Description Of Project Management

ITN Section 4.2.11

The Respondent must submit a draft project management plan and draft project schedule with their technical proposal. The plan should follow Project Management Institute (PMI) standards, detailing the Respondent's project management strategy for providing EBT/EFT services as detailed in Appendix I, Attachment I. The project schedule should include all phases of the project as described in Appendix I, Attachment I. In addition to the project management plan and schedule the Respondent must address the following:

We have included the draft project management plan and draft project schedule for the State’s EBT Project at the end of this tab. The plan follows Project Management Institute (PMI) standards and describes our project management strategy for providing the EBT services detailed in this ITN. The draft project schedule includes all phases of the project. Our Project Work Plan outlines a phased approach to managing your EBT Project, including a timetable, activities, and deliverables, with minimal impact to the State and other stakeholders.

Phase 1—Design: This phase includes conducting the project Kick-off Meeting and reviewing user requirements based on the ITN. A detailed Requirements Document will be developed. This will be a dynamic document until all requirements documented are approved by the State.

Phase 2—Development: We will work with the State to establish development timeframes after the contract signing and requirements review. A number of manuals will be delivered to the State for review and comment.

Phase 3—Testing: During this phase, FIS will work with the State in testing the EBT projects. Testing includes interface connectivity, batch processing, the functional demonstration, and the User Acceptance test.

Phase 4—Implementation: The Implementation phase will overlap the Development phase. Included in this phase is database conversion from your current vendor JPMorgan EFS. The retailer conversion and staff training will also take place during this phase.

Phase 5—Operations: This phase includes the operations of the system including transaction processing, card issuance, reporting, settlement, customer service, ongoing communications with state staff, and updates to key documents as required throughout the life of the contract. The State will work directly with our Project Management team and with the FIS support team during this time. Our teams will provide ongoing communications of any issues, enhancements, changes, or updates to the system. This phase will last through the life of the contract.
Since 1992, we have developed and refined our project management techniques, controls, and reporting mechanisms; we have a flawless reputation of implementing and converting all of our projects on time. Our very successful project management experience, with single and multistate projects, allows us to offer the State an approach that incorporates proven methodologies, processes, and automated project management tools.

4.2.11.1  Project Planning Approach

The Respondent must describe its approach to project planning, one that will ensure the successful design, development, and operation of the EBT/EFT services. The Respondent must also describe how it will develop performance measurement and management tools to:

- Identify project outcomes and metrics
- Measure actual progress
- Validate project success

FIS’ project planning approach begins with a comprehensive understanding of the State’s vision for the program and of each of the State’s requirements necessary to achieve it. Project planning includes:

- A staffing plan that provides the appropriate staffing levels and mix with EBT-relevant experience, ensuring all deliverables and performance standards are met during all phases of the project.

- A detailed, phased approach to the entire project with all activities and anticipated timeframes, and estimated completion dates clearly defined in a Project Work Plan.

- A detailed Requirements Document that provides specifications necessary for the batch and administrative interfaces from the State’s system to the FIS ebrEDGE System, an overview of the proposed webADMIN platform, and card and PIN issuance for State clients. This document will be considered a working document until all of the requirements have been satisfied and any outstanding items have been resolved.

- Standardized procedures for system modifications and enhancements, change requests, quality control, and other quantifiable processes.

- Use of automated tools, such as Microsoft Project, for comprehensive project control and reporting purposes.

- Regular project status meetings between the State staff and the FIS Florida Project Management team. Team members responsible for the administration of the project and services will review the Project Work Plan and subtasks to ensure tasks within their area are completed and meet State requirements.

- Regular communication between the Project Manager, senior management and members of the FIS Government Solutions Oversight Management Committee regarding the status of the Project and any issues or concerns.
Quality assurance checkpoints will be conducted for all major project deliverables including planning documents, testing processes, and other required deliverables. Our Project Team will work together to define the quality metrics, which can be used for each deliverable.

FIS has successfully designed, developed, implemented, and operated 26 EBT projects throughout the country. Each project has been managed using proven project management techniques and work plans which are designed to meet the unique needs and requirements of the individual project. FIS’ experience and flexibility in project management and reporting enables us to meet the needs of your EBT project objectives.

4.2.11.2 Project Management Approach

The Respondent must describe its project management approach and how it will:

- Manage the Schedule
- Manage Resources
- Manage Communication
- Manage Risks & Issues
- Manage Scope
- Manage Change Control
- Track and Report Project Status

The Respondent should emphasize how its proposed approach and methodologies will ensure overall project success, as measured by the following:

- All tasks are performed successfully and all service requirements are met
- The highest quality work is performed by all project staff
- Utilization and maintenance of the project work plan
- Preparation and presentation of project status reports
- The use of proven project management and quality assurance methods and tools (automated and manual) to assist with early program recognition, identification and isolation, problem tracking and resolution
- Identification of clearly defined project outcomes
- Establishment of metrics to verify the successful completion of these outcomes
- Effective management of resources
- Measures to ensure good system performance such as response time and system efficiency
- Open communications with subcontractor and DCF personnel
- Positive and productive working relationships with all stakeholder groups
- Achievement of knowledge transfer to and from DCF EBT/EFT Services Project personnel

Throughout all phases of the project, it is critical for the State staff to get answers to questions and any issues resolved quickly. Your staff needs to have access to FIS’ decision makers during all phases of the project. We have clear lines of authority, equipping the Project Manager with the flexibility to act quickly and decisively. We are also committed to provide the corporate oversight and resources the Project Manager needs to get the job done. This structure places the overall responsibility and accountability for quality systems and services at the most effective and efficient point, the Project Manager. Designating the Project Manager as the single point-of-contact helps to ensure the State quick access and immediate availability to FIS and our assigned project team.
All FIS Government Solutions’ EBT projects follow this line of authority:

<table>
<thead>
<tr>
<th>Senior Vice President, Government Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBT Project Oversight Management Committee</td>
</tr>
<tr>
<td>Vice President, Government Solutions Account Management</td>
</tr>
<tr>
<td>EBT Project Manager</td>
</tr>
<tr>
<td>EBT Project Team</td>
</tr>
</tbody>
</table>

METHODOLOGY

FIS recognizes that the success of any EBT project is directly related to effective project management and communications among all parties involved in the project. State staff must have a timely and accurate flow of information along with access to FIS’ EBT project staff. As demonstrated by FIS’ 20-year history of successfully designing, developing, implementing, and operating 26 state EBT projects throughout the country, we have the necessary project management experience to meet your Project Management Services requirements.

FIS’ proven project methodology will ensure the completion of the scope of services and accomplish the required objectives within the State’s project schedule. Because of our vast experience with EBT, we are confident that we can meet or exceed your expectations. FIS is committed to the success of your EBT Project. Our project management approach is to provide a responsive and easily accessible team for the conversion of EBT-only POS equipment, the ebtEDGE ADMIN (administrative terminal), and ongoing operations of your EBT Project and the project transition from the current contractor. Our approach incorporates proven methodologies, processes, and automated project management tools.

FIS uses a process we developed called Project Management Methodology (ePM²). All the processes defined in ePM² are followed and practiced in the EBT Quality Control life cycle. ePM² combines project forms, a repository for project documents, and project processes into a cohesive project management tool. ePM² is used to manage the project life cycle, to internally communicate the project status, and to manage project documents. FIS’ ePM² is our blueprint for creating new products, services, and delivery. We have adopted ePM² because it uses project management best practices from the Project Management Institute (PMI), Capability Maturity Model (CMM), and Six Sigma, and provides a common way of approaching projects; much like a blueprint provides a standard way to build a house. By following ePM² policies and principles, and using the
same quality processes and monitoring tools over and over, we can ensure less re-work and more consistency and predictability to our deliverables.

The ePM² methodology includes:

- A detailed, phased approach to the entire project with all activities and anticipated timeframes, and estimated completion dates clearly defined in a Project Work Plan.
- Standardized procedures for system modifications and enhancements, change requests, quality control, and other quantifiable processes.
- Use of automated tools, such as Microsoft Project, for comprehensive project control and reporting purposes.
- Regular project status meetings between the State staff and the FIS Project Management team. Team members responsible for the administration of the project and services will review the Project Work Plan and subtasks to ensure tasks within their area are completed and meet State requirements.
- Regular communication between the Project Manager, senior management, and members of the Government Solutions Oversight Management Committee regarding the status of the Project and any issues or concerns.
- Quality assurance checkpoints for all major project deliverables including planning documents, testing processes, and other required deliverables. Our Project Team will work together to define the quality metrics, which can be used for each deliverable.

**MANAGE THE SCHEDULE**

An accurate and detailed Project Work Plan is key to the Project Manager’s ability to successfully coordinate project activities among all participants and keep the project on schedule. The assigned Project Manager, Shari Akin, will lead the implementation efforts managing to the agreed upon timelines and proactively guiding the team along the way. The framework our Project Management organization follows include strong requirements engineering, case management, client assessment matched with project manager assessment for accurate project assignments, project oversight and tracking, knowledge management, business analysis and team coaching/mentorship initiatives.

The proposed Project Work Plan provides infrastructure and guidance for your EBT Project; it serves as a structured model for completing all project requirements. All deliverables and milestones on the Project Work Plan are carefully monitored and reported. The plan lists an Actual Finish Date and Percent Complete so that FIS and the State can clearly monitor the progress of the project as we move through each phase. Written memos, meeting minutes, meeting agendas, and written updates provide activity documentation. In conjunction with written documentation, our project staff use the
industry-standard automated tool, Microsoft Project, to create and maintain the Project Work Plan. This tool provides project staff with a comprehensive mechanism to manage and control project activities.

Key to the effective use of work plans is the project discipline to manage them as active, living documents that are frequently updated to reflect the reality of the project. Because the Work Plan is a dynamic document, it allows additional tasks to be added by both FIS and the State to ensure all tasks are identified and scheduled to reflect milestones and critical path tasks that have been met. During Design, Development, Testing and Implementation, we constantly monitor all activities and update the Project Work Plan on a regular basis so that all affected parties have the latest status. As part of our Project Management methodology, the Florida EBT Project Work Plan will be continually updated during the course of the conversion effort. The updated Project Work Plan will be submitted as part of the weekly status reporting. By constantly monitoring all tasks and regularly updating the Project Work Plan, we ensure that all affected parties have access to timely and accurate information on the project status.

Review by Oversight Management Committee

The principles of Continuous Quality Improvement (CQI) firmly ground our oversight management. This focus provides our EBT customers with consistent quality service throughout the contract period.

We use a proven management review process to compare the project plan, completion status, variances with the plan, and recommendations. The output of the review process includes management concurrence and approval with a resultant plan of action. This plan of action provides the guidance to ensure State requirements and expectations are met during Design, Development, Testing, Implementation, and Operation of the EBT system.

Each month, FIS Government Solutions’ senior leadership reviews each installed customer account. This review includes quality of service, key performance indicators, problems and issues, accomplishments for the previous and upcoming months, and any potentially critical issues. When necessary, specific individuals are assigned responsibility for each unresolved problem and issue.

MANAGE RESOURCES

A dedicated and experienced Project Team is critical to the success of an EBT project. The FIS Staffing Plan will provide the appropriate staffing levels and mix with EBT-relevant experience, ensuring all deliverables and performance standards are met during all phases of the project. Through our examination of the ITN and understanding of the
State’s current EBT Project, we have assembled a project team that will complement your goals and mitigate project concerns.

Because of our long history as an EBT provider we understand how to organize and staff an EBT project to meet the State’s needs. As described in Section 4.2.7, Description of Project Staffing, our project team’s detailed organizational structure is comprised of individuals with knowledge and proficiency in converting and operating comparable EBT projects and appropriate executive oversight and support throughout the transition and operations of the Florida EBT Project.

FIS uses tools and methodologies for project scheduling that allow us to thoroughly monitor and frequently audit the project scheduling to keep deliverables on track and on time. The main tool used is the Resource Schedule. This tool contains all resources and the planned activity against approved projects, maintenance and support. Resource needs of each project are reviewed and prioritized and staff assignments are made. As part of the resource scheduling, the progress of the project is monitored so that resources are available when needed, (e.g., the testing resources are available when development is completed).

**All EBT conversion projects are pre-approved and given a #1 priority.**

### MANAGE COMMUNICATIONS

From the project kickoff through the successful conversion, our Project Manager, along with appropriate key staff, will lead and facilitate meetings as required by the State to accomplish the required functions and tasks, and facilitate knowledge transfer to the DCF staff necessary for conversion activities and ongoing operations. For example, during the detail design review we will ensure all Florida Project requirements are thoroughly defined, as well as for system testing, document review sessions, database conversion, and quality assurance review meetings as listed in the Project Work Plan. Additionally, the Project Manager will be in frequent contact with the designated State staff by telephone and email to facilitate open and effective communications throughout the Design, Development, Testing and Implementation phases.

FIS’ project management approach will ensure that open lines of communication are created and maintained. We are committed to identifying, resolving, and communicating issues when they occur, in an expedient and effective manner.

Frequent and accessible communication throughout the project, coupled with FIS’ designated clear lines of authority, equips our Project Manager with the flexibility to act quickly and decisively with all project issues including invoicing, negotiating and
approving change requests, and contract compliance. We also provide the corporate oversight and resources the Project Manager need to get the job done.

**Project Status Reporting**

The Project Manager and project team members will meet with State staff regularly to assess the status of the project, review the work plan, and follow up on critical issues. Project status updates will also be submitted to inform the State of the overall status of the project as well as specific activities, tasks, and system performance data. The weekly *Project Status Report* will be used during the Project conversion, and later, the monthly *Report Card* will be provided to the State during the ongoing Operations.

The weekly *Project Status Report* is used to keep the State and the project team informed and involved in project events and activities. Our Project Manager will prepare a summary of major tasks and scheduled activities completed during the reporting period for all conversion activities. This comprehensive report is designed to inform the State of completed tasks, current activities, planned activities, critical issues, and appropriate corrective action plans. It will be provided to the appropriate project team members on a weekly basis, throughout the Florida conversion.
On a regular basis, the FIS Oversight Management Committee will review this same report with the Project Manager to review the project’s status to ensure that all requirements are being met, risk is mitigated, and the project is on track.

Once the project becomes operational, the FIS Florida EBT Project Manager, will prepare and review with the State a monthly Report Card. The Report Card summarizes significant events, accomplishments, outstanding issues, problems, and the status of pending enhancement requests and system change orders. The Report Card will include a summary of monthly host availability and will document the performance of the EBT System over the last month. This performance information will include: central computer availability, transaction switch availability, total EBT system availability, and information on transaction accuracy and benefit authorization updates.

Figure 10-2 is a sample of the Report Card that will be provided to the State.
Project Deliverables

To track and log required documentation between FIS and the State, the FIS project team will use an EBT project transmittal (Figure 10-3), which has been successfully used in our previous EBT projects. The transmittal and any corresponding documentation will be sent via email and/or by the U.S. Postal Service.
MANAGE RISKS AND ISSUES

FIS is committed to the quality concept of problem prevention in all EBT project activities. Our extensive EBT experience has provided us with valuable insight, which enables us to identify and resolve issues before they become true problems. FIS is committed to working in partnership with the State to maintain a problem-prevention quality focus throughout the project life cycle. The use of timely and accurate data, in combination with timely and effective communication strongly reinforces a problem-prevention focus. This experience is one of the greatest benefits to the State of Florida in selecting FIS to provide processing services. But day-to-day events do happen and our operational environment is prepared with several key tools to support problem resolution.

Until the Florida EBT System is fully implemented, the FIS Project Manager will conduct internal status meetings on a weekly basis. During these meetings, the team will evaluate the project’s status, review the Project Work Plan, and follow up on high-risk items. The Project Manager will also attend status meetings with the State to provide status reports, updated conversion work plans, and revised deliverable documents.

In the rare event of any anticipated or actual delays in the project, the FIS Project Manager will document this information under the Critical Issues/Corrective Action Plan portion of the Project Status Report and will include the reason for the delay and the plan to get the project back on schedule. If the delay may jeopardize the successful or timely
completion of implementation/conversion, FIS’ Project Manager will immediately contact the State to begin implementing a Corrective Action Plan.

During Ongoing Operations, problems are tracked using the Case Management System (CMS), a problem-tracking database used extensively within the FIS data center. CMS provides Network Operations and System Operations a shared tool that details all of the necessary information needed for quick issue resolution. Information resources, such as customer-specific data, unique customer requirements, and all active processes associated to that customer’s system, are contained in this database.

CMS, a web-based application, uses pull-down menus and prompts for data center staff to identify the impacted customer and effectively describe the issue. As a historical tracking tool, CMS searches against specified criteria to allow FIS support staff to see all previous entries and issues for a particular customer, thereby allowing FIS to note any trends or recurring issues for a particular customer. Escalation procedures, including timeframes, are incorporated in our standard documentation.

During the Operations phase, on a daily basis:

- State Support Services receives, tracks, escalates when necessary, and resolves problems reported by State staff using FIS team members from all applicable areas.
- Your FIS Project Manager coordinates escalated problems with State staff and pertinent FIS team members in concert with State Support Services.
- And if necessary, FIS Government Solutions senior management engages all necessary resources to resolve the problem.

MANAGE SCOPE

As a part of every project, FIS takes a strong risk management approach out the gate by spending time up front agreeing on the product and technical solutions that support the requirements. During our “elaboration” stage, we focus not simply on the gaps, but on the entire integrated solution. This improves the ability to flush out the less than obvious gaps earlier, which reduces project risk.

In addition, our approach anticipates that there will be unforeseen gaps that appear during construction, so we make sure to carry forward with the “elaboration” throughout the project lifecycle. While we strive to carefully document our product and technical planned design, we are also pragmatic and do not consider that the planned design is the final design until the code has been constructed and fully tested by the State.
MANAGE CHANGE CONTROL

The mechanism to track requested changes made to the FIS EBT System is described below. This system is in place today. These procedures include extensive testing of all changes prior to being introduced into the productive environment. These procedures are also followed for the application of hardware upgrades and patches, when necessary.

Changes and enhancements are initiated in the Commitment Tool database, which is internal to FIS. This database is used to track the Commitment Tool from project initiation through project closure. The Commitment Tool is part of FIS’ Project Management Methodology process, or ePM\(^2\) for short. ePM\(^2\) combines project forms, a repository for project documents, and project processes into a cohesive project management tool. ePM\(^2\) is used to manage the project life cycle, internally communicate project status, and manage project documents. The ePM\(^2\) process allows the State to specifically request system enhancements, system changes that are the result of federal or state legislation, changes in procedures, or changes to specific tasks associated with any aspect of the project. Using this proven methodology, while working closely with the State, we can ensure that change requests will be handled in a logical and efficient manner.

Work requests become one of two types of changes to the existing setup—either a Customer Authorization (CA) or a Product Enhancement (PE).

- **Customer Authorization:** When the state requests a change to an agreed-upon or established system, this change is considered a Customer Authorization and is to be at the expense of the state. Customer Authorizations will be subject to state approval before resources are assigned.

- **Product Enhancement:** When a change is initiated by FIS that may affect the entire FIS System, it is considered a Product Enhancement. In most cases, these changes benefit the integrity and functionality of the entire platform and all its customers. Prior to installation, a formal Product Announcement is issued in order for you to review the changes being made, to assess the impact the change may have to the Project, and to take any action that may be required by you to fully use the enhancement.

All product modification requirements or estimate requests undergo a multiphase approval process.

TRACK AND REPORT PROJECT STATUS

As part of our Project Management methodology, the State of Florida Project Work Plan will be continually updated during the course of the conversion effort. Quality assurance
checkpoints will be conducted for all major project deliverables including planning documents, testing processes, and other required deliverables. Our Project Team will work together to define the quality metrics, which can be used for each deliverable.

Because the Work Plan is a dynamic document, it allows additional tasks to be added by both FIS and the State to ensure all tasks are identified and scheduled to reflect milestones and critical path tasks that have been met. The updated Project Work Plan will be submitted as part of the weekly status reporting. By constantly monitoring all tasks and regularly updating the Project Work Plan, we ensure that all affected parties have access to timely and accurate information on the project status.

We use effective tools and methodologies to thoroughly monitor and frequently audit the project scheduling to keep deliverables on track and on time. The overall project status and progress are tracked and reported on the Work Plan, and during meetings and informal discussions. Written memos, meeting minutes, meeting agendas, and written updates provide activity documentation. In conjunction with written documentation, our project staff use the industry-standard automated tool, Microsoft Project, to create and maintain the Project Work Plan. This tool provides project staff with a comprehensive mechanism to manage and control project activities. The Project Manager will keep the State up-to-date on the project status and progress through scheduled meetings, written reports, and reports generated by the automated reporting and tracking tool.

4.2.11.3 Project Manager Requirements

The Respondent in its reply must confirm its understanding and acceptance of each of the following project management requirements:

- The project manager must be designated fulltime
- The project manager is the person designated responsible for overall project management and success, authorized to make decisions, manage subcontractors, and allocate resources on behalf of the Respondent
- The project manager will begin working on the effective date of the contract and continue for its duration and any change will require DCF approval
- The project manager must be available twenty-four (24) hours a day seven (7) days a week, and on-site in Tallahassee, Florida as required by DCF

The minimum qualifications for Project Manager are as follows:

- Five years project management experience; three of the past five years as the project manager for the development, implementation and/or operation of an EBT or other financial system of comparable size and complexity as that defined within this ITN
- Successful management of the delivery of EBT/EFT services for a customer(s) with a similar scope of services indicated in this ITN

FIS understands and agrees to all State requirements for a Project Manager for the Florida EBT Project. The FIS Project Manager will:

- Be designated fulltime for the Florida EBT Project
- Be responsible for overall project management success
Florida EBT Proposal

Presented to

10 Description Of Project Management
4.2.11.3 Project Manager Requirements

- Be authorized to make decisions, manage subcontractors, and allocate resources on behalf of FIS
- Begin working on the effective date of the contract and continue for its duration (any change will require DCF approval)
- Be available twenty-four (24) hours a day seven (7) days a week, and on site in Tallahassee, Florida when requested by DCF

Project Manager Shari Akin, a full-time FIS employee, is a proven leader and brings more than 20 years of project management experience to the State, including 14 years in the EBT industry. Her project management capabilities and deep understanding of the business needs and complexities that surround EBT services enable her to provide the State of Florida with an incomparable level of support and to become an attentive and proactive partner to DCF staff.

In 2006, Ms. Akin was Project Manager for the development and implementation of the State of Wisconsin EBT system, consisting of 170,000 EBT cards and historical data for 400,000 active cases. Ms. Akin’s project management responsibilities included: management of project team and coordination of work effort, project plan maintenance, and production of status reports, risk and issue management, gathering and documenting requirements, creation of project documentation including system, functional and acceptance test scripts, and responsibility for overall conversion success.

As the Account Manager for the EBT programs in Arkansas and Wisconsin (since 2008 and 2006 respectively), Ms. Akin is responsible for the day-to-day operations, contract performance, and overall customer satisfaction. In addition, she is responsible for identifying and documenting system changes, such as the State of Arkansas’ unique disaster reporting and processing requirements. Ms. Akin is responsible for all facets of the change management process, including quality assurance and acceptance testing completed prior to the implementation of all change requests. She manages project issues and ensures risks are mitigated. Ms. Akin is accountable for all project deliverables, including their quality and timeliness. She is the interface between each state and FIS, ensuring that interaction between the two entities is clear, concise, effective and mutually respectful.

Upon contract award to FIS, the approved transition plans will go into effect immediately. Ms. Akin will be redirected to her role as Project Manager for the Florida EBT Project on the start date of the contract and will be 100% dedicated to the project going forward.

As your Project Manager, Ms. Akin will be responsible for the day-to-day management of the Florida EBT Project during the Design, Development, Testing and Implementation
phases. Ms. Akin will develop and maintain a close working relationship and effective communications with the Florida EBT Director and other DCF staff. Ms. Akin will conduct the Kickoff meeting and will be responsible for identifying the State’s system requirements. She will provide bi-weekly project status reports and updated Project Work Plans, participate in and lead meetings, and provide oral briefings. She will be on-site in Tallahassee and available 24/7 when requested by DCF. Ms. Akin will remain as the Florida EBT Project Manager throughout the life of the contract.

For more information regarding our proposed key personnel for the Florida EBT Project (including resumes), please see Tab 6, Section 4.2.7.2, Project Staffing Qualifications.

Our dedicated Project Manager, Shari Akin, will be responsible for establishing and maintaining close working relationships and effective communications with the Florida EBT Project Manager and assigned State staff during all phases of your project. Formal, scheduled on-site meetings and conference calls between the FIS Project Manager and designated State staff will occur on an ongoing basis to review the milestones and deliverables, including requirements and detailed design reviews, so that the State is fully apprised of the project’s status.

From the project kickoff through the successful conversion, Ms. Akin will lead and facilitate meetings as required by the State to accomplish required functions and tasks. For example, Ms. Akin will lead the detail design review to ensure all Florida EBT Project requirements are thoroughly defined. She will also be responsible for facilitating meetings to discuss system testing, document reviews, database conversion, and quality assurance as listed in the Project Work Plan. Additionally, the Project Manager will be in frequent contact with the State of Florida EBT Project Manager or designated staff by telephone and email to facilitate open and effective communications throughout the term of the contract.

FIS’ project management approach ensures that open lines of communication are created and maintained. We are committed to identifying, resolving, and communicating issues and problems, when they occur, in an expedient and effective manner.

This frequent and accessible communication throughout the project, coupled with FIS’ designated clear lines of responsibility, equip our designated Project Manager with flexibility to act quickly and decisively with all project issues including invoicing, negotiating and approving change requests, and contract compliance. We also will provide the corporate oversight and resources the Project Manager will need to get the job done on time and to your satisfaction.