



Financial and Cash Management Task Force

January 7, 2009

Agenda

- Review Revised Funding Options Document (requires Task Force approval)
- Business Process and Requirements Analysis Presentation
- Comments on Enterprise Project Governance
- Guest Speaker – Project Governance
- Review Meeting Schedule

Recommended Funding Options Revisions

Recommended Funding Options - Revisions

Section 1.2.1 Funding Option #1 – General Revenue

- Removed the example showing the potential increase in the General Revenue service charge
- Added the “need to evaluate the trust funds ability to support the fee increase” as a concern

Section 1.2.2 Funding Option #2 – Internal Service TF

- Provided suggestions on cost sharing methodologies that could be implemented for the usage fee:
 - # of transactions processed
 - # of payments issued
 - # of FTEs for Agency

Recommended Funding Options - Revisions

Section 1.2.3 Funding Option # 3 – Federal Grants

- Section deleted and moved to the Other Considerations portion of the document

Section 1.3.2 Federal Grant Funds

- New section inserted to address Federal grants as a potential approach to cover a portion of the implementation costs

Section 1.4 Task Force Funding Recommendation

- New section stating that funding option 2 is being recommended by the Task Force

Business Process and Requirements Analysis

Business Process and Requirements Analysis

Purpose

- Identify challenges from Project Aspire to standardize business processes and requirements
- Review each customization from Project Aspire and catalog the “cause” for customizing
- Provide meaningful information to minimize the number of customizations in future projects

Business Process and Requirements Analysis

Functional Team reviewed:

- Functional Requirements
- Business Process Flow Diagrams
- Customizations to Software

Business Process and Requirements Analysis

Functional Requirements -

- DFS, with assistance from Maximus Consulting, developed functional requirements that encapsulated enterprise resource planning technology
- Included input from the 33 state agencies
- 1,110 functional requirements used for the selection of software
- 70 requirements added during the Project's requirements confirmation and design phases

1,180 Total State Functional Requirements

#	Primary Functional Area
62	Asset Management
27	Budget Control/Execution
23	Cash Management/Agencies
73	Cash Management/Treasury
52	Data Classification
50	Data Warehousing/ Decision Support
206	Financial Accounting/ Management
64	Grant Accounting
23	Inventory Management
51	Procurement

#	Primary Functional Area
205	Procurement Accounting
48	Project Accounting
3	Revenue Accounting/ Management
71	Software
124	System
28	Travel
3	Requirements added during ITN
61	Requirements added during Requirement Confirmation
6	Requirements added during Design

Business Process and Requirements Analysis

Business Process Flow Diagrams -

- Project Aspire in collaboration with state agencies identified business processes
- Incorporated both processes inherent in the software and customizations to meet the State's functional and business processing requirements
- Business Process Design document outlined 6 core business functions and provided 221 process flow diagrams associated with the core business functions

221 Total State Business Process Flows

Number Of Process Flows	Core Business Function
28	Accounts Receivable & Billing
13	Asset Management
25	Project & Grant Management
51	Procurement to Payment
51	Recording to Reporting
45	Treasury Functions
8	Flows that cross functional areas
221	TOTAL

Business Process and Requirements Analysis

Customizations -

- Each customization captured in a functional specification document
- Each functional specification was
 - categorized as an enhancement, interface, or report
 - assigned a number
 - added to the Application Design Master List (ADML)
- Project's final ADML had a total of 280 approved customizations

280 Total State Customizations

Total	Enhancement	Interface	Report	Core Business Function
18	11	4	3	Accounts Receivable & Billing
14	11	2	1	Asset Management
25	12	8	5	Project & Grant Management
109	37	48	24	Procurement to Payment
64	20	26	18	Recording to Reporting
39	16	12	11	Treasury Functions
11	7	4	0	Technical and Misc
280	114	104	62	TOTAL CUSTOMIZATIONS

Business Process and Requirements Analysis

Analysis Tool

- Aspire developed a matrix that identified relationships in Business Processes, Functional Requirements and customizations
- Information loaded to a newly created analysis database
- Business processes were logically connected to the customizations
- No logical connection of the functional requirements to the customizations
- Functional Team reviewed each of the 1,180 functional requirements and linked only the requirements that resulted in a customization to the software

Business Process and Requirements Analysis

Methodology

- Reviewed each customization in accordance with seven drivers to determine the causes for software customizations
- Database allowed the selection of multiple drivers
- However, only one driver could be selected as a “primary driver”
- Primary driver is the one driver that overwhelmingly caused the customization

Business Process and Requirements Analysis

Primary Drivers

- **State Legal Requirement:** the State Constitution, Florida Statute or the Florida Administrative Code had to specifically require the action
- **Federal Legal Requirement:** the U.S. Constitution, U.S. Code or the Code of Federal Regulations had to specifically require the action
- **Florida Financial Management Information Systems (FFMIS):** requirement of one of five subsystems listed in Section 215.93 F.S.

Business Process and Requirements Analysis

Primary Drivers

- **State Agency Need:** at least one state agency had a business need that was not in the functionality of the delivered software
- **Enterprise Need:** the CFO and/or state agencies collectively had business needs that were not included in the functionality of the delivered software
- **Replicating Existing Functionality:** there was a business need that was not being met in functionality of the delivered software and alternative processes could not accomplish the same results

Business Process and Requirements Analysis

Primary Drivers

- **Other:**– these drivers were included when certain aspects of the delivered software were limited in accomplishing prescribed tasks; only the system limitation could be a primary driver

Business Process and Requirements Analysis

Results

- **Top Three Drivers for Customization**
 - Replicating existing functionality
 - FFMIS
 - Enterprise need
- **Top Three Core Functions with Customization**
 - Procurement to Payment
 - Record to Report
 - Treasury

Business Process and Requirements Analysis Results

Total	State Law	Federal Law	FFMIS	Agency Need	Enterprise Need	Replicating Existing Functionality	Other	Driver of Customization
18	2	0	0	4	9	2	1	Accounts Receivable & Billing
14	5	0	2	2	1	2	2	Asset Management
25	2	8	0	4	6	3	2	Project & Grant Management
109	5	2	21	9	8	57	7	Procurement to Payment
64	5	3	18	6	7	23	2	Recording to Reporting
39	1	0	13	0	12	11	2	Treasury Functions
11	0	0	1	1	1	4	4	Technical
280	20	13	55	26	44	102	20	TOTAL CUSTOMIZATIONS

Business Process and Requirements Analysis

Recommendation

- **Focus on Reengineering the State's processes for**
 - Procurement to Payment
 - Record to Report
 - Treasury
- **Hire consultants with reengineering expertise and proven methodologies**

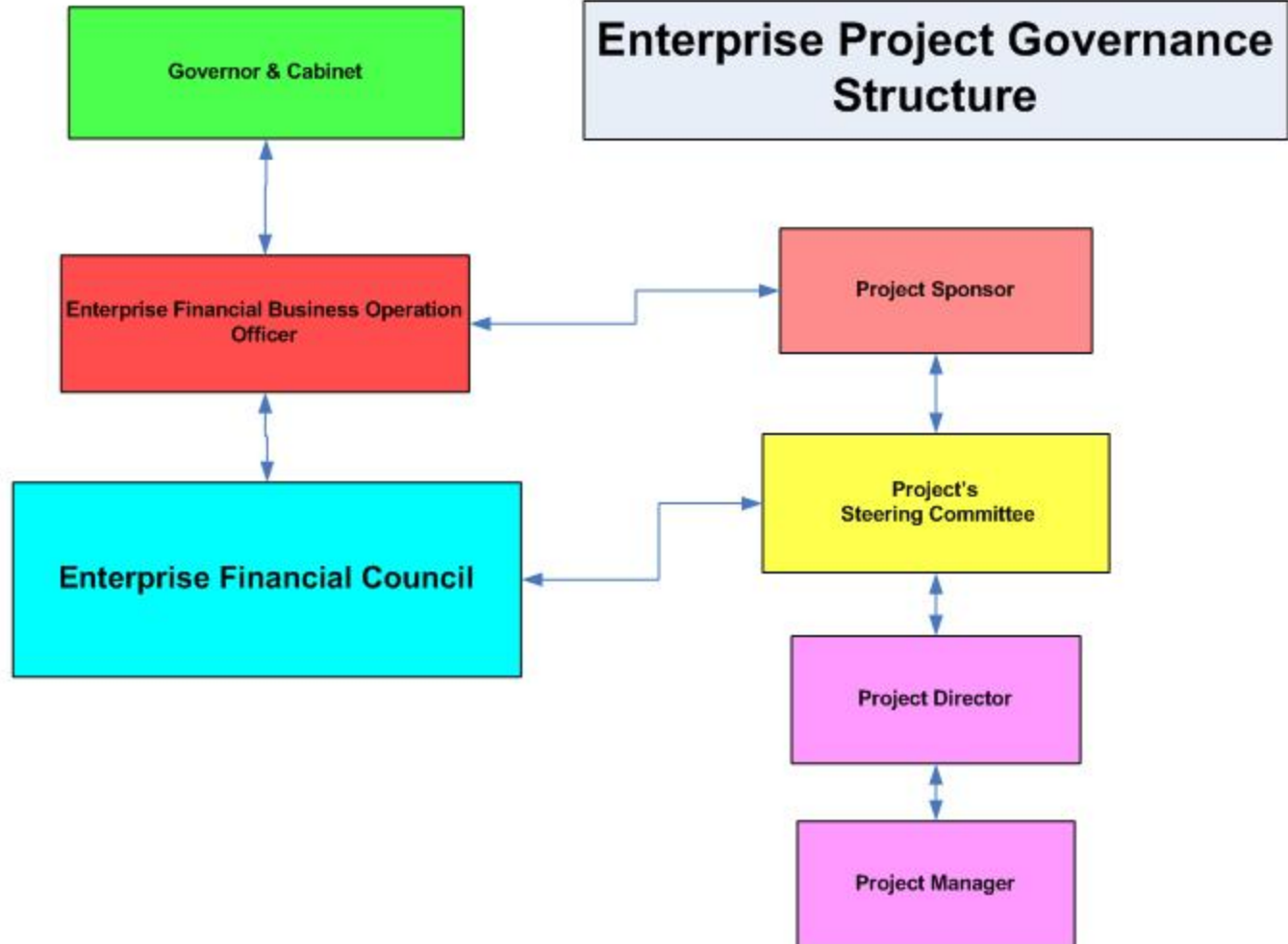
Business Process and Requirements Analysis

Questions?



Comments on Enterprise Project Governance

Enterprise Governance Structure



Comments on Enterprise Project Governance

- Insert “Financial” into titles:
 - Enterprise Financial Governance Structure
 - Enterprise Financial Project Governance Structure
- Need to define scope for Enterprise Financial Project Governance
- Need to define the role of the Enterprise Financial Business Operations Officer
 - Should the officer be the Project Director?
 - Should the officer be the Project Sponsor?

Comments on Enterprise Project Governance

- Need to define the role of the Enterprise Financial Council vs. the Project Steering Committee
 - Is it the same group of people?
 - What is the difference in responsibilities?
- Should the Project Director and Project Manager be different roles or can these roles be handled by one individual?

Comments on Enterprise Project Governance

- Invited two guest speakers to discuss the current industry practices
- Revisions will be made and presented to the Task Force on January 24th for final approval

Guest Speaker

Project Governance



Task Force Meeting Schedule

Task Force Meeting Schedule

- January 14, 2009, 3:00 P.M. to 5:00 P.M.
- January 23, 2009, 10:00 A.M. to 12:00 P.M.
- January 28, 2009, 1:00 P.M. to 3:00 P.M.



Financial and Cash Management Task Force

Adjourn