

#	Area	Project	Status
1.	Infrastructure	Cloud Migration	In progress and on schedule. All existing System files and databases have been migrated from on-premise hardware to a cloud-based environment. Additional migration and testing activities ongoing to transfer various System applications and environments to a cloud-based environment and to confirm operability. See Cloud Migration (C2C) Operational Work Plan.
2.		Cloud Application Performance Management	Not started. Originally forecasted to start in January 2022; the updated start date is July 2022.
3.	Software - Architecture Modernization	SDLC DevOps	In progress. See SDLC DevOps Operational Work Plan.
4.		.NET & ORM Upgrade	In progress and on schedule. .NET framework upgraded in June 2022. ORM upgrade forecasted to be complete in October 2022. See .NET & ORM Upgrade Operational Work Plan.
5.		Rules Engine	In progress. A subset of business rules has been identified for deployment into a business rules engine. Business and technical requirements identification and development, which is being conducted by the BPO and SSI vendors, respectively, is ongoing and will be used to support procurement development. See Rules Engine Operational Work Plan.
6.		SOA and API Layer	In progress. Business and technical requirements identification and development, which is being conducted by the BPO and SSI vendors, respectively, is ongoing and will be used to support procurement development. 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.
9.		Oversight (IV&V)	In progress and on schedule.
10.		System and Software Integration (SSI)	In progress and on schedule. Vendor is conducting on-site workshops to identify and develop current and future state technical requirements to support future procurements. See System and Software Integration Operational Work Plan.
11.	Software – Incremental CX/UX Mobile Responsive	BPO & Initial Claims	In progress and on schedule. The first three project deliverables have been accepted. Working sessions for this module are complete. See Business Process Optimization Operational Work Plan.
12.	Software Transformation, including Business Process Optimization	BPO & Core Claims and Claim Status	In progress and on schedule. The first three project deliverables have been accepted. Working sessions for this module are complete and reports for current and target state business processes for this module are complete. See Business Process Optimization Operational Work Plan.

#	Area	Project	Status
13.		BPO & Continued Claims	In progress and on schedule. The first three project deliverables have been accepted. Working sessions for this module are complete and reports for target state business processes for this module are being reviewed by the Department. See Business Process Optimization Operational Work Plan.
14.		BPO & Employers and other TPAs	In progress and on schedule. The first three project deliverables have been accepted. Working sessions for this module are complete. See Business Process Optimization Operational Work Plan.
15.	Data and Analytics	Data Warehouse	Project closed out in January 2022.
16.		Reporting	In progress and on schedule. 33 federal reports have been generated, submitted to, and accepted by USDOL since project launch. Six reports have been developed and are being tested and validated. See Reporting Operational Work Plan.
17.		Archival and Purge	Not started and on schedule. Forecasted to start in July 2022.
18.		Master Data Management and Interoperability	In progress and on schedule. Business and technical requirements identification and development, which is being conducted by the BPO and SSI vendors, respectively, is ongoing and will be used to support procurement development. See Master Data Management and Interoperability Operational Work Plan.
19.	Security	Security Architecture Review	In progress and on schedule. Security controls and skills assessment deliverable in progress. 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. Business and technical requirements identification and development, which is being conducted by the BPO and SSI vendors, respectively, is ongoing and will be used to support procurement development for this phase. 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 SDLC DevOps project underwent a scope change to include the integration of the System's new DevOps environment with the software that the Department will use to manage all System enhancements. Integrating these two components enhances the Department's continuous modernization efforts by linking business requirements with System enhancement test results to ensure business objectives are being met with each System enhancement that is deployed. The project

REEMPLOYMENT ASSISTANCE CLAIMS AND BENEFITS INFORMATION SYSTEM MODERNIZATION	PROJECT STATUS REPORT FOR JUNE 2022	FISCAL YEAR 2021-22 DEPARTMENT OF ECONOMIC OPPORTUNITY
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schedule will be updated in the next reporting period to reflect this change; however, the Department does not anticipate this change will impact the overall Program timeline.

Is the project currently within budget?

The project is currently under budget; however, to provide greater transparency for the Reemployment Assistance Modernization Program, the Department is revising the Program’s monthly Spend Plan to better communicate planned versus actual expenditures month-over-month. A revised spend plan is anticipated to be available with the August Monthly Report.

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.

1. A national staffing challenge for specialized professionals has resulted in extended vacancies and high turnover in key positions, especially for the following positions: developer analyst, business analyst, quality assurance analyst, application architect, DevOps engineer, enterprise architect, database administrator, STRIIM developer – ADA, and project managers. This staffing challenge has delayed activities in the SDLC DevOps project, Security Architecture Review project, Reporting project, and Cloud Migration project.

The Reemployment Assistance Modernization Program’s IV&V vendor originally classified delays in securing Program resources as a high risk, though the risk has been de-escalated to a medium risk. The Department has taken the following actions to mitigate this issue.

- The Department initiated a proactive outreach campaign in May 2022 with vendors that provide staff augmentation services to promote transparency about the Department’s needs and respond to current labor market trends. Insights gained from the campaign resulted in the Department improving its staff augmentation job advertisements to clarify when an advertisement is for a newly created position or a contract renewal, to highlight that the Department is allowing flexibility for up to full-time remote work (with some requirements to be on-site, as determined by the Department), and to condense the timeline to approve potential candidates.
- The Department continues to offer 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.
- The Department continues to include staffing as a requirement in its procurements. The Strategic Planning Office has provided and continues to provide project management resources to address a critical need for program and project management services, which has alleviated some workload on specialized staff and provided for greater focus and project tracking for several key projects.
- The Department has transitioned its approach from procuring exclusively for staff augmentation resources to procuring for services and staffing. The Security Architecture Review project was initially forecast to be complete by December 2021; however, because of the current labor market, the Department was unable to staff and initiate the project. The Department issued a procurement for both services and staffing in December 2021 to help mitigate this issue and executed a contract in early May 2022.
- The Department is 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. The Department has also developed a detailed resource capacity plan to forecast any upcoming critical vacancies to be filled. This information helps focus the Department’s recruitment efforts to help prevent schedule slippage due to staffing constraints.

2. Procurement-related activities that were not accounted for in the initial forecasted timeline for the Reemployment Assistance Modernization Program have impacted project schedules for the Security Architecture Review project and the System and Software Integration project, which also includes the Rules Engine, SOA and API Layer, Master Data Management and Interoperability, and CX/UX projects. Additionally, the ISF Roadmap did not account for the time that is needed to develop detailed requirements for procurements that were either not originally accounted for or underwent a scope change. Finally, lengthier than anticipated contract negotiation periods to incorporate provisions requested by contractors were not accounted for when the initial ISF Roadmap was developed.

The Reemployment Assistance Modernization Program’s IV&V vendor originally classified these procurement-related delays as either a high or medium risk, though some risks are trending downward or have been subsequently closed. The Department has taken the following actions to mitigate these issues.

- Executed contracts for Systems and Software Integration (April 2022) and Security Architecture Review (May 2022) services.
- Evaluated and implemented change requests to realign the original Program timeline provided in the ISF Final Report to reflect date changes brought about by these additional necessary procurement-related activities.
- Ensure the Department’s Vendor Core Contract is included in solicitation documents.
- The Department proactively engaged both the Business Process Optimization and the System and Software Integration (SSI) vendor to recover time by clarifying the scope of work and prioritizing necessary project requirements for several projects, including the Rules Engine, SOA and API Layer, Master Data Management and Interoperability, and CX/UX projects. This focus equipped the SSI vendor with the information they need to research already available software solutions available on the market for the Department’s consideration. Additionally, these steps expeditiously enabled the Department’s project teams to begin drafting scopes of work for these procurements. Collectively, these projects will improve System performance, reduce the amount of time it takes to deploy certain System enhancements, and provide new front-facing screens for System users.

3. Compliance with federal regulations, especially when states are given little guidance for implementation, has impacted project progress in certain scenarios. Guidance regarding federal tax information and the types of employees that can access systems that store it, for example, has compounded the Department’s staffing resource constraints and may extend the technology implementation timeline for the Cloud Migration project.

To help mitigate this issue, the Department continues to actively engage other states and participate in facilitated discussions with the National Association of State Workforce Agencies to share ideas, best practices, and suggestions for how the federal government can support states that are seeking additional clarity. Additionally, where possible, the Department has identified manual workarounds to prevent additional project timeline delays or disruptions to Reemployment Assistance program operations.

While the overall roadmap schedule’s forecasted end date has not yet been affected, the Department anticipates that continued delays in these key areas will impact the target completion date for these projects and could impact the overall Program timeline.

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. All but one applications have been migrated; the final application will be addressed upon receiving feedback and guidance from the Internal Revenue Service, which is anticipated to be provided in July 2022.
 - Environment Infrastructure migration:
 - Test environment: Complete in May 2022
 - Pre-production environment: In progress and anticipated to be complete in July 2022.
 - Production environment: Not started
- The Reemployment Assistance Contact Center solution was successfully deployed into a cloud-hosted environment this reporting period, which ensures callers can access the Contact Center at all times.
- A contract amendment for enhancing the Contact Center's Interactive Voice Response technology, including migrating it to a cloud-hosted environment, is in progress and is anticipated to be executed in the next reporting period to ensure claimants can access important information about their claim status at all times.
- The Department upgraded its FileNet application 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. Testing of this application is ongoing.
- The Department is continuing its compliance review of a draft proposed contract amendment for the Digital Appeals Recording Solution (DARS), which includes the requirement to migrate the technology from an on-premise hosted environment to a cloud-hosted environment. 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.
- [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.
 - This project is currently forecast to start in July 2022. In preparation, a project kick-off meeting was scheduled for early July 2022.
- [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 secured a DevOps Engineer position, which will be onboarded in July 2022. This resource will ensure the DevOps environment is configured correctly to support future System enhancement activities and to make any necessary adjustments, if needed.
 - The Department continues to work with the ServiceNow vendor to identify requirements and 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 August 2022.

- [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 .NET framework was upgraded and fully deployed in this reporting period.
 - The Reemployment Claims and Benefits Information System application's ORM software is being updated from version 3.5 to version 5.8. In this reporting period, the execution testing plan for upgrading the LLBLGEN layer, which connects the database and the System, was revised to ensure continuity of System operations, given the magnitude of the upgrade. The upgrade includes 66 applications, and development and testing is ongoing. The Department is evaluating its testing and deployment approach to ensure the System's framework will support data transactions. Full deployment of all applications is forecasted to be complete in October 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. Business rules that are currently operating within the System will be moved to the rules engine. 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 doesn't 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.
 - This reporting period, the Department completed its effort to develop requirements for this project. In the next reporting period, the Department and its System and Software Integration vendor will begin developing a scope of work for a business rules engine, including services required by a prospective vendor to ensure interoperability.
 - The Department has determined a specific list of approximately 2, 500 rules that will be migrated to and deployed in the business rules engine during the Modernization Program timeline. Additional rules will be migrated and deployed in the business rules engine through continuous modernization efforts.
- [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.
 - This reporting period, the Department completed its effort to develop requirements for this project. The Department is actively working to finalize the project scope by determining which APIs will be migrated to and deployed in an integration platform. In the next reporting period, the Department and its System and Software Integration vendor will finalize the project scope and begin developing a scope of work for an integration platform, including services required by a prospective vendor to ensure interoperability.
- [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.
- The SPO continues to work with project managers to adopt ServiceNow to manage project budgets and monthly spending. Project managers are now utilizing ServiceNow to enter actual and anticipated project expenditures.
- [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.
- [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 System and Software Integration vendor continues to work with Department staff and the Business Process Optimization vendor to develop technical requirements that support the Reemployment Assistance program's needs and that will be used to develop procurements for future software procurements.
 - The System and Software Integration vendor developed software recommendation options for two projects this reporting period that will be considered by the Department as procurement documents are drafted.
 - The System and Software Integration vendor began working with Project Managers and Department staff to initiate developing scopes of work for various future procurements and will be refined as needed, as additional business requirements for the modernized System are finalized.
- [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.
 - The Department continues to hold bi-weekly workshops to support the development of business and technical requirements that will be used to procure for various software tools. Workshops focused on gathering requirements for how the current System operates is complete for the Employers and Third-Party Administrators module. Workshops focused on gathering requirements for how the modernized System will operate have started for both the Employers and Third-Party Administrators module and Initial Claims module.
 - The Department received and is reviewing the report containing requirements for how the modernized System will operate for the Continued Claims modules. The Department also received and is reviewing the report containing requirements for how the current System operates for the Employers and Third-Party Administrators module.
 - The Department hosted a roundtable discussion with several large employers and third-party administrators who utilize the current System to better understand their current user experience and identify opportunities for improvement.
 - The Department began working on the "All Other" module and prioritized three programs for business process optimization, including Appeals, Central Intake, and the Short-Term Compensation program.
- [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.
 - Core Claims and Claim Status

- This module is forecast to start in August 2022; however, the Department continues working with its SSI and BPO vendors to finalize the modernized System's technical requirements and future state business requirements, respectively, to support future procurement activities.
- Continued Claims
 - This module is forecast to start in September 2022; however, the Department continues working with its SSI and BPO vendors to finalize the modernized System's technical requirements and future state business requirements, respectively, to support future procurement activities.
- Employers and Third-Party Administrators
 - This module is forecast to start in October 2022; however, the Department continues working with its SSI and BPO vendors to finalize the modernized System's technical requirements and future state business requirements, respectively, to support future procurement activities.
- Initial Claims
 - This module is forecast to start in October 2022; however, the Department continues working with its SSI and BPO vendors to finalize the modernized System's technical requirements and future state business requirements, respectively, to support future procurement activities.
- [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.
 - 33 reports have been developed and validated and are being submitted directly to the U.S. Department of Labor from the Data Warehouse. The remaining six reports are currently being validated.
 - In the previous reporting period, the project scope was expanded to include 15 data populations that will be moved from the System database into the Data Warehouse to ensure they match data that is used for federal reporting. Three populations were moved into the Data Warehouse and developed this reporting period, two are in progress, and 10 are remaining for development.
 - The U.S. Department of Labor (USDOL) provided guidance to all states regarding the recovery for certain Reemployment Assistance overpayments and the Department initiated System enhancements to implement this guidance. To ensure the Department is submitting accurate data to USDOL, the Department will perform additional development work and testing on three reports and will test two other reports to determine if additional development work is needed.
- [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.
 - In this reporting period, the Department finalized a project charter to outline the project's objectives and defined the project's scope.
 - A project kick-off meeting was scheduled for early July 2022.
- [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.

- This reporting period, the Department finalized project requirements and drafted the project schedule.
- [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.
 - The Department initiated work on a security controls and skills assessment deliverable that serves as the foundation for the Security Architecture Review project. Due to the volume of security controls and the number of internal System users, the time originally allocated for this deliverable was deemed insufficient to complete this deliverable. A contract amendment to adjust the deliverable due dates is anticipated in early July. Though the project timeline will be extended to accommodate this change, the overall project schedule will not be impacted.
- [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.
 - Requirements for this project have been finalized and were used to conduct a market analysis for an identity and access management product. The results of the analysis will be evaluated and used to shape a procurement for this project in the next reporting period.
- [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



**OPERATIONAL WORK PLAN
FOR
CONNECT TO CLOUD
(C2C)**

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

FISCAL YEAR 2021-2022

QUARTER 4

PREPARED ON 6/01/2022

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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.

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Complete migration plan and all application and database layer remediation and readiness modifications	<ul style="list-style-type: none"> Mitigate technical risks and unknowns associated with migration
Migrate all System infrastructure to the Cloud using an IaaS hosting model	<ul style="list-style-type: none"> 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 (<i>FileNET, content management which includes in BRAVA functionality and document management system</i>)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
October 28, 2022	Interfaces
November 1, 2022	Full Production Testing
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

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	June 10, 2022
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.	June 30, 2022

H. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Workforce Services, DEO
Ed Wynn	Chief Information 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 augmentation resources.
- TOP FTI data is viewable in CONNECT, which we need to verify will not be a compliance issue with the IRS in July when they are on site.

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

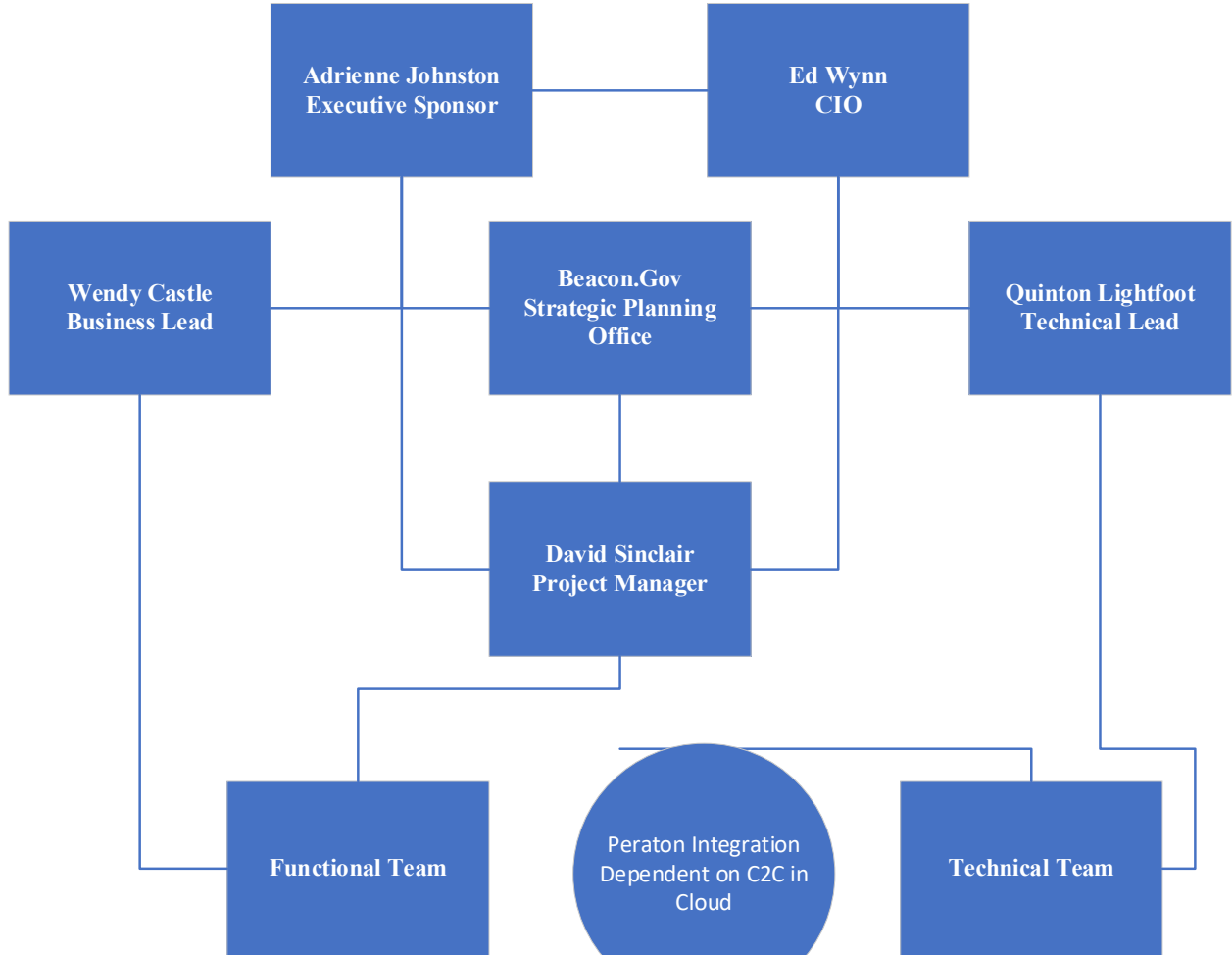
Research existing workflow processing to determine what Oracle table design will best represent the DEO environment.	30 days	Thu 7/21/22	Wed 8/31/22
CONNECT UI/UX - Research, outline, update, and test the look and feel of the CONNECT interface.	30 days	Thu 7/21/22	Wed 8/31/22
Outline CONNECT Task-line - 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 5/30/22	Tue 5/31/22
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. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Executive Sponsor	Adrienne Johnston	<ul style="list-style-type: none"> • 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
CIO	Ed Wynn	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Monitor project progress • Provide guidance and support to project manager and project team members
Project Manager	David Sinclair	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Technical Lead	Quinton Lightfoot	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 Lovstrand Ram Iyer Anand Kothandan	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

IV. 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

V. 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

VI. Capacity Plan

Projected requirements are expected to decrease significantly due to the significant capacity added as a result of COVID. 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 2021-2022

QUARTER 4

PREPARED ON 07/01/2022

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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
2/22/2022	Procurement of Software & Services
5/6/2022	Configuration Azure DevOps Services
TBD	Complete Business Process/Technology Specifications
TBD	Migrate from TFS to DevOps
TBD	Azure DevOps ServiceNow integration
TBD	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
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
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

 WBS			
Task	Duration	Start	End
<i>Name of Project/Task</i>	<i>Full length of time</i>	<i>start date</i>	<i>end date</i>
Procurement			
Procure Azure DevOps services	26 days	1/6/2022	1/31/2022
Procure Visual Studio licenses upgrade to 2019	26 days	1/6/2022	1/31/2022
Procure technical writer	26 days	1/6/2022	1/31/2022
Configure Azure DevOps services			
Azure Boards (Planning Tools)	59 days	2/1/2022	4/1/2022
Azure Pipelines	59 days	2/1/2022	4/1/2022
Azure Repos	59 days	2/1/2022	4/1/2022
Azure Artifacts	59 days	2/1/2022	4/1/2022
Azure Test Plans	59 days	2/1/2022	4/1/2022
Set permission levels for development team members	59 days	4/2/2022	4/2/2022
Migration from TFS to Azure Ops			
Import Work Backlog	10 days	4/2/2022	4/12/2022
Creates Documentation/Templates			
Update the current software development workflow process	74 days	2/15/2022	4/30/2022
Create templates for technical documentation	74 days	2/15/2022	4/30/2022
Update RA Benefits System documentation	74 days	2/15/2022	5/30/2022
Training			
Create s/w development organization structure	1 day	3/15/2022	3/15/2022
Create a skills capability plan	7 days	3/16/2022	3/23/2022
Train developers	45 days	5/1/2022	6/15/2022
Implementation			
Create initial release plan for RA Modernization	15 days	6/15/2022	6/30/2022
Make new environment productional	0 day	6/30/2022	6/30/2022

III. Resource Loaded Project Schedule



03 SDLC DevOps
Project Schedule.pdf

IV. Project Spending Plan

Complete the project spending plan Excel worksheet and include the file as part of the OWP. Explain in this section the details provided in the spending plan.

V. Project Organization and Methodology

Project Organizational Chart

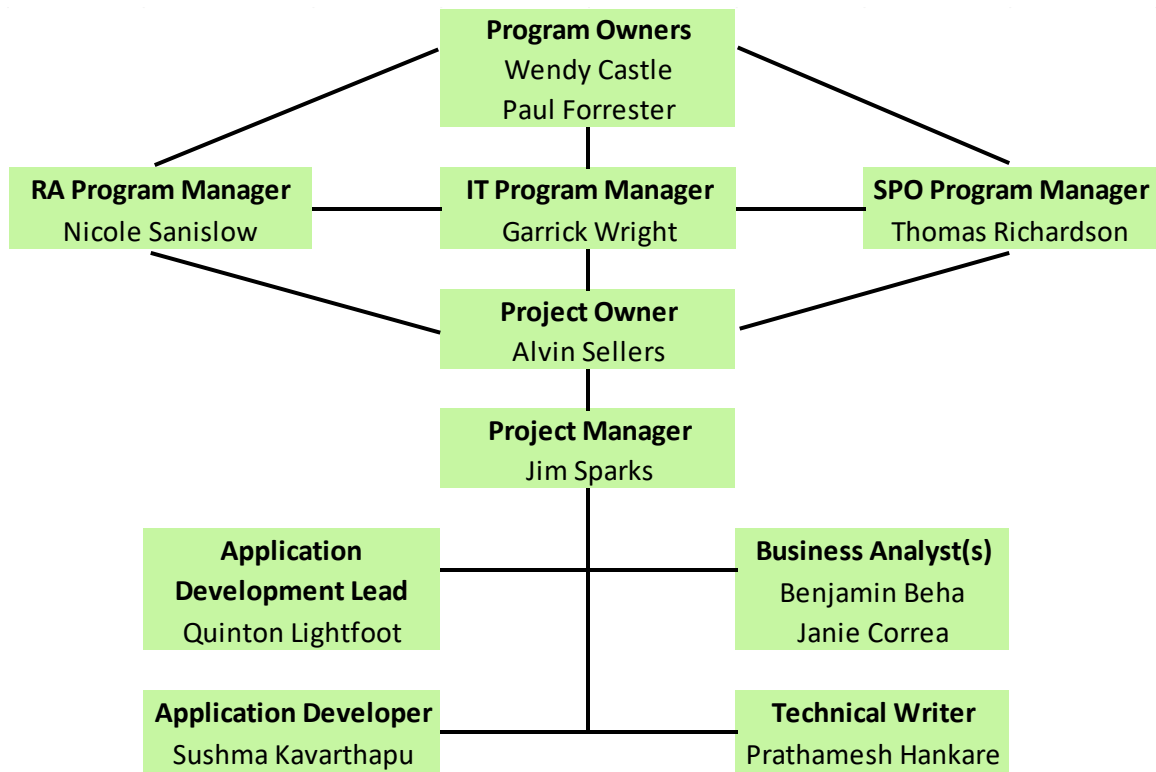


Figure 1: Project Organization Chart

Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Program Owners	Wendy Castle Paul Forrester	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs

Project Role	Resource Name	Responsibilities
Technical Lead	Quinton Lightfoot	<ul style="list-style-type: none"> • 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 Team	Alvin Sellers Janie Correa Benjamin Beha Sushma Kavarthapu Prathamesh Hankare Liz Agudo Byron Jackson	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

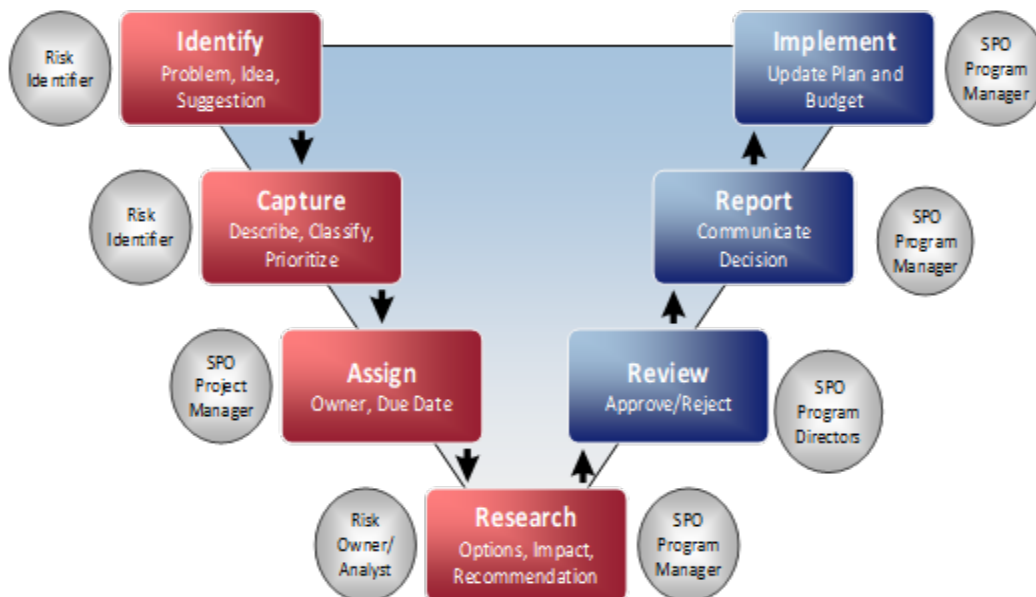


Figure 2: RA Modernization Program Risk Management Process

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).

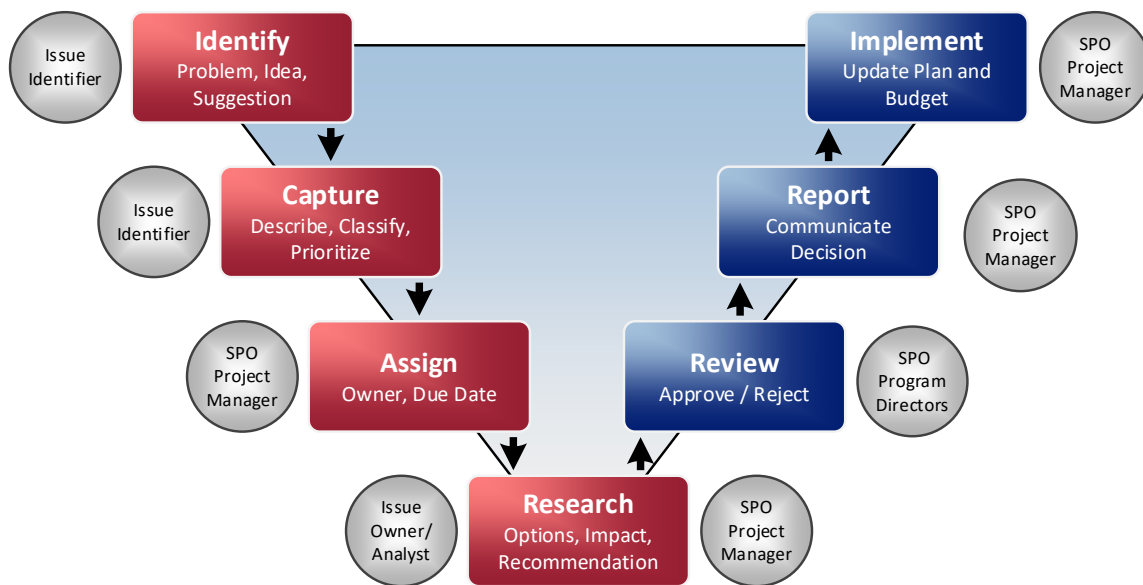


Figure 3: RA Modernization Program Issue Management Process

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.

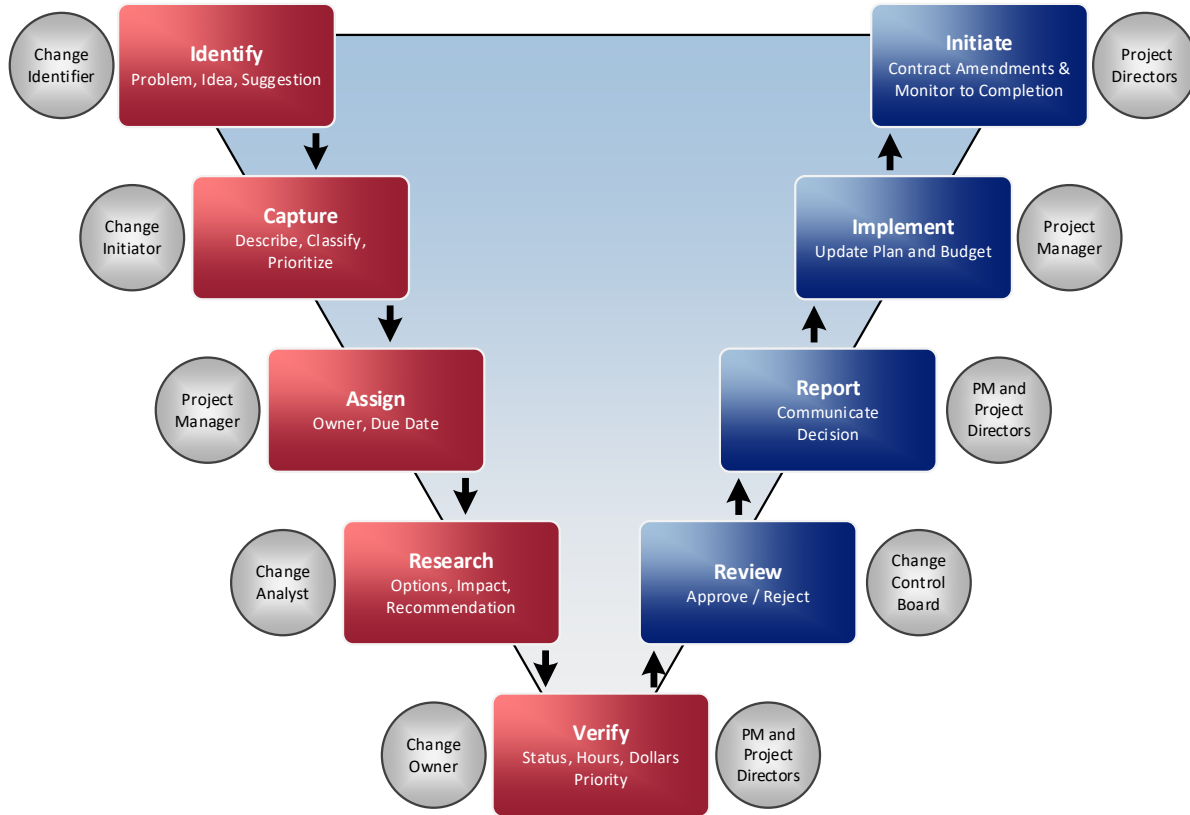


Figure 4: RA Modernization Program Change Management Process

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 websites, web apps, web services, and mobile apps.	Needed to support RA Modernization Program software development activities	1/31/2022
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,	Skill needed for documentation not available in development team	2/28/2022

	<p>prepare written text, and coordinate layout and material organization.</p> <p>5) Researching information such as drawings, design reports, equipment, and test specifications to fill any gaps.</p> <p>6) Reviewing, critiquing, and editing documentation including design documents, programmer notes, and system overviews.</p> <p>7) Maintaining an internal documentation library, providing and/or coordinating special documentation services as required, and providing oversight of special projects.</p> <p>9) Documenting requirements and traceability in tools to include ALM, TFS, and ServiceNow.</p> <p>10) Developing technical specifications templates.</p>		
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 2021-2022

QUARTER 4

PREPARED ON 7/01/2022

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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.	<ul style="list-style-type: none"> Mitigate technical risks and issues associated with the older framework
Migrate all older .NET framework to the newer framework.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 .NET framework for TOP
6/12/2022	Upgrade .NET framework for DARS
6/12/2022	Upgrade Utilities Projects (High Priority)
6/12/2022	Upgrade Utilities Projects (Low Priority)
10/22/2022	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 .NET framework for TOP	Implement new .NET 4.8 framework
Upgrade .NET framework for DARS	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
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 .NET framework from 4.0 to 4.8 for TOP
1.4.2.4	Upgrade .NET framework from 4.0 to 4.8 for DARS
1.4.2.5	Upgrade utilities projects (high priority)
1.4.2.6	Upgrade utilities projects (low priority)
1.4.2.7	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



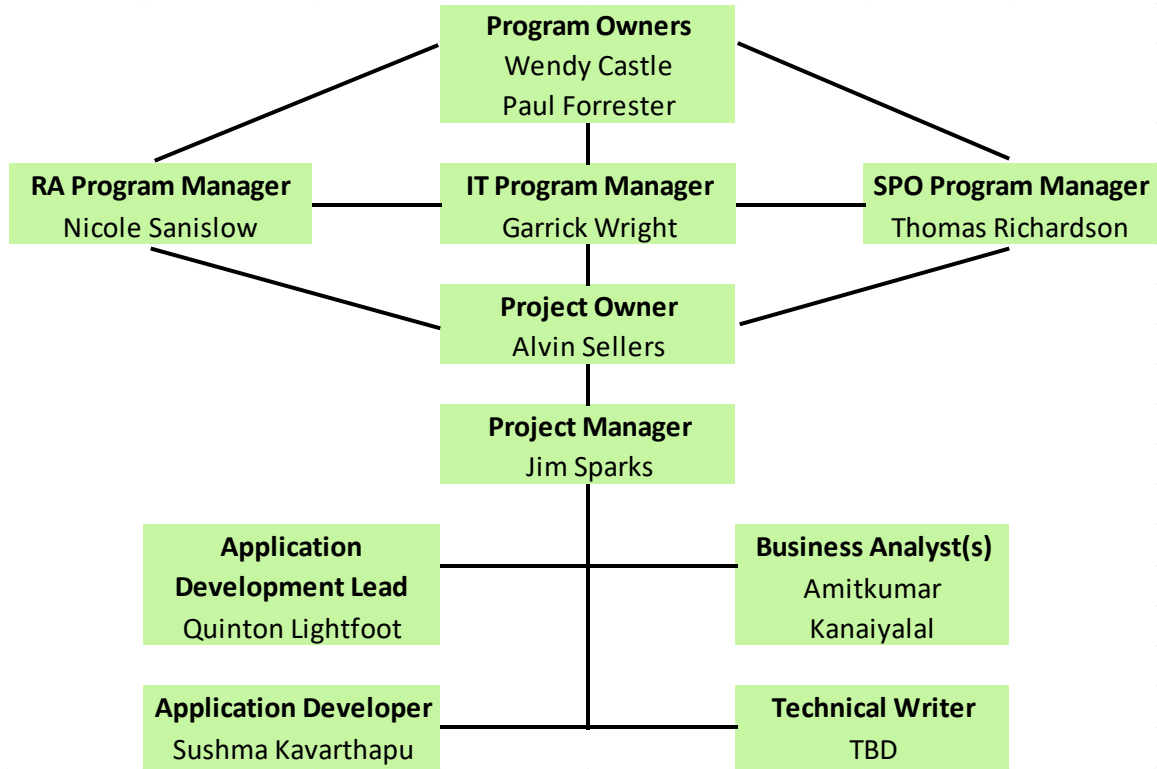
04 DEO .NET-ORM
Project Schedule.pdf

IV. Project Spending Plan

Complete the project spending plan Excel worksheet and include the file as part of the OWP. Explain in this section the details provided in the spending plan.

V. Project Organization and Methodology

A. Project Organizational Chart



I. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Executive Sponsor	Adrienne Johnston	<ul style="list-style-type: none"> 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
CIO	Ed Wynn	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Monitor project progress • Provide guidance and support to project manager and project team members
Project Manager	Jim Sparks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Technical Lead	Quinton Lightfoot	<ul style="list-style-type: none"> • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs

Project Role	Resource Name	Responsibilities
Functional Team	Quinton Lightfoot	<ul style="list-style-type: none"> • 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
	Alvin Sellers	
	Amit Kanaiyalal	
Technical Team	Sushma Kavarthapu	<ul style="list-style-type: none"> • 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
	Prafull Konde	
	Nahed Kadih	
	William Brito	
	Siddartha Bolisetty	

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.

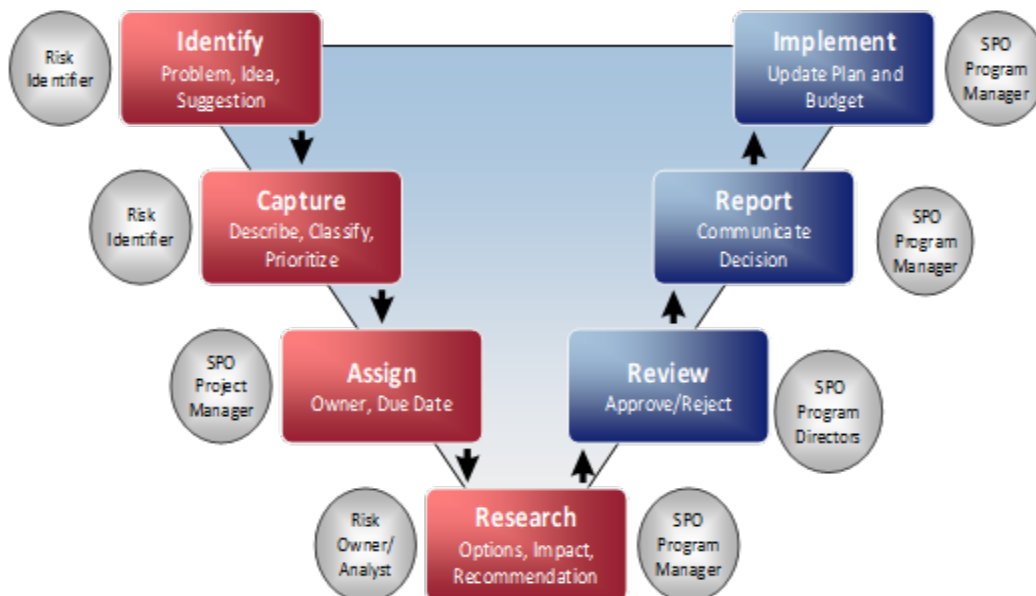


Figure 2: RA Modernization Program Risk Management Process

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).

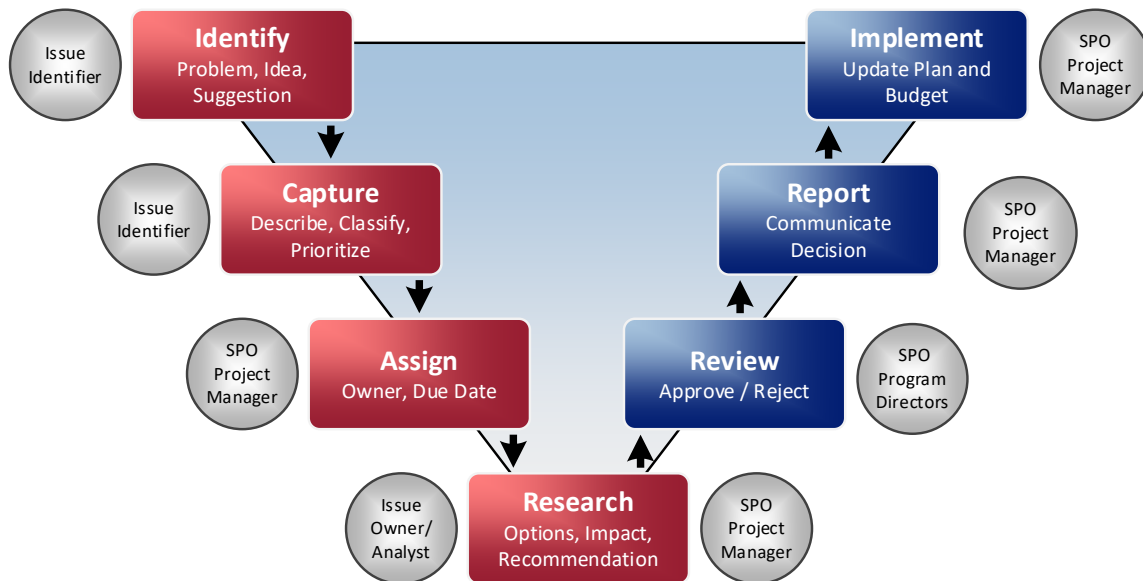


Figure 3: RA Modernization Program Issue Management Process

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.

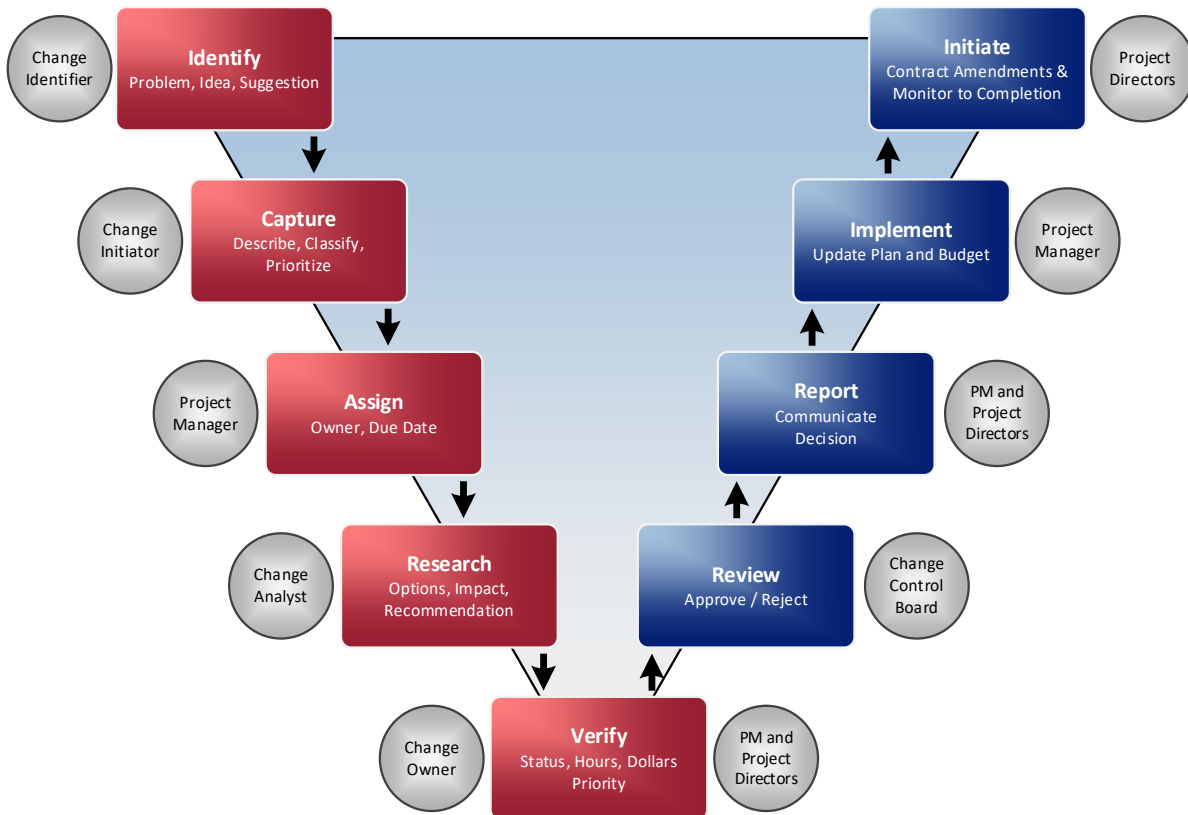


Figure 4:RA Modernization Program Change Management Process

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 increase participation and knowledge of new processes	PM

X. Capacity Plan

Projected requirements are expected to decrease significantly due to the significant capacity added because of COVID. 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 2021-2022

QUARTER 4

PREPARED ON 07/01/2022

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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.
TBD	Procurement for Vendor Services 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	Not started
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

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

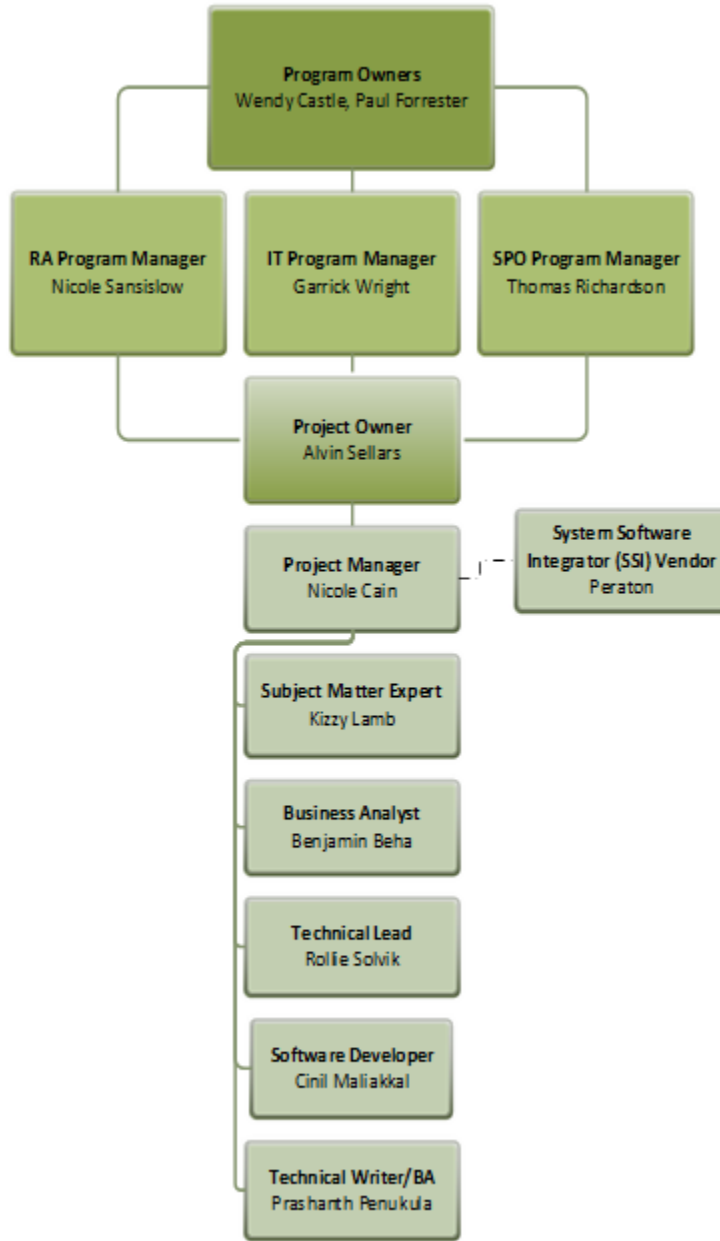
Task	Duration	Start	End
Procurement	36	3/7/2022	4/11/2022
Procure Rules Engine Product	36	3/7/2022	4/11/2022
Rule Identification	60	2/8/2022	4/8/2022
Document Rules	52	2/8/2022	3/31/2022
Prioritize and Format Rules	4	4/5/2022	4/8/2022
Access Management	8	4/11/2022	4/18/2022
Determine system roles and access management	3	4/11/2022	4/13/2022
Document access structure	5	4/14/2022	4/18/2022
Process Documentation	50	4/11/2022	5/30/2022
Update use cases	50	4/11/2022	5/30/2022
Create technical documentation	50	4/11/2022	5/30/2022
Testing	50	4/11/2022	5/30/2022
Develop test scripts	15	4/11/2022	4/25/2022
Develop dev environment	7	4/11/2022	4/17/2022
Integrate rules into dev environment	8	4/18/2022	4/25/2022
Test in dev environment	14	4/26/2022	5/9/2022
Migrate rules into Pre-prod environment	6	5/10/2022	5/15/2022
Test	15	5/16/2022	5/30/2022
Training	41	5/31/2022	7/10/2022
Document system structure and roles	41	5/31/2022	7/10/2022
Train users	41	5/31/2022	7/10/2022
Implementation	41	5/31/2022	7/10/2022
Create initial release plan	11	5/31/2022	6/10/2022
Migrate rules into product	11	6/10/2022	6/20/2022
Test from actual rules engine into test environment	20	6/21/2022	7/10/2022
Close-Out	21	7/11/2022	7/31/2022

III. Resource Loaded Project Schedule

The Business Rules Engine project is dependent on the procurement of a Rules Engine product, which will be facilitated by the SSI project vendor. The project will work closely with the SSI vendor to determine the best product for use. The Business Rules Engine project schedule will be updated once the SSI vendor project schedule is finalized.

IV. Project Organization and Methodology

Project Organizational Chart



I. Project Roles and Responsibilities

Project Role	Resource Name	Responsibility
--------------	---------------	----------------

Executive Sponsor	Adrienne Johnston	<ul style="list-style-type: none"> • Provide guidance on overall strategic direction
CIO	Ed Wynn	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	Kizzy Lamb	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	Lissa Tucker	<ul style="list-style-type: none"> • Advisory role, providing guidance on organizational change
Program Managers	Thomas Richardson Garrick Wright Nicole Sanislow	<ul style="list-style-type: none"> • Monitor project progress • Provide guidance and support to project manager and project team members • Provide allocation of resources
SSI Vendor	Peraton	<ul style="list-style-type: none"> • 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

J. 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

V. 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.

VI. 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 the 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



OPERATIONAL WORK PLAN FOR SOA AND API LAYER

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

**FISCAL YEAR 2021-2022
QUARTER 4**

PREPARED ON 07/01/2022

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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 (staffing and SOA/API vendor)
- Install and configure API layer
- Test tools defined with API layer tool procurement
- *Migrate and test proof of concept APIs
- 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 (Optional Scope)

- Migrate select data interfaces
- Test migrated interfaces
- Deploy APIs
- Document lessons learned

*The selection process for APIs to migrate for purposes of the proof of concept 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)

Out of Scope

- Defining the final CX/UX configuration
- Non-real-time web-based services

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
Document the resulting architectural standard for enforcement during the CX/UX project	Clear direction for the CX/UX project
Develop a proof-of-concept implementation that demonstrates all architectural components	Clear direction for the CX/UX project
Migration of select real-time web-based services (Optional Scope)	Improved scalability and efficiency

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
01/11/2022	2022 Legislative Session begins
03/11/2022	2022 Legislative Session ends

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
Tool and SOA/API Vendor Procurement	Procurement, installation, configuration, and testing of API toolset. Effort in coordination with the SSI project, Contract Manager.
Requirements Traceability Matrix	Functional and technical requirements documented, validated, and verified
Proof of Concept	Migration and test of APIs in support of proof of concept. Two APIs have been selected, one of each protocol type

Major Deliverable	Deliverable Description
	(SOAP/REST), based on feedback from the business and technical teams. See “Scope” for more information.
Documentation	Documentation of ESB requirements and the API architectural standard. Documentation of lessons learned.
Select APIs for Migration (Optional Scope)	Migration and documentation of select web-based real-time APIs, dependent upon the duration and resource availability of the project

F. Major Milestones

Major Milestone	Milestone Description
Procurement of API Toolset and SOA/API Vendor	Not started: Procure API toolset for the migration and development of APIs in support of the SOA:
Identification and prioritization of APIs and Requirements	In progress
Execution Phase	Not started: Proof of Concept and Documentation
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
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. The proof-of-concept APIs will be successfully migrated and documented within the available timeframe for the project

5. Documentation of SOA/API architectural standards will be successfully completed within the available timeframe for the project
6. Expansion of external APIs to be migrated beyond the original project “proof of concept and documentation” scope (e.g., in support of the CX/UX project) will require a formal change request

Project Constraints

1. Limited time and capacity of resources (internal & external) assigned to assist in the completion of the major deliverables
2. Dependencies external to the project, which result in delays in execution

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	Proof of Concept
1.5.2.2	Documentation
1.5.3	Phase 1a - Complete

1.5.4	Phase 1b - Selective API Implementation (Optional Scope)
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

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 Reemployment Assistance Claims and Benefits Information System (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
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

WBS	Task Name	Definition
1.3.8	Deliverable: Project Budget	Included in the Project Management Plan (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 Project Management Plan (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
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 use of APIs.
1.5.2.1	Proof of Concept	Migration and test of APIs in support of proof of concept.
1.5.2.2	Documentation	Documentation of ESB requirements and the API architectural standard. Documentation of lessons learned.
1.5.3	Phase 1a - Complete	Milestone
1.5.4	Phase 1b - Selective API Implementation (Optional Scope)	Migration and documentation of select web-based real-time APIs, dependent upon the duration and resource availability of the project
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

WBS	Task Name	Definition
1.8	Monitoring and Controlling Phase Complete	Milestone
1.9	Project Closeout (ex. Optional scope)	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 currently independently loaded in ServiceNow, until such time that onboarding of API layer SMEs/technical resources (one system engineer and two developers) can be accomplished for this project. Technical resources to be provided by the SOA/API vendor have not yet been determined. Accordingly, the project schedule is in an ideal state and will reflect resource loading at such time technical resources are made available to the project. In the interim, the assumption is that the API layer SMEs/technical resources will be 100% available to this project.

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, test, and support use of the ESB	November 2022

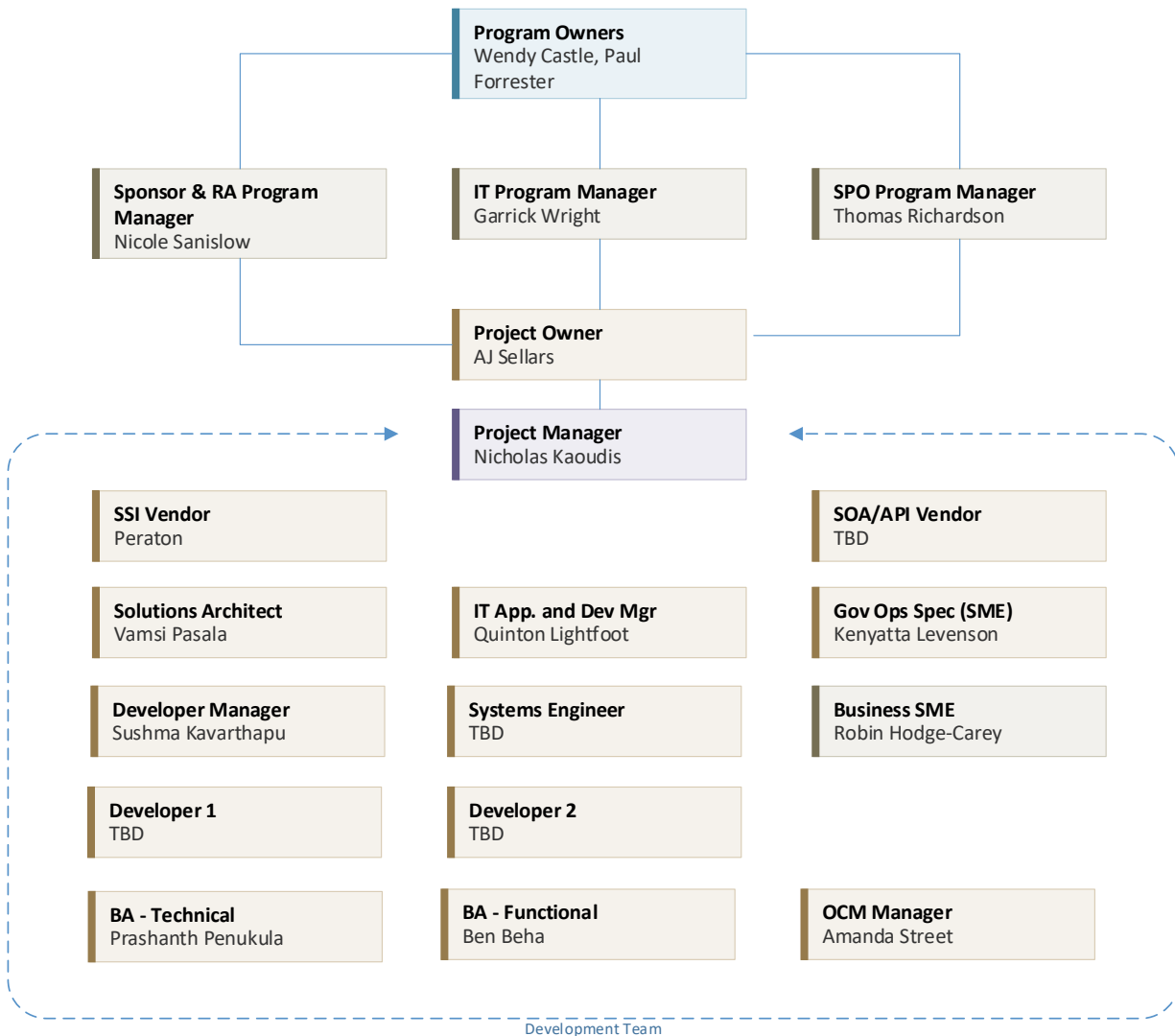
V. Project Organization and Methodology

There are eight technical team members assigned to this project, along with two subject matter experts, and one 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, expected to be completed in July 2022.

C. Project Organizational Chart



D. Project Roles and Responsibilities

Project Role	Resource Name	Responsibility
Program Owners	Paul Forrester Wendy Castle	<ul style="list-style-type: none"> • Deputy Chief Information Officer • Director, Reemployment Assistance Program
Project Sponsors	Nicole Sanislow	<ul style="list-style-type: none"> • Responsible for making final decisions for project changes and closure • Review and approve deliverables • Review and approve RFCs
Project Owner	AJ Sellars	<ul style="list-style-type: none"> • Ensure project aligns with department strategy • Primary point of contact • Review and approve deliverables
Project Manager	Nicholas Kaoudis	<ul style="list-style-type: none"> • 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	Kenyatta Levenson Robin Hodge-Carey	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	Lissa Tucker	<ul style="list-style-type: none"> • Advisory role, providing guidance on organizational change
Program Managers	Garrick Wright Tom Richardson Nicole Sanislow	<ul style="list-style-type: none"> • Monitor project progress • Provide guidance and support to project manager and project team members • Provide allocation of resources
Vendors	SSI Vendor	<ul style="list-style-type: none"> • Establish a solid architectural basis in support of the continuous modernization by defining a new architecture based on .NET Core, Web API

		framework, and a service-oriented architecture for the modernized System application.
	SOA/API Vendor	TBD

E. 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, 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 the 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
RSK0001081 - 06 SOA API layer: Resource hiring	High	High	Reflect the resource plan indicated in the risk description in the project schedule, to inform the	Development Manager

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
constraint impact on project schedule			other dependent schedules within the program. Split the project into two phases: Phase 1a - Technology adoption (sufficient to migrate a singular API as a "proof of concept implementation" and document the resulting architectural standards for CX/UX development); Phase 1b - API migration (per the charter, "... required APIs").	
RSK0001128: 06-SOA/API identification of existing APIs to migrate in support of CX/UX. Impact: The SOA/API project will not be able to complete all interfaces in the timeline and there may be an impact to the CX/UX project.	Moderate	High	<p>To step through all of the CX/UX impacting workflows and determine (as best we can) which interfaces will be used for CX/UX at the end of the Initial Claims workflow sessions. Then ensure the interfaces are complete for CX/UX.</p> <p>Options</p> <ol style="list-style-type: none"> 1. Use the SOA/API vendor as a second source of development. 2. Hire an additional development team to work in parallel. 3. Plan for an iterative approach to scope and duration of the project, requiring a follow-on 	Project Manager

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
			project parallel with CX/UX development. 4. Assign the remaining APIs to be migrated to the Continuous Modernization program	

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.



**OPERATIONAL WORK PLAN
FOR
SYSTEM AND SOFTWARE INTEGRATION**

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

**FISCAL YEAR 2021-2022
QUARTER 4**

PREPARED ON 7/1/2022

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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
5/18/2022	Technology Selection Reports
6/27/2022	Training and Requirements Management Plan
8/8/2022	To-Be Technical Requirements
9/16/2022	To-Be Technical Requirements Working Sessions
9/12/2022	Performance Benchmarks
9/15/2022	Architecture Change Control and Approval Processes Transition Plan
10/11/2022	Transition Plan
9/21/2022	Infrastructure Performance Requirements
10/17/2022	Final To-Be Technical Requirements Report
10/17/2022	Architectural Standards for Overall System Modernization
12/2/2023	Design Documentation
3/24/2023	Procurement Support
3/27/2023	Integration Testing
4/3/2023	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	In Progress
Deliverable 5	To-Be Technical Requirements Working Sessions	In Progress
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	In Progress
Deliverable 11	Performance Benchmarks	
Deliverable 12	Architecture Change Control and Approval Processes	
Deliverable 13	Oversight and Monitoring of Modernization Projects	In Progress

Major Deliverable	Deliverable Description	Status
Deliverable 14	Integration Testing	
Deliverable 15	Integration Services	
Deliverable 16	Technology Selection	In Progress
Deliverable 17	Procurement Support	In Progress
Deliverable 18	Transition Plan	

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
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
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



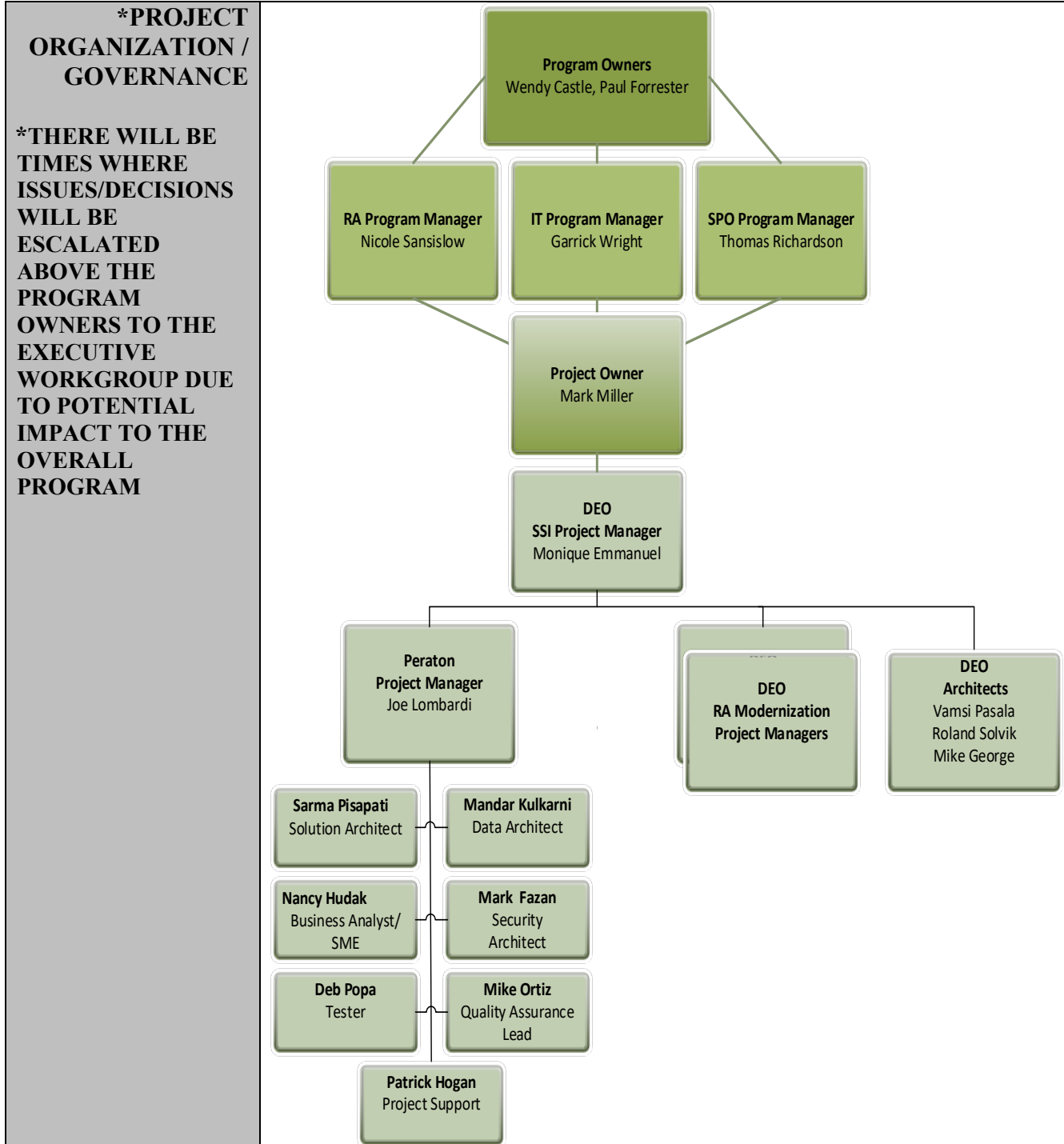
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IV. Project Spending Plan

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



B. 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
	Paul Forrester	- Facilitate resolution of significant issues in the project
Program Managers	Garrick Wright	- Provide guidance on overall strategic direction - Advise the Strategic Planning Office and project manager of risks that may impact the project
	Thomas Richardson	- Facilitate resolution of significant issues in the project - Review and sign off on key milestones
	Nicole Sanislow	
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	- Contribute subject matter expertise - Complete assigned project tasks in accordance with the Project Schedule
	Roland Solvik	- Identify risks and issues to the Project Manager in accordance with the Risk and Issue Management section of this PMP
	Mike George	- 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.

		<ul style="list-style-type: none"> - 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.
<p>Solutions Architect</p>	<p>Sarma Pisapati</p>	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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.

		<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	Patrick Hogan	<ul style="list-style-type: none"> - 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 Al Rehwinkle Linda Lawler Steve Garrison James Cohee	<ul style="list-style-type: none"> - 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.

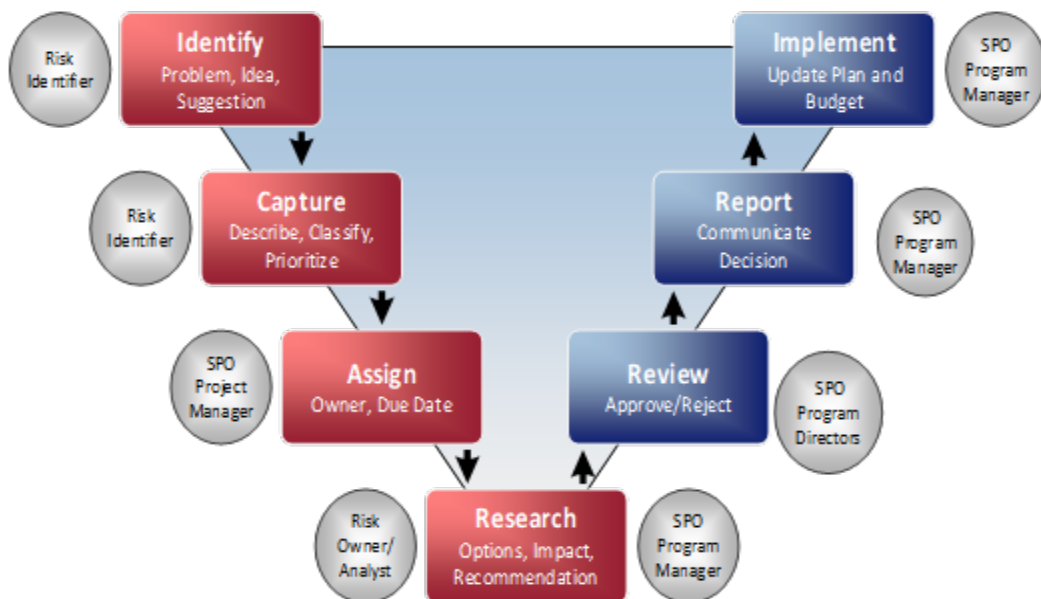


Figure 2: RA Modernization Program Risk Management Process

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).

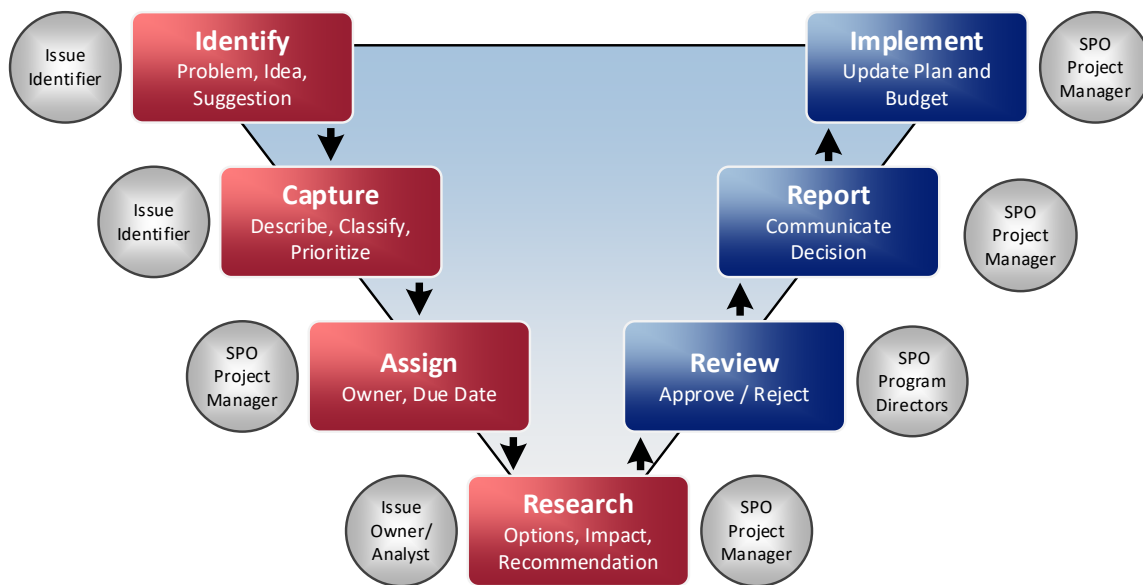


Figure 3: RA Modernization Program Issue Management Process

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.

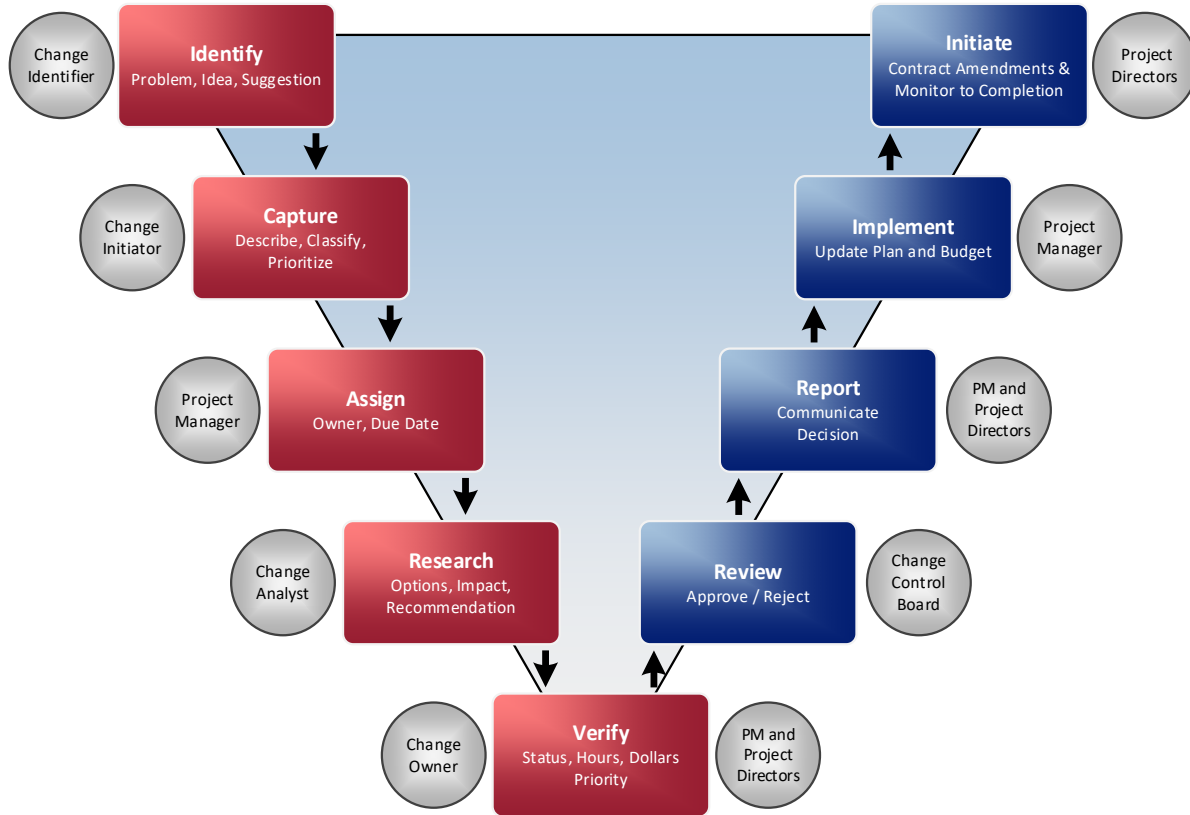


Figure 4: RA Modernization Program Change Management Process

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).



**OPERATIONAL WORK PLAN
FOR
MASTER DATA MANAGEMENT AND
INTEROPERABILITY**

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

FISCAL YEAR 2021-2023

QUARTER 4

PREPARED ON 6/30/2022

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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

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 15, 2022	Project Schedule
TBD	Execution phase

D. Major Deliverables

Major Deliverable	Deliverable Description
Build catalog of databases to be linked by APIs	Validated catalog of databases to be linked
Build dictionary of databases to be linked by APIs	Validated dictionary of databases to be linked

Major Deliverable	Deliverable Description
Build, deploy, and test all APIs that are required to link databases	Tested and validated APIs required to link databases.
Major Deliverable	Deliverable Description
As-Is Working Sessions	Conduct on-site working sessions with subject matter experts, as identified by DEO, to go over Business requirements.
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.
To-Be Working Sessions	Conduct on-site working sessions with subject matter experts, as identified by DEO, to discuss and evaluate To-Be.
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	Procurement of a MDM product.
Requirements Management Plan	Update the previously developed As-Is business process requirements with greater details based on the Report

E. Major Milestones

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

F. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Ed Wynn	Chief Information 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 procuring the necessary tool.

Project Constraints

1. Delays in the System and Software Integration 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 that will be determined to require API's
1.4.2.3	Dictionary all Databases that will be determined to require API's

1.4.2.4	Build all API's that were determined needed to link Databases.
1.4.2.5	Test the new API's
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 between them over the new API's

III. Resource Loaded Project Schedule

Identify the organization and timing of project work. The project schedule indicates the planned timetable for all project-related work and estimates the appropriate staffing levels necessary to accomplish each task, to produce each deliverable, and to achieve each milestone. This section should indicate at a high level the agency's planning for the entire project and demonstrate the agency's ability to plan, execute and monitor project deliverables. Activity details of high-level project tasks should also be identified during the quarter in which the tasks will be performed and report any timeline schedule variances and budget variances. This section may reference the project schedule in Microsoft Project (or whatever planning tool is used by the agency), which should be appended to the OWP as a supporting document.

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1		MDM	308 days?	Tue 1/18/22	Thu 3/23/22		
2	✓	Initiation	74 days	Tue 1/18/22	Fri 4/29/22		Hameed Ahmed
3	✓	Risk and Complexity Assessment	66 days	Tue 1/25/22	Tue 4/26/22		Hameed Ahmed
4	✓	Complete Pre-Charter Risk&Complexity Assessment and determine Project Level	64 days	Tue 1/25/22	Fri 4/22/22		Hameed Ahmed
5	✓	Complete Initiation Gate Risk&Complexity Assessment	23 days	Fri 3/25/22	Tue 4/26/22	4	
6	✓	Deliverable: Project Charter	34 days	Tue 1/18/22	Fri 3/4/22		
7	✓	Develop Project Charter	30 days	Tue 1/18/22	Mon 2/28/22		
8	✓	Review/Update Project Charter	1 day	Mon 2/28/22	Mon 2/28/22		
9	✓	Approve Project Charter	1 day	Fri 3/4/22	Fri 3/4/22	8	
10	✓	Project Charter complete	0 days	Wed 3/2/22	Wed 3/2/22	9	
11	✓	Project Kickoff Meeting	37 days	Mon 3/7/22	Tue 4/26/22		
12	✓	Create Agenda & Presentation Materials	2 days	Mon 3/7/22	Tue 3/8/22	10	
13	✓	DEO Review & Approval of Agenda	1 day	Tue 3/8/22	Tue 3/8/22	12	
14	✓	Conduct Kick-off Meeting	7 days	Mon 4/18/22	Tue 4/26/22	13	Hameed Ahmed
15	✓	Create Meeting Minutes	1 day	Wed 4/27/22	Wed 4/27/22		Hameed Ahmed
16	✓	DEO Review & Approval of Minutes	1 day	Thu 4/28/22	Thu 4/28/22	10	Hameed Ahmed
17	✓	Distribute Minutes	1 day	Thu 4/28/22	Thu 4/28/22	16SS	Hameed Ahmed
18	✓	MS - Deliverable 1 Project Kick-Off Meeting Complete	1 day	Fri 4/29/22	Fri 4/29/22	17	Hameed Ahmed
19	✓	Complete the Initiation Gate R&C Assessment	1 day	Fri 4/29/22	Fri 4/29/22	17	Hameed Ahmed
20	✓	Initiation Phase complete	1 day	Fri 4/29/22	Fri 4/29/22	17	Hameed Ahmed
21		Planning	27 days	Mon 5/2/22	Tue 6/7/22		
22		Deliverable: Resource Plan	21 days	Mon 5/2/22	Mon 5/30/22		

Project: 14 - Master Data Mana Date: Thu 6/2/22	Task		Inactive Summary		External Tasks
	Split		Manual Task		External Milestone
	Milestone		Duration-only		Deadline
	Summary		Manual Summary Rollup		Progress
	Project Summary		Manual Summary		Manual Progress
	Inactive Task		Start-only		
	Inactive Milestone		Finish-only		

Page 1

IV. Project Spending Plan

Complete the project spending plan Excel worksheet and include the file as part of the OWP. Explain in this section the details provided in the 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

B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Executive Sponsor	Adrienne Johnston	<ul style="list-style-type: none"> • 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
CIO	Ed Wynn	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Monitor project progress • Provide guidance and support to project manager and project team members
Project Manager	Hameed Ahmed	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Technical Lead	Quinton Lightfoot	<ul style="list-style-type: none"> • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs

Project Role	Resource Name	Responsibilities
Functional Team	Quinton Lightfoot Benjamin Beha Prath Hankare	<ul style="list-style-type: none"> • 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/Architect	Vamsi Pasala, William Brito	<ul style="list-style-type: none"> • 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
SSI Vendor	SSI Vendor	<p>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.</p> <ul style="list-style-type: none"> • 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

Item	Purpose	Format	Frequency	Type	Initiator	Recipient(s)	Feedback
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
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.
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- **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

VIII. Capacity Plan

Projected requirements are expected to decrease significantly due to the significant capacity added as a result of COVID. 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 SECURITY ARCHITECTURE REVIEW

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

**FISCAL YEAR 2021-2022
QUARTER 4**

PREPARED ON 7/5/2022

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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

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	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
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
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
<i>Security Architecture Review Project</i>	<i>12/9/2021</i>	<i>7/30/2021</i>
<i>WBS</i>		
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	4/19/2022	4/19/2022
Information Identification and Location Documented		
Identify documentation needed for the Security Arch Review	5/2/2022	6/23/2022
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	7/6/2022
Deliverable #4 Skills and Capabilities Assessment and Gap-Analysis Report	6/6/2022	7/27/2022
Deliverable 5 (Security Controls Implementation Roadmap)	7/7/2022	8/17/2022
Deliverable 6 (Training and Capabilities Improvement Plan)	7/20/2022	9/8/2022

III. Resource Loaded Project Schedule

The Security Architecture Vendor will provide a detailed project plan as deliverable #1, which will be incorporated into the overall project schedule. A resource loaded project schedule will be included in the OWP in the next quarterly report.

IV. Project Spending Plan

Complete the project spending plan Excel worksheet and include the file as part of the OWP. Explain in this section the details provided in the spending plan.

V. Project Organization and Methodology

A. Project Organizational Chart

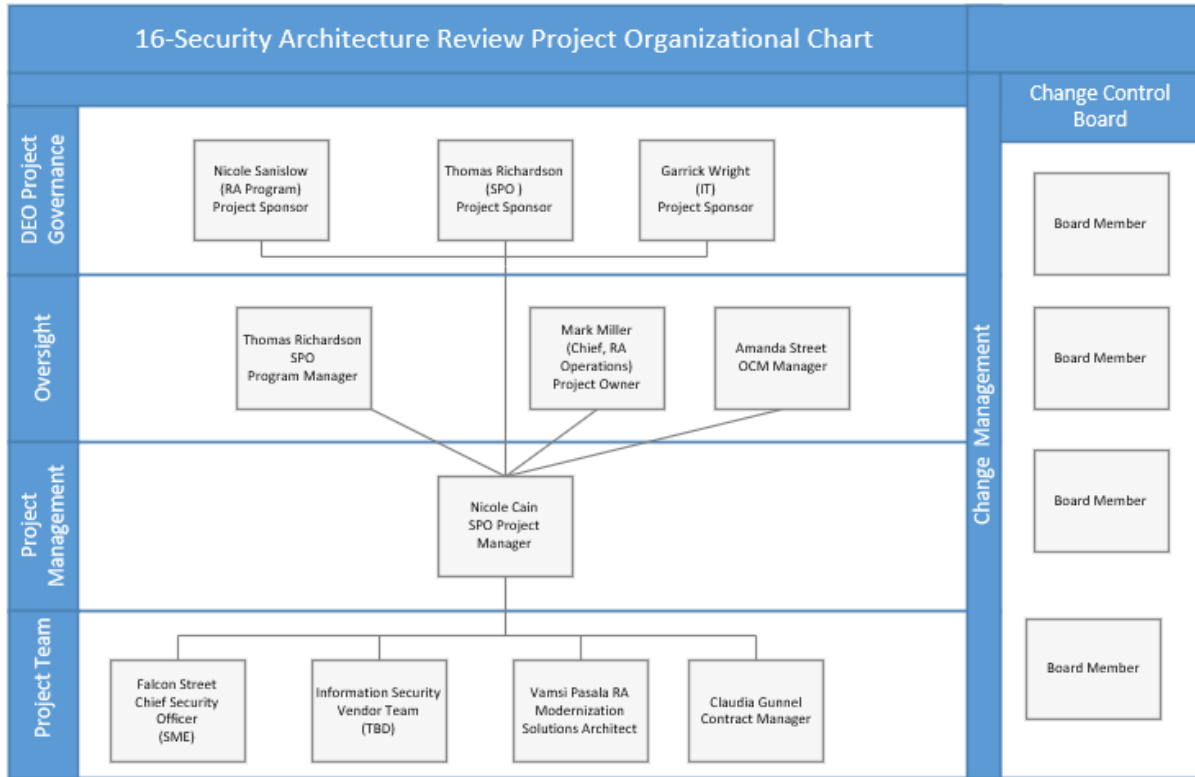


Figure 1: Project Organization Chart

B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Program Manager	Garrick Wright Thomas Richardson Nicole Sanislow	<ul style="list-style-type: none"> • 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
OCM Manager	Amanda Street	<ul style="list-style-type: none"> • Provide guidance on organizational change tasks
Strategic Planning Office	Thomas Richardson	<ul style="list-style-type: none"> • Monitor project progress • Provide guidance and support to project manager and project team members
Project Manager	Nicole Cain	

Project Role	Resource Name	Responsibilities
		<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Technical Lead	Vamsi Pasala	<ul style="list-style-type: none"> • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Functional Team	Falcon Street Claudia Gunnels	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	
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.

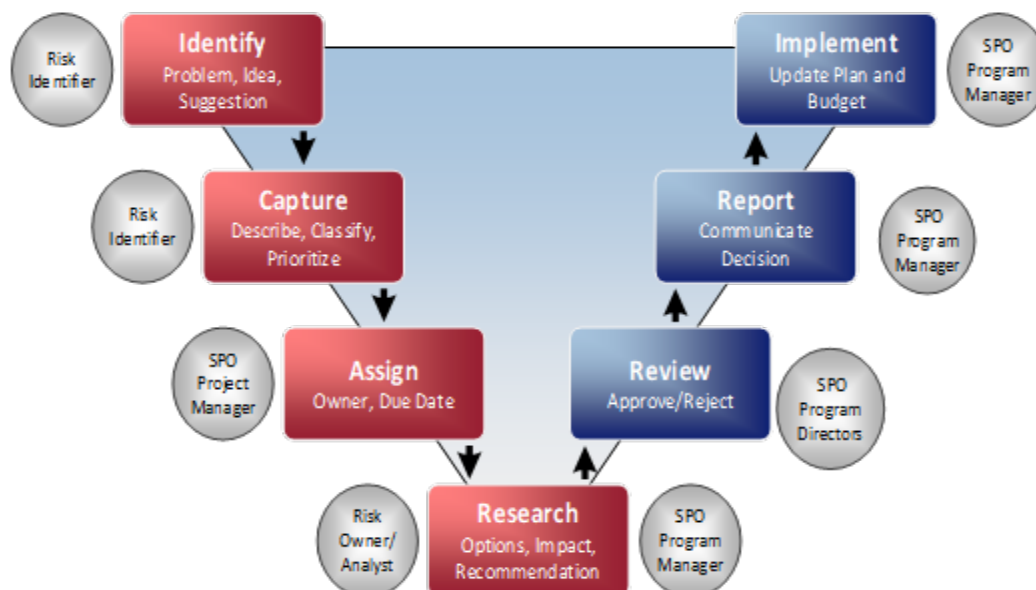


Figure 2: RA Modernization Program Risk Management Process

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.

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- 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).

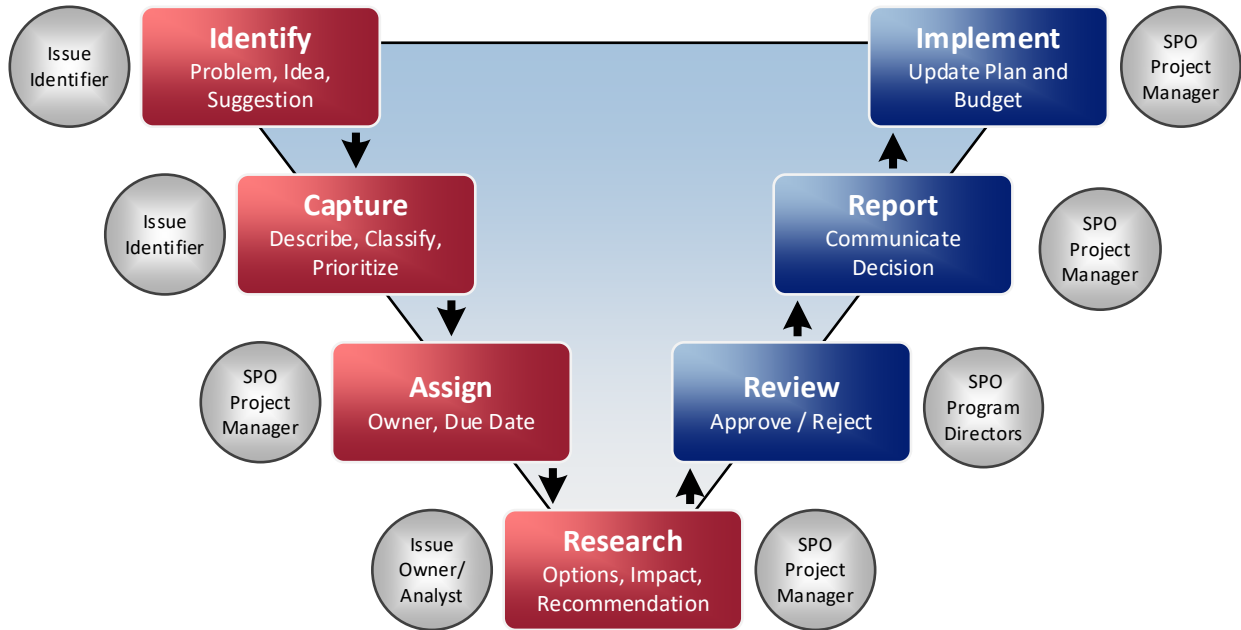


Figure 3: RA Modernization Program Issue Management Process

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.

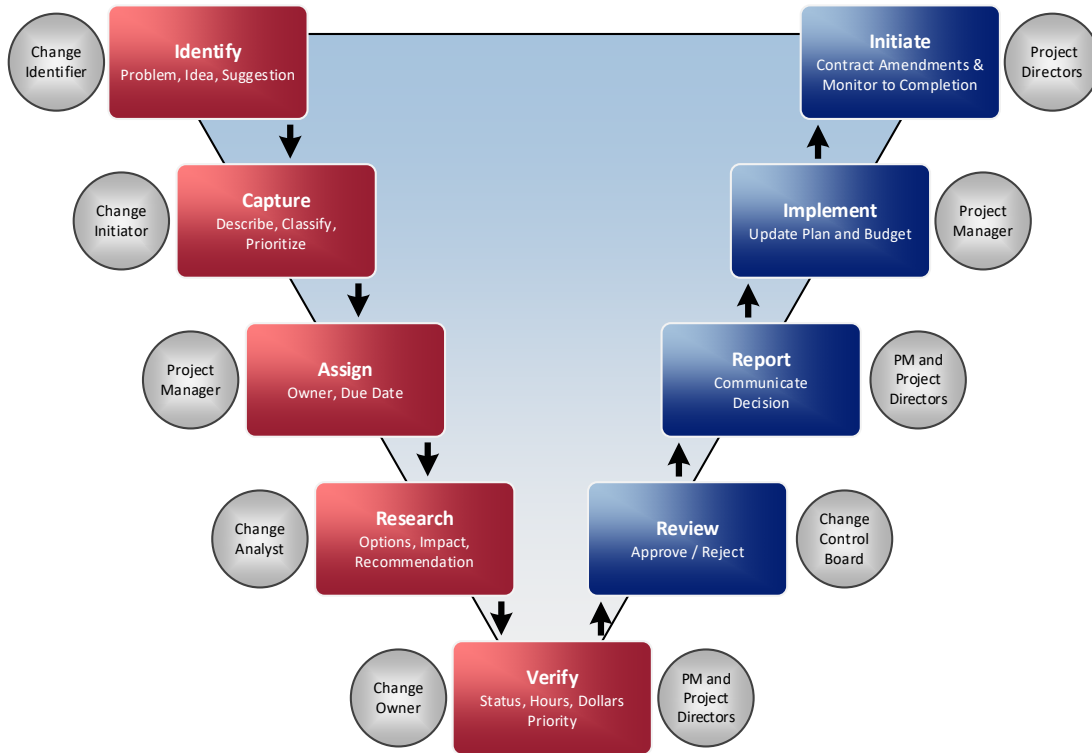


Figure 4:RA Modernization Program Change Management Process

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

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 2021-2022

QUARTER 4

PREPARED ON 06/29/2022

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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 tool or set of tools will be 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	<ul style="list-style-type: none"> ● 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.	<ul style="list-style-type: none"> ● 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.	<ul style="list-style-type: none"> ● 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.	<ul style="list-style-type: none"> Mitigates third-party fraud and helps address insider threats. Resolves long-standing audit issues.
Federated IAM platform for the System.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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
FY 2020-21 Q3 – FY 2021-22 Q2	Design and implementation of IAM process and tool for claimant access to System.
January 11 – March 11, 2022	2022 Legislative Session
April 1 - April 30, 2022	Requirements gathering for tool selection
May 15 – July 15, 2022	Tentative procurement

E. Major Deliverables

Deliverable ID	Major Deliverable	Deliverable Description
1	IAM process review and documentation	Any Reemployment Assistance-specific or newly developed enterprise workflow documentation as required for the System.

Deliverable ID	Major Deliverable	Deliverable Description
		Current roles and issues with redundancy and privilege creep should be identified.
2	Integration roadmap	Documented planning and resource management for each stage of the IAM integration/implementation based on System and application access flows (e.g., staff-to-application, staff-to-system, claimant-to-application, support-to-system, and so-on) that will require unique processes, authorization workflows, IAM integrations, etc. Prioritization will be based on resource availability, ease of implementation, and any known external factors otherwise impacting urgency.
3	Roadmap execution	Integration and testing of each access flow.
4	Communication and training	Communication of process documentation and workflows to all stakeholders.
5	Access updates	All existing users of System will be authorized through the new process. This may be completed as part of roadmap execution.

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
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
Al Rehwinkel	Project Manager

H. Significant Project Assumptions and Constraints

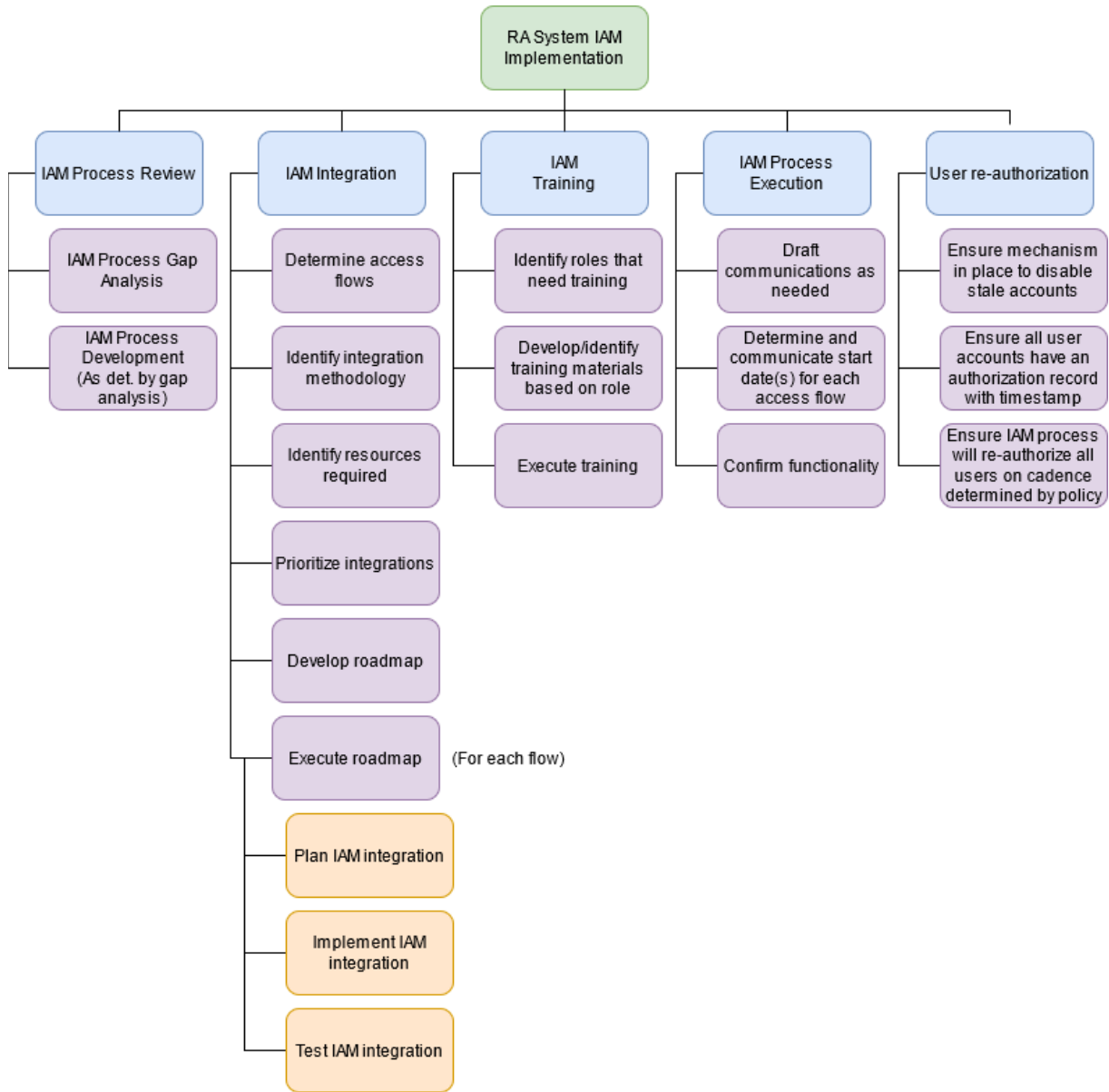
Project Assumptions

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



III. Resource Loaded Project Schedule

The project schedule is highly dependent on the development of the integration roadmap but is expected to be completed within the overall modernization effort timeline. The claimant access (already completed) addresses some of the more complex aspects of the public-facing IAM process and thus is expected to bolster the planned integration(s) involving public-facing access.

Integration Team

The integration team may vary slightly during the project depending on the integration requirements for each access flow, but it will generally consist of resources from IT

Operations and Reemployment Assistance Application Development, in addition to the architects and project manager. For development efforts, the team will follow the Agile development methodology using Scrum. Sprints are 2-weeks each.

SME Team

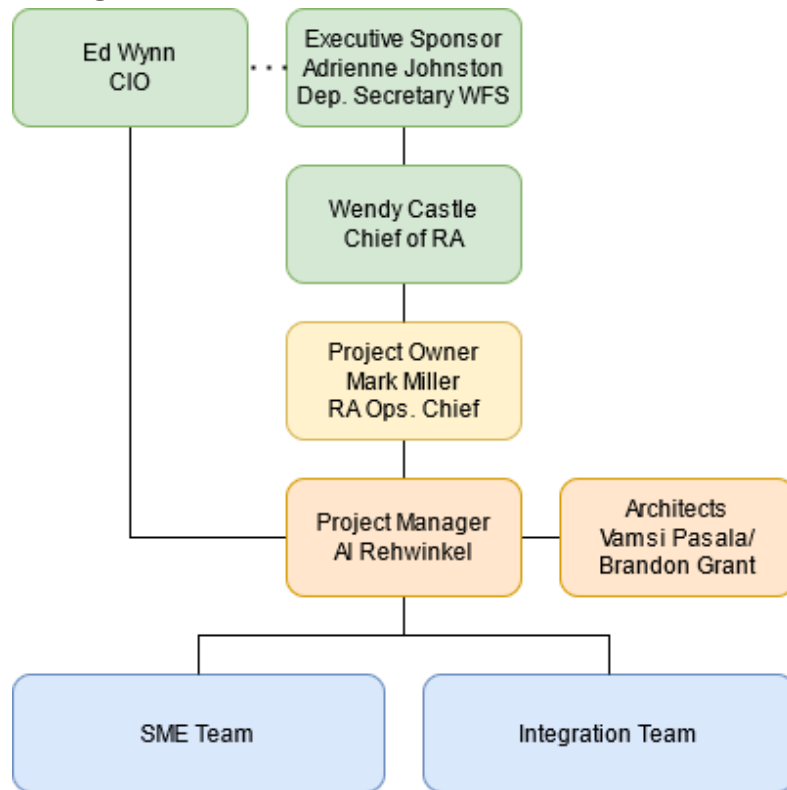
The SME team will consist of resources from Information Security, IT Architecture, and Reemployment Assistance Application Development.

IV. Project Spending Plan

Complete the project spending plan Excel worksheet and include the file as part of the OWP. Explain in this section the details provided in the spending plan.

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Name	Project Role	Responsibility
Adrienne Johnston	Executive Sponsor	<ul style="list-style-type: none"> Provide guidance on overall strategic direction

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> • 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
Ed Wynn	CIO	<ul style="list-style-type: none"> • 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
Wendy Castle	Chief of RA	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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
Al Rehwinkel	Project Manager	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Responsible for assisting the team in finding solutions to issues elevated to him

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • Process development 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
Integration Team	Implementors	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • Monitors project progress • Facilitates DEO Leadership Team Governance meetings • Provides guidance and support to project manager and project team members
Vendor	IAM Toolset	<ul style="list-style-type: none"> • Provides expertise in standing up chosen toolset and integration with defined Roles within RA
SSI Vendor	Peraton	<ul style="list-style-type: none"> • 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	Medium	Medium	Communication with Senior Leadership and Procurement Team(s).	PM/Project Owner/Senior Leadership

VIII. Procurement Planning

DEO originally forecasted procuring a toolset in April 2022 and has updated its anticipated forecast to July 2022, to ensure alignment with business requirements. A tool has been tentatively selected that meets the following guidelines:

- Align with HB 1391 Objectives
 - Digital Transformation

- Modernize Government
- Cloud-First Policy
- Support DEO's Cloud Strategy Plan
 - Govern and enable access in multi-cloud environment
- Secure Digital Identities in WFA environment
- Identity Governance and Data Governance



OPERATIONAL WORK PLAN FOR BUSINESS PROCESS OPTIMIZATION

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

**FISCAL YEAR 2021-2022
QUARTER 4**

PREPARED ON 7/1/2022

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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	Final Review in Process
6/13/2022	As-Is Report for Employers/TPAs due	Final Review in Process
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	In Process In Process
7/11/2022	To-Be Processes and Requirements for Employers/TPAs due	In Process
7/18/2022	Final day to conduct working session for all other items As-Is Report for As-Is processes for Initial Claims due	In Process
7/22/2022	Final day to conduct working session for To-Be processes for Initial Claims	
7/25/2022	To-Be Report for Employers/TPAs due	
7/29/2022	To-Be Processes and Requirements for Initial Claims due	
8/5/2022	As-Is Report for All Other items due To-Be Report for Initial Claims due	
8/12/2022	Final As-Is Assessment Report due Assessment Report due To-Be Processes and Requirements for All Other items due	
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	
8/26/2022	Potential Benefits Analysis due Final To-Be Report due Updated As-Is business process requirements due	
8/29/2022	Transition Plan due	

Key Dates (anticipated)	Importance and Relevance to the Project	Status
9/28/2022	Requirements Management Plan due	

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.	Core and Continued Claims As-Is reports are complete. The Employers/TPAs As-Is report is in Review.
Assessment Report	Create an Assessment Report that analyzes and evaluates the As-Is business processes and corresponding technical functional and non-functional requirements	
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.	The Core and Continued Claims To-Be business process and RTM reports are 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.	Working Sessions are conducted (at minimum) each Tuesday and Thursday. Supplemental Working Sessions are conducted when required.
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	
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.	The Core Claims To-Be report is completed. The Continued Claims To-Be report is in review.
Requirements Management Plan	Update the previously developed As-Is business process requirements with greater details based on the Assessment Report	
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.	

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
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

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 co...	Planned d...	Planned start date	Planned end date
▼ 19 - Business Process Optimization (BPO)	Green	48.25%	216 Days	2021-12-01	2022-10-03
▼ 19 - BPO - Business Process Optimization Schedule		48.25%	216 Days	2021-12-01	2022-10-03
▶ Initiation		100%	53 Days	2021-12-01	2022-02-14
▶ Planning	○	96.71%	77 Days	2021-12-01	2022-03-21
▼ Execution		39.62%	150 Days	2022-03-02	2022-09-29
▼ KPMG Tasks		40.16%	148 Days	2022-03-02	2022-09-28
▼ Core Claims		100%	48 Days	2022-03-02	2022-05-09
▶ 2.2.B.ii - Conduct As-Is Working Sessions for Core Claims	 Green	100%	20 Days	2022-03-02	2022-03-29
▶ 2.2.B.v - Core Claims As-Is Report Completion	 Green	100%	0 Days	2022-04-08	2022-04-08
▶ 2.4 - Core Claims To Be Business Processes and Corres Tech Fu...	 Green	100%	0 Days	2022-05-02	2022-05-02
▶ 2.5.B.ii - Core Claims To-Be Working Sessions	Green	100%	20 Days	2022-03-30	2022-04-26
▶ 2.5.B.iv - Core Claims To Be Reports Due	 Green	100%	0 Days	2022-05-09	2022-05-09
▼ Continued Claims	○	87.50%	49 Days	2022-03-25	2022-06-03
▶ 2.2.B.ii - Conduct As-Is Working Sessions for Continued Claims	 Green	100%	20 Days	2022-03-25	2022-04-21
▶ 2.2.B.v - Continued Claims As-Is Report Completion	 Green	100%	0 Days	2022-05-09	2022-05-09
▶ 2.4 - Continued Claims To Be Business Processes and Corres Te	 Yellow	75%	0 Days	2022-05-27	2022-05-27
▶ 2.5.B.ii - Conduct Continued Claims To-Be Working Sessions	○ Green	75%	20 Days	2022-04-22	2022-05-19
▶ 2.5.B.iv - Continued Claims To Be Reports Due	 Green	50%	0 Days	2022-06-03	2022-06-03

	Status	Percent co...	Planned d...	Planned start date	Planned end date
▼ Employer/TPAs		87.50%	60 Days	2022-04-29	2022-07-25
▶ 2.2.B.ii - Conduct As-Is Working Sessions for Employers/TPAs	Green	100%	20 Days	2022-04-29	2022-05-26
▶ 2.2.B.v - Employers/TPAs As-Is Report Completion	Green	100%	0 Days	2022-06-13	2022-06-13
▶ 2.4 - Employers/TPAs To Be Business Processes and Corres Tec...	Green	0%	0 Days	2022-07-11	2022-07-11
▶ 2.5.B.ii - Conduct Employers/TPAs To-Be Working Sessions	Green	75%	20 Days	2022-05-27	2022-06-24
▶ 2.5.B.iv - Employers/TPAs To Be Reports Due	Green	0%	0 Days	2022-07-25	2022-07-25
▼ Initial Claims		37.5%	49 Days	2022-05-27	2022-08-05
▶ 2.2.B.ii - Conduct As-Is Working Sessions for Initial Claims	Green	75%	20 Days	2022-05-27	2022-06-24
▶ 2.2.B.v - Initial Claims As-Is Report Completion	Green	0%	0 Days	2022-07-18	2022-07-18
▶ 2.4 - Initial Claims To Be Business Processes and Corres Tech F...	Green	0%	0 Days	2022-07-29	2022-07-29
▶ 2.5.B.ii - Conduct Initial Claims To-Be Working Sessions	Green	0%	20 Days	2022-06-27	2022-07-22
▶ 2.5.B.iv - Initial Claims To Be Reports Due	Green	0%	0 Days	2022-08-05	2022-08-05
▼ Other Populations		0%	59 Days	2022-06-20	2022-09-09
▶ 2.2.B.ii - Conduct As-Is Working Sessions for All Other Populati...	Green	0%	20 Days	2022-06-20	2022-07-15
▶ 2.2.B.v - All Other Populations As-Is Report Completed	Green	0%	0 Days	2022-08-05	2022-08-05
▶ 2.4 - All Other Populations To Be Business Processes and Corre...	Green	0%	0 Days	2022-08-12	2022-08-12
▶ 2.5.B.ii - Conduct All Other Populations To Be Working Sessions	Green	0%	15 Days	2022-08-19	2022-09-09
▶ 2.5.B.iv - All Other Populations To Be Reports Due	Green	0%	0 Days	2022-08-19	2022-08-19

▼ Reports, Plans & Assessments		0%	32 Days	2022-08-12	2022-09-28	
▶ 2.2.B.vi - Final As-Is Report		Green	0%	0 Days	2022-08-12	2022-08-12
▶ 2.3 - Assessment Report		Green	0%	0 Days	2022-08-12	2022-08-12
▶ 2.5.B.iii - Potential Benefit Analysis		Green	0%	0 Days	2022-08-26	2022-08-26
▶ 2.5.B.v - Final To Be Reports Due		Green	0%	0 Days	2022-08-26	2022-08-26
▶ 2.5.B.vi - Update Previously Developed as-Is Business Process ...		Green	0%	0 Days	2022-08-26	2022-08-26
▶ 2.6.C - Requirements Mgmt Plan Due		Green	0%	0 Days	2022-09-28	2022-09-28
▶ 2.7.C - Transition Plan Due		Green	0%	0 Days	2022-08-29	2022-08-29
▶ Organizational Change Management Report		Green	0%	0 Days	2022-09-28	2022-09-28
▶ "How To Guide" and "Train the Trainer" OCM Sessions		Green	0%	0 Days	2022-09-28	2022-09-28
▶ Conduct Lessons Learned Meeting			0%	2 Days	2022-09-28	2022-09-29
▶ Execution Phase complete		Green	0%	0 Days	2022-09-30	2022-09-30
▶ Monitoring and Controlling			24.99%	216 Days	2021-12-01	2022-10-03
▶ Monitoring and Controlling Phase Complete		Green	0%	0 Days	2022-09-29	2022-09-29
▶ Project Closeout			0%	3 Days	2022-09-28	2022-10-03
▶ Closeout Phase complete		Green	0%	0 Days	2022-10-03	2022-10-03

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.

V. Project Organization and Methodology
Project Organizational Chart

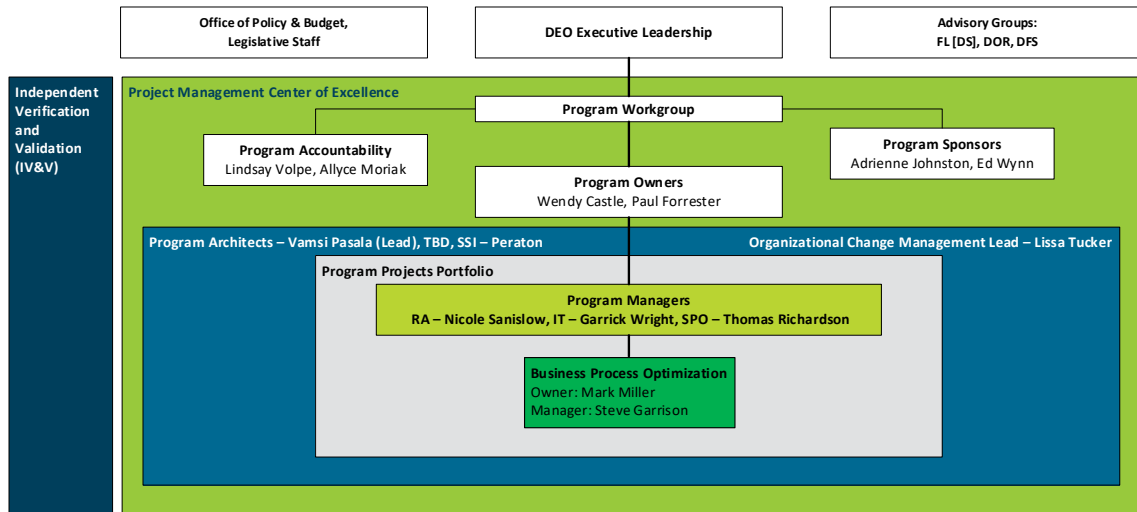


Figure 1: Project Organization Chart

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	2
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 the Project Log Workbook (RAID Logs).

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

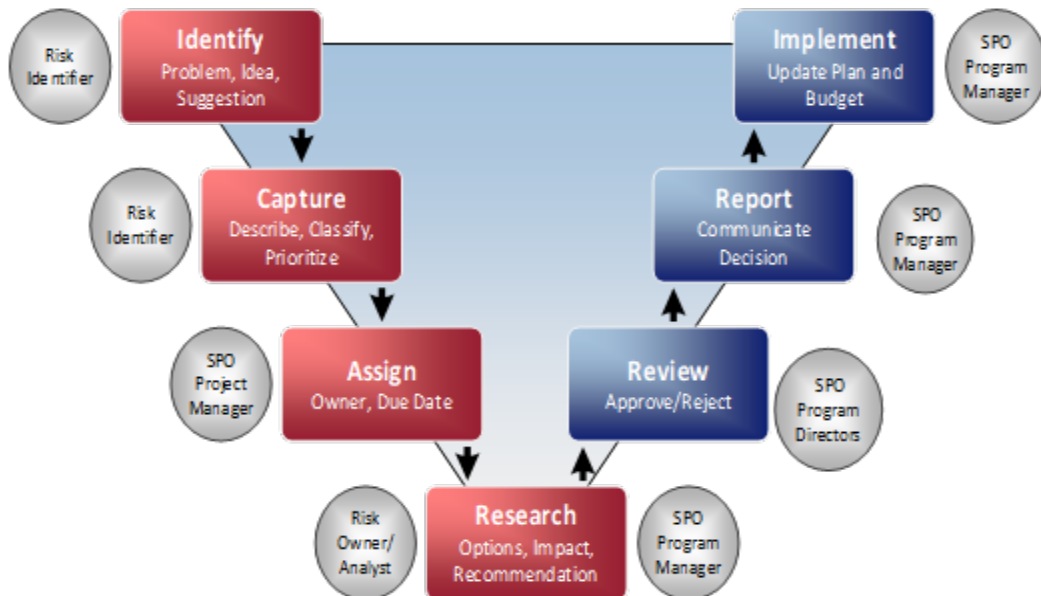


Figure 2: RA Modernization Program Risk Management Process

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).

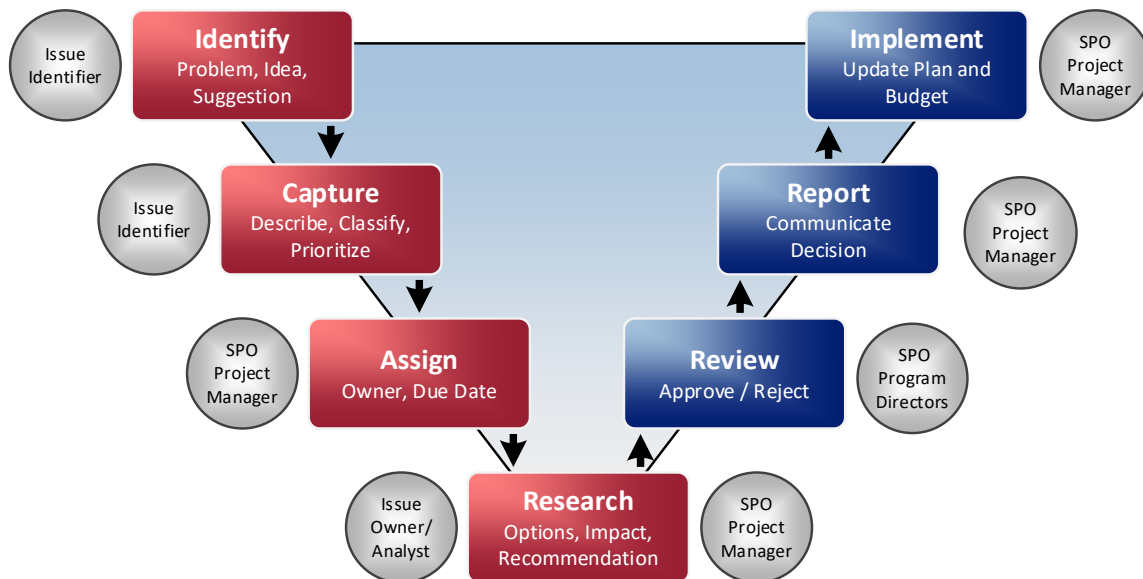


Figure 3: RA Modernization Program Issue Management Process

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 BPO project.

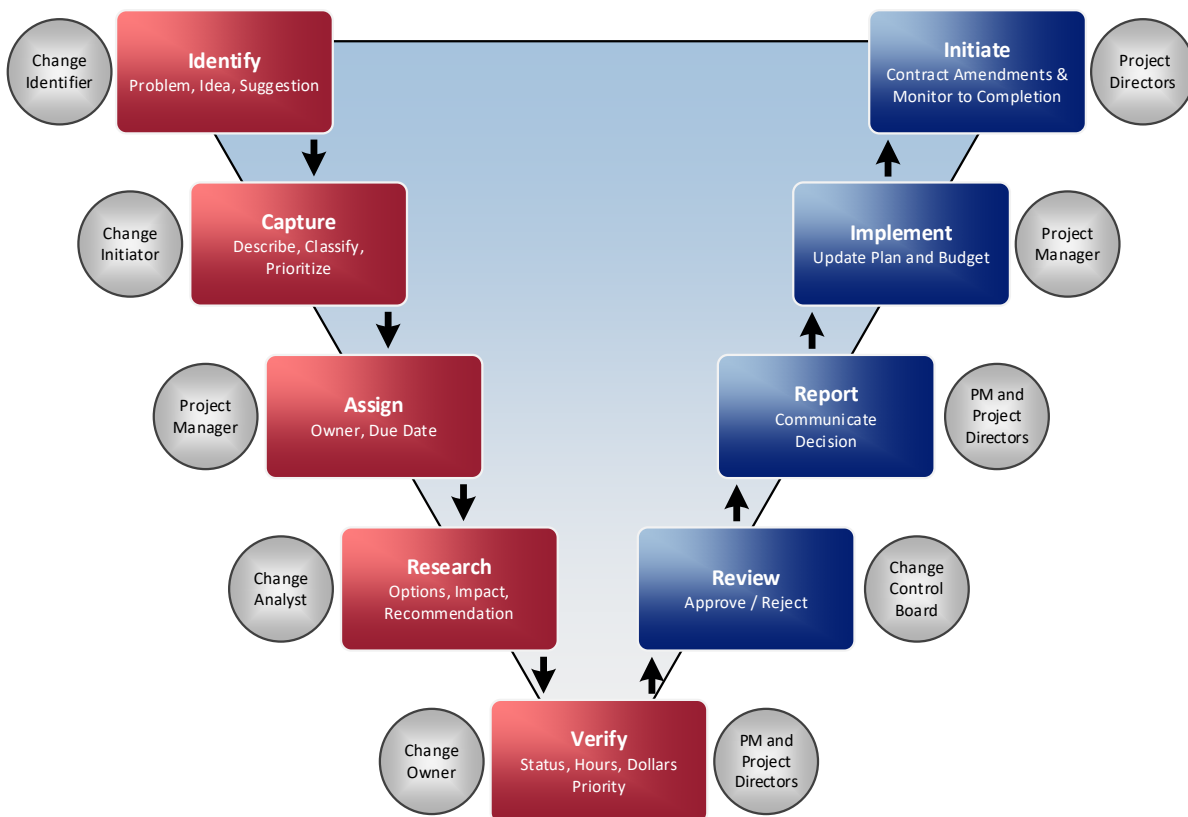


Figure 4: RA Modernization Program Change Management Process

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*](#).

Cost Management

The tables below will be completed and used to define and track project costs during the Business Process Optimization 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

22-23 Spend Plan RA Modernization

Cloud Migration (IaaS)							SFY 21/22 Oblig	July	August	September	October	November	December	January	February	March	April	May	June	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description														
B9E668	N	9/23/2021	9/23/2021	SHI	-	Visio Licenses for Business Analysts	2,924.55	-	-	-	-	-	-	-	-	-	-	-	-	-
B972A9	N	7/1/2021	6/30/2022	Presidio	-	Palo Alto Panorama+VM Series	44,677.60	-	-	-	-	-	-	-	-	-	-	-	-	-
BA2ED4	P	11/30/2021	11/29/2022	Mythics	C3280	Oracle Universal Licensing & Support for Connect Database	4,513,720.89	-	-	-	-	1,132,704.63	-	-	-	-	-	-	-	-
BA346A	Y	1/1/2022	12/31/2022	OpenText Corp	C3284	HP Exstream Software (for Cloud Migration - formerly BA2C09)	60,505.32	-	-	-	-	-	-	60,505.32	-	-	-	-	-	-
BA8434	Y	4/1/2022	3/31/2023	OpenText Corp	C3306	OpenText - HP ExStream Consultant Services	4,325.50	-	-	-	-	-	-	-	-	-	-	-	-	-
BA1497	N	10/29/2021	6/30/2022	GTS	C2191 - A9	IVR Contact Center as a Service - GTS Deliverable-Based Genesys Migration Proposal	448,748.66	-	-	-	-	-	-	-	-	-	-	-	-	-
BAF047	N	6/8/2022	6/7/2023	Insight Public Sector	-	DocuSign Enterprise Pro Edition - Envelope	2,418.91	-	-	-	-	-	-	-	-	-	-	-	-	-
	N			GTS		IVR Contact Center as a Service - Genesys 1-year Cloud Subscription Pricing (from GTS Proposal)	-	-	-	-	-	-	-	-	4,171,581.22	-	-	-	-	-
BA3DBE	N	12/7/2021	12/29/2022	Dasher Technologies	-	UFT Licenses for Modernization	-	-	-	-	-	-	-	95,970.56	-	-	-	-	-	-
Totals						Totals	5,077,321.43					1,132,704.63		156,475.88	4,171,581.22					
Data Warehouse Management (DW)							SFY 21/22 Oblig	July	August	September	October	November	December	January	February	March	April	May	June	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description														
BA2F67	Y	12/23/2021	12/22/2022	Insight Public Sector	C3281	Strim Subscription Licensing for Data Warehouse 2-Years	93,096.96	-	-	-	-	-	-	93,096.96	-	-	-	-	-	-
B89955	Y	5/4/2021	5/5/2022	SHI	-	Tableau Server Core and Tableau Creator Licenses for RA (will be renewed in May '22)	6,386.33	-	-	-	-	-	-	-	-	-	-	-	-	-
BAF7FD	Y	5/6/2022	5/6/2023	SHI	-	Tableau Server Core and Tableau Creator Licenses for RA (will be renewed in May '22)	-	-	-	-	-	-	-	-	-	-	-	-	-	173,203.79
B85E62	Y	12/15/2021	12/14/2023	Carahsoft	-	Snowflake Subscription Licensing & Training for Data Warehouse	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Totals						Totals	99,483.29							93,096.96						173,203.79
Cloud Application Performance Mgmt							SFY 21/22 Oblig	July	August	September	October	November	December	January	February	March	April	May	June	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description														
	Y	2/1/2022	6/30/2023			AppDynamics - Included in base costs	-	-	-	-	-	-	-	-	-	-	-	-	-	987,522.00
	Y					ServiceNow - Included in base costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Totals						Totals	-													987,522.00
SDLC - DevOps							SFY 21/22 Oblig	July	August	September	October	November	December	January	February	March	April	May	June	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description														
						Tool/Professional Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Totals						Totals	-													-
.NET and ORM Upgrade - John Ramos							SFY 21/22 Oblig	July	August	September	October	November	December	January	February	March	April	May	June	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description														
B9D823	N	9/14/2021	9/13/2022	SHI	NA	Visual Studio Licenses 2019 Pro	15,307.50	-	-	-	-	-	-	-	-	-	-	-	-	-
Totals						Totals	15,307.50													-
Incremental CX/UX Mobile-Responsive Software Transformation							SFY 21/22 Oblig	July	August	September	October	November	December	January	February	March	April	May	June	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description														
						CX/UX Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		8/5/2022	3/8/2023			CX/UX-Core Claims/Claims Status	-	-	-	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	-
		9/2/2022	5/8/2023			CX/UX-Continued Claims	-	-	-	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	-
		10/3/2022	5/5/2023			CX/UX-Employers and other TPAs	-	-	-	-	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	-
		10/31/2022	6/3/2023			CX/UX-Initial Claims	-	-	-	-	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
						Totals	-	-	-	939,738.91	1,879,477.82	3,758,955.64	3,758,955.64	3,758,955.64	3,758,955.64	3,758,955.64	3,758,955.64	2,819,216.73	2,819,216.73	939,738.91
Business Process Optimization (BPO)							SFY 21/22 Oblig	July	August	September	October	November	December	January	February	March	April	May	June	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description														
BA778C				KPMG	C3256	BPO Projects	10,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-
		2/24/2022	2/1/2023			BPO - Core Claims/Claims Status	55,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-
		2/24/2022	2/1/2023			BPO - Continued Claims	80,000.00	140,666.67	-	-	-	-	-	-	-	-	-	-	-	-
		2/24/2022	2/1/2023			BPO - Employers and other TPAs	-	140,666.67	140,666.67	-	-	-	-	-	-	-	-	-	-	-
		2/24/2022	2/1/2023			BPO - Initial Claims	-	184,222.67	184,222.67	184,221.30	-	-	-	-	-	-	-	-	-	-
						Totals	145,000.00	465,556.01	324,889.34	184,221.30	-	-	-	-	-	-	-	-	-	-
System and Software Integrator (SSI)							SFY 21/22 Oblig	July	August	September	October	November	December	January	February	March	April	May	June	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description														
BAD55C	N	4/4/2022	6/30/2023	Peraton	C3272	SSI - System Software Integrator	33,737.60	-	-	-	-	-	-	-	-	-	-	-	-	-
BB3727	N	7/1/2022	6/30/2023	Peraton	C3272	SSI - System Software Integrator	-	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18
						Totals	33,737.60	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18	332,700.18
SOA and API Later							SFY 21/22 Oblig	July	August	September	October	November	December	January	February	March	April	May	June	
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description														
	Y	12/22/2021	7/31/2022			API Layer Software Tool - ISF Estimate	-	-	-	-	-	-	-	-	-	-	-	-	439,927.20	-
	Y		7/31/2022			Configuration/Professional Services	-	152,315.28	152,315.28	-	-	-	-	-	-	-	-	-	-	-
						Totals	-	152,315.28	152,315.28	-	-	-	-	-	-	-	-	-	439,927.20	-

BB0559		5/10/2022	6/30/2022	Gejits Infotech Inc.	C3326	Qual Assurance Analyst	5,400.00												
BB2233		7/1/2022	6/30/2023	Vitaver	C3347	FY 22/23 - IT Staff Aug Project Management Specialist	-	13,452.00	13,452.00	13,452.00	13,452.00	13,452.00	13,452.00	13,452.00	13,452.00	13,452.00	13,452.00	13,452.00	13,452.00
					TBD	IT Staff Aug - Qual Assurance Analyst (Tester)	-	15,600.00	15,600.00	15,600.00	15,600.00	15,600.00	15,600.00	15,600.00	15,600.00	15,600.00	15,600.00	15,600.00	15,600.00
					TBD	IT Staff Aug - App Dev Analyst	-	16,120.00	16,120.00	16,120.00	16,120.00	16,120.00	16,120.00	16,120.00	16,120.00	16,120.00	16,120.00	16,120.00	16,120.00
BADE51	Y	4/19/2022	6/30/2022	Gejits Infotech Inc.	C3311	IT Staff Aug Business Analyst (Technical Writer), est \$80/hour	17,264.00	16,392.50	16,392.50	16,392.50	16,392.50	16,392.50	16,392.50	16,392.50	16,392.50	16,392.50	16,392.50	16,392.50	16,392.50
						Totals	1,344,883.38	419,023.46	422,657.46	422,657.46	422,657.46	422,657.46	422,657.46	422,657.46	422,657.46	422,657.46	422,657.46	422,657.46	422,657.46
IV&V Services for RA Modernization																			
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	July	August	September	October	November	December	January	February	March	April	May	June
PO2488307	N	7/30/21	6/30/22	Gartner	C3108	IV&V Services for RA Modernization	-	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00
						Totals	-	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00	236,920.00
Monthly Grand Totals							7,649,015.64	4,227,287.33	2,878,444.66	3,508,355.25	4,090,037.86	7,007,937.05	5,875,232.42	6,166,904.91	9,978,813.29	5,807,232.07	4,867,493.16	5,577,709.00	4,275,537.40
							7,649,015.64	10,614,087.23			16,973,207.32			21,952,950.26			14,720,739.55		
								Q1			Q2			Q3			Q4		

Cloud Migration (IaaS)										SFY 22/23 Proj Cost	2-Year Cost
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description					
B9E668	N	9/23/2021	9/23/2021	SHI	-	Visio Licenses for Business Analysts	-	-	-	2,924.55	
B972A9	N	7/1/2021	6/30/2022	Presidio	-	Palo Alto Panorama+VM Series	-	-	-	44,677.60	
BA2ED4	P	11/30/2021	11/29/2022	Mythics	C3280	Oracle Universal Licensing & Support for Connect Database	1,132,704.63	-	-	5,646,425.52	
BA346A	Y	1/1/2022	12/31/2022	OpenText Corp	C3284	HP Exstream Software (for Cloud Migration - formerly BA2C09)	60,505.32	-	-	121,010.64	
BA8434	Y	4/1/2022	3/31/2023	OpenText Corp	C3306	OpenText - HP ExStream Consultant Services	-	-	-	4,325.50	
BA1497	N	10/29/2021	6/30/2022	GTS	C2191 - A9	IVR Contact Center as a Service - GTS Deliverable-Based Genesys Migration Proposal	-	-	-	448,748.66	
BAF047	N	6/8/2022	6/7/2023	Insight Public Sector		DocuSign Enterprise Pro Edition - Envelope	-	-	-	2,418.91	
	N			GTS		IVR Contact Center as a Service - Genesys 1-year Cloud Subscription Pricing (from GTS Proposal)	4,171,581.22	-	-	4,171,581.22	
BA3DBE	N	12/7/2021	12/29/2022	Dasher Technologies		UFT Licenses for Modernization	95,970.56	-	-	95,970.56	
							-	-	-	-	
Totals							5,460,761.73			10,538,083.16	
Data Warehouse Management (DW)										SFY 22/23 Proj Cost	2-Year Cost
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description					
BA2F67	Y	12/23/2021	12/22/2022	Insight Public Sector	C3281	Strim Subscription Licensing for Data Warehouse 2-Years	93,096.96	-	-	186,193.92	
B89955	Y	5/4/2021	5/5/2022	SHI	-	Tableau Server Core and Tableau Creator Licenses for RA (will be renewed in May '22)	-	-	-	6,386.33	
BAF7FD	Y	5/6/2022	5/6/2023	SHI	-	Tableau Server Core and Tableau Creator Licenses for RA (will be renewed in May '22)	173,203.79	-	-	173,203.79	
B85E62	Y	12/15/2021	12/14/2023	Carahsoft		Snowflake Subscription Licensing & Training for Data Warehouse	-	-	-	-	
							-	-	-	-	
Totals							266,300.75			365,784.04	
Cloud Application Performance Mgmt										SFY 22/23 Proj Cost	2-Year Cost
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description					
	Y	2/1/2022	6/30/2023			AppDynamics - Included in base costs	987,522.00	-	-	987,522.00	
	Y					ServiceNow - Included in base costs	-	-	-	-	
							-	-	-	-	
Totals							987,522.00			987,522.00	
SDLC - DevOps										SFY 22/23 Proj Cost	2-Year Cost
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description					
						Tool/Professional Services	-	-	-	-	
							-	-	-	-	
Totals							-			-	
.NET and ORM Upgrade - John Ramos										SFY 22/23 Proj Cost	2-Year Cost
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description					
B9D823	N	9/14/2021	9/13/2022	SHI	NA	Visual Studio Licenses 2019 Pro	-	-	-	15,307.50	
							-	-	-	-	
Totals							-			15,307.50	
Incremental CX/UX Mobile-Responsive Software Transformation										SFY 22/23 Proj Cost	2-Year Cost
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description					
						CX/UX Projects	-	-	-	-	
		8/5/2022	3/8/2023			CX/UX-Core Claims/Claims Status	6,578,172.37	-	-	6,578,172.37	
		9/2/2022	5/8/2023			CX/UX-Continued Claims	7,517,911.28	-	-	7,517,911.28	
		10/3/2022	5/5/2023			CX/UX-Employers and other TPAs	6,578,172.37	-	-	6,578,172.37	
		10/31/2022	6/3/2023			CX/UX-Initial Claims	7,517,911.28	-	-	7,517,911.28	
Totals							28,192,167.30			28,192,167.30	
Business Process Optimization (BPO)										SFY 22/23 Proj Cost	2-Year Cost
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description					
BA778C		2/24/2022	2/1/2023	KPMG	C3256	BPO Projects	-	-	-	10,000.00	
		2/24/2022	2/1/2023			BPO - Core Claims/Claims Status	-	-	-	55,000.00	
		2/24/2022	2/1/2023			BPO - Continued Claims	140,666.67	-	-	220,666.67	
		2/24/2022	2/1/2023			BPO - Employers and other TPAs	281,333.34	-	-	281,333.34	
		2/24/2022	2/1/2023			BPO - Initial Claims	552,666.64	-	-	552,666.64	
Totals							974,666.65			1,119,666.65	
System and Software Integrator (SSI)										SFY 22/23 Proj Cost	2-Year Cost
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description					
BAD55C	N	4/4/2022	6/30/2023	Peraton	C3272	SSI - System Software Integrator	-	-	-	33,737.60	
BB3727	N	7/1/2022	6/30/2023	Peraton	C3272	SSI - System Software Integrator	3,992,402.14	-	-	3,992,402.14	
Totals							3,992,402.14			4,026,139.74	
SOA and API Later										SFY 22/23 Proj Cost	2-Year Cost
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description					
	Y	12/22/2021	7/31/2022			API Layer Software Tool - ISF Estimate	439,927.20	-	-	439,927.20	
	Y		7/31/2022			Configuration/Professional Services	304,630.56	-	-	304,630.56	
							-	-	-	-	
Totals							744,557.76			744,557.76	

Rules Engine								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
	Y	12/22/2021	7/31/2022			Rules Engine Software Tool - ISF Estimate	97,084.85	97,084.85
	Y		7/31/2022			Configuration/Professional Services	296,400.00	296,400.00
							-	-
						Totals	393,484.85	393,484.85
RA Help Center								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
	Y					RA Help Center Support	1,200,000.00	1,200,000.00
						License Renewal (12/2023)	-	-
							-	-
						Totals	1,200,000.00	1,200,000.00
Strategic Planning Office (SPO)								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
BA037C	Y	10/20/2021	6/30/2022	Beacon Systems	C3186	Strategic Project Office	1,296,481.00	1,711,316.00
B9E799	N	10/5/2021	10/4/2022	Carahsoft	C3232	Configuration Services for ServiceNow for the SPO	207,213.04	530,867.96
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	1,503,694.04	2,286,191.48
Reporting								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
BB27EE		5/23/2022	6/30/2022	SHI		FY21-22 SHI-Microsoft Visio Professional 2021 License	-	-
						Totals	-	-
Archive and Purge - TBD								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
						Archive Software/Hardware Tool - ISF Estimate	1,126,850.00	1,126,850.00
						Configuration/Professional Services	1,708,208.28	1,708,208.28
							-	-
						Totals	2,835,058.28	2,835,058.28
Master Data Management and Interoperability - TBD								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
						Archive Software/Hardware Tool - ISF Estimate	300,000.00	300,000.00
						Configuration/Professional Services	782,546.22	782,546.22
							-	-
						Totals	1,082,546.22	1,082,546.22
Security Architecture Review Services (SAR)								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
BAE498		4/15/2022	4/14/2023	EY	C3257	Consultant Services	403,560.00	403,560.00
							-	-
						Totals	403,560.00	403,560.00
Identity Management and Access Control Project - Al Rehwinkel								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
B9E6EC	N	9/27/2021	9/27/2022	Insight Public Sector	C3231	WhoIam Consulting Services for B2C for C2C (Phase 1)	220,215.00	371,000.00
		7/1/2021	12/30/2022			Phase 2 & Phase 3 (Staff & 3rd Party Admin)	7,438,308.26	7,438,308.26
BB3350		5/27/2022	6/30/2023	Carahsoft		FY21-22 - Carahsoft - Saviynt Enterprise License	279,899.75	279,899.75
							-	-
						Totals	7,938,423.01	8,089,208.01
Security Architecture Audit Project - TBD								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
						Does not start until FY 22/23 - ISF Estimate	374,544.12	374,544.12
							-	-
						Totals	374,544.12	374,544.12
Shared Resource - Staff Augmentation								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
B99D49	Y	8/2/2021	6/30/2022	Randstad	C3147	App Dev Analyst	-	117,990.00
	Y	7/1/2022	6/30/2023	Randstad	C3437	App Dev Analyst	173,280.00	173,280.00
B9A07B	Y	8/1/2021	6/30/2022	Vitaver	C3164	App Dev Analyst	-	141,600.00
BB1FC5		7/1/2022	6/30/2023	Vitaver	C3438	App Dev Analyst	208,000.00	208,000.00
B99D4E	Y	3/1/2022	6/30/2022	Vitaver	C3148	App Architect	-	44,600.00
BB2B49		5/27/2022	6/30/2022	Randstad	C3408	FY 21-22 - Randstad - IT Staff Aug - Applications Architect	-	1,687.52
BB2B49		7/1/2022	6/30/2023	Randstad	C3408	FY 22-23 - Randstad - IT Staff Aug - Applications Architect	252,811.59	252,811.59
B9D5B1	Y	9/16/2021	6/30/2022	3K Technologies	C3197	Bus Analyst	-	94,640.00
PR12143154				3K Technologies	C3442	Bus Analyst	145,600.00	145,600.00
B9AA22	Y	8/13/2021	6/30/2022	IT Trailblazers	C3166	Bus Analyst	-	78,000.00
				IT Trailblazers	C3439		131,040.00	131,040.00
B9CCCC	Y	9/7/2021	6/30/2022	Creative Consulting	C3202	App Architect	176,799.96	192,779.96
BA6B17	Y	1/19/2022	6/30/2022	Vitaver	C3271	App Dev Analyst	192,399.96	235,919.96
B9C690	Y	9/1/2021	6/30/2022	V2Soft	C3196	Qual Assurance Analyst	-	74,401.11
BB3A18	Y	7/1/2022	6/30/2023	V2Soft	C3441	Qual Assurance Analyst	144,663.96	144,663.96
B9DD0D	Y	10/1/2021	6/30/2022	Tal Search	C3201	Enterprise Architect	-	135,583.00
BB2A5F		7/1/2022	6/30/2023	Tal Search	C3308	FY22-23 - Tal Search Group - IT Staff Aug Project Management Specialist	51,982.00	55,616.00
BB3346		7/1/2022	6/30/2023	Tal Search	C3443	FY 22-23 IT STAFF AUG ENTERPRISE ARCHITECT	203,840.00	203,840.00
B9DD15	Y	9/22/2021	6/30/2022	Tal Search	C3195	Project Manager	-	100,096.00
BB3182		7/1/2022	6/30/2023	Tal Search	C3440	FY 22-23 - Tal Search - IT STAFF AUG - PROJECT MANAGER	191,360.00	191,360.00
B9DE23	Y	9/23/2021	6/30/2022	Ardent	C3223	App Dev Analyst (Scrum Master)	-	99,000.00
				Ardent	C3444		187,200.00	187,200.00
BA237C	Y	10/1/2021	6/30/2022	Tal Search	C3194	Program Manager	218,400.00	329,227.50
BA2B4F	Y	12/1/2021	11/30/2022	Kyra Solutions	C3141	IT Staff Aug - DBA (Oracle)	197,600.04	267,001.29
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
PR12143526				3K Technologies	C3434		149,760.00	149,760.00
B90805	Y	12/1/2021	6/30/2022	Tal Search Group	C3032	IT Staff Aug - Project Management	-	78,903.00
PR12190572				Tal Search Group	C3364	Security Manager	265,500.00	265,500.00
BA989F	Y	2/28/2022	6/30/2022	Randstad	C3292	IT Staff Aug - Qual Assurance Analyst (Tester)	-	30,414.00
				Randstad	C3433		156,288.00	156,288.00
BAC3E0	Y	3/31/2022	6/30/2022	RamcoTek	C3283	IT Staff Aug - App Dev Analyst	193,440.00	193,440.00
PR12121859		4/29/2022	6/30/2022		C3343	IT Staff Aug - App Dev Analyst	193,440.00	193,440.00
PR12103412				SGS Technologies	C3351	IT Staff Aug - App Dev Analyst	259,200.00	259,200.00
PR12128632					C3353	IT Staff Aug - FileNet Migration to the Cloud (System Admin)	190,584.00	190,584.00
PR12130043					C3354	IT Staff Aug - FileNet Migration to the Cloud (System Admin)	190,584.00	190,584.00
					C3315	IT Staff Aug - Bus Analyst (Tech Writer on SDLC - Dev Ops)	187,200.00	187,200.00
BB244C	Y	7/1/2022	6/30/2023	Gejits Infotech Inc.	C3326	IT Staff Aug - Qual Assurance Analyst (Tester)	34,500.00	34,500.00
BB3726		7/1/2022	6/30/2023	Digital Intelligence Systems	C3368	FY22/23 - DISYS - IT Staff Aug Project Manager	34,008.00	43,836.00
BAC88D		3/31/2022	6/30/2022	Digital Intelligence Systems			-	13,338.00
BAC88E		3/31/2022	6/30/2022	Tal Search Group	C3308	Project Management Specialist	-	13,272.00
BAF96A		5/6/2022	6/30/2022	Vitaver	C3347	Project Management Specialist	-	4,608.00

BB0559		5/10/2022	6/30/2022	Gejits Infotech Inc.	C3326	Qual Assurance Analyst	-	5,400.00
BB2233		7/1/2022	6/30/2023	Vitaver	C3347	FY 22/23 - IT Staff Aug Project Management Specialist	161,424.00	161,424.00
					TBD	IT Staff Aug - Qual Assurance Analyst (Tester)	187,200.00	187,200.00
					TBD	IT Staff Aug - App Dev Analyst	193,440.00	193,440.00
BADE51	Y	4/19/2022	6/30/2022	Gejits Infotech Inc.	C3311	IT Staff Aug Business Analyst (Technical Writer), est \$80/hour	196,710.00	213,974.00
						Totals	5,068,255.51	6,413,138.89
IV&V Services for RA Modernization								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 22/23 Proj Cost	2-Year Cost
PQ2488307	N	7/30/21	6/30/22	Gartner	C3108	IV&V Services for RA Modernization	2,843,040.00	2,843,040.00
						Totals	2,843,040.00	2,843,040.00
						Monthly Grand Totals	64,260,984.36	71,910,000.00
							64,260,984.36	71,910,000.00

21-22 Spend UCIVV

PO	Start Date	End Date	Vendor	Contract #	Description	July	August	September	October	November	December	January	February	March	April	May	June	SFY 21/22 Oblig	July	August
PO2488307	7/30/21	6/30/22	Gartner Group	C3108	IV&V Services for RA Modernization															
					Deliverable 1 - IV&V Management Plan				150,150.00					150,150.00				300,300.00		
					Deliverable 2 - IV&V Schedule				150,150.00					150,150.00				300,300.00		
					Deliverable 3 - Ongoing IV&V Monitoring							121,185.34		121,185.34	60,592.67	60,592.67	60,592.67	424,148.69	111,336.31	-
					Deliverable 4 - Final Report							-		-	-	-	-	-	33,915.00	-
					Monthly Grand Totals	-	-	-	300,300.00	-	-	121,185.34	-	421,485.34	60,592.67	60,592.67	60,592.67	1,024,748.69	145,251.31	-

Quarterly Expenditures

300,300.00
Q1 & Q2

542,670.68
Q3

181,778.01
Q4

1,024,748.69

22-23 Spend UCIVV

PO	Start Date	End Date	Vendor	Contract #	Description	September	October	November	December	January	February	March	April	May	June	SFY 22/23 Oblig	2-Year Cost
PO2488307	7/30/21	6/30/22	Gartner Group	C3108	IV&V Services for RA Modernization											-	-
					Deliverable 1 - IV&V Management Plan											-	300,300.00
					Deliverable 2 - IV&V Schedule											-	300,300.00
					Deliverable 3 - Ongoing IV&V Monitoring	-	-	-	-	-	-	-	-	-	-	111,336.31	535,485.00
					Deliverable 4 - Final Report	-	-	-	-	-	-	-	-	-	-	33,915.00	33,915.00
					Monthly Grand Totals	-	-	-	-	-	-	-	-	-	-	145,251.31	1,170,000.00

Quarterly Expenditures

145,251.31
Q1 & Q2

-
Q3

-
Q4

145,251.31 1,170,000.00

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	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

Modernization **56,400,000**

TOTAL Modernization
71,910,000

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Federal Coronavirus State Fiscal Recovery 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.