State of Oregon
Employment Department
Paid Family and Medical Leave Insurance

Program Leadership	Program Overview
Executive Sponsor: David Gerstenfeld, Acting Agency Director **Program Sponsor**: Gerhard Taeubel, Acting PFMLI Director **Program Manager**: Phoebe Colman	The PFMLI Implementation Program will deliver the services set forth in ORS chapter 657B, signed into law in 2019. This entirely new statewide program requires the creation of policies and rules, business processes and infrastructure, outreach and education efforts, technology systems, and the program management and governance structures needed to support the implementation.

Program Headlines

- The PFMLI team submitted a recommendation to the Employment Department Director for a decision on whether the agency should self-administer or use a third-party administrator for PFMLI benefits.
- The Communications RFP closed on January 8, and the proposal evaluation process has begun for vendor services to provide communications support to the PFMLI program.
- The agency's Executive Team has given its support for the continued exploration of whether the same technology system and project will be used to implement PFMLI contributions functionality and UI tax functionality as UI systems are modernized.

Program Status by Delivery Workstream

	Education and Outreach		Policy, Legislation, and Rules		Operations		Program Management		Technology	
Status:	Previous	Current	Previous	Current	Previous	Current	Previous	Current	Previous	Current
Key:	On Target		In Mitigation		High Risk		No Data			

Summary: Program status is <u>high risk</u> for all active workstreams, reflecting the aggressive implementation timeline for such a large and complex initiative. Additional risk factors include pending decisions on scope and implementation approach, recruitment delays, 2019-21 budget cuts, and the ongoing impacts of the Covid-19 pandemic on Employment Department organizational capacity.

Highlights				
• Finalizing communications plan and developing internal and external communications processes	• Posted 2nd round of proposed draft rules on website • Evaluated input received on 1st round proposed draft rules • 5 stakeholder workgroups meeting 1-2 times per mo. • Advisory Committee meeting • Planned for monitoring PFMLI-related legislation during upcoming 2021 legislative session	• Ongoing refinement of business requirements • Continued process mapping • Planning for accounting and related processes • Planning for future staffing and org structure • Organizational Change Mgmt. (OCM) planning • Continued staff recruitments	• Delivered third-party administration recommendation • Continued technology approach analysis • Governance plan on hold pending decisions on technology approach • Communications RFP closed and evaluation process began	*Technology work will be defined based on decisions described under* Program Management. *The agency is in communication with EIS oversight partners to support this decision making process.*

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	Education and Outreach	Policy, Legislation, and Rules	Operations	Program Management	Technology
Next Steps	• Develop an outreach plan and secure staff resources to work the plan	• Evaluate input received on 1st and 2nd round rules • Continue policy development with workgroups • Continue monitoring PFMLI-related legislation during upcoming 2021 legislative session	• Continue planning for future staffing and org structure • Continue planning accounting and related processes • Long-term planning for OCM activities • Continue staff team recruitments and hiring	• Third-party benefits administration decision made and communicated • Facilitate decisions on technology implementation approach • Complete Communications RFP evaluations and issue Notice of Intent to Award	*The implementation approach decisions described under* Program Management *include obtaining information from UI Modernization vendor about potential PFMLI development costs, timelines, and related details. These conversations began in January and are ongoing.*

Risk and Issue Highlights

Risk and Issue Summary: January 2021

The first official Risk and Issue Management Team (RIMT) meeting took place Jan 26, 2021. The team reviewed the initial risk assessment and initiated risk and issue updates. The PFMLI implementation team was trained on Risk and Issue Management concepts and processes.

Issues: There are **13 total issues** being monitored at this time: **9 high priority** and **4 medium priority.**

- 3 new issues are realized risks converted to Issues.
    - *Issue #1008 see Risk #1060 (Program positions and skillsets are not planned or requested)*
    - *Issue #1037 see Risk #1058 (Staff resource availability is limited)*
    - *Issue #1034 see Risk #1057 (Program does not meet scheduled milestones)*
- No change to ownership recommended for January.

Risks: There are **26 total risks** being monitored at this time: **13 high priority**, **8 medium priority**, and **5 low priority**. No risks are recommended to close.

- Recommended lowering of probability and priority for 3 Risks.
- Recommended converting 3 risks to issues
    - *Risk #1060 converted to Issue #1008 - Risk will remain open for monitoring*
    - *Risk #1058 converted to Issue #1037 - Risk will remain open for monitoring*
    - *Risk #1057 converted to Issue #1034 - Risk will remain open for monitoring*
- New column "Current Update" added to register for updating risks and issues.

A detailed risk and issue report is prepared separately and a link distributed to the Risk and Issue Management Team (RIMT).

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Schedule Report

Schedule development work includes building out program related work packages. Additionally, project workstreams have been combined and tasks are being tracked in the Master Schedule. Project milestones are being presented during the current three month window as prior month, current month and next month.

Milestone Progress Summary Report

Legend:
- 1 Complete (gray)
- 2 Late (red)
- 3 Behind (yellow)
- 4 On Schedule (green)

Milestones occurring during the current three month window (prior month, current month, next month)

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Milestones	State	Workstream	Finish Date	Reported % Complete	Status
▼ Status					
Completed					
OCM Assessment Created	⚫	Education and Outreach	01/27/21	100%	Completed
R2 Proposed Draft Admin Rules Posted On-line	⚫	Education and Outreach	01/04/21	100%	Completed
R1 Online Rules Survey Completed	⚫	Education and Outreach	01/04/21	100%	Completed
R2 Online Rules Survey Completed	⚫	Education and Outreach	02/01/21	100%	Completed
OPA4 Interviews Complete	⚫	Operations	01/27/21	100%	Completed
PM2 Interviews Complete	⚫	Operations	01/25/21	100%	Completed
Benefits Payment Estimation for Safe Leave	⚫	Operations	12/31/20	100%	Completed
PFMLI Projected Claims 2024-2028 (Program Uptake)	⚫	Operations	01/27/21	100%	Completed
Initial Draft PFMLI Budget Presentation	⚫	Program Management	01/05/21	100%	Completed
Communications RFP Closed	⚫	Program Management	01/08/21	100%	Completed
R2 Draft Admin Rules Posted	⚫	Rules and Policy	01/05/21	100%	Completed
▼ Status					
In Progress					
Conduct OCM Assessment	🟢	Education and Outreach	03/17/21	7%	In Progress
Initial Outreach to Tribal Governments	🟢	Education and Outreach	03/18/21	57%	In Progress
OPA4 Recruitment Complete	🟢	Operations	02/26/21	84%	In Progress
Initial Business Process Mapping	🟢	Operations	03/26/21	48%	In Progress
PFMLI Projected Contributions 2024-2028 Complete	🟢	Operations	02/05/21	66%	In Progress
PFMLI Projected Benefits Payment 2024-2028	🟢	Operations	02/05/21	75%	In Progress
ABS Epic Key Deliverables and Timeline Identified	🟢	Operations	03/02/21	20%	In Progress
Program Charter Complete	🟢	Program Management	03/12/21	79%	In Progress
Communications and Outreach Plan Complete	🟢	Program Management	03/11/21	82%	In Progress
Alternative Analysis Complete	🟢	Program Management	03/17/21	71%	In Progress
Third Party Administration (TPA) Decision	🟢	Program Management	02/12/21	82%	In Progress
Communications Vendor Evaluations Complete	🟢	Program Management	02/16/21	40%	In Progress
R1 Meet with Advisory Committee (2/3)	🔴	Rules and Policy	02/03/21	50%	In Progress

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▼ Status
Not Started

OPA3 Interviews Complete	●	Operations	02/23/21	0%	Not Started
OPA2 Interviews Complete	●	Operations	02/23/21	0%	Not Started
PM2 Onboard	●	Operations	02/24/21	0%	Not Started
PFMLI Projected Administrative Cost 2024-2028	●	Operations	02/17/21	0%	Not Started
OED Budget Presented to Legislature	●	Program Management	02/05/21	0%	Not Started
R1 File Notice of Rulemaking Process (3/1)	●	Rules and Policy	03/01/21	0%	Not Started
R2 Meet with Advisory Committee (3/3)	●	Rules and Policy	03/03/21	0%	Not Started
R4 Draft Admin Rules Posted (3/1)	●	Rules and Policy	03/01/21	0%	Not Started

▼ Status
On Hold

Stakeholder Engagement Plan complete		Education and Outreach	12/03/20	84%	On Hold
Governance Plan Complete		Program Management	01/29/21	98%	On Hold

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Budget Report (as of December 2020)

PFMLI Program SCR 47100-10-080-10	2019-21 Biennium												
	19-21 Program Budget				**19-21 Spend Plan and Expenditures**							**Budget Variances**
	3	4	5		6	7	8	9		9		10
	2019-21 General Budget After Emergency Board Dec-20	Program Spend Plan Projections as of Dec-20	Variance Operating Budget vs Program Projections		Program Spend Plan Projections Dec-20	Actual Expenditures through Dec-20	PMFLI Direct Projections Dec-20	Other Sections Projections Dec-20	Cost Allocation Projections Dec-20	Total Estimated Expenditures FY 2019-21		Variance Operating Budget vs Estimated Expenditures Over/(Under) ($)
Personal Services Total	$ 4,380,586	$ 4,792,134	$ 411,548		$ 4,792,134	$ 2,259,983	$ 1,866,536	$ 347,795	$ 317,820	$ 4,792,134		$ 411,548
Services & Supplies Total	$ 5,128,000	$ 779,571	$ (4,348,429)		$ 779,571	$ 336,870	$ 172,432	$ 32,130	$ 238,139	$ 779,571		$ (4,348,429)
Capital Outlay Total	$ -	$ (3,586)	$ (3,586)		$ (3,586)	$ (3,586)				$ (3,586)		$ (3,586)
PFMLI PROGRAM TOTAL	$ 9,508,586	$ 5,568,120	$ (3,940,466)		$ 5,568,120	$ 2,593,267	$ 2,038,968	$ 379,925	$ 555,959	$ 5,568,120		$ (3,940,466)
Position Totals												

	$ 6,915,319	
	$ 1,152,553.14	245,326.33 $ 4.70

PFMLI Trust Fund	
N/A Until Collections are Started	
2,593,267	

Fund Type Expended by Biennium				Project Life to Date
Fund Type Expended by Biennium	2019-21	2021-23	2025-27	
General Funds	$ 2,593,267	$ -	$ -	$ 2,593,267
Other Funds Operations	$ -	$ -	$ -	$ -
Other Funds Benefits	$ -	$ -	$ -	$ -
Total	$ 2,593,267	$ -	$ -	$ 2,593,267

Report Distribution

David Gerstenfeld	Rebecca Craven, EIS	Tamara Brickman, CFO	Employment Department Executive Team
Gerhard Taeubel	Jennifer Lechuga-Berg, EIS	Sean McSpaden, LFO	PFMLI Advisory Committee
Lili Hoag	Cecily Warren, EIS	Michelle Deister, LFO	PFMLI State Partners Team
Lois WIlliams			PFMLI Implementation Team
Phoebe Colman			

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