

# Project Charter For Florida PALM

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**Revision History**

<b>Version</b>	<b>Date</b>	<b>Revision Notes</b>
1.0	11/11/2015	Original document created with basis from content removed from Pre-Design, Development, and Implementation (Pre-DDI) Project Management Plan
2.0	01/14/2016	Updated based on Chief Financial Officer review to align with FLAIR Study
3.0	02/09/2016	Updated to incorporate proposed structure identified by PCB APC 16-02
3.1	02/18/2016	Updated to incorporate "Appointed By" to Executive Steering Committee members
3.2	02/19/2016	Updated to clarify authority of Project Director for cost variances
4.0	05/16/2017	Accepted Version
4.1	05/24/2017	Align Charter with PMP
4.2	03/26/2018	Accepted Version
5.0	02/24/2020	Accepted Version
5.1	02/02/2022	Updates to Contract Manager and Project Director roles and responsibilities, and Decision tier structure.
6.0	08/01/2022	Updates to background, Project goal #4, organizational structure, and roles and responsibilities

## 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. Additionally, FLAIR was built using outdated code base, causing increasing difficulty finding development staff that can support the environment. 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 system (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 was developed approximately 40 years ago and is maintained on an outdated code base and data structure, and cannot be sufficiently updated to meet the state's changing business and financial management needs. This is demonstrated by the complexity and limited ability to add data elements, change data elements, etc. The limiting factor is the structure of the programming modules code base.
- 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 reflect the full productive state.
- FLAIR and the Florida Financial Management Information System (FFMIS) subsystems are designed and operated in a way contrary to supporting an enterprise-wide FMS. If the state wants to move towards an enterprise-wide FMS, the state will need to establish a

flexible foundation to allow for evolution (e.g., 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’s vision, purpose, and expected value to the state. This document communicates the Project governance and organizational structures as well as Project Team role descriptions. Other important project management and governing functions such as decision authority, communication management, success criteria, and cost management are 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, F.S., and Article IV, § 4C Fla. Const. establishes the CFO’s mission, role, and responsibilities. DFS exists to support the CFO in performing their role and responsibilities. As outlined in law, the CFO’s mission (mission) is critical to the State’s financial stability and accordingly 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><b>Section 215.93:</b> No functional owner nor any other agency shall have the authority to establish or maintain additional subsystems which duplicate any of the information subsystems of the FFMIS.</p> <p><b>Section 216.102(2):</b> Financial information must be contained within FLAIR.</p> <p><b>Section 216.141(3):</b> 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.	<p><b>Section 215.91(6):</b> FFMIS subsystems shall be designed to incorporate the flexibility needed to respond to the dynamic demands</p>

Guiding Principles	Supporting Florida Statutes
	of state government in a cost-conscious manner. <b>Section 215.93(1):</b> FFMIS shall be fully implemented and shall be upgraded as necessary to ensure efficient operation of an integrated financial management information system and to provide necessary information for the effective operation of state government.
Implement a solution to support a true Statewide, unified information system.	<b>Section 215.91(2):</b> FFMIS shall be a unified information system. <b>Section 215.91(7):</b> 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. Increase internal controls by enabling standardization and automation of business processes within and between DFS and agencies.

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

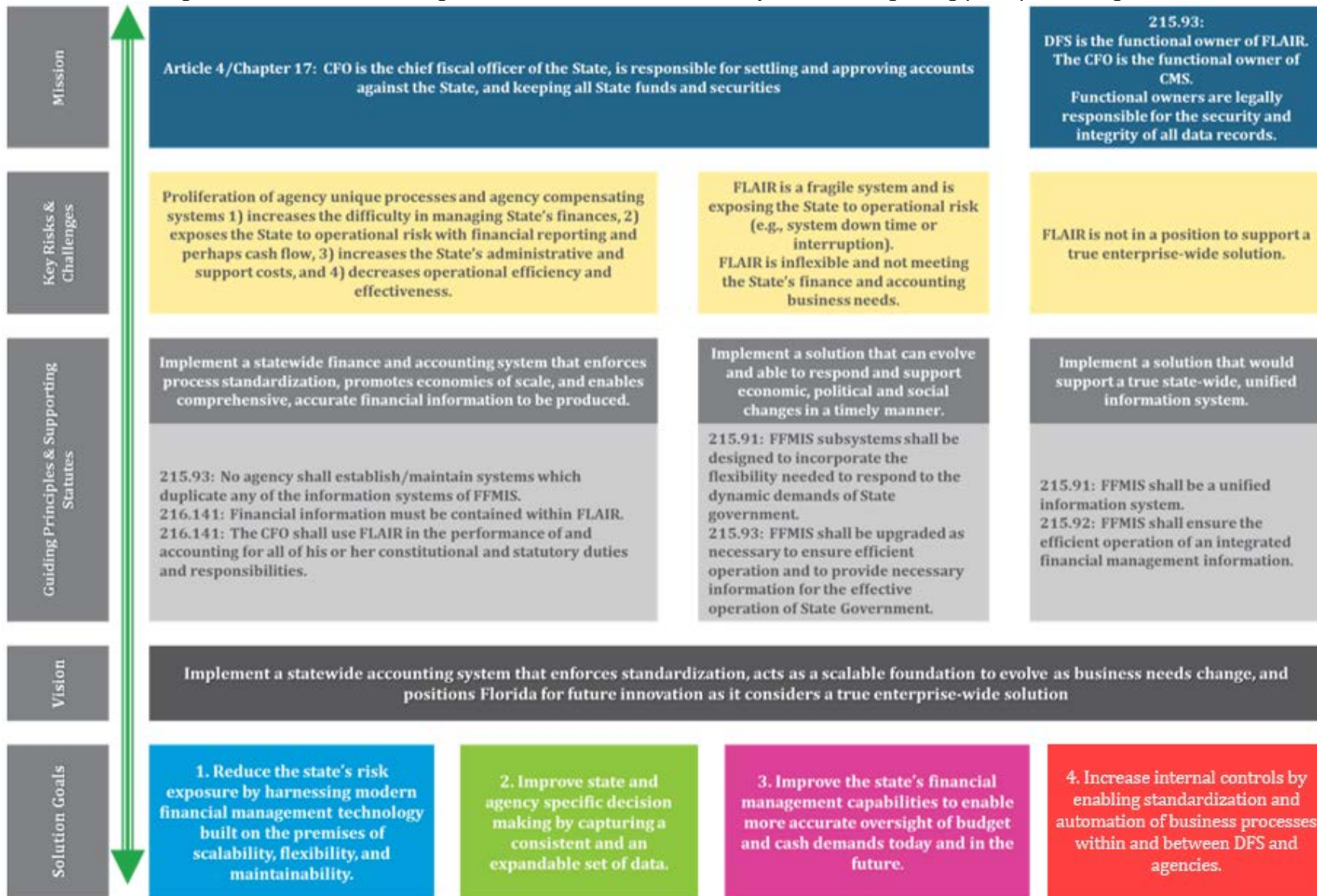


Figure 1: Relationship Between Mission and Project Vision



## 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 be staffed to support the Project across the four critical dimensions: people, process, project management, and technology. The Project will coordinate production support responsibilities with other DFS operational staff.

The Contractor will maintain the Project Management Plan (PMP) via regular reviews. This may include a review and update in preparation for each phase. The PMP will outline the processes for managing Project components including communications, documents, schedule and risks. 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, Executive Project and Business Sponsors, a Project Director, a Deputy Project Director, Project Architects, and Project Staff.



**Directional Key**

- Directly related
- .....> Outside entities that are directly related
- ▭ Team classified as the Project team

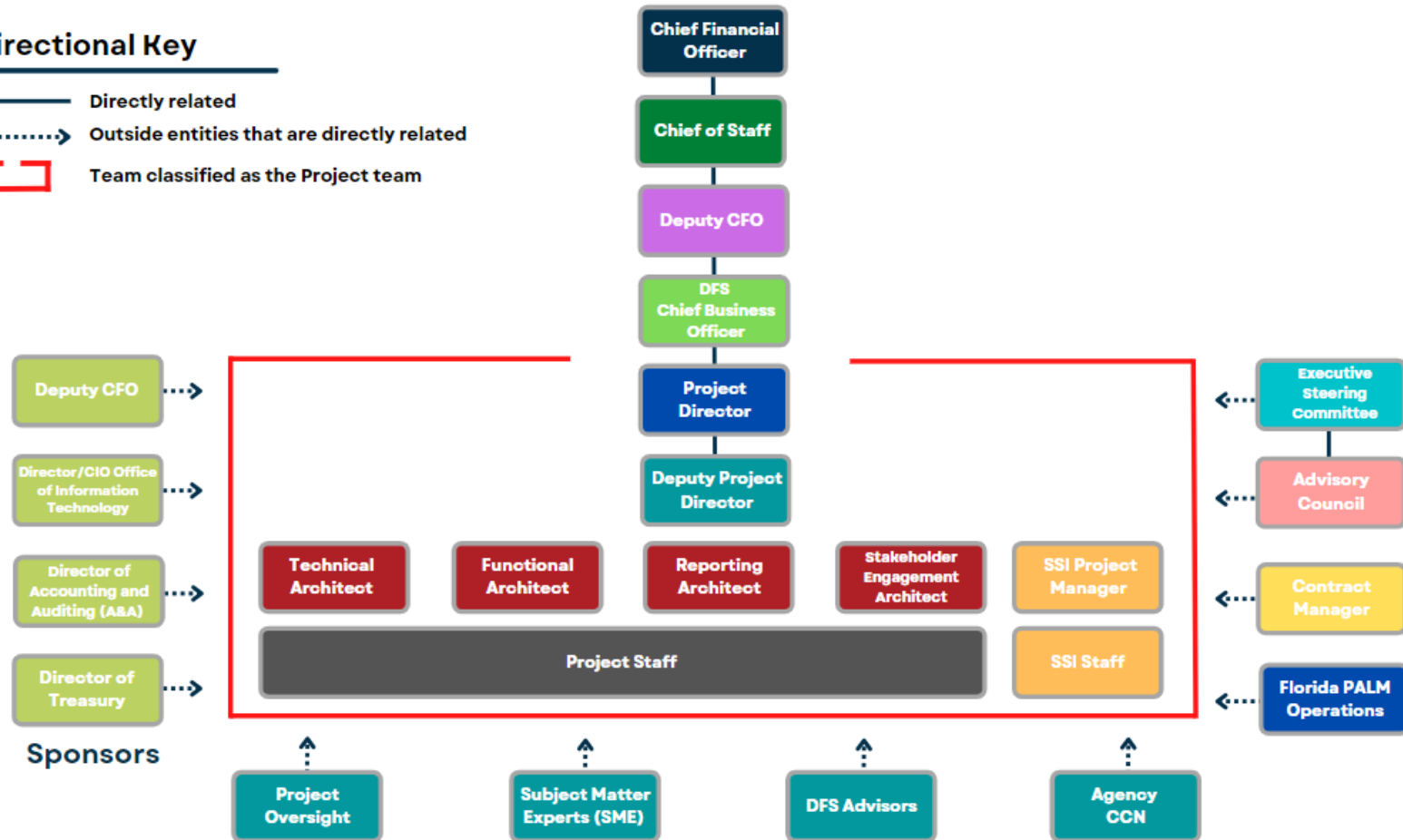


Figure 2: Project Organizational Chart. A full organizational chart for the ESC is provided in Appendix A

## 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"> <li>Provides guidance to the Executive Project Sponsor on political/perception issues associated with the Project</li> <li>Communicates with organization heads</li> <li>Communicates with the Governor, President of the Senate, Speaker of the House and other stakeholders</li> </ul>
Chief of Staff	<ul style="list-style-type: none"> <li>Ensures alignment with DFS' strategic objectives</li> <li>Maintains responsibility for successful completion of the Project's objectives</li> <li>Maintains responsibility for securing funding and resources for the Project</li> <li>Serves as escalation point for the Executive Project Sponsor</li> </ul>
Executive Steering Committee	<ul style="list-style-type: none"> <li>See Appendix A</li> </ul>
Florida PALM Advisory Council	<ul style="list-style-type: none"> <li>Gather, share, and discuss information related to the Project across impacted agencies</li> <li>Facilitate cross agency discussion, discuss best practices and bring agency perspectives to the Project</li> <li>Provide options on topics/issues that may impact either currently deployed functionality or will impact future development to the ESC</li> <li>Ensure the ESC is provided all possible options to an issue to properly inform the ESC prior to their decisions that impact the Project</li> <li>Identify other agency resources to provide input or engage with the Project as requested</li> <li>Act as an advocate for Florida PALM</li> </ul>
Chief Business Officer	<ul style="list-style-type: none"> <li>Serves as Executive Project Sponsor of the Project and Chair of the ESC</li> <li>Engaged in budget request preparation and the budget approval process</li> <li>Supports Business Sponsors, Agency Sponsors, Project Director and Project Team in all aspects of the Project</li> <li>Resolves impasses between Project Director and Business Sponsors</li> <li>Resolves impasses between Business Sponsors</li> <li>Serves as supervisor of the Project Director</li> <li>Communicates with organization Chiefs of Staff, Deputy CFO, Executive Office of the Governor (EOG) Staff, and Legislative Staff</li> </ul>

Role	Responsibilities
Director of Accounting and Auditing (A&A), Director/CIO Office of Information Technology, and Director of Treasury	<ul style="list-style-type: none"> <li>Serves as the Business Sponsors for the Project</li> <li>Provides subject matter expertise, requirements, and resources to the Project</li> <li>Supports Project Director, Deputy Project Director, and Project Team in all aspects of the Project</li> <li>Reviews and participates in major business and technical decisions</li> <li>Able to represent Project status and major decisions to outside stakeholders</li> <li>Collaborates with Project to identify and incorporate policy changes</li> </ul>
Contract Manager	<ul style="list-style-type: none"> <li>Serves as the Contract Manager for the Software and Systems Integrator (SSI) Contract</li> <li>Conducts quality assurance on the SSI Contract deliverables</li> <li>Provides final acceptance for all SSI Contract deliverables</li> <li>Provides contract updates to the ESC</li> </ul>
Project Director	<ul style="list-style-type: none"> <li>Maintains responsibility for accepting Project strategies to achieve the Project's objectives</li> <li>Has day-to-day responsibility for the progress and successful completion of the Project deliverables and oversees the work of the Project Team</li> <li>Serves as an escalation point within the Project Team</li> <li>Supervises the Deputy Project Director and the Functional, Technical and Reporting Architects.</li> <li>Collaborates with the Sponsors on Project Team staffing: recruitment, retention and separation</li> <li>Keeps the ESC fully informed on Project status</li> <li>Confers with DFS and/or External Advisors on topics related to the Project</li> <li>Makes decisions for the Project that are within cost, schedule and scope thresholds as defined in Appendix A</li> <li>Oversees the development and monitoring the PMP processes</li> <li>Provides final acceptance for internal Project deliverables</li> <li>Provides approval for all deliverable expectation documents (DED)</li> <li>Recommends acceptance of SSI Contract deliverables to Contract Manager</li> <li>Advises Sponsors of Project activities and changes that will have an impact on cost or schedule</li> </ul>

Role	Responsibilities
Deputy Project Director	<ul style="list-style-type: none"> <li>• Maintains responsibility for implementing approved Project strategies to achieve the Project’s objectives</li> <li>• Has day-to-day responsibility for the progress and successful completion of the Project deliverables and oversees the work of the Project Team</li> <li>• Serves as an escalation point within the Project Team</li> <li>• Supervises the Stakeholder Engagement Architect, the Project Management Office and Communications teams, and the Florida PALM Agency Liaison.</li> <li>• Manages Risks, Issues and Decisions that cross multiple teams</li> <li>• Fulfills Project responsibilities of the Project Director as delegated</li> <li>• Manages the Project Schedule and project management activities</li> <li>• Oversees all Project-related procurement activities</li> <li>• Advises Executive Project and Business Sponsors of Project activities and changes that will have an impact on schedule</li> <li>• Reviews and accepts changes to Project standards and Project procedures</li> </ul>
DFS Advisors	<ul style="list-style-type: none"> <li>• Serves in an advisory and support capacity to the Executive Project Sponsor, Project Director and the Business Sponsors, advising on matters related to Budget, HR, Legal, Procurement and other topics as needed</li> <li>• Currently identified as: DFS Budget Officer, Director of the Division of Administration (HR and Procurement expertise), and General Counsel (and their designees)</li> </ul>
External Advisors	<ul style="list-style-type: none"> <li>• Reviews impacts and (if needed) authorizes changes to current rules and statutes</li> <li>• Advises Project regarding external policies that need to be considered for the FMS</li> <li>• Reviews Project status updates</li> <li>• Currently identified as: EOG Staff, Legislative Staff, Florida Digital Services (non-Oversight staff), FFMIS Partners</li> </ul>
Designated OIT, A&A, and Treasury Staff	<ul style="list-style-type: none"> <li>• 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</li> <li>• A&amp;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</li> <li>• Proactively addresses change impacts that come from the FMS including staff and/or process realignment</li> <li>• Collaborates on the development of future state processes and requirements</li> <li>• Identifies issues and risks in their area and reports them to the Project Architects</li> </ul>

Role	Responsibilities
Florida PALM Operations	<ul style="list-style-type: none"> <li>• Provides user support for Florida PALM</li> <li>• Receives and manages support requests for Florida PALM</li> <li>• Resolves tier 1 support requests</li> <li>• Coordinates support for tier 2 and 3 support requests</li> <li>• Works with production support team to apply system updates</li> </ul>
Project Architects	<ul style="list-style-type: none"> <li>• Defines approach and activities in collaboration with the Project Director and/or Deputy Project Director</li> <li>• Provides content subject matter knowledge to the Project</li> <li>• Liaises with agencies to support their understanding of the proposed FMS</li> <li>• Identifies opportunities for stakeholder engagement on designated activities</li> <li>• Works with state and contracted staff to monitor adherence to security standards as defined by the DFS Information Security Office</li> <li>• Leads and participates in deliverable development and reviews assigned deliverables</li> <li>• Manages assigned issues, risks, action items and decisions</li> </ul>
Agency Liaison	<ul style="list-style-type: none"> <li>• Serves as point of contact to support DFS understanding of the proposed FMS</li> <li>• Provides updates to DFS Change Champion Network Agency Sponsor on DFS transition status</li> </ul>

<p>Project Staff</p>	<ul style="list-style-type: none"> <li>• Owns and drives results/solutions associated with their subject matter expertise</li> <li>• Develops materials to support the Project</li> <li>• Completes assigned tasks in accordance with the Project schedule</li> <li>• Coordinates with state staff and contractors on deliverables and scheduled activities</li> <li>• Collaborates with Project Architects on software research for the FMS other entities (e.g, other states, cities, or universities)</li> <li>• Informs the Project Management Office (PMO) team of risks and issues that may impact the Project</li> <li>• Uses prescribed tools, templates and processes</li> <li>• Attends and leads meetings as appropriate</li> <li>• Supports the overarching change management approach and activities</li> <li>• Assists with reporting and progress monitoring, captures metrics, and conducts research/analysis in support of the Project</li> <li>• Identifies continuous improvements to tools, templates and processes</li> <li>• Partners with team members in facilitating workgroup or workshop sessions</li> <li>• Creates stakeholder analysis and coordinates across teams to document communications approach</li> <li>• Leads stakeholder readiness analysis and assessments, and guides change management strategic options</li> <li>• Supports the development, execution and monitoring of change management requirements to prepare stakeholders for adoption/implementation</li> <li>• Supports training creation and delivery</li> <li>• Facilitates style guide review of deliverables</li> <li>• Administers and manages contracts for Project’s contracted services as assigned</li> <li>• Manages the Project schedule</li> <li>• Helps develop and create Project status reports and dashboards</li> <li>• Assists in conducting quality assurance on Project deliverables as assigned</li> <li>• Provides administrative support to the Project including HR, procurement and payment</li> <li>• Organizes and coordinates office operations</li> <li>• Acts as custodian of Project records, both physical and electronic</li> <li>• Works with Project Director to document Project expenditures and identify upcoming budget and/or purchasing requests</li> <li>• Compares costs and evaluates the quality and suitability of goods or services</li> <li>• Negotiates contracts and acquires goods or services needed by the Project</li> <li>• Supports Project testing activities</li> <li>• Coordinates and leads business process standardization sessions with subject matter experts (SMEs)</li> </ul>
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Role	Responsibilities
	<ul style="list-style-type: none"> <li>• Applies generally accepted accounting principles and systems analysis techniques to develop recommended solutions for future-state financial process</li> <li>• Facilitates process mapping meetings</li> <li>• Supports the development and monitoring of business/functional requirements to confirm alignment with the proposed future standardized processes</li> <li>• Assists in documenting specifications for conversions, upgrades, interfaces, reports and workflow</li> <li>• Supports development of configuration guides</li> <li>• Obtains adequate knowledge transfer to maintain and operate the FMS</li> <li>• Brings knowledge of existing technology and business operations</li> <li>• Supports the development and monitoring of technical and general system requirements to confirm alignment with the current-state environment and future-state technical processes</li> <li>• Assists in documenting specifications for conversions, upgrades, interfaces, reports, and workflows</li> <li>• Supports development of technical operational guides</li> <li>• Obtains adequate knowledge transfer to maintain and operate the FMS</li> <li>• Provide subject matter expertise where appropriate to the Florida PALM Solution Center and Production Support</li> </ul>
Project Oversight	<ul style="list-style-type: none"> <li>• Provides an objective assessment as independent third party of products and processes throughout the Project lifecycle</li> <li>• Currently identified as: Independent Verification and Validation (IV&amp;V) Contractor and the Florida Digital Service Oversight staff</li> </ul>
SMEs	<ul style="list-style-type: none"> <li>• Provide guidance based on advanced knowledge and expertise in areas such as, but not limited to, legal, technology and State of Florida accounting practices</li> </ul>
SSI Project Manager	<ul style="list-style-type: none"> <li>• Manage, supervise and provide direction to SSI Contractor Staff and responsible for SSI Contract fulfillment</li> </ul>
SSI Staff	<ul style="list-style-type: none"> <li>• Leads/and or supports implementation activities as identified in the SSI Contract</li> </ul>

## 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 as appropriate
- Executive Steering Committee will provide timely decisions on items impacting project scope and schedule
- All core functionality to be included in the FMS 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 evaluated on a case by case bases; however not all customizations will be implemented
- The current FLAIR system will function until the FMS is fully implemented 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
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

## References

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

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

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

<sup>2</sup> [https://www.myfloridacfo.com/floridapalm/wp-content/uploads/2016/06/FS1\\_140429-DOF05-Final-FLAIR-Study-Combined-v100.pdf](https://www.myfloridacfo.com/floridapalm/wp-content/uploads/2016/06/FS1_140429-DOF05-Final-FLAIR-Study-Combined-v100.pdf)

<sup>3</sup> [http://laws.flrules.org/node?field\\_list\\_year\\_nid=5229](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 to, 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 Executive Office of the Governor (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 contract related documents for the SSI Contract.

## ESC Membership

CFO or Executive Project Sponsor serves as the Chair of the ESC. The ESC will also be composed of the stakeholder members identified in Table 1 and shown in Figure 1:

Table 1: ESC Membership

Role(s)	Agency	Appointed By
Chief Financial Officer or Executive Project Sponsor	DFS	Chief Financial Officer
Division of Treasury Representative	DFS	Chief Financial Officer
Chief Information Officer	DFS	Chief Financial Officer
Two Division of Accounting & Auditing Representatives	DFS	Chief Financial Officer
Executive Office of the Governor (LAS/PBS) Representative	EOG	Governor
Executive Office of the Governor Representative	EOG	Governor
Department of Revenue Representative	DOR	DOR Executive Director
Department of Management Services (Human Resources) Representative	DMS	DMS Secretary
Department of Management Services (Purchasing) Representative	DMS	DMS Secretary
Department of Environmental Protection Chief Information Officer	DEP	Governor
Department of Business and Professional Regulation Representative	DBPR	DBPR Secretary
Florida Fish and Wildlife Conservation Commission Representative	FWC	Chair FWC
Department of Transportation (Administrative Services Director, Comptroller, or equivalent)	DOT	Governor
Department of Education Budget Director or their designee	DOE	DOE Budget Director
Executive Sponsor of the Florida Health Care Connection (FX) System	AHCA	AHCA Secretary
State Chief Information Officer	Florida Digital Service	Implementing Bill

Executive Steering Committee			
<p><b>Executive Office of the Governor</b></p> <p>Executive Office of the Governor Committee Member</p> <p>Executive Office of the Governor (LAS/PBS) Committee Member</p>	<p><b>Department of Management Services</b></p> <p>Human Resources Committee Member</p> <p>Purchasing Committee Member</p>	<p><b>Department of Environmental Protection</b></p> <p>Chief Information Officer Committee Member</p>	<p><b>Florida Digital Service</b></p> <p>Chief Information Officer Committee Member</p>
<p><b>Department of Revenue</b></p> <p>Finance and Accounting Representative</p>	<p><b>Department of Transportation</b></p> <p>Agency Administrative Services Director</p>	<p><b>Department of Business and Professional Regulation</b></p> <p>Department of Business and Professional Regulation Committee Member</p>	<p><b>Florida Fish and Wildlife Conservation Commission</b></p> <p>Florida Fish and Wildlife Conservation Committee Member</p>
<p><b>Department of Education</b></p> <p>Budget Director Committee Member</p>	<p><b>Agency for Health Care Administration</b></p> <p>Florida Health Care Connections Project Committee Member</p>	<p><b>Department of Financial Services</b></p> <p>Executive Sponsor, Chair of the Steering Committee</p> <p>Chief Information Officer Committee Member</p> <p>Treasury Committee Member</p>	<p>Accounting &amp; Auditing Committee Member</p> <p>Accounting &amp; Auditing Committee Member</p>

Figure 1: ESC membership

## 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, change requests, resources, and other relevant Project information
3. The Project Director or designated Project member prepares and distributes the agenda, status reports and a list of deliverables for review prior to the meeting
4. The CFO or Executive Project Sponsor chairs the ESC.
5. A quorum of the ESC consists of at least 10 members present
6. Any ESC action shall be taken by a vote of at least eight members voting in the affirmative, with the CFO or the Executive Project Sponsor voting on the prevailing side
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 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 system. 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 strategies
- 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:

- Develop and implement a procurement strategy
- Develop procurement package
- Evaluate DDI replies
- Obtain DDI funding
- Define FMS 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
  - 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
  - Operationalize change management 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
  - Operationalize business process standardization strategy
  - Accept standardized business process models and business requirements
  - Identify and document policy considerations
  - Accept Business Requirements Management Plan
  - Operationalize Requirements Management Plan
  - Operationalize systems and data 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
- Outsourcing operations of the current FLAIR and CMS systems.

## **Project Approval**

The signature below indicates approval of this document.

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Steven Fielder, Executive Project Sponsor

Date