2016

Technology Project Delivery Methodology

Office of Information Technology

Florida Department of Transportation

10/5/2016

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1. Purpose

This document will provide Technology project teams within the Department a step by step approach to initiate and manage projects. The FDOT Project Delivery Methodology (PDM) provides tools to make the project manager's job a little easier. It contains definitions, requirements, and templates for the various project management activities needed to deliver successful projects. Applying the PDM to your technology Projects provides Departmental Managers the assurance that all Department technology projects are being managed and delivered in a consistent approach.

2. Overview

The PDM is designed to assist the project manager in identifying the necessary ***Steps to Success***, Phase Requirements, Quick Links, and Phase Support during each phase of the project. The goal of the PDM is to ensure all Departmental technology projects are managed in a common manner, for ease of reporting and tracking to the Florida Agency for State Technology (AST). The AST is required by legislative direction to provide oversight of all technology projects for all Florida Agencies. This includes technology projects managed by the Office of Information Technology (OIT) as well as all technology projects sponsored or managed by other offices within the Department.

The PDM is intended to ensure alignment of FDOT technology projects with the AST implemented Rule Chapter 74-1, Florida Administrative Code, Project Management and Oversight. The AST Rule is closely aligned with the industry standard Project Management Body of Knowledge (PMBOK®) guidelines for project management. The AST rule provides standards and templates that Florida Agencies are required to follow for technology Projects.

A variety of PDM Templates have been developed for use with all projects.

Questions regarding AST Oversight on technology projects should be directed to your AST liaison.

2.1 Project vs. Operations & Maintenance

Prior to starting a new project, the project manager must first determine if the assignment is a project or if it is considered Operations and Maintenance (O&M). Knowing the difference between a project and O&M is critical in determining AST oversight. The following are the AST-defined definitions for a project and O&M:

i. **Project**: An endeavor that has a defined start and end point; is undertaken to create or modify a unique product, service, or result; and has specific objectives that, when attained, signify completion.

ii. **Operations and Maintenance (O&M)**: Support an existing product or service to keep it in conformance with its originally intended specifications, functionality, and service levels. O&M activities include:

Adaptive Maintenance – the modification of a product, performed after delivery, to keep a product usable in a changed or changing environment.

Corrective Maintenance – the reactive modification of a product performed after delivery to correct discovered problems.

Perfective Maintenance – the modification of a product after delivery to detect and correct latent faults in the product before they are manifested as failures.

Preventive Maintenance – the modification of a product after delivery to detect and correct latent faults in the product before they become operational faults.

FDOT OIT offers a SharePoint Survey, Project or O&M Survey to help identify if the assignment should be tracked as a technology Project or if it falls into O&M:

https://fldot.sharepoint.com/sites/FDOT-OIS/AppServices/ASTCoord/SitePages/Home.aspx

If it is O&M, the recommended minimum OIT O&M activities are:

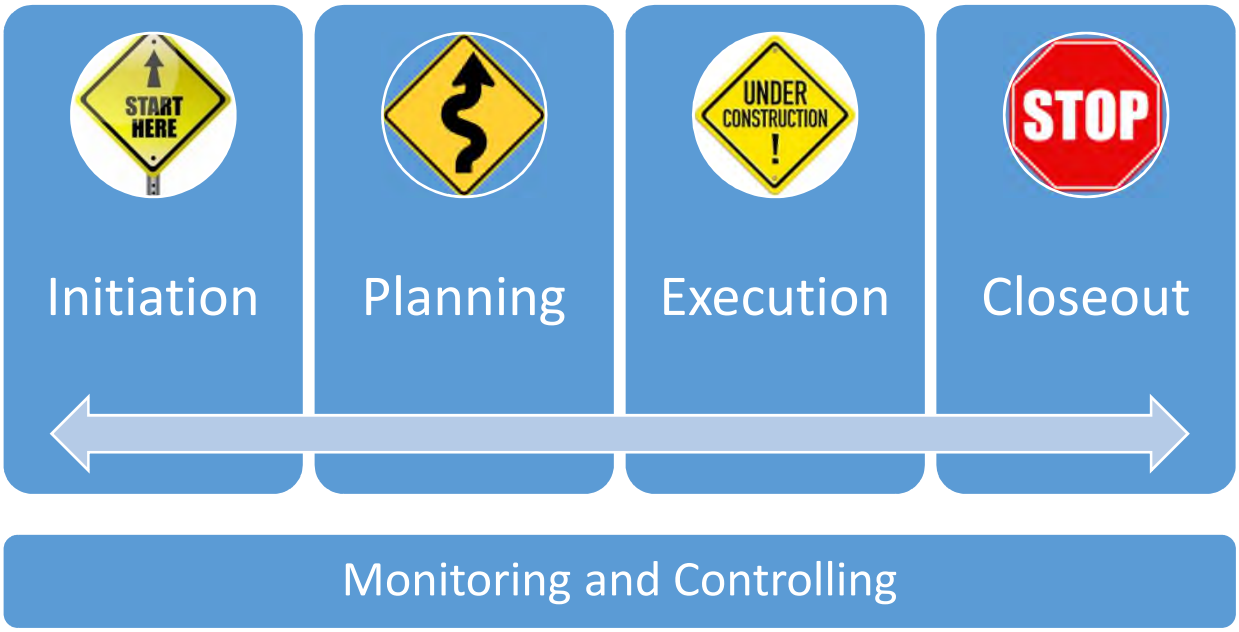
iii. **Activity Log:** Spreadsheet or other tool used to track general O&M activities throughout the year. It is recommend the tool contain a Description/Scope, Activity Dates (begin and end), Estimated Hours, and Contact Name. This tool is used to identify the activities and level of work provided in support of the system/equipment during the year. The log will assist management with an understanding of the amount of support each system/product requires.

iv. **O&M Plan:** A document that provides a plan for ongoing maintenance and support after the project is concluded. It describes how maintenance will be implemented and prescribes actions for each significant maintenance task that will be essential for the system/equipment during its lifecycle. It explains technical requirements, incorporates detailed support concepts, and resource requirements.

An O&M plan is a required document by AST for most technology projects. This document is established in the Execution Phase of the project. It is recommended that the plan be reviewed yearly and updated with the budgetary, staffing, technology, and operational perspective of the system/product.

3. Project Lifecycle (PLC)

The project lifecycle encompasses all of the project management activities of the project. They are grouped by the standard PLC phases of Initiation, Planning, Monitoring and Controlling, Execution, and Closeout.



The PDM follows the project management principles described in the AST implemented Rule Chapter 74-1, Florida Administrative Code, Project Management and Oversight, as well as the industry standard Project Management Body of Knowledge (PMBOK®).

The Project Management Body of Knowledge (PMBOK®) defines the PLC using five (5) Process Groups. For the purpose of this document Process Groups are referred to as Phases within the PLC.

PMBOK® Process Groups are:

Initiating (Initiation) - These processes help you define a new piece of work – either a completely new project or the phase you are about to begin. They ensure you have authority to proceed.

Planning - These processes help you define objectives and scope of work to be done. They encompass the work of planning and scheduling tasks. They can cover a complete project or just the phase you are working on right now. They also are used when closing one phase and planning the next in parallel.

Executing (Execution) – These processes help you to perform your project tasks. This is the 'delivery' part of project management, where the main activity happens and you create the products.

Monitoring and Controlling - These processes let you track the work that is being done, and review and report on it. They cover how to manage changes when they occur to the project scope, schedule, or cost. These processes are performed throughout the entire project, alongside the other process groups, and allow you to monitor the progress of the project, as it progresses.

Closing (Closeout) - When you are ready to close the project or phase, these processes allow you to finalize your tasks in the other Groups.

3.1 Initiation

Project Initiation is the first phase in the PLC. In the Initiation phase, technology projects are transitioned from ideas to a viable project proposal (through the Agency's project request process,) for consideration and approval by the Agency's management.

3.1.1 Steps to Success

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

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

- Get the project approved by Department management
- Establish a project repository to house project documentation
- Complete the AST required Pre-Charter Risk and Complexity (R&C) Assessment
- Develop a Project Charter
- Based on the resulting R&C category other monitoring and control activities will be required
- Wrap it up – close the phase

Some projects may require additional documentation based on the project's R&C category. Please refer to AST 74-1 for specific information on required documentation.

3.1.2 Phase Requirements

Here are some additional details about the Initiation Phase ***Steps to Success***:

3.1.2.1 Project Approval

The approval grants the project manager the necessary authorization to continue with the steps outlined in the Initiation phase. Please follow the appropriate approval process designated for your office.

Technology Projects directly managed by, or where oversight is provided by OIT, must complete a business case document and submit it to the Portfolio Management Team.

3.1.2.2 Centralized Project Repository

This is a designated location to house and archive all project documentation. It is essential to house the documents in a centralized location for the purpose of providing quick access during AST reviews or audits of the Departments technology projects. A Centralized Project Repository is also important during project collaboration and may be needed during O&M.

Technology Projects directly managed by, or where oversight is provided by OIT, must maintain the Centralized Project Repository on SharePoint using the Project Template. Upon approval of the project, the project manager must request that the FDOT Webmaster Team establish a Project Site

using the Project Template. Requests for new project sites should be sent to fdot.servicedesk@dot.state.fl.us with directions that the request is for Webmaster.

3.1.2.3 Pre-Charter R&C

A Pre-Charter R&C Assessment is required to determine the level of risk associated with the undertaking of a project effort. The AST R&C Assessment Tool presents a series of risk and complexity questions, with each question having a weighted value. Once the assessment is complete, the project is classified with one of four project categories from low risk/low complexity to high risk/high complexity.

3.1.2.4 Project Charter

This document 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, identifies the project manager, stakeholders, and anticipated project resources. This document can be managed or controlled throughout the project. It is recommended that project managers use one of the two Project Charter Templates available on the AST Project Management Templates site.

3.1.2.5 R&C Initiation Phase including Monitoring and Controlling Requirements

Based on the project's R&C category, requirements in the Initiation and the Monitoring and Controlling phases must be completed. Specific requirements are not included within this document as those requirements will differ per project. The project manager must review the AST Rule section 74-1.003, Initiation Phase and section 74-1.006, Monitoring and Controlling (Section 4, Status Reports) for specific requirements anticipated during this phase.

The AST provides a matrix, which lists 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 this phase of the project are also based on the Pre-Charter R&C category. The project manager must report the project status based on the project's R&C category at least monthly. The status report must be retained in the Centralized Project Repository and may be requested by AST as needed. It is required that project managers use the AST-F-0505B Status Report Template which is one of the templates provided on the AST Project Management Templates site.

The project manager is responsible for reviewing the AST Rule 74-1, F.A.C., and completing and storing all project documentation in the Centralized Project Repository.

3.1.2.6 Close the Phase

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 requirements for the Planning phase.

3.1.3 Quick Links

The links below serve as quick access to the documentation and templates referenced in this phase. The project manager should confirm the most current tools, templates and requirements are being considered for the project.

Florida Rule 74-1.003, F.A.C., Initiation Phase – based on the R&C category documents identified must be completed as part of the project.
https://www.flrules.org/gateway/notice_Files.asp?ID=17787489

Florida Rule 74-1.002, F.A.C., Risk and Complexity Assessment, must be provided at the beginning of the Initiation Phase and again during closing of the phase.
https://www.flrules.org/gateway/notice_Files.asp?ID=16172730

Florida Rule 74-1.006, F.A.C., Monitoring and Controlling, this phase requires the project manager to report the project status.
https://www.flrules.org/gateway/notice_Files.asp?ID=17787780

FDOT Portfolio Management Services SharePoint (FDOT Business Case, Approval Process and Innotas)
https://fldot.sharepoint.com/sites/FDOT-OIS/Portfolio/SitePages/Home.aspx

AST-F-0505A R&C Assessment Tool (workbook)
https://www.ast.myflorida.com/s/AST-F-0505A-RCAssessment_FINAL-DRAFT_2015-06-24_Locked.xlsx

AST Project Management Templates
https://www.ast.myflorida.com/pm-templates-1

3.1.4 Phase Support

Items related to the Project Approval process including submission of the FDOT Business Case should be directed to the Portfolio Management Team, (CO-OITPORTFOLIO@dot.state.fl.us).

Requests for establishing an OIT SharePoint Project site should be coordinated with the FDOT Webmaster via the FDOT Service Desk (fdot.servicedesk@dot.state.fl.us).

Questions related to AST templates and requirements should be directed to your local AST Liaison for project management compliance.

3.2 Planning

In the Planning phase, the Agency develops and approves detailed project planning documents. Specific document types, templates, or formats are not prescribed – any documentation that contains the information specified in the requirements below is acceptable. This documentation, whether created separately or combined as a single document, constitutes the Project Management Plan.

3.2.1 Steps to Success

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. 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:

- Develop the Project Management Plan
- Have the Stakeholders review the Project Management Plan
- Obtain management's approval for the Project Management Plan
- Verify project complies with Florida Cybersecurity Standards (details below)
- Document requirements
- Perform Planning Gate R&C Assessment

Some projects may require additional documentation based on the project's R&C category. Please refer to AST 74-1 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 report the project status 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 AST as needed. It is required that the project manager uses the AST Status Report Template, which can be located on the AST Project Management Templates site.

The project manager is responsible for reviewing the AST Rule 74-1, F.A.C., and completing and storing all project documentation in the Centralized Project Repository.

3.2.2 Planning Phase Requirements

Here are some additional details about the Planning Phase ***Steps to Success***:

3.2.2.1 Project Management Plan Development

At a minimum, the Project Management Plan must contain the following contents:

Project Scope: Describe project scope, include in-scope and out-of-scope.
Project Organizational & Governance Structure: Identify project stakeholders and responsibilities for decision-making and escalation.

Project Schedule: Generate and maintain a schedule that identifies the total project scope of work, and assigned resources, in addition to start and end dates for tasks.

Project Budget: Create and maintain a budget with the project cost per fiscal year and the total project cost.

Communications Management: Identify the project information requirements of the stakeholders and detail what, when and how the information will be collected and reported.

Change Management: Document the change control process and documentation involved to identify, analyze impacts, escalate, approve and manage change requests related to the project deliverables, schedule, cost, or scope baselines.

Quality Management: Document method(s) in place to ensure customer acceptance of the product or service.

Deliverable Acceptance: A list of deliverables and person responsible for approving each.

Risk Management: Describe the method to monitor and control risk.

Issue Management: Describe the method to monitor and address project issues.

Procurement Management: List any procurements required for the project.

The project manager should review AST Rule 74-1, F.A.C. to determine the level of detail required for the Project Management Plan.

3.2.2.2 Project Management Plan Review

The more involved the project stakeholders are during the Planning phase, the more supportive they will be throughout the remainder of the project. To encourage involvement, provide the Project Management Plan to the stakeholders and solicit feedback. Incorporate changes to the plan as needed.

3.2.2.3 Project Management Plan Approval

Now that the Project Management Plan has a general consensus, it needs to be approved by the designated project stakeholders. Please follow the appropriate approval process designated for your office.

3.2.2.4 Florida Cybersecurity Standards Compliance

At this point the Security Assessment and Authorization process needs to begin. To get the process started, go to the Security Assessment and Authorization SharePoint site, select Instructions for the Project Manager.

Note: This process will probably not be completed before the end of the Planning phase.

3.2.2.5 Requirements Traceability Matrix (RTM)

All projects require a Requirements Traceability Matrix (RTM). Please refer to AST Rule 74-1, F.A.C. for specific details based on the R&C Category.

3.2.2.6 Planning Gate R&C Assessment

This is the last step of the Planning phase, but it should not be the last time planning will be done during the project. Take a few moments to ensure that all of the phase requirements have been

met for the Planning phase. Resolve any issues or oversights discovered while reviewing. Once the phase requirements are met, the Planning Gate Risk & Complexity Assessment should be completed using the AST Risk & Complexity Assessment Workbook.

3.2.3 Quick Links

The links below serve as quick access to the documentation and templates referenced in this phase. However, the project manager is responsible for ensuring the most current standards, tools, templates, and requirements are being utilized throughout the entire project lifecycle.

Rule 74-1.004, Planning, F.A.C., provides Planning Phase Requirements by R&C category
https://www.flrules.org/gateway/RuleNo.asp?id=74-1.004

Rule 74-1.004(1)-(2)(b), F.A.C., definition source
https://www.flrules.org/gateway/RuleNo.asp?id=74-1.004

Rule 74-1.002, Risk and Complexity Assessment, F.A.C., is used at the end of the Planning phase
https://www.flrules.org/gateway/notice_Files.asp?ID=16172730

Form AST-F-0505A, AST Risk & Complexity Assessment Workbook
https://www.ast.myflorida.com/s/AST-F-0505A-RCAssessment_FINAL-DRAFT_2015-06-24_Locked.xlsx

Requirements Traceability Matrix (RTM)
https://www.ast.myflorida.com/s/AST-RTMTemplate2015-11-12.xlsx

Rule Chapter, 74-2, F.A.C., Florida Cybersecurity Standards
https://www.flrules.org/gateway/ChapterHome.asp?Chapter=74-2

Security Assessment and Authorization SharePoint site
http://fdotsp.dot.state.fl.us/sites/OIT-INFOSEC/SAA/SitePages/Home.aspx

Instructions for the Project Manager
http://fdotsp.dot.state.fl.us/sites/OIT-INFOSEC/SAA/Shared%20Documents/Instructions%20for%20Project%20Managers.docx

AST Project Management Templates
https://www.ast.myflorida.com/pm-templates-1

3.2.4 Phase Support

Items related to the Project Approval process, including submission of the FDOT Business Case should be directed to the Portfolio Management Team, (CO-OITPORTFOLIO@dot.state.fl.us).

Request for establishing an OIT SharePoint Project site should be coordinated with the FDOT Webmaster (WebMaster@dot.state.fl.us).

Questions related to AST templates and requirements should be directed to your local AST Liaison for project management compliance.

3.3 Execution

Executing processes are performed to complete the work defined in the project management plan to satisfy the project specifications.

3.3.1 Steps to Success

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.

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

- AST Rule 74-1, F.A.C provides two mandatory steps:
  - Carry out and manage all activities described in the Project Management Plan (a majority of the Execution Phase activities and documentation will be associated with FDOT's processes and requirements specific to the Systems Development Lifecycle ((SDLC)) selected)
  - Develop an O&M Plan prior to completion of the Execution phase

- The following are not required but are highly recommended for the success of the project:
  - Conduct and document regular team meetings
  - Capture variances to schedule and plans
  - Regular and appropriate communications to all stakeholders
  - Capture issues and risks and develop risk mitigation strategies
  - Document and manage change requests due to changes in scope, schedule, or cost
  - Plan the transition to operations

Some projects may require additional documentation based on the project's R&C category. Please refer to AST 74-1 for specific information on required documentation.

3.3.2 Phase Requirements

Here are some additional details about the Execution Phase ***Steps to Success***:

3.3.2.1 Project Management Plan

All Project Management Plan documents must be updated as necessary during the Execution phase of the project.

3.3.2.2 Operations and Maintenance Plan

An Operations and Maintenance Plan should be established 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.

On a monthly basis, the project manager shall produce a monthly status report. See the Monitoring and Controlling section for more information regarding the Project Status Report. If a significant Change Request is submitted, please review the Monitoring and Controlling section to determine if an event-driven R&C assessment is necessary.

The project manager must ensure that all FDOT Application Development Documentation & Guidelines are followed by all FDOT or Vendor developers.

3.3.3 Quick Links

The links below serve as quick access to the documentation and templates referenced in this phase. The project manager should confirm the most current tools, templates and requirements are being considered for the project.

Florida Rule 74-1.005, F.A.C., Execution Phase requires the project manager to carry out and manage all the activities described in the Project Management Plan
https://www.flrules.org/gateway/notice_Files.asp?ID=17787683

AST Project Management Templates
https://www.ast.myflorida.com/pm-templates-1

3.3.4 Phase Support

Questions related to AST templates and requirements should be directed to your local AST Liaison for project management compliance.

3.4 Monitoring and Controlling

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.

3.4.1 Steps to Success

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

The following Monitoring & Controlling ***Steps to Success*** are the minimum required for all projects:

- Monitor and Control any Project Change
- Monitor and Control the Project Schedule
- Monitor and Control the Project Cost
- Monitor and Control the Project Scope
- Monitor and Control the Project Quality
- Monitor and Control any Project Risks
- Monitor and Control any Project Issues
- Monitor and Control Project Requirements
- Capture Lessons Learned
- Report the project status

Some projects may require additional documentation based on the project's R&C category. Please refer to AST 74-1, F.A.C., for specific information on required documentation.

3.4.2 Phase Requirements

Here are some additional details about the Monitoring & Controlling ***Steps to Success***:

3.4.2.1 Monitor and Control Project Change

The change control process documented in the Change Management Plan should be followed. An Event-Driven R&C Assessment must be completed each time the project experiences a significant change, or cumulative changes (in cost, schedule, or scope) from the project baseline. The event-driven Risk & Complexity assessment will confirm or adjust the project's cumulative risk and complexity levels and category. This will help the agency determine whether changes to the project management plan documents and/or baseline is needed.

3.4.2.2 Monitor and Control the Project Schedule

The project schedule must be updated either weekly or bi-weekly based on the project's R & C category. The update should reflect the actual progress toward the completion of scheduled tasks, milestones, and deliverables.

The baselined schedule must be evaluated against the current progress of the project. Overdue tasks should be identified and the percentage of late tasks related to total project tasks must be computed. This can be accomplished with the following formula:

# of Overdue Tasks/# of Total Tasks

If the analysis provides a trend towards variance equal to or greater than 10%, then the project manager should communicate the variance to the project's key stakeholders.

3.4.2.3 Monitor and Control the Project Cost

The project cost must be monitored on a monthly basis in order to identify both positive and negative variances between planned and actual expenditures. The baselined planned expenditures must be compared to the actual expenditures that were captured in the spending plan/budget.

The difference in baselined planned expenditures and actual expenditures must be identified and the percentage of cost variance must be calculated. The following formula can be used to compute this:

Cost Variance/Total Planned Cost

If there is a variance, either positive or negative, equal to or greater than 10%, then the project manager should communicate the variance to the project's key stakeholders.

3.4.2.4 Monitor and Control the Project Scope

The project scope must be monitored closely and any changes should be documented appropriately. Changes to the project scope can severely affect a project and should be controlled by the project manager to ensure that the project is completed successfully.

3.4.2.5 Monitor and Control the Project Quality

The project quality refers to the quality of the tasks that are being completed for the project. The quality of the project must be monitored and controlled by the project manager. The project manager should document the project quality using the Quality Management Plan.

3.4.2.6 Monitor and Control any Project Risks

Project risks are defined as an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives. Risks must be monitored, controlled, and addressed appropriately. Risks should be documented in the approved Risk Management Plan.

A risk tracking log may also be necessary, depending on the project's R&C category. This log should be used to track, enter, review, analyze, update, monitor, and report on risks.

3.4.2.7 Monitor and Control any Project Issues

Project issues are unexpected problems that crop up in a project. All project issue must be monitored, controlled, and resolved. The issues should also be documented in the approved Issue Management Plan.

3.4.2.8 Monitor and Control Project Requirements

The project requirements should be monitored, controlled, and updated as needed. If a Requirements Traceability Matrix (RTM) is being used, then the RTM should be updated as requirements are changed, updated, or added to the project.

3.4.2.9 Capture Lessons Learned

Lessons Learned refers to information gained through experience that should be retained for future use and could prove to be relevant for future projects. Lessons learned should be captured and logged from the project team and stakeholders throughout the lifecycle of the project.

3.4.2.10 Project Status Report

At a minimum, the project manager must report the project status on a monthly basis. Please refer to the required AST-F-0505B Project Status Report Template for specific information on what is required to be reported for the project.

3.4.3 Quick Links

The links below serve as quick access to the documentation and templates referenced in this phase. The project manager should confirm the most current tools, templates, and requirements are being considered for the project.

Florida Rule 74-1.006, F.A.C., Monitoring and Controlling – requires the project manager to report the project status through all phases of the project
https://www.flrules.org/gateway/RuleNo.asp?title=Project Management and Oversight&ID=74-1.006

Florida Rule 74-1.002, F.A.C., Risk and Complexity Assessment – a risk-driven event may prompt a Risk and Complexity Assessment
https://www.flrules.org/gateway/notice_Files.asp?ID=16172730

AST-F-0505A R&C Assessment Tool (workbook)
https://www.ast.myflorida.com/s/AST-F-0505A-RCAssessment_FINAL-DRAFT_2015-06-24_Locked.xlsx

AST Project Management Templates
https://www.ast.myflorida.com/pm-templates-1

3.4.4 Phase Support

Questions related to AST templates and requirements should be directed to your local AST Liaison for project management compliance.

3.5 Closeout

The Agency must perform Project Closeout phase activities after the defined project objectives have been met and the Agency has accepted the project's product in accordance with their deliverable acceptance criteria and governance process.

3.5.1 Steps to Success

Projects come to a 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. Please refer to AST 74-1 for specific information on required documentation.

3.5.2 Phase Requirements

At a minumum, the Closeout phase must include:

3.5.2.1 Project Closeout Report (PCR)

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

3.5.2.2 Archive Project Documentation

The Agency must archive all Agency and third-party project documentation or artifacts. Documentation should be archived on the Centralized Document Repository.

3.5.2.3 Transition to Operations and Maintenance

The Agency will ensure that system operations are transitioned to the appropriate support and operational entities in conformance with the Operations and Maintenance Plan.

3.5.3 Quick Links

The links below serve as quick access to the documentation and templates referenced in this phase. The project manager should confirm the most current tools, templates, and requirements are being considered for the project.

Rule 74-1.007 Closeout
https://www.flrules.org/gateway/RuleNo.asp?title=Project Management and Oversight&ID=74-1.007

AST Project Management Templates
https://www.ast.myflorida.com/pm-templates-1

3.5.4 Phase Support

Questions related to AST templates and requirements should be directed to your local AST Liaison for project management compliance.

Document Revision History

Date	Author	Document Modified?	Document Determined to be Obsolete?	Comments (Optional)
2/25/2019	Bill Lucas	☒ Yes ☐ No	☐ Yes ☒ No	Corrected various links that were broken
10/17/16	Bill Lucas	☒ Yes ☐ No	☐ Yes ☒ No	Corrected a link to the AST Status Report template
10/10/16	Bill Lucas	☒ Yes ☒ No	☐ Yes ☒ No	Updates from CIO complete. Final Document complete.
10/10/16	Bill Lucas	☒ Yes ☐ No	☐ Yes ☒ No	Updates from Cost Center Manager review.
9/19/16	Bill Lucas	☒ Yes ☐ No	☐ Yes ☒ No	Updated document with changes from reviewers
9/13/16	Stephanie Taylor, Team	☒ Yes ☐ No	☐ Yes ☒ No	Final Draft review
8/2/2016	Stephanie Taylor, Team	☒ Yes ☐ No	☐ Yes ☒ No	Initial Draft