

SECTION I — PROJECT SUMMARY

Table I – Project Summary			
Agency/Department Information		TRW Information	
Executive Sponsor:	Cynthia Lorenzo	Received Date:	
Project Managers:	Ron McCranie (AWI)/Andy Loveland (North Highland)	Status Meeting Date:	
Project Director:	Tom McCullion (Information Systems of Florida)	TRW Analyst:	
Answer the following questions based on the last submitted Operational Work Plan.		YES	NO
Is the project currently on schedule?		YES	
Do you expect the project to complete on schedule?		YES	
Are there any scope changes?			NO
Are there any risks or issues that the agency is not successfully managing?			NO
Is the project currently within budget?		YES	
Do you expect the project to remain within budget?		YES	

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

N/A

2) If the project is not on budget, briefly explain why you do not expect the project to remain within budget and what the agency can do, if anything, to bring the project back within budget.

N/A

3) Briefly summarize the impact of any necessary scope changes identified in Section II-D of this report.

N/A

SECTION II — PROJECT PROGRESS

A. Project Milestones & Deliverables Accepted or in Progress this Reporting Period

From the last submitted Operational Work Plan (OWP), list in the following table the major milestones and deliverables that are in progress, accepted, or scheduled for acceptance during this reporting period and the next. Also list major milestones and deliverables that occurred but were not scheduled in the OWP during the reporting period. Identify the status of each line item and explain any actual or anticipated variance greater than 5% in planned vs. actual dates.

Table II-A — Project Milestones & Deliverables this Reporting Period

Major Deliverable/Milestone & Description	Planned Start Date	Planned Acceptance Date	Actual Acceptance Date	Status/Variance Explanation/Comment
Current State Business Process Analysis & Documentation	8/25/09	11/04/09		
IV&V RFP	10/12/09	11/30/09		Not in OWP project plan – done in conjunction with the ELIS project
Future State Business Process Analysis & Documentation	10/23/09	12/22/09		

B. Major Project Tasks & Activities Accepted or in Progress this Reporting Period

From the last submitted OWP, list in the following table the tasks and activities from the project's work breakdown structure that are in progress, accepted or scheduled for acceptance during this reporting period. Explain any actual or anticipated variance greater than 5% in planned vs. actual dates.

Table II-B — Major Project Tasks & Activities this Reporting Period

Task/Activity Item & Description	Planned Start Date	Planned Acceptance Date	Actual Acceptance Date	Status/Variance Explanation/Comment
Current State Business Process Interviews	8/25/09	10/14/09	10/14/09	
Request For Information	9/14/09	11/09/09	11/09/09	Oral Presentations held 11/12-18
Site Visits (Ft. Lauderdale & Orlando)	10/12/09	10/14/09	10/14/09	
Current State Business Process Workshops	10/14/09	10/20/09	10/21-22/09	
Current State Business Process Documentation	10/20/09	11/04/09		
Future State Business Process Improvement Interviews	10/23/09	12/14/09		

C. Reports & System Interfaces Accepted or in Progress this Reporting Period

From the last submitted OWP, list in the following table the reports and system interfaces that are in progress, accepted or scheduled for acceptance within this reporting period. Indicate whether each item meets federal, state, or local reporting requirements. Explain any actual or anticipated variance greater than 5% in planned vs. actual dates.

Table II-C — Reports & System Interfaces this Reporting Period

Report/System Interface & Description	Planned Start Date	Planned Acceptance Date	Actual Acceptance Date	Status/Variance Explanation/Comment
None				

D. Scope Changes Identified this Reporting Period

List in the following table any changes from the original project objectives and deliverables that impact the project schedule or budget. Items listed should be all scope changes identified during this reporting period, including those that may impact the project in later reporting periods.

Table II-D — Scope Changes this Reporting Period					
Scope Change Description	Cost Impact		Schedule Impact		Explanation of Need and Cost/Schedule Change Impact
	Yes/No	Cost	Yes/No	Schedule Change	
None					

SECTION III — PROJECT ISSUES

An issue is an immediate problem that requires resolution or an important, unanswered question related to the project. Issues can roll in/out as they arise and are dealt with by the project team. Issues can be operational, functional, or technical in nature (e.g. user satisfaction/buy-in, process change requirements, training attendance, reporting, deployment, and staff acquisition), and may impact the project’s timeline, resources, and/or quality of deliverables. Unlike a risk, the project team can usually resolve an issue.

Project Issues this Reporting Period

List in the following table any problems requiring immediate resolution. Items listed should include all open issues and those resolved within this reporting period, as well as issues identified during this reporting period, including those that may impact the project in later reporting periods.

Table III — Project Issues					
Issue Description	Status (Open/Closed)	Project Impact	Resolution Approach	Resolution Date	Owner
None					

SECTION IV — PROJECT RISKS

Risks are factors that may cause a failure to meet the project’s objectives. Risks usually relate to future events which may not be under the control of the project team and usually cannot be eliminated. Major risks must be mitigated throughout the project lifecycle. Examples of risks include statutory changes, stakeholder resistance, budget reduction, project size/complexity, project duration, project cost, process change requirements, and contractor reliance.

Project Risks this Reporting Period

List in the following table any factors that may cause a failure to meet the project’s objectives. Items listed should include all risks recurring within this reporting period, as well as all risks identified during this reporting period.

Table IV — Project Risks					
Risk Description	Probability of Occurrence	Risk Tolerance Level	Mitigation Strategy	Mitigation Status	Owner
<p>1) Medium Risk: Sign-off on project objectives has not been received by all stakeholders; lack of consensus and understanding of core objectives could erode stakeholder support</p> <p><i>OWP incorporates the objectives and has been accepted by the project management team and communicated out to all stakeholders for this phase of the project.</i></p> <p><i>* - These project risks were copied from the Project Risk and Mitigation Table from the Schedule IV-B Feasibility Study. They have been adapted for this phase of the project.</i></p>	High	Low	<ul style="list-style-type: none"> Ensure that project objectives are clearly stated in the Project Charter, and that the charter is signed by all stakeholders. Complete Implement a communications plan to ensure stakeholder support and involvement throughout project - positive expectations must be nurtured through regular communication and feedback. Complete Executive Steering Committee and the Project Management Team will provide coordination between the project and stakeholders. Complete Begin Organizational Change Management prior to the project start and make it an integral, ongoing part of the project. Complete 	Closed	AWI Project Sponsor; AWI Project Director

Table IV — Project Risks					
Risk Description	Probability of Occurrence	Risk Tolerance Level	Mitigation Strategy	Mitigation Status	Owner
<p>7) Communication channels and key messages have not yet been established; lack of effective project communication could erode project support</p> <p><i>Have initiated Project Kick-off meetings with all stakeholders and planning follow-up meetings with key organizations (Revenue, Workforce, etc.). Producing a regular Project Update Newsletter. Getting active involvement of the Agency Director, UC Program Director and key management staff and full engagement of the Executive Steering Committee. Regular open meetings with TRW, OPB and Legislative teams.</i></p>	High	Low	<ul style="list-style-type: none"> • Develop and execute a comprehensive communication plan for providing targeted and timely communications to stakeholders. Complete • Ensure that the communication plan promotes the collection and use of feedback from management, the project team, as well as internal and external stakeholders. Complete • Identify and document all communication channels. Complete • Identify and document all affected stakeholders. Complete • Identify and document all key messages, message outcomes and success measures. Complete • Identify and assign needed staff resources. Complete • Emphasize and execute proactive communication forums for all stakeholders - positive expectations must be nurtured through regular communication and feedback. Complete 	Closed	<p>AWI Project Director;</p> <p>AWI Project Sponsor;</p> <p>AWI Executive Mgmt</p>
<p>8) Communication channels will include agencies outside of AWI; failure to communicate effectively with external entities could result in implementation delays and negative publicity for the Agency</p> <p><i>See #7.</i></p>	High	Low	<ul style="list-style-type: none"> • Ensure that the Communication Plan addresses communication with external agencies. Complete • Emphasize early and frequent communication. Complete • Involve affected agencies in requirements process. Complete 	Closed	<p>AWI Project Director;</p> <p>AWI Project Sponsor;</p> <p>AWI Executive Mgmt</p>

Table IV — Project Risks					
Risk Description	Probability of Occurrence	Risk Tolerance Level	Mitigation Strategy	Mitigation Status	Owner
11) Due to the current UC workload, AWI subject matter experts will be dedicated 50% or less to the project	High	Medium	<ul style="list-style-type: none"> ● Project managers and analysts will be as flexible as possible when scheduling meetings or JAD sessions. <i>Ongoing</i> ● All project meetings and JAD sessions will have clear and documented objectives, and should include only SMEs that are required to achieve those objectives. <i>Complete</i> ● Adequate time will be provided for the review and approval of project deliverables. <i>Complete</i> ● All training and testing activities involving SMEs will be thoroughly planned and efficiently executed. <i>Complete</i> ● AWI Executive Management will regularly acknowledge SMEs for their contributions to the project. <i>Complete</i> 	Open	AWI Project Director; Phase 2 Vendor Project Manager; AWI Executive Mgmt
12) The Agency does not have the necessary knowledge, skills and abilities to staff the project team with in-house resources <i>Have secured the services of an experienced systems and business process analysis vendor (North Highland) and a seasoned Project Director. Currently working to bring on a qualified IV&V vendor.</i>	Medium	Low	<ul style="list-style-type: none"> ● The Agency will use the state’s competitive procurement process to engage qualified and reputable vendors who are able to provide the necessary knowledge, skills and abilities. 	Open	AWI Project Director; AWI Project Sponsor

Table IV — Project Risks					
Risk Description	Probability of Occurrence	Risk Tolerance Level	Mitigation Strategy	Mitigation Status	Owner
13) Inadequate project management and oversight could result in project time and cost overruns	Medium	Low	<ul style="list-style-type: none"> • An experienced, full-time AWI Project Manager will be assigned to the project. Complete • A Project Management Office will be established for the duration of the project to ensure industry best practices in project management or employed. Complete • Additional project oversight will include IV&V, Quality Assurance, and an Executive Steering Committee. In process (IV&V) • Well defined Risk Mitigation strategies will be developed for all identified project risks. Complete • All project plans, risks and issues will be continuously reviewed and refined as the project progresses. In process • The project schedule will include multiple checks and balances to ensure the project is meeting expectations and allocated timelines. In process • The potential for cost overruns will be minimized by executing stringent change control and scope management practices. Complete 	Open	AWI Project Director; Phase 2 Vendor Project Manager
14) The fact that many stakeholders are dispersed across the state in call centers and remote locations will make project communication more challenging; the result could be missed requirements and/or unreasonable expectations <i>In addition to the Communications Plan being executed there will be on-site visits to both the Ft. Lauderdale and Orlando centers.</i>	High	Low	<ul style="list-style-type: none"> • Ensure communication plan addresses statewide communication. Complete • Make communication among team members a priority and provide equal opportunities for remote team members to participate meaningfully. Complete • Facilitate remote participation by employing collaborative tools such as conference calls, video-conferencing and web-enabled project management tools. Complete • Provide training regionally and develop a regional or local strategy for providing user support at start-up and beyond. Complete 	Closed	AWI Project Director; Phase 2 Vendor Project Manager

Table IV — Project Risks					
Risk Description	Probability of Occurrence	Risk Tolerance Level	Mitigation Strategy	Mitigation Status	Owner
15) Several external agencies could be impacted by this project; failure to communicate with these entities throughout all phases of the project could result in implementation delays and negative publicity for the Agency <i>See #7 & 8.</i>	High	Low	<ul style="list-style-type: none"> • Ensure that the Communication Plan addresses communication with external agencies. <i>Complete</i> • Emphasize early and frequent communication. <i>Complete</i> • Involve affected agencies in requirements process. <i>Complete</i> 	<i>Closed</i>	AWI Project Director; Phase 2 Vendor Project Manager

SECTION V — PROJECT SPENDING PLAN
THROUGH AUGUST 2009

The project spending plan portion of the status report consists of this section and an Excel worksheet. After first updating the Excel project spending plan, complete this section based on the worksheet. Also provide the same information planned for the next reporting period.

- A. Discuss the major project costs incurred by the project for this reporting period.
Payment for Operational Work Plan: \$44,118 (\$49,020 less 10% Holdback)
Ongoing Project Management Services.
- B. Identify the major project costs planned for the next reporting period.
Ongoing Project Management Services.
- C. Specify planned project costs vs. actual project costs based on the last submitted OWP. For the major categories, provide the following information:
1. **Staffing**
 - i. State FTE positions: None
 - ii. OPS positions: None
 - iii. Contractor positions:

This Period:	(7) North Highland – Deliverables based costing (1) Information Systems of Florida (Project Director) Planned: \$24,800 Actual: \$28,055
Next Period:	(7) North Highland – Deliverables based costing (1) Information Systems of Florida (Project Director) Planned: \$24,800 (TBD) IV&V Planned: \$24,000 (<i>will not expend</i>)
 2. **Deliverables**
 - i. This period: Operational Work Plan – Planned & Actual: \$44,118 (\$49,020 less 10% Holdback)
 - ii. Next Period: None.
 3. **Major Project Tasks**
N/A *from a funding perspective.*
 4. **Hardware**
N/A
 5. **COTS Software**
N/A
 6. **Miscellaneous Equipment**
N/A
 7. **Other major project costs**
N/A
 8. **Progress payments**
N/A

SECTION V — PROJECT SPENDING PLAN
THROUGH AUGUST 2009

D. Indicate the budget vs. actual costs and variance up to and including the reporting period. Discuss any variance from the submitted spending plan in the OWP.

Budget: \$100,311

Actual: \$72,793

Variance: \$27,518

No significant variance to plan.

E. Indicate the specific appropriation amount and discuss any variance between the submitted spending plan and the appropriation.

\$2M appropriated for this phase.

No variance to plan.

SECTION VI — PROJECT OVERVIEW

This section should provide concise background information (one page or less) regarding the project to a reader of this report who may not be familiar with the project. This information should be similar to what the agency provided in the project charter section of the last submitted OWP, unless scope changes have modified the project's objectives and deliverables since the last submitted OWP. If the project charter has changed since the last submitted OWP, identify the changes and provide the latest project charter.

A. Scope Statement

The scope of this project will include a significant business process analysis and requirements development effort as well as the design, development, testing, user training and state-wide implementation of a new business system that supports the following UC functions:

- Claims and Adjudications
- Customer Support
- Benefit Operations, including:
 - Wage Determinations
 - Special Payments
 - Employer Charges
 - Special Programs
- Benefit Payment Control
- UC Reengineering
- UC Appeals
- Quality Improvement and Federal Reporting

The project scope will include development of the following customized interfaces:

- Online claimant portal
- Online employer portal
- Workforce services interface

Also Included in the Project Scope

- Establishment of a Project Management Office
- Organizational Change Management
- Independent Verification and Validation (IV&V)
- Data conversion and migration
- Data warehouse design and development
- Statewide system implementation
- Content development for training materials and system help screens
- End-user training
- Operations and maintenance planning
- Reporting functions

SECTION VI — PROJECT OVERVIEW

B. Business Objectives

Business Objective #1

Create flexible, integrated UC applications, information, and business processes for UC Benefits and Appeals in order to create operational efficiencies.

Business Objective #2

Provide a consolidated system with user-friendly search criteria to provide internal and external stakeholders, partners, and the general public with easily accessible, secured and “on demand” access to claims data.

Business Objective #3

Provide a system that is fully compliant with Federal and State laws and statutes as well as Agency procedures and rules.

Business Objective #4

Provide a state-of-the-art technology system architecture that will effectively support the dynamic application processes and modifications required because of legislative changes and Agency needs.

C. Critical Success Factors

a. Benefits to the State:

- Comply with all requirements established in federal and state law for unemployment compensation.
- Integrate with the Department of Revenue’s statewide unified tax system that collects unemployment compensation taxes.
- Cost savings from reduced call volume, fewer non-monetary determinations and a reduced number of appeals if the new system creates efficiency gains similar to what other states have experienced (15%).
- Reduced benefit overpayments if the new system facilitates the rate of improvement in overpayment reduction of 15% following the introduction of the new benefits system.
- Additional interest revenue due to reduced UC Trust Fund disbursements if the new system creates the projected efficiencies and improvements observed elsewhere.

b. Benefits to the Agency:

- Wherever cost-effective and operationally feasible, eliminate or automate existing paper processes and enhance any existing automated workflows in order to expedite customer transactions and eliminate redundancy.
- Integrate benefit payment control with the adjudication program and collection system in order to improve the detection of fraud.
- Reduced UC Trust Fund disbursements by reallocating resources away from low value, high volume processing tasks to high value administrative tasks such as eligibility reviews that can contribute to shortened claim length.
- Reduced UC Trust Fund disbursements through the automation of low value, high volume processing tasks to high value tasks.

c. Benefits to the Public:

- Enable on-line, self-service access to claimant and employer information and federal and state reporting.
- Reduced claim durations through greater integration with the Workforce Program and an emphasis on re-employment activities such as claimant profiling.

SECTION VI — PROJECT OVERVIEW

D. Key Dates

September 8, 2009	Operational Work Plan - <i>Complete</i>
November 4, 2009	Current State Business Process Document
November 9, 2009	RFI Complete
December 22, 2009	Future State Business Process Document
March 5, 2009	Use Cases
	<i>Draft Update Schedule IV-B</i>
March 18, 2009	Conceptual Data Model/High Level System Components
March 26, 2009	Functional and Non-Functional Requirements
April 14, 2009	Update Schedule IV-B