



**State of Florida
Project Aspire**

**Governance and External Project
Integration Procedures
February 19, 2007**

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1.0 Overview

The establishment of appropriate groups and processes that provide authority, expertise, and knowledge to assist Project Aspire in the achievement of its objectives is critical to its success. Within this document, the governance groups and linkages to outside organizations that are critical for project success are described. Further, this document describes the processes, procedures, and tools that are necessary for Project Aspire to engage and utilize these groups and processes to achieve its goals.

These groups and processes will facilitate the following actions:

- Addressing the needs of a complex organization with varying requirements and objectives;
- Providing adequate sponsorship for the project;
- Meeting the expectations of stakeholders;
- Providing forums for effective communication to stakeholders;
- Resolving issues and making key decisions on an informed and timely basis, considering implications to all stakeholders;
- Creating effective linkages to other outside systems that will enable Project Aspire to effectively achieve the State's goals for ERP system integration; and,
- Creating effective linkages to policy and rulemaking processes in the State to facilitate business process improvement in conjunction with the implementation of Aspire.

2.0 Project Governance

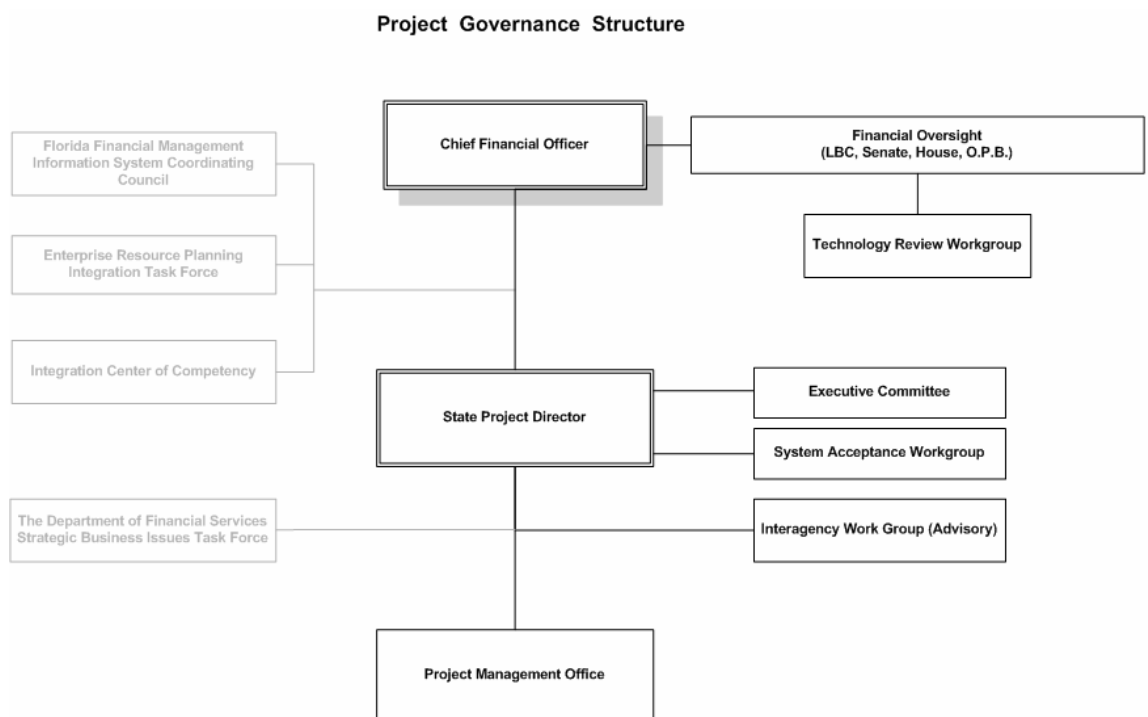
This section describes Project Aspire's governance structure, charter elements for each governance body, and processes, procedures, and tools to effectively utilize the groups to achieve project goals.

An effective governance structure will enhance Project Aspire's ability to accomplish its implementation goals and objectives discussed below:

- ***Impacts of a complex organization.*** State government is a challenging environment in which to implement an integrated Enterprise Resource Planning (ERP) system. With three branches of government, designed for the purpose of checks and balances, decision-making processes, as well as requirements-gathering processes, can be extremely challenging. Governance bodies provide a way to develop consensus among stakeholders that enable the project to move forward to achieve its objectives.
- ***Sponsorship for the project.*** Effective executive-level sponsorship is often cited as being an important critical success factor for large, complex ERP implementation projects. An effective governance structure creates the framework for extending the sponsorship beyond the management of the project or the "system owners," which, in turn, creates broader ownership and support for project needs and initiatives.
- ***Meeting stakeholder's expectations.*** With key stakeholders serving in critical oversight and management roles within the three branches of government, the expectations can vary dramatically and be difficult to ascertain. Participating in a well-designed governance process can focus the expectations and direction from these stakeholders, enabling the project to fulfill expectations and obtain consistent direction.
- ***Promoting effective communications.*** Stakeholder membership in a governance framework provides an effective forum for the project to communicate. Topics that are presented and explored by governance bodies are usually taken away and disseminated to other key executives and interested parties. This important communication channel enhances the effectiveness of the flow of information out of the project and across the State.
- ***Effective issues resolution and risk management.*** Because of the complex nature of state government, the resolution of issues can be difficult. Participation in governance activities creates additional opportunity for stakeholders to explore alternatives, address resource impacts, and offer recommendations, providing a broader and deeper basis for the project to resolve issues and manage risks.

2.1 Project Governance Structure

The diagram below, entitled *Project Governance Structure*, depicts the relationships that various governance and external groups have with Project Aspire. The grayed-out boxes represent external groups, and the boxes outlined in black represent governance individuals and bodies. This section addresses the charter elements and processes associated with the governance individuals and bodies.



The Chief Financial Officer of the State of Florida is a constitutional office which oversees all aspects of financial and treasury operations within the State. In this capacity, as well as that of agency head for the Department of Financial Services, the Chief Financial Officer oversees this project and makes all decisions regarding it. However, the Chief Financial Officer also recognizes the importance of obtaining input and recommendations from all stakeholders in making decisions, and firmly supports a governance framework that facilitates this process.

In Section 2.2, Project Governance Organizational Charter Components, the relationships between the groups are further explored and documented.

2.2 Project Governance Organizational Charter Components

The following sections define charter components for Project Aspire’s governance and leadership entities. Because an important aspect of governance is issue and decision escalation, this section is organized from the bottom of the diagram to the top. This will allow context to be established that will enhance the reader’s understanding of the sequence of processes that are documented herein and the origination of decisions and considerations assigned to each governance body.

Within each charter component, the following aspects are documented. For the reader’s convenience and understanding, these aspects are defined in the table below:

Component Aspect	Definition
Purpose	The Purpose aspect is defined as the expected function that this component will perform to accomplish project objectives.
Mission	The Mission aspect is defined as a high-level statement of the intended service this component will provide the project.
Vision	The Vision aspect is defined as a high-level statement of the intended role of this component in the overall project structure.
Goal	The Goal aspect is defined as the specific governance result expected from this component.
Context	The Context aspect is defined as the relationship(s) that this component has with other governance component(s).
Governance	The Governance aspect is defined as a high-level statement of the responsibilities that this component has to the project.
Membership	The Membership aspect is defined as the individuals who are associated with this component. This also includes the type of membership that the individual has, represented in parentheses.
Roles and Responsibilities	The Roles and Responsibilities aspect is defined as those governance duties that have been assigned to this component to perform on behalf of the project.

2.2.1 Project Management Office (PMO)

Purpose	The Project Aspire PMO provides the process infrastructure needed to integrate and coordinate the individual components of an enterprise-wide project.
Mission	The mission of the PMO is to provide project management expertise that helps to minimize the time that individual team members and managers need to devote to administrative activities, allowing them to focus on meeting specific project objectives.
Vision	The vision for the Project Aspire PMO is to be the nucleus of the project, managing the accomplishment of overall project objectives, controlling scope, managing financial and human resources, and recording, assembling, distributing, tracking, maintaining, and archiving key project information.
Goal	The goal of the PMO is to facilitate cross-work stream integration and bring value by guiding teams, maintaining plans and results, and identifying issues, gaps, and leverage points across projects or teams.
Context	The PMO reports to the State Project Director, produces information required by the Technology Review Workgroup, proposes agenda items for consideration by the Executive Committee, and serves as staff for the Executive Committee.
Governance	The Project Aspire PMO oversees the accomplishment of tasks and activities in the project workplan, working collaboratively with the project Group Managers and Team Leads to provide timely access to information, expertise, tools, and other assistance that supports project integration and coordination.

Membership

- Scott Brown, Manager (Member).
- Billie Clark, Management Assistant (Member).
- Jeff Haisley, Solution Architect (Member).
- Roy Jeter, Special Assistant to the State Project Director (Member).
- Gail Kent, Administrative Assistant (Member).
- Abe Kinsey, Management Assistant (Member).
- Taryn Marais, Administrative Assistant (Member).
- LaWanda Mathews, Office Assistant (Member).
- Pete Peterson, PMO Analyst (Member).
- Demarco Speight, PMO Analyst (Member).
- Donna Vollertsen, Deputy Project Director (Member).

**Roles and
Responsibilities**

- Provides leadership and knowledge to help identify strategic approaches for the successful implementation of Aspire for consideration by governance components.
- Responsible for reporting issues and findings to the Project Aspire's Executive Committee.
- Develops Project Aspire communications and educational materials to governance components.
- Identifies Project Aspire best practices, and shares findings with governance components, as appropriate.
- Assembles review package for GO-NO GO decisions for consideration by the State Project Director, the Chief Financial Officer, and various governance components.
- Provide oversight of and quality assurance to the various Project Aspire workstreams to:
 - Monitor the accomplishment of project activities and tasks;
 - Manage scope, time, resources, and quality;
 - Foster open and frequent communication within and between workstreams by working closely with each workstream manager;
 - Identify opportunities for collaboration and resource sharing among various programs inside the agency and among external partners and stakeholders;
 - Manage the Issue Resolution Process and escalate issues that cannot be resolved by the project workstreams to the State Project Director;
 - Manage risks, identifying avoidance, mitigation, and transfer strategies, and create issues for risk escalation when risks cannot be effectively managed within the project;
 - Manage action item tracking; and
 - Ensure that Aspire's testing processes yield accurate results.

2.2.2 Interagency Work Group (IWG)

Purpose	The purpose of the IWG is to facilitate two-way communication between the Project and the Agencies.
Mission	The Interagency Work Group is the Project Aspire liaison to State agencies and serves as an information conduit between the Agencies and the Project.
Vision	The Interagency Work Group provides the forum for Agency and Project staff to discuss Project activities and the Agencies' involvement in these activities. It is envisioned that the IWG will one day evolve into the Aspire Users Group.
Goal	The goal of the IWG is to facilitate Agency preparations for the implementation of Aspire.
Context	The IWG works with Project Aspire to address agency implementation tasks, issues, and concerns.
Governance	The Interagency Work Group is the core group of representatives from the State Agencies that will be involved in the implementation of Aspire within their Agency. They are responsible for translating, with the assistance of the Project Team, and more specifically, the Agency Advocates, identified implementation requirements into specific actions and results.
Membership	<ul style="list-style-type: none">▪ Agency Implementation Coordinators (primary members);▪ Agency Financial Leaders (subgroup member);▪ Agency Advocates (subgroup member);▪ Agency Technical Team Leads (subgroup member); and▪ Members of the Integration Management Council (subgroup member). <p>Note 1: Other interested parties (non-members) participate in IWG activities and meetings, and are included in the distribution list for this group.</p> <p>Note 2: A complete and current listing of member names and names of other interested parties is available from the PMO.</p>

Note 3: The term “agency” or “agencies” in this document refers to state entities within the three branches of government regardless of their official status, (e.g., agency, commission, etc.).

**Roles and
Responsibilities**

- Agency Financial Leaders identify risks and issues related to their Agency during Project Aspire discussions, and assist with developing strategies to mitigate.
- Agency Implementation Coordinators and Agency Advocates provide a general perspective on their Agency’s business processes during Project Aspire discussions, and are the primary conduit for communications between the Agency and Project Aspire.
- Agency Technical Team Leads provide a general perspective on their Agency’s technical infrastructure, and communicate the technical information from workshops back to key areas within the Agency. Collectively, this subgroup is called the Technical Work Group (TWG).
- The Integration Management Council (IMC) is an IWG subgroup constituted to concentrate specifically on agency integration issues, particularly the details surrounding agency business system interfaces to Aspire. It is envisioned that one day the IMC will evolve into the first standing committee of the Aspire Users Group.

2.2.3 System Acceptance Workgroup (SAW)

Purpose	The Project Aspire System Acceptance Workgroup (SAW) is established to ensure that agencies have an opportunity to formally review milestone activities relating to the development of the Aspire system to determine if the implementation of Aspire will have a detrimental/unmanageable impact on agency operations; provide recommendations for system modifications as needed; and, sign off on/accept milestone(s).
Mission	The mission of the SAW is to ensure that Capitol Stakeholders and State agencies are afforded an opportunity to participate in the overall acceptance of the Aspire System by reviewing and commenting on work products produced by Project Aspire team members, producing work products pertaining to their agency (e.g., role mapping), and ensuring the proper participation of designated agency staff in critical development activities (e.g., training and user acceptance testing).

Vision	<p>The vision for the Project Aspire SAW is to determine potential issues agencies may have with Aspire, provide recommendations for possible system modifications, and sign off/accept certain key milestone activities, such as:</p> <ul style="list-style-type: none">○ Chart of Accounts structure;○ Functional Specifications and Design Freeze;○ Business Process Design (BPD);○ Role Mapping and Job Alignment;○ Enterprise Policies and Procedures;○ Agency Impact;○ Agency Data Mapping;○ Agency technical Readiness;○ User Acceptance Testing (UAT);○ Training; and○ Data conversion.
Goal	<p>The goal of the SAW is to determine if the implementation of Aspire will have a detrimental or unmanageable affect on agency operations, and take the necessary actions to resolve such issues.</p>
Context	<p>The SAW reports to the Aspire State Project Director, who is responsible for the operations of the SAW. The Aspire State Project Director is charged with leading and employing the Workgroup in the accomplishment of its Mission. The Aspire State Project Director shall appoint a Workgroup Director to administer day-to-day operations, handle scheduling and communications, record and distribute proceedings, prepare meeting agendas, and host and facilitate meetings.</p>

Governance

The SAW provides review, comment, and approval of certain key milestone activities (as defined above) for consideration by the Aspire State Project Director. Its primary governance activity is to ensure that Capitol Stakeholders and State Agencies are afforded an opportunity to participate in a progressive, incremental acceptance of Aspire.

Membership

- Herb Fillyaw, DFS, Director, Division of Information Systems/ Chief Information Officer/Aspire State Project Director (Chair).
- The SAW Director slot is currently vacant. Herb Fillyaw is serving in this role until the vacancy is filled.

Members:

- Staff from the Governor's Office of Policy and Budget (OPB).
- Staff from the House and Senate appropriations committees.
- Staff from the Legislative Appropriations System/ Planning and Budgeting Subsystem (LAS/PBS).
- Agency Representations (DOH, DOT, DOE, MFMP/PF, DBPR, DOR, DOACS).

Participants:

- Other Agencies (ex-officio members).

**Roles and
Responsibilities**

The Workgroup is assigned the task of accepting the Aspire system which consists of a series of approvals and acknowledgments that are tied to specified project milestones (as defined above).

Workgroup responsibilities include:

- Carefully considering the substantial commitment of time and effort (especially in the early months) and to be fully resolved to perform their assigned roles and duties if a position on the Workgroup is accepted.
- Establishing an effective channel of communications for directing and reporting the progress of the proper design, implementation, and deployment of the Aspire system.
- Subdividing the overall acceptance of the Aspire system into manageable segments that will allow for a period of narrow focus by Workgroup members on the production, review and/or acceptance of intermediate critical components of the Aspire system.
- Scheduling the due dates for the completion of Workgroup work on each milestone segment in accordance with the relevant project deliverables and key events dates in the amended Project Aspire development schedule.
- Facilitating the progressive, incremental acceptance of the Aspire system by both primary and user agency stakeholders by means of acting on each of the segments, in lieu of deferring all such considerations to a single period of User Acceptance Testing (UAT).
- Providing fair and sufficient hearing to issues submitted by Workgroup members where the planned design and configuration of the Aspire system creates, or may create, an unmanageable hardship on the organization they represent or arrest its orderly progress toward readiness for Aspire deployment and cutover.
- Establishing an orderly process for adoption of issues submitted by Workgroup members and ensuring that actions are carried out by organizations they represent in the manner and by the due date specified.

2.2.4 Executive Committee (EC)

Purpose	The Executive Committee supports and advises the State Project Director to promote the successful implementation of Aspire.
Mission	The Executive Committee serves as a steering committee for Project Aspire.
Vision	The vision of the Executive Committee is to support the State Project Director in successfully implementing Project Aspire.
Goal	The goal of the Executive Committee is to advise the State Project Director in guiding the project to success and in making appropriate and timely decisions.
Context	The Executive Committee has items referred to it for consideration from the PMO. The Executive Committee refers issues that it cannot resolve, and makes recommendations for future action or decision making, to the State Project Director and the Chief Financial Officer.
Governance	The Executive Committee provides sponsorship and representation from senior financial leadership for the project. Escalated policy and operational issues requiring evaluation and resolution are brought to the Executive Committee by the State Project Director for recommendation. The Chief Financial Officer will consult with the Executive Committee at her discretion.
Membership	<ul style="list-style-type: none">▪ Herb Fillyaw, DFS, Director, Division of Information Systems/ Chief Information Officer/Aspire State Project Director (Chair).▪ Doug Darling, DFS, Division Director, Accounting and Auditing (Member).▪ Bruce Gillander, DFS, Division Director, Treasury (Member).▪ Diana Flagg, DFS, Division Director, Administration (Member).▪ Jamie Gordon, DFS, Deputy Director, Division of Information Systems (Member).▪ Angela Boyer, Agency for Workforce Innovation (Member).▪ Teresa Brossette, Executive Office of the Governor, Office of

Policy and Budget (Member).

- Sabrina Donovan, State of Florida Office of the Attorney General (Member).
- Debra Forbess, Florida Department of Management Services (Member).
- Matthew Kirkland, Florida Department of Health (Member).
- Elwood McElhaney, Florida Department of Children and Families (Member).
- Robin Naitove, Florida Department of Transportation (Member).
- Lavitta Stanford, Florida State Courts (Member).
- Michele Tallent, Florida Department of Agriculture and Consumer Services (Member).
- Rhonda Vause, Florida Department of Corrections (Member).
- Scott Ward, DFS, Special Assistant to the Chief of Staff for Technology (Member).
- Cleta Wolverton, Florida Department of Elder Affairs (Member).

Participants:

- David Dobbs, Florida House of Representatives.
- Cindy Kynoch, Florida Senate.
- Jim Valenzuela, Florida Auditor General.

**Roles and
Responsibilities**

- Monitors project status on an ongoing basis;
- Works to identify benefits of the project;
- Serves as the Change Review Board for the project; and,
- Makes recommendations:
 - To the Project Team / State Project Director concerning escalated issues;
 - To the State Project Director / Chief Financial Officer concerning major issues related to Project scope, schedule, and budget;
 - To the Aspire State Project Director / Chief Financial Officer concerning risk avoidance, risk mitigation, and risk transfer strategies; and
 - To the State Project Director / Chief Financial Officer concerning GO-NO GO decisions.

2.2.5 State Project Director

Purpose	The State Project Director manages the entire scope of Project Aspire.
Mission	The State Project Director leads and promotes the project statewide, develops strategy and approach, secures and expends financial resources, manages significant issues and risks, and manages stakeholders' concerns.
Vision	The vision for the State Project Director is to lead the project to success and promote Project Aspire statewide.
Goal	The goal of the State Project Director is to enable the successful implementation of Project Aspire defined as completion on schedule, within budget, and on function.
Context	The State Project Director reports to the Chief Financial Officer, chairs the Executive Committee, chairs the System Acceptance Workgroup, supervises the PMO, assures that the project provides the Technology Review Workgroup with needed information, facilitates the Interagency Work Group, and promotes effective communication among all governance components.
Governance	The State Project Director acts as the representative of the Aspire System's functional owner, the Chief Financial Officer. As such; he oversees the Project Management Office and chairs the Executive Committee and the System Acceptance Workgroup. Items for consideration by governance components are reviewed by the State Project Director and forwarded to the various governance bodies. The State Project Director takes direction from the Chief Financial Officer on those decisions designated as GO-NO GO decisions.
Membership	<ul style="list-style-type: none">▪ Herb Fillyaw, DFS, Director, Division of Information Systems/ Chief Information Officer/Aspire State Project Director.

**Roles and
Responsibilities**

- Acts as the representative of the Aspire system's functional owner, the Chief Financial Officer;
- Obtains direction from the Chief Financial Officer;
- Leads the Project;
- Promotes the Project statewide;
- Chairs the Executive Committee;
- Chairs the System Acceptance Workgroup;
- Secures and expends Project financing and resources;
- Engages and manages all contractors;
- Manages significant issues and risks;
- Facilitates access to the Project by oversight organizations;
- Addresses concerns of stakeholders; and,
- Conducts periodic briefings with the Staff Directors of the Senate and House appropriations committees and their staffs.

2.2.6 Financial Oversight (LBC, Senate, House, O.P.B)

Purpose	The purpose of financial oversight is to approve, monitor, and review Project Aspire's funding and spending through the State's planning and budgeting processes.
Mission	The Project mission of the financial oversight groups is to ensure that Project Aspire receives the funding required in a timely manner to carry out its goals and objectives, and to do this within the rules and regulations stipulated in the State's planning and budgeting processes, including the proviso associated with the appropriation for Project Aspire. Further, their mission is to assure that funding is provided only when the Project goals, timelines, and budget are met.
Vision	The vision of the financial oversight groups is to facilitate the proper amount and timing of funding of a successful Project Aspire implementation for the State of Florida.
Goal	The goal of the financial oversight groups is to ensure that Project Aspire maximizes the value of the money appropriated for the Project by carefully managing funding and spending.
Context	The financial oversight groups from the Legislative Budget Commission, the House, the Senate, and the Governor's Office of Policy and Budget, with assistance from the Technology Review Workgroup, review the quarterly budget release requests of the Project, along with the quarterly Operational Work Plan and other appropriate Project documentation, and based on these documents, determine the extent and timing of budget release. The lender issuing the debt has indicated that they are placing some reliance on the quarterly release review process.
Governance	The Technology Review Workgroup, in its role as a component of the Florida Legislature, reviews and critiques the Monthly Status Reports and the quarterly updates to the Operational Work Plan. This review function forms the basis of a quarterly funding recommendation to the Legislative Budget Commission and the Governor's Office of Policy and Budget.

Membership

- Legislative Budget Commission.
- Staff from the Senate and House appropriations committees.
- Staff from the Governor’s Office of Policy and Budget (OPB).
- Staff from the Technology Review Workgroup (TRW).

**Roles and
Responsibilities**

- Monitor Project progress (both operational and financial) through reviews of the Project’s Monthly Status Reports, in accordance with guidelines established by the TRW.
- Review and critique the quarterly updates to the Operational Work Plan, in accordance with guidelines established by the TRW.
- Approve budget releases.
- Approve budget amendments.

2.2.7 Chief Financial Officer

Purpose	The Chief Financial Officer is the project sponsor of Project Aspire.
Mission	The Chief Financial Officer oversees and supports the implementation of Aspire through acquisition of resources and advocating for the project.
Vision	As the project sponsor of Project Aspire, the Chief Financial Officer will promote the project, and will acquire the necessary resources for a successful implementation.
Goal	The goal of the Chief Financial Officer is to ensure that Project Aspire is implemented successfully on a statewide basis to better serve the needs of Florida's citizens.
Context	The Chief Financial Officer receives recommendations from the State Project Director and/or the Executive Committee for future action or decision-making. The Chief Financial Officer consults, at her discretion, with the State Project Director, the Executive Committee, or other State officials concerning GO-NO GO decisions. The Chief Financial Officer oversees the activities and performance of Project Aspire and the State Project Director.
Governance	The Chief Financial Officer is the final decision-maker with regard to Project Aspire. All project organizations and activities are under her direction and control.
Membership	Alex Sink, Chief Financial Officer, State of Florida.

**Roles and
Responsibilities**

- Secure project funding;
- Provide leadership to Project Aspire and its team members;
- Oversee all aspects of the successful completion of Project Aspire;
- As agency head of the Department of Financial Services, execute all contractual obligations associated with Project Aspire; and,
- Serve as the final decision-maker regarding risk management, issue resolution, and GO-NO GO decision points.

2.3 Project Governance Support Processes

This section provides a high level overview of some of the more important PMO processes, procedures, and tools that support governance activities. The processes, procedures, and tools are more fully described in the Project Aspire Project Administration Procedures document.

2.3.1 Issue Management

An issue is a point, matter, or question whose appropriate resolution is not obvious to all affected parties and that requires analysis to determine viable alternatives and resulting impacts for consideration by authorized decision-makers.

Issue management assures that Project issues are logged and tracked, using established formats, in order to ensure that resolutions are provided on a timely basis to minimize project delays. Open issues lists are reviewed by senior Project management and the status of selected issues is reviewed with the Executive Committee.

The issue resolution process is designed to facilitate the management of all Project issues. An attempt to resolve all issues is made at the Group Manager level. In the event that a particular issue cannot be resolved within a Group or among one or more Group Managers because of lack of authority, resources, or time, or an inability to discern the most appropriate resolution, that issue is escalated in the following manner:

- Group Manager to the Project Management Office;
- Project Management Office to the State Project Director;
- State Project Director to the Executive Committee; and,
- Executive Committee to the Chief Financial Officer.

Issues are analyzed by the Project team to provide governance bodies with sufficient information, including viable alternatives and impact statements, to support the governance body's decision process. This is provided in advance of the meeting of the governance component to allow time for review and consideration.

Issues, along with analysis performed by the Project team, a record of actions taken, and a detailed description of the adopted resolution, are tracked by the Project in the Project Control Database. The issues database serves as the source for monitoring reports and information to support issue resolution by governance bodies.

2.3.2 Risk Management

According to the Project Management Institute's Guide to Project Management Body of Knowledge (2000), project risk is an uncertain event or condition that may have a positive or negative impact on the project, if it occurs. There is a cause and effect to project risk; each risk has a cause and a consequence if the uncertain event occurs. Every project carries some element of risk and it is probable that progress will deviate from the plan at some point in the project life cycle.

The objective of a risk management process is to minimize the impact of unplanned incidents on the project by identifying and addressing potential risks before significant negative consequences occur. Risk management incorporates the identification, analysis, and management of project risks. After risks are identified, risk analysis is used to determine the relative exposure (impact) of the risk in terms of time and cost. Risk management is therefore concerned with not only identifying risks, but with reducing risk exposure through defined risk management strategies. To this end, identified risks are documented and tracked by the PMO.

As risks are identified as the Project progresses, the potential impact is determined and measured, the probability of occurrence is estimated, and a risk priority is assigned. Risks are subsequently reanalyzed and reprioritized on a monthly basis so that Project leadership can conduct risk response planning to reduce, contain, and otherwise control project risks. Monthly risk analysis allows Project leadership to continue to analyze and manage risks before they occur. If a risk does occur, it then becomes a new issue and is tracked as such in the Project Control Database. Many risks are abated through risk response planning techniques (avoidance, mitigation, or contingency planning), and will never become issues.

From time to time, governance bodies are presented with a current risk assessment, and are asked to help adopt appropriate avoidance, mitigation, and contingency planning strategies. The PMO, along with the State Project Director, performs a thorough analysis of each risk and prepares analysis packets for review by members prior to the meeting at which the risk assessment is discussed.

2.3.3 Change Management

During the lifecycle of a project, changes to proposed functions, features, work processes, and procedures may be required. A change is any activity that alters the scope, a deliverable, the basic architecture, cost, or schedule of the Project. When change situations arise, a controlled process for evaluating, prioritizing, justifying, approving, and implementing changes must be followed.

Project Aspire has implemented a process for the management and control of changes which is documented in deliverable *P068 Project Administrative Procedures*. Further, information regarding the evaluation, prioritization, justification, approval, and implementation of changes is captured and tracked in the Project's document repository. This database provides a source of information that can produce reports and other outputs that support the change control process.

The Executive Committee serves as the Change Review Board for Project Aspire.

A Change Order is a change to the Project's plan or schedule that requires a change to the budget or a Budget Amendment. Budget Amendments must be approved by the Chief Financial Officer and the Legislative Budget Commission. Before presenting a Budget Amendment to the Legislative Budget Commission, the Chief Financial Officer may, at her discretion, ask the Executive Committee to review any Change Order before her approval decision. Individual Executive Committee members may, at their option, make a recommendation concerning the Change Order to the Chief Financial Officer for consideration in her approval decision.

Changes that require accessing the project contingency budget require the approval of the State Project Director, and may require the approval of the Chief Financial Officer as well. The Executive Committee may be asked for recommendations concerning these types of changes.

Changes are thoroughly analyzed by the project team to provide governance bodies with sufficient information for their deliberations, including impact statements and alternate strategies. This is provided in advance of the meeting of the governance component to allow time for review and consideration.

3.0 External Project Integration

This section describes external entities with which Project Aspire must integrate to successfully implement an enterprise solution for the State, charter elements for each external entity, and processes and procedures to participate with these entities. It is widely recognized that success of Project Aspire will depend on effective business process redesign and integration with other State ERP systems. Accordingly, Project Aspire must participate with these entities to identify and resolve issues, design linkages, address needed statutory or regulatory changes, and implement newly adopted solutions.

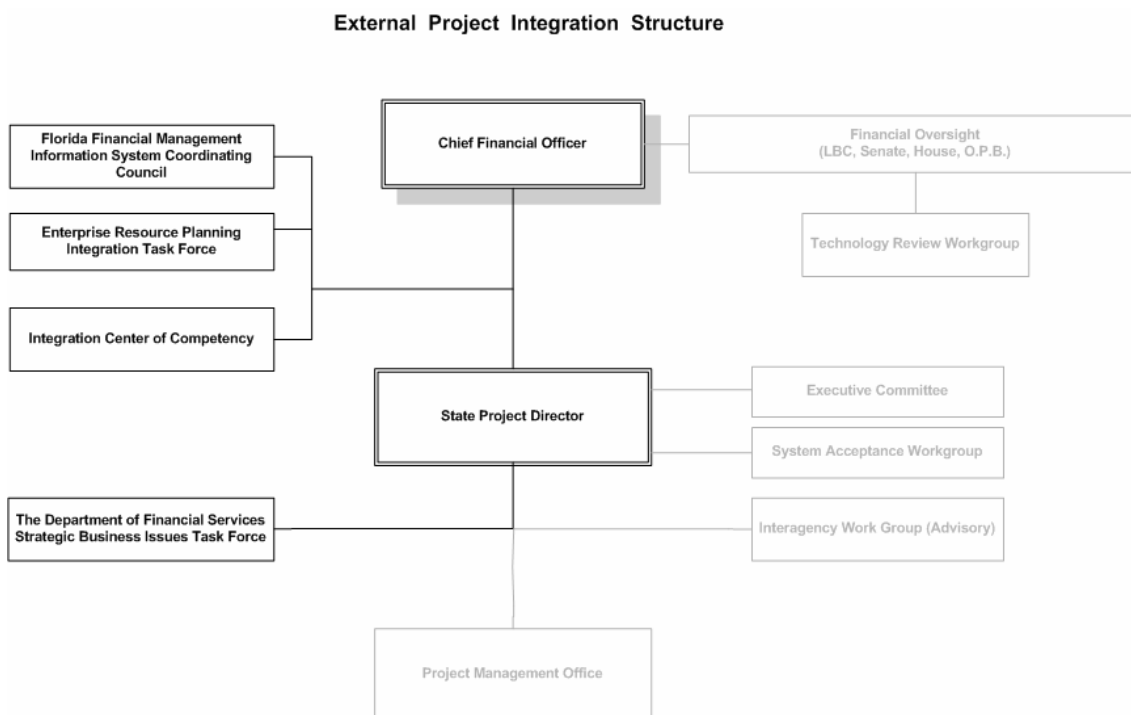
Effective integration with these external entities enhances Project Aspire's ability to accomplish its implementation goals and objectives discussed below:

Integrate with other Florida Financial Management Information Systems (FFMIS) systems. A goal of Project Aspire is to integrate in a manner that creates a seamless processing environment for users and promotes efficiencies through minimizing duplication of data, systems, and effort. Working effectively with entities that have been created to facilitate cross-organizational decision-making maximizes the Project's ability to achieve this goal.

Avoid recreating the current environment. A goal of Project Aspire is to take the current opportunity presented by the replacement of the State's financial system to evaluate and rethink the State's financial processes. Working effectively with those entities that recommend processes and procedures to address business process change enables the Project to achieve this goal.

3.1 External Project Integration Structure

The diagram below, entitled *External Project Integration Structure*, depicts the relationships that various governance and external groups have with Project Aspire. The grayed-out boxes represent governance individuals and bodies, and the boxes outlined in black represent external groups with which Project Aspire must integrate. This section addresses the charter elements and processes associated with the external project integration entities.



3.2 External Project Integration Organizational Charter Components

The following sections define charter components for external entities with which Project Aspire must integrate. Within each charter component, the following aspects are documented. For the reader's convenience and understanding, these aspects are defined in the table below:

Component Aspect	Definition
Purpose	The Purpose aspect is defined as the expected function that this component will perform to accomplish the State's objectives.
Mission	The Mission aspect is defined as a high-level statement of the intended service this component will provide the State.
Vision	The Vision aspect is defined as a high-level statement of the intended role of this component in the State.
Goal	The Goal aspect is defined as the specific result expected from this component.
Context	The Context aspect is defined as the relationship(s) that this component has with other entities.
Project Integration	The Project Integration aspect is defined as a high-level statement of how the activities of this component impact Project Aspire.
Membership	The Membership aspect is defined as the individuals who are associated with this component.
Roles and Responsibilities	The Roles and Responsibilities aspect is defined as those duties that have been assigned to this component to perform on behalf of the State.

**3.2.1 Florida Financial Management Information System (FFMIS)
Coordinating Council**

Purpose The Florida Financial Management Information System Coordinating Council was established by the Legislature in 1980 to facilitate integration of the State's central administrative and financial management information systems. See sections 215.90 - 215.964 of the Florida Statutes for more details.

Mission The Florida Financial Management Information System Coordinating Council:

- conducts studies and establishes committees, workgroups, and teams to develop recommendations for rules, policies, procedures, principles, and standards to the Financial Management Information Board (Governor, Chief Financial Officer, Attorney General and the Commissioner of Agriculture), as necessary to assist the Financial Management Information Board in its efforts to design, implement, and perpetuate a financial management information system, including, but not limited to, the establishment of common data codes, the development of integrated financial management policies that address the information and management needs of the functional owner subsystems, and the development of a strategic plan pursuant to the requirements set forth in s. [186.022](#).
- recommends to the Financial Management Information Board solutions, policy alternatives, and legislative budget request issues that will ensure a framework for the timely, positive, preplanned, and prescribed data transfer between information subsystems and to recommend to the board solutions, policy alternatives, and legislative budget request issues that ensure the availability of data and information that support state planning, policy development, management, evaluation, and performance monitoring
- reviews the annual work plans of the functional owner information subsystems by October 1 of each year. The review shall be conducted to assess the status of the Florida Financial Management Information System and the functional owner subsystems in regard to the provisions of s. [215.91](#).
- reports to the Financial Management Information Board all

actions taken by the Coordinating Council for final action.

- establishes standards state agency use of card-based technology and oversees the process for the acquisition of commodities and services using card-based technology.

Vision

The vision of the Florida Financial Management Information System Coordinating Council is to provide the necessary planning, implementation, and integration policies, coordination procedures, and reporting processes to facilitate the successful and efficient integration of Florida's central administrative and financial management business systems.

Goal

1) It is the intent of the Legislature that the executive branch of government, in consultation with the legislative fiscal committees, specifically design and implement the Florida Financial Management Information System to be the primary means by which state government managers acquire and disseminate the information needed to plan and account for the delivery of services to the citizens in a timely, efficient, and effective manner.

2) The Florida Financial Management Information System shall be a unified information system providing fiscal, management, and accounting support for state decision makers. It shall provide a means of coordinating fiscal management information and information that supports state planning, policy development, management, evaluation, and performance monitoring. The Florida Financial Management Information System shall be the primary information resource that provides accountability for public funds, resources, and activities.

3) The Financial Management Information Board shall provide the overall framework within which the Florida Financial Management Information System will operate. The board, through the Florida Financial Management Information System Coordinating Council, shall adopt policies and procedures to:

(a) Strengthen and standardize the fiscal management and accounting practices of the state;

(b) Improve internal financial controls;

(c) Simplify the preparation of objective, accurate, and timely management and fiscal reports; and

(d) Provide the information needed in the development, management, and evaluation of public policy and programs.

Context

The Florida Financial Management Information System Coordinating Council, through close collaboration with stakeholders and technologists, will provide the necessary leadership, recommendations, and support to ensure that these unavoidable transformations will be for the better and promote the timely, efficient, and effective delivery of government services to the citizens of Florida.

Project Integration

The Florida Financial Management Information System Coordinating Council facilitates integration of the State's central administrative and financial management information systems. Recommendations made by the Florida Financial Management Information System Coordinating Council and approved by the Financial Management Information Board must be implemented by Project Aspire.

Membership

Voting Members:

- Chief Financial Officer.
- Attorney General.
- Commissioner of Agriculture
- Director of the Office of Policy and Budget, Executive Office of the Governor.
- Secretary of the Department of Management Services.

Ex-Officio (Non-Voting) Members:

- Auditor General.
- State Courts Administrator.
- An Officer of the Florida Association of State Agency Administrative Services Directors.
- An Officer of Florida Association of State Budget Officers.

The voting and non-voting members may assign designees to represent them at the Florida Financial Management Information System Coordinating Council meetings.

- Roles and Responsibilities**
- See the items listed in the Mission above.

3.2.2 Enterprise Resource Planning Integration (ERPI) Task Force

Purpose The Enterprise Resource Planning Integration Task Force was established by the Legislature in the 2003 Legislative Session to facilitate integration of the State's central administrative and financial management information systems. **The ERPI Task Force has finished its activities and is no longer an active entity.**

Mission The ERPI Task Force prepared and submitted quarterly reports to the Executive Office of the Governor, the Senate and House appropriations committees, and the Financial Management Information Board.

Vision The vision of the ERPI Task Force was to provide the necessary planning, implementation, and integration policies, coordination procedures, and reporting processes to facilitate the successful and efficient integration of Florida's central administrative and financial management business systems.

Goal This Task Force was to remain in place until the integration goals were achieved among Project Aspire, SPURS, the MyFloridaMarketPlace project, COPES, the People First Project, Payroll, LAS/PBS, and SUNTAX, or until June 30, 2006.

Context The Task Force, through close collaboration with stakeholders and technologists, provided the necessary leadership, recommendations, and support to ensure that these unavoidable transformations will be for the better and promote the timely, efficient, and effective delivery of government services to the citizens of Florida.

The Task Force also monitored, reviewed, and evaluated the progress of Project Aspire, SPURS and the MyFloridaMarketPlace project, COPES and the PeopleFirst project, the payroll system, LAS/PBS, and the SUNTAX system, in implementing the process and technical integration requirements and changes approved by the Financial Management Information Board, and in achieving the necessary integration among the central administrative and financial management information systems represented on the task force.

Project Integration The Enterprise Resource Planning Integration Task Force facilitated integration of the State’s central administrative and financial management information systems. Recommendations made by the ERPI Task Force and approved by the Financial Management Information Board must be implemented by Project Aspire.

Membership

Voting Members:

- Chief Financial Officer.
- Attorney General.
- Director of the Office of Policy and Budget, Executive Office of the Governor.
- Secretary of the Department of Management Services.
- State Chief Information Officer of the State Technology Office.
- Executive Director of the Department of Revenue.

Ex-Officio (Non-Voting) Members:

- Auditor General.
- State Courts Administrator.
- An Officer of the Florida Association of State Agency Administrative Services Directors.
- An Officer of Florida Association of State Budget Officers.

**Roles and
Responsibilities**

- Collect information from the subsystem owners and project teams;
- Develop and publish a consolidated list of enterprise resource planning functional and technical integration requirements;
- Publish integration plans and timelines based on information collected from Task Force members;
- Provide recommendations regarding the technical, procedural, policy, process requirements, and changes the Financial Management Information Board; and,
- Prepare and submit quarterly reports to the Executive Office of the Governor, the Senate and House appropriations committees, and the Financial Management Information Board.

3.2.3 *Integration Center of Competency (ICC)*

Purpose	The purpose of the Integration Center of Competency was to support the ERPI Task Force through issue analysis and development of alternatives. The ICC has finished its activities and is no longer an active entity.
Mission	The mission of the Integration Center of Competency was to provide expertise, analysis, and evaluation to address integration issues put before it.
Vision	The vision of the Integration Center of Competency was to provide the necessary planning, implementation, and integration policies, coordination procedures, and reporting processes to facilitate the successful and efficient integration of Florida's central administrative and financial management business systems.
Goal	The goal of the Integration Center of Competency was to evaluate and analyze integration issues and recommend integration strategies for consideration by the ERPI Task Force.
Context	The ICC reported to the ERPI Task Force and was facilitated by the ERPI Task Force staff.
Project Integration	The ICC researched issues assigned by the ERPI Task Force and made recommendations based on this research back to the ERPI Task Force. Project Aspire supported the ICC on those issues that affected it.
Membership	<ul style="list-style-type: none">▪ Ken Granger, Project Manager, myFloridaMarketPlace, DMS, CIO.▪ Kenny Roche, Policy Coordinator, LAS/PBS.▪ Taylor Smith, Project Director, PeopleFirst, DMS, Director, Human Resources Management Division.▪ Rebecca W. Sutton, State Project Director, Project Aspire; DFS, Deputy Chief Financial Officer.▪ Susan Wilson, DOR, Project Director, SUNTAX.

**Roles and
Responsibilities**

- Identify and prioritize integration issues;
- Create workgroups to study specific issues;
- Identify work breakdown structures for workgroups to accomplish;
- Establish expected products and outcomes for each workgroup; and,
- Review results of workgroups and make recommendations to the ERPI Task Force.

3.2.4 *Strategic Business Issue (SBI) Task Force*

Purpose	The purpose of the Strategic Business Issue (SBI) Task Force was to make recommendations to the Chief Financial Officer concerning financial policy changes to resolve strategic business issues. The SBI Task Force has finished its activities and is no longer an active entity.
Mission	The mission of the SBI Task Force was to identify, research, and classify topics, referred to as Strategic Business Issues (SBIs), of financial practice within the State that may benefit from reexamination and may potentially be improved.
Vision	The vision of the SBI Task Force was to leverage Project Aspire to implement strategic “Best Practices” within key process areas.
Goal	The goal of the SBI Task Force was to develop and drive a process for making strategic decisions in a timely manner to allow the results of those decisions to be incorporated into the Aspire system and into other FFMIS components.
Context	The SBI Task Force reported to the Chief Financial Officer. The SBI Task Force was supported by the Project Aspire Application Software Group.
Project Integration	The SBI Task Force identified needed changes to business processes in order to stabilize the business process environment prior to the configuration of Aspire.
Membership	<ul style="list-style-type: none">▪ Doug Darling, DFS, Director, Division of Accounting and Auditing▪ Bruce Gillander, DFS, Director, Division of Treasury

**Roles and
Responsibilities**

- Identify Strategic Business Issues (SBIs);
- Classify Strategic Business Issues (SBIs);
- Document and communicate SBI positions, status, and recommendations, as appropriate;
- Involve agency financial leadership and actively solicit significant agency and other stakeholder input to, participation in, and acceptance of the SBI process;
- Determine SBI resolution options;
- Recommend changes; and,
- Drive decisions.

3.3 External Project Integration Support Processes

The FFMIS Coordinating Council, the ERPI Task Force, the Integration Center of Competency, and the Strategic Business Issues Task Force are controlled by external parties. As a result, Project Aspire participation in the activities of these groups is in accordance with the needs of each, and at the request of those who control them.

When requested, Project Aspire assists these groups with research and documentation tasks for issues relevant to Project Aspire's implementation goals.