

#	Area	Project	Status
1.	<b>Infrastructure</b>	Cloud Migration	In Progress and on schedule
2.		Cloud Application Performance Management	Not started and on schedule - Forecasted to begin Jan. 2022
3.	<b>Software - Architecture Modernization</b>	SDLC DevOps	In Progress, delayed due to staffing but not expected to impact overall roadmap schedule – Procuring/onboarding staff augmentation resources
4.		.NET & ORM upgrade	In Progress, delayed due to staffing but not expected to impact overall roadmap schedule – Procuring/ onboarding staff augmentation resources
5.		Rules Engine	Not started, schedule revised to begin in Jan. 2022 to be delivered by SSI partner - Drafting ITN to procure rules engine as part of SSI Procurement. Anticipated release date for procurement is October 2021.
6.		SOA and API Layer	Not started, schedule revised to begin in Jan. 2022 to be delivered by SSI partner - Drafting ITN to procure SOA/API as part of System Software Integrator Procurement. Anticipated release date for procurement is Oct. 2021.
7.		Reemployment Assistance Contact Us	In Progress and on schedule – Sprints scheduled to develop/ deploy user stories. See RA Help Center Operational Work Plan.
8.	<b>Software - Procurement</b>	Strategic Planning Office (SPO)	In Progress and on schedule - RFQ has been advertised – expect partner to start early Oct. 2021
9.		Oversight (IV&V)	In Progress and on schedule - Vendor has initiated the project. Initial project plan due Sept. 30.
10.		System and Software Integration (SSI)	In Progress and on schedule – drafting ITN to procure SSI solution. Anticipated release date for ITN is Oct. 2021.
11.	<b>Software – Incremental CX/UX Mobile Responsive Software Transformation</b>	BPO & Initial Claims	In Progress and on schedule - RFI posted and replies received Aug. 2021. Drafting ITN to procure System Software Integrator to design/ develop. Anticipated release date for procurement is Oct. 2021.
12.		BPO & Core Claims / Claim Status	In Progress and on schedule - RFI posted and replies received Aug. 2021. Drafting ITN to procure System Software Integrator to design/ develop. Anticipated release date for procurement is Oct. 2021.
13.		BPO & Continued Claims	In Progress and on schedule - RFI posted and replies received Aug. 2021. Drafting ITN to procure SSI to design/ develop. Anticipated release date for procurement is Oct. 2021.
14.		BPO & Employers and other TPAs	In Progress and on schedule - RFI posted and replies received Aug. 2021. Drafting ITN to procure SSSI to design/ develop. Anticipated release date for procurement is Oct. 2021.
15.	<b>Data and Analytics</b>	Data Warehouse	Complete ahead of schedule – Deployed Jul. 2021
16.		Reporting	In Progress and on schedule - First federal report generated and submitted to/accepted by USDOL on Aug. 27. See Reporting Operational Work Plan.
17.		Archival and Purge	Not started and on schedule - Forecasted start Jul. 2022
18.		Master Data Management and Interoperability	In Progress and on schedule - Drafting ITN to procure Master Data Management solution as part of SSI

#	Area	Project	Status
			Procurement. Anticipated release date for procurement is Oct. 2021.
19.	Security	Security Architecture Review	In Progress, delayed due to staffing but not expected to impact overall roadmap schedule – Procuring/ onboarding staff augmentation resources
20.		Identity Management and User Authentication	In Progress and ahead of schedule- Split into three phases: 1) Claimants – deployed Aug. 27- Sept. 2 2) Employers and TPAs 3) Staff
21.		Security Architecture Audit	Not started and on schedule - Forecasted start Jan. 2023

**Are there any scope changes?**

There are no scope changes this reporting period.

**Is the project currently within budget?**

The project is currently under budget. Please refer to the Reemployment Assistance Modernization Spend Plan for additional information.

**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 SDLC DevOps, .NET and ORM Upgrade, and Security Architecture Review projects are delayed due to staffing but do not anticipate impact to overall roadmap schedule. To mitigate this issue, the Department has allowed some flexibilities for remote work and competitive pay, as needed. Additionally, the Department has included required staffing in its procurements for the Strategic Planning Office and Systems and Software Integration.

The Rules Engine and SOA and API Layer projects are included in the SSI procurement and will not be complete by Dec. 2021, as originally forecasted in the Reemployment Assistance Modernization Program Roadmap.

**Project Milestones and Deliverables Accepted or In Progress this Reporting Period**

- [Data and Analytics] Data Warehouse Project: Completed ahead of schedule. Planned acceptance date: Jun. 30, 2022. Actual acceptance date: Jun. 30, 2021.
- Procurement status shown on page 4

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

- [Software] RA Contact Us: Incremental functionality was added to provide initial phase of timely updates and correspondence to users who submit a request for help in the RA Help Center. Completed Sept. 7, 2021.
- [Software] RA Contact Us: Incremental functionality was added to provide second phase of timely updates and correspondence to users who submit a request for help in the RA Help Center, and to establish an identity verification process for claimants who are less than 18 years of age. In Progress. Estimated completion is Sept. 9, 2021.
- [Data and Analytics] Reporting Project: Rewrite all USDOL reports with the Data Warehouse as the data source. In progress. The first report has been completed and submitted to USDOL, 11 additional reports are now in development and validation. Estimated completion for all 51 is Dec. 30, 2022.[Security] Identity Management and

User Authentication Project: Increased front-end security for new claimants. Planned acceptance date: Dec. 31, 2022. Actual acceptance date: Aug. 27, 2021.

- [Security] Identity Management and User Authentication Project: Increased front-end security for existing claimants, employers, and third-party administrators. Planned acceptance date: Dec. 31, 2022. Actual acceptance date: Sept. 2, 2021.

## System Enhancements- 2021

### July Enhancements

- Completed phase one of integrating federal supplemental payment programs, including Federal Pandemic Unemployment Compensation and Lost Wage Assistance, with all other unemployment-related programs
- Reinstated work search questions requirement for the Federal Pandemic Unemployment Compensation and Pandemic Unemployment Assistance programs
- Established benefit program hierarchy to ensure the link to apply for Disaster Unemployment Assistance would present to impacted claimants before being presented with a link to apply for Pandemic Unemployment Assistance

### August Enhancements

- Ensure all claimants whose claim has a return to work date attached to their claim are presented with their work search questions
- Reinstated work search questions requirement for all self-employed claimants
- Ensure Federal Pandemic Unemployment Compensation, Lost Wage Assistance, Waiting Week, and Mixed Earners Unemployment Compensation payments are reflected in the claimant's payment summary screen, which means all payments are available on the payment summary screen
- Voided unintended duplicate payments to about 1,400 claimants and reissued correct payments
- Allowed claimants to apply for Pandemic Unemployment Assistance and/or Pandemic Emergency Unemployment Compensation for up to 30 days after the programs expired on Sept. 6, in accordance with USDOL requirements. Payments may be issued to claimants, but they will only be issued for weeks prior to the program expiration date on Sept. 6.
- To comply with a recent statutory change, reimbursed contributory employers for payments made in quarters two through four of 2020 for all open claims
- To reduce fraud, multi-factor authentication log-in measures were implemented for new claimants filing an initial claim

### September Enhancements

- To reduce fraud, multi-factor authentication log-in measures were implemented for all existing claimants. All claimants must verify their identify through ID.me.
- To comply with a recent statutory change, presented claimants with the option to request monetary reconsideration prior to filing an appeal
- To comply with a recent statutory change, reimbursed contributory employers for payments made in quarters two through four of 2020 for all locked claims
- Processed supplemental payments for claims that are given the option to request benefit payment for previous weeks made available following a change (favorable appeal determination, for example)
- Removed the Pandemic Unemployment Assistance link for claimants who reached their last payable Pandemic Emergency Unemployment Compensation week. No payments will be issued beyond the date of program expiration on September 6.



Procurement Status

**COMPLETE**

Independent Verification & Validation (IV&V) Partner  
System and Software Integrator (SSI) Request for Information

**IN PROGRESS**

Strategic Planning Office Request for Quotes (RFQ)

Post RFQ	9/3/2021
Vendor deadline to submit questions by 3 p.m.	9/10/2021
RFQ responses due; Department evaluates RFQ responses	9/20/2021
Anticipated Award date	9/24/2021
Anticipated Contract start date	10/1/2021

System and Software Integrator (SSI) Invitation to Negotiate (ITN)

Post ITN	October 2021
Vendor deadline to submit questions	October 2021
Department provides answers to vendor questions	October 2021
Anticipated posting of questions and answers to FL VBS website	October 2021
Intent to Submit Reply is due to DEO	October 2021
ITN responses due; Department evaluates ITN responses	November 2021
Department posts vendor scores/shortlist and notice of preliminary demos and negotiations	November 2021
Department hosts preliminary demonstrations and negotiations	November 2021
Department hosts public meeting - Notice of Intent to Negotiate	December 2021
Negotiations - Round 1	December 2021
Notice public meeting in FL Administrative Register	December 2021
Negotiations - Round 2	December 2021
Provide Best and Final Offer (BAFO) Instructions	December 2021
Best And Final Offer (BAFO) due	December 2021
Department hosts public meeting - Intent to Award Recommendation	December 2021
Anticipated posting of Notice of Intent to Award	December 2021



**DEPARTMENT OF ECONOMIC  
OPPORTUNITY / WORKFORCE  
SERVICES  
OPERATIONAL WORK PLAN  
FOR  
CONNECT TO CLOUD (C2C)**

# FISCAL YEAR 2021-2023

## QUARTER 1

PREPARED ON 09/08/2021

### TABLE OF CONTENTS

**SECTION 1 – OVERALL PROJECT PLAN..... 3**

**I. PROJECT CHARTER..... 3**

- A. SCOPE STATEMENT ..... 3
- B. PROJECT OBJECTIVES AND BUSINESS BENEFITS ..... 4
- C. CRITICAL SUCCESS FACTORS ..... 4
- D. KEY DATES ..... 4
- E. MAJOR DELIVERABLES ..... 5
- F. MAJOR MILESTONES..... 5
- G. KEY STAKEHOLDERS ..... 6
- H. SIGNIFICANT PROJECT ASSUMPTIONS AND CONSTRAINTS ..... 6

**II. WORK BREAKDOWN STRUCTURE ..... 7**

**III. RESOURCE LOADED PROJECT SCHEDULE ..... 8**

**IV. PROJECT SPENDING PLAN ..... 9**

**V. PROJECT ORGANIZATION AND METHODOLOGY..... 9**

- A. PROJECT ORGANIZATIONAL CHART ..... 9
- B. PROJECT ROLES AND RESPONSIBILITIES ..... 10
- C. PROJECT MANAGEMENT METHODOLOGY ..... 13

**VI. BUSINESS PROCESS ORGANIZATIONAL CHANGE MANAGEMENT PLAN ..... 23**

**VII. PROJECT RISK MANAGEMENT PLAN ..... 24**

**VIII. CAPACITY PLAN ..... 24**

## SECTION 1 – OVERALL PROJECT PLAN

### *I. Project Charter*

The RA Benefits 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 DEO IT 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 RA infrastructure from the State Data Center and Winter Haven Disaster Recovery sites 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 RA infrastructure from the State Data Center and Winter Haven Disaster Recovery sites to a Cloud Service Provider using an IaaS hosting model; implement an improved document and generation management solution; transition to a cloud-based IVR solution.



## B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Complete migration plan and all application and database layer remediation and readiness modifications	<ul style="list-style-type: none"> <li>Mitigate technical risks and unknowns associated with migration</li> </ul>
Migrate all RA infrastructure to the Cloud using an IaaS hosting model	<ul style="list-style-type: none"> <li>Cloud deployment and delivery models offer on demand resource acquisition and auto-scaling.</li> <li>Cloud deployment and delivery models reduce or eliminate Cap-Ex and offer pay-as-you-go Op-Ex resource costs</li> <li>Cloud deployment and delivery models provide cost and operational efficiencies</li> </ul>
Determine and implement improvements to document storage and workflow in IaaS	<ul style="list-style-type: none"> <li>Cloud deployment and delivery models provide cost and operational efficiencies</li> </ul>
Determine and implement improved document management solution and select and implement IVR solutions in IaaS	<ul style="list-style-type: none"> <li>Cloud deployment and delivery models provide cost and operational efficiencies</li> </ul>

## C. Critical Success Factors

- Migration of all RA infrastructure to an IaaS hosting model
- Implementation of improved document storage and workflow solutions
- Implementation of improved document management solution and new IVR solution in IaaS

## D. Key Dates

Key Date	Importance and Relevance to the Project
January 11,2022	2022 Session begins - potential for budget and legislative impacts

Key Date	Importance and Relevance to the Project
March 11, 2022	2022 Session ends – potential for budget and legislative impacts

## E. Major Deliverables

Major Deliverable	Deliverable Description
Upgrade Network	Implement Palo Alto Firewalls
Object Relational Model	Upgrade to latest version and migrate to Azure environment
Database	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
IVR	Replace IVR system with cloud-based market leader
Replace or remediate IBM FileNet	Move workflow and document management functionality to native cloud-based application
Defect Tracking and Load Runner	Upgrade/migrate HP ALM to Azure environment and implement Load Runner Cloud SAAS solution
Correspondence	Upgrade OpenText Blazon version and migrate to Azure environment; explore native cloud-based solutions to integrate Brava Viewer
Interfaces	Migrate SFTP server to Azure environment
Batch Management	Complete upgrade and migration of the UC4 servers to Azure environment
Testing Data Management	Select and implement COTS product

## F. Major Milestones

Major Milestone	Milestone Description
Initiation Phase Complete	All initiation activities completed
Planning Phase Complete	In progress
Execution Phase Complete	In progress
Closing Phase Complete	

## G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary, Department of Economic Opportunity
Adrienne Johnston	Deputy Secretary, Workforce Services, Department of Economic Opportunity
Ed Wynn	Chief Information Officer, Department of Economic Opportunity
Will Currie	Chief Financial Officer, Department of Economic Opportunity

## H. Significant Project Assumptions and Constraints

### Project Assumptions

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

### Project Constraints

1. None at this time

## II. Work Breakdown Structure

WBS	Task Name
<b>1</b>	<b>Connect to Cloud Migration</b>
<b>1.1</b>	<b>Initiation</b>
1.1.1	Determine Azure Environment
<b>1.1.2</b>	<b>ORM</b>
1.1.2.1	Purchase ORM licenses
1.1.2.2	Update, Deploy, and Test
<b>1.1.3</b>	<b>Database</b>
1.1.3.1	Initiate third party review of the Oracle Configuration
1.1.3.2	Review and Approve Final Proposal
1.1.3.3	Migration Plan
1.1.3.4	License Update and Migration
1.1.3.5	Testing
<b>1.1.4</b>	<b>IBM FileNET</b>
1.1.4.1	Decide on Inhouse or Outsourcing Development
1.1.4.2	Conversion & Migration
<b>1.1.5</b>	<b>Compliance</b>
1.1.5.1	Complete the IRS Compliance Questionnaire
1.2	Determine Staff Aug Resources
<b>1.3</b>	<b>Planning</b>
1.3.1	Determine Network Infrastructure and Design
<b>1.3.2</b>	<b>Network</b>
1.3.2.1	Purchase Palo Alto licenses
1.3.2.2	Network Design
1.3.2.3	Implement Network Design
<b>1.3.3</b>	<b>Application</b>
1.3.3.1	Determine level of refactoring
<b>1.3.4</b>	<b>Database</b>
1.3.4.1	Complete the Oracle License Review and Determine Cloud Design
<b>1.3.5</b>	<b>IBM FileNET</b>
1.3.5.1	Meet with Vendors to Discuss Options for Migration
1.3.6	Procure Staff Aug Resources
1.3.7	Onboard Staff Aug Resources
<b>1.4</b>	<b>Execution</b>
<b>1.4.1</b>	<b>Network</b>
1.4.1.1	Implement Palo Alto Firewalls
<b>1.4.2</b>	<b>Application</b>

1.4.2.1	Upgrade .NET framework from 4.0 to 4.6
<b>1.4.3</b>	<b>ORM</b>
1.4.3.1	Upgrade ORM to latest version
<b>1.4.4</b>	<b>Database</b>
1.4.4.1	Prepare the new environment
1.4.4.2	Migrate the DB to the new Azure Instance
<b>1.4.5</b>	<b>Active Directory</b>
1.4.5.1	Deploy AD in IaaS
<b>1.4.6</b>	<b>IBM FileNET</b>
<b>1.4.6.1</b>	<b>Managed Workflow</b>
1.4.6.1.1	Move Workflow functionality from FileNet to Native App
<b>1.4.6.1.2</b>	<b>Document Management</b>
1.4.6.1.2.1	Upgrade OpenText Blazon
1.4.6.1.2.2	Eliminate Brava Viewer
1.4.7	RM
<b>1.4.8</b>	<b>Call Center</b>
1.4.8.1	Monitor Parallel Project with Existing Vendor
<b>1.4.9</b>	<b>Reporting</b>
1.4.9.1	Implement enterprise data warehouse
1.4.9.2	Migration of Tableau and Striim
<b>1.4.10</b>	<b>Defect Tracking and Load Runner</b>
<b>1.4.10.1</b>	<b>Defect Tracking</b>
1.4.10.1.1	Upgrade and Migrate HP ALM in Azure
<b>1.4.10.2</b>	<b>Load Runner</b>
1.4.10.2.1	Install/Configure Load Runner Cloud SAAS Solution
<b>1.4.11</b>	<b>Correspondence</b>
1.4.11.1	Upgrade and Migrate OpenText Exstream
<b>1.4.12</b>	<b>Interfaces</b>
1.4.12.1	Set up and Configure SFTP
<b>1.4.13</b>	<b>Batch Mgmt Scheduling</b>
<b>1.4.13.1</b>	<b>UC4</b>
1.4.13.1.1	Upgrade and Migrate the UC4 Servers to the Azure Env.
<b>1.4.14</b>	<b>Testing Data Mgmt</b>
1.4.14.1	Implement Enterprise Test Data Mgmt

### III. Resource Loaded Project Schedule

*Identify the organization and timing of project work. The project schedule indicates the planned timetable for all project-related work and estimates the appropriate staffing levels necessary to accomplish each task, to produce each deliverable, and to achieve each milestone. This section should indicate at a high level the agency's planning for the entire project and demonstrate the agency's ability to plan, execute and monitor project deliverables. Activity details of high-level project tasks should also be identified during the quarter in which the tasks will be performed and report*

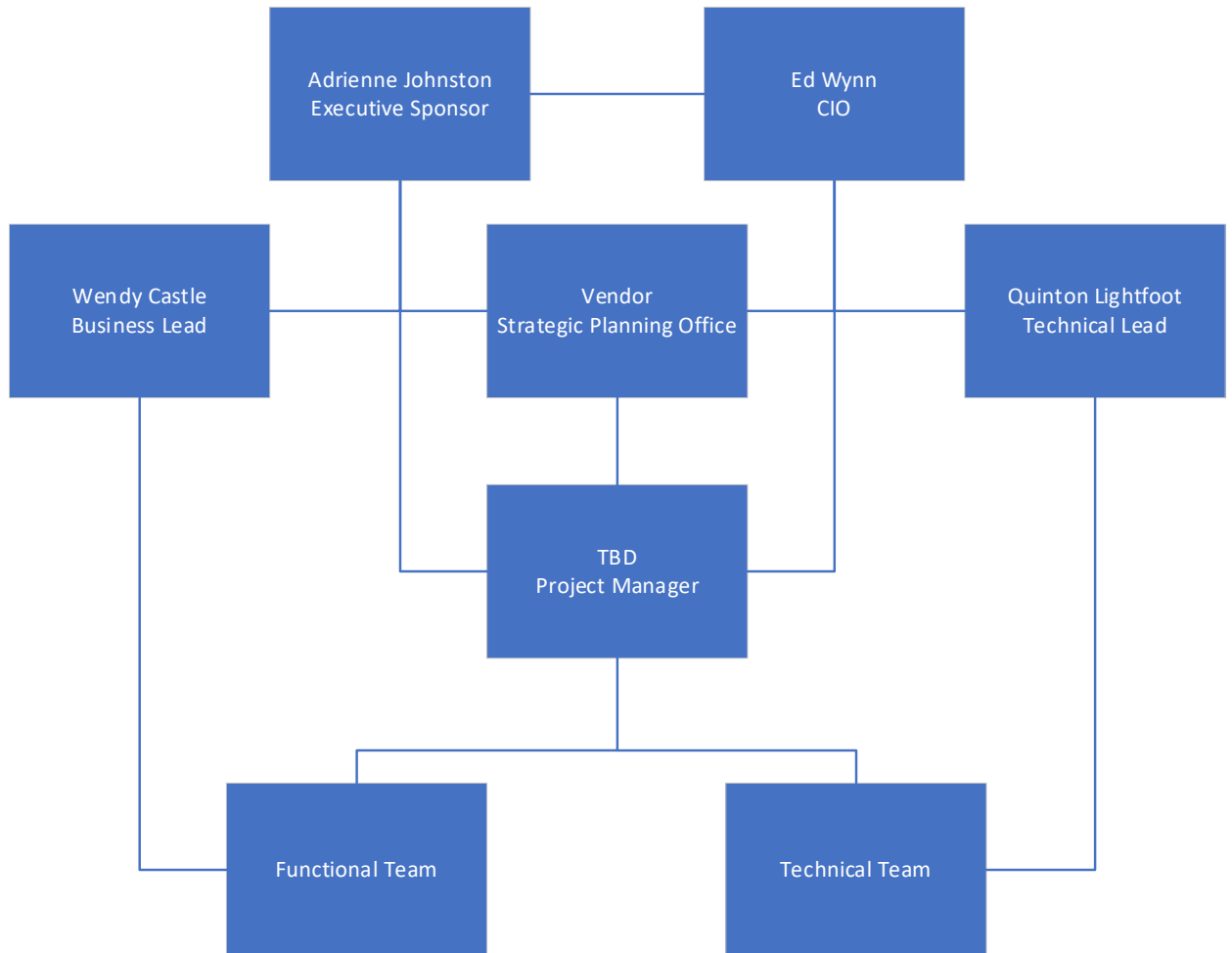
any timeline schedule variances and budget variances. This section may reference the project schedule in Microsoft Project (or whatever planning tool is used by the agency), which should be appended to the OWP as a supporting document.

#### IV. Project Spending Plan

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

#### V. Project Organization and Methodology

##### A. Project Organizational Chart



## B. Project Roles and Responsibilities

Project Role	Resource Name	Responsibilities
<b>Executive Sponsor</b>	Adrienne Johnston	<ul style="list-style-type: none"> <li>• Provide guidance on overall strategic direction</li> <li>• Advising the Strategic Planning Office and project manager of risks that may impact the project</li> <li>• Facilitate resolution of significant issues in the project</li> <li>• Reviewing and signing off on key milestones</li> </ul>
<b>CIO</b>	Ed Wynn	<ul style="list-style-type: none"> <li>• Provide guidance on overall strategic direction</li> <li>• Advising the Strategic Planning Office and project manager of risks that may impact the project</li> <li>• Facilitate resolution of significant issues in the project</li> <li>• Reviewing and signing off on key milestones</li> </ul>
<b>Strategic Planning Office</b>	Vendor	<ul style="list-style-type: none"> <li>• Monitors project progress</li> <li>• Provides guidance and support to project manager and project team members</li> </ul>

Project Role	Resource Name	Responsibilities
<b>Project Manager</b>	TBD	<ul style="list-style-type: none"> <li>• Manages all aspects of the project and ensure compliance with PMP</li> <li>• Monitors project progress and schedule adherence</li> <li>• Completes all documents related to the project</li> <li>• Identifies and manages risks according to the PMP</li> </ul>
<b>Business Lead</b>	Wendy Castle	<ul style="list-style-type: none"> <li>• Reviews deliverables and project documents, identifying any deficiencies</li> <li>• Reviews and approve deliverables</li> <li>• Reviews and approve RFCs</li> </ul>
<b>Technical Lead</b>	Quinton Lightfoot	<ul style="list-style-type: none"> <li>• Reviews deliverables and project documents, identifying any deficiencies</li> <li>• Reviews and approve deliverables</li> <li>• Reviews and approve RFCs</li> </ul>



Project Role	Resource Name	Responsibilities
<b>Functional Team</b>	TBD	<ul style="list-style-type: none"> <li>• Contributes subject matter expertise</li> <li>• Complete assigned project tasks in accordance with the Project Schedule</li> <li>• Identifies risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP</li> <li>• Assists the Project Managers in responding to risks and issues</li> <li>• Assists the Project Manager in evaluating change requests</li> </ul>
<b>Technical Team</b>	TBD	<ul style="list-style-type: none"> <li>• Contributes subject matter expertise</li> <li>• Complete assigned project tasks in accordance with the Project Schedule</li> <li>• Identifies risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP</li> <li>• Assists the Project Managers in responding to risks and issues</li> <li>• Assists the Project Manager in evaluating change requests</li> </ul>

## C. Project Management Methodology

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

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

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

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

DEO believes successful project management hinges on the following:

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

## Quality Assurance

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

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

managers and department leadership.

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

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

## Communication Management Plan

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

### Communication Plan

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

This plan, depicted in Table 1 below, describes the various forms of communication, appropriate channels of communication, and target audiences for this project. The communication matrix identifies the different tools that will be used to guide the planning for communication about the project to various audiences and purposes. It should be considered a general guide for the effective dissemination of information that is received, understood, and utilized by the target audiences for successful completion

of the project. This communication matrix will be customized for each project to reflect the various communication forms, frequencies, and audiences that will actually be used during the course of the project and to ensure communication channels are properly maintained throughout the project and updated if communication needs to change.

**Table 1: Project Communication Matrix**

Item	Purpose	Format	Frequency	Type	Initiator	Recipient(s)	Feedback
Status Reports	Provide detailed information on the progress of the project against the plan	Email	Bi-Weekly	Mandatory	Project Manager	Executive Sponsor, CIO, SPO, Functional Lead, Technical Lead, Project Team	Verbal and follow-up email
Status Meetings	Review the status report, resolve issues, and make decisions	Meeting	Bi-Weekly	Mandatory	Project Manager	Project Team	Verbal and follow-up email
Project Deliverables	Provide deliverables to stakeholders for review	Email	Per project schedule	Mandatory	Project Manager	Technical Lead, Functional Lead, Project Team	Written vetted, consolidated, and actionable comments
Deliverable Review Feedback	Provide vetted, consolidated, and actionable written comments	Email	Per project schedule	Mandatory	Project Manager	Technical Lead, Functional Lead, Project Team	Written /email follow-up using Deliverable Review Comment Form
Deliverable Review Meetings	Confirm mutual understanding of desired deliverable changes	Meeting	As needed	Informational	Project Manager	Technical Lead, Functional Lead, Project Team	Verbal or written
Work Sessions	Gather information from subject matter experts	Meeting	Per project schedule	Mandatory	Project Manager	Project Team, Subject Matter Experts	Verbal and follow-up email

Item	Purpose	Format	Frequency	Type	Initiator	Recipient(s)	Feedback
Work Session Follow-Up	To answer questions or clarify information gathered	Email	As needed	Informational	Project Manager	Project Team, Subject Matter Experts	Verbal or email follow-up
Project issues	Documentation of project issues	Email	As needed	Mandatory	Any Stakeholder	Project Manager	Written/ email follow-up
Project issues escalation	To resolve project issues	Email	As needed	Mandatory	Project Manager	Executive Sponsor, CIO, Functional Lead, Technical Lead	Written/ email follow-up
Change requests	Document project changes to scope of work	Email	As needed	Mandatory	Project Manager	Executive Sponsor, CIO, Functional Lead, Technical Lead	Written/ email follow-up
Project closeout and lessons learned	Formal project closeout meeting	Email	Per project schedule	Mandatory	Project Manager	Functional Lead, Technical Lead, Project Team	Written/ email follow-up

## Bi-Weekly Status Reporting

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

**Project Status.** This section depicts the project status at a summary level using a red/yellow/green method supported by two to three essential questions that are answered to determine summary status. The red/yellow/green method is not meant to be a grading system but instead it is a way to easily identify the areas of the project that need the most attention in order to make the project successful.

**Overview of Project Progress.** This section describes significant accomplishments achieved in the reporting period.

**Overall Status.** This section provides a high-level overview of whether the project is on schedule, on budget, and on scope. A yellow or red status should be explained here in detail.

**Project Milestones, Deliverables, and Latest Tasks.** This section contains the major deliverables of the project, their planned and actual completion dates, and their status.

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

## Project Tracking

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

## Risk Management

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

date for closure.

Risks will be managed in the following manner:

- During status meetings, any stakeholder can raise a risk for discussion.
- The Project team will discuss the risk and determine if it warrants being monitored in the risk log.
- The project manager will enter the item in the risk log.
- The team will discuss mitigation strategies and assign who will own the risk item.
- At each subsequent status meeting, the risk(s) will be reviewed until the risk(s) can be closed.

## Action Items

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

Action items will be managed in the following manner:

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

## Issue Management

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

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

The issue resolution process is intended to handle technical problems, requirements, or

issues/conflicts, as well as to address process, organizational, and operational issues of the engagement.

Issues will be managed in the following manner:

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

## Decisions

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

Decisions will be managed in the following manner:

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

## Change Control

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

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



change control process.

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

Changes will be managed in the following manner:

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

## **Schedule Management**

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

### **Schedule Development**

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

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

### **Schedule Administration**

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

- Overdue tasks and computation of the percentage of late tasks related to total

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

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

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

### **Schedule Changes**

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

### **Procurement Management**

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

### **Procurement Management Approach**

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

### Procurement Definition

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

Procurement	Description	Justification	Needed By

### Cost Management

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

Cost Management Plan				
Category	Description	Frequency	Deliverable	Cost

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

### Staffing Management

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

## Quality Management

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

### *VI. Business Process Organizational Change Management Plan*

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

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

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

**VII. Project Risk Management Plan**

Identified in above Project Management Approach section.

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

**VIII. Capacity Plan**

Projected requirements are expected to decrease significantly due to the significant capacity added as a result of COVID. Once the claim volume starts to go down as the claims volume decreases, capacity can be reduced. Also moving to an auto-scaling configuration will additionally reduce needed capacity.



**DEPARTMENT OF ECONOMIC  
OPPORTUNITY / WORKFORCE SERVICES  
OPERATIONAL WORK PLAN  
FOR  
REEMPLOYMENT ASSISTANCE HELP  
CENTER (RAHC)**

# FISCAL YEAR 2021-2022

## QUARTER 1

PREPARED ON 09/07/2021

### TABLE OF CONTENTS

**SECTION 1 – OVERALL PROJECT PLAN..... 3**

**I. PROJECT CHARTER..... 3**

- A. SCOPE STATEMENT ..... 3
- B. PROJECT OBJECTIVES AND BUSINESS BENEFITS ..... 3
- C. CRITICAL SUCCESS FACTORS ..... 3
- D. KEY DATES ..... 3
- E. MAJOR DELIVERABLES ..... 3
- F. MAJOR MILESTONES..... 4
- G. KEY STAKEHOLDERS ..... 5
- H. SIGNIFICANT PROJECT ASSUMPTIONS AND CONSTRAINTS ..... 5

**II. WORK BREAKDOWN STRUCTURE ..... 6**

**III. RESOURCE LOADED PROJECT SCHEDULE ..... 9**

**IV. PROJECT SPENDING PLAN ..... 9**

**V. PROJECT ORGANIZATION AND METHODOLOGY..... 9**

- A. PROJECT ORGANIZATIONAL CHART ..... 9
- B. PROJECT ROLES AND RESPONSIBILITIES ..... 10
- C. PROJECT MANAGEMENT METHODOLOGY ..... 12

**VI. BUSINESS PROCESS ORGANIZATIONAL CHANGE MANAGEMENT PLAN ..... 12**

**VII. PROJECT RISK MANAGEMENT PLAN ..... 14**

**VIII. CAPACITY PLAN ..... 14**

## SECTION 1 – OVERALL PROJECT PLAN

The information provided in this section relates to the entire project, not just the planning period for which the agency may be requesting budget authority.

### I. Project Charter

“RA Contact Us” includes the development of a front-end website that is a one stop site for citizens/claimants to find answers to commonly asked questions and to enable easy navigation through all RA processes and related documentation. Phase one of this project is limited to informational and navigational web page content development. Phase two of this project includes citizen master data management and data analytics to ensure that citizens have a complete view of all their current and historical information.

#### A. Scope Statement

Complete implementation of customer facing capability to provide single point of contact focused on all facets of RA claims and benefits for any customer-focused need.

#### B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Single location / Portal	Single location to get direction
Consolidated Information	Consolidated citizen records
More efficient Quality Assurance process	Streamlined Quality Assurance process
Improved CX/UX	Improved CX/UX

#### C. Critical Success Factors

- Single location / Portal
- Consolidated Information
- More efficient Quality Assurance process
- Improved CX/UX

#### D. Key Dates

Key Date	Importance and Relevance to the Project
Session 2022 (January 11 - March 11, 2022)	Potential for budget and legislative impacts

#### E. Major Deliverables

Major Deliverable	Deliverable Description
Sprint 24	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 25	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 26	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 27	Approximately 15 - 20 User Stories per Sprint, which are pulled from a



Major Deliverable	Deliverable Description
	centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 28	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 29	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 30	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 31	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 32	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 33	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 34	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.
Sprint 35	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. After pulled into Sprint, prioritized accordingly, then worked in order.

## F. Major Milestones

Major Milestone	Milestone Description
Sprint 24	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 25	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 26	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 27	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 28	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 29	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 30	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 31	Approximately 15 - 20 User Stories per Sprint, which are pulled from a

Major Milestone	Milestone Description
	centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 32	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 33	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 34	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.
Sprint 35	Approximately 15 - 20 User Stories per Sprint, which are pulled from a centralized backlog. At the end of each Sprint (2 weeks), all User Stories are developed and in Production.

## G. Key Stakeholders

Key Stakeholder	Project Interest
Dane Eagle	Secretary
Adrienne Johnston	Executive Sponsor
Ed Wynn	CIO
Wendy Castle	Business Lead

## H. Significant Project Assumptions and Constraints

### Project Assumptions

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

### Project Constraints

1. Further planning is needed to refine the scope of this project and the scope of the CX/UX transformation project to ensure that functionality is separated into unique modules rather than duplicated.

## II. Work Breakdown Structure

The table below displays the current backlog for RAHC. Approximately 15 – 20 User Stories are included with every Sprint. Each Sprint is two weeks in duration. At the end of each Sprint, all User Stories are developed and in Production.

Rank	Story Name	ID
1	[B2C] New RAHC Self Help Option - Under 18 (Ph2)	US-14040
2	[RAHC] Under 18 - Confirmation Screen	US-14038
3	[RAHC] Under 18 - Submission Email	US-14062
4	[TECH] Under 18 - Pre-Load Under 18 Cases in the System	US-14037
5	[B2C] Under 18 - B2C Flag for User Access	US-14039
6	[FLOW] Under 18 - End to End Flow of Under Age Feature	US-14041
7	Duplicate RAHC Case Review - Manager	US-16125
8	Wage Determination - RA Details Section IV	US-14066
9	Employers upload spreadsheet reporting identity theft	US-11033
10	Employers - upload spreadsheet for mass protest	US-11034
11	Wage Determination - RAHC Options Qualification -1 [TESTING]	US-16175
12	Wage Determination - RA Details Section I [TESTING]	US-14075
13	Wage Determination - RA Details Section II [TESTING]	US-14074
14	Wage Determination - PUA Details	US-16085
15	Wage Determination - DUA Details	US-16102
16	Wage Determination - Document Upload	US-16133
17	Wage Determination - Case Submission	US-16142
18	FLOW - Monetary Determination	US-16152
19	[CORRESPONDENCE] Adjudication - Request Status Change	US-14048
20	[CORRESPONDENCE] Appeals Unit - Request Status Change	US-14049
21	[CORRESPONDENCE] Claims Support Unit - Request Status Change	US-14050
22	[CORRESPONDENCE] Under 18 - Request Status Change	US-14064
23	[CORRESPONDENCE] ID Theft - Request Status Change	US-14051
24	[CORRESPONDENCE] WB Reassign - Any	US-14030
25	[CORRESPONDENCE] WB Reassign - FIRRE	US-14033
26	New RA Option - Overpaid Benefits	US-16027
27	Add "Other" Option to Contact Us Form	US-16004
28	[BACKOFF] Implement Skill based routing for Workbasket	US-13012
29	[TECH] Reprocess existing Workbasket Cases based on Skill	US-16070
30	New RA Option - Overpayment Waiver	US-16028
31	Claimants - additional documents - job refusals, return to work	US-11025
32	New RA Option - Request RBP	US-16029
33	New RA Option - Verify MEUC Application	US-16030
34	[UPGRADE] Upgrade from 8.4.1 to 8.5.4	US-16154
35	New RA Option - Update Contact Information in Connect	US-16031
36	New RA Option - Request of Information	US-16032

Rank	Story Name	ID
37	Utilities to provide additional info for adjudicators	US-11023
38	New RA Option - Change Business Details	US-16033
39	New RA Option - Calculated Employer Tax Rates	US-16034
40	New RA Option - TPA Relationship	US-16035
41	[BACKOFF] Temporarily remove locked cases from queue	US-14002
42	Automate closed cases from CONNECT back into Pega	US-11032
43	Update Account Login Issue Verbiage	US-16005
44	Allow Claimant to provide additional employment details	US-11024
45	Validated address Line 1 for special characters	US-11006
46	BPC Recovery	US-11022
47	[TECH] Remove Stale Cases from the System	US-119
48	[TECH] Database Clean Up	US-16007
49	[TECH] System Clean Up	US-16008
50	[TECH] Update Hyphen in Email Policy	US-16010
51	ID.me. Permit citizens to authenticate with ID.me, over days	US-9003
52	[TECH] Pulse Update	US-16009
53	New UI/UX for Experian QAS Address Integration - Claim screen	US-5025
54	Gross wages should be required	US-11005
55	Total gross earnings should be validated	US-11007
56	City in address field should be validated	US-11008
57	State must be Florida for Physical work location	US-11009
58	Additional Employer - Missing fields	US-11010
59	Don't allow Yes for School employee and private company questions	US-11011
60	Address fields are required <u>on</u> Additional Employer Screen	US-11012
61	Validate Employment dates for Additional employer	US-11013
62	Validate Union Name	US-11014
63	Union hiring hall number validation	US-11015
64	[TECH] Refactor Case Type Work Tables	US-16180
65	Add # of Attachments Column to MEUC Work Basket	US-13025
66	[BACKOFF] Add Processing Status to Cases	US-13028
67	Add Integration for Occupation Type	US-6017
68	Add integration for Employer ID# lookup	US-6014
69	Add integration for employment verification to Dept of Revenue	US-7002
70	Add integration to Driver's License system in Florida	US-5021
71	Add integration to confirm SSN	US-6013
72	[TECH] Update System Admin Portal - User Management	US-16019
73	RPT - Average Time Spent In Each Status By Work Type	US-16012
74	RPT - Timeliness of Resolved Items by User (RAHC and MEUC)	US-16022
75	RPT - Number of Processes Created Weekly by Work Type	US-16023
76	RPT - Throughput in past week by work type	US-16024

Rank	Story Name	ID
77	[TECH] Resolve Answer Only Cases in the System	US-16037
78	[TECH] Retire Stale Dashboard Widgets	US-16025
79	[TECH] Test Automation	US-6006
80	[TECH] Regression Testing - Post Refactoring	US-6007
81	[TECH] Update Hierarchy and Refactor Access Privileges	US-6008
82	[PLACEHOLDER] Pega Work KPIs	US-16071
83	[BACKOFF] Update Office Portal Work Lists for Clarity	US-16075
84	RPT - Mass Protest	US-16086
85	RPT - Parent RAHC Case Status	US-16087
86	[BACKOFF] Add Portal Switch Toggle for Back Office	US-16092
87	[BACKOFF] Update Access Privileges for Back Office Staff	US-16099
88	Appeals - Update RAHC Options	US-16144
89	Appeals - Filing Screen	US-15005
90	Appeals - Reopen Form	US-16143
91	Missing 412 - Template Upload Guide	US-16117
92	Remove "Form" from RAHC screen title	US-16123
93	[BACKOFF] Update WB Columns	US-14009
94	Work Registration - Add Video Links WR Options -1	US-16074
95	Under 18 Can't Pass Through ID ME	US-15007
96	[TECH] Work Basket Table Optimization	US-16140
97	[BACKOFF] Provide Select All Option for Re-Assigning Work	US-16141
98	[ADMIN] Enable Bulk Resolve Utility for Sys Admin	US-16147
99	[TESTING] DUA - DEO Review DUA Solution	US-14012
100	DUA - Add End Date to System Admin Portal	US-16151
101	Prevent user from entering multiple Initial Claims	US-16161
102	Prevent User from Filing RA Claims for Another User	US-16126
103	Disable / Remove PUA	US-16162
104	[BACKOFF] Bulk Re-Assign Worklist cases	US-16163
105	[BACKOFF] Add Ability to Assign from Search	US-16164
106	Template Upload Phase 2 - Template Formatting	US-16200
107	[RPT] Add "Yesterday" to Reporting Filter	US-16199
108	[BACKOFF] Apply SLA for Assigned RAHC Cases	US-16202
109	[BACKOFF] Apply SLA for In Progress RAHC Cases	US-14047
110	[BACKOFF] Apply Date / Time to Re-Assigned Work in Pulse	US-16203
111	[RPT] Provide Export of Cases worked for the Week	US-16204
112	Correct Text of the Unselect All Option on File A Claim Process	US-16194
113	[TECH] Update RAHC Reports to use reassign_routing property	US-15013
114	[BACKOFF] RAHC Search Enhancements	US-15014
115	[BACKOFF] Provide Search by File Option	US-14017
116	Manage B2C Transition	US-16210

Rank	Story Name	ID
117	[BACKOFF] System Automatically Routes Cases For Teams	US-16220
118	[B2C] Capture Account Issue Details	US-16219
119	[BACKOFF] Update User Role - Supervisor	US-16221
120	Add Worklist and Workbasket tables to BIX extract	US-15017
121	Alphabetized User List	US-15018
122	Benefits Integrity Unit/SP Unit/BPC/FIRRE Internal Routing	US-15019
123	Appeals Monetary - New Confirmation Screen	US-14044
124	Appeals Monetary Cases [TESTING]	US-14053
125	[BACKOFF] New User Role - "Escalated Supervisor"	US-14060
126	[BACKOFF] Increase the row count for Work Lists	US-14061
127	Add Agent Name to DEO Office Portal Search Options/Results Table	US-15021
128	Employer Password Reset Form	US-15022
129	1099-G Request Form	US-15023
130	CONNECT Integration - Create API	US-14067
131	CONNECT Integration - Exception Handling	US-14068
132	CONNECT Integration - ID Theft	US-14069
133	CONNECT Integration - Resolve FIRRE Cases	US-14070
134	CONNECT Integration - Populate Missing Driver's License data	US-14071
135	Return To Work Form	US-15024
136	[Tech][PDC] (Exception-8997) - IOException: Broken pipe	US-16231
137	[Tech][PDC](Exception-9935 / Exception-67) NPE - PZSCHEMEPRAUTHB	US-16232
138	[Tech][PDC](Exception-11318/11319) NPE pxCheckDocumentAccess	US-16234

### **III. Resource Loaded Project Schedule**

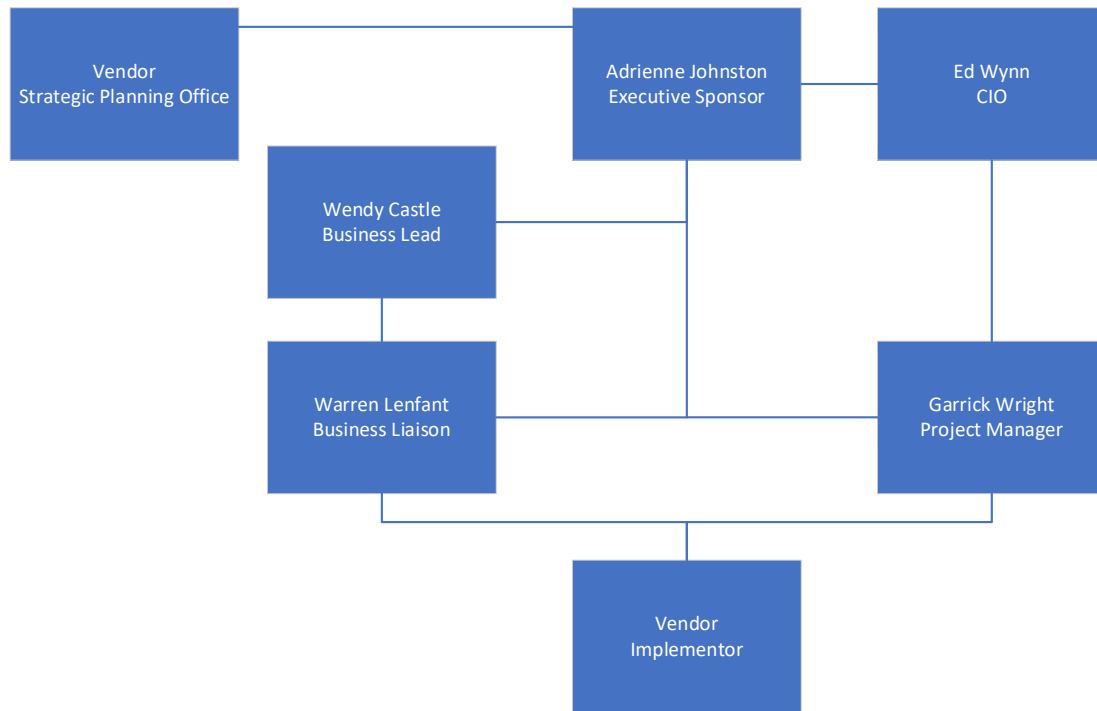
RAHC is managed by the Agile methodology using the Sprint Model. Approximately 15 - 20 User Stories are included with every Sprint. Each Sprint is two weeks in duration. At the end of each Sprint, all User Stories are developed and in Production. See Section IE, IF, and II above for a listing of the Sprints and the User Stories included in the backlog.

### **IV. Project Spending Plan**

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

### **V. Project Organization and Methodology**

#### **A. Project Organizational Chart**



## B. Project Roles and Responsibilities

Name	Project Role	Responsibility
Adrienne Johnston	Executive Sponsor	<ul style="list-style-type: none"> <li>Provide guidance on overall strategic direction</li> <li>Advising the Strategic Planning Office and project manager of risks that may impact the project</li> <li>Facilitate resolution of significant issues in the project</li> <li>Reviewing and signing off on key milestones</li> </ul>
Ed Wynn	CIO	<ul style="list-style-type: none"> <li>Provide guidance on overall strategic direction</li> <li>Advising the Strategic Planning Office and project manager of risks that may impact the project</li> <li>Facilitate resolution of significant issues in the project</li> <li>Reviewing and signing off on key milestones</li> </ul>
Wendy Castle	Business Lead	<ul style="list-style-type: none"> <li>Reviews deliverables and project documents, identifying any deficiencies</li> <li>Reviews and approve deliverables</li> <li>Reviews and approve RFCs</li> </ul>

Name	Project Role	Responsibility
Warren Lenfant	Business Liaison	<ul style="list-style-type: none"> <li>• Contributes subject matter expertise</li> <li>• Complete assigned project tasks in accordance with the Project Schedule</li> <li>• Identifies risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP</li> <li>• Assists the Project Managers in responding to risks and issues</li> <li>• Assists the Project Manager in evaluating change requests</li> </ul>
Garrick Wright	Project Manager	<ul style="list-style-type: none"> <li>• Manages all aspects of the project and ensure compliance with PMP</li> <li>• Monitors project progress and schedule adherence</li> <li>• Completes all documents related to the project</li> <li>• Identifies and manages risks according to the PMP</li> </ul>
Vendor	Implementor	<ul style="list-style-type: none"> <li>• Development and Implementation Tasks</li> <li>• Contributes subject matter expertise</li> <li>• Complete assigned project tasks in accordance with the Project Schedule</li> <li>• Identifies risks and issues to the Project Managers in accordance with the Risk and Issue Management section of this PMP</li> <li>• Assists the Project Managers in responding to risks and issues</li> <li>• Assists the Project Manager in evaluating change requests</li> </ul>
Vendor	Strategic Planning Office (SPO)	<ul style="list-style-type: none"> <li>• Monitors project progress</li> <li>• Facilitates DEO Leadership Team Governance meetings</li> <li>• Provides guidance and support to project manager and</li> </ul>



Name	Project Role	Responsibility
		project team members

### C. Project Management Methodology

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

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

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

DEO believes successful project management hinges on the following:

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

## 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**

*Identify and discuss the agency's processes and procedures for managing project risks and complete the project risk table.*

<b>Risk Description/Impact</b>	<b>Probability of Occurrence (high, medium, low)</b>	<b>Risk Tolerance (high, medium, low)</b>	<b>Mitigation Strategy</b>	<b>Assigned Owner</b>
Hurricane impacting the state delays the schedule	Low	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

**VIII. Capacity Plan**

*Projects that involve the purchase/lease, configuration, and installation of significant computer hardware (more than 5% of project costs) should prepare a Capacity Plan. For purposes of capacity planning, computer hardware includes servers, storage, and network infrastructure. A template is available upon request, if the agency does not have an existing capacity planning tool.*



**FLORIDA DEPARTMENT OF ECONOMIC  
OPPORTUNITY/INFORMATION  
TECHNOLOGY AND REEMPLOYMENT  
ASSISTANCE DEPARTMENTS  
OPERATIONAL WORK PLAN  
FOR  
RA REPORTS ENHANCEMENT PROJECT**

# FISCAL YEAR 2021-2022

## [QUARTER 2]

PREPARED ON [09/12/2021]

### TABLE OF CONTENTS

**SECTION 1 – OVERALL PROJECT PLAN..... 3**

**I. PROJECT CHARTER..... 3**

    A. SCOPE STATEMENT ..... 3

    B. PROJECT OBJECTIVES AND BUSINESS BENEFITS ..... 3

    C. CRITICAL SUCCESS FACTORS ..... 4

    D. KEY DATES ..... 4

    E. MAJOR DELIVERABLES ..... 4

    F. MAJOR MILESTONES..... 7

    G. KEY STAKEHOLDERS ..... 8

    H. SIGNIFICANT PROJECT ASSUMPTIONS AND CONSTRAINTS ..... 8

**II. WORK BREAKDOWN STRUCTURE ..... 9**

**III. RESOURCE LOADED PROJECT SCHEDULE ..... 9**

**IV. PROJECT SPENDING PLAN ..... 9**

**V. PROJECT ORGANIZATION AND METHODOLOGY..... 10**

    A. PROJECT ORGANIZATIONAL CHART ..... 10

    B. PROJECT ROLES AND RESPONSIBILITIES ..... 11

    C. PROJECT MANAGEMENT METHODOLOGY ..... 12

**VI. BUSINESS PROCESS ORGANIZATIONAL CHANGE MANAGEMENT PLAN ..... 13**

**VII. PROJECT RISK MANAGEMENT PLAN ..... 14**

**VIII. CAPACITY PLAN ..... 14**

## SECTION 1 – OVERALL PROJECT PLAN

### I. Project Charter

#### A. Scope Statement

The IT Data Architecture Team (RAD), in collaboration with Reemployment Assistance (RA) is transitioning 57 active US Department of Labor Education and Training (ETA) Reports from the Connect Application Database to the DEO Data Warehouse.

The project will start April 30, 2021 and is expected to complete on December 31, 2022. While *business* validation of report contents is not in scope for the project team (all IT contractors), the processing of RA issue resolution requests will be included. Project scope also includes running of back/missing reports that have not yet been submitted but are required by the US Department of Labor.

Completing this project benefits IT and RA. It:

1. Facilitates DEO’s Cloud Initiative Program which moves the Connect Application to the cloud
2. Removes report processing from a transactional system designed to support claimants, to an analytical system designed for efficient staff Unemployment Compensation analysis and reporting.
3. Puts FL DEO in compliance with USDOL by submitting missing pandemic reports that may affect funding – reports that no longer run efficiently or at all in the Connect system.

#### B. Project Objectives and Business Benefits

Project Objective	Business Benefit
Facilitates DEO’s Cloud Initiative Program which moves the Connect Application to the cloud	Achieves State of Florida requirement for state agencies to move applications to the cloud
Frees up resources in Connect to better serve claimants by removing report processing to a more appropriately designed source	It is no longer necessary to wait until nights or weekends for reports to run at times where staff and claimants are not affected by the visible draw down of resources
Puts FL DEO in compliance with USDOL by submitting missing pandemic reports that may affect funding.	Enables DEO to provide USDOL supporting information for administrative costs incurred while providing services to Florida claimants and employers during the COVID pandemic.

### C. Critical Success Factors

- 57 ETA Reports published to RA via the DEO Data Warehouse by 12/31/2022 including running of reports according to their regularly scheduled weekly, monthly, quarterly or annual schedule.
- All missing pandemic reports provided to RA for validation and issues corrected as requested by 12/31/2022
- 57 Reports submitted to USDOL from data reported to RA in the DEO Data Warehouse
- Related ETA Report batches stopped and retired from the Connect System.
- Reports no longer required by USDOL retired from Connect 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"> <li>1. IT &amp; RA PM Assignment</li> <li>2. Roles and Responsibilities Assignments - Identification of Project Sponsors, Project Owners, Subject Matter Experts</li> <li>3. Confirmation of Scope and Report Priority</li> <li>4. Project Sponsor Meeting Schedule</li> <li>5. Sprint/Scrum Methodology and Cadence for Status Reporting</li> <li>6. Confirmation of Project Timeline</li> <li>7. Elevation Process for Risks, Issues, Change Requests requiring Sponsor Approval, Requirements requests to USDOL</li> </ol>
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
	NOTE: Additional dates to be added for October update

### E. Major Deliverables

Major Deliverables/ Reports	Deliverable Description
ETA 5159 PEUC (Pandemic Emergency Unemployment Compensation)	Claims and Payment Activities (PEUC)
ETA 218 PEUC	Monetary Determinations and Benefit Years/Duration (PEUC)
ETA 5159 Regular	Claims and Payment Activities Regular
ETA 5159 Workshare (Part-Time Workers)	Claims and Payment Activities Workshare
ETA 5130 PEUC	Benefit Appeals (PEUC)

Major Deliverables/ Reports	Deliverable Description
ETA 902 DUA Regular	Disaster Unemployment Assistance Report for FEMA Announced Storms
Weekly DARIS	Like DUA Regular except includes cost information, sent to FEMA via USDOL
ETA 5130 Regular	Benefit Appeals Regular
ETA 5130 Extended Benefits (EB)	Benefit Appeals Extended Benefits
ETA 207 PEUC	Nonmonetary Determinations (PEUC)
ETA 207 Regular	Nonmonetary Determinations-Regular
ETA 207 Extended Benefits (EB)	Nonmonetary Determinations-Extended Benefits
ETA 218 Regular	Monetary Determinations and Benefit Years/Duration Regular
ETA 218 Extended Benefits (EB)	Monetary Determinations and Benefit Years/Duration Regular
ETA 5159 Extended Benefits (EB)	Claims and Payment Activities Extended Benefits
ETA 902 PUA (Pandemic Unemployment Assistance program)	Disaster Unemployment Assistance for the PUA program
ETA 227 PEUC	Overpayments Causes, Methods of Detection, Recovery/Reconciliation, Criminal/Civil Actions and Benefit Aging (PEUC)
ETA 227 Regular	Overpayments Causes, Methods of Detection, Recovery/Reconciliation, Criminal/Civil Actions and Benefit Aging Regular
ETA 191 Regular (Page 1)	STATEMENT OF EXPENDITURES & FINANCIAL ADJUSTMENTS OF FEDERAL FUNDS FOR UCFE-UCX Page 1
ETA 191 Regular (Page 2)	STATEMENT OF EXPENDITURES & FINANCIAL ADJUSTMENTS OF FEDERAL FUNDS FOR UCFE-UCX Page 2
ETA 227 (FPUC) (Federal Pandemic Unemployment Assistance)	Overpayments Causes, Methods of Detection, Recovery/Reconciliation, Criminal/Civil Actions and Benefit Aging (FPUC)
ETA 227 MEUC (Multi-wage Earner Unemployment Assistance)	Overpayments Causes, Methods of Detection, Recovery/Reconciliation, Criminal/Civil Actions and Benefit Aging (MEUC)
ETA 902 MEUC	DUA MEUC
ETA 538 Regular	Advance Initial and Continued Claims
ETA 9050 Regular	Time Lapse for All First Payments Except



Major Deliverables/ Reports	Deliverable Description
	Workshare
ETA 9050 Partial (Except Workshare)	TIME LAPSE OF PARTIAL/PART TOTAL FIRST PAYMENTS
ETA 9050 Workshare	FIRST PAYMENT TIME LAPSE (WORKSHARE)
ETA 9052 Regular	Nonmonetary Determination Time Lapse, Detection Date
ETA 9051 Regular	Continued Weeks Compensated Time Lapse
ETA 9051 Partial (Except Workshare)	Continued Weeks Compensated Time Lapse, Partial Excluding Workshare
ETA 9051 Workshare	Continued Weeks Compensated Time Lapse, Workshare
ETA 203 Regular	Characteristics of the Insured Unemployed
ETA 9054 (Lower Authority)	Lower Authority Appeals Time Lapse
ETA 9054 (Higher Authority)	Appeals Time Lapse, Higher Authority
ETA 9055 Lower Authority	Lower Authority Appeals Case Aging
ETA 9055 (Higher Authority)	Appeals Case Aging, Higher Authority
ETA 9057 Regular	LOWER AUTHORITY APPEALS QUALITY REVIEW STATE EVALUATION SCORE SHEET
ETA 9056 Regular	NONMONETARY DETERMINATION QUALITY DATA COLLECTION INSTRUMENT
ETA 9016 Regular	Alien Claims Activities
ETA 586 Regular	Interstate Arrangement for Combining Employment and Wages
ETA 9128 Regular	Reemployment Services and Eligibility Assessment Outcome
ETA 9129 Regular	Reemployment Services and Eligibility Assessment Outcome
ETA 9049 Regular	Worker Profiling and Reemployment Services Outcomes
ETA 539 Regular	Claims and Payment Activities
ETA 9161 Regular	Self-Employment Assistance for UI Claimants, Regular
ETA 9161 Extended Benefits (EB)	Self-Employment Assistance for UI Claimants, Extended Benefits
ETA 204 Regular	Experience Rating Report, Sections A & B
ETA 204 Regular Section C	Experience Rating Report, Section C
ETA 204 Regular Section C, 204r	Experience Rating Report, Section C 204r
ETA 581 Regular	Contribution Operations

Major Deliverables/ Reports	Deliverable Description
ETA 2112 Regular	UI Financial Transaction Summary
ETA 8401 Regular	Monthly Analysis of Benefits Payment Account
ETA 8403 Regular	SUMMARY OF FINANCIAL TRANSACTIONS
ETA 8405 Regular	Monthly Analysis of Clearing Account
ETA 8413 Regular	Income Expense Analysis, UC Fund, Benefit Payment Account
ETA 8414 Regular	Income-Expense Analysis, UC Fund, Clearing Account
ETA 9048 Regular	Worker Profiling and Reemployment Services Activity

## F. Major Milestones

Major Milestone	Milestone Description
ETA 5159 PEUC Report Completed and submitted from DEO Data Warehouse	Priority #1 Missing Pandemic Report Completed in the Data Warehouse
ETA 5159 PEUC Missing Reports Submitted to USDOL	All Reports from May 2020 through July 2021 accepted by USDOL.
ETA 218 PEUC Report Completed and submitted from DEO Data Warehouse	Missing Pandemic Report Completed in the Data Warehouse
ETA 218 PEUC Missing Reports Submitted to USDOL	All Reports from May 2020 through July 2021 accepted by USDOL.
ETA 5130 PEUC Report Completed and submitted from DEO Data Warehouse	Missing Pandemic Report Completed in the Data Warehouse
ETA 5130 PEUC Missing Reports Submitted to USDOL	All Reports from May 2020 through July 2021 accepted by USDOL.
ETA 207 PEUC Report Completed and submitted from DEO Data Warehouse	Missing Pandemic Report Completed in the Data Warehouse
ETA 207 PEUC Missing Reports Submitted to USDOL	All Reports from May 2020 through July 2021 accepted by USDOL.
ETA 902 PUA (Pandemic Unemployment Assistance program) Report Completed and submitted from DEO Data Warehouse	Missing Pandemic Report Completed in the Data Warehouse
ETA 902 PUA (Pandemic Unemployment Assistance program) Missing Reports Submitted to USDOL	All Reports from May 2020 through July 2021 accepted by USDOL.
ETA 227 PEUC Report Completed and submitted from DEO Data Warehouse	Missing Pandemic Report Completed in the Data Warehouse
ETA 227 PEUC Missing Reports	All Reports from May 2020 through July

Major Milestone	Milestone Description
Submitted to USDOL	2021 accepted by USDOL.
ETA 227 (FPUC) (Federal Pandemic Unemployment Assistance) Report Completed and submitted from DEO Data Warehouse	Missing Pandemic Report Completed in the Data Warehouse
ETA 227 (FPUC) (Federal Pandemic Unemployment Assistance) Missing Reports Submitted to USDOL	All Reports from May 2020 through July 2021 accepted by USDOL.
ETA 227 MEUC (Multi-wage Earner Unemployment Assistance) Report Completed and submitted from DEO Data Warehouse	Missing Pandemic Report Completed in the Data Warehouse
ETA 227 MEUC (Multi-wage Earner Unemployment Assistance) Missing Reports Submitted to USDOL	All Reports from May 2020 through July 2021 accepted by USDOL.
ETA 902 MEUC Report Completed and submitted from DEO Data Warehouse	Missing Pandemic Report Completed in the Data Warehouse
ETA 902 MEUC Missing Reports Submitted to USDOL	All Reports from May 2020 through July 2021 accepted by USDOL.
All Pandemic Unemployment Reports Accepted by USDOL	FL DEO Pandemic Reporting Completed
Migration of ETA Reports to DEO Data Warehouse Complete	Remaining ETA Reports submitted to USDOL with data from DEO Data Warehouse
Report Batches for ETA Reports Retired	Connect Report Batches Archived and Retired (no longer running in Connect).

## G. Key Stakeholders

Key Stakeholder	Project Interest
Adrienne Johnston	Deputy Secretary, Workforce Services - Represents the needs of Reemployment Assistance
Ed Wynn	Represents the needs of IT and the Cloud Initiative, supports RA Information Technology needs.
Will Currie	DEO Chief Financial Officer
US Department of Labor	Represents the Federal Unemployment Program

## H. Significant Project Assumptions and Constraints

### Project Assumptions

1. None at this time

### **Project Constraints**

1. None at this time

## **II. Work Breakdown Structure**

Due to the nature of the RA Reports Enhancement project, the Work Breakdown Structure is exactly as listed in Section E. Major Deliverables.

## **III. Resource Loaded Project Schedule**

As with the Major Deliverables in Section E and the Work Breakdown Structure in II., the project schedule is made up of tasks named as the reports are named.

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

The team is following the Agile development methodology using Scrum, and sprints are 2-weeks each with at least 1 report delivered in each sprint. Reports vary in size, but none are expected to exceed more than 4 sprints (8-weeks).

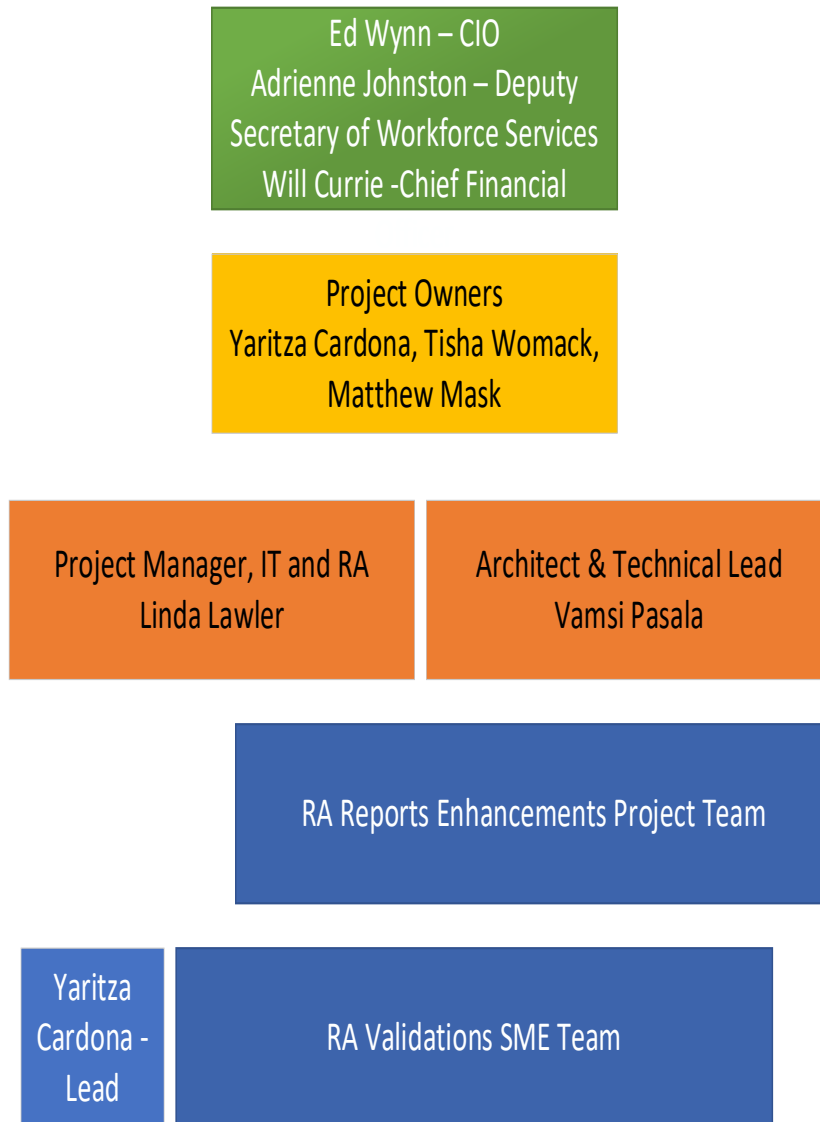
The effort of RA to validate reports and submit to USDOL is tracked separately from this delivery schedule since moving reports to the data warehouse is not dependent on business validation from a technical point of view.

## **IV. Project Spending Plan**

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

## V. *Project Organization and Methodology*

### A. Project Organizational Chart



## B. Project Roles and Responsibilities

Role	Responsibilities
Project Sponsors Adrienne Johnston Ed Wynn Will Currie	<ul style="list-style-type: none"> <li>• Secures spending authority</li> <li>• Ensures sustained buy-in from senior management and executive leadership</li> <li>• Monitors project progress and assumes all project/program risk</li> <li>• Removes barriers and assists in resolving escalated conflicts</li> <li>• Ensures project benefits are realized and risks are appropriately addressed</li> </ul>
Project Owners Yaritza Cardona Tisha Womack (F&A) Matthew Mask (WSER)	<ul style="list-style-type: none"> <li>• Represents the interests of the stakeholders to the DW Team</li> <li>• Monitors project progress</li> <li>• Approves project definition</li> <li>• Approves plans and schedules</li> <li>• Validates project deliverables meet expectations</li> <li>• Tracks project benefit recognition, risk retention and mitigation activities</li> <li>• Acts as liaison between teams and Management for issue escalation and resolution</li> </ul>
Lead Project Manager Linda Lawler	<ul style="list-style-type: none"> <li>• Ensures project team completes project on time and within budget</li> <li>• Develops project artifacts as required by the State of Florida</li> <li>• Monitors performance of project tasks</li> <li>• Secures and documents acceptance of project deliverables</li> <li>• Communicates project status</li> <li>• Resolves issues and/or escalates issues as necessary with Project Owner(s)</li> <li>• Controls project scope and acquires necessary approvals for changes</li> <li>• Integrates partner business unit's work efforts within the project</li> </ul>
Architect and Technical Lead Vamsi Pasala	<ul style="list-style-type: none"> <li>• Responsible for assisting the team in finding solutions to issues elevated to him</li> <li>• Is available to project sponsors for technical questions regarding direction of the project and any dependencies/impacts of other projects</li> <li>• Assists the PM in coordinating additional technical resources/SMEs if necessary, for the team.</li> </ul>
RA Validations Lead Yaritza Cardona	<ul style="list-style-type: none"> <li>• Works with the PM to provide appropriate skilled resources for validating ETA reports</li> </ul>

	<ul style="list-style-type: none"><li>• Reviews and approves report requirements with the BA and RA staff before report development begins</li><li>• Provides access to staff members who enter ETA reports into the USDOL system for requirements</li><li>• Attends report demonstrations when scheduled</li><li>• Provides staff for RA User Acceptance Testing of reports.</li></ul>
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

### C. Project Management Methodology

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

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

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

DEO believes successful project management hinges on the following:

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

## ***VI. Business Process Organizational Change Management Plan***

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

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

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

For changes that cause the removal of operational tasks, such as the retirement of report batches in the Connect System, meetings are planned toward the end of the project to determine the best way to achieve this goal. Technology changes have an established change management process that also serves to communicate proposed changes to all areas that could be impacted. Batch changes will be submitted using this established process.



**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
2. RA resources pulled due to a FEMA DUA	high	medium	The Reports Project Team will continue to develop reports if approved SRRs are available. RA validation process will be put on hold until resources are available	PM, RA Lead
3.				
4.				
5.				

**VIII. Capacity Plan**

*Projects that involve the purchase/lease, configuration, and installation of significant computer hardware (more than 5% of project costs) should prepare a Capacity Plan. For purposes of capacity planning, computer hardware includes servers, storage, and network infrastructure. A template is available upon request, if the agency does not have an existing capacity planning tool.*

**REEMPLOYMENT ASSISTANCE SYSTEM MODERNIZATION  
2202A SPECIAL CATEGORIES (100270)  
Projected Spend Plan Summary  
as of 9/10/21**

Appropriation	Description	July	August	September	October	November	December	January	February	March	April	May	June	Certified Fwd	TOTAL
\$ 19,320,000	Maint & Ops	\$154,603	\$1,601,331	\$973,803	\$1,810,219	\$1,255,638	\$847,388	\$2,059,636	\$1,281,619	\$612,187	\$1,390,748	\$783,845	\$2,491,240	\$230,207	\$15,492,465
\$ 15,510,000	Modernization *	\$0	\$0	\$36,873	\$167,199	\$4,577,774	\$849,448	\$3,302,654	\$985,416	\$1,096,446	\$7,310,711	\$1,117,146	\$1,006,116	\$7,060,711	\$27,510,491
\$ 1,170,000	IV&V	\$0	\$0	\$0	\$663,064	\$62,467	\$62,467	\$62,467	\$62,467	\$62,467	\$62,467	\$62,467	\$62,467	\$0	\$1,162,800
<b>\$ 36,000,000</b>	<b>Monthly Grand Totals</b>	<b>\$154,603</b>	<b>\$1,601,331</b>	<b>\$1,010,676</b>	<b>\$2,640,482</b>	<b>\$5,895,879</b>	<b>\$1,759,303</b>	<b>\$5,424,757</b>	<b>\$2,329,502</b>	<b>\$1,771,100</b>	<b>\$8,763,926</b>	<b>\$1,963,457</b>	<b>\$3,559,822</b>	<b>\$7,290,918</b>	<b>\$44,165,756</b>

Quarterly Expenditures **\$13,062,273** **\$9,525,359** **\$21,578,124** **\$44,165,756**  
**Q1 & Q2** **Q3** **Q4**

\* \$56,400,000 RA Modernization funding provided in Section 152 of the GAA will be utilized once the \$15,510,000 Modernization appropriation (line 2202A) is exhausted, per proviso language.

		July	August	September	October	November	December	January	February	March	April	May	June	Certified Fwd	TOTAL
\$ 36,000,000	Appropriation														
\$ 31,170,000	Reserve														
\$ 4,830,000	Released														
	<b>Release</b>	\$1,207,500		\$1,207,488			\$1,207,488			\$1,207,524					\$4,830,000
	<b>Expenditures</b>	\$154,603	\$1,601,331	\$1,010,676	\$2,640,482	\$5,895,879	\$1,759,303	\$5,424,757	\$2,329,502	\$1,771,100	\$8,763,926	\$1,963,457	\$3,559,822	\$7,290,918	\$44,165,756
	<b>Release Balance</b>	<b>\$1,052,897</b>	<b>-\$548,434</b>	<b>-\$351,622</b>	<b>-\$2,640,482</b>	<b>-\$5,895,879</b>	<b>-\$551,815</b>	<b>-\$5,424,757</b>	<b>-\$2,329,502</b>	<b>-\$563,576</b>	<b>-\$8,763,926</b>	<b>-\$1,963,457</b>	<b>-\$3,559,822</b>	<b>-\$7,290,918</b>	<b>-\$39,335,756</b>

RELEASE NEED	July	August	September	October	November	December	January	February	March	April	May	June	CF	
<b>100270</b>	-	-	\$351,622	2,640,482	5,895,879	551,815	5,424,757	2,329,502	563,576	8,763,926	1,963,457	3,559,822	7,290,918	<b>\$39,335,756</b>

Needed Quarterly Releases **\$9,439,797** **\$8,317,835** **\$21,578,124** **39,335,756**  
**Q1 & Q2** **Q3** **Q4**

		July	August	September	October	November	December	January	February	March	April	May	June	Certified Fwd	TOTAL
	<b>Release</b>	\$1,207,500		\$1,207,488			\$1,207,488			\$1,207,524					\$4,830,000
	<b>Addtl Qtrly Releases</b>			<b>\$9,439,797</b>				<b>\$8,317,835</b>			<b>\$21,578,124</b>				<b>\$39,335,756</b>
	<b>Expenditures</b>	\$154,603	\$1,601,331	\$1,010,676	\$2,640,482	\$5,895,879	\$1,759,303	\$5,424,757	\$2,329,502	\$1,771,100	\$8,763,926	\$1,963,457	\$3,559,822	\$7,290,918	\$44,165,756
	<b>Release Balance</b>	<b>\$1,052,897</b>	<b>-\$548,434</b>	<b>\$9,088,176</b>	<b>\$6,447,694</b>	<b>\$551,815</b>	<b>\$0</b>	<b>\$2,893,078</b>	<b>\$563,576</b>	<b>\$0</b>	<b>\$12,814,198</b>	<b>\$10,850,741</b>	<b>\$7,290,918</b>	<b>\$0</b>	<b>\$0</b>







Totals 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00

**Security Architecture Review Services**

PO	Start Date	End Date	Description	July	August	September	October	November	December	January	February	March	April	May	June	Certified Fwd	TOTAL
			IT Staff Aug Cloud Security Applications Architect, est \$125/hour				11,000.00	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	209,000.00
			<b>Totals</b>	0.00	0.00	0.00	11,000.00	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	22,000.00	<b>209,000.00</b>

**Identity Management and Access Control Project**

PO	Start Date	End Date	Description	July	August	September	October	November	December	January	February	March	April	May	June	Certified Fwd	TOTAL
			Phase I using existing resources (not roadmap money)														0.00
			Phase II and III not starting until FY 22/23														0.00
			<b>Totals</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>

**Security Architecture Service Project**

PO	Start Date	End Date	Description	July	August	September	October	November	December	January	February	March	April	May	June	Certified Fwd	TOTAL
			Does not start until FY 22/23														0.00
			<b>Totals</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>

Monthly Grand Totals 0.00 0.00 36,873 167,199 4,577,774 849,448 3,302,654 985,416 1,096,446 7,310,711 1,117,146 1,006,116 7,060,711 27,510,491

\$5,631,293  
Q1 & Q2

\$5,384,515  
Q3

\$16,494,683  
Q4

\$27,510,491

21-22 Spend UCIVV

PO	Start Date	End Date	Description	July	August	September	October	November	December	January	February	March	April	May	June	Certified Fwd	\$1,170,000.00
PO2488307	7/30/21	6/30/22	C3108 - Gartner - IV&V Services for RA Modernization														
			Deliverable 1 - IV&V Management Plan				\$300,300										\$300,300
			Deliverable 2 - IV&V Schedule				\$300,300										\$300,300
			Deliverable 3 - Ongoing IV&V Monitoring				\$62,464	\$62,467	\$62,467	\$62,467	\$62,467	\$62,467	\$62,467	\$62,467	\$62,467	\$0	\$562,200
<b>Monthly Grand Totals</b>				<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$663,064</b>	<b>\$62,467</b>	<b>\$62,467</b>	<b>\$62,467</b>	<b>\$62,467</b>	<b>\$62,467</b>	<b>\$62,467</b>	<b>\$62,467</b>	<b>\$62,467</b>	<b>\$0</b>	<b>\$1,162,800</b>
				\$787,998 Q1 & Q2				\$187,401 Q3				\$187,401 Q4					\$1,162,800

**Back of Bill**

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

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**

<b>TOTAL Modernization</b>
<b>71,910,000</b>

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.