

Project Charter For Florida PALM

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Project Overview

Background

The Chief Financial Officer (CFO) is identified as the chief fiscal officer and designated agency head for the Department of Financial Services (Department of DFS) by Article IV, § 4(c), of the Florida Constitution (Fla. Const.) and Chapter 17, section 17.001 and Chapter 20, section 20.21(1), Florida Statutes (F.S.). Section 215.94, F.S., identifies DFS as the functional owner of the Florida Accounting Information Resource Subsystem (FLAIR) and the CFO as the functional owner of the Cash Management Subsystem (CMS). FLAIR and CMS perform various financial and cash management functions. The systems support the business aspects of the Department's Division of Accounting and Auditing (A&A), Division of Treasury (Treasury), and State agency financial accounting.

A capable, flexible, and reliable financial management system is essential for an enterprise the size of Florida. FLAIR is not keeping up with the State's evolving and growing business needs and, as time goes on, the operational risk of relying on FLAIR only increases. The limitations with FLAIR and the associated impacts (e.g., proliferation of agency compensating systems and agency unique processes) are not trivial and negatively impact the operational productivity and the financial management of the State.

The ability of the CFO and DFS to perform their mission is becoming increasingly difficult given the significant limitations with FLAIR. A new financial management solution (FMS) is needed and the need for change is supported by the following factors:

- Organizations have implemented and continue to implement workarounds and financial related business systems to fill "gaps" created by FLAIR limitations. The proliferation of these organization unique processes and compensating financial systems will only continue as business needs change. The result is an increase in operational complexity, maintenance and administrative costs, and increased difficulty for the CFO and DFS to manage the State's financial resources. A secondary impact related to the number of organization unique processes and homegrown systems will be an increased level of complexity to transition to the new FMS.
- FLAIR is a fragile system developed more than 40 years ago and it cannot evolve to meet the State's ever changing business and financial management needs. The system's fragility is evidenced by the complications and instability arising from changes needed to support business and policy needs (e.g., changing organization names or payroll calculations).
- FLAIR is an inflexible system based on an outdated programming and data structure. This is demonstrated by the limited ability to add data elements. The limiting factor is the structure of the programming modules.
- Resources needed to maintain FLAIR are scarce and are becoming more limited. The loss of irreplaceable institutional knowledge and lack of qualified resources to support FLAIR increases future operational risk when changes to the system are needed or system issues need to be resolved. Resource knowledge is critical since system documentation may not always be accurate and up to date.
- FLAIR cannot support the Department's or the State's financial management needs. FLAIR cannot forecast cash demands at a state level nor does it contain functionality supporting operational efficiency (e.g., workflow, automated reconciliation) and cannot promote cost savings/revenue generation (e.g., Net Discounts, interest earnings).

- FLAIR and the Florida Financial Management Information System (FFMIS) subsystems are designed and operated in a way contrary to supporting an enterprise-wide solution. If the state ever wants to move towards an enterprise-wide solution, the State will need to establish a flexible foundation to allow for evolution (i.e., add capabilities) and to be a catalyst for future Statewide operational efficiency and effectiveness efforts.

In accordance with Proviso Section 6, Line 2340A of the 2014 General Appropriations Act (GAA), the Florida Planning, Accounting, and Ledger Management (PALM) Project (Project), formerly known as the FLAIR and CMS Replacement Project, will replace the existing FLAIR and CMS systems with a single, integrated FMS.

Document Purpose

The purpose of this document is to establish in writing, and gaining agreement on, the Project vision, purpose, and expected value to the State. Additionally, this document communicates the Project governance and organizational structure as well as the Project Team role descriptions. Other important project management and governing functions such as decision authority, Communication Management Strategy, success criteria, and cost management will be captured in other created and approved documents.

CFO Statutory Mission

The CFO has the legal responsibility for settling and approving accounts against the State and maintaining all State funds and securities. Chapter 17, Article IV, § 4C Fla. Const. and establishes the CFO’s mission, role, and responsibilities. Subsequently, DFS exists to support the CFO in performing their role and responsibilities. The CFO’s mission (mission) is critical since it clarifies the purpose of the CFO. All current and future Project activities should support this mission.

Project Vision and Goals

It is critical to have a Project vision which clearly articulates future objectives, is supported by the mission, and is founded on guiding principles. The guiding principles must support the mission and take into account the current State environment and what is required for the CFO and DFS to perform the mission. Three guiding principles aligned to the authority granted by statute, were developed to create the Project vision.

Table 1: Guiding Principles and Supporting Statutes

Guiding Principles	Supporting Florida Statutes
Implement a Statewide FMS to enforce process standardization, promote economies of scale, and enable comprehensive, accurate financial information to be produced.	<p>Section 215.93: No agency shall establish/maintain systems which duplicate any of the information systems of FFMIS.</p> <p>Section 216.102: Financial information must be contained within FLAIR.</p> <p>Section 216.141: The CFO shall use FLAIR in the performance of and accounting for all of his or her constitutional and statutory duties and responsibilities</p>
Implement an evolving solution able to respond and support economic, political, and social changes in a timely manner.	Section 215.91: FFMIS subsystems shall be designed to incorporate the flexibility needed to respond to the dynamic demands of State government in a cost-conscious manner.

Guiding Principles	Supporting Florida Statutes
	Section 215.93: FFMIS shall be upgraded as necessary to ensure efficient operation of an integrated financial management information system and to provide information for the effective operation of State Government.
Implement a solution to support a true Statewide, unified information system.	Section 215.91: FFMIS shall be a unified information system. State agencies have access to and use FFMIS for the collection, processing, and reporting of financial management data required for efficient and effective operation.

The vision statement sets the future direction and is the basis for long-term planning. The following Project vision statement encapsulates the guiding principles:

Implement a statewide accounting system that enforces standardization, acts as a scalable foundation to evolve as business needs change, and positions Florida for future innovation as it considers a true enterprise-wide solution.

It is critical to have defined goals aligned to the vision that address the current FLAIR limitations, support the mission, and deliver business value. The goals for the Project are:

1. Reduce the State’s risk exposure by harnessing modern financial management technology built on the premises of scalability, flexibility, and maintainability.
2. Improve State and agency specific decision making by capturing a consistent and an expandable set of data.
3. Improve the State’s financial management capabilities to enable more accurate oversight of budget and cash demands today and in the future.
4. Improve staff productivity, reduce operational complexity and increase internal controls by enabling standardization and automation of business processes within and between DFS and agencies.

Figure 1 below illustrates the linkage between the mission, the Project's vision, guiding principles, and solution goals.

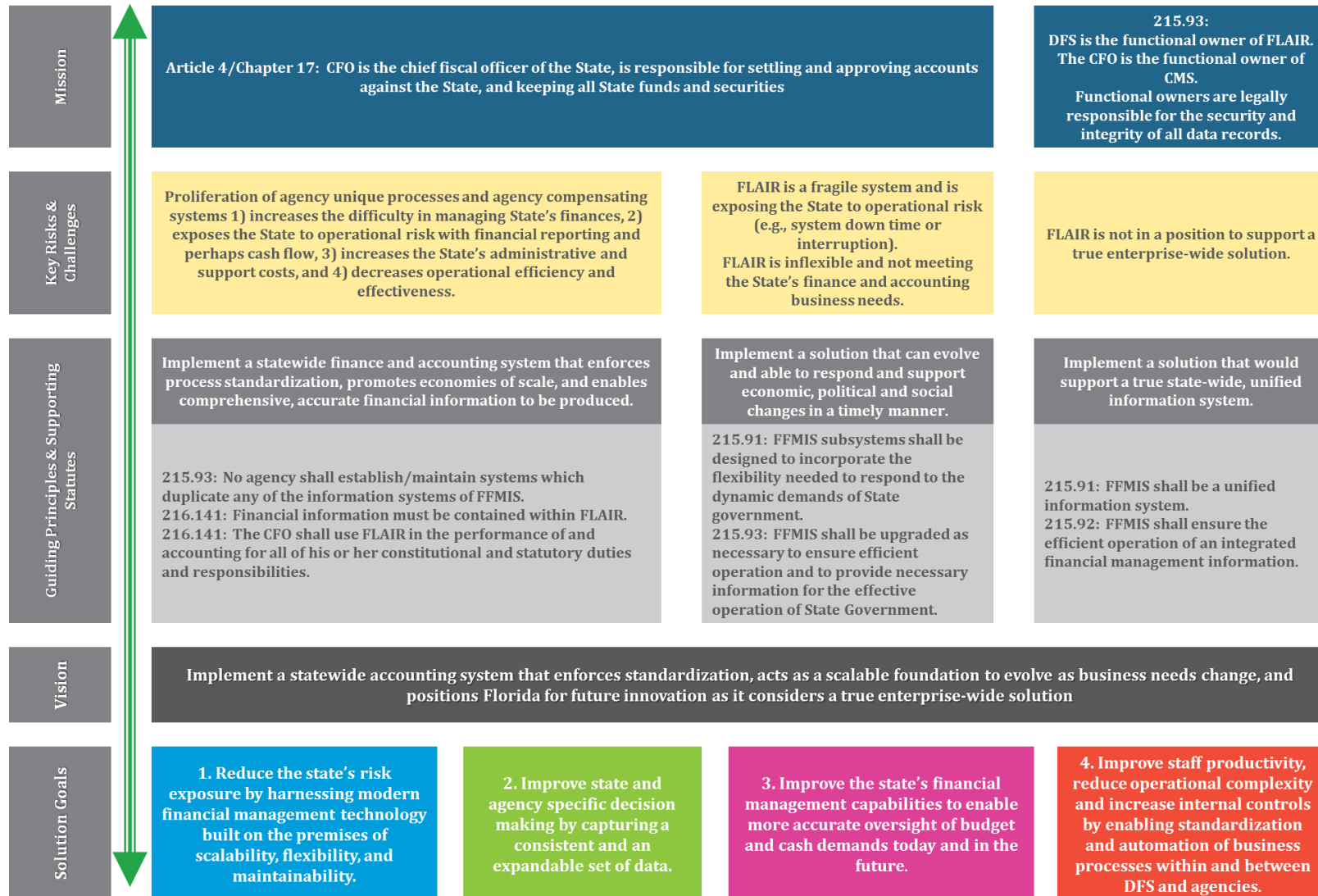


Figure 1: Relationship Between Mission and Project Vision

Implementation Approach

The multi-year Project will have several parts or “phases”:

1. **Pre-DDI Phase** – This initial phase (the Pre-Design, Development and Implementation or Pre-DDI phase) includes planning for DDI readiness, business process standardization, and procurement of the FMS.
2. **DDI Phases** – The first DDI phase includes the implementation of the FMS, focusing on core functionality. The second DDI phase includes the implementation of enhanced functionality.

To achieve Project goals, Project activities will extend past technology related activities and will address the change of business processes and people side of change. During the various phases, the Project will have multiple Tracks (Tracks) staffed to simultaneously support the Project across the four critical dimensions: people, process, project management, and technology. The Tracks that are planned for Pre-DDI and DDI are listed below and may vary when the Project includes a production support component:

1. **BPS – Business Process Standardization** – responsible for business process standardization activities and creating functional requirements for the FMS
2. **OCM – Organizational Change Management** – responsible for developing and executing change management strategies (the people side of change) for the new FMS
3. **PMO – Project Management Office** - responsible for developing and executing Project management strategies for all Project phases. PMO will also be responsible for the procurement activities, management of testing activities
4. **SDS – Systems and Data Strategy** - responsible for developing and executing technical strategies for the new FMS

Each phase will include the development and execution of a detailed Project Management Plan (PMP). The PMP for each phase will outline the processes for managing Project components including communications, documents, schedule, and risks, to support the phase. The following sections describe the high-level Project scope, schedule, organization, and the impacted stakeholders applicable to all phases of the Project.

Scope

Scope will be refined at the beginning of each phase of the Project. The detailed scope of Pre-DDI and high-level scope of DDI phases can be found in Appendix B – Project Scope.

Schedule

A detailed Project schedule, including milestones, will be developed for each phase of the Project.

Cost

The Project will work through the defined Florida Appropriations process to obtain budget needed to support Project activities.

Project Organization Structure

This Project Charter includes the Project organization and a listing of roles and responsibilities. The decision-making authority is documented in Appendix A – Project Governance.

Project Team Organization

Figure 2 depicts the Project's organization. The Project Team will be composed of State resources and contracted resources. The dedicated State resources are: Executive, Project, and Business Sponsors, a Project Director, Deputy Project Directors, Track Managers, and Track Staff.

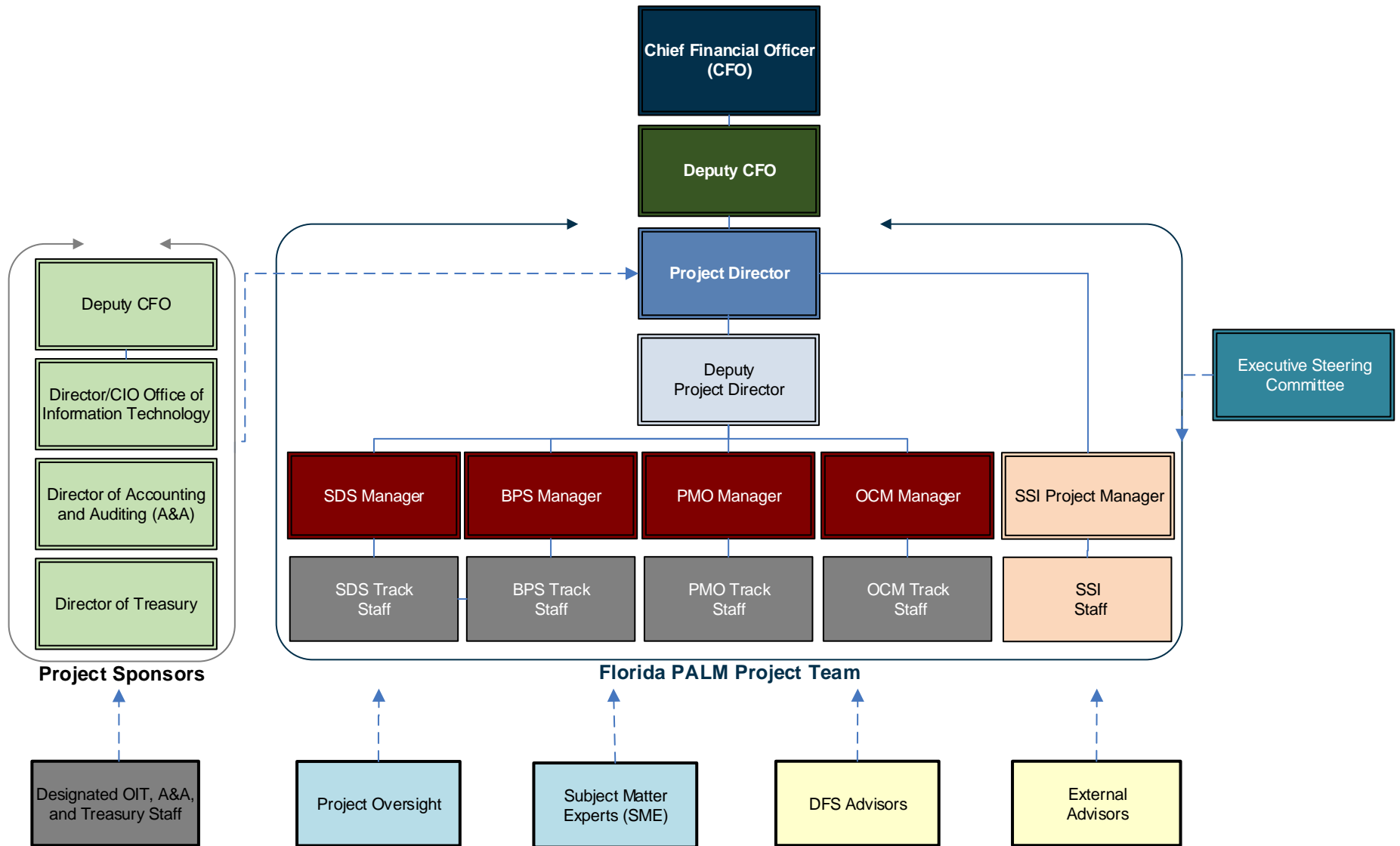


Figure 2: Project Organizational Chart. A full organizational chart for the ESC is provided in Appendix A, Figure 4.

Roles and Responsibilities

Table 2 lists the roles and responsibilities for the Project. Additional roles and/or responsibilities may be updated for each phase to reflect any changes.

Table 2: Roles and Responsibilities

Role	Responsibilities
CFO	<ul style="list-style-type: none"> Provides guidance to the Project Sponsor on political/perception issues associated with the Project Communicates with organization heads Communicates with the Governor, President of the Senate, Speaker of the House, and other stakeholders
Chief of Staff	<ul style="list-style-type: none"> Ensures alignment with DFS' strategic objectives Maintains responsibility for successful completion of the Project's objectives Maintains responsibility for securing funding and resources for the Project Serves as escalation point for the Project Sponsor
Executive Steering Committee	<ul style="list-style-type: none"> See Appendix A
Deputy CFO	<ul style="list-style-type: none"> Serves as Chair of the ESC Serves as the Project Sponsor for the Project Engaged in budget request preparation and the budget approval process Supports Business Sponsors, Project Director and Project Team in all aspects of the Project Resolves impasses between Project Director and Business Sponsors Resolves impasses between Business Sponsors Serves as supervisor of the Project Director Communicates with organization Chiefs of Staff, Executive Office of the Governor (EOG) Staff, and Legislative Staff
Director of Accounting and Auditing (A&A), Director/CIO Office of Information Technology, and Director of Treasury	<ul style="list-style-type: none"> Serves as the Business Sponsors for the Project Provides subject matter expertise, requirements, and resources to the Project Supports Project Director and Project Team in all aspects of the Project Reviews and participates in major business and technical decisions Able to represent Project status and major decisions to outside stakeholders Collaborates with Project to identify and incorporate policy changes

Role	Responsibilities
Project Director	<ul style="list-style-type: none"> • Maintains responsibility for accepting Project strategies to achieve the Project's objectives • Serves as an escalation point within the Project Team • Supervises the Deputy Project Directors and Project Director's office staff • Collaborates with the Sponsors on Project Team staffing: recruitment, retention, separation • Keeps the ESC fully informed on Project status • Confers with DFS and/or External Advisors on topics related to the Project • Makes decisions for the Project that are within cost, schedule, and scope thresholds as defined in Appendix A • Provides final acceptance for all Project deliverables • Advises Sponsors of Project activities and changes that will have an impact on cost or schedule • Serves as the Contract Manager for SSI Contract
Deputy Project Director	<ul style="list-style-type: none"> • Maintains responsibility for implementing approved Project strategies to achieve the Project's objectives • Has day-to-day responsibility for the progress and successful completion of the Project deliverables and oversees the work of the Project Team • Supervises the Track Managers and Deputy Track Manager(s) • Serves as an escalation point within the Project Team • Manages Risks, Issues, and Decisions that cross multiple Tracks • Fulfills Project responsibilities of the Project Director as delegated • Oversees all Project-related procurement activities • Advises Sponsors of Project activities and changes that will have an impact on schedule • Reviews and accepts changes to Project standards and Project procedures
DFS Advisors	<ul style="list-style-type: none"> • Serve in an advisory and support capacity to the Project Sponsor, Project Director, and the Sponsors, advising on matters related to Budget, HR, Legal, Procurement, and other topics as needed • Currently identified as: DFS Budget Officer, Director of the Division of Administration (HR and Procurement expertise), and General Counsel (and their designees)
External Advisors	<ul style="list-style-type: none"> • Reviews impacts and (if needed) authorizes changes to current rules and statutes • Advises Project regarding external policies that need to be considered for the FMS • Reviews Project status updates • Currently identified as: EOG Staff, Legislative Staff, Division of State Technology (non-Oversight staff), FFMS Entities

Role	Responsibilities
Designated OIT, A&A, and Treasury Staff	<ul style="list-style-type: none"> OIT Staff provide technical (including IT standards, integration protocols, and information security) guidance and support for all phases of the Project through operations and maintenance A&A and Treasury Staff provide functional and policy guidance, and subject matter expertise to the FMS for all phases of the Project through operations and maintenance Proactively addresses OCM that comes from the FMS including staff and/or process realignment Collaborates on the development of future state processes and requirements Identifies issues and risks in their area and reports them to the appropriate Track manager
Track Managers	<ul style="list-style-type: none"> Defines Track approach and activities in collaboration with the Project Director Leads, delivers, and supports the execution of Track approach, deliverables, and supporting tasks monitoring performance against the approved Project schedule Supervises State Track staff Oversees the work of Track contractor staff Provides day-to-day leadership and Track subject matter knowledge to the Project Liaises with agencies in accordance with approved OCM Communication Plan Identifies opportunities for stakeholder engagement on designated Track and activities Works with State and contracted staff to monitor adherence to security standards as defined by the DFS Information Security Office Coordinates with PMO, other Track managers, and Project Director on current status, progress, issues, and risks with ongoing and planned activities for the Track Leads and participates in deliverable development, reviews all Track deliverables, and recommends approval to Project Director Manages issues, risks, action items, and decisions for the assigned Track
PMO Track Manager	<ul style="list-style-type: none"> Participate and manage internal Project communication plans and is responsible for overall Project status reporting Coordinates with BPS, SDS, and OCM managers to plan Track activities Oversees the development and monitoring the PMP processes Conducts quality assurance on major Project deliverables

Role	Responsibilities
All Track Staff	<ul style="list-style-type: none"> • Owns and drives results/solutions associated with their subject matter expertise • Develops materials to support the Project • Completes assigned tasks in accordance with the Project schedule • Coordinates with State staff and Contractors on deliverables and scheduled activities • Collaborates with Track Managers on software research for the FMS (e.g, other states, cities, or universities) • Informs the Track Manager of risks and issues that may impact the Project • Uses prescribed tools, templates, and processes • Attends and leads meetings as appropriate • Supports the OCM approach and activities • Assists Project and Track Managers to report and monitor progress, capture metrics, conduct research/analysis in support of the Project • Identifies continuous improvements to tools, templates, and processes
PMO Staff Specific	<ul style="list-style-type: none"> • Administers and manages contracts for Project's contracted services as assigned • Manages the Project schedule • Helps develop and create Project status reports and dashboards • Assists in conducting quality assurance on Project deliverables as assigned • Provides administrative support to the Project including HR, procurement, and payment • Organizes and coordinates office operations • Acts as custodian of Project records, both physical and electronic • Works with Project Director to document Project expenditures and identify upcoming budget and/or purchasing requests • Compares costs and evaluates the quality and suitability of goods or services • Negotiates contracts and acquires goods or services needed by the Project • Supports Project testing activities
BPS Staff Specific	<ul style="list-style-type: none"> • Coordinates and leads business process standardization sessions with the State's subject matter experts (SMEs) in collaboration with BPS Contractors • Applies generally accepted accounting principles and systems analysis techniques to develop recommended solutions for future state financial process • Facilitates process mapping meetings • Supports the development and monitoring of business/functional requirements to confirm alignment with the proposed future standardized processes • Assists in documenting specifications for conversions, upgrades, interfaces, reports, and workflow • Supports development of configuration guides • Obtains adequate knowledge transfer to maintain and operate the FMS

Role	Responsibilities
OCM Staff Specific	<ul style="list-style-type: none"> Partners with all Tracks in facilitating workgroup or workshop sessions Creates stakeholder analysis and coordinates across Tracks to document communications approach (OCM Communications Plan) Leads stakeholder readiness analysis and assessments, and guides change management strategic options Supports the development, execution, and monitoring of OCM requirements to prepare stakeholders for adoption/implementation Supports training creation and delivery Facilitates style guide review of deliverables
SDS Staff Specific	<ul style="list-style-type: none"> Brings knowledge of existing technology and business operations Supports the development and monitoring of technical and general system requirements to confirm alignment with the State environment and future state technical processes Assists in documenting specifications for conversions, upgrades, interfaces, reports, and workflow Supports development of technical operational guides Obtains adequate knowledge transfer to maintain and operate the FMS
Project Oversight	<ul style="list-style-type: none"> Provides an objective assessment as independent third party of products and processes throughout the Project lifecycle Currently identified as: Independent Verification and Validation (IV&V) Contractor and the Division of State Technology Oversight staff
SMEs	<ul style="list-style-type: none"> Provide guidance based on advanced knowledge and expertise in areas such as, but not limited to, legal, technology, and State of Florida accounting practices
SSI Project Manager	<ul style="list-style-type: none"> Manage, supervise and provide direction to SSI Contractor Staff and responsible for SSI Contract fulfillment
SSI Staff	<ul style="list-style-type: none"> Leads/and or supports implementation activities as identified in the SSI Contract

Assumptions

Certain assumptions need to be made to identify and estimate the required tasks and timing for the Project. If one of the below statements is invalidated, there is an assumption that activities and estimates previously established for the Project will need to be re-evaluated for impacts to scope, schedule and/or costs and adjusted accordingly.

- There is commitment to the Project goals from all stakeholders
- The Project budget will be approved each fiscal year of the Project
- The Project schedule will be used to establish and monitor scope and progress of tasks supporting defined milestones and deliverables
- Revisions to the Project schedule will follow the established PMP change management process
- All core functionality to be included in the solution will be identified as part of the requirements gathering and finalized in the Requirements Traceability Matrix
- Any significant Legislative, business requirement, or policy changes during the Project that materially impact the Project will follow the change control process as defined in the PMP
- Software customization will be minimal
- The current FLAIR and CMS systems will function until the FMS is in production

- There is a sufficient talent pool within budget from which to hire State employee resources
- Resources will be available to support the agreed upon schedule
- There will be sufficient engagement by organizations by resources knowledgeable about organization business processes
- There will be sufficient and adequate responses from the vendor community for contracted services
- Partnerships established with external advisors will be collaborative to focus on value to and success of the Project

Critical Success Factors

With a project of this scale, there are critical success factors to monitor closely and adhere to throughout the Project. Consideration has been given to the lessons learned from Project Aspire. Ten key factors are identified to support the successful replacement of FLAIR and CMS with an FMS:

1. Establish a comprehensive multi-tiered governance model
2. Confirm Project funding source
3. Define vision for standard business processes
4. Manage system customizations
5. Initially deploy a limited scope of functionality
6. Utilize a controlled “build on success” approach to validate the FMS
7. Leverage phased rollout to organizations
8. Foster a dynamic, inclusive culture that inspires teamwork, collaboration and open communication
9. Make timely decisions
10. Focus and prioritize time and resources on the things that have the greatest impact on the success of Florida PALM and the FMS

References

The following referenced documents can be viewed on the [Florida PALM web site](#)¹:

1. [FLAIR Study](#)²
2. [2014 Legislative Proviso](#)³ (GAA, Chapter 2014-051, Laws of Florida) and all subsequent years' Proviso

¹ <https://www.myfloridacfo.com/floridapalm/resources/>

² https://www.myfloridacfo.com/floridapalm/wp-content/uploads/2016/06/FS1_140429-DOF05-Final-FLAIR-Study-Combined-v100.pdf

³ http://laws.flrules.org/node?field_list_year_nid=5229

Appendix A – Project Governance

Governance Tiers

The Florida PALM Project Director and the ESC will make all significant Project decisions using the following multi-tiered governance structure:

1. Tier 1: Florida PALM Project Director

The Project Director is charged with managing the Project in conformance with the approved PMP and the Florida Information Technology Project Management and Oversight Standards, Chapter 60GG-1, Florida Administrative Code (F.A.C.) The Project Director is authorized to make Project decisions relevant to:

- a. Scope - Changes that do not add or remove approved requirements as identified in Attachment 5.1 of the SSI Contract.
- b. Schedule - Changes not associated with major deliverable due dates (as identified in Attachment 8 of the SSI Contract) or key Project milestone dates (Go/No-Go dates).
- c. Cost - Changes within the budgeted spend plan categories, provided it does not result in overall Project cost overruns.

2. Tier 2: Florida PALM ESC

The following changes beyond the authority of the Project Director will be presented to the ESC for consideration:

- a. Scope - Changes affecting the addition or removal of the approved Project requirements as identified in Attachment 5.1 of the SSI Contract.
- b. Schedule - Changes impacting due dates of major deliverables or key Project milestones (Go/No-Go dates).
- c. Cost - Changes resulting in request for funds from the Legislative Budget Committee (LBC).

Roles and Responsibilities of the ESC

The ESC has the overall responsibility for ensuring that the Project meets its primary business objectives. The ESC shall:

1. Identify and recommend to the EOG, the President of the Senate, and the Speaker of the House of Representatives any statutory changes needed to implement the FMS that will standardize, to the fullest extent possible, the State's financial management business processes.
2. Review and approve any changes to the Project's scope, schedule, and budget beyond the Project Director's authority.
3. Ensure that adequate organization resources are provided throughout all phases of the Project.
4. Approve all major Project deliverables.
5. Approve the SSI solicitation-related documents for DDI.

ESC Membership

The CFO or Project Sponsor serves as the Chair of the ESC. The ESC will also be composed of the stakeholder members identified in Table 3 and shown in Figure 3:

Table 3: ESC Membership

Role(s)	Agency	Appointed By
Chief Financial Officer or Project Sponsor	DFS	Chief Financial Officer
Division of Treasury Representative	DFS	Chief Financial Officer
Office of Information Systems Representative	DFS	Chief Financial Officer
Four (4) Division of Accounting & Auditing Representatives	DFS	Chief Financial Officer
Department of Management Services (DMS) Representative (Human Resources)	DMS	DMS Secretary
Department of Management Services Representative (Procurement)	DMS	DMS Secretary
Executive Office of the Governor (EOG) Representative	EOG	Governor
Executive Office of the Governor Representative	EOG	Governor
Department of Revenue (DOR) Representative	DOR	DOR Executive Director
Agency Representative (Administrative Services Director, Comptroller, or equivalent) representing regulatory and licensing state agency	Department of Environmental Protection (DEP)	Governor
Agency Representative (Administrative Services Director, Comptroller, or equivalent) representing health care-related state agency	Department of Children and Families (DCF)	Governor
Agency Representative (Administrative Services Director, Comptroller, or equivalent)	Department of Transportation (DOT)	Governor

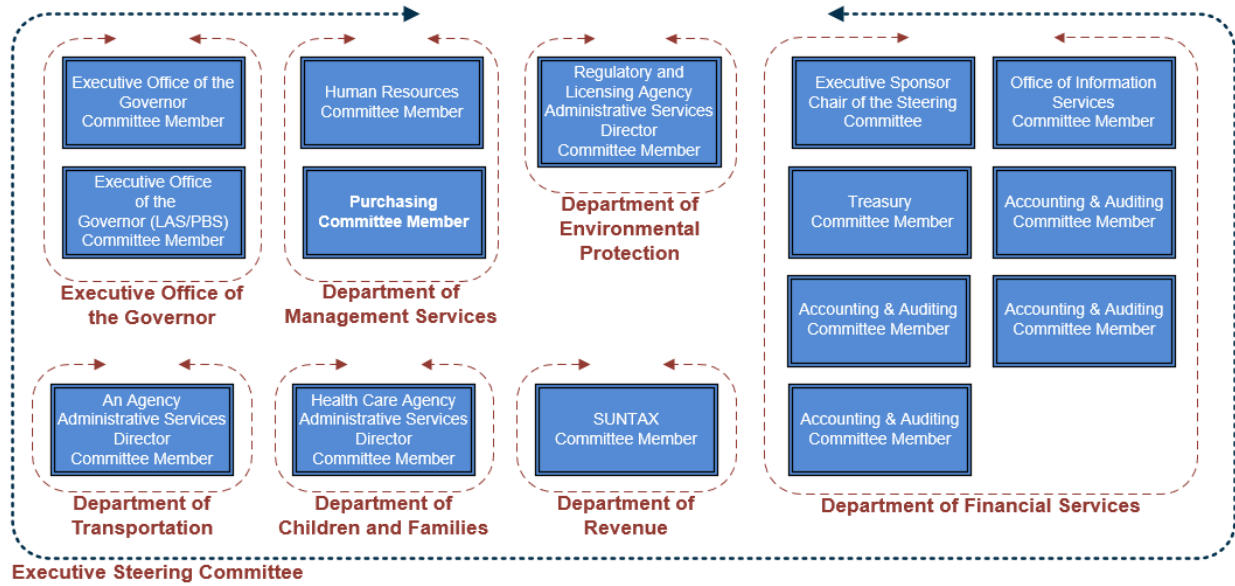


Figure 3: Representatives and Member Agencies of the Project's ESC

Executive Steering Committee Meetings

Meeting Schedule and Process

1. The ESC will meet monthly or as required, at the call of the Chair.
2. The Project Director will update the ESC on matters related to the Project's scope, schedule, budget, issues, risks, decisions made by the Project Director, and change requests, resources, and other relevant Project information.
3. The Project Director prepares and distributes the agenda, status reports, and a list of deliverables for review prior to the meeting.
4. The Project Sponsor chairs the ESC; however, the Project Director is responsible for conducting the meeting.
5. A quorum of the ESC consists of at least 10 members present.
6. The ESC action shall be taken by a vote from at least eight affirmative votes with the CFO or the Project Sponsor serving as the deciding vote in the event of a tie.
7. The ESC meetings will be scheduled at least two weeks in advance with ESC members and publicly noticed at least one week prior to the meeting date.
8. A meeting agenda will be provided when the meeting is noticed.

Appendix B – Project Scope

Purpose

Scope is defined as the work that needs to be accomplished within available resources and time constraints. Work to be accomplished includes products, services, or outcomes that meet the communicated critical success factors of the Project.

The following have been identified for the Project scope.

1. **Complete Project start-up:** The Project will acquire the appropriate resources to execute Track strategies for fulfilling the Project's critical success factors and delivering the scope.

The Project is expected to develop, operationalize, and perform the activities to secure facilities, people, processes, and technologies.

2. **Fulfill the procurement life cycle:** The Project will develop and release a procurement for SSI services, evaluate responses, and negotiate the DDI contract(s).
3. **Fulfill Project readiness for transition to the DDI Phase:** The Project will identify and fulfill Pre-DDI readiness outcomes. These outcomes are lessons learned from past and similarly-sized projects; Project oversight rules; and the FLAIR Study.
4. **Execute the DDI of the FMS:** The Project will implement a statewide FMS that enforces standardization, acts as a scalable foundation to evolve as a business needs change, and positions Florida for future innovation as it considers true enterprise-wide solution. The scope and performance measures will be defined in the executed contract(s).

Outcomes

The Project's critical success factors outlined in this document were used to develop the outcomes listed below.

Project start-up

The following outcomes are important to fulfill the scope:

- Acquire State staff
- Acquire support staff (contracted services)
- Accept Project Charter
- Accept the PMP
- Establish Project branding
- Accept Track strategies BPS, OCM, PMO, and SDS
- Acquire facilities and technology

Fulfill the Procurement Life Cycle

These outcomes are based on the State's and Department's procurement process and are supported by all Tracks:

- Develop and implement a procurement strategy
- Develop procurement package
- Evaluate DDI replies
- Obtain DDI funding
- Define solution acceptance criteria
- Determine best value and award DDI contract(s)

Fulfill Project Readiness for Transition to the DDI Phase

Operational readiness focuses on preparing people, processes, project management, and product requirements for DDI. The outcomes for these four dimensions are:

- Project Management Process and Technology Readiness (Led by the PMO Track)
 - Accept Project Governance (Appendix A to the Project Charter)
 - Establish multi-tiered governance structure
 - Manage support staff acquired through contracted services
 - Operationalize the PMP
 - Accept Project support tools vision and scope statement

- Procure, install, and operationalize appropriate technologies to enable project management processes
- Identify and acquire State resources needed for DDI
- People Readiness (Led by the OCM Track)
 - Operationalize OCM Strategy
 - Establish a Communication Plan
 - Conduct and/or support collaboration activities
 - Develop stakeholder analysis
 - Prepare for workforce transformation
 - Initiate training and knowledge transfer approach
- Process and Product Requirements Readiness (Led by BPS and SDS Tracks)
 - Operationalize BPS Strategy
 - Accept standardized business process models and business requirements
 - Identify and document policy considerations
 - Accept Business Requirements Management Plan
 - Operationalize Requirements Management Plan
 - Operationalize SDS Strategy
 - Accept Data Management Plan
 - Develop and Operationalize Pre-DDI Enterprise Architecture (EA) Strategy

Execute the DDI of the FMS

The Project will accomplish the following by executing a DDI contract(s):

- Request approval for funding per the Legislative Budget Request (LBR) process
- Implement the FMS to accomplish Project Goals

Out of Scope

The following areas are considered out of scope for the Project:

- Any functionality that duplicates any of the other information subsystems of the Florida Financial Management Information System (FFMIS) including:
 - Replacement of the Legislative Appropriation System/Planning and Budgeting Subsystem (LAS/PBS);
 - Replacement of the Personnel Information System (People First);
 - Replacement of the Purchasing Subsystem (MyFloridaMarketPlace);
- Replacement of the purchase and sale of investment and Special Purpose Investment Accounts (SPIA) within the CMS;
- Organization business processes related to any of the functions included in the Personnel Information System, the Purchasing Subsystem, or LAS/PBS; and
- Outsourcing operations of the current FLAIR and CMS systems.

Project Approval

In consultation with the Executive Steering Committee, the signature below indicates approval of this document.

Scott Fennell, Project Sponsor

Date