FLORIDA DEPARTMENT OF TRANSPORTATION

EXHIBIT A
OPERATIONAL WORK PLAN

WORK PROGRAM INTEGRATION INITIATIVE PROJECT

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Operational Work Plan

I. Project Charter

The Work Program Integration Initiative (WPII) is a multi-year project to re-engineer and modernize the Department of Transportation's (FDOT or Department) core financial systems used to develop the annual Work Program, ensure continued financial integrity, address changing partner demands, and account for the uses of vital state and federal funding. WPII is not just an information technology or finance project; it impacts every office within the Department. The WPII Project ultimately seeks to optimize the conversion of transportation revenue into transportation products, services, and preservation by aligning business processes to a common set of strategic objectives and operational standards, aided by a modernized system solution. As good stewards for the State of Florida, the Department is committed to executing a well-planned project which addresses the Department's needs in one effort.

Background

FDOT is entrusted by Florida's taxpayers to deliver a safe, viable, and balanced transportation system serving all regions of the state, and to ensure the compatibility of all components (s. 334.044, F.S.). FDOT works diligently to protect the public's interest through established policies, procedures, technology systems, and processes.

To provide the financial basis for this mission, FDOT develops and delivers a five-year capital plan of projects, known as the Work Program, by managing over 38,000 transportation projects in various stages of the project lifecycle. Additional functional activities to support the Work Program include managing over 15,000 active contractual agreements valued at over $13 billion, implementing $10 billion in current year commitments, planning for almost $50 billion in future year commitments, and monitoring transportation systems and infrastructure performance for critical information inputs into planning activities.

These activities are spread across the broad spectrum of transportation modes including roads, bridges, airports, seaports, rail systems, spaceports, bus transit, and bicycle and pedestrian facilities. Not only does FDOT contribute to Florida's economy through infrastructure investments, it also contributes to the traveling public's safety and quality of life, and supports the movement of commercial goods and services.

FDOT has an intricate set of business processes and a diverse set of computing assets to support the core activities of planning for future projects, programming projects within resources, implementing planned commitments, managing and monitoring projects and associated contracts, and measuring performance for compliance with legal mandates. The related business processes, supporting software applications, and over 150 interfaced applications to support the development and delivery of the Work Program

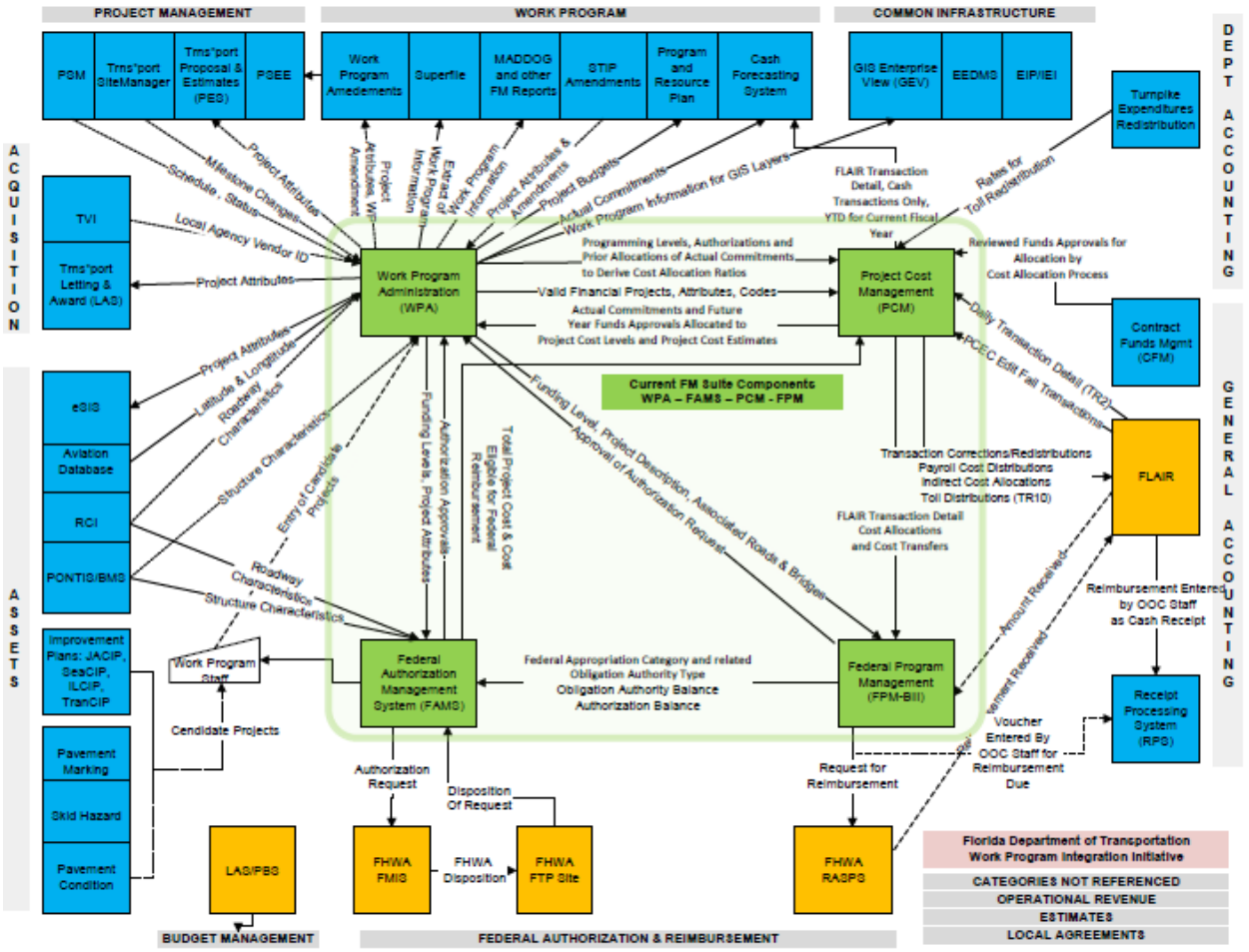
are referred to as the Financial Management (FM) suite of systems. The core of the FM suite of systems is a set of four custom developed sub-systems that were originally implemented in the late 1990s.

These four sub-systems include:

- Work Program Administration (WPA), which supports the development and ongoing management of FDOT's Work Program. WPA is also the tool for establishing and reporting the five-year list of projects which FDOT plans to undertake (s. 339.135, F.S.) and is used to manage the projects in their various lifecycle states.
- Federal Authorization Management System (FAMS), which manages federal apportionments and obligation authority and interfaces with FHWA's Financial Management Information System (FMIS) to manage the obligation of federal funds to specific projects.
- Project Cost Management System (PCM), which is the repository of actual project cost historical information. PCM is FDOT's primary interface with the State's accounting system, Florida Accounting Information Resource (FLAIR). PCM stores project-related FLAIR transactions and allocates FLAIR transactions to Work Program funds.
- Federal Programs Management System (FPM), which manages and tracks various federal programs, supports and provides the tracking ability for federal billing and vouchering, and generates the periodic billing for federal reimbursement from FHWA.

The FM suite of systems has been modified over time in response to federal and state laws, internal and external partner business needs, and changes in technology solutions and standards. The result is a collection of systems requiring multiple interfaces, manual intervention where processes are insufficient, intensive data management, and expert support in order to function together.

The graphic below depicts some (but not all) of the major software applications that support the FDOT business processes. The four centered applications labeled "Current FM Suite Components" (shown in green) are the core sub-systems for the development and delivery of the FDOT Work Program. These four systems interface with internal FDOT applications (shown in blue) and applications external to the Department (shown in gold). The external applications include connectivity to the Department of Financial Services (DFS) and the Federal Highway Administration (FHWA). The combination of these applications represents a significant portion of the FDOT software platform.



Current Business Process Map and Applications Architecture

The FM suite of systems, and over 150 interfaced applications used to develop and deliver the Work Program, present tangible risks to FDOT's ability to continue supporting its core operations essential to managing its multi-billion-dollar transportation business. This suite is a complex aggregation of business processes and supporting systems which are disjointed and brittle, are costly to maintain, and demand significant manual intervention to meet new business needs. Its intricacies often obscure the usefulness of data resulting in duplication in other systems. The systems are supported by a small team of functional experts, who each possess singular institutional knowledge and are reaching retirement, which increases the risks and potentially shortens these systems' useful lives.

The operating environment is increasingly more complex, difficult to maintain, and riddled with potential points of failure. To address risks and mitigate potential failures, FDOT staff analyzed and identified challenges which could disrupt systems and compromise ongoing operations. Immediate action was imperative as replacement of such a complex set of systems would take several years. Discounting the situation and

waiting for the brittle architecture to break compromises current commitments totaling over $13 billion, limits the ability to initiate future projects which contribute almost $10 billion annually to Florida's economic activity, and weakens the trust placed on FDOT by the public and transportation industry.

It is imperative FDOT continues efforts to develop a modern, enterprise-based solution. The solution will provide the critical consolidated information base and the flexibility to meet the organization's requirements, mitigate impacts to potential project production, and avoid financial failures.

Current Status

The FDOT WPII Project team achieved significant milestones this year and is well-positioned to carry this positive momentum into FY 20/21. In FY 19/20, the team continued an effort started in Q4 of FY 18/19 to document a comprehensive set of detailed business requirements to be used in identifying the best solution for achieving the desired WPII outcomes. As of March 2020, 5,000 initial requirements were documented and organized across ten primary business capabilities. The requirements encompass the full scope of WPII's functional and technical needs and will serve as a critical tool for selecting, designing, testing, and deploying the new solution. Efforts are underway to standardize and refine the full volume of requirements to support planned procurement activities in FY 20/21.

In advance of the procurement proceedings, and simultaneous to the requirements gathering effort, the project team is actively preparing to release a Request for Information (RFI). The RFI process will enable the Department to engage leading vendors in the Enterprise Resource Planning (ERP) community to discuss the WPII objectives, business capabilities, and requirements, and identify potential software solutions for modernizing elements of the current FM system. Specifically, FDOT will explore opportunities to leverage the PeopleSoft functionality and software license structure in place for DFS' Planning, Accounting, and Ledger Management (PALM) project. The PALM project will modernize Florida's Statewide Accounting System, and FDOT must align critical business processes and technology components to ensure accurate and timely financial processing. Sharing a common PeopleSoft platform is a valuable arrangement which the team will examine further during the RFI.

The requirements gathering and RFI activities are on schedule to finish this year and will coincide with the completion of other scheduled pre-procurement activities. Many of these activities are a direct result of action plans developed from lessons learned in FY 19/20.

A. Scope Statement

The WPII scope encompasses the Department's critical business capabilities for developing and delivering the Work Program. Each of these are required to satisfy the governing statutes that guide the development and delivery of the Department's Work Program. The ten capabilities are categorized into the primary and secondary FDOT business capabilities that must be provided by the modernized business processes, products and technology solutions and are represented in the graphic below. Each of the 5,000 detailed WPII business requirements were mapped to a specific combination of primary and secondary capabilities (i.e., Level 0 and Level 1 capabilities).

Work Program Business Capability Model

- **Forecast Cash Flow**: FDOT is a cash to commitment agency, allowing projects to begin before the total cash needs of the projects are on hand. To ensure the Five-Year Work Program has a balanced financial plan where forecasted cash outflows are supported by projected revenues and funding reimbursements, it is imperative the Department be able to forecast sufficient cash needs to meet outstanding obligations as they become due.

  The Level One capabilities listed below include the development of the cash flow assumption variables, calculations of forecasted cash receipts, cash disbursement and monthly cash balances, variance reporting to address the comparison of forecasted to actual results, and the publication of the Cash Forecast deliverables.

  - Setup and Maintain Cash Policy Controls and Variables
  - Create and Maintain Cash Forecast
  - Perform Variance Analysis and Reporting
  - Communicate Cash Flow Information to Stakeholders
- **Manage Funds**: To translate forecasted revenues into funding models (and specific fund code allocations), FDOT performs multi-level distributions of financial resources for the eventual assignment of funding to the projects within the Work Program. The various funding levels require specific calculations using pre-configured rules.

  The Level One capabilities listed below include the analysis of funding and the feasibility of funding compositions, creation of controls to govern the use of funding on projects, allocation of funding to organizational units within the Department for use in funding projects, and the reporting and communication of funding use and availability to transportation stakeholders.

  - Setup and Maintain Fund Controls
  - Translate Revenues to Funding Models
  - Allocate and Maintain Department Funds
  - Communicate Fund Information to Stakeholders
- **Manage Agency Performance**: FDOT must implement accountability and monitoring systems to evaluate whether the Department's goals are being accomplished efficiently and cost-effectively, and ensure compliance with all laws, rules, policies, and procedures.

  The Level One capabilities listed below provide the functionality and data required to confirm the adherence to all laws, rules, policies, and procedures, address the creation of specific performance measures, and report the Department's performance results to all transportation stakeholders.

  - Convert Agency Goals into Performance Measures
  - Measure and Report Agency Performance
  - Measure and Report Satisfaction of Project Portfolio Targets

- **Manage Budget**: FDOT is required to submit a Legislative Budget Request (LBR) to obtain budget, or spending authority, for its projects. The LBR includes the budgetary needs for all projects in the final Tentative Work Program, plus the requested operating budget to cover expenses, contracted services, salary budget, etc., and the budget for the Fixed Capital Outlay (FCO) buildings and grounds.

  FDOT has specific statutory authority to allow for re-establishment of appropriation budget authority as part of fiscal year end procedures. This authority is divided into three forms:

  - *Roll Forward*: Where unconsumed appropriation authority is requested for the new fiscal year for specific budget structure definitions.
  - *Certified Forward*: Where appropriation authority for committed budget for outstanding obligations is requested based on the original appropriation budget year for specific budget structure definitions.
  - *Carry Forward*: Where appropriation budget authority for reverted operating budget appropriation is requested based on a percentage of the original approved budget to be used in subsequent years.

  The Level One capabilities listed below include the activities necessary to develop governing budget structures, complete budget requests, allocate appropriated budget to the various organizational units, closeout and re-establish budget for the subsequent fiscal year, and communicate budget appropriation and use to transportation stakeholders.

  - Setup and Maintain Budget Controls
  - Develop and Submit Legislative Budget Request
  - Allocate and Maintain Department Budget
  - Perform Budget Close
  - Communicate Department Budget Information to Stakeholders

- **Manage Project Development to Close**: To plan for the consumption of funding, budget, and cash, and to demonstrate compliance with a variety of state and federal laws, FDOT requires both standard and user-defined attributes assigned to projects within the Work Program at various levels of the project work breakdown structure. FDOT is statutorily required to propose a program of projects that consumes available funding and budget resources to accomplish transportation goals of the state and various municipalities. To accomplish this, FDOT must match project characteristics to eligible revenue sources and uses

and define all project characteristics required for inclusion in the various versions of the Work Program.

Controls must be implemented during the development of the Work Program to manage updates due to changes in project scope, schedule, and estimates for all versions of the Work Program. As the projects are brought to completion, multiple offices within the Department work to close out the projects, request final reimbursement from funding partners, release funding and budget for use on other projects, and assess lessons learned from the performance measures to include in the next cycle of the development of the Work Program.

The Level One capabilities below address the establishment of controls to monitor projects throughout the lifecycle, initial creation of the projects, delivery of the projects within the Work Program, and communication of actual project results to transportation stakeholders.

- Setup and Maintain Project Controls
- Create Projects
- Deploy and Maintain Projects
- Close Projects
- Communicate Project Information to Stakeholders

- **Manage Project Portfolio**: FDOT develops policies for identifying priority investments and determines how to link policies and goals to future investments in transportation projects to meet future mobility needs based on where and when financial resources are expected to be available. Revenue Estimating Conference projections and forecasted federal apportionments from Federal Transportation Acts are transformed into funding strategies for these transportation improvements. To demonstrate satisfaction of state and federal laws and Department policies, FDOT establishes performance targets that calculate totals against pre-configured thresholds, based on specific project, fund, and contract attributes. Performance targets are represented as either financial or statistical values.

  The Level One capabilities below address the translation of policies in the form of fund allocations and targets to implement into the Work Program, provide the methods to prioritize transportation improvements and supporting projects, and communicate the strategies and project portfolio compositions to transportation stakeholders.

  - Translate Department Policy into Project Portfolio Strategy
  - Prioritize and Maintain Project Portfolio
  - Communicate Project Portfolio Information to Stakeholders

- **Manage Contractual Commitment to Close**: In addition to the management of the technical work for the project, there must be management of FDOT contractual agreements to ensure all provisions are completed and to address the multiple aspects and issues related to project funding and budget allocations. FDOT must implement accountability and monitoring systems to reflect the contractual impacts of changes during the lifecycle of projects. FDOT prescribes methods to consume funding and budget for these legal agreements, addresses modifications to contract attributes associated to projects to reflect the scope of the contracts, and ensures the fiscal responsibility and data integrity of the Work Program is maintained. Controls must be in place to measure performance against planned contractual commitments established during delivery of the Work Program.

  The Level One capabilities below address the establishment of internal controls to monitor the financial impacts of the contracts throughout the lifecycle, creation of the contractual agreements and supporting attributes, execution of the contracts to deliver the Work Program, closure activities for completion of contracts, and communications of relevant contractual activities to transportation stakeholders.

  - Setup and Maintain Contract Controls
  - Establish Contracts
  - Execute and Maintain Contracts
  - Close Contracts
  - Communicate Contract Information to Stakeholders
- **Manage Federal Programs**: FDOT must establish controls to manage grants from federal programs, account for vital federal funding sources, and support the Department's partnerships with federal agencies. Interfacing with the Department's federal funding partners is mandatory to obligate (authorize) federal projects at specific intervals in the life of projects. These capabilities also include processes to determine the appropriate use and application of soft match toll credits as a way of satisfying the required non-federal match requirements on projects which use federal revenue sources. FDOT must also implement business rules and processes, systems, and system interfaces to adhere to all applicable state statutes, federal regulations, and other mandates.

  The Level One capabilities below address the establishment of controls to confirm the adherence to all applicable state statutes, federal regulations, and other mandates, management of the authorization process of federal funding sources, participation in specialized federal funding programs, and management of federal grant projects from authorization to closure.

  - Setup and Maintain Federal Grant Project and Program Controls

- Consume Annual Federal Obligation Authority for Federal Grant Programs
- Manage Authorization of Federal Grant Projects
- Manage Toll Credit Program
- Manage Reimbursement from Federal Grant Projects
- Audit and Close Federal Grant Projects
- Maintain Documentary Compliance with Federal Partners
- Communicate Federal Project Information to Stakeholders

- **Perform General Accounting**: As part of the FDOT need to manage agency specific general accounting activities, there are over 3,800 active budget categories and over 300 active fund codes that must be monitored concurrently when planning and tracking the actual consumption of funds and budget on transportation projects. Throughout the life of the project, accounting transactions for the actual financial activities on the project are interfaced to the statewide accounting system for subsequent financial statement reporting and supporting treasury functions performed by the State of Florida Chief Financial Officer. Business capabilities within the general accounting function also require tools to manage funding partner agreements and coordinate the reimbursement activities for project expenditure transactions. At the conclusion of the state fiscal year, procedures to close out financial activities for the year are completed, accounting and budget related balances are initialized for the new state fiscal year, and supporting control structures for the upcoming state fiscal year are established.

  The Level One capabilities below address the required maintenance of FDOT specific accounting controls and mapping to the statewide chart of accounts, monitoring of funding agreements with other agencies and private partners, management of FDOT cash receipts, disbursements and accounts receivables, creation of accounting transactions and interfacing to the State of Florida accounting system, execution of core activities for the reimbursement of federal, local, bond and toll-related funds, performance of year-end closing activities, and communication of relevant general accounting results to transportation stakeholders.

  - Setup and Maintain Chart of Accounts
  - Setup and Maintain Accounting Controls
  - Monitor and Manage Funding Partner Agreements
  - Manage Cash Receipts
  - Manage Disbursements
  - Manage Receivables
  - Enter and Maintain Accounting Transactions

  - Manage Interface to Statewide Accounting System
  - Perform Fiscal Year End Closing
  - Communicate General Accounting Information to Stakeholders

- **Perform Project Cost Accounting**: FDOT must implement accountability and internal control systems to ensure uniform compliance with Generally Accepted Accounting Principles (GAAP) and confirm traceability from source accounting transactions to funding and budget consumption for projects within the Work Program. These accounting transactions must be allocated to funding source and budget categories for each individual project. FDOT implements processes to classify and accumulate actual financial activity (direct and indirect) on each project, allowing the determination of the net position of the financial projects at any point in time with respect to the consumption of funds and budget.

  The Level One capabilities below address the establishment of accountability and internal control systems, management of the FDOT disbursement function, allocation of accounting transactions on projects to concurrently consume funds and appropriated budget, and communication of project cost accounting results to transportation stakeholders.

  - Setup and Maintain Cost Accounting Controls
  - Manage Disbursements
  - Allocate Actual Transactions to Projects
  - Perform Cost Distributions
  - Communicate Project Costing Information to Stakeholders

Technology Components

In addition to the ten business capabilities, the WPII scope includes a technology component to address the backend system needs to successfully perform the Department's business functions. Below are the in-scope, technology related capabilities.

- **Utilize Technical Architecture**: FDOT's environment is moving from the mainframe to a cloud-based architecture. This architecture mainly consists of Azure, RESTful APIs, Microsoft SQL Server, and Azure Active Directory. In addition, the Department intends to utilize the Informatica suite of tools to help support our data infrastructure needs. The combination of this cloud architecture and tools will be used to support the following capabilities.

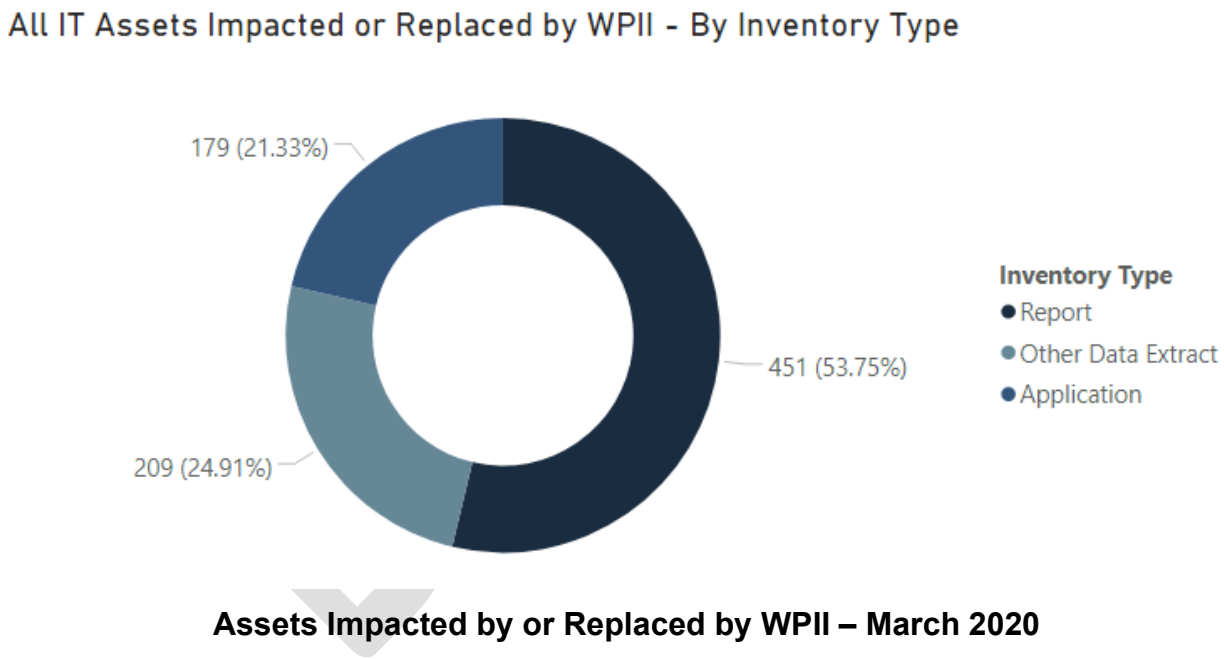
  - Manage Data
  - Manage Security
  - Manage System Integration

- Manage System Interfaces
- Manage Workflow and User Interface
- Perform Business Intelligence, Analytics, and Reporting

Current Technology Assets

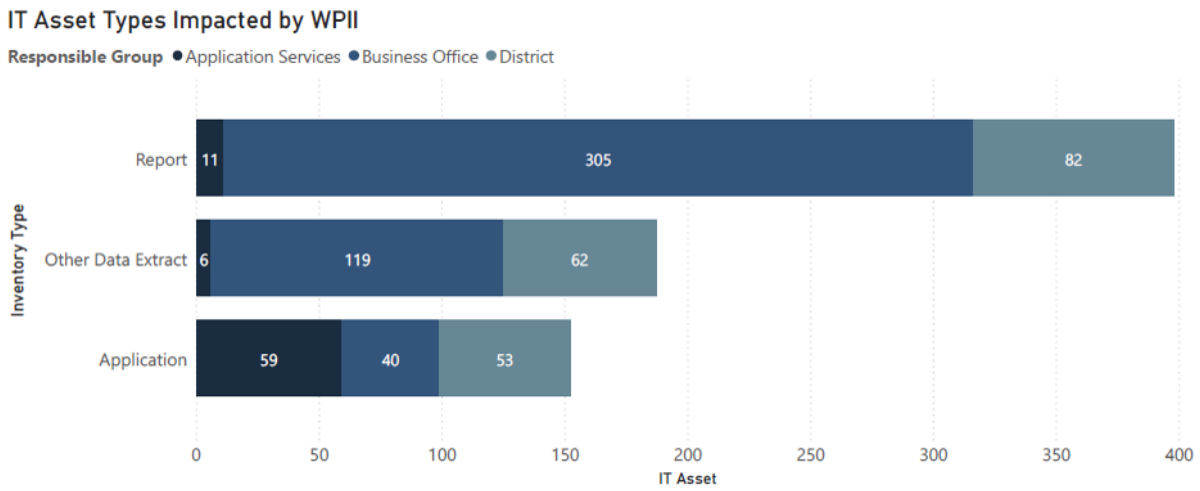
In addition to the replacement of the current FM suite components, WPII will impact the current operations of several FDOT information technology assets which utilize Work Program and/or financial management data. The Statewide Remediation Program, an established WPII Project track, coordinates the efforts to identify, assess, plan, and execute the remediation to IT assets supported by Office of Information Technology (OIT) - Application Services (AS), business offices, and districts. The Statewide Remediation Program will ensure all identified remediation efforts are complete before the launch of the WPII solution.

The complete set of impacted IT assets is quantified in the graphic below and includes applications, reports, and other data extracts:



Assets Impacted by or Replaced by WPII – March 2020

To date, over 700 IT assets are identified as WPII impacted IT assets – IT assets that will require changes, by their responsible groups, to interface with the data within WPII. Just over 150 of these assets are applications which read or update financial management data. The remaining impacted assets are reports, data extracts, and other data interfaces.



Impacted Assets

Out of Scope

Functionality to perform accounting, financial reporting, and treasury functions commonplace for modern core Enterprise Resource Planning (ERP) systems is outside of the WPII project scope. State of Florida accounting functions listed below are included in the Florida PALM project, with the WPII project providing agency specific data interfaces to support the functionality:

- Account Management and Financial Reporting: Establishes the statewide Chart of Accounts and accounting framework through the general ledger and maintains accounting and reporting needs.
- Budget Management: Manages the tracking and reporting of appropriations, allotments, revenue estimates, and budget exceptions for all State of Florida agencies.
- Disbursements Management: Manages supplier information, supports disbursement obligations of the State, and performs month and year-end closing activities for all State of Florida agencies.
- Asset and Account Management: Manages property, establishes the security controls, and performs month and year-end closing activities for all State of Florida agencies.
- Accounts Receivable: Manages accounting, reporting, and the collection of outstanding State of Florida revenues; supports the intake and accounting receipts; and ensures the closure of outstanding debt.
- Treasury Management: Manages banking relationships, investments, and interest apportionment; supports bank and general ledger reconciliation; and supports cash transfers between bank accounts for all State of Florida agencies.

- Cash Management: Manages cash balances at a trust fund level to support disbursements and alignment with State and federal requirements, supports the forecast and management of agency cash balances, and supports revolving funds.
- Payroll Management: Manages state employee and retiree payments.

Overall procurement activities for the evaluation, selection, and creation of formal contractual agreements with the Department's vendors are considered outside of the WPII project scope. Activities related to the management of ongoing vendor relationships and the maintenance of vendor meta data are excluded as well.

In contrast to the business capabilities supported by the WPII project scope to address the financial impact of funds and budget consumption of the Department's contractual activities, contract management activities related to the negotiation of the terms and conditions in contracts, ensuring compliance with the terms and conditions, and documenting and agreeing on changes that may arise during the implementation or execution of the contracts are excluded from the WPII project scope.

Business capabilities to address the impact of funds and budget consumption of the Department's grant agreements are included in the scope of the WPII project. However, grant management processes and methods to identify, monitor, control, and report all phases of grant activity from application and award to close out and archival are excluded.

Project and schedule management addressing the establishment of scheduled activities for projects, Gantt charts, work effort planning and work breakdown structure to manage the sequence of events necessary to deliver a transportation project is excluded from the WPII project scope. The Department uses Oracle Primavera P6 for this function.

B. Project Objectives and Business Benefits

WPII is intended to modernize the Work Program's business processes and leverage new technology to support the development and delivery of the annual Five-Year Work Program. As such, it is a business process re-engineering effort impacting every office within the Department. WPII is not simply a technology refresh with a sole focus on upgrading the technical infrastructure, rather it is an enterprise transformational effort to optimize the Department's ability to convert financial resources into transportation infrastructure.

Key project objectives include:

- *Optimize the conversion of transportation revenue into transportation products, services, and preservation by aligning business processes to a common set of strategic objectives and operational standards, aided by a modernized system solution.*

Operating from a clear set of strategic objectives, realized through clearly defined business requirements and technology solutions, will reduce redundancy of both process and data, increase efficiency across the enterprise, and mitigate risks for the Department.

- *Leverage business rules capabilities to increase consistency of outcomes through automation of processes.*

  New system logic will be established based on a principled set of business rules and efficiently convert data from various sources into decision-making information to all stakeholders.

- *Reduce duplication of data to increase accuracy, reduce reconciliation effort, and increase data quality.*

  Various applications manage duplicative data and require manual intervention to reconcile and convert the data into strategic decision-making information. Aggregating and correlating data across systems is time consuming, introduces additional risk of error, and is dependent upon a few expert staff. This heightens the risk of information inaccuracy and prevents timely data retrieval.

- *Reduce the time and resources required to respond to externally mandated changes.*

  Systems have been modified over the years due to changes to or the implementation of new state statutes, federal regulations, and mandates. These changes have triggered changes to business rules and processes, systems, and/or system interfaces. Maintaining consistent business rules across these systems is difficult at best and creates the opportunity for missing, conflicting, and inaccurate data.

  - New business processes create new lines of code. The existing programing logic does not clearly identify the business rules being implemented.
  - Lack of system documentation exists across the enterprise, creating failures in system updates and maintenance. This increases risks associated with succession planning and training due to near-term retirement of long-term subject matter experts.
  - Redundant processes and workarounds create inefficiencies by requiring additional reconciliation steps. These steps create increased data storage costs and data retrieval response times.
  - System architectures have evolved over time rather than being intentionally designed and implemented.

- *Reduce the risk to the Department of the loss of institutional knowledge related to existing technologies and processes.*

  As the primary system code is uncommon, there are few experts in the market able to make immediate contributions in the operating environment. Thus, processes and systems development projects rely on staff with long-term institutional knowledge to support daily break-fix requests, bridge gaps, and manage workaround processes. This approach is not sustainable and exposes the Department to risks which must be addressed to avoid triggering a financial crisis similar to the one of the late 1980s. Additionally, FDOT processes and supporting computer systems are not conducive for attracting, training, or retaining the increasingly critical next generation of FDOT staff.

- *Integrate the financial aspects of Work Program projects with key data from other FDOT systems to enhance decision-making and management of the Work Program.*

  The absence of consistent, predictable, and repeatable information is preventing FDOT from acting as an integrated whole and sharing information across the enterprise. Because the various operating units within FDOT do not readily know what information is available in other units or how it is stored, it is not shared in the most effective manner.

- *Increase reliability and availability of critical business systems.*

  The suite of FM systems currently runs in a mainframe environment, where it shares resources with several other FDOT systems. At certain times of the month, the mainframe systems consume significant processing resources resulting in lag-time in system performance, particularly during the development of the tentative Work Program. During these system performance degradations, FDOT staff are frequently asked to delay their mainframe processing to ensure availability of mainframe resources. These capacity limitations directly result in lost productivity and delayed process completion.

Expected Business Benefits

FDOT's investment in WPII is expected to yield many benefits for the Department and the state as a whole. The table below describes the primary benefits and the method and timing for realization. The benefits align to 20 critical success factors identified for WPII.

BENEFITS REALIZATION TABLE				
#	**Description of Benefit**	**Who receives the benefit?**	**How is benefit realized?**	**How is the realization of the benefit measured?**
1	Work Program Policy Development and Implementation: Improved timeliness of delivery and improved scope of impact analysis of proposed policy changes.	FDOT	Policy implementation will be traceable throughout delivery of the Work Program. This will allow for increased policy impact analysis to inform decisions by FDOT Leadership and elected leaders.	Administrative hours to produce baseline revenue allocations and targets will be measured. Also, new business capabilities for scenario and impact analysis will be introduced which are not possible in the current environment. The capabilities will assist leadership decisions to maximize the infrastructure for available revenues.
2	Transportation Project Initiation and Prioritization – Increased prioritization and allocation optimization scenarios	Citizens and visitors of the State of Florida	By providing prioritization tools not currently available and reducing the time required to determine impacts of different scenarios in the Capital Plan of Projects, FDOT can optimize amount of infrastructure and services for available revenues.	Measurement will be taken to determine administrative hours spent developing the Tentative Work Program. The hours saved will be deployed into scenario analysis (using new prioritization tools). This will allow for optimization analysis not possible in the current environment.
3	Reduced administrative hours to develop Tentative Work Program	FDOT	Administrative hours spent processing data manually will be repurposed into scenario development and impact analysis that is not currently possible within the staffing and tool constraints of the current environment.	Sample measurements of the staff and consultant hours spent developing the Tentative Work Program will be taken and extrapolated to the population of participants involved in the activity.

BENEFITS REALIZATION TABLE				
#	**Description of Benefit**	**Who receives the benefit?**	**How is benefit realized?**	**How is the realization of the benefit measured?**
4	Tentative Work Program Financing Optimization	Citizens and Visitors of the State of Florida	By optimizing the financing cost of the Capital Plan of Projects, we can increase the amount of Infrastructure and Services delivered with the available revenue sources to the Department.	Analysis of the average amount of infrastructure delivered per dollar of revenue, normalized for inflation, will be assessed before deployment of the Initiative and after. This will be measured in 5-year intervals.
5	Reduced Administrative Hours for Work Program Oversight	FDOT and Citizens and Visitors of the State of Florida	Administrative hours spent processing data manually will be repurposed into impact analysis that is not currently possible within the staffing and tool constraints of the current environment. Reduce the time needed to reply to requests for information and report the information consistently.	Sample measurements of the staff and consultant hours spent with Work Program oversight activities and with responses to information requests will be taken and extrapolated to the population of participants involved in the activity.

BENEFITS REALIZATION TABLE				
#	**Description of Benefit**	**Who receives the benefit?**	**How is benefit realized?**	**How is the realization of the benefit measured?**
	Streamlined Legislative Budget Request Submittal	FDOT	Administrative hours spent processing data manually to prepare the Department's legislative budget request and performing reconciliation activities for data from multiple sources will be repurposed into impact analysis that is not currently possible within the staffing and tool constraints of the current environment.	Sample measurements of the staff and consultant hours spent preparing and reviewing the Department's legislative budget request will be taken and extrapolated to the population of participants involved in the activity.
7	Reduced Administrative Hours for Fiscal Year End Transition	FDOT	Administrative hours spent processing data manually and performing reconciliation activities for data from multiple sources will be repurposed into impact analysis that is not currently possible within the staffing and tool constraints of the current environment.	Sample measurements of the staff and consultant hours spent closing a state fiscal year and preparing for the upcoming state fiscal year will be taken and extrapolated to the population of participants involved in the activity.

BENEFITS REALIZATION TABLE				
#	**Description of Benefit**	**Who receives the benefit?**	**How is benefit realized?**	**How is the realization of the benefit measured?**
8	Certification Forward and Carry Forward Budget Request Optimization	Citizens and Visitors of the State of Florida	By optimizing the uses of budgetary appropriations for the Capital Plan of Projects, we can increase the amount of Infrastructure and Services delivered with budget available to the Department.	Analysis of the average amount of infrastructure delivered per dollar of budgetary appropriation, normalized for inflation, will be assessed before deployment of the Initiative and after. This will be measured in 5-year intervals.
9	Roll Forward Budget Amendment Optimization	Citizens and Visitors of the State of Florida	By optimizing the uses of budgetary appropriations for the Capital Plan of Projects, we can increase the amount of Infrastructure and Services delivered with budget available to the Department. Budget requested in excess of identified projects will be reduced.	Analysis of the average amount of infrastructure delivered per dollar of budgetary appropriation, normalized for inflation, will be assessed before deployment of the Initiative and after. This will be measured in 5-year intervals. Additionally, analysis of budget reverted versus rolled forward will confirm budget optimization.
10	Reduced Administrative Hours for Work Program Adoption	FDOT	Administrative hours spent processing data manually will be reduced, allowing an earlier start to developing the Tentative Work Program. This will allow optimizing the Work Program on years where we have an accelerated Legislative cycle.	Sample measurements of the staff and consultant hours spent adopting the Work Program will be taken and extrapolated to the population of participants involved in the activity.

BENEFITS REALIZATION TABLE				
#	**Description of Benefit**	**Who receives the benefit?**	**How is benefit realized?**	**How is the realization of the benefit measured?**
11	Adopted Work Program Financing Optimization	Citizens and Visitors of the State of Florida	By optimizing the financing cost of the Capital Plan of Projects, we can increase the amount of Infrastructure and Services delivered with the available revenue sources to the Department.	Analysis of the average amount of infrastructure delivered per dollar of revenue, normalized for inflation, will be assessed before deployment of the Initiative and after. This will be measured in 5-year intervals.
12	Reduced Administrative Hours for Work Program Budget Oversight	Citizens and Visitors of the State of Florida	By optimizing the uses of budgetary appropriations for the Capital Plan of Projects, we can increase the amount of Infrastructure and Services delivered with budget available to the Department.	Analysis of the average amount of infrastructure delivered per dollar of budgetary appropriation, normalized for inflation, will be assessed before deployment of the Initiative and after. This will be measured in 5-year intervals.
13	Reduced Administrative Hours for Contract Impact Oversight	Citizens and Visitors of the State of Florida	By optimizing the revenue sources and budget available for contractual agreements within the Capital Plan of Projects, we can increase the amount of Infrastructure and Services delivered with the revenue sources and budgetary appropriations available to the Department.	Analysis of the average amount of infrastructure delivered per dollar of revenue and budgetary appropriation, normalized for inflation, will be assessed before deployment of the Initiative and after. This will be measured in 5-year intervals.

BENEFITS REALIZATION TABLE				
#	**Description of Benefit**	**Who receives the benefit?**	**How is benefit realized?**	**How is the realization of the benefit measured?**
14	Funds Approval: optimization of revenue source and budget consumption and improved data access capabilities	FDOT	Consumption of revenue sources and budget will be traceable throughout delivery of the Work Program. This will allow immediate reporting for project and contract details with revenue source, budget information and contract details to constituents.	Sample measurements of the staff hours spent managing the funds approval function for the Department's Work Program will be taken and extrapolated to the population of participants involved in the activity.
15	Project Scope, Schedule, and Estimate Management: optimization of revenue source and budget consumption with improved integration of data sources	Citizens and Visitors of the State of Florida	By modernizing and integrating the Department's management systems, FDOT will reduce the number of data validation steps required to develop and maintain the projects in the Work Program. This will allow project managers and financial staff to focus on improving quality of data used in regional planning efforts to ongoing projects.	Sample measurements of the staff and consultant hours spent managing the financial impact of projects within the Work Program will be taken and extrapolated to the population of participants involved in the activity.

BENEFITS REALIZATION TABLE				
#	**Description of Benefit**	**Who receives the benefit?**	**How is benefit realized?**	**How is the realization of the benefit measured?**
16	Improved Integration of Data Sources for Project Accounting and Improved Data Access Capabilities	FDOT and Citizens and Visitors of the State of Florida	With the use of an integrated system, we will increase our ability to access data for relevant decisions making, more efficiently develop return on investment analyses for transportation projects and increase the timeliness of core activities to allow for reimbursements from funding partners.	Sample measurements of the staff and consultant hours spent developing project level analyses, reimbursement requests and supporting performance reports will be taken and extrapolated to the population of participants involved in the activity.
17	Cash Flow Management Optimization	Citizens and Visitors of the State of Florida	By optimizing the cash flow for the delivery of the Capital Plan of Projects, we can increase the amount of Infrastructure and Services delivered with the financial resources available to the Department.	Analysis of the average amount of infrastructure delivered per dollar of financing resources available to the Department, normalized for inflation, will be assessed before deployment of the Initiative and after. This will be measured in 5-year intervals.
18	Reduced Administrative Hours for Federal Program Oversight and Optimization of Federal Apportionments	Citizens and Visitors of the State of Florida	By optimizing the uses of federal apportionments and grant awards for the Capital Plan of Projects, we can increase the speed of delivery and amount of Infrastructure and Services delivered because of contributions from the Department's funding partners.	Analysis of the average amount of infrastructure delivered per dollar of federal apportionment or grant award, normalized for inflation, will be assessed before deployment of the Initiative and after. This will be measured in 5-year intervals. Analysis can also measure days to deliver a federally funded project from concept to completion.

BENEFITS REALIZATION TABLE				
#	**Description of Benefit**	**Who receives the benefit?**	**How is benefit realized?**	**How is the realization of the benefit measured?**
19	Reduced Administrative Hours for Revenue Uses Management and Monitoring	Citizens and Visitors of the State of Florida	By optimizing the uses of revenue sources for the Capital Plan of Projects, we can increase the amount of Infrastructure and Services delivered with the revenue appropriated to the Department.	Analysis of the average amount of infrastructure delivered per dollar of revenue, normalized for inflation, will be assessed before deployment of the Initiative and after. This will be measured in 5-year intervals.
20	Reduced Administrative Hours for Work Program Plan Measurement and Monitoring and Identification of new Measures to Reduce Time to Deliver Transportation Projects.	Florida Transportation Commission and FDOT	Administrative hours spent processing data manually will be repurposed into new forms of analysis for the results of the Work Program not currently possible within the staffing and tool constraints of the current environment. New measurements will allow the Department to pinpoint places in the delivery pipeline that require attention to optimize speed to delivery.	Sample measurements of the staff and consultant hours spent developing the monthly and annual performance reports will be taken and extrapolated to the population of participants involved in the activity. Measures to improve pipeline delivery can be confirmed by checking the days to take a project from concept to completion.

WPII Benefits Realization

C. Critical Success Factors

Listed below are the critical results in terms of both business outcomes and outputs that must be realized for the development and delivery of the Work Program to be considered a success.

CRITICAL SUCCESS FACTORS		
#	**Description of Criteria**	**How will the Criteria be measured/assessed?**
1	Work Program Policy Development and Implementation	Tested and approved functionality.
2	Transportation Project Initiation and Prioritization	Completion of project work breakdown structure and data definitions; Business rule definitions linking project characteristics to revenue use eligibility; Preliminary list of candidate projects to be considered during the development of the tentative work program.
3	Tentative Work Program Development	Rules and data structures configured in the solution prove compliance with revenue use eligibility, funding policies, statutory compliance, and budget appropriations.
4	Tentative Work Program Financing	Compliance with 206.46(2), F.S., 338.241, F.S., 339.135(3)(a), F.S., 339.135(3)(b), 339.135(4)(b)4., F.S., F.S., 339.135(6)(b), F.S., Cash flow projections based on resource-loaded project schedules and historical spend patterns.
5	Work Program Oversight	Tested and approved functionality.
6	Legislative Budget Request Submittal	Compliance with 339.135(2)(a), F.S.; Adherence to the LBR instructions.
7	Fiscal Year End Transition	Adherence to 2 CFR Part 200; Tested and approved functionality.
8	Certification Forward and Carry Forward Budget Request	Compliance with 216.301(1)(b), F.S.; 216.301(2)(a), F.S.; 338.2216(3)(b), F.S.; 339.135(6)(c), F.S.; 341.303(6)(b), F.S.
9	Roll Forward Budget Amendment	Compliance with 339.135(6)(c), F.S.
10	Work Program Adoption	Adherence to 339.135, F.S.; Compliance with allocations, funding policies, legislation and appropriations.

CRITICAL SUCCESS FACTORS		
#	**Description of Criteria**	**How will the Criteria be measured/assessed?**
11	Adopted Work Program Financing	Compliance with 206.46(2), F.S., 338.241, F.S., 339.135(3)(a), F.S., 339.135(6)(b), F.S., Cash flow projections based on resource-loaded project schedules and historical spend patterns.
12	Work Program Budget Oversight	Compliance with the GAA; Assignment of budget responsibility to cost centers; Assignment of budget authority at the financial project level; Successful interface of budgeting transactions to the statewide accounting system, Adherence to 339.135, F.S.; Compliance with Work Program Instructions, funding policies.
13	Contract Impact Oversight	Adherence to 2 CFR Part 200, Section 215.985, F.S., 215.97 F.S., 215.971 F.S., Chapter 287, F.S., Chapter 337, F.S.; Establishment, modification and ongoing management of agreements; Oversight and reporting of locally funded agreements; System can provide data and measures to demonstrate compliance with established Department performance indicators.
14	Funds Approval	Compliance with Section 215.985, F.S.; Section 339.135(6)(a), F.S.
15	Project Scope, Schedule, and Estimate Management	Tested and approved functionality.
16	Project Accounting	Data validation for encumbrances, approved invoices and all other disbursement transitions; Internal control validations; Successful interface of accounting transactions to the statewide accounting system; Completion of an accounting transaction allocation process for Department projects to reflect the generation and uses of revenue and the consumption of budget at the financial project level (prior to the interface to the statewide accounting system).
17	Cash Flow Management	The solution provides the accurate data necessary to confirm the Department has on hand, at month end, cash sufficient to meet outstanding obligations (currently the cash balance working minimum is within the range of $200 million to $300 million); Cash flow projections based on resource-loaded project schedules and historical spend patterns.

CRITICAL SUCCESS FACTORS		
#	**Description of Criteria**	**How will the Criteria be measured/assessed?**
18	Federal Program Oversight	Multiyear projections of federal apportionments; Development of actual and projected federal obligation authority plans; Successful acknowledgment and approval of federal authorization requests; Consumption of the entire federal appropriation by September 30th of each federal fiscal year; Successful transmission of billings and receipts of cash reimbursement; Compliance with the Cash Management Improvement Act (CMIA) requirements; Status notifications of outstanding billings; Review of mandated federal project tier analysis; Adherence to 2 CFR Part 200; Adherence to Federal Funding Accountability and Transparency Act (FFATA) reporting requirements; FHWA business processes and systems certification.
19	Revenue Uses Management and Monitoring	Tested and approved functionality.
20	Work Program Plan Measurement and Monitoring	Performance reporting to FTC, monthly performance reporting, annual performance reporting, legislative reporting, EOG oversight reporting have approved and tested functionality.

WPII Critical Success Factors

D. Key Dates

Milestones will be managed as part of the Project Schedule. The table below lists historical WPII milestones and the anticipated dates of procurement activities in FY 20/21.

Milestone	Planned/Actual Date	Status
Finalized As-Is Process	February 2017	*Complete*
Request for Information	April 2017	*Complete*
Procurement Bid Submitted	September 2017	*Complete*
Solution and Vendor Selected	August 2018	*Complete*
Contract Signing	October 2018	*Complete*
Kick-off Meeting	November 2018	*Complete*
Define Phase	June 2019	*Suspended*
FDOT Detail Requirements Gathering	March 2020	*Complete*
Request for Information	March 2020	In progress
Procurement Solicitation Released (estimated)	July 2020	Planning
Vendor Questions Due (estimated)	July 2020	Planning

Milestone	Planned/Actual Date	Status
Department Responses to Questions Due (estimated)	August 2020	Planning
Vendor Responses Due (estimated)	August 2020	Planning
Department Evaluation of Proposals (estimated start)	October 2020	Planning

WPII Key Dates

E. Major Deliverables

The following outline lists the expected WPII project deliverables to be produced during each of the major project phases. These deliverables will be updated throughout the project.

- Initiation Phase
  - Project Charter
  - Systems Integrator and Major Tools Contracts
- Planning Phase
  - Operational Work Plan
  - Project Management Plan
  - Detailed Requirements
  - Requirements Traceability Matrix
  - Multi-phased Implementation Plan
  - Solution Fit-Gap Analysis Report
  - Data Migration/Conversion Plan
  - Statewide Integration Plan
  - Organizational Change Management Plan
  - Master Test Plan Document
  - Baselined Integrated Master Schedule
  - Security Management Plan
  - Business Continuity/Disaster Recovery Plan
  - Operations and Maintenance Plan
  - Planning Phase Gate Report
- Define Phase
  - Project Management Plan
  - Requirements Validation Report

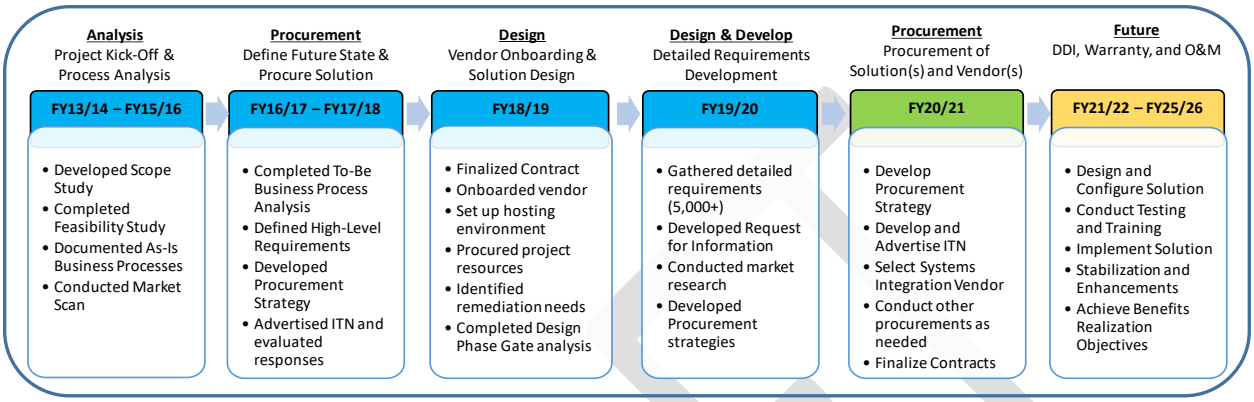
  - Updated Fit-Gap Analysis Report
  - Updated Multi-phased Implementation Plan
  - Solution Component Inventory
  - Updated Data Migration/Conversion Plan
  - Updated Statewide Integration Plan
  - Updated Organizational Change Management Plan
  - Updated Integrated Master Schedule
  - Acceptance Test Plan
  - Define Phase Gate Report
- Design Phase
  - Project Management Plan
  - Solution Design Specification Documents
  - Use Cases
  - To-Be Business Process Mapping and Definitions
  - Updated Data Migration/Conversion Plan
  - Solution/Component Development Plan and Sprint Schedule
  - Data Migration/Conversion Design Specifications
  - Statewide Integration Design Specifications and Guides
  - Organizational Change Management Design Document
  - Solution/Component Test Plan Documents
  - Design Phase Gate Report
- Develop Phase
  - Project Management Plan
  - Updated Solution/Component Development Plan and Sprint Schedule
  - Sprint Completion Reports
  - Data Migration/Conversion Test Reports
  - Data Cleansing Progress Reports
  - Statewide Integration System Test Reports
  - Organizational Change Management Deliverables
  - Solution/Component Unit Test Reports
  - Solution/Component System Integration Test Reports

  - Business Continuity/Disaster Recovery Test Reports
  - Develop Phase Gate Report
- Test Phase
  - Project Management Plan
  - Updated Business Continuity/Disaster Recovery Plan
  - Updated Security Management Plan
  - Acceptance Test Readiness Report
  - Acceptance Test Progress Reports
  - Data Migration/Conversion Test Reports
  - Data Cleansing Progress Reports
  - Statewide Integration Acceptance Test Reports
  - Organizational Change Management Deliverables
  - Multi-phased Solution/Component Operational Readiness Test Reports
  - Comprehensive Deployment Plan
  - Security Management Test/Assessment Reports
  - Business Continuity/Disaster Recovery Test Reports
  - Updated Operations and Maintenance Plan
  - Test Phase Gate Report
- Deployment (Implement) Phase
  - Project Management Plan
  - Multi-phased Solution/Component Operational Readiness Assessment Reports
  - Organizational Change Management Deliverables
  - Updated Comprehensive Deployment Plan
  - Deployed Solution/Component Acceptance Report
  - Deployment Phase Gate Report
- Operations and Maintenance Phase
  - Project Management Plan
  - Solution Stabilization Reports
  - Security Management Reports
  - System Maintenance schedule
  - Operations Processes Schedule

- Organizational Change Management Reinforcement Deliverables

F. Major Milestones

The WPII Project is a multi-phase, multi-year project as depicted in the Annual Milestones Summary graphic below.



Annual Milestones Summary

G. Key Stakeholders

An ongoing assessment will be performed to identify those who may be affected by a change, and to understand how various stakeholders can inform and influence achievement of a project's goals and objectives to facilitate continued support throughout the project lifecycle. A stakeholder is defined as individuals or groups who affect or are affected by the project. Project stakeholder groups are broken into target audiences for project communications.

Communications are generally tailored by audience, and some individuals who receive project messages may be a part of multiple stakeholder groups. Stakeholders are categorized into three groups: WPII Project Network, Internal, and External.

WPII Project Network Stakeholders are individuals, groups, or organizations that have a direct role or monitoring function within the project. WPII Project Network Stakeholders include the following:

- Executive Project Sponsor
- Management Steering Team
- Project Management Team
- Functional Coordinators
- Organizational Change Management
- Project Management Office
- Key Sponsors

- Sponsors
- WPII Liaisons
- Change Agents

Internal Stakeholders are individuals, groups, or organizations that have a direct role or monitoring functions with the project. WPII Internal Stakeholder types include the following:

- WPII Project Team
- Project Oversight
- Agency Governance
- Statutory Governance
- Business Operations Subject Matter Experts
- Technical Operations Subject Matter Experts
- Business Operations Customers
- Vendors

External Stakeholders are individuals and/or groups that affect the project. External Stakeholders are categorized into three areas: Oversight, State Government, and Other(s). Oversight includes entities or groups who provide indirect monitoring of the project's activities. State Government includes entities, departments, groups, and individuals within Florida State Government. The Others category is defined as any person or organization that is not represented in the State Government or Oversight categories. Examples of these groups include, but are not limited to:

- Executive Office of the Governor
- President of the Senate
- Speaker of the House

H. Significant Project Assumptions and Constraints

The key assumptions which may influence the WPII project are listed below. Also included are potential constraints which could impact the outcome of the proposed solutions recommended as a result of the Department's RFI activities, action plans developed from lessons learned, "fit-gap" analysis efforts, and the review of impacts to the Department's existing computing assets.

Assumptions

- Adequate staffing, equipment, software, and hardware are primary drivers of the Department's WPII initiative.
- In addition to backfill resources, the Department relies on FDOT retirees working on contract to augment the level of expertise necessary to deliver the project.

The current schedule assumes their continued participation.

- FDOT will continue to operate on a cash flow basis and be responsible for the agency specific functions to maximize the use of annual budget appropriations and funds over time and cover existing commitments as they occur. As such, the Department will continue to perform the functions required to manage budget, funding sources and cash flow concurrently. FDOT will also retain the responsibility for the management of over 300 agency specific funding sources, including the allocation of these funds to individual organizational units for use in the funding of transportation projects.

- The Department will continue to satisfy the information needs and address system interface requirements with its external partners. Some of these key areas include:
    - Legislative Appropriation Systems/Planning Budgeting Subsystem (LAS/PBS), the state's budgeting and appropriation subsystem, will continue to be used for developing, preparing, analyzing and evaluating agency budget requests.
    - The Department will continue to provide input to LAS/PBS for the Tentative Work Program as part of the Agency's annual Legislative Budget Request submittals.
    - The Department must continue to interact with Financial Management Information System (FMIS 5.0), the FHWA's major financial information system for tracking Federal-Aid projects, to manage the obligation of federal funds to specific projects and to submit periodic billings to FHWA for the reimbursement of expended federal funds.
    - FDOT will continue to update its supporting applications to provide geospatial information, improvement types and other new project attributes as required by FHWA.
- Per s. 215.94 F.S., DFS, will continue to be the owner of the State of Florida's statewide accounting system (currently the Florida Accounting Information Resource [FLAIR] system, soon to be the Florida Planning, Accounting, and Ledger Management [Florida PALM] system) and will continue to perform the accounting, financial reporting and treasury functions commonplace for modern core financial management systems.
    - DFS is in the process of replacing the Cash Management System (CMS) and FLAIR with the Florida PALM project's PeopleSoft solution, which will support the general accounting and financial management needs of Florida's agencies, including general ledger, accounts payable, accounts receivable and payroll functionality.
    - Florida PALM is scheduled to be implemented over four waves in Phase 1 and one wave in Phase 2.

Phase 1 will address the replacement of CMS and FLAIR components (Central, Departmental, and Payroll) in a wave deployment approach as follows:

- All agencies go live for CMS functions in 2021
- All agencies go live for Central FLAIR functions in 2022
- All agencies go live for Payroll functions in 2024
- All agencies go live for Departmental FLAIR functions in 2024

Phase 2 will address additional grant management functionality and project enhancements. Phase 2 is scheduled for implementation in 2026.

- The Florida PALM project implementation will not encompass the specific financial requirements of FDOT, meaning FDOT must continue to rely on its existing Change Champion Network to actively engage and collaborate with DFS. Master Readiness Workplans will be provided by DFS throughout the implementation process to provide guidance on the tasks and activities that are needed for each wave. FDOT's Change Champion Network will continue to attend workshops, working sessions, meetings, and other forums for collaboration to ensure the continued functionality of approximately 50 incoming and outgoing interface points between the two agencies.

Constraints

- Funding constraints may impact the specific timing and deployment of the proposed solutions identified to meet the approved business requirements.
- Due to the magnitude of the WPII Project and limited staff with the required subject matter expertise necessary for the project's complexity, hiring consultant and other resources to augment the project team is essential for the Department's continuity of operations.
- The WPII solution must be able to interface with systems outside of the scope of the project, many of which are based on technology that is either outdated or considered non-strategic.
- As the Department continues to refine business processes and seek technological solutions in response to customer driven needs across the enterprise, resources may be dedicated to other strategic initiatives outside of the WPII scope.
- Scheduling and resourcing for the project must take into consideration the Department's annual operational schedule to minimize interference with development and delivery of the Work Program.

II. Capacity Plan

The objective of Capacity Planning is to verify that any proposed solution will be able to absorb the current data stores and transaction loads and provide the capability to handle the future demands of the Department. Unlike the Department's current mainframe environment, the proposed solution will comply with the Florida's Cloud First policy detailed in section 282.206, Florida Statutes. Through the use of cloud infrastructure, the solution will be scalable to meet the changing needs of data store sizes and transaction loads.

Details of the capacity requirements will be included in the contract with the selected vendor. A service level agreement will be established, and through this service level agreement, the vendor will be responsible for the cloud services capacity to meet the needs of the Department. FDOT will ensure sufficient network bandwidth for accessing the cloud-based solution.