

Florida **PALM**

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF REVENUE

OCTOBER 23, 2019



ROLL CALL AND OPENING REMARKS

FACILITATOR: RYAN WEST, CHAIR



REVIEW OF SEPTEMBER 25, 2019 MEETING MINUTES

FACILITATOR: MELISSA TURNER



PROJECT UPDATE

FACILITATORS:

MATT COLE, PAUL LAVERY,
ANGIE ROBERTSON, MELISSA TURNER



Florida PALM Project Update

Stakeholder Questions

- ▶ What is the timeline for change management and training with Pilot agencies?
 - Change Management activities initiated at the start of the implementation phase in August 2018. Activities included ESC engagement, Project/contract briefings to various stakeholder groups, Solution Analysis and Design activities, and other working sessions and communications that have been shared with Pilot organizations. Following the 2018 election cycle, a Change Champion Network was established and a Change Champion Network Kick Off meeting was held in May 2019.
 - A Training Needs Assessment is currently being created for distribution to organizations in November.
 - The Master Readiness Workplan (MRW) includes upcoming change management and training activities planned through Pilot go-live (including training delivery for Pilot organization end users in May 2021).



Florida PALM Project Update

Stakeholder Questions

- ▶ When will they [Pilot agencies] be provided information about new user experiences and requirements?
 - Information regarding requirements has been shared as part of Solution Analysis and Design activities. The Project has worked with DFS Divisions, FFMIS Partners, and representative organizations through each step of producing the Standardized Business Process Models: Project Recommended Solution, Representative Agency Workgroups (RAWS), All Agency Confirmation Sessions (AACs), and ESC approval.
 - Interim Business Process Models are also being designed in collaboration with DFS Divisions, FFMIS, and representative organizations.
 - Information regarding new user experiences has been shared as business process flows, demonstrations in the prototype environment, and screenshots of the application. While the Process and Transaction Mapping Analysis provides initial references for communicating, information will continue to be shared as Project activities continue through design, build, test, and training.



Florida PALM Project Update

Stakeholder Questions

- ▶ Does DFS intend to have additional meetings with Change Champions, Technical leads, Super Users, etc., outside of the town hall forum for both Pilot and Wave agencies?
 - Yes, meetings with Change Champions, including Technical Leads and Super Users will happen outside of the Town Hall forums. Meetings include working sessions and workshops as the Project continues business process design, COA design, interface planning, conversion planning, Readiness Touchpoints, Sponsor Briefings.
- ▶ How often will these occur?
 - Readiness Touchpoints for Pilot organizations are bi-weekly; Wave organizations are monthly.
 - Sponsor Briefings are scheduled monthly or quarterly for Pilot Organizations and as needed for Wave Organizations.
 - Town Halls are quarterly meetings.
 - Meetings and workshops are scheduled as they are needed for specific topics.



Florida PALM Project Update

Stakeholder Questions

- ▶ What is the expectation for training users in altered FFMIS partner systems, such as STMS, PF, Sntax?
 - Similar to the training approach today, FFMIS partners are expected to train end users on functionality (including any changes resulting from Florida PALM) within their business systems.
- ▶ Will there be collaborative training with DFS/Florida PALM or do these agencies need to independently train Pilot agencies?
 - While FFMIS partners will train end users independently, the Project Team welcomes the opportunity to collaborate by reviewing material updates related to Florida PALM.



Florida PALM Project Update

Stakeholder Questions

- ▶ What are the expectations for Pilot agencies to communicate about Florida PALM?
 - Pilot agencies are expected to leverage the Change Champion Network to share the appropriate information about Florida PALM with the right levels of the organization at the right time. Pilot agencies are also able to leverage the quarterly information packets to share information within their organization.
- ▶ Is there assistance contemplated by Florida PALM for internal agency communication and planning?
 - Yes, the Project posts meeting materials, communication materials to the website for ease of access.
 - Communication packages are shared quarterly with organizations.
 - Communication posters are displayed at each Pilot organization.



Florida PALM Project Update

Stakeholder Questions

- ▶ When will Florida PALM provide partners/agencies with final requirements for the “interim state” approach?
 - The Project Team is currently collaborating with DFS Divisions/Offices and FFMIS to create Interim Business Process Models.
 - Interim Business Process Models will be shared with partners/agencies in November 2019 as part of Interim Business Process Workshops.



Florida PALM Project Update

Stakeholder Questions

- ▶ When does Florida PALM anticipate having finalized architecture and data strategies, as outlined in D41 and D42 for FFMIS partners?
 - Florida PALM accepted the Technical Architecture Strategy (D41) on September 11 and Data Architecture Strategy (D42) on September 8. These strategies represent conceptual architectures and are intended for internal Project use.
 - The Project has discussed relevant interface architecture (i.e., file transfer and web services) and data management details (i.e., master data management) with FFMIS partners through regularly scheduled meetings and will continue to do so.



Florida PALM Project Update

Stakeholder Questions

- ▶ Are further meetings with all FFMIS partners being considered to share the architecture and integration functions with all so that agencies might brainstorm together?
 - Yes, the Project has regular meetings scheduled with FFMIS partners and will continue to collaborate on relevant interface, conversion, and reporting topics of mutual interest.
 - Workshops are typically treated as public meetings so that all FFMIS partners may participate and interact with each other (and organizations).



Florida PALM Project Update

Stakeholder Questions

- ▶ Given the risk raised in August by IV&V for potential interoperability issues with Florida PALM and FLAIR, as well as FFMIS partners in risk items 177 and 178, what changes, if any, are expected to Go/No-Go decision points?
 - The Go/No-Go decision points are an opportunity for discussion progress against planned activities. The discussion will include consideration of changes to scope or schedule that may be needed.
 - At this time, no changes have been identified for Go/No-Go decision points.



Florida PALM Project Update

Risks and Issue

- ▶ Since the last ESC meeting no new risks has been identified and none have been 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 September 30, 2019

Category	Projected FYTD	Incurred FYTD
Special Category	\$8,472,771	\$3,840,401
SSI Contract	\$7,790,705	\$3,275,697
Project Admin	\$140,891	\$97,272
Support Services	\$301,960	\$255,244
IV&V	\$239,215	\$212,188
Salaries and Benefits	\$1,447,266	\$1,245,875
DMS Transfer and Risk Management	\$8,177	\$11,503
Total	\$9,928,214	\$5,097,779



Florida PALM Project Update

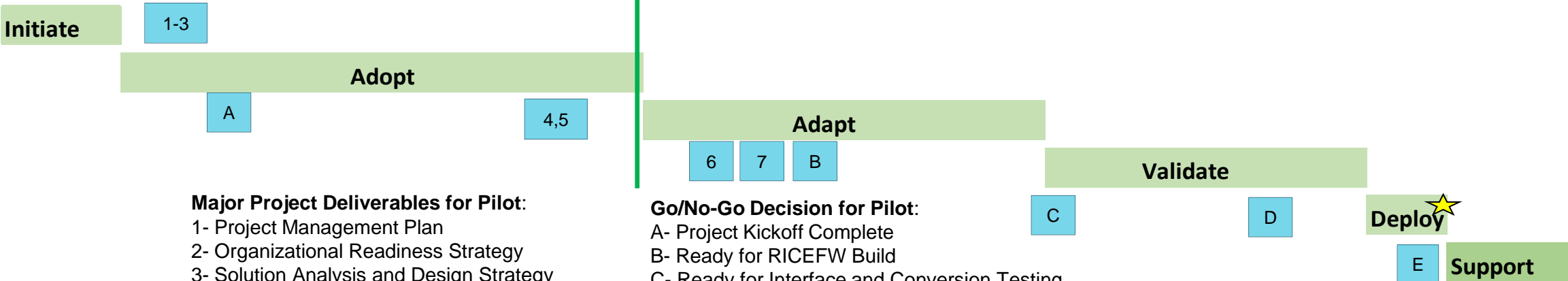
Schedule

2018						2019						2020						2021																				
FY 18/19 (Year 1)						FY 19/20 (Year 2)						FY 20/21 (Year 3)																										
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep

DDI Phase 1 (81 months)

Pilot (39 months)

Pilot Design-Build-Test (36 months)






- Major Project Deliverables for Pilot:**
- 1- Project Management Plan
 - 2- Organizational Readiness Strategy
 - 3- Solution Analysis and Design Strategy
 - 4- Standardized Business Process Models
 - 5- Process and Transaction Mapping Analysis
 - 6- Chart of Accounts Design
 - 7- Interim Business Process Models

- Go/No-Go Decision for Pilot:**
- A- Project Kickoff Complete
 - B- Ready for RICEFW Build
 - C- Ready for Interface and Conversion Testing
 - D- Ready for User Acceptance Testing (UAT)
 - E- Ready to Deploy



Florida PALM Project Update

Schedule – Ready to Start Build

-  Not Started
-  In Progress
-  Complete



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 provide 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

- ▶ 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

- ▶ COA Design Working Meetings and Office Hours
 - COA Working meeting: 33 of 38 organizations participated
 - Budget Structure working meeting: 34 of 38 organizations participated
 - Office Hours: 5 organizations requested 1:1 time
- ▶ 16 COA parking lot items to address – plan to complete by November 15
- ▶ COA design remains largely intact; organization feedback will be incorporated
- ▶ Next steps:
 - Submit COA Design in December 2019 and share with ESC in January 2020
 - Obtain ESC approval for COA Design in February 2020



Florida PALM Project Update

Scope

- ▶ Interim Business Process Models Approach
 - Work with DFS Divisions / Office and FFMIS partners through October to understand implications of replacing Central FLAIR functions with Florida PALM and to determine recommended approach for handling variances in business processes
 - Conduct workshops with organizations in November to share temporary variances to business processes and additional RICEFW components that will be utilized at Pilot go-live
 - Current areas of focus:
 - Departmental FLAIR and FFMIS system interactions
 - InterUnit transactions
 - Reporting and usage of Information Warehouse



Florida PALM Project Update

Scope

- ▶ Interim Business Process Models Working Meetings
 - Two-day workshops planned for November 13-14 and November 19-20 to share interim process design and to confirm reports, interfaces, and conversions
 - MRW Task FUNC06 requests identification of workshop participants by November 1
 - MRW Task FUNC09 records participation in Interim Business Process Model meetings including
 - Office hours planned for November 21 and December 5
 - Feedback forms will be due from organizations by December 6



Florida PALM Project Update

Scope

- ▶ RICEFW Inventory update
 - *Reports:* Reports information will be shared with Pilot organizations in October; information will be shared with Wave organizations in November
 - *Interfaces:* Interface meetings are underway with FFMIS and Pilot organizations; information will be shared with Wave organizations in November
 - *Conversions:* Information will be shared with FFMIS, Pilot, and Wave organizations in November
 - *Extensions, Forms, and Workflows:* Identified extensions have been confirmed with Project Sponsors; additional items may be added as part of Interim Business Process Models
 - *Next steps:* Compile feedback by early December and submit RICEFW Inventory by end of December



Florida PALM Project Update

Scope

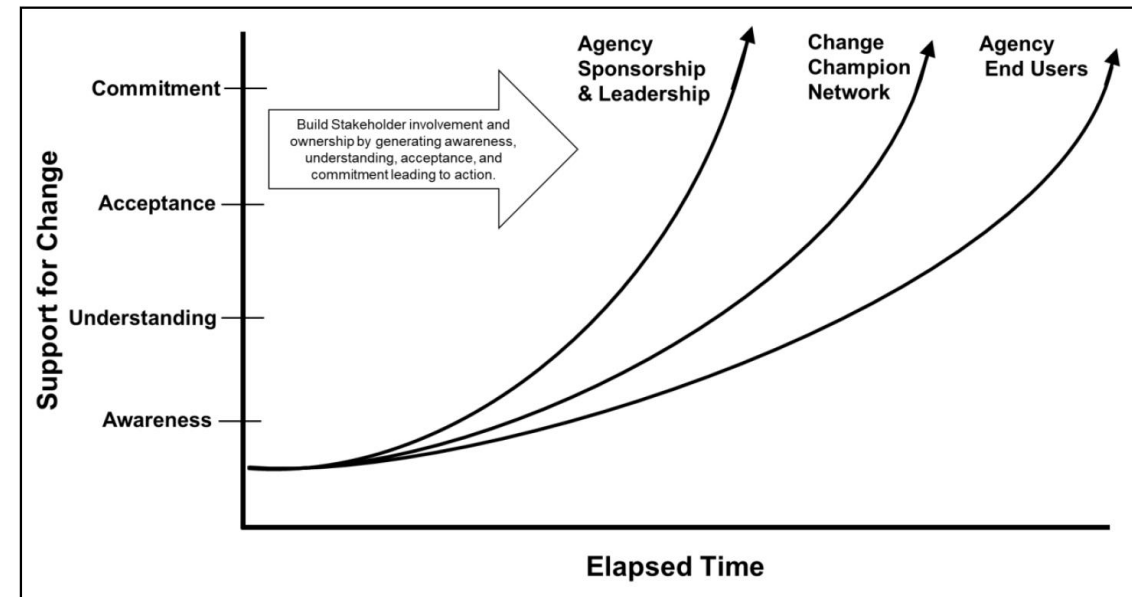
- ▶ Solution Demonstration – *Disbursements Management*
 - *30.3.1 Process Vouchers*
 - Step 8: Enter/Update Voucher
 - Step 9: Run Budget Check
 - Step 10: Initiate Approval Workflow
 - *30.3.3 Review and Approve Vouchers*
 - Step 1: Review Voucher
 - Step 2: Approve Voucher



Florida PALM Project Update

Scope

- ▶ Organizational Readiness Survey Results
 - 40% Response Rate
 - Pilot organizations have reached Awareness
 - Wave organizations are trending positively towards Awareness
- ▶ Next steps:
 - Share organization's results with CCN
 - Continue to support organizations progress along the Change Commitment Curve through planned communications and readiness activities



Change Commitment Curve



Florida PALM Project Update

Scope

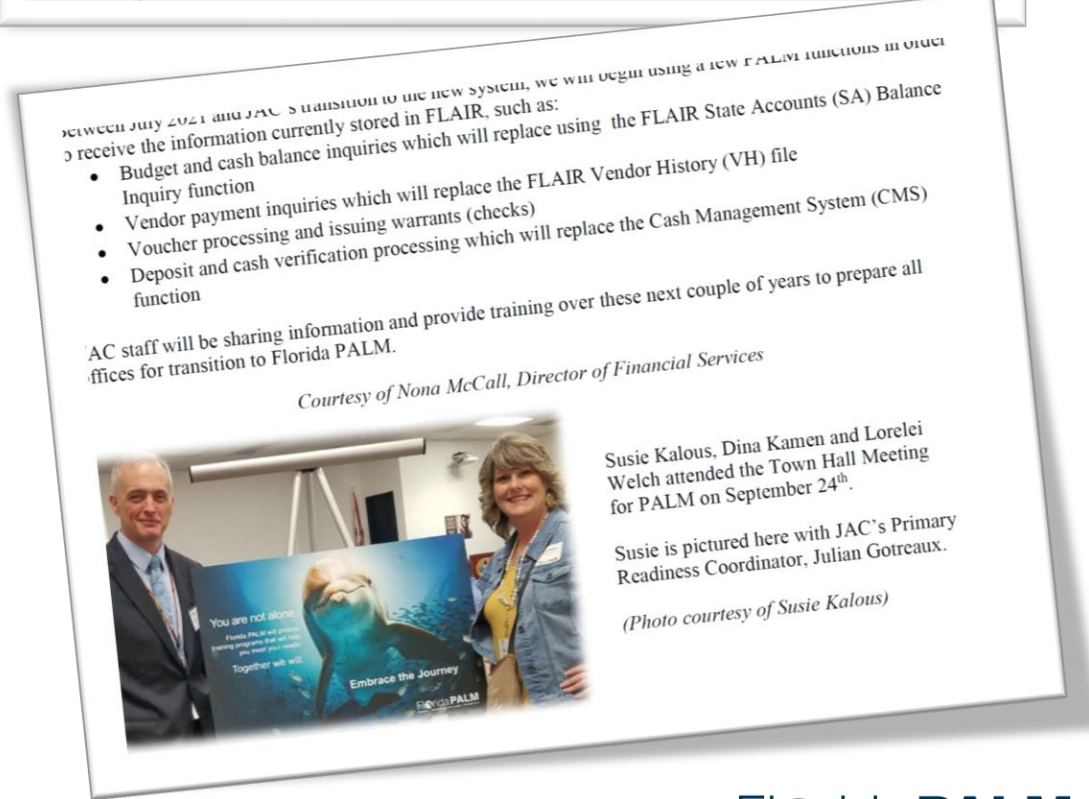
<i>Change Champion Network Agency Liaisons</i>			
Denise Adkins	Lisa Evans	Rachael Lieblich	Linda Rizzo
Ibis Alcala	Phil Harman	Katisha Mobley	Rose Salinas
Mike Alexander	Vickie Harris	Michael Murphy	Kelley Sasso
Gina Ballard	Robert Herron	Richard Perritti	Shannon Segers
Karen Carter	Susie Kalous	Karen Peyton	Lynn Smith
Ciera Cason	Amy Kelly	Thomas Poucher	Merlene Solomon
Will Currie	Matt Kirkland	David Rathke	Lavitta Standford
Sabrina Donovan	Jackie Knight	Susan Rich	John Wester
<i>Change Champion Network FFMIS Liaisons</i>			
Jimmy Cox	Theresa Gagnon	Matt Giglio	Hue Reynolds



Florida PALM Project Update

Scope

Example of Change Champion Network using Florida PALM Project Communications Packets



Florida PALM Project Update

Scope

- ▶ Project website update

The Florida PALM Solution

Technology

Florida PALM will operate on Oracle® PeopleSoft 9.2, will leverage a Service Oriented Architecture (SOA), will be hosted by Oracle Cloud Infrastructure, and will be connected via MyFloridaNet 2. Florida PALM will be web-based with adaptable user interface.

Functional Transition

The following accounting and cash management functions will transition to Florida PALM:

- Departmental/Reporting – State organizations’ accounting records and budget management functions
- Central – State budget functions
- CMS – Cash management functions
- Payroll – Payroll functions
- Enhanced Functionality – Additional functionality (e.g., Projects and Grants) will be implemented for all State organizations

In 2021, five organizations will fully transition to Florida PALM. The remaining organizations will transition for functions currently conducted using Central FLAIR and the Treasury Cash Management Systems (CMS).

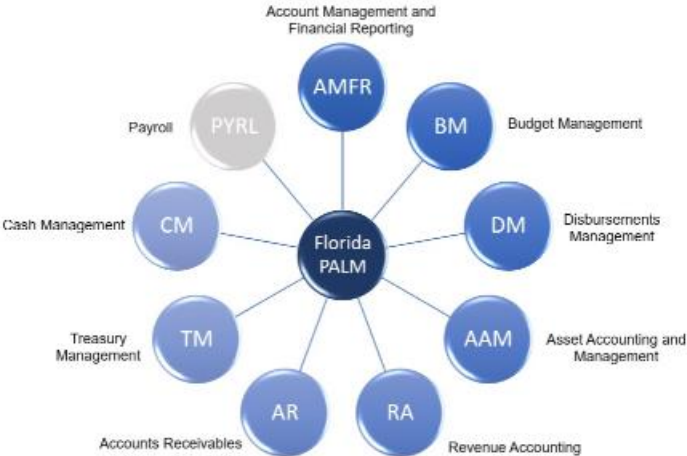
The Project plans for half of the remaining organizations to transition in July 2023, and the remaining in July 2024.

In 2025, the Project plans all organizations will begin using the solution for Payroll functionality.

In 2026, the Project plans to implement additional functionality for all organizations.

Business Process Groupings

The Florida PALM Team categorized the financial management processes used today in nine business process groupings. The following groupings will be used to organize and communicate the design of the Florida PALM solution for the State.



1. **Account Management and Financial Reporting** – establishes the statewide accounting framework through the general ledger and maintains accounting and reporting needs.
2. **Budget Management** – manages the tracking and reporting of appropriations, allotments, revenue estimates, and budget exceptions.
3. **Disbursements Management** – manages supplier information, supports disbursement obligations of the State, and performs month and year-end closing activities.
4. **Asset and Account Management** – manages organization property, establishes the security controls, and performs month and year-end closing activities.
5. **Revenue Accounting** – manages customer information and supports the billing process for State revenues.
6. **Accounts Receivable** – manages accounting, reporting, and the collection of outstanding State revenues; supports the intake and accounting receipts; and ensures the closure of outstanding debt.
7. **Treasury Management** – manages banking relationships, investments, and interest apportionment; supports bank and general ledger reconciliation; and supports cash transfers between bank accounts.
8. **Cash Management** – manages cash balances to support disbursements and alignment with State and federal requirements, supports the forecast and management of organizational cash balances, and supports revolving funds.
9. **Payroll Management** – manages state employee and retiree payments. Details will be defined at a later date.

Standardized Business Process Models



Florida PALM Project Update

Scope

- ▶ Recommended statutory changes:
 - FY 19/20 Proviso requires ESC recommendations for statutory changes needed to implement Florida PALM and draft legislation be submitted to the House, Senate, and Governor's Office by November 1, 2019
 - Updated the list submitted in 2018 to remove items related to:
 - *Remove the Requirement for Agencies to Identify Amounts for Investment*
 - *Modify the Requirement that Treasury Turnover All Warrants to A&A*
 - DFS Legislative Affairs using existing process to work through proposed legislation changes






INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

FACILITATOR: MARK FAIRBANK



IV&V Assessment



September 2019 Reporting Period

Overall Status			
Current Period	Prior Period	Overall Trend	Observations
			<p>Based on standardized IV&V scoring</p> <ul style="list-style-type: none"> The DDI Phase continues to progress according to plan. Resource allocation is monitored closely by Track Managers and PMO. Accenture has increased resources in key areas. Activities are allotted reasonable time to complete provided Project secures commitment from FFMIS partners to fulfill critical dependencies. Otherwise, there is a risk to the schedule. The project’s managerial and reporting structure supports staff development, process definition, quality assurance, and other functions necessary for project success. Risks and Issues are being managed proactively and with an appropriate sense of urgency. Quality control, financial control, and vendor processes are established and consistently executed. The Project regularly conducts proactive communications to stakeholders. An effective organizational structure combined with positive morale among staff continues to foster a collaborative environment and produce acceptable results. 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.



IV&V Assessment

Additional Observations: Project Schedule Risk

	PROJECT AREA	PROJECT AREA DESCRIPTION	Rating	
3	Project Time Management	The Project is effectively managing completion of the activities according to the project schedule. However, based on the planned completion of dependent specifications, some critical partner systems may lack sufficient time to complete necessary accommodations to begin testing in accordance with the current project schedule.		

The Project has prioritized the completion of analysis and design specifications for interim business processes and for interfaces with enterprise systems and systems at Pilot organizations.

As details are confirmed, the Project has plans to share design specifications beginning in October and culminating in early 2020.

If enterprise systems and associated interfaces are unable to be modified in time to begin testing in August 2020, the Project should exercise the flexibility built into the long-term project schedule to assess alternatives including the rescheduling of testing activities and assess any implications to the 2021 implementation date.



IV&V Assessment

Additional Observations: Governance

- The Project's governance structure and composition of the Executive Steering Committee includes representatives from major stakeholders
- While the primary purpose is to oversee and exercise controls on certain project activities, there are other important reasons for constituting a body of project stakeholders
- To be effective, it is essential that members receive information, understand business and technical implications, and share information within your respective organizations to enable assessment of impacts and risks
- This cycle depends on a candid and complete exchange of information as it becomes available
- Preliminary information on design options and long-term scheduling should be consumed and proactively acted on for estimating and planning purposes within each organization
 - *Are you able to use information delivered by the Project within your organizations to initiate planning and analysis independently?*
 - *Are you able to pursue implementation activities before all details are finalized?*
- **The risks assessed in September potentially affect timing and do not present significant jeopardy to the overall feasibility of a successful implementation of Florida PALM to replace FLAIR/CMS**



UPCOMING

MELISSA TURNER



Florida PALM Project Update

Upcoming

- ▶ Submit report and proposed legislation changes by November 1, 2019
- ▶ Conduct Training Needs Assessment
- ▶ Conduct Interim Business Process Model Workshops
- ▶ Collaborate on Interface, Conversion, and Reporting activities
- ▶ Complete Non-Production Infrastructure build



NEW BUSINESS

FACILITATOR: MELISSA TURNER



NEXT MEETING

OPTIONS: DECEMBER 4, 11, OR 18
DOR, BUILDING 2, ROOM 1250



CONTACT INFORMATION

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