

# Florida **PALM**

Planning, Accounting, and Ledger Management



# EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF REVENUE

MAY 22, 2019



**FloridaPALM**  
Planning, Accounting, and Ledger Management

# ROLL CALL AND OPENING REMARKS

FACILITATOR: RYAN WEST, CHAIR



# REVIEW OF FEBRUARY 27, 2019 MEETING MINUTES

FACILITATOR: MELISSA TURNER



# PROJECT UPDATE

FACILITATORS:  
SCOTT FENNELL, MELISSA TURNER



# Florida PALM Project Update

## Risks and Issues

- ▶ Since the last ESC meeting, three risks have been identified
  - Project resource availability
  - DFS participation during year end
  - Agency participation in All Agency Confirmation activities
- ▶ The risks do not have high impact and probability
- ▶ The risks have active mitigation plans
- ▶ Risks and Issues with a high probability and impact will continue to be shared via monthly status reports and discussed (if necessary or as requested) with the ESC



# Florida PALM Project Update

## Budget – Fiscal Year 18–19

### FY 2018-2019 Spend Plan Summary As of April 30, 2019

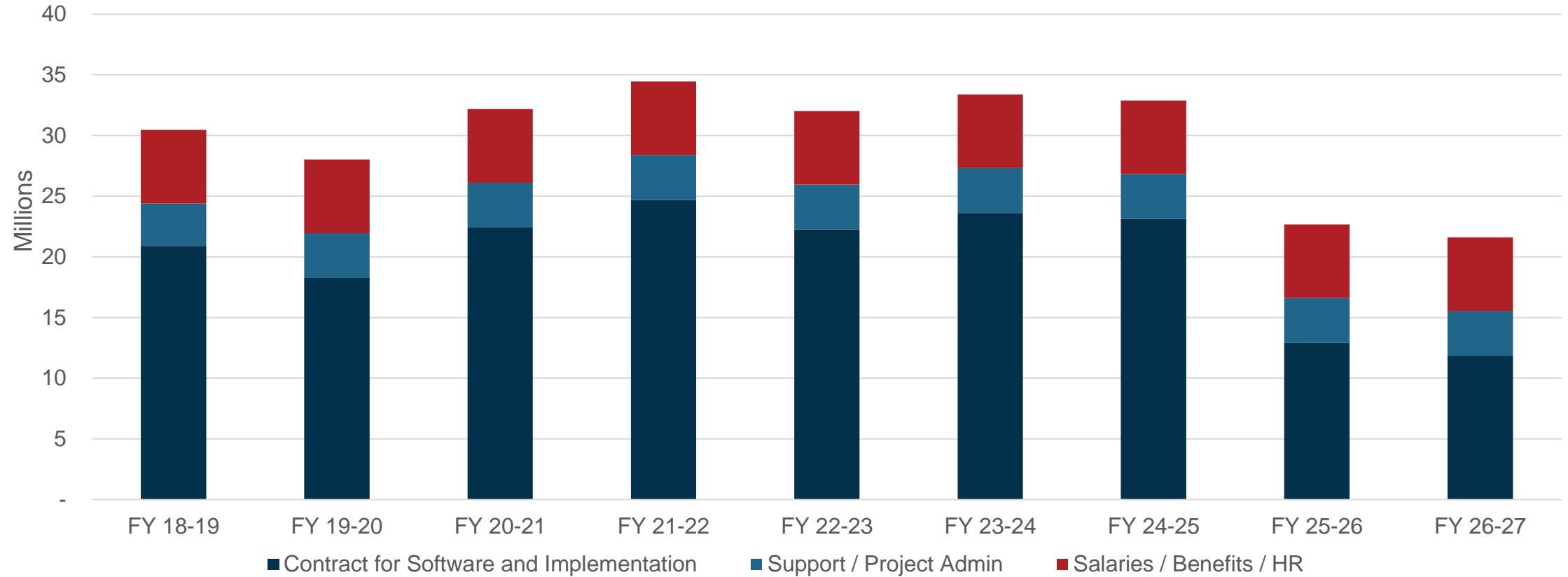
Category	Projected FYTD	Incurred FYTD
Special Category	\$17,621,415	\$16,136,714
SSI Contract	\$16,053,256	\$14,674,774
Project Admin	\$234,683	\$225,418
Support Services	\$809,521	\$729,646
IV&V	\$523,955	\$506,875
Salaries and Benefits	\$3,817,445	\$3,557,517
DMS Transfer and Risk Management	\$20,297	\$20,297
<b>Total</b>	<b>\$21,459,157</b>	<b>\$19,714,527</b>



# Florida PALM Project Update

## Budget – Implementation Costs

8

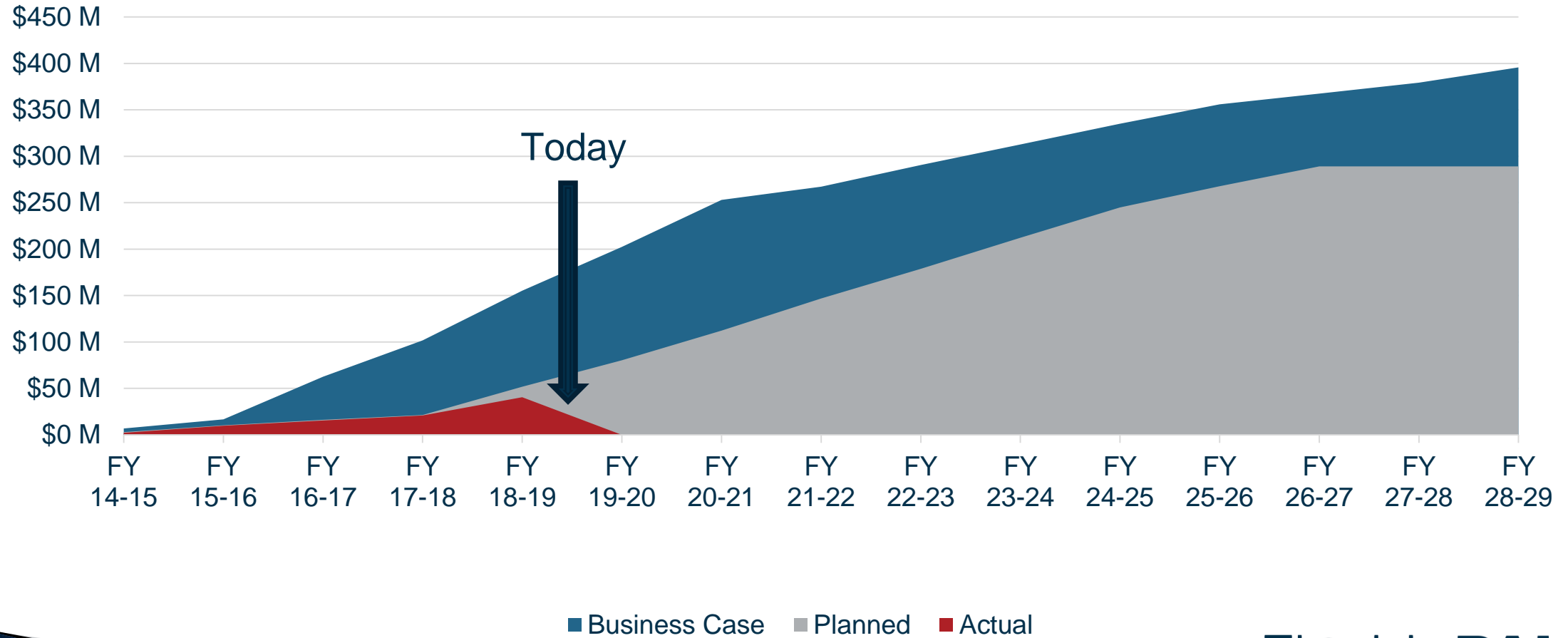




# Florida PALM Project Update

## Budget – Cost Comparisons

9



# Florida PALM Project Update

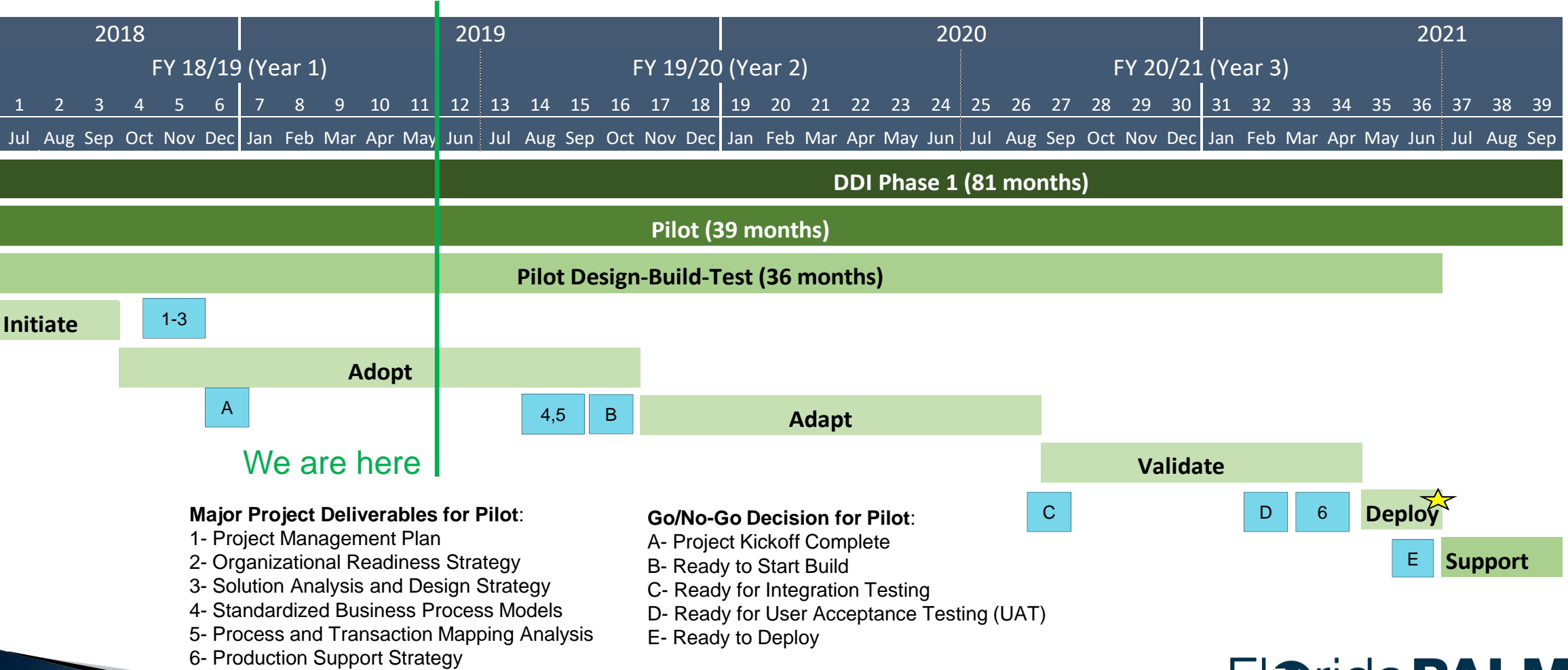
## Budget – Fiscal Year 19-20

FY 2019-20 Appropriations	
Category	Amount
Special Category	\$25,139,296
SSI Contract	\$21,439,296
Project Admin	\$1,348,980
Support Services	\$1,351,020
IV&V	\$1,000,000
Salaries and Benefits	\$6,436,127
DMS Transfer and Risk Management	\$21,613
<b>Total</b>	<b>\$31,597,036</b>



# Florida PALM Project Update




## Schedule



# Florida PALM Project Update

## Schedule – Ready to Start Build

### ► Go/No-Go Decision components

-  Not Started
-  In Progress
-  Complete



# Florida PALM Project Update

## Scope



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- ▶ FY18-19 Objectives Update
  - Project Team Mobilization
    - Onboard Accenture resources
    - Coordinate PeopleSoft training for BPS Project Team
  - Facility relocation
    - Execute lease
    - Solicit contractors and obtain permits
    - Relocate
  - Solution Design
    - Develop Solution Analysis and Design Strategy
    - Develop Requirements Management Plan



# Florida PALM Project Update

## Scope

### ► FY18-19 Objectives

- Stakeholder Engagement
  - Present contract and timeline overview for various stakeholders
  - Conduct current state interface research and analysis
  - Create communication to share Project activities for upcoming months
  - Develop Change Champion Plan as part of Change Champion Network
  - Identify/Confirm Pilot Agencies
- Technical Environment Setup



# Florida PALM Project Update

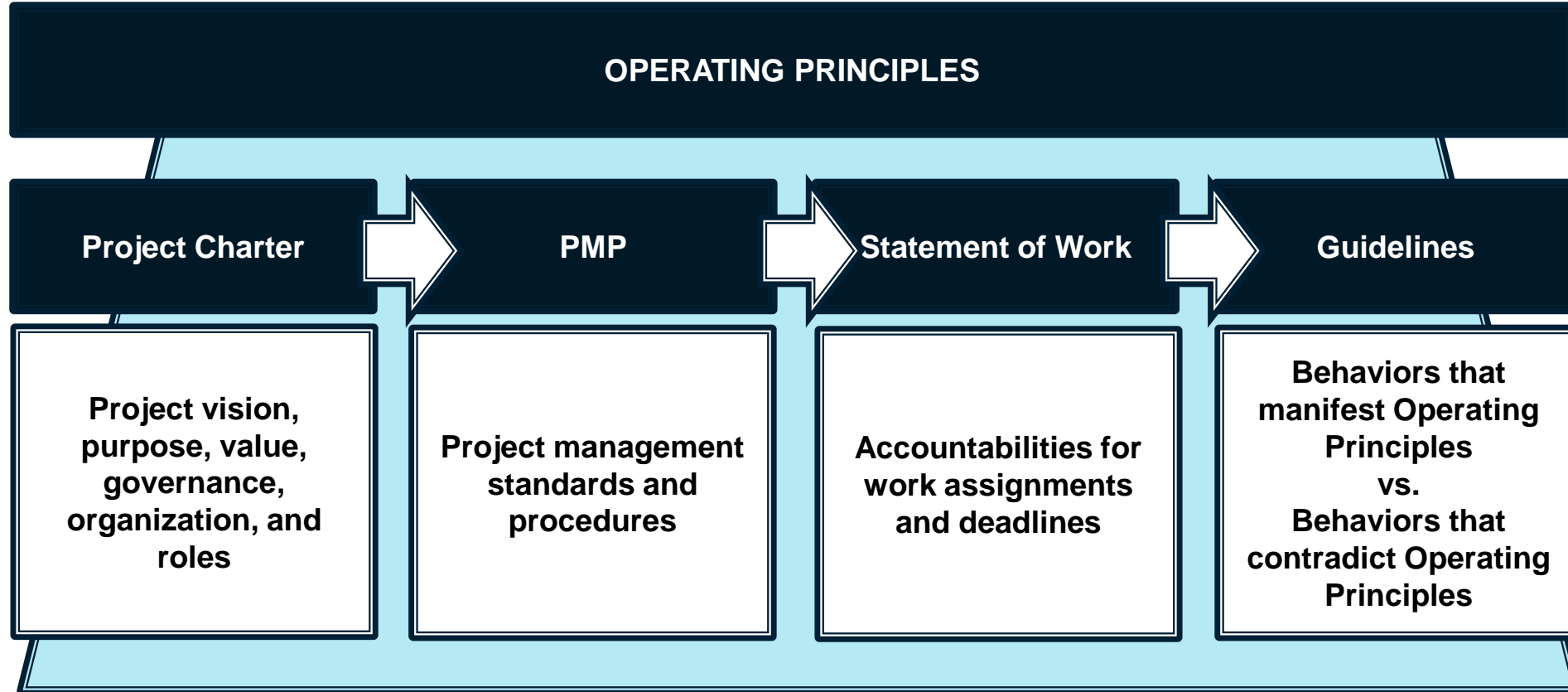
## Scope – Project Guidelines and Operating Principles

- ▶ Operating principles are the rules that further define the expected roles and contributions of the Project Team members, Executive Steering Committee (ESC), and Sponsors
- ▶ Project Guidelines document the actions necessary to successfully demonstrate the operating principles that align with the responsibilities in the Project Charter, Project Management Plan, and Statement of Work



# Florida PALM Project Update

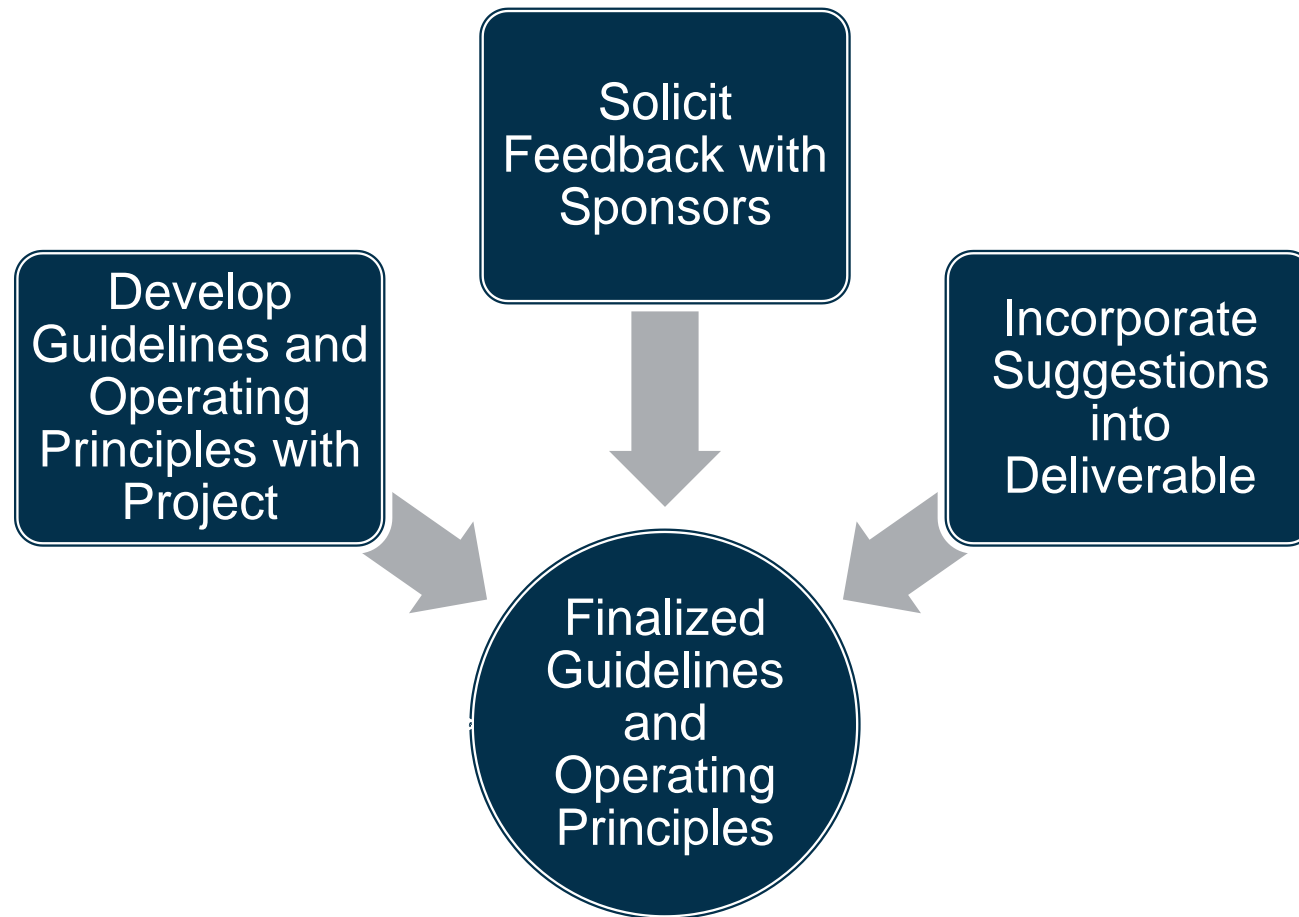
## Scope – Project Guidelines and Operating Principles





# Florida PALM Project Update

## Scope – Project Guidelines and Operating Principles



# Florida PALM Project Update

## Scope – Project Guidelines and Operating Principles

- ▶ Established Project Operating Principles
  - Be engaged with, involved in, and supportive of the Project
  - Be open and candid, sharing ideas and concerns with the Project first
  - Give best effort for Project responsibilities
  - Honor and comply with Project standards
  - Seek out information and share information
  - Promote teamwork and collaboration to achieve Project goals
  - Be a leader of and embrace change



# Florida PALM Project Update

## Scope – Project Guidelines and Operating Principles

### ► Project Team Guidelines

- Follow and promote established Project standards
- Meet deadlines identified in the Project Schedule and RAIDL logs
- Offer unsolicited assistance to other Project Team members
- Proactively communicate struggles and problems to Project Team members and Project management
- Show ownership for work products and services
- Support Project decisions, is a Project advocate, and exhibits a positive attitude
- Seek out and take the opportunity to listen to customers and DFS operations



# Florida PALM Project Update

## Scope – Project Guidelines and Operating Principles

- ▶ Executive Steering Committee Guidelines
  - Be **inquisitive** and **supportive** of the Project and promote the goals and implementation of the solution
  - Be **thorough** in the decision-making process to attain the right outcome and **champion** the decision
  - **Cooperate** with the Project to help **identify** and **resolve** real or perceived problems
  - **Promote** ownership in the Project by **participating** in Major Deliverable reviews and providing **meaningful** feedback
  - **Promote** statewide focus and process standardization by offering subject matter expertise
  - **Support** the Change Champion Network by **fostering** a culture of collaboration among agencies



# Florida PALM Project Update

## Scope – Project Guidelines and Operating Principles

### ► Business Sponsor Guidelines

- Be an **active** subject matter expert for the Project and **collaborate** with the Project Team
- Be an **advocate** for the Project and Project goals; and provide **insight** for the solution
- Be a role model and **encourage** staff to engage and participate in the Project
- **Contribute** to the decision process and **embrace** the outcomes
- **Facilitate** the Change Champion Network to **promote** and **encourage** readiness activities for Florida PALM adoption within the division or office
- **Proactively recommend** and **champion** solutions for policy items and business process changes
- **Proactively communicate** anticipated challenges and concerns to Project management



# Florida PALM Project Update

## Scope – Project Guidelines and Operating Principles

### ► Project Sponsor Guidelines

- Assist DFS Legislative Affairs in **promoting** and **providing** information to obtain necessary Project resources and support
- Be a **leading** member of the Project's Change Champion Network and **advocate** for the Florida PALM Project to promote the goals and direction of the solution
- Be actively **engaged** with the Project Director and Business Sponsors in order to provide support for decisions and establish project direction
- Be **informed** and **knowledgeable** of Project issues and **provide** timely action for issue escalation and resolution
- **Monitor** progress and quality of Project objectives
- **Help** the Project **resolve** misalignments affecting Project activities



# Florida PALM Project Update

## Scope – Project Guidelines and Operating Principles

### ► Executive Sponsor Guidelines

- **Advocate** for the Project to promote the goals and direction of the solution
- Be a **role model** and **encourage** ESC members to actively participate in the Project
- **Engage** with the Project Director and Sponsors to provide support for decisions and Project direction
- **Promote** the Project with the Legislature and EOG in order to obtain resources and support
- **Provide** leadership for issue escalation and resolution
- **Monitor** progress and quality of Project objectives with focus on business benefits
- **Communicate** timely and meaningful Project updates to the CFO

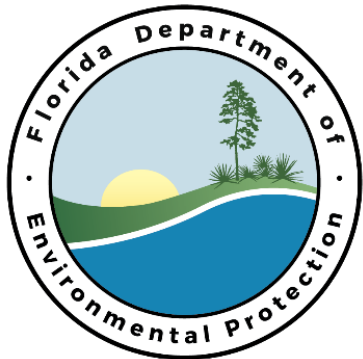




# Florida PALM Project Update

## Scope – Pilot Agency Identification

- ▶ We are pleased to announce the confirmed Pilot agencies:
  - Department of Economic Opportunity
  - Department of Environmental Protection
  - Department of Financial Services
  - Department of Management Services





# Florida PALM Project Update

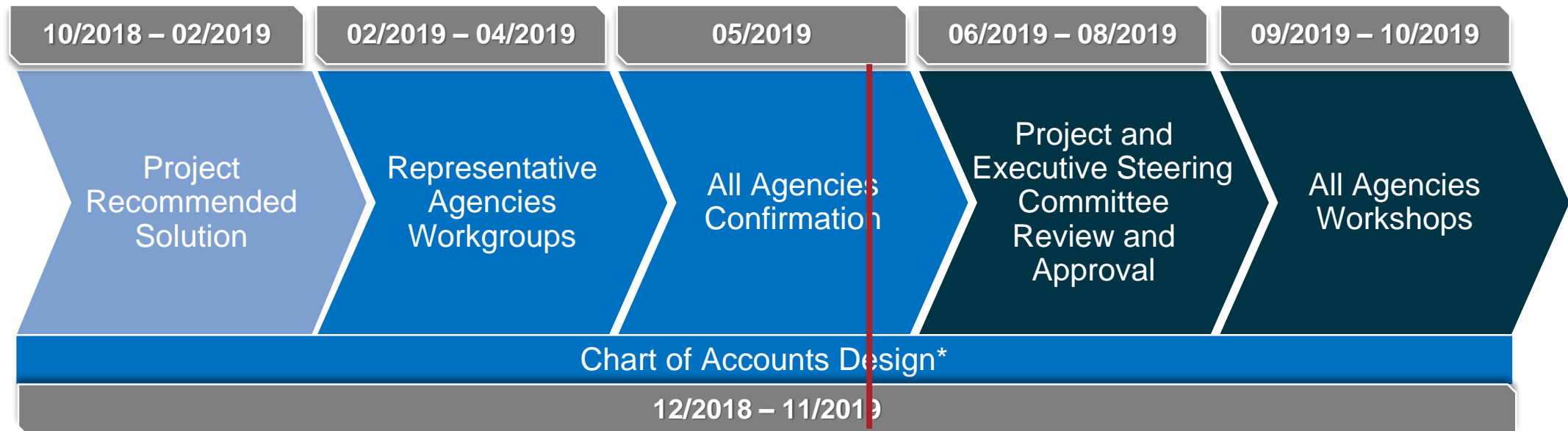
## Scope – Change Champion Network (CCN)

- ▶ Working to establish CCN within State organizations
  - Agency Sponsor
  - Agency Liaison
  - Business Liaison
  - Technical Liaison
  - Training Liaison
  - Change Management Liaison
- ▶ CCN Kickoff meeting for Pilot agencies was held May 21
- ▶ CNN Kickoff for Wave organizations targeted for June



# Florida PALM Project Update

## Scope – Solution Analysis and Design



We are here



# Florida PALM Project Update

## Scope – Solution and Analysis and Design

### Florida PALM Solution Analysis and Design Update

The Florida PALM Team continues to refine the financial management solution for the State. Representative Agencies Workgroups are complete. Thank you for the collaboration.

**Next Step:** All Agencies Confirmation sessions will be held in May.



**70+**

Refined flows



**100+**

Participants



**23**

Meetings



*Click here to view the materials from these sessions*

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# Florida PALM Project Update

## Scope – Solution and Analysis and Design

### Florida PALM Solution Analysis and Design Update

Representatives statewide collaborated and shared feedback on the Florida PALM standardized business process models.

The proposed design will be reviewed by the Executive Steering Committee this summer. After approved, the Team will publish the final design.



[View session materials](#)



**52**

Hours spent reviewing the design with agencies



**278**

Agency users attended 6 sessions

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# Florida PALM Project Update

## Scope – Timing of Central FLAIR Replacement

- ▶ Central FLAIR functionality will be replaced at Pilot go-live, July 2021
  - Supports objective of Florida PALM becoming book of record at Pilot implementation
  - Avoids complexity of partially turning off Central FLAIR functions
  - Unlinks Departmental and Central FLAIR
  - Changes reconciliation process with Departmental FLAIR for Wave organizations to use Florida PALM instead of Central FLAIR
  - Requires interface design, development, and testing activities with those that currently connect directly to Central FLAIR
  - Creates momentum for Florida PALM adoption by increasing engagement with all agencies
  - Leverages implementation period (Pilot) with longest design/build/test and fewest Departmental end users to train



# Florida PALM Project Update

## Scope – User Access

- ▶ Florida PALM will be a web-based solution leveraging PeopleSoft Fluid user interface with the following usability characteristics:
  - Simple and intuitive navigation
  - Seamless user experience across devices (laptop, tablet, phone)
  - Only a modern web browser is needed (no apps or plug-ins to install)
  - End user personalization within the system



# Florida PALM Project Update

## Scope – Data

- ▶ The conversion approach is centered on converting open/active data

DDI Phase 1, Pilot	Data	Anticipated Source System	Level of data conversion	Applies to	AESG Supported
	Ledger	FLAIR	Opening balances for statewide level data	Statewide	Yes
	Budgets	FLAIR	Statewide budget and Pilot Agency budgets	Statewide and Pilot	Yes
	Encumbrances	FLAIR or MyFloridaMarketPlace	Open encumbrance balances	Pilot	Yes
	Vendors	FLAIR	Active vendors / suppliers	Statewide	Yes
	1099 Balances	FLAIR	Calendar Year-to-Date 1099-eligible payments by vendor	Statewide	Yes
	Cash Balances	CMS	Cash balances by bank account	Statewide	Yes
	Investments	CMS	Active investments and investment balances by investment	Statewide	Yes
	Outstanding Warrants	FLAIR or CMS	Detailed unredeemed warrants	Statewide	Yes
	Open Receivables	Agency	Detailed open receivables	Pilot	Yes
	Customers	FLAIR or Agency	Active customers	Pilot	Yes
	Fixed Assets	FLAIR or Agency	Assets with depreciable balances and assets tracked by agencies for reporting purposes	Pilot	Yes
	Contracts (for accounting purposes)	FLAIR, FACTS, or Agency	Active contracts	Pilot	Yes
	Projects (for accounting purposes)	FLAIR or Agency	Active projects	Pilot	Yes
	Grants (for accounting purposes)	FLAIR, FACTS, or Agency	Active grants	Pilot	Yes
	Employee Data for Expense Reimbursements	FLAIR or People First	Active employees	Pilot	Yes





# Florida PALM Project Update

## Scope – Interfaces

- ▶ The interface approach for organizations is based on standardization of interfaces into a Service Oriented Architecture (SOA) utilizing an Enterprise Service Bus (ESB)
- ▶ Temporary interfaces will be required during the transition state (when Florida PALM and FLAIR are the combined financial management solution)








# INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

FACILITATOR: MARK FAIRBANK



# IV&V Assessment

## April 2019 Reporting Period

Overall Status			
Current Period	Prior Period	Overall Trend	Observations Based on standardized IV&V scoring
			<ul style="list-style-type: none"> <li>The DDI Phase continues to progress according to plan.</li> <li>Resource allocation is monitored closely by Track Managers and PMO. Activities are allotted reasonable time to complete.</li> <li>The project's managerial and reporting structure supports staff development, process definition, quality assurance, and other functions necessary for project success.</li> <li>Risks and Issues are being managed proactively and with a reasonable sense of urgency.</li> <li>PMO demonstrates consistent and strong cost management practices.</li> <li>Quality control, financial control, and vendor processes are established and consistently executed.</li> <li>The Project regularly conducts proactive communications to stakeholders. Feedback from stakeholders to IV&amp;V indicates a high degree of satisfaction with project support.</li> <li>An effective organizational structure combined with positive morale among staff continues to foster a collaborative environment.</li> <li>Collaboration between the State Project Team and Accenture Team continues to produce mutually satisfactory results.</li> <li>The IV&amp;V Team has identified no significant risks to DDI Phase activities.</li> <li>The Project trend continues to be positive as work toward producing deliverables and achieving project milestones is proceeding according to plan.</li> </ul>



## IV&V Assessment

Additional Observations of current Project operations compared to findings contained in the Gartner Project Aspire Evaluation Final Report 2007

### ▶ Executive Governance Process

- **2007:** Missing
- **2019:** Established 2017 and operating regularly

### ▶ Statewide ERP Vision & Strategy

- **2007:** Unclear and incomplete at best
- **2019:** Developed 2014 and refined on an ongoing basis, shared broadly, vetted and affirmed

### ▶ Requirements & Long Term Viability of Solution

- **2007:** Customization and uncontrolled scope promised limited lifespan of solution
- **2019:** Scope control, designs based on industry best practices, and hosted solution promise long-term viability

### ▶ Funding Model Promotes/Inhibits Progress

- **2007:** Budget releases tightly controlled to minimize risk after concerns escalated
- **2019:** Budget releases based on calendar periods rather than contracted project milestones complicates mid-term and long-range commitment of resources

### ▶ Authoritative Project Plan & Master Schedule

- **2007:** Incomplete, uncontrolled, and ineffective
- **2019:** Detailed, regularly shared and updated by all teams, closely managed, independently validated

### ▶ Project Team Adheres to Best Practices & Meets Deadlines

- **2007:** No evidence of best practices, operating principles, or sense of urgency to meet deadlines
- **2019:** Extensive work to incorporate best practices, to establish, share and adhere to operating principles, and a record of meeting deadlines



## IV&V Assessment

Additional Observations of current Project operations compared to assessment criteria used in the Gartner Project Aspire Evaluation Final Report 2007

- ✓ **User requirements have been clearly defined and documented**  
*2019: Complete*
- ✓ **Functional specifications have been clearly defined and documented**  
*2019: Complete*
- ✓ **Technical specifications have been clearly defined and documented**  
*2019: Complete*
- ✓ **Detailed designs have been clearly defined and documented**  
*2019: Underway*
- ✓ **All potentially impacted people were involved**  
*2019: All potentially impacted people are involved*
- ❑ **The design has received sign-off from all geographies and business units affected**  
*2019: Pending completion of Solution Analysis & Design Activities*
- ❑ **A gap analysis was performed to reconcile system capabilities with the business requirements**  
*2019: Underway*
- ❑ **There was a process initiated to resolve the differences between system capabilities and business requirements**  
*2019: This process is in place and being used*
- ❑ **Integration with other systems (and processes) have been properly planned and accounted for**  
*2019: Underway*



# UPCOMING ACTIVITIES

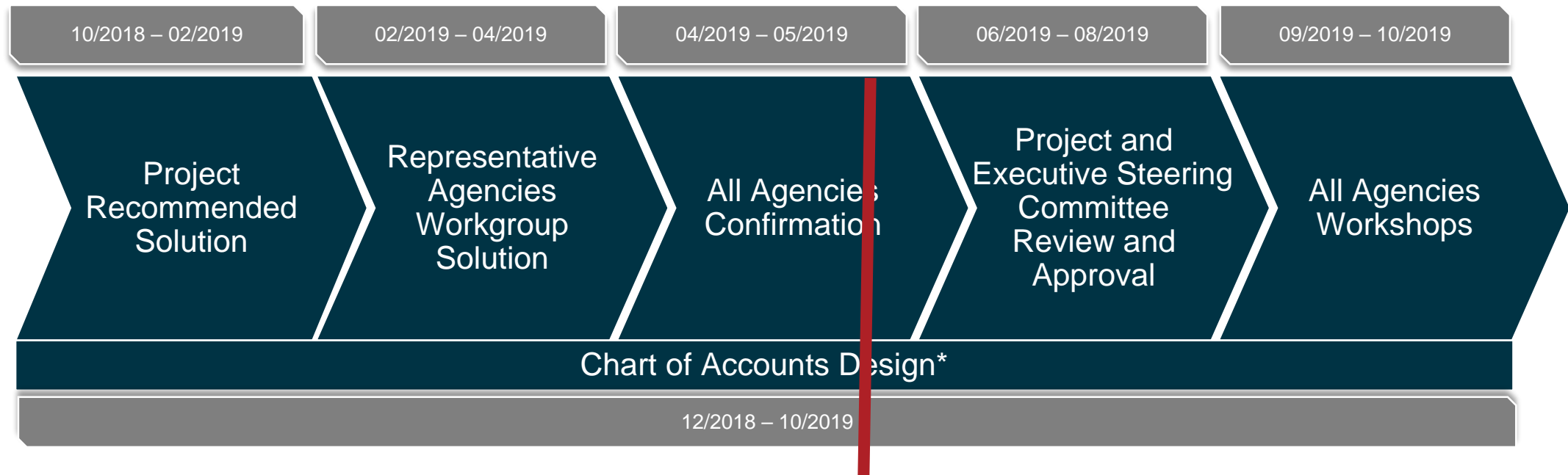
FACILITATOR: MELISSA TURNER



# Upcoming Activities

## Agency Engagement

### ► Solution Analysis and Design



*We are Here*

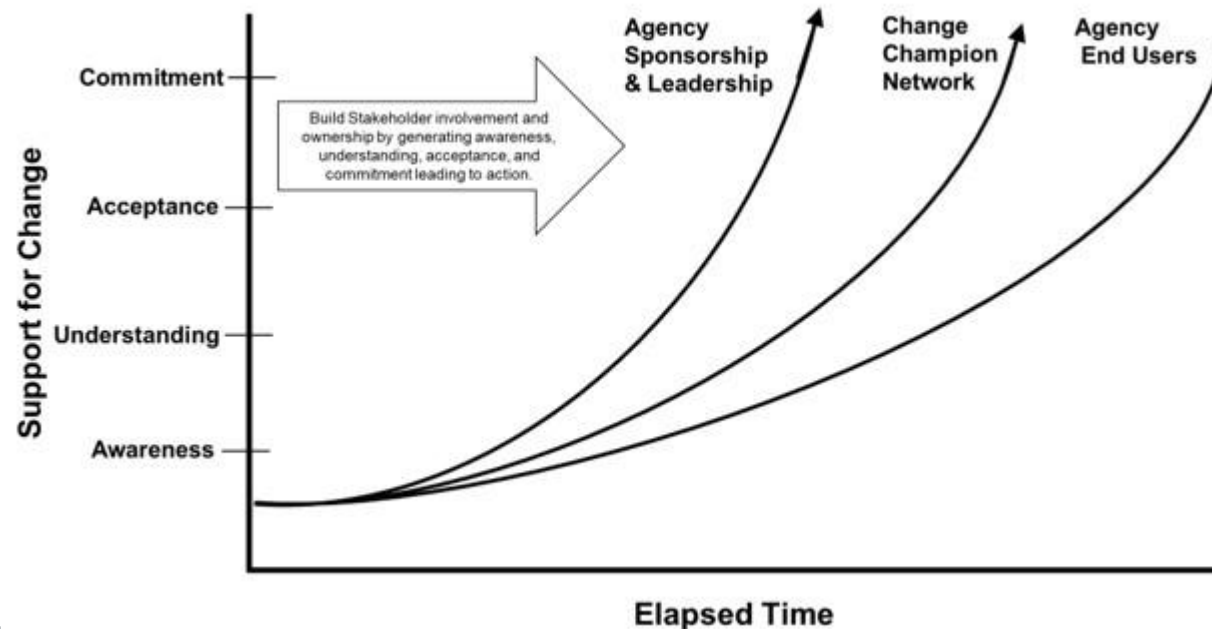
*\*Conducted during Pilot period only*



# Upcoming Activities

## Agency Engagement

- ▶ Organizational Readiness Survey
  - Online survey with Pilot and Wave Agencies
  - Designed to understand current level of buy-in along Change Commitment Curve



# Upcoming Activities

## Major Project Deliverables

- ▶ Standardized Business Process Models
  - Anticipated approval in July
- ▶ Process and Transaction Mapping Model
  - Anticipated approval in July
- ▶ One-on-one meetings will be scheduled with each ESC member during the summer to prepare for Major Project Deliverable Approvals





# NEW BUSINESS

FACILITATOR: MELISSA TURNER



# NEXT MEETING

JUNE 26, 2019  
DEPARTMENT OF REVENUE  
BUILDING 2, ROOM 1250



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# CONTACT INFORMATION

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