

Legend: Projects Completed Projects Anticipated to be Complete within 30 days

#	Area	Project	Status
1.	Infrastructure	Cloud Migration	In progress and on schedule. System and environment testing activities extended to February 2023 to address deficiencies identified during testing. Contact Center and Appeals solutions undergoing development to be deployed in the cloud. See Cloud Migration (C2C) Operational Work Plan.
2.		Cloud Application Performance Management	In progress and on schedule. The existing cloud application performance management tool is being tested. See Cloud Application Performance Management Operational Work Plan.
3.	Software - Architecture Modernization	SDLC DevOps	In progress and on schedule. The project is completing a migration of data from the old ticketing system to the new one, and the updated forecasted end date is February 2023. See SDLC DevOps Operational Work Plan.
4.		.NET & ORM Upgrade	Project closed out in November 2022. See .NET & ORM Upgrade Operational Work Plan.
5.		Rules Engine	In progress and on schedule. Request for Quote responses for a mobile-responsive user interface, business rules engine, and integration platform are undergoing review. See Rules Engine Operational Work Plan.
6.		SOA and API Layer	In progress and on schedule. Request for Quote responses for a mobile-responsive user interface, business rules engine, and integration platform are undergoing review. 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. Request for Quote responses for a mobile-responsive user interface, business rules engine, and integration platform are undergoing 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 on schedule. Request for Quote responses for a mobile-responsive user interface, business rules engine, and integration platform are undergoing review. 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. Work sessions to develop business and technical requirements are complete and the project scope was sharpened to reduce risk to the System. See Archive & Purge Operational Work Plan.
16.		Master Data Management and Interoperability	In progress and on schedule. A Data Dictionary and Data Catalog are undergoing review and the project is anticipated to be closed in February 2023. 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. Responses to a Request for Quote were received and are being evaluated. See Identity and Access Management Operational Work Plan.
19.		Security Architecture Audit	Postponed to post-modernization.

Are there any scope changes?

The Department expanded the scope of the Archive and Purge project to include a Request for Information to determine what tools exist in the marketplace to perform archiving and purging in the System.

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 reduced a staffing resources risk previously identified by the Reemployment Assistance Modernization Program’s IV&V vendor as a high-level risk to a medium-level risk. This positive trend is a result of:
 - Proactive outreach with staff augmentation vendors to gain insights into increase both the quality and quantity of specialized information technology professionals;
 - Offering flexibilities for remote work and competitive pay, as needed. The Department initiated full-time remote work for critical IT positions in May 2022 to help promote hiring and retention;
 - Including a staffing requirement in all technology procurements; and
 - Leveraging a resource capacity analysis tool to better understand where existing resources are over-committed and to help identify the most critical vacancies to be filled.
- 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:

REEMPLOYMENT ASSISTANCE CLAIMS AND BENEFITS INFORMATION SYSTEM MODERNIZATION	PROJECT STATUS REPORT FOR FEBRUARY 2022	FISCAL YEAR 2022-23 DEPARTMENT OF ECONOMIC OPPORTUNITY
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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 has developed a manual workaround for Appeals cases that contain a Federal Tax Information (FTI).
 - The Department has developed a process where contractors can build a database for FTI that DEO staff can manage.
4. The Department sharpened the scope of the Modernization Program to 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.

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

The Department has updated this section to include only active projects.

- [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 is migrating various components of the System into a cloud-hosted environment, including files, databases, applications, and environment infrastructure. In this reporting period, the Department remedied deficiencies identified during testing in December 2022, and successfully completed all items to begin performing final testing. The anticipated timeline to deploy the System was deferred to February 2023.
 - The Digital Appeals Recording Solution (DARS) vendor completed application development to deploy this technology in a cloud-hosted environment and is anticipated to be deployed in the cloud 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 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 installed the cloud version of the existing application performance management tool and testing has been initiated. Testing will be conducted for several months, and the tool is anticipated to be in production by 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. Migration activities began in January 2023 and are anticipated to be complete in February 2023.
- [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 is actively negotiating terms for 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. Contract execution is anticipated in February 2023.
 - 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 is actively negotiating terms for 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. Contract execution is anticipated in February 2023.
- [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 actively negotiating terms for 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. Contract execution is anticipated in February 2023.
- [Software] Incremental CX/UX Mobile Responsive Software Transformation. This project includes optimizing the existing System and developing a user-friendly front-end for Reemployment Assistance claimants that is also mobile-friendly. The transformation will occur incrementally to ensure all System users benefit from System optimization, with a focus on enhancing the claimant experience first.
 - The Department is actively negotiating terms for 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. Contract execution is anticipated in February 2023.
- [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. In response to this delay, DEO is extending the timeline for this project to February 2023.
- [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.
 - The Department’s Records Management Policy was updated to ensure alignment with Florida’s records retention schedule and state statutes. This policy will guide the project team to identify data to be archived or purged.
 - 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.

- [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.
 - The Data Dictionary and Data Catalog have been approved by the Bureau of Workforce Statistics and Economic Research.
 - A Business Glossary, the final element of the project, is undergoing review. The Business Glossary will create a single source of truth for all business-related terms to help inform data-driven decisions.
- [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.
 - Responses to a Request for Quote were returned this reporting period for IAM services to achieve the goals and objectives identified in the iSF Report for the IAM project. Responses are undergoing review and a contract is expected to be executed in February 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

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	February 2023
Rules Engine, Integration Platform, and Mobile-Responsive User Interface Request for Quote	
Post RFQ	November 2022
Vendor deadline to submit questions	November 2022
Department provides answers to vendor questions	November 2022
RFQ Responses due to DEO; Department evaluates responses	December 2022
Anticipated Award date	February 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 2

PREPARED ON 1/31/2022

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SECTION 1 — OVERALL PROJECT PLAN

I. Project Charter

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

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

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

A. Scope Statement

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

- 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

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

		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
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

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

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		

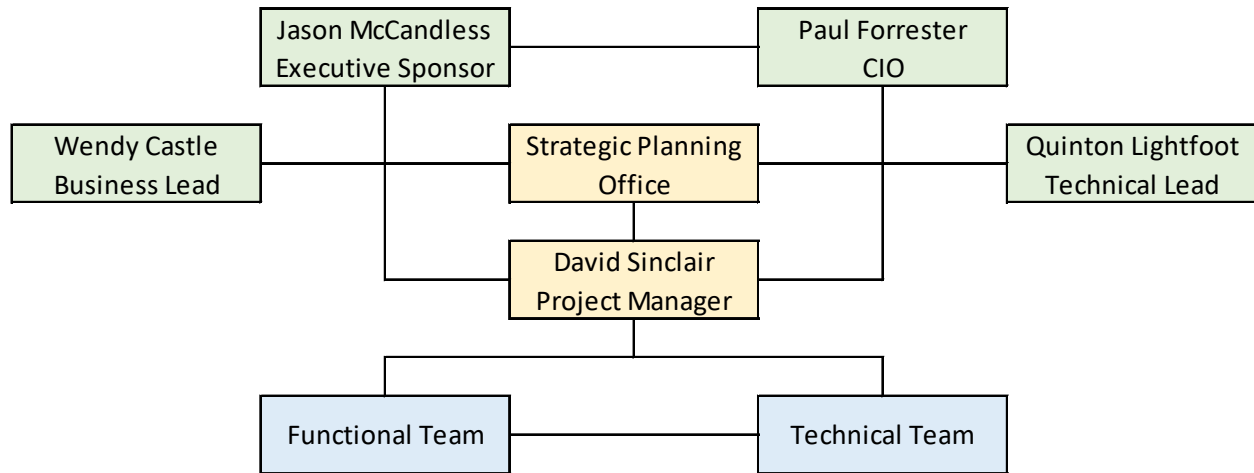
Manage Decisions	219 days	Fri 2/25/22	Wed 12/28/22		
Manage Action Items	219 days	Fri 2/25/22	Wed 12/28/22		
Manage Cybersecurity	219 days	Fri 2/25/22	Wed 12/28/22		David Sinclair
Record Lessons Learned	219 days	Fri 2/25/22	Wed 12/28/22		David Sinclair
Prepare Regularly scheduled Status Reports	219 days	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

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

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Executive Sponsor	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

Project Role	Resource Name	Responsibilities
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
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

Project Role	Resource Name	Responsibilities
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 Lovestrاند 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 2/01/2023

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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

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

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

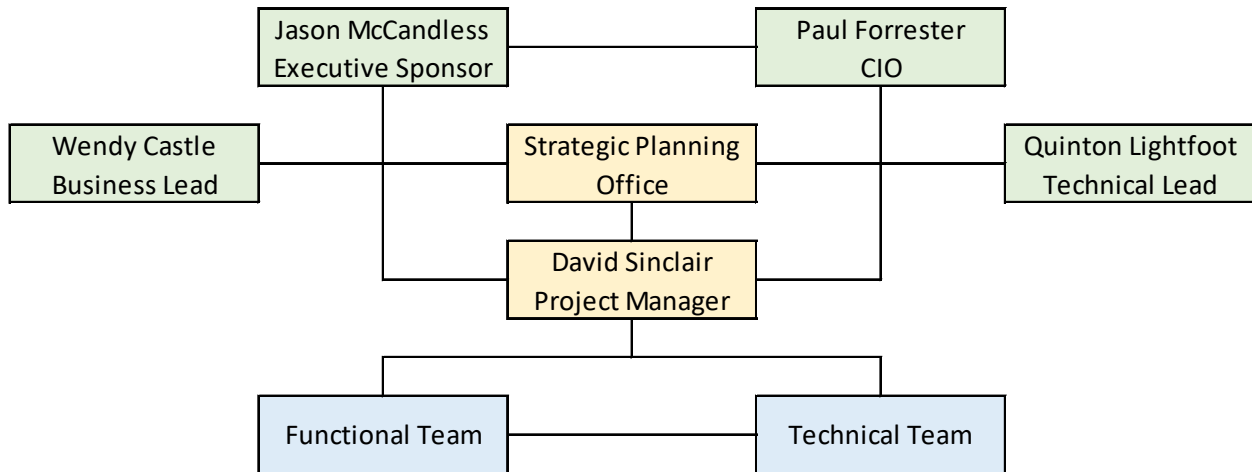
Production setup complete	0 days	Wed 11/30/22	Wed 11/30/22	Satish Pavuluri
Record lessons learned for Production	1 day	Wed 11/30/22	Wed 11/30/22	Satish Pavuluri
01 - Cloud Migration (C2C): Cut over Go Live in Production	0 days	Sat 2/11/23	Sat 2/11/23	David Sinclair
Go-live	0 days	Sat 2/11/23	Sat 2/11/23	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	2/28/23	David Sinclair
Deliverable 9: Project Close Out Report	2 days	Wed 1/28/23	2/28/23	
Project Close Out Report complete	1 day	Wed 1/28/23	2/28/23	David Sinclair
Schedule Project Close Out Meeting	1 day	Wed 1/28/23	2/28/23	David Sinclair
Conduct Knowledge Transfer	1 day	Wed 1/28/23	2/28/23	David Sinclair
Conduct Project Close Out Meeting	1 day	Wed 1/28/23	2/28/23	David Sinclair
Lessons Learned	11 days	Wed 1/28/23	2/28/23	
Schedule Lessons Learned Meeting	1 day	Wed 1/28/23	2/28/23	David Sinclair
Conduct Lessons Learned Meeting	1 day	Wed 1/28/23	2/28/23	David Sinclair
Record Lessons Learned	1 day	Wed 1/28/23	2/28/23	David Sinclair
Close Out Phase completed	0 days	Wed 1/28/23	2/28/23	David Sinclair

IV. Project Spending Plan

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

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
Executive Sponsor	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	

Project Role	Resource Name	Responsibilities
		<ul style="list-style-type: none"> • Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
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
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 02/01/2023**

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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

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

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
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.
Create System/Process Documentation/Templates	Update the current software development workflow process. Create templates for System documentation. Update System documentation.

Major Deliverable	Deliverable Description
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, Dave Sinclair, 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, Dave Sinclair, 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, Dave Sinclair, 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 Sinclair
Provide Users for Groups	Mon 9/19/22	Tue 9/27/22	Ben Beha, Dave Sinclair
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 ALM	Mon 11/7/22	Wed 11/23/22	Brandon Robinson, Max Kruse

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 Sinclair
Testing Reports	Mon 11/7/22	Mon 11/14/22	Ben Beha, Dave Sinclair
Testing Integration	Mon 11/7/22	Fri 11/18/22	Sushma Kavarthapu, Ben Beha, Janie Correa, Prathamesh Hankare, Dave Sinclair, Vince Ackerman
Testing Data Conversion	Thu 11/24/22	Mon 11/28/22	Sushma Kavarthapu, Ben Beha, Janie Correa, Prathamesh Hankare, Dave Sinclair, 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 1/3/23	Tue 1/31/23	
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	Mon 1/31/23	
Monitoring and Controlling	Mon 1/3/22	Thu 1/31/23	
Manage Project Schedule	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Manage Project Costs	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Manage Project Scope	Mon 1/3/22	Tue 1/31/23	Jim Sparks

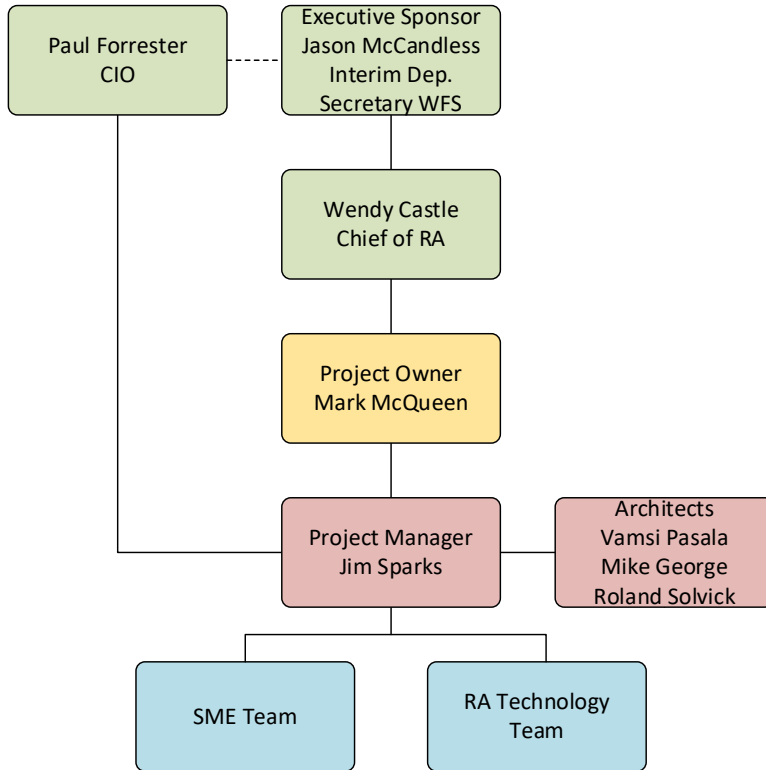
Manage Project Risks	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Manage Project Issues	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Manage Decisions	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Manage Action Items	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Manage Cybersecurity	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Update RTM	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Record Lessons Learned	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Prepare Regularly scheduled Status Reports	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Conduct Regularly scheduled Status Meetings	Mon 1/3/22	Tue 1/31/23	Jim Sparks
Conduct Lessons Learned Meeting	Tue 1/31/23	Tue 1/31/23	
Schedule Lessons Learned meeting	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Conduct Lessons Learned meeting	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Record Lessons Learned	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Monitoring and Controlling Phase Complete	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Project Closeout	Tue 1/31/23	Tue 1/31/23	
Schedule Project Closeout Meeting	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Deliverable: Project Closeout Report	Tue 1/31/23	Tue 1/31/23	
Develop Project Closeout Report	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Review/Update Project Closeout Report	Tue 1/31/23	Tue 1/31/23	Nicole Sanislow, Garrick Wright, Thomas Richardson, Robin Hodge-Carey
Approve Project Closeout Report	Tue 1/31/23	Tue 1/31/23	Thomas Richardson
Project Closeout Report complete	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Conduct Project Closeout meeting	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Conduct Lessons Learned Meeting	Tue 1/31/23	Tue 1/31/23	
Schedule Lessons Learned meeting	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Conduct Lessons Learned meeting	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Record Lessons Learned	Tue 1/31/23	Tue 1/31/23	Jim Sparks
Closeout Phase complete	Tue 1/31/23	Tue 1/31/23	

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



Commented [VL1]: Replace Adrienne's name with Jason's and add interim to the title

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
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	Alvin Sellers Janie Correa Benjamin Beha Sushma Kavarthapu Prathamesh Hankare Liz Agudo Byron Jackson	<ul style="list-style-type: none"> Contribute subject matter expertise Complete assigned project tasks in accordance with the Project Schedule Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this OWP Assist the Project Managers in responding to risks and issues Assist the Project Manager in evaluating change requests
DevOps Engineer	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 & Complexity Assessments	Category
Pre-Charter Risk & Complexity Category	2
Initiation Gate Risk & Complexity Category	1
Planning Gate Risk & Complexity Category	1
Event Driven Risk & Complexity Category	

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 02/06/2023

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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

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

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

C. Critical Success Factors

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

D. Key Dates

Key Dates	Importance and Relevance to the Project
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 2023	Contract awarded and announced
February 2023	Vendor onboarded
June 2023	Closeout Phase complete; project complete

E. Major Deliverables

Major Deliverable	Deliverable Description
Project Kickoff Meeting	The vendor conducts the IAM project kickoff meeting and provides agenda and materials.
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 meetings with DEO 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 Rules Engine	Procurement of a business rules engine product.
Communication and Training	Communication of process documentation and workflows to all stakeholders.

F. Major Milestones

Major Milestone	Milestone Description
Procurement of Business Rules Engine	Procure Business Rules Engine product to use for business systems rules
Identification and prioritization of business systems rules	Identify and prioritize subset of business systems rules to be implemented into the Business Rules Engine.
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
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/Sponsor
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	Duration	Start	End
Internal Rule Identification	303	4/6/2022	2/2/2023
Document Rules	18	4/6/2022	4/23/2022
Requirements Traceability	58	5/3/2022	6/29/2022
Develop RTM	45	5/3/2022	6/16/2022
Approve RTM	1	6/29/2022	6/29/2022
Procurement	1	11/15/2022	11/15/2022
Advertisement Posted	1	11/15/2022	11/15/2022
Announce Award	1	12/30/2022	12/30/2022
Rule Identification with Vendor	19	1/9/2023	1/27/2023
Rule review with vendor	12	1/9/2023	1/20/2023
Finalize rules	1	1/27/2023	1/27/2023
SDLC Process	106	3/16/2023	6/29/2023
Testing	352	6/29/2022	6/15/2023
Develop and approve test plan	108	6/29/2022	10/14/2022
Develop and approve test scripts	9	3/7/2023	3/15/2023
Test Dev Environment	22	5/9/2023	5/30/2023
Test SysTest	9	5/18/2023	5/26/2023
Pre-prod testing	7	6/16/2023	6/22/2023
UAT testing	7	6/23/2023	6/29/2023
Close-Out	10	6/20/2023	6/29/2023
Close-Out Report	8	6/20/2023	6/27/2023
Close-Out Meeting	1	6/29/2023	6/29/2023

III. Resource Loaded Project Schedule

	WBS	Task Mode	Task Name	% Complete	Duration	Start	Finish	Actual Finish	Predecessors
	1		Rules Engine	54%	398 days?	Mon 12/6/21	Fri 6/30/23	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	
	1.1.1.1		Complete Pre-Charter Risk&Complexity Assessment and	100%	1 day	Wed 1/5/22	Wed 1/5/22	Wed 1/5/22	
	1.1.1.2		Complete Initiation Gate Risk&Complexity Assessment	100%	1 day?	Thu 1/6/22	Thu 1/6/22	Thu 1/6/22	4
	1.1.2		Deliverable: Project Charter	100%	3 days?	Thu 1/27/22	Tue 2/1/22	Tue 2/1/22	
	1.1.2.1		Develop Project Charter	100%	0 days?	Thu 1/27/22	Thu 1/27/22	Thu 1/27/22	4
	1.1.2.2		Review/Update Project Charter	100%	0 days?	Fri 1/28/22	Fri 1/28/22	Fri 1/28/22	7
	1.1.2.3		Approve Project Charter	100%	0 days?	Tue 2/1/22	Tue 2/1/22	Tue 2/1/22	8
	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	
	1.1.4.1		Prepare presentation	100%	5 days	Fri 1/28/22	Thu 2/3/22	Thu 2/3/22	
	1.1.4.2		Schedule Kickoff meeting	100%	0 days?	Fri 1/28/22	Fri 1/28/22	Fri 1/28/22	
	1.1.4.3		Conduct Kickoff meeting	100%	1 day?	Thu 2/3/22	Thu 2/3/22	Thu 2/3/22	13
	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
	1.2.1.1		Develop Resource Plan	100%	2 days	Mon 2/7/22	Tue 2/8/22	Tue 2/8/22	15
	1.2.1.2		Review/Update Resource Plan	100%	2 days	Wed 2/9/22	Thu 2/10/22	Thu 2/10/22	18
	1.2.1.3		Approve Resource Plan	100%	2 days	Fri 2/11/22	Mon 2/14/22	Mon 2/14/22	19
	1.2.2		Resource Plan Complete	100%	0 days	Mon 2/14/22	Mon 2/14/22	Mon 2/14/22	20

	WBS	Task Mode	Task Name	% Comple	Duration	Start	Finish	Actual Finish	Predecessors
	1.2.3		Deliverable: Project Schedule	100%	18 days?	Fri 2/11/22	Tue 3/8/22	Tue 3/8/22	
	1.2.3.1		Prepare Work Breakdown Structure	100%	4 days	Fri 2/11/22	Wed 2/16/22	Wed 2/16/22	19
	1.2.3.2		Develop Project Schedule	100%	9 days	Mon 2/21/22	Thu 3/3/22	Thu 3/3/22	23
	1.2.3.3		Review/Update Project Schedule	100%	2 days	Fri 3/4/22	Mon 3/7/22	Mon 3/7/22	24
	1.2.3.4		Approve Project Schedule	100%	1 day?	Tue 3/8/22	Tue 3/8/22	Tue 3/8/22	25
	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	
	1.2.5.1		Develop Project Management Plan	100%	2 days	Wed 3/9/22	Thu 3/10/22	Thu 3/10/22	26
	1.2.5.2		Review/Update Project Management	100%	1 day?	Fri 3/11/22	Fri 3/11/22	Fri 3/11/22	29
	1.2.5.3		Approve Project Management Plan	100%	1 day?	Mon 3/14/22	Mon 3/14/22	Mon 3/14/22	30
	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	
	1.2.7.1		Prepare Project Budget	100%	1 day?	Tue 3/15/22	Tue 3/15/22	Tue 3/15/22	
	1.2.7.2		Review/Update Project Budget	100%	1 day?	Wed 3/16/22	Wed 3/16/22	Wed 3/16/22	34
	1.2.7.3		Approve Project Budget	100%	1 day?	Thu 3/17/22	Thu 3/17/22	Thu 3/17/22	35
	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	
	1.2.9.1		Prepare a Project Spending Plan	100%	4 days	Tue 3/15/22	Fri 3/18/22	Fri 3/18/22	
	1.2.9.2		Review/Update Project Spending Pla	100%	1 day?	Mon 3/21/22	Mon 3/21/22	Mon 3/21/22	39
	1.2.9.3		Approve Project Spending Plan	100%	1 day?	Mon 3/21/22	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	
	1.2.11.1		Rule Subset Workshop	100%	1 day	Tue 4/26/22	Tue 4/26/22	Tue 4/26/22	

	WBS	Task Mode	Task Name	% Complete	Duration	Start	Finish	Actual Finish	Predecessors
	1.2.11.2		Rule Subset Workshop	100%	1 day	Wed 4/27/22	Wed 4/27/22	Wed 4/27/22	
	1.2.11.3		Finalize Rule Subset	100%	2 days	Thu 4/28/22	Fri 4/29/22	Fri 4/29/22	44,45
	1.2.12		Requirements:	100%	145 days?	Mon 12/6/21	Wed 6/29/22	Wed 6/29/22	
	1.2.12.1		Gather initial requirements	100%	44 days?	Tue 3/22/22	Fri 5/20/22	Fri 5/20/22	
	1.2.12.2		Deliverable: Requirements Traceability Matrix	100%	40 days?	Tue 5/3/22	Tue 6/28/22	Tue 6/28/22	
	1.2.12.3		Complete the Planning Gate R&C Assessment	100%	1 day?	Wed 6/29/22	Wed 6/29/22	Wed 6/29/22	
	1.2.12.4		Conduct Lessons Learned Meeting	100%	83 days?	Mon 12/6/21	Fri 4/1/22	Fri 4/1/22	
	1.3		Execution	32%	315 days?	Mon 4/4/22	Fri 6/30/23	NA	68
	1.3.1		Document Rules	100%	6 days?	Wed 4/6/22	Wed 4/13/22	Wed 4/13/22	
	1.3.2		Test Plan	100%	76 days?	Wed 6/29/22	Fri 10/14/22	Fri 10/14/22	
	1.3.3		Procurement of Rules Engine & Vendor Services	99%	188 days?	Mon 4/4/22	Fri 12/30/22	NA	
	1.3.4		Onboard Vendor	0%	10 days	Tue 1/3/23	Tue 1/17/23	NA	
	1.3.5		Vendor Deliverables	0%	315 days	Mon 4/4/22	Fri 6/30/23	NA	
	1.3.5.1		D1 - Vendor Kick-Off	0%	9 days	Thu 1/5/23	Wed 1/18/23	NA	
	1.3.5.1.1		Schedule Kick-off	0%	1 day	Thu 1/5/23	Thu 1/5/23	NA	102FS+2 days
	1.3.5.1.2		Provide Draft Slideshow	0%	1 day	Tue 1/10/23	Tue 1/10/23	NA	102FS+5 days
	1.3.5.1.3		Hold Kick-off Meeting	0%	1 day	Wed 1/18/23	Wed 1/18/23	NA	102FS+10 days
	1.3.5.2		D2 - Vendor Project Management & Transition Plan	0%	18 days	Wed 2/1/23	Fri 2/24/23	NA	
	1.3.5.2.1		Submit Plan	0%	1 day	Wed 2/1/23	Wed 2/1/23	NA	102FS+20 days

	WBS	Task Mode	Task Name	% Comple	Duration	Start	Finish	Actual Finish	Predecessors
	1.3.5.2.2		DEO Internal Review	0%	10 days	Thu 2/2/23	Wed 2/15/23		NA 117
	1.3.5.2.3		Vendor Updates	0%	5 days	Thu 2/16/23	Wed 2/22/23		NA 118
	1.3.5.2.4		Approve Plan	0%	2 days	Thu 2/23/23	Fri 2/24/23		NA 119
	1.3.5.3		D3 - Vendor Project Schedule	0%	18 days	Wed 2/1/23	Fri 2/24/23		NA
	1.3.5.3.1		Submit Schedule	0%	1 day	Wed 2/1/23	Wed 2/1/23		NA 102FS+20 days
	1.3.5.3.2		DEO Internal Review	0%	10 days	Thu 2/2/23	Wed 2/15/23		NA 122
	1.3.5.3.3		Vendor Updates	0%	5 days	Thu 2/16/23	Wed 2/22/23		NA 123
	1.3.5.3.4		Approve Schedule	0%	2 days	Thu 2/23/23	Fri 2/24/23		NA 124
	1.3.5.4		D4 - Vendor Staffing Plan	0%	18 days	Wed 2/1/23	Fri 2/24/23		NA
	1.3.5.4.1		Submit Plan	0%	1 day	Wed 2/1/23	Wed 2/1/23		NA 102FS+20 days
	1.3.5.4.2		DEO Internal Review	0%	10 days	Thu 2/2/23	Wed 2/15/23		NA 127
	1.3.5.4.3		Vendor Updates	0%	5 days	Thu 2/16/23	Wed 2/22/23		NA 128
	1.3.5.4.4		Approve Plan	0%	2 days	Thu 2/23/23	Fri 2/24/23		NA 129
	1.3.5.5		D5 - Vendor Business Continuity Plan	0%	18 days	Wed 3/1/23	Fri 3/24/23		NA
	1.3.5.5.1		Submit Plan	0%	1 day	Wed 3/1/23	Wed 3/1/23		NA 102FS+40 days
	1.3.5.5.2		DEO Internal Review	0%	10 days	Thu 3/2/23	Wed 3/15/23		NA 132
	1.3.5.5.3		Vendor Updates	0%	5 days	Thu 3/16/23	Wed 3/22/23		NA 133
	1.3.5.5.4		Approve Plan	0%	2 days	Thu 3/23/23	Fri 3/24/23		NA 134
	1.3.5.6		D6 - Vendor Infrastructure Report	0%	18 days	Wed 2/8/23	Fri 3/3/23		NA
	1.3.5.6.1		Submit Report	0%	1 day	Wed 2/8/23	Wed 2/8/23		NA 102FS+25 days
	1.3.5.6.2		DEO Internal Review	0%	10 days	Thu 2/9/23	Wed 2/22/23		NA 137
	1.3.5.6.3		Vendor Updates	0%	5 days	Thu 2/23/23	Wed 3/1/23		NA 138
	1.3.5.6.4		Approve Report	0%	2 days	Thu 3/2/23	Fri 3/3/23		NA 139






























	WBS	Task Mode	Task Name	% Complete	Duration	Start	Finish	Actual Finish	Predecessors
	1.3.5.7		D7 - Vendor Performance Requirement	0%	18 days	Wed 3/1/23	Fri 3/24/23	NA	
	1.3.5.7.1		Submit Performance Requirement	0%	1 day	Wed 3/1/23	Wed 3/1/23	NA	102FS+40 days
	1.3.5.7.2		DEO Internal Review	0%	10 days	Thu 3/2/23	Wed 3/15/23	NA	142
	1.3.5.7.3		Vendor Updates	0%	5 days	Thu 3/16/23	Wed 3/22/23	NA	143
	1.3.5.7.4		Approve Performance Requirement	0%	2 days	Thu 3/23/23	Fri 3/24/23	NA	144
	1.3.5.8		D9 - Vendor Requirements Report	0%	18 days	Wed 3/1/23	Fri 3/24/23	NA	
	1.3.5.8.1		Submit Requirements Report	0%	1 day	Wed 3/1/23	Wed 3/1/23	NA	102FS+40 days
	1.3.5.8.2		DEO Internal Review	0%	10 days	Thu 3/2/23	Wed 3/15/23	NA	147
	1.3.5.8.3		Vendor Updates	0%	5 days	Thu 3/16/23	Wed 3/22/23	NA	148
	1.3.5.8.4		Approve Report	0%	2 days	Thu 3/23/23	Fri 3/24/23	NA	149
	1.3.5.9		D10 - Vendor Requirements Management Plan	0%	18 days	Wed 2/1/23	Fri 2/24/23	NA	
	1.3.5.9.1		Submit Requirements Plan	0%	1 day	Wed 2/1/23	Wed 2/1/23	NA	102FS+20 days
	1.3.5.9.2		DEO Internal Review	0%	10 days	Thu 2/2/23	Wed 2/15/23	NA	152
	1.3.5.9.3		Vendor Updates	0%	5 days	Thu 2/16/23	Wed 2/22/23	NA	153
	1.3.5.9.4		Approve Plan	0%	2 days	Thu 2/23/23	Fri 2/24/23	NA	154
	1.3.5.10		D11 - Vendor Design Specifications Document	0%	18 days	Wed 3/8/23	Fri 3/31/23	NA	
	1.3.5.10.		Submit Design Specifications	0%	1 day	Wed 3/8/23	Wed 3/8/23	NA	102FS+45 days
	1.3.5.10.		DEO Internal Review	0%	10 days	Thu 3/9/23	Wed 3/22/23	NA	157
	1.3.5.10.		Vendor Updates	0%	5 days	Thu 3/23/23	Wed 3/29/23	NA	158
	1.3.5.10.		Approve Design Specifications	0%	2 days	Thu 3/30/23	Fri 3/31/23	NA	159













	WBS	Task Mode	Task Name	% Complete	Duration	Start	Finish	Actual Finish	Predecessors
i	1.3.5.11	→	D12 - Vendor Detailed Technology Projects Screen and Design	0%	53 days	Wed 3/8/23	Fri 5/19/23	NA	
	1.3.5.11.	→	Post-Design Phase	0%	18 days	Wed 3/8/23	Fri 3/31/23	NA	
	1.3.5.11.	→	Submit Screen and Design Docu	0%	1 day	Wed 3/8/23	Wed 3/8/23	NA	102FS+45 days
	1.3.5.11.	→	DEO Internal Review	0%	10 days	Thu 3/9/23	Wed 3/22/23	NA	163
	1.3.5.11.	→	Vendor Updates	0%	5 days	Thu 3/23/23	Wed 3/29/23	NA	164
	1.3.5.11.	→	Approve Screen and Design Doc	0%	2 days	Thu 3/30/23	Fri 3/31/23	NA	165
	1.3.5.11.	→	Pre-Acceptance Testing Phase	0%	18 days	Wed 4/26/23	Fri 5/19/23	NA	
	1.3.5.11.	→	Submit Screen and Design Docu	0%	1 day	Wed 4/26/23	Wed 4/26/23	NA	102FS+80 days
	1.3.5.11.	→	DEO Internal Review	0%	10 days	Thu 4/27/23	Wed 5/10/23	NA	168
	1.3.5.11.	→	Vendor Updates	0%	5 days	Thu 5/11/23	Wed 5/17/23	NA	169
	1.3.5.11.	→	Approve Screen and Design Doc	0%	2 days	Thu 5/18/23	Fri 5/19/23	NA	170
	1.3.5.11.	→	Pre-Implementation Phase	0%	18 days	Wed 4/26/23	Fri 5/19/23	NA	
	1.3.5.11.	→	Submit Screen and Design Docu	0%	1 day	Wed 4/26/23	Wed 4/26/23	NA	102FS+80 days
	1.3.5.11.	→	DEO Internal Review	0%	10 days	Thu 4/27/23	Wed 5/10/23	NA	173
	1.3.5.11.	→	Vendor Updates	0%	5 days	Thu 5/11/23	Wed 5/17/23	NA	174
	1.3.5.11.	→	Approve Screen and Design Doc	0%	2 days	Thu 5/18/23	Fri 5/19/23	NA	175
	1.3.5.12	→	D13 - Vendor System Architecture and Design Document	0%	18 days	Wed 3/8/23	Fri 3/31/23	NA	
	1.3.5.12.	→	Submit Architecture Design Docun	0%	1 day	Wed 3/8/23	Wed 3/8/23	NA	102FS+45 days
	1.3.5.12.	→	DEO Internal Review	0%	10 days	Thu 3/9/23	Wed 3/22/23	NA	178
	1.3.5.12.	→	Vendor Updates	0%	5 days	Thu 3/23/23	Wed 3/29/23	NA	179
	1.3.5.12.	→	Approve Architecture Design Docu	0%	2 days	Thu 3/30/23	Fri 3/31/23	NA	180

	WBS	Task Mode	Task Name	% Comple	Duration	Start	Finish	Actual Finish	Predecessors
i	1.3.5.13	→	D14 - Vendor Interface Design Description and Integration	0%	18 days	Wed 3/8/23	Fri 3/31/23	NA	
	1.3.5.13.	→	Submit Design Description and Integration Specification	0%	1 day	Wed 3/8/23	Wed 3/8/23	NA	102FS+45 days
	1.3.5.13.	→	DEO Internal Review	0%	10 days	Thu 3/9/23	Wed 3/22/23	NA	183
	1.3.5.13.	→	Vendor Updates	0%	5 days	Thu 3/23/23	Wed 3/29/23	NA	184
	1.3.5.13.	→	Approve Document	0%	2 days	Thu 3/30/23	Fri 3/31/23	NA	185
	1.3.5.14	→	D15 - Vendor Interface Control Docu	0%	18 days	Fri 2/24/23	Tue 3/21/23	NA	
	1.3.5.14.	→	Submit Interface Control Documer	0%	1 day	Fri 2/24/23	Fri 2/24/23	NA	102SS+45 days
	1.3.5.14.	→	DEO Internal Review	0%	10 days	Mon 2/27/23	Fri 3/10/23	NA	188
	1.3.5.14.	→	Vendor Updates	0%	5 days	Mon 3/13/23	Fri 3/17/23	NA	189
	1.3.5.14.	→	Approve Document	0%	2 days	Mon 3/20/23	Tue 3/21/23	NA	190
	1.3.5.15	→	D16 - Vendor Architectural Review Document	0%	18 days	Wed 3/8/23	Fri 3/31/23	NA	
	1.3.5.15.	→	Submit Architectural Review Document	0%	1 day	Wed 3/8/23	Wed 3/8/23	NA	102FS+45 days
	1.3.5.15.	→	DEO Internal Review	0%	10 days	Thu 3/9/23	Wed 3/22/23	NA	193
	1.3.5.15.	→	Vendor Updates	0%	5 days	Thu 3/23/23	Wed 3/29/23	NA	194
	1.3.5.15.	→	Approve Document	0%	2 days	Thu 3/30/23	Fri 3/31/23	NA	195
	1.3.5.16	→	D17 - Vendor Data Conversion Strategy Document	0%	18 days	Wed 3/8/23	Fri 3/31/23	NA	
	1.3.5.16.	→	Submit Data Conversion Strategy Document	0%	1 day	Wed 3/8/23	Wed 3/8/23	NA	102FS+45 days
	1.3.5.16.	→	DEO Internal Review	0%	10 days	Thu 3/9/23	Wed 3/22/23	NA	198

	WBS	Task Mode	Task Name	% Comple	Duration	Start	Finish	Actual Finish	Predecessors
	1.3.5.16.	→	Vendor Updates	0%	5 days	Thu 3/23/23	Wed 3/29/23		NA 199
	1.3.5.16.	→	Approve Document	0%	2 days	Thu 3/30/23	Fri 3/31/23		NA 200
	1.3.5.17	→	D18 - Vendor Business Rules Catalog	0%	18 days	Thu 6/2/22	Mon 6/27/22		NA
	1.3.5.17.	→	Submit Business Rules Catalog	0%	1 day	Thu 6/2/22	Thu 6/2/22		NA
	1.3.5.17.	→	DEO Internal Review	0%	10 days	Fri 6/3/22	Thu 6/16/22		NA 203
	1.3.5.17.	→	Vendor Updates	0%	5 days	Fri 6/17/22	Thu 6/23/22		NA 204
	1.3.5.17.	→	Approve Document	0%	2 days	Fri 6/24/22	Mon 6/27/22		NA 205
	1.3.5.18	→	D19 - Vendor Reemployment Assistance Interfaces	0%	18 days	Fri 6/2/23	Tue 6/27/23		NA
	1.3.5.18.	→	Submit Security Architecture Design Document	0%	1 day	Fri 6/2/23	Fri 6/2/23		NA 102FS+45 days
	1.3.5.18.	→	DEO Internal Review	0%	10 days	Mon 6/5/23	Fri 6/16/23		NA 208
	1.3.5.18.	→	Vendor Updates	0%	5 days	Mon 6/19/23	Fri 6/23/23		NA 209
	1.3.5.18.	→	Approve Architecture and Design Document	0%	2 days	Mon 6/26/23	Tue 6/27/23		NA 210
	1.3.5.19	→	D20 - Vendor Continuous Mod Strategic Roadmap	0%	11 days	Fri 6/16/23	Fri 6/30/23		NA
	1.3.5.19.	→	Submit Interface Description and Integration Specification	0%	1 day	Fri 6/16/23	Fri 6/16/23		NA 102FS+45 days
	1.3.5.19.	→	DEO Internal Review	0%	10 days	Mon 6/19/23	Fri 6/30/23		NA 213
	1.3.5.19.	→	Vendor Updates	0%	10 days	Mon 6/19/23	Fri 6/30/23		NA 214SS
	1.3.5.19.	→	Approve Document	0%	2 days	Thu 6/29/23	Fri 6/30/23		NA 215FF
	1.3.5.20	→	D21 - Vendor Installation and Configuration Plan	0%	10 days	Mon 4/4/22	Fri 4/15/22		NA

	WBS	Task Mode	Task Name	% Comple	Duration	Start	Finish	Actual Finish	Predecessors
i	1.3.5.20.	→	Submit Installation and Configuration Plan	0%	1 day	Mon 4/4/22	Mon 4/4/22	NA	
	1.3.5.20.	→	DEO Internal Review	0%	10 days	Mon 4/4/22	Fri 4/15/22	NA	
	1.3.5.20.	→	Vendor Updates	0%	5 days	Mon 4/4/22	Fri 4/8/22	NA	
	1.3.5.20.	→	Approve Document	0%	2 days	Mon 4/4/22	Tue 4/5/22	NA	
	1.3.5.21	→	D22 - Vendor Migration Strategy	0%	18 days	Wed 2/8/23	Fri 3/3/23	NA	
	1.3.5.21.	→	Submit Migration Strategy	0%	1 day	Wed 2/8/23	Wed 2/8/23	NA	102FS+25 days
	1.3.5.21.	→	DEO Internal Review	0%	10 days	Thu 2/9/23	Wed 2/22/23	NA	223
	1.3.5.21.	→	Vendor Updates	0%	5 days	Thu 2/23/23	Wed 3/1/23	NA	224
	1.3.5.21.	→	Approve Document	0%	2 days	Thu 3/2/23	Fri 3/3/23	NA	225
	1.3.5.22	→	D23 - Vendor Testing Plan	0%	18 days	Wed 2/8/23	Fri 3/3/23	NA	
	1.3.5.22.	→	Submit Test Plan	0%	1 day	Wed 2/8/23	Wed 2/8/23	NA	102FS+25 days
	1.3.5.22.	→	DEO Internal Review	0%	10 days	Thu 2/9/23	Wed 2/22/23	NA	228
	1.3.5.22.	→	Vendor Updates	0%	5 days	Thu 2/23/23	Wed 3/1/23	NA	229
	1.3.5.22.	→	Approve Document	0%	2 days	Thu 3/2/23	Fri 3/3/23	NA	230
	1.3.5.23	→	D24 - Vendor Test Results Report	0%	18 days	Wed 4/26/23	Fri 5/19/23	NA	
	1.3.5.23.	→	Submit Test Results Report	0%	1 day	Wed 4/26/23	Wed 4/26/23	NA	102FS+80 days
	1.3.5.23.	→	DEO Internal Review	0%	10 days	Thu 4/27/23	Wed 5/10/23	NA	233
	1.3.5.23.	→	Vendor Updates	0%	5 days	Thu 5/11/23	Wed 5/17/23	NA	234
	1.3.5.23.	→	Approve Report	0%	2 days	Thu 5/18/23	Fri 5/19/23	NA	235
	1.3.5.24	→	D25- Vendor Operational Readiness Test Plan and Schedule	0%	18 days	Wed 4/5/23	Fri 4/28/23	NA	
	1.3.5.24.	→	Submit Plan and Schedule	0%	1 day	Wed 4/5/23	Wed 4/5/23	NA	102FS+65 days

	WBS	Task Mode	Task Name	% Complete	Duration	Start	Finish	Actual Finish	Predecessors
	1.3.5.24.		DEO Internal Review	0%	10 days	Thu 4/6/23	Wed 4/19/23		NA 238
	1.3.5.24.		Vendor Updates	0%	5 days	Thu 4/20/23	Wed 4/26/23		NA 239
	1.3.5.24.		Approve Plan and Schedule	0%	2 days	Thu 4/27/23	Fri 4/28/23		NA 240
	1.3.5.25		D26 - Vendor Lessons Learned Docu	0%	8 days	Tue 6/21/22	Thu 6/30/22		NA
	1.3.5.25.		Schedule Lessons Learned meeting	0%	1 day	Tue 6/21/22	Tue 6/21/22		NA
	1.3.5.25.		Conduct Lessons Learned meeting	0%	1 day	Wed 6/29/22	Wed 6/29/22		NA 243FS+5 days
	1.3.5.25.		Record Lessons Learned	0%	1 day	Thu 6/30/22	Thu 6/30/22		NA 244
	1.3.5.26		D27 - Vendor User Manual	0%	18 days	Wed 4/12/23	Fri 5/5/23		NA
	1.3.5.26.		Submit Manual	0%	1 day	Wed 4/12/23	Wed 4/12/23		NA 102FS+70 days
	1.3.5.26.		Internal Review	0%	10 days	Thu 4/13/23	Wed 4/26/23		NA 247
	1.3.5.26.		Vendor Updates	0%	5 days	Thu 4/27/23	Wed 5/3/23		NA 248
	1.3.5.26.		DEO Approval	0%	2 days	Thu 5/4/23	Fri 5/5/23		NA 249
	1.3.5.27		D30 - Provide a Business Rules Engin	0%	1 day	Thu 6/30/22	Thu 6/30/22		NA
	1.3.5.27.		SDLC Process	0%	1 day	Thu 6/30/22	Thu 6/30/22		NA
	1.3.6		Rule Prioritization with Vendor	0%	14 days?	Mon 1/9/23	Fri 1/27/23		NA
	1.3.7		Create ALM Ticket	0%	1 day	Mon 1/30/23	Mon 1/30/23		NA 260
	1.3.8		Requirements with Vendor	0%	9 days	Wed 2/22/23	Mon 3/6/23		NA
	1.3.9		Create User Stories	6%	34.5 days	Mon 1/30/23	Fri 3/17/23		NA
	1.3.10		Test Scripts	0%	7 days	Tue 3/7/23	Wed 3/15/23		NA 271
	1.3.11		SDLC Related Steps - Will be built out when vendor onboarded	0%	75 days	Thu 3/16/23	Thu 6/29/23		NA
	1.3.12		Prepare Operations and Maintenance	0%	9 days?	Tue 5/9/23	Fri 5/19/23		NA
	1.3.13		Required Project Documentation	0%	7 days?	Mon 5/22/23	Wed 5/31/23		NA 332

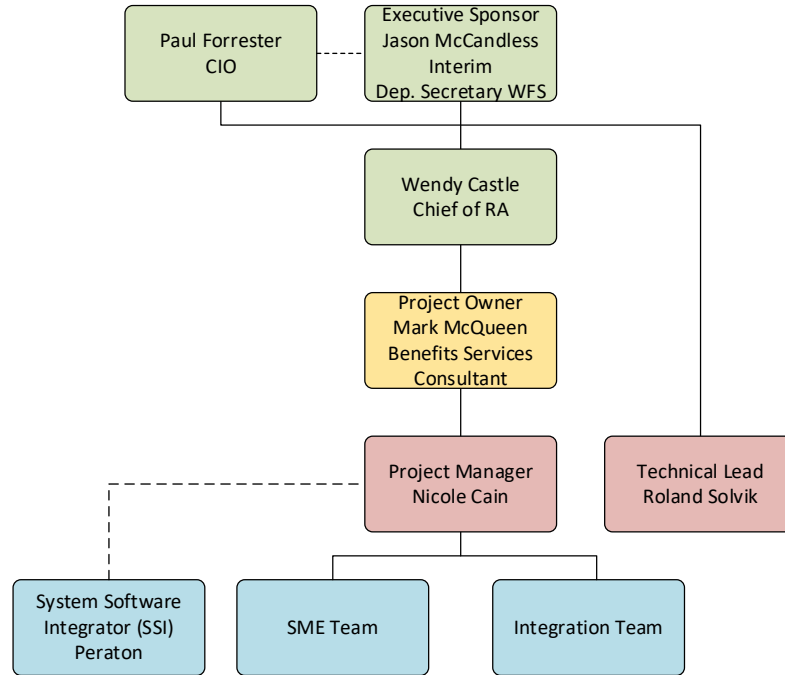
	WBS	Task Mode	Task Name	% Comple	Duration	Start	Finish	Actual Finish	Predecessors
	1.3.14		Conduct Lessons Learned Meeting	0%	5 days	Fri 6/23/23	Thu 6/29/23	NA	
	1.4		Execution Phase complete	0%	1 day	Fri 6/30/23	Fri 6/30/23	NA	352
	1.5		Monitoring and Controlling	59%	384 days?	Wed 12/22/21	Wed 6/28/23	NA	
	1.6		Project Closeout	0%	34 days?	Fri 5/12/23	Thu 6/29/23	NA	
	1.6.1		Schedule Project Closeout Meeting	0%	1 day	Mon 6/19/23	Mon 6/19/23	NA	340
	1.6.2		Deliverable: Project Closeout Report	0%	6 days	Tue 6/20/23	Tue 6/27/23	NA	
	1.6.3		Project Closeout Report complete	0%	2 days	Wed 6/28/23	Thu 6/29/23	NA	
	1.6.4		Conduct Lessons Learned Meeting	0%	7 days	Mon 6/19/23	Tue 6/27/23	NA	
	1.6.5		Transition to Operations	0%	15 days?	Fri 5/12/23	Fri 6/2/23	NA	
	1.6.6		Closeout Phase complete	0%	0 days	Wed 6/28/23	Wed 6/28/23	NA	367

IV. Project Spending Plan

FY 2021-22 Expenditures	FY 2022-23 Expenditures
Labor OpEx: \$19,780.00	Labor OpEx: \$74,020
Other OpEx:	Other OpEx: 0

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
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/Benefits Services Consultant	<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

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> • 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 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 • Lead Business Unit Testing
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

Name	Project Role	Responsibility
Vendor	SSI Vendor	<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 • Assist in evaluating vendor responses for the procurement of the rules engine product
Vendor	Rules Engine Service Provider	<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. Hurricane impacting the state delays the schedule	Low	High	Adjust schedule accordingly.	PM
2. Necessary tools, hardware, or materials need to be procured for successful completion of the project	Medium	Medium	Identify needs early on and involve management and budget staff throughout engagement.	PM
3. Insufficient knowledge transfer of new process	Medium	Medium	Involve impacted staff throughout the engagement to increase participation and knowledge of new processes.	PM
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.

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
AS OF 01/31/23**

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SECTION 1 – OVERALL PROJECT PLAN

I. *Project Charter*

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

A. **Scope Statement**

In Scope

Phase 1A – Adopting New Technology

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

Phase 1B – Implementation*, **

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

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

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

Out of Scope

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

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

B. Project Objectives and Business Benefits

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

C. Critical Success Factors

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

D. Key Dates

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

E. Major Deliverables

Major Deliverable	Deliverable Description
Project Charter	Complete and submit a detailed project charter to DEO.
Project Management Plan	Complete and submit a detailed project management plan to DEO.
Weekly Status Meetings	Host weekly status meeting with DEO project team.
Weekly Status Reports	Provide weekly status reports to DEO project team.
SOA/API Procurement for Tool and Services	Procurement, installation, configuration, of the Enterprise Services Bus (ESB) and the Application Program Interface (API) gateway.

Major Deliverable	Deliverable Description
Requirements Traceability Matrix	Functional and technical requirements are documented, validated, and verified.
User stories and test plans	Preparation for API migration in support of adopting new technology (ESB and API gateway)
Documentation	Documentation of ESB requirements and the API architectural standard. Documentation of lessons learned.

F. Major Milestones

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

G. Key Stakeholders

Key Stakeholder	Project Interest
Adrienne Johnston	Deputy Secretary, Division of Workforce Services
Domenic DiLullo	Chief Technology Officer
Paul Forrester	Chief Information 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
Project Team	See Project Roles and Responsibilities

H. Significant Project Assumptions and Constraints

Project Assumptions

1. Personnel with sufficient expertise will be on-boarded and allocated to the execution of this project.
2. The API development tool and SOA/API vendor will be acquired within the available timeframe for the project.

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

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

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

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

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

III. Resource Loaded Project Schedule

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

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

An analysis of the RFQ SOW and Deliverables has resulted in revised resource estimates to support the review cycle for each deliverable. This information will be loaded into Service Now once it is aligned to the revised schedule, which is under development.

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

A substantial amount of work is being added to the schedule, to be performed by the vendor, as a result of the RFQ release. It is important to note that this will result in a significantly lower percent complete as more work is added, based on the algorithm that ServiceNow uses to calculate the figure.

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

IV. *Project Spending Plan*

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

Procurement	Description	Justification	Needed By
PO # TBD	API Development Tool	Needed to migrate existing real time web service APIs and develop new APIs for CX/UX*	February 2023
PO # TBD	SOA/API Services Vendor	Needed to install, configure, migrate APIs from the current System, test, deploy into a pre-production environment, and support use of the ESB	February 2023

* 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*

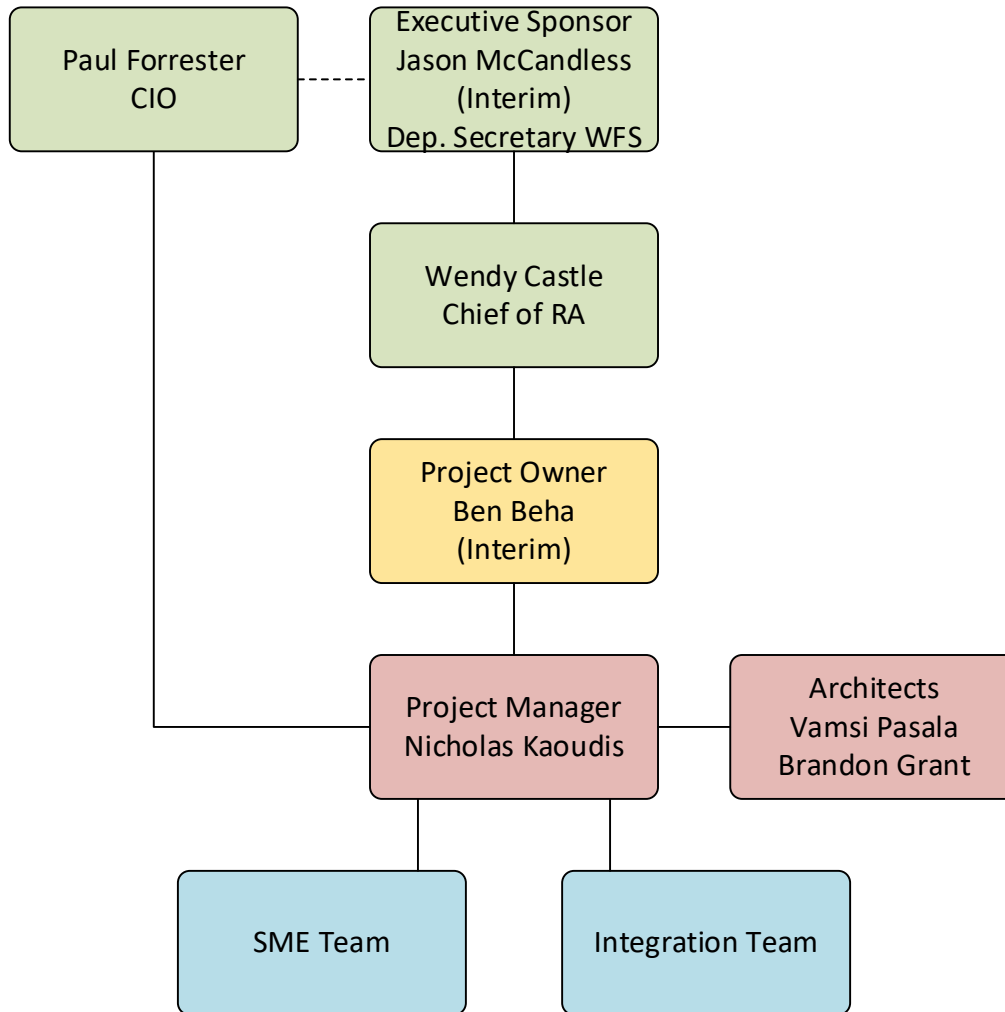
As indicated in the “Project Roles and Responsibilities” table below, there are various technical team members assigned to this project, along with subject matter experts, an OCM lead, and a project manager. Additionally, the SOA/API vendor being procured will

provide resources in accordance with the SOW for that procurement, which is under development by the SSI vendor.

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

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

A. Project Organizational Chart



B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibility
Executive Sponsor	Jason McCandless	<ul style="list-style-type: none"> • Dep. Secretary WFS
Program Owners	Paul Forrester Wendy Castle	<ul style="list-style-type: none"> • Chief Information Officer • Director, Reemployment Assistance Program
Project Sponsors	Nicole Sanislow	<ul style="list-style-type: none"> • Responsible for making final decisions for project changes and closure • Review and approve deliverables • Review and approve RFCs
Project Owner	Ben Beha (acting)	<ul style="list-style-type: none"> • Ensure project aligns with department strategy • Primary point of contact • Review and approve deliverables

Project Role	Resource Name	Responsibility
Executive Sponsor	Jason McCandless	<ul style="list-style-type: none"> • Dep. Secretary WFS
Project Manager	Nicholas Kaoudis	<ul style="list-style-type: none"> • Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
Subject Matter Experts	TBD Robin Hodge-Carey	<ul style="list-style-type: none"> • Contribute subject matter expertise • Complete assigned project tasks in accordance with the project schedule • Identify risks and issues to the Project Manager • Lead Business Unit testing
Technical Team	Vamsi Pasala Quinton Lightfoot Sushma Kavarthapu Ben Beha Prashanth Penukula *Systems Engineer *Developer 1 *Developer 2	<ul style="list-style-type: none"> • Creating requirements • Creating system documentation • Guides the technical development of the product and overseeing the design • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Responsible for the design and integration of the System rules into the product
Organizational Change Management	Thomas Hoverman	<ul style="list-style-type: none"> • Advisory role, providing guidance on organizational change
Program Managers	Garrick Wright Tom Richardson Nicole Sanislow Thomas Holliday	<ul style="list-style-type: none"> • Monitor project progress • Provide guidance and support to project manager and project team members • Provide allocation of resources
Vendors	SSI Vendor	<ul style="list-style-type: none"> • Establish a solid architectural basis in support of the continuous modernization by defining a new architecture based on .NET Core, Web API framework, and a service-oriented architecture for the modernized System application.
	SOA/API Vendor	TBD

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

C. Project Management Methodology

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

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

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

DEO believes successful project management hinges on the following:

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

VI. *Business Process Organizational Change Management Plan*

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

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

VII. *Project Risk Management Plan*

This project will follow the [Risk Management Plan](#), captured within the Reemployment Assistance Program Management Plan. The Reemployment Assistance Modernization Program team follows a standard method for logging and categorizing issues, researching solutions, and communicating options and final recommendations. Project team members should actively contribute, as it is critical to timely decisions and moving past roadblocks. The buy-in of the project team, key team members and technical staff is critical to the success and ensures that 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
No open risks				

VIII. *Capacity Plan*

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

IX. Appendix A – Status Schedule

A. Status schedule as of this report

WBS	Task Name	Duration	Start	Finish
1	SOA API Layer	375.75 days?	Tue 2/1/22	Wed 8/2/23
1.1	▸ Initiation	59 days	Tue 2/1/22	Fri 4/22/22
1.2	Initiation Phase complete	0 days	Fri 4/22/22	Fri 4/22/22
1.3	▸ Planning	176.53 days	Tue 2/15/22	Tue 10/25/22
1.4	Planning Phase Complete	0 days	Tue 10/25/22	Tue 10/25/22
1.5	Execution	301 days?	Fri 4/22/22	Tue 7/11/23
1.5.1	Execution Phase Start	0 days	Fri 5/6/22	Fri 5/6/22
1.5.2	▸ Phase 1a - API Technology Adoption	301 days?	Fri 4/22/22	Tue 7/11/23
1.5.3	Phase 1a - Complete	0 days	Thu 7/6/23	Thu 7/6/23
1.5.4	▸ Phase 1b - DHSMV (User Stories Only)	39 days	Wed 9/7/22	Mon 10/31/22
1.5.5	Phase 1b - Complete	0 days	Mon 10/31/22	Mon 10/31/22
1.5.6	▸ Conduct Execution Phase Lessons Learned Meeting	1 day	Thu 7/6/23	Fri 7/7/23
1.6	Execution Phase complete	0 days	Fri 7/7/23	Fri 7/7/23
1.7	▸ Monitoring and Controlling	373.87 days	Tue 2/1/22	Tue 8/1/23
1.8	Monitoring and Controlling Phase Complete	0 days	Tue 8/1/23	Tue 8/1/23
1.9	Project Closeout	125.75 days?	Mon 2/6/23	Wed 8/2/23
1.9.1	Schedule Project Closeout Meeting	0.25 days	Mon 7/10/23	Mon 7/10/23
1.9.2	▸ Deliverable: Project Closeout Report	7 days	Mon 7/10/23	Wed 7/19/23
1.9.3	Project Closeout Report complete	0 days	Wed 7/19/23	Wed 7/19/23
1.9.4	▸ Conduct Knowledge Transfer (KT)	112 days?	Mon 2/6/23	Thu 7/13/23
1.9.6	▸ Conduct Lessons Learned Meeting	10.5 days	Wed 7/19/23	Wed 8/2/23
1.9.5	Conduct Project Closeout meeting	0.5 days	Wed 7/19/23	Wed 7/19/23
1.10	Closeout Phase complete	0 days	Wed 7/19/23	Wed 7/19/23



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

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

FISCAL YEAR 2022-2023

QUARTER 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

Major Deliverable	Deliverable Description	Status
Deliverable 2	Project Management Plan	Accepted
Deliverable 3	Staffing Plan	Accepted
Deliverable 4	To-Be Technical Requirements	Accepted
Deliverable 5	To-Be Technical Requirements Working Sessions	Accepted
Deliverable 6	Final To-Be Technical Requirements Report	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	Successors	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 5/31/23	Wed 6/28/23			
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			

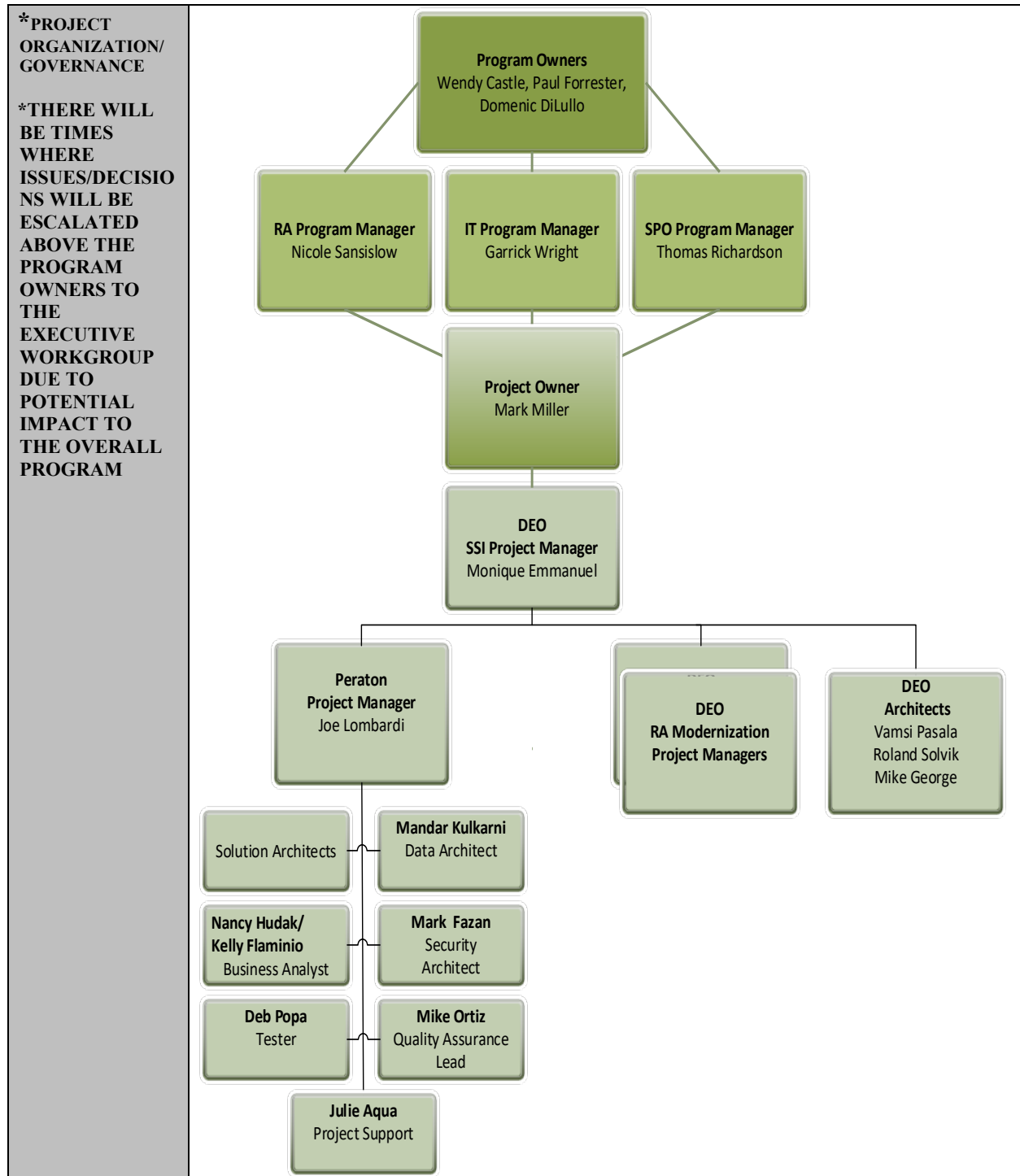
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IV. Project Spending Plan

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
Program Owners	Wendy Castle	<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
	Paul Forrester	
	Domenic DiLullo	
Program Managers	Garrick Wright	<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
	Thomas Richardson	
	Nicole Sanislow	
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	<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
	Roland Solvik	
	Mike George	
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.

		<ul style="list-style-type: none"> - Conducts program level integration tests, identifies, and communicates test results to project teams, and conducts program level regression testing.
Project Support	Julia Aqua	<ul style="list-style-type: none"> - Assist SSI Delivery Team Lead with meeting agendas and minutes. - Provide project schedule updates
RA Modernization Project Managers	<p>Nicole Cain</p> <p>Nicholas Kaoudis</p> <p>James Sparks</p> <p>David Sinclair</p> <p>Linda Lawler</p> <p>Christian Stephens</p> <p>Sandeep Aggarwal</p> <p>Viraj Jejurkar</p>	<ul style="list-style-type: none"> - Contribute subject matter expertise - Complete assigned project tasks in accordance with the Project Schedule - Identify risks and issues to the Project Manager in accordance with the Risk and Issue Management section of this OWP - Assist the Project Manager in responding to risks and issues - Assist the Project Manager in evaluating change requests

C. Project Management Methodology

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

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 01/31/2022**

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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.

Out of Scope

Any work associated with modifications to staff screens or back-office workflows.

B. **Project Objectives and Business Benefits**

Project Objective	Business Benefit
<p>An agile and incremental approach will be utilized to ensure that business process optimization (BPO) is incorporated into the transformation activities for each of the four functional modules within scope of the CX/UX project.</p>	<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. 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	Vendor Deliverables
	CX/UX Incremental
	Deliverable 1 – Project Kick-Off Meeting
	Deliverable 2 – Project Management Plan and Transition Plan
	Deliverable 3 – Project Schedule
	Deliverable 4 – Staffing Plan
	Deliverable 5 – Business Continuity Plan
	Deliverable 6 – Infrastructure Report
	Deliverable 7 – Performance Requirements
	Deliverable 8 – Joint Application Development Sessions
	Deliverable 9 –Requirements Report
	Deliverable 10 – Requirements Management Plan
	Deliverable 11 – Design Specifications Document
	Deliverable 12 – Detailed Technology Projects Screen and Design Document
	Deliverable 13 – System Architecture and Design Document
	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 – (specific to BRE project)	

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 27 – User Manual
Deliverable 28 – Operating Procedures
Deliverable 29 – Training Materials
Deliverable 30 – (specific to BRE project)
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
Nicholas Kaoudis	Lead 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
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

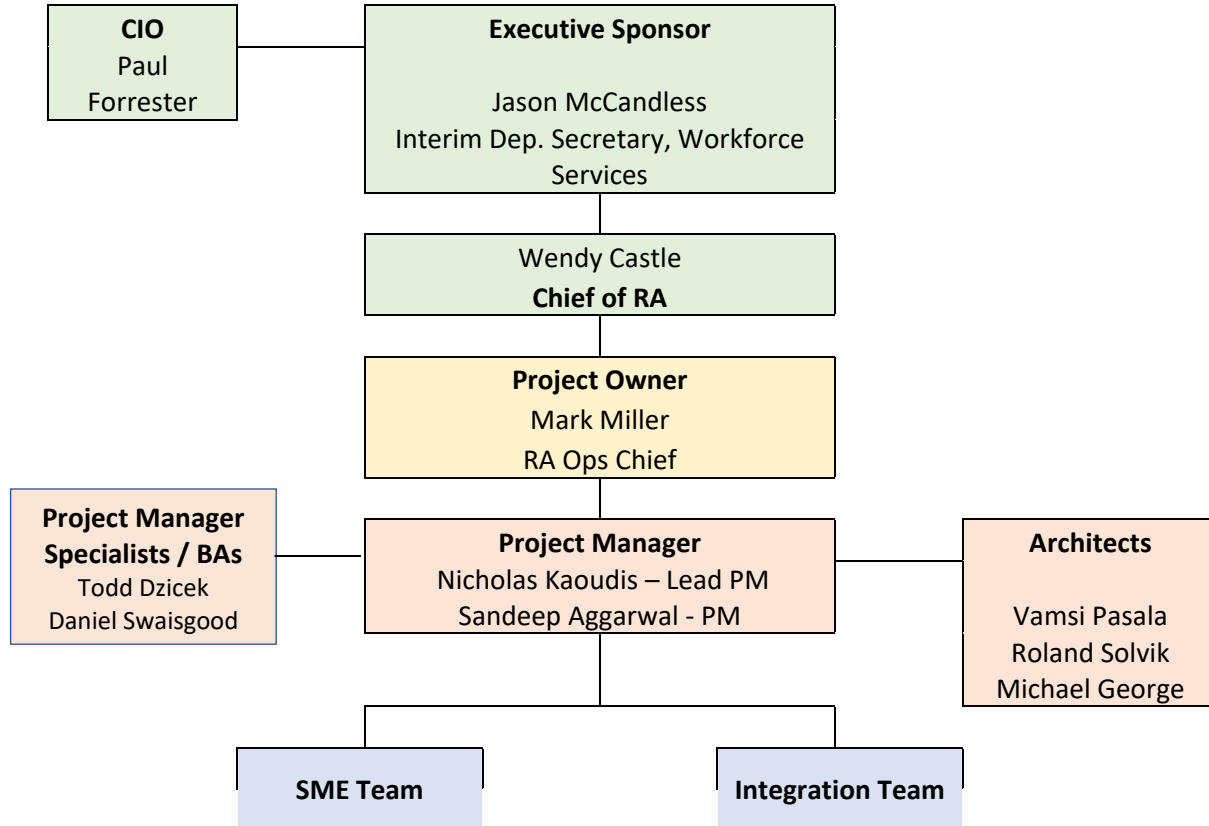
Project Spend Plan

CX/UX

	<u>Capex</u>	<u>Opex</u>
Total Planned Cost		\$1.17M
Budget Cost	\$23.49M	

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

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> • Advising the Strategic Planning Office and project manager of risks that may impact the project • Facilitate resolution of significant issues in the project • Reviewing and signing off on key milestones
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
Nicholas Kaoudis 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 • 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.

Name	Project Role	Responsibility
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 • 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
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 02/06/2023

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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) Education and Training (ETA) Reports from the Reemployment Assistance Claims and Benefits Information System (System) Application Database to the Department of Economic Opportunity (Department) Data Warehouse.

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

Project includes business validation of all reports to be complete by 01/31/2023.

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

- 39 ETA reports published to RA via the Data Warehouse by 01/31/2023 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.

Out of Scope

- Populations related to Higher Authority Court data not contained in the Reemployment Assistance system.
- Transition of Crystal Reports to the data warehouse.

B. Project Objectives and Business Benefits

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

C. Critical Success Factors

- 39 ETA reports published to RA via the Data Warehouse by 01/31/2023 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

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) • 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

Key Date	Importance and Relevance to the Project
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
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 11/11/22	*ETA 539 Regular (ar539) Weekly
Fri 07/30/22	#1 Retired from the System: ETA 902 DUA (Transition to Operations Task)

Key Date	Importance and Relevance to the Project
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
Tue 01/31/23	Final Notice of Reports being removed from the System
Fri 12/30/22	Closure of remaining open issues and decisions
Tue 1/31/23	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 1/31/23	Transition to Operations Complete

E. Major Deliverables

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

Major Deliverable	Deliverable Description
	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

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.

Major Deliverable	Deliverable Description
Project Closeout Report	The PM 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	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
USDOL	Represents the Federal Unemployment Program

H. Significant Project Assumptions and Constraints

Project Assumptions

1. The data warehouse team will continue to be the production support team for Reports after the project is closed.
2. 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

WBS	Task Name
1	Reporting
1.2	Initiation
1.2.1	Risk and Complexity Assessment
1.2.2	Deliverable: Project Charter
1.2.3	Project Charter complete
1.2.4	Project Kickoff Meeting
1.2.6	Initiation Phase complete
1.3	Planning

WBS	Task Name
1.3.1	Deliverable: Resource Planning with RA & IT AppDev Completed
1.3.2	Resource Plan Complete
1.3.3	Deliverable: Project Schedule
1.3.4	Project Schedule complete
1.3.5	Deliverable: Project Management Plan
1.3.6	Project Management Plan complete
1.3.7	Deliverable: Project Budget
1.3.9	Deliverable: Project Spending Plan
1.3.11	Requirements:
1.3.12	Complete the Planning Gate R&C Assessment
1.3.14	Planning Phase complete
1.4	Execution
1.3.1	Product Deliverables - Reporting
1.5	Execution Phase complete
1.6	Monitoring and Controlling
1.6.1	Manage Project Schedule
1.6.2	Manage Project Costs
1.6.3	Manage Project Scope
1.6.4	Manage Project Risks
1.6.5	Manage Project Issues
1.6.6	Manage Decisions
1.6.7	Manage Action Items
1.6.10	Record Lessons Learned
1.6.11	Prepare Regularly scheduled Status Reports
1.6.12	Conduct Regularly scheduled Status Meetings
1.7	Monitoring and Controlling Phase Complete
1.8	Project Closeout
1.7.1	Transition to Operations (RA-IT AppDev Onboarding, Checklists, and Training)
1.8.1	Schedule Project Closeout Meeting
1.8.2	Deliverable: Project Closeout Report
1.8.3	Project Closeout Report complete
1.8.5	Conduct Project Closeout meeting
1.9	Closeout Phase complete

III. Resource Loaded Project Schedule

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

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

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

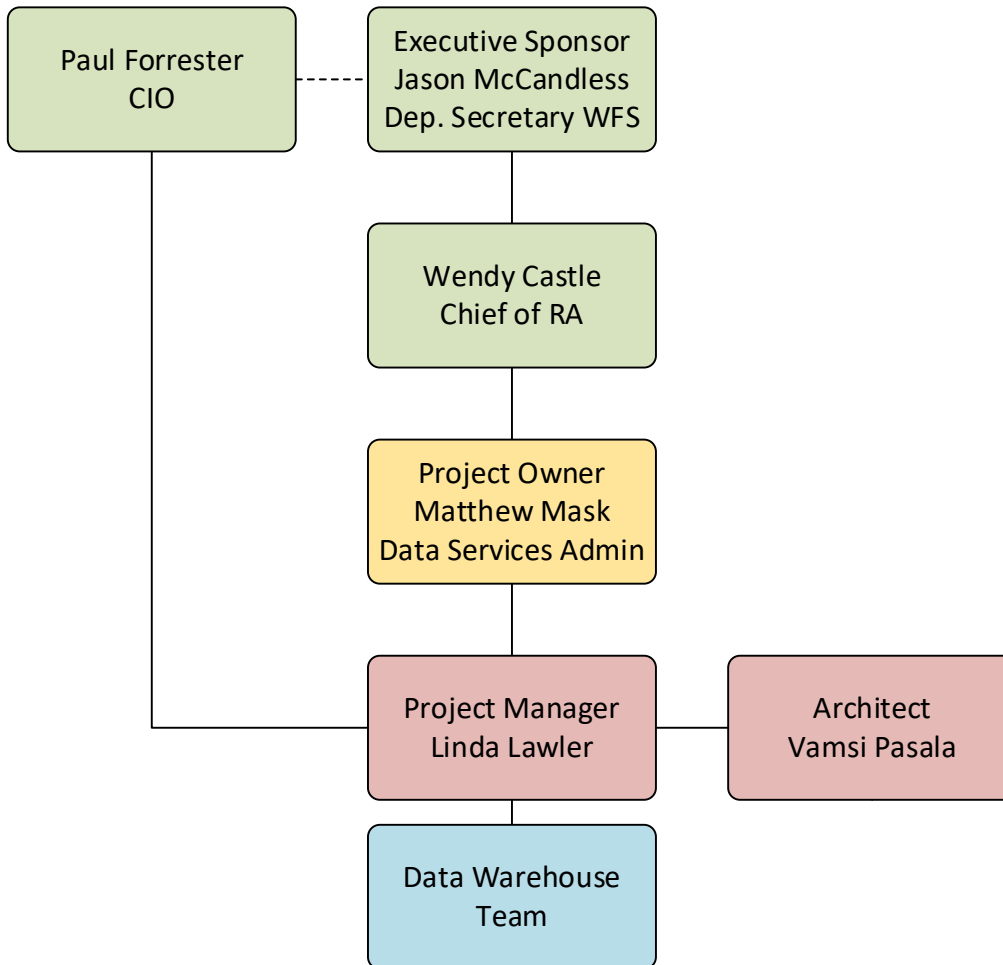
1. The BA wrote a requirements manual for each report in scope prior to turning it over for development. This was done outside of the sprint per the DEO prescribed application development process. Unlike the waterfall methodology, once a requirements manual was approved the developers could schedule the report for development and delivery as soon as possible. The customer receives value from the work much sooner than with the waterfall method which doesn't deliver value until the end of the project. (39 reports)
2. The team reviewed the report requirements manual and during product backlog grooming broke the report work down into 2-week sprints—as many as were needed to complete the report/deliverable.
3. Before every sprint, the team held a sprint planning session (up to 2-hours per week of sprint) to “task out” the work and estimate the time needed for development within the 2-week sprint.
4. The PM would check the teams “scrum board” to track progress and would work with the scrum master to keep tabs on team progress and for regular status reporting. The Agile methodology prevents the PM from meeting with the team because it draws focus away from the work at hand. The PM holds the team accountable through the scrum master.
5. The cycle of BA requirements gathering, to completion of report deliverables, continues until all reports are complete and any remaining post implementation clean-up/documentation deliverables are delivered.
6. Since requirements, planning, development, testing, and implementation were tasks and not project phases, for this reason, it was not possible to create a resource loaded project schedule, especially after many of the deliverables were already turned over to the customer.
7. One final note, the Agile methodology does not emphasize hours as a measure of value since hours can be expended without any value being provided to the customer. Instead, the focus is on what the customer determines adds value, and by delivering that value quickly so the return on investment can be captured as soon as possible—not at the end of the project.
8. The project duration *for the team* consists of approximately 40 sprints ending October 31, 2022. The duration of the entire project is scheduled to end in January 2022 with the remaining 2 months of duration used to shut down report batches in the Connect application (operational work, not project team) and complete project closure activities.

IV. Project Spending Plan

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

V. Project Organization and Methodology

A. Project Organizational Chart



B. Project Roles and Responsibilities

Name	Project Role	Responsibilities
<p>Jason McCandless</p> <p>Domenic DiLullo</p> <p>Allyce Moriak</p>	<p>Project Sponsors</p>	<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
<p>Matthew Mask</p>	<p>Project Owner:</p>	<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
<p>Linda Lawler</p>	<p>Lead Project Manager</p>	<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) • Controls project scope and acquires necessary approvals for changes • Integrates partner business unit's work efforts within the project
<p>Vamsi Pasala</p>	<p>Architect and Technical Lead:</p>	<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

Name	Project Role	Responsibilities
		<ul style="list-style-type: none"> Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team.
Michael Craft	RA Validations Lead:	<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.

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

The PM is working with the Organizational Change Management POC to develop the communications to staff about the new location for ETA reports.

This communication will also notify all staff of training should they wish for how to access ETA reports in the data warehouse.

VII. Project Risk Management Plan

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
1. Introduction of report changes by USDOL	Medium	High	Review USDOL UIPL with RA to determine if more than 1 sprint of additional work is required. If so, submit a change request to project sponsor for approval	PM, RA Lead

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
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 02/01/2023**

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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.

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
June 30, 2022	Requirements

Key Date	Importance and Relevance to the Project
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
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	372 days	Tue 1/18/22	Fri 6/30/23
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	240 days	Mon 6/27/22	Wed 6/7/23
Vendor to provide Tool Recommendation for MDM	104 days	Mon 6/27/22	Mon 11/21/22
Identify need to procure all the Tools	1 day	Mon 6/27/22	Mon 6/27/22
SSI Vendor Requirements Review & assesment	1 day	Mon 6/27/22	Mon 6/27/22
Do market research on the tools & how it best fits the need	1 day	Tue 6/28/22	Tue 6/28/22
SSI Vendor MDM tool recommendation	24 days	Wed 6/29/22	Mon 8/1/22
Tool Decision	1 day	Tue 8/2/22	Tue 8/2/22

Procurement Template	77 days	Wed 8/3/22	Mon 11/21/22
Request a new procurement template (See Kelly H.)	0.5 days	Wed 8/3/22	Wed 8/3/22
Confirm locked down procurement template	0.5 days	Wed 8/3/22	Wed 8/3/22
Confirm details in SOW	0.5 days	Thu 8/4/22	Thu 8/4/22
Confirm SOW information shared	0.5 days	Thu 8/4/22	Thu 8/4/22
DEO Review process (SOW)	77 days	Wed 8/3/22	Mon 11/21/22
Advertisement and Award	0 days	Mon 11/21/22	Mon 11/21/22
DEO Post advertisement	0 days	Mon 11/21/22	Mon 11/21/22
Receive Vendor Questions	0 days	Mon 11/21/22	Mon 11/21/22
Answer Vendor Questions	0 days	Mon 11/21/22	Mon 11/21/22
Review and Edit Advertisement	0 days	Mon 11/21/22	Mon 11/21/22
Post Answers for all Vendors	0 days	Mon 11/21/22	Mon 11/21/22
Receive Submittals	0 days	Mon 11/21/22	Mon 11/21/22
Review Submittals	0 days	Mon 11/21/22	Mon 11/21/22
Determine and Announce Award Contract	0 days	Mon 11/21/22	Mon 11/21/22
Install MDM Tool & Load data	0 days	Mon 11/21/22	Mon 11/21/22
Configure MDM Tool	0 days	Mon 11/21/22	Mon 11/21/22
Test Configuration	0 days	Mon 11/21/22	Mon 11/21/22
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.	99 days	Wed 12/7/22	Thu 4/27/23
Classify and link data assets	25 days	Wed 12/7/22	Thu 1/12/23
Define or create a directory including the location where each specific data element or grouping of elements exists	25 days	Fri 1/13/23	Fri 2/17/23
Map each data element to glossary terms	25 days	Fri 1/13/23	Fri 2/17/23
Cross reference the business glossary to the various data dictionaries.	25 days	Fri 1/13/23	Fri 2/17/23
Terms relevant to each RA Program unit with a unique definition for each	15 days	Mon 2/20/23	Fri 3/10/23
Referencing of terms and relationships.	15 days	Mon 3/13/23	Fri 3/31/23
Business Glossary	0 days	Fri 3/31/23	Fri 3/31/23
Document Process	4 days	Mon 4/3/23	Thu 4/6/23
Discover & Capture Data	3 days	Fri 4/7/23	Tue 4/11/23
Evaluate fitness/Quality of Data	3 days	Wed 4/12/23	Fri 4/14/23
Review Usage, Prioritize sensitive Data & Manage Data flows	3 days	Mon 4/17/23	Wed 4/19/23
Add Context with Tags	2 days	Thu 4/20/23	Fri 4/21/23
Protect & optimize Data	4 days	Mon 4/24/23	Thu 4/27/23
Data Catalog	0 days	Thu 4/27/23	Thu 4/27/23
Develop, Design & provide a Master Data Management (MDM) solution for RA Mod Systems	0 days	Thu 4/27/23	Thu 4/27/23
Load data from two source's, Identify business process & master data attributes	0 days	Thu 4/27/23	Thu 4/27/23
Data Stewardship for master data	0 days	Thu 4/27/23	Thu 4/27/23
Identify Data Steward role	0 days	Thu 4/27/23	Thu 4/27/23
Define process and authority to resolve the conflict between master data attributes	0 days	Thu 4/27/23	Thu 4/27/23
Define data governance	0 days	Thu 4/27/23	Thu 4/27/23
Create process to manage integrity, availability, and security of data dictionary	0 days	Thu 4/27/23	Thu 4/27/23
Identify and provide the duplicated identity records within each system specified by DEO to the data owners	0 days	Thu 4/27/23	Thu 4/27/23
Define data ownership, quality, and governance rules	0 days	Thu 4/27/23	Thu 4/27/23
Create process to maintain integrity, availability & Security of data catalog	0 days	Thu 4/27/23	Thu 4/27/23
Define architecture building blocks & Identify stack to process and store the master data	0 days	Thu 4/27/23	Thu 4/27/23
Re-load data from source	0 days	Thu 4/27/23	Thu 4/27/23

Define target architecture	0 days	Thu 4/27/23	Thu 4/27/23
Determine if DEO In-house tools like Alteryx and snowflake fit for the purpose??	0 days	Thu 4/27/23	Thu 4/27/23
Define data model for identified master data attributes (ex: using data vault 2.0 architecture principles)	19 days	Thu 4/27/23	Wed 5/24/23
Master Data/Golden Record	0 days	Thu 4/27/23	Thu 4/27/23
Develop APIs for interoperability	0 days	Thu 4/27/23	Thu 4/27/23
Create dataflow between master data, contributors, and consumers, Use cases	0 days	Thu 4/27/23	Thu 4/27/23
Design API	0 days	Thu 4/27/23	Thu 4/27/23
Architectural Style/REST designing guidelines	0 days	Thu 4/27/23	Thu 4/27/23
Security	0 days	Thu 4/27/23	Thu 4/27/23
Identification	0 days	Thu 4/27/23	Thu 4/27/23
Authentication	0 days	Thu 4/27/23	Thu 4/27/23
Authorization	0 days	Thu 4/27/23	Thu 4/27/23
Encryption	0 days	Thu 4/27/23	Thu 4/27/23
Develop API	0 days	Thu 4/27/23	Thu 4/27/23
Define API Responses	0 days	Thu 4/27/23	Thu 4/27/23
Define & Handle Exception & Errors	0 days	Thu 4/27/23	Thu 4/27/23
Build API Endpoint	0 days	Thu 4/27/23	Thu 4/27/23
Analyze	0 days	Thu 4/27/23	Thu 4/27/23
Implement	0 days	Thu 4/27/23	Thu 4/27/23
Monitor API	0 days	Thu 4/27/23	Thu 4/27/23
Testing/ Unit Testing	0 days	Thu 4/27/23	Thu 4/27/23
Test API function in Isolation	0 days	Thu 4/27/23	Thu 4/27/23
Use realistic data & Test under variety of conditions	0 days	Thu 4/27/23	Thu 4/27/23
simulate errors by rapidly changing responses	0 days	Thu 4/27/23	Thu 4/27/23
API communication has to happen via SOA/API layer	0 days	Thu 4/27/23	Thu 4/27/23
API's	0 days	Thu 4/27/23	Thu 4/27/23
Testing	136 days	Mon 11/21/22	Wed 6/7/23
Test plans/Cases	136 days	Mon 11/21/22	Wed 6/7/23
Design and Document Test Cases	0 days	Mon 11/21/22	Mon 11/21/22
Configure & retain a single identity record for each organization, system, and identity instance	0 days	Thu 4/27/23	Thu 4/27/23

Identify and provide the duplicated identity records within each system specified by DEO to the data owners	0 days	Thu 4/27/23	Thu 4/27/23
Data Quality - Improve data quality in analytics by eliminating duplicate information	0 days	Thu 4/27/23	Thu 4/27/23
configure to accept identity matching records in real time, batch, or asynchronous modes	0 days	Thu 4/27/23	Thu 4/27/23
Setup a processing mechanism to resync identity records with master file records;	0 days	Thu 4/27/23	Thu 4/27/23
Identity updates or business event transactions provided to the System;	0 days	Thu 4/27/23	Thu 4/27/23
Generate alerts of identity matching data updates by other systems to systems with matching identity records	0 days	Thu 4/27/23	Thu 4/27/23
Provide functionality allowing the selection of sources or information subject areas to present	0 days	Thu 4/27/23	Thu 4/27/23
Provide functionality to pull information from source systems in real time using web service calls to the ESB which fans out and consolidates information request from source systems;	0 days	Thu 4/27/23	Thu 4/27/23
Develop a Golden Record in partnership with DEO to develop a single source of truth for all RA data.	0 days	Wed 6/7/23	Wed 6/7/23
Configure rules and policies that govern the creation, acquisition, maintenance, dissemination, prioritization, and archival of master data and all data feeding into it from all sources;	0 days	Wed 6/7/23	Wed 6/7/23
Provide the creation of a single master record for each person and/or organization both internal and external to DEO to identify, manage, and share the linkages to connect records from systems identified by DEO	0 days	Wed 6/7/23	Wed 6/7/23
Provide the acceptance of messages containing identity information for a person or organization, the cleansing and standardization of identity information, and the linkage of identity records based on probabilistic identity matching rules	0 days	Wed 6/7/23	Wed 6/7/23
Provide a service which presents the list of systems which contain data for the same person or organization.	0 days	Wed 6/7/23	Wed 6/7/23
Integration Testing & Remediation	1 day	Fri 4/28/23	Fri 4/28/23
Perform Integration testing and Present results (includes integration, performance, user test results)	0.5 days	Fri 4/28/23	Fri 4/28/23
Perform End to End Tests (includes integration and Performance tests)	0.5 days	Fri 4/28/23	Fri 4/28/23
Subsystem/Regression testing	4 days	Mon 5/1/23	Thu 5/4/23
Perform End to End Tests (includes System and Performance tests)	1 day	Mon 5/1/23	Mon 5/1/23
Test Business Process	1 day	Tue 5/2/23	Tue 5/2/23
Track and Report Test Defects	1 day	Wed 5/3/23	Wed 5/3/23
Submit to DEO Test Cases and Results for Review and Approvals	1 day	Thu 5/4/23	Thu 5/4/23

Transition Plan	7 days	Fri 4/28/23	Mon 5/8/23
Develop Transition Plan	1 day	Fri 4/28/23	Fri 4/28/23
Submit Transition Plan to DEO for Review	1 day	Mon 5/1/23	Mon 5/1/23
Review the Transition Plan by DEO	1 day	Tue 5/2/23	Tue 5/2/23
Finalize Transition Plan	1 day	Wed 5/3/23	Wed 5/3/23
Submit Transition Plan to DEO for Approval	1 day	Thu 5/4/23	Thu 5/4/23
Receive Approval of the Transition Plan by DEO	1 day	Fri 5/5/23	Fri 5/5/23
Publish Transition Plan & Handover	1 day	Mon 5/8/23	Mon 5/8/23
Transition Plan Complete	0 days	Mon 5/8/23	Mon 5/8/23
Execution Phase complete	0 days	Mon 5/8/23	Mon 5/8/23
Monitoring and Controlling	263 days	Mon 6/20/22	Fri 6/30/23
Manage Project Schedule	233 days	Mon 8/1/22	Fri 6/30/23
Manage Project Costs	263 days	Mon 6/20/22	Fri 6/30/23
Manage Project Scope	233 days	Mon 8/1/22	Fri 6/30/23
Manage Project Risks	233 days	Mon 8/1/22	Fri 6/30/23
Manage Project Issues	233 days	Mon 8/1/22	Fri 6/30/23
Manage Decisions	233 days	Mon 8/1/22	Fri 6/30/23
Manage Action Items	233 days	Mon 8/1/22	Fri 6/30/23
Manage Cybersecurity	233 days	Mon 8/1/22	Fri 6/30/23
Update RTM	233 days	Mon 6/27/22	Thu 5/25/23
Record Lessons Learned	233 days	Mon 8/1/22	Fri 6/30/23
Prepare Regularly scheduled Status Reports	233 days	Mon 8/1/22	Fri 6/30/23
Conduct Regularly scheduled Status Meetings	233 days	Mon 8/1/22	Fri 6/30/23
Monitoring and Controlling Phase Complete	0 days	Fri 6/30/23	Fri 6/30/23
Project Closeout	18 days	Thu 5/4/23	Tue 5/30/23
Schedule Project Closeout Meeting	7 days	Thu 5/4/23	Fri 5/12/23
Deliverable: Project Closeout Report	18 days	Thu 5/4/23	Tue 5/30/23
Develop Project Closeout Report	5 days	Thu 5/4/23	Wed 5/10/23
Review/Update Project Closeout Report	5 days	Thu 5/11/23	Wed 5/17/23
Approve Project Closeout Report	4 days	Thu 5/18/23	Tue 5/23/23
Project Closeout Report complete	3 days	Wed 5/24/23	Fri 5/26/23

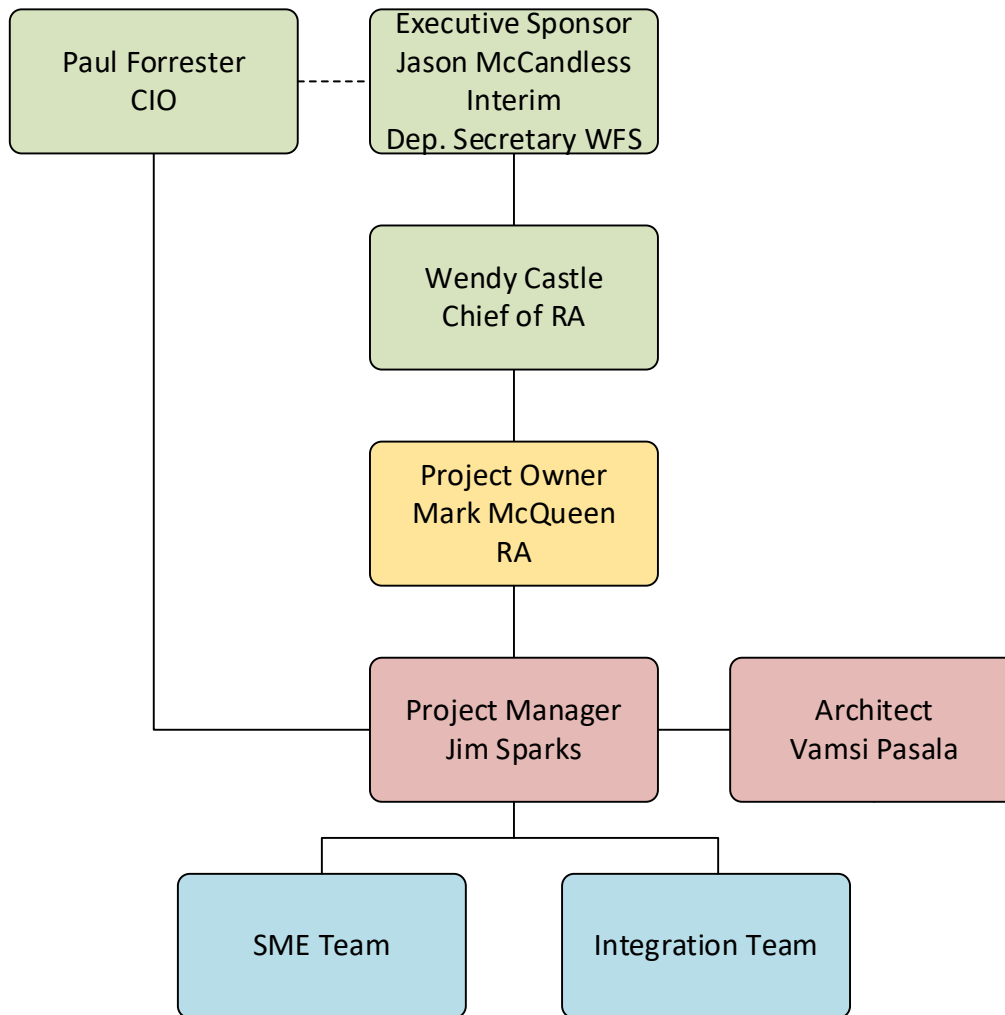
Conduct Knowledge Transfer	2 days	Wed 5/24/23	Thu 5/25/23
Conduct Project Closeout meeting	2 days	Fri 5/26/23	Tue 5/30/23
Conduct Lessons Learned Meeting	13 days	Thu 5/4/23	Mon 5/22/23
Schedule Lessons Learned meeting	5 days	Thu 5/4/23	Wed 5/10/23
Conduct Lessons Learned meeting	5 days	Thu 5/11/23	Wed 5/17/23
Record Lessons Learned	2 days	Thu 5/18/23	Fri 5/19/23
Closeout Phase complete	1 day	Mon 5/22/23	Mon 5/22/23

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
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

Name	Project Role	Responsibility
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	Vendor	<ul style="list-style-type: none"> • Monitor project progress • Provide guidance and support to project manager and project team members
Project Manager	Jim Sparks	<ul style="list-style-type: none"> • Manage all aspects of the project and ensure compliance with PMP • Monitor project progress and schedule adherence • Complete all documents related to the project • Identify and manage risks according to the PMP
Project Owner	Mark McQueen	<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
Business Lead	Benjamin Beha	<ul style="list-style-type: none"> • Review deliverables and project documents, identifying any deficiencies • Review and approve deliverables • Review and approve RFCs
Data Steward	Mathew Mask	<ul style="list-style-type: none"> • Will function as Data Steward for MDM project
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
Functional Team	Benjamin Beha Dave Sangat	<ul style="list-style-type: none"> • Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests
Technical Team/Architect	Prathamesh Hankare Vamsi Pasala William Brito	<ul style="list-style-type: none"> • Contribute subject matter expertise • Complete assigned project tasks in accordance with the Project Schedule • Identify risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP • Assist the Project Managers in responding to risks and issues • Assist the Project Manager in evaluating change requests

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
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

Risk Description/Impact	Probability of Occurrence (high, medium, low)	Risk Tolerance (high, medium, low)	Mitigation Strategy	Assigned Owner
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 02/06/2023

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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
Identify if a solution exists that will work with the System technology stack to archive & purge data.	<ul style="list-style-type: none"> • Comparison of DEO technology to currently available solutions. • Identification of potential future risks of existing technology and its lifecycle.
Identify any customization that may be needed to archive and purge data (code to link the solution to the System)	<ul style="list-style-type: none"> • Answer to question for the need of custom coding to link a solution to the System and related RA benefit software to identify records to be archived and purged. • Identify if custom tools as well as resources must be obtained.
Identify a data growth management strategy and best practices for DEO	<ul style="list-style-type: none"> • Provides a path to move forward to archiving and purging data

C. Critical Success Factors

- Identify if a solution exists for a data management strategy; if a custom solution is necessary; or if a solution and services are required.
- Identify future risks based on the agency’s existing level of technology and what is required by the solution.
- Identify a potential plan and future path as part of continuous improvement.

D. Key Dates

Key Date	Importance and Relevance to the Project
February 6 – June 29, 2023	Record Level Detail Requirements Gathering Completed
February 17 – March 20, 2023	Request for Information Issued
March 20, 2023	Vendor Responses Due
March 20 – March 26, 2023	Oral Presentations Completed
March 26 – March 27, 2023	Request for Information Process Completed
March 30 – May 1, 2023	Plan for Continuous Improvement
June 30, 2023	Requirements Traceability Matrix Completed

E. Major Deliverables

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
Working Sessions Requirements Traceability Matrix	The BA and PM conducts a series of work sessions to discuss, evaluate, and develop Archive & Purge processes and requirements.
Requirements Traceability Matrix	The BA provides a completed Requirements Traceability Matrix for the project.
Archive & Purge Continuous Modernization Plan and Roadmap/Transition	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

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
Working Sessions Requirements Traceability Matrix	The BA and PM conducts a series of work sessions to discuss, evaluate, and develop Archive & Purge processes and requirements.
Requirements Traceability Matrix	The BA provides a completed Requirements Traceability Matrix for the project.
Archive & Purge Continuous Modernization Plan and Roadmap/Transition	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

G. Key Stakeholders

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

H. 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

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

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
1.8	Monitoring and Controlling Phase Complete
1.9	Project Closeout (ex. Optional scope)
1.10	Closeout Phase complete

III. Resource Loaded Project Schedule

WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Resource Names
1	15-DEO-Archive and Purge	58%	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		
1.1.1.1	Complete Pre-Charter Risk and Complexity Assessment and determine Project Level	100%	30 days	Mon 4/4/22	Fri 5/13/22		PM
1.1.1.2	Complete Initiation Gate Risk and Complexity Assessment	100%	29 days	Mon 5/16/22	Thu 6/23/22	4	PM
1.1.2	PM Deliverable: Project Charter	100%	20 days	Mon 5/16/22	Fri 6/10/22		
1.1.2.1	Develop Project Charter	100%	18 days	Mon 5/16/22	Wed 6/8/22	4	PM
1.1.2.2	Review/Update Project Charter	100%	1 day	Thu 6/9/22	Thu 6/9/22	7	PM, Sponsor
1.1.2.3	Approve Project Charter	100%	1 day	Fri 6/10/22	Fri 6/10/22	8	Sponsor
1.1.3	Project Charter complete	100%	0 days	Fri 6/10/22	Fri 6/10/22	9	
1.1.4	Stakeholders Register	100%	22 days	Mon 6/13/22	Tue 7/12/22		
1.1.4.1	Identify Project Stakeholders	100%	22 days	Mon 6/13/22	Tue 7/12/22	10	PM
1.1.4.2	Identify OCM Stakeholders	100%	22 days	Mon 6/13/22	Tue 7/12/22	10	PM
1.1.5	Project Kickoff Meeting	100%	19 days	Mon 6/13/22	Thu 7/7/22		
1.1.5.1	Prepare presentation	100%	11 days	Mon 6/13/22	Mon 6/27/22	9	PM
1.1.5.2	Schedule Kickoff meeting	100%	7 days	Tue 6/28/22	Wed 7/6/22	15	PM
1.1.5.3	Conduct Kickoff meeting	100%	1 day	Thu 7/7/22	Thu 7/7/22	16	PM

WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Resource Names
1.1.6	Conduct Lessons Learned Meeting	100%	3 days	Mon 6/13/22	Wed 6/15/22		
1.1.6.1	Schedule Lessons Learned meeting	100%	1 day	Mon 6/13/22	Mon 6/13/22	10	PM
1.1.6.2	Conduct Lessons Learned meeting	100%	1 day	Tue 6/14/22	Tue 6/14/22	19	PM
1.1.6.3	Record Lessons Learned	100%	1 day	Wed 6/15/22	Wed 6/15/22	20	PM
1.2	Initiation Phase complete	100%	0 days	Wed 6/15/22	Wed 6/15/22	21	
1.3	Planning	78%	268 days	Thu 6/16/22	Mon 6/26/23		
1.3.1	PM Deliverable: Resource Plan	100%	132 days	Thu 6/16/22	Fri 12/16/22		
1.3.1.1	Develop Resource Plan	100%	104 days	Thu 6/16/22	Tue 11/8/22	22	PM
1.3.1.2	Review/Update Resource Plan	100%	1 day	Wed 11/9/22	Wed 11/9/22	25	PM, Sponsor
1.3.1.3	Update Resource Plan after Round 2 Meetings	100%	26 days	Thu 11/10/22	Thu 12/15/22	26	PM, Sponsor
1.3.1.4	Approve Resource Plan	100%	1 day	Fri 12/16/22	Fri 12/16/22	27	Sponsor
1.3.2	Resource Plan Complete	100%	0 days	Fri 12/16/22	Fri 12/16/22	28	
1.3.3	PM Deliverable: Project Schedule	100%	101 days	Wed 7/13/22	Thu 12/1/22		
1.3.3.1	Prepare Work Breakdown Structure	100%	0 days	Wed 7/13/22	Wed 7/13/22	26	PM, Team
1.3.3.2	Develop Project Schedule	100%	16 days	Thu 7/14/22	Thu 8/4/22	31	PM, Team
1.3.3.3	Review/Update Project Schedule	100%	84 days	Fri 8/5/22	Wed 11/30/22	32	PM, Sponsor
1.3.3.4	Approve Project Schedule	100%	1 day	Thu 12/1/22	Thu 12/1/22	33	Sponsor
1.3.4	Project Schedule complete	100%	0 days	Thu 12/1/22	Thu 12/1/22	34	

WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Resource Names
1.3.5	PM Deliverable: Project Management Plan	100%	59 days	Fri 11/4/22	Thu 1/26/23		
1.3.5.1	Scope Decision Received	100%	0 days	Fri 11/4/22	Fri 11/4/22	32FS+66 days	
1.3.5.2	Develop Project Management Plan	100%	43 days	Mon 11/7/22	Wed 1/4/23	37	PM
1.3.5.3	Review/Update Project Management Plan	100%	7 days	Thu 1/5/23	Fri 1/13/23	38	PM, Sponsor
1.3.5.4	Approve Project Management Plan	100%	1 day	Thu 1/26/23	Thu 1/26/23	39FS+8 days	Sponsor
1.3.6	Project Management Plan complete	100%	0 days	Thu 1/26/23	Thu 1/26/23	40	
1.3.7	PM Deliverable: Project Budget	15%	13 days	Thu 12/29/22	Mon 1/16/23		
1.3.7.1	Prepare Project Budget	100%	1 day	Thu 12/29/22	Thu 12/29/22		PM
1.3.7.2	Review/Update Project Budget	100%	1 day	Fri 12/30/22	Fri 12/30/22	43	PM
1.3.7.3	Review Project Budget after Change Requests Completed	100%	10 days	Mon 1/2/23	Fri 1/13/23	44	Sponsor
1.3.7.4	Approve Project Budget	100%	1 day	Mon 1/16/23	Mon 1/16/23	45	Sponsor
1.3.8	Project Budget complete	100%	0 days	Mon 1/16/23	Mon 1/16/23	46	
1.3.9	PM Deliverable: Project Spending Plan	100%	3 days	Tue 1/17/23	Thu 1/19/23		
1.3.9.1	Prepare a Project Spending Plan	100%	1 day	Tue 1/17/23	Tue 1/17/23	46	PM
1.3.9.2	Review/Update Project Spending Plan	100%	1 day	Wed 1/18/23	Wed 1/18/23	49	PM, Sponsor
1.3.9.3	Approve Project Spending Plan	100%	1 day	Thu 1/19/23	Thu 1/19/23	50	Sponsor
1.3.10	MILESTONE: Project Spending Plan complete	100%	0 days	Thu 1/19/23	Thu 1/19/23	51	
1.3.11	Complete Impact Analysis	100%	1 day	Fri 1/20/23	Fri 1/20/23	51	PM
1.3.12	Requirements:	59%	252 days	Fri 7/8/22	Mon 6/26/23		

WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Resource Names
1.3.12.1	Gather Business Requirements	56%	252 days	Fri 7/8/22	Mon 6/26/23		
1.3.12.2	Create RFI	70%	65 days	Fri 11/18/22	Thu 2/16/23		
1.3.13	Complete the Planning Gate R&C Assessment	0%	1 day	Fri 2/17/23	Fri 2/17/23	90	PM
1.3.14	Conduct Lessons Learned Meeting	0%	2 days	Mon 2/20/23	Tue 2/21/23		
1.3.14.1	Schedule Lessons Learned meeting	0%	1 day	Mon 2/20/23	Mon 2/20/23	91,53	PM
1.3.14.2	Conduct and Record Lessons Learned meeting	0%	1 day	Tue 2/21/23	Tue 2/21/23	93	PM, Team
1.3.14.3	MILESTONE: Requirements Lessons Learned Complete	0%	0 days	Tue 2/21/23	Tue 2/21/23	94	
1.4	MILESTONE: Planning Phase complete	0%	0 days	Tue 2/21/23	Tue 2/21/23	95	
1.5	Execution	0%	53 days	Fri 2/17/23	Wed 5/3/23		
1.5.1	Phase I: RFI Solution Evaluations	0%	26 days	Fri 2/17/23	Mon 3/27/23		
1.5.1.1	Date of Issuance and publication on the Florida Vendor Information Portal (VIP)website (Florida Marketplace)	0%	0 days	Fri 2/17/23	Fri 2/17/23	91	PM, Purchasing Agent
1.5.1.2	Technical Questions Regarding this RFI shall be from prospective Respondents. (NOTE: only email inquiries will be accepted.)	0%	0 days	Thu 3/2/23	Thu 3/2/23	99FS+9 days	PM, Architects, Purchasing Agent
1.5.1.3	Anticipated posting of DEO responses to technical questions to the Florida Vendor Information Portal website (via addendum) (Florida Marketplace)	0%	0 days	Mon 3/6/23	Mon 3/6/23	100FS+2 days	PM, Architects, Purchasing Agent
1.5.1.4	Responses Due	0%	0 days	Mon 3/20/23	Mon 3/20/23	101FS+10 days	
1.5.1.5	Oral Presentations Scheduled	0%	5 days	Tue 3/21/23	Mon 3/27/23	102	PM

WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Resource Names
1.5.1.6	MILESTONE: RFI Process Completed	0%	0 days	Mon 3/27/23	Mon 3/27/23	103	
1.5.2	Conduct Lessons Learned Meeting	0%	2 days	Tue 3/28/23	Wed 3/29/23		
1.5.2.1	Schedule Lessons Learned meeting	0%	1 day	Tue 3/28/23	Tue 3/28/23	104	PM
1.5.2.2	Conduct Lessons Learned meeting	0%	1 day	Wed 3/29/23	Wed 3/29/23	106	PM, Team
1.5.2.3	Record Lessons Learned	0%	1 day	Wed 3/29/23	Wed 3/29/23	107FF	PM
1.5.3	Transition to Operations	0%	25 days	Thu 3/30/23	Wed 5/3/23		
1.5.3.1	Create Transition Report for Continuous Improvement	0%	20 days	Thu 3/30/23	Wed 4/26/23	108	PM, Team
1.5.3.2	Review/Adjust Transition Report for Continuous Improvement	0%	5 days	Thu 4/27/23	Wed 5/3/23	110	PM, Team, Sponsor
1.5.3.3	Approve Transition Report for Continuous Improvement	0%	2 days	Thu 4/27/23	Fri 4/28/23	110	Architects, Sponsor
1.5.3.4	Confirm Next Steps	0%	1 day	Mon 5/1/23	Mon 5/1/23	112	PM
1.6	Execution Phase complete	0%	0 days	Mon 5/1/23	Mon 5/1/23	113	
1.7	Monitoring and Controlling	51%	266 days	Fri 6/24/22	Fri 6/30/23		
1.7.1	Manage Project Schedule	33%	159 days	Mon 8/29/22	Fri 6/30/23	35	PM
1.7.2	Manage Project Costs	0%	119 days	Tue 1/17/23	Fri 6/30/23	47	PM
1.7.3	Manage Project Scope	34%	159 days	Mon 8/29/22	Fri 6/30/23	35	PM
1.7.4	Manage Project Risks	60%	266 days	Fri 6/24/22	Fri 6/30/23	5	PM
1.7.5	Manage Project Issues	60%	266 days	Fri 6/24/22	Fri 6/30/23	5	PM

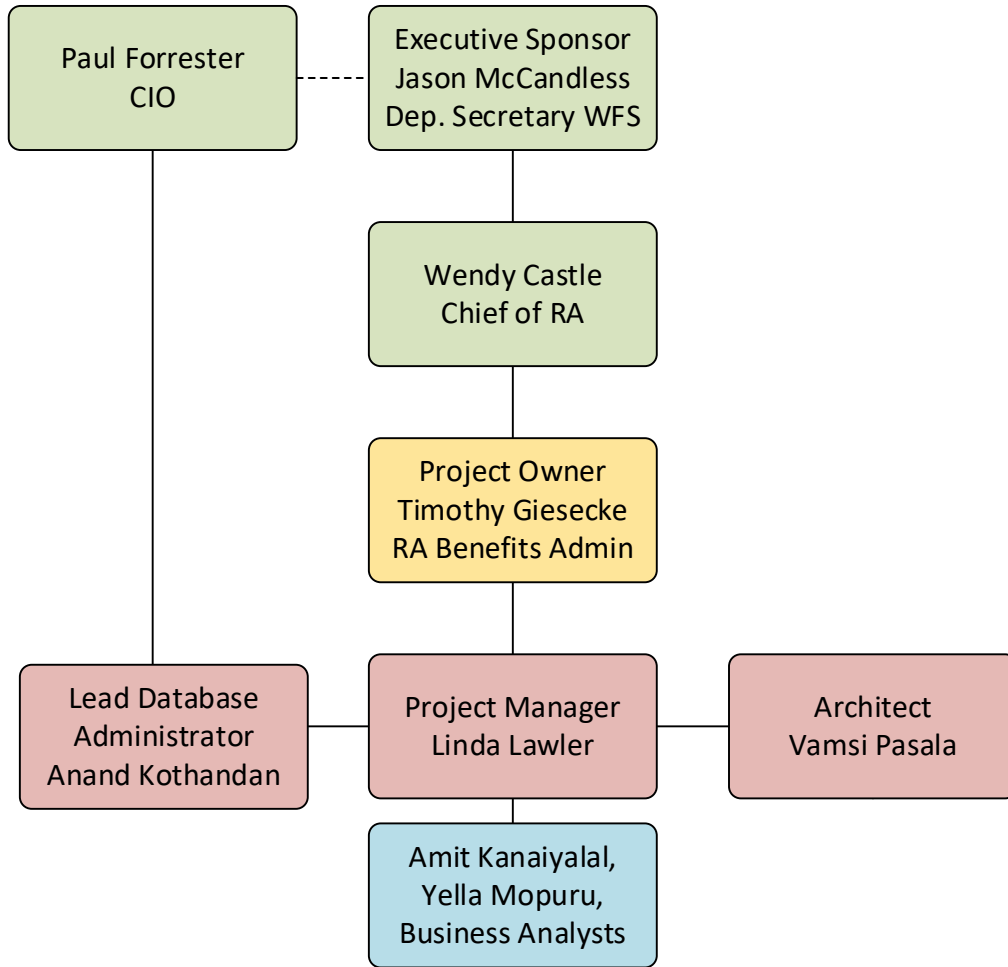
WBS	Task Name	% Complete	Duration	Start	Finish	Predecessors	Resource Names
1.7.6	Manage Decisions	60%	266 days	Fri 6/24/22	Fri 6/30/23	5	PM
1.7.7	Manage Action Items	60%	266 days	Fri 6/24/22	Fri 6/30/23	5	PM
1.7.8	Manage Cybersecurity	60%	266 days	Fri 6/24/22	Fri 6/30/23	5	PM
1.7.9	Conduct Regularly scheduled Status Meetings	42%	183 days	Mon 8/1/22	Fri 6/30/23	40FS-13 days	PM
1.7.10	Prepare Regularly scheduled Status Reports	56%	240 days	Mon 8/1/22	Fri 6/30/23	124SS	PM
1.8	Monitoring and Controlling Phase Complete	0%	0 days	Fri 6/30/23	Fri 6/30/23	125	
1.9	Project Closeout	0%	4 days	Tue 6/20/23	Fri 6/23/23		
1.9.1	Schedule Project Closeout Meeting	0%	1 day	Tue 6/20/23	Tue 6/20/23	108FS+58 days	PM
1.9.2	PM Deliverable: Project Closeout Report	0%	4 days	Tue 6/20/23	Fri 6/23/23		
1.9.2.1	Develop Project Closeout Report	0%	4 days	Tue 6/20/23	Fri 6/23/23	128FS-1 day	PM
1.9.2.2	Review/Update Project Closeout Report	0%	1 day	Fri 6/23/23	Fri 6/23/23	130FF	PM, Sponsor
1.9.2.3	Approve Project Closeout Report	0%	1 day	Fri 6/23/23	Fri 6/23/23	131FF	Sponsor
1.9.3	Project Closeout Report complete	0%	0 days	Fri 6/23/23	Fri 6/23/23	132	
1.9.4	Conduct Project Closeout meeting	0%	1 day	Fri 6/23/23	Fri 6/23/23	132FF	PM
1.9.5	Conduct Lessons Learned Meeting	0%	1 day	Fri 6/23/23	Fri 6/23/23		
1.9.5.1	Schedule Lessons Learned meeting	0%	1 day	Fri 6/23/23	Fri 6/23/23	134FF	PM
1.9.5.2	Conduct Lessons Learned meeting	0%	1 day	Fri 6/23/23	Fri 6/23/23	136FF	PM, Team
1.9.5.3	Record Lessons Learned	0%	1 day	Fri 6/23/23	Fri 6/23/23	137FF	PM
1.1	Closeout Phase complete	0%	0 days	Fri 6/23/23	Fri 6/23/23	138	

IV. Project Spending Plan

The Archive & Purge project has not and will not have any spend for fiscal years 2021 through 2023.

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
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
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
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 • 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.

Name	Project Role	Responsibility
		<ul style="list-style-type: none"> 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
Amid Kanaiyalal, Yella Mopuru	Business Analysts	<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 Requirements Traceability Matrix (RTM). Writes the Requirements Document for the project.
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
Erik Saylor	Legal Representative	<ul style="list-style-type: none"> Assists business units with requests for ruling and decisions on exceptions to records retention policy and appropriate state and federal laws. Provides written resolution results and next steps to business unit, PM and project team.

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 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

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.

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 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 1/31/2023

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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

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
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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.
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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.
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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

**OPERATIONAL WORK
PLAN
IDENTITY AND ACCESS
MANAGEMENT**

QUARTER 3

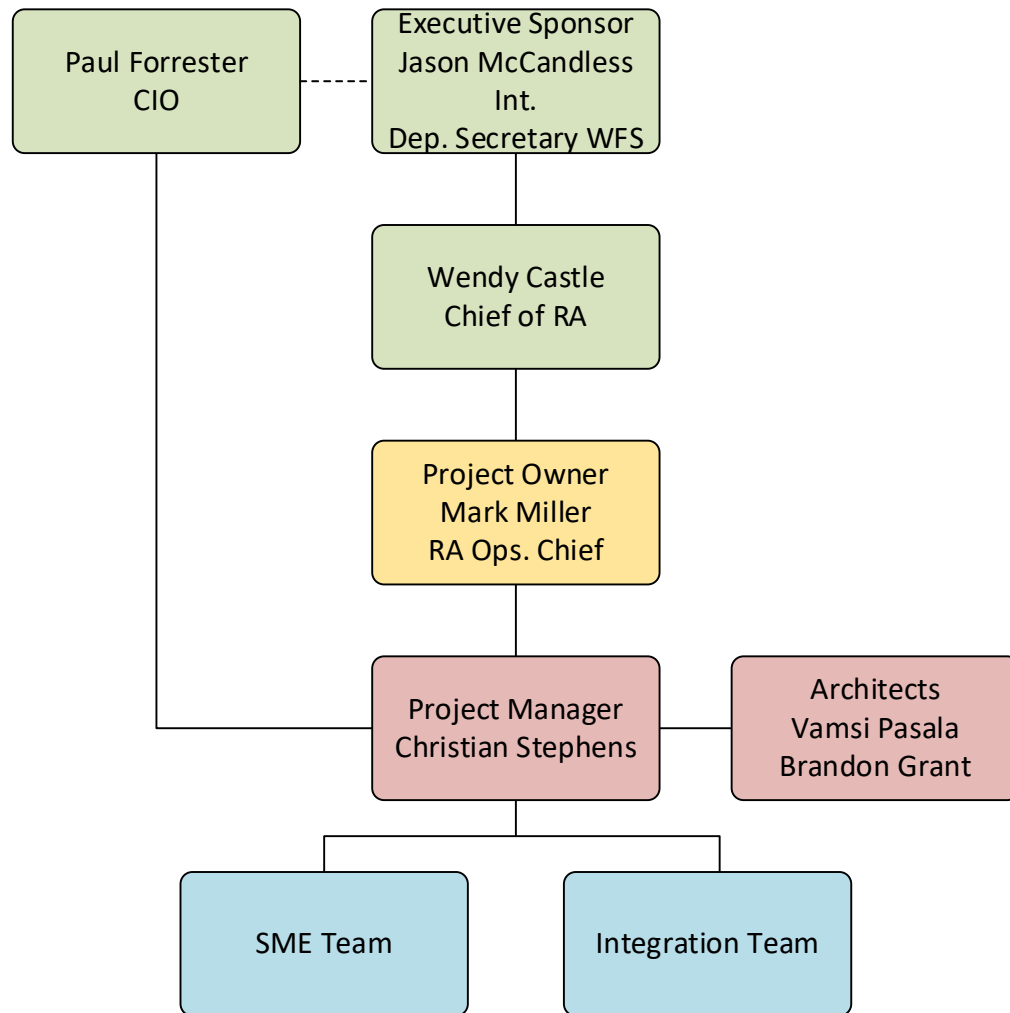
	WBS	Contract Deliverables Numbers	Task Name	% Complete	Duration	Start	Finish	Predecessors	Success	Resource Names
131	1.3.5		▶ Vendor Onboarding	0%	12.5 days	Wed 2/8/23	Mon 2/27/23			
174	1.3.6	1	▶ DELIVERABLE 1: Project Kickoff Meeting	0%	16.25 days	Thu 2/9/23	Fri 3/3/23			
183	1.3.7	2	▶ DELIVERABLE 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 Deliverables 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

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	<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
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.

Name	Project Role	Responsibility
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 1/31/2022

SFY 2022-2023

Appropriation		SFY 21-22	July	August	September	October	November	December	January	February	March	April	May	June	SFY 22-23	TOTAL
IV&V	Projected		-	-	-	-	-	-	-	77,458.64	-	-	-	-	77,458.64	\$ 1,102,207
\$ 1,170,000	Actual	\$ 1,024,748.69	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 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	4,289,564.55	1,125,054.20	898,330.09	757,489.12	1,606,631.79	10,602,393.99	\$ 18,737,116
\$ 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	-	-	-	-	-	-	1,925,324.25	\$ 10,060,047
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	1,719,489.81	1,021,036.23	1,055,155.31	1,044,561.55	1,044,561.53	8,121,839.52	\$ 15,841,767
\$ 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)	-	-	-	-	-	2,237,035.09	\$ 9,956,962
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	10,364,874.02	6,333,657.72	7,280,329.92	6,458,825.30	12,397,308.73	45,215,429.65	\$ 45,215,430
\$ 56,400,000	Actual not charged against 105174	\$ -	101,240.00	160,269.25	828,000.00	281,342.56	-	1,009,582.15	-	-	-	-	-	-	2,380,433.96	\$ 2,380,434
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	\$ 16,451,387	\$ 8,479,748	\$ 9,233,815	\$ 8,260,876	\$ 15,048,502	\$ 64,017,122	\$ 80,896,520
\$ 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)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,542,793	\$ 23,422,191

Q1		Q2		Q3		Q4	
Actual	\$5,880,940	Actual	\$695,585	Projected	\$24,897,403	Projected	\$32,543,193

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					\$ 15,480,945	\$ 32,360,343
	Expenditures	\$ 16,879,398														\$ 16,879,398
	UCMOD (Actual)		\$ 622,946	\$ 909,248	\$ 1,236,566	\$ 295,623	\$ 20,632	\$ 1,566,187							\$ 4,651,201	
	UCMNT (Actual)		\$ 621,177	\$ 17,100	\$ 2,473,904	\$ (1,837,715)		\$ 650,859							\$ 1,925,325	
	UCIVV (Actual)															
	UCMNT (Proj)									\$ 4,289,565	\$ 1,125,054	\$ 898,330	\$ 757,489	\$ 1,606,632	\$ 8,677,070	
	UCMOD (Proj)								\$ (33,732)	\$ 1,719,490	\$ 1,021,036	\$ 1,055,155	\$ 1,044,562	\$ 1,044,562	\$ 5,851,072	
	UCIVV (Proj)									\$ 77,459	\$ -	\$ -	\$ -	\$ -	\$ 77,459	
	FRR21 (Transfer) - sum of cells D19-J19									\$ (2,380,434)					\$ (2,380,434)	
	Appropriation Balance		\$ 17,876,479	\$ 16,950,131	\$ 13,239,662	\$ 14,781,754	\$ 14,761,122	\$ 12,544,077	\$ 12,577,809	\$ 8,871,730	\$ 6,725,639	\$ 4,772,154	\$ 2,970,103	\$ 318,910		
	Release Balance	\$ 0	\$ 948,034	\$ 21,686	\$ (1,496,604)	\$ 45,488	\$ 24,856	\$ 1	\$ 33,733	\$ 5,232,073	\$ 3,085,982	\$ 1,132,497	\$ (669,554)	\$ (3,320,747)		
			\$ 0	\$ -	\$ -	\$ (0)	\$ -									
105174	Appropriation		\$ 56,400,000													
	Release		\$ -							\$ 22,320,608					\$ -	
	UCMNT (Proj)														\$ -	\$ -
	UCMOD (Proj)														\$ -	\$ -
	FRR21 (Trans)									\$ 2,380,434					\$ 2,380,434	\$ 2,380,434
	FRR21 (Proj)	\$ -								\$ 10,364,874	\$ 6,333,658	\$ 7,280,330	\$ 6,458,825	\$ 12,397,309	\$ 42,834,996	\$ 42,834,996
															\$ -	\$ -
	Appropriation Balance		\$ 56,400,000						\$ 56,400,000	\$ 43,654,692	\$ 37,321,034	\$ 30,040,704	\$ 23,581,879	\$ 11,184,570		
	Release Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,575,300	\$ 3,241,642	\$ (4,038,688)	\$ (10,497,513)	\$ (22,894,822)	\$ (22,894,822)	

EXPENDITURES IN OTHER CATEGORIES

Sum of AMOUNT BE	CAT	FID	GRANTT UCIVV	UCMNT	UCMOD	Grand Total
40100300	030000	021063			112,313.74	112,313.74
	040000	021063			20.13	20.13
40200200	030000	000415			40,023.32	40,023.32
	040000	000415		131,443.88	9,275.00	140,718.88
		195004				
	100778	000415	77,458.64	1,738,697.62	952,187.86	2,768,344.12
		195004		279,742.28	1,706,520.08	1,986,262.36
Grand Total			77,458.64	2,149,883.78	2,820,340.13	5,047,682.55

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

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	September	October	November	December	January	February	March	April	May	June	SFY 22/23 Oblig	2-Year Cost			
								Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual			Projected	Actual	Projected
BA2F67	Y	12/23/2021	12/22/2022	Insight Public Sector	C3281	Striim Subscription Licensing for Data Warehouse 2-Years	93,096.96								-	-	-			-		-	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
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	-	-	-	-	-	-	#####	-	-	-	-	-	-	-	272,086.01	371,569.30

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

Strategic Planning Office (SPO)									July	Augus	Septembe	Octob	Nove	Dece	January	February	March	April	May	June						
PO	Recurring	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
C0219E	Y	10/20/2021	6/30/2022	Beacon Systems	C3186	Strategic Project Office	1,306,920.00	414,835.00			1,332.50					137,223.75									138,556.25	553,391.25
B9E799	N	10/5/2021	10/4/2022	Carahsoft	C3232	Configuration Services for ServiceNow for the SPO	560,392.00	323,654.92	53,079.48		7,946.64					62,656.20		-		-		-		-	123,682.32	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		23,257.42		23,257.42		23,257.42		23,257.42	139,544.52	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	53,079.48		9,279.14			-		246,394.79		23,257.42		23,257.42		23,257.42		23,257.42	401,783.09	1,184,280.53

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

Reporting							July	Augus	Septe	Octob	Nove	Dece	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	Actual	Actual		
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
						Totals	-	4,617.63					-		-		-		-		-		-		4,617.63	4,617.63

PROJECT:	CLOUD MIGRATION
FUNDING:	Modernization GR(UCMOD) / Modernization ARPA(FRR21)
STATUS:	In Progress

MOD GR							July	August	September	October	Novemb	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	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost	
B9E668	N	9/23/2021	9/23/2021	SHI	-	Visio Licenses for Business Analysts	2,924.55						-		-		-		-		-		-	2,924.55	
B972A9	N	7/1/2021	6/30/2022	Presidio	-	Palo Alto Panorama+VM Series	44,677.60						-		-		-		-		-		-	44,677.60	
BA2ED4	P	11/30/2021	11/29/2022	Mythics	C3280	Oracle Universal Licensing & Support for Connect Database	4,513,720.89						-		-		-		-		-		-	4,513,720.89	
BA346A	Y	1/1/2022	12/31/2022	OpenText Corp	C3284	HP Exstream Software (for Cloud Migration - formerly BA2C09)	60,505.32								-		-		-		-		-	60,505.32	
C085F4	Y	7/1/2022	6/30/2023	OpenText Corp	C3501	Annual renewal of support & maint over the OpenText HP Exstream software for CONNECT	-					134,684.00											134,684.00	134,684.00	
BAB434	Y	4/1/2022	6/30/2022	OpenText Corp	C3306	OpenText - HP ExStream Consultant Services	4,325.50	1,336.75							-		-		-		-		1,336.75	5,662.25	
C0BB55	Y	6/30/2022	8/31/2022	OpenText Corp	C3306	OpenText - HP ExStream Consultant Services	-								7,087.75								7,087.75	7,087.75	
BAF047	Y	6/8/2022	6/7/2023	Insight Public Sector	-	DocuSign Enterprise Pro Edition - Envelope	2,418.91																-	2,418.91	
C049C4	N	7/1/2022	10/15/2022	Robert Mark Technologies	C3469	Automatic V21 Update	-		7,875.00			3,975.00			9,275.00		10,375.00						31,500.00	31,500.00	
BA1497/C0332A	N	10/29/2021	6/30/2022	GTS	C2191 - A9	IVR Contact Center as a Service - GTS Deliverable-Based Genesys Migration Proposal	-								-		-		-		-		-	-	
						Deliverable 18 - Planning and Workshops:	84,494.30			9,388.26													9,388.26	93,882.56	
						Deliverable 19 - Functionality Requirements	73,693.67			8,188.19													8,188.19	81,881.86	
						Deliverable 20 - Genesys Cloud Build and GTS Voice Integration	86,760.01			9,640.00													9,640.00	96,400.01	
						Deliverable 21 - Call Routing, Callback & Reporting Setup	-			44,260.07					398,340.66								442,600.73	442,600.73	
						Deliverable 22 - Digital Solutions - Email and Web Chat	61,909.20			6,878.80													6,878.80	68,788.00	
						Deliverable 23 - Self-Service IVR Application	-		542,470.36	60,274.48													602,744.84	602,744.84	
						Deliverable 24 - Proactive Notifications	141,891.48			15,765.72													15,765.72	157,657.20	
						Deliverable 25 - Quality Assurance	-		71,770.09	7,974.45													79,744.54	79,744.54	
						Deliverable 26 - Workforce Management	-		74,019.15	8,224.35													82,243.50	82,243.50	
						Deliverable 27 - Train-the-Trainer	-	9,180.00	1,020.00														10,200.00	10,200.00	
						Deliverable 28 - Deployment Support	-			960.00					8,640.00								9,600.00	9,600.00	
						Deliverable 29 - Knowledge Transfer	-		6,480.00	720.00													7,200.00	7,200.00	
						Totals	5,077,321.43	10,516.75	702,614.60	173,294.32	-	-	138,659.00	-	-	423,343.41	-	10,375.00	-	-	-	-	-	1,458,803.08	6,536,124.51

MOD ARPA							July	August	September	October	Novemb	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	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost
C0ED7E	P	11/30/2022	11/29/2023	Mythics	C3615	Oracle Universal Licensing & Support for Connect Database	-								1,132,704.63		-		-		-		1,132,704.63	1,132,704.63
TBD				IBM	TBD	IBM Cloud Pak for Business Automation	-								396,520.80								396,520.80	396,520.80
TBD	N	12/30/2022	6/30/2023	Dasher Technologies	-	UFT Licenses for Modernization	-								95,970.56								95,970.56	95,970.56
C04B37	N	7/1/2022	10/15/2022	GTS	C2191-A10	Deliverable 30 - Genesys Cloud Project: Genesys DX Chatbot	-											70,523.00					70,523.00	70,523.00
						Deliverable 31 - Genesys Cloud Project: Genesys Cloud Visual IVR	-											32,523.00					32,523.00	32,523.00
						Deliverable 32 - Genesys Cloud Project: Success KPI Reporting	-					4,745.30			42,707.70								47,453.00	47,453.00
						Deliverable 33 - GTS Importer Tool	-			45,000.00													45,000.00	45,000.00
						E911 for VoIP	-			99,000.00													99,000.00	99,000.00
						Genesys DX Chatbot Subscription	-								278,134.00								278,134.00	278,134.00
						Geofluent Chatbot Subscription	-								69,348.00								69,348.00	69,348.00
						Totals	-	-	-	144,000.00	-	-	4,745.30	-	2,015,385.69	-	103,046.00	-	-	-	-	-	2,267,176.99	2,267,176.99

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

MOD GR							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	Projected			
BA778C		2/24/2022	6/30/2022	KPMG	C3256	Deliverable 1 - Kick-off Meeting, Agenda, Presentation, and Minutes							-		-									-	10,000.00	
						Deliverable 2 - Project Management Plan																			-	35,000.00
						Deliverable 3 - Staffing Plan																			-	10,000.00
						Deliverable 4 - Lessons Learned Collection Process																			-	10,000.00
Totals							65,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	65,000.00

MOD ARPA							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	Projected	Actual	Projected		
C054D5		7/1/2022	6/30/2023	KPMG	C3256	Deliverable 5 - Conduct Working Sessions		84,000.00	56,000.00																140,000.00	140,000.00	
						Deliverable 6 - As-Is Reports for Core Claims	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
						Deliverable 8 - Assessment Report								100,000.00												100,000.00	100,000.00
						Deliverable 9 - To-Be Business Processes			120,000.00					40,000.00												160,000.00	160,000.00
						Deliverable 10 - Conduct working sessions			28,000.00	28,000.00				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
						Deliverable 12 - To-Be Report for Core Claims	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
						Deliverable 14 - Update Previously Developed As-Is Business Process Requirements			100,000.00																	100,000.00	100,000.00
						Deliverable 15 - Requirements Management Plan								28,000.00												28,000.00	28,000.00
						Deliverable 16 - Transition Plan								15,000.00												15,000.00	15,000.00
Totals							80,000.00	80,000.00	84,000.00	684,000.00	28,000.00	-	-	-	479,000.00	-	108,000.00	-	-	-	-	-	-	-	-	1,463,000.00	1,543,000.00

Grand Total	145,000.00	80,000.00	84,000.00	684,000.00	28,000.00	-	-	-	-	479,000.00	-	108,000.00	-	-	-	-	-	-	-	-	-	-	-	-	1,463,000.00	1,608,000.00
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PROJECT: System Software Integrator
 FUNDING: Modernization GR(UCMOD) / Modernization ARPA
 STATUS: In Progress

MOD GR							July	August	September	October	November	December	January	February	March	April	May	June	SFY 21/22 Oblig	2-Year Cost			
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	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
						D2: Project Management Plan																-	13,278.70
						D3: Staffing Plan																-	6,825.40
						Totals																-	33,737.60

MOD ARPA							July	August	September	October	November	December	January	February	March	April	May	June	SFY 21/22 Oblig	2-Year Cost					
PO	Rec	Start Date	End Date	Vendor	Contract #	Description	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	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	
						D5: Technical Requirements Working Sessions	-				94,644.25												94,644.25	94,644.25	
						D6: Final To Be Technical Requirements Report	-																97,941.80	97,941.80	
						D7: Design Documentation	-																80,333.11	80,333.11	
						D8: Infrastructure Performance Requirements	-																42,109.86	42,109.86	
						D9: Requirements Management Plan	-	76,269.25															76,269.25	76,269.25	
						D10: Architectural Standards	-																46,898.59	46,898.59	
						D11: Performance Benchmarks	-																277,855.28	277,855.28	
						D12: Architecture Change Control and Approval Process	-																148,221.12	148,221.12	
						D13: Oversight and Monitoring Modernization Projects	-								357,028.92		119,009.64		119,009.64				952,077.12	952,077.12	
						D14: Integration Testing	-																905,285.49	905,285.49	
						D15: Integration	-																702,775.31	702,775.31	
						D16: Technology Selection	-																188,468.40	188,468.40	
						D17: Procurement Support	-																250,629.80	250,629.80	
						D18: Transition Plan	-					32,103.50											32,103.50	32,103.50	
						Totals	-	76,269.25	-	83,422.56	-	126,747.75	-	-	-	357,028.92	-	119,009.64	-	119,009.64	-	1,846,080.08	-	#####	#####

						Grand Total	33,737.60	-	76,269.25	-	83,422.56	-	126,747.75	-	-	-	357,028.92	-	119,009.64	-	119,009.64	-	1,846,080.08	-	#####	#####
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PROJECT: Identity Management and Access
FUNDING: Modernization GR(UCMOD) / Modernization ARP
STATUS: In Progress

MOD GR UCMOD								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	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
B9E6EC	N	9/27/2021	9/27/2022	Insight Public Sector	C3231	WhoAm Consulting Services for B2C 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 21/22 Oblig	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	Projected	Actual	SFY 22/23 Oblig	2-Year Cost
				Insight Public Sector	C3231	WhoAm Consulting Services for B2C for C2C (Phase 1)																		-	-
TBD				TBD		Professional Servies - Security Policy and Procedures										231,666.67		231,666.67		231,666.67				695,000.00	695,000.00
Totals							-	-	-	-	-	-	-	-	-	231,666.67	-	231,666.67	-	231,666.67	-	-	-	695,000.00	695,000.00

Grand Total							150,785.00	6,095.00	-	-	-	-	-	-	-	231,666.67	-	231,666.67	-	231,666.67	-	-	-	701,095.00	851,880.00
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PROJECT: Cloud Application Mgmt
 FUNDING: Modernization ARPA(FRR21)
 STATUS: In Progress

							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	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost
	Y	2/1/2022	6/30/2023			AppDynamics - Included in base costs	-						-		-		-		-		-		987,522.00		987,522.00	987,522.00
							-						-		-		-		-		-				-	-
Totals							-						-		-		-		-		-		987,522.00		987,522.00	987,522.00

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

Incremental CX/UX Mobile-Responsive Software Transformation							July	August	ptemb	Octobei	ovembre	cembre	January	February	March	April	May	June	SFY 21/22 Oblig	2-Year Cost					
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost	
						CX/UX Projects	-						-		-		-		-		-		-	-	
		8/5/2022	3/8/2023			CX/UX-Core Claims/Claims Status	-								1,252,985.21		1,252,985.21		1,252,985.21		1,252,985.21		1,566,231.52	6,578,172.37	6,578,172.37
		9/2/2022	5/8/2023			CX/UX-Continued Claims	-								1,252,985.21		1,252,985.21		1,252,985.21		1,252,985.21		2,505,970.43	7,517,911.28	7,517,911.28
		10/3/2022	5/5/2023			CX/UX-Employers and other TPAs	-								1,252,985.21		1,252,985.21		1,252,985.21		1,252,985.21		1,566,231.52	6,578,172.37	6,578,172.37
		10/31/2022	6/3/2023			CX/UX-Initial Claims	-								1,252,985.21		1,252,985.21		1,252,985.21		1,252,985.21		2,505,970.43	7,517,911.28	7,517,911.28
					C3606	CX/UX Comms - Oversight	-																475,000.00	475,000.00	475,000.00
C11757		1/10/2023	6/30/2023	Beacon Systems, Inc	C3630	CX/UX Comms - Plain Language	-															138,162.80	1,243,465.20	1,381,628.00	1,381,628.00
						Totals	-						-		5,011,940.85		5,011,940.85		5,011,940.85		5,011,940.85		8,144,403.89	30,048,795.30	30,048,795.30

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	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	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
C0A929	Y	10/1/2022	6/30/2023	CRI Advantage		ServiceNow Software License Subscriptions	-								374,598.27		-		-		-		-	374,598.27	374,598.27
Totals							-						-		430,449.33		-		-		-		-	430,449.33	430,449.33

PROJECT: SOA and API Layer
 FUNDING: Modernization ARPA(FRR21)
 STATUS: In Progress

SOA and API Layer							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	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	-							-		-									439,927.20	-	-	439,927.20
	Y		7/31/2022			Configuration/Professional Services	-									152,315.28									-	-	-	304,630.56
							-							-		-									-	-	-	-
						Totals	-							-		152,315.28									439,927.20	-	-	744,557.76

PROJECT: Rules Engine
 FUNDING: Modernization ARPA(FRR21)
 STATUS: In Progress

Rules Engine						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	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
	Y	12/22/2021	7/31/2022			Rules Engine Software Tool - ISF Estimate	-							-		-									97,084.85	-	97,084.85	97,084.85
	Y		7/31/2022			Configuration/Professional Services	-								148,200.00	148,200.00									-	-	296,400.00	296,400.00
							-							-		-									-	-	-	-
						Totals	-							-		148,200.00	148,200.00								97,084.85	-	393,484.85	393,484.85

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	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Oblig	2-Year Cost
						Archive Software/Hardware Tool - ISF Estimate	-												1,126,850.00						1,126,850.00	1,126,850.00
						Configuration/Professional Services	-												569,402.76		569,402.76		569,402.76		1,708,208.28	1,708,208.28
							-						-		-		-		-		-		-		-	-
						Totals	-						-		-		-		1,696,252.76		569,402.76		569,402.76		2,835,058.28	2,835,058.28

PROJECT: Security Architecture Review

FUNDING: Modernization ARPA(FRR21)

STATUS: Complete

Security Architecture Review Services							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	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 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		-		-		-		-		-		-		424,800.00	424,800.00	

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								
PO	Recurring	Start Date	End Date	Vendor	Contract #	Description	Contract Amount	SFY 21/22 Oblig	Actual	Actual	Actual	Actual	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 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	462,850.90		644,448.60		221,460.00		221,460.00		221,460.00		442,920.00	2,396,197.70	2,396,197.70
							406,980.00																	406,980.00	406,980.00	406,980.00	
						Totals		-	-	-	-	-	-	644,449.10	462,850.90	-	644,448.60	-	221,460.00	-	221,460.00	-	221,460.00	-	849,900.00	2,803,177.70	2,803,177.70

PROJECT: RA Help Center

FUNDING: Modernization ARPA(FRR21)

STATUS: Cancelled

RA Help Center							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	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	SFY 22/23 Proj	SFY 22/23 Actual	2-Year Cost
	Y					RA Help Center Support	-																				-		-
						License Renewal (12/2023)	-																				-		-
						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	Projected	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	-						-		-		-		-		-				-	-	-

Sum of AMOUNT Row Labels	Column Labels UCIVV	UCMNT	UCMOD	Grand Total
40100300				
030000				
021063			112,313.74	112,313.74
030000 Total			112,313.74	112,313.74
040000				
021063			20.13	20.13
040000 Total			20.13	20.13
40100300 Total			112,333.87	112,333.87
40200200				
030000				
000415			40,023.32	40,023.32
030000 Total			40,023.32	40,023.32
040000				
000415		131,443.88	9,275.00	140,718.88
195004		-	-	-
040000 Total		131,443.88	9,275.00	140,718.88
100778				
000415	77,458.64	1,738,697.62	952,187.86	2,768,344.12
195004		279,742.28	1,706,520.08	1,986,262.36
100778 Total	77,458.64	2,018,439.90	2,658,707.94	4,754,606.48
40200200 Total	77,458.64	2,149,883.78	2,708,006.26	4,935,348.68
Grand Total	77,458.64	2,149,883.78	2,820,340.13	5,047,682.55

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.