

Project Aspire: Review of Status of Benefits Acquisition

(Updated March 2005)

Benefit # 1: A Flexible Computing Environment

Benefit Description

State-of-the-art technology used by Project Aspire will provide the State with a secure and flexible computing environment. The new environment will enable the State to adapt readily to changing needs and to take advantage of technology improvement opportunities in a timely manner.

Tangible/Intangible: Intangible

Benefit Recipient(s)

- Citizens and residents of Florida
- Governor, Legislature, Legislative Committees and surrogates
- State agencies and their employees
- Owners of FFMS subsystems and their employees

Benefits Projected:

The web-based technology of Project Aspire's implementation of PeopleSoft Financials will provide wide access to the State's financial information, as well as, provide that information in a timelier manner. The technology provides the flexibility for changes in code structures and the addition of new functionality with minimal impact on users. Through enhanced technology, agencies can better manage the financial assets of the State and therefore provide more effective services to citizens.

Benefits Realization Status:

Benefits are inherent in the solution itself and will be realized as a function of the implementation and roll out of Aspire. To achieve this benefit, we have utilized the configured nature of the software to set the current state. Knowledge transfer plans include skill acquisition; we expect that proficiency will be achieved in one year's time. The design of our appropriation and budget detail chartfields are examples.

Benefits Measured By:

The successful implementation of live production in agencies will be the measure of the acquisition of the flexible computing environment. The discontinuance of outside consulting resources to make configuration modifications will be the measure of acquisition of DFS configuration expertise.

Realization Date:

Initial implementation plus 1 year. The realization timeframe is viable for acquisition of the environment. However, reinforcement of training with actual work experience may not be available by implementation plus one year because we may not have actual work requirements that use and reinforce the training.

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Benefit # 2: Reengineered Financial Functions

Benefit Description

Project Aspire will provide an opportunity to reengineer and decentralize finance and accounting functions, such as the invoice payment process.

Tangible/Intangible: Intangible

Benefit Recipient(s)

- State agencies and their employees
- Owners of FFMS subsystems and their employees

Benefits Projected:

After Project Aspire's implementation of PeopleSoft Financials, agency staff will be able to record business events that represent financial transactions. Financial staff's roles can then change from "data collectors" to providers and analysts of financial information.

Benefits Realization Status:

Business processes for Aspire have been designed to utilize best practices. These business processes were reviewed extensively by agencies and agencies will incorporate them into their own business processes.

Further, in the design of Aspire, business processes were reengineered in selective areas to incorporate automated workflows and approvals. These will be deployed with each agency's implementation. Workflow functionality will also provide agencies with the opportunity to eliminate manual processes that occur today.

Benefits Measured By:

Benefits will be measured by successful Implementation of the system and skills acquisition by State personnel.

Realization Date:

Implementation plus 2 years

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Benefit # 3: Integrated Payee/Vendor File

Benefit Description

Project Aspire will incorporate an integrated payee/vendor file process that will support both consolidated payments and electronic disbursements.

Tangible/Intangible: Intangible

Benefit Recipient(s)

- State agencies and their employees
- Owners of FFMS subsystems and their employees
- People and companies doing business with the State

Benefits Projected:

The consistent identification of valid vendors/payees for the State will eliminate many errors and confusion for staff and vendors/payees. This should also provide concise reporting for vendor/payee payment histories.

Benefits Realization Status:

A detailed analysis was performed to determine the viability of a single vendor payee database. Because MyFloridaMarketPlace has been implemented as a separate application, a single vendor database was found to be not feasible. Instead, the project has designed a complete vendor payee database in Aspire of which MyFloridaMarketPlace is a subset. Integration has been built to eliminate the need for dual maintenance and to assure that vendor information is efficiently passed between Aspire and MyFloridaMarketPlace. During transition state, integration will be also maintained with SPURS. DMS has granted an extension of SPURS production to the end of FY2005-06 for this purpose.

Notwithstanding our inability to eliminate the MyFloridaMarketPlace vendor database, Project Aspire was able to consolidate 4 vendor databases contained within FLAIR into one comprehensive database containing all vendors and payees that supports consolidated payments and electronic disbursements.

Benefits Measured By:

Benefits will be measured by the presence of increased accuracy and less duplication, more accurate and streamlined tax reporting, and more extensive information available regarding vendors.

Realization Date:

Final Implementation

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Benefit # 4: Web Based Application Integration

Benefit Description

Project Aspire will better position the State to deploy web-based applications for e-commerce and e-government services that are tightly coupled to the State's financial management system.

Tangible/Intangible: Intangible

Benefit Recipient(s)

- Citizens and residents of Florida
- Governor, Legislature, Legislative Committees and surrogates
- State agencies and their employees
- Owners of FFMS subsystems and their employees

Benefits Projected:

The technology supports proven web-based integration techniques. Technology for Project Aspire will provide the flexibility for integration of multiple applications. This flexibility will allow for statistical and other non-financial information from these applications to be stored and then reported from Aspire.

Benefits Realization Status:

We are currently configuring EPM (Aspire information warehouse), testing integration for MyFloridaMarketPlace, and configuring the portal. We did a proof of concept on the PeopleSoft Integration Broker (messaging hub) and presented this to agencies.

Benefits Measured By:

Benefits will be measured by the implementation of web services that provide more functionality in real-time mode, real-time activity from system to system, and more self-service application through the portal.

Realization Date:

Implementation plus 2 years

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Item # 5: Program & Activity

Benefit Description

A new account code structure and chart of accounts made possible by Project Aspire will allow for access to financial management information by program and activity, even across state agency and government branch lines.

Tangible/Intangible: Intangible

Benefit Recipient(s)

- Governor, Legislature, Legislative Committees and surrogates
- State agencies and their employees

Benefits Projected:

A single set of account codes will allow a user of the PeopleSoft software implemented by Project Aspire to easily report across agencies and at the State/enterprise level. Preparation for the State's Comprehensive Annual Financial Report (CAFR) will also be streamlined due to a unified chart of accounts that will be used by all agencies.

Benefits Realization Status:

The project team was committed to achieving this benefit and as a result undertook a complete evaluation and restructuring of the State's Chart of Accounts. To this end, we took the existing FLAIR Chart of Accounts and segregated it into enterprise and agency structures. This enables the state to maintain consistency at the enterprise level and at the same time allow agencies to address the unique needs of their particular business environment. Further, the Project team implemented an Aspire facility called "Trees" to eliminate the need for roll up structures to be embedded in account code values and allow for more efficient and effective changes to reporting structures. Finally, consistent rules were established for consistent utilization for all enterprise chart fields and to require agencies to establish similar rules for the utilization of agency chart fields within their agencies. With regard to activity based budgeting and accounting, an activity attribute has been associated with the budget detail chart field that will allow for activity based accounting and reporting. In addition, if directed by the Governor and Legislature, this activity attribute can be moved to the appropriation chart field and spending by activity can be controlled through the appropriation process.

Benefits Measured By:

Benefits will be measured by a successful implementation of the system.

Realization Date:

Implementation plus 1.5 years

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Benefit # 6: Adoption of Enterprise Financial Management Policies

Benefit Description

Through integration of state agency accounting and cash management functions and the adoption of enterprise financial management policies, Project Aspire will create a reliable source of financial management information.

Tangible/Intangible: Intangible

Benefit Recipient(s)

- Governor, Legislature, Legislative Committees and surrogates
- State agencies and their employees
- Owners of FFMS subsystems and their employees

Benefits Projected:

As stated in the KPMG Business Case Study¹ development for Project Aspire when you have one set of records and the policies to support it, there will be "one version of the truth."

Benefits Realization Status:

The PeopleSoft foundation software provides the capability to fully integrate three major sources of financial information currently used in the state: FLAIR Central, FLAIR Departmental, and the Cash Management System. The integration of these systems will result in "one version of the truth." In addition, Project Aspire is undertaking the publication and promulgation of a complete set of financial policies which will be issued by CFO memorandum prior to implementation. These policies are being drafted and reviewed at the date of this evaluation.

Benefits Measured By:

Benefits will be measured by a successful implementation of the system and policy distribution.

Realization Date:

Implementation

¹ Final Report of the Feasibility Study for FLAIR & Cash Management System Replacement Project, dated August 2001. <http://bcs.state.fl.us/>

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Benefit # 7: Increase in Investment Earnings

Benefit Description

Project Aspire will enable earnings on State investments to increase due to better projections of cash flow and faster collections of receipts.

Tangible/Intangible: Tangible

Benefit Recipient(s)

- Citizens and residents of Florida
- Governor, Legislature, Legislative Committees and surrogates
- State agencies and their employees

Benefits Projected:

The ability to schedule payments in the PeopleSoft software implemented by Project Aspire will enhance cash forecasting and the control of cash disbursements. The process of recognizing cash receipts will be timelier. These functionalities should improve the State's investment processes. An estimated cost savings over 10 years of \$10,000,000 was articulated in the Feasibility Study for the FLAIR & CMS Replacement Project dated 8/2001².

Benefits Realization Status:

The design of Aspire has implemented best practices in the area of payment scheduling which will optimize the timing of payments to allow prompt payment as well as maximization of interest earnings. Also, business processes are designed to facilitate quick deposit of funds into the bank, further enhancing interest earnings.

Benefits Measured By:

Benefits will be measured by the extent of increased interest earnings after implementation.

Realization Period:

Implementation through 10 years

² Final Report of the Feasibility Study for FLAIR & Cash Management System Replacement Project, dated August 2001. <http://bcs.state.fl.us/>.

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Benefit # 8: Improved Integration with Agency Systems

Benefit Description

Improved integration between back office financial systems and with other FFMS subsystems resulting from Project Aspire will provide improved and timelier access to comprehensive financial management information.

Tangible/Intangible: Intangible

Benefit Recipient(s)

- Governor, Legislature, Legislative Committees and surrogates
- State agencies and their employees
- Owners of FFMS subsystems and their employees

Benefits Projected:

Improved integration of data between the various State systems will allow users to perform more detailed analysis and reporting that is not possible today.

Benefits Realization Status:

The Aspire design provides functionality that will facilitate realization of these benefits as follows:

- 1) Better information with regard to commitments. Policy is being established to require encumbrances and pre-encumbrances to be recorded on a timely basis.
- 2) More details of purchases, contracts, and services will be recorded and maintained.
- 3) Funding Source Indicator (FSI) incorporated and Itemization of Expenditures (IOE) added to Aspire which is currently in LAS/PBS but not in FLAIR.
- 4) Significantly improved grant information will be required to be maintained by agencies in Aspire, even if their primary grant management system is not Aspire.

Benefits Measured By:

Benefits will be measured by the implementation of the EPM data warehouse solution that will provide for a robust reporting environment and will include the information above as well as that which is currently available.

Realization Date:

Implementation plus 1 year

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Benefit # 9: Timely Reporting & Analysis

Benefit Description

Project Aspire will enable users, stakeholders, and policy-makers to produce timely reports and queries through the use of automated analytical tools.

Tangible/Intangible: Intangible

Benefit Recipient(s)

- Governor, Legislature, Legislative Committees and surrogates
- State agencies and their employees
- Owners of FFMS subsystems and their employees

Benefits Projected:

Users will have sophisticated reporting tools, two years of data on-line and the data warehouse to enable their analyses. Analysts and economists will have the tools and the data to perform analyses that are not possible now.

Benefits Realization Status:

The design of the EPM, the new information warehouse for Aspire, is being reviewed at this time. Currently the design includes a complete operational data store that will function similarly to the current Information Warehouse for FLAIR. Further review will be performed in the next few months to assure that the planned datamarts will support anticipated ad hoc reporting for central and agency analysts. Finally, a review of the first cube designs for the implementation of Cognos PowerPlay®, an online analytical processing (OLAP) tool, will be reviewed and implemented.

Benefits Measured By:

Benefits will be measured by live production of EPM and COGNOS toolset as well as the acquisition of skills by analysts within the State to use the toolset.

Realization Date:

Implementation plus 1 year

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Benefit # 10: Integrated Data Dictionary

Benefit Description

Project Aspire will incorporate a comprehensive financial data dictionary, promoting comparison of like data elements across the enterprise. Further, rules will be in place supporting uniform use of data elements. The financial data dictionary will be a component of the hub depicted in the chart titled Integration Display.

Tangible/Intangible: Intangible

Benefit Recipient(s)

- Governor, Legislature, Legislative Committees and surrogates
- State agencies and their employees
- Owners of FFMS subsystems and their employees

Benefits Projected:

The new data dictionary will be a user's reference tool for appropriate codes. The data dictionary will also be used as the reference tool by IT staff to ensure the integrity of data that passes between systems when building interfaces.

Benefits Realization Status:

The Aspire project is providing the data dictionary for the FFMS financial components. However, as long as separate systems and hosts are used for other FFMS components, this benefit will not be realized. The current development of the ERP Integration Task Force to move to a common ERP application platform will help to realize this benefit. The implementation of a statewide data dictionary is beyond direct control of Project Aspire. Other systems will have to be modified to realize this benefit. To support the adequacy of the integration toolset provided by Aspire, a proof of concept on PeopleSoft Integration Broker was completed and presented to agencies.

Benefits Measured By:

Benefits will be measured by the utilization of PeopleSoft Integration Broker as a hub for interaction between systems.

Realization Date:

Implementation plus 1 year.

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Benefit # 11: Replacement of Agency Business Systems

Benefit Description

The PeopleSoft software implemented by Project Aspire will reduce the number of shadow systems, thus eliminating sources of out of sync, out of date, incomplete, and erroneous data.

Tangible/Intangible: Tangible

Benefit Recipient(s)

- State agencies and their employees
- Owners of FFMS subsystems and their employees

Benefits Projected:

Enhanced functionality of the PeopleSoft Financials software will provide agencies with the opportunity to dramatically reduce the number of shadow systems that have been developed to perform functions that the old/current FLAIR cannot. A preliminary inventory of shadow systems in 4/2003 showed 221 shadow systems. By March, 2004, that number had grown to 1,049. As the Project progresses, how many of these that can be eliminated will be determined.

Benefits Realization Status:

Receivable and invoicing systems are by nature separate implementations in each agency. To reduce implementation risks, Aspire has chosen to limit the extent of initial implementation of accounts receivable function to a pilot in DFS, functionality to support grant billing in all agencies, and replacement of FLAIR AR functionality in agencies currently using it. Additional agency rollouts of this functionality may commence at the end of Project Aspire's rollout implementation schedule.

The designs associated with AR functionality have been created with consideration of future functionalities that will be needed by other agencies which has been included, (e.g., bar coding on printed invoices).

Three focus areas for agency Shadow System Replacement:

- 1) AR (Accounts Receivable);
- 2) Cost allocation—Many agencies have implemented systems that allocate costs to multiple accounting distributions based on allocation formulas as well as complex multiple step allocation models. Aspire will be configuring and implementing allocation capabilities for both ends of this allocation spectrum. For simple allocations, such as charging a payment to multiple account distributions, Aspire provides speed chart functionality which allows for these allocation formulas to be stored and invoked at user demand. At the other end of this spectrum, an extensive multiple- step cost allocation module is available for agencies to design and configure to replace their agency unique allocation systems;
- 3) Payroll and Labor Distribution—Project Aspire has addressed lack of agency-based labor distribution and payroll posting through two alternatives:
 - 1) To provide standard distribution by position with either a single distribution line or a multi-line distribution allocation. These distributions are stored and invoked in a standard process to post and distribute the output of FLAIR payroll.
 - 2) To provide the ability to tag time distribution codes to time entries in the People First time reporting system, and to relate them to either a single distribution line or a multi-line distribution allocation. Using this second alternative, the system redistributes payroll costs to destinations other than those provided in alternative one.

We believe that a substantial majority of replaceable shadow systems will be accommodated by these three options. However, decisions to replace agency shadow systems are beyond the authority of Project Aspire.

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Benefits Measured By:

Benefits will be measured by the extent to which the agencies independently or with direction move to these alternatives and the savings that will be realized the retirement of existing systems.

Realization Date:

Implementation plus 1 year.

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Benefit # 12: Reduction of Reconciliations

Benefit Description

Due to improved integration, PeopleSoft Financials software will reduce the number of reconciliations, and thus the staff effort assigned to reconciliation activities.

Tangible/Intangible: Tangible

Benefit Recipient(s)

- State agencies and their employees
- Owners of FFMIS subsystems and their employees

Benefits Projected:

The consolidation of Departmental (agency focused) FLAIR, Central (enterprise/Statewide focused) FLAIR, and the Cash Management System (treasury focused) into PeopleSoft Financials software will eliminate numerous reconciliations that are performed today. The Feasibility Study for the FLAIR & CMS Replacement Project dated 8/2001 estimated the 1-year cost savings to be \$2,848,000.

Benefits Realization Status:

The PeopleSoft foundation software provides the capability to fully integrate three major sources of financial information currently used in the state: FLAIR central, FLAIR departmental, and the Cash Management System. The integration of these systems will result in the elimination of standard reconciliations that are performed today.

Benefits Measured By:

Actual cost savings.

Realization Date:

Implementation plus 10 years.

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Benefit # 13: Enhanced Grant & Project Reporting

Benefit Description

Project Aspire will provide enhanced accounting for contracts, grants and projects to better manage these funds that comprise a significant portion of the State's budget.

Tangible/Intangible: Intangible

Benefit Recipient(s)

- Citizens and residents of Florida
- Governor, Legislature, Legislative Committees and surrogates
- State agencies and their employees
- Owners of FFMS subsystems and their employees

Benefits Received:

Enhanced functionality will provide the agencies with the opportunity to use the PeopleSoft software implemented by Project Aspire for the management of contracts, grants, and/or projects. The development of standard business processes for the PeopleSoft software implemented by Project Aspire in these areas will result in improved financial management and reporting. This improved financial management capability will reduce the penalty charges and other costs currently incurred by the State when contracts, grants, and/or projects don't adhere to State and Federal regulatory timelines.

Benefits Realization Status:

Project Aspire has been configured to provide a robust grants management functionality allowing tracking of multi-year and multi-agency grant programs, projects, and contracts. Several small to medium size agencies have chosen to implement grants management and retire their current systems and processes. Larger agencies are seriously considering the utilization of this facility, but will defer their decision to replace their systems until they have had more experience with Aspire. It is understandable that large agencies with significant grant revenues will want to confirm that their grantor's requirements will be met by the Aspire system.

Benefits Measured By:

Benefits will be measured by the extent to which agencies independently or with direction move to this alternative and the savings which will be realized the retirement of the existing systems.

Realization Date:

Implementation plus 1 year.