Project Delivery Methodology (PDM) for External Vendors

Methods and Guidance for Delivering a Project

FDOT-Office of Information Technology

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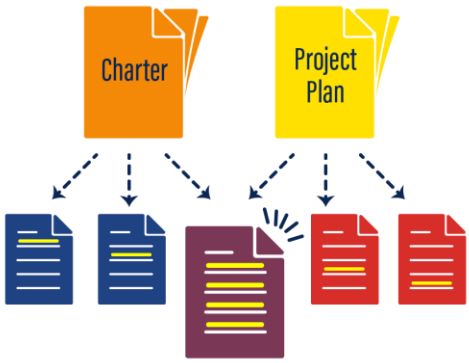
1 Purpose

This Project Delivery Methodology (PDM) is a living document describing systematic ways to deliver Technology projects for the Florida Department of Transportation (FDOT), as well as FDOT Executive-specific guidance, requirements, recommendations, and best practices. These instructions for project delivery guide project management activities and project-related efforts throughout a project's lifecycle, forming the methods used to deliver projects for FDOT. The process groups identified reflect an agile methodology. PDM processes are based on the Project Management Book of Knowledge (PMBOK) and Florida Administrative Code (F.A.C.) Rule 60GG-1.

1.1 How To Use This Document

Internal Hyperlinks: This document groups related content via internal hyperlinks (this one leads you to the title page). Readers can use the hyperlinks in any section to jump to more information on a topic elsewhere in this document. This topical navigation may give the best picture of overlapping activities that occur in multiple project phases. The authors strongly suggest enabling the Navigation Pane via the View menu in MSWord, or the Bookmarks in PDF, to act as a constantly-available Table of Contents.

Image 1: Internal Hyperlinking by Topic



Phases of Project Management: This document covers the traditional phases of project management with tools, topics, and activities. Each phase begins with a set of tools for completing the phase activities. Hyperlinks to both internal sections and external resources are throughout the body of the document.

Some activities of project management can occur in multiple phases of a project lifecycle, from pre-project activities to closeout and post-project activities. Accordingly, the methods of delivery in this document will display areas of overlap in activity that can be found in multiple phases of a project.

2 Role-Based Interactions

While the Project Management Plan (PMP) defines the roles for the project, this section covers various roles with which you may need to engage throughout the project lifecycle. This is not an exhaustive list of roles or of all possible activities for each role but covers the most common activities in which each role could be involved. Each project may require a different level of participation, and each role should be represented in the project's RACI Chart (Responsible, Accountable, Consulted, & Informed). The OIT is designed in a functional organizational structure.

Important Note: The FDOT resources listed here are not available as assigned team members to enhance vendor staffing. Rather, this list is intended to inform the reader that they may interact with any of these people at any point during the project.

2.1 Activities by Project Role

2.1.1 Project Manager (PM)

Specific duties of the vendor PM are the planning, organizing, and execution of the project through all phases: initiation, planning, execution, monitoring & controlling, and closeout. A PM is a person responsible for accomplishing the project objectives as well as defining and communicating project objectives. The PM also must manage the constraints of the project management triangle, which are cost, schedule, and scope while ensuring quality.

On the FDOT side, the FDOT PM may serve in an oversight role working with the external vendor PM and team to ensure 60GG-1 compliance, and that FDOT standards are met.

PMs are responsible for ensuring the completion of project documentation such as:

- Project Status Reports
- O&M Plans
- Post Implementation Review Reports
- Project Charters
- Project Closeout Reports
- Project Management Plans
- Project Schedules
- Risk and Complexity Assessments
- Requirements Traceability Matrices
- Project Workbooks
- RACI Charts
- Stakeholder Analysis Communication Plans
- Implementation Plans
- Spend Plans

2.1.2 Project Sponsor (PS)

The Project Sponsor (PS) is a Director-level person ultimately responsible for the application being enhanced or newly developed and is sponsoring the work being done. The PS must approve any major changes in project scope, schedule, or cost before any changes are made.

The PS is responsible for reviewing and approving project documentation such as:

- Project Charters
- Project Management Plans
- Project Closeout Reports

2.1.3 Functional Coordinator (FC) Activities

The Functional Coordinator (FC) is expected to bring the needed level of functional expertise and technical competency to the project. The FC must have the ability to understand the project objectives from multiple perspectives with the competence to facilitate and plan long-term to bring the functional vision to life. The FC must be able to communicate, delegate, and motivate the Subject Matter Experts (SME) throughout the life of the project.

Most commonly, FCs are located within the office areas that "own" the specific solution to which they are assigned to understand the business functions that the solution supports. If the solution is specific to an application that already exists, the assigned FC can be found in the TPT proposal or the ROADS Inventory. The FC must be knowledgeable about any application being enhanced, or if a new solution is being developed, they must work in close partnership with the project development team so they are able to support the solution moving forward.

FCs are responsible for reviewing and approving project documentation such as:

- Project Charters
- Project Management Plans
- Project Schedules
- Requirements Traceability Matrices
- RACI Charts
- Test Cases
- Project Closeout Reports

2.1.4 Section Manager (SM) Activities

The Section Manager (SM) manages the specific section leading the project and is most often responsible for the first review and approval of documents or actions related to projects whether the project is an internal or external project.

Specific duties of the SM from the project perspective are:

- Selecting and assigning the PM and other project team members to the project.
- Providing assistance in resolving issues by talking with sponsors and stakeholders to help address project concerns.
- Validate whether the effort is O&M.
- Initial review and approval of project documentation such as the Project Management Plan, Charter, etc.
- Communicating with the PM and other project team members to maintain knowledge of the health of the project.
- Communicating with stakeholders about the project.

2.1.5 Cost Center Manager (CCM)

The CCM is the manager above the SM. The CCM is responsible for the overall project from a strategic perspective and must approve any major changes in project scope, schedule, or cost before any changes are made. The SM communicates with the CCM on the status of projects so that the CCM can relay project information to executive leadership.

The CCM is responsible for reviewing and approving project documentation such as:

- Project Charters
- Project Management Plans
- Project Closeout Reports

2.1.6 Business Analyst (BA)

The BA bridges the gap between the project team developing the solution and the business office that owns the solution being built or enhanced. BAs use analytics to assess processes, gather and manage requirements, design specifications, analyze systems, deliver reports, and much more. BAs engage with the FCs and other user office staff to understand the business needs and document those needs as requirements for the solution being built or enhanced.

BAs are responsible for developing and maintaining project documentation such as:

- Requirements Deliverable Document
- Requirements Traceability Matrices (RTM)
- As-is & To-be Workflows
- Specifications that document the product
- Test Cases
- UI Compliance Reviews

Important note: The FDOT does not provide external vendors with a BA to perform these duties. Rather, external vendors may be engaged by an FDOT BA regarding internal oversight duties related to the project (i.e., compliance reviews).

2.1.7 Organizational Change Management Team Members

The Organizational Change Management (OCM) team members work closely with project team members to recommend, plan, develop, and execute an OCM strategy and plan. The OCM strategy and plan considers, at a minimum, 10 Core OCM components listed below, with related activities, deliverables, and/or tasks. Each OCM component informs other key elements to facilitate successful transformation throughout the change journey for people, process, technology, and governance, leading to business engagement, readiness, and adoption.

Ten Core OCM components:

- Leadership Alignment
- Communications Planning and Management
- Stakeholder Inventory and Analysis
- Organizational Readiness Assessment and Validations
- Case for Change
- Job/Role Assessment
- Impact Analysis and Mitigation
- Training Strategy and Planning
- Change Champion Networking
- Change Metrics/Adoption Scorecards

The OCM Team Members provide oversight and the standard framework and guidance for OCM planning and execution. It is important to note that all projects are examined for specific needs, and recommendations are tailored based on those needs.

2.1.8 Procurement Office Members

Before a project is assigned, a procurement team member will be assigned to work with the external vendor and may be the only contact with FDOT prior to project start.

See the Commodities and Contractual Services Procurement Manual website for procurement details.

See also, Appendix II Information Technology Resources Form

2.1.9 Contract Manager (CM)

The CM is responsible for ensuring that any contracts such as purchase orders, task work orders, etc., are completed and signed. The CM also works with the PM to track project spending for deliverables successfully completed and provided to the agency. CMs provide guidance and direction on the best purchasing methods for the project, development of ROIs, and provide support and information for RFQs, RFIs, RFPs, and ITNs.

The CM is responsible for reviewing and approving project documentation such as:

- Statement of Work
- Purchasing documentation such as purchase orders, task work orders, etc.
- Project Charters
- Project Management Plans
- Project Closeout Reports

3 Initiation

Initiation of a project begins with an idea and/or the examination of the feasibility of a project, and once the proposal has been approved, a project is created and assigned to a Project Manager in the Project Management software PPM Pro. The project may or may not begin immediately, depending on when the project is expected to receive funds and other possible projects and priorities.

The process groups identified here and throughout the phases reflect an agile methodology.

3.1 Initiation Tools

During this phase, you may need the following FDOT tools to accomplish your goals:

Department of Management Services (DMS)	PDM Standard Templates: Initiation
Project Management and Oversight	Business Case Supplement (R&C Cat 3 & 4 Only)
DMS Project Status Report (DMS-F-0505B)	Project Charter
Risk & Complexity (R&C) Assessment	Stakeholder Analysis Communication Plan
	Application Development Standards
Monitoring and controlling occurs throughout the lifecycle of a project. Please refer to the Monitoring and Controlling section of this document for the applicable processes and associated templates.	

Questions related to the Department of Management Services' (DMS) templates and Rule 60GG-1 requirements should be directed to FDOT's local Florida Digital Service (FL[DS]) Liaison mailto:jason.colson@dot.state.fl.us for project management compliance.

3.2 Initiation Phase Summary

In the Initiation phase, technology projects are created, transitioning from ideas to viable project proposals through the Agency's project request process. Most projects are submitted for the consideration and approval of the Agency's management prior to proceeding with subsequent steps in this phase.

Projects are initiated when an opportunity is identified to improve business processes or services through technology. A key focus of the Initiation Phase is aligning the technology request with the Departmental goals and objectives. This phase establishes project justification, business objectives, and project scope; defines stakeholders, critical success factors, and executive sponsorship; and authorizes funding for the project.

The following Initiation Steps to Success are the minimum required for all projects:

1. Get the project approved by Department management or otherwise funded.
    a. PMs with projects that got their approvals via the TPT will likely find this step is already completed by the time project is assigned.
2. Establish a Centralized Project Repository to house project documentation.
    a. If working with an FDOT Oversight PM, a vendor may be asked to store the project documentation in an FDOT Project SharePoint site. If this is the case, specific access for this will be provided.
3. Complete the DMS required Pre-Charter Risk and Complexity (R&C) Assessment.
4. Develop a Project Charter, answering at a minimum why the project is needed and the problem it solves. Ensure the Project Charter is approved by the project sponsor and other designated approvers.
5. Perform monitoring and controlling activities in compliance with the R&C Category of the project.
6. Transition to Planning phase activities, some of which may be started before the Project Charter has been approved.

Some projects may require additional documentation based on the project's R&C Category. Please refer to Rule 60GG-1's Initiation section, or contact the FL[DS] Liaison for specific information on required documentation.

3.2.1 Risk and Complexity Assessment Description

A Risk and Complexity (R&C) Assessment is required by Rule 60GG-1.002(1) to evaluate the level of risk and complexity associated with the undertaking of a project effort. The R&C Assessment is done in various phases throughout the project. The Assessment has different tabs to be completed to assess risk and complexity during the Pre-Charter, Initiation, and Planning phases.

Determine the level of risk and complexity associated with undertaking the project effort using the DMS R&C Assessment Tool. The purpose of the assessment is to determine the minimum level of project management control necessary in managing a project to reduce risk and increase the probability of success.

The seventh tab of the R&C Assessment is an Event-Driven tab that is only required to be completed with the occurrence of a significant change (defined as a modification to a project's approved cost, schedule, or scope, either solely or cumulatively, by more than 10%) from the project baseline. This workbook will be referenced in future sections as a reminder to complete the tabs during the appropriate phase of your project.

The R&C Assessment tool presents a series of risk and complexity questions, with each question having a weighted value. Once the R&C Assessment is complete, the project is classified with one of four R&C Categories from low risk/low complexity (1) to high risk/high complexity (4). See the following table of Risk & Complexity.

RISK & COMPLEXITY ASSESSMENT - PROJECT CATEGORY LOOKUP TABLE

	High Complexity	Medium Complexity	Low Complexity
High Risk	4	3	3
Medium Risk	3	2	2
Low Risk	2	1	1

3.2.2 Category Definitions

Category 1: This project is defined by a low-risk and complexity or by a low-risk and medium complexity.

Category 2: This project is defined by a low-risk and high-complexity, by a medium-risk and medium-complexity, or by a medium-risk and low-complexity.

Category 3: This project is defined by a medium-risk and high-complexity, by a high-risk and medium-complexity, or by a high-risk and low-complexity.

Category 4: This project is defined by a high-risk and high-complexity.

The R&C Category is important because it will guide you on process and documentation requirements based on the Category into which the project falls. **For example**, if you have a Category 4 project, you are required to maintain a decision log for compliance, whereas if you have a Category 1 project, the decision log is only a recommendation.

You will find references throughout this document around statute requirements based on a project's R&C Category. If your R&C Category changes in your next assessment, you will have to review your requirements to make sure your project stays in compliance.

3.2.3 Complete Pre-Charter R&C Assessment

Access the FDOT-maintained version of the DMS-required form here or download it from the DMS website and complete the tab for pre-charter R&C assessment. Save this workbook, name it for your project, upload it to your Centralized Project Repository, and update it throughout the life of the project so you can maintain a project-specific version with cumulative scoring intact.

Note: Tabs on this form include an event-driven R&C assessment, not usually used in Initiation, but which may be used if the project budget changes.

3.2.4 R&C Initiation Phase including Monitoring and Controlling Requirements

Based on the project's R&C Category, requirements from Initiation and Monitoring & Controlling must be completed. Specific requirements are not included within this document as those requirements will differ per project. The project manager must review Rule 60GG-1.003, F.A.C. Initiation Phase, and Rule 60GG-1.006(4), F.A.C., Monitoring and Controlling, summarized below, for specific requirements anticipated during this phase.

Rule 60GG-1, Initiation section, provides a matrix listing the Initiation Phase activities and documents required for the project based on its R&C Category. The additional requirements may include any of the following:

- Business Case and Alternative Analysis
- Cost-Benefit Analysis
- PMP® Certified Project Manager (may be required to manage the project)
- Risk Manager
- Independent Verification and Validation

Activities for Monitoring and Controlling during Initiation of the project are also based on the Pre-Charter R&C Category. Rule 60GG-1.006(4) requires the completion of the form DMS Status Report (which is one of the forms provided on DMS Project Management and Oversight) based on the project's R&C Category at least monthly. The status report form must be retained in the Centralized Project Repository and may be requested by DMS as needed.

The project manager is responsible for reviewing Rule 60GG-1 and completing and storing all project documentation in the Centralized Project Repository.

3.3 Business Case (Study) and Alternative Analysis

The Business Case and Alternative Analysis requirements vary depending on the R&C Category of the Project. For R&C Categories 1 & 2, 60GG-1 requires providing a brief justification for the project answering the following questions, "Why is the project necessary?" and "What problem is being solved?" These questions are answered in the Project Charter. For R&C Categories 3 & 4, 60GG-1 compliance requires completing FDOT's Business Case Supplement template.

For specific requirements anticipated during this phase, see Rule 60GG-1.003 on Initiation Phase and 60GG-1.006 section 4 on status reports during Monitoring and Controlling.

3.4 Perform Status Reporting

Status reporting should begin at the start of a project and include Initiation activities such as Project Charter creation. Rule 60GG-1 requires that all information technology projects provide status reports on Form DMS-F-0505B at least monthly based on their R&C Category. The following matrix identifies the required sections to be completed based on R&C Category and can also be found in Rule 60GG-1.

In the Initiation phase, the PM provides a high-level scoping of deliverables. An example of high-level scoping is "Design of User Interface Screens," while the details of the design and the timeline are reserved for reporting in the Planning phase.

Project Status Report – Required Sections by R&C Category

R&C Category >	4	3	2	1
Section 1 – Project Status Overview	A. Overview of Project Progress			
	B. Overall Status			
	C. Schedule Performance Index (SPI) Cost Performance Index (CPI)		Not Required	
Section 2 – Project Progress	A. Project Milestones, Deliverables, & Major Tasks			Not Required
	B. Scope Changes			Summarize in Section 1B Only
Section 3 – Project Issues & Risks	A. Project Issues			Summarize in Section 1B Only
	B. Project Risks			Summarize in Section 1B Only
Section 4 – Project Spending Plan	A. Identify Baseline Planned vs. Actual Expenditures			Not Required
	B. Major Project Expenditures			Not Required
	Attach current project spend plan		Not Required	

3.5 Cost-Benefit Analysis/ROI

For R&C Category 1-2 projects, the team is *required* to include a brief discussion of any cost savings or cost avoidance expected (if applicable) in the Project Charter.

For R&C Category 3-4 projects, the team is *required* to document the economic feasibility of the alternatives being considered, including the planned project costs, and each of the tangible benefits, then calculate key financial performance metrics such as ROI and payback period. This effort will provide input(s) for the Post Implementation Review (PIR) Report in the Closeout Phase –

the PM will be required to validate the cost-benefit analysis and projected ROI analysis approximately 6-12 months after the product or service has been implemented.

3.6 Project Charter

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3.6.1 Create Project Charter

The Project Charter formally communicates the existence of the project; serves as the basis for detailed planning; appoints the project manager; identifies the stakeholder and the project governance framework; authorizes the expenditure of resources; establishes the initial budget, schedule, and scope.

Additionally, if the project includes replacing or rewriting current solutions in production, consider any possible sunsetting requirements for the solutions being rewritten or replaced. The sunsetting of these solutions should be added to the scope of the project, and noted in the charter, the project management plan, and other relevant project documentation.

The Project Charter provides the project description and high-level objectives, scope/out of scope, initial estimates for budget, duration, and work effort, assumptions/constraints, and initial risks, and identifies the Project Manager, stakeholders, and anticipated project resources.

The Project Charter may

- Use information from LBR and TPT (Intake and Business Case)
- Contains PM qualifications (PMP certification) as required for Categories 3&4 Projects under 60GG-1.003 Initiation
- Must contain business case study and alternative analysis
- Must contain cost-benefit analysis and ROI
- Per management, no charter should be submitted without constraints listed

At a minimum, for Categories 1 and 2, the PM must answer two questions in the project charter: "Why is the project necessary" and "What problem is being solved?" For Categories 3 and 4, there is more documentation required. See the Project Charter Templates noted above for details. The roles reviewing and approving the Charter are generally the same as those approving the Project Management Plan (PMP).

3.7 Project Kickoff Meeting

The kickoff meeting is an opportunity for the project team to review the scope of, roles in, responsibilities for, and approach to the project. The meeting also covers how a project will be monitored and controlled. This is also an ideal time for the introduction of key FDOT standards to be presented to an external development team.

- Application Development Standards including:
  - Web Application Standards
  - Static Website Standards
  - Web Application Color Palette
  - Code Review Standards
  - Development Environment Standards
  - Data Standards o Requirements Standards
  - Application Testing Standards

3.8 CMDB for FDOT IT Assets (Applications, Reports, etc.)

Begin tracking this solution's integration into the FDOT environment by entering the solution's basic information into the Configuration Management Database (CMDB),or adding to the existing entry. Anyone can use CMDB as a technician with approval via AARF.

The Configuration Management Database (CMDB) is the Department's centralized repository of information about technology assets used by FDOT. When a technology proposal in TPT is approved, prioritized, and funded, a new project is initiated to provide a solution. As part of the development or enhancement of a solution the project team creates and/or updates an entry for the solution in CMDB to reflect the current state and configuration of the solution.

3.9 Initiation Gate R&C Assessment

The project manager must complete an Initiation Gate R&C Assessment at the end of the Initiation phase, following the completion of all project Initiation documentation. During this assessment, the project manager will review Initiation documents, validate, or amend the previous R&C assessment findings, and complete the Initiation Gate R&C Assessment. This assessment will confirm or adjust the project's cumulative risk & complexity level and resulting R&C Category, examine the effectiveness of Initiation phase activities, and set documentation requirements for the Planning phase.

4 Planning

4.1 Planning Tools

During this phase, you may need the following FDOT tools to accomplish your goals:

Department of Management Services (DMS)	PDM Standard Templates: Planning	
Project Management and Oversight	Deliverables Expectations Document	Requirements Deliverable Template
GG-1 Project Oversight	Project Management Plan	Requirements Traceability Matrix
GG-1.004 Planning	Project Schedule Fact Sheet	
60GG-2 Information Technology Standards	RACI Chart	
Monitoring and controlling occurs throughout the lifecycle of a project. Please refer to the Monitoring and Controlling section of this document for the applicable processes and associated templates.		

4.2 Planning Phase Summary

The Planning phase defines many aspects of the project including scope, schedule, cost, quality, communications, procurements, and risk management. Once documented this information is collectively referred to as the Project Management Plan (PMP). The Project Management Plan must be approved by management and disseminated to the project stakeholders. Defining the Project Management Plan in sufficient detail will reduce occurrences of risks and issues throughout the life of the project.

The following Planning Steps to Success are the minimum required for all projects:

1. Develop the Project Management Plan
2. Have the Stakeholders review the Project Management Plan
3. Obtain management and Project Sponsor approval for the Project Management Plan
4. Verify project complies with Florida Cybersecurity Standards (details below)
5. Document requirements
6. Perform Planning Gate R&C Assessment

Some projects may require additional documentation based on the project's R&C Category. Please refer to Rule 60GG-1 for specific information on required documentation.

Activities for Monitoring and Controlling that occur during the Planning phase of the project are based on the R&C Category. The project manager must update the Project Status Report in the Centralized Project Repository at least monthly, based on the project's R&C Category. The status report must be retained in the Centralized Project Repository and may be requested by DMS auditors as needed. It is required that the project manager uses the DMS Status Report Template.

The project manager is responsible for reviewing Rule 60GG-1.

4.3 Planning Requirements Gathering

DMS Links: 60GG-2 Information Technology Standards

4.3.1 Planning Requirements Gathering Sessions

Hold collaborative workshop meetings with all stakeholders to discuss and document customer requirements. All stakeholders should be represented to ensure they are committed and have input. This is the requirements step of the systems development lifecycle and is where the build and requirements for development are defined to satisfy the needs of the customer.

When working on the requirements gathering, make sure to cover all possible requirements from each of the Categories below. In particular, the security requirements will need to be addressed and reviewed by the InfoSec team before a product can be released to production.

4.3.1.1 System Requirements

System requirements are what a device must have in order to use certain hardware or software.

4.3.1.2 Business Requirements

The business requirements describe the business solution for a project (i.e., what a new or updated solution should do), including the stakeholder's needs and expectations, the purpose behind this solution, and any high-level constraints that could impact a successful deployment.

4.3.1.3 Policy Regulations & Requirements

These requirements include compliance with fiscal standards, transportation standards, research, human relations, and other management standards and regulations imposed by federal or state laws or implementing requirements as defined by FDOT’s policies and procedures.

4.3.1.4 Security Requirements

Security Requirements identified as part of requirements gathering may be documented in a Security Plan revision before production begins: Before the end of the Execution Phase – and before the solution moves to production – submit your updated and revised security plan to InfoSec. Security plans may not be required for all IT projects; however, they are required for new application/system development, implementation of COTS software, or major modifications to an existing application or system. Once the plan is accepted, InfoSec will email those stakeholders who are required to sign the plan to request their final approval. The Project Manager ensures that all who need to sign are aware of the security plan, review it, and sign, giving final approval. Once the security plan has all signatures, it is fully approved, and the solution may move to production.

4.3.1.5 Training Requirements

Define the technical and professional competence requirements needed to perform or use the product or service and the necessary training tools & materials that will be needed to educate users. OCM engagement for these sessions can be beneficial, if not essential.

4.3.1.6 Capacity Requirements

Define the amount of information or services that can be handled by the component or system to establish how the system can be best used. For example, determining the number of users who will be accessing the solution, and approximate the amount of data they may be using or needing within the solution.

4.3.1.7 Functional Requirements

Functional requirements capture and specify specific intended behaviors of the system being developed. They define things such as system calculations, data manipulation and processing, user interface and interaction with the application, and other specific functionality that show how user requirements are satisfied.

4.3.1.8 Reporting Requirements

Identify stakeholder's requirements for reporting, including its justification, attributes, columns, owners, and runtime parameters.

Rule 60GG-1.001 Purpose & Applicability section; Definitions (1)2.c supplies reporting requirements, including requirements designed to alert all defined stakeholders that an IT project has exceeded acceptable variances.

4.4 Project Management Plan (PMP)

The Project Management Plan (PMP) is a formal document that describes how the project will be executed, monitored, and controlled. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among project stakeholders, and document approved scope, cost, and schedule baselines.

The PMP is one of the most substantial artifacts of the entire project. This section describes some of the key elements within the PMP.

The PMP is developed in the Planning phase and requires approval by management, the Project Sponsor, and other designated approvers. While some sub-plans of the PMP may not be invoked during the project, they ensure a plan is in place if certain scenarios do arise.

If the project includes replacing current solutions in production, consider possible sunsetting requirements for the solutions being replaced or rewritten. This may not be discovered until later in the process and may add additional risk & complexity to the project.

If a significant event occurs during Execution, then an Event-Driven Risk & Complexity (R&C) Assessment is completed along with the review of the PMP to make any necessary updates to the scope, schedule, and/or cost baselines.

Guidance: 60GG-1 Project Oversight

Note that for definitions and FDOT specific recommendations and R&C definitions, see the PMP templates. Each section of the template has specific details to walk you through the creation of your PMP.

4.5 System Security Plan

A Security Plan may need to be revised or created as a deliverable of a project enhancing or delivering an application or system. A Security Plan will also be required for a Commercial-Off-The-Shelf (COTS) purchase.

Reach out to a member of InfoSec at fdot-oitinfosec@dot.state.fl.us during the Planning phase for recommendations on templates, timing and, general information for security planning during the Planning phase.

External PMs working with an FDOT staff team must follow specific security protocols in handling the security plan because the plan itself is considered and handled as a confidential body of information. All transmission of the security plan must be via the Department's secure File Transfer Appliance (FTA), and never emailed, shared or handled by any other means, including chat. Security Plans shared with external, non-FDOT staff or stored on non-FDOT assets must be limited to only those staff with a direct need to access the Security Plan.

The System Security Plan must be completed by members of the Project Team and not a PM alone because the questions require in-depth technical specification knowledge from the team members with that expertise.

This plan constitutes FDOT's compliance with Rule 60GG-2, F.A.C., so it must be submitted, accepted (the initial approval to proceed), and eventually approved prior to production. Security Plans are considered confidential and exempt from Section 119.07(1), F.S., pursuant to Sections 282.318, F.S. System Security Plans shall only be made available to those individuals with a business need to view, process, or maintain the plan.

Access to printed copies of system security plans shall be limited to authorized users. Printed copies shall be secured in the same way as other confidential and exempt documents. When the printed copy of the document is outdated or no longer needed, it should be disposed of in the same manner as other confidential and exempt documents.

4.5.1 Florida Cybersecurity Standards

See DMS Links: 60GG-2 Information Technology Standards

While you are welcome to refer to these standards in entirety, the FDOT application of 60GG-2 is at the expert discretion of the FDOT Information Security Manager (ISM) and is embodied in the System Security Plan; it does not require further reference to the standards for compliance. The standards are extremely granular guidance for the Information Security Manager of the Agency, so they are not being considered direct guidance under the Project Delivery Methodology.

4.5.2 Security Plan Scheduled Revisions

Revise the security plan often during Planning and Execution. The more current your information in the plan, the easier it will be to convey a clear and accurate picture of your solution to InfoSec in the plan. When the team has a solid architecture for the solution and can answer most or all questions in the plan, submit it to InfoSec for review.

Expect that the InfoSec review will produce some clarifying questions for the team to answer and possibly some recommendations to implement security measures. Make changes and respond to the questions in the body of the security plan document or attach additional documentation in whatever form most clearly represents your solution (for example, a network map or dependency map).

4.6 Project Glossary

The project glossary is a collection of vocabularies or phrases (the terms) captured from various models, reports, and any other artifacts in the software project. If you choose to create a glossary, each term should be defined with its meaning specific to the project domain.

4.7 Budget & Spend Plans

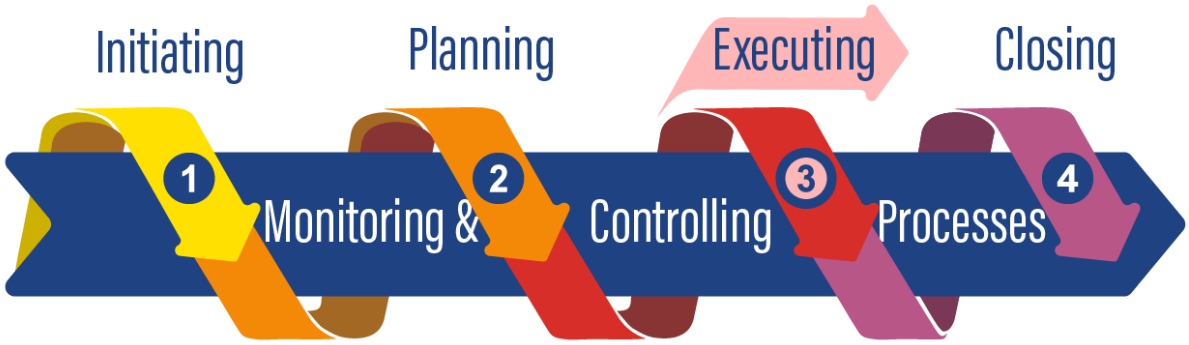
Address your budget and spend plans in the Cost Management Plan section of the PMP document template to ensure compliance with 60GG-1.006.3 (Monitor & Control Project Cost).

4.8 Planning Gate R&C Assessment

Each project (regardless of R&C Category) must complete the Planning Gate R&C Assessment at the end of the Planning phase. This assessment will confirm or adjust the project's risk and complexity levels and the resulting R&C Category, validate Planning management control requirements, and set management control requirements for the Execution phase.

5 Execution

The Execution phase involves carrying out and managing all the activities described in the Project Management Plan. Most of the activities for an internal development project are documented within the DevOps platform. Documentation of execution activities for external projects is often maintained within the vendor's development toolset with operations and maintenance (O&M) details provided within the O&M plan.



5.1 Execution Tools

During this phase, you may need the following FDOT tools to accomplish your goals:

Department of Management Services (DMS)	PDM Standard Templates: Execution
Project Management and Oversight	OIT Test Case Template
60GG-1.005 Execution	OIT Test Plan Template
60GG-2 Information Technology Standards	O&M Plan Template
Monitoring and controlling occurs throughout the lifecycle of a project. Please refer to the Monitoring and Controlling section of this document for the applicable processes and associated templates.	

5.2 Execution Phase Summary

The objective of the Execution phase is to perform the work planned and approved during the Planning phase by developing the product or service identified in the project charter. The project is officially in progress and the project manager is responsible for performing the plan and tasks created earlier to deliver the expected results.

According to Rule 60GG-1.005, Execution section: (1) The Execution phase involves carrying out and managing all the activities described in the Project Management Plan. (2) The majority of Execution phase activities and documentation will be associated with the Agency's specific Systems Development Life Cycle (SDLC) process and requirements.

The following Execution Steps to Success are the minimum required for all projects:

1. Carry out and manage all activities described in the Project Management Plan
2. Develop an O&M Plan prior to completion of the Execution phase (required for R&C Category 2-4 projects; recommended for R&C Category 1 projects)

Some projects may require additional documentation based on the project's R&C Category. Please remember to follow guidelines based on your specific project's category.

5.3 Project Management Plan Updates

In accordance with 60GG-1.005, the PM is responsible for updating the Project Management Plan (and associated documentation) as necessary. This includes an array of project documentation that addresses scope, schedule, or cost for the project. Further explanation of updating documentation is available in the Monitoring & Controlling section of this document.

5.3.1 Operations & Maintenance Plan

An Operations and Maintenance (O&M) Plan must be developed prior to the scheduled completion of the Execution phase. The O&M Plan shall document concurrence from those responsible for the operation and maintenance (examples include financial, IT, operations managers, etc.) on their readiness to support the system from a budgetary, staffing, technology, and operational perspective after the system is in production. The O&M Plan is used during the Closeout phase to ensure that system operations are transitioned to the appropriate support and operational entities.

The development of an O&M Plan is required by the Department for all project Categories.

5.4 Execution Deliverables

During execution, deliverables are reviewed, tested, and approved or rejected in accordance with the Quality Management Plan and Deliverable Acceptance Plan within the PMP. Expectations of each deliverable are documented with the Deliverable Expectations Document (DED) or alternate requirements. Acceptance criteria for each deliverable are documented within the Deliverable Acceptance Document (DAD) or alternate acceptance documentation.

5.4.1 Summary

In the Planning phase, the project team discussed and planned the project Deliverables and how the product or services will be executed and accepted. The Execution phase is where the planning becomes reality. The project team is executing the plan to produce the Project Deliverables as identified in the Deliverable Acceptance Plan of the Project Management Plan.

The PM must work with the team to remain on track as the deliverables are being established. It is critical now more than ever to communicate difficulties as early as possible to avoid complications or setbacks in the project schedule. The PM must also track progress with the deliverable schedule and other documentation as described in the Monitoring & Controlling section.

5.4.2 Using Requirements for Development

During the Execution phase, the team must use the documented project requirements to design the specifications expected to produce the solution for the project. The requirements were identified and documented during the Planning phase and are updated as needed as part of Monitoring and Controlling of the project documentation.

5.4.3 Requirements Traceability Matrix

R&C Categories 2-4: A Requirements Traceability Matrix (RTM) is required. Prepare a document (usually a table) that links high-level design and requirements with detailed requirements, detailed design, test plan, and test cases. The RTM ensures that all requirements are identified and correctly linked (from high-level to detailed and technical levels) throughout the project. The RTM is used to document and link requirements from their origin to the deliverables that satisfy them. The RTM has to be updated with test cases and test results throughout the Execution phase. For

monitoring and controlling it is also important to review and amend the RTM to capture progressive detail of requirements throughout the project.

R&C Category 1: Documenting Requirements is required.

5.4.4 Security Requirements

Security Plan revision before production begins:

Before the end of the Execution Phase – and before the solution moves to production – submit your updated and revised security plan to InfoSec. Once the plan is accepted InfoSec will email those who are required to sign the plan to request their final approval. The Project Manager ensures that all who need to sign are aware of the security plan, review it, and sign, giving final approval. Once the plan has all signatures, it is fully approved, and the solution may move to production.

5.4.5 Acceptance Criteria

The project deliverables will be accepted based on the criteria defined during Planning in the Deliverable Acceptance Documents.

5.5 Change Advisory

Change advisory is used to tell system users about the impacts of your project on their system. The Infrastructure Change Control (ICC) system is a change advisory for sending notifications about acceptance criteria and impacts on the FDOT infrastructure. This system is close to sunsetting and is not used for all projects. The ICC system can be accessed here. In the future, notifications will be sent from the Cherwell tool (following the implementation of the CARMA project).

5.6 Design

Design is where the analysts are assigned to transform the provided requirements into specifications for the development of the solution.

5.6.1 Development Standards

Application Development Standards should be provided to developers at the beginning of the project. Standards for FDOT Technology Projects: https://www.fdot.gov/it/appdevstandards

5.7 Quality Control & Testing

5.7.1 Summary

Quality Control and Testing standards have been established and are described in the Development Standards. All projects that include testing deliverables are required to follow these standards. All projects that are subject to OIT oversight will be reviewed and tested against these standards for compliance.

Projects in which applications are developed should follow the standard compliance review process. All three of the below review (Code, Data, and UI 508 Compliance) should be submitted via a Cherwell Ticket.

5.7.2 Code Review

An application or enhancement must pass code review standards before the production move.

5.7.3 Data Review

A Data Review is performed to ensure data standards are applied to all application system development, maintenance, and enhancement efforts commissioned by the Florida Department of Transportation to ensure optimal, efficient, and consistent use of and support FDOT's data platforms across all environments.

5.7.4 Section 508 Compliance & Accessibility Review

All projects that include web applications are required to follow the standards established in Chapter 60-8 of the Florida Administrative Code (F.A.C.), which requires that all State Agencies maintain compliance with accessibility standards based on Section 508 of the Rehabilitation Act of 1973. All projects that are subject to OIT oversight will be reviewed against these standards for compliance.

FDOT has a User Interface Compliance Review Process with tools commonly used for testing.

- Accessibility is part of the web standards here.
- We are also following WCAG 2.1 AA level standards
- FDOT Color Palette standards are here.

5.7.5 User Acceptance Testing

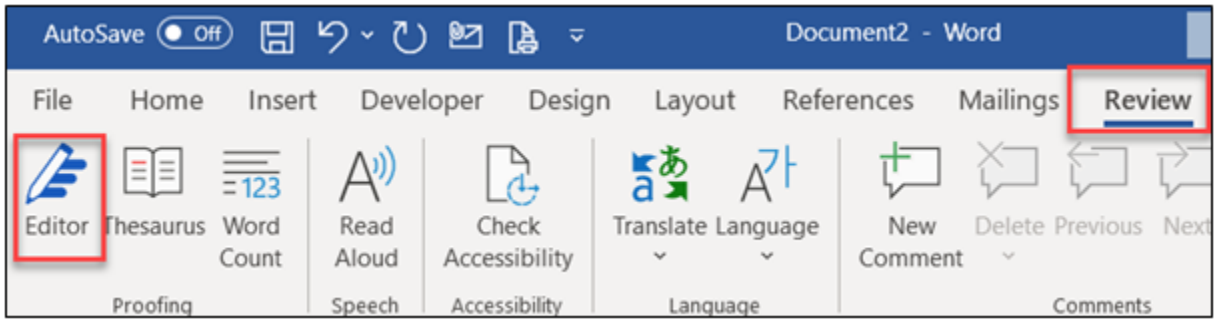
User Acceptance Testing is testing done by the customer's users to ensure all requirements have been met and that the application is acceptable for deployment to production. Review the Application Testing Standards for additional details around testing guidance.

5.8 Documentation

Many documents used in the management of projects require management review and approval. This includes Stakeholders, Section Managers, Cost Center Manager, and higher.

Project Managers must ensure that the document routed for review and approval is free from errors including, but not limited to, misspellings, misalignments, font and bullet inconsistency, incorrect wording, and undefined acronyms.

This can be assisted by utilizing the "Editor" function in Microsoft products like Word and Excel. The "Editor" function can be accessed via the ribbon under the "Review" tab as shown below.



Some project documentation such as charters, PMPs, close-out reports, etc. must be approved by specific stakeholders. Stakeholders must be allowed time to review the documents to provide feedback or revisions before their approval is requested.

For OIT – Application Services Management, an editable version of the document with "track changes" turned on must be sent to the Section Manager via email for review and approval. Once the Section Manager has approved via email, if the document requires Cost Center Manager

approval, the Cost Center Manager must be sent an editable version of the document with “track changes” turned on, advising that Section Manager review has occurred and changes incorporated.

Once the document has been accepted by all stakeholders, formal approval may be obtained via email or the document may be routed via DocuSign to obtain electronic signature approvals.

5.9 Implementation

This section provides a Production Implementation checklist for projects requiring implementation of an application being developed. This checklist of steps is for reference only; not all steps apply to all projects, and steps may be completed out of the suggested order.

Task Number	Task Type	Responsible Team Member	Task
1	Pre	Server Administrator	Set up production environment
2	Pre	Project Manager	Request Final database Review
3	Pre	Project Manager	Request Final 508 Review
4	Pre	Project Manager	Request Final Code Review
5	Pre	Project Manager	Security Plan is Approved
6	Pre	Project Manager	Project Team Tentatively selects an implementation date
7	Pre	User Office Testers	UAT: User Acceptance Testing
7	Pre	Architect	Batch processes are finalized and tested successfully
8	Pre	Project Manager	Obtain notification from Functional Coordinator of successful UAT and approval to implement
9	Pre	Project Manager	Forward Functional Coordinator implementation approval to Section Manager for approval to implement (Copy Application Services Managers; someone will approve if Section Manager is unavailable)
10	Pre	Developer	Code Freeze: Final code is committed to FDOT code repository (includes fixes from UAT)
10	Pre	Project Manager	Finalize implementation date and schedule Implementation meeting
10	Pre	Project Manager	Add implementation date to the OIT Calendar
10	Pre	Project Manager	Create ICC notification for production implementation two weeks prior to implementation
11	Pre	Project Manager	Receive Approvals for: DB Review, 508 Review, Code Review
12	Pre	Section Manager	Transportation Technology Update sent by appropriate party (i.e., CIO, Service Desk, other)
13	Pre	Project Manager	Conduct tech team only meeting to review detailed technical tasks/steps (greater detail than this Implementation Checklist), if appropriate
14	Pre	Project Manager	Conduct Implementation Meeting with stakeholders for final go, no go

Task Number	Task Type	Responsible Team Member	Task
15	Pre	Project Manager Architect Section Manager	Schedule application code deployment in DevOps for scheduled implementation date
16	Pre	Functional Coordinator	Communication sent to system users about scheduled implementation
17	Pre	Project Manager	Set up a SharePoint site for testers to input issues found during testing for tracking purposes
18	IMP	Project Manager Project Team	Follow the detailed implementation plan reviewed in task 14: May include tasks such as but not limited to: Start Teams Meeting Shutting down applications (use of splash page if needed) Data migrations Pushing Code including batch jobs and connection labels Bring applications back up Project Team verifying apps are up and connecting Notify users testing can begin
19	IMP	Users Project Manager Section Manager Functional Coordinator	User Testing Successful PM reports success to Section Manager Section Manager reports to Application Services Manager If splash page was used, replace with regular application home page Functional Coordinator Emails user community that the application is available Implementation is complete
20	IMP	Users Project Manager Section Manager Functional Coordinator	User Testing Not Successful and cannot immediately resolve PM reports not successful to Section Manager Section Manager reports to App Services Manager Commence Rollback plan Functional Coordinator informs user community

6 Monitoring & Controlling

6.1 Monitoring & Controlling Tools

While Monitoring & Controlling falls in various phases, you may need the following FDOT tools, guides, and materials to accomplish your goals:

Department of Management Services (DMS)	PDM Standard Templates: Monitoring & Contolling \ Other Links	
Project Management and Oversight	Requirements Traceability Matrix	Application Development Standards (fdot.gov)
60GG-1.006 Monitoring & Controlling	DMS Project Status Report	Deliverable Workbook
60GG-2 Information Technology Standards	Project Workbook	

6.2 Monitoring & Controlling Phase Summary

Rule 60GG-1.006(1) states that **project monitoring and controlling spans all phases of the project** and involves the regular review of project status in order to identify variances from baselined project schedule, cost, and scope.

All project management plan components developed during the Initiation and Planning phases must be monitored, controlled, and maintained throughout all phases of the project.

The following requirements are the minimum for success in all projects:

1. Monitor and Control any Project Change
2. Monitor and Control the Project Schedule
3. Monitor and Control the Project Cost
4. Monitor and Control the Project Scope
5. Monitor and Control the Project Quality
6. Monitor and Control any Project Risks
7. Monitor and Control any Project Issues
8. Monitor and Control Project Requirements
9. Capture Lessons Learned
10. Report the Project Status

Some projects may require additional documentation based on the project's R&C Category. Please refer to Rule 60GG-1.006 for specific information on required documentation.

6.3 Project Changes

Projects are required to establish their respective Change Management Plan, which is documented in the Project Management Plan. The Change Management Plan delineates the change control processes whereby modifications to project documents, deliverables, or baselines are identified, documented, reviewed, and approved or rejected. Changes are documented and tracked in a Change Tracking Log, which includes the change description, project impact (to scope, schedule, and/or cost), owner, and status.

Changes that will modify the project's approved cost, schedule, or scope (either by themselves or cumulatively) by more than 10% are defined in Rule 60GG-1.001(2)(a)(36) as being "significant change," and require the completion of an Event-Driven Risk & Complexity (R&C) Assessment. This assessment will confirm or adjust the project's cumulative risk and complexity levels, as well as R&C Category, and assist the Agency in determining whether changes to any project management plan documents and baselines are needed.

If the project includes replacing current solutions in production, consider possible sunsetting of the solutions being replaced or rewritten. Since this may not be discovered until later in the process change logs, requests, and other reassessments may become necessary.

6.3.1 Change Requests

Rule 60GG-1 does not dictate a prescribed process for change management. Instead, it requires that all projects (regardless of R&C Category) follow the change control process(es) documented in the Change Management Plan, and complete an Event-Driven Risk & Complexity (R&C) Assessment for significant change requests. In addition, the PM must maintain a change tracking log that includes change description, project impact (to scope, schedule, and cost), owner, and status. The log is completed in PPM Pro, and when an approval is required, the request for approval is submitted in PPM Pro.

6.3.2 Schedule

For projects in Risk & Complexity Categories 3 & 4:

Update the schedule at least weekly to reflect actual progress toward completion of scheduled tasks, milestones, and deliverables. Use the Schedule Performance Index (SPI) to assess schedule variance. If SPI analysis indicates a trend towards a variance equal to or greater than 10% (SPI score $\leq$ 0.90 or $\geq$ 1.10), communicate the variance explanation to the project's key stakeholder(s).

For projects in Risk & Complexity Categories 1 & 2:

Update the schedule at least biweekly to reflect progress toward completion of scheduled tasks, milestones, and deliverables. Evaluate the baselined schedule against current progress. Identify overdue tasks and compute the percentage of late tasks related to total tasks to date (Number of Overdue Tasks/Number of Total Tasks). If this analysis indicates a trend towards a variance equal to or greater than 10%, communicate the variance explanation to the project's key stakeholders.

6.3.3 Project Costs

All projects are required to monitor project costs monthly to identify both positive and negative variances between planned and actual expenditures. Compare baselined planned expenditures to actual expenditures captured in the spending plan or the budget. Identify the difference in baselined planned and actual expenditures and compute the percentage of cost variance for the period (Cost Variance/Total Planned Cost). If there is a variance (positive or negative) equal to or greater than 10%, communicate the variance explanation to the project's key stakeholder(s).

Projects with an R&C Category of 3-4 must use the Cost Performance Index (CPI) to assess cost variance. If the CPI analysis indicates a trend towards a variance equal to or greater than 10% (CPI score ≤ 0.90 or ≥ 1.10), communicate the variance explanation to the project stakeholder(s).

6.3.4 Scope

All projects are required to monitor project scope and document changes. Projects with an R&C Category of 2-4 must also manage changes to the original and agreed-upon scope as documented in the approved project planning documents.

6.3.5 Quality

All projects are required to monitor and control quality as documented in the Quality Management Plan, which is discussed in the Project Management Plan.

6.4 Risks

R&C Category 1: Monitor, document, and address risks.

R&C Categories 2-4: Monitor and control risks as documented in the approved Risk Management Plan. Perform risk reassessments to identify new risks, reassess current risks, escalate risks to issues, and close outdated risks. Maintain a risk tracking log that includes risk description, owner, response/mitigation strategy, risk probability, impact, priority, status, and open/close dates. This log is used to track, enter, review, analyze, update, monitor, and report on risks.

6.5 Issues

R&C Category 1: Monitor, document, and address risks.

R&C Categories 2-4: Monitor and control issues as documented in the approved Issue Management Plan. Review issues to identify new issues, reassess current issues, and close resolved issues. Maintain an issue tracking log, which includes issue description, owner, status, and dates opened, due and closed. This log is used to track, enter, review, analyze, update, monitor, and report on issues.

6.6 Requirements Traceability Matrix (RTM)

R&C Category 1: Required to update requirements documentation, as necessary.

R&C Categories 2-4: Review and amend the RTM to capture progressive detail of requirements linkage throughout the project. The RTM is used to document and link requirements from their origin to the deliverables that satisfy them.

6.7 Florida Cybersecurity Standards

Monitor and control project compliance with Rule 60GG-2, F.A.C., known as the Florida Cybersecurity Standards; this is achieved by drafting a System Security Plan and discussing it with InfoSec and the Information Security Manager during review of the draft.

6.8 Project Workbook (RAID) Logs

The logs required by DMS are accessed from the DMS website. Logs must be created, updated, and associated to other logs or tasks and the workbook provided for reviewers to view. Work with the internal Project Manager, as needed, to make sure logs are available.

6.9 Project Reports

6.9.1 Summary

At the time of this document publication, the project manager must update the project status on a weekly basis in PPM Pro for FDOT-OIT, and on a monthly basis for DMS using Form DMS-F-0505B. In general, project reports convey the progress and benchmarks of a project to various audiences, including stakeholders, according to various schedules.

6.9.2 DMS Project Status Report

Rule 60GG-1.006 requires that all information technology projects provide status reports on Form DMS-F-0505B at least monthly, based on their R&C Category. The following matrix identifies the required sections to be completed based on R&C Category, and can also be found in Rule 60GG-1:

Project Status Report – Required Sections by R&C Category

R&C Category >	4	3	2	1
Section 1 – Project Status Overview	A. Overview of Project Progress			
	B. Overall Status			
	C. Schedule Performance Index (SPI) Cost Performance Index (CPI)		Not Required	
Section 2 – Project Progress	B. Project Milestones, Deliverables, & Major Tasks			Not Required
	B. Scope Changes			Summarize in Section 1B Only
Section 3 – Project Issues & Risks	A. Project Issues			Summarize in Section 1B Only
	B. Project Risks			Summarize in Section 1B Only
Section 4 – Project Spending Plan	A. Identify Baseline Planned vs. Actual Expenditures			Not Required
	B. Major Project Expenditures			Not Required
	Attach current project spend plan		Not Required	

7 Closeout

7.1 Closeout Tools

During this phase, you may need the following FDOT tools to accomplish your goals:

Department of Management Services (DMS)	PDM Standard Templates: Initiation
Project Management and Oversight	Maintenance Support
60GG-1.007 Closeout	Post Implementation Review Report
60GG-2 Information Technology Standards	Project Closeout Report
Monitoring and controlling occurs throughout the lifecycle of a project. Please refer to the Monitoring and Controlling section of this document for the applicable processes and associated templates.	

7.2 Closeout Phase Summary

Projects close when the product or service has been successfully implemented and formally accepted in accordance with the deliverable acceptance criteria.

The following Closeout Steps to Success are the minimum required for all projects:

- Complete the Project Closeout Report
- Archive project documentation
- Transition to Operation and Maintenance

Some projects may require additional documentation based on the project's R&C Category

7.3 Project Closeout Report (PCR)

For R&C Categories 1-2, projects are *required* to document the project's accomplishments against the project budget, scope, and schedule; also include a discussion of the lessons learned.

For R&C Categories 3-4, projects are *required* to document the project's accomplishments against the project budget, scope, schedule, and performance baselines. Include a discussion of the lessons learned compiled by the project team and stakeholders. The PCR must be completed as defined in the project schedule.

7.4 Post Implementation Review (PIR) Report

This is not a requirement for R&C Category 1-2 projects.

For R&C Categories 3-4, projects are *required* to document whether the products or services delivered by the project meet the Agency's business objectives and provide the expected results and benefits as documented in the Initiation and Planning phases. Validate the cost benefit analysis and project return on investment analysis. This analysis should be performed six months to one year after the product or service has been implemented.

7.5 Transition to Maintenance

An O&M plan is developed during Execution and must be finalized before the project is closed. This is required for R&C 2 through 4 – Develop an O&M Plan prior to the scheduled completion of the project's Execution phase. Document concurrence from those responsible for the operation and maintenance (e.g., financial, information technology, and operational managers, etc.) on their readiness to support the system from a budgetary, staffing, technology, and operational perspective after go-live. Recommended for R&C 1.

7.6 Finalizing Tasks by Phase

Closeout documentation may not be required for O&M projects or efforts completed in 250 hours or less.

If the project includes replacing or rewriting current solutions in production, the sunsetting of the former solution may be required as part of the closeout activities, depending on the plan.

7.6.1 Archiving Project Documentation

Ensure the final compliance assessment is complete with documentation links for all required project documentation and is uploaded to the home page of the Project Site. Edit the home page of the Project Site and rename it to Archived - Project Name. Include the project closure date and any relevant project closure summary.

7.7 Final Reports

7.7.1 Closeout Report

The Closeout Report documents the project's accomplishments against the project budget, scope, schedule, and performance baselines.

7.7.2 Post-Implementation Review Report

The FDOT Post Implementation Review Report conveys aspects of the solution's ongoing successes and challenges after the project has been closed. This report gives important insight and lessons learned for similar and future projects. This Post Implementation Report is an FDOT product that supports a DMS intention, to have a report for this purpose, while DMS does not yet have a report format or requirement for this.

See Closeout Tools: Post Implementation Review Report.

8 Document Revision History

If this document is altered, an entry must be added to the history table below by the person that made the change.

Date	Authors/Editor	Modified?	Rescind?	Summary of Changes / Comments
6/30/2020	Julie Aqua; Courtney Lewis-Kroodsma	Yes	No	Document Draft Created
9/1/2020	PDM Project Team	Yes	No	Reviews and content updates
10/5/2020	Julie Aqua; Courtney LK	Yes	No	Review and clean-up of draft
11/20 – 12/11/2020	Project Managers Review	Yes	No	Reviews and content updates
12/18/2020	Jason Colson	Yes	No	DMS Liaison Review and content updates
1/15/2021	Julie Aqua; Courtney LK	Yes	No	Review and clean-up of draft
1/18/2021	PDM Project Team	Yes	No	Reviews and content updates
2/11/2021	App Svcs Mgrs	Yes	No	Reviews and content updates
3/3/2021	Julie Aqua; Courtney LK	Yes	No	Review and clean-up; final draft ready
3/5 – 3/12/2021	Project Managers Review	Yes	No	Final Reviews and content updates
3/15 – 3/18/2021	Jason Colson	Yes	No	DMS Liaison Final Review and content updates
3/19/2021	PDM Project Team	Yes	No	Reviews and content updates
3/20 – 3/24/2021	App Svcs Mgrs	Yes	No	Final Reviews and content updates
3/25 – 3/31/2021	Julie Aqua; Courtney LK	Yes	No	Document Finalized / Published
12/8 – 12/15/2021	PDM Team	Yes	No	Reviews and content updates
1/3 -1/14/2022	Project Managers Review	Yes	No	Reviews and content updates
1/14 – 1/21/2022	Jason Colson	No	No	
1/21 – 1/28/2022	Application Services Managers	Yes	No	
2/11/2022	PDM Group	Yes	No	Resolving input and feedback for final quarterly publication

This information is necessary for historical and reference purposes.