

Legend:

Projects Anticipated to be Closed in 30 Days

Projects Completed

#	Area	Project	Status
1.	Infrastructure	Cloud Migration	In progress and on schedule. Appeals solution deployed in the cloud. Contact Center self-service enhancements undergoing development. See Cloud Migration (C2C) Operational Work Plan.
2.		Cloud Application Performance Management	Project closed out in February 2023. The existing application performance management tool was successfully migrated to the cloud. See Cloud Application Performance Management Operational Work Plan.
3.	Software - Architecture Modernization	SDLC DevOps	In progress and on schedule. The project is completing a migration of data from the old ticketing system to the new one, and the updated forecasted end date is March 2023. See SDLC DevOps Operational Work Plan.
4.		.NET & ORM Upgrade	Project closed out in November 2022.
5.		Rules Engine	In progress and on schedule. Contract executed February 10, 2023. See Rules Engine Operational Work Plan.
6.		SOA and API Layer	In progress and on schedule. Contract executed February 10, 2023. One project-related deliverable submission delayed due to a late contract execution between the prime and subcontractor (executed March 8, 2023), and delays with executing an MOA between DEO and Mississippi (executed March 13, 2023), who owns a copyright to the base code of the solution provided by the subcontractor. 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. Contract amendment to reinforce testing resources underway. Requirements Management Plan submitted for DEO review. See System and Software Integration Operational Work Plan.
11.	Software – Incremental CX/UX Mobile Responsive Software Transformation, including Business Process Optimization	BPO	BPO project closed out in October 2022.
12.		CX/UX	CX/UX in progress and behind schedule. Contract executed February 10, 2023. Project delayed due to a late contract execution between the prime and subcontractor (executed March 8, 2023), and delays with executing an MOA between DEO and Mississippi (executed March 13, 2023), who owns a copyright to the base code of the solution provided by the subcontractor, and to the contractor's delays in submitting project management deliverables. See CX/UX Operational Work Plan.
13.	Data and Analytics	Data Warehouse	Project closed out in January 2022.
14.		Reporting	In progress and on schedule. 38 federal reports have been generated, submitted to, and accepted by USDOL since project launch. One final report has been tested and

#	Area	Project	Status
			validated, and DEO is working with USDOL to accept the report. See Reporting Operational Work Plan.
15.		Archival and Purge	In progress and on schedule. Detailed project requirements and a Request for Information are underway to support current and continuous modernization. See Archive & Purge Operational Work Plan.
16.		Master Data Management and Interoperability	Project closed out in March 2023. The Data Dictionary, Data Catalog, and Business Glossary are approved and complete. See Master Data Management and Interoperability Operational Work Plan.
17.	Security	Security Architecture Review	Project closed out in October 2022.
18.		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. Contract negotiations underway for Phase three implementation. See Identity and Access Management Operational Work Plan.
19.		Security Architecture Audit	Postponed to post-modernization.

Are there any scope changes?

There were no scope changes this reporting period.

Is the project currently within budget?

The project is currently under budget.

Do you expect the project to remain within budget?

Yes

If the project is not on schedule, briefly explain why and what the agency is doing to bring the project back on schedule.

The Program is on schedule. The Department has developed proactive measures and continues to mitigate any obstacles that could impact project schedules. For example:

- The Department has closed a staffing resources risk previously identified by the Reemployment Assistance Modernization Program's IV&V vendor as a high-level risk. This is a result of:
 - Proactive outreach with staff augmentation vendors to gain insights to increase both the quality and quantity of specialized information technology professionals;
 - Offering flexibilities for remote work and competitive pay, as needed. The Department initiated full-time remote work for critical IT positions in May 2022 to help promote hiring and retention;
 - Including a staffing requirement in all technology procurements; and
 - Leveraging a resource capacity analysis tool to better understand where existing resources are over-committed and to help identify the most critical vacancies to be filled.
- The Department has applied lessons-learned to reduce procurement-related delays that the Reemployment Assistance Modernization Program's IV&V vendor originally classified as either a high or medium risk, though some risks are trending downward or have been subsequently closed. To mitigate these issues, the Department has:

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- Included the Department’s Vendor Core Contract in solicitation documents to ensure vendors are provided the Department’s terms and conditions as early as possible.
 - Established priorities with vendors who are developing project requirements to fast-track procurement development.
 - Developed well-defined scopes of work and detailed project requirements for the remaining technology projects, to ensure vendors are provided clear direction at the outset of each project.
3. The Department has worked closely with other states and the National Association of State Workforce Agencies to apply best-practices and develop innovative solutions to satisfy burdensome regulatory compliance requirements. For example, to comply with IRS Publication 1075:
- The Department developed a manual workaround for Appeals cases that contain Federal Tax Information (FTI).
 - The Department developed a process where contractors can build a database for FTI that DEO staff can manage.
4. The Department sharpened the scope of the Modernization Program to help ensure the overall Program’s benefits are achieved by June 30, 2023. This process allows the Department to focus its efforts on critical path tasks and activities, ensure resources are allocated, and that System users are provided an enhanced mobile-responsive user interface for filing and managing their Reemployment Assistance claims.
- Two projects’ scopes were realigned with the iSF Final Report. The Identity and Access Management project and Master Data Management and Interoperability project scopes were originally expanded to include the acquisition and installation of tools that would be leveraged agency wide in the future. The Department removed the procurement of these tools from each projects’ scope to prevent resource constraints that could compete with developing a front-end mobile-responsive user interface.
 - Two projects’ scopes were clarified to focus on the mobile-responsive user interface. The Department shifted the focus of Rules Engine project and SOA and API Layer project scopes so that the tools provided by each project will prioritize developing new functionality for the mobile-responsive user interface. Incremental enhancements, including redeveloping existing System functionality in the new tools, will occur in post-modernization.
 - One project was de-scoped from the overall Modernization Program. The Security Architecture Audit is intended to confirm the resolution of architectural deficiencies identified during the Security Architecture Review project. However, the iSF Final Report did not contemplate the timeline or other resources that would be necessary to resolve the identified deficiencies. The Department has begun working toward resolving the deficiencies and will defer the Security Architecture Audit project to post-modernization.
 - The Department remains mission focused on its goal to launch an enhanced claimant experience on July 1, 2023. Due to the size and complexity of DEO’s current System and the new technology that will be integrated with it, DEO will launch the new user mobile-responsive user interface by onboarding new claimants in a controlled, iterative manner. This responsible, claimant-focused approach not only allows DEO to deliver on its commitment, but also allows for real-time user feedback and an initial stabilization period to monitor the new technology’s use and adoption.
5. On February 10, 2023, DEO executed an agreement with its prime technology vendor, Strategic Communications, which is providing technology solutions and services for a mobile-responsive user interface, integration platform, and a business rules engine. The full Statement of Work was executed on March 8, 2023, with the prime and its sub-technology vendor, Tata Consulting Services. The Department is actively managing this contractor closely and has proactively initiated daily accountability meetings to ensure the contractor’s employees are fully onboarded, deliverables are submitted, and milestones are being met to support a July 1, 2023, launch.

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

- [Infrastructure] Cloud Migration: In progress and on schedule. 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 successfully deployed the System into a cloud-hosted environment in February 2023, which is the largest accomplishment to date for the RA Modernization Program. This accomplishment ensures all individuals will be able to access the System when they need it, even during periods of peak demand for services.
 - The Digital Appeals Recording Solution (DARS) was also successfully deployed into a cloud-based environment in February 2023. DARS enables the Department to record appeals hearings, which provides due process to employers, third-party administrators, and claimants who have filed an appeal on a Reemployment Assistance claim.
 - The Visual Interactive Voice Response technology vendor continues to work with DEO to develop business and technology requirements that will be used to enhance the Department’s existing Customer Call Center technology and provide additional self-service options for Reemployment Assistance claimants. The Department is also working to develop plain language to support this functionality for System users.
 - The Department continued development of ChatBot technology this reporting period, including the development of plain language for System users. ChatBot development work is anticipated to commence following the implementation of DARS.
- [Infrastructure] Cloud Application Performance Management. This project includes utilizing a software tool that provides visibility into key System performance indicators, such as numbers of concurrent users, for System monitoring. The tool also allows the Department to set defined thresholds for performance and receive notification if remedial actions are needed to maintain System performance and prevent System downtime.
 - The Department successfully deployed the cloud version of the existing application performance management tool in February 2023.
- [Software] SDLC DevOps. This project includes improving documentation for the System, including application design documentation, artifacts, and dataflow diagrams. This helps establish a process that sets a standard for maintaining System documentation and planning the deployment of System enhancements that align and prioritize Reemployment Assistance program requirements with the System’s functionality.
 - The project was originally forecast to be complete in November 2022; however, the timeline was extended to February 2023 after the project closeout checklist identified System enhancement data in the current ticketing system was not completely migrated to the new ticketing system. This reporting period, the timeline was extended to March 2023 to support deficiencies identified during the migration process, including loss of all formatting across all data being migrated into the new ticketing system.
 - The Department also identified that an environment for User Acceptance Testing was not created during project execution. The Department corrected this deficiency, and the environment is being reviewed to ensure it acts as designed and once confirmed, training will be conducted so project managers can find data to confirm requirements have been met and are traceable.
- [Software] Rules Engine. This project includes utilizing a software tool that serves as a separate infrastructure environment for managing and executing business rules that govern how Reemployment Assistance claims are processed. By using a rules engine to manage and operate business rules, specifically those rules that are updated periodically to accommodate changes in state or federal law, the Department would gain staff efficiency and help support System performance. A rules engine is more user-friendly and does not require System code changes, which means information technology staff could be repurposed for larger, more complex System enhancements and business rule changes requiring code changes could be deployed faster. Additionally, because the rules engine operates in a separate infrastructure environment, it would allow for increased System performance.

- The Department executed a contract for a business rules engine (Rules Engine project), integration platform (SOA and API Layer project), and mobile-responsive user interface (CX/UX project), including services to ensure interoperability.
- The Department continues working to develop an initial catalog of business rules that will be used to develop a continuous modernization plan for the business rules engine. The catalog will identify all business rules that govern the administration of the Reemployment Assistance program, the number of times each rule has changed, the date(s) each rule has changed, the relative complexity of each rule, and determine if there is need for a business rules engine. This is a labor-intensive process that is anticipated to be complete in May 2023.
- [Software] SOA and API Layer. This project will help promote a more efficient System by creating a layer between various components of the System that serves as the messenger for all data exchanges. This layer helps prevent a downturn in System performance by offloading demand on the System.
 - The Department executed a contract for a business rules engine (Rules Engine project), integration platform (SOA and API Layer project), and mobile-responsive user interface (CX/UX project), including services to ensure interoperability.
 - This reporting period, the Department conducted sessions to discuss MuleSoft (the SOA and API Layer tool) best practices and architecture.
 - One deliverable, which provides interface design descriptions and integration specifications, was due February 18, 2023, but has not yet been provided to the Department. The Department is working closely with the prime and subcontractor to ensure work is being completed and deliverables will be submitted timely in the future.
- [Planning, Coordination, and Oversight] Strategic Planning Office. This project equips the Department with standards, governance, and project management services for the Reemployment Assistance Modernization Program, and oversees the Program's scope, schedule, and budget to promote accountability and alignment with Department priorities.
 - The Strategic Planning Office (SPO) continues to provide overall Program and project management support.
- [Planning, Coordination, and Oversight] Independent Verification and Validation. This project includes leveraging an independent third-party consultant to provide objective and proactive risk identification and assessment to the Department. Observations and risks identified by the consultant are used by the Department to implement the Reemployment Assistance Modernization Program and any necessary mitigating strategies.
 - IV&V continues to attend various Department meetings to support Program and project oversight.
- [Planning, Coordination, and Oversight] System and Software Integration. This project includes leveraging the expertise of a third-party services provider with experience in strategic planning, System design, System development, and System integration for large multi-component system modernization efforts to ensure the Department's various modernization projects work as intended to deliver an enhanced user experience.
 - The Department is working with the SSI contractor to execute a contract amendment to add a Test Manager to support developing test cases and provide a level of coordination across the various testing activities and team.
 - The SSI contractor drafted and submitted a Requirements Management Plan to the Department for review.
- [Software] Incremental CX/UX Mobile Responsive Software Transformation. This project includes optimizing the existing System and developing a user-friendly front-end for Reemployment Assistance claimants that is also mobile-friendly. The transformation will occur incrementally to ensure all System users benefit from System optimization, with a focus on enhancing the claimant experience first.
 - The Department onboarded two senior project managers to replace the vacancies that were created earlier in the reporting period.
 - The Department executed a contract with Strategic Cloud Communications for a business rules engine (Rules Engine project), integration platform (SOA and API Layer project), and mobile-responsive user interface (CX/UX project), including services to ensure interoperability.

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- Five deliverables, which include infrastructure, project management, and architectural information, are past due and have not yet been provided to the Department. The Department is working closely with the prime and subcontractor to ensure work is being completed and deliverables will be submitted timely in the future.
- The Communications contractors continue to make steady progress toward developing plain language for in-scope claimant-facing screens; however, during a work session between the Department and the contractor, it was revealed that the existing System was underdeveloped more than what was previously realized. For example, several adjudication fact-finding efforts require manual processes because they are not developed to be conducted within the System.
- The Communications contractors provided several options for updating the current System’s brand, including preliminary draft logos. These options will continue to be refined over the coming weeks to finalize the new brand.
- [Data and Analytics] Reporting. This project includes migrating all System reports from the System to the Data Warehouse and developing and validating all federally mandated Reemployment Assistance reports. The data warehouse provides the Department with standardized data and reduces the need for staff intervention for future reporting activities.
 - Of the 39 reports in-scope for this project, 38 are complete. The final report is complete; however, the project is unable to be closed out until USDOL is able to accept the report from the Data Warehouse. DEO and USDOL are working together to submit the final report. DEO has extended the timeline for this project to March 2023; however, project closeout activities are underway.
- [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 according to the state’s records retention schedule.
 - A Request for Information is being developed to help inform the Department if a suitable technology tool for archiving and purging data exists in the marketplace.
 - Detailed project requirements are being developed to support the current project and continuous modernization efforts to support the archival and purging of data from the existing System database.
- [Data and Analytics] Master Data Management and Interoperability. This project focuses on creating a data catalog and data dictionary for the Department. These efforts promote data standardization and data sharing among information technology systems that exchange information with the Reemployment Assistance program.
 - A Business Glossary has been approved, and project closeout activities are underway. The project is anticipated to be closed out the first week of March 2023.
- [Security] Identity and Access Management. This project includes updating all Departmental identity management and access control policies and implementing enhanced front-end security measures to authenticate System users. These efforts ensure the individuals who have access to the System are provided the appropriate amount of access for their need.
 - The Department is nearing completion of contract negotiations for IAM services to achieve the goals and objectives identified in the iSF Report for the IAM project. It is anticipated a contract will be executed in March 2023.
- [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 has been deferred to post-modernization.

Procurement Status

COMPLETE

Independent Verification & Validation Request for Quote
System and Software Integrator Request for Information
Strategic Planning Office Request for Quote
Business Process Optimization Request for Quote
System and Software Integration Request for Quote
Security Architecture Review Request for Quote
Rules Engine, SOA and API Layer, and Master Data Management and Interoperability Request for Information
Rules Engine, Integration Platform, and Mobile-Responsive User Interface Request for Quote

IN PROGRESS

Date

Identity and Access Management Request for Quote (revised)	
Post RFQ	December 2022
Vendor deadline to submit questions	December 2022
Department provides answers to vendor questions	December 2022
RFQ Responses due to DEO; Department evaluates responses	January 2023
Anticipated Award date	March 2023



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

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

FISCAL YEAR 2022-2023

QUARTER 3

PREPARED ON 2/27/2023

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

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

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

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

A. Scope Statement

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

- Out Of Scope – Changes to existing the System’s workflows and processes.

B. Project Objectives and Business Benefits

The 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 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. Moving the System to the cloud will allow for flexibility, stability, and future growth as well as the ability to handle larger load in case of emergency spikes in claimant requests.

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

The critical success of moving the System to the cloud will be measured using the CAPM tool metrics in the cloud as compared to the On Prem system to ensure performance matches or exceeds performance of the current CONNECT system. In addition, Disaster Recovery (DR) will become a more automated and streamlined option that will allow the DEO to recover from a disaster in less time than the on prem system, which currently uses a 72-hour outage window as its baseline.

- 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

The main key dates for the project are based on milestones along the project lifecycle that help to ensure the project stays on time and budget.

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 (<i>package pulled</i>)
December 17, 2021	FileNet Proposals Due (<i>package pulled</i>)
December 26, 2021	Data Intensity Contract Executed
December 27, 2021	Fairfax Proposal Received (<i>package pulled</i>)
January 2, 2022	Oracle Upgrade from 12 to 19C Complete
January 27, 2022	FileNet Change in Approach
February 1, 2022	Data Intensity / Database Migration Kick-Off
March 11, 2022	2022 Session ends
May 9, 2022	.NET Upgrade
May 9, 2022	Database Migration
October 1, 2022	Object Relational Model
June 30, 2022	GTS / IVR Go Live
June 30, 2022	Phase I - FileNet Lift and Shift
September 30, 2022	Full System Testing in PreProd
September 30, 2022	Visual IVR and Chat Bot Plan in Place
October 28, 2022	Interfaces
December 1, 2022	Full Production Testing
February 11, 2023	Go Live
February 18, 2023	DARS
April 10th, 2023	Visual IVR and Chat Bot Go Live

E. Major Deliverables

These Deliverables are tracked during the lifecycle of the project to ensure project performance.

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

Major Deliverable	Deliverable Description
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

These Milestones are tracked during the lifecycle of the project to ensure project performance.

	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 VMs
7.	UAT Testing	Completion of User Acceptance Testing

G. Procurement

The Procurements for this project were extensions to the IVR solution and the assistance for the upgrade and migration of the Automic UC4 product.

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

		automation. Migration support services are required to upgrade UC4 and migrate to the Azure platform.	
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H. Key Stakeholders

The Key Stakeholders for the project are key members of the team that assist in making decisions in project requirements, deliverables, and project goals.

Key Stakeholder	Project Interest
Jason McCandless	Interim Deputy Secretary, Workforce Services, DEO
Domenic DiLullo	Chief Technology Officer, DEO
Allyce Moriak	Chief Financial Officer, DEO
Wendy Castle	RA Modernization Program Owner - Business
Mark Miller	RA Modernization Project Owner
Paul Forrester	RA Modernization Program Owner – Information Technology
David Sinclair	Project Manager
Peraton	System and Software Integrator

I. Significant Project Assumptions and Constraints

Purpose: To identify important conditions affecting this specific project.

Project Assumptions

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

Project Constraints

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

II. Work Breakdown Structure

The WBS was created based on the Project High Level deliverables along with the planned schedule for the project. The Project is managed using Initiation, Planning, Execution, Monitoring and Close out sections.

WBS	Task Name
1	Connect to Cloud
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 1 Infrastructure Build
1.5.2.1	Lower Environment Build
1.5.2.2	Production Environment Build
1.5.2.3	Phase 1 Complete
1.5.3	Phase 2 Testing
1.5.3.1	Lower Environment Unit Testing
1.5.3.2	Lower Environment UAT / Smoke Testing

1.5.3.3	Production Environment Unit Testing
1.5.3.4	Production Environment UAT / Smoke testing
1.5.3.5	Production and Lower Interface Testing
1.5.3.6	Phase 2 Complete
1.5.4	Go Live
1.5.4.1	Mock Run Plan
1.5.4.2	Go No Go Meetings
1.5.4.3	Lessons Learned
1.5.4.4	Go Live
1.6.0.0	Project Closure

III. Resource Loaded Project Schedule

The below Project Schedule is the final version of the project scheduled used and followed through go live on 2/13/23. DEO used Service Now as the project schedule tool for the project.

Task Name	Duration	Start	Finish	Predecessors	Resource Names
C2C	469 days	Tue 9/7/21	Fri 6/23/23		David Sinclair
Initiation	101.25 days	Fri 10/1/21	Mon 2/21/22		David Sinclair
Procurement	213 days	Tue 9/7/21	Thu 6/30/22		David Sinclair
Planning	176 days	Tue 9/7/21	Tue 5/10/22		David Sinclair
Execution	390 days	Mon 10/4/21	Fri 3/31/23		
Requirements Creation	36 days	Mon 10/4/21	Mon 11/22/21		David Sinclair
C2C Tasks	390 days	Mon 10/4/21	Fri 3/31/23		David Sinclair
Azure Training	141.75 days	Mon 10/4/21	Tue 4/19/22		
Oracle 19c Upgrade	38 days	Wed 12/1/21	Mon 1/24/22		Anand Kothandan
GOV Cloud Services	251 days	Thu 10/7/21	Fri 9/23/22		David Sinclair
DEVOPS Environment	134 days	Mon 2/28/22	Fri 9/2/22		Eddy Richards
PreProd Environment	74 days	Mon 4/4/22	Fri 7/15/22		Eddy Richards
IBM FileNet Phase 1	193.63 days	Mon 10/4/21	Thu 6/30/22		
Data Intensity Database Migration	193.75 days	Mon 10/4/21	Thu 6/30/22		David Sinclair
IVR to Cloud (GENESYS)	196 days	Fri 12/10/21	Fri 9/9/22		David Sinclair
DARS (GENESYS)	367 days	Mon 10/4/21	Tue 2/28/23		
Initiation	250 days	Mon 10/4/21	Fri 9/16/22		David Sinclair
Planning	35 days	Thu 8/25/22	Thu 10/13/22		
Project sub plans	12 days	Thu 8/25/22	Fri 9/9/22		
Project Schedule	35 days	Thu 8/25/22	Thu 10/13/22		
Execution	146 days	Mon 8/1/22	Tue 2/21/23		David Sinclair
Design	40 days	Mon 9/5/22	Mon 10/31/22		David Sinclair
Configure and Build - Lab	120 days	Mon 8/1/22	Fri 1/13/23		David Sinclair
Configure and Build - Production	92.4 days	Thu 9/15/22	Mon 1/23/23		David Sinclair
User Acceptance Testing	74 days	Tue 11/1/22	Fri 2/10/23		

Train the Trainer	7 days	Mon 1/16/23	Wed 1/25/23		
Knowledge Transfer	4 days	Mon 2/6/23	Thu 2/9/23		
Deployment	14 days	Wed 2/1/23	Tue 2/21/23		
Closing	3 days	Fri 2/24/23	Tue 2/28/23		
Confirm all deliverables signed off	1 day	Fri 2/24/23	Fri 2/24/23		David Sinclair
Schedule Lessons learned session	1 day	Fri 2/24/23	Fri 2/24/23		David Sinclair
Execute Lessons Learned Session	0 days	Fri 2/24/23	Fri 2/24/23		David Sinclair
Report on lessons learned from GTS	1 day	Mon 2/27/23	Mon 2/27/23		David Sinclair
DEO Final Acceptance	1 day	Tue 2/28/23	Tue 2/28/23		David Sinclair
INET 4.8 Upgrade	40 days	Mon 5/2/22	Sat 6/25/22		David Sinclair
SuccessKPI	82 days	Fri 8/26/22	Mon 12/19/22		David Sinclair
Genesys Chatbot	43 days	Mon 10/3/22	Wed 11/30/22		Nicholas Kaoudis
Visual IVR	64 days	Tue 1/3/23	Fri 3/31/23		Nicholas Kaoudis
Gather Requirements/workshops	7 days	Tue 1/3/23	Wed 1/11/23		Nicholas Kaoudis
UAT Testing	1 day	Mon 3/27/23	Mon 3/27/23		Omar Cortes
Knowledge Transfer Session	1 day	Fri 3/31/23	Fri 3/31/23		Omar Cortes
Deliverable 32: Zappix Visual IVR	1 day	Fri 3/31/23	Fri 3/31/23		
GTS will submit invoice	1 day	Fri 3/31/23	Fri 3/31/23		Nicholas Kaoudis
Payment Milestone	1 day	Fri 3/31/23	Fri 3/31/23		Nicholas Kaoudis
TFS Migration	69 days	Fri 10/14/22	Wed 1/18/23		David Sinclair
NEW TFS Server Ready for install on Prem	1 day	Fri 10/14/22	Fri 10/14/22		Satish Pavuluri
Upgrade On Site TFS from 2015 to 2020 version	1 day	Mon 10/17/22	Mon 10/17/22		Satish Pavuluri
Test Upgraded system to confirm proper functionality	3 days	Mon 10/24/22	Wed 10/26/22		Satish Pavuluri
Install TFS on Cloud Servers	1 day	Tue 11/1/22	Tue 11/1/22		Satish Pavuluri
Migrate on Prem to Cloud Servers	1 day	Wed 1/18/23	Wed 1/18/23		Satish Pavuluri
ALM Migration	94 days	Mon 9/19/22	Thu 1/26/23		David Sinclair
Decision on ALM SAS or On Site	4 days	Tue 10/4/22	Fri 10/7/22		Quinton Lightfoot
Create new ALM server in the cloud	1 day	Mon 9/19/22	Mon 9/19/22		Ram Iyer
Configure new ALM Server	16 days	Tue 1/3/23	Tue 1/24/23		Ram Iyer
Test ALM In the cloud	3 days	Tue 1/24/23	Thu 1/26/23		Robina Brown

RMT UC4 Upgrade	47 days	Thu 10/6/22	Fri 12/9/22		David Sinclair
UAT Testing - Dev environment	45 days	Mon 7/18/22	Fri 9/16/22		David Sinclair
UAT Testing - UATTEST environment	17 days	Mon 9/12/22	Tue 10/4/22		David Sinclair
UAT Testing PreProd Environment	71.9 days	Tue 10/4/22	Wed 1/11/23		
UAT Testing SYSTEST	30.8 days	Mon 10/24/22	Tue 12/6/22		David Sinclair
UAT testing Hotfix	26.45 days	Mon 10/31/22	Tue 12/6/22		
Production environment pre-launch tasks	40.5 days	Mon 10/17/22	Mon 12/12/22		David Sinclair
Request Infrastructure Setup	1 day	Mon 10/17/22	Tue 10/18/22		Satish Pavuluri
Clone Blazon	10 days	Mon 10/31/22	Tue 11/15/22		Ram Iyer
Clone Crystal Reports	10 days	Mon 10/31/22	Tue 11/15/22		Ravi Mallapragada
Clone FileNet	3.4 days	Wed 11/2/22	Tue 11/8/22		Ram Iyer
Clone UC4 Batch Scheduler	3.4 days	Wed 11/2/22	Tue 11/8/22		Ravi Mallapragada
Clone OpenText Extreme	1 day	Mon 11/14/22	Mon 11/14/22		Ram Iyer
FileNet gap data copied	3 days	Thu 12/8/22	Mon 12/12/22		Sean Markland
UAT Testing - Production environment	29 days	Mon 12/12/22	Fri 1/20/23		David Sinclair
Interface Testing	21 days	Mon 12/12/22	Tue 1/10/23		Becky Leckinger
SMOKE Testing	15 days	Mon 12/12/22	Mon 1/2/23		Ken Mason
Test Blazon functionality	15 days	Mon 12/12/22	Fri 12/30/22		Andre Dixon
Test Crystal Reports functionality	10 days	Mon 12/19/22	Fri 12/30/22		Antonio Rosier
Test FileNet functionality	15 days	Mon 12/12/22	Fri 12/30/22		Sean Markland
Test UC4 Batch Scheduler	15 days	Mon 12/12/22	Fri 12/30/22		Antonio Rosier
Test OpenText Exstream	15 days	Mon 12/12/22	Fri 12/30/22		Nadia Miller
Load Testing	10 days	Tue 1/3/23	Tue 1/17/23		Harsha Vuppala
Production UAT completed	0 days	Fri 1/20/23	Fri 1/20/23		David Sinclair
UAT Testing - End User (Business Unit)	12 days	Mon 12/19/22	Tue 1/3/23		David Sinclair
Initial Claims workflow tested and approved	10 days	Mon 12/19/22	Fri 12/30/22		
Initial Testing	10 days	Mon 12/19/22	Fri 12/30/22		Antonio Rosier
Fix open issues	10 days	Mon 12/19/22	Fri 12/30/22		Rakesh Kavuri
Final testing and approval	0 days	Fri 12/30/22	Fri 12/30/22		Robin Hodge-Carey
Continued Claims workflow tested and approved	10 days	Mon 12/19/22	Fri 12/30/22		Robin Hodge-Carey
Initial Testing	10 days	Mon 12/19/22	Fri 12/30/22		Andre Dixon

Fix open issues	10 days	Mon 12/19/22	Fri 12/30/22		Rakesh Kavuri
Final testing and approval	0 days	Fri 12/30/22	Fri 12/30/22		Robin Hodge-Carey
Adjudication workflow tested and approved	10 days	Mon 12/19/22	Fri 12/30/22		Robin Hodge-Carey
Initial Testing	10 days	Mon 12/19/22	Fri 12/30/22		Antonio Rosier
Fix open issues	10 days	Mon 12/19/22	Fri 12/30/22		Rakesh Kavuri
Final testing and approval	0 days	Fri 12/30/22	Fri 12/30/22		Robin Hodge-Carey
Appeals workflow tested and approved	10 days	Mon 12/19/22	Fri 12/30/22		Robin Hodge-Carey
Initial Testing	10 days	Mon 12/19/22	Fri 12/30/22		Andre Dixon
Fix open issues	10 days	Mon 12/19/22	Fri 12/30/22		Rakesh Kavuri
Final testing and approval	0 days	Fri 12/30/22	Fri 12/30/22		Robin Hodge-Carey
Benefits changing workflow tested and approved	10 days	Mon 12/19/22	Fri 12/30/22		Robin Hodge-Carey
Initial Testing	10 days	Mon 12/19/22	Fri 12/30/22		Andrea Shand
Fix open issues	10 days	Mon 12/19/22	Fri 12/30/22		Rakesh Kavuri
Final testing and approval	0 days	Fri 12/30/22	Fri 12/30/22		Robin Hodge-Carey
Monetary workflow tested and approved	10 days	Mon 12/19/22	Fri 12/30/22		Robin Hodge-Carey
Initial Testing	10 days	Mon 12/19/22	Fri 12/30/22		Robin Hodge-Carey
Fix open issues	10 days	Mon 12/19/22	Fri 12/30/22		Rakesh Kavuri
Final testing and approval	0 days	Fri 12/30/22	Fri 12/30/22		Robin Hodge-Carey
WAGE workflow tested and approved	10 days	Mon 12/19/22	Fri 12/30/22		Robin Hodge-Carey
Initial Testing	10 days	Mon 12/19/22	Fri 12/30/22		Andre Dixon
Fix open issues	10 days	Mon 12/19/22	Fri 12/30/22		Rakesh Kavuri
Final testing and approval	0 days	Fri 12/30/22	Fri 12/30/22		Robin Hodge-Carey
Benefit Payment Control (BPC) workflow tested and approved	10 days	Mon 12/19/22	Fri 12/30/22		Robin Hodge-Carey
Initial testing	10 days	Mon 12/19/22	Fri 12/30/22		Andrea Shand
Fix open issues	10 days	Mon 12/19/22	Fri 12/30/22		Rakesh Kavuri
Final testing and approval	0 days	Fri 12/30/22	Fri 12/30/22		Robin Hodge-Carey
Employer/TPA Workflows tested and approved	10 days	Mon 12/19/22	Fri 12/30/22		Robin Hodge-Carey
Initial testing	10 days	Mon 12/19/22	Fri 12/30/22		Andre Dixon
Fix open issues	10 days	Mon 12/19/22	Fri 12/30/22		Rakesh Kavuri
Final testing and approval	0 days	Fri 12/30/22	Fri 12/30/22		Robin Hodge-Carey

Special Programs workflow tested and approved	10 days	Mon 12/19/22	Fri 12/30/22		Robin Hodge-Carey
Initial testing	10 days	Mon 12/19/22	Fri 12/30/22		Andrea Shand
Fix open issues	10 days	Mon 12/19/22	Fri 12/30/22		Rakesh Kavuri
Final testing and approval	0 days	Mon 12/19/22	Mon 12/19/22		David Sinclair
End-user UAT completed	12 days	Mon 12/19/22	Tue 1/3/23		David Sinclair
DR Testing	13 days	Tue 1/3/23	Thu 1/19/23		Viraj Jejurkar
Transition to Go Live	4 days	Mon 1/16/23	Thu 1/19/23		
Meet with C2C Support team to give orientation to new system	3 days	Mon 1/16/23	Wed 1/18/23		David Sinclair
Go through Alert Procedures with supporting team	2 days	Mon 1/16/23	Tue 1/17/23		David Sinclair
Ensure all product documentation is shared with team	1 day	Thu 1/19/23	Thu 1/19/23		David Sinclair
Training	1 day	Tue 1/17/23	Tue 1/17/23		
Admin Setup and Intro to new system	1 day	Tue 1/17/23	Tue 1/17/23		
Knowledge transfer session	1 day	Tue 1/17/23	Tue 1/17/23		Satish Pavuluri
Documentation of system Design	1 day	Tue 1/17/23	Tue 1/17/23		Ram Iyer
Documented System Maintenance Schedule	1 day	Tue 1/17/23	Tue 1/17/23		Roland Solvik
Alert Management using CAPM Tool	1 day	Tue 1/17/23	Tue 1/17/23		
Conduct Lessons Learned Meeting	2 days	Thu 1/19/23	Fri 1/20/23		David Sinclair
Schedule Lessons Learned meeting	1 day	Thu 1/19/23	Thu 1/19/23		David Sinclair
Conduct Lessons Learned meeting	1 day	Fri 1/20/23	Fri 1/20/23		David Sinclair
Record Lessons Learned	1 day	Fri 1/20/23	Fri 1/20/23		David Sinclair
Execution Phase complete	5 days	Mon 1/23/23	Fri 1/27/23		David Sinclair
Production Go Live	32 days	Thu 12/15/22	Sat 2/11/23		
Gap Data Copy to Prod for go live	1 day	Mon 1/23/23	Sat 2/11/23		Anand Kothandan
Copy FileNet Gap Data	28 days	Thu 12/15/22	Sat 2/11/23		Sean Markland
Cut over Go Live in Production	31.5 days	Thu 12/15/22	Sat 2/11/23		David Sinclair
02 - Cloud Application Performance Management: Go-live	0 days	Thu 12/15/22	Sat 2/11/23		
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	219 days	Fri 2/25/22	Wed 12/28/22		David Sinclair
Record Lessons Learned	219 days	Fri 2/25/22	Wed 12/28/22		David Sinclair
Prepare Regularly scheduled Status Reports	219 days	Fri 2/25/22	Sat 2/11/23		
Conduct Regularly scheduled Status Meetings	219 days	Fri 2/25/22	Sat 2/11/23		
Monitoring and Controlling Phase Complete	0 days	Fri 12/30/22	Sat 2/11/23		
Project Closeout	469 days	Tue 9/7/21	Fri 6/23/23		
Deliverable: Project Closeout Report	1 day	Fri 6/23/23	Fri 6/23/23		
Develop Project Closeout Report	1 day	Fri 2/24/23	Fri 2/24/23	666	
Review/Update Project Closeout Report	1 day	Fri 2/24/23	Fri 2/24/23	662	
Approve Project Closeout Report	1 day	Fri 2/24/23	Fri 2/24/23	663	
Project Closeout Report complete	0 days	Fri 2/24/23	Fri 2/24/23		
Schedule Project Closeout Meeting	1 day	Wed 1/4/23	Wed 1/4/23		
Conduct Knowledge Transfer	5 days	Fri 1/13/23	Thu 1/19/23		
Remove Commercial Cloud Web Servers	1 day	Fri 2/24/23	Fri 2/24/23		
Remove DB Servers and Databases	1 day	Fri 2/24/23	Fri 2/24/23		
Deconstruct hardware as needed	1 day	Fri 2/24/23	Fri 2/24/23		
Conduct Project Closeout meeting	1 day	Fri 2/24/23	Fri 2/24/23		
Closeout Phase complete	0 days	Fri 2/24/23	Fri 2/24/23		
Conduct Lessons Learned Meeting	2 days	Mon 2/13/23	Wed 2/15/23		
Conduct Lessons Learned meeting	1 day	Wed 2/15/23	Wed 2/15/23	676	
Record Lessons Learned	1 day	Wed 2/15/23	Wed 2/15/23	674	

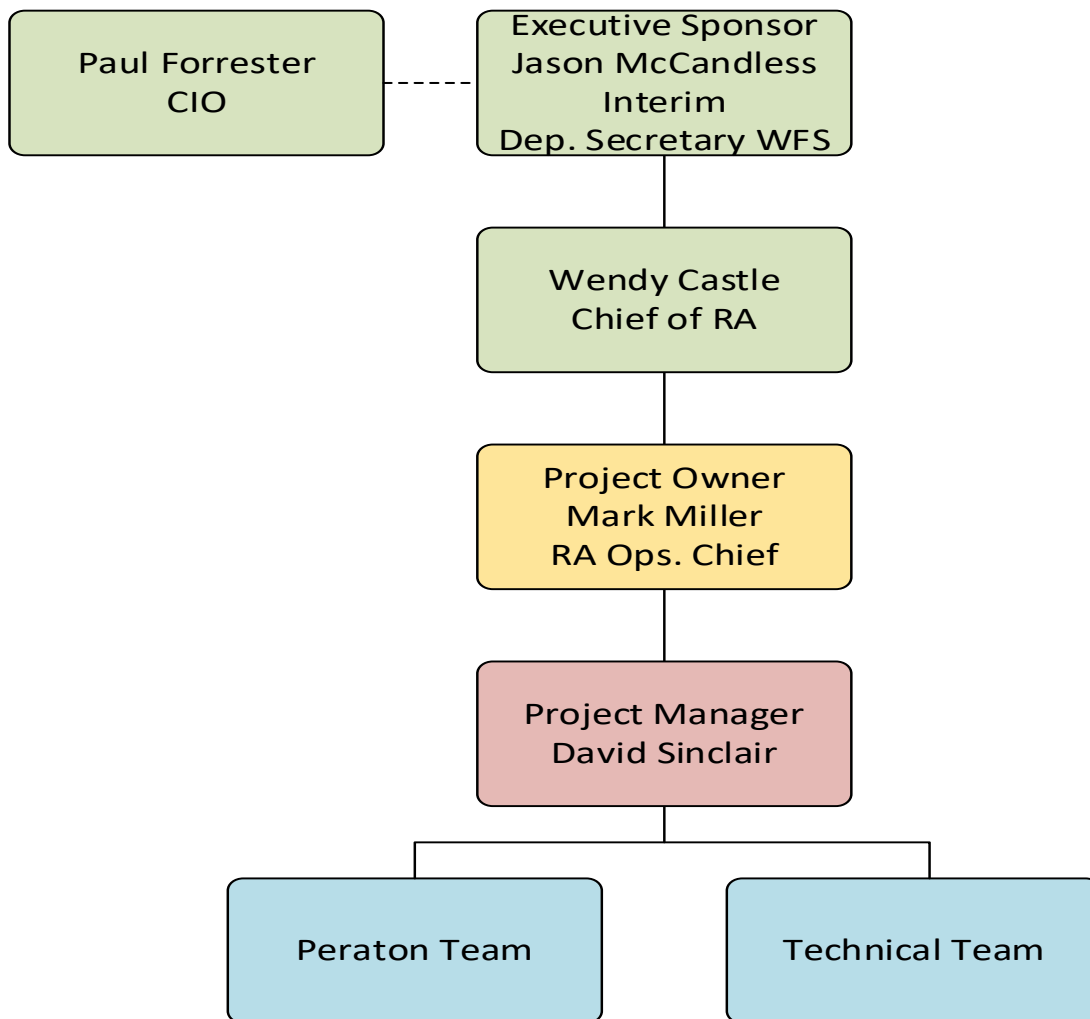
IV. Project Spending Plan

The Spend plan shows the reflection of Software that was used and professional services purchased for assistance in the project life cycle.

Cost Type	FY 2021 to 2022	FY 2022to 2023	Total Cost
Software	4,624,247.27	1,363,360.03	5,987,607.30
Other Opex	504,271.88	1,914902.36	2,419,174.24

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

The Project Roles and Responsibilities reflects the higher-level Project Sponsors as well as members of the team doing the implementation and migration work of the solution.

Project Role	Resource Name	Responsibilities
Executive Sponsor	Jason McCandless	<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
CTO	Domenic DiLullo	<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
Project Owner	Mark McQueen	<ul style="list-style-type: none"> • Provide guidance on overall strategic direction

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 Lovestrand 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

VI. Business Process Organizational Change Management Plan

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

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

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

VII. Project Risk Management Plan

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

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

The Risk Management Process involves:

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

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

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

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

VIII. Capacity Plan

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



**OPERATIONAL WORK PLAN
FOR
CLOUD APPLICATION
PERFORMANCE MANAGEMENT
(CAPM)**

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

FISCAL YEAR 2022-2023

QUARTER 3

PREPARED ON 2/22/2023

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

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

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

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

A. Scope Statement

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

B. Project Objectives and Business Benefits

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

C. Critical Success Factors

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

D. Key Dates

The main key dates for the project are based on milestones along the project lifecycle that help to ensure the project stays on time and budget.

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

E. Major Deliverables

These Deliverables are tracked during the lifecycle of the project to ensure project performance.

Major Deliverable	Deliverable Description
Requirements Traceability Matrix Approved	All requirements for monitoring established and approved
Software selection Completed	Decision on what tool or tools will be used for monitoring. (Using AppDynamics)
Software Testing Underway	Start of software testing
Monitoring Baselines Reports	Established Monitoring Baselines Reports and Dashboard
Load Testing	Test Connect load using CAPM Tool to build baselines
Software live in Production	System is live and being monitored in the cloud
Final Baseline Numbers	Tweaks to monitoring complete and new baselines established
Project Complete	Live with full monitoring in place

F. Major Milestones

These Milestones are tracked during the lifecycle of the project to ensure project performance.

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

G. Procurement

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

H. Key Stakeholders

The Key Stakeholders for the project are key members of the team that assist in making decisions in project requirements, deliverables, and project goals.

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

I. Significant Project Assumptions and Constraints

Project Assumptions

- All identified funding is available.
- The identified business and technical requirements are correct and complete.
- The assigned information technology resources possess relevant knowledge and skills to complete the identified tasks.
- Members of the project team will have access to the necessary tools, hardware, and materials necessary to complete the identified tasks.
- All relevant stakeholders will attend required status meetings. However, there may be instances where some stakeholders are unavailable to attend.

- The Chief Technology Officer will be responsive and prepared to make decisions regarding the project cost, scope, and schedule.
- Key contracts are sequenced in relation to the project schedule.

Project Constraints

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

II. Work Breakdown Structure

The Work Breakdown Structure (WBS) was created based on the project’s high level deliverables along with the planned schedule for the project. The Project is managed using Initiation, Planning, Execution, Monitoring, and Close out sections.

WBS	Task Name
1	Connect to Cloud
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 1 Infrastructure Build
1.5.2.1	Lower Environment Build

1.5.2.2	Production Environment Build
1.5.2.3	Phase 1 Complete
1.5.3	Phase 2 Testing
1.5.3.1	Lower Environment Unit Testing
1.5.3.2	Lower Environment UAT / Smoke Testing
1.5.3.3	Production Environment Unit Testing
1.5.3.4	Production Environment UAT / Smoke testing
1.5.3.5	Production and Lower Interface Testing
1.5.3.6	Phase 2 Complete
1.5.4	Go Live
1.5.4.1	Mock Run Plan
1.5.4.2	Go No Go Meetings
1.5.4.3	Lessons Learned
1.5.4.4	Go Live
1.6.0.0	Project Closure

III. Resource Loaded Project Schedule

The below Project Schedule is the final version of the CAPM project scheduled used and followed through go live on 2/13/23. DEO used Service Now as the project schedule tool for the project.

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

Review/update Project Schedule	63 days	Fri 7/1/22	Wed 9/28/22	David Sinclair
Project schedule completed	65 days	Fri 7/1/22	Fri 9/30/22	David Sinclair
Project schedule approved	65 days	Fri 7/1/22	Fri 9/30/22	David Sinclair
Deliverable 4: Requirements Traceability Matrix	21 days	Fri 7/1/22	Fri 7/29/22	David Sinclair
Identify requirements	18 days	Fri 7/1/22	Tue 7/26/22	David Sinclair
Hold requirement gathering sessions	10 days	Fri 7/1/22	Thu 7/14/22	David Sinclair
Create Requirements Traceability Matrix	3 days	Fri 7/1/22	Tue 7/5/22	David Sinclair
Review/update Requirements Traceability Matrix	18 days	Fri 7/1/22	Tue 7/26/22	David Sinclair
Requirements Traceability Matrix completed	1 day	Thu 7/28/22	Thu 7/28/22	David Sinclair
Requirements Traceability Matrix approved	1 day	Fri 7/29/22	Fri 7/29/22	David Sinclair
Deliverable 5: Project Management Plan	3 days	Fri 7/1/22	Tue 7/5/22	David Sinclair
Project Management Plan	3 days	Fri 7/1/22	Tue 7/5/22	
Organizational and Governance Structure	3 days	Fri 7/1/22	Tue 7/5/22	David Sinclair
Resource Plan	3 days	Fri 7/1/22	Tue 7/5/22	David Sinclair
Schedule Management Plan	3 days	Fri 7/1/22	Tue 7/5/22	David Sinclair
Quality Assurance	3 days	Fri 7/1/22	Tue 7/5/22	David Sinclair
Procurement Management	3 days	Fri 7/1/22	Tue 7/5/22	David Sinclair
Develop Project Management Plan	3 days	Fri 7/1/22	Tue 7/5/22	David Sinclair
Review/update Project Management Plan	3 days	Fri 7/1/22	Tue 7/5/22	David Sinclair
Project Management Plan completed	3 days	Fri 7/1/22	Tue 7/5/22	David Sinclair
Project Management Plan approved	2 days	Fri 7/1/22	Mon 7/4/22	David Sinclair
Deliverable 6: Project Budget	56 days	Fri 7/1/22	Fri 9/16/22	David Sinclair
Prepare project budget	55 days	Fri 7/1/22	Fri 9/16/22	David Sinclair
Review/update Project Budget	55 days	Fri 7/1/22	Fri 9/16/22	David Sinclair
Project Budget completed	55 days	Fri 7/1/22	Fri 9/16/22	David Sinclair
Project Budget approved	55 days	Fri 7/1/22	Fri 9/16/22	David Sinclair
Deliverable 7: Project Spending Plan	86 days	Fri 7/1/22	Fri 10/28/22	David Sinclair
Prepare Project Spending Plan	85 days	Fri 7/1/22	Fri 10/28/22	David Sinclair
Review/update Project Spending Plan	85 days	Fri 7/1/22	Fri 10/28/22	David Sinclair
Project Spending Plan completed	85 days	Fri 7/1/22	Fri 10/28/22	David Sinclair
Project Spending Plan approved	85 days	Fri 7/1/22	Fri 10/28/22	David Sinclair

Vendor Selection	31 days	Fri 8/5/22	Fri 9/16/22	David Sinclair
APPD DEMO'S	11 days	Fri 8/5/22	Fri 8/19/22	David Sinclair
Splunk Demo's	16 days	Fri 8/5/22	Fri 8/26/22	David Sinclair
Orion Demo's	6 days	Tue 8/9/22	Tue 8/16/22	David Sinclair
Data Dog Demo	1 day	Mon 8/22/22	Mon 8/22/22	David Sinclair
Dynatrace Demo	1 day	Wed 8/24/22	Wed 8/24/22	David Sinclair
New Relic Demo	1 day	Fri 8/26/22	Fri 8/26/22	David Sinclair
Vendor Internal Feedback Survey Sent	10 days	Fri 8/26/22	Fri 9/9/22	David Sinclair
Internal Meeting Vendor Cut Downs	8 days	Tue 8/30/22	Fri 9/9/22	David Sinclair
Vendor Pricing	18 days	Wed 8/24/22	Fri 9/16/22	David Sinclair
Review Pricing from Vendors	12 days	Wed 8/24/22	Fri 9/9/22	David Sinclair
Choose Vendor or do POC	10 days	Fri 9/2/22	Fri 9/16/22	David Sinclair
Planning Phase Completed	33 days	Thu 9/15/22	Mon 10/31/22	David Sinclair
Executing	66 days	Thu 9/15/22	Thu 12/15/22	David Sinclair
PreProd Connect Server Configuration for Monitoring	44 days	Thu 9/15/22	Tue 11/15/22	David Sinclair
Create Server Mapping for Agents	5 days	Mon 10/10/22	Fri 10/14/22	Satish Pavuluri
Create Monitoring for Connect Application Server CPU Usage	34 days	Thu 9/15/22	Tue 11/1/22	Satish Pavuluri
Create Monitoring for Connect Application Server Memory Usage	34 days	Thu 9/15/22	Tue 11/1/22	Satish Pavuluri
Create Monitoring for Connect DB Server Connectivity	34 days	Thu 9/15/22	Tue 11/1/22	Satish Pavuluri
Create Monitoring for Connect for Active DB Connections	34 days	Thu 9/15/22	Tue 11/1/22	Satish Pavuluri
Record Lessons Learned from PreProd	1 day	Tue 11/15/22	Tue 11/15/22	David Sinclair
Preprod testing complete	0 days	Tue 11/1/22	Tue 11/1/22	David Sinclair
Training and Documentation	1 day	Thu 12/15/22	Thu 12/15/22	
Document Process for System Alerts	1 day	Thu 12/15/22	Thu 12/15/22	Satish Pavuluri
Document Process for Application Alerts	1 day	Thu 12/15/22	Thu 12/15/22	Satish Pavuluri
Document Process for Reviewing Spunk Logs	1 day	Thu 12/15/22	Thu 12/15/22	Satish Pavuluri
Document Process for Customer Impact	1 day	Thu 12/15/22	Thu 12/15/22	Satish Pavuluri
Document Process for checking front door TPS	1 day	Thu 12/15/22	Thu 12/15/22	Satish Pavuluri
Document Process for running Azure Diagnostics	1 day	Thu 12/15/22	Thu 12/15/22	Satish Pavuluri
Production Connect Server Configuration for Monitoring	12 days	Tue 11/15/22	Wed 11/30/22	
Create Monitoring for Connect Application Server CPU Usage	1 day	Tue 11/15/22	Tue 11/15/22	Satish Pavuluri

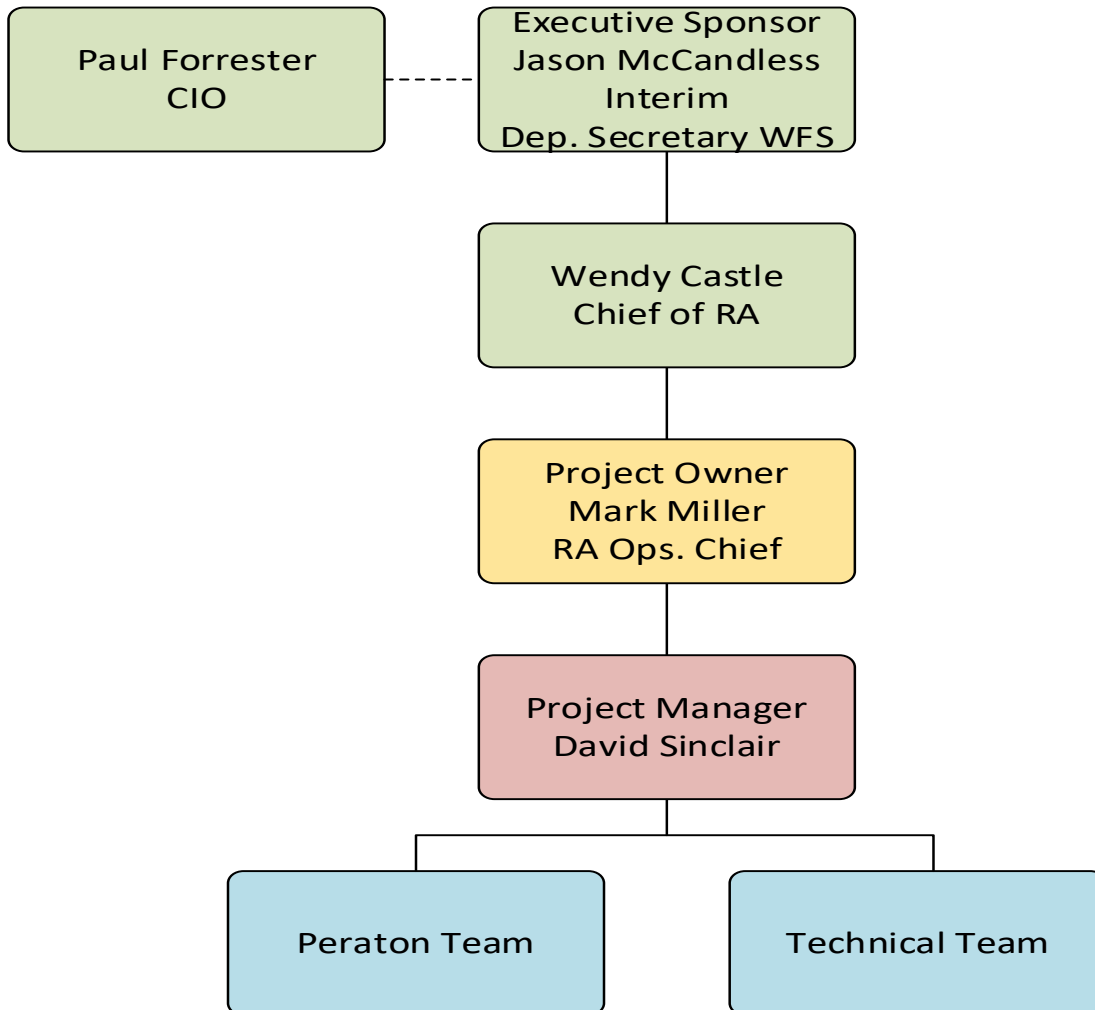
Create Monitoring for Connect Application Server Memory Usage	1 day	Tue 11/15/22	Tue 11/15/22	Satish Pavuluri
Create Monitoring for Connect DB Server Connectivity	1 day	Tue 11/15/22	Tue 11/15/22	Satish Pavuluri
Create Monitoring for Connect for Active DB Connections	1 day	Tue 11/15/22	Tue 11/15/22	Satish Pavuluri
Production setup complete	0 days	Wed 11/30/22	Wed 11/30/22	Satish Pavuluri
Record lessons learned for Production	1 day	Wed 11/30/22	Wed 11/30/22	Satish Pavuluri
01 - Cloud Migration (C2C): Cut over Go Live in Production	0 days	Sat 2/11/23	Sat 2/11/23	David Sinclair
Go-live	0 days	Sat 2/11/23	Sat 2/11/23	Satish Pavuluri
Executing Phase Completed	0 days	Sat 2/11/23	Sat 2/11/23	David Sinclair
Monitoring & Controlling	130.75 days	Fri 7/1/22	Fri 12/30/22	David Sinclair
Manage Project Schedule	130.75 days	Fri 7/1/22	Sat 1/28/23	David Sinclair
Manage Project Costs	130.75 days	Fri 7/1/22	Sat 1/28/23	David Sinclair
Manage Project Scope	130.75 days	Fri 7/1/22	Sat 1/28/23	David Sinclair
Manage Project Risks	130.75 days	Fri 7/1/22	Sat 1/28/23	David Sinclair
Manage Projects Actions	130.75 days	Fri 7/1/22	Sat 1/28/23	David Sinclair
Manage Project Issues	130.75 days	Fri 7/1/22	Sat 1/28/23	David Sinclair
Manage Project Decisions	130.75 days	Fri 7/1/22	Sat 1/28/23	David Sinclair
Prepare regularly scheduled Status Reports	130.75 days	Fri 7/1/22	Sat 1/28/23	David Sinclair
Conduct regularly scheduled Status Meetings	130.75 days	Fri 7/1/22	Sat 1/28/23	David Sinclair
Record Lessons learned	130.63 days	Fri 7/1/22	Sat 1/28/23	David Sinclair
Monitoring and Controlling Phase complete	0 days	Fri 12/30/22	Sat 2/11/23	
Closing	122 days	Wed 1/28/23	2/21/23	David Sinclair
Deliverable 9: Project Close Out Report	2 days	Wed 1/28/23	2/21/23	
Project Close Out Report complete	1 day	Wed 1/28/23	2/21/23	David Sinclair
Schedule Project Close Out Meeting	1 day	Wed 1/28/23	2/21/23	David Sinclair
Conduct Knowledge Transfer	1 day	Wed 1/28/23	2/21/23	David Sinclair
Conduct Project Close Out Meeting	1 day	Wed 1/28/23	2/21/23	David Sinclair
Lessons Learned	11 days	Wed 1/28/23	2/22/23	
Schedule Lessons Learned Meeting	1 day	Wed 1/28/23	2/22/23	David Sinclair
Conduct Lessons Learned Meeting	1 day	Wed 1/28/23	2/22/23	David Sinclair
Record Lessons Learned	1 day	Wed 1/28/23	2/22/23	David Sinclair
Close Out Phase completed	0 days	Wed 1/28/23	2/22/23	David Sinclair

IV. Project Spending Plan

FY 2021-22 Expenditures	FY 2022-23 Expenditures
Software: \$0.00	Software: \$0.00
Other OpEx (Vendor Deliverables): \$0.00	Other OpEx (Vendor Deliverables): \$0.00
Other CapEx: \$0.00	Other CapEx: \$0.00

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

The Project Roles and Responsibilities reflects the higher-level Project Sponsors as well as members of the team doing the implementation and migration work of the solution.

Project Role	Resource Name	Responsibilities
Executive Sponsor	Jason McCandless	<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
CTO	Domenic DiLullo	<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 Ian Erwin Tony Wood Mannix Hawkins	<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 Roland Solvik Mike George Ian Erwin Tony Wood	<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 the System being live in the cloud.

C. Project Management Methodology

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

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

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

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

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

DEO believes successful project management hinges on the following:

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

VI. Business Process Organizational Change Management Plan

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

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

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

VII. Project Risk Management Plan

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

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

The Risk Management Process involves:

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

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

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

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

VIII. Capacity Plan

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



OPERATIONAL WORK PLAN FOR SDLC DEVOPS

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

FISCAL YEAR 2022-2023

QUARTER 3

PREPARED ON 03/01/2023

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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

This project will address ongoing updates to System Design Documentation and Processes.

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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Allows for a more agile development process
Utilization of a single tool provides a single source of truth for work tracking and documentation	<ul style="list-style-type: none"> Allows for better resource and capacity planning of development work
Opportunity exists to utilize DevOps for improved operational efficiencies.	<ul style="list-style-type: none"> An Agile DevOps process will improve the time to production by allowing better planning of development work

C. Critical Success Factors

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

D. Key Dates

Key Date	Importance and Relevance to the Project
02/22/2022	Procurement of Software & Services
05/6/2022	Configuration Azure DevOps Services
10/28/2022	Complete Business Process/Technology Specifications
10/28/2022	Migrate from TFS to DevOps
10/28/2022	Azure DevOps ServiceNow integration
12/1/2022	Implementation
TBD	ALM (Application Lifecycle Management) Data Migration to ServiceNow

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.

Major Deliverable	Deliverable Description
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
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

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
Jason McCandless	Interim Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Allyce Moriak	Chief Financial Officer
Paul Forrester	Chief Information Officer
Wendy Castle	RA Modernization Program Owner – Business
Nicole Sanislow	RA Modernization Program Manager - Business
Thomas Richardson	RA Modernization Program Manager - Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Mark McQueen	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

Task Name	% Complete	Start	Finish
SDLC Dev Ops	100%	Thu 12/9/21	Mon 12/12/22
Initiation	100%	Thu 12/9/21	Tue 1/18/22
Planning	100%	Mon 12/20/21	Tue 2/22/22
Execution	100%	Thu 12/9/21	Mon 12/12/22
Procurement	100%	Thu 1/6/22	Fri 4/29/22
Documentation	100%	Tue 6/7/22	Fri 10/7/22
ServiceNow Development	100%	Thu 12/9/21	Mon 11/28/22
Process Flow	100%	Tue 8/30/22	Tue 8/30/22
Field List	100%	Wed 8/31/22	Fri 9/23/22
Statuses	100%	Wed 9/7/22	Fri 10/28/22
User Story Review	100%	Tue 9/6/22	Mon 9/19/22
Define SN User Groups	100%	Fri 9/2/22	Tue 9/27/22
Front End Design	100%	Mon 9/12/22	Fri 10/28/22
ServiceNow to Azure DevOps Integration	100%	Tue 8/30/22	Tue 9/13/22
Glidefast ServiceNow to Azure DevOps Integration (Integration Hub)	100%	Thu 12/9/21	Fri 10/28/22
Data Conversion	100%	Wed 9/21/22	Wed 11/23/22
ADO Detailed Tasks	100%	Thu 9/22/22	Fri 10/14/22
Pipelines	100%	Mon 9/19/22	Fri 10/14/22
TFS to ADO Migration	100%	Mon 10/17/22	Tue 11/1/22
Implementing tool to interact TFS data into ADO	100%	Fri 9/30/22	Fri 10/7/22
Import test data of PBI (technical debt) from TFS to ADO	100%	Fri 9/30/22	Wed 10/26/22
UAT Testing	100%	Tue 9/13/22	Mon 11/28/22
Training	100%	Mon 10/24/22	Tue 11/15/22
Implementation	100%	Mon 11/21/22	Mon 12/12/22
Monitoring and Controlling	100%	Mon 1/3/22	Thu 12/1/22
Project Closeout	100%	Thu 12/1/22	Thu 12/1/22

III. Resource Loaded Project Schedule

Task Name	Start	Finish	Resource Names
SDLC Dev Ops	Thu 12/9/21	Mon 12/12/22	
Initiation	Thu 12/9/21	Tue 1/18/22	
Risk and Complexity Assessment	Fri 12/10/21	Mon 12/13/21	
Complete Pre-Charter Risk & Complexity Assessment and determine Project Level	Fri 12/10/21	Fri 12/10/21	Monique Emmanuel
Complete Initiation Gate Risk & Complexity Assessment	Sat 12/11/21	Mon 12/13/21	Monique Emmanuel
Deliverable: Project Charter	Sat 12/11/21	Wed 12/15/21	
Develop Project Charter	Sat 12/11/21	Mon 12/13/21	Monique Emmanuel
Review/Update Project Charter	Sun 12/12/21	Mon 12/13/21	Monique Emmanuel
Approve Project Charter	Wed 12/15/21	Wed 12/15/21	Monique Emmanuel, Garrick Wright, Thomas Richardson, Nicole Sanislow
Project Charter complete	Mon 12/13/21	Mon 12/13/21	Monique Emmanuel, Garrick Wright, Thomas Richardson, Nicole Sanislow
Project Kickoff Meeting	Thu 12/9/21	Fri 1/14/22	
Prepare presentation	Thu 1/6/22	Thu 1/6/22	Monique Emmanuel
Schedule Kickoff meeting	Thu 12/9/21	Thu 12/9/21	Monique Emmanuel
Conduct Kickoff meeting	Fri 1/14/22	Fri 1/14/22	Monique Emmanuel
Conduct Lessons Learned Meeting	Fri 1/14/22	Mon 1/17/22	
Schedule Lessons Learned meeting	Fri 1/14/22	Fri 1/14/22	Monique Emmanuel
Conduct Lessons Learned meeting	Mon 1/17/22	Mon 1/17/22	Monique Emmanuel
Record Lessons Learned	Mon 1/17/22	Mon 1/17/22	Monique Emmanuel
Initiation Phase complete	Tue 1/18/22	Tue 1/18/22	Monique Emmanuel
Planning	Mon 12/20/21	Tue 2/22/22	
Deliverable: Resource Plan	Mon 12/20/21	Wed 2/2/22	
Resource Plan Complete	Wed 2/2/22	Wed 2/2/22	Monique Emmanuel
Deliverable: Project Schedule	Tue 12/21/21	Fri 1/28/22	
Prepare Work Breakdown Structure	Tue 12/21/21	Wed 1/26/22	Monique Emmanuel
Develop Project Schedule	Fri 12/24/21	Wed 1/26/22	Monique Emmanuel

Review/Update Project Schedule	Wed 1/26/22	Wed 1/26/22	Thomas Richardson, Garrick Wright, Nicole Sanislow
Approve Project Schedule	Wed 1/26/22	Fri 1/28/22	Thomas Richardson, Garrick Wright, Nicole Sanislow
Project Schedule complete	Sun 12/26/21	Sun 12/26/21	Monique Emmanuel
Deliverable: Project Management Plan	Mon 12/27/21	Wed 2/2/22	
Develop Project Management Plan	Mon 12/27/21	Wed 1/26/22	Monique Emmanuel
Review/Update Project Management Plan	Mon 1/31/22	Wed 2/2/22	Thomas Richardson, Garrick Wright, Nicole Sanislow, Quinton Lightfoot, Robin Hodge-Carey
Approve Project Management Plan	Wed 2/2/22	Wed 2/2/22	Monique Emmanuel
Project Management Plan complete	Wed 2/2/22	Wed 2/2/22	Monique Emmanuel
Deliverable: Project Budget	Fri 12/31/21	Thu 1/27/22	
Prepare Project Budget	Fri 12/31/21	Wed 1/26/22	Monique Emmanuel
Review/Update Project Budget	Sat 1/1/22	Wed 1/26/22	Monique Emmanuel
Approve Project Budget	Thu 1/27/22	Thu 1/27/22	Monique Emmanuel
Project Budget complete	Fri 1/28/22	Fri 1/28/22	Monique Emmanuel
Deliverable: Project Spending Plan	Mon 1/3/22	Fri 1/28/22	
Prepare a Project Spending Plan	Mon 1/3/22	Wed 1/26/22	Monique Emmanuel
Review/Update Project Spending Plan	Thu 1/27/22	Thu 1/27/22	Monique Emmanuel
Approve Project Spending Plan	Fri 1/28/22	Fri 1/28/22	Monique Emmanuel
Project Spending Plan complete	Fri 1/7/22	Fri 1/28/22	Monique Emmanuel
Requirements:	Tue 2/1/22	Mon 2/21/22	
Gather requirements	Tue 2/1/22	Mon 2/21/22	
Schedule JAD Sessions	Tue 2/1/22	Tue 2/1/22	Monique Emmanuel
Conduct JAD sessions	Thu 2/3/22	Mon 2/21/22	Benjamin Beha
Finalize requirements	Mon 2/21/22	Mon 2/21/22	Benjamin Beha
Deliverable: Requirements Traceability Matrix	Mon 2/14/22	Wed 2/16/22	
Develop RTM	Mon 2/14/22	Mon 2/14/22	Benjamin Beha
Review RTM	Tue 2/15/22	Tue 2/15/22	Monique Emmanuel
Approve RTM	Wed 2/16/22	Wed 2/16/22	Monique Emmanuel
Requirements Traceability Matrix complete	Wed 2/16/22	Wed 2/16/22	Monique Emmanuel
Complete the Planning Gate R&C Assessment	Thu 2/17/22	Thu 2/17/22	Monique Emmanuel
Conduct Lessons Learned Meeting	Thu 2/3/22	Mon 2/21/22	

Schedule Lessons Learned meeting	Thu 2/3/22	Thu 2/3/22	Monique Emmanuel
Conduct Lessons Learned meeting	Fri 2/18/22	Fri 2/18/22	Monique Emmanuel
Record Lessons Learned	Mon 2/21/22	Mon 2/21/22	Monique Emmanuel
Planning Phase complete	Tue 2/22/22	Tue 2/22/22	Monique Emmanuel
Execution	Thu 12/9/21	Mon 12/12/22	
Procurement	Thu 1/6/22	Fri 4/29/22	
Procure Azure DevOps services	Thu 1/6/22	Fri 2/18/22	Quinton Lightfoot
Procure Visual Studio licenses upgrade to 2019	Thu 1/6/22	Fri 2/18/22	Quinton Lightfoot
Procure technical writer	Thu 1/6/22	Fri 2/11/22	Quinton Lightfoot
Procure DevOps Engineer	Thu 1/6/22	Fri 4/29/22	Quinton Lightfoot
Provision Virtual Desktops	Mon 4/4/22	Fri 4/8/22	Roland Solvik
Documentation	Tue 6/7/22	Fri 10/7/22	
Pandemic Functional Documentation	Tue 6/7/22	Fri 10/7/22	
Update Pandemic Functional Documentation	Tue 6/7/22	Fri 10/7/22	
Review Pandemic Functional Documentation	Tue 6/7/22	Fri 10/7/22	
Pandemic Functional Documentation Completed	Fri 10/7/22	Fri 10/7/22	
Pandemic Technical Documentation	Tue 6/7/22	Fri 10/7/22	
Update Pandemic Technical Documentation	Tue 6/7/22	Fri 10/7/22	
Review Pandemic Functional Documentation	Tue 6/7/22	Fri 10/7/22	
Pandemic Technical Documentation Completed	Fri 10/7/22	Fri 10/7/22	
ServiceNow Development	Thu 12/9/21	Mon 11/28/22	
Process Flow	Tue 8/30/22	Tue 8/30/22	
Determine Final Process Flow	Tue 8/30/22	Tue 8/30/22	Ben Beha, Sushma Kavarthapu
Field List	Wed 8/31/22	Fri 9/23/22	
Determine Final Field List	Wed 8/31/22	Wed 9/21/22	
Develop Field List	Wed 8/31/22	Tue 9/13/22	Ben Beha
Provide Feedback	Wed 8/31/22	Tue 9/13/22	Janie Correa, Prathamesh Hankare, Sushma Kavarthapu
Approved Field List	Wed 9/21/22	Wed 9/21/22	
STRY0011448 RA IT Custom Table	Fri 9/2/22	Fri 9/23/22	
Refine Solution	Fri 9/2/22	Mon 9/12/22	Brandon Robinson

Develop	Wed 9/7/22	Thu 9/22/22	Brandon Robinson
Peer Review	Fri 9/23/22	Fri 9/23/22	Max Kruse
Decision: Do we incorporate full kit into the form?	Tue 9/13/22	Tue 9/13/22	Sushma Kavarthapu, Vince Ackerman
Walkthrough Full Kit (if necessary?)	Tue 9/13/22	Tue 9/13/22	Ben Beha, Andrew McDonald, Brandon Robinson, Janie Correa, Max Kruse, Sushma Kavarthapu
STRY0011686 Full Kit Placeholder	Mon 9/19/22	Fri 9/23/22	Brandon Robinson
Statuses	Wed 9/7/22	Fri 10/28/22	
Determine Final Statuses	Wed 9/7/22	Tue 9/20/22	
Meeting to discuss Final Statuses	Wed 9/7/22	Tue 9/20/22	Sushma Kavarthapu, Ben Beha, Janie Correa, Prathamesh Hankare, Vince Ackerman
Final Statuses Completed	Tue 9/20/22	Tue 9/20/22	
STRY0011476 RA IT Custom Workflow/State Model	Mon 10/3/22	Fri 10/28/22	Max Kruse
Refine Solution	Mon 10/3/22	Fri 10/14/22	Andrew McDonald, Max Kruse
Develop	Mon 10/17/22	Fri 10/28/22	Max Kruse
Peer Review	Fri 10/28/22	Fri 10/28/22	Brandon Robinson
STRY0011476 RA IT Custom Workflow/State Model Completed	Fri 10/28/22	Fri 10/28/22	
User Story Review	Tue 9/6/22	Mon 9/19/22	
Conduct User Story Review	Tue 9/6/22	Mon 9/19/22	Sushma Kavarthapu, Ben Beha, Janie Correa, Prathamesh Hankare, Vince Ackerman, Glidefast
User Story Review Completed	Mon 9/19/22	Mon 9/19/22	
Define SN User Groups	Fri 9/2/22	Tue 9/27/22	
Provide definitions of SN User Groups	Fri 9/2/22	Wed 9/14/22	Ben Beha, Dave Sangat
Provide Users for Groups	Mon 9/19/22	Tue 9/27/22	Ben Beha, Dave Sangat
Finalize SN User Groups	Tue 9/27/22	Tue 9/27/22	
STRY0011679 RA IT SME Group	Tue 9/27/22	Tue 9/27/22	Brandon Robinson, Andrew McDonald
Front End Design	Mon 9/12/22	Fri 10/28/22	
STRY0011450 RA IT Request Form Sections and Tabs	Mon 9/26/22	Fri 10/14/22	

Refine Solution	Mon 9/26/22	Tue 10/4/22	Brandon Robinson
Develop	Wed 10/5/22	Thu 10/13/22	Brandon Robinson
Peer Review	Fri 10/14/22	Fri 10/14/22	Andrew McDonald
Finalize STRY0011450 R A IT Request Form Sections and Tabs	Fri 10/14/22	Fri 10/14/22	
STRY0011461 Agent Workspace SME View Configuration	Mon 9/19/22	Fri 9/30/22	Brandon Robinson, Andrew McDonald
STRY0011481 Related Lists on the RA IT Request Form	Mon 10/17/22	Fri 10/28/22	Andrew McDonald, Brandon Robinson
STRY0011498 RA IT Request Notifications Placeholder	Mon 10/3/22	Fri 10/14/22	Brandon Robinson
STRY0011445 RA IT Catalog Item	Mon 9/12/22	Fri 9/30/22	
Refine Solution	Mon 9/12/22	Tue 9/20/22	Max Kruse
Develop	Wed 9/21/22	Thu 9/29/22	Max Kruse
Peer Review	Fri 9/30/22	Fri 9/30/22	Andrew McDonald
Finalize STRY0011445 RA IT Catalog Item	Fri 9/30/22	Fri 9/30/22	
STRY0011684 Ability to view submitted RA IT Requests on Portal	Mon 9/19/22	Fri 9/30/22	Max Kruse, Andrew McDonald
STRY0011496 RA IT Request Reporting Placeholder	Mon 10/3/22	Fri 10/14/22	Brandon Robinson
ServiceNow to Azure DevOps Integration	Tue 8/30/22	Tue 9/13/22	
One to Many Decision Points	Tue 8/30/22	Tue 9/13/22	Andrew McDonald, Ben Beha, Brandon Robinson, Max Kruse, Sushma Kavarthapu
Glidefast ServiceNow to Azure DevOps Integration (Integration Hub)	Thu 12/9/21	Fri 10/28/22	
STRY0011483 ADO Integration with RA IT Custom Table	Thu 9/15/22	Fri 10/7/22	Andrew McDonald, Max Kruse
Refine Solution	Thu 9/15/22	Fri 9/23/22	Max Kruse
Develop	Mon 9/26/22	Fri 10/7/22	Max Kruse
Peer Review	Fri 10/7/22	Fri 10/7/22	Brandon Robinson
Finalize STRY0011483 ADO Integration with RA IT Custom Table	Fri 10/7/22	Fri 10/7/22	

Meet to discuss Testing	Mon 9/12/22	Mon 9/12/22	Andrew McDonald, Ben Beha, Brandon Robinson, Janie Correa, Max Kruse, Prathamesh Hankare, Sushma Kavarthapu
Determine whether to use Test Management or Custom Fields	Mon 9/19/22	Mon 9/19/22	Andrew McDonald, Ben Beha, Brandon Robinson, Max Kruse
STRY0011487 ADO Integration with (Test Management Application)	Mon 10/3/22	Fri 10/21/22	Andrew McDonald, Max Kruse
Refine Solution	Mon 10/3/22	Tue 10/11/22	Max Kruse
Develop	Wed 10/12/22	Thu 10/20/22	Max Kruse
Peer Review	Fri 10/21/22	Fri 10/21/22	Brandon Robinson
Finalize STRY0011487 ADO Integration with (Test Management Application)	Fri 10/21/22	Fri 10/21/22	
STRY0011485 ADO Integration with Release/Change Management Application	Mon 10/10/22	Fri 10/28/22	
Refine solution	Mon 10/10/22	Tue 10/18/22	Andrew McDonald, Brandon, Janie Correa, Max Kruse, Prathamesh Hankare, Sushma Kavarthapu, Barry
Develop/Configure	Wed 10/19/22	Thu 10/27/22	Max Kruse
Peer Review	Fri 10/28/22	Fri 10/28/22	Brandon Robinson
Finalize STRY0011485 ADO Integration with Release Management Application	Fri 10/28/22	Fri 10/28/22	
STRY0011682 ADO Integration with Change Management Application	Thu 12/9/21	Thu 12/9/21	Andrew McDonald, Max Kruse
Data Conversion	Wed 9/21/22	Wed 11/23/22	
Provide ALM Extract	Wed 9/21/22	Wed 9/21/22	Ben Beha, Nicole Sanislow
Data Mapping ALM to ServiceNow	Thu 9/22/22	Tue 9/27/22	Andrew McDonald, Ben Beha, Brandon Robinson, Max Kruse
Determine ALM tickets to ServiceNow	Mon 11/7/22	Fri 11/18/22	Ben Beha
STRY0011504 Legacy Data Import from HP	Mon 11/7/22	Wed 11/23/22	Brandon Robinson, Max Kruse
ALM			
Finalize STRY0011504 Legacy Data Import from HP ALM	Tue 11/22/22	Tue 11/22/22	

ADO Detailed Tasks	Thu 9/22/22	Fri 10/14/22	
Mimic (Create) the workflows and columns in TFS to ADO; Epic/PBI/Feature/Impediment/Task/Bug	Thu 9/22/22	Tue 9/27/22	Sathishkumar Kittusamy
Structure the "States" of Epic/PBI/Feature/Impediment/Task/Bug of TFS to ADO	Thu 9/22/22	Tue 9/27/22	Sathishkumar Kittusamy
Add users to AD as needed; List of SME's and team's (developer/BA/Tester/Manager/SM)	Thu 9/22/22	Fri 10/7/22	Prathamesh Hankare
Identify fields that needs to be moved from SNOW to ADO	Thu 9/22/22	Tue 9/27/22	Prathamesh Hankare
Replicate fields of SNOW in ADO; Epic/PBI/Feature/Impediment/Task/Bug	Thu 9/22/22	Tue 9/27/22	Sathishkumar Kittusamy
E2E testing - Migrate Fields from SNOW to ADO	Fri 9/30/22	Thu 10/6/22	Prathamesh Hankare
E2E testing - Migrate workflows, Fields, States from TFS to ADO	Fri 9/30/22	Thu 10/6/22	Shreya
Bugs from testing	Mon 10/10/22	Fri 10/14/22	Sathishkumar Kittusamy
Decision on if we need to On prem or Cloud	Thu 9/22/22	Tue 9/27/22	Sushma
Pipelines	Mon 9/19/22	Fri 10/14/22	
Create Build pipelines	Mon 10/3/22	Wed 10/12/22	Arun Gandla
Create release pipelines	Mon 10/3/22	Wed 10/12/22	Arun Gandla
Set up of Trigger for release pipelines	Mon 10/10/22	Mon 10/10/22	Arun Gandla
Set up of trigger for build pipelines	Mon 10/10/22	Mon 10/10/22	Arun Gandla
Verify Pipelines	Mon 10/10/22	Wed 10/12/22	Arun Gandla
Integrate the PR from Developers Fork to Team Branch to a non-prod environment for team 1	Tue 10/11/22	Fri 10/14/22	Prafull Konde
Integrate the PR from Team branch to Development branch to a non-prod environment for 1 team.	Tue 10/11/22	Fri 10/14/22	Prafull Konde
Integrate the PR from development branch to code branch to a non prod environment to team1	Tue 10/11/22	Fri 10/14/22	Prafull Konde
Roadmap to migrate RA developers code from TFS to ADO	Mon 9/19/22	Wed 9/28/22	Arun Gandla

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

Configure User list and Role	Fri 9/30/22	Wed 10/26/22	Sathishkumar Kittusamy
Identify which scrum team to be migrated and what data to be migrated	Tue 10/4/22	Mon 10/24/22	Janie Correa
Migrate Area and Migrate work items	Fri 9/30/22	Wed 10/26/22	Sathishkumar Kittusamy
UAT Testing	Tue 9/13/22	Mon 11/28/22	
Develop Test Plan	Tue 9/13/22	Fri 9/30/22	Jim Sparks
Develop Test Cases	Mon 10/10/22	Fri 10/28/22	Scott McCord
Testing Front End Changes	Wed 11/2/22	Fri 11/4/22	Ben Beha, Dave Sangat
Testing Reports	Mon 11/7/22	Mon 11/14/22	Ben Beha, Dave Sangat
Testing Integration	Mon 11/7/22	Fri 11/18/22	Sushma Kavarthapu, Ben Beha, Janie Correa, Prathamesh Hankare, Dave Sangat, Vince Ackerman
Testing Data Conversion	Thu 11/24/22	Mon 11/28/22	Sushma Kavarthapu, Ben Beha, Janie Correa, Prathamesh Hankare, Dave Sangat, Vince Ackerman
Testing Release Management	Fri 11/18/22	Fri 11/18/22	
Training	Mon 10/24/22	Tue 11/15/22	
Develop Training	Mon 10/24/22	Fri 11/4/22	Glidefast
Training Functional End Users	Tue 11/15/22	Tue 11/15/22	Glidefast
Implementation	Mon 11/21/22	Tue 1/31/23	
Revisit Data Migration Discussion	Mon 11/21/22	Mon 11/21/22	
Complete ALM to ServiceNow Data Migration	Tue 2/28/23	Tue 2/28/23	
Deploy	Tue 11/29/22	Mon 12/12/22	
Go/No Go Meeting	Tue 11/29/22	Tue 11/29/22	
Move to Production	Thu 12/1/22	Thu 12/1/22	
Post Production Support	Thu 12/1/22	Fri 12/9/22	Glidefast
Develop Transition Plan	Mon 12/12/22	Tue 2/28/23	
Monitoring and Controlling	Mon 1/3/22	Tue 2/28/23	
Manage Project Schedule	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Manage Project Costs	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Manage Project Scope	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Manage Project Risks	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Manage Project Issues	Tue 2/28/23	Tue 2/28/23	Jim Sparks

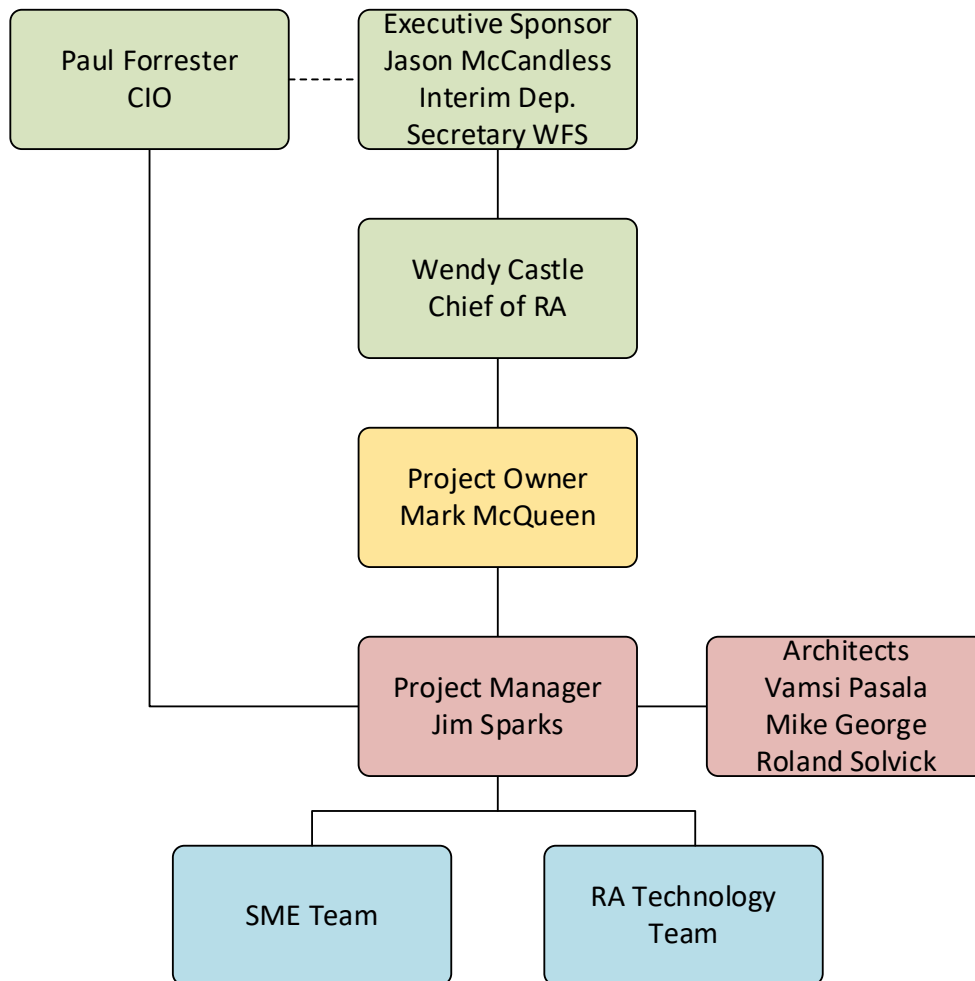
Manage Decisions	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Manage Action Items	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Manage Cybersecurity	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Update RTM	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Record Lessons Learned	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Prepare Regularly scheduled Status Reports	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Conduct Regularly scheduled Status Meetings	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Conduct Lessons Learned Meeting	Tue 2/28/23	Tue 2/28/23	
Schedule Lessons Learned meeting	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Conduct Lessons Learned meeting	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Record Lessons Learned	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Monitoring and Controlling Phase Complete	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Project Closeout	Tue 2/28/23	Tue 2/28/23	
Schedule Project Closeout Meeting	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Deliverable: Project Closeout Report	Tue 2/28/23	Tue 2/28/23	
Develop Project Closeout Report	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Review/Update Project Closeout Report	Tue 2/28/23	Tue 2/28/23	Nicole Sanislow, Garrick Wright, Thomas Richardson, Robin Hodge-Carey
Approve Project Closeout Report	Tue 2/28/23	Tue 2/28/23	Thomas Richardson
Project Closeout Report complete	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Conduct Project Closeout meeting	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Conduct Lessons Learned Meeting	Tue 2/28/23	Tue 2/28/23	
Schedule Lessons Learned meeting	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Conduct Lessons Learned meeting	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Record Lessons Learned	Tue 2/28/23	Tue 2/28/23	Jim Sparks
Closeout Phase complete	Tue 2/28/23	Tue 2/28/23	

IV. Project Spending Plan

FY 2021-22 Expenditures	FY 2022-23 Expenditures
Software OpEx: \$0	Software OpEx: \$430,449.27
Labor OpEx: \$43,390	Labor OpEx: \$74,550.

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Name	Project Role	Responsibility
Jason McCandless	Interim Executive Sponsor	<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
Domenic DiLullo	CTO	<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
Paul Forrester	CIO	<ul style="list-style-type: none"> • Responsible for the Strategy of DEO IT • Responsible for Staffing and Support plans • Responsible for day to day operations • Responsible for working closely with programs on technology needs
Mark McQueen	Project Owner	<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
Jim Sparks	Project Manager	<ul style="list-style-type: none"> • Manages all aspects of the project and ensure compliance with project plan

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> • Monitors project progress and schedule adherence • Completes all documents related to the project • Identifies and manages risks according to the project plan
Vamsi Pasala/Mike George/Roland Solvick	Architects	<ul style="list-style-type: none"> • Responsible for assisting the team in finding solutions to issues elevated to him • Is available to project sponsors for technical questions regarding direction of the project and any dependencies/impacts of other projects • Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team.
SME Team	Subject Matter Expert(s)	<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
Review Team	Documentation Reviewers	<ul style="list-style-type: none"> • Reviews documentation when submitted by Vendor • Contributes subject matter expertise • Completes 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

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> Provides guidance and support to project manager and project team members
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	Mark McQueen 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	Arun Gandla	<ul style="list-style-type: none"> Configure/Build Azure DevOps environment

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:

- Program-wide Organizational Change Management Plan
- Organizational Change Readiness Assessment
- Change Impact Analysis
- Communications Plan
- Change Champion Network
- Training Plan
- Change Management Metrics
- Post-implementation Support Plan

VII. Project Risk Management Plan

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 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
RSK0001189 (Potential ServiceNow Data Migration Delays)	Moderate	High	Monitor progress daily. May have to look at post ServiceNow SDLC go-live data migration scenarios.	PM

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 RULES ENGINE

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

FISCAL YEAR 2022-2023

QUARTER 3

PREPARED ON MARCH 6, 2023

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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-maintainable business rules engine. This change will allow both maintaining and developing business rules without requiring code changes and subsequent deployments.

A. **Scope Statement**

The Rules Engine Project will move Reemployment Assistance system business rules into a user-visible and user-maintainable Business Rules Engine. This project will identify useable system rules, procure a product along with vendor services, and integrate a subset of business rules into a Business rules Engine.

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 remaining business system rules into the rules engine product.

B. **Project Objectives and Business Benefits**

The Rules Engine project was developed to successfully procure and implement a Business Rules Engine. Through the use of a Rules Engine, the Department would be able to reduce development effort and cost. Additionally, the use of a Rules Engine, will consolidate business rules into one location.

Project Objective	Business Benefit
Increased speed to deploy technical change requests for business rules for the CX/UX application.	<ul style="list-style-type: none"> • The time to deploy technical change requests for business rules will be delayed.
Increased speed to deploy code changes for business rules for the CX/UX application.	<ul style="list-style-type: none"> • The time to deploy code changes for business rules that govern the administration of the Reemployment Assistance program will be reduced.

Project Objective	Business Benefit
Increased speed to deploy technical change requests for business rules for the CX/UX application.	<ul style="list-style-type: none"> The time to deploy technical change requests for business rules will be delayed.
DEO will have a modular foundation that enables continuous modernization.	<ul style="list-style-type: none"> A business rules engine will be installed, configured, and tested.
Inventory business rules.	<ul style="list-style-type: none"> DEO will be able to validate suitability of business rules for a business rules engine.

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 Date	Importance and Relevance to the Project
April 2022	Contract executed with Peraton for System and Software Integration (SSI) services
June 2022	Identification and prioritization of business systems rules
November 2022	Procurement for business rules engine and services advertised
February 10, 2023	Contract Awarded and announced
February 10 – March 2023	Vendor Onboarded
June 30, 2023	Closeout Phase complete; project complete

E. Major Deliverables

Major Deliverable	Deliverable Description
Project Kickoff Meeting	RE project kickoff meeting defining project scope and identifying internal project team.
Project Charter	Complete and submit a detailed project charter to DEO.
Project Management Plan	The vendor provides the final version of the PMP after review and approval by DEO.
Weekly Status Meetings	Host weekly status meetings with project team.
Identification of Business Rules	Project team identifies business system rules for implementation into the business rules engine. Remaining rules will be addressed as a part of continuous modernization.
Procurement of Business Rules Engine	Procurement of a business rules engine product.
Vendor – Project Kickoff Meeting	Vendor conducts kick-off meeting, including agenda and presentation materials.

Major Deliverable	Deliverable Description
Infrastructure Report	Vendor will disclose the network and infrastructure requirement, current, and known future issues.
Performance Requirements	Vendor will submit performance requirements for technology projects' solutions.
Requirements Reports	The vendor will provide a detailed requirements report, including performance requirements and prioritized in an order determined by DEO.
Requirements Management Plan	The vendor shall provide a Requirements Management Plan which includes the approach, requirements, and artifacts, and future changes to requirements.
Design Specifications Document	Vendor will create design specifications document, consistent with the detailed requirements and design documentation.
System Architecture and Design Document	Vendor shall develop a document that provides an understanding of the end-state architecture and design.
Interface Design Description and Integration Specification Document	Vendor shall develop an Interface Design Description and Integration Specification Document for the system to facilitate, communication, and control interface design decisions.
Architectural Review Documents	The vendor shall develop and submit an Architectural Review Document that contains Data Model Standards, Network Diagram Standards, Process Flow Modeling Standards, and Physical Environmental Standards.
Business Rules Catalog	The vendor shall update DEO's Business Rules Catalog to incorporate all business rules that govern the RA program, incorporating all CX/UX Business Rules.
Communication and Training	Communication of process, along with process documentation and workflows to all stakeholders.
Transition Plan	As part of the transition into continuous improvement, the vendor delivers the Transition Plan after review and approval by DEO.
Project Closeout Report	The vendor provides the Project Closeout Report after review and approval by DEO.

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	Identify and prioritize subset of business systems rules to be implemented into the Business Rules Engine.

Major Milestone	Milestone Description
Vendor Kick-Off	Vendor hosts kick-off meeting to introduce staff and provide common understanding of the project scope and approach.
Project Closeout Report	The vendor provides the Project Closeout Report after review and approval by DEO.

G. Key Stakeholders

Key Stakeholder	Project Interest
Meredith Ivey	Acting Secretary, Department of Economic Opportunity
Jason McCandless (Interim)	Deputy Secretary, Workforce Services
Domenic DiLullo	Chief Technology Officer / Work Group
Paul Forrester	Chief Information Officer / Program Owner / Work Group
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner – Business
Nicole Sanislow	RA Modernization Program Manager – Business
Tom Richardson	RA Modernization Lead Program Manager – Strategic Planning Office
Thomas Holliday	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Mark McQueen	Project Owner
Nicole Cain	Project Manager

H. Significant Project Assumptions and Constraints

Project Assumptions

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

Project Constraints

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

II. Work Breakdown Structure

WBS	Task Name
1	Rules Engine
1.1	Initiation
1.1.1	Risk and Complexity Assessment

1.1.2	Deliverable: Project Charter
1.1.3	Project Charter complete
1.1.4	Project Kickoff Meeting
1.1.5	Initiation Phase complete
1.2	Planning
1.2.1	Deliverable: Resource Plan
1.2.2	Resource Plan Complete
1.2.3	Deliverable: Project Schedule
1.2.4	Project Schedule complete
1.2.5	Deliverable: Project Management Plan
1.2.6	Project Management Plan complete
1.2.7	Deliverable: Project Budget
1.2.8	Project Budget complete
1.2.9	Deliverable: Project Spending Plan
1.2.10	Project Spending Plan complete
1.2.11	Determine Subsets of Rules
1.2.12	Planning Phase Complete
1.2.13	Requirements:
1.2.13.1	Gather initial requirements
1.2.13.2	Deliverable: Requirements Traceability Matrix
1.2.13.3	Complete the Planning Gate R&C Assessment
1.2.13.4	Conduct Lessons Learned Meeting
1.3	Planning Phase Complete
1.4	Execution
1.4.1	Document Rules
1.4.2	Test Plan
1.4.3	Procurement of Rules Engine & Vendor Services
1.4.4	Onboard Vendor
1.4.5	Vendor Deliverables
1.4.5.1	D1 - Vendor Kick-Off
1.4.5.2	D2 - Vendor Project Management & Transition Plan
1.4.5.3	D3 - Vendor Project Schedule
1.4.5.4	D4 - Vendor Staffing Plan
1.4.5.5	D5 - Vendor Business Continuity Plan
1.4.5.6	D6 - Vendor Infrastructure Report
1.4.5.7	D7 - Vendor Performance Requirements
1.4.5.8	D9 - Vendor Requirements Report
1.4.5.9	D10 - Vendor Requirements Management Plan
1.4.5.10	D11 - Vendor Design Specifications Document
1.4.5.11	D12 - Vendor Detailed Technology Projects Screen and Design Document

1.4.5.11.1	Post-Design Phase
1.4.5.11.2	Pre-Acceptance Testing Phase
1.4.5.11.3	Pre-Implementation Phase
1.4.5.12	D13 - Vendor System Architecture and Design Document
1.4.5.13	D14 - Vendor Interface Design Description and Integration Specification Document
1.4.5.14	D15 - Vendor Interface Control Document
1.4.5.15	D16 - Vendor Architectural Review Document
1.4.5.16	D17 - Vendor Data Conversion Strategy Document
1.4.5.17	D18 - Vendor Business Rules Catalog
1.4.5.18	D19 - Vendor Reemployment Assistance Interfaces
1.4.5.19	D20 - Vendor Continuous Mod Strategic Roadmap
1.4.5.20	D21 - Vendor Installation and Configuration Plan
1.4.5.21	D22 - Vendor Migration Strategy
1.4.5.22	D23 - Vendor Testing Plan
1.4.5.23	D24 - Vendor Test Results Report
1.4.5.24	D25- Vendor Operational Readiness Test Plan and Schedule
1.4.6	Rule Prioritization with Vendor
1.4.7	Create ALM Ticket
1.4.8	Requirements with Vendor
1.4.8.1	D8 - JAD Sessions
1.4.8.2	RTM
1.4.9	Create User Stories
1.4.10	Test Scripts
1.4.11	SDLC Related Steps - Will be built out when vendor onboarded
1.4.12	Prepare Operations and Maintenance Plan
1.4.13	Required Project Documentation
1.4.14	Conduct Lessons Learned Meeting
1.5	Execution Phase complete
1.6	Monitoring and Controlling
1.7	Project Closeout
1.7.1	Schedule Project Closeout Meeting
1.7.2	Deliverable: Project Closeout Report
1.7.3	Project Closeout Report complete
1.7.4	Conduct Lessons Learned Meeting
1.7.5	Transition to Operations
1.7.6	Closeout Phase complete

III. Resource Loaded Project Schedule

WBS	Task Mode	Task Name	% Comp	Duration	Start	Finish	Actual Finish	Predecessors	Resource Names
1		Rules Engine	55%	401 days?	Mon 12/6/21	Thu 6/29/23		NA	
1.1		Initiation	100%	22 days?	Wed 1/5/22	Fri 2/4/22	Fri 2/4/22		
1.1.1		Risk and Complexity Assessment	100%	2 days?	Wed 1/5/22	Thu 1/6/22	Thu 1/6/22		
1.1.2		Deliverable: Project Charter	100%	3 days?	Thu 1/27/22	Tue 2/1/22	Tue 2/1/22		
1.1.3		Project Charter complete	100%	0 days	Tue 2/1/22	Tue 2/1/22	Tue 2/1/22 9		
1.1.4		Project Kickoff Meeting	100%	5 days?	Fri 1/28/22	Thu 2/3/22	Thu 2/3/22		
1.1.5		Initiation Phase complete	100%	1 day	Fri 2/4/22	Fri 2/4/22	Fri 2/4/22		
1.2		Planning	100%	145 days?	Mon 12/6/21	Wed 6/29/22	Wed 6/29/22 15		
1.2.1		Deliverable: Resource Plan	100%	6 days	Mon 2/7/22	Mon 2/14/22	Mon 2/14/22 15		
1.2.2		Resource Plan Complete	100%	0 days	Mon 2/14/22	Mon 2/14/22	Mon 2/14/22 20		
1.2.3		Deliverable: Project Schedule	100%	18 days?	Fri 2/11/22	Tue 3/8/22	Tue 3/8/22		
1.2.4		Project Schedule complete	100%	0 days	Tue 3/8/22	Tue 3/8/22	Tue 3/8/22 26		
1.2.5		Deliverable: Project Management Plan	100%	4 days?	Wed 3/9/22	Mon 3/14/22	Mon 3/14/22		
1.2.6		Project Management Plan complete	100%	0 days	Mon 3/14/22	Mon 3/14/22	Mon 3/14/22 31		
1.2.7		Deliverable: Project Budget	100%	3 days?	Tue 3/15/22	Thu 3/17/22	Thu 3/17/22		
1.2.8		Project Budget complete	100%	0 days	Thu 3/17/22	Thu 3/17/22	Thu 3/17/22 36		
1.2.9		Deliverable: Project Spending Plan	100%	5 days?	Tue 3/15/22	Mon 3/21/22	Mon 3/21/22		
1.2.10		Project Spending Plan complete	100%	0 days	Mon 3/21/22	Mon 3/21/22	Mon 3/21/22 41		
1.2.11		Determine Subsets of Rules	100%	4 days	Tue 4/26/22	Fri 4/29/22	Fri 4/29/22		
1.2.12		Planning Phase Complete	100%	1 day	Fri 4/29/22	Fri 4/29/22	Fri 4/29/22 46FF		
1.2.13		Requirements:	100%	145 days?	Mon 12/6/21	Wed 6/29/22	Wed 6/29/22		
1.2.13.1		Gather initial requirements	100%	44 days?	Tue 3/22/22	Fri 5/20/22	Fri 5/20/22		
1.2.13.2		Deliverable: Requirements Traceability Matrix	100%	40 days?	Tue 5/3/22	Tue 6/28/22	Tue 6/28/22		
1.2.13.3		Complete the Planning Gate R&C Assessment	100%	1 day?	Wed 6/29/22	Wed 6/29/22	Wed 6/29/22		Nicole Cain,Alvin Sellars,Benjamin Beha
1.2.13.4		Conduct Lessons Learned Meeting	100%	83 days?	Mon 12/6/21	Fri 4/1/22	Fri 4/1/22		
1.3		Planning Phase Complete	0%	1 day?	Fri 4/1/22	Fri 4/1/22		NA 65FF	
1.4		Execution	38%	318 days?	Mon 4/4/22	Thu 6/29/23		NA 69	
1.4.1		Document Rules	100%	6 days?	Wed 4/6/22	Wed 4/13/22	Wed 4/13/22		
1.4.2		Test Plan	100%	76 days?	Wed 6/29/22	Fri 10/14/22	Fri 10/14/22		
1.4.3		Procurement of Rules Engine & Vendor Services	99%	216 days?	Mon 4/4/22	Fri 2/10/23		NA	
1.4.4		Onboard Vendor	1%	10 days	Mon 2/13/23	Thu 2/23/23		NA	
1.4.5		Vendor Deliverables	1%	276 days?	Thu 6/2/22	Thu 6/29/23		NA	
1.4.5.1		D1 - Vendor Kick-Off	100%	5 days	Mon 2/13/23	Fri 2/17/23	Fri 2/17/23		
1.4.5.2		D2 - Vendor Project Management & Transition Plan	0%	18 days	Mon 2/27/23	Tue 3/21/23		NA	

WBS	Task Mode	Task Name	% Compt	Duration	Start	Finish	Actual Finish	Predecessors	Resource Names
1.4.5.3		D3 - Vendor Project Schedule	0%	18 days	Mon 2/27/23	Tue 3/21/23		NA	
1.4.5.4		D4 - Vendor Staffing Plan	0%	18 days	Mon 2/27/23	Tue 3/21/23		NA	
1.4.5.5		D5 - Vendor Business Continuity Plan	0%	18 days	Fri 3/31/23	Tue 4/25/23		NA	
1.4.5.6		D6 - Vendor Infrastructure Report	4%	30 days	Fri 2/17/23	Mon 3/27/23		NA	
1.4.5.7		D7 - Vendor Performance Requirements	0%	18 days	Mon 3/20/23	Tue 4/11/23		NA	
1.4.5.8		D9 - Vendor Requirements Report	0%	34 days	Sat 3/25/23	Tue 5/9/23		NA	
1.4.5.9		D10 - Vendor Requirements Management Plan	0%	39 days?	Wed 3/15/23	Thu 5/4/23		NA	
1.4.5.10		D11 - Vendor Design Specifications Document	0%	46 days	Fri 2/17/23	Tue 4/18/23		NA	
1.4.5.11		D12 - Vendor Detailed Technology Projects Screen and Design Document	0%	45 days	Sat 3/25/23	Wed 5/24/23		NA	
1.4.5.11.1		Post-Design Phase	0%	18 days	Sat 3/25/23	Tue 4/18/23		NA	
1.4.5.11.2		Pre-Acceptance Testing Phase	0%	18 days	Mon 4/10/23	Tue 5/2/23		NA	
1.4.5.11.3		Pre-Implementation Phase	0%	18 days	Mon 5/1/23	Wed 5/24/23		NA	
1.4.5.12		D13 - Vendor System Architecture and Design Document	0%	18 days	Sat 3/25/23	Tue 4/18/23		NA	
1.4.5.13		D14 - Vendor Interface Design Description and Integration Specification Document	0%	45 days?	Fri 2/17/23	Tue 4/18/23		NA	
1.4.5.14		D15 - Vendor Interface Control Document	0%	31 days	Wed 3/15/23	Tue 4/25/23		NA	
1.4.5.15		D16 - Vendor Architectural Review Document	0%	18 days	Sat 3/25/23	Tue 4/18/23		NA	
1.4.5.16		D17 - Vendor Data Conversion Strategy Document	0%	18 days	Sat 3/25/23	Tue 4/18/23		NA	
1.4.5.17		D18 - Vendor Business Rules Catalog	0%	18 days	Thu 6/2/22	Mon 6/27/22		NA	
1.4.5.18		D19 - Vendor Reemployment Assistance Interfaces	0%	18 days	Sat 3/25/23	Tue 4/18/23		NA	
1.4.5.19		D20 - Vendor Continuous Mod Strategic Roadmap	0%	11 days	Thu 6/15/23	Thu 6/29/23		NA	
1.4.5.20		D21 - Vendor Installation and Configuration Plan	0%	18 days	Mon 3/20/23	Tue 4/11/23		NA	
1.4.5.21		D22 - Vendor Migration Strategy	0%	18 days	Sat 3/25/23	Tue 4/18/23		NA	
1.4.5.22		D23 - Vendor Testing Plan	0%	18 days	Mon 3/20/23	Tue 4/11/23		NA	
1.4.5.23		D24 - Vendor Test Results Report	0%	18 days	Wed 5/31/23	Fri 6/23/23		NA	
1.4.5.24		D25- Vendor Operational Readiness Test Plan and Schedule	0%	11 days	Thu 6/15/23	Thu 6/29/23		NA	
1.4.6		Rule Prioritization with Vendor	0%	14 days?	Fri 2/17/23	Mon 3/6/23		NA	
1.4.7		Create ALM Ticket	0%	1 day	Tue 3/7/23	Tue 3/7/23		NA 257	
1.4.8		Requirements with Vendor	0%	9 days	Mon 3/13/23	Thu 3/23/23		NA	Vendor
1.4.8.1		D8 - JAD Sessions	0%	3 days	Mon 3/13/23	Wed 3/15/23		NA	

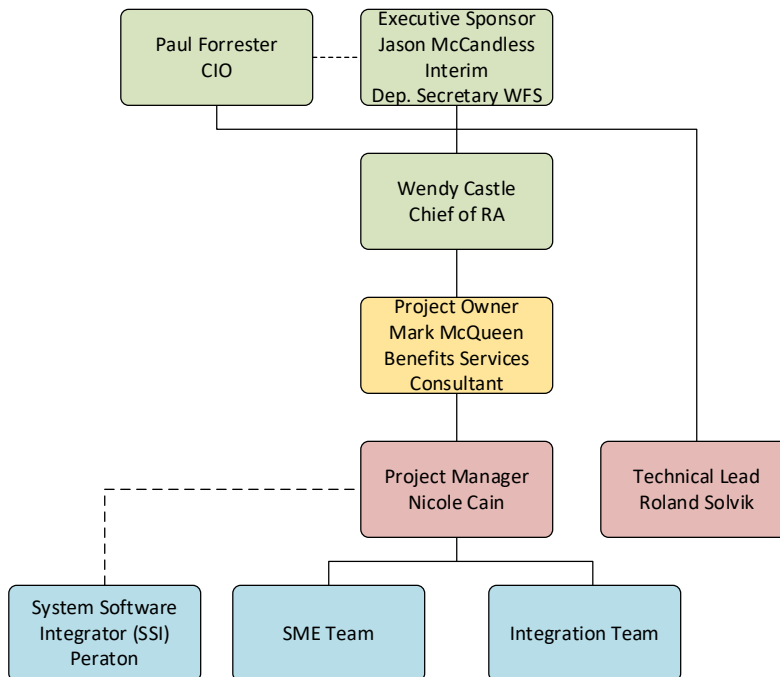
WBS	Task Mode	Task Name	% Compt	Duration	Start	Finish	Actual Finish	Predecessors	Resource Names
1.4.8.2		RTM	0%	6 days	Thu 3/16/23	Thu 3/23/23		NA	
1.4.9		Create User Stories	6%	49.5 days	Mon 1/30/23	Tue 4/4/23		NA	Vendor
1.4.10		Test Scripts	0%	7 days	Fri 3/24/23	Fri 3/31/23		NA 268	
1.4.11		SDLC Related Steps - Will be built out when vendor onboarded	0%	63 days	Mon 4/3/23	Wed 6/28/23		NA	Vendor, Dev Op
1.4.12		Prepare Operations and Maintenance Plan	0%	9 days?	Fri 5/19/23	Thu 6/1/23		NA	
1.4.13		Required Project Documentation	0%	7 days?	Fri 6/2/23	Mon 6/12/23		NA 329	Vendor
1.4.14		Conduct Lessons Learned Meeting	0%	5 days	Mon 6/12/23	Fri 6/16/23		NA	
1.5		Execution Phase complete	0%	1 day	Mon 6/19/23	Mon 6/19/23		NA 349	
1.6		Monitoring and Controlling	59%	388 days?	Wed 12/22/21	Wed 6/28/23		NA	
1.7		Project Closeout	0%	26 days?	Wed 5/24/23	Thu 6/29/23		NA	
1.7.1		Schedule Project Closeout Meeting	0%	1 day	Mon 6/19/23	Mon 6/19/23		NA 337	
1.7.2		Deliverable: Project Closeout Report	0%	6 days	Tue 6/20/23	Tue 6/27/23		NA	
1.7.3		Project Closeout Report complete	0%	2 days	Wed 6/28/23	Thu 6/29/23		NA	
1.7.4		Conduct Lessons Learned Meeting	0%	7 days	Mon 6/19/23	Tue 6/27/23		NA	
1.7.5		Transition to Operations	0%	15 days?	Wed 5/24/23	Wed 6/14/23		NA	
1.7.6		Closeout Phase complete	0%	0 days	Wed 6/28/23	Wed 6/28/23		NA 364	

IV. Project Spending Plan

FY 2021-22 Expenditures	FY 2022-23 Expenditures
Software: \$0.00	Software: \$0.00
Other OpEx (Vendor Deliverables): \$0.00	Other OpEx (Vendor Deliverables): \$0.00
Other CapEx: \$0.00	Other CapEx: 0.00

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Name	Project Role	Responsibility
Jason McCandless	Executive Sponsor (Interim)	<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

Name	Project Role	Responsibility
Domenic DiLullo	CTO	<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 Program Owner	<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
Paul Forrester	CIO Program Owner Work Group	<ul style="list-style-type: none"> • Responsible for the Strategy of DEO IT • Responsible for Staffing and Support plans • Responsible for day-to-day operations • Responsible for working closely with programs on technology needs
Mark McQueen	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
Nicole Cain	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
Roland Solvik	Architect and Technical Lead	<ul style="list-style-type: none"> • Responsible for assisting the team in finding solutions to issues elevated to him • Is available to project sponsors for technical questions regarding direction of the project

Name	Project Role	Responsibility
		and any dependencies/impacts of other projects <ul style="list-style-type: none"> • 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 Manager in accordance with the Risk and Issue Management section of the PMP • Assists the Project Manager in responding to risks and issues • Assists the Project Manager in evaluating change requests
Technical Team	Technical Support	<ul style="list-style-type: none"> • Process development tasks • Contributes technical expertise • Complete assigned project tasks in accordance with the Project Schedule • Identifies risks and issues to the Project Manager in accordance with the Risk and Issue Management section of the PMP • Assists the Project Manager in responding to risks and issues • Assists the Project Manager is evaluating change requests
Review Team	Documentation Reviewers	<ul style="list-style-type: none"> • Reviews documentation when submitted by Vendor • Contributes subject matter expertise • Completes 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

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> Provides guidance and support to project manager and project team members
Vendor	SSI	<ul style="list-style-type: none"> Provide recommendations for technology selections for Rules Engine project procurement Assist with drafting the scope of work and deliverables for the Rules Engine product procurement and vendor services Assist in evaluating vendor response for the procurement of the rules Engine product
Vendor	TCS	<ul style="list-style-type: none"> Provide services in accordance to the Scope of Work to deliver and support a Rules Engine product

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:

- Program-wide Organizational Change Management Plan
- Organizational Change Readiness Assessment
- Change Impact Analysis
- Communications Plan
- Change Champion Network
- Training Plan
- Change Management Metrics
- Post-implementation Support Plan

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.

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
1.If the Rules Engine project continues to be delayed because of no firm identification and finalization of business rules to be migrated, this could take considerable effort that could potentially push the project schedule out further.	Medium	Medium	Work with business unit, architects, and project team to quickly implement within the scope of the project.	Nicole Cain

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.
- Project Prioritization: Via a weighted scoring model used for RA Mod, projects within the program have been prioritized for the purpose of optimizing resources and time.
- 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 Not enough Capacity: Understand that obtaining new needed resources takes time and advance planning is imperative.



OPERATIONAL WORK PLAN FOR SOA AND API LAYER

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

**FISCAL YEAR 2022-2023
QUARTER 3**

PREPARED ON: 02/28/23

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SECTION 1 – OVERALL PROJECT PLAN

I. *Project Charter*

The Department of Economic Opportunity’s (DEO) current Application Program Interface (API) management approach for the Connect system is based on technology that was deployed in 2010. As a result, the Reemployment Assistance Claims and Benefits Information System (System) Modernization Program Roadmap indicates a need for a comprehensive review and update of the API deployment and governance approach to the System.

The purpose of this project is to address the foundation (architectural basis) needed for API development and process improvements for API governance to the System. The resulting intent of the project is to provide foundational support (a solid architectural basis) for applications that utilize open-standard, service-oriented architecture (SOA) designs, as well as APIs, to enable timely implementation of business driven, user-experience (UX) focused services.

As background, a service in an SOA, according to MuleSoft, “is a self-contained unit of software that performs a specific task. It has three components: an interface, a contract, and implementation. The interface defines how a service provider will perform requests from a service consumer, the contract defines how the service provider and the service consumer should interact, and the implementation is the actual service code itself. ...”

MuleSoft goes on to state, “...in a service-oriented architecture, services can be combined with other available services in a network through service orchestration to create higher-level composite services and applications. A service is reusable, non-context specific, stateless, and can be dynamically discovered across the enterprise, in partner systems, or in the cloud. These characteristics enable services to be loosely coupled, resulting in new applications that are designed according to SOA principles.”

Real world outcomes of establishing a services-oriented architecture using APIs are discussed below in section B “Project Objectives and Business Benefits.”

A. **Scope Statement**

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

In accordance with the ISF report, the key major activities associated with this project that remain in-scope as of this writing, include:

1. Prepare an inventory of desired services based on the existing API capabilities
2. Identify any other architectural requirements such as Enterprise Service Bus or API Gateway usage
3. Document the resulting architectural standard for enforcement during the CX/UX modernization

In Scope

The following elements are in-scope, meaning that they are expected to be performed during the project timeframe.

Project Phase 1A – Adopting New Technology

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

Project Phase 1A – Implementation**

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

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

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

Out of Scope

The following elements are out of scope, meaning that they are not expected to be performed during the project timeframe, and have been deferred to the Continuous Modernization Program.

- Defining the final CX/UX configuration
- Non-real-time web-based services
- per DCSN0001102, “...and designate remaining interfaces to be modernized during the continuous modernization process. Any newly designed interfaces required for the operation of the CX/UX application would be addressed by the CX/UX vendor selected for that project.”

- ** Change Request 10 has modified the project’s scope to align API development with the Continuous Modernization Program

B. Project Objectives and Business Benefits

As noted in the Charter above, “The SOA and API layer project will deliver improved scalability due to the service-oriented architecture allowing independent scaling of each service.”

As discussed by MuleSoft in its whitepaper, “API Strategy Essentials Blueprint,” “By developing APIs internally, businesses reduce the limitations from their legacy systems — transforming how they deliver digital products, services, and business capabilities.” MuleSoft goes on to say that, “...some real-world outcomes that organizations have targeted: (include)

- Better and well-aligned customer experiences.
- Improved partnerships.
- Increased transparency.
- Accurate/timely reporting.
- Increased brand awareness.
- Improved customer self-service.

In accordance with the RA Modernization Program’s benefits realization tracking process, the following business objectives, benefits, and measurement indicators are elaborated below.

Business Objective	Benefits	Measurement Indicators
Increase overall System security	External entities will be limited to targeted access to the System	APIs are connected to the integration platform rather than the System database
DEO will have a modular foundation that enables continuous modernization	An integration platform will be installed, configured, and tested.	The integration platform engine passes all testing
DEO will have a modular foundation that enables continuous modernization	Improved System performance	Applications will be integrated with the integration platform instead of the System database

C. Critical Success Factors

As indicated in the benefits realization summary above, which indicate the conditions by which the DEO will consider the project successful, the following critical success factors align with the business objectives of the project.

- 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

The following key dates are indicated, as of this writing, which have the potential to affect the project, in addition to those indicated in the project schedule shown in section III of this report.

Key Date	Importance and Relevance to the Project
03/07/2023	2023 Legislative Regular Session convenes
05/05/2023	2023 Legislative Regular Session last day
06/30/2023	Completion of Program Phase 1a

E. Major Deliverables

The major deliverables for the project represent the quantifiable products and services that will be provided during the period of project performance. These are shown below and are specific for this project.

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.
SOA/API Procurement for Tool and Services	Procurement, installation, configuration, of the Enterprise Services Bus (ESB) and the Application Program Interface (API) gateway.
Requirements Traceability Matrix	Functional and technical requirements are documented, validated, and verified.
User stories and test plans	Preparation for API migration in support of adopting new technology (ESB and API gateway)
Documentation	Documentation of ESB requirements and the API architectural standard. Documentation of lessons learned.
Project Closeout Report	A report summarizing the performance of the project upon completion will be provided in accordance with SPO guidelines.

F. Major Milestones

The major milestones represent those synchronization points that mark the transition of the SOA/API project from one phase to another and are shown below. These are key events with a zero duration, and which indicate that a specific stage of the project has been reached.

Major Milestone	Milestone Description
Initiation: Project Startup	Complete: Project kickoff meeting, development of the project charter, identification of key stakeholders, development of the project plan, development of the

Major Milestone	Milestone Description
	staffing plan, development of the cost plan, development of the baseline schedule, and conducting an RCA (risk and complexity assessment) as a phase gate.
Planning: Identification and prioritization of APIs and Requirements	Complete: Determining which APIs (application program interfaces) are in scope for the project. Identification of the requirements associated with each API. Conducting an RCA as a phase gate.
Execution Phase: Procurement for Tool and Services	Complete: Procure vendor services and software for the installation, configuration, and testing of the ESB toolset and API gateway in support of the Services Oriented Architecture (SOA)
Execution Phase: Vendor performance and Documentation	In progress: Vendor onboarding, RTM review, vendor project plan, development, and acceptance of deliverables in accordance with SOW.
Monitor and Controlling Phase	In progress: Activities focused on keeping track of overall project status and any change control activities.
Closeout Phase	Pending: To be started upon completion of the execution phase.

G. Key Stakeholders

Key stakeholders for the SOA/API project represent those specific people and groups that have a vested interest in the project. The stakeholder registry for the SOA/API project is a living document that requires periodic updates.

Key Stakeholder	Project Interest
Meredith Ivey	Acting Secretary, Department of Economic Opportunity
Jason McCandless (Interim)	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Paul Forrester	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner – Business
Nicole Sanislow	RA Modernization Program Manager – Business
Tom Richardson	RA Modernization Lead Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Thomas Holliday	RA Modernization Program Manager – Strategic Planning Office
Mark McQueen	Project Owner
Nicholas Kaoudis	Project Manager
Project Team	See Project Roles and Responsibilities

H. Significant Project Assumptions and Constraints

SOA/API project assumptions and constraints identify those important conditions that may affect the outcome of the project, and which are reflected in project planning.

Project Assumptions

1. Personnel with sufficient expertise will be on-boarded and allocated to the execution of this project.
2. The API development tool and SOA/API vendor will be acquired within the available timeframe for the project.
3. The ESB will be installed, configured, and tested by the SOA/API vendor within the available timeframe for the project.
4. Documentation of SOA/API architectural standards will be successfully completed within the available timeframe for the project.
5. Project is reliant upon a modular system architecture, based on recommendations from the SSI vendor, representing best of breed tools.
6. Change Request 10 has modified the project's scope to align the API development with the Continuous Modernization Program
7. Change Request 14 has modified the project's schedule end date to 06/30/23

Project Constraints

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

II. Work Breakdown Structure

The following work breakdown structure clarifies the SOA/API project down to each specific work package. The intent of the work breakdown structure is to define the scope of work to be performed into logical groupings of related activity.

A. Work Breakdown Structure*

WBS	Task Name
1	SOA API Layer
1.1	Initiation
1.2	Initiation Phase complete
1.3	Planning
1.3.1	Planning Phase Start
1.3.2	Deliverable: Resource Plan
1.3.3	Resource Plan Complete
1.3.4	Deliverable: Project Schedule
1.3.5	Project Schedule complete
1.3.6	Deliverable: Project Management Plan
1.3.7	Project Management Plan complete
1.3.8	Deliverable: Project Budget

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

* Change Request 10 has modified the scope of the project to align API development with the Continuous Modernization Program. As a result of the pending contract, as indicated per the RFQ, the Execution phase of the project is expected to change, which will be updated on the next report, assuming contract execution during February 2023.

B. Work Breakdown Structure Data Dictionary

The data dictionary provides descriptive language for each element in the WBS for the SOA/API project.

WBS	Task Name	Definition
1	SOA API Layer	As a part of the Reemployment Assistance (RA) Modernization Program, the SOA and API Layer project will establish a solid architectural basis in support of the continuous modernization by defining a new architectural basis for a service-oriented architecture (SOA) for the modernized System.
1.1	Initiation	Project startup activities, including but not limited to: Kickoff meeting, Project Charter, and Pre/Post Initiation RCAs
1.2	Initiation Phase complete	Milestone
1.3	Planning	Building the structural management tools for the project
1.3.1	Planning Phase Start	Milestone
1.3.2	Deliverable: Resource Plan	Included in the Project Management Plan (PMP), indicates resources required for execution of the project
1.3.3	Resource Plan Complete	Milestone
1.3.4	Deliverable: Project Schedule	Living document set (baseline and status) of scheduled project activities
1.3.5	Project Schedule complete	Milestone
1.3.6	Deliverable: Project Management Plan	Master project management book containing sub-plans for resources, budget, schedule, and program level plans, such as communications and risk management
1.3.7	Project Management Plan complete	Milestone
1.3.8	Deliverable: Project Budget	Included in the PMP, indicates budgeted funds required for execution of the project
1.3.9	Project Budget complete	Milestone
1.3.10	Deliverable: Project Spending Plan	Included in the PMP, indicates timing of the projected expenditure of budgeted funds required for execution of the project
1.3.11	Project Spending Plan complete	Milestone
1.3.10	Deliverable: Project Test Plan	High level testing plan approach for the project. One plan per interface (SSA, FIRRE-Investigation, DHSMV).
1.3.11	Project Spending Plan complete	Milestone
1.3.12	Requirements:	Traceability matrix for project technical and functional requirements

WBS	Task Name	Definition
1.3.13	Conduct Lessons Learned Meeting	Accumulation of knowledge gained regarding "how to" avoid pitfalls during each phase of the project
1.3.14	Deliverable: Planning Gate RCA Assessment	Phase gate to assess risk and complexity status of the project
1.4	Planning Phase Complete	Milestone
1.5	Execution	Accomplishing the statement of work for the project
1.5.1	Execution Phase Start	Milestone
1.5.2	Phase 1a - API Technology Adoption	Adoption of an ESB-based SOA via installation of the ESB and the API layer.
1.5.2.1	Recommendations, Standards, and Decisions	SSI vendor API tool recommendation and delivery of related architectural standards
1.5.2.2	SOA/API Vendor and API Tool Procurement	Documentation of ESB requirements, SOW/RFQ development, advertisement, and contract award
1.5.2.3	Vendor under Contract	Milestone
1.5.2.4	Vendor Project Planning	Vendor on-boarding, Requirements review, and vendor project plan
1.5.2.5	Install and configure API layer	Software installation and test into the development, test, pre-prod, and production environments
1.5.2.6	SSA & FIRRE Investigation (User Stories)	Drafting, business review, and technical review of user stories associated with SSA and FIRRE Investigation APIs
1.5.2.7	Operations and Maintenance (O&M) Plan	Drafting, review, feedback, changes and approval of the O&M plan for the ESB and API layer
1.5.3	Phase 1a - Complete	Milestone
1.5.4	Phase 1b – DHSMV (User Stories)	Drafting, business review, and technical review of user stories associated with the DHSMV APIs
1.5.5	Phase 1b - Complete	Milestone
1.5.6	Conduct Lessons Learned Meeting	Accumulation of knowledge gained regarding "how to" avoid pitfalls during each phase of the project
1.6	Execution Phase complete	Milestone
1.7	Monitoring and Controlling	Activities intended to observe the health of the project and report on its progress
1.8	Monitoring and Controlling Phase Complete	Milestone
1.9	Project Closeout	Activities intended to conclude the project, focusing on documentation and results

WBS	Task Name	Definition
1.10	Closeout Phase complete	Milestone

III. Resource Loaded Project Schedule

The SOA/API 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.

The SOA and API Layer project has been dependent on the procurement of an API toolset/development product and the SOA/API project vendor, which is now complete. The project is currently focused on on-boarding of resources and gaining knowledge about the MuleSoft toolset that was selected for SOA/API development.

Resources are independently loaded in ServiceNow, representing a minimum of a three-month forecast requirement, based on individual feedback from each identified resource. Resources to be provided by the SOA/API vendor are expected to be tracked by the vendor. However, the vendor is responsible for providing a staffing plan that will indicate resources associated with the tools projects, of which the SOA/API project is one of three.

The most recent status schedule, as of this report, is shown below.

WBS	Task Name	Duration	Start	Finish	% Complete
1	SOA API Layer	353.5 days?	Tue 2/1/22	Fri 6/30/23	43%
1.1	Initiation	59 days	Tue 2/1/22	Fri 4/22/22	100%
1.2	Initiation Phase complete	0 days	Fri 4/22/22	Fri 4/22/22	100%
1.3	Planning	176.53 days	Tue 2/15/22	Tue 10/25/22	100%
1.4	Planning Phase Complete	0 days	Tue 10/25/22	Tue 10/25/22	100%
1.5	Execution	286 days?	Fri 4/22/22	Fri 6/16/23	27%
1.5.1	Execution Phase Start	0 days	Fri 5/6/22	Fri 5/6/22	0%
1.5.2	Phase 1a - API Technology Adoption	286 days?	Fri 4/22/22	Fri 6/16/23	27%
1.5.3	Phase 1a – API Tech Adoption - Complete	0 days	Thu 6/15/23	Thu 6/15/23	0%
1.5.4	Phase 1a - DHSMV (User Stories Only)	39 days	Wed 9/7/22	Mon 10/31/22	100%
1.5.5	Phase 1a – DHSMV (User Stories) Complete	0 days	Mon 10/31/22	Mon 10/31/22	0%
1.5.6	Conduct Execution Phase Lessons Learned Meeting	1 day	Thu 6/15/23	Thu 6/15/23	0%
1.6	Execution Phase complete	0 days	Thu 6/15/23	Thu 6/15/23	0%
1.7	Monitoring and Controlling	352.87 days	Tue 2/1/22	Fri 6/30/23	60%
1.7.1	Start Monitoring and Controlling	0 days	Tue 2/1/22	Tue 2/1/22	100%
1.7.2	Manage Project Constraints, Proj Spec Prog Issues, Change Control	352.5 days	Wed 2/2/22	Fri 6/30/23	67%
1.7.3	Vendor Monitoring	118.5 days	Fri 1/13/23	Fri 6/30/23	0%
1.7.4	Program Support	78 days	Thu 9/1/22	Fri 12/30/22	75%
1.8	Monitoring and Controlling Phase Complete	0 days	Fri 6/30/23	Fri 6/30/23	0%
1.9	Project Closeout	19.75 days	Thu 6/1/23	Thu 6/29/23	0%
1.9.1	Schedule Project Closeout Meeting	0.25 days	Fri 6/16/23	Fri 6/16/23	0%
1.9.4	Conduct Knowledge Transfer (KT)	19.5 days	Thu 6/1/23	Thu 6/29/23	0%
1.9.6	Conduct Lessons Learned Meeting	15.75 days	Wed 6/7/23	Thu 6/29/23	0%
1.9.2	Deliverable: Project Closeout Report	7 days	Thu 6/8/23	Mon 6/19/23	0%
1.9.3	Project Closeout Report complete	0 days	Mon 6/19/23	Mon 6/19/23	0%
1.9.5	Conduct Project Closeout meeting	0.5 days	Mon 6/19/23	Mon 6/19/23	0%
1.10	Closeout Phase complete	0 days	Fri 6/30/23	Fri 6/30/23	0%

IV. Project Spending Plan

The SOA and API Layer project spending plan is managed in ServiceNow. The spend plan represents anticipated expenditures by fiscal year.

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

FY 2021-22 Expenditures	FY 2022-23 Expenditures
Software: \$0.00	Software: \$439,927.00
Other CapEx: \$1,500.00	Other CapEx: \$33,450.00

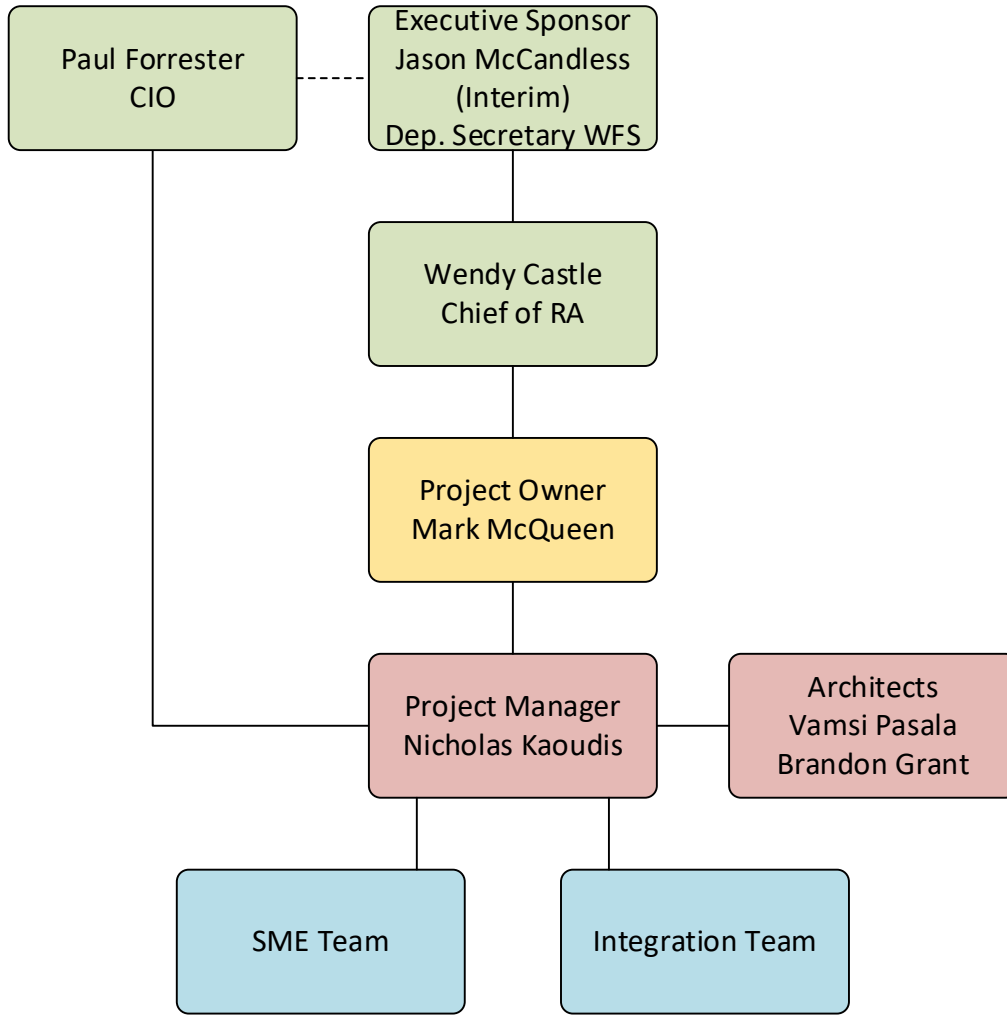
V. Project Organization and Methodology

As indicated in the “Project Roles and Responsibilities” table below, there are various technical team members assigned to this project, along with subject matter experts, an OCM lead, and a project manager. Additionally, the SOA/API vendor services have been procured, which will provide resources in accordance with the SOW for that procurement, as stated in contract C3505.

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.
Responsible for integration services	

A. Project Organizational Chart



B. Project Roles and Responsibilities

Name	Project Role	Responsibility
Jason McCandless	Executive Sponsor (Interim)	<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
Domenic DiLullo	CTO	<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 Program Owner	<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
Paul Forrester	CIO Program Owner Work Group	<ul style="list-style-type: none"> • Responsible for the Strategy of DEO IT • Responsible for Staffing and Support plans • Responsible for day-to-day operations • Responsible for working closely with programs on technology needs
Mark McQueen	Project Owner	<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
Nicholas Kaoudis	Project Manager	<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

Name	Project Role	Responsibility
Vamsi Pasala	Architect and Technical Lead	<ul style="list-style-type: none"> • Responsible for assisting the team in finding solutions to issues elevated to him • Is available to project sponsors for technical questions regarding direction of the project and any dependencies/impacts of other projects • Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team.
SME Team	Subject Matter Experts	<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
Review Team	Documentation Reviewers	<ul style="list-style-type: none"> • Reviews documentation when submitted by Vendor • Contributes subject matter expertise • Completes 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	TCS - SOA/API	<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.

C. Project Management Methodology

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

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

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

DEO believes successful project management hinges on the following:

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

VI. *Business Process Organizational Change Management Plan*

This project intends to 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:

- Program-wide Organizational Change Management Plan
- Organizational Change Readiness Assessment
- Change Impact Analysis
- Communications Plan

- Change Champion Network
- Training Plan
- Change Management Metrics
- Post-implementation Support Plan

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
1.				
2.				
3.				
4.				
5.				

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.

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. However, the following Program information is provided on Capacity Planning.

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.
- **Project Prioritization:** Via a weighted scoring model used for RA Mod, projects within the program have been prioritized for the purpose of optimizing resources and time.
- **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 Not enough Capacity:** Understand that obtaining new needed resources takes time and advance planning is imperative.



OPERATIONAL WORK PLAN FOR SYSTEM AND SOFTWARE INTEGRATION

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

FISCAL YEAR 2022-2023

QUARTER 3

PREPARED ON 02/01/2023

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

A. Scope Statement

The Reemployment Assistance Claims and Benefits Information System’s (System) current architecture is not modular. Lack of modularity requires extensive regression testing for all system enhancements and updates. The current System has a high level of technical debt. This technical debt increases the cost of maintenance as well as the risk of unintended effects elsewhere in the System. To assist in software transformation, DEO has procured the services of a System software integrator to provide analysis, oversight, monitoring, and testing, and to assume the responsibilities for the foundational technical platform and systems and software integration services necessary to develop and implement the System’s current and future infrastructure for modernization. These integration efforts will allow DEO 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. This will ensure that an optimized cloud service and delivery model is utilized to deliver business process improvements, functional enhancements, a mobile-responsive application, and modernized architectural efficiencies.

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 DEO 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.

In Scope

- A modern System that integrates the infrastructure, software, data, analytics, and security components of the RA Modernization program.

Out of Scope

- Business Process Optimization of Services
- Unit testing of individual projects

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.
- Preservation of continuity of DEO operations and minimization of demands on DEO 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
04/14/2022	Project Kick-Off Meeting
04/19/2022	Project Management Plan
04/19/2022	Staffing Plan
06/27/2022	Training and Requirements Management Plan
08/24/2022	To-Be Technical Requirements
08/31/2022	To-Be Technical Requirements Working Sessions
09/12/2022	Transition Plan
10/17/2022	Architectural Standards for Overall System Modernization
10/21/2022	Technology Selection Reports
12/07/2022	Architecture Change Control and Approval Processes Transition Plan
01/31/2023	Procurement Support
02/03/2023	Final To-Be Technical Requirements Report
02/13/2023	Infrastructure Performance Requirements
02/20/2023	Performance Benchmarks
03/07/2023	Design Documentation
05/31/2023	Integration Testing
06/07/2023	Integration Services
06/30/2023	Project Closure

E. Major Deliverables

Major Deliverable	Deliverable Description	Status
Deliverable 1	Project Kick-Off Meeting	Accepted
Deliverable 2	Project Management Plan	Accepted
Deliverable 3	Staffing Plan	Accepted
Deliverable 4	To-Be Technical Requirements	Accepted

Major Deliverable	Deliverable Description	Status
Deliverable 5	To-Be Technical Requirements Working Sessions	Accepted
Deliverable 6	Final To-Be Technical Requirements Report	In Progress
Deliverable 7	Design Documentation	In Progress
Deliverable 8	Infrastructure Performance Requirements	In Progress
Deliverable 9	Requirements Management Plan	Accepted
Deliverable 10	Architectural Standards for Overall System Modernization	Accepted
Deliverable 11	Performance Benchmarks	In Progress
Deliverable 12	Architecture Change Control and Approval Processes	Accepted
Deliverable 13	Oversight and Monitoring of Modernization Projects	In Progress
Deliverable 14	Integration Testing	
Deliverable 15	Integration Services	
Deliverable 16	Technology Selection	Accepted
Deliverable 17	Procurement Support	Accepted
Deliverable 18	Transition Plan	Accepted

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
Meredith Ivey	Acting Secretary, Department of Economic Opportunity
Jason McCandless	Interim Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Paul Forrester	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner - Business
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
Ernie Sanders	Peraton Account 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	Task Name	% Complete	Duration	Start	Finish
1	Amended Contract executed 11-29-2022	42%	412 days	Fri 12/10/21	Mon 7/10/23
1.1	Procurement Phase	100%	82 days	Fri 12/10/21	Mon 4/4/22
1.1.1	Draft RFQ	100%	11 days	Fri 12/10/21	Fri 12/24/21
1.1.2	Post RFQ	100%	0 days	Mon 12/27/21	Mon 12/27/21
1.1.3	Responses due from Vendors	100%	26 days	Mon 12/27/21	Mon 1/31/22
1.1.4	Establish Evaluation Committee	100%	0 days	Wed 1/5/22	Wed 1/5/22
1.1.5	Review vendor responses	100%	3 days	Tue 2/1/22	Thu 2/3/22
1.1.6	Present Vendor Selection to Steering Committee	100%	1 day	Fri 2/4/22	Fri 2/4/22
1.1.7	Submit questions to vendor	100%	2 days	Mon 2/7/22	Tue 2/8/22
1.1.8	Receive responses from vendor	100%	5 days	Wed 2/9/22	Tue 2/15/22
1.1.9	Re-Review Vendor Response with Evaluation Committee	100%	3 days	Thu 2/17/22	Mon 2/21/22
1.1.10	Re-Review Vendor Selection with Steering Committee	100%	2 days	Tue 2/22/22	Wed 2/23/22
1.1.11	Steering Committee Approves Selection	100%	0 days	Thu 2/24/22	Thu 2/24/22
1.1.12	Negotiations with Selected Vendor	100%	25.5 days	Thu 2/24/22	Thu 3/31/22
1.1.13	Present Selection to Secretary	100%	20 days	Mon 3/7/22	Fri 4/1/22
1.1.14	Approve Selection and Award Contract	100%	18 days	Thu 3/10/22	Mon 4/4/22
1.1.15	Close Procurement Phase	100%	0 days	Mon 4/4/22	Mon 4/4/22
1.2	Initiation	100%	19 days	Tue 4/5/22	Fri 4/29/22
1.2.1	Risk and Complexity Assessment	100%	2 days	Tue 4/5/22	Wed 4/6/22
1.2.2	Deliverable: Project Charter	100%	18 days	Wed 4/6/22	Fri 4/29/22
1.2.3	Project Charter complete	100%	0 days	Fri 4/29/22	Fri 4/29/22
1.2.4	Project Kickoff Meeting	100%	7 days	Wed 4/6/22	Thu 4/14/22
1.2.5	Conduct Lessons Learned Meeting	100%	11 days	Fri 4/15/22	Fri 4/29/22
1.2.6	Initiation Phase complete	100%	0 days	Fri 4/29/22	Fri 4/29/22
1.3	Planning	100%	27 days	Mon 5/2/22	Wed 6/8/22
1.3.1	Deliverable: Resource Plan	100%	4 days	Mon 5/2/22	Thu 5/5/22
1.3.2	Resource Plan Complete	100%	0 days	Fri 5/6/22	Fri 5/6/22

1.3.3	Deliverable: Project Schedule	100%	4 days	Wed 5/4/22	Mon 5/9/22
1.3.4	Project Schedule complete	100%	0 days	Tue 5/10/22	Tue 5/10/22
1.3.5	Deliverable: Project Management Plan	100%	3 days	Tue 5/10/22	Thu 5/12/22
1.3.6	Project Management Plan complete	100%	0 days	Fri 5/13/22	Fri 5/13/22
1.3.7	Deliverable: Project Budget	100%	3 days	Thu 5/12/22	Mon 5/16/22
1.3.8	Project Budget complete	100%	0 days	Mon 5/16/22	Mon 5/16/22
1.3.9	Deliverable: Project Spending Plan	100%	2 days	Thu 5/5/22	Fri 5/6/22
1.3.10	Project Spending Plan complete	100%	0 days	Thu 5/19/22	Thu 5/19/22
1.3.11	Complete the Planning Gate R&C Assessment	100%	1 day	Thu 6/2/22	Thu 6/2/22
1.3.12	Conduct Lessons Learned Meeting	100%	3 days	Fri 6/3/22	Tue 6/7/22
1.3.13	Planning Phase complete	100%	0 days	Wed 6/8/22	Wed 6/8/22
1.4	Execution	31%	412 days	Fri 12/10/21	Mon 7/10/23
1.4.1	Program Startup and Plan	31%	412 days	Fri 12/10/21	Mon 7/10/23
1.4.2	Project Closure	0%	21 days	Wed 5/31/23	Wed 6/28/23
1.5	Monitoring and Controlling	51%	325 days	Tue 4/5/22	Mon 7/3/23
1.5.1	Manage Project Schedule	51%	323 days	Thu 4/7/22	Mon 7/3/23
1.5.2	Manage Project Scope	51%	323 days	Thu 4/7/22	Mon 7/3/23
1.5.3	Manage Project Costs	51%	323 days	Thu 4/7/22	Mon 7/3/23
1.5.4	Manage Project Risks	51%	323 days	Thu 4/7/22	Mon 7/3/23
1.5.5	Manage Project Issues	51%	323 days	Thu 4/7/22	Mon 7/3/23
1.5.6	Manage Decisions	51%	323 days	Thu 4/7/22	Mon 7/3/23
1.5.7	Manage Action Items	51%	323 days	Thu 4/7/22	Mon 7/3/23
1.5.8	Manage Cybersecurity	51%	323 days	Thu 4/7/22	Mon 7/3/23
1.5.9	Update RTM	51%	10 days	Thu 6/15/23	Thu 6/29/23
1.5.10	Record Lessons Learned	5%	1 day	Thu 6/15/23	Fri 6/16/23
1.5.11	Prepare Regularly scheduled Status Reports	51%	325 days	Tue 4/5/22	Mon 7/3/23
1.5.12	Conduct Regularly scheduled Status Meetings	51%	325 days	Tue 4/5/22	Mon 7/3/23
1.5.13	Conduct Lessons Learned Meeting	0%	3 days	Fri 6/16/23	Tue 6/20/23
1.5.14	Monitoring and Controlling Phase Complete	0%	0 days	Wed 6/21/23	Wed 6/21/23
1.6	Project Closeout	0%	6 days	Thu 6/22/23	Fri 6/30/23
1.6.1	Schedule Project Closeout Meeting	0%	1 day	Thu 6/22/23	Thu 6/22/23

1.6.2	Deliverable: Project Closeout Report	0%	3 days	Fri 6/23/23	Tue 6/27/23
1.6.3	Project Closeout Report complete	0%	0 days	Thu 6/29/23	Thu 6/29/23
1.6.4	Conduct Knowledge Transfer	0%	1 day	Wed 6/28/23	Wed 6/28/23
1.6.5	Conduct Project Closeout meeting	0%	1 day	Thu 6/29/23	Thu 6/29/23
1.6.6	Conduct Lessons Learned Meeting	0%	0 days	Fri 6/30/23	Fri 6/30/23
1.6.7	Closeout Phase complete	0%	0 days	Fri 6/30/23	Fri 6/30/23

III. Resource Loaded Project Schedule

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Success	Resource Names
1	1	Amended Contract executed 11-29-2022	42%	412 days	Fri 12/10/21	Mon 7/10/23			Monique Emmanuel
2	1.1	Procurement Phase	100%	82 days	Fri 12/10/21	Mon 4/4/22			
18	1.2	Initiation	100%	19 days	Tue 4/5/22	Fri 4/29/22			
19	1.2.1	Risk and Complexity Assessment	100%	2 days	Tue 4/5/22	Wed 4/6/22	16		
22	1.2.2	Deliverable: Project Charter	100%	18 days	Wed 4/6/22	Fri 4/29/22			
26	1.2.3	Project Charter complete	100%	0 days	Fri 4/29/22	Fri 4/29/22	25		
27	1.2.4	Project Kickoff Meeting	100%	7 days	Wed 4/6/22	Thu 4/14/22			
31	1.2.5	Conduct Lessons Learned Meeting	100%	11 days	Fri 4/15/22	Fri 4/29/22			
35	1.2.6	Initiation Phase complete	100%	0 days	Fri 4/29/22	Fri 4/29/22	34	38	
36	1.3	Planning	100%	27 days	Mon 5/2/22	Wed 6/8/22			
37	1.3.1	Deliverable: Resource Plan	100%	4 days	Mon 5/2/22	Thu 5/5/22			
41	1.3.2	Resource Plan Complete	100%	0 days	Fri 5/6/22	Fri 5/6/22	40		Monique Emmanuel
42	1.3.3	Deliverable: Project Schedule	100%	4 days	Wed 5/4/22	Mon 5/9/22			Monique Emmanuel
47	1.3.4	Project Schedule complete	100%	0 days	Tue 5/10/22	Tue 5/10/22	46		Monique Emmanuel
48	1.3.5	Deliverable: Project Management Plan	100%	3 days	Tue 5/10/22	Thu 5/12/22			
52	1.3.6	Project Management Plan complete	100%	0 days	Fri 5/13/22	Fri 5/13/22	51		Monique Emmanuel
53	1.3.7	Deliverable: Project Budget	100%	3 days	Thu 5/12/22	Mon 5/16/22			Monique Emmanuel
57	1.3.8	Project Budget complete	100%	0 days	Mon 5/16/22	Mon 5/16/22	56		Monique Emmanuel
58	1.3.9	Deliverable: Project Spending Plan	100%	2 days	Thu 5/5/22	Fri 5/6/22			Monique Emmanuel
62	1.3.10	Project Spending Plan complete	100%	0 days	Thu 5/19/22	Thu 5/19/22	61		Monique Emmanuel
63	1.3.11	Complete the Planning Gate R&C Assessment	100%	1 day	Thu 6/2/22	Thu 6/2/22		65	
64	1.3.12	Conduct Lessons Learned Meeting	100%	3 days	Fri 6/3/22	Tue 6/7/22			
68	1.3.13	Planning Phase complete	100%	0 days	Wed 6/8/22	Wed 6/8/22	67		
69	1.4	Execution	31%	412 days	Fri 12/10/21	Mon 7/10/23			
70	1.4.1	Program Startup and Plan	31%	412 days	Fri 12/10/21	Mon 7/10/23			
2625	1.4.2	Project Closure	0%	21 days	Wed 5/31/22	Wed 6/28/22			
2653	1.5	Monitoring and Controlling	51%	325 days	Tue 4/5/22	Mon 7/3/23			
2654	1.5.1	Manage Project Schedule	51%	323 days	Thu 4/7/22	Mon 7/3/23			Monique Emmanuel
2655	1.5.2	Manage Project Scope	51%	323 days	Thu 4/7/22	Mon 7/3/23			Monique Emmanuel
2656	1.5.3	Manage Project Costs	51%	323 days	Thu 4/7/22	Mon 7/3/23			Monique Emmanuel
2657	1.5.4	Manage Project Risks	51%	323 days	Thu 4/7/22	Mon 7/3/23			
2658	1.5.5	Manage Project Issues	51%	323 days	Thu 4/7/22	Mon 7/3/23			Monique Emmanuel
2659	1.5.6	Manage Decisions	51%	323 days	Thu 4/7/22	Mon 7/3/23			Monique Emmanuel
2660	1.5.7	Manage Action Items	51%	323 days	Thu 4/7/22	Mon 7/3/23			Monique Emmanuel
2661	1.5.8	Manage Cybersecurity	51%	323 days	Thu 4/7/22	Mon 7/3/23			Monique Emmanuel
2662	1.5.9	Update RTM	51%	10 days	Thu 6/15/23	Thu 6/29/23			Monique Emmanuel
2663	1.5.10	Record Lessons Learned	5%	1 day	Thu 6/15/23	Fri 6/16/23			

ID	WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Success	Resource Names
2664	1.5.11	Prepare Regularly scheduled Status Reports	51%	325 days	Tue 4/5/22	Mon 7/3/23			Monique Emmanuel
2665	1.5.12	Conduct Regularly scheduled Status Meetings	51%	325 days	Tue 4/5/22	Mon 7/3/23			Monique Emmanuel
2666	1.5.13	Conduct Lessons Learned Meeting	0%	3 days	Fri 6/16/23	Tue 6/20/23			
2670	1.5.14	Monitoring and Controlling Phase Complete	0%	0 days	Wed 6/21/23	Wed 6/21/23			
2671	1.6	Project Closeout	0%	6 days	Thu 6/22/23	Fri 6/30/23			
2672	1.6.1	Schedule Project Closeout Meeting	0%	1 day	Thu 6/22/23	Thu 6/22/23			
2673	1.6.2	Deliverable: Project Closeout Report	0%	3 days	Fri 6/23/23	Tue 6/27/23			
2677	1.6.3	Project Closeout Report complete	0%	0 days	Thu 6/29/23	Thu 6/29/23			
2678	1.6.4	Conduct Knowledge Transfer	0%	1 day	Wed 6/28/23	Wed 6/28/23			
2679	1.6.5	Conduct Project Closeout meeting	0%	1 day	Thu 6/29/23	Thu 6/29/23			
2680	1.6.6	Conduct Lessons Learned Meeting	0%	0 days	Fri 6/30/23	Fri 6/30/23			
2684	1.6.7	Closeout Phase complete	0%	0 days	Fri 6/30/23	Fri 6/30/23			

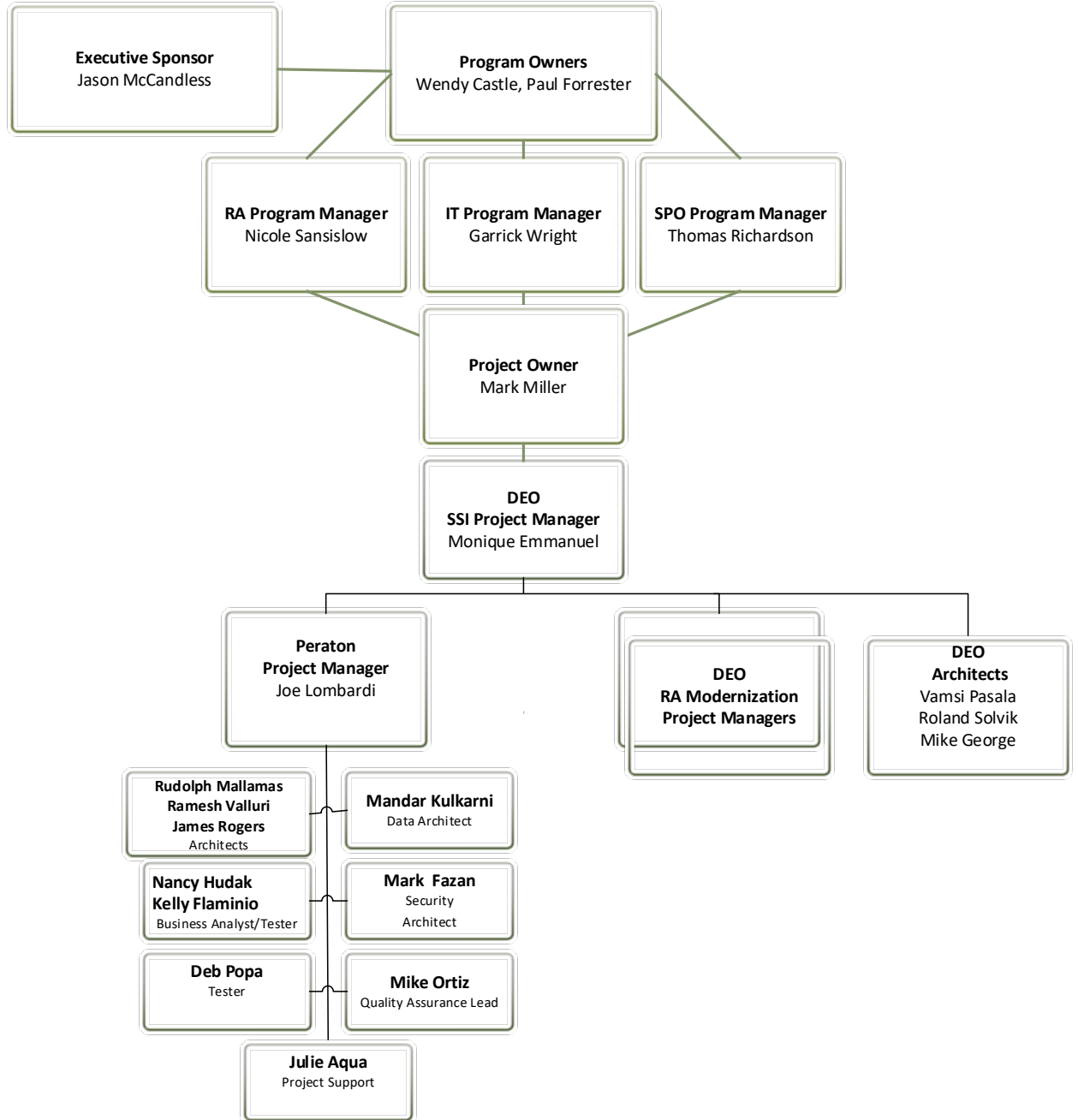
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IV. Project Spending Plan

FY 2021-22 Expenditures	FY 2022-23 Expenditures
Software: \$0	Software: \$0
OpEx: \$33,737,60	OpEx: \$3,979,035.44

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Executive Sponsor (Interim)	James McCandless	<ul style="list-style-type: none"> - Provides resources and support for the program in order to enable its success
Program Owners	Wendy Castle Paul Forrester Domenic DiLullo	<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	Monique Emmanuel	<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	Mark Miller	<ul style="list-style-type: none"> - Review deliverables and project documents, identifying any deficiencies - Review and approve deliverables - Review and approve RFCs
DEO Enterprise Architects	Vamsi Pasala Roland Solvik Mike George	<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 PMP - Assist the Project Manager in responding to risks and issues - Assist the Project Manager in evaluating change requests
SSI Delivery Team Lead	Joe Lombardi	<ul style="list-style-type: none"> - Responsible for managing System integration and modernization program operations. - Develops the program strategy, supporting business case and various enterprise-wide high-level project plans.

		<ul style="list-style-type: none"> - Ensures integration of projects and adjusts project scope, timing, and budgets as needed, based on the needs of the Department. - Communicates with Peraton and Department leadership, business leadership and IT Business Consultants to communicate program strategy, direction, and changes. - Responsible for delivering all projects contained in the System modernization portfolio of projects on time, within budget and meeting the strategic and business requirements of the Department. - Responsible for tracking key program milestones and implementing adjustments to achieve Department objectives. - Partners with Departmental senior leadership to identify and prioritize opportunities for using IT to achieve the goals of the enterprise. - Develops and maintains the program management plans and schedule. - Serves as the single point of accountability for contract delivery and execution and Peraton staff.
<p>Solutions Architect</p>	<p>Rudolph Mallamas Ramesh Valluri James Rogers</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.

		<ul style="list-style-type: none"> - 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 Kelly Flaminio	<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.

		<ul style="list-style-type: none"> - Responsible for establishing and implementing Peraton’s quality assurance and compliance processes for the Department. - Works closely with Department and vendor project IT leaders to develop and implement an overall quality maturity roadmap and plan for each project. - Reviews progress toward the plan regularly with program IT and vendor leaders, technical teams to make modifications as necessary. - Establishes program IT service quality control standards, policies, and procedures. Monitors, evaluates, manages, and executes audit processes to ensure compliance. - Provides guidance and subject matter expertise to IT teams on QA methodologies and processes, educates them on their responsibilities/accountabilities for the purpose of achieving on-time and quality deliverables. - Makes recommendations and directs improvements to the software development lifecycle process. - Documents non-compliance to policies, process and standards and assists in their resolution.
Security Architect	Mark Fazen	<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 Integrity 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	Julia Aqua	- Assist SSI Delivery Team Lead with meeting agendas and minutes. - Provide project schedule updates
RA Modernization Project Managers	Nicole Cain Nicholas Kaoudis James Sparks David Sinclair Linda Lawler Christian Stephens Sandeep Aggarwal Viraj Jejurkar	- Contribute subject matter expertise - Complete assigned project tasks in accordance with the Project Schedule - Identify risks and issues to the Project Manager in accordance with the Risk and Issue Management section of this OWP - Assist the Project Manager in responding to risks and issues - Assist the Project Manager in evaluating change requests

C. Project Management Methodology

DEO will use a project management methodology in compliance with project management standard rule 60GG-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:

- Program-wide Organizational Change Management Plan
- Organizational Change Readiness Assessment
- Change Impact Analysis
- Communications Plan
- Change Champion Network
- Training Plan
- Change Management Metrics
- Post-implementation Support Plan

VII. Project Risk Management Plan

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
1. Testing of individual components by vendors prior to integration	Medium	Medium	Review vendor testing plans early and provide input. Verbiahge added to SOW for tool vendors to completely and accurately test individual prior to integration.	Joe Lombardi

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
2. DEO Standards not being followed	Low	Low	Apply quality measures identified in the SSI PMP to ensure compliance. Develop SOPs to make sure standards are followed.	Joe Lombardi
3. Confusion regarding roles			Walk through roles at start of project and remove any ambiguity. Add roles to Scopes of Work.	Joe Lombardi
4. Possibility of inadequate interfaces/standards	Medium	Medium	Utilization of Peraton tools and templates to expose dependencies and mitigate early	Joe Lombardi
5. Vendor Test Plans	High	Medium	Review test plans for areas of ambiguity prior to testing.	Joe Lombardi
6. Middleware Products	Low	High	Risks and mitigation strategies will be identified as they become known and included in the CX/UX recommendation reports after vendor discovery is complete.	Joe Lombardi
7. Integration Timelines	Low	High	Assess once the CX/UX tool has been selected.	Joe Lombardi

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.
- Project Prioritization: Via a weighted scoring model used for RA Mod, projects within the program have been prioritized for the purpose of optimizing resources and time.
- 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 Not enough Capacity: Understand that obtaining new needed resources takes time and advance planning is imperative.



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

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

**FISCAL YEAR 2022-2023
QUARTER 3
PREPARED ON 02/28/2023**

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SECTION 1 — OVERALL PROJECT PLAN

I. *Project Charter*

The Incremental Customer Experience/User Experience (CX/UX) Mobile-Responsive Transformation project will provide a mobile-responsive user interface for employers and Reemployment Assistance claimants that includes plain-language translation across all external-facing screens. The CX/UX project will help the Department achieve the following goals:

1. Improve access and equity in the delivery of Reemployment Assistance benefits.
2. Improve information flow with claimants, employers, and TPAs to make quicker decisions.
3. Leverage new technologies to improve claimants, employers, and TPAs’ overall experience with the Reemployment Assistance program, including reducing the amount of time it takes to file a claim for benefits.
4. Enhance System usability including accessibility.
5. Reduce maintenance and support time and costs.

A. **Scope Statement**

In Scope

To implement a stand-alone Commercial-Off-The-Shelf (COTS) solution for the external-facing CX/UX screens of the System. The solution will interface with the System for Unemployment Insurance (UI) data and retrieve/submit data necessary for UI external users to perform actions. The solution will support data intake from customers even if the System is down and will sync up later once the System is available. Per the contract (C3505), only claimant screens will be addressed by June of 2023. Appeals, Trade Readjustment Assistance, Trade Adjustment Assistance, and Employers and TPAs will be addressed in subsequent phases. As a result, the scope is being changed to only include the claimant screens.

Out of Scope

Any work associated with modifications to staff screens or back-office workflows.
Any work associated with appeals and Employers and TPAs will be conducted in subsequent phases outside of RA Modernization.

B. **Project Objectives and Business Benefits**

Project Objective	Business Benefit
An agile and incremental approach will be utilized to ensure that business process optimization (BPO) is incorporated into the transformation activities for each of the four functional	<ol style="list-style-type: none"> 1. Ensuring that business process improvements are documented prior to determining functional system change needs. 2. Ensuring that business requirements align with functional and CX/UX requirements before initiating transformation.

modules within scope of the CX/UX project.	<ol style="list-style-type: none"> 3. Ensuring that appropriate work and resource estimates are determined prior to submitting an updated IV-B. 4. Improved stability, reliability, and maintainability of the System. 5. Improved Reemployment Assistance service to Florida Citizens. 6. Predictable maintenance cost for the application.
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C. Critical Success Factors

- A suitable COTS solution can be procured which meets the requirements and constraints of the CX/UX Project.
- A contractor can complete the project by 6/30/2023.
- Multiple vendors: CXUX-Incremental, CXUX-Plain Language, and CXUX-Oversight can coordinate and successfully navigate the flow of information amongst themselves and DEO.

D. Key Dates

Key Dates (anticipated)	Importance and Relevance to the Project
10/2022	RFI Released for Procurement of Vendor and COTS Product
2/2023	Vendor Award

E. Major Deliverables

By 6/2023	Implementation of CX/UX solution - Vendor will design, develop, and implement the solution which meets the contract, requirements, and constraints.
By 6/2023	<p>Vendor Deliverables</p> <p>CX/UX Incremental</p> <p>Deliverable 1 – Project Kick-Off Meeting</p> <p>Deliverable 2 – Project Management Plan and Transition Plan</p> <p>Deliverable 3 – Project Schedule</p> <p>Deliverable 4 – Staffing Plan</p> <p>Deliverable 5 – Business Continuity Plan</p> <p>Deliverable 6 – Infrastructure Report</p> <p>Deliverable 7 – Performance Requirements</p> <p>Deliverable 8 – Joint Application Development Sessions</p> <p>Deliverable 9 –Requirements Report</p> <p>Deliverable 10 – Requirements Management Plan</p> <p>Deliverable 11 – Design Specifications Document</p> <p>Deliverable 12 – Detailed Technology Projects Screen and Design Document</p> <p>Deliverable 13 – System Architecture and Design Document</p>

Deliverable 14 – Interface Design Description and Integration Specification Document
Deliverable 15 – Interface Control Document
Deliverable 16 – Architectural Review Document
Deliverable 17 – Data Conversion Strategy Document
Deliverable 18 –
Deliverable 19 – Reemployment Assistance Interfaces
Deliverable 20 – Continuous Modernization Strategic Roadmap
Deliverable 21 – Installation and Configuration Plan
Deliverable 22 – Migration Strategy
Deliverable 23 – Testing Plan
Deliverable 24 – Test Results Report
Deliverable 25 – Operational Readiness Test Plan and Schedule
Deliverable 26 – Lessons Learned Document
Deliverable 31 – (specific to SOA/API project)
Deliverable 32 – Provide a Mobile-Responsive User Interface
CX/UX – Comms - Plain Language & Branding
Deliverable 1 – Project Kick-Off Meeting
Deliverable 2 – Project Management Plan and Transition Plan
Deliverable 3 – Project Schedule
Deliverable 4 – Screen Design Sessions
Deliverable 5 – System Brand Manual
Deliverable 6 – Plain Language Development and Translation

F. Major Milestones

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

G. Key Stakeholders

Key Stakeholder	Project Interest
Meredith Ivey	Acting Secretary, Department of Economic Opportunity
Jason McCandless	Interim Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Paul Forrester	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner – Business
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
Jason Haikenwaelder	Lead Project Manager
Vincent Pfeifer	Project Manager
Sandeep Aggarwal	Project Manager
Todd Dzicek	Project Manager Specialist/Business Analyst
Daniel Swaisgood	Project Manager Specialist/Business Analyst
Thomas Hoverman	Organizational Change Management Lead

H. Significant Project Assumptions and Constraints

Project Assumptions

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

Project Constraints

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

II. Work Breakdown Structure

WBS	Task Name
1	Customer Experience / User Experience (CX/UX)
1.1	Initiation
1.2	Initiation Phase complete
1.3	Planning
1.4	Planning Phase complete
1.5	Execution
1.5.1	CX/UX
1.5.1.1	Procurement
1.5.1.2	Vendor Onboarding
1.5.1.3	Hire additional Staff Aug resources
1.5.1.4	Vendor Deliverables
1.5.1.5	Discovery Phase
1.5.1.6	RTM Program Integration (execution)
1.5.1.7	Design Phase
1.5.1.8	Deployment
1.5.1.9	Development
1.5.1.10	Testing
1.5.1.11	Implementation
1.5.1.12	Training
1.5.1.13	Conduct Lessons Learned Meeting
1.5.2	Plain Language (Beacon)
1.5.2.1	Procurement
1.5.2.2	Vendor Onboarding
1.5.2.3	Vendor Deliverables
1.5.3	Oversight (KPMG)
1.5.3.1	Procurement
1.5.3.2	Vendor Onboarding
1.5.3.3	Deliverable 7 – Project Schedule
1.5.3.4	Deliverable 8 – Screen Design Sessions
1.6	Execution Phase complete
1.7	Monitoring and Controlling
1.7.1	Manage Project Constraints, Proj Spec Prog Issues, Change Control
1.7.2	Vendor Monitoring
1.7.3	Conduct Lessons Learned Meeting
1.8	Monitoring and Controlling Phase Complete
1.9	Project Closeout
1.10	Closeout Phase complete

III. Resource Loaded Project Schedule

WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Resource Names
1	Customer Experience / User Experience (CX/UX)	31%	449 days?	Wed 2/2/22	Wed 11/8/23		
1.1	Initiation	100%	55 days	Fri 8/5/22	Fri 10/21/22		Project Manager
1.1.1	Risk and Complexity Assessment	100%	2 days	Fri 8/5/22	Mon 8/8/22		Project Manager
1.1.2	Deliverable: Project Charter	100%	17 days	Thu 9/15/22	Fri 10/7/22		Project Manager
1.1.3	Project Charter complete	100%	3 days	Mon 10/10/22	Wed 10/12/22	6	Project Manager
1.1.4	Stakeholders Register	100%	6 days	Thu 10/13/22	Thu 10/20/22		Project Manager
1.1.5	Project Pre-Kickoff Meeting	100%	1 day	Fri 10/21/22	Fri 10/21/22	10	Project Manager
1.2	Initiation Phase complete	100%	0 days	Mon 10/31/22	Mon 10/31/22	2	
1.3	Planning	100%	169 days	Mon 6/27/22	Tue 2/28/23		Project Manager
1.3.1	Project Documentation	100%	169 days	Mon 6/27/22	Tue 2/28/23		
1.4	Planning Phase complete	100%	0 days	Tue 2/28/23	Tue 2/28/23	60	
1.5	Execution	25%	344 days?	Mon 6/27/22	Fri 11/3/23		
1.5.1	CX/UX - Core (TCS)	13%	257 days?	Mon 6/27/22	Mon 7/3/23		
1.5.2	CX/UX Core Execution Phase complete	0%	1 day	Mon 6/27/22	Mon 6/27/22		
1.5.3	CX/UX-Comms	43%	343 days	Mon 6/27/22	Thu 11/2/23		
1.5.4	Comms Execution Phase complete	0%	1 day	Fri 11/3/23	Fri 11/3/23	785, 798, 817, 835, 1114, 1124, 1137, 1150, 1167, 1184	
1.6	Execution Phase complete	0%	1 day	Mon 11/6/23	Mon 11/6/23	620,1185	
1.7	Monitoring and Controlling	22%	448 days	Wed 2/2/22	Tue 11/7/23		Project Manager
1.7.1	Manage Project Constraints, Proj Spec Prog Issues, Change Control	99%	361 days	Wed 2/2/22	Fri 7/7/23		Project Manager
1.7.2	Vendor Monitoring	0%	118.5 days	Fri 1/13/23	Fri 6/30/23		
1.7.3	Conduct Lessons Learned Meeting	0%	1 day	Tue 11/7/23	Tue 11/7/23	1186	Project Manager

1.8	Monitoring and Controlling Phase Complete	0%	0 days	Tue 11/7/23	Tue 11/7/23	1187	
1.9	Project Closeout	0%	1 day	Tue 11/7/23	Wed 11/8/23	1380	
1.9.1	Conduct Closeout Tasks	0%	1 day	Wed 11/8/23	Wed 11/8/23	1380	
1.9.2	Transition plan****	0%	1 day	Wed 11/8/23	Wed 11/8/23		
1.9.3	Schedule Project Closeout Meeting	0%	1 day	Wed 11/8/23	Wed 11/8/23		Project Manager
1.9.4	Deliverable: Project Closeout Report	0%	1 day	Wed 11/8/23	Wed 11/8/23		
1.9.5	Project Closeout Report complete	0%	0 days	Tue 11/7/23	Tue 11/7/23		
1.9.6	Conduct Knowledge Transfer	0%	1 day	Wed 11/8/23	Wed 11/8/23		
1.9.7	Conduct Project Closeout meeting	0%	1 day	Wed 11/8/23	Wed 11/8/23		
1.9.8	Conduct Lessons Learned Meeting	0%	1 day	Wed 11/8/23	Wed 11/8/23		Project Manager
1.10	Closeout Phase complete	0%	0 days	Wed 11/8/23	Wed 11/8/23	1381	

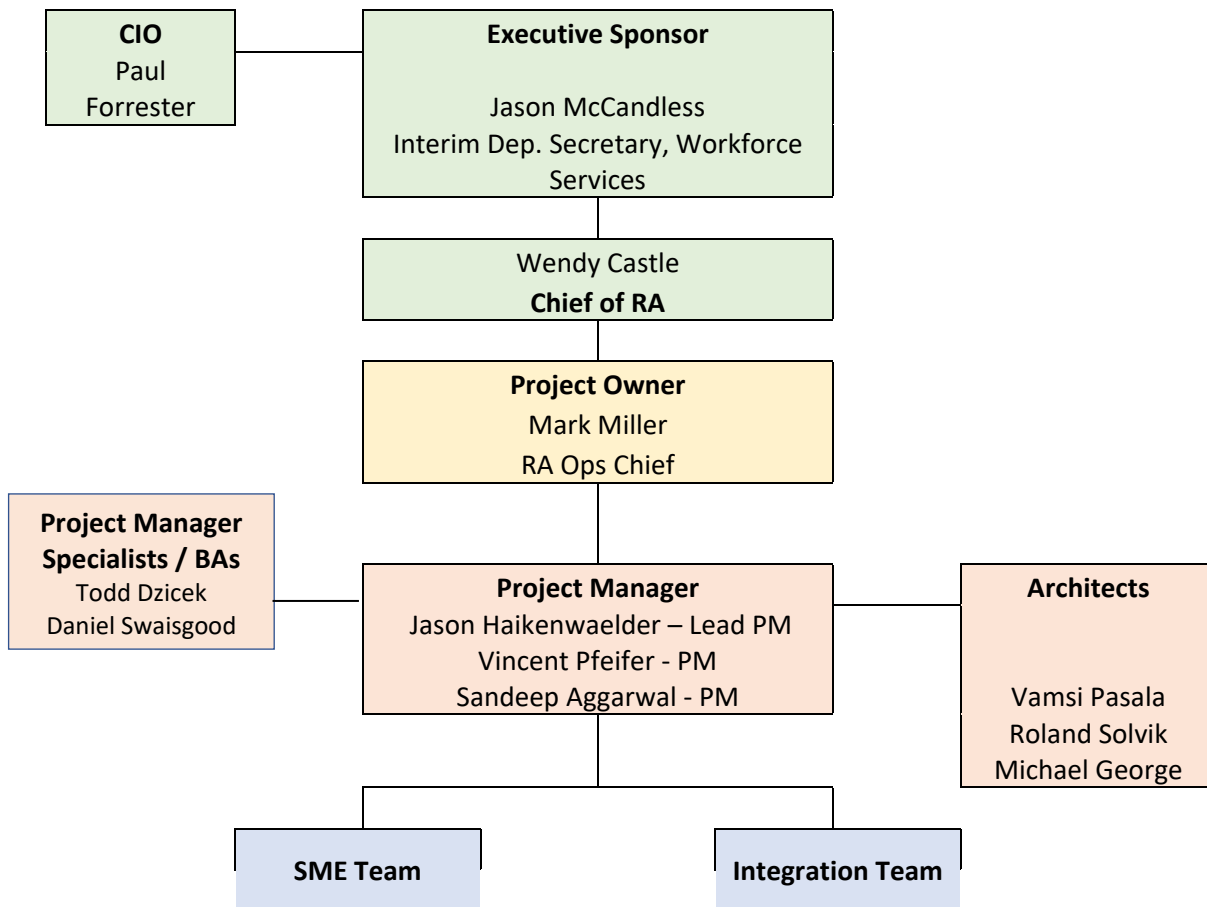
WBS	Task Name	% Complete	Duration	Start	Finish
1	Customer Experience / User Experience (CX/UX)	23%	393.25 days?	Wed 2/2/22	Tue 8/22/23
1.1	Initiation	100%	55 days	Fri 8/5/22	Fri 10/21/22
1.2	Initiation Phase complete	100%	0 days	Mon 10/31/22	Mon 10/31/22
1.3	Planning	75%	161 days?	Mon 6/27/22	Thu 2/16/23
1.4	Planning Phase complete	0%	0 days	Mon 6/27/22	Mon 6/27/22
1.5	Execution	18%	291.25 days?	Mon 6/27/22	Tue 8/22/23
1.5.1	CX/UX	9%	291.25 days?	Mon 6/27/22	Tue 8/22/23
1.5.1.1	Procurement	93%	157 days	Mon 6/27/22	Fri 2/10/23
1.5.1.2	Vendor Onboarding	0%	15 days	Mon 1/30/23	Fri 2/17/23
1.5.1.3	Hire additional Staff Aug resources	0%	30 days	Mon 6/27/22	Mon 8/8/22
1.5.1.4	Vendor Deliverables	0%	291.25 days?	Mon 6/27/22	Tue 8/22/23
1.5.1.5	Discovery Phase	38%	193.5 days?	Mon 6/27/22	Tue 4/4/23
1.5.1.6	RTM Program Integration (execution)	58%	29 days	Mon 1/9/23	Fri 2/17/23
1.5.1.7	Design Phase	0%	20 days	Fri 3/10/23	Fri 4/7/23
1.5.1.8	Deployment	0%	56.5 days?	Tue 1/3/23	Fri 3/24/23
1.5.1.9	Development	0%	202.25 days	Fri 7/1/22	Fri 4/21/23
1.5.1.10	Testing	0%	15 days?	Wed 4/26/23	Tue 5/16/23
1.5.1.11	Implementation	0%	11 days?	Wed 5/17/23	Thu 6/1/23
1.5.1.12	Training	0%	5 days?	Mon 6/19/23	Fri 6/23/23
1.5.1.13	Conduct Lessons Learned Meeting	0%	4 days?	Mon 6/27/22	Thu 6/30/22
1.5.2	Plain Language (Beacon)	30%	243.5 days	Mon 6/27/22	Wed 6/14/23
1.5.2.1	Procurement	100%	135 days	Mon 6/27/22	Tue 1/10/23
1.5.2.2	Vendor Onboarding	36%	26.5 days	Mon 1/16/23	Wed 2/22/23
1.5.2.3	Vendor Deliverables	0%	108.5 days	Wed 1/11/23	Wed 6/14/23
1.5.3	Oversight (KPMG)	70%	166.5 days	Mon 6/27/22	Fri 2/24/23
1.5.3.1	Procurement	90%	150.5 days	Mon 6/27/22	Thu 2/2/23
1.5.3.2	Vendor Onboarding	33%	25.5 days	Fri 1/20/23	Fri 2/24/23
1.5.3.3	Deliverable 7 – Project Schedule	0%	11 days	Wed 2/1/23	Thu 2/16/23
1.5.3.4	Deliverable 8 – Screen Design Sessions	0%	15 days	Fri 1/27/23	Thu 2/16/23
1.6	Execution Phase complete	0%	1 day	Wed 6/14/23	Thu 6/15/23
1.7	Monitoring and Controlling	22%	256 days?	Mon 6/27/22	Fri 6/30/23
1.7.1	Manage Project Constraints, Proj Spec Prog Issues, Change Control	99%	361 days	Wed 2/2/22	Fri 7/7/23
1.7.2	Vendor Monitoring	0%	118.5 days	Fri 1/13/23	Fri 6/30/23
1.7.3	Conduct Lessons Learned Meeting	0%	1 day	Thu 6/15/23	Fri 6/16/23
1.8	Monitoring and Controlling Phase Complete	0%	0 days	Fri 6/16/23	Fri 6/16/23
1.9	Project Closeout	0%	10.5 days?	Fri 6/16/23	Fri 6/30/23
1.10	Closeout Phase complete	0%	0 days	Fri 6/30/23	Fri 6/30/23

IV. Project Spending Plan

FY 2021-22 Expenditures	FY 2022-23 Expenditures
Software: \$0.00	Software: \$563,080.21
Other OpEx (Vendor Deliverables): \$0.00	Other OpEx (Vendor Deliverables): \$7,268,076.13
Other CapEx: \$0.00	Other CapEx: 0.00

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Name	Project Role	Responsibility
Jason McCandless	Executive Sponsor	<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
Domenic DiLullo	CTO	<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
Jason Haikenwaelder Vincent Pfeifer Sandeep Aggarwal	Lead Project Manager 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

Name	Project Role	Responsibility
	Project Manager	<ul style="list-style-type: none"> • Completes all documents related to the project • Identifies and manages risks according to the project plan
Vamsi Pasala Roland Solvik Michael George	Architect and Technical Lead	<ul style="list-style-type: none"> • Responsible for assisting the team in finding solutions to issues elevated to him • Is available to project sponsors for technical questions regarding direction of the project and any dependencies/impacts of other projects • Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team.
Todd Dzicek Daniel Swaisgood	Project Manager Specialists/Business Analysts	<ul style="list-style-type: none"> • Facilitates the documentation and transfer of information between the vendor and business unit. • Organizes documentation and information for review and reporting. • Assists the project manager in maintaining schedules and deliverables. • Communicates with business units and SMEs to ensure timeliness and completeness of deliverables
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
Review Team	Documentation Reviewers	<ul style="list-style-type: none"> • Reviews documentation when submitted by Vendor • Contributes subject matter expertise • Completes 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

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> 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	User Interface Experts	<ul style="list-style-type: none"> Provides expertise with creating/customizing UI screens for CX/UX application.

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

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned 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 CX/UX	High	Medium	Communication with Senior Leadership and Procurement Team(s).	PM/Project Owner/Senior Leadership

VIII. Capacity Plan

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

Project Capacity Planning

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

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

FISCAL YEAR 2022-2023

QUARTER 3

PREPARED ON 02/28/2023

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

DEO's Reemployment Assistance Claims and Benefits Information System (System) was created to administer the USDOL Federal unemployment program specifically by supporting claimants applying for reemployment assistance. But in times of economic stress, staff and claimants were experiencing the effects of slower performance due to increased demand on the System.

The purpose of the Reporting project is to transition reports normally run on the System to the department's data warehouse. By moving reports to the data warehouse, not only do the reports run more efficiently and timely, but claimants and DEO staff are no longer impacted by lower performance during weekly, monthly, and quarterly report processing.

A. Scope Statement

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

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

Project includes business validation of all reports to be complete by 03/15/2023.

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

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

In Scope

- This project completes the transition of 39 ETA reports published and accessible to Reemployment Assistance via the Data Warehouse by 03/15/2023. This includes running reports according to the regularly scheduled weekly, monthly, and quarterly schedule after final approval.
- Of the 39 ETA Reports mentioned above, this project includes the creation of 9 COVID related pandemic reports that could not be developed in the System, made accessible to Reemployment Assistance for validation and submission to the USDOL. These are at the top of the priority list.
- Staff efficiency and accuracy will be improved through use of USDOL report formats (aka “Data Maps”) instead of .CSV files for entry into the USDOL system.
- This project includes the introduction of an automated QA Dashboard. This gives Reemployment Assistance staff the ability to spot potential “Warnings” and “Errors” in cell values *before* entering the report in the USDOL system, allowing staff resolve errors quickly prior to submission.
- As staff confidence is built on each report, the project will include the retirement of transitioned reports in the System. This not only returns processing power and batch time to staff, but it also removes the need to negotiate batch windows for rerunning reports multiple times when reports/cells fail validation.
- Included in report retirements will be the retirement of reports that are no longer used but are included in the batches with active reports.
- To improve data integrity, the project includes the transition of 12 USDOL Sample Population Batch Processes from the System to the Data Warehouse. These processes are used to test the integrity of reports by producing statistical data samples from previous months and quarters. These samples are “reconstituted” to resemble reports already submitted from the same time period as a test of report and system data integrity. If reports are submitted from the data warehouse, the population samples must be pulled from the same data as the reports.
- The retirement of 12 USDOL Sample Population Batch Processes from the System. This not only returns processing power and batch time to staff, but it also removes the need to negotiate batch windows for rerunning populations multiple times when Population Samples fail validation.

Out of Scope

- Report cells and Populations related to Higher Authority Court data. This summary data is provided to DEO from external sources and is not contained in the Reemployment Assistance system.
- The transition to the data warehouse of approximately 350 Crystal Reports was ruled out of scope for this project.

B. Project Objectives and Business Benefits

Moving the ETA Reports from the System to the Data Warehouse provides long term benefits for both systems.

DEO will have a modular foundation that enables continuous modernization

Staff and claimants are no longer impacted by slow system performance due to heavy analytical reports churning in a database designed for entering claims and supporting claimants.

Instead, ETA reports will be in a data environment specifically designed for efficient analysis and processing of large volumes of data. This “modularization” removes any impact on the claimant system while allowing reports to run even if the claimant system is down for maintenance.

If, for some reason report data issues occur, reports can be run multiple times in a day instead of waiting for a “window of opportunity” when the System isn’t experiencing high demand. As a result, reports will be timely, and claimants will not be affected.

Standardize System data

Without the need to negotiate processing windows, the ETA Reports and Populations can be scheduled to run consecutively so that there is data consistency between the reports and the Population samples. This greatly improves the chances of passing USDOL mandated report and population validations. This also reduces the time spent correcting issues when reports and data are mismatched.

Achieve RA national prominence

DEO will improve their relationship with the USDOL by continuously proving the integrity of their reports and by submitting them when they are due, gaining USDOL’s trust that the State of Florida’s can and will successfully support the Federal Unemployment Compensation Program.

Maintain adequate funding to administer the RA program

The improvements mentioned above benefit DEO by ensuring they continue to receive adequate and timely funding so they can support Reemployment Assistance for Florida’s unemployed.

Project Objective	Business Benefit
DEO will have a modular foundation that enables continuous modernization	<ul style="list-style-type: none"> Improved System performance
Standardize System data	<ul style="list-style-type: none"> Data is static and consistent to support federal reporting
Achieve RA national prominence	<ul style="list-style-type: none"> Federal reports are submitted timely
Maintain adequate funding to administer the RA program	<ul style="list-style-type: none"> DEO receives timely federal funding tied to RA program workload

C. Critical Success Factors

The items below represent the expected Reemployment Assistance approved deliverables for the Reporting project.

- 39 ETA reports published to RA via the Data Warehouse by 03/15/2023 including running reports according to the regularly scheduled weekly, monthly, quarterly, or annual schedule.
- All missing pandemic reports provided to Reemployment Assistance for validation.
- 39 reports submitted to USDOL from data reported to Reemployment Assistance in the Data Warehouse.
- Related USDOL report batches are stopped and retired from the Reemployment Assistance System.
- Reports no longer required by USDOL are retired from the System.
- 12 data populations generated from the Data Warehouse will be retired from the System.

D. Key Dates

The Reemployment Assistance staff prioritized the order of report delivery. The Key Dates table below shows pandemic reports at the top of the list since these reports were not able to be developed in Connect and, therefore, were late in submission to the USDOL. These reports have been delivered and are currently being submitted on time.

Key Date	Importance and Relevance to the Project
04/30/2021	Project Start – Approval received after Proof of Concept
06/10/2021	RA Reports Enhancement Kick-Off Meeting – Identified: <ol style="list-style-type: none"> 1. IT & RA PM Assignment 2. Roles and Responsibilities Assignments – Identification of Project Sponsors, Project Owners, Subject Matter Experts 3. Confirmation of Scope and Report Priority 4. Project Sponsor Meeting Schedule 5. Sprint/Scrum Methodology and Cadence for Status Reporting 6. Confirmation of Project Timeline 7. Elevation Process for Risks, Issues, Change Requests requiring Sponsor Approval, Requirements requests to USDOL
06/10/2021	First pandemic report released (ETA 5159 PEUC)
08/26/2021	First pandemic back reports accepted by USDOL ETA 5159 PEUC – May 2020 through July 2021
10/22/2021	ETA 5130 pandemic report released, and back reports sent to USDOL ETA 902 PUA pandemic report released, and back reports sent to USDOL Weekly DARIS DUA report released Reports removed from scope: <ul style="list-style-type: none"> • ETA 9161 Regular • ETA 9161 Extended Benefits (EB)

Key Date	Importance and Relevance to the Project
	<ul style="list-style-type: none"> • ETA 2112 Regular • ETA 8401 Regular • ETA 8403 Regular • ETA 8405 Regular • ETA 8413 Regular • ETA 8414 Regular
Fri 10/15/21	ETA 5159 Regular (ar5159) Monthly
Thu 9/2/21	ETA 5159 PEUC (ap5159) Monthly
Fri 11/19/21	ETA 5159 Workshare (aw5159) Monthly
Tue 11/2/21	ETA 218 PEUC (ap218) Quarterly
Fri 10/22/21	ETA 5130 PEUC (ap5130) Monthly
Thu 11/18/21	ETA 902 Regular (ar902) Monthly
Mon 10/4/21	Weekly DARIS Report Weekly
Wed 11/17/21	ETA 5130 Regular (ar5130) Monthly
Wed 11/17/21	ETA 5130 Extended Benefits (EB) (ae5130) Monthly
Thu 11/4/21	ETA 207 PEUC (ap207) Quarterly
Wed 11/17/21	ETA 207 Regular (ar207) Quarterly
Wed 11/17/21	ETA 207 Extended Benefits (EB) (ae207) Quarterly
Fri 12/3/21	ETA 218 Regular (ar218) Quarterly
Wed 11/17/21	ETA 218 Extended Benefits (EB) (ae218) Quarterly
Fri 11/19/21	ETA 5159 Extended Benefits (EB) (ae5159) Monthly
Fri 10/22/21	ETA 902 PUA (ap902) UPDATED Monthly
Fri 02/25/22	<p>Reports removed from scope:</p> <ul style="list-style-type: none"> • ETA 581 Quarterly (data comes from an email from DOR, not from the System) • ETA 9048 Quarterly (data comes from One Stop, not from the System) • ETA 9056 Quarterly (Audit report that requires the person auditing to pick through the queues to find samples to submit for audit in a form completed manually) • ETA 9057 Quarterly (Output of the System is not the end result of the report, it provides the user a list of claim IDs, etc. to look up in the System so they can review them and enter results back into the System – out of scope for a Data Warehouse)
Mon 02/28/22	ETA 227 PEUC (ap227) Quarterly
Tue 09/06/22	ETA 227 PEUC Blanket Waiver Changes
Fri 10/28/22	ETA 227 Regular (ar227) Quarterly (Transition to DW)
Fri 10/28/22	ETA 227 MEUC (am227) Quarterly (Blanket Waiver)
Fri 10/28/22	ETA 902 MEUC (am902) Monthly (Blanket Waiver)
Fri 10/28/22	ETA 227 FPUC (af227) Quarterly (Blanket Waiver)
Fri 07/29/22	ETA 191 Regular (ar191) Quarterly
Fri 04/08/22	ETA 538 Regular (ar538) Weekly
Fri 04/22/22	ETA 9050 Regular (ar9050) Monthly

Key Date	Importance and Relevance to the Project
Fri 04/22/22	ETA 9050 Partial (Except Workshare) (ar9050p) Monthly
Fri 04/22/22	ETA 9050 Workshare (ar9050) Monthly
Fri 04/22/22	ETA 9052 Regular (ar9052) Monthly
Fri 04/22/22	ETA 9051 Regular (ar9051) Monthly
Fri 04/29/22	ETA 9051 Partial (Except Workshare) (ar9051p) Monthly
Fri 04/29/22	ETA 9051 Workshare (aw9051) Monthly
Fri 04/22/22	ETA 203 Regular (ar203) Monthly
Tue 05/06/22	ETA 9054 Regular (Lower Authority) (ar9054L) Monthly
Fri 05/20/22	ETA 9055 Regular (Lower Authority) (ar9055L) Monthly
Fri 04/22/22	ETA 9016 Regular (Quarterly)
Mon 05/06/22	ETA 586 Regular (ar586) Quarterly
Tue 06/17/22	ETA 9128 Regular (ar9128) Monthly
Fri 06/24/22	Populations 12, 13, 15
Fri 07/08/22	Population 14
Fri 07/22/22	Populations 1
Thu 07/29/22	ETA 9129 Regular (ar9129) Quarterly
Thu 10/14/22	ETA 9049 Regular (ar9049) (Quarterly)
Fri 01/31/23	ETA 539 Regular (ar539) Weekly
Fri 07/30/22	#1 Retired from the System: ETA 902 DUA (Transition to Operations Task)
Fri 08/05/22	Population 2, 8, 10
Fri 08/19/22	Populations 3a, 5
Fri 09/02/22	Populations 3, 6
Fri 09/16/22	Population 4
Fri 10/14/22	Completion of Report Shutdown Prioritization Plan and Timeline
Fri 09/30/22	Transition of Populations files to Folders for USDOL Upload
Fri 12/30/22	Transition of submitting populations from data warehouse
Fri 12/30/22	Completion of Technical Debt
Tue 01/31/23	Completion of testing and training for viewing Report QA Dashboards (Final Reporting Team Activity)
Tue 01/31/23	Benefits measures and reporting
Tue 01/31/23	Completion of UAT Process documentation
Tue 01/31/23	Completion of Incident Management Process for Scheduled Report Runs
Tues 01/31/23	Final Notice of Reports being removed from the System
Tue 01/31/23	Closure of remaining open issues and decisions
Tue 01/31/23	Project Management Closure Docs and activities
Tue 1/31/23	Remove Reports from the System (*Process continues until all 39 reports' warranties have ended and are removed—may complete after project is closed)
Tue 01/31/23	Transition to Operations Complete

E. Major Deliverables

The major deliverables of the project were not limited to reports. Operational improvements, like the QA Alerts Dashboard, were added to allow staff more time to focus on just those reports and report contents that prevented USDOL timely submission.

Major Deliverable	Deliverable Description
Project Kickoff Meeting	The PM conducts the project kickoff meeting and provides agenda and materials.
Project Management Plan	The PM provides the final version of the PMP after review and approval by DEO
Report Prioritization	The PM works with Reemployment Assistance to prioritize the list of reports to be delivered.
39 ETA Reports and related requirements documents.	The PM provides the team with the prioritized list of ETA reports so they can begin the requirements gathering and report development cycle.
12 USDOL Population Samples	The PM works with Reemployment Assistance to transition 12 of the USDOL population files in scope so they can be produced from the data warehouse.
QA Alerts Dashboard	The project team creates the QA Alerts Dashboard. This dashboard allows staff to view potential errors or warnings before keying reports into the USDOL “State” system. Errors prevent the system from accepting the report; Warnings require an explanation in the USDOL system.
Technical Documentation	The team creates technical documentation for each report so that any changes to the report can be automatically updated when changes are made.
Transition Plan	As part of the transition to normal operations, the PM creates a transition plan to ensure future issues regarding report data can be processed through the data warehouse team.
Project Closeout Report	The PM provides the Project Closeout Report after review and approval by DEO.

F. Major Milestones

As seen below, the major milestones of this project are the completion of products that provided Reemployment Assistance the value they required in delivery of this project.

Major Milestones	Deliverable Description
Project Kickoff Meeting	The PM conducts the project kickoff meeting and provides agenda and materials.
Project Management Plan	The PM provides the final version of the PMP after review and approval by DEO

Major Milestones	Deliverable Description
Report Prioritization	The PM works with Reemployment Assistance to prioritize the list of reports to be delivered.
39 ETA Reports and related requirements documents.	The PM provides the team with the prioritized list of ETA reports so they can begin the requirements gathering and report development cycle.
12 USDOL Population Samples	The PM works with Reemployment Assistance to transition 12 of the USDOL population files in scope so they can be produced from the data warehouse.
QA Alerts Dashboard	The project team creates the QA Alerts Dashboard. This dashboard allows staff to view potential errors or warnings before keying reports into the USDOL “State” system. Errors prevent the system from accepting the report; Warnings require an explanation in the USDOL system.
Technical Documentation	The team creates technical documentation for each report so that any changes to the report can be automatically updated when changes are made.
Transition Plan	As part of the transition to normal operations, the PM creates a transition plan to ensure future issues regarding report data can be processed through the data warehouse team.
Project Closeout Report	The PM provides the Project Closeout Report after review and approval by DEO.

G. Key Stakeholders

The stakeholders below provide guidance and assistance in making sure the project team has what is needed to deliver value. They are also instrumental in making decisions that require elevation.

Key Stakeholder	Project Interest
Meredith Ivey	Acting Secretary, Department of Economic Opportunity
Jason McCandless (Interim)	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Paul Forrester	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner - Business
Nicole Sanislow	RA Modernization Program Manager - Business
Tom Richardson	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Matt Mask	Project Owner
Linda Lawler	Project Manager

Key Stakeholder	Project Interest
USDOL	Represents the Federal Unemployment Program

H. Significant Project Assumptions and Constraints

The project team for Reporting are the same team that completed the creation of DEO’s data warehouse. This is an advantage in that they already understand the analytical structure so there was no knowledge transfer necessary for developing reports.

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. The data warehouse team will continue to be the production support team for Reports and Populations after the project is closed.
8. The Project Team will not be needed as reports are being shut down in the System by RA and the batch processing (UC4) team.

Project Constraints

1. There is only 1 team with data warehouse development skills. This will impact development since they are the only team that can address production support issues

II. Work Breakdown Structure

The Work Breakdown Structure (WBS) below represents the high-level deliverables for the project, from inception (Initiation) to completion (Project Closeout). To avoid duplication, the lower-level work packages are represented with their due dates in Section D. Key Dates.

WBS	Task Name
0	13 - Reporting
1	Reporting
1.1	Initiation
1.1.1	Risk and Complexity Assessment
1.1.2	Deliverable: Project Charter
1.1.3	Project Charter complete
1.1.4	Project Kickoff Meeting
1.1.5	Initiation Phase complete
1.2	Planning

WBS	Task Name
1.2.1	Deliverable: Resource Planning with RA & IT AppDev Completed
1.2.2	Resource Plan Complete
1.2.3	Deliverable: Project Schedule
1.2.4	Project Schedule complete
1.2.5	Deliverable: Project Management Plan
1.2.6	Project Management Plan complete
1.2.7	Deliverable: Project Budget
1.2.8	Deliverable: Project Spending Plan
1.2.9	Requirements:
1.2.10	Complete the Planning Gate R&C Assessment
1.2.11	Planning Phase complete
1.3	Execution
1.3.1	Product Deliverables - Reporting
1.4	Execution Phase complete
1.5	Monitoring and Controlling
1.5.1	Manage Project Schedule
1.5.2	Manage Project Costs
1.5.3	Manage Project Scope
1.5.4	Manage Project Risks
1.5.5	Manage Project Issues
1.5.6	Manage Decisions
1.5.7	Manage Action Items
1.5.8	Record Lessons Learned
1.5.9	Prepare Regularly scheduled Status Reports
1.5.10	Conduct Regularly scheduled Status Meetings
1.6	Monitoring and Controlling Phase Complete
1.7	Project Closeout
1.7.1	Transition to Operations (RA-IT AppDev Onboarding, Checklists, and Training)
1.7.2	Schedule Project Closeout Meeting
1.7.3	Deliverable: Project Closeout Report
1.7.4	Project Closeout Report complete
1.7.5	Conduct Project Closeout meeting
1.8	Transition to Operations
1.8.1	Identify/DW Development Team for Handoff
1.8.2	Complete Post Project Cleanup (Technical Debt, Tool Administration Transition, etc.)
1.8.3	Combined Team (Old, New, RA Reports POC) Lessons Learned Meeting
1.8.4	Completion of Report Shutdown Prioritization Plan and Timeline

WBS	Task Name
1.8.5	Transition of submitting populations from data warehouse
1.8.6	Completion of Technical Debt
1.8.7	Completion of testing and training for viewing Report QA Dashboards (Final Reporting Team Activity)
1.8.8	Benefits Measures & Reporting
1.8.9	Completion of UAT Process documentation
1.8.10	Completion of Incident Management Process for Scheduled Report Runs
1.8.11	Closure of remaining open issues and decisions
1.8.12	Project Management Closure Docs and activities
1.8.13	Remove Reports from the System (*Process continues until all 39 reports' warranties have ended and are removed—may complete after project is closed)
1.9	Schedule Project Closeout Meeting
1.10	Deliverable: Project Closeout Report
1.10.1	Complete Final Updates to All Project Documents
1.10.2	Develop Project Closeout Report
1.10.3	Review/Update Project Closeout Report
1.10.4	Approve Project Closeout Report
1.11	Project Closeout Report complete
1.12	Conduct Project Closeout meeting
1.13	Closeout Phase complete

III. *Resource Loaded Project Schedule*

The project schedule below represents the project dates before approval of a change request currently in progress. The March OWP will reflect the correct end dates for the reports, closing meeting, and the project itself.

As stated in Section II, Work Breakdown Structure, since this is a high-level representation of the project, the project team names are not reflected at this level. The names are listed in Section V.B. Project Roles and Responsibilities, the Data Warehouse (RAD) Team.

The project management deliverables mentioned below are required by Florida Administrative Code, Rule 60GG.

WBS	Task Name	% Complete	Duration	Start	Finish	Resource Names
0	13 - Reporting	96%	458 days	Fri 4/30/21	Tue 1/31/23	
1	Reporting	96%	458 days	Fri 4/30/21	Tue 1/31/23	
1.1	Initiation	99%	222 days	Fri 4/30/21	Tue 3/8/22	
1.1.1	Risk and Complexity Assessment	100%	161 days	Fri 4/30/21	Fri 12/10/21	
1.1.2	Deliverable: Project Charter	100%	222 days	Fri 4/30/21	Mon 3/7/22	
1.1.3	Project Charter complete	99%	0 days	Tue 3/8/22	Tue 3/8/22	
1.1.4	Project Kickoff Meeting	100%	76 days	Fri 4/30/21	Fri 8/13/21	
1.1.5	Initiation Phase complete	100%	0 days	Fri 8/13/21	Fri 8/13/21	
1.2	Planning	100%	449 days	Fri 4/30/21	Wed 1/18/23	
1.2.1	Deliverable: Resource Planning with RA & IT AppDev Completed	100%	1 day	Fri 6/11/21	Fri 6/11/21	Linda Lawler
1.2.2	Resource Plan Complete	100%	0 days	Fri 6/11/21	Fri 6/11/21	
1.2.3	Deliverable: Project Schedule	100%	73 days	Fri 4/30/21	Tue 8/10/21	
1.2.4	Project Schedule complete	100%	0 days	Wed 8/11/21	Wed 8/11/21	
1.2.5	Deliverable: Project Management Plan	100%	77 days	Fri 4/30/21	Mon 8/16/21	
1.2.6	Project Management Plan complete	100%	0 days	Mon 8/16/21	Mon 8/16/21	
1.2.7	Deliverable: Project Budget	100%	0 days	Fri 4/30/21	Fri 4/30/21	
1.2.8	Deliverable: Project Spending Plan	100%	0 days	Fri 4/30/21	Fri 4/30/21	
1.2.9	Requirements:	100%	449 days	Fri 4/30/21	Wed 1/18/23	

WBS	Task Name	% Complete	Duration	Start	Finish	Resource Names
1.2.10	Complete the Planning Gate R&C Assessment	100%	0 days	Fri 12/10/21	Fri 12/10/21	
1.2.11	Planning Phase complete	100%	0 days	Fri 12/10/21	Fri 12/10/21	
1.3	Execution	100%	448.4 days	Fri 4/30/21	Wed 1/18/23	
1.3.1	Product Deliverables - Reporting	100%	448.4 days	Fri 4/30/21	Wed 1/18/23	
1.4	Execution Phase complete	0%	0 days	Tue 1/31/23	Tue 1/31/23	
1.5	Monitoring and Controlling	100%	452.5 days	Fri 4/30/21	Tue 1/24/23	
1.5.1	Manage Project Schedule	100%	379 days	Wed 8/11/21	Tue 1/24/23	Linda Lawler
1.5.2	Manage Project Costs	100%	148 days	Mon 4/4/22	Wed 10/26/22	Linda Lawler
1.5.3	Manage Project Scope	100%	386 days	Fri 4/30/21	Fri 10/21/22	Linda Lawler
1.5.4	Manage Project Risks	100%	386 days	Fri 4/30/21	Fri 10/21/22	Linda Lawler
1.5.5	Manage Project Issues	100%	386 days	Fri 4/30/21	Fri 10/21/22	Linda Lawler
1.5.6	Manage Decisions	100%	386 days	Fri 4/30/21	Fri 10/21/22	Linda Lawler
1.5.7	Manage Action Items	100%	386 days	Fri 4/30/21	Fri 10/21/22	Linda Lawler
1.5.8	Record Lessons Learned	100%	450 days	Fri 4/30/21	Thu 1/19/23	Linda Lawler
1.5.9	Prepare Regularly scheduled Status Reports	100%	450 days	Fri 4/30/21	Thu 1/19/23	Linda Lawler
1.5.10	Conduct Regularly scheduled Status Meetings	100%	386 days	Fri 4/30/21	Fri 10/21/22	Linda Lawler
1.6	Monitoring and Controlling Phase Complete	100%	66 days	Fri 10/28/22	Mon 1/30/23	Linda Lawler
1.7	Project Closeout	96%	86.68 days	Mon 10/3/22	Tue 1/31/23	
1.7.1	Transition to Operations (RA-IT AppDev Onboarding, Checklists, and Training)	100%	66 days	Mon 10/31/22	Mon 1/30/23	
1.7.2	Schedule Project Closeout Meeting	100%	70 days	Mon 10/24/22	Fri 1/27/23	Linda Lawler
1.7.3	Deliverable: Project Closeout Report	94%	86.68 days	Mon 10/3/22	Tue 1/31/23	
1.7.4	Project Closeout Report complete	0%	0 days	Tue 1/31/23	Tue 1/31/23	
1.7.5	Conduct Project Closeout meeting	0%	0.13 days	Tue 1/31/23	Tue 1/31/23	Linda Lawler
1.8	Transition to Operations	89%	458 days	Fri 4/30/21	Tue 1/31/23	
1.8.1	Identify/DW Development Team for Handoff	100%	5 days	Fri 5/6/22	Thu 5/12/22	Linda Lawler
1.8.2	Complete Post Project Cleanup (Technical Debt, Tool Administration Transition, etc.)	100%	190 days	Fri 5/6/22	Thu 1/26/23	Linda Lawler

WBS	Task Name	% Complete	Duration	Start	Finish	Resource Names
1.8.3	Combined Team (Old, New, RA Reports POC) Lessons Learned Meeting	100%	154 days	Fri 6/24/22	Wed 1/25/23	Linda Lawler
1.8.4	Completion of Report Shutdown Prioritization Plan and Timeline	100%	40 days	Fri 9/2/22	Thu 10/27/22	Linda Lawler
1.8.5	Transition of submitting populations from data warehouse	100%	61 days	Fri 9/16/22	Fri 12/9/22	Linda Lawler
1.8.6	Completion of Technical Debt	100%	40 days	Fri 9/2/22	Thu 10/27/22	Linda Lawler
1.8.7	Completion of testing and training for viewing Report QA Dashboards (Final Reporting Team Activity)	100%	100 days	Tue 9/13/22	Mon 1/30/23	Linda Lawler
1.8.8	Benefits Measures & Reporting	100%	101 days	Mon 9/12/22	Mon 1/30/23	Linda Lawler
1.8.9	Completion of UAT Process documentation	100%	130 days	Mon 8/1/22	Fri 1/27/23	Linda Lawler
1.8.10	Completion of Incident Management Process for Scheduled Report Runs	74%	98 days	Fri 9/16/22	Tue 1/31/23	Linda Lawler
1.8.11	Closure of remaining open issues and decisions	100%	35 days	Mon 9/12/22	Fri 10/28/22	Linda Lawler
1.8.12	Project Management Closure Docs and activities	0%	86 days	Fri 4/30/21	Fri 8/27/21	Linda Lawler
1.8.13	Remove Reports from the System (*Process continues until all 39 reports' warranties have ended and are removed—may complete after project is closed)	86%	23 days	Fri 12/30/22	Tue 1/31/23	
1.9	Schedule Project Closeout Meeting	100%	145 days	Fri 6/24/22	Thu 1/12/23	Linda Lawler
1.10	Deliverable: Project Closeout Report	44%	157 days	Mon 6/27/22	Tue 1/31/23	
1.10.1	Complete Final Updates to All Project Documents	79%	157 days	Mon 6/27/22	Tue 1/31/23	Linda Lawler
1.10.2	Develop Project Closeout Report	89%	148 days	Mon 6/27/22	Wed 1/18/23	Linda Lawler
1.10.3	Review/Update Project Closeout Report	0%	141 days	Thu 6/30/22	Thu 1/12/23	Linda Lawler
1.10.4	Approve Project Closeout Report	0%	141 days	Fri 7/1/22	Fri 1/13/23	Linda Lawler
1.11	Project Closeout Report complete	0%	0 days	Tue 1/31/23	Tue 1/31/23	
1.12	Conduct Project Closeout meeting	100%	66.13 days	Fri 10/28/22	Mon 1/30/23	Linda Lawler

WBS	Task Name	% Complete	Duration	Start	Finish	Resource Names
1.13	Closeout Phase complete	0%	0 days	Tue 1/31/23	Tue 1/31/23	

IV. Project Spending Plan

The reporting project used existing resources (obtained as part of the Data Warehouse Project to complete all work) therefore, there was no spend for this project.

FY 2021-22 Expenditures	FY 2022-23 Expenditures
<i>Software: \$0.00</i>	<i>Software: \$0.00</i>
<i>Other OpEx (Vendor Deliverables): \$0.00</i>	<i>Other OpEx (Vendor Deliverables): \$0.00</i>
<i>Other CapEx: \$0.00</i>	<i>Other CapEx: 0.00</i>

V. Project Organization and Methodology

A. Project Organizational Chart

The Project Manager meets with the project sponsors every two weeks on report development progress and to answer questions regarding ongoing operational issues for those reports that have already been delivered. This meeting is also the forum for escalating issues that require all project sponsors to resolve together.

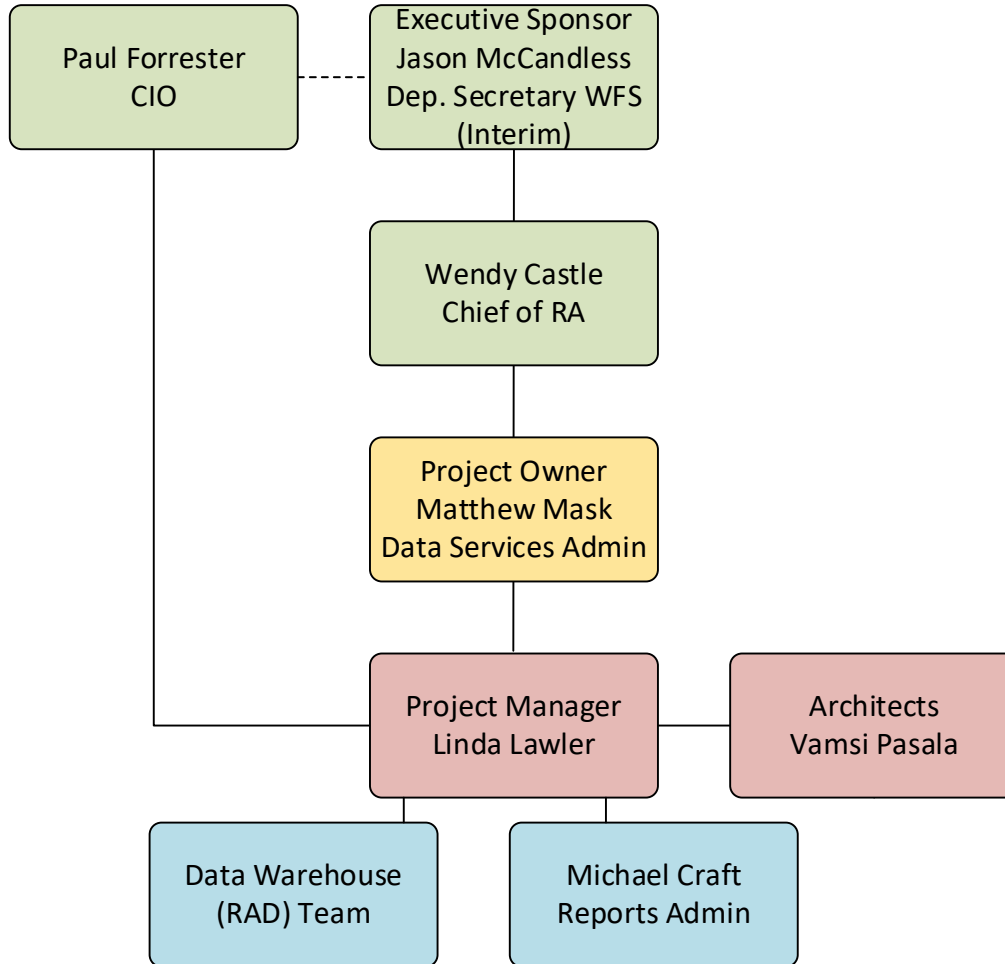


Figure 1: Reporting Project Organization Chart

B. Project Roles and Responsibilities

The staff mentioned below are instrumental in facilitating the needs of the team so that the project outcome meets expectations.

The project sponsors through their staff are also involved in working directly with the USDOL if the team has issues that require elevation to determine the correct procedures for counting report cell contents.

The Reports Administrator is responsible for not only validating the math in the reports, but also for validating that the data is trending correctly according to environmental factors of unemployment in the state of Florida.

Name	Project Role	Responsibilities
Jason McCandless (Interim) Paul Forrester Wendy Castle	Project Sponsors	<ul style="list-style-type: none"> • Secures spending authority • Ensures sustained buy-in from senior management and executive leadership • Monitors project progress and assumes all project/program risk • Removes barriers and assists in resolving escalated conflicts • Ensures project benefits are realized and risks are appropriately addressed
Matthew Mask	Project Owner:	<ul style="list-style-type: none"> • Represents the interests of the stakeholders to the DW Team • Monitors project progress • Approves project definition • Approves plans and schedules • Validates project deliverables meet expectations • Tracks project benefit recognition, risk retention and mitigation activities • Acts as liaison between teams and Management for issue escalation and resolution
Linda Lawler	Project Manager	<ul style="list-style-type: none"> • Ensures project team completes project on time and within budget • Develops project artifacts as required by the State of Florida • Monitors performance of project tasks • Secures and documents acceptance of project deliverables • Communicates project status • Resolves issues and/or escalates issues as necessary with Project Owner(s)

Name	Project Role	Responsibilities
		<ul style="list-style-type: none"> Controls project scope and acquires necessary approvals for changes Integrates partner business unit's work efforts within the project
Vamsi Pasala	Architect and Technical Lead:	<ul style="list-style-type: none"> Responsible for assisting the team in finding solutions to issues elevated to him Is available to project sponsors for technical questions regarding direction of the project and any dependencies/impacts of other projects Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team.
Michael Craft	Reports Administrator	<ul style="list-style-type: none"> Works with the PM to provide appropriate skilled resources for validating ETA reports Reviews and approves report requirements with the BA and RA staff before report development begins Provides access to staff members who enter ETA reports into the USDOL system for requirements Attends report demonstrations when scheduled Provides staff for RA User Acceptance Testing of reports.
Data Warehouse (RAD) Team: Yella Mopuru Jaykumar Gajjar Hampton Hendry Raghu Indirajith Jaihind Anandeshi Saidurga Lakkineni	Data and Report Developers	<ul style="list-style-type: none"> Works with the PM to provide appropriate skilled resources for delivering ETA reports Reviews report requirements with the BA and RA staff before report development begins Works with BA and RA staff to ensure data is correct and reports can be approved.

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 does not change organizational business processes. The only change is the location of the ETA Reports and Populations. Since the customers were involved in testing, they already have access to the reports and populations.

VII. Project Risk Management Plan

The project risk below is based on the final report deliverable. Since this deliverable contains cells that must balance to two decimal places, and it includes economic data going back 2 prior years, it is the most difficult report.

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
Project delayed and not completed on time	High	Low	If the last report (ETA 539) cannot be reconciled by 03/15/2023, the project will be	Linda Lawler

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
			closed. Work will continue as part of normal production support operations.	

VIII. Capacity Plan

Since no equipment or services were purchased for this project, there was no need for capacity planning.



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

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

**FISCAL YEAR 2022-2023
QUARTER 3
PREPARED ON 03/01/2023**

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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.

A. Scope Statement

Create a Department data catalog, data dictionary of data elements, and business glossary.

In Scope

MDM Scope Changes as per CR#0010

- The design, development, and deployment of APIs task, which was included as optional scope in the ISF Final Report, will be part of the continuous modernization of the System.

MDM Scope Changes as per CR#0012

- The Department will not procure an enterprise-wide master data management tool, as it is beyond the scope of the project, as stated in the ISF Report.

Out of Scope

- Tool procurement
- API development

B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Catalog data sources that are shared	<ul style="list-style-type: none"> • Enable standardization of data elements
Define database tables and fields that support common interoperable data formats	<ul style="list-style-type: none"> • Enable interoperability across business units and other departments

C. Critical Success Factors

- Completed data catalog, data dictionary, and business glossary of databases

D. Key Dates

Key Date	Importance and Relevance to the Project
May 7, 2022	Initiation phase completed

Key Date	Importance and Relevance to the Project
June 30, 2022	Requirements
June 30, 2022	PMP & Resource Plan
July 24, 2022	Project Schedule
July 29, 2022	Change request submitted to CCB for approval
August 2, 2022	Change request Approved
September 21, 2022	Test Plans
September 22, 2022	Planning phase Completed
September 26, 2022	Execution phase Started

E. Major Deliverables

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

F. Major Milestones

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

G. Key Stakeholders

Key Stakeholder	Project Interest
Meredith Ivey	Acting Secretary, Department of Economic Opportunity
Jason McCandless	Interim Deputy Secretary, Workforce Services
Domenic DiLullo	Chief Technology Officer
Paul Forrester	Chief Information Officer
Allyce Moriak	Chief Financial Officer

Wendy Castle	RA Modernization Program Owner – Business
Nicole Sanislow	RA Modernization Program Manager – Business
Tom Richardson	RA Modernization Lead Program Manager – Strategic Planning Office
Thomas Holliday	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Mark McQueen	Project Owner
Jim Sparks	Project Manager

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

Project Constraints:

1. None

II. Work Breakdown Structure

WBS	Task Name
1	Master Data Management
1.1	Initiation
1.1.1	Initiate a review of the current Master Data Management
1.1.2	Review and Approve Final Proposal for Master Data Management
1.1.3	Determine Staff Aug Resources
1.2	Planning
1.2.1	Determine the mapping strategy of MDM
1.2.2	Procure Staff Aug Resources
1.3	Execution
1.3.1	Catalog all Databases
1.3.2	Include all Databases in the Data Dictionary
1.3.3	Validate Data Structure
1.4	Closing
1.4.1	Complete Project Closeout Report

III. Resource Loaded Project Schedule

Task Name	Duration	Start	Finish
MDM	287 days	Tue 1/18/22	Thu 3/2/23
Initiation	74 days	Tue 1/18/22	Fri 4/29/22
Risk and Complexity Assessment	66 days	Tue 1/25/22	Tue 4/26/22
Complete Pre-Charter Risk & Complexity Assessment and determine Project Level	64 days	Tue 1/25/22	Fri 4/22/22
Complete Initiation Gate Risk & Complexity Assessment	23 days	Fri 3/25/22	Tue 4/26/22
Deliverable: Project Charter	34 days	Tue 1/18/22	Fri 3/4/22
Develop Project Charter	30 days	Tue 1/18/22	Mon 2/28/22
Review/Update Project Charter	1 day	Mon 2/28/22	Mon 2/28/22
Approve Project Charter	1 day	Fri 3/4/22	Fri 3/4/22

Project Charter complete	0 days	Wed 3/2/22	Wed 3/2/22
Project Kickoff Meeting	37 days	Mon 3/7/22	Tue 4/26/22
Create Agenda & Presentation Materials	2 days	Mon 3/7/22	Tue 3/8/22
DEO Review & Approval of Agenda	1 day	Tue 3/8/22	Tue 3/8/22
Conduct Kick-off Meeting	7 days	Mon 4/18/22	Tue 4/26/22
Create Meeting Minutes	2 days	Thu 4/28/22	Fri 4/29/22
DEO Review & Approval of Minutes	1 day	Thu 4/28/22	Thu 4/28/22
Distribute Minutes	1 day	Thu 4/28/22	Thu 4/28/22
MS - Deliverable 1 Project Kick-Off Meeting Complete	1 day	Fri 4/29/22	Fri 4/29/22
Complete the Initiation Gate R&C Assessment	1 day	Fri 4/29/22	Fri 4/29/22
Initiation Phase complete	1 day	Fri 4/29/22	Fri 4/29/22
Planning	105 days	Mon 5/2/22	Mon 9/26/22
Deliverable: Resource Plan	35 days	Mon 5/2/22	Fri 6/17/22
Develop Resource Plan	12 days	Mon 5/2/22	Tue 5/17/22
Review/Update Resource Plan	18 days	Wed 5/18/22	Fri 6/10/22
Approve Resource Plan	5 days	Mon 6/13/22	Fri 6/17/22
Resource Plan Complete	0 days	Fri 6/17/22	Fri 6/17/22
Deliverable: Project Schedule	65 days	Mon 5/2/22	Fri 7/29/22
Prepare Work Breakdown Structure	8 days	Mon 5/2/22	Wed 5/11/22
Develop Project Schedule	8 wks	Thu 5/12/22	Wed 7/6/22
Review/Update Project Schedule	3 wks	Thu 7/7/22	Wed 7/27/22
Approve Project Schedule	2 days	Thu 7/28/22	Fri 7/29/22
Project Schedule complete	0 days	Fri 7/29/22	Fri 7/29/22
Deliverable: Project Management Plan	35 days	Mon 5/2/22	Fri 6/17/22
Develop Project Management Plan	21 days	Mon 5/2/22	Mon 5/30/22
Review/Update Project Management Plan	11 days	Tue 5/31/22	Tue 6/14/22
Approve Project Management Plan	3 days	Wed 6/15/22	Fri 6/17/22
Project Management Plan complete	0 days	Fri 6/17/22	Fri 6/17/22
Deliverable: Project Budget	35 days	Mon 5/2/22	Fri 6/17/22
Prepare Project Budget	21 days	Mon 5/2/22	Mon 5/30/22
Review/Update Project Budget	11 days	Tue 5/31/22	Tue 6/14/22

Approve Project Budget	3 days	Wed 6/15/22	Fri 6/17/22
Project Budget complete	0 days	Fri 6/17/22	Fri 6/17/22
Deliverable: Project Spending Plan	35 days	Mon 5/2/22	Fri 6/17/22
Prepare a Project Spending Plan	21 days	Mon 5/2/22	Mon 5/30/22
Review/Update Project Spending Plan	11 days	Tue 5/31/22	Tue 6/14/22
Approve Project Spending Plan	3 days	Wed 6/15/22	Fri 6/17/22
Project Spending Plan complete	0 days	Fri 6/17/22	Fri 6/17/22
Requirements:	105 days	Mon 5/2/22	Mon 9/26/22
Gather requirements	40 days	Mon 5/2/22	Fri 6/24/22
Schedule JAD Sessions	32 days	Mon 5/2/22	Tue 6/14/22
Conduct JAD sessions	5 days	Wed 6/15/22	Tue 6/21/22
Finalize requirements	3 days	Wed 6/22/22	Fri 6/24/22
Deliverable: Requirements Traceability Matrix	40 days	Mon 5/2/22	Fri 6/24/22
Develop RTM	21 days	Mon 5/2/22	Mon 5/30/22
Review RTM	14 days	Tue 5/31/22	Fri 6/17/22
Approve RTM	5 days	Mon 6/20/22	Fri 6/24/22
Requirements Traceability Matrix complete	0 days	Fri 6/24/22	Fri 6/24/22
MDM Test plans	65 days	Mon 6/27/22	Mon 9/26/22
Complete the Planning Gate R&C Assessment	9 days	Mon 6/27/22	Thu 7/7/22
Conduct Lessons Learned Meeting	12 days	Fri 7/8/22	Mon 7/25/22
Schedule Lessons Learned meeting	4 days	Fri 7/8/22	Wed 7/13/22
Conduct Lessons Learned meeting	4 days	Thu 7/14/22	Tue 7/19/22
Record Lessons Learned	4 days	Wed 7/20/22	Mon 7/25/22
Planning Phase complete	4 days	Tue 7/26/22	Fri 7/29/22
Execution	142 days	Mon 8/1/22	Wed 2/22/23
Develop a Data Dictionary for each system and database identified by DEO that is or will become part of the modernized RA System.	89 days	Mon 8/1/22	Tue 12/6/22
Identify Data sources for each business centric areas	10 days	Mon 8/1/22	Fri 8/12/22
Metadata scan from different sources or data assets	15 days	Mon 8/1/22	Fri 8/19/22
Connect to On-Prem or Cloud, gather list of Tables, Columns & constraints for each database	5 days	Mon 8/1/22	Fri 8/5/22

Provide DBA's recommended format to generate Data Dictionary	5 days	Mon 8/22/22	Fri 8/26/22
DBAs to generate Data Dictionary	10 days	Mon 8/29/22	Mon 9/12/22
Request Vendor to review Data Dictionary	7 days	Tue 9/13/22	Wed 9/21/22
Purge Temp tables	35 days	Thu 9/22/22	Wed 11/9/22
DBA's Provide Temp Tables list to Dev Team to review and provide feedback	20 days	Thu 9/22/22	Wed 10/19/22
DBA's drop temp tables from connect system	10 days	Thu 10/20/22	Wed 11/2/22
Make additional changes as per the Vendor recommendation	5 days	Thu 11/3/22	Wed 11/9/22
Regenerate & review Data Dictionary list after purge	7 days	Thu 11/10/22	Mon 11/21/22
Review with WSER	5 days	Tue 11/22/22	Tue 11/29/22
Follow up with WSER	5 days	Wed 11/30/22	Tue 12/6/22
Develop a Data Catalog for the modernized RA System.	53 days	Wed 12/7/22	Wed 2/22/23
Classify and link data assets	9 days	Wed 12/7/22	Mon 12/19/22
Define or create a directory including the location where each specific data element or grouping of elements exists	25 days	Tue 12/20/22	Thu 1/26/23
Map each data element to glossary terms	25 days	Tue 12/20/22	Thu 1/26/23
Cross reference the business glossary to the various data dictionaries.	25 days	Tue 12/20/22	Thu 1/26/23
Terms relevant to each RA Program unit with a unique definition for each	5 days	Fri 1/27/23	Thu 2/2/23
Referencing of terms and relationships.	10 days	Fri 2/3/23	Thu 2/16/23
Business Glossary	2 days	Fri 2/17/23	Mon 2/20/23
Document Process	2 days	Fri 2/17/23	Mon 2/20/23
Discover & Capture Data	2 days	Fri 2/17/23	Mon 2/20/23
Evaluate fitness/Quality of Data	2 days	Fri 2/17/23	Mon 2/20/23
Review Usage, Prioritize sensitive Data & Manage Data flows	2 days	Fri 2/17/23	Mon 2/20/23
Add Context with Tags	2 days	Fri 2/17/23	Mon 2/20/23
Protect & optimize Data	2 days	Fri 2/17/23	Mon 2/20/23
<i>Data Catalog</i>	2 days	Tue 2/21/23	Wed 2/22/23
Execution Phase complete	2 days	Tue 2/21/23	Wed 2/22/23
Monitoring and Controlling	178 days	Mon 6/20/22	Thu 3/2/23
Manage Project Schedule	148 days	Mon 8/1/22	Thu 3/2/23
Manage Project Costs	178 days	Mon 6/20/22	Thu 3/2/23
Manage Project Scope	148 days	Mon 8/1/22	Thu 3/2/23

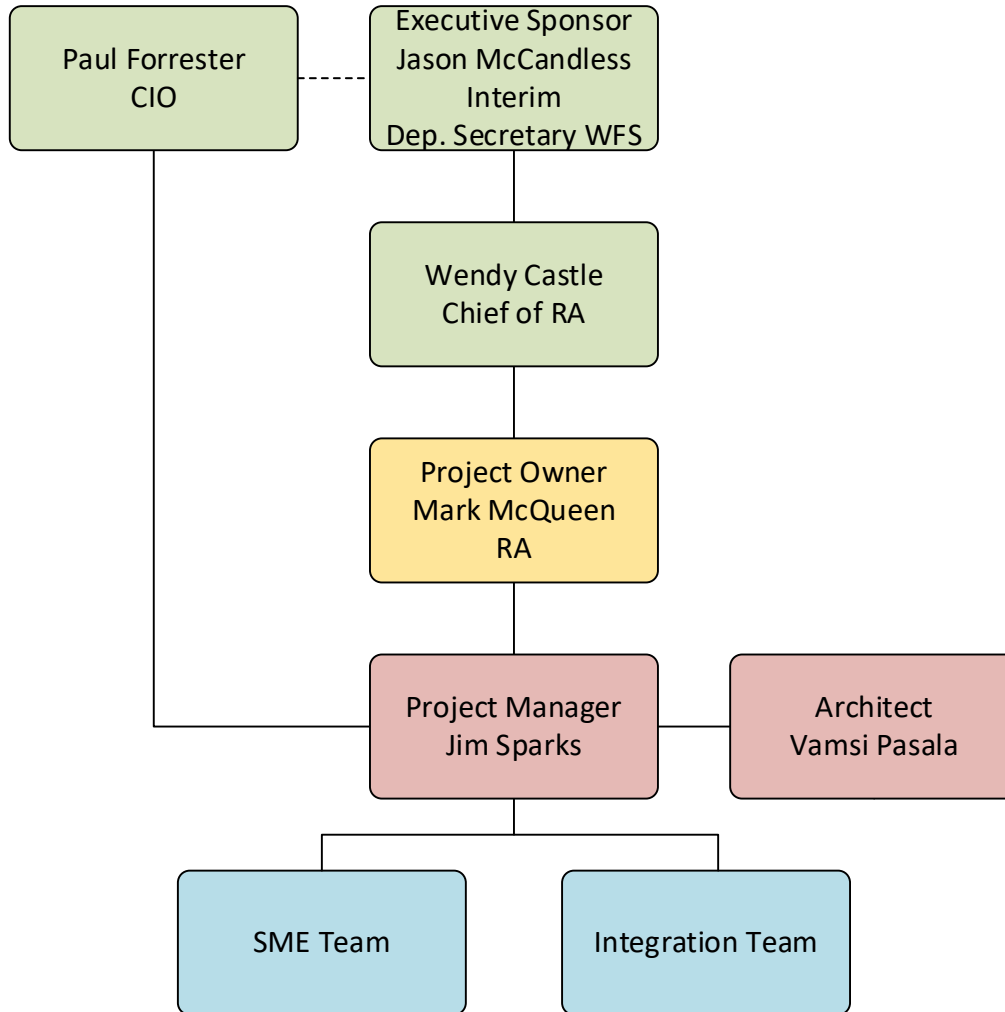
Manage Project Risks	148 days	Mon 8/1/22	Thu 3/2/23
Manage Project Issues	148 days	Mon 8/1/22	Thu 3/2/23
Manage Decisions	148 days	Mon 8/1/22	Thu 3/2/23
Manage Action Items	148 days	Mon 8/1/22	Thu 3/2/23
Manage Cybersecurity	148 days	Mon 8/1/22	Thu 3/2/23
Update RTM	173 days	Mon 6/27/22	Thu 3/2/23
Record Lessons Learned	148 days	Mon 8/1/22	Thu 3/2/23
Prepare Regularly scheduled Status Reports	148 days	Mon 8/1/22	Thu 3/2/23
Conduct Regularly scheduled Status Meetings	148 days	Mon 8/1/22	Thu 3/2/23
Monitoring and Controlling Phase Complete	0 days	Thu 3/2/23	Thu 3/2/23
Project Closeout	3 days	Tue 2/28/23	Thu 3/2/23
Schedule Project Closeout Meeting	1 day	Thu 3/2/23	Thu 3/2/23
Conduct Transition Meeting to Operations	1 day	Tue 2/28/23	Tue 2/28/23
Deliverable: Project Closeout Report	1 day	Thu 3/2/23	Thu 3/2/23
Develop Project Closeout Report	1 day	Thu 3/2/23	Thu 3/2/23
Review/Update Project Closeout Report	0.5 days	Thu 3/2/23	Thu 3/2/23
Approve Project Closeout Report	0.5 days	Thu 3/2/23	Thu 3/2/23
Project Closeout Report complete	0 days	Thu 3/2/23	Thu 3/2/23
Conduct Knowledge Transfer	0.5 days	Thu 3/2/23	Thu 3/2/23
Conduct Project Closeout meeting	0.5 days	Thu 3/2/23	Thu 3/2/23
Conduct Lessons Learned Meeting	1 day	Thu 3/2/23	Thu 3/2/23
Schedule Lessons Learned meeting	1 day	Thu 3/2/23	Thu 3/2/23
Conduct Lessons Learned meeting	1 day	Thu 3/2/23	Thu 3/2/23
Record Lessons Learned	0.5 days	Thu 3/2/23	Thu 3/2/23
Closeout Phase complete	0.5 days	Thu 3/2/23	Thu 3/2/23

IV. Project Spending Plan

FY 2021-22 Expenditures	FY 2022-23 Expenditures
Software: \$0	Software: \$0
Labor OpEx: \$20,042.50	Labor OpEx: \$81,748

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Name	Project Role	Responsibility
Jason McCandless	Executive Sponsor (Interim)	<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
Domenic DiLullo	CTO	<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
Vendor	Strategic Planning Office	<ul style="list-style-type: none"> • Monitor project progress • Provide guidance and support to project manager and project team members
Jim Sparks	Project Manager	<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
Mark McQueen	Project Owner	<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
Benjamin Beha	Business Lead	<ul style="list-style-type: none"> • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs

Name	Project Role	Responsibility
Matthew Mask	Data Steward	<ul style="list-style-type: none"> Will function as Data Steward for MDM project
Quinton Lightfoot	Technical Lead	<ul style="list-style-type: none"> Review deliverables and project documents, identifying any deficiencies Review and approve deliverables Review and approve RFCs
Benjamin Beha Dave Sangat	Functional Team	<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
Prathamesh Hankare Vamsi Pasala William Brito	Technical Team/Architect	<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-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:

- Program-wide Organizational Change Management Plan
- Organizational Change Readiness Assessment
- Change Impact Analysis
- Communications Plan
- Change Champion Network
- Training Plan
- Change Management Metrics
- Post-implementation Support Plan

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	Low	High	Adjust schedule accordingly	PM

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

VIII. Capacity Plan

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



OPERATIONAL WORK PLAN FOR ARCHIVE & PURGE

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

FISCAL YEAR 2022-2023

QUARTER 3

PREPARED ON 03/07/2023

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

The Department of Economic Opportunity (DEO) is seeking a solution for managing the complexity of data growth within the Reemployment Assistance Claims and Benefits Information System.

Managing the complexity of data growth calls for a data growth management strategy, including determining the optimal profile or size for the database (current transactional database is 20TB); monitoring disk space usage, hardware resources, and database performance; understanding growth management challenges and testing strategies; and understanding space management.

Formal structures and strategies for managing data, archiving data, and purging data enables the Department to better ensure the availability, security, and integrity of the System.

A. Scope Statement

The Archive & Purge project team will use existing state and federal criteria to find a solution that will allow DEO to selectively archive and purge Reemployment Assistance data from the online System.

In Scope

- Request for Information (RFI): A request for information will be published to invite vendors to provide potential strategies for data growth management.
- Requirements gathering, both high level and detailed are in scope for this project.

Out of Scope

- Data Governance: Data Governance is an enterprise level effort, and therefore, is out of scope for this project per Change Request CR 14.
- Records Management: Records Management Policy updating is an enterprise level effort and out of scope per Decision 1185 resolved October 20, 2022.
- Purchasing a solution: The purchase of a solution was deemed out of scope per Change Request CR 14.

B. Project Objectives and Business Benefits

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

The success of DEO's archival and purge process is dependent on improvements to the System's data management and operational schema. The data contained in that schema is

data vital to the operation of the System; however, some of this data can be archived. This initiative invites vendors to assist DEO in determining if an archiving and purging tool will work with DEOs existing technology, if a tool and customization is required, or if a custom tool must be developed.

Project Objective	Business Benefit
Detailed business rules* for the data to be archived or purged will be identified	Determining what data is eligible to archived or purged, and on what schedule
Determine if a suitable archive and purge tool exists	DEO will be able to develop an implementation plan for the archival or purging of appropriate data

(Note: Business Rules rather than requirements will be delivered because they are system independent and do not preclude vendors from proposing solutions. Business requirements will be created when a specific tool is selected, since business requirements are directly linked/tracked during solution testing.)

C. Critical Success Factors

The following factors are necessary to determine the correct path to managing data growth at DEO.

- Identify if a solution exists for a data management strategy; if a custom solution is necessary; or if a solution and services are required.
- Provide a list of business rules and technical requirements that DEO must follow in archiving and purging data.
- Identify any risks DEO must consider moving forward with a solution.
- Identify a potential plan and future path as part of continuous improvement.

D. Key Dates

The key dates below represent two critical paths; the path to publishing a Request for Information (RFI) with high level requirements, and a path for collecting detailed business rules that further define DEO’s data and current locations. The detailed business rules assist in mapping of the data for transition to an archival environment, and for purging of data according to state and federal law and DEO policy.

Key Date	Importance and Relevance to the Project
February 6 – June 29, 2023	Record Level Detail Requirements Gathering Completed
March 20 – April 4, 2023	Request for Information Issued
April 18, 2023	Vendor Responses Due
April 19, 2023	Oral Presentations Completed
April 25, 2023	Request for Information Process Completed
April 30 – June 1, 2023	Plan for Continuous Improvement
June 30, 2023	Requirements Traceability Matrix Completed

E. Major Deliverables

DEO’s Reemployment Assistance System is made up of a collection of software. Each software package has the potential to contain claimant information that must be mapped for the Archive & Purge project to be successful. Therefore, by opening the door to multiple vendor solutions, the agency will see the latest technology, and will be able to develop a plan for moving forward.

The deliverables mentioned below follow two paths:

1. Publishing of a Request for Information
2. Developing more detailed data information for potential vendors to understand the data structure across multiple applications in the System.

Major Deliverable	Deliverable Description
Project Kickoff Meeting	The PM schedules the project kickoff meeting and provides agenda and materials.
Project Management Plan	The PM provides the final version of the PMP after review and approval by DEO
Request for Information (RFI) Ready for Publication	This Request for Information will allow DEO to see what is available, if anything, in the technology world for archiving and purging—that will work with the System.
Next Steps after publication of the Request for Information (RFI)	The results of the Request for Information will promote discussion between Reemployment Assistance and Information Technology to agree on direction going forward—and on a plan to do so.
Business Rules Traceability Matrix	The BA and PM conduct a series of work sessions to drill down in detail the data mapping that can be used to drive the technical Archive & Purge processes and requirements.
Technical Traceability Matrix	This document, written by developers for developers, will trace claimant data based on elements and types. This, in turn, will be used as a checklist to identify what values a record series must have (or not have) when moving data to

Major Deliverable	Deliverable Description
	archival storage and for setting up for regularly scheduled purging.
Briefing Sheet for Tool Recommendations	As part of the transition into continuous improvement, the project team delivers the Continuous Modernization Plan and corresponding roadmap after review and approval by DEO.
Project Closeout Report	The PM provides the Project Closeout Report

F. Major Milestones

The project cannot be completed without the milestones listed below. This is a difficult project for DEO’s business units. Transparency and inclusion in all major milestones and deliverables will help build and maintain critical trust in the handling of their valuable data.

Major Milestone	Deliverable Description
Project Kickoff Meeting	The PM schedules the project kickoff meeting and provides agenda and materials.
Project Management Plan	The PM provides the final version of the PMP after review and approval by DEO
Publication of Request for Information	This Request for Information will allow DEO to see what is available, if anything, in the technology world for archiving and purging—that will work with the System.
Negotiation and Agreement on a plan for moving forward per results of the Request for Information publication.	The results of the Request for Information will promote discussion between Reemployment Assistance and Information Technology to agree on direction going forward—and on a plan to do so.
Business Rules Traceability Matrix	The BA and PM conduct a series of work sessions to drill down in detail the data mapping that can be used to drive the technical Archive & Purge processes and requirements.
Technical Traceability Matrix	This document, written by developers for developers, will trace claimant data based on elements and types. This, in turn, will be used as a checklist to identify what values a record series must have (or not have) when moving data to archival storage and for setting up for regularly scheduled purging.
Briefing Sheet for Tools Recommendations	As part of the transition into continuous improvement, the project team delivers the Continuous Modernization Plan and

Major Milestone	Deliverable Description
	corresponding roadmap after review and approval by DEO.
Project Closeout Report	The PM provides the Project Closeout Report

A. Key Stakeholders

The stakeholders listed below are critical in providing direction, especially with a project that will have a large amount of discovery. The project sponsors will be valuable when issues that require executive decisions are needed, and when there may be negotiations for keeping and purging older data based on its value.

Key Stakeholder	Project Interest
Meredith Ivey	Acting Secretary, Department of Economic Opportunity
Jason McCandless	Acting Deputy Secretary, Workforce Services
Domenic DiLullo	Chief Technology Officer
Paul Forrester	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner – Business
Nicole Sanislow	RA Modernization Program Manager – Business
Tom Richardson	RA Modernization Lead Program Manager – Strategic Planning Office
Thomas Holliday	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Timothy Giesecke	Project Owner/Sponsor
Linda Lawler	Project Manager

B. Significant Project Assumptions and Constraints

Project Assumptions

1. This project will lead to a Request for Proposal as part of continuous improvement
2. Any modifications to existing records management policies and procedures or record retention rules will be handled outside the scope of the project by Reemployment Assistance and the agency’s legal department.
3. The assigned IT resources possess relevant knowledge and skills to complete the identified tasks.
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 and scope.

Project Constraints

1. Limited knowledge of table and record level traceability of data throughout the reemployment assistance system due to business units not being exposed at the level expected.
2. Limited knowledge of what is allowed by law and how that compares to what is stored today in the system.
3. Fear of archiving and purging since this is the first time the agency has done so with the Reemployment Assistance System.

II. Work Breakdown Structure

The Work Breakdown Structure (WBS) below represents the high-level deliverables for the project, from inception (Initiation) to completion (Project Closeout). To avoid duplication, the lower-level work packages are represented with their due dates in Section D. Key Dates.

WBS	Task Name
1	15-DEO-Archive and Purge
1.1	Initiation
1.1.1	Risk and Complexity Assessment
1.1.2	PM Deliverable: Project Charter
1.1.3	Project Charter complete
1.1.4	Stakeholders Register
1.1.5	Project Kickoff Meeting
1.1.6	Conduct Lessons Learned Meeting
1.2	Initiation Phase complete
1.3	Planning
1.3.1	PM Deliverable: Resource Plan
1.3.2	Resource Plan Complete
1.3.3	PM Deliverable: Project Schedule
1.3.4	Project Schedule complete
1.3.5	PM Deliverable: Project Management Plan
1.3.6	Project Management Plan complete
1.3.7	PM Deliverable: Project Budget
1.3.8	Project Budget complete
1.3.9	PM Deliverable: Project Spending Plan
1.3.10	MILESTONE: Project Spending Plan complete
1.3.11	Complete Impact Analysis
1.3.12	Requirements:
1.3.13	Complete the Planning Gate R&C Assessment
1.3.14	Conduct Lessons Learned Meeting
1.4	MILESTONE: Planning Phase complete
1.5	Execution

WBS	Task Name
1.5.1	Review RFI
1.5.2	Approve RFI
1.5.3	Record Level Detail Requirements Gathering Completed
1.5.4	Phase I: RFI Solution Evaluations
1.5.5	Conduct Lessons Learned Meeting
1.5.6	Transition to Operations
1.6	Execution Phase complete
1.7	Monitoring and Controlling
1.7.1	Manage Project Schedule
1.7.2	Manage Project Costs
1.7.3	Manage Project Scope
1.7.4	Manage Project Risks
1.7.5	Manage Project Issues
1.7.6	Manage Decisions
1.7.7	Manage Action Items
1.7.8	Manage Cybersecurity
1.7.9	Conduct Regularly scheduled Status Meetings
1.7.10	Prepare Regularly scheduled Status Reports
1.8	Monitoring and Controlling Phase Complete
1.9	Project Closeout
1.9.1	Schedule Project Closeout Meeting
1.9.2	PM Deliverable: Project Closeout Report
1.9.3	Project Closeout Report complete
1.9.4	Conduct Project Closeout meeting
1.9.5	Conduct Lessons Learned Meeting
1.1	Closeout Phase complete

III. Resource Loaded Project Schedule

As stated in Section II, Work Breakdown Structure, since this is a high-level representation of the project, the project team names are not reflected. The names are listed in Section V.B. Project Roles and Responsibilities, Project Team.

The project management deliverables mentioned below are required by Florida Administrative Code, Rule 60GG.

WBS	Task Name	% Complete	Duration	Start	Finish	Resource Names
1	15-DEO-Archive and Purge	69%	325 days	Mon 4/4/22	Fri 6/30/23	
1.1	Initiation	100%	72 days	Mon 4/4/22	Tue 7/12/22	
1.1.1	Risk and Complexity Assessment	100%	59 days	Mon 4/4/22	Thu 6/23/22	
1.1.2	PM Deliverable: Project Charter	100%	20 days	Mon 5/16/22	Fri 6/10/22	
1.1.3	Project Charter complete	100%	0 days	Fri 6/10/22	Fri 6/10/22	
1.1.4	Stakeholders Register	100%	22 days	Mon 6/13/22	Tue 7/12/22	
1.1.5	Project Kickoff Meeting	100%	19 days	Mon 6/13/22	Thu 7/7/22	
1.1.6	Conduct Lessons Learned Meeting	100%	3 days	Mon 6/13/22	Wed 6/15/22	
1.2	Initiation Phase complete	100%	0 days	Wed 6/15/22	Wed 6/15/22	
1.3	Planning	100%	224 days	Tue 4/5/22	Fri 2/10/23	
1.3.1	PM Deliverable: Resource Plan	100%	132 days	Thu 6/16/22	Fri 12/16/22	
1.3.2	Resource Plan Complete	100%	0 days	Fri 12/16/22	Fri 12/16/22	
1.3.3	PM Deliverable: Project Schedule	100%	101 days	Wed 7/13/22	Thu 12/1/22	
1.3.4	Project Schedule complete	100%	0 days	Thu 12/1/22	Thu 12/1/22	
1.3.5	PM Deliverable: Project Management Plan	100%	59 days	Fri 11/4/22	Thu 1/26/23	
1.3.6	Project Management Plan complete	100%	0 days	Thu 1/26/23	Thu 1/26/23	
1.3.7	PM Deliverable: Project Budget	100%	13 days	Thu 12/29/22	Mon 1/16/23	
1.3.8	Project Budget complete	100%	0 days	Mon 1/16/23	Mon 1/16/23	
1.3.9	PM Deliverable: Project Spending Plan	100%	3 days	Tue 1/17/23	Thu 1/19/23	
1.3.10	MILESTONE: Project Spending Plan complete	100%	0 days	Thu 1/19/23	Thu 1/19/23	

WBS	Task Name	% Complete	Duration	Start	Finish	Resource Names
1.3.11	Complete Impact Analysis	100%	1 day	Fri 1/20/23	Fri 1/20/23	
1.3.12	Requirements:	100%	156 days	Fri 7/8/22	Fri 2/10/23	
1.3.13	Complete the Planning Gate R&C Assessment	100%	1 day	Tue 4/5/22	Tue 4/5/22	Linda Lawler
1.3.14	Conduct Lessons Learned Meeting	100%	2 days	Mon 1/23/23	Tue 1/24/23	
1.4	MILESTONE: Planning Phase complete	100%	0 days	Tue 1/24/23	Tue 1/24/23	
1.5	Execution	13%	101 days	Mon 2/6/23	Mon 6/26/23	
1.5.1	Review RFI	30%	25 days	Mon 2/13/23	Fri 3/17/23	Linda Lawler,Stakeholders
1.5.2	Approve RFI	0%	1 day	Mon 3/20/23	Mon 3/20/23	Stakeholders
1.5.3	Record Level Detail Requirements Gathering Completed	14%	101 days	Mon 2/6/23	Mon 6/26/23	
1.5.4	Phase I: RFI Solution Evaluations	0%	26 days	Mon 3/20/23	Tue 4/25/23	
1.5.5	Conduct Lessons Learned Meeting	0%	2 days	Wed 4/26/23	Thu 4/27/23	
1.5.6	Transition to Operations	0%	25 days	Fri 4/28/23	Thu 6/1/23	
1.6	Execution Phase complete	0%	0 days	Tue 5/30/23	Tue 5/30/23	
1.7	Monitoring and Controlling	65%	266 days	Fri 6/24/22	Fri 6/30/23	
1.7.1	Manage Project Schedule	45%	159 days	Mon 8/29/22	Fri 6/30/23	Linda Lawler
1.7.2	Manage Project Costs	100%	119 days	Tue 1/17/23	Fri 6/30/23	Linda Lawler
1.7.3	Manage Project Scope	45%	159 days	Mon 8/29/22	Fri 6/30/23	Linda Lawler
1.7.4	Manage Project Risks	68%	266 days	Fri 6/24/22	Fri 6/30/23	Linda Lawler
1.7.5	Manage Project Issues	68%	266 days	Fri 6/24/22	Fri 6/30/23	Linda Lawler
1.7.6	Manage Decisions	68%	266 days	Fri 6/24/22	Fri 6/30/23	Linda Lawler
1.7.7	Manage Action Items	68%	266 days	Fri 6/24/22	Fri 6/30/23	Linda Lawler
1.7.8	Manage Cybersecurity	68%	266 days	Fri 6/24/22	Fri 6/30/23	Linda Lawler
1.7.9	Conduct Regularly scheduled Status Meetings	53%	183 days	Mon 8/1/22	Fri 6/30/23	Linda Lawler

WBS	Task Name	% Complete	Duration	Start	Finish	Resource Names
1.7.10	Prepare Regularly scheduled Status Reports	64%	240 days	Mon 8/1/22	Fri 6/30/23	Linda Lawler
1.8	Monitoring and Controlling Phase Complete	0%	0 days	Fri 6/30/23	Fri 6/30/23	
1.9	Project Closeout	0%	4 days	Tue 6/27/23	Fri 6/30/23	

IV. Project Spending Plan

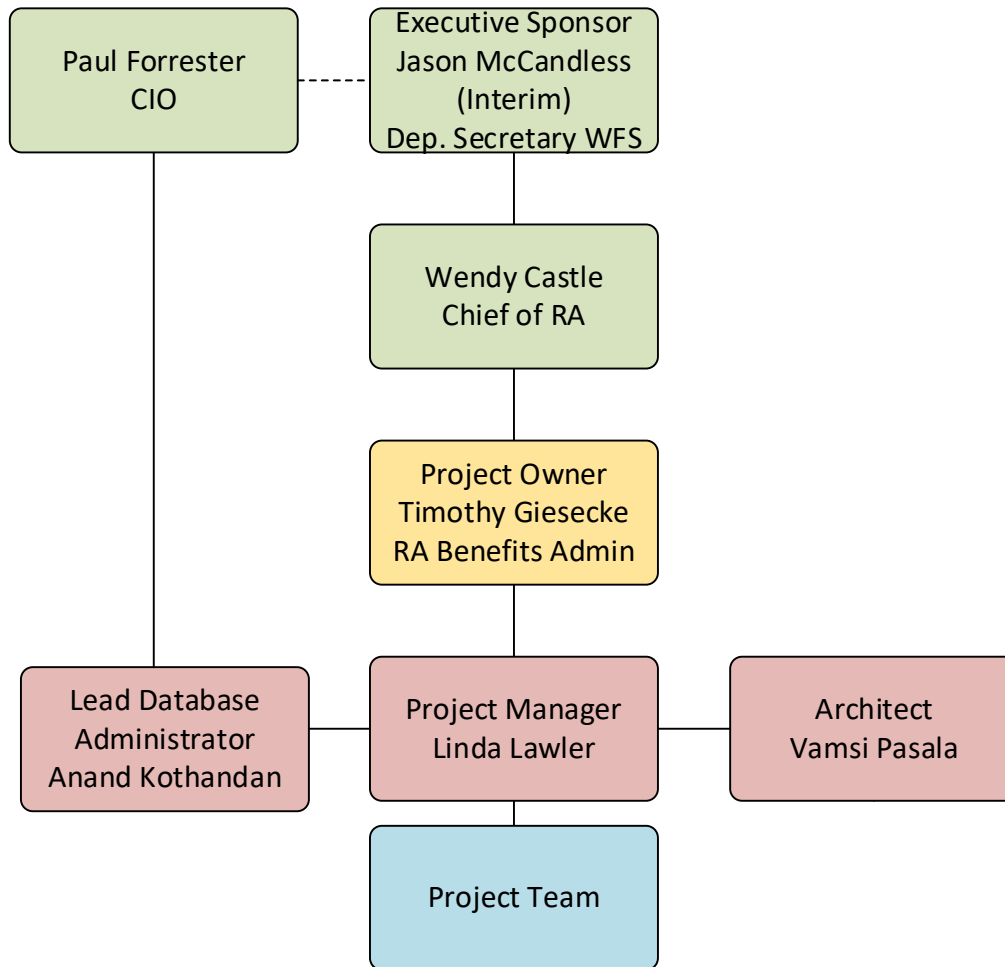
The Archive & Purge project has existing resources assigned, therefore, there is no spend for this project.

FY 2021-22 Expenditures	FY 2022-23 Expenditures
<i>Software: \$0.00</i>	<i>Software: \$0.00</i>
<i>Other OpEx (Vendor Deliverables): \$0.00</i>	<i>Other OpEx (Vendor Deliverables): \$0.00</i>
<i>Other CapEx: \$0.00</i>	<i>Other CapEx: \$0.00</i>

V. Project Organization and Methodology

A. Project Organizational Chart

The Project Manager meets with project stakeholders every week on Request for Information, business rules progress, and to answer general status questions. This meeting is also the forum for escalating issues that require all project stakeholders to resolve together.



B. Project Roles and Responsibilities

The staff mentioned below are instrumental in facilitating the needs of the team so that the project outcome meets expectations.

The project sponsors also work with their direct reports if the team has issues that require elevation.

The Legal and Records Management Liaison works directly with Reemployment Assistance to provide guidance when record series requests may differ from what is allowed legally or by DEO Policy.

Name	Project Role	Responsibility
Jason McCandless (Interim)	Executive Sponsor	<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
Paul Forrester	Project Sponsor/Chief Information Officer (CIO)	<ul style="list-style-type: none"> • Responsible for the Strategy of DEO IT • Responsible for Staffing and Support plans • Responsible for day to day operations • Responsible for working closely with programs on technology needs
Wendy Castle	Project Sponsor/Chief of Reemployment Assistance	<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
Timothy Giesecke	Project Owner/RA Benefits Administrator	<ul style="list-style-type: none"> • Represents the interests of the stakeholders to the DW Team • Monitors project progress • Approves project definition • Approves plans and schedules • Validates project deliverables meet expectations • Tracks project benefit recognition, risk retention and mitigation activities • Acts as liaison between teams and Management for issue escalation and resolution
Linda Lawler	Project Manager	<ul style="list-style-type: none"> • Manages all aspects of the project and ensure compliance with project plan

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> • Monitors project progress and schedule adherence • Completes all documents related to the project • Identifies and manages risks according to the project plan
Vamsi Pasala	Architect and Technical Lead	<ul style="list-style-type: none"> • Responsible for assisting the team(s) in coordinating the most appropriate solution for archiving and purging based on requirements collected. • Assists the team with identifying integration points with other projects and evaluating any risks. • Is available to executive management, the program team, and the project team for technical questions regarding direction of the project and any dependencies/impacts of other projects • Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team. • Has historical knowledge of the Connect system since Go Live
Anand Kothandan	Lead Database Administrator	<ul style="list-style-type: none"> • Responsible for assisting the Enterprise Solution Architect in coordinating the most appropriate solution for archiving and purging based on requirements collected. • Is available to executive management, the program team, and the project team for technical questions regarding direction of the project and any dependencies/impacts of other projects • Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team. • Has years of historical knowledge of the Connect system
Amit Kanaiyalal, Yella Mopuru Tina Peacock	Project Team	<ul style="list-style-type: none"> • Works with the PM in business unit and IT meetings for requirements gathering • Assists the PM in the creation of the Business and Technical Traceability Matrix. • Assists the PM in the creation of and publication of the Request for Information.

C. Project Management Methodology

The path to archiving and purging data requires transparency, excellent communication, and an overall process that supports both.

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 is one of discovery – finding a path toward a sustainable data management strategy. Discovering this path will not result in any changes to the organization.

VII. Project Risk Management Plan

Currently there are no new risks for this project.

Project risks can be raised by anyone on the project. These risks are then entered into the department’s tool where they are discussed during weekly meetings. They are tracked in these meetings until the risk is closed.

Risk meetings, hosted by program management, are attended by sponsors and stakeholders of this project.

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
1.				
2.				
3.				
4.				
5.				

VIII. Capacity Plan

This project does not include the purchase of hardware and software, therefore, capacity planning is not necessary in this phase.



**OPERATIONAL WORK PLAN
FOR
IDENTITY AND ACCESS MANAGEMENT**

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

FISCAL YEAR 2022-2023

QUARTER 3

PREPARED ON 3/01/2023

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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 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

The IAM Project Team will use utilize vendor recommended processes, people, and policies to strengthen and standardize existing IAM for the System.

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.

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
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.
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.
- 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.
- Stale accounts are appropriately expired.
- All accounts meet DEO password/access control requirements.

D. Key Dates

Key Date	Importance and Relevance to the Project
February 8, 2023	Issue purchase order
February 8 to February 27, 2023	Vendor onboarding
May 11, 2023	Vendor completes audit, analysis, and documentation on DEO system
June 2, 2023	Vendor delivers Continuous Modernization Plan and Roadmap
June 9, 2023	Vendor delivers Transition Plan and Project Closeout Report
June 16, 2023	Closeout Phase complete; project complete

E. Major Deliverables

Deliverable ID	Major Deliverable	Deliverable Description
1	Project Kickoff Meeting	The vendor conducts the IAM project kickoff meeting and provides agenda and materials.
2	Project Management Plan	The vendor provides the final version of the PMP after review and approval by DEO
3	Working Sessions, Audit, and Report	The vendor conducts a series of work sessions to discuss, evaluate, and develop IAM processes and requirements. The work sessions are part of the vendor's overall audit of the same, with the report being the output of the audit and working sessions.
4	System Resource Map	The vendor provides an inventory of existing DEO roles, teams, and resources, and documents how existing resources are currently producing deliverables.
5	IAM policies and processes	The vendor analyzes, updates, and creates DEO security policies and processes.

Deliverable ID	Major Deliverable	Deliverable Description
6	IAM Process Roles and Responsibilities	The vendor provides “as is” and “to be” process roles and responsibilities documentation.
7	Identity Governance Model	The vendor reviews existing documentation on applications, roles, access, and responsibilities; updates that documentation; and delivers a final version of that documentation after review and approval by DEO.
8	IAM Continuous Modernization Plan and Roadmap	As part of the transition into continuous improvement, which begins after go-live, the vendor delivers the Continuous Modernization Plan and corresponding roadmap after review and approval by DEO.
9	Transition Plan	As part of the transition into continuous improvement, which begins after go-live, the vendor delivers the Transition Plan after review and approval by DEO.
10	Project Closeout Report	The vendor provides the Project Closeout Report after review and approval by DEO.

F. Major Milestones

Milestone ID	Major Milestone	Milestone Description
1	Project Kickoff Meeting	The vendor conducts the IAM project kickoff meeting and provides agenda and materials.
2	Project Management Plan	The vendor provides the final version of the PMP after review and approval by DEO
3	Working Sessions, Audit, and Report	The vendor conducts a series of work sessions to discuss, evaluate, and develop IAM processes and requirements. The work sessions are part of the vendor’s overall audit of the same, with the report being the output of the audit and working sessions.
4	System Resource Map	The vendor provides an inventory of existing DEO roles, teams, and resources, and documents how existing resources are currently producing deliverables.
5	IAM policies and processes	The vendor analyzes, updates, and creates DEO security policies and processes.
6	IAM Process Roles and Responsibilities	The vendor provides “as is” and “to be” process roles and responsibilities documentation.

Milestone ID	Major Milestone	Milestone Description
7	Identity Governance Model	The vendor reviews existing documentation on applications, roles, access, and responsibilities; updates that documentation; and delivers a final version of that documentation after review and approval by DEO.
8	IAM Continuous Modernization Plan and Roadmap	As part of the transition into continuous improvement, which begins after go-live, the vendor delivers the Continuous Modernization Plan and corresponding roadmap after review and approval by DEO.
9	Transition Plan	As part of the transition into continuous improvement, which begins after go-live, the vendor delivers the Transition Plan after review and approval by DEO.
10	Project Closeout Report	The vendor provides the Project Closeout Report after review and approval by DEO.

G. Key Stakeholders

Key Stakeholder	Project Interest
Meredith Ivey	Acting Secretary, Department of Economic Opportunity
Jason McCandless	Interim Deputy Secretary, Workforce Services
Domenic DiLullo	Chief Technology Officer
Paul Forrester	Chief Information Officer
Allyce Moriak	Chief Financial Officer
Wendy Castle	RA Modernization Program Owner – Business
Nicole Sanislow	RA Modernization Program Manager – Business
Tom Richardson	RA Modernization Program Manager – Strategic Planning Office
Garrick Wright	RA Modernization Program Manager – Information Technology
Mark Miller	Project Owner
Christian Stephens	Project Manager

H. Significant Project Assumptions and Constraints

Project Assumptions

1. The identified requirements are correct and complete.
2. The assigned IT resources possess relevant knowledge and skills to complete the identified tasks.
3. Members of the project team will have access to the necessary tools, hardware, and materials necessary to complete the identified tasks.
4. All relevant stakeholders will attend required status meetings. However, there may be instances where some stakeholders are unavailable to attend.

5. The project sponsor will be responsive and prepared to make decisions regarding the project cost and scope.
6. Funding will be available for necessary procurements, if any.
7. Even though the individual access flows have not been identified/assigned resources, the project is achievable within the allotted time with the available resources.
8. The claimant IAM process already developed and implemented will be compatible with any additional solutions implemented as part of this project.

II. Work Breakdown Structure

WBS	Contract Deliverables Numbers	Task Name
1		◀ IAM
1.1		◀ Initiation
1.1.1		▷ Risk and Complexity Assessment
1.1.2		▷ Deliverable: Project Charter
1.1.3		Project Charter Complete
1.1.4		▷ Project Kickoff Meeting
1.1.5		▷ Conduct Lessons Learned Meeting
1.1.6		Initiation Phase complete
1.2		◀ Planning
1.2.3		▷ Deliverable: Project Schedule
1.2.4		Project Schedule complete
1.2.5		▷ Deliverable: Project Management Plan
1.2.6		Project Management Plan complete
1.2.7		▷ Deliverable: Project Budget
1.2.8		Project Budget complete
1.2.11		▷ Requirements:
1.2.12		Planning Phase complete
1.3		◀ Execution
1.3.1		Begin Execution Phase
1.3.1		▷ Analyze & update existing roles
1.3.3		▷ Procurement

WBS	Contract Deliverab Numbers	Task Name
1.3.2.5		Issue of Purchase Order
1.3.5		▸ Vendor Onboarding
1.3.6	1	▸ DELIVERABLE 1: Project Kickoff Meeting
1.3.7	2	▸ DELIVERABLE 2: Project Management Plan
1.3.8	3	▸ DELIVERABLE 3: Working Sessions, Audit, and Report
1.3.9	4	▸ DELIVERABLE 4: System Resource Map
1.3.10	5	▸ DELIVERABLE 5: IAM Policies
1.3.11	6	▸ DELIVERABLE 6: IAM Process Roles and Responsibilities Documentation
1.3.12	7	▸ DELIVERABLE 7: DEO Identity Governance Model and Directory
1.3.13	8	▸ DELIVERABLE 8: IAM Continuous Modernization Plan and Roadmap
1.3.14	9	▸ DELIVERABLE 9: Transition Plan
1.3.15	10	▸ DELIVERABLE 10: Project Closeout Report
1.3.16		Execution Phase Complete
1.3.17		▸ DEO EA -- Create accounts in Azure B2C for Employers & TPAs
1.4		▸ Monitoring and Controlling
1.4.8		▸ Deliver Weekly Status Update - includes Schedule, Cost, Scope, & RAID
1.4.9		▸ Conduct Weekly Team Meeting
1.4.3		▸ Deliver Monthly Status Update at RA Mod Monthly Meeting
1.2.1		▸ Deliverable: Resource Plan
1.2.9		▸ Deliverable: Project Spending Plan
1.5		Monitoring and Controlling Phase Complete

WBS	Contract Deliverab Numbers	Task Name
1.6		▸ Project Closeout
1.6.1		Schedule Project Closeout Meeting
1.6.5		Conduct Project Closeout meeting
1.6.6		▸ Conduct Lessons Learned Meeting
1.7		Closeout Phase complete

III. Resource Loaded Project Schedule

	WBS	Contract Deliverables Numbers	Task Name	% Complete	Duration	Start	Finish	Predecessors	Success	Resource Names
1	1		◄ IAM	67%	391.75 days	Mon 12/6/21	Fri 6/16/23			
2	1.1		◄ Initiation	100%	54 days	Mon 12/6/21	Fri 2/18/22			
3	1.1.1		▸ Risk and Complexity Assessment	100%	2 days	Mon 12/6/21	Tue 12/7/21			
6	1.1.2		▸ Deliverable: Project Charter	100%	31 days	Tue 12/7/21	Tue 1/18/22			
10	1.1.3		Project Charter Complete	100%	0 days	Thu 12/9/21	Thu 12/9/21	9	16	
11	1.1.4		▸ Project Kickoff Meeting	100%	3 days	Tue 2/15/22	Thu 2/17/22			
15	1.1.5		▸ Conduct Lessons Learned Meeting	100%	3 days	Tue 2/15/22	Thu 2/17/22			
19	1.1.6		Initiation Phase complete	100%	0 days	Fri 2/18/22	Fri 2/18/22	18		
20	1.2		◄ Planning	100%	150 days	Mon 12/6/21	Fri 7/1/22			
21	1.2.3		▸ Deliverable: Project Schedule	100%	53 days	Wed 4/20/22	Fri 7/1/22			
25	1.2.4		Project Schedule complete	100%	0 days	Mon 6/13/22	Mon 6/13/22	24		
26	1.2.5		▸ Deliverable: Project Management Plan	100%	31 days	Mon 3/14/22	Mon 4/25/22			
30	1.2.6		Project Management Plan complete	100%	0 days	Fri 3/25/22	Fri 3/25/22	29		
31	1.2.7		▸ Deliverable: Project Budget	100%	9.71 days	Tue 5/31/22	Tue 6/14/22			
35	1.2.8		Project Budget complete	100%	0 days	Wed 6/15/22	Wed 6/15/22	34		
36	1.2.11		▸ Requirements:	100%	149 days	Mon 12/6/21	Thu 6/30/22			
52	1.2.12		Planning Phase complete	100%	0 days	Thu 6/30/22	Thu 6/30/22	38,51	54	
53	1.3		◄ Execution	47%	246.25 days	Fri 6/17/22	Fri 6/9/23			
54	1.3.1		Begin Execution Phase	100%	0 days	Thu 6/30/22	Thu 6/30/22	52	392,397,3	
55	1.3.1		▸ Analyze & update existing roles	100%	16 days	Wed 8/10/22	Wed 8/31/22			
66	1.3.3		▸ Procurement	96%	160 days	Fri 6/17/22	Tue 2/7/23			
130	1.3.2.5		Issue of Purchase Order	0%	1 day	Wed 2/8/23	Wed 2/8/23	129	132,175,1	Contract Ma

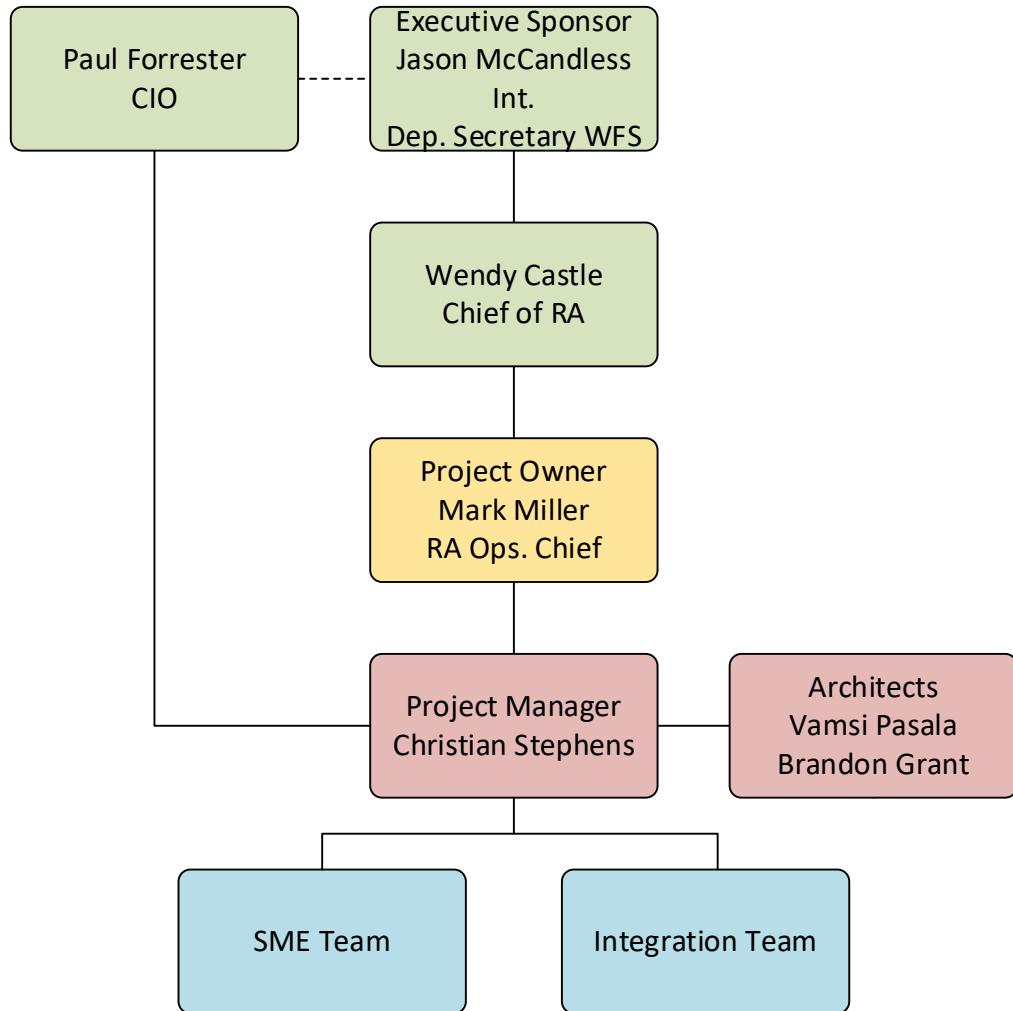
	WBS	Contract Deliverab Numbers	Task Name	% Complete	Duration	Start	Finish	Predecessors	Success	Resource Names
131	1.3.5		▶ Vendor Onboarding	0%	12.5 days	Wed 2/8/23	Mon 2/27/23			
174	1.3.6	1	▶ DELIVERABLE 1: Project Kickoff Meeting	0%	16.25 days	Thu 2/9/23	Fri 3/3/23			
183	1.3.7	2	▶ DELIVERABLE 2: Project Management Plan	0%	21 days	Thu 2/9/23	Thu 3/9/23			
194	1.3.8	3	▶ DELIVERABLE 3: Working Sessions, Audit, and Report	0%	20 days	Mon 2/27/23	Mon 3/27/23			
207	1.3.9	4	▶ DELIVERABLE 4: System Resource Map	0%	12 days	Tue 3/21/23	Thu 4/6/23			
215	1.3.10	5	▶ DELIVERABLE 5: IAM Policies	0%	19 days	Tue 3/21/23	Mon 4/17/23			
226	1.3.11	6	▶ DELIVERABLE 6: IAM Process Roles and Responsibilities Documentation	0%	27 days	Tue 3/21/23	Thu 4/27/23			
237	1.3.12	7	▶ DELIVERABLE 7: DEO Identity Governance Model and Directory	0%	53 days	Mon 2/27/23	Thu 5/11/23			
249	1.3.13	8	▶ DELIVERABLE 8: IAM Continuous Modernization Plan and Roadmap	0%	27 days	Tue 4/25/23	Fri 6/2/23			
260	1.3.14	9	▶ DELIVERABLE 9: Transition Plan	0%	16 days	Tue 5/16/23	Thu 6/8/23			
268	1.3.15	10	▶ DELIVERABLE 10: Project Closeout Report	0%	17 days	Tue 5/16/23	Fri 6/9/23			
276	1.3.16		Execution Phase Complete	0%	0 days	Fri 6/9/23	Fri 6/9/23	275,267,259,248,236	401	
277	1.3.17		▶ DEO EA -- Create accounts in Azure B2C for Employers & TPAs	11%	90 days	Fri 1/27/23	Fri 6/2/23			
283	1.4		▶ Monitoring and Controlling	64%	235 days	Fri 7/1/22	Tue 6/6/23			
284	1.4.8		▶ Deliver Weekly Status Update - includes Schedule, Cost, Scope, & RAID	64%	233 days	Fri 7/1/22	Fri 6/2/23		401	
330	1.4.9		▶ Conduct Weekly Team Meeting	61%	235 days	Fri 7/1/22	Tue 6/6/23	54	401	
378	1.4.3		▶ Deliver Monthly Status Update at RA Mod Monthly Meeting	66%	233 days	Fri 7/1/22	Fri 6/2/23			
391	1.2.1		▶ Deliverable: Resource Plan	100%	4 days	Fri 7/1/22	Wed 7/6/22			
396	1.2.9		▶ Deliverable: Project Spending Plan	100%	4 days	Fri 7/1/22	Wed 7/6/22			
401	1.5		Monitoring and Controlling Phase Complete	0%	0 days	Fri 6/9/23	Fri 6/9/23	276,284,330,390	403	
	WBS	Contract Deliverab Numbers	Task Name	% Complete	Duration	Start	Finish	Predecessors	Success	Resource Names
402	1.6		▶ Project Closeout	0%	5.5 days	Fri 6/9/23	Fri 6/16/23			
403	1.6.1		Schedule Project Closeout Meeting	0%	5 days	Fri 6/9/23	Fri 6/16/23	401	404	PM
404	1.6.5		Conduct Project Closeout meeting	0%	0.25 days	Fri 6/16/23	Fri 6/16/23	403	406	PM,DEO Revi
405	1.6.6		▶ Conduct Lessons Learned Meeting	0%	0.25 days	Fri 6/16/23	Fri 6/16/23			
408	1.7		Closeout Phase complete	0%	0 days	Fri 6/16/23	Fri 6/16/23	407		

IV. Project Spending Plan

FY 2021-22 Expenditures	FY 2022-23 Expenditures
Software OpEx: \$156,880	Software OpEx: \$0.00
Labor OpEx: \$12,500	Labor OpEx: \$161,866.

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Name	Project Role	Responsibility
Jason McCandless	Executive Sponsor	<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
Domenic DiLullo	CTO	<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
Christian Stephens	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

Name	Project Role	Responsibility
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 • 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
Review Team	Documentation Reviewers	<ul style="list-style-type: none"> • Reviews documentation when submitted by Vendor • Contributes subject matter expertise • Completes 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 Experts	<ul style="list-style-type: none"> • Provides expertise in auditing, analyzing, documenting, and recommending IAM technologies

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 Services	High	Medium	Communication with Senior Leadership and Procurement Team(s).	PM/Project Owner/Senior Leadership

VIII. Capacity Plan

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

Project Capacity Planning

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

**REEMPLOYMENT ASSISTANCE SYSTEM MODERNIZATION
2202A SPECIAL CATEGORIES (100270) and Back of Bill (105174)**

Projected Spend Plan Summary

as of 2/28/2023

SFY 2022-2023

Appropriation		SFY 21-22	July	August	September	October	November	December	January	February	March	April	May	June	SFY 22-23	TOTAL	Revert
IV&V	Projected		-	-	-	-	-	-	-	-	77,458.64	-	-	-	77,458.64	\$ 1,102,207	67,792.67
\$ 1,170,000	Actual	\$ 1,024,748.69	-	-	-	-	-	-	-	-	-	-	-	-	-		
Maint & Ops	Projected		728,858.16	436,473.56	698,816.62	469,928.12	469,928.12	1,755,298.37	3,570,096.08	2,544,255.68	2,215,934.97	1,210,388.90	816,388.74	1,308,144.59	11,102,106.80	\$ 19,236,829	83,170.86
\$ 19,320,000	Actual	\$ 8,134,722.34	621,176.79	17,100.00	2,473,903.76	(1,837,715.30)	-	650,859.00	-	3,625,925.36	-	-	-	-	5,551,249.61		
Modernization (GR)	Projected		548,327.37	1,084,142.50	589,168.23	367,171.95	393,051.95	1,643,983.06	1,149,639.05	1,457,403.22	1,042,800.23	1,126,402.29	1,000,145.71	1,000,145.70	7,786,316.50	\$ 15,506,244	3,756.36
\$ 15,510,000	Actual	\$ 7,719,927.14	521,706.29	748,978.60	408,565.70	14,280.00	20,631.82	556,604.61	(33,731.93)	1,379,787.49	-	-	-	-	3,616,822.58		
Modernization (ARPA)	Projected		229,240.00	505,729.25	1,246,802.56	409,460.00	384,460.00	581,847.75	462,850.90	2,697,315.18	12,643,345.03	2,277,441.25	1,044,768.39	11,195,234.00	31,916,076.67	\$ 31,916,077	24,483,923.33
\$ 56,400,000	Actual not charged against 105174	\$ -	101,240.00	160,269.25	828,000.00	281,342.56	-	1,009,582.15	-	2,374,854.05	-	-	-	-	4,755,288.01		
Total Modernization	Projected Total	\$ -	\$ 1,506,426	\$ 2,026,345	\$ 2,534,787	\$ 1,246,560	\$ 1,247,440	\$ 3,981,129	\$ 5,182,586	\$ 6,698,974	\$ 15,979,539	\$ 4,614,232	\$ 2,861,303	\$ 13,503,524	\$ 50,200,366	\$ 67,079,764	\$ 25,320,236
\$ 92,400,000	Actual Total	\$ 16,879,398.17	\$ 1,244,123	\$ 926,348	\$ 3,710,469	\$ (1,542,093)	\$ 20,632	\$ 2,217,046	\$ (33,732)	\$ 7,380,567	\$ -	\$ -	\$ -	\$ -	\$ 13,923,360		

\$ 30,802,758.37

Q1	
Actual	\$5,880,940

Q2	
Actual	\$695,585

Q3	
Projected	\$23,326,374

Q4	
Projected	\$20,979,060

\$36,277,006

EXPENDITURE RECAP

		SFY 21-22	July	August	September	October	November	December	January	February	March	April	May	June	SFY 22-23	TOTAL
100270	Appropriation		\$ 19,120,602												\$ 19,120,602	
	Release	\$ 16,879,398	\$ 2,192,157		\$ 2,192,179			\$ 2,192,190		\$ 8,904,419	\$ 2,192,179				\$ 17,673,124	\$ 34,552,522
	Expenditures	\$ 16,879,398														\$ 16,879,398
	UCMOD (Actual)		\$ 622,946	\$ 909,248	\$ 1,236,566	\$ 295,623	\$ 20,632	\$ 1,566,187	\$ (33,732)	\$ 1,904,029					\$ 6,521,498	
	UCMNT (Actual)		\$ 621,177	\$ 17,100	\$ 2,473,904	\$ (1,837,715)		\$ 650,859		\$ 3,625,925					\$ 5,551,250	
	UCIVV (Actual)															
	UCMNT (Proj)										\$ 2,215,935	\$ 1,210,389	\$ 816,389	\$ 1,308,145	\$ 5,550,857	
	UCMOD (Proj)										\$ 1,042,800	\$ 1,126,402	\$ 1,000,146	\$ 1,000,146	\$ 4,169,494	
	UCIVV (Proj)										\$ 77,459	\$ -	\$ -	\$ -	\$ 77,459	
	FRR21 (Transfer)										\$ (2,904,676)				\$ (2,904,676)	
	Appropriation Balance		\$ 17,876,479	\$ 16,950,131	\$ 13,239,662	\$ 14,781,754	\$ 14,761,122	\$ 12,544,077	\$ 12,577,809	\$ 7,047,854	\$ 6,616,336	\$ 4,279,545	\$ 2,463,010	\$ 154,720		
	Release Balance	\$ 0	\$ 948,034	\$ 21,686	\$ (1,496,604)	\$ 45,488	\$ 24,856	\$ 1	\$ 33,733	\$ 3,408,197	\$ 5,168,858	\$ 2,832,067	\$ 1,015,532	\$ (1,292,758)		
			\$ 0	\$ -	\$ (0)	\$ -										
105174	Appropriation		\$ 56,400,000													
	Release		\$ -							\$ 22,320,608					\$ -	
	UCMNT (Proj)														\$ -	\$ -
	UCMOD (Proj)														\$ -	\$ -
	FRR21 (Trans)										\$ 2,904,676				\$ 2,904,676	\$ 2,904,676
	FRR21 (Proj)	\$ -									\$ 12,643,345	\$ 2,277,441	\$ 1,044,768	\$ 11,195,234	\$ 27,160,789	\$ 27,160,789
	FRR21 (Actual)									\$ 1,850,612					\$ 1,850,612	\$ 1,850,612
	Appropriation Balance		\$ 56,400,000						\$ 56,400,000	\$ 54,549,388	\$ 39,001,367	\$ 36,723,926	\$ 35,679,157	\$ 24,483,923		
	Release Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,469,996	\$ 4,921,975	\$ 2,644,534	\$ 1,599,765	\$ (9,595,469)	\$ (9,595,469)	

EXPENDITURES IN OTHER CATEGORIES

Sum of AMOUNT Row Labels	Column Labels UCIV	UCMNT	UCMOD	Grand Total
40100300				
030000				
021063			23,026.50	23,026.50
030000 Total			23,026.50	23,026.50
040000				
021063			0.00	0.00
040000 Total			0.00	0.00
40100300 Total			23,026.50	23,026.50
40200200				
030000				
000415			40,023.32	40,023.32
030000 Total			40,023.32	40,023.32
040000				
000415		-	-	-
195004		-	-	-
040000 Total		-	-	-
100778				
000415	77,458.64	387,366.75	1,155,194.38	1,620,019.77
195004		14,940.00	42,707.70	57,647.70
100778 Total	77,458.64	402,306.75	1,197,902.08	1,677,667.47
40200200 Total	77,458.64	402,306.75	1,237,925.40	1,717,690.79
Grand Total	77,458.64	402,306.75	1,260,951.90	1,740,717.29

UCIVV SPEND PLAN																																		
PO	Start Date	End Date	Vendor	Contract #	Description	Contract Amount	SFY 21/22 Oblig	July		August		September		October		November		December		January		February		March		April		May		June		SFY 22/23 Oblig	2-Year Cost	
								Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual			Projected
PO2488307	7/30/21	6/30/22	Gartner Group	C3108	IV&V Services for RA Modernization																												-	-
					Deliverable 1a&b- IV&V Management Plan	300,300.00	300,300.00																										-	300,300.00
					Deliverable 22&b- IV&V Schedule	300,300.00	300,300.00																										-	300,300.00
					Deliverable 3 - Ongoing IV&V Monitoring	562,200.00	424,148.69			-			-		-									77,458.64		-		-		-			77,458.64	501,607.33
					Monthly Grand Totals	1,162,800.00	1,024,748.69	-		-		-		-		-		-		-		-		77,458.64		-		-		-		77,458.64	1,102,207.33	

UCMNT SPEND PLAN								July	August	September	October	November	December	January	February		March		April		May		June			
PO	Rec	Start Date	End Date	Vendor	Contract	Description	Contract Amount	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost
TBD	Y	6/1/2023	5/31/2024	SHI	TBD	SHI - Microsoft Dynamics Fraud Protection yr 3	TBD																		650,859.00	650,859.00

PROJECT: Data Warehouse Management

FUNDING: Modernization GR(UCMOD)

STATUS: Complete

PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	July	August	Sept	October	November	December	January	February	March	April	May	June	SFY 22/23 Oblig	2-Year Cost				
								Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual			Projected	Actual	Projected	Actual
BA2F67	Y	12/23/2021	12/22/2022	Insight Public Sector	C3281	Striim Subscription Licensing for Data Warehouse 2-Years	93,096.96								-		-		-		-		-	93,096.96	
C10A4B	Y	12/23/2022	12/22/2023	Insight Public Sector		Striim Subscription Licensing for Data Warehouse 2-Years											93,062.84						93,062.84	93,062.84	
B89955	Y	5/4/2021	5/5/2022	Insight Public Sector	N/A	Tableau Server Core and Tableau Creator Licenses for RA	6,386.33								-		-		-		-		-	6,386.33	
BAF7FD	Y	5/6/2022	5/6/2023	Insight Public Sector	N/A	Tableau Server Core and Tableau Creator Licenses for RA	-	179,023.17											-				179,023.17	179,023.17	
B85E62	Y	12/15/2021	12/14/2023	Carahsoft	N/A	Snowflake Subscription Licensing & Training for Data Warehouse	-																-	-	
							-								-		-		-		-		-	-	
Totals							99,483.29	179,023.17	-	-	-	-	-	-	-	-	-	93,062.84	-	-	-	-	-	272,086.01	371,569.30

PROJECT: .NET and ORM Upgrade
 FUNDING: Modernization GR(UCMOD)
 STATUS: Complete

.NET and ORM Upgrade																																			
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	July		August		September		October		November		December		January		February		March		April		May		June		SFY 22/23 Oblig	2-Year Cost		
								Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual			Projected	Actual
B9D823	N	9/14/2021	9/13/2022	SHI	NA	Visual Studio Licenses 2019 Pro	15,307.50	-		-		-		-		-		-		-		-		-		-		-		-		-		-	15,307.50
							-	-		-		-		-		-		-		-		-		-		-		-		-		-		-	-
Totals							15,307.50	-		-		-		-		-		-		-		-		-		-		-		-		-		-	15,307.50

PROJECT: Strategic Planning Office
 FUNDING: Modernization GR(UCMOD)
 STATUS: In Progress

Strategic Planning Office (SPO)																																			
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	Contract Amount	SFY 21/22 Oblig	July		August		September		October		November		December		January		February		March		April		May		June		SFY 22/23 Oblig	2-Year Cost	
									Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual			Projected
C0219E	Y	10/20/2021	6/30/2022	Beacon Systems	C3186	Strategic Project Office	1,306,920.00	414,835.00						1,332.50																			1,332.50	416,167.50	
B9E799	N	10/5/2021	10/4/2022	Carahsoft	C3232	Configuration Services for ServiceNow for the SPO	560,392.00	323,654.92	51,803.26	53,079.48	36,986.96		36,986.96	7,946.64									62,656.20	62,656.20	-		-		-		-	#####	447,337.24		
C0A158	N	9/15/2022	12/9/2022	Carahsoft	C3232	Configuration Services for ServiceNow for the SPO	139,544.52	-														46,514.84		69,772.26		23,257.42		23,257.42		23,257.42		#####	139,544.52		
BA267D	N	11/17/2021	11/16/2022	SHI		Microsoft Project and Visio Licenses for SPO	10,515.70	10,515.70	-		-		-		-		-		-		-		-		-		-		-		-	-	10,515.70		
BB3166	Y	6/1/2022	9/29/2022	Carahsoft		ITSM Pro ServiceNow add-on	33,491.82	33,491.82	-		-		-		-		-		-		-		-		-		-		-		-	-	33,491.82		
Totals								782,497.44	51,803.26	53,079.48	36,986.96		36,986.96	9,279.14		-		-		-		-		109,171.04	62,656.20	69,772.26	-	23,257.42	-	23,257.42	-	23,257.42	-	#####	1,047,056.78

PROJECT: Reporting
 FUNDING: Modernization GR(UCMOD)
 STATUS: Complete

Reporting						July		August		September		October		November		December		January		February		March		April		May		June		SFY 22/23 Oblig	2-Year Cost		
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost				
BB27EE		5/23/2022	6/30/2022	SHI		FY21-22 SHI-Microsoft Visio Professional 2021 License	-	4,617.63	4,617.63	-		-		-		-		-		-		-		-		-		-		-		4,617.63	4,617.63
						Totals	-	4,617.63	4,617.63	-		-		-		-		-		-		-		-		-		-		-		4,617.63	4,617.63

PROJECT: Staff Augmentation
 FUNDING: Modernization GR(UCMOD)
 STATUS: In Progress

Shared Resource - Staff Augmentation							July	August	September	October	November	December	January	February	March	April	May	June	SFY 22/23 Oblig	2-Year Cost										
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	Name	Contract Amount	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual				
B90805	Y	12/1/2021	6/30/2022	Tal Search Group	C3032	IT Staff Aug - Project Management		205,920.00	78,903.00	18,117.00																18,117.00	97,020.00			
BA2B4F	Y	12/1/2021	6/30/2022	Kyra Solutions	C3141	Database Administrator	Ashok Kumar	206,960.00	86,017.75	22,885.00																	22,885.00	108,902.75		
C00A11		7/1/2022	6/30/2023	Kyra Solutions	C3141	Database Administrator	Ashok Kumar	105,221.25					19,402.50	55,819.50	55,819.50	7,649.25			7,450.00			7,450.00					105,221.25	105,221.25		
B99D49	Y	8/2/2021	6/30/2022	Randstad	C3147	App Dev Analyst		197,600.00	117,990.00																		-	117,990.00		
B99D4E	Y	3/1/2022	6/30/2022	Vitaver	C3148	App Architect		208,000.00	44,600.00																		-	44,600.00		
B9A07B	Y	8/1/2021	6/30/2022	Vitaver	C3164	App Dev Analyst		208,000.00	157,600.00	16,800.00			14,280.00														31,080.00	188,680.00		
B9AA22	Y	8/13/2021	6/30/2022	IT Trailblazers	C3166	Bus Analyst		135,200.00	88,335.00	11,440.00																	11,440.00	99,775.00		
BA237C	Y	10/1/2021	6/30/2022	Tal Search Group	C3194	Program Manager	Steve Garrison	218,400.00	110,827.50	18,243.75																	18,243.75	129,071.25		
C0274B	Y	7/1/2022	6/30/2023	Tal Search Group	C3194	Program Manager	Steve Garrison	91,192.50				19,320.00															91,192.50	91,192.50		
B9DD15	Y	9/22/2021	6/30/2022	Tal Search Group	C3195	Project Manager		191,360.00	100,096.00	19,320.00																	19,320.00	119,416.00		
B9C690	Y	9/1/2021	6/30/2022	V2Soft	C3196	Qual Assurance Analyst		144,664.00	74,401.11	12,240.80																	12,240.80	86,641.91		
B9D5B1	Y	9/16/2021	6/30/2022	3K Technologies	C3197	Business Analyst		145,600.00	94,640.00			12,320.00															12,320.00	106,960.00		
B9DDDD	Y	10/1/2021	6/30/2022	Tal Search Group	C3201	Enterprise Architect		152,880.00	135,583.00	17,297.00																		17,297.00	152,880.00	
B9C690	Y	9/7/2021	6/30/2022	Creative Consulting	C3202	App Architect - Need more info		176,800.00	15,980.00				14,733.33														14,733.33	44,199.99	60,179.99	
B9DE23	Y	9/23/2021	6/30/2022	Ardent	C3223	App Dev Analyst (Scrum Master)		187,200.00	112,680.00	7,920.00																		7,920.00	120,600.00	
BA6B17	Y	1/19/2022	6/30/2022	Vitaver	C3271	App Dev Analyst		88,400.00	57,800.00																			-	57,800.00	
BA989F	Y	2/28/2022	6/30/2022	Randstad	C3292	IT Staff Aug - Qual Assurance Analyst (Tester)		76,960.00	30,414.00	13,024.00																		13,024.00	43,438.00	
BA4EB6		7/1/2021	6/30/2022	NASWA	C3293	Consulting Services	Lou Ansaldi	16,200.00	-				16,200.00														16,200.00	16,200.00		
BABA51	Y	2/21/2022	6/30/2022	3K Technologies	C3299	IT Staff Aug - Bus Analyst (Tech Writer on SDLC - Dev Ops)		74,880.00	40,896.00	12,672.00																		12,672.00	53,568.00	
BAC88E		3/31/2022	6/30/2022	Tal Search Group	C3308	Project Management Specialist	Todd Dzieck	82,160.00	16,906.00	12,482.00																		12,482.00	29,388.00	
C0062A		7/1/2022	6/30/2023	Tal Search Group	C3308	Project Manager Speciaist	Todd Dzieck	55,616.00	-				26,939.00		26,939.00	26,939.00	7,169.25				7,169.25						7,169.25	55,616.00	55,616.00	
BADE51	Y	5/1/2022	6/30/2022	Gejits Infotech Inc.	C3311	IT Staff Aug Business Analyst (Technical Writer), est \$80/hour	Prashanth Penukula	32,785.00	17,264.00	14,608.00																		14,608.00	31,872.00	
C00A12	Y	7/1/2022	6/30/2023	Gejits Infotech Inc.	C3311	IT Staff Aug Business Analyst (Technical Writer), est \$80/hour	Prashanth Penukula	172,640.00			13,280.00				14,386.67		28,967.00	38,927.00	30,108.25			30,108.25					30,108.25	172,640.00	172,640.00	
		7/1/2022	6/30/2023	Pending	C3315	IT Staff Aug - Bus Analyst (Tech Writer on SDLC - Dev Ops)		-	-																			-	-	
BB0559		5/10/2022	6/30/2022	Gejits Infotech Inc.	C3326	Qual Assurance Analyst	Sindhu George	52,200.00	5,400.00	8,906.25																		8,906.25	14,306.25	
C00670		7/1/2022	6/30/2023	Gejits Infotech Inc.	C3326	Qual Assurance Analyst	Sindhu George	34,500.00					22,162.50		13,312.50	13,312.50	10,593.76					10,593.74						34,500.00	34,500.00	
BAF96A		5/6/2022	6/30/2022	Vitaver	C3347	Project Management Specialist	Keshav Bhat	25,200.00	4,608.00	10,368.00		7,488.00																	17,856.00	22,464.00
C003CF		7/1/2022	6/30/2023	Vitaver	C3347	FY 22/23 - IT Staff Aug Project Management Specialist	Keshav Bhat	161,424.00	-				13,417.38		12,096.00	12,096.00	37,332.00				37,332.00						37,332.00	161,424.00	161,424.00	
C02917		7/1/2022	6/30/2023	SGS Technologies	C3351	Applications Architect	Arun Gandla	259,200.00	-				35,200.00	32,000.00	32,000.00	46,400.00	44,400.00				44,400.00						44,400.00	259,200.00	259,200.00	
		7/1/2022	6/30/2023	Pending	C3353	Systems Administrator Filenet Migration		-	-																			-	-	
		7/1/2022	6/30/2023	Pending	C3354	Systems Administrator Filenet Migration		-	-																			-	-	
C00A20		7/1/2022	6/30/2023	Tal Search Group	C3364	Customer Support	Garrick Wright	205,920.00	-			18,612.00			15,840.00	47,520.00	45,243.00	45,243.00	31,556.25			31,556.25					31,556.25	205,920.00	205,920.00	
BAC88D		3/31/2022	6/30/2022	Digital Intelligence Systems	C3368	FY21-22 -DISYS - IT Staff Aug Project Manager		81,120.00	23,166.00	12,519.00																		12,519.00	36,685.00	
C001AC		7/1/2022	6/30/2023	Digital Intelligence Systems	C3368	FY22-23 -DISYS - IT Staff Aug Project Manager	James Cohee	43,836.00			11,349.00		1,248.00	10,452.00	10,452.00	5,196.75					5,196.75						5,196.75	43,836.00	43,836.00	
C004C7	Y	7/1/2022	6/30/2023	Vcave	C3393	Quality Engineer Consultant	Harsha Vuppala	149,760.00				13,248.00			12,186.00	36,480.00	23,040.00	21,492.00	25,708.50			25,708.50					25,708.50	149,760.00	149,760.00	
BB2B49		5/27/2022	6/30/2022	Randstad	C3408	FY 21-22 - Randstad - IT Staff Aug - Applications Architect	Prafuli Konde	20,566.65	1,687.52	17,178.96																		17,178.96	19,406.48	
C00AF7		7/1/2022	6/30/2023	Randstad	C3408	Applications Architect	Prafuli Konde	252,811.59	-			19,195.54		15,187.68	53,974.27	32,906.64	48,094.32	42,583.51				42,583.51					42,583.51	252,811.58	252,811.58	
C02125	Y	7/1/2022	6/30/2023	RamcoTek	C3432	IT Staff Aug - App Dev Analyst	Larissa Lenzemo	195,520.00	-				31,819.00	25,897.00	25,897.00	39,433.00	31,067.00					31,067.00						31,067.00	195,520.00	195,520.00
C0154E		7/1/2022	6/30/2023	Randstad	C3433	Quality Assurance Analyst	Pranjali Raka	153,920.00	-		11,914.00			12,358.00	26,202.17	25,733.50	36,852.00	23,199.00				23,199.00						23,199.00	153,920.00	153,920.00
C01577		7/1/2022	6/30/2023	3K Technologies	C3434	Technical Writer	Prathamesh Hankare	149,760.00	-			13,248.00		24,192.00	34,368.00	21,888.00	21,888.00	22,608.00				22,608.00					22,608.00	149,760.00	149,760.00	
C0742A		10/1/2023	6/30/2023	Tal Search Group	C3435	Project Management Specialist	Todd Dzieck	164,320.00	-				11,376.00	18,257.78	18,257.78	11,376.00	35,392.00				35,392.00						35,392.00	164,320.00	164,320.00	
C0D128		10/24/2022	6/30/2023	Tal Search Group	C3436	Project Management Specialist	Daniel Swaisgood	162,240.00	-					20,280.00	20,280.00	11,856.00	37,596.00				37,596.00						37,596.00	162,240.00	162,240.00	
	Y	7/1/2022	6/30/2023	Pending	C3437	App Dev Analyst		-	-																			-	-	
C01EFB		7/1/2022	6/30/2023	Vitaver	C3438	Applications Development Analyst	Siddhartha Bolisetty	208,000.00	-				17,600.00	41,733.33	24,400.00	24,400.00	41,500.00				41,500.00						41,500.00	208,000.00	208,000.00	
C01EFE		7/1/2022	6/30/2023	IT Trailblazers	C3439	Business Analyst	Priyesh Kumar Patel	135,320.00	-			11,960.00		10,920.00	31,556.67	20,280.00	20,280.00	23,040.00				23,040.00						23,040.00	135,320.00	135,320.00
C004C9		7/1/2022	6/																											

End Date	Vendor	Contract	Description
9/23/2021	SHI	-	Visio Licenses for Business Analysts

PROJECT: Business Process Optimization(BPO)
 FUNDING: Modernization GR(UCMOD) / Modernization ARPA
 STATUS: Complete Pending Payments

MOD GR										July	August	September	October	November	December	January	February	March	April	May	June				
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	Contract Amount	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost
BA778C		2/24/2022	6/30/2022	KPMG	C3256	Deliverable 1 - Kick-off Meeting, Agenda, Presentation, and Minutes	10,000.00	10,000.00								-		-		-		-		-	10,000.00
						Deliverable 2 - Project Management Plan	35,000.00	35,000.00																-	35,000.00
						Deliverable 3 - Staffing Plan	10,000.00	10,000.00																-	10,000.00
						Deliverable 4 - Lessons Learned Collection Process	10,000.00	10,000.00																-	10,000.00
						Totals	65,000.00	65,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	65,000.00

MOD ARPA										July	August	September	October	November	December	January	February	March	April	May	June				
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	Contract Amount	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost
C054D5		7/1/2022	6/30/2023	KPMG	C3256	Deliverable 5 - Conduct Working Sessions	140,000.00	-		84,000.00	56,000.00													140,000.00	140,000.00
						Deliverable 6 - As-Is Reports for Core Claims	200,000.00	80,000.00	40,000.00		80,000.00													120,000.00	200,000.00
						Deliverable 7 - Final As-Is Report	200,000.00	-			200,000.00													200,000.00	200,000.00
						Deliverable 8 - Assessment Report	100,000.00	-			-				100,000.00		100,000.00							100,000.00	100,000.00
						Deliverable 9 - To-Be Business Processes and	160,000.00	-			120,000.00				40,000.00	40,000.00								160,000.00	160,000.00
						Deliverable 10 - Conduct working sessions for	140,000.00	-			28,000.00	28,000.00			56,000.00	56,000.00	28,000.00							140,000.00	140,000.00
						Deliverable 11 - Potential Benefit Analysis	100,000.00	-			100,000.00													100,000.00	100,000.00
						Deliverable 12 - To-Be Report for Core Claims	160,000.00	-	40,000.00						40,000.00	40,000.00	80,000.00							160,000.00	160,000.00
						Deliverable 13 - Final To-Be Reports	200,000.00	-			-				200,000.00		200,000.00		-		-			200,000.00	200,000.00
						Deliverable 14 - Update Previously Developed As-Is Business Process Requirements	100,000.00	-			100,000.00								-		-			100,000.00	100,000.00
						Deliverable 15 - Requirements Management Plan	28,000.00	-							28,000.00		28,000.00		-		-			28,000.00	28,000.00
						Deliverable 16 - Transition Plan	15,000.00	-							15,000.00		15,000.00		-		-			15,000.00	15,000.00
						Totals	1,543,000.00	80,000.00	80,000.00	84,000.00	684,000.00	28,000.00	-	-	-	479,000.00	136,000.00	451,000.00	-	-	-	-	-	1,463,000.00	1,543,000.00
Grand Total							1,608,000.00	145,000.00	80,000.00	84,000.00	684,000.00	28,000.00	-	-	-	479,000.00	136,000.00	451,000.00	-	-	-	-	-	1,463,000.00	1,608,000.00

PROJECT: System Software Integrator
 FUNDING: Modernization GR(UCMOD) / Modernization ARP
 STATUS: In Progress

MOD GR								July	August	September	October	November	December	January	February	March	April	May	June							
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	Contract Amount	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	SFY 22/23 Oblig	2-Year Cost	
BAD55C	N	4/4/2022	6/30/2022	Peraton	C3272	SSI - System Software Integrator																		-	-	
						D1: Project Kickoff Meeting	13,633.50	13,633.50																	-	13,633.50
						D2: Project Management Plan	13,278.70	13,278.70																	-	13,278.70
						D3: Staffing Plan	6,825.40	6,825.40																	-	6,825.40
						Totals	33,737.60	33,737.60																	-	33,737.60

MOD ARPA								July	August	September	October	November	December	January	February	March	April	May	June								
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	Contract Amount	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	SFY 22/23 Oblig	2-Year Cost		
C017A5	N	7/1/2022	6/30/2023	Peraton	C3272	SSI - System Software Integrator		-	-															-	-		
						D4: Technical Requirements	83,422.56	-	-		83,422.56													83,422.56	83,422.56		
						D5: Technical Requirements Working Sessions	94,644.25	-	-			94,644.25												94,644.25	94,644.25		
						D6: Final To Be Technical Requirements Report	97,941.80	-	-									97,941.80						97,941.80	97,941.80		
						D7: Design Documentation	80,333.11	-	-									80,333.11						80,333.11	80,333.11		
						D8: Infrastructure Performance Requirements	42,109.86	-	-									42,109.86						42,109.86	42,109.86		
						D9: Requirements Management Plan	76,269.25	-	76,269.25															76,269.25	76,269.25		
						D10: Architectural Standards	46,986.59	-	-						46,898.59	46,986.59								46,986.59	46,986.59		
						D11: Performance Benchmarks	277,855.28	-	-									277,855.28						277,855.28	277,855.28		
						D12: Architecture Change Control and Approval Process	148,221.12	-	-						148,221.12	148,221.12								148,221.12	148,221.12		
						D13: Oversight and Monitoring Modernization Projects	952,077.12	-	-						119,009.64	238,019.28	238,019.28		119,009.64		119,009.64		238,019.28	952,077.12	952,077.12		
						D14: Integration Testing	905,285.49	-	-														905,285.49	905,285.49	905,285.49		
						D15: Integration	702,775.31	-	-														702,775.31	702,775.31	702,775.31		
						D16: Technology Selection	188,468.40	-	-						188,468.40	188,468.40								188,468.40	188,468.40		
						D17: Procurement Support	250,629.79	-	-						250,629.80	250,629.79								250,629.79	250,629.79		
						D18: Transition Plan	32,103.50	-	-															32,103.50	32,103.50		
						Totals	3,979,123.43		-	76,269.25	-	83,422.56	-	126,747.75	-	753,227.55	872,325.18	238,019.28	-	617,249.69	-	119,009.64	-	1,846,080.08	-	3,979,123.43	3,979,123.43

Grand Total							4,012,861.03	33,737.60	-	76,269.25	-	83,422.56	-	126,747.75	-	753,227.55	872,325.18	238,019.28	-	617,249.69	-	119,009.64	-	1,846,080.08	-	3,979,123.43	4,012,861.03
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PROJECT: Identity Management and Access
 FUNDING: Modernization GR(UCMOD) / Modernization ARPA(FRR21)
 STATUS: In Progress

MOD GR UCMOD							July	August	September	October	November	December	January	February	March	April	May	June	SFY 22/23 Oblig	2-Year Cost				
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost	
B9E6EC	N	9/27/2021	9/27/2022	Insight Public Sector	C3231	WhoAm Consulting Services for BOC for C2C (Phase 1)	150,785.00	6,095.00	-	-	-	-	-	-	-	-	-	-	-	-	-	6,095.00	156,880.00	
Totals							150,785.00	6,095.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,095.00	156,880.00

MOD ARPA FRR21							July	August	September	October	November	December	January	February	March	April	May	June	SFY 22/23 Oblig	2-Year Cost					
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost		
				Insight Public Sector	C3231	WhoAm Consulting Services for BOC for C2C (Phase 1)																-	-		
TBD				TBD		Professional Services - Security Policy and Procedures																695,000.00	695,000.00		
Totals							-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	695,000.00	695,000.00	
Grand Total							150,785.00	6,095.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	701,095.00	851,880.00

PROJECT: CX/UX
 FUNDING: Modernization ARPA(FRR21)
 STATUS: In progress

Incremental CX/UX Mobile-Responsive Software Transformation																				July	August	September	October	November	December	January	February	March	April	May	June	SFY 22/23 Oblig	2-Year Cost
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	Contract Amount	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	SFY 22/23 Oblig	2-Year Cost										
CX/UX Tech																																	
PR186468		2/10/2023	6/30/2025	Strategic Cloud Communications	C3505	D1 Project Kick Off Meeting	330,607.00	-														330,607.00	330,607.00										
						D2 Project Management Plan	811,879.40	-														345,045.17	345,045.17										
						D3 Project Schedule	324,751.20	-														138,018.25	138,018.25										
						D4 Staffing Plan	-	-														-	-										
						D5 Business Continuity Plan	132,243.00	-									132,243.00					132,243.00	132,243.00										
						D6 Infrastructure Report	324,751.20	-								324,751.20						324,751.20	324,751.20										
						D7 Performance Requirements	-	-														-	-										
						D8 Joint Application Development Sessions	1,232,886.40	-														23,101.09	485,951.09	485,951.09									
						D9 Requirements Report	492,903.35	-										492,903.35					492,903.35	492,903.35									
						D10 Requirements Management Plan	66,121.00	-														66,121.00	66,121.00	66,121.00									
						D11 Design Specifications Document	811,879.30	-															811,879.30	811,879.30									
						D12 Detailed Technology Projects Screen and Design Documents	487,128.15	-															198,364.00	198,364.00									
						D13 System Architecture and Design Document	324,751.20	-															324,751.20	324,751.20									
						D14 Interface Design Description and Integration Specification Document	324,751.00	-															324,751.00	324,751.00									
						D15 Interface Control Document	324,751.20	-															324,751.20	324,751.20									
						D16 Architectural Review Document	324,751.00	-															324,751.00	324,751.00									
						D17 Data Conversion Strategy Document	-	-															-	-									
						D18 Business Rules Catalog	288,764.10	-															144,382.05	144,382.05									
						D19 Reemployment Assistance Interfaces	487,128.10	-															487,128.10	487,128.10									
						D20 Continuous Modernization Strategic Roadmap	-	-															-	-									
						D21 Installation and Configuration Plan	-	-															-	-									
						D22 Migration Strategy	-	-															-	-									
						D23 Testing Plan	487,128.10	-															207,026.92	207,026.92									
						D24 Test Results Report	324,751.20	-															132,243.00	132,243.00									
						D25 Operational Readiness Test Plan and Schedule	324,751.20	-															132,243.00	132,243.00									
						D26 Lessons Learned Document	-	-															-	-									
						D27 User Manual	324,751.20	-															-	-									
						D28 Operating Procedures	324,751.20	-															-	-									
						D29 Training Materials	324,751.20	-															-	-									
						D30 Business Rules Engine	872,146.30	-															-	-									
						D31 Integration Platform Solution	1,948,511.60	-															1,948,511.60	1,948,511.60									
						D32 Mobile Responsive User Interface	4,221,772.40	-															4,221,772.40	4,221,772.40									
						Maint & Ops	10,360,372.00	-															-	-									
C141FF		2/10/2023	6/30/2025	Strategic Cloud Communications	C3505	Mulesoft	2,252,320.84	-															563,080.21	563,080.21									
								-															-	-									
								-															-	-									
Totals								-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,461,275.04	12,461,275.04									
CX/UX Comms																																	
C127FC		1/10/2023	6/30/2024	KPMG	C3606	D1: Project Kickoff Meeting	15,000.00	-															10,000.00	10,000.00									
						D2: Project management Plan	52,500.00	-																35,000.00	35,000.00								
						D3: Project Schedule	45,000.00	-																30,000.00	30,000.00								
						D4: Public Relations Material	400,000.00	-																200,000.00	200,000.00								
						D5: Outreach Campaign	400,000.00	-																200,000.00	200,000.00								
C11757		1/10/2023	6/30/2024	Beacon Systems, Inc	C3630	D1: Project Kick-off Meeting	-	-																-	-								
						D2: Project Management Plan	-	-																-	-								
						D3: Project Schedule	-	-																-	-								
						D4: Content Design Sessions	1,220,084.95	-																621,732.60	621,732.60								

					D5: Logo Development and Brand Guidelines	266,162.30	-										138,162.80						138,162.80	138,162.80	
					D6: Plain Language Development and Translation \$621,732.60 Total	1,183,465.95	-										152,607.12		152,607.12		50,869.04		356,083.28	356,083.28	
					Totals		-	-	-	-	-	-	-	-	-	696,732.60	-	290,769.92	-	152,607.12	-	450,869.04	-	1,590,978.68	1,590,978.68

					Grand Total		-	-	-	-	-	-	-	-	-	5,637,246.81	-	915,916.27	-	181,483.46	-	7,317,607.18	-	14,052,253.72	14,052,253.72
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PROJECT: Security Architecture Review

FUNDING: Modernization ARPA(FRR21)

STATUS: Complete

Security Architecture Review Services (SAR)						July	August	September	October	November	December	January	February	March	April	May	June	SFY 21/22 Oblig	SFY 22/23 Oblig	2-Year Cost				
PO	Rec	Start Date	End Date	Vendor	Contract	Description	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 21/22 Oblig	2-Year Cost
C097B5		4/15/2022	4/14/2023	EY	C3257	Consultant Services	-	-					-		-		-		-		-		-	-
						D1: Project Plan	21,240.00																21,240.00	21,240.00
						D3: Assessment of Security Controls Report				169,920.00													169,920.00	169,920.00
						D4: Skills and Capabilities Assessment					106,200.00												84,960.00	84,960.00
						D5: Security Controls & Implementation Roadmap					84,960.00												106,200.00	106,200.00
						D6: Training and Capabilities Improvement Plan	-				42,480.00		-		-		-		-		-		42,480.00	42,480.00
						Totals	-	21,240.00		169,920.00		233,640.00		-		-		-		-		-	424,800.00	424,800.00

PROJECT: SDLC Cloud OPS
 FUNDING: Modernization ARPA(FRR21)
 STATUS: In Progress

SDLC - DevOps						July	August	September	October	November	December	January	February	March	April	May	June								
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost
C10EB1		12/15/2022	6/30/2023	Insight Public Sector		SonarQube Enterprise Edition	-							55,851.06		55,851.06		-		-		-		55,851.06	55,851.06
C0A929	Y	10/1/2022	6/30/2023	CRI Advantage		ServiceNow Software License Subscriptions	-							374,598.27	374,598.27	-		-		-		-		374,598.27	374,598.27
Totals							-						430,449.33	374,598.27	55,851.06	-	-	-	-	-	-	-	430,449.33	430,449.33	

PROJECT: IV&V for Modernization
 FUNDING: Modernization ARPA(FRR21)
 STATUS:

IV&V Services for RA Modernization								July	August	September	October	November	December	January	February	March	April	May	June	SFY 21/22 Oblig	SFY 22/23 Oblig	2-Year Cost			
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	Contract Amount	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 21/22 Oblig	2-Year Cost		
EP2435	N	7/30/2021	6/30/2022	Gartner	C3454	IV&V Services for RA Modernization	2,436,060.00						644,449.10	644,448.60	644,448.60	229,432.46		229,432.46		229,432.46		458,864.92	2,436,060.00	2,436,060.00	
							406,980.00															406,980.00	406,980.00		
Totals								-	-	-	-	-	644,449.10	-	644,448.60	644,448.60	229,432.46	-	229,432.46	-	229,432.46	-	865,844.92	2,843,040.00	2,843,040.00

PROJECT: SOA and API Layer
 FUNDING: Modernization ARPA(FRR21)
 STATUS: Continuous Mod

SOA and API Later							July	August	September	October	November	December	January	February	March	April	May	June								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
	Y	12/22/2021	7/31/2022			API Layer Software Tool - ISF Estimate	-							-		-		-					-	-	-	
	Y		7/31/2022			Configuration/Professional Services	-											-		-			-	-	-	
							-							-		-		-					-	-	-	
						Totals	-							-		-		-					-	-	-	

PROJECT: Archive and Purge

FUNDING: Modernization ARPA(FRR21)

STATUS: Continuous Mod

Archive and Purge							July	August	September	October	November	December	January	February	March	April	May	June					
PO	Rec	Start Date	End Date	Vendor	Contract	Description	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost
						Archive Software/Hardware Tool - ISF Estimate	-															-	-
						Configuration/Professional Services	-															-	-
							-							-		-		-		-		-	-
						Totals	-							-		-		-		-		-	-

PROJECT: Master Data Management
 FUNDING: Modernization ARPA (FRR21)
 STATUS:

Master Data Management and Interoperability							July	August	September	October	November	December	January	February	March	April	May	June							
PO	Rec	Start Date	End Date	Vendor	Contract	Description	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost
							-																	-	-
							-																	-	-
							-							-		-		-		-				-	-
						Totals	-							-		-		-		-				-	-

PROJECT: Security Architecture Audit
 FUNDING: Modernization ARPA(FRR21)
 STATUS:

Security Architecture Audit Project							July	August	September	October	November	December	January	February	March	April	May	June								
PO	Rec	Start Date	End Date	Vendor	Contract	Description	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj Cost	SFY 22/23 Actual	2-Year Cost
						Does not start until FY 22/23 - ISF Estimate	-																	-	-	-
							-							-		-		-		-				-	-	-
						Totals	-							-		-		-		-				-	-	-

Date	Project	Source	PO/Contract	Description	Net Change
8/24/2022	Security Architecture Review Services	ARPA		Adjusted deliverable payout projections/ no cost change	-
8/24/2022	System and Software Integrator	UCMOD		Adjusted deliverable payout projections/ no cost change	-
9/1/2022	UCMNT	UCMNT	BAF9D7	Increased cost	55,793.28
9/1/2022	UCMNT	UCMNT	BAAF2A	Removed projection / Charged to RA Operations	(340,108.87)
9/8/2022	SDLC Dev OPS	ARPA	PR88502	Added Service Now License Projection	374,598.27
9/12/2022	UCIVV	UCIVV	C3108	Reduced Projection to match contract amount	(7,200.00)
9/12/2022	UCMNT	UCMNT	C3390	Reduced Projection / Not yet procured	(16,421.83)
9/12/2022	Shared Resouce - Aug	UCMOD	C3315	Removed August and September Projection - Not Filled	(31,200.00)
9/12/2022	Shared Resouce - Aug	UCMOD	C3354	Removed August and September Projection - Not Filled	(31,200.00)
9/12/2022	Cloud Migration	UCMOD	C3501	Added contract & replaced old projection for Open Text Software	74,179.52
9/12/2022	UCMNT	UCMNT	C0869C	Added contract & replaced old projection for Open Text Licenses	12,786.78
9/12/2022	UCMNT	UCMNT	C086F1	Added contract & replaced old projection for Open Text Support	7,938.26
9/23/2022	UCMNT	UCMNT	C3477 / C01823	Added new contract and updated projection for Azure Cloud Services(Commercial)	(50,000.00)
9/23/2022	UCMNT	UCMNT	PR88502	Added actual PR and updated projection	5,598.27
10/5/2022	UCMNT	UCMNT	C3415 / C032E6	Added FY 22/23 PO and adjusted projection to actual contract amount	(68,451.98)
10/5/2022	UCMNT	UCMNT	C3476 / C0B09F	Added FY 22/23 PO and replaced old projection	1,480,000.00
10/5/2022	UCMNT	UCMNT	B93501	Reduced projection based on usage volume	(72,000.00)
10/10/2022	UCMNT	UCMNT	Staff Aug	Removed 1st Q projections on positions not yet filled	(217,790.64)
10/10/2022	UCMNT	UCMNT	C3415/C032E6	Funding with RA Ops	(176,800.00)
10/10/2022	Shared Resouce - Aug	UCMOD	Multiple	Removed 1st Q projections on positions not yet filled	(73,514.76)
10/10/2022	UCMNT	UCMNT	Staff Aug	Funding with RA Ops	(542,961.04)
10/10/2022	RA Help Center	ARPA	N/A	Removed 1st Q projections	(300,000.00)
11/9/2022	RA Help Center	ARPA	N/A	Removed projection	(900,000.00)
12/2/2022	Master Data Management	ARPA		Adjusted deliverable payout projections/ no cost change	-
12/2/2022	CX/UX	ARPA		Adjusted deliverable payout projections/ no cost change	-
12/2/2022	Archive and Purge	ARPA		Adjusted deliverable payout projections/ no cost change	-
12/2/2022	SOA API Layer	ARPA		Adjusted deliverable payout projections/ no cost change	-
12/2/2022	IV&V for MOD	ARPA		Adjusted deliverable payout projections/ no cost change	-
12/2/2022	Shared Resouce - Aug	UCMOD	C3621	Added Contract for System Admin	183,040.00
12/2/2022	Shared Resouce - Aug	UCMOD	C3616	Added Contract for NASWA Consulting Services	32,400.00
12/2/2022	Shared Resouce - Aug	UCMOD	C3315	Removed projection	(140,400.00)
12/9/2022	UCMNT	UCMNT	PR121649	Added Alteryx Server sandbox 1 year Coverage Dates August 28, 2022 - August 27, 2023	12,301.00
12/9/2022	UCMNT	UCMNT	BAAF2A	Removed Box.com license projection(charged to Operations)	(210,646.21)
12/9/2022	UCMNT	UCMNT	BAC3E0	Removed Projection	(187,200.00)
12/9/2022	UCMNT	UCMNT	BA274B	Removed Projection	(75,659.60)
12/16/2022	Security Architecture Audit Pro	ARPA		Removed Projection	(374,544.12)
12/16/2022	Cloud Migration	ARPA		Added Projection IBM CloudPak(Filenet)	396,520.80
12/16/2022	Identity Access and Management	ARPA		Removed Savyint	(7,718,208.01)
12/16/2022	Cloud Migration	ARPA		Added tool projection	695,000.00

Back of Bill

	Category	
RA Modernization	100270	Grant
Maint & Ops	19,320,000	UCMNT
Modernization	15,510,000	UCMOD
IV&V	1,170,000	UCIVV
	36,000,000	

2202A SPECIAL CATEGORIES

REEMPLOYMENT ASSISTANCE SYSTEM MODERNIZATION

FROM GENERAL REVENUE FUND 36,000,000

From the funds in Specific Appropriation 2202A, \$36,000,000 in nonrecurring funds from the General Revenue Fund is provided for the modernization of the reemployment assistance system that complies with section 282.206, Florida Statutes. Of these funds, \$19,320,000 is provided for increased maintenance and operations of the system, \$15,510,000 is provided for system modernization, and \$1,170,000 is provided to competitively procure a private sector provider with experience in conducting independent verification and validation (IV&V) services of public sector information technology projects to provide IV&V services for all department and vendor staff working to modernize and maintain the system. From these funds, \$31,170,000 shall be held in reserve, and \$4,830,000 is released to the department for ongoing maintenance and operations. The department is authorized to submit quarterly budget amendments requesting release of these funds pursuant to the provisions of chapter 216, Florida Statutes, and based on the department's planned quarterly expenditures. Release is contingent upon the procurement of the IV&V vendor and the approval of a detailed operational work plan and monthly spend plan that identifies all work activities and costs budgeted for Fiscal Year 2021-2022.

Quarterly IV&V reports shall include technical reviews of project deliverables submitted or accepted within the reporting period and assessments of the department's project management and governance. The IV&V contract shall require that all deliverables be simultaneously submitted to the executive director of the department, the Executive Office of the Governor's Office of Policy and Budget, the chair of the Senate Appropriations Committee, the chair of the House Appropriations

Committee, and the Florida Digital Service. The contracted provider shall be made readily available to provide all project related data to the Florida Digital Service in support of their project oversight responsibilities pursuant to section 282.0051, Florida Statutes. The department shall provide monthly project status reports to the Executive Office of the Governor's Office of Policy and Budget, the chair of the Senate Appropriations Committee, the chair of the House Appropriations Committee, and the Florida Digital Service. Each status report must include ongoing system maintenance activities and progress made to date for each project milestone, deliverable, and task order, planned and actual completion dates, planned and actual costs incurred, and any current project issues and risks.

RA Modernization - Back of Bill

Modernization

56,400,000

TOTAL Modernization
71,910,000

Back of the Bill

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.