EXECUTIVE STEERING COMMITTEE

BRIEFING MATERIALS

MARCH 19, 2020

Florida PALM
Planning, Accounting, and Ledger Management

PROJECT UPDATE

Florida PALM Project Update
Risks and Issues

▸ Since the last ESC meeting, four new risks have been logged:
  ◦ Timing of DFS decision for Production Support approach
  ◦ Effect of updated implementation approach on FY 19/20 and FY 20/21 funding
    • *After further discussion with Accenture team, risk was closed on 3/18/2020 as no additional appropriations are anticipated for FY 19/20 or FY 20/21*
  ◦ Revised MRW to align with updated implementation approach
  ◦ Impact of COVID-19 on planned work

▸ 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

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Florida PALM Project Update
Budget – Fiscal Year 19–20

FY 2019-2020 Spend Plan Summary As of February 29, 2020*			
Category	**Projected FYTD**	**Incurred FYTD**	**Released FYTD**
Special Category	$11,679,269	$11,592,355	$17,371,527
SSI Contract	$10,094,098	$10,094,098	
Project Admin	$297,069	$285,510	
Support Services	$695,322	$666,854	
IV&V	$592,780	$545,893	
Salaries and Benefits	$3,425,191	$3,313,090	$6,464,626
DMS Transfer and Risk Management	$20,426	$20,426	$24,887
Total	**$15,124,886**	**$14,925,871**	**$23,861,040**

Released FYTD includes 03/06/2020 $5M release
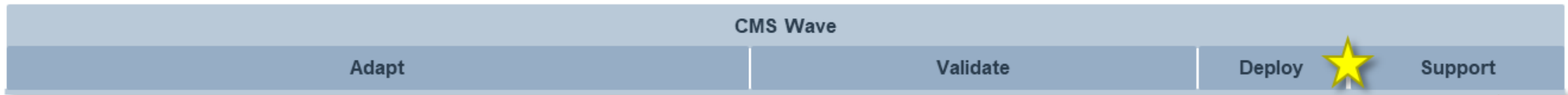
Florida PALM Project Update
Schedule

▶ PCR 43 - FY19-20 impacts for updated implementation approach
  ◦ Addition of five new deliverables, focused on CMS Wave
  ◦ Adjustment to the scope and timing of seven deliverables, focused on CMS Wave
  ◦ Refinement to the name of the upcoming Go/No-Go decision (D67) to reflect the wave
    • CMS – Ready to Start RICEFW Build
  ◦ Adjustment to misaligned acceptance criteria for four deliverables
  ◦ Removal of one deliverable resulting from consolidation of activities which removes redundancy
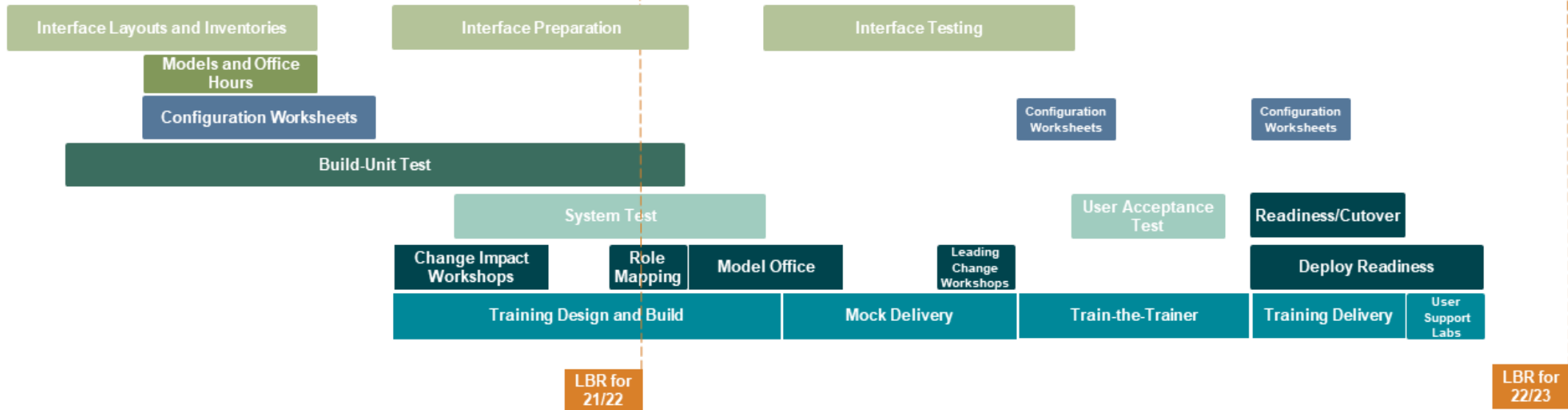
Florida PALM Project Update

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

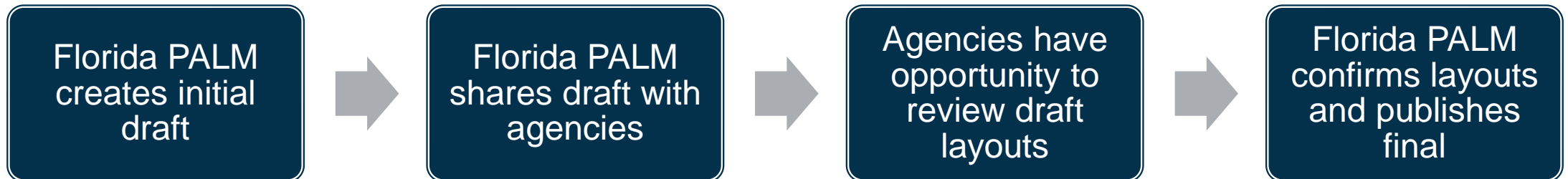◦ Confirm Production Support Strategy

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Florida PALM Project Update
Scope

▸ Interface Layouts

- Provides field descriptions for inbound and outbound data exchanges
- Allows agency staff to better understand information needed to exchange data between Florida PALM and business systems
- Uses a develop/review/finalize process similar to previous Project work

Florida PALM creates initial draft	→	Florida PALM shares draft with agencies	→	Agencies have opportunity to review draft layouts	→	Florida PALM confirms layouts and publishes final

Florida PALM Project Update
Scope

- Interface Statistics for CMS Wave (as of 3/18/2020):
  - 24 total interfaces identified for the CMS Wave
  - 5 interfaces exchange data with agency business systems outside of DFS
  - 11 interfaces load data into Florida PALM
  - 13 interfaces extract data from Florida PALM
- Layouts are being share with agencies as they become available
- All layouts are scheduled to be finalized by May 29

Florida PALM Project Update
Scope

▸ Revised MRW planned for release March 26, including updates requested via Proviso

▸ Agencies will be asked to review/confirm Change Champion Network roles

▸ Chart of Accounts Overview posted to website

▸ CMS Wave Overview and Timeline posted to website
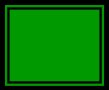
▸ First PALMcast posted to website

INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

CONTENT PROVIDED BY MARK FAIRBANK

FloridaPALM
Planning, Accounting, and Ledger Management

Briefing Materials   03/19/2020

IV&V Assessment
February 2020 Reporting Period

Overall Status			
Current Period	Prior Period	Overall Trend	Observations
🟩	🟩	↔	◆ The DDI Phase is undergoing a rescheduling to adjust phases. This has resulted in a delay to confirming the detailed 90-day schedule of activities for the March-May period. Observed planning activities are consistent with the Project Management Plan and standard practices. • Rescheduling provides extended time for partner systems and agencies. This should enable the Project to secure commitment from partner system organizations and agencies to fulfill critical dependencies. • Risks and Issues are being managed proactively and with an appropriate sense of urgency. The Project is actively managing risk to the implementation schedule and has restructured the Wave deployment schedule to address concerns relative to alignment of fiscal cycles. This restructuring does not alter the planned project duration. ◆ The risk associated with turnover in key positions remains high, as the Project has experienced such, and the multi-year, multi-phase implementation approach increases the probability of occurrence. • The Project trend is stable as work toward executing the statement of work and producing deliverables is proceeding according to plan.

IV&V Assessment
Additional Observations

- An Update on Comparative Analysis of Project Performance
  - Independent observations of current Project operations are compared to those of those reported earlier by Gartner on the State's prior ERP project
- In March 2019, IV&V used the 2007 Gartner report which diagnosed Project ASPIRE based on industry standard criteria:
  - Critical Project Components
  - Key Project Success Components
- The following slides have been updated in March 2020
  √Red check marks indicate items that have attained status since March 2019

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IV&V Assessment
Critical Project Areas – Then & Now
(Source: Gartner 2007)

▸ Executive Governance Process

- ◦ **Then:** Missing
- ◦ **Now:** Established 2017 and operating regularly

▸ Statewide ERP Vision & Strategy

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

▸ Requirements & Long-Term Viability of Solution

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

▸ Funding Model Promotes/Inhibits Progress

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

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IV&V Assessment
Critical Project Areas – Then & Now
(Source: Gartner 2007)

▸ Authoritative Project Plan & Master Schedule

- ◦ **Then:** Incomplete, uncontrolled, and ineffective
- ◦ **Now:** Detailed, regularly shared and updated by all teams, closely managed, independently validated

▸ Project Team Adheres to Best Practices & Meets Deadlines

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

IV&V Assessment
Key Success Components for Similar ERP Projects
(Source: Gartner 2007)

✓ Clear vision for the future-state financial environment

> **2019:** Following the work of 2014-2018 to define goals, design future state business models, select and negotiate a hosted solution and express the vision to achieve the solution, is DFS clear on future roles and on how the organization will operate and support the Florida PALM in production?
>
> **2020:** Work continues on D127 Production Support Strategy

✓ Business transformation focus

> **2020:** With designs nearly completed, the Project has maintained a consistent control on scope creep to avoid legacy replication, limit customizations, and to enable best value from Peoplesoft to achieve business transformation objectives

✓ Disciplined governance process and business focus

> **2020:** Executive Steering Committee members are more engaged and willing to speak up when convened

✓ Standardization of business processes

> **2020:** The level of customization remains remarkably low

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IV&V Assessment

Key Success Components for Similar ERP Projects
(Source: Gartner 2007)

✓ Expectation management

✓ Proven implementation approach

2019: Phase approach including Pilots, Waves, and interim processes carries complications. This requires investments in Project Management resources and continual vigilance. The complex approach makes agency understanding more challenging.

2020: the revised approach simplifies the timing but retains the concept of interim business processing albeit in in a more limited and streamlined way

✓ Strong user focus

2020: OCM work has expanded and produced user-focused deliverables including D62 Workforce Transition Plan

✓ Committed sponsorship

2019: Potential area of risk due to a strong Project leadership profile that limits sponsors involvement in management of the Project and enables a somewhat passive approach to championship roles

2020: The Project continues to manage engagement with sponsors on a regular basis and has enhanced the ability for sponsors to provide input, create agendas, and communicate priorities and concerns

IV&V Assessment
Key Success Components for Similar ERP Projects
(Source: Gartner 2007)

✓ Limit modifications to the software (customizations)

2019/2020: The Project scope has been closely managed, customizations are few and do not include large-scale, highly complicated items

✓ Strong risk management

2020: The Project continues to recognize risks to execution and performance and has adopted criteria that are externally focused

✓ Significant change management effort

2020: The Project's comparatively large investment in OCM resources provides agencies with regular engagement opportunities, clear and frequent points of contact, and opportunities to express concerns, objections, and requests for assistance.

Project continues to produce information-packed deliverables and has initiated activities to make important information more readily consumable by agencies.

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IV&V Assessment
Assessment Criteria: System Specification/Design
(Source: Gartner 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*   **2020:** *complete; functional details have been initiated*

✓ The design has received sign-off from all business units affected

    2019: *Pending completion of Solution Analysis & Design Activities*

    2020: *Complete; agency feedback incorporated*

✓ All potentially impacted people were involved

    2019: *All potentially impacted people are involved* **2020:** *and continue to be engaged by the Project*

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IV&V Assessment
Assessment Criteria: System Specification/Design
(Source: Gartner 2007)

✓ A gap analysis was performed to reconcile system capabilities with the business requirements

2019: Underway   **2020:** Completed in 2019

✓ There was a process initiated to resolve the differences between system capabilities and business requirements

2019: Yes   **2020:** The process was used in 2019 to satisfactorily resolve differences without loss of functionality that represents a degradation of value

✓ Integration with other systems (and processes) have been properly planned and accounted for

2019: *Underway* **2020:** The Project maintains regular engagement with partner system organizations and agencies statewide to collaborate and manage interface design and development. Revised approach affords more time for interfacing agencies to assess needs and obtain resources.

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IV&V Assessment
Florida PALM Operating Principles (D31)

▸ Be engaged with, involved in, and supportive of the Project

   2020: Engagement has increased on all fronts

▸ Be open and candid, sharing ideas and concerns with the Project first

   2020: Dialog has increased at ESC, and with Sponsors, contentiousness has decreased

▸ Give best effort for Project responsibilities

   2020: The level of effort has only increased over the past year

▸ Honor and comply with Project standards

   2020: No discernible erosion or deviation from standards

▸ Seek out information and share information

   2020: BPS analytical activities produced results; SDS is building; OCM actively pursues information from and provides information to agencies

IV&V Assessment
Florida PALM Operating Principles (D31)

▶ Promote teamwork and collaboration to achieve Project goals

2020: Teamwork is demonstrated each day; conflicts are isolated and not major; the environment is cohesive and supportive

▶ Be a leader of and embrace change

2020: Leadership is in command of the subject matters, the state of work, and the urgency of executing on time. Team members support each other in professional development to ensure they can express the project's objectives in terms that resonate with the agencies to be affected by change

UPCOMING

Florida PALM Project Update
Upcoming

- CMS Wave Office Hours planned via GoToMeeting: April 1, April 2, April 7, April 8
  - Review of CMS Wave business process models
  - Review of planned approach for CMS Wave interfaces
  - Review of CMS Wave related configurations
- CCN Town Hall planned via GoToMeeting: April 9
- Go/No-Go Decision scheduled for ESC approval: May 27
- Resource needs for FY 21/22 should be underway by agencies to support fall 2020 LBR submission

NEXT SCHEDULED MEETING

APRIL 22, 2020
LOCATION/FORMAT TO BE DETERMINED

CONTACT INFORMATION

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