

# Florida **PALM**

Planning, Accounting, and Ledger Management



# EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF REVENUE

DECEMBER 5, 2019



# ROLL CALL AND OPENING REMARKS

FACILITATOR: RYAN WEST



# REVIEW OF OCTOBER 23, 2019 MEETING MINUTES

FACILITATOR: MELISSA TURNER



# PROJECT UPDATE

FACILITATORS:

MATT COLE,

ANGIE ROBERTSON, MELISSA TURNER



# Florida PALM Project Update

## Staffing

- ▶ Scott Fennell appointed as Chairman of the ESC/Executive Sponsor
- ▶ Ryan Oakes and Buffie Rodri serve as the Accenture Quality Assurance
- ▶ Sharon Studley transitioning to role of Accenture Project Manager
- ▶ Positions will be filled for upcoming focus of testing activities



# Florida PALM Project Update

## Risks and Issues

- ▶ Since the last ESC meeting, one new risk has been identified and closed
- ▶ 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 19–20

### FY 2019-2020 Spend Plan Summary As of December 5, 2019

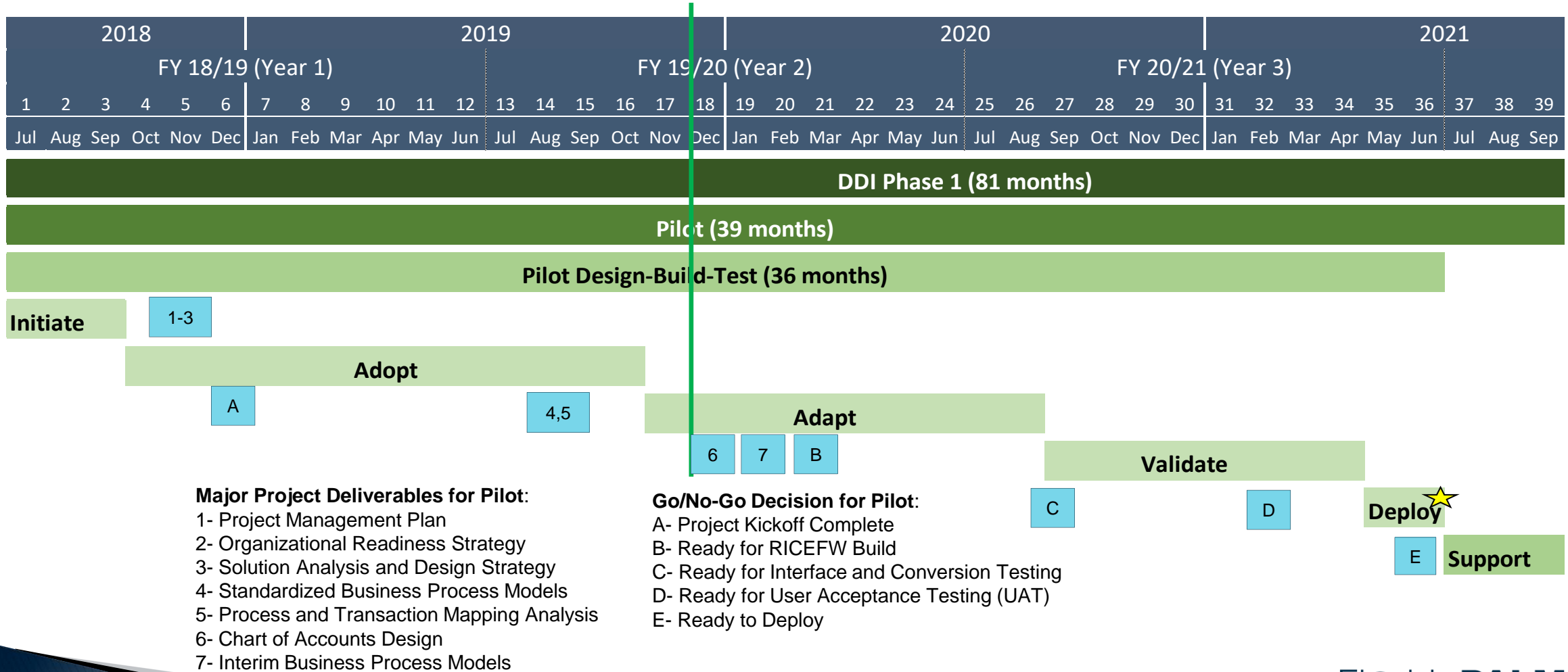
Category	Projected FYTD	Incurred FYTD	Released FYTD
Special Category	\$11,829,543	\$6,897,213	\$12,401,527
SSI Contract	\$10,714,409	\$6,040,401	
Project Admin	\$208,981	\$ 99,576	
Support Services	\$528,448	\$421,123	
IV&V	\$377,705	\$336,113	
Salaries and Benefits	\$2,412,110	\$2,050,440	\$6,464,626
DMS Transfer and Risk Management	\$12,656	\$15,965	\$24,887
<b>Total</b>	<b>\$14,254,309</b>	<b>\$8,936,617</b>	<b>\$18,891,040</b>





# Florida PALM Project Update

## Schedule














# Florida PALM Project Update

## Schedule – Ready for RICEFW Build








-  Not Started
-  In Progress
-  Complete

### Deliverable Components



-  Application Configuration and Development Strategy
-  Gap Inventory
-  Leading Practice Decisions and Outcomes
-  **Process and Transaction Mapping Analysis**
-  Reporting Strategy
-  Requirements Management Plan
-  Requirements Traceability Matrix
-  RICEFW Inventory
-  **Standardized Business Process Models**
-  **Chart of Accounts Design**
-  **Interim Business Process Models**

-  Data Architecture Strategy
-  Data Conversion and Migration Strategy
-  Data Conversion Inventory
-  Information Technology Controls Strategy
-  Security and Technical Compliance Strategy
-  System Infrastructure Strategy
-  Technical Architecture Strategy
-  Interface and Integration Strategy

-  Communications Measurement Plan
-  Communications Plan
-  Knowledge Transfer Plan
-  Organizational Readiness Assessment
-  Organizational Readiness Plan
-  Training Strategy
-  Workforce Transition Plan

-  Project Guidelines and Operating Principles



# Florida PALM Project Update

## Schedule – Ready for RICEFW Build



79% of State Organizations attended Standardized Business Process Models

72% of State Organizations submitted Standardized Business Process Feedback

89% of State Organizations attended COA Design Workshops and Office Hours

79% of State Organizations submitted COA Design Feedback

94% of State Organizations attended Interim Business Process Model Workshops and Office Hours



100% of State Organizations named Agency Sponsor and Agency Liaison for Change Champion Network

84% of State Organizations attended Change Champion Network Kick Off

87% of State Organizations attended Change Champion Network Town Hall

92% of State Organizations responded to Readiness Survey



100% of Pilot and FFMS Organizations attended collaborative Interface Inventory discussions

54 sample Interface Layouts shared with Pilot and FFMS Organizations



Project Schedule coordination with DFS A&A, Treasury, and OIT



# Florida PALM Project Update

## Schedule – Ready for RICEFW Build

- ▶ Go/No-Go decision points are an opportunity for pause to assess progress against planned activities
- ▶ Readiness of organizations will be discussed
- ▶ Collaborative discussion of organizations progressing at different rates
- ▶ Mitigating factors will be reviewed
- ▶ Downstream effects of Go/No-Go decisions will be evaluated



# Florida PALM Project Update

## Scope

-  Not Started
-  In Progress
-  Complete

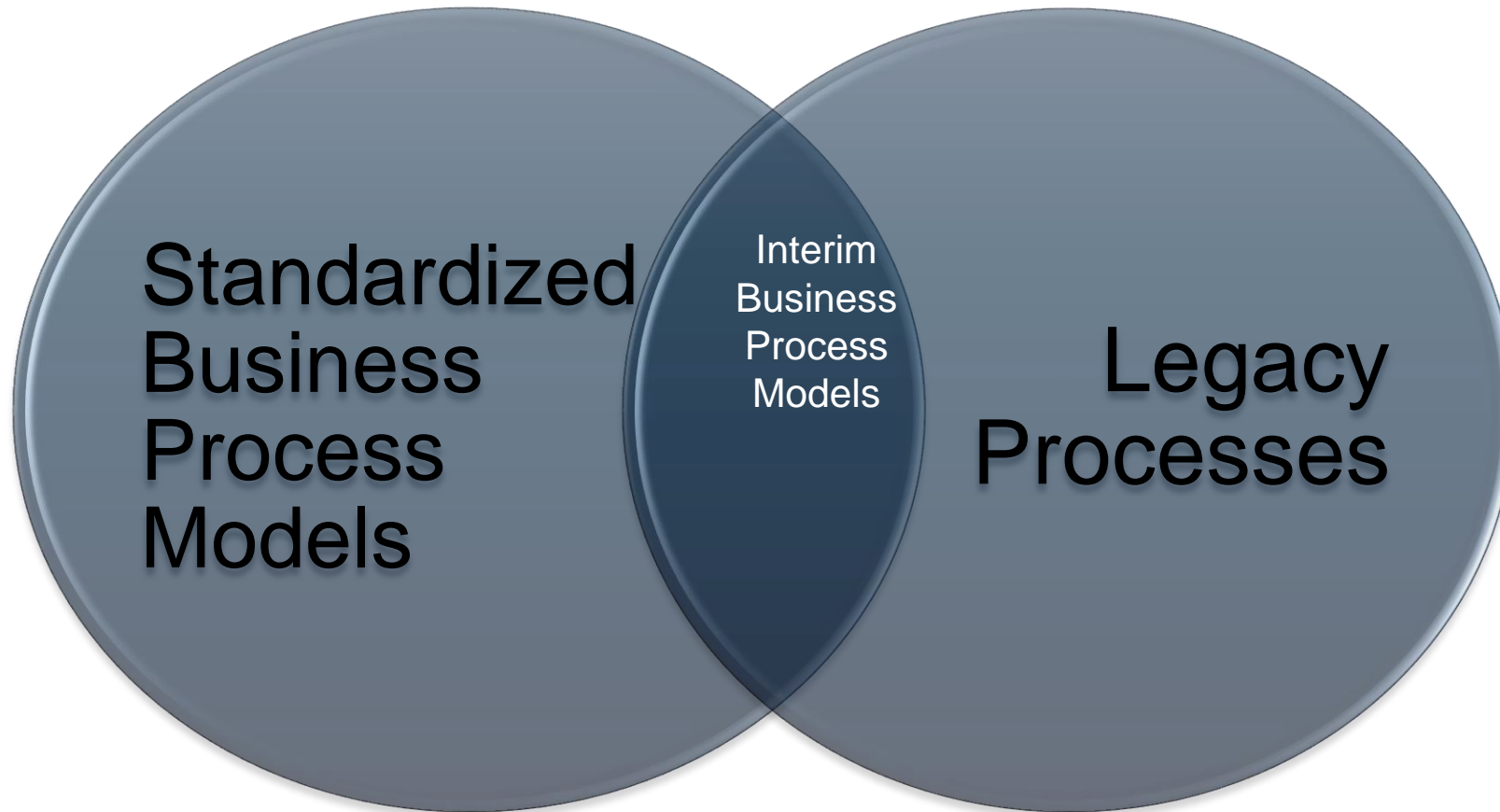
### ▶ FY19-20 Objectives Update

- Complete Interim Process Models
- Conduct Training Needs Assessment
- Confirm Chart of Accounts design, including crosswalk
- Complete detailed design and configuration
- Identify required interfaces and confirm layouts
- Identify conversions and associated cleansing opportunities
- Establish non-production infrastructure and environments
- Establish approach to identify Wave 1 and Wave 2 organizations
- Confirm Production Support Strategy



# Florida PALM Project Update

## Scope



# Florida PALM Project Update

## Scope

- ▶ Interim Business Process Models Approach
  - ✔ Worked with DFS Divisions / Office and FFMIS partners determine recommended approach for handling variances in business processes
  - ✔ Conducted workshops with organizations in November to share temporary variances to business processes and additional RICEFW components that will be utilized at Pilot go-live
  - ✔ Office hours held on November 21 and December 5
    - Feedback Form was sent to organizations and is posted on the Project's website; feedback is due December 13



# Florida PALM Project Update

## Scope

### *Interim Business Process Model Summary*

Business Process Grouping	# of Flows and Narratives	Impacted Party
10 - Account Management and Financial Reporting	3	Wave; Pilot; A&A
20 - Budget Management	2	Wave; A&A
30 - Disbursements Management	8	Wave; A&A
40 - Asset Accounting and Management	2	Wave; Pilot; A&A
50 - Revenue Accounting	0	N/A
60 - Accounts Receivables	3	Wave; A&A; Treasury
70 - Treasury Management	0	N/A
80 - Cash Management	7	Wave; Pilot; A&A; Treasury





# Florida PALM Project Update

## Scope

- ▶ Assumptions considered in creating Interim Business Process Models were:
  - Revision of Departmental FLAIR will be minimized
  - Central FLAIR functions in Departmental will not be available
  - Wave organization users will be enabled to use Florida PALM, as appropriate
  - Temporary revisions of Florida PALM for Interim processes will be minimized
  - Florida PALM will support a crosswalk of Chart of Accounts (COA) values for data translation
  - Florida PALM will be the “book of record” at Pilot go-live



# Florida PALM Project Update

## Scope

- ▶ Functions defining the “book of record”:
  - Supplier (vendor) Master
  - CAFR Reporting
  - Warrant / Payment Production
  - Appropriation Control
  - Cash Control
  - Tax Reporting



# Florida PALM Project Update

## Scope

- ▶ At Pilot, Wave organizations can expect:
  - Reports providing data similar to what is provided by Central FLAIR and CMS to be available in Florida PALM
  - “Central” data from Florida PALM will be sent to Information Warehouse
- ▶ FLAIR PYRL data for all organizations will continue to be in the Information Warehouse
- ▶ The approach for historical and enterprise reporting is being discussed



# Florida PALM Project Update

## Scope

### *Activities Impacted by Interim*

- ▶ Supplier Set Up and Maintenance
- ▶ Statewide ChartField Set Up
- ▶ Budget and Cash Checking
- ▶ Voucher Auditing
- ▶ Stale Warrants and Warrant Cancellations
- ▶ 1099 Corrections
- ▶ Monthly and Annual Closing
- ▶ CMIA Clearance Patterns
- ▶ Asset Transfers
- ▶ Deposits
- ▶ Returned Items
- ▶ Revenue to Revenue Transactions
- ▶ InterUnit Transactions
- ▶ Investments / Disinvestments
- ▶ CRA Management
- ▶ GR Service Charge and Fund Loans
- ▶ Carry Forward



# Florida PALM Project Update

## Scope

- ▶ Interim Business Process Models Key Impacts
  - Wave roles identified are most typically Disbursement staff, but also includes Cash Management, Revenue, Finance, Property, Budget, and Grant staff
  - Wave roles are typically “reporter” roles, responsible for monitoring and maintaining balance of activities between Florida PALM and Departmental
  - The COA crosswalk will be essential to supporting Departmental interfaces and organization reconciliation processes



# Florida PALM Project Update

## Scope

- ▶ Interim Business Process Models Key Impacts - *continued*
  - State moves toward Standardized business processes for:
    - Statewide ChartField set up and maintenance
    - Warrant cancellations
    - Supplier maintenance
    - Treasury functions
    - DOR processing “on-behalf of”
  - Wave organizations will routinely operate within Florida PALM for:
    - InterUnit transactions between Wave and Pilot organizations
    - Investment / Disinvestment transactions
    - Warrant cancellations
    - Supplier and statewide ChartField set up and maintenance requests



# Florida PALM Project Update

## Scope

- ▶ Chart of Accounts (COA) Design Approach
  - ✓ Research and analysis of FLAIR data to support the initial design
  - ✓ Targeted collaboration to refine the design
    - ✓ Engagement with A&A, OIT, and Treasury
    - ✓ Discussions with Targeted Organizations
    - ✓ COA Usage Questionnaire
  - ✓ Collaboration with organization accounting and budget representatives to confirm the design
    - ✓ COA Design Kickoff
    - ✓ Working meetings
    - ✓ Office Hours



# Florida PALM Project Update

## Scope

- ▶ 16 COA parking lot items addressed and posted on the Project's website – items include:
  - Available Fields
  - Projects / Grants
  - Allotment Structures
  - Encumbering
- ▶ Decision 153 logged to document the configuration for the Appropriation Budget Definition for encumbrances





# Florida PALM Project Update

## Scope

- ▶ Activities following Chart of Accounts Design:
  - Collaborate with stakeholders to configure statewide and organization-specific ChartField values
  - Develop bi-directional crosswalk of values that will be used for translation between legacy systems and Florida PALM



# Florida PALM Project Update

## Scope

### ▶ RICEFW Inventory update

#### ◦ *Reports:*

- Report listing shared with Pilot and feedback was received in November
- Feedback on Interim Business Process reports will be gathered through Interim Business Process Models feedback form

#### ◦ *Interfaces:*

- Pilot organizations and FFMIS partners:
  - Interface meetings have been held and are ongoing to confirm ongoing interfacing needs
  - Sample layouts provided
- Six agencies with unique incoming Central FLAIR interfaces have received interface listings to confirm Pilot interfacing need



# Florida PALM Project Update

## Scope

- ▶ RICEFW Inventory update - *continued*
  - *Conversions:*
    - Approach shared during Interim Business Process Models Workshops to:
      - Convert data for go-forward transactional processing
      - Perform data cleansing in the legacy systems to the extent possible
      - Conduct multiple mock conversions to confirm data conversions
      - Collaborate regularly with conversion partners
    - Expectations of conversion partners:
      - Perform data cleansing in source system(s)
      - Perform organization source system mapping
      - Consume conversion layouts and generate extracts
      - Perform online post-conversion validation



# Florida PALM Project Update

## Scope

- ▶ RICEFW Inventory update - *continued*
  - *Extensions, Forms, and Workflows:*
    - Final list of Extensions have been confirmed to support Standardized Business Process Models
      - Ten extensions originally identified in contract
      - Eleven extensions were identified as part of Requirements Confirmation
    - Decision 156 was logged to identify additional requirements proposed for ESC to approve cancellation
  - Feedback from stakeholders and input from Interim Business Process Models will be compiled in the RICEFW Inventory submitted at the end of December



# Florida PALM Project Update

## Scope

- ▶ Major Project Deliverable Updates
  - Updates are anticipated for Standardized Business Process Models and Process and Transaction Mapping Analysis based impacts:
    - Chart of Account Design
    - Interim Business Process Models
    - Extension Confirmation



# Florida PALM Project Update

## Scope

- ▶ Assessment of performance using Critical Performance Indicator (CPI)
- ▶ Audience:
  - ESC Members
  - Project Sponsor
  - Business Sponsors
  - Change Champion Network Agency Liaisons for all organizations
- ▶ Response:
  - 17 of 18 responders gave “Well” to “Very Well” score; 1 responder gave “Adequate” score
  - Open-ended response: “I get timely responses to questions and have the ability to provide input”



# VOTING ACTION

FACILITATORS:  
SCOTT FENNELL, MELISSA TURNER



# Voting Action

- ▶ Decision #156: Approval of proposed cancelled requirements based on requirements analysis








# INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

FACILITATOR: MARK FAIRBANK



# IV&V Assessment

## October 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>• The Project regularly conducts proactive communications to stakeholders including partner system organizations such as FFMIS, Pilot agencies, and Wave agencies.</li> <li>• <b>Activities are allotted reasonable time to complete provided Project secures commitment from partner system organizations and Pilot agencies to fulfill critical dependencies. Otherwise, there is a risk to the schedule.</b></li> <li>• Risks and Issues are being managed proactively and with an appropriate sense of urgency.</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>• 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 trend is stable as work toward executing the statement of work and producing deliverables is proceeding according to plan with some schedule variation that presently does not affect milestones.</li> </ul>



# IV&V Assessment

## Additional Observations

- ▶ The Project is effectively managing completion of the activities according to the project schedule.
- ◆ However, scheduled provision of specifications (Q1 2020) may not be early enough for some critical partner systems and Pilot organizations to obtain resources and complete necessary technical changes in time to begin testing in August 2020.
- ▶ Interim Business Process Models have been presented to all organizations for review. The workshops were thorough and interactive. Feedback from organizations is essential to determining the practicability of the interim solution.



# UPCOMING

MELISSA TURNER



# Florida PALM Project Update

## Upcoming

- ▶ Share COA Design in December for planned ESC vote in January
- ▶ Share Interim Business Process Models in January for planned ESC vote in February
- ▶ Share summary of updates for Standardized Business Process Models and Process and Transaction Analysis
- ▶ Conduct Change Champion Network Town Hall and Open House in January



# NEW BUSINESS

FACILITATOR: MELISSA TURNER



# NEXT MEETING

JANUARY 22, 2020  
DOR, BUILDING 2, ROOM 1250



# CONTACT INFORMATION

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