	248	250	DEO
250	1.3.15.1.6.7		Update Test Cases Results Report on Review #3	0%	1 day	Wed 4/5/23	Thu 4/6/23	249	251	Vendor
251	1.3.15.1.6.8		Approve Test Results Report	0%	0.5 days	Thu 4/6/23	Fri 4/7/23	250	263,281,2	DEO
252	**1.3.4.2**		**DEO App Dev -- Roles, Groups, Resources in Connect AD & DB**	**0%**	**64 days**	**Fri 1/13/23**	**Fri 4/14/23**			
253	1.3.4.2.1		Creation of Roles - Connect Active Directory	0%	20 days	Fri 1/13/23	Fri 2/10/23	161	254	App Dev
254	1.3.4.2.2		Create function groups - Connect Active Directory	0%	10 days	Fri 2/10/23	Fri 2/24/23	253	255	App Dev

255	1.3.4.2.3		Create Resources - Connect Database	0%	20 days	Fri 2/24/23	Fri 3/24/23	254	256	App Dev
256	1.3.4.2.4		Map Resources to Function Groups - Connect Database	0%	10 days	Fri 3/24/23	Fri 4/7/23	255	257	App Dev
257	1.3.15.2.5		Testing + Updates Based on Testing	0%	5 days	Fri 4/7/23	Fri 4/14/23	256	285	App Dev
258	**1.3.15.3**		**DEO EA -- Create accounts in Azure B2C for Employers & TPAs**	**0%**	**40 days**	**Fri 1/13/23**	**Mon 3/13/23**			
259	1.3.15.3.1		Development to integrate with Connect	0%	20 days	Fri 1/13/23	Fri 2/10/23	161	260	EA
260	1.3.15.3.2		Testing + Updates Based on Testing	0%	5 days	Fri 2/10/23	Fri 2/17/23	259	261	EA
261	1.3.15.3.3		Communicate changes to Employers & TPAs	0%	1 day	Fri 2/17/23	Mon 2/20/23	260	262	OCM
262	1.3.15.3.4		UAT for Employers & TPAs (?)	0%	15 days	Mon 2/20/23	Mon 3/13/23	261	285	PM,RA Ops,Employers,TPAs
263	1.3.15.4		End to End Testing of Vendor Configuration with CONNECT + Updates Based on Testing	0%	10 days	Fri 4/7/23	Fri 4/21/23	242,251	264,285	Vendor
264	1.3.15.5		UAT + Updates Based on Testing	0%	10 days	Fri 4/21/23	Fri 5/5/23	263	285	Vendor
265	**1.3.15.6**		**Training**	**0%**	**48 days**	**Tue 2/28/23**	**Fri 5/5/23**			**Vendor and DEO**
266	**1.3.15.6.1**	**14**	**DELIVERABLE 14: Training Materials**	**0%**	**38 days**	**Tue 2/28/23**	**Fri 4/21/23**			
267	1.3.15.6.1.1		Create Training Plan with OCM	0%	5 days	Tue 2/28/23	Tue 3/7/23	216	268	Vendor and DEO
268	1.3.15.6.1.2		Review/Update Training Plan	0%	5 days	Tue 3/7/23	Tue 3/14/23	267	269	Vendor and DEO
269	1.3.15.6.1.3		Approve Training Plan	0%	0.5 days	Tue 3/14/23	Tue 3/14/23	268	270	Vendor and DEO
270	1.3.15.6.1.4		Create Training Materials with OCM	0%	20 days	Tue 3/14/23	Tue 4/11/23	269	271	Vendor and DEO
271	1.3.15.6.1.5		Review/Update Training Materials	0%	7 days	Tue 4/11/23	Thu 4/20/23	270	272	Vendor and DEO
272	1.3.15.6.1.6		Approve Training Materials	0%	0.5 days	Thu 4/20/23	Fri 4/21/23	271	273,274,2	Vendor and DEO
273	**1.3.15.6.2**	**15**	**DELIVERABLE 15: Training Sessions**	**0%**	**10 days**	**Fri 4/21/23**	**Fri 5/5/23**	**272**		
274	1.3.4.1.3		Perform System Administrator Training	0%	5 days	Fri 4/21/23	Fri 4/28/23	272	286,275	Vendor
275	1.3.4.1.4		Perform System Operator Training	0%	5 days	Fri 4/28/23	Fri 5/5/23	274	286,279,2	Vendor
276	1.3.15.6.2.3		Perform System Security Training	0%	5 days	Fri 4/21/23	Fri 4/28/23	272	277	Vendor
277	1.3.15.6.2.4		Perform Subject Matter Expert Training	0%	5 days	Fri 4/28/23	Fri 5/5/23	276	278	Vendor
278	1.3.15.6.2.5		Approve Training Sessions	0%	0 days	Fri 5/5/23	Fri 5/5/23	275,27	285	DEO
279	1.3.15.7		Vendor: Conduct Q&A Sessions with Stakeholders	0%	0.25 days	Fri 5/5/23	Fri 5/5/23	275	285	Vendor and DEO
280	**1.3.15.8**		**Transition into Continuous Improvement**	**0%**	**49 days**	**Fri 4/7/23**	**Fri 6/16/23**			
281	1.3.15.8.1	16	DELIVERABLE 16: Requirements Management Plan	0%	25 days	Fri 4/7/23	Fri 5/12/23	251		Vendor
282	1.3.15.8.2	17	DELIVERABLE 17: IAM Policies and Procedures	0%	39 days	Fri 4/7/23	Thu 6/1/23	251		Vendor
283	1.3.15.8.3	18	DELIVERABLE 18: Continuous Modernization Plan and Roadmap	0%	25 days	Fri 4/7/23	Fri 5/12/23	251		Vendor

284	1.3.15.8.4	19	DELIVERABLE 19: Transition Plan	0%	50 days	Fri 4/7/23	Fri 6/16/23	251	285	Vendor
285	1.3.4.4		IAM System Go Live	0%	2 days	Fri 6/16/23	Tue 6/20/23	257,278	286,410,4	Vendor and DEO
286	1.3.16		Execution Phase Complete	0%	0 days	Tue 6/20/23	Tue 6/20/23	285,274	405	
287	**1.4**		**Monitoring and Controlling**	**37%**	**235 days**	**Fri 7/1/22**	**Tue 6/6/23**			
288	**1.4.8**		**Deliver Weekly Status Update - includes Schedule, Cost, Scope, & RAID**	**36%**	**233 days**	**Fri 7/1/22**	**Fri 6/2/23**		**405**	
289	1.4.1.1		Deliver Weekly Status Update #1	100%	21 days	Fri 7/1/22	Fri 7/29/22	54	290	PM
290	1.4.1.2		Deliver Weekly Status Update #2	100%	5 days	Mon 8/1/22	Fri 8/5/22	289	291	PM
291	1.4.1.3		Deliver Weekly Status Update #3	100%	5 days	Mon 8/8/22	Fri 8/12/22	290	292	PM
292	1.4.1.4		Deliver Weekly Status Update #4	100%	5 days	Mon 8/15/22	Fri 8/19/22	291	293	PM
293	1.4.1.5		Deliver Weekly Status Update #5	100%	5 days	Mon 8/22/22	Fri 8/26/22	292	294	PM
294	1.4.1.6		Deliver Weekly Status Update #6	100%	5 days	Mon 8/29/22	Fri 9/2/22	293	295	PM
295	1.4.1.7		Deliver Weekly Status Update #7	100%	4 days	Tue 9/6/22	Fri 9/9/22	294	296	PM
296	1.4.1.8		Deliver Weekly Status Update #8	100%	5 days	Mon 9/12/22	Fri 9/16/22	295	297	PM
297	1.4.1.9		Deliver Weekly Status Update #9	100%	5 days	Mon 9/19/22	Fri 9/23/22	296	298	PM
298	1.4.1.10		Deliver Weekly Status Update #10	100%	5 days	Mon 9/26/22	Fri 9/30/22	297	299	PM
299	1.4.1.11		Deliver Weekly Status Update #11	100%	5 days	Mon 10/3/22	Fri 10/7/22	298	300	PM
300	1.4.1.12		Deliver Weekly Status Update #12	100%	5 days	Mon 10/10/22	Fri 10/14/22	299	301	PM
301	1.4.1.13		Deliver Weekly Status Update #13	100%	5 days	Mon 10/17/22	Fri 10/21/22	300	302	PM
302	1.4.1.14		Deliver Weekly Status Update #14	100%	5 days	Mon 10/24/22	Fri 10/28/22	301	303	PM
303	1.4.1.15		Deliver Weekly Status Update #15	0%	5 days	Mon 10/31/22	Fri 11/4/22	302	304	PM
304	1.4.1.16		Deliver Weekly Status Update #16	0%	4 days	Mon 11/7/22	Thu 11/10/22	303	305	PM
305	1.4.1.17		Deliver Weekly Status Update #17	0%	5 days	Mon 11/14/22	Fri 11/18/22	304	306	PM
306	1.4.1.18		Deliver Weekly Status Update #18	0%	3 days	Mon 11/21/22	Wed 11/23/22	305	307	PM
307	1.4.1.19		Deliver Weekly Status Update #19	0%	5 days	Mon 11/28/22	Fri 12/2/22	306	308	PM
308	1.4.1.20		Deliver Weekly Status Update #20	0%	5 days	Mon 12/5/22	Fri 12/9/22	307	309	PM
309	1.4.1.21		Deliver Weekly Status Update #21	0%	5 days	Mon 12/12/22	Fri 12/16/22	308	310	PM
310	1.4.1.22		Deliver Weekly Status Update #22	0%	5 days	Mon 12/19/22	Fri 12/23/22	309	311	PM
311	1.4.1.23		Deliver Weekly Status Update #23	0%	4 days	Tue 12/27/22	Fri 12/30/22	310	312	PM
312	1.4.1.24		Deliver Weekly Status Update #24	0%	4 days	Tue 1/3/23	Fri 1/6/23	311	313	PM
313	1.4.1.25		Deliver Weekly Status Update #25	0%	5 days	Mon 1/9/23	Fri 1/13/23	312	314	PM

314	1.4.1.26		Deliver Weekly Status Update #26	0%	4 days	Tue 1/17/23	Fri 1/20/23	313	315	PM
315	1.4.1.27		Deliver Weekly Status Update #27	0%	5 days	Mon 1/23/23	Fri 1/27/23	314	316	PM
316	1.4.1.28		Deliver Weekly Status Update #28	0%	5 days	Mon 1/30/23	Fri 2/3/23	315	317	PM
317	1.4.1.29		Deliver Weekly Status Update #29	0%	5 days	Mon 2/6/23	Fri 2/10/23	316	318	PM
318	1.4.1.30		Deliver Weekly Status Update #30	0%	5 days	Mon 2/13/23	Fri 2/17/23	317	319	PM
319	1.4.1.31		Deliver Weekly Status Update #31	0%	5 days	Mon 2/20/23	Fri 2/24/23	318	320	PM
320	1.4.1.32		Deliver Weekly Status Update #32	0%	5 days	Mon 2/27/23	Fri 3/3/23	319	321	PM
321	1.4.1.33		Deliver Weekly Status Update #33	0%	5 days	Mon 3/6/23	Fri 3/10/23	320	322	PM
322	1.4.1.34		Deliver Weekly Status Update #34	0%	5 days	Mon 3/13/23	Fri 3/17/23	321	323	PM
323	1.4.1.35		Deliver Weekly Status Update #35	0%	5 days	Mon 3/20/23	Fri 3/24/23	322	324	PM
324	1.4.1.36		Deliver Weekly Status Update #36	0%	5 days	Mon 3/27/23	Fri 3/31/23	323	325	PM
325	1.4.1.37		Deliver Weekly Status Update #37	0%	5 days	Mon 4/3/23	Fri 4/7/23	324	326	PM
326	1.4.1.38		Deliver Weekly Status Update #38	0%	5 days	Mon 4/10/23	Fri 4/14/23	325	327	PM
327	1.4.1.39		Deliver Weekly Status Update #39	0%	5 days	Mon 4/17/23	Fri 4/21/23	326	328	PM
328	1.4.1.40		Deliver Weekly Status Update #40	0%	5 days	Mon 4/24/23	Fri 4/28/23	327	329	PM
329	1.4.1.41		Deliver Weekly Status Update #41	0%	5 days	Mon 5/1/23	Fri 5/5/23	328	330	PM
330	1.4.1.42		Deliver Weekly Status Update #42	0%	5 days	Mon 5/8/23	Fri 5/12/23	329	331	PM
331	1.4.1.43		Deliver Weekly Status Update #43	0%	5 days	Mon 5/15/23	Fri 5/19/23	330	332	PM
332	1.4.1.44		Deliver Weekly Status Update #44	0%	5 days	Mon 5/22/23	Fri 5/26/23	331	333	PM
333	1.4.1.45		Deliver Weekly Status Update #45	0%	4 days	Tue 5/30/23	Fri 6/2/23	332		PM
334	**1.4.9**		**Conduct Weekly Team Meeting**	**36%**	**235 days**	**Fri 7/1/22**	**Tue 6/6/23**	**54**	**405**	
335	1.4.2.1		Conduct Weekly Team Meeting #1	100%	13 days	Fri 7/1/22	Tue 7/19/22	54	336	PM
336	1.4.2.2		Conduct Weekly Team Meeting #2	100%	5 days	Wed 7/20/22	Tue 7/26/22	335	337	PM
337	1.4.2.3		Conduct Weekly Team Meeting #3	100%	5 days	Wed 7/27/22	Tue 8/2/22	336	338	PM
338	1.4.2.4		Conduct Weekly Team Meeting #4	100%	5 days	Wed 8/3/22	Tue 8/9/22	337	339	PM
339	1.4.2.5		Conduct Weekly Team Meeting #5	100%	5 days	Wed 8/10/22	Tue 8/16/22	338	340	PM
340	1.4.2.6		Conduct Weekly Team Meeting #6	100%	5 days	Wed 8/17/22	Tue 8/23/22	339	341	PM
341	1.4.2.7		Conduct Weekly Team Meeting #7	100%	5 days	Wed 8/24/22	Tue 8/30/22	340	342	PM
342	1.4.2.8		Conduct Weekly Team Meeting #8	100%	4 days	Wed 8/31/22	Tue 9/6/22	341	343	PM
343	1.4.2.9		Conduct Weekly Team Meeting #9	100%	5 days	Wed 9/7/22	Tue 9/13/22	342	344	PM

344	1.4.2.10		Conduct Weekly Team Meeting #10	100%	5 days	Wed 9/14/22	Tue 9/20/22	343	345	PM
345	1.4.2.11		Conduct Weekly Team Meeting #11	100%	5 days	Wed 9/21/22	Tue 9/27/22	344	346	PM
346	1.4.2.12		Conduct Weekly Team Meeting #12	100%	5 days	Wed 9/28/22	Tue 10/4/22	345	347	PM
347	1.4.2.13		Conduct Weekly Team Meeting #13	100%	5 days	Wed 10/5/22	Tue 10/11/22	346	348	PM
348	1.4.2.14		Conduct Weekly Team Meeting #14	100%	5 days	Wed 10/12/22	Tue 10/18/22	347	349	PM
349	1.4.2.15		Conduct Weekly Team Meeting #15	100%	5 days	Wed 10/19/22	Tue 10/25/22	348	350	PM
350	1.4.2.16		Conduct Weekly Team Meeting #16	50%	5 days	Wed 10/26/22	Tue 11/1/22	349	351	PM
351	1.4.2.17		Conduct Weekly Team Meeting #17	0%	5 days	Wed 11/2/22	Tue 11/8/22	350	352	PM
352	1.4.2.18		Conduct Weekly Team Meeting #18	0%	4 days	Wed 11/9/22	Tue 11/15/22	351	353	PM
353	1.4.2.19		Conduct Weekly Team Meeting #19	0%	5 days	Wed 11/16/22	Tue 11/22/22	352	354	PM
354	1.4.2.20		Conduct Weekly Team Meeting #20	0%	5 days	Wed 11/23/22	Thu 12/1/22	353	355	PM
355	1.4.2.21		Conduct Weekly Team Meeting #21	0%	3 days	Fri 12/2/22	Tue 12/6/22	354	356	PM
356	1.4.2.22		Conduct Weekly Team Meeting #22	0%	5 days	Wed 12/7/22	Tue 12/13/22	355	357	PM
357	1.4.2.23		Conduct Weekly Team Meeting #23	0%	5 days	Wed 12/14/22	Tue 12/20/22	356	358	PM
358	1.4.2.24		Conduct Weekly Team Meeting #24	0%	4 days	Wed 12/21/22	Tue 12/27/22	357	359	PM
359	1.4.2.25		Conduct Weekly Team Meeting #25	0%	4 days	Wed 12/28/22	Tue 1/3/23	358	360	PM
360	1.4.2.26		Conduct Weekly Team Meeting #26	0%	5 days	Wed 1/4/23	Tue 1/10/23	359	361	PM
361	1.4.2.27		Conduct Weekly Team Meeting #27	0%	4 days	Wed 1/11/23	Tue 1/17/23	360	362	PM
362	1.4.2.28		Conduct Weekly Team Meeting #28	0%	5 days	Wed 1/18/23	Tue 1/24/23	361	363	PM
363	1.4.2.29		Conduct Weekly Team Meeting #29	0%	5 days	Wed 1/25/23	Tue 1/31/23	362	364	PM
364	1.4.2.30		Conduct Weekly Team Meeting #30	0%	5 days	Wed 2/1/23	Tue 2/7/23	363	365	PM
365	1.4.2.31		Conduct Weekly Team Meeting #31	0%	5 days	Wed 2/8/23	Tue 2/14/23	364	366	PM
366	1.4.2.32		Conduct Weekly Team Meeting #32	0%	5 days	Wed 2/15/23	Tue 2/21/23	365	367	PM
367	1.4.2.33		Conduct Weekly Team Meeting #33	0%	5 days	Wed 2/22/23	Tue 2/28/23	366	368	PM
368	1.4.2.34		Conduct Weekly Team Meeting #34	0%	5 days	Wed 3/1/23	Tue 3/7/23	367	369	PM
369	1.4.2.35		Conduct Weekly Team Meeting #35	0%	5 days	Wed 3/8/23	Tue 3/14/23	368	370	PM
370	1.4.2.36		Conduct Weekly Team Meeting #36	0%	5 days	Wed 3/15/23	Tue 3/21/23	369	371	PM
371	1.4.2.37		Conduct Weekly Team Meeting #37	0%	5 days	Wed 3/22/23	Tue 3/28/23	370	372	PM
372	1.4.2.38		Conduct Weekly Team Meeting #38	0%	5 days	Wed 3/29/23	Tue 4/4/23	371	373	PM
373	1.4.2.39		Conduct Weekly Team Meeting #39	0%	5 days	Wed 4/5/23	Tue 4/11/23	372	374	PM

374	1.4.2.40		Conduct Weekly Team Meeting #40	0%	5 days	Wed 4/12/23	Tue 4/18/23	373	375	PM
375	1.4.2.41		Conduct Weekly Team Meeting #41	0%	5 days	Wed 4/19/23	Tue 4/25/23	374	376	PM
376	1.4.2.42		Conduct Weekly Team Meeting #42	0%	5 days	Wed 4/26/23	Tue 5/2/23	375	377	PM
377	1.4.2.43		Conduct Weekly Team Meeting #43	0%	5 days	Wed 5/3/23	Tue 5/9/23	376	378	PM
378	1.4.2.44		Conduct Weekly Team Meeting #44	0%	5 days	Wed 5/10/23	Tue 5/16/23	377	379	PM
379	1.4.2.45		Conduct Weekly Team Meeting #45	0%	5 days	Wed 5/17/23	Tue 5/23/23	378	380	PM
380	1.4.2.46		Conduct Weekly Team Meeting #46	0%	4 days	Wed 5/24/23	Tue 5/30/23	379	381	PM
381	1.4.2.47		Conduct Weekly Team Meeting #47	0%	5 days	Wed 5/31/23	Tue 6/6/23	380		PM
382	**1.4.3**		**Deliver Monthly Status Update at RA Mod Monthly Meeting**	**37%**	**233 days**	**Fri 7/1/22**	**Fri 6/2/23**			
383	1.4.3.1		Deliver Monthly Status Update #1	100%	6 days	Fri 7/1/22	Fri 7/8/22	54	384	PM
384	1.4.3.2		Deliver Monthly Status Update #2	100%	20 days	Mon 7/11/22	Fri 8/5/22	383	385	PM
385	1.4.3.3		Deliver Monthly Status Update #3	100%	20 days	Mon 8/8/22	Fri 9/2/22	384	386	PM
386	1.4.3.4		Deliver Monthly Status Update #4	100%	24 days	Tue 9/6/22	Fri 10/7/22	385	387	PM
387	1.4.3.5		Deliver Monthly Status Update #5	85%	20 days	Mon 10/10/22	Fri 11/4/22	386	388	PM
388	1.4.3.6		Deliver Monthly Status Update #6	0%	17 days	Mon 11/7/22	Fri 12/2/22	387	389	PM
389	1.4.3.7		Deliver Monthly Status Update #7	0%	23 days	Mon 12/5/22	Fri 1/6/23	388	390	PM
390	1.4.3.8		Deliver Monthly Status Update #8	0%	19 days	Mon 1/9/23	Fri 2/3/23	389	391	PM
391	1.4.3.9		Deliver Monthly Status Update #9	0%	20 days	Mon 2/6/23	Fri 3/3/23	390	392	PM
392	1.4.3.10		Deliver Monthly Status Update #10	0%	25 days	Mon 3/6/23	Fri 4/7/23	391	393	PM
393	1.4.3.11		Deliver Monthly Status Update #11	0%	20 days	Mon 4/10/23	Fri 5/5/23	392	394	PM
394	1.4.3.12		Deliver Monthly Status Update #12	0%	19 days	Mon 5/8/23	Fri 6/2/23	393	405	PM
395	**1.2.1**		**Deliverable: Resource Plan**	**100%**	**4 days**	**Fri 7/1/22**	**Wed 7/6/22**			
396	1.2.1.1		Develop Resource Plan	100%	1 day	Fri 7/1/22	Fri 7/1/22	54	397	PM
397	1.2.1.2		Review/Update Resource Plan	100%	1 day	Mon 7/4/22	Mon 7/4/22	396	398	PM
398	1.2.1.3		Approve Resource Plan	100%	1 day	Tue 7/5/22	Tue 7/5/22	397	399	PM
399	1.2.2		Resource Plan Complete	100%	1 day	Wed 7/6/22	Wed 7/6/22	398		PM
400	**1.2.9**		**Deliverable: Project Spending Plan**	**100%**	**4 days**	**Fri 7/1/22**	**Wed 7/6/22**			
401	1.2.9.1		Prepare a Project Spending Plan	100%	1 day	Fri 7/1/22	Fri 7/1/22	54	402	PM
402	1.2.9.2		Review/Update Project Spending Plan	100%	1 day	Mon 7/4/22	Mon 7/4/22	401	403	PM
403	1.2.9.3		Approve Project Spending Plan	100%	1 day	Tue 7/5/22	Tue 7/5/22	402	404	PM

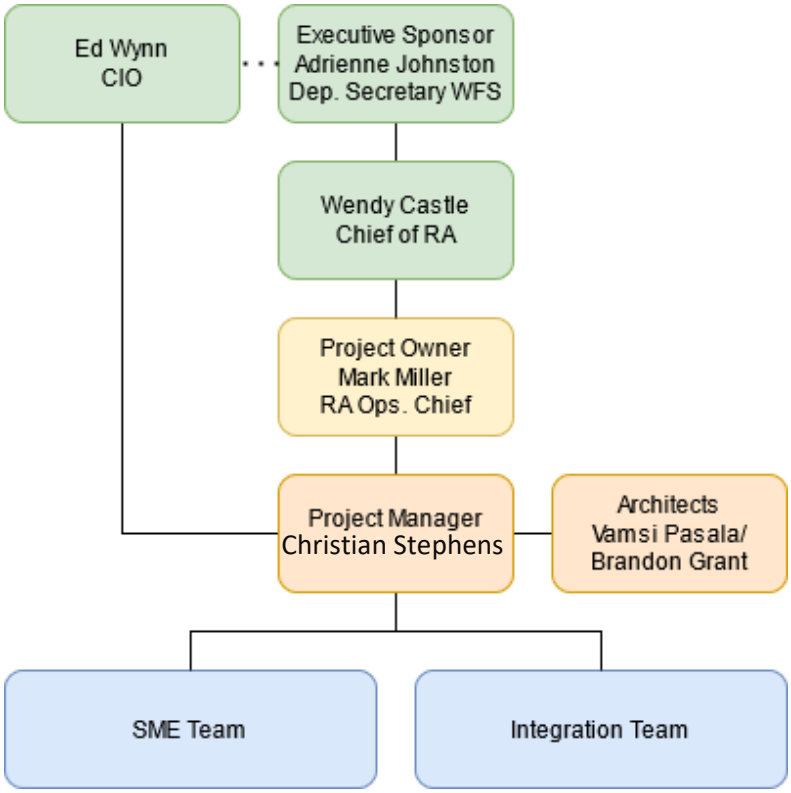
404	1.2.10		Project Spending Plan complete	100%	1 day	Wed 7/6/22	Wed 7/6/22	403		PM
405	1.5		Monitoring and Controlling Phase Complete	0%	0 days	Tue 6/20/23	Tue 6/20/23	286,288	408	
406	**1.6**		**Project Closeout**	**0%**	**5.5 days**	**Tue 6/20/23**	**Tue 6/27/23**			
407	1.6.1	20	DELIVERABLE 20: Project Closeout Report	0%	0.5 days	Tue 6/20/23	Tue 6/20/23	285		Vendor
408	1.6.1		Schedule Project Closeout Meeting	0%	0.5 days	Tue 6/20/23	Tue 6/20/23	405		PM
409	**1.6.2**		**Deliverable: Project Closeout Report**	**0%**	**2.5 days**	**Tue 6/20/23**	**Thu 6/22/23**			
410	1.6.2.1		Develop Project Closeout Report	0%	0.5 days	Tue 6/20/23	Tue 6/20/23	285	411	PM
411	1.6.2.2		Review/Update Project Closeout Report	0%	1 day	Tue 6/20/23	Wed 6/21/23	410	412	Vendor,DEO
412	1.6.2.3		Approve Project Closeout Report	0%	1 day	Wed 6/21/23	Thu 6/22/23	411	413	DEO
413	1.6.3		Project Closeout Report complete	0%	0 days	Thu 6/22/23	Thu 6/22/23	412	414	
414	1.6.4		Conduct Knowledge Transfer	0%	1 day	Thu 6/22/23	Fri 6/23/23	413	415	PM
415	1.6.5		Conduct Project Closeout meeting	0%	1 day	Fri 6/23/23	Mon 6/26/23	414	417	PM
416	**1.6.6**		**Conduct Lessons Learned Meeting**	**0%**	**1 day**	**Mon 6/26/23**	**Tue 6/27/23**			
417	1.6.6.2		Conduct Lessons Learned meeting	0%	1 day	Mon 6/26/23	Tue 6/27/23	415	418	PM
418	1.6.6.3		Record Lessons Learned	0%	0 days	Tue 6/27/23	Tue 6/27/23	417	419	PM
419	1.7		Closeout Phase complete	0%	0 days	Tue 6/27/23	Tue 6/27/23	418		

IV. Project Spending Plan

Total	FY 2021/2022	FY 2022/2023
$1,034,699	$150,785	$6,095

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Name	Project Role	Responsibility
Adrienne Johnston	Executive Sponsor	• Provide guidance on overall strategic direction • Advising the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Reviewing and signing off on key milestones
Domenic DiLullo	CTO	• Provide guidance on overall strategic direction

Name	Project Role	Responsibility
		• Advising the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Reviewing and signing off on key milestones
Wendy Castle	Chief of RA	• Provide guidance on overall strategic direction • Advising the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Reviewing and signing off on key milestones
Mark Miller	Project Owner/Director of Reemployment Assistance Operations	• Contributes subject matter expertise • Assists the Project Managers in responding to risks and issues • Assists the Project Manager in evaluating change requests • Reviews deliverables and project documents, identifying any deficiencies • Reviews and approves deliverables • Reviews and approves RFCs
Christian Stephens	Project Manager	• Manages all aspects of the project and ensure compliance with project plan • Monitors project progress and schedule adherence • Completes all documents related to the project • Identifies and manages risks according to the project plan
Vamsi Pasala/Brandon Grant	Architect and Technical Lead	• Responsible for assisting the team in finding solutions to issues elevated to him • Is available to project sponsors for technical questions regarding direction of the project and any dependencies/impacts of other projects • Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team.
SME Team	Subject Matter Expert(s)	• Process development tasks • Contributes subject matter expertise

Name	Project Role	Responsibility
		• Complete assigned project tasks in accordance with the Project Schedule • Identifies risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assists the Project Managers in responding to risks and issues • Assists the Project Manager in evaluating change requests
Integration Team	Implementors	• System/application development and implementation tasks • Contributes subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identifies risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assists the Project Managers in responding to risks and issues • Assists the Project Manager in evaluating change requests
Vendor	Strategic Planning Office (SPO)	• Monitors project progress • Facilitates DEO Leadership Team Governance meetings • Provides guidance and support to project manager and project team members
Vendor	IAM Toolset	• Provides expertise in standing up chosen toolset and integration with defined Roles within RA
SSI Vendor	Peraton	• Provide assistance with Component testing

C. Project Management Methodology

DEO will use a project management methodology in compliance with project management standard rule 60GG-1 F.A.C., project requirements and department experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.
- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.
- DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication of risks and issues

VI. Business Process Organizational Change Management Plan

This project intends to improve the delivery, execution, security, or convenience of DEO's lines of business through the implementation of modern processes and tools based on industry best practices and frameworks.

The project team aims to maximize communication, engagement, adoption, and performance of these new processes, roles, and responsibilities through a combination of tools, templates, and techniques such as:

- Stakeholder identification and engagement plans
- Process identification and improvement plans
- Educational assessment and training plans
- Change risk assessment
- Change Advocate networks
- Change Management
- Business Relationship Management
- IT Service Management

VII. Project Risk Management Plan

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
Hurricane impacting the state delays the schedule	Medium	High	Adjust schedule accordingly	PM
Divisional and/or Bureau resistance of new process	Medium	Medium	Involve management and impacted staff throughout engagement to increase adoption rate and ensure a successful transition	PM
Insufficient knowledge transfer of new process	Medium	Medium	Involve impacted staff throughout engagement to increase participation and knowledge of new processes	PM
Identified technical solutions do not address requirements	Low	Medium	Procure necessary solution(s)	SME/ Implementation Teams, Owner
Procurement(s) are outside of available budget.	Low	Medium	Identify alternative solutions, seek additional funding	SME Team, Owner
Resource requirements for execution of roadmap are beyond original expectations.	Medium	Medium	Prioritize highest-risk access flows, adjust schedule, plan additional phases.	PM/SME
Procurement Delays for IAM Toolset & Services	High	Medium	Communication with Senior Leadership and Procurement Team(s).	PM/Project Owner/Senior Leadership

VIII. Capacity Plan

Utilization of a single tool for software development provides a single source of truth for work tracking and resource allocation which can then be utilized for capacity planning for the development environment, tools, and developers.

Project Capacity Planning

- Establish Cross-Functional Team: To collaborate and communicate about production capacity and resource management, you want a cross-functional team with different levels and different functions.
- Calculate Resource Capacity: Before you can create a production capacity plan, you need to have an idea of your current capacity and your available resources.
- Determine Resource Requirements: For each project, look at the scope and what resources are required to do the task for the project.
- Prioritize Projects: Which projects are most important, and which can be put aside for the time being? You can't do everything at once.
- Allocate Resources Based on Project Priority: Now allocate those prioritized projects and make sure that they are aligned with the goals of the organization.
- Keep the Lines of Communications Open: Communicate between executives, project management leaders and stakeholders.
- Document Known Risks: Monitor risks such as union strikes, weather, government regulations that stop a project or create new ones unexpectedly.
- Plan for How to Handle Too Much Capacity: Understand where it is and how to resolve it (such as reassigning), or not enough capacity (again, where/how).

OPERATIONAL WORK PLAN
FOR
BUSINESS PROCESS OPTIMIZATION

FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY
DIVISION OF INFORMATION TECHNOLOGY
AND
DIVISION OF WORKFORCE SERVICES

FISCAL YEAR 2022-2023
QUARTER 2

PREPARED ON 11/3/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

The Business Process Optimization (BPO) project consists of DEO procuring a vendor who specializes in performing assessments with business areas to learn business processes, gathering and documenting requirements, designing process models, and then proposing a design to be used for the Customer Experience/User Experience (CX/UX) portion of the Reemployment Assistance Modernization Program (Program).

The vendor will assist DEO in identifying, assessing, analyzing, and redesigning the Reemployment Assistance business processes and to develop business and technical functional and non-functional requirements which impact the customer experience into a customer-centric business framework to leverage improvements and supporting technologies to deliver world-class customer service. The assessment will include analysis of existing processes and specifications to improve business and technical processes effectiveness and efficiency. This shall include full evaluation of the Reemployment Assistance program, Reemployment Assistance Information Technology program, and partial evaluation of the Reemployment Assistance Tax program which relate to the Reemployment Assistance Claims and Benefits Information System (System). At a minimum, DEO seeks to identify and redesign business processes to deliver:

- Improved user experience to address the specific concerns of users and stakeholders;
- Adaptability in response to changing needs of the customer and DEO;
- Ensured program integrity and reduction of fraud risk;
- Improved services and service delivery;
- Minimized process complexity and service delivery time;
- Improve quality of the services;
- Increased transparency levels;
- Reduced administrative burden and cost; and
- Adoption of best practices from similar environments.

A. Scope Statement

In Scope

- Perform working sessions to identify and document As-Is business processes for Core Claims, Continued Claims, Employers/Third Party Administrators (TPA), and Initial Claims;
- Create As-Is reports for Core Claims, Continued Claims, Employers/TPAs, and Initial Claims;
- Create a Final As-Is report;
- Create a detailed assessment report of As-Is business processes and corresponding technical functional and non-functional requirements;
- Perform working sessions to identify and document To-Be business processes and corresponding functional and non-functional requirements for the solution;

- Create an analysis of potential benefits from re-engineered business processes and technical functional and non-functional requirements;
- Create a To-Be report for Core Claims, Continued Claims, Employers/TPAs, and Initial Claims;
- Create a Final To-Be report;
- Create a requirements management plan;
- Create a transition plan; and
- Create an organizational change management report.

Out of Scope

- Software development work

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Conduct working sessions to identify, document, and analyze current As-Is and To-Be business processes for Core Claims, Continued Claims, Employers/TPAs, and Initial Claims in preparation for the CX/UX project.	Ensuring business process improvements are documented prior to determining functional system change needs.
Identify, document, and analyze To-Be technical functional and non-functional requirements for Core Claims, Continued Claims, Employers/TPAs, and Initial Claims in preparation for the CX/UX project.	Ensuring business requirements align with functional and CX/UX requirements before initiating transformation.

C. Critical Success Factors

- DEO personnel are available to attend working sessions;
- DEO personnel assigned to review project deliverables can perform those duties in the schedule time provided.

D. Key Dates

Key Dates (anticipated)	Importance and Relevance to the Project	Status
2/17/2022	Kick-off Meeting, Agenda, Presentation, and Minutes due	Completed
3/14/2022	Project Management Plan due Staffing Plan due	Completed
3/29/2022	Final day to conduct working session for As-Is processes for Core Claims	Completed
4/7/2022	Lessons Learned Collection Process due	Completed
4/8/2022	As-Is Report for Core Claims due	Completed
4/21/2022	Final day to conduct working session for As-Is processes for Continued Claims	Completed

Key Dates (anticipated)	Importance and Relevance to the Project	Status
4/26/2022	Final day to conduct working session for To-Be processes for Core Claims	Completed
5/2/2022	To-Be Processes and Requirements for Core Claims due	Completed
5/9/2022	As-Is Report for Continued Claims due To-Be Report for Core Claims due	Completed
5/19/2022	Final day to conduct working session for To-Be processes for Continued Claims	Completed
5/26/2022	Final day to conduct working session for As-Is processes for Employers/TPAs	Completed
5/27/2022	To-Be Processes and Requirements for Continued Claims due	Completed
6/3/2022	To-Be Report for Continued Claims due	Completed
6/13/2022	As-Is Report for Employers/TPAs due	Completed
6/24/2022	Final day to conduct working session for As-Is processes for Initial Claims Final day to conduct working session for To-Be processes for Employers/TPAs	Completed Completed
7/11/2022	To-Be Processes and Requirements for Employers/TPAs due	Completed
7/18/2022	Final day to conduct working session for all other items As-Is Report for As-Is processes for Initial Claims due	Completed
7/22/2022	Final day to conduct working session for To-Be processes for Initial Claims	Completed
7/25/2022	To-Be Report for Employers/TPAs due	Completed
7/29/2022	To-Be Processes and Requirements for Initial Claims due	Completed
8/5/2022	As-Is Report for All Other items due To-Be Report for Initial Claims due	Completed Completed
8/12/2022	Final As-Is Assessment Report due Assessment Report due To-Be Processes and Requirements for All Other items due	Completed Completed
8/19/2022	To-Be Report for All Other items due Final day to conduct working session for To-Be processes for All Other items	Completed Completed
8/26/2022	Potential Benefits Analysis due	Completed

Key Dates (anticipated)	Importance and Relevance to the Project	Status
	Final To-Be Report due Updated As-Is business process requirements due	Completed Completed
8/29/2022	Transition Plan due	Completed
9/28/2022	Requirements Management Plan due	Completed
9/28/2022	Organizational Change Management Report	Completed
9/28/2022	How to guide and Train the Trainer sessions	Completed

E. Major Deliverables

Major Deliverable	Deliverable Description	Deliverable Status
As-Is Working Sessions	Conduct on-site working sessions with subject matter experts, as identified by DEO, to review existing As-Is processes and Reemployment Assistance Claims and Benefits Information System artifacts.	Completed
As-Is Report(s)	Submit an As-Is Report for Core Claims, Continued Claims, Employers/TPAs, and Initial Claims in the order listed that includes all business processes and corresponding technical functional and non-functional requirements, the As-Is Business Process Map(s), and findings from a review of Federal and State laws, rules, guidelines, policies, and any other regulations to identify and document unnecessary or lacking procedure(s) not currently being followed in the As-Is business processes or corresponding technical functional and non-functional requirements.	Completed
Assessment Report	Create an Assessment Report that analyzes and evaluates the As-Is business processes and corresponding technical functional and non-functional requirements	Completed
To-Be Business Processes and Corresponding Technical Functional and Non-Functional Requirements for the Solution	Create and document the To-Be business processes and corresponding technical functional and non-functional requirements required by the Solution for the Incremental CX/UX Mobile-Responsive Software Transformation project.	Completed

Major Deliverable	Deliverable Description	Deliverable Status
To-Be Working Sessions	Conduct on-site working sessions with subject matter experts, as identified by DEO, to discuss and evaluate To-Be.	Completed
Potential Benefit Analysis	Develop and provide DEO with a quantitative analysis of potential benefits from re-engineered business processes and technical functional and non-functional requirements	Completed
To-Be Report(s)	Prioritize, develop, and provide DEO with a To-Be Report for Core Claims, Continued Claims, Employers/TPAs, and Initial Claims, in that order, which details the process gap between the current As-Is and redesigned To-Be business processes specifically for the modules listed above.	Completed
Requirements Management Plan	Update the previously developed As-Is business process requirements with greater details based on the Assessment Report	Completed
Transition Plan	DEO and Contractor must develop a Transition Plan for the orderly, effective transition of data and operations at the termination or expiration of this Contract.	Completed
Organizational Change Management Report	Provide an organizational change management report.	Completed
How to guide and Train the Trainer sessions	Provide a How to Guide for Organizational Change Management and training session.	Completed

F. Major Milestones

Major Milestone	Milestone Description
Initiation Phase Complete	All initiation activities completed
Planning Phase Complete	All Planning activities completed
Execution Phase Complete	All Execution activities completed
Monitor and Controlling Phase Complete	All M&C activities completed
Closing Phase Complete	All Closing activities completed

G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer

Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner – Business
Paul Forrester	RA Modernization Program Owner – Information Technology
Nicole Sanislow	RA Modernization Program Manager – Business
Tom Richardson	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Mark Miller	Project Owner
Steve Garrison	Project Manager

H. Significant Project Assumptions and Constraints

Project Assumptions

- The project will have access to the appropriate state management, staff, and related Program stakeholders (internal and external) and other resources as required and as needed without delay.
- The CX/UX procurement for Core Claims is released in May 2022
- The project experiences no delays in schedule.

Project Constraints

None

II. Work Breakdown Structure

	Status	Percent com...	Planned dur...	Planned start date	Planned end date	Dependency
19 - Business Process Optimization (BPO)	Green	100%	216 Days	2021-12-01	2022-10-18	
19 - BPO - Business Process Optimization Schedule		100%	216 Days	2021-12-01	2022-10-18	
Initiation		100%	53 Days	2021-12-01	2022-02-14	
Planning		100%	77 Days	2021-12-01	2022-03-21	
Execution		100%	149 Days	2022-03-02	2022-10-17	
KPMG Tasks		100%	148 Days	2022-03-02	2022-09-28	
Core Claims		100%	48 Days	2022-03-02	2022-05-09	
Continued Claims		100%	49 Days	2022-03-25	2022-06-03	
Employer/TPAs		100%	60 Days	2022-04-29	2022-07-25	
Initial Claims		100%	49 Days	2022-05-27	2022-08-05	
Other Populations		100%	24 Days	2022-07-18	2022-08-19	
Reports, Plans & Assessments		100%	32 Days	2022-08-12	2022-09-28	
Conduct Lessons Learned Meeting		100%	1 Days	2022-09-28	2022-10-17	1.3.1fs+0
Execution Phase complete	Green	100%	0 Days	2022-09-30	2022-09-30	1.3.2.3fs+0
Monitoring and Controlling		100%	216 Days	2021-12-01	2022-10-03	
Monitoring and Controlling Phase Complete	Green	100%	0 Days	2022-09-29	2022-09-29	1.5.13.3fs+0
Project Closeout		100%	3 Days	2022-09-28	2022-10-18	
Closeout Phase complete	Green	100%	0 Days	2022-10-17	2022-10-17	1.7.6.3fs+0

III. Resource Loaded Project Schedule

The schedule is in ServiceNow. Resources have been added to the project.

IV. Project Spending Plan

This project is fixed priced based on identified deliverable based invoice events. The spend plan is in ServiceNow.

Total Budgeted	FY 2021/22	FY2022/23
$3,376,000.04	$656,185.00	$1,234,946.00

V. Project Organization and Methodology

Project Organizational Chart

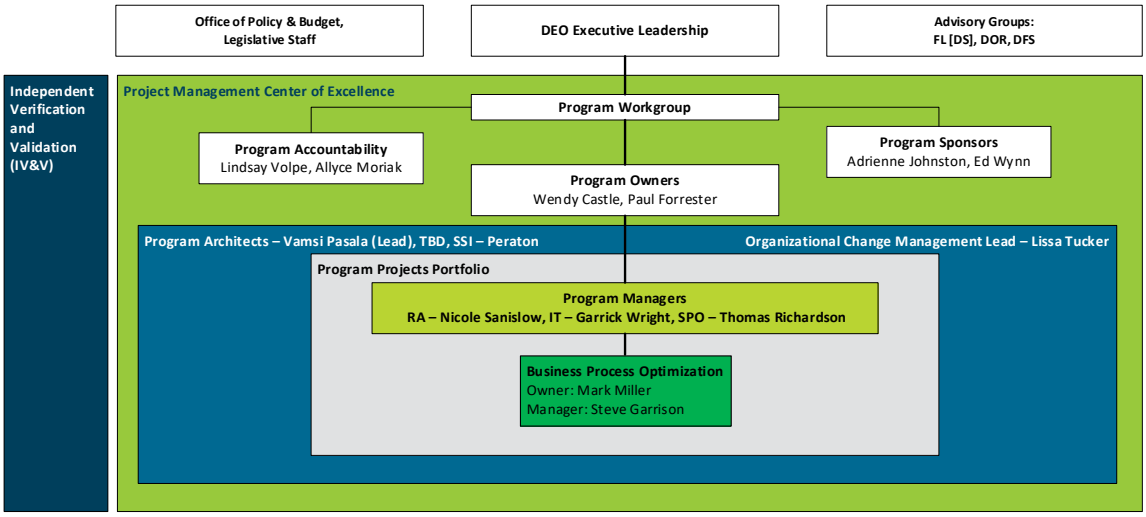

Figure 1: Project Organization Chart

Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Program Owners	Wendy Castle	- Provide guidance on overall strategic direction - Advise the Strategic Planning Office and project manager of risks that may impact the project - Facilitate resolution of significant issues in the project
		- Provide guidance on overall strategic direction

Program Managers	Garrick Wright Thomas Richardson Nicole Sanislow	- Advise the Strategic Planning Office and project manager of risks that may impact the project - Facilitate resolution of significant issues in the project - Review and sign off on key milestones
Project Manager	Steve Garrison	- Manage all aspects of the project and ensure compliance with PMP and vendor contract - Monitor project progress and schedule adherence - Complete all documents related to the project - Identify and manage risks according to the PMP
Project Owner	Mark Miller	- Review deliverables and project documents, identifying any deficiencies - Review and approve deliverables
DEO Enterprise Architects	Vamsi Pasala Roland Solvik Mike George	- Contribute subject matter expertise - Complete assigned project tasks in accordance with the Project Schedule - Identify risks and issues to the Project Manager in accordance with the Risk and Issue Management section of this PMP - Assist the Project Manager in responding to risks and issues - Assist the Project Manager in evaluating change requests
Business Analyst	Todd Dzicek	- Performs business analysis on project deliverables - Performs systems analysis and design
KPMG		- Performs the work as identified in the contract - Assists the PM in identifying and managing project risk

Project Management Methodology

DEO will use a project management methodology in compliance with project management standard rule 60GG-2 F.A.C., project requirements and department experience with similar engagements. Predictability, accountability, and flexibility are key elements that must be embraced by the overall project management approach to ensure DEO's satisfaction and project success. Successful project management must include active and visible leadership, multiple controls and checkpoints with measurable outcomes, and engagement with all stakeholders. DEO believes strong project management is critical throughout the life of any successful project.

For this project, DEO's project management will include the following specific elements, in addition to our standard methodology:

- The project management team will advise leadership on areas of concern and will propose solutions to mitigate risk.
- Vendors will respond to inquiries or requests from DEO within one business day from receipt.
- In the case where additional time is needed for a task, vendors will provide an estimate, which must be approved by the DEO Project Manager.
- At the end of the contract, vendors will provide final copies of all reports in electronic format for archive purposes.

DEO's project management approach will utilize the technical skills, tools, and techniques needed to succeed, as well as the dedication to accountability, resource commitment, and organizational focus. Project success will be the result of active communication among all individuals, understanding everyone's role in the project, and clear delineation of responsibilities.

DEO believes successful project management hinges on the following:

- Clearly established project goals and requirements
- Ongoing assessment of quality against established standards
- Constant measurement of success against established deliverables and milestones
- Personal presence and commitment of key project leadership
- Proactive identification and communication of risks and issues

Weekly Status Reporting

Vendors will be required to submit status reports throughout the project at several levels. The primary source of status information is the weekly written status report, which will communicate at minimum, the following information.

- **Project Status.** This section depicts the project status at a summary level using a red/yellow/green method supported by two to three essential questions that are answered to determine summary status. The red/yellow/green method is not meant to be a grading system but instead it is a way to easily identify the areas of the project that need the most attention to make the project successful.
- **Overview of Project Progress.** This section describes significant accomplishments achieved in the reporting period.
- **Overall Status.** This section provides a high-level overview of whether the project is on schedule, on budget, and on scope. A yellow or red status should be explained here in detail.
- **Project Milestones, Deliverables, and Latest Tasks.** This section contains the major deliverables of the project, their planned and actual completion dates, and their status.
- **Risks, Action Items, Issues, and Decisions.** This section will link to the project risk, action item, issue, and decision tracking tool. The project tracking tool contains all items tracked during the project.

Project Tracking

This section describes the "RAID" methodology for tracking risks, action items, issues, and decisions. DEO will follow a centralized approach that minimizes miscommunication or misinformation among project stakeholders. The Department will diligently maintain a project tracking log for each project, and a master log for the System Modernization project overall, a Microsoft Excel workbook with multiple tabs intended to capture the details and the latest attributes of items tracked by Project Managers.

VI. Project Risk Management Plan

Risk & Complexity Assessment

The Risk & Complexity Assessment will be completed at the end of every Phase in the Project lifecycle. The Project Manager is responsible to complete this assessment with the assistance of project team members.

Risk & Complexity Assessments	Category
Pre-Charter Risk & Complexity Category	3
Initiation Gate Risk & Complexity Category	2
Planning Gate Risk & Complexity Category	2
Event Driven Risk & Complexity Category	2

Project Risk Management

This project will follow the risk management processes outlined in the RA Modernization Program Risk Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The risk management process helps the project team anticipate and respond to emerging risks throughout the duration of the project. The risk management process occurs throughout all phases of the project, from planning through execution and closeout. Project risks are logged and tracked in the Project Log Workbook (RAID Logs).

Figure 2 below illustrates the major activities associated with the key risk management process.

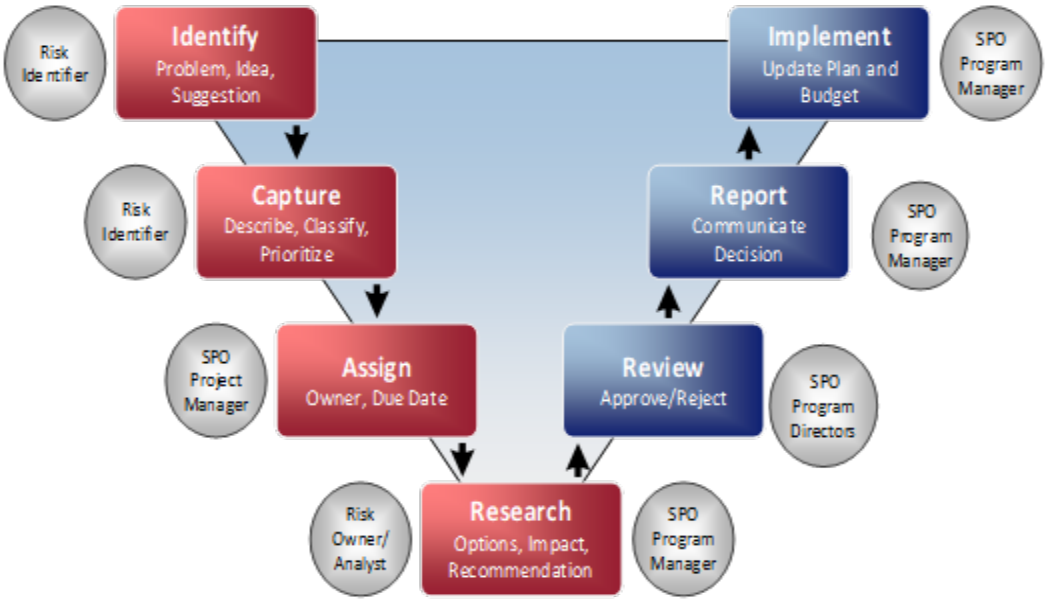

Figure 2: RA Modernization Program Risk Management Process

VII. Project Action Items

Action items are unplanned tasks that occur during a project that are too small to be added to the schedule. These items must be within the scope of the project and are often tasks that support scheduled tasks, issue resolution, risk management, or some other aspect of the project. The action item log is created and maintained as part of the project tracking log.

Action items will be managed in the following manner:

- During status meetings, any stakeholder can raise an action item for discussion.
- The Project team will discuss the action item and determine if it warrants being monitored in the action item log.
- The project manager will enter the item in the log.
- The team will set the priority for the action item (high/medium/low), assign an action item owner, and set a planned completion date.
- At each subsequent status meeting, the action item(s) will be reviewed until they can be closed.

VIII. Project Issue Management

This project will follow the issue management processes outlined in the RA Modernization Program Issue Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

An issue is an immediate problem that needs resolution. Acknowledging and addressing issues quickly ensures that they do not impact the scope of the project. Project issues are logged and tracked in the Project Log Workbook (RAID Logs).

Decisions
Decisions are leadership answers to questions that arise during the project. The decision log is created and maintained as part of the project tracking log.

Decisions will be managed in the following manner:

- During status meetings, any stakeholder can raise a question that requires a decision.
- If the team determines a decision needs to be made, the project manager will enter it in the decision log.
- The team will discuss the impact to the project, assign a decision maker, and set a date for when the decision is needed.
- At each subsequent status meeting, the decision item(s) will be reviewed until they can be closed.

IX. Project Change Management

This project will follow the change processes outlined in the RA Modernization Program Change Management Plan.

The master copy of this document is available in the RA Modernization Program Library in the Central Repository.

The *RA Modernization Change Management Plan,* defines the approach and provides the processes for initiating, defining, researching, evaluating, reviewing, prioritizing, managing cost, approving or rejecting the change requests (CRs), and communicating the status of the change that may affect the success of the BPO project.

X. Project Schedule Management

The project schedule for this project will be stored in the Central Repository 19 – BPO – Business Process Optimization Project Deliverables folder.

Schedule Maintenance
The project schedule maintenance is an on-going activity that tracks the work performed, the timeframes for when the work has been or will be completed and progress against the baseline work estimates and timelines. To effectively track the program progress, the project schedule is kept current, and reflects all work that needs to be performed, in accordance with the RA Modernization Program Schedule Management Plan.

If a change to the project schedule or scope is needed, the Project Manager may pursue a change request as described in the ***RA Modernization Change Management Plan***.

XI. Project Cost Management

The attached file contains the KPMG deliverables per the contract and their associated costs. The project costs are tracked in ServiceNow.

C3256 - RA MOD (BPO) - Amendment

XII. Project Organizational Change Management

An initial impact analysis was performed, and the project did not require organizational change management.

REEMPLOYMENT ASSISTANCE SYSTEM MODERNIZATION
2202A SPECIAL CATEGORIES (100270) and Back of Bill (105174)
Projected Spend Plan Summary
as of 10/31/2022

Appropriation		SFY 21-22	SFY 2022-2023 July	August	September	October	November	December	January	February	March	April
IV&V	Projected		-	-	138,051.31	-	-	-	-	-	-	-
$ 1,170,000	***Actual***	***$ 1,024,748.69***	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Maint & Ops	Projected		540,028.63	317,150.54	2,449,537.86	1,027,584.70	572,885.50	1,130,980.29	793,012.15	572,885.50	572,885.50	1,191,909.60
$ 19,320,000	***Actual***	***$ 8,134,722.34***	***621,176.79***	***17,100.00***	***2,487,151.48***	***(1,837,715.02)***	*-*	*-*	*-*	*-*	*-*	*-*
Modernization (GR)	Projected		640,716.09	1,139,327.59	636,789.68	549,461.44	1,197,828.85	546,903.68	713,113.69	525,516.73	525,516.72	525,516.72
$ 15,510,000	***Actual***	***$ 7,649,015.64***	***535,986.29***	***748,978.60***	***395,317.70***	***97,702.56***	*-*	*-*	*-*	*-*	*-*	*-*
Modernization (ARPA)	Projected		240,000.00	558,969.25	918,802.56	481,460.00	9,598,629.63	5,982,888.31	6,367,742.50	5,508,327.03	5,479,327.03	5,479,327.03
$ 56,400,000	***Actual***	***$ -***	***101,240.00***	***160,269.25***	***828,000.00***	***281,342.56***	*-*	*-*	*-*	*-*	*-*	*-*
Total Modernization	**Projected Total**	**$ -**	**$ 1,420,745**	**$ 2,015,447**	**$ 4,143,181**	**$ 2,058,506**	**$ 11,369,344**	**$ 7,660,772**	**$ 7,873,868**	**$ 6,606,729**	**$ 6,577,729**	**$ 7,196,753**
$ 92,400,000	**Actual Total**	***$ 16,808,486.67***	***$ 1,258,403***	**$ 926,348**	**$ 3,710,469**	**$ (1,458,670)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	Variance		(162,341.63)	(1,089,099.52)	(432,712.23)	(3,517,176.05)						

Q1	
Projected	$7,579,373
Actual	$5,895,220

Q2	
Projected	$21,088,622
Actual	-$1,458,670

Q3	
Projected	$21,058,327
Actual	$0

$ 92,400,000	Appropriation	
$ 73,399,334	Reserve	
$ 19,000,666	Released	

Projected Release Plan Summary
as of 10/31/2022

		SFY 21-22	July	August	September	October	November	December	January	February	March	April
100270	**Release**	$ 16,808,487	$ 2,192,179		$ 2,192,179				$ 2,192,179			$ 2,192,179
	Expenditures	$ 16,808,487	$ 1,157,163	$ 766,079	$ 2,882,469	$ (1,740,012)	$ 1,770,714	$ 1,677,884	$ 1,506,126	$ 1,098,402	$ 1,098,402	$ 1,717,426
	Release Balance	**$ 0**	**$ 1,035,016**	**$ 268,938**	**$ (421,353)**	**$ 1,318,660**	**$ (452,054)**	**$ (2,129,938)**	**$ (1,443,885)**	**$ (2,542,287)**	**$ (3,640,690)**	**$ (3,165,937)**
105174	**Release**											
	Expenditures	$ -	$ 101,240	$ 160,269	$ 962,644	$ 281,343	$ 9,598,630	$ 5,982,888	$ 6,367,743	$ 5,508,327	$ 5,479,327	$ 5,479,327
	Release Balance	**$ -**	**$ (101,240)**	**$ (261,509)**	**$ (1,224,154)**	**$ (1,505,496)**	**$ (11,104,126)**	**$ (17,087,014)**	**$ (23,454,757)**	**$ (28,963,084)**	**$ (34,442,411)**	**$ (39,921,738)**

RELEASE NEEDS	SFY 21-22	July	August	September	October	November	December	January	February	March	April
100270	-	(1,035,015.92)	766,078.60	690,290.18	(1,740,012.46)	1,770,714.35	1,677,883.98	(686,053.15)	1,098,402.24	1,098,402.23	(474,752.67)
105174	-	101,240.00	160,269.25	962,644.25	281,342.56	9,598,629.63	5,982,888.31	6,367,742.50	5,508,327.03	5,479,327.03	5,479,327.03

Needed Quarterly Releases	$2,129,939 100270 Q1 & Q2	$17,087,014 105174 Q1 & Q2	$1,510,751 100270 - Q3	$17,355,397 100574 Q3	$2,556,003 100270 - Q4

Release Balances with Additional Quarterly Releases												
		SFY 21-22	July	August	September	October	November	December	January	February	March	April
100270	Release	$16,808,487	$2,192,179	$0	$2,192,179	$0	$0	$0	$2,192,179	$0	$0	$2,192,179
	Addtl Qtrly Relea	$0		$2,129,939				$0		$1,510,751		$2,556,003
	Expenditures	$16,808,487	$1,157,163	$766,079	$2,882,469	-$1,740,012	$1,770,714	$1,677,884	$1,506,126	$1,098,402	$1,098,402	$1,717,426
	Release Balance		$1,035,016	$2,398,876	$1,708,586	$3,448,598	$1,677,884	$0	$686,053	$1,098,402	$0	$3,030,756
105174	Release											
	Addtl Qtrly Releases			$17,087,014					$17,355,397			$20,096,922
	Expenditures	$0	$240,000	$558,969	$918,803	$481,460	$9,598,630	$5,982,888	$6,367,743	$5,508,327	$5,479,327	$5,479,327
	Release Balance	$0	($240,000)	$16,288,045	$15,369,242	$14,887,782	$5,289,153	($693,736)	$10,293,918	$4,785,591	($693,736)	$13,923,859

May	June	SFY 22-23	TOTAL
-	-	138,051.31	$ 1,162,800
-	-	-	***$ 1,024,748.69***
645,286.50	1,334,435.56	11,148,582.34	$ 19,283,305
-	-	***1,287,713.25***	***$ 9,422,435.59***
525,516.72	525,516.72	8,051,724.65	$ 15,700,740
-	-	***1,777,985.15***	***$ 9,427,000.79***
6,016,339.08	8,601,255.80	55,233,068.23	$ 55,233,068
-	-	***1,370,851.81***	***$ 1,370,851.81***
$ 7,187,142	**$ 10,461,208**	**$ 74,571,427**	**$ 91,379,913**
$ -	**$ -**	**$ 4,436,550**	**$ 21,245,036.88**

Q4	
Projected	**$24,845,104**
Actual	**$0**

May	June	SFY 22-23	TOTAL
		$ 8,768,716	$ 25,577,203
$ 1,170,803	$ 1,859,952	$ 19,338,358	$ 36,146,845
$ (4,336,740)	**$ (6,196,693)**		
		$ -	$ -
$ 6,016,339	$ 8,601,256	$ 55,233,068	$ 55,233,068
$ (45,938,077)	**$ (54,539,332)**	**$ (55,233,068)**	

May	June	SFY 22-23	
1,170,803.23	1,859,952.29	-	**$6,196,693**
6,016,339.08	8,601,255.80	-	**$54,539,332**

$20,096,922	
105174 - Q4	**60,736,025**

May	June	SFY 22-23	TOTAL
$0	$0	$25,577,203	$25,577,203
		$6,196,693	$6,196,693
$1,170,803	$1,859,952	$19,338,358	$31,773,896
$1,859,952	**$0**	**$12,435,538**	
		$0	$0
			$54,539,332
$6,016,339	$8,601,256	$55,233,068	
$7,907,520	**($693,736)**	**($55,926,804)**	

UCIVV SPEND PLAN								July		August		September		Octob
PO	**Start Date**	**End Date**	**Vendor**	**Contract #**	**Description**	**Contract Amount**	**SFY 21/22 Oblig**	Projected	Actual	Projected	Actual	Projected	Actual	Projected
PO2488307	7/30/21	6/30/22	Gartner Group	C3108	IV&V Services for RA Modernization									
					Deliverable 1a&b- IV&V Management Plan	300,300.00	**300,300.00**							
					Deliverable 22&b- IV&V Schedule	300,300.00	**300,300.00**							
					Deliverable 3 - Ongoing IV&V Monitoring	562,200.00	**424,148.69**			-		138,051.31		-
					Monthly Grand Totals	**1,162,800.00**	**1,024,748.69**	-		-		**138,051.31**		-

ber		November		December		January		February		March		April		May		June				
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	SFY 22/23 Actual	2-Year Cost
																	-	-	-
																	-	-	300,300.00
																	-	-	300,300.00
	-		-		-		-		-		-		-		-		138,051.31	-	562,200.00
	-		-		-		-		-		-		-		-		138,051.31	-	1,162,800.00

UCMNT SPEND PLAN								July		Aug
PO	Rec	Start Date	End Date	Vendor	Contract	Description	SFY 21/22 Oblig	Projected	Actual	Projected
				COR FID CAT			**3,288,206.40**			
B963FA	Y	7/1/2021	6/30/2022	Insight Public Sector		Alteryx	**41,444.88**			
C01C84	Y	7/1/2022	6/30/2023	Insight Public Sector		Alteryx	-	39,791.60		
B8CFB3	Y	2/26/2021	6/30/2022	Insight Public Sector		ALTERYX 3 additional Designer Licenses (renewal)	-			
B87002	Y	1/1/2021	12/31/2021	Neustar		Annual Renewal of GeoPoint Software (FIRRE)	-			
BA5503	Y	1/1/2022	12/31/2022	Neustar		Annual Renewal of GeoPoint Software (FIRRE)	-	9,500.00		9,500.00
B94500	Y	7/1/2021	6/30/2022	SHI	C3081	Microsoft Azure Cloud Services (Commercial)(just the RA portion)	**324,169.83**			
C01823	Y	7/1/2022	6/30/2023	SHI	C3477	Microsoft Azure Cloud Services (Commercial)(just the RA portion)	-	70,833.33		70,833.33
B94534	Y	10/1/2021	6/30/2022	SHI	C3082	Azure Cloud Services - Government Cloud	**6,336.73**		***13,565.99***	
C0B09F	Y	10/1/2022	6/30/2023	SHI	C3476	Azure Cloud Services - Government Cloud	-			
B8E635	Y	4/16/2021	4/16/2022	SHI		Box.Com Enterprise licenses	-			
BAAF2A	Y	4/16/2022	4/16/2023	SHI		Box.Com Enterprise licenses	-			
B85D5E	Y	12/16/2020	7/19/2022	SHI		CA Automic Licensing (UC4) for DR (renewal)	-			
B93501	Y	7/1/2021	6/30/2022	Centurylink		eFax/Cloud Service in support of CONNECT	-	3,500.00		3,500.00
B901AD	U	7/12/2021	3/30/2022	DLT Solutions	C3055	Extended Support for Oracle Database (CONNECT)	**21,716.36**			
BB3767	U	4/1/2022	6/30/2023	DLT Solutions	C3055	Extended Support for Oracle Database (CONNECT)	-			
B8D581	Y	3/29/2021	3/30/2022	Fairfax Data Systems		IBM Cloud Pak in support of CONNECT (subscription)	-			
BAF9D7	Y	5/26/2022	5/30/2023	IBM		IBM Cloud Pak in support of CONNECT (subscription)	-			
BA3092	Y	12/3/2021	12/2/2022	Inquest LLC	C3211	JoeSandbox License and Support (Sandbox for Metadefender)	-			
BA242B	Y	1/1/2022	12/31/2023	Insight Public Sector		License Renewal for Experian QAS (CONNECT) QAS for Pega	**220,126.65**			
BA274B	Y	12/9/2021	12/8/2022	SHI		Metadefender Licenses and Support	**75,659.60**			
B912A4	N	4/30/2021	6/30/2022	Immix Technologies	C3050	RA Mobile Applications and Citizens Portal	**549,623.75**			
BA6C52	N	4/30/2021	6/30/2022	Immix Technologies	C3050	RA Mobile Applications and Citizens Portal	**831,474.22**	319,226.36	***428,389.30***	
C00DB0	N	7/1/2022	6/30/2023	Immix Technologies	C3479	RA Mobile Applications and Citizens Portal		-		104,997.90
BA4DB3	Y	1/1/2022	12/31/2023	Immix Technologies		Pega Licenses	-			
BA30BE	N	12/2/2021	6/30/2022	Dell		PowerEdge R440 Server (for Sandbox for Metadefender)	**4,952.00**			
BA2C4E	Y	12/16/2021	12/15/2022	Presidio		Red Hat Linux Server Software Subscription for DR 1YR	**5,872.50**			
B93785	Y	6/1/2021	5/31/2022	SHI	C3076	SHI - Microsoft Dynamics Fraud Protection	-			
BAC297	Y	6/1/2022	5/31/2023	SHI	C3352	SHI - Microsoft Dynamics Fraud Protection	-			
BA09EC	Y	10/25/2021	10/24/2022	Presidio		Smartnet 5-Year Flex Plan (just the RA-IT portion)	-			
B96B51	Y	7/1/2021	6/30/2022	OpenText, Inc.		Open Text - HP ExStream Software Licenses	**113,157.84**			
C0869C	Y	7/1/2022	6/30/2023	OpenText, Inc.		Open Text - HP ExStream Software Licenses				
B9F16D	Y	12/25/2021	6/30/2022	OpenText, Inc.		ExStream Floating License Maintenance & Support	**47,502.81**			
C086F1	Y	7/1/2022	6/30/2023	OpenText, Inc.		ExStream Floating License Maintenance & Support				
BA037C	Y	10/20/2021	6/30/2022	Beacon Systems, Inc.	C3186		**206,176.25**		***121,217.50***	
BAED05	Y	6/1/2022	9/15/2022	SHI		TOAD Licenses and Maintenace for CONNECT	-			
B931D4	U	7/12/2021	6/30/2022	World Wide Technologies		Uipath Licensing (BOTS)	**1,435,202.75**			
BB1A8C		7/1/2022	6/30/2023	Carahsoft		Uipath Licensing (BOTS)	-			
						Operations Monthly Totals	**7,171,622.57**	**442,851.29**	***563,172.79***	**188,831.23**

Staff AUG								July		Aug
PO	Rec	Start Date	End Date	Vendor	Contract	Description	SFY 21/22 Oblig	Projected	Actual	Projected
B893AE	Y	12/1/2020	6/30/2022	SCONY	C2927	Applications Development Analyst	**59,586.24**			

B84B25	Y	12/1/2020	6/30/2022	TekBank Consultants	C2930	IT Staff Augmentation	**48,128.00**			
B8485E	Y	12/1/2020	6/30/2022	IPCS	C2931	IT Staff Augmentation	**38,400.00**			
B857CA	Y	12/14/2020	6/30/2022	Digital Intelligence Systems	C2933	IT Staff Augmentation	-			
B871DC	Y	1/6/2021	6/30/2022	SGS Technologies	C2934	IT Staff Augmentation	**33,055.00**			
B86685	Y	1/1/2021	6/30/2022	DISYS	C2957	IT Staff Augmentation	**35,776.00**			
B8668F	Y	1/1/2021	6/30/2022	Vitaver & Associates	C2958	IT Staff Augmentation	-			
B90CAC	Y	7/1/2021	6/30/2022	Creative Consulting	C3018	IT Staff Augmentation	**137,550.00**		***13,200.00***	
B91629	Y	7/1/2021	6/30/2022	Strategic IT Alignment	C3019	IT Staff Augmentation	**127,260.00**			
B9128C	Y	7/1/2021	6/30/2022	Tal Search Group	C3021	IT Staff Augmentation	**13,718.00**			
B91400	Y	7/1/2021	6/30/2022	Vcarve	C3023	Quality Engineering Consultant / Nirjwol Joshi	**117,720.00**		***12,672.00***	
B9221A	Y	7/1/2021	6/30/2022	Vcarve	C3024	IT Staff Augmentation	**132,084.00**			
B91B4D	Y	7/1/2021	6/30/2022	Kyra Solutions	C3025	IT Staff Augmentation	**154,350.00**		***17,280.00***	
B9C0F2	Y	8/30/2021	6/30/2022	Gejits Infotech Inc.	C3128	IT Staff Augmentation	**22,992.53**			
B9B033	Y	8/16/2021	6/30/2022	SGS Technologies	C3129	IT Staff Augmentation	**13,904.00**			
B9D290	Y	9/27/2021	6/30/2022	Gejits Infotech Inc.	C3179	IT Staff Augmentation	-			
BAC3E0	Y	3/29/2022	6/30/2022	RamcoTek Consulting LLC	C3283	IT Staff Augmentation	**28,576.00**	15,600.00	***14,852.00***	15,600.00
BB0AE2	Y	5/12/2022	6/30/2022	Gejits Infotech Inc.	C3339	IT Staff Augmentation	-			
C00BEF	Y	7/1/2022	6/30/2023	Creative Consulting	C3387	Systems Administrator / Sean Markland / 2080	-	13,866.67		13,866.67
C01EF8	Y	7/1/2022	6/30/2023	Strategic IT Alignment	C3388	Database Administrator / Senthil Sivakumar / 2080	-	15,600.00		15,600.00
	Y	7/1/2022	6/30/2023	Tal Search Group	C3390	Applications Architect	-			-
C01EF9	Y	7/1/2022	6/30/2023	Vcarve	C3392	Quality Engineering Consultant / Nirjwol Joshi / 2080	-	12,480.00		12,480.00
C004C7		7/1/2022	6/30/2023	Vcarve	C3393	Quality Engineer Consultant /Harsha Vuppala / 2080	-	11,880.00		11,880.00
C01564	Y	7/1/2022	6/30/2023	Kyra Solutions	C3394	Systems Architect / Satish Pavuluri / 2080	-	16,986.67		16,986.67
C00BF5	Y	7/1/2022	6/30/2023	Gejits Infotech Inc.	C3396	Quality Assurance Analyst / Lincy Varghese / 2080	-	10,764.00		10,764.00
C06C89	Y	8/8/2022	6/30/2023	SCONY	C3508	Applications Development Analyst / Jaykumar Gajjar / 2000				14,778.33
C06C6C	Y	8/9/2022	6/30/2023	TekBank Consultants	C3509	Applications Development Analyst / Jaihind Anadeshi	-			
C06F41	Y	8/8/2022	6/30/2022	SGS Technologies	C3510	Applications Development Analyst / Pradeep Annamalai / 2000				16,363.64
						Personnel Monthly Totals	**963,099.77**	**97,177.33**	***58,004.00***	**128,319.30**

Monthly Grand Totals	**8,134,722.34**	**540,028.63**	***621,176.79***	**317,150.54**

ust	September		October		November		December		January		February		Ma
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected
	9,500.00	***19,000.00***	9,500.00	***(19,000.00)***	9,500.00		9,500.00		9,500.00		9,500.00		9,500.00
		56,091.38											
	70,833.33		70,833.33	***69,178.16***	70,833.33		70,833.33		70,833.33		70,833.33		70,833.33
			222,222.22		222,222.22		222,222.22		222,222.22		222,222.22		222,222.22
	3,500.00	***6,110.72***	3,500.00	***(6,110.72)***	3,500.00		3,500.00		3,500.00		3,500.00		3,500.00
	21,716.36												
			413,640.00										
									220,126.65				
							75,659.60						
													-
	104,997.90		104,997.90		104,997.90		104,997.90		104,997.90		104,997.90		104,997.90
							476,562.69						
							5,872.50						
			41,059.20										
	125,944.62	***125,944.62***											
	102,943.88												
		281,101.25											
	1,881,782.46	***1,881,782.46***		***(1,881,782.46)***									
-	**2,321,218.55**	***2,370,030.43***	**865,752.66**	***(1,837,715.02)***	**411,053.46**	-	**969,148.25**	-	**631,180.11**	-	**411,053.46**	-	**411,053.46**

ust	September		October		November		December		January		February		Ma
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected

	15,600.00		15,600.00		15,600.00		15,600.00		15,600.00		15,600.00		15,600.00
	13,866.67	***14,720.00***	13,866.67		13,866.67		13,866.67		13,866.67		13,866.67		13,866.67
17,100.00	15,600.00	***17,820.00***	15,600.00		15,600.00		15,600.00		15,600.00		15,600.00		15,600.00
	-		16,421.83		16,421.83		16,421.83		16,421.83		16,421.83		16,421.83
	12,480.00	***13,248.00***	12,480.00		12,480.00		12,480.00		12,480.00		12,480.00		12,480.00
	11,880.00	***13,248.00***	11,880.00		11,880.00		11,880.00		11,880.00		11,880.00		11,880.00
	16,986.67	***18,424.00***	16,986.67		16,986.67		16,986.67		16,986.67		16,986.67		16,986.67
	10,764.00	***9,485.77***	10,764.00		10,764.00		10,764.00		10,764.00		10,764.00		10,764.00
	14,778.33	***16,315.28***	14,778.33		14,778.33		14,778.33		14,778.33		14,778.33		14,778.33
			17,090.91		17,090.91		17,090.91		17,090.91		17,090.91		17,090.91
	16,363.64	***13,860.00***	16,363.64		16,363.64		16,363.64		16,363.64		16,363.64		16,363.64
17,100.00	**128,319.30**	***117,121.05***	**161,832.05**	**-**	**161,832.05**	**-**	**161,832.05**	**-**	**161,832.05**	**-**	**161,832.05**	**-**	**161,832.05**
17,100.00	**2,449,537.86**	***2,487,151.48***	**1,027,584.70**	**(1,837,715.02)**	**572,885.50**	**-**	**1,130,980.29**	**-**	**793,012.15**	**-**	**572,885.50**	**-**	**572,885.50**

rch	April		May		June				
Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	SFY 22/23 PTD	2-Year Cost
							-	-	3,288,206.40
							-	-	41,444.88
							39,791.60	-	39,791.60
					5,693.16		5,693.16	-	5,693.16
							-	-	-
	9,500.00		9,500.00		9,500.00		114,000.00	-	114,000.00
							-	56,091.38	380,261.21
	70,833.33		70,833.33		70,833.33		850,000.00	-	850,000.00
							-	13,565.99	19,902.72
	222,222.22		222,222.22		222,222.22		2,000,000.00	-	2,000,000.00
	210,646.00						210,646.00	-	210,646.00
							-	-	-
			72,401.00				72,401.00	-	72,401.00
	3,500.00		3,500.00		3,500.00		42,000.00	-	42,000.00
							-	-	21,716.36
							21,716.36	-	21,716.36
	357,846.10						357,846.10	-	357,846.10
							413,640.00	-	413,640.00
	50,532.00						50,532.00	-	50,532.00
							220,126.65	-	440,253.30
							75,659.60	-	151,319.20
							-	-	549,623.75
							319,226.36	428,389.30	1,259,863.52
	104,997.90		104,997.90		209,995.80		1,259,974.80		1,259,974.80
							476,562.69	-	476,562.69
							-	-	4,952.00
							5,872.50	-	11,745.00
							-	-	-
					650,859.00		650,859.00		650,859.00
							41,059.20	-	41,059.20
							-	-	113,157.84
							125,944.62		125,944.62
							-	-	47,502.81
							102,943.88		102,943.88
							-	402,318.75	206,176.25
							-	-	-
							-	-	1,435,202.75
							1,881,782.46	-	1,881,782.46
-	1,030,077.56	-	483,454.46	-	1,172,603.52	-	9,338,277.98	900,365.42	16,688,720.86

rch	April		May		June				
Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	SFY 22/23 Actual	2-Year Cost
							-	-	59,586.24

							-	-	48,128.00	
							-	-	38,400.00	
							-	-	-	
							-	-	33,055.00	
							-	-	35,776.00	
							-	-	-	
							-	13,200.00	150,750.00	
							-	-	127,260.00	
							-	-	13,718.00	
							-	12,672.00	130,392.00	
							-	-	132,084.00	
							-	17,280.00	171,630.00	
							-	-	22,992.53	
							-	-	13,904.00	
							-	-	-	
	15,600.00		15,600.00		15,600.00		187,200.00	14,852.00	215,776.00	197061.00
							-	-	-	
	13,866.67		13,866.67		13,866.67		166,400.00	14,720.00	166,400.00	
	15,600.00		15,600.00		15,600.00		187,200.00	34,920.00	187,200.00	
	16,421.83		16,421.83		16,421.83		147,796.50	-	147,796.50	
	12,480.00		12,480.00		12,480.00		149,760.00	13,248.00	149,760.00	
	11,880.00		11,880.00		11,880.00		142,560.00	13,248.00	142,560.00	
	16,986.67		16,986.67		16,986.67		203,840.00	18,424.00	203,840.00	
	10,764.00		10,764.00		10,764.00		129,168.00	9,485.77	129,168.00	
	14,778.33		14,778.33		14,778.33		162,561.66	16,315.28	162,561.66	
	17,090.91		17,090.91		17,090.91		153,818.19		153,818.19	
	16,363.64		16,363.64		16,363.64		180,000.00	13,860.00	180,000.00	
-	161,832.05	-	161,832.05	-	161,832.05	-	1,810,304.36	192,225.05	2,816,556.13	
							-			
-	1,191,909.60	-	645,286.50	-	1,334,435.56	-	11,148,582.34	1,287,713.25	19,283,304.68	

PROJECT: Data Warehouse Management

FUNDING: Modernization GR(UCMOD)

STATUS: In Progress

								July		Aug
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected
BA2F67	Y	12/23/2021	12/22/2022	Insight Public Sector	C3281	**Striim Subscription Licensing for Data Warehouse 2-Years**	**93,096.96**	-		-
B89955	Y	5/4/2021	5/5/2022	Insight Public Sector	N/A	**Tableau Server Core and Tableau Creator Licenses for RA**	**6,386.33**	-		-
BAF7FD	Y	5/6/2022	5/6/2023	Insight Public Sector	N/A	**Tableau Server Core and Tableau Creator Licenses for RA**	**-**	179,023.17	***179,023.17***	
B85E62	Y	12/15/2021	12/14/2023	Carahsoft	N/A	**Snowflake Subscription Licensing & Training for Data Warehouse**	**-**			
							-	-		-
						Totals	**99,483.29**	**179,023.17**	***179,023.17***	**-**

ust		September		October		November		December		January		February		March		Ap
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	
	-		-		-		-		93,096.96		-		-		-	
	-		-		-		-		-		-		-		-	
	-		-		-		-		-		-		-		-	
-	-	-	-	-	-	-	-	-	**93,096.96**	-	-	-	-	-	-	

ril		May		June			
Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj Cost	SFY 22/23 Actual	2-Year Cost
	-		-		**93,096.96**	**-**	**186,193.92**
	-		-		**-**	**-**	**6,386.33**
	-				**179,023.17**	**179,023.17**	**179,023.17**
					-	**-**	**-**
	-		-		**-**	**-**	**-**
-	**-**	**-**	**-**	**-**	**272,120.13**	**179,023.17**	**371,603.42**

PROJECT: .NET and ORM Upgrade

FUNDING: Modernization GR(UCMOD)

STATUS: In Progress

.NET and ORM Upgrade								July		August		September		October	
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
B9D823	N	9/14/2021	9/13/2022	SHI	NA	**Visual Studio Licenses 2019 Pro**	**15,307.50**	-		-		-		-	
							-	-		-		-		-	
						Totals	**15,307.50**	-		-		-		-	

November		December		January		February		March		April		May		June		
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Y 22/23 Proj C
-		-		-		-		-		-		-		-		
-		-		-		-		-		-		-		-		-
-		-		-		-		-		-		-		-		-

FY 22/23 Actu	2-Year Cost
	15,307.50
	-
	15,307.50

-

PROJECT: Strategic Planning Office

FUNDING: Modernization GR(UCMOD)

STATUS: In Progress

Strategic Planning Office (SPO)								July		August	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual
C0219E	Y	10/20/2021	6/30/2022	Beacon Systems	C3186	Strategic Project Office	**414,835.00**	74,340.42		74,340.42	
B9E799	N	10/5/2021	10/4/2022	Carahsoft	C3232	Configuration Services for ServiceNow for the SPO	**323,654.92**	51,803.26	***53,079.48***	36,986.96	
PR80164	N	9/15/2022	12/9/2022	Carahsoft	C3232	Configuration Services for ServiceNow for the SPO					
BA267D	N	11/17/2021	11/16/2022	SHI	NA	Microsoft Project and Visio Licenses for SPO	**10,515.70**	-		-	
BB3166	Y	6/1/2022	9/29/2022	Carahsoft		ITSM Pro ServiceNow add-on	**33,491.82**	-		-	
						Totals	**782,497.44**	**126,143.68**	***53,079.48***	**111,327.38**	

September		October		November		December		January		February		Ma
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected
74,340.42	***1,332.50***	74,340.42		74,340.42		74,340.42		74,340.42		74,340.42		74,340.42
36,986.96	***7,946.64***	36,986.96		36,986.95		36,986.95		-		-		-
-		-		-		-		-		-		-
-		-		-		-		-		-		-
111,327.38	***9,279.14***	**111,327.38**		**111,327.37**		**111,327.37**		**74,340.42**		**74,340.42**		**74,340.42**

rch	April		May		June				
Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
	74,340.42		74,340.42		74,340.42		**892,085.00**	**1,332.50**	**1,306,920.00**
	-		-		-		**236,738.04**	**61,026.12**	**560,392.96**
							-	-	
	-		-		-		-	-	**10,515.70**
	-		-		-		-	-	**33,491.82**
	74,340.42		**74,340.42**		**74,340.42**		**1,128,823.04**	**62,358.62**	**1,911,320.48**

PROJECT: Reporting

FUNDING: Modernization GR(UCMOD)

STATUS: In Progress

Reporting								July		August		Septe
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected
BB27EE		5/23/2022	6/30/2022	SHI		FY21-22 SHI-Microsoft Visio Professional 2021 License	-	4,617.63	***4,617.63***	-		-
						Totals	-	**4,617.63**	***4,617.63***	-		-

mber	October		November		December		January		February		March	
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
	-		-		-		-		-		-	
	-		-		-		-		-		-	

April		May		June				
Projected	Actual	Projected	Actual	Projected	Actual	FY 22/23 Proj Cos	SFY 22/23 Actual	2-Year Cost
-		-		-		**4,617.63**	**4,617.63**	**4,617.63**
-		**-**		**-**		**4,617.63**		**4,617.63**

PROJECT: Staff Augmentation

FUNDING: Modernization GR(UCMOD)

STATUS: In Progress

Shared Resource - Staff Augmentation

PO	Rec	Start Date	End Date	Vendor	Contract #	Description	Name	SFY 21/22 Oblig
B90805	Y	12/1/2021	6/30/2022	Tal Search Group	C3032	IT Staff Aug - Project Management		78,903.00
C00A11	Y	12/1/2021	10/31/2022	Kyra Solutions	C3141	Database Administrator	Ashok Kumar	69,401.25
B99D49	Y	8/2/2021	6/30/2022	Randstad	C3147	App Dev Analyst		117,990.00
B99D4E	Y	3/1/2022	6/30/2022	Vitaver	C3148	App Architect		44,600.00
B9A07B	Y	8/1/2021	6/30/2022	Vitaver	C3164	App Dev Analyst		141,600.00
B9AA22	Y	8/13/2021	6/30/2022	IT Trailblazers	C3166	Bus Analyst		78,000.00
BA237C	Y	10/1/2021	6/30/2022	Tal Search Group	C3194	Program Manager	Steve Garrison	110,827.50
B9DD15	Y	9/22/2021	6/30/2022	Tal Search Group	C3195	Project Manager		100,096.00
B9C690	Y	9/1/2021	6/30/2022	V2Soft	C3196	Qual Assurance Analyst		74,401.11
B9D5B1	Y	9/16/2021	6/30/2022	3K Technologies	C3197	Business Analyst		94,640.00
B9DD0D	Y	10/1/2021	6/30/2022	Tal Search Group	C3201	Enterprise Architect		135,583.00
B9CCCC	Y	9/7/2021	6/30/2022	Creative Consulting	C3202	App Architect - Need more info		15,980.00
B9DE23	Y	9/23/2021	6/30/2022	Ardent	C3223	App Dev Analyst (Scrum Master)		99,000.00
BA6B17	Y	1/19/2022	6/30/2022	Vitaver	C3271	App Dev Analyst		43,520.00
BA989F	Y	2/28/2022	6/30/2022	Randstad	C3292	IT Staff Aug - Qual Assurance Analyst (Tester)		30,414.00
BA4EB6		7/1/2021	6/30/2022	NASWA	C3293	Consulting Services	Lou Ansaldi	-
BA8A51	Y	2/21/2022	6/30/2022	3K Technologies	C3299	IT Staff Aug - Bus Analyst (Tech Writer on SDLC - Dev Ops)		40,896.00
BAC88E		7/1/2021	6/30/2022	Tal Search Group	C3308	FY22-23 - Tal Search Group - IT Staff Aug Project Management Specialist	Todd Dzicek	3,634.00
BAC88E		3/31/2022	6/30/2022	Tal Search Group	C3308	Project Management Specialist		13,272.00
C0062A		7/1/2022	6/30/2023	Tal Search Group	C3308	Project Manager Speciaist	Todd Dzicek	-
C00A12	Y	4/19/2022	6/30/2023	Gejits Infotech Inc.	C3311	IT Staff Aug Business Analyst (Technical Writer), est $80/hour	Prashanth Penukula	17,264.00
		7/1/2022	6/30/2023	Pending	C3315	IT Staff Aug - Bus Analyst (Tech Writer on SDLC - Dev Ops)		-
C00670		7/1/2022	6/30/2022	Gejits Infotech Inc.	C3326	Qual Assurance Analyst	Sindhu George	
BB0559		5/10/2022	6/30/2022	Gejits Infotech Inc.	C3326	Qual Assurance Analyst		5,400.00
BAF96A		5/6/2022	6/30/2022	Vitaver	C3347	Project Management Specialist		4,608.00
C003CF		7/1/2022	6/30/2023	Vitaver	C3347	FY 22/23 - IT Staff Aug Project Management Specialist	Keshav Bhat (searching for new candid	-
C02917		7/1/2022	6/30/2023	SGS Technologies	C3351	Applications Architect	Arun Gandla	-
		7/1/2022	6/30/2023	Pending	C3353	Systems Administrator Filenet Migration		-
		7/1/2022	6/30/2023	Pending	C3354	Systems Administrator Filenet Migration		-
C00A20		7/1/2022	6/30/2023	Tal Search Group	C3364	Customer Support	Garrick Wright	-
C001AC		7/1/2022	6/30/2023	Digital Intelligence Systems	C3368	FY22/23 - DISYS - IT Staff Aug Project Manager	James Cohee	9,828.00
BB2B49		5/27/2022	6/30/2022	Randstad	C3408	FY 21-22 - Randstad - IT Staff Aug - Applications Architect		1,687.52
C00AF7		7/1/2022	6/30/2023	Randstad	C3408	Applications Architect	Prafull Konde	-
C02125	Y	3/31/2022	6/30/2022	RamcoTek	C3432	IT Staff Aug - App Dev Analyst	Larissa Lendzemo	-
C0154E		7/1/2022	6/30/2023	Randstad	C3433	Quality Assurance Analyst	Pranjal Raka	-
C01577		7/1/2022	6/30/2023	3K Technologies	C3434	Technical Writer	Prathamesh Hankare	-
PR50667		10/24/2022	6/30/2023	Tal Search Group	C3436	Project Management Specialist	Daniel Swaisgood	-
	Y	7/1/2022	6/30/2023	Pending	C3437	App Dev Analyst		-
C01EFB		7/1/2022	6/30/2023	Vitaver	C3438	Applications Development Analyst	Siddartha Bolisetty	-

C01EFE		7/1/2022	6/30/2023	IT Trailblazers	C3439	Business Analyst	Prijesh Kumar Patel	-
C004C9		7/1/2022	6/30/2023	Tal Search Group	C3440	Project Manager	David Sinclair	-
C0211A	Y	7/1/2022	6/30/2023	V2Soft	C3441	Quality Assurance Analyst	Bhavya Sri Jamadaguntla	
				3K Technologies	C3442			
C000BF		7/1/2022	6/30/2023	Tal Search Group	C3443	Enterprise Architect	Roland Solvik	-
C0697D		7/1/2022	6/30/2023	Ardent	C3444	App Dev Analyst (Scrum Master)	Gudle Sai Srinivas	-
C01F00	Y	7/1/2022	6/30/2023	Vitaver	C3445	App Dev Analyst	Naveen Surapally	-
C027ED		7/1/2022	6/30/2023	3K Technologies	C3453	Business Analyst	Krishna K. Chittabathini	
C0307E		7/1/2022	6/30/2023	Tal Search Group	C3466	Security Manager	Falcon Street	-
PR43988		9/1/2022	6/30/2023	Tal Search Group	C3506	Program Manager	Steve Garrison	-
C01EFC		7/1/2022	6/30/2023	3K Technologies	C3507	Business Analyst	AmitKumar Patel Kanaiayalal	-
		11/1/2022	6/30/2023	Kyra Solutions	C3518	Database Administrator	Ashok Kumar	
C00670	Y	7/1/2022	6/30/2023	Gejits Infotech Inc.	C3519	Quality Assurance Analyst Position 2	Rajeev Sukumaran	-
BAC88D		3/31/2022	6/30/2022	Digital Intelligence Systems	CXXXX			**13,338.00**
		7/1/2022	6/30/2023	Pending	CXXXX	Applications Development Analyst		-
						Security Manager		**1,344,883.38**

July		August		September		October		November	
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
	18,117.00								
17,246.67	***22,885.00***	17,246.67		17,246.67					
	16,800.00						***14,280.00***		
	11,440.00								
18,200.00	***18,243.75***	18,200.00		-	***19,320.00***	-		-	
	19,320.00								
	12,240.80								
			12,320.00						
	17,297.00								
						14,733.33		14,733.33	
	7,920.00								
	14,280.00								
	13,024.00								
	12,672.00								
								4,634.67	
	12,482.00								
1,000.67		4,634.67		4,634.67		4,634.67		4,634.67	
14,386.67	***14,608.00***	14,386.67	***13,280.00***	14,386.67		14,386.67		14,386.67	
						15,600.00		15,600.00	
	8,906.25								
	10,368.00				***7,488.00***				
				13,417.38		13,417.38		13,417.38	
16,120.00		16,120.00		16,120.00		16,120.00		16,120.00	
						15,600.00		15,600.00	
17,160.00		17,160.00		17,160.00	***18,612.00***	17,160.00		17,160.00	
3,870.06	***12,519.00***	3,870.06		3,870.06	***11,349.00***	3,870.06		3,870.06	
	17,718.96								
21,067.63		21,067.63		21,067.63	***19,195.54***	21,067.63		21,067.63	
16,120.00		16,120.00		16,120.00		16,120.00		16,120.00	
13,024.00		13,024.00	***11,914.00***	13,024.00		13,024.00		13,024.00	
12,672.00		12,672.00		12,672.00	***13,248.00***	12,672.00		12,672.00	
								20,280.00	
						14,440.00		14,440.00	
17,333.33		17,333.33		17,333.33		17,333.33		17,333.33	

10,920.00		10,920.00		10,920.00	***11,960.00***	10,920.00		10,920.00	
15,946.67		15,946.67		15,946.67	***25,392.00***	15,946.67		15,946.67	
12,055.33		12,055.33		12,055.33	***12,797.20***	12,055.33		12,055.33	
16,986.67		16,986.67		16,986.67	***18,130.00***	16,986.67		16,986.67	
14,733.33		14,733.33		14,733.33		14,733.33		14,733.33	
16,000.25		16,000.25		16,000.25	***15,640.00***	16,000.25		16,000.25	
16,125.00		16,125.00		16,125.00	***13,800.00***	16,125.00		16,125.00	
23,916.67	***21,812.50***	23,916.67		23,916.67	***25,812.50***	23,916.67		23,916.67	
-		-		18,200.00		18,200.00		18,200.00	
13,866.67		13,866.67		13,866.67		13,866.67		13,866.67	
						17,246.67		17,246.67	
13,000.00		13,000.00	***8,850.00***	13,000.00		13,000.00		13,000.00	
						16,120.00		16,120.00	
321,751.61	***282,654.26***	**325,385.61**	**46,364.00**	**338,802.99**	***212,744.24***	**415,296.32**	***14,280.00***	**440,210.98**	**-**

December		January		February		March		April	
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
14,733.33		14,733.33		14,733.33		14,733.33		14,733.33	
4,634.67		4,634.67		4,634.67		4,634.67		4,634.67	
14,386.67		14,386.67		14,386.67		14,386.66		14,386.66	
15,600.00		15,600.00		15,600.00		15,600.00		15,600.00	
				15,600.00		15,600.00		15,600.00	
13,417.38		13,417.38		13,417.38		13,417.38		13,417.38	
16,120.00		16,120.00		16,120.00		16,120.00		16,120.00	
15,600.00		15,600.00		15,600.00		15,600.00		15,600.00	
17,160.00		17,160.00		17,160.00		17,160.00		17,160.00	
3,870.06		3,870.06		3,870.06		3,870.06		3,870.06	
21,067.63		21,067.63		21,067.63		21,067.63		21,067.63	
16,120.00		16,120.00		16,120.00		16,120.00		16,120.00	
13,024.00		13,024.00		13,024.00		13,024.00		13,024.00	
12,672.00		12,672.00		12,672.00		12,672.00		12,672.00	
20,280.00		20,280.00		20,280.00		20,280.00		20,280.00	
14,440.00		14,440.00		14,440.00		14,440.00		14,440.00	
17,333.33		17,333.33		17,333.33		17,333.33		17,333.33	

10,920.00		10,920.00		10,920.00		10,920.00		10,920.00	
15,946.67		15,946.67		15,946.67		15,946.67		15,946.67	
12,055.33		12,055.33		12,055.33		12,055.33		12,055.33	
16,986.67		16,986.67		16,986.67		16,986.67		16,986.67	
14,733.33		14,733.33		14,733.33		14,733.33		14,733.33	
16,000.25		16,000.25		16,000.25		16,000.25		16,000.25	
16,125.00		16,125.00		16,125.00		16,125.00		16,125.00	
23,916.67		23,916.67		23,916.67		23,916.67		23,916.67	
18,200.00		18,200.00		18,200.00		18,200.00		18,200.00	
13,866.67		13,866.67		13,866.67		13,866.67		13,866.67	
17,246.67		17,246.67		17,246.67		17,246.67		17,246.67	
13,000.00		13,000.00		13,000.00		13,000.00		13,000.00	
16,120.00		16,120.00		16,120.00		16,120.00		16,120.00	
435,576.32	**-**	**435,576.32**	**-**	**451,176.32**	**-**	**451,176.31**	**-**	**451,176.31**	**-**

May		June				
Projected	Actual	Projected	Actual	SFY 22/23 Proj Cost	SFY 22/23 Actual	2-Year Cost
				-	18,117.00	97,020.00
				51,740.01	22,885.00	121,141.26
				-	-	117,990.00
				-	-	44,600.00
				-	31,080.00	172,680.00
				-	11,440.00	89,440.00
				36,400.00	37,563.75	147,227.50
				-	19,320.00	119,416.00
				-	12,240.80	86,641.91
				-	-	94,640.00
				-	17,297.00	152,880.00
14,733.33		14,733.33		132,599.97	-	148,579.97
				-	7,920.00	106,920.00
				-	14,280.00	43,520.00
				-	13,024.00	30,414.00
				-	16,000.00	16,000.00
				-	12,672.00	40,896.00
				4,634.67	-	8,268.67
				-	12,482.00	13,272.00
4,634.67		4,634.67		51,982.00	-	51,982.00
14,386.66		14,386.66		172,640.00	14,608.00	189,904.00
15,600.00		15,600.00		140,400.00	-	140,400.00
15,600.00		15,600.00		78,000.00	8,906.25	83,400.00
				-	17,856.00	4,608.00
13,417.38		13,417.38		134,173.78	-	134,173.78
16,120.00		16,120.00		193,440.00	-	193,440.00
				-	-	-
15,600.00		15,600.00		140,400.00	-	140,400.00
17,160.00		17,160.00		205,920.00	18,612.00	205,920.00
3,870.06		3,870.06		46,440.67	23,868.00	56,268.67
				-	17,718.96	1,687.52
21,067.63		21,067.63		252,811.59	19,195.54	252,811.59
16,120.00		16,120.00		193,440.00	-	193,440.00
13,024.00		13,024.00		156,288.00	-	156,288.00
12,672.00		12,672.00		152,064.00	13,248.00	152,064.00
20,280.00		20,280.00		162,240.00	-	162,240.00
14,440.00		14,440.00		129,960.00	-	129,960.00
17,333.33		17,333.33		208,000.00	-	208,000.00

10,920.00		10,920.00		**131,040.00**	**11,960.00**	**131,040.00**
15,946.67		15,946.67		**191,360.00**	**25,392.00**	**191,360.00**
12,055.33		12,055.33		**144,663.96**	**12,797.20**	**144,663.96**
16,986.67		16,986.67		**203,840.00**	**18,130.00**	**203,840.00**
14,733.33		14,733.33		**176,800.00**	**-**	**176,800.00**
16,000.25		16,000.25		**192,003.00**	**15,640.00**	**192,003.00**
16,125.00		16,125.00		**193,500.00**	**13,800.00**	
23,916.67		23,916.67		**287,000.00**	**47,625.00**	**287,000.00**
18,200.00		18,200.00		**182,000.00**	**-**	**182,000.00**
13,866.67		13,866.67		**166,400.00**	**-**	**166,400.00**
17,246.67		17,246.67				
13,000.00		13,000.00		**156,000.00**	**-**	**156,000.00**
				-	**-**	**13,338.00**
16,120.00		16,120.00		**145,080.00**	**-**	**145,080.00**
451,176.31	**-**	**451,176.31**	**-**	**4,968,481.68**	**509,678.50**	**6,098,059.83**

End Date	Vendor	Contract	Description
9/23/2021	SHI	-	**Visio Licenses for Business Analysts**

PROJECT: Business Process Optimization(BPO)

FUNDING: Modernization GR(UCMOD) / Modernization ARPA(FRR21)

STATUS: In Progress

MOD GR — July

PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual
BA778C		2/24/2022	6/30/2022	KPMG	C3256	**Deliverable 1 - Kick-off Meeting, Agenda, Presentation, and Minutes**	**10,000.00**	-	
						Deliverable 2 - Project Management Plan	**35,000.00**		
						Deliverable 3 - Staffing Plan	**10,000.00**		
						Deliverable 4 - Lessons Learned Collection Process	**10,000.00**		
						Totals	**65,000.00**	-	-

MOD ARPA — July

PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual
C054D5		7/1/2022	6/30/2023	KPMG	C3256	**Deliverable 5 -Conduct Working Sessions**	-	40,000.00	
						Deliverable 6 - As-Is Reports for Core Claims	**80,000.00**	40,000.00	***40,000.00***
						Deliverable 7 - Final As-Is Report	-	40,000.00	
						Deliverable 8 - Assessment Report	-	20,000.00	
						Deliverable 9 - To-Be Business Processes and	-	40,000.00	
						Deliverable 10 - Conduct working sessions for	-	20,000.00	
						Deliverable 11 - Potential Benefit Analysis	-		
						Deliverable 12 - To-Be Report for Core Claims	-	40,000.00	***40,000.00***
						Deliverable 13 - Final To-Be Reports	-	-	
						Deliverable 14 - Update Previously Developed As-Is Business Process Requirements	-		
						Deliverable 15 - Requirements Management Plan	-		
						Deliverable 16 - Transition Plan	-		
						Totals	**210,000.00**	**240,000.00**	***80,000.00***

Grand Total	**275,000.00**	**240,000.00**	***80,000.00***

August		September		October		November		December		January		Febr
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected
-		-		-		-		-		-		-
-	-	-	-	-	-	-	-	-	-	-	-	-

August		September		October		November		December		January		Febr
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected
40,000.00	***84,000.00***	20,000.00	***56,000.00***	20,000.00		20,000.00						
40,000.00		40,000.00	***80,000.00***									
40,000.00		40,000.00	***200,000.00***	40,000.00		40,000.00						
20,000.00		20,000.00	-	20,000.00		20,000.00						
40,000.00		40,000.00	***120,000.00***	40,000.00		40,000.00						
20,000.00		20,000.00	***28,000.00***	20,000.00	***28,000.00***	20,000.00		20,000.00		20,000.00		
		20,000.00	***100,000.00***	20,000.00		20,000.00		20,000.00		20,000.00		
40,000.00		40,000.00		40,000.00		40,000.00						
-		40,000.00	-	40,000.00		40,000.00		40,000.00		40,000.00		-
-		20,000.00	***100,000.00***	20,000.00		20,000.00		20,000.00		20,000.00		-
		-		-		-		-		14,000.00		14,000.00
				-		-		-		-		15,000.00
240,000.00	***84,000.00***	**300,000.00**	***684,000.00***	**260,000.00**	***28,000.00***	**260,000.00**	**-**	**100,000.00**	**-**	**114,000.00**	**-**	**29,000.00**

240,000.00	***84,000.00***	**300,000.00**	***684,000.00***	**260,000.00**	***28,000.00***	**260,000.00**	**-**	**100,000.00**	**-**	**114,000.00**	**-**	**29,000.00**

uary	March		April		May		June				
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj Cos	SFY 22/23 Actual	2-Year Cost
	-		-		-		-		-		10,000.00
									-		35,000.00
									-		10,000.00
									-		10,000.00
-	-	-	-	-	-	-	-	-	-		65,000.00

uary	March		April		May		June				
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj Cos	SFY 22/23 Actual	2-Year Cost
									140,000.00	140,000.00	140,000.00
									120,000.00	120,000.00	200,000.00
									200,000.00	200,000.00	200,000.00
									100,000.00	-	100,000.00
									200,000.00	120,000.00	200,000.00
									140,000.00	56,000.00	140,000.00
									100,000.00	100,000.00	100,000.00
									200,000.00	40,000.00	200,000.00
	-		-		-		-		200,000.00	-	200,000.00
	-		-		-		-		100,000.00	100,000.00	100,000.00
	-		-		-		-		28,000.00	-	28,000.00
	-		-		-		-		15,000.00	-	15,000.00
-	-	-	-	-	-	-	-	-	1,543,000.00	876,000.00	1,623,000.00

-	-	-	-	-	-	-	-	-	1,543,000.00	876,000.00	1,688,000.00

PROJECT: System Software Integrator

FUNDING: Modernization GR(UCMOD) / Modernization ARPA(FRR21)

STATUS: In Progress

MOD GR								July		August		Septe
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected
BAD55C	N	4/4/2022	6/30/2022	Peraton	C3272	SSI - System Software Integrator						
						D1: Project Kickoff Meeting	13,633.50					
						D2: Project Management Plan	13,278.70					
						D3: Staffing Plan	6,825.40					
						Totals	33,737.60					

MOD ARPA								July		August		Septe
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected
C017A5	N	7/1/2022	6/30/2023	Peraton	C3272	SSI - System Software Integrator	-		-			
						D4: Technical Requirements	-	-	-	-		83,422.56
						D5: Technical Requirements Working Sessions	-		-			
						D6: Final To Be Technical Requirements Report	-		-			
						D7: Design Documentation	-		-			
						D8: Infrastructure Performance Requirements	-		-			
						D9: Requirements Management Plan	-			76,269.25	***76,269.25***	
						D10: Architectural Standards	-		-			
						D11: Performance Benchmarks	-		-			
						D12: Architecture Change Control and Approval Process	-		-			
						D13: Oversight and Monitoring Modernization Projects	-		-			
						D14: Integration Testing	-		-			
						D15: Integration	-		-			
						D16: Technology Selection	-		-			
						D17: Procurement Support	-		-			
						D18: Transition Plan	-		-			
						Totals		-	-	76,269.25	***76,269.25***	83,422.56

						Grand Total	33,737.60	-	-	76,269.25	***76,269.25***	83,422.56

mber	October		November		December		January		February		March		Ap
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected

mber	October		November		December		January		February		March		Ap
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected
		83,422.56											
			94,644.25										
			97,941.80										
							80,333.11						
			42,109.86										
			46,898.59										
			277,855.28										
			148,221.12										
			119,009.64		119,009.64		119,009.64		119,009.64		119,009.64		119,009.64
			188,468.40										
							250,629.80						
			32,103.50										
-	-	***83,422.56***	**1,047,252.44**	-	**119,009.64**	-	**449,972.55**	-	**119,009.64**	-	**119,009.64**	-	**119,009.64**

-	-	***83,422.56***	**1,047,252.44**	-	**119,009.64**	-	**449,972.55**	-	**119,009.64**	-	**119,009.64**	-	**119,009.64**

ril		May		June			
Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actua	2-Year Cost
					-	-	-
					-	-	13,633.50
					-	-	13,278.70
					-	-	6,825.40
					-	-	33,737.60

ril		May		June			
Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actua	2-Year Cost
					-	-	-
					83,422.56	83,422.56	83,422.56
					94,644.25	-	94,644.25
					97,941.80	-	97,941.80
					80,333.11	-	80,333.11
					42,109.86	-	42,109.86
					76,269.25	76,269.25	76,269.25
					46,898.59	-	46,898.59
					277,855.28	-	277,855.28
					148,221.12	-	148,221.12
	119,009.64		119,009.64		952,077.12	-	952,077.12
			905,285.49		905,285.49	-	905,285.49
			702,775.31		702,775.31	-	702,775.31
					188,468.40	-	188,468.40
					250,629.80	-	250,629.80
					32,103.50	-	32,103.50
-	119,009.64	-	1,727,070.44	-	3,979,035.44	159,691.81	3,979,035.44

-	119,009.64	-	1,727,070.44	-	3,979,035.44	159,691.81	4,012,773.04

PROJECT: Identity Management and Access

FUNDING: Modernization GR(UCMOD) / Modernization ARPA(FRR21)

STATUS: In Progress

MOD GR UCMOD

PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	July Projected	July Actual	Aug Projected
B9E6EC	N	9/27/2021	9/27/2022	Insight Public Sector	C3231	WhoIAm Consulting Services for B2C for C2C (Phase 1)	150,785.00		*6,095.00*	-
							150,785.00		*6,095.00*	-

MOD ARPA FRR21

PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	July Projected	July Actual	Aug Projected
		7/1/2021	12/30/2022	Carahsoft	C3533	Phase 2 & Phase 3 (Staff & 3rd Party Admin)	-			
		5/27/2022	6/30/2023	Carahsoft	C3533	FY21-22 - Carahsoft - Saviynt Enterprise License	-			
						Totals	-	-	-	-

						Grand Total	150,785.00	-	*6,095.00*	-

ust	September		October		November		December		January		February		Ma
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected
					110,115.00		-		110,100.00		-		-
-	-	-	-	-	**110,115.00**	-	-	-	**110,100.00**	-	-	-	-

ust	September		October		November		December		January		February		Ma
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected
					929,788.53		929,788.53		929,788.53		929,788.53		929,788.53
					34,987.47		34,987.47		34,987.47		34,987.47		34,987.47
-	-	-	-	-	**964,776.00**	-	**964,776.00**	-	**964,776.00**	-	**964,776.00**	-	**964,776.00**

-	-	-	-	-	**1,074,891.00**	-	**964,776.00**	-	**1,074,876.00**	-	**964,776.00**	-	**964,776.00**

rch	April		May		June				
Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
	-		-		-		**220,215.00**	**6,095.00**	**371,000.00**
-	**-**	**-**	**-**	**-**	**-**	**-**	**220,215.00**	**6,095.00**	**371,000.00**

rch	April		May		June				
Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
	929,788.53		929,788.53		929,788.53		**7,438,308.26**	**-**	**7,438,308.26**
	34,987.47		34,987.47		34,987.47		**279,899.75**	**-**	**279,899.75**
-	**964,776.00**	**-**	**964,776.00**	**-**	**964,776.00**		**7,718,208.01**	**-**	**8,460,208.01**

-	**964,776.00**	**-**	**964,776.00**	**-**	**964,776.00**	**-**	**7,938,423.01**	**6,095.00**	**8,831,208.01**

PROJECT: Cloud Application Mgmt

FUNDING: Modernization ARPA(FRR21)

STATUS:

								July		August		Septe
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected
	Y	2/1/2022	6/30/2023			AppDynamics - Included in base costs	-	-		-		-
PR88502	Y	10/1/2022	6/30/2023	CRI Advantage		ServiceNow Software License Subscriptions	-	-		-		-
							-	-		-		-
						Totals	-	-		-		-

mber		October		November		December		January		February		March		April	
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
	-		-		-		-		-		-		-		
			374,598.27		-		-		-		-		-		
	-		-		-		-		-		-		-		
	-		**374,598.27**		-		-		-		-		-		

May		June				
Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
-		987,522.00		**987,522.00**	-	**987,522.00**
-				**374,598.27**	-	**374,598.27**
-				-	-	-
-		**987,522.00**		**1,362,120.27**	-	**1,362,120.27**

PROJECT: CX/UX

FUNDING: Modernization ARPA(FRR21)

STATUS:

Incremental CX/UX Mobile-Responsive Software Transformation								July		August		September	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual
						CX/UX Projects	-	-		-		-	
		8/5/2022	3/8/2023			CX/UX-Core Claims/Claims Status	-	-		-		-	
		9/2/2022	5/8/2023			CX/UX-Continued Claims	-	-		-		-	
		10/3/2022	5/5/2023			CX/UX-Employers and other TPAs	-	-		-		-	
		10/31/2022	6/3/2023			CX/UX-Initial Claims	-	-		-		-	
						Totals	-	-		-		-	

October		November		December		January		February		March		April	
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
-		-		-		-		-		-		-	
-		939,738.91		939,738.91		939,738.91		939,738.91		939,738.91		939,738.91	
-		939,738.91		939,738.91		939,738.91		939,738.91		939,738.91		939,738.91	
-		939,738.91		939,738.91		939,738.91		939,738.91		939,738.91		939,738.91	
-		939,738.91		939,738.91		939,738.91		939,738.91		939,738.91		939,738.91	
-		**3,758,955.64**		**3,758,955.64**		**3,758,955.64**		**3,758,955.64**		**3,758,955.64**		**3,758,955.64**	

May		June				
Projected	Actual	Projected	Actual	FY 22/23 Proj Co	SFY 22/23 Actual	2-Year Cost
-		-		-		-
939,738.91		939,738.91		**7,517,911.28**	-	**7,517,911.28**
939,738.91		939,738.91		**7,517,911.28**	-	**7,517,911.28**
939,738.91		889,529.25		**7,467,701.62**	-	**7,467,701.62**
939,738.91		939,738.91		**7,517,911.28**	-	**7,517,911.28**
3,758,955.64		**3,708,745.98**		**30,021,435.46**	-	**30,021,435.46**

PROJECT: SDLC Cloud OPS

FUNDING: Modernization ARPA(FRR21)

STATUS:

SDLC - DevOps								July		August		September		October		November		Decem
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected
						Tool/Professional Services	-	-		-		-		-		-		-
							-	-		-		-		-		-		-
						Totals	-	-		-		-		-		-		-

ıber	January		February		March		April		May		June				
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj Cost	SFY 22/23 Actual	2-Year Cost
	-		-		-		-		-		-		-		-
	-		-		-		-		-		-		-		-
	-		-		-		-		-		-		-		-

PROJECT: SOA and API Layer

FUNDING: Modernization ARPA(FRR21)

STATUS:

SOA and API Later								July		August		September		October		November	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
	Y	12/22/2021	7/31/2022			API Layer Software Tool - ISF Estimate	-	-		-		-		-		-	
	Y		7/31/2022			Configuration/Professional Services	-	-								152,315.28	
							-	-		-		-		-		-	
						Totals	-	-		-		-		-		**152,315.28**	

December		January		February		March		April		May		June				
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
-		-		-		-		-		439,927.20		-		**439,927.20**	-	**439,927.20**
152,315.28		-		-		-		-		-		-		**304,630.56**	-	**304,630.56**
-		-		-		-		-		-		-		-	-	-
152,315.28		-		-		-		-		**439,927.20**		-		**744,557.76**	-	**744,557.76**

PROJECT: Rules Engine

FUNDING: Modernization ARPA(FRR21)

STATUS:

Rules Engine								July		August		September		October		November	
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
	Y	12/22/2021	7/31/2022			Rules Engne Software Tool - ISF Estimate	-	-		-		-		-		-	
	Y		7/31/2022			Configuration/Professional Services	-	-		-						148,200.00	
							-	-		-		-		-		-	
						Totals	-	-		-		-		-		**148,200.00**	

December		January		February		March		April		May		June				
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
-		-		-		-		-		97,084.85		-		**97,084.85**		**97,084.85**
148,200.00		-		-		-		-		-		-		**296,400.00**		**296,400.00**
-		-		-		-		-		-		-		-		-
148,200.00		-		-		-		-		**97,084.85**		-		**393,484.85**		**393,484.85**

PROJECT: Archive and Purge

FUNDING: Modernization ARPA(FRR21)

STATUS:

Archive and Purge - TBD								July		August		September		October		Novemb
PO	Rec	Start Date	End Date	Vendor	Contract	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected
						Archive Software/Hardware Tool - ISF Estimate	-	-								1,126,850.00
						Configuration/Professional Services	-									
							-	-		-		-		-		-
						Totals	**-**	**-**		**-**		**-**		**-**		**1,126,850.00**

er	December		January		February		March		April		May		June				
Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23	SFY 22/23 Actual	2-Year Cost
															1,126,850.00	-	**1,126,850.00**
	284,701.38		284,701.38		284,701.38		284,701.38		284,701.38		284,701.38		284,701.38		**1,992,909.66**	-	**1,992,909.66**
	-		-		-		-		-		-		-		-	-	-
	284,701.38		**284,701.38**		**284,701.38**		**284,701.38**		**284,701.38**		**284,701.38**		**284,701.38**		**3,119,759.66**	-	**3,119,759.66**

PROJECT: Master Data Management

FUNDING: Modernization ARPA(FRR21)

STATUS:

Master Data Management and Interoperability - TBD								July		August		September		October		November	
PO	Rec	Start Date	End Date	Vendor	Contract	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
						Archive Software/Hardware Tool - ISF Estimate	-										
						Configuration/Professional Services	-	-								130,424.37	
							-	-		-		-		-		-	
						Totals	-	-		-		-		-		**130,424.37**	

December		January		February		March		April		May		June				
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
												300,000.00		**300,000.00**	**-**	**300,000.00**
130,424.37		130,424.37		130,424.37		130,424.37		130,424.37		130,424.37				**912,970.59**	**-**	**912,970.59**
-		-		-		-		-		-		-		**-**	**-**	**-**
130,424.37		**130,424.37**		**130,424.37**		**130,424.37**		**130,424.37**		**130,424.37**		**300,000.00**		**1,212,970.59**	**-**	**1,212,970.59**

PROJECT: Security Architecture Review

FUNDING: Modernization ARPA(FRR21)

STATUS: In Progress

Security Architecture Review Services (SAR)								July		August		September		October	
PO	Rec	Start Date	End Date	Vendor	Contract	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
C097B5		4/15/2022	4/14/2023	EY	C3257	Consultant Services	-	-	-	-		-		-	
						D1: Project Plan			***21,240.00***	21,240.00					
						D3: Assessment of Security Controls Report				-		169,920.00			***169,920.00***
						D4: Skills and Capabilities Assessment									
						D5: Security Controls & Implementation Roadmap									
						D6: Training and Capabilities Improvement Plan	-	-		-		-			
						Totals	-	-	***21,240.00***	**21,240.00**		**169,920.00**		-	***169,920.00***

November		December		January		February		March		April		May		June				
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
-		-		-		-		-		-		-		-		-	-	-
																21,240.00	**21,240.00**	**21,240.00**
																169,920.00	**169,920.00**	**169,920.00**
84,960.00																**84,960.00**	-	**84,960.00**
106,200.00																**106,200.00**	-	**106,200.00**
42,480.00		-		-		-		-		-		-		-		**42,480.00**	-	**42,480.00**
233,640.00		-		-		-		-		-		-		-		**424,800.00**	**191,160.00**	**424,800.00**

PROJECT: Security Architecture Audit

FUNDING: Modernization ARPA(FRR21)

STATUS:

Security Architecture Audit Project - TBD								July		August		September		October		November	
PO	Rec	Start Date	End Date	Vendor	Contract	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
						Does not start until FY 22/23 - ISF Estimate	-	-		-		-		-		-	
							-	-		-		-		-		-	
						Totals	-	-		-		-		-		-	

December		January		February		March		April		May		June				
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj Cost	SFY 22/23 Actual	2-Year Cost
-		62,424.02		62,424.02		62,424.02		62,424.02		62,424.02		62,424.02		**374,544.12**	-	**374,544.12**
-		-		-		-		-		-		-		-	-	-
-		**62,424.02**		**62,424.02**		**62,424.02**		**62,424.02**		**62,424.02**		**62,424.02**		**374,544.12**	**-**	**374,544.12**

PROJECT: RA Help Center

FUNDING: Modernization ARPA(FRR21)

STATUS:

RA Help Center								July		August		September		October		November		December	
PO	Rec	Start Date	End Date	Vendor	Contract	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
	Y					RA Help Center Support	-												
						License Renewal (12/2023)	-												
						Totals	-	-		-		-		-		-		-	

January		February		March		April		May		June				
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
												-		-
												-		-
-		-		-		-		-		-		-		-

PROJECT: IV&V for Modernization

FUNDING: Modernization ARPA(FRR21)

STATUS:

IV&V Services for RA Modernization								July		August		September		October		November	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
EP2435	N	7/30/2021	6/30/2022	Gartner	C3454	IV&V Services for RA Modernization	-			221,460.00		221,460.00		221,460.00		221,460.00	
						Totals	-	-	-	**221,460.00**	-	**221,460.00**	-	**221,460.00**	-	**221,460.00**	-

December		January		February		March		April		May		June				
Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
221,460.00		221,460.00		221,460.00		221,460.00		221,460.00		221,460.00		221,460.00		**2,436,060.00**		**2,436,060.00**
												406,980.00		**406,980.00**		**406,980.00**
221,460.00	**-**	**221,460.00**	**-**	**221,460.00**	**-**	**221,460.00**	**-**	**221,460.00**	**-**	**221,460.00**	**-**	**628,440.00**		**2,843,040.00**		**2,843,040.00**

Back of Bill

	Category	
RA Modernization	**100270**	Grant
Maint & Ops	19,320,000	**UCMNT**
Modernization	15,510,000	**UCMOD**
IV&V	1,170,000	**UCIVV**
	36,000,000	

2202A SPECIAL CATEGORIES
REEMPLOYMENT ASSISTANCE SYSTEM MODERNIZATION
FROM GENERAL REVENUE FUND 36,000,000
From the funds in Specific Appropriation 2202A, $36,000,000 in nonrecurring funds from the General Revenue Fund is provided for the modernization of the reemployment assistance system that complies with section 282.206, Florida Statutes. Of these funds, $19,320,000 is provided for increased maintenance and operations of the system, $15,510,000 is provided for system modernization, and $1,170,000 is provided to competitively procure a private sector provider with experience in conducting independent verification and validation (IV&V) services of public sector information technology projects to provide IV&V services for all department and vendor staff working to modernize and maintain the system. From these funds, $31,170,000 shall be held in reserve, and $4,830,000 is released to the department for ongoing maintenance and operations. The department is authorized to submit quarterly budget amendments requesting release of these funds pursuant to the provisions of chapter 216, Florida Statutes, and based on the department's planned quarterly expenditures. Release is contingent upon the procurement of the IV&V vendor and the approval of a detailed operational work plan and monthly spend plan that identifies all work activities and costs budgeted for Fiscal Year 2021-2022.
Quarterly IV&V reports shall include technical reviews of project deliverables submitted or accepted within the reporting period and assessments of the department's project management and governance. The IV&V contract shall require that all deliverables be simultaneously submitted to the executive director of the department, the Executive Office of the Governor's Office of Policy and Budget, the chair of the Senate Appropriations Committee, the chair of the House Appropriations Committee, and the Florida Digital Service. The contracted provider shall be made readily available to provide all project related data to the Florida Digital Service in support of their project oversight responsibilities pursuant to section 282.0051, Florida Statutes. The department shall provide monthly project status reports to the Executive Office of the Governor's Office of Policy and Budget, the chair of the Senate Appropriations Committee, the chair of the House Appropriations Committee, and the Florida Digital Service. Each status report must include ongoing system maintenance activities and progress made to date for each project milestone, deliverable, and task order, planned and actual completion dates, planned and actual costs incurred, and any current project issues and risks.

RA Modernization - Back of Bill		**TOTAL Modernization**
Modernization	**56,400,000**	**71,910,000**

Back of the Bill
Federal Coronavirus State FiscalRecovery Fund
REEMPLOYMENT ASSISTANCE SYSTEM MODERNIZATION
The nonrecurring sum of $56,400,000 from the General Revenue Fund is appropriated to the Department of Economic Opportunity for the modernization of the Reemployment Assistance system that complies with section 282.206, Florida Statutes. These funds shall be held in reserve. Release of these funds is contingent upon the full release of funds provided for system modernization in Specific Appropriation 2202A. The department is authorized to submit quarterly budget amendments requesting release of these funds pursuant to the provisions of chapter 216, Florida Statutes, and based on the department's planned quarterly expenditures. Release is contingent upon the approval of a detailed operational work plan and monthly spend plan that identifies all work activities and costs budgeted for Fiscal Year 2021-2022.

Date	Project	PO/Contract	Description	Net Change
8/24/2022	Security Architecture Review Services		Adjusted deliverable payout projections/ no cost change	-
8/24/2022	System and Software Integrator		Adjusted deliverable payout projections/ no cost change	-
9/1/2022	UCMNT	BAF9D7	Increased cost	55,793.28
9/1/2022	UCMNT	BAAF2A	Removed projection / Charged to RA Operations	(340,108.87)
9/8/2022	Clooud Application Management	PR88502	Added Service Now License Projection	374,598.27
9/12/2022	UCIVV	C3108	Reduced Projection to match contract amount	(7,200.00)
9/12/2022	UCMNT	C3390	Reduced Projection / Not yet procured	(16,421.83)
9/12/2022	Shared Resouce - Aug	C3315	Removed August and September Projection - Not Filled	(31,200.00)
9/12/2022	Shared Resouce - Aug	C3354	Removed August and September Projection - Not Filled	(31,200.00)
9/12/2022	Cloud Migration	C3501	Added contract & replaced old projection for Open Text Software	74,179.52
9/12/2022	UCMNT	C0869C	Added contract & replaced old projection for Open Text Licenses	12,786.78
9/12/2022	UCMNT	C086F1	Added contract & replaced old projection for Open Text Support	7,938.26
9/23/2022	UCMNT	C3477 / C01823	Added new contract and updated projection for Azure Cloud Services(Commercial)	(50,000.00)
9/23/2022	UCMNT	PR88502	Added actual PR and updated projection	5,598.27
10/5/2022	UCMNT	C3415 / C032E6	Added FY 22/23 PO and adjusted projection to actual contract amount	(68,451.98)
10/5/2022	UCMNT	C3476 / C0B09F	Added FY 22/23 PO and replaced old projection	1,480,000.00
10/5/2022	UCMNT	B93501	Reduced projection based on usage volume	(72,000.00)
10/10/2022	UCMNT	Staff Aug	Removed 1st Q projections on positions not yet filled	(217,790.64)
10/10/2022	UCMNT	C3415/C032E6	Funding with RA Ops	(176,800.00)
10/10/2022	Shared Resouce - Aug	Multiple	Removed 1st Q projections on positions not yet filled	(73,514.76)
10/10/2022	UCMNT	Staff Aug	Funding with RA Ops	(542,961.04)
10/10/2022	RA Help Center	N/A	Removed 1st Q projections	(300,000.00)
11/9/2022	RA Help Center	N/A	Removed projection	(900,000.00)