Florida PALM

Planning, Accounting, and Ledger Management

CHIEF FINANCIAL OFFICER
Jimmy Patronis
FLORIDA DEPARTMENT OF FINANCIAL SERVICES

Executive Steering Committee

Department of Financial Services

November 15, 2023

Florida PALM
Planning, Accounting, and Ledger Management

ADMINISTRATIVE

TOMMY WERNER

Administrative
Budget

FY 2023-2024 Spend Plan Summary as of October 31, 2023				
Category	**Projected FYTD**	**Incurred FYTD**	**Released FYTD**	**Release Remaining**
FLAIR System Replacement	**$10,675,248**	**$10,547,063**	**$18,867,226**	**$8,320,163**
SSI Implementation Services	$6,363,900	$6,363,900		
Facilities and Maintenance	$138,564	$138,564		
Production Support	$3,168,268	$3,148,569		
Production Support Administration	$9,558	$9,537		
Oracle Software and Maintenance	$321,912	$321,912		
Project Administration	$100,846	$23,991		
ERP and OC Support Services	$572,200	$540,590		
QA Support Services	$0	$0		
IT Service Management	$0	$0	$2,000,000	$2,000,000
Contingency	$0		$0	$0
DMS IV&V Transfer	$6,053,061	$6,053,061	$6,053,061	$0
Salaries & Benefits	$2,274,887	$2,126,015	$9,743,087	$7,617,072
HR Transfer and Risk Management Insurance	$19,615	$14,130	$32,587	$18,457
Total:	**$19,022,811**	**$18,740,269**	**$36,695,961**	**$17,955,692**

Administrative

Risks and Issues

- No new Risks or Issues have been opened or closed
- Three Risks with score of 6 or higher:
  - Risk 4 - Agencies' ability to adequately engage and participate may impact agency readiness
  - Risk 5 - The timing and efficiency of information sharing between enterprise partners and agencies, and the Project could impact the success of the Project
  - Risk 6 - The execution of contracts and procurement activities outside of the Project may impact Florida PALM implementation and agency readiness

Administrative

Schedule

Stage Gate	Critical Path Item	Status
SG1 - Ready to Start Build 12/29/2023 Criteria: Design Segment I has been completed and Design Segment II is 50% complete Approval Level: Project Director - ESC Awareness	Project Schedule (D635)	Complete
	Solution Design – Segment I (D636)	Complete
	Solution Design – Segment II (D637)	Complete
	Update Process Models – Financials – Segment I (I-WP101)	Complete
	Update Process Models – Financials – Segment II (I-WP101)	Complete
SG2 - Ready to Begin System Testing 08/30/2024 Criteria: Design is at least 95% complete and Segment I Build is complete Approval Level: Project Director - ESC Awareness	Solution Design – Segment III (D641)	Future
	Process Models – Payroll (D639)	Complete
	Master Data Configuration Workbooks (D640)	In Progress
	Updated Technical Architecture Design (D642)	Future
	Update Process Models – Financials – Segment III (I-WP101)	In Progress
	Build – Segment I (D646)	In Progress
	Solution Design – Segment IV (D644)	Future
	Update Process Models – Financials – Segment IV (I-WP101)	Future
	Environment Builds – System Test Environment	Future
SG4 – Agency Readiness 11/26/2025 Criteria: Agency Readiness Certifications have been received Approval Level: ESC	Training Build (I-WP110)	Future
	Role Mapping Worksheet (I-WP118)	Future
	Readiness Workplan (I-WP126)	Complete
	Agency Readiness Certification (I-WP128)	Future

Independent Verification and Validation (IV&V)

Content provided by
Public Consulting Group

IV&V Update

Project Management

- The IV&V Team is tracking the delayed tasks in the Florida PALM Project Schedule
- As of the end of October, the Project Schedule reports 180 late tasks, and of those, 172 are related to D640 – Development of the Master Data Configuration Workbooks
- The Schedule Performance Indicator continues along a positive trend and is currently reporting at 0.93. Both the decrease in number of delinquent tasks and continued improvement of the SPI demonstrates a decreasing risk rating to the overall project schedule.

IV&V Update

Stage Gate 1

- The IV&V Team reviewed the Stage Gate 1: Ready to Build Criteria and delivered a Stage Gate 1 Assessment Report on November 1, 2023
- The IV&V Team performed reviews of Functional Design Documents for quality and completeness and determined that the quality of the Segment I and Segment II Functional Designs is sufficient
- The IV&V Team found that the Florida PALM Project Team not only met but is ahead of schedule for the defined Stage Gate 1 Criteria
- As a result, the IV&V Team recommended that the Florida PALM Project was ready to proceed with the Stage Gate 1: Ready to Build

IV&V Update

Open Findings

- Finding 12 – Inconsistency in Requirements Traceability
  - Opened Issue in the IV&V September Monthly Report
  - All identified inconsistencies were corrected prior to acceptance of D636 – Completion of Solution Design (Requirements) Segment I
  - Additional cross checks in place to mitigate future inconsistencies
  - Florida PALM IV&V Team to review traceability as part of D637 – Completion of Solution Design (Requirements) Segment II to verify cross checks were effective

IV&V Update
Functional Design

- The IV&V Team attended
  - Segment I Design Workshops
    - All sessions were well attended by agencies, provided key information, generated questions, and provided clarification on Florida PALM functionality
- All Segment II Functional Designs have been approved
  - Ready to Start Build Stage Gate Approved
  - Florida PALM IV&V Team provide Stage Gate Assessment Report that recommended moving forward with the Stage Gate

IV&V Update
Functional Design

- Segment III and IV are much larger than Segment II
  - 73 functional designs for Segment II, 116 for Segment III, and 120 for Segment IV
  - Much of the Payroll functionality is part of Segment III and this functionality is very complex
    - Onsite meetings with People First to discuss interface files (10/25 - 10/27)
    - Action Items and Decisions were recorded in RAID log for follow-up and finalization of the interface files

IV&V Update

Readiness Tasks and Agency Engagement

- The Florida PALM IV&V Team completed the interviews with five agencies in October and November to discuss agency readiness and funding
- Results are being assimilated for trends and outcomes and inclusion in a future report

Readiness and Implementation

Nikki Klein, Stacey Terry

Readiness and Implementation

Forums

- Held on October 26
- Project Manager Liaison Forum
  - 39 attendees, representing 25 agencies
  - Topics: Stakeholder identification and collaboration
- Change Management Liaisons and Training Liaisons Forum
  - 54 attendees, representing 26 agencies
  - Topics: Organizational Change Management strategies throughout the project lifecycle
- Next forums anticipated for early next year

Agency Readiness Activities

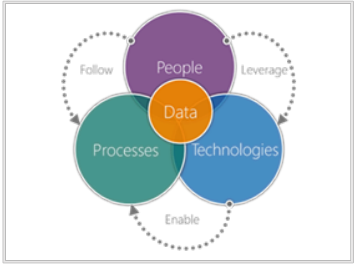
Fiscal Year 2023/2024												
Readiness Task	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
AGENCY CURRENT STATE ANALYSIS												
Complete Reports Inventory	4/3-7/28											
Update Current State Agency Business System Inventory and Documentation		3/13-10/27										
Document Current Agency Business Processes			7/31-12/15									
AGENCY TRANSFORMATION PLANNING												
Create Agency Specific Project Charter				10/2-12/15			Ongoing management and update					
Create Agency Specific Implementation Schedule				10/9-12/15								
Create Agency Specific Risks and Issues Management Plan				10/9-12/15								
Create Workforce Readiness Plan				10/16-12/15								
Update Workforce Readiness Plan												6/17-8/2
Review Payroll Wave Business Process Models					11/6-1/26							
Identify Future Florida PALM End Users								1/16-3/1				
AGENCY & ENTERPRISE SYSTEM BUILD												
Update Agency Business System Documentation for Segment I				10/30-1/12								
Update Agency Business System Documentation for Segment II							1/29-4/12					
Update Agency Business System Documentation for Segment III										4/29-7/12		
Update Florida PALM Interface Inventory for Segment I				10/30-1/12								
Update Florida PALM Interface Inventory for Segment II							1/29-4/12					
Update Florida PALM Interface Inventory for Segment III										4/29-7/12		
Complete Configuration Workbooks for Segments I and II								1/29-3/29				
Complete Configuration Workbooks for Segment III										4/29-5/31		
Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II							1/29-4/12					
Identify Change Impacts and Update Agency Business Process Documentation for Segment III										4/29-7/12		
Update Florida PALM Conversion Inventory for Segment II							1/29-4/12					
Update Florida PALM Conversion Inventory for Segment III										4/29-7/12		
Remediate Agency Business Systems Based on Segment I							1/29-6/28					
Remediate Agency Business Systems Based on Segment II										4/29-9/27		
Complete Data Readiness Analysis and Data Cleansing Activities for Segments I and II							1/29-4/12					
Complete Data Readiness Analysis and Data Cleansing Activities for Segment III										4/29-7/12		
AGENCY & ENTERPRISE TESTING												
Create Agency Specific User Acceptance Testing Plan												6/17-12/13
AGENCY TRAINING AND GO LIVE READINESS												
AGENCY UTILIZATION OF FLORIDA PALM												

Segment I Design Workshops

Segment II Design Workshops

Segment III Design Workshops

Segment IV Design Workshops



Key Milestones

- Oct. '24 - Ready for Mock Conversion
- Dec. '24 - Ready for Interface Testing
- June '25 - Ready for Full Integration Testing
- Nov. '25 – Agency Readiness Certification
- Jan. '26 – Go Live

Readiness and Implementation

Current and Upcoming RW Tasks

2023 | 2024

Oct | Nov | Dec | Jan | Feb | Mar | Apr

- **326:** Update Current State ABS Inventory and Documentation
- **328:** Document Current Agency Business Processes
- **500:** Create Agency Specific Project Charter
- **501:** Create Agency Specific Implementation Schedule
- **502:** Create Agency Specific Risks and Issues Management Plan
- **503:** Create Workforce Readiness Plan
- **504:** Update ABS Documentation for Segment I
- **505:** Update Florida PALM Interface Inventory for Segment I
- **508:** Review Payroll Wave Business Process Models
- **513:** Complete Configuration Workbooks for Segments I and II
- **514:** Complete Data Readiness Analysis and Data Cleansing Activities for Segments I and II
- **515:** Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II
- **516:** Update Agency Business System Documentation for Segment II
- **517:** Update Florida PALM Conversion Inventory for Segment II
- **518:** Update Florida PALM Interface Inventory for Segment II
- **519:** Remediate Agency Business Systems based on Segment I

Readiness and Implementation

Current State ABS Inventory and Documentation

- RW Task 326: Released March 13; Due October 27 *(7-month duration)*
- In September, additional columns added:
  - System Readiness Activity
  - Readiness Level of Effort
  - Planned Integration
  - Business Functions Supported
  - Business Purpose
- 29 agencies reported "complete", 6 reported work is still "in progress"
- 906 agency business systems logged → 356 (39%) marked as high criticality *(must be operational at go-live)*

Readiness and Implementation

Current State ABS Inventory and Documentation

- Project team review criteria
  - Each ABS or interface has complete information – all cells are complete
  - Each ABS that will require remediation has complete documentation of the current state
- Initial Project team review findings

Agency Business Systems:

- 4 agencies appear to be complete
- 29 agencies have incomplete Current State Documentation
- 17 agencies have incomplete ABS information

Interfaces:

- 7 agencies appear to be complete
- 15 agencies with no information
- 13 agencies with incomplete information (e.g., filenames, data validation)

Readiness and Implementation

Current State ABS Inventory and Documentation

- Agency Planned Integration with Florida PALM

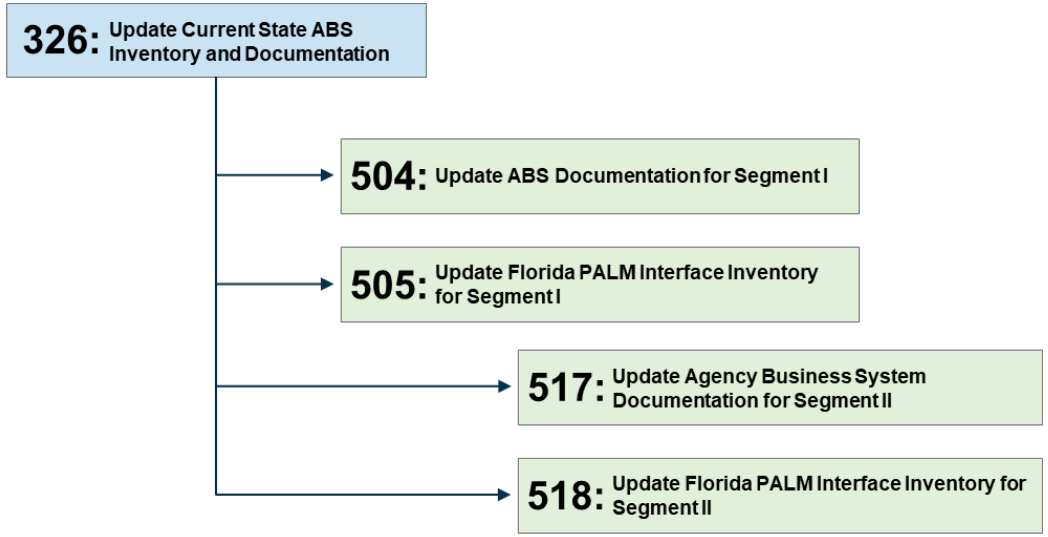
Integration Selection	Count	% of Total
Blank – No response provided	298	33%
Uncertain at this time	207	23%
No direct integration	192	21%
Direct interface	175	19%
Data load from DW	34	4%

- RCs are following up and reviewing submissions with agencies
- Some agency lack of clarity as to what “documentation complete” means for this point in the readiness lifecycle

Readiness and Implementation

Current State ABS Inventory and Documentation

- Implications of not completing all elements of the task are:
  - Potential delay in completion of future tasks that rely on information about "current state"
  - Missing or incomplete future tasks that require agencies to submit documentation
  - Compressed timeline or extra workload catching up with while juggling new tasks
  - Inaccurate or incomplete information for agency and Project team use for planning (e.g., testing)



Readiness and Implementation

Current State ABS Inventory and Documentation

- Project Takeaways:
  - Provide clearer instructions *(e.g., What does "done" mean?* or *What are task minimums?)*
  - Create planned midpoint task checks to review progress
  - Use monthly touchpoints to
    - Review progress and discuss agency understanding
    - Request to see progress if completing tasks outside of Smartsheet
  - Possible change to RW Task Tracker and reporting metrics

Readiness and Implementation

Bimonthly Agency Readiness Status Reports

- Sponsor Confirmation Timeliness: 30 on time, 1 late, 4 still unconfirmed
- Risks:
  - Open Risks increased by 60%
  - Risks with Rating of 6 or higher increased by 32%
- Issues:
  - Open Issues increase by 48%
  - Issues deemed High or Critical increased by 79%
- Assumptions logged increased by 29%
- Agency Activities reported increased by 52%

Readiness and Implementation

Bimonthly Agency Readiness Status Reports

- Key Points:
  - Anticipated or received funds are starting to be leveraged
  - Staffing/workload and available resources continues to be a leading risk
  - Competing priorities and projects logged as risks
  - Risks are moving to Issues
- A full assessment of the Project's review will be provided in the December ESC meeting

Readiness and Implementation

Implementation Activities

Requirements Traceability Matrix

May 2023 - May 2024

- Review/Update RTM Segment I ●
- Review/Update RTM Segment II ●
- Review/Update RTM Segment III ◔
- Review/Update RTM Segment IV ○
- Review/Update RTM DW/BI ○

RICEFW Inventory

May 2023 - May 2024

- Review/Update RICEFW Segment I ●
- Review/Update RICEFW Segment II ●
- Review/Update RICEFW Segment III ◔
- Review/Update RICEFW Segment IV ○
- Review/Update RICEFW DW/BI ○

Business Process Models

May 2023 - May 2024

- Create Payroll BPMs ●
- Advisory Council Review – Payroll BPMs ●
- ESC Approval – Payroll BPMs ●
- Update Financials BPMs by Segment ◑

Configuration Workbooks

May - December 2023

- Define & Load Non-Agency Configuration ◕
- Create Agency Configuration Workbook Templates ◕

Functional Design Specifications

May 2023 - September 2024

- FD Segment I ●
- FD Segment II ●
- FD Segment III ◔
- FD Segment IV ○
- DW/BI Segment ○

Security Roles Matrix

May - July 2024

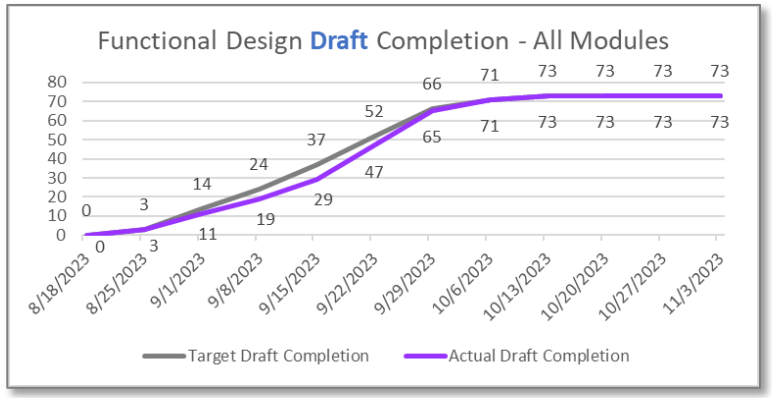
- Define Security Roles Matrix ○

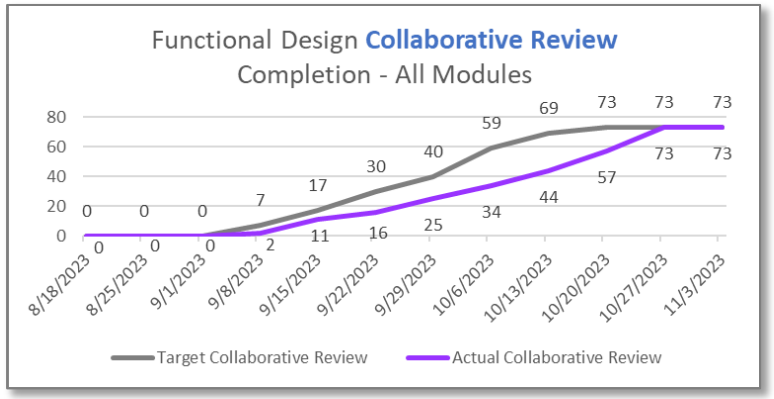
Key

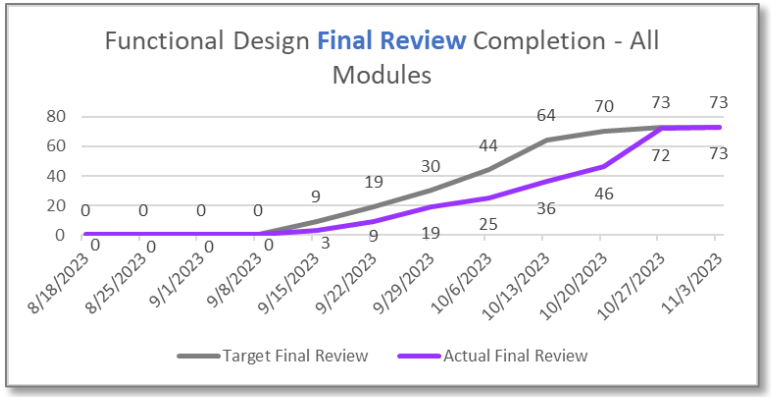
○ Not Started ◔ Partial Progress ◑ Progressing ◕ Substantial Progress ● Complete

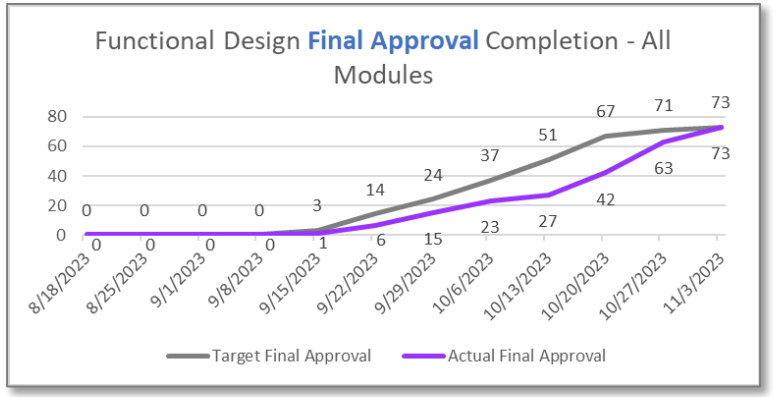
Readiness and Implementation

Implementation Activities









Segment II Functional Design

- Segment II functional designs completed early (10/30)
- Deliverable review and acceptance is in progress

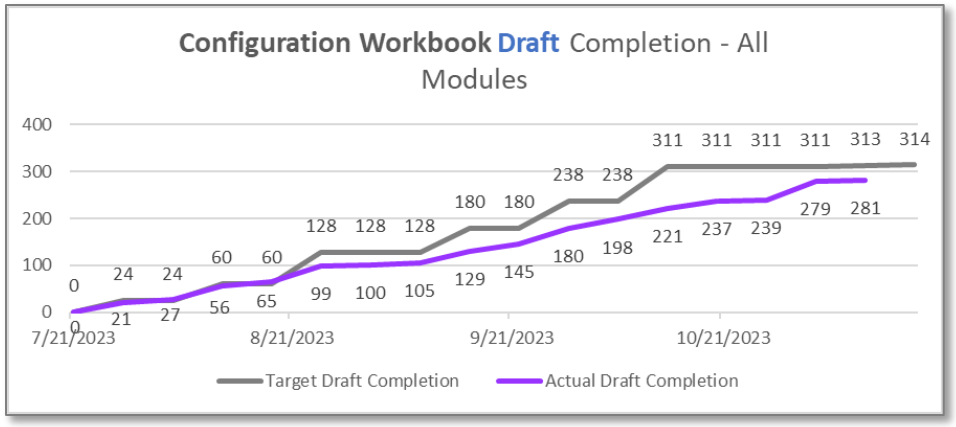
Segment III Functional Design

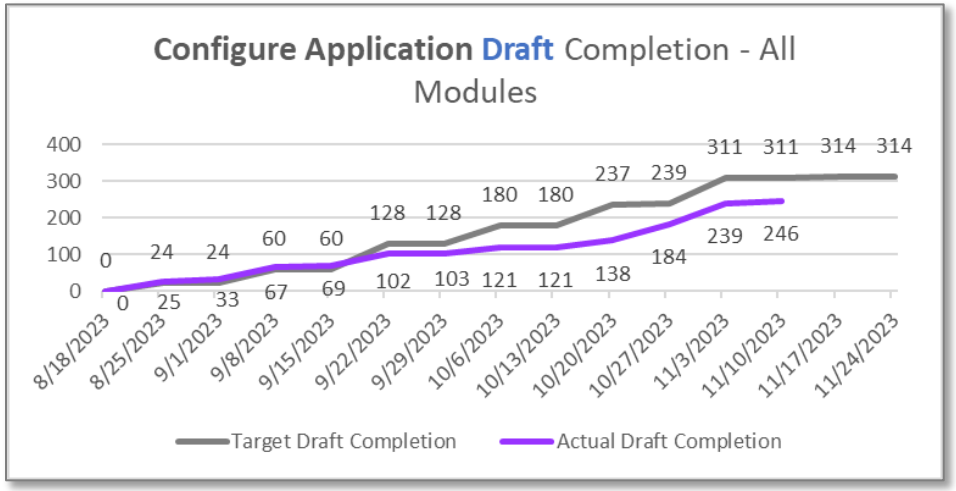
- Segment III functional designs have been identified; DED is pending review and approval
- Metrics will be provided in the December ESC meeting

Segment II Functional Design Status

Readiness and Implementation

Implementation Activities





Configuration Workbooks

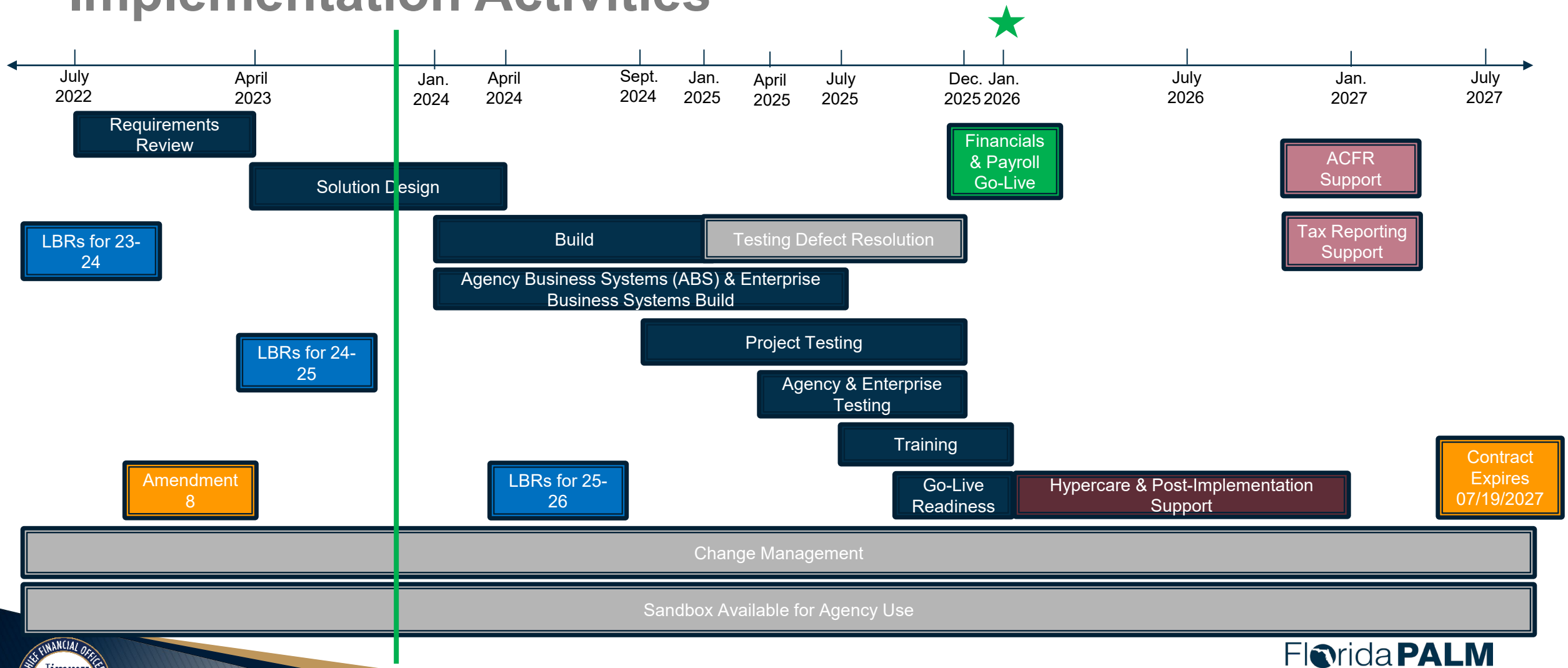
- 314 configurations across 12 workbooks (align to 12 modules)
  - The Configuration Workbook activity documents the system values established to enable transaction processing and controls.
  - The Configure Application activity loads the configuration values into the applications (i.e.. Financial and Payroll).
- 13 agency configurations across 6 workbook templates
  - The Agency Configuration Workbook activity establishes templates to obtain agency specific values to support transaction processing and controls.
- Targeting completion of outstanding configurations and agency configuration templates by 11/17
- Draft deliverable submission targeted for 11/22

Configuration Status

(as of 11/10/2023)

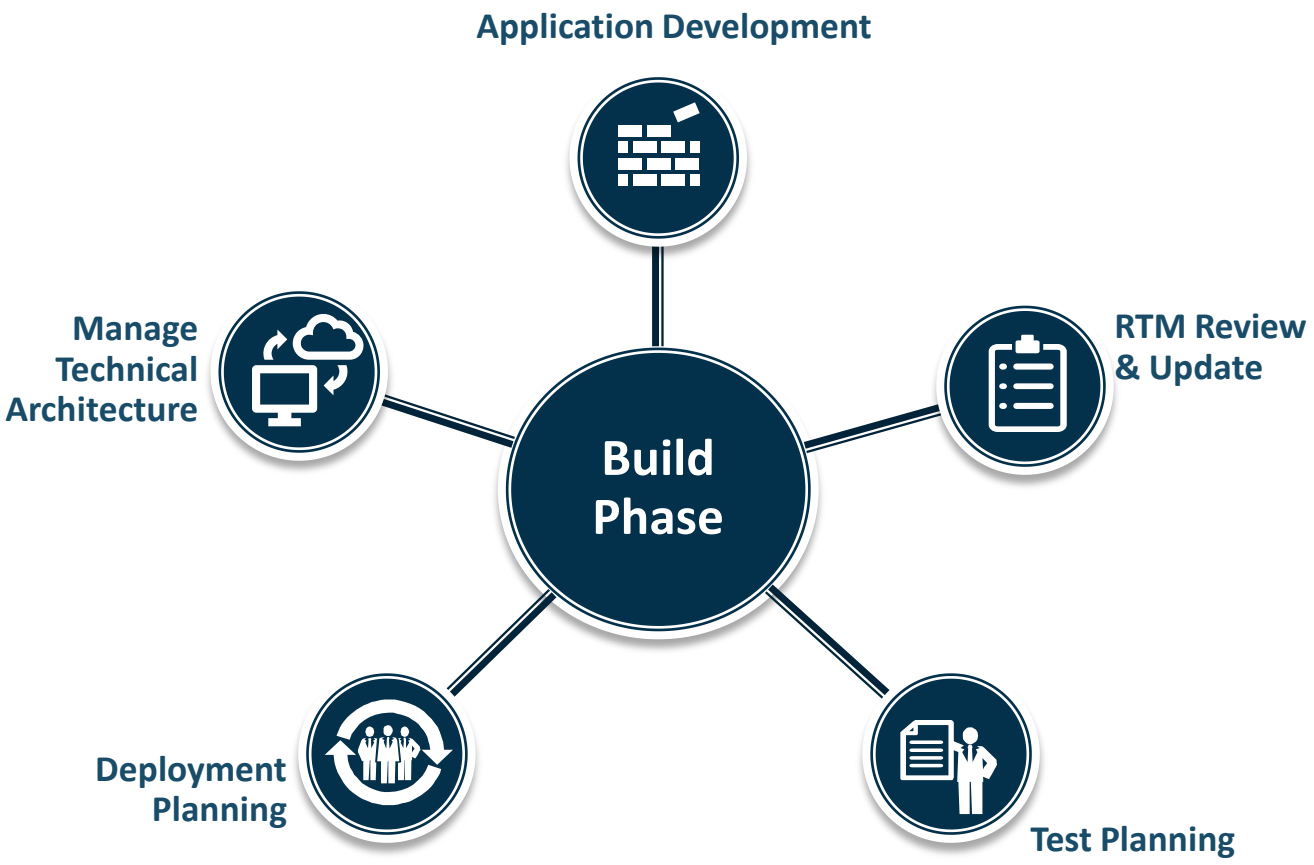
Readiness and Implementation

Implementation Activities



Readiness and Implementation

Implementation Activities



Application Development

Application development includes activities to build (e.g., technical specifications, coding, unit test) the RICEFW inventory items per the approved functional design specifications.

RTM Review & Update

The Requirements Traceability Matrix (RTM) will be updated as appropriate to support traceability.

Test Planning

Test Planning includes the development of an approach and plan for the preparation and execution of project testing (i.e., system test), as well as agency and enterprise testing (i.e., UAT).

Deployment Planning

Deployment planning includes the development of an approach, including roles and responsibilities, to be followed for deploying the Solution to production.

Manage Technical Architecture

Managing the environments to support configuration, development, conversion and testing activities for the Financials and Payroll Waves.

Readiness and Implementation

Implementation Activities

Application Development
Dec 2023 – Jul 2025

- Build/Review Segment I
- Build/Review Segment II
- Build/Review Segment III
- Build/Review Segment IV
- Build/Review DW/BI Segment

Requirements Traceability Matrix
Mar 2024 - Jul 2025

- Review/Update RTM Segment I
- Review/Update RTM Segment II
- Review/Update RTM Segment III
- Review/Update RTM Segment IV
- Review/Update RTM DW/BI

Test Planning
Nov 2023 - Jul 2024

- Project Testing Plan (i.e., System Test)
- UAT Plan

Deployment Planning
Jan 2024 - Apr 2024

- Deployment Strategy

Manage Technical Architecture
Jan 2024 - Mar 2024

- Updated Technical Architecture Design

Key

Not Started | Partial Progress | Progressing | Substantial Progress | Complete

OTHER

JIMMY COX, STEVEN FIELDER

Advisory Council Update

November Meeting

- Allotment / Budget Alternatives
- Readiness Activities and Task Considerations
- Administered Funds Update
- Segment IV Workshops
- Master Data Clean Up, *Requested Topic*
- Current Mapping of Codes to Accounts, *Requested Topic*

Stage Gate 1 – Ready to Build

- Stage Gate Contractual Definition:
  A defined point in the Project at which the Department or the Executive Steering Committee makes a decision whether to proceed with a subsequent Project Stage or activity.

- Stage Gate 1 – Ready to Build:
  - *Planned Decision (contract)* – November/December
  - *Criteria (contract)* –
    - Design Segment I is complete (accepted on Aug. 29, 2023)
    - Design Segment II is at least 50% complete (reached ***100%*** on Oct. 30, 2023)
  - IV&V Stage Gate Report issued Nov. 1, 2023, recommended moving forward with Stage Gate 1
  - *Stage Gate 1* Final Review Meeting Conducted on Nov. 9, 2023
  - *Stage Gate 1 Approved* on Nov. 9, 2023

UPCOMING

JIMMY COX

Upcoming
Design Meetings – BPM Reviews

Meeting Date and Time	Business Process Grouping	Business Process
Tuesday, 12/5 8:30am – 12pm	Disbursements Management	30.2 Establish and Maintain Encumbrances 30.4 Process Payments 30.5 Manage Payments
Tuesday, 12/5 1:30pm – 5pm	Asset Accounting and Management	40.1 Acquire and Set Up Assets 40.3 Set Up and Maintain Asset Controls
Wednesday, 12/6 8:30am – 12pm	Account Management and Financial Reporting System Access and Controls	10.2 Enter and Process Journals 120.1 Interface Error Handling Process
Thursday, 12/7 8:30am – 12pm	Accounts Receivables	60.2 Deposit and Apply Receipts
Thursday, 12/7 1:30pm – 5pm	Projects, Grants and Contracts Management	90.2 Create and Maintain Grants 90.3 Create and Maintain Contracts

BPM Review Meetings:

- Support Advisory Council review
- Open to all agencies
- Discuss drafts of known changes to the BPMs
- Limited in-person, but includes virtual meeting attendance option

Next Monthly Meeting

December 13, 2023

Department of Financial Services, Division of Workers' Compensation

FloridaPALM
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