JEFFREY S. BRAGG, SECRETARY

DEPARTMENT OF ELDER AFFAIRS (DOEA)

PROJECT CHARTER

FOR

ENTERPRISE CLIENT INFORMATION AND
REGISTRATION TRACKING SYSTEM (eCIRTS) PROJECT

JULY 17, 2018
## Contacts

<table>
<thead>
<tr>
<th><strong>Project Name:</strong></th>
<th>Enterprise Client Information and Registration Tracking System</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Request or Submit Date:</strong></td>
<td>7/24/2017</td>
</tr>
<tr>
<td><strong>Estimated Project Duration:</strong></td>
<td>Large Over 2 Years</td>
</tr>
<tr>
<td><strong>Executive Sponsor:</strong></td>
<td>Jon Manalo</td>
</tr>
<tr>
<td><strong>Business Functional Sponsor:</strong></td>
<td>Madeleine Nobles</td>
</tr>
<tr>
<td><strong>Contract Manager:</strong></td>
<td>Shandra McGlohon</td>
</tr>
<tr>
<td><strong>DOEA Project Manager:</strong></td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Budget and Planning Director:</strong></td>
<td>Chris Evans</td>
</tr>
<tr>
<td><strong>Legislative Affairs Director:</strong></td>
<td>Jon Conley</td>
</tr>
<tr>
<td><strong>IT (CIO):</strong></td>
<td>Steve Grantham</td>
</tr>
</tbody>
</table>

### Impacted Business Division(s)/Stakeholders

- DOEA Bureau of Planning and Evaluation
- DOEA Office of Strategic Initiatives
- DOEA Communications
- DOEA Legislative Affairs
- DOEA Division of Statewide and Community-Based Services
- DOEA Bureau of Community and Support Services
- DOEA Bureau of CARES
- DOEA Financial and Support Services
- DOEA Monitoring and Quality Assurance
- DOEA Bureau of Long-term Care and Support
- Area Agency on Aging (AAA)/Aging and Disability Resource Center (ADRC) staff
- Agency for Health Care Administration (AHCA)
- DOEA Inspector General
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1. EXECUTIVE SUMMARY

1.1. CHARTER PURPOSE

The purpose of the Enterprise Client Information Registration Tracking System (eCIRTS) Project Charter is to communicate to project participants and stakeholders the formal authorization for the eCIRTS project to begin. The following sections describe the AST required components of the eCIRTS Project Charter.

1.2. DOEA BACKGROUND

The Department of Elder Affairs (DOEA) was created in 1991 through the enactment of the “Department of Elderly Affairs Act” (Chapter 430, Florida Statutes). Since 1992, DOEAs mission has been successfully serving and advocating for elder Floridians acting as the primary state agency for administering human services programs for elders and developing policy recommendations for long-term care. DOEA’s primary goal is to utilize resources efficiently and effectively to help ensure the greatest possible number of elders and persons with disabilities can spend their golden years living healthy, active, and fulfilling lives in their communities.

Florida is home to nearly 5.2 million residents age 60 and older and currently ranks first in the nation for the population of 65 years or older and as the senior population continues to increase, Florida’s future is linked to the financial, health, and physical security of the elder population. DOEA serves a population of over 900,000 Florida residents comprising almost 20% of the elder population in Florida. DOEA provides these services through its Division of Statewide Community-Based Services, which works through the state’s eleven Area Agencies on Aging (AAAs)/Aging and Disability Resource Centers (ADRCs) (AAA/ADRC), Lead Agencies, and local service providers. DOEA also administers a wide range of programs, ranging from the Long-Term Care Ombudsman Program (LTCOP), Office of Public and Professional Guardians, Communities for a Lifetime, SHINE (Serving Health Insurance Needs of Elders), and CARES (Comprehensive Assessment and Review for Long-Term Care Services).

There has been a steady 2.5% average annual increase in the number of clients DOEA serves over the past five years. This coupled with stagnant or decreasing budgets along with outdated, inefficient technologies have strained available resources. To support its service goals and keep pace with client growth there is now a pressing need for increased efficiencies by leveraging reengineered processes and new technologies across the Department.

The new eCIRTS is central to the DOEAs process improvement strategy. It is anticipated the new system, combined with business process improvements, will provide a significant elimination or reduction of manual processes, increase staff efficiencies, enhance client access, and provide better analytics and reporting capabilities to enhance workforce management and planning.
2. BUSINESS NEED AND OBJECTIVES

2.1 BUSINESS NEED AND JUSTIFICATION

The current technology used by DOEA to provide services including determining medical eligibility of the State’s elderly population for cost effective home and community-based services, is the antiquated legacy Client Information and Registration Tracking System (CIRTS). CIRTS is a 25+ year old system using an obsolete and no longer supported technology. The impact of continuing to utilize older technology is reduced stability, dependability, extensibility, and supportability of DOEA’s most critical application. Additionally, years of extensive programmatic changes have resulted in conflicting modifications and workarounds in code, creation of additional external “shadow” databases, and paper-based processes severely convoluting the workflow, data management, and security processes. This has resulted in significant inefficiencies in the system and therefore reducing employee efficiency and productivity.

2.2 PROJECT BENEFITS

The high-level benefits for DOEA of the eCIRTS Project are listed in the table below:

<table>
<thead>
<tr>
<th>#</th>
<th>Benefit Description</th>
<th>How is Benefit Realized?</th>
<th>How Assessed/Measured?</th>
<th>Date Realized (MM/YY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Implementation of a centralized client data management system with master data management</td>
<td>• Enhanced client management, access, and service&lt;br&gt;• Increased data integrity&lt;br&gt;• Reduced data duplication</td>
<td>Compare against baselined current system data management</td>
<td>09/21</td>
</tr>
<tr>
<td>2.</td>
<td>Enhanced functionality for mobile access to systems and information</td>
<td>• Enhanced mobile workforce functionality and efficiency&lt;br&gt;• Access to application via Wi-Fi, cellular, and offline functionality&lt;br&gt;• Addition of route-based scheduling</td>
<td>Compare against baselined current system functionality and accessibility</td>
<td>09/21</td>
</tr>
<tr>
<td>3.</td>
<td>Enhanced workflow and workforce management capabilities increasing intra/interdepartmental collaboration.</td>
<td>• Reduction or elimination of manual processes&lt;br&gt;• Increased staff efficiency&lt;br&gt;• Increased management oversight, staff accountability, and resource planning</td>
<td>Compare against baselined current processing times</td>
<td>09/21</td>
</tr>
<tr>
<td>#</td>
<td>Benefit Description</td>
<td>How is Benefit Realized?</td>
<td>How Assessed/Measured?</td>
<td>Date Realized (MM/YY)</td>
</tr>
<tr>
<td>----</td>
<td>-------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>4.</td>
<td>Addition of electronic signature functionality</td>
<td>• Reduced processing time&lt;br&gt;• Reduced cost from current mail/fax activities</td>
<td>Compare against baselined current time needed to process</td>
<td>09/21</td>
</tr>
<tr>
<td>5.</td>
<td>Addition of advanced reporting and analytics functionality</td>
<td>• Improved staff productivity and efficiency&lt;br&gt;• Enhanced strategic planning, forecasting, and reporting capabilities</td>
<td>Compare against baselined current reporting capabilities</td>
<td>09/21</td>
</tr>
<tr>
<td>6.</td>
<td>Improved system scalability to accommodate increased resource capacity needs, improved system modularity and extensibility with a business rules engine to expand system functionality</td>
<td>• Enhanced ability to quickly address changing resource capacity needs&lt;br&gt;• More flexible system configuration capabilities to address dynamic request for modifications</td>
<td>Compare against baselined capacity planning and development time</td>
<td>09/21</td>
</tr>
</tbody>
</table>

### 2.3 BUSINESS OBJECTIVES

The overall purpose of the eCIRTS project is to optimize business processes and align the optimized process with the best value technology solution available in the market to support DOEAs drive for increased efficiency.
The key goals and objectives, by phase, of the CIRTS Project are listed below:

<table>
<thead>
<tr>
<th>Goals and Objectives</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Phase I: Business Process Reengineering, Requirements Definition, and Market Analysis** | DOEA's primary goal for Phase I was to re-evaluate the ways DOEA provides services, keeping those processes that work and redesigning those that can provide more efficiency. In addition, evaluating technology options that will assist DOEA with implementing the improved processes. The following objectives were identified for Phase I:  
  - Document the “as-is” processes to identify areas for improvement;  
  - Document “to-be” processes that are actionable and more efficient in the provision of services to the elder citizens of the State of Florida;  
  - Define the detailed requirements that support the more efficient to-be processes; and  
  - Develop a market analysis to identify the best value technology solutions that best aligns with DOEA’s more efficient “to-be” processes. |
| **Phase II: Schedule IV-B, Advance Planning Document, Invitation to Negotiate, Use Cases, Organizational Change Management, and Workforce Transition** | DOEA's primary goal for Phase II is to secure funding for the eCIRTS project and to release an Invitation to Negotiate (ITN) procurement. The following objectives are identified for Phase II:  
  - Develop a Schedule IV-B and ancillary documents for submission to the Governor's Office and Legislature;  
  - Develop an Advanced Planning Document for submission to the U.S. Department of Health and Human services (HHS), Centers for Medicare and Medicaid Services (CMS);  
  - Develop Use Cases for submission with ITN;  
  - Develop an Organizational Change Management Plan and Workforce Transition Plan in preparation for Phase III;  
  - Develop, release, and manage an ITN procurement; and  
  - Select a solution and vendor partner that provides the least risk and the best value for DOEA and the citizens it serves. |
### Phase III: Replace Antiquated Technology Aligned with New Business Processes

**DOEA’s primary goal for Phase III** is to replace the current 25+ year old technology with current technology that is reliable, supportable, easily expandable, extensible, increases data integrity, enhances security (both Federal and State requirements), increases mobile capabilities and aligns with enhanced business processes. The following objectives are identified for Phase III:

- **On-board a System Integrator**;
- Work with the selected vendor partner to deliver the required scope, on schedule, and within budget including:
  - Gap/Fit analysis;
  - System design;
  - System development and configuration (including interfaces, data conversions, reports and correspondence);
  - System Testing, Unit Testing, User Acceptance Testing;
  - System Training; and
  - System Deployment.
- Implement Organizational Change Management activities; and
- Successfully close out the eCIRTS project.

### Phase IV: Operations and Maintenance

The primary goal of operations and maintenance is to utilize the implemented technology to increase the efficiency and effectiveness of DOEA’s resources in the provision of services to the elder citizens in the State of Florida. The primary objectives are identified for operations and maintenances:

- Manage operations and maintenance service level agreements to meet or exceed service level expectations;
- Minimize operations and maintenance cost; and
- Measure and report expected benefits to ensure benefit realization.

### 3. PROJECT SUMMARY

#### 3.1 PROJECT DESCRIPTION

The migration to a new eCIRTS system will require activities to plan, design, develop, implement, and operate eCIRTS. The eCIRTS system will require significant standardization and optimization of business processes within DOEA. The project will begin with the standardization of business processes across the Planning and Service Area (PSA) Offices using an industry-standard modeling language to model all processes, information, and systems. Additionally, oversight, planning, management, execution, and organizational change management activities are key areas of work involved in the implementation.
The activities described above fall under the following areas:

- Project Management
- Process
- People
- Technology

### 3.2 PROJECT SCOPE

The project scope statement provides a baseline understanding of the scope of the project and includes the project’s scope and deliverables and the work required to complete the deliverables to ensure a common understanding of the project's scope among all stakeholders.

The high-level activities that were in-scope for Phases I and will be undertaken for Phases II and III of the eCIRTS project are listed in the table below:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Scope of Work</th>
</tr>
</thead>
</table>
| Phase I | - Development of a Project Management Plan in accordance with Chapter 74-1, F.A.C;
          - Evaluate and document the existing CIRTS system and associated business processes.
          - Validate the list of system interfaces required, to include information received, method of transmission, and frequency of transmission;
          - Perform Joint Application Development (JAD) sessions to produce:
            - Detailed "as is" process map flows; and
            - Detailed list of functional requirements for the "to be" CIRTS solution.
          - Develop a Market Analysis of solution options based on identified requirements including recommendation for the replacement or enhancement of the existing CIRTS system. |
| Phase II | - Procurement/Solicitation Support including:
            - Develop and document the annual Legislative Budget Request (LBR) for IT projects and supporting documents including Schedule IV-B, Spending Plan, and maintaining and tracking LBRs as well as developing responses to requests for additional information related to LBRs;
            - Develop the ITN and related supporting documents;
            - Provide reviews and feedback of IT contract and/or procurement documents;
            - Develop and update planning documents (e.g., Advanced Planning Documents) required for federal matching funds; and
            - Procurement management and support for the duration of the procurement;
          - Project Management (PMO) support including but not limited to the following:
            - PMO Services;
            - Development of Project Management Plan;
            - Development of Master Project Schedule;
            - Development of RAID log; and
            - Project repository/library. |
### Scope of Work

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activities</th>
</tr>
</thead>
</table>
| III   | Design, Develop, and Implement Project activities including:  
|       | - On-board System Integrator and Project Management Activities;  
|       | - Gap/Fit analysis;  
|       | - Requirements and Traceability Matrix;  
|       | - System design;  
|       | - System development and configuration (including interfaces, data conversions, reports and correspondence);  
|       | - System Testing, Unit Testing, User Acceptance Testing;  
|       | - System Training;  
|       | - System Deployment; and  
|       | - Phase III Project Close Activities (warranty, knowledge transfer and close out report) |
| IV    | Operations and Maintenance activities including:  
|       | - Manage operations and maintenance service level agreements to meet or exceed service level expectations;  
|       | - Minimize operations and maintenance cost; and  
|       | - Measure and report expected benefits to ensure benefit realization. |

### 3.3 Project Assumptions and Constraints

#### 3.3.1 Assumptions

Certain assumptions and premises must be made to identify and estimate the required tasks and timing for the project. Based on the most current information available, the project assumptions are listed below. If an assumption is invalidated later, then the activities and estimates in the project plan and schedule will be adjusted accordingly.

- The project is the top IT initiative for DOEA;
- There is support from the DOEA Executive Project Sponsor, Business Sponsor, and External Stakeholders;
- There is understanding of and commitment from all DOEA stakeholders to the project goals and objectives;
- DOEA’s business functional and technical subject matter experts will be made available by Division Directors to ensure all DOEA project tasks and milestones are successfully completed in line with the project schedule;
- The DOEA Deliverable Review Team will provide timely reviews, as agreed to in the DOEA approved Master Project Schedule (project schedule), for project deliverables;
- There will be collaboration and communication among project teams, DOEA regional offices, and project stakeholders; and
Changes to the scope or assumptions defined in this document could result in a change order and contract amendment.

3.3.2 Constraints

The following constraints have been identified for the CIRTS Project. As project planning begins and more constraints are identified, they will be added accordingly.

- There is limited budget for this project;
- There is a dependency on federal matching funds for this project; and
- There is finite staff availability for this project as the project is cross-matrixed.

4. Initial Project Plan

A detailed Project Management Plan (PMP) has been developed for the eCIRTS project. It is anticipated that when the Systems Integrator (SI) is on-boarded a review of the Project Management Plan will be performed during the Planning Phase to incorporate any feedback the SI may have based on implementing systems of this size and complexity.

4.1 Estimated Resource Requirements

The estimated resource requirements have been defined in detail in the Schedule IV-B. The Schedule IV-B is stored on the eCIRTS SharePoint project repository and is available upon authorized request.

4.2 Estimated Budget

The estimated budget has been defined in detail in the Schedule IV-B. The Schedule IV-B is stored on the eCIRTS SharePoint project repository and is available upon authorized request.

4.3 Funding Source(s)

DOEA intends to utilize a combination of state and matching federal funding for the eCIRTS project. The following funding sources are listed below:

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Description of Services</th>
<th>Percent Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>State of Florida</td>
<td>Planning and Implementation Services</td>
<td>10%</td>
</tr>
<tr>
<td>State of Florida</td>
<td>Operations and Management Services</td>
<td>25%</td>
</tr>
<tr>
<td>U.S. Department of Health and Human Services (HHS), Centers for Medicare and Medicaid Services (CMS)</td>
<td>Planning and implementation services</td>
<td>90%</td>
</tr>
<tr>
<td>Funding Source</td>
<td>Description of Services</td>
<td>Percent Funding</td>
</tr>
<tr>
<td>----------------------------------------------------</td>
<td>------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>U.S. Department of Health and Human Services (HHS), Centers for Medicare and Medicaid Services (CMS)</td>
<td>Operations and Management Services</td>
<td>75%</td>
</tr>
</tbody>
</table>

A detailed breakdown of the funding request and breakdown of cost is available as a component of the Schedule IV-B. The Schedule IV-B is stored in the project repository and is available upon request.

### 4.4 PROCUREMENT STRATEGY

DOEA has a deep understanding from an implementation and vendor perspective of the Florida procurement environment and will augment this knowledge with an experienced consulting services specializing in Invitation to Negotiate (ITN) procurements. To successfully support the development and execution of the eCIRTS procurement, DOEA will utilize an ITN to provide open and fair competition while providing options to negotiate the best value for DOEA. The ITN will be governed by the following ideals:

- **Mitigate the risk of protest:** Address the known steps, procedures, legal requirements, or required reviews of Florida’s state procurement requirements, and in applying a discipline and rigor to the process, this will ensure the procurement moves forward in a technically correct and transparent manner.
- **Be precise, and be flexible enough to allow for innovation:** Present the requirements in such a way to allow vendors to bring new, innovative technologies or solutions to the procurement process for consideration, while also clearly and appropriately addressing DOEA’s needs.
- **Use Subject Matter Experts:** Identifying DOEA subject matter experts early is imperative when developing the ITN and when implementing the procurement process.
- **Establish a realistic and achievable procurement plan (schedule):** A realistic and achievable schedule leaves ample room for schedule adjustments without sacrificing critical schedule elements like the notice to award date.

### 4.5 PROJECT SCHEDULE ESTIMATE

Schedule management encompasses the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the timely completion of the project. A project schedule has been developed for the eCIRTS project using the rolling wave approach. Due to the nature of long projects, not all resources will be known at the start of the project. In the Master Project Schedule, a rolling wave process was used to identify detailed tasks and named resources or role placeholders within the defined six-month rolling wave period. The eCIRTS Master Project Schedule is available in eCIRTS project repository and is available upon request.
The high-level duration estimates for the CIRTS Project Phase I-III are listed in the table below. Phase I is complete and the durations for Phase II and III are estimated and will be further detailed throughout the project using the rolling wave approach as defined in the Schedule Management Plan.

### Phase I Project Phases (Complete)

<table>
<thead>
<tr>
<th>Phase</th>
<th>Initiation</th>
<th>Planning</th>
<th>Execution/Controlling</th>
<th>Closing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start</td>
<td>Finish</td>
<td>Start</td>
<td>Finish</td>
<td>Start</td>
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</tbody>
</table>

### Phase II Project Phases (In Progress)

<table>
<thead>
<tr>
<th>Phase</th>
<th>Initiation</th>
<th>Planning</th>
<th>Execution/Controlling</th>
<th>Closing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start</td>
<td>Finish</td>
<td>Start</td>
<td>Finish</td>
<td>Start</td>
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</table>

### Phase III Project Phases (Pending)

<table>
<thead>
<tr>
<th>Phase</th>
<th>Initiation</th>
<th>Planning</th>
<th>Execution/Controlling</th>
<th>Closing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start</td>
<td>Finish</td>
<td>Start</td>
<td>Finish</td>
<td>Start</td>
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</table>

### 4.5.1 Milestones

The milestones for the CIRTS Project Phase I-III are listed in the tables below. Phase I has been completed and the milestone targets for Phase II and III are estimated and will be further defined using a rolling wave approach as defined in the Schedule Management Plan.

#### Major Milestones for Phase I

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Description</th>
<th>Actual Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Milestone I</strong></td>
<td>Statement of Work created and approved, procurement completed, and Contract approved</td>
<td>December 2016</td>
</tr>
<tr>
<td><strong>Milestone II</strong></td>
<td>Project Kick-Off, Project Management Plan Finalized, Project Schedule created, and Discovery completed</td>
<td>January 2017</td>
</tr>
<tr>
<td><strong>Milestone III</strong></td>
<td>Business process Reengineering and Requirements defined and approved to include:</td>
<td>April 2017</td>
</tr>
<tr>
<td></td>
<td>- Business Process Analysis Process Flows (As-Is and To-Be);</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Joint Requirements Definition (Requirements Defined); and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Validate System Interfaces</td>
<td></td>
</tr>
</tbody>
</table>
5. PROJECT AUTHORITY

The eCIRTS Project Authority includes the associated roles, responsibilities, and governance required to provide leadership, strategic direction, control, and accountability for the project. The project organization includes the Executive Sponsor, Business Functional Sponsor, Subject Matter Experts, Project Managers, and Project Team Members.
5.1 Project Roles

An appropriate project organization structure is essential to achieving success. The following table depicts the proposed project roles followed by the organization diagram:

<table>
<thead>
<tr>
<th>Role</th>
<th>Title</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOEA Project Executive Sponsor</td>
<td>Chief Financial Officer</td>
<td>Jon Manalo</td>
</tr>
<tr>
<td>DOEA Business Functional Sponsor</td>
<td>Division Director of the Statewide Community-Based Services</td>
<td>Madeleine Nobles</td>
</tr>
<tr>
<td>DOEA IT Sponsor</td>
<td>Chief Information Officer</td>
<td>Steve Grantham</td>
</tr>
<tr>
<td>DOEA Project Management</td>
<td>Chief Information Officer</td>
<td>TBD</td>
</tr>
<tr>
<td>DOEA Contract Management</td>
<td>Government Analyst II</td>
<td>Shandra McGlohon</td>
</tr>
<tr>
<td>DOEA SMEs</td>
<td>Business Functional Experts</td>
<td>See Organization Chart</td>
</tr>
<tr>
<td>Vendor Project Management</td>
<td>Vendor Project Manager</td>
<td>TBD with selection of System Integrator</td>
</tr>
<tr>
<td>Vendor Delivery Team</td>
<td>Senior Business Analysts</td>
<td>TBD with selection of System Integrator</td>
</tr>
</tbody>
</table>
5.2 **PROJECT ORGANIZATIONAL AND GOVERNANCE STRUCTURE**

![CIRTS Project Organizational Chart]

6. **PROJECT RISKS**

6.1 **RISK AND COMPLEXITY CATEGORY**

The tables below depict the eCIRTS Project Risk and Complexity Assessment Summary and the project Risk Area Breakdown. DOEA key project stakeholders, including the executive project sponsor, business functional sponsor, CIO, budget director, and contract manager met to complete the risk assessment. The detailed Risk Assessment is a component the Schedule IV-B and is stored in the eCIRTS SharePoint project repository and can be made available upon request.
## eCIRTS Project Risk Assessment Summary

<table>
<thead>
<tr>
<th>Project</th>
<th>Client Information and Registration Tracking System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency</td>
<td>Department of Elder Affairs</td>
</tr>
<tr>
<td>FY 2017-18 LBR Issue Code:</td>
<td>41002C0</td>
</tr>
<tr>
<td>FY 2017-18 LBR Issue Title:</td>
<td>CLIENT INFORMATION AND</td>
</tr>
<tr>
<td>Risk Assessment Contact Info (Name, Phone #, and E-mail Address):</td>
<td>Mark Ervin, 850.766.5624, <a href="mailto:mervn@straiggroup.com">mervn@straiggroup.com</a></td>
</tr>
<tr>
<td>Executive Sponsor</td>
<td>Jeffrey Bragg, Secretary</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Steve Grantham, Chief Information Officer</td>
</tr>
<tr>
<td>Prepared By</td>
<td>John Collins, 8/11/2017</td>
</tr>
</tbody>
</table>

### Risk Assessment Summary

- **Most Aligned**
- **Least Aligned**
- **Least Risk**
- **Most Risk**

**Level of Project Risk**

**Business Strategy**

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**eCIRTS Project Risk Assessment Summary**
### eCIRTS Project Risk Area Breakdown

#### 6.2 Initial Project Risks

The eCIRTS Project Risk Area Breakdown displays the Project Complexity Assessment as the single High-Level Risk for the eCIRTS Project. The detailed Risk Assessment can be found in the Schedule IV-B and can be provided upon request.
7. PROJECT APPROVALS

By signing this document, you indicate that you understand the scope, goals, and objectives of the proposed project and are providing authority for project leadership to use DOEA resources to execute project activities.

_________________________________________  ___________________
Richard Prudom     Date
Deputy Secretary/Chief of Staff

_________________________________________  ___________________
Jon Manalo      Date
Chief Financial Officer/Executive Sponsor

_________________________________________  ___________________
Madeleine Nobles     Date
Business Functional Sponsor

_________________________________________  ___________________
Steve Grantham     Date
Chief Information Officer

_________________________________________  ___________________
Shandra McGlohon     Date
Contract Manager