



## MyFloridaMarketPlace Transition Plan

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### Fiscal Years 2011 - 2013

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Organization: Accenture  
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## 1. Document Change Control

The following is the document control for the revisions to this document:

Version Number	Date of Issue	Author(s)	Brief Description of Change
1.1	January 2010	Walt Bikowitz	Initial draft of transition plan
1.2	June 2010	Shireen Sackreiter	Second draft of transition plan

## 2. Definitions

The following are definitions of acronyms used in this document:

Term	Definition
MFMP	MyFloridaMarketPlace
DMS	Department of Management Services
DFS	Department of Financial Services
SIRS	System Investigative Requests
PM	Performance Metrics
SSRC	State Shared Resource Center



### 3. Overview

#### a) Agency Information

*Identify the Agency, Sub-Agency, Bureau/Division Name, and Site Location*

##### **Agency Information**

Department of Management Services  
Division of State Purchasing  
4050 Esplanade Way  
Tallahassee, FL 32399-0950

##### **Project Site Information**

2002 Old St. Augustine Blvd  
Suite E-45  
Tallahassee, FL 32301

#### b) Current Vendor Information

*Identify the vendor and the vendor point of contacts*

##### **Accenture**

Buffie D. Rodri, Director  
Shireen S. Sackreiter, Program Manager

#### c) New Vendor Information

*Identify the vendor and the vendor point of contacts*

##### **Selected Vendor**

Points of Contact TBD



#### **d) Transition Plan Objectives**

*Briefly describe the objectives of this plan, e.g., scheduling the transition from current vendor to new vendor, identifying staffing and operation and maintenance needs.*

DMS and Accenture signed Contract Modification No. 6, on July 15, 2009 which requires that DMS and the vendor, Accenture, jointly develop by July 1, 2010 a transition plan. The modification states, "In January 2010, the Parties will begin meetings to develop a high-level plan and timeline for the successful transition of the System and the Services upon the termination or expiration of this Contract (the "Transition Plan"). The Parties will work together to document the Transition Plan by July 1, 2010 and to regularly update and refine it thereafter." This plan will continue to evolve as new business needs and priorities are identified or existing ones changed.

The objectives of the transition plan are to define and document processes and approaches for transition of operations, applications and hardware, and to create a schedule with prioritized order of transfer for each of the transition areas that will result in uninterrupted system access and support for the users of MFMP. The transition will be performed through a combination of knowledge transfer phases: Shadowing, On-the-Job Transition (OJT), Pre-Acceptance, and Acceptance. Each transition phase will transfer increasing levels of responsibility and ownership to the new Service Provider specified resources at the completion of the scheduled knowledge transfer modules.

The goal of the transition is to provide a complete and thorough exchange of knowledge required to support and maintain the MFMP applications, including the extensive customizations that have been implemented. The transition to the new Service Provider will involve several knowledge transfer phases in addition to the transition of current production support tasks. These four distinct transition phases will provide a governance model to support the overall transition.

To support a smooth and successful transition, DMS will identify and provide key DMS personnel to bring new Service Provider up to speed at the beginning of the transition effort. This team should also work alongside with Accenture and the new Service Provider as the transition effort is executed.

The following will provide more information for each phase along with the level of knowledge transfer attained by completion of each transition phase.



### **Phase 1: Shadowing**

The new Service Provider Transition Team Members will shadow Accenture personnel to gain insight on daily tasks performed by the Accenture Team. This transition phase will require the new Service Provider Transition Team Members to pair with an Accenture team member and observe the day to day tasks completed by that team member. This will allow for the new Service Provider Transition Team Members to become knowledgeable on live production and support tasks. In addition to observing current tasks of production support, the new Service Provider Transition Team Members will review appropriate documents to enhance their knowledge base (Design Documents, Business Rules, etc.). Accenture will facilitate workshops during this phase to transition knowledge in areas that provide a deeper understanding prior to transitioning. The workshops will include the following: 1) overviews of existing procedures, processes and tools used to support the transition topic; 2) demonstrations of existing applications, tools, etc.; 3) review of existing pertinent documentation related to transition topic. This phase will also include the development of a comprehensive communication and change management plan to ensure confidence in MFMP operations remains consistent and to help guide expectations across the various stakeholder groups as the transition process is executed.

### **Phase 2: On-the-Job-Transition (OJT)**

The OJT phase of knowledge transfer will ease new Service Provider resources into participating and performing live production support tasks for a specific application or functionality. New Service Provider resources rely on Accenture to continue resolving issues and remaining responsible for making any decisions that are needed to maintain application availability during the OJT transition timeframe. The initial stages of OJT (2-8 weeks per application / functionality) will consist of the new Service Provider working with Accenture to further understand an entire issue and all the details supporting the resolution. The second stage of OJT (2-8 weeks per application / functionality) will afford the new Service Provider resources the opportunities to perform daily tasks with the assistance of Accenture support teams.

### **Phase 3: Pre-Acceptance**

The Pre-Acceptance transition phase shifts production support and quality assurance tasks to the new Service Provider Transition Team Members. New Service Provider personnel will be the primary point of contact for production support tasks. During this phase Accenture support teams will validate execution of tasks, providing a backstop to address any issues that could occur with production and quality assurance daily activities. The Accenture support teams will also participate in issue resolution solely

in a support role.

#### **Phase 4: Acceptance**

Acceptance is the final knowledge transfer phase. During Acceptance, new Service Provider Transition Team Members will assume full responsibility for all production support tasks. Decision making and issue resolution will be resolved wholly by the new Service Provider. Accenture support teams will remain in a support role for coaching on an as needed basis.

#### ***e) Outstanding Issues***

*State any project planning issues or problems relevant to transition planning which are known as of this plan revision.*

At this time there is one potential activity that may occur, which is not within the control of DMS, but may have an impact on operations and any transition activities. DFS has an enterprise initiative that will require significant system integration changes for MFMP, although the timing of this event is not currently known. DFS is planning to replace its Statewide Accounting and Information system, known as FLAIR. The integration that exists between FLAIR and MFMP is significant and reflects the most complex customization to the core Ariba code supporting MFMP. Should the FLAIR replacement be initiated during the transition activities, this will have impacts to the timeline and resources.





## 4. Transition Team Roles and Responsibilities

*Identify the roles and responsibilities associated with the transition. Roles to identify include the primary vendor point of contact, Agency Transition Manager, Regional Transition Manager, key technical staff, customer or help desk support, and any others who have been assigned to support the transition.*

Transition Role	Who	Responsibilities
Transition Team Leader	Rachael Lieblick (DMS) Shireen Sackreiter (ACN) TBD (New Service Provider)	Responsible for execution of transition and reporting to senior management
Project Leader	Walter Bikowitz (DMS) Buffie Rodri (ACN) TBD (New Service Provider)	Responsible for overall transition and program delivery
Stakeholder Management	Amy Smyth (DMS) Eric Swanson (DMS) Kasey Bickley (DMS) Kim Koegel (ACN) TBD (New Service Provider)	Training, communication, agency liaison coordination, help desk, and billing and collections service
Technical Architecture & Integration	Ed Fody (ACN) TBD (New Service Provider)	Database administration and maintenance and hardware maintenance and application configuration
Production Support & Application Development	Brian Cliburn (ACN) TBD (New Service Provider)	Batch, Interface, Issue Resolution and New Application Development



## 5. Systems Support Resources

### a) Facilities

*Describe the facilities where the transition will take place. This description may include office space, wiring closets, computing equipment, safety and security requirements, special power needs, room construction, etc.*

The transition will occur at the existing project location in Tallahassee (noted above), the SSRC in Tallahassee, the disaster recovery data center in Atlanta, and any new facilities maintained by the new Service Provider (assuming they are in Tallahassee). The existing project facility requires a secure keyfob for entry into the site, which includes a reception area, open floor plan with offices and conference rooms, a central break room, phone closet, and a locked server room for project site support infrastructure. The open workspace contains 50 cubed workstations and 5 offices. This space is already equipped with network drops to house 62 people, but may require additional drops for additional resources during the transition period. This is the main workspace for the project team.

The disaster recovery center is a secured facility which requires multiple security clearance measures before entry. While this would not be the main point of transition, it would require a walk through and on-site transition of security access. The SSRC houses the production equipment for all the applications and is the site of work performed on the hardware, which requires State of Florida Level 2 Background clearance for entry.

The project facility requires a secure keyfob for entry into the site, which includes a reception area, open floor plan with 3 offices and a conference room, a central break room, phone closet, and a locked server room. This is the main workspace for the project team.

### b) Hardware

*Describe the hardware and how the transition will take place. This description may include office space, wiring closets, computing equipment, safety and security requirements, special power needs, room construction, etc.*

#### Office Space

The transition will require adequate space to house the project team. In addition to workspace, the project site will need adequate and properly equipped facilities to house between 10 and 15 servers utilized to support application development hardware, testing hardware, and operational hardware related to helpdesk activities. The project site server room will also need to house application development workstations running on uninterruptible power supplies. This space should be adequately cooled, secured from the remaining project space, and have adequate and redundant



power to support the required computing hardware.

### **Production Hosting Facility**

The project will require approximately 2 to 4 cabinets (approximately 160 RU's of space) in a dedicated data center facility. The facility should have appropriate security, redundant power, redundant cooling, redundant internet connectivity, staffing, and computing services (such as security and network support services) to support a production application to the State's requirements, as well as to support non-production environments such as training and production-mirror environments. The facility should provide industry standard support, response times, and 24/7 access needed to support enterprise level applications. It is assumed that the State will direct that the new Service Provider to continue to house the production MFMP application at the state-owned and run SSRC, but this assumption is to be confirmed.

### **Disaster Recovery Hosting Facility**

The project will require approximately 2 to 3 cabinets (approximately 120 RU's of space) in a dedicated data center facility. The facility should have appropriate security, redundant power, redundant cooling, redundant internet connectivity, staffing, and computing services (such as security and network support services) to support a production application to the State's requirements. In addition, the facility should be no less than 250 miles away from the primary facility in order to provide adequate geographic disparity for Disaster Recovery purposes. A bandwidth-appropriate connection must be established between the Production Hosting Facility and the Disaster Recovery Hosting Facility to facilitate the data-syncing processes needed to support the backup and recovery procedures.

## **c) Software**

*Describe the software currently used to support the operations with an explanation of how the software transition will occur.*

There are currently over 15 software products used in the operations and support of the MFMP program. These products support 9 applications that comprise the MFMP solution. These products include the primary Ariba software solutions, as well as database, web, application, call center, customer tracking, and issue tracking software programs. Accenture has aligned each of these software products to have a license conclusion or purchase order end date coinciding with the end of the contract term, December 2012. The new Service Provider will have the flexibility to transition existing licenses and terms or purchase new software applications upon consummation of



the contract.

#### **d) Documentation**

*Describe the documentation storage and access processes used to support transition activities.*

Project specific paper documentation is stored locally at the project site in locked cabinets. Key project document materials, such as project deliverables, contract modifications, etc. have been scanned and are available electronically via on-site document storage. Team specific materials, such as SIR/Change Request designs, Unit/System/Regression testing results, job aids, vendor collection materials, etc. are also stored within project servers that are only accessible on-site or via the project site virtual private network.

Project specific procedural documentation from the various MyFloridaMarketPlace teams (PMO, Stakeholder Management, Application Management, and Technical Architecture Management) is stored electronically at the project site location.

#### **e) Budget**

*Provide an overview of the budget that will support maintenance and operations (e.g. dollars per year, budget source, etc.). Identify where budget information related to maintenance and operations activities may be found.*

Currently, MyFloridaMarketPlace is supported by a 1% transaction fee that is paid by vendors doing business with the State of Florida. The transaction fee applies to every purchase and contract for commodities and services by State agencies unless exempted by rule and to every purchase made off of Statewide Term Contract. The transaction fees collected first fund the DMS Division of State Purchasing, the Office of Supplier Diversity, and the Council of Efficient Government annual operating budgets. The fee also partially funds purchasing related systems supported by DMS IT Services. These costs are known as the DMS State Purchasing Legislative Budget Request (LBR), which the Legislature annually authorizes. LBR expenses average between \$7.2 and \$8 million annually.

After payment of LBR expenses the fee is used to pay for the existing Accenture MFMP contract, which currently is \$14.8 million annually. The Legislature also annually authorizes use of the fees to make payments to Accenture.

The Billing and Collection Services (BCS) under the MFMP contract is responsible for collecting the transaction fees from vendors. Fee collection has averaged between \$24 million and \$25 million annually so, for fiscal year 2010, it is estimated that collected fees will exceed expenses by



about \$2.5 to \$3 million. Any excess collected fees will remain in the Operating Trust fund until such time as the State Legislature determines a purpose for the fees. Currently, projected fees are sufficient to cover all LBR and MFMP contract costs.

The new Service Provider will be responsible for its transition team resources – all of which must be completely in place by the existing contract termination date in December 2012. The Accenture team will maintain responsibility for current facilities and infrastructure locations until the conclusion of the existing contract in December 2012.

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## 6. Transition Planning

### a) Performance Measures and Reporting

*Identify key performance measures for maintenance activities and for product or service performance. Include information on how measures will be captured and reported.*

MyFloridaMarketPlace has a comprehensive set of 25 monthly performance measures as defined in Contract Modification No. 4, dated October 18, 2005. These performance measures cover software application availability, application average response time, business function performance, application services support, customer support, reporting and compliance. Modification No. 6, dated July 15, 2009 also strengthened 3 of the existing performance measures. The measures are captured and reported in a monthly report and the intention is for the new Service Provider to continue providing the monthly report and maintaining the associated documentation. The new Service Provider will be responsible for producing the monthly Performance Metrics Report during the Pre-Acceptance phase. The new Service Provider will be responsible for achieving the monthly performance metrics during the Acceptance phase.

### b) Governance and Management Approach

*Identify new or reference existing methodologies for establishing maintenance priorities and other change management strategies.*

The Governance structure is a simple one that consists of internal chain of command reporting and external input from various customer groups. The chain of command consists of the organizational structure shown in section 15 of the Business Case. In addition to this internal chain of command, MFMP solicits and receives input from the MFMP Customer Roundtable and from the MFMP Change Review Board (CRB). The CRB in particular provide guidance to DMS MFMP operations by prioritizing change requests or improvements to the system. Refer to section 18 of the Business Case for more information on the CRB and new Service Provider role and refer to section 19 of the Business Case for a detailed description of the MFMP Governance structure.

DMS also has enhanced communication and training activities that are delivered through regular Customer Roundtable meetings, Purchasing Director meetings, Change Review Board meetings, System Administrator meetings and Florida Association of State Agency Administrative Services Directors (FASAASD) meetings. Beginning with the Ariba upgrade in April 2007 and continuing with the retirement of SPURS (June 1, 2009), launch of the Vendor Information Portal (October 26, 2009) and now planned enhancements to the Vendor Bid System, DMS State Purchasing





Operations has had several key successes due to improved goal setting, employment of strategic planning principles and execution of those principles. A key aspect of these planning activities is active involvement of the customer agencies via various workgroups established for each initiative.

### **c) Problem Resolution**

*Specify the procedure for identifying, tracking, and resolving problems with the transition. Describe how stakeholder/customers will be involved in or informed about issues that may arise during transition. Describe key stakeholders and methods for communication where known.*

We anticipate using our established forums and communication channels for handling problem identification, communication, and resolutions. DMS and Accenture management currently maintain issues, action items, and project risks in an on-line application known as RISC, which tracks the incident through closure. These items are accessible to key stakeholders for both the Service Provider(s) and DMS and are managed actively on a regular basis.

### **d) Documentation Strategies**

*Describe documentation that will be routinely revised or produced such as reports; user, usage, problem and change information; product/service documentation. Include details on where documentation is stored and how it is accessed.*

During the course of the MFMP program a SharePoint site was established that provides joint access for DMS and Accenture personnel. This site is used to store and share information for easy access and retrieval by all authorized team members. During the transition, this site will continue to be used for the storage of pertinent documentation, in conjunction with the DMS shared network drive (only accessible to DMS personnel).

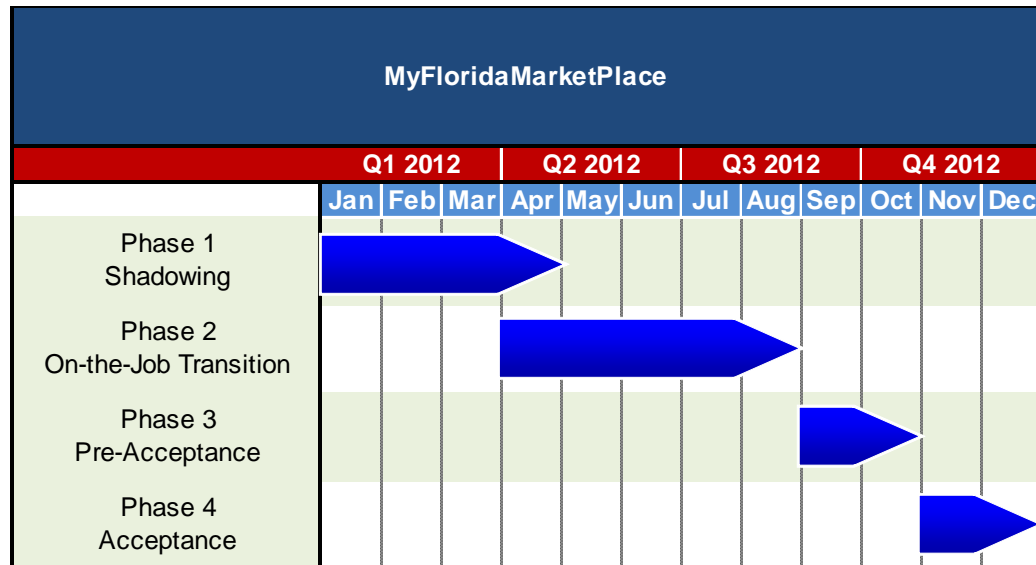
There are several documents and reports that are provided as contractual deliverables or operational reports, which will continue to be updated and produced throughout the transition. This includes, but is not limited to, Disaster Recovery Plan, Environment Configuration Diagrams, Weekly Project Status, Risks, Action Items, Issue Logs, Monthly Operational Metrics, Monthly Performance Metrics, Weekly CSD Survey Results, Annual Customer Satisfaction Survey, MFMP Strategic and Tactical Plan, Operations Plan, Organization Charts, Enhancement Designs, Migration Documentation etc.



## e) Transition Schedule

*Develop a detailed schedule for transition. Address transition through the implementation, maintenance, and support phases of the transition. Note critical time dependencies for the transition outlined in this document.*

As mentioned earlier a high level schedule has been developed for supporting the overall transition effort. This schedule will be further refined as DMS moves through its process of establishing the contract that will govern MFMP support services beyond the current contract term which concludes in December 2012. The contract provides for a 12 month transition period. The initial timeline is based on utilizing the full 12 month allocation:



The current and new Service Providers will be responsible for providing appropriate resources as outlined in Section 4 of the transition plan in accordance with the timeline above.



## 1. Training

### a) Required Skill Levels

Estimate the necessary skill levels to support the MyFloridaMarketPlace application, in terms of the following knowledge areas: business, application software and system software.

Skill:	Level of Expertise:	Availability Required:	Degree of Applicability:
<i>[Description of skill]</i>	<i>[Examples: Trainee, Intern, moderate, expert or explain what is necessary]</i>	<i>[Indicate where the skill must be available: On the transition team; in Information Technology (IT), user area, etc.]</i>	<i>[Rate the applicability of the skill to the project, using a scale of 1-5, with 1=light and 5=heavy]</i>
Ariba Configuration	Expert	IT	5
Java	Expert	IT	5
Springsource	Expert	IT	5
iWay	Expert	IT	5
Tibco Integration	Expert	IT	5



Crystal Reports	Moderate	IT	3
Unix	Expert	IT	5
Oracle	Expert	IT	5
SQL Server	Expert	IT	4
SQL	Expert	IT	5
WebLogic	Expert	IT	4
Networking	Expert	IT	5
Systems Administration	Expert	IT	5
Verizon WebCenter Management	Expert	CSD	5
Pivotal Ticket Tracking	Expert	Project Wide	5
Microsoft Office Tools	Moderate	Project Wide	4
Ariba Functional Knowledge of Buyer,	Expert	User	5



Sourcing, Analysis			
Content Enablement	Expert	User	4

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## 2. Transition Project Deliverables and Associated Tasks

*The following deliverables have been identified for inclusion in the transition effort. As the transition effort approaches these items will be reviewed and updated as appropriate.*

Deliverable:	Task	Who's Responsible?	When Is It Due?
Conduct transition plan meetings	Coordinate transition planning meeting to review status, milestones, action items etc.	Accenture Transition Team leader	Bi-Weekly
Updated transition plan	Update transition plan as needed	Transition Team Leader(s)	As needed
Transition tracking plan	Based on transition phases track progress & milestones	Transition Team leader(s)	Weekly
Weekly transition status	Status on completed activities, upcoming goals, action items, and issues	Transition Team leader(s)	Weekly
Transition schedule	Develop timeline, milestones and acceptance criteria for each of the	Transition Team leader(s)	Submitted prior to beginning of transition phase and updated as





	defined transition phases		required
Software license transition tracking	List of current software licenses, expirations, transition language & terms, date effective for new Service Provider or acceptance if not being used by new Service Provider	Accenture Transition Team leader	Bi-Weekly
Transition Change Management & Communication Plan	Identification of stakeholder groups, communication channels, communication frequency & key messages	Stakeholder Management Team	Variable frequency based on communications



## Appendix A: Transition Lessons Learned Record

**Project Name:** MyFloridaMarketPlace  
**Organization:** Department of Management Services  
**Department:** State Purchasing  
**Product/Process:** Transition Plan

This section will be completed based on the lessons learned during the transition and developed upon completion of each of the identified transition phases. These lessons learned will be tracked and recorded consistently in order to improve upon future transition activities, either within this effort or in future transitions.

### Phase 1: Shadowing

Focus Area	Low ----- High					Successes	Shortcomings	Recommended Solutions
	1	2	3	4	5			
<Insert Focus Area Here; ie: Project Planning, Resource Management etc>								

### Phase 2: On-the-Job Transition (OJT)



Focus Area	Low -----High					Successes	Shortcomings	Recommended Solutions
<Insert Focus Area Here; ie: Project Planning, Resource Management etc>								
<b>Phase 3: Pre-Acceptance</b>								
Focus Area	Low ----- High					Successes	Shortcomings	Recommended Solutions
	1	2	3	4	5			
<Insert Focus Area Here; ie: Project Planning, Resource Management etc>								
<b>Phase 4: Acceptance</b>								
Focus Area	Low ----- High					Successes	Shortcomings	Recommended Solutions
	1	2	3	4	5			
<Insert Focus Area Here; ie: Project Planning, Resource Management etc>								