

Florida **PALM**

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

MAY 27, 2020



PROJECT UPDATE

TANNER COLLINS, SCOTT FENNELL,
DEANA METCALF, ANNE NEIDHARDT,
MELISSA TURNER



Florida PALM Project Update

Risks and Issues

- ▶ Since the last ESC meeting, one risk was closed and one new risk was opened
 - Closed: Onboarding challenges due to health advisory restrictions.
 - Opened: Q4 Budget Amendment Release
- ▶ Since the last ESC meeting, one new issue was opened related to timing of re-planning activities and committed Project Schedule
- ▶ 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 April 30, 2020

Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
Special Category	\$16,452,341	\$16,273,785	\$17,371,527	\$1,097,742
SSI Contract	\$14,426,302	\$14,422,302		
Project Admin	\$323,911	\$301,356		
Support Services	\$932,000	\$895,152		
IV&V	\$770,128	\$654,975		
Salaries and Benefits	\$4,390,035	\$4,254,169	\$6,464,626	\$2,210,457
DMS Transfer and Risk Management	\$24,887	\$24,887	\$24,887	\$0
Total	\$20,867,263	\$20,552,841	\$23,861,040	\$3,308,199



Florida PALM Project Update

Budget – Fiscal Year 19–20

- ▶ Amendment 2 has been drafted and has started the routing process
- ▶ Amendment 2 includes:
 - Several modifications resulting from previously approved Project Change Requests (PCRs)
 - Impacts from the revised implementation approach specific to FY19-20
 - Updates to Attachment 1 (Statement of Work), Attachment 2 (Payment Schedule), Attachment 8 (Deliverable Acceptance Criteria), Attachment 10 (Service Level Agreement)
 - **No** changes to FY19-20 total expenditures

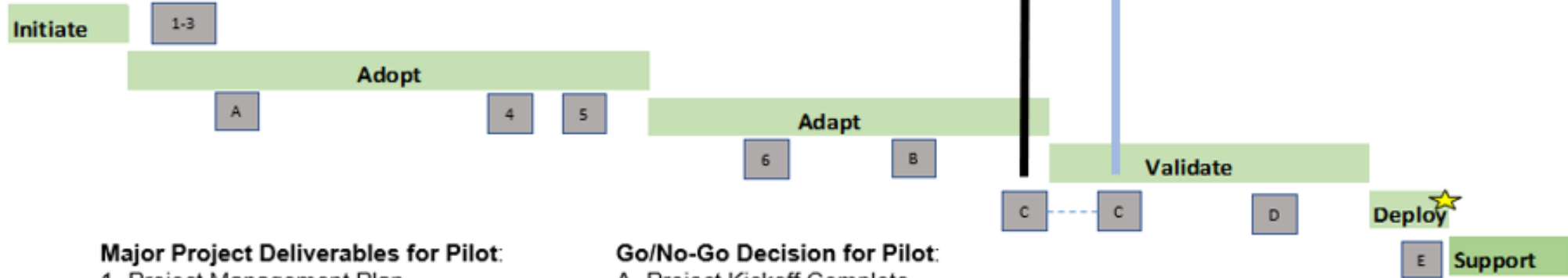


Florida PALM Project Update

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

CMS Wave



- 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

- 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

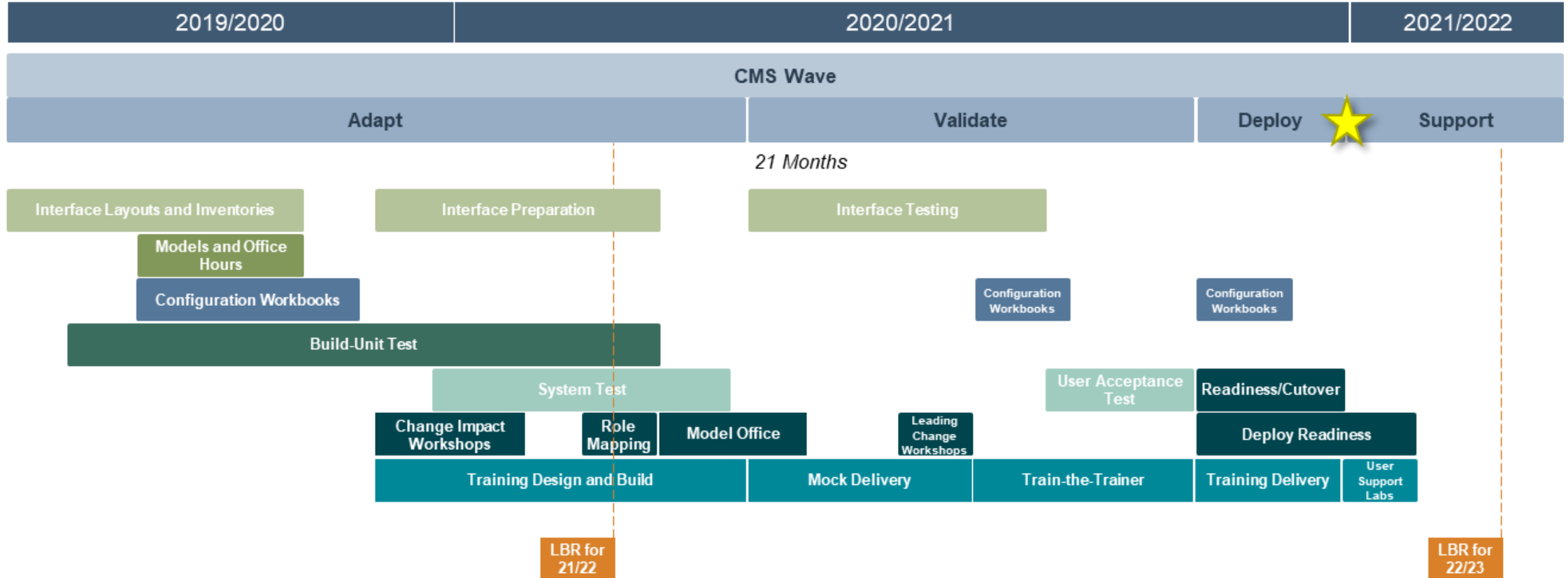
Schedule

- ▶ PCR 50 – D108 – Ready for Interface and Conversion Testing
Go/No-Go Decision
 - Move the Go/No-Go Decision from August 31, 2020 to October 31, 2020
 - Provides the ESC additional time to evaluate the Go/No-Go Decision considering the Project's new implementation approach



Florida PALM Project Update

Fiscal Year



Key:

	Interfaces		Testing
	Business Processes		Readiness
	Configurations		Training
	Build		Go-Live



Florida PALM Project Update

Schedule

- ▶ During the CMS Wave, the Project will work in parallel on Central Wave tasks
- ▶ Planned Central Wave tasks for agencies:
 - Review and Confirm Central Wave MRW tasks
 - Share and Review Central Wave Business Process Models
 - Share and Review Interface Layouts
 - Share and Review Conversion Layouts
 - Provide Business System Analysis Approach



Florida PALM Project Update

Scope



▶ 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



Florida PALM Project Update

Scope

1 - STATUS OVERVIEW

A. Overview of Agency progress during reporting period:

During the month of July, DOR completed the following activities related to system interfaces and agency business system remediation:

- <insert highlight 1>
- <insert highlight 2>
- <insert highlight 3>

2 – AGENCY SYSTEM INTERFACE PROGRESS

Interface Modification for Florida PALM	Planned Start Date	Planned Finish Date	Actual Finish Date <i>(completed)</i>	Cost	Comments
<insert interface 1>	<insert>	<insert>	<insert>	<insert>	<insert>

3 – AGENCY APPLICATION REMDIATION PROGRESS

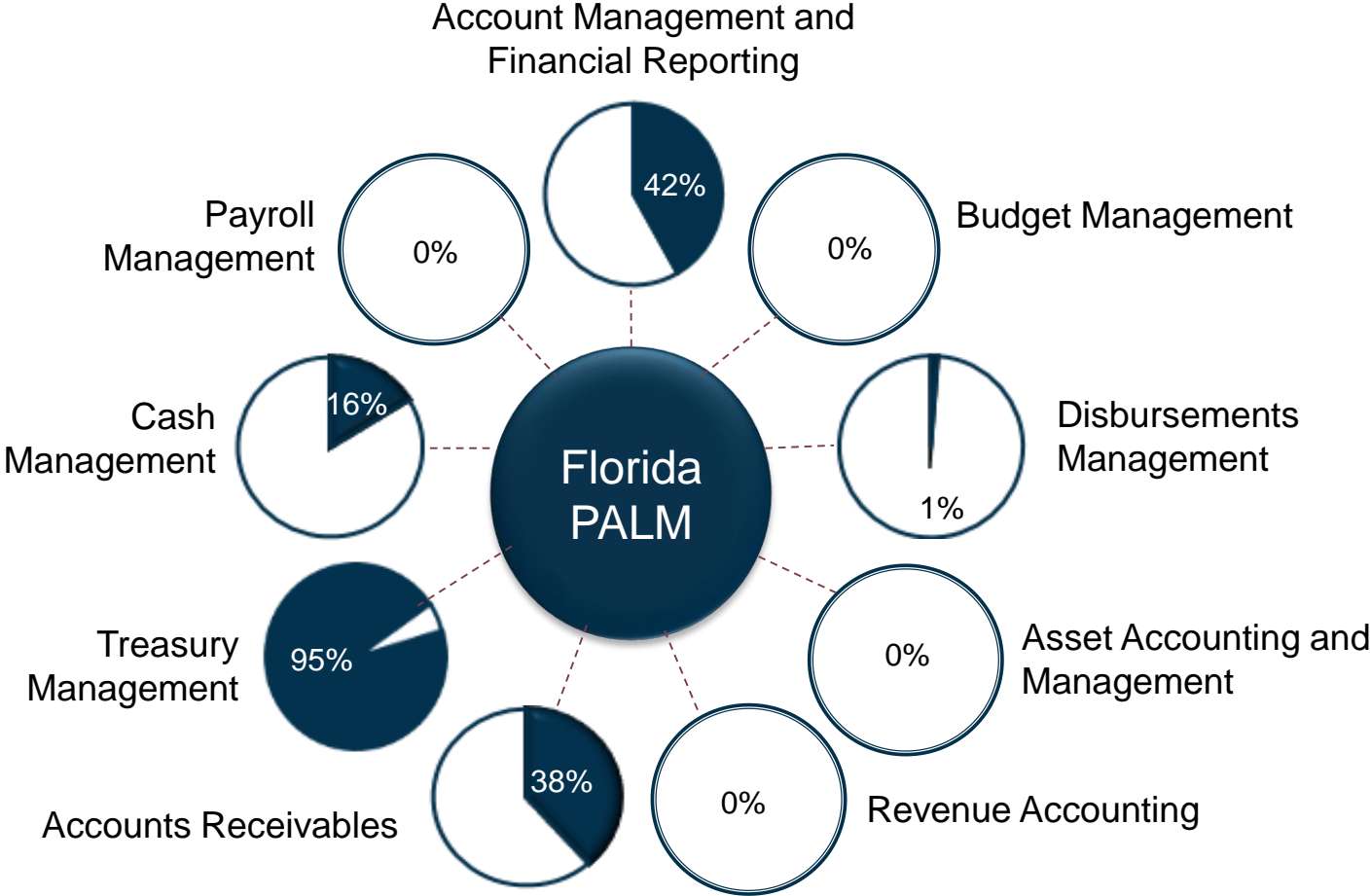
Agency Business System Remediation Task	Planned Start Date	Planned Finish Date	Actual Finish Date <i>(completed)</i>	Cost	Comments
<insert business system task 1>	<insert>	<insert>	<insert>	<insert>	<insert>



Florida PALM Project Update

Scope

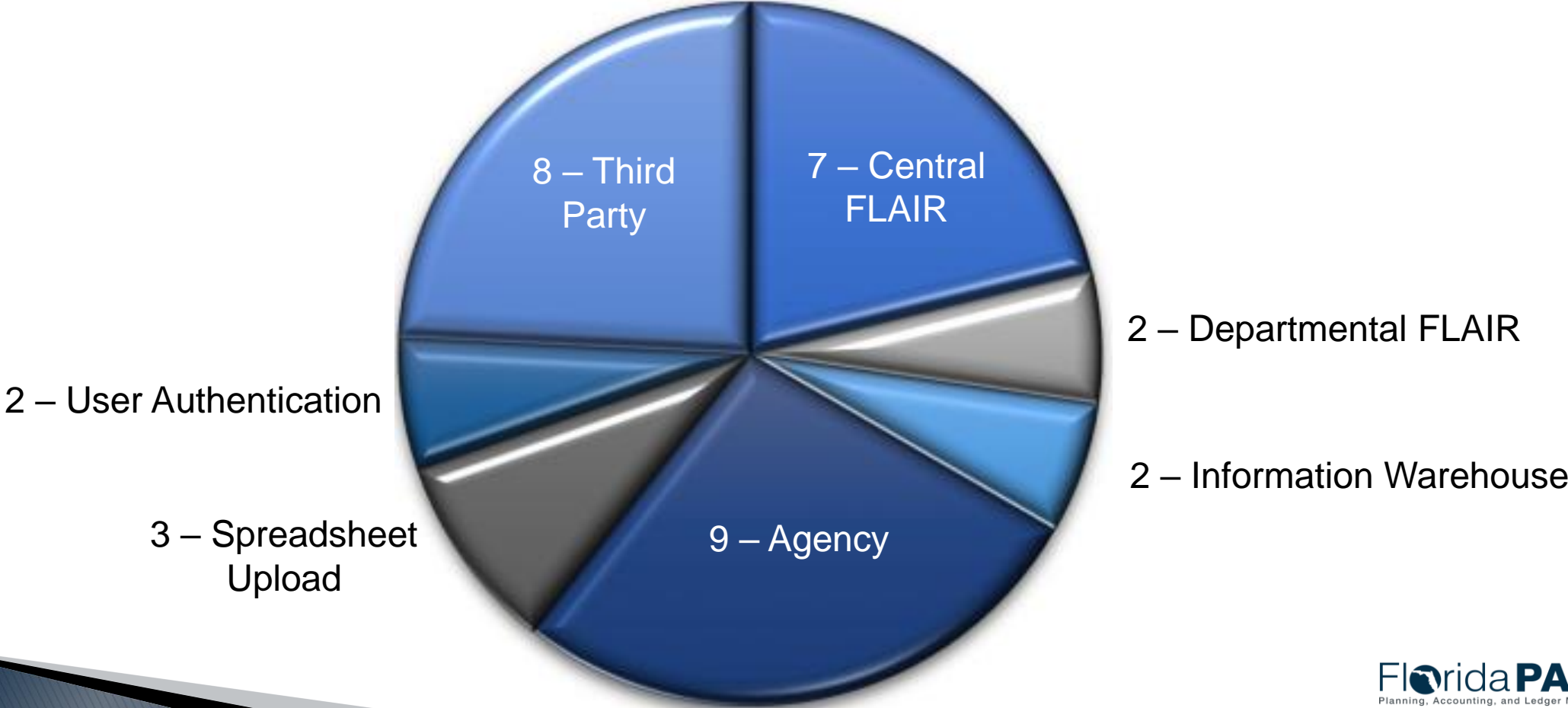
- ▶ Multiple Books of Record
 - Central – Cash & Appropriation balances
 - Departmental – Assets, Accruals, Projects & Grants
 - Florida PALM – Investments & Banking
- ▶ Cash and Budget Control remains in Central FLAIR
- ▶ Agencies record transactions in Departmental FLAIR, except:
 - Disinvestment Transactions
 - Invest/Disinvest Redistributions
 - DOR Deposits on behalf of other Agencies
- ▶ Deposit, Investment, CRA Reporting and Forms in Florida PALM



Florida PALM Project Update

Scope

- ▶ 33 Interfaces included in the CMS Wave



Florida PALM Project Update

Scope

▶ Agency Interface Connection Inventory

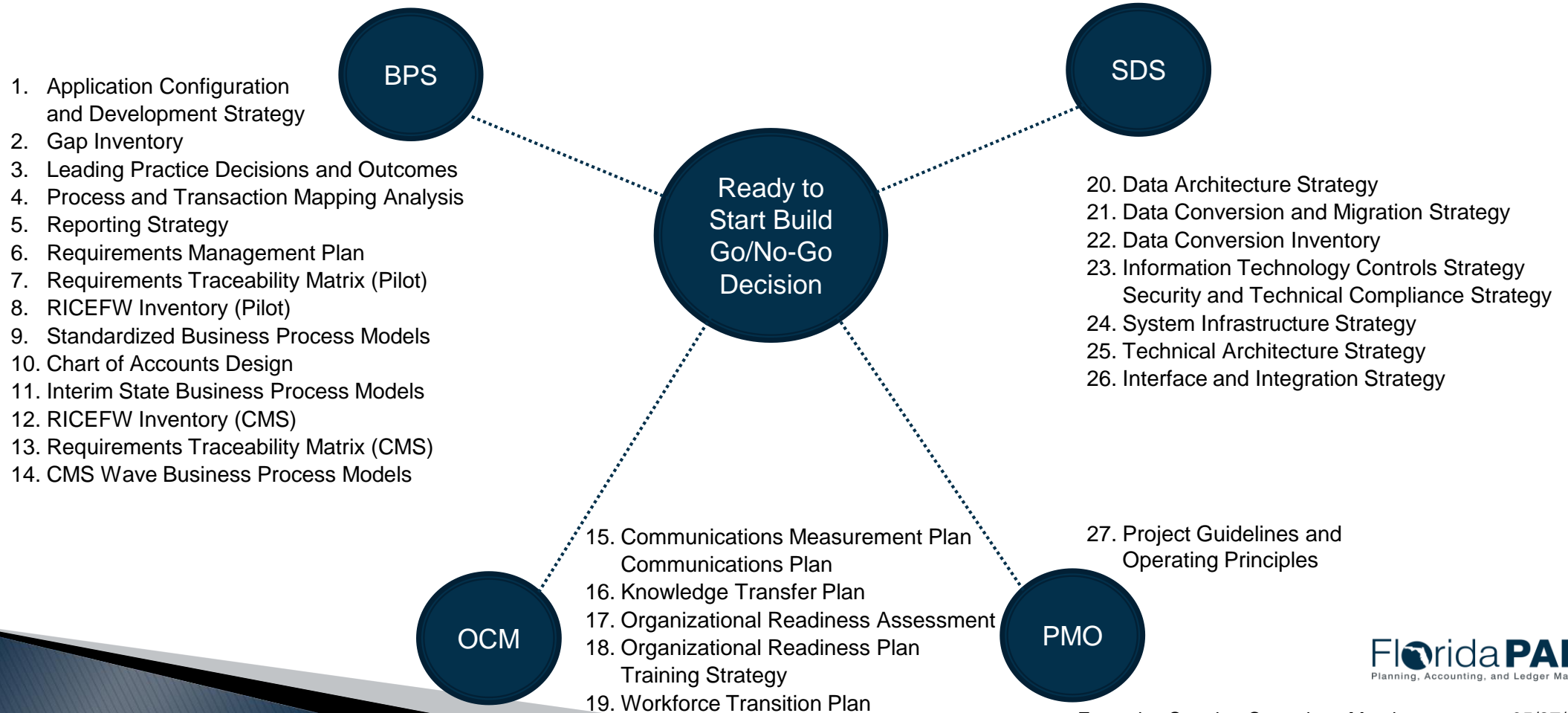
Interface Name	Agencies	Connections
ARI007 – Inbound Deposit Data	1	1
ARI012 – Outbound ACH NOC Deposit Data	7	7
ARI020 – Outbound Returned Items Data	8	8
CMI004 – Outbound Bank Deposit Transactions	8	8
CMI005 – Inbound External Transactions	1	1
CMI013 – Outbound BAI Bank Statement	2	2
GLI010 – Outbound Interest Apportionment	5	5
GLI016 – Outbound COA Crosswalk Extract	5	5
GLI037 – Inbound Investment Activity	1	1



Florida PALM Project Update

Scope

▶ Ready for RICEFW Build for CMS Wave Go/No-Go Decision



Florida PALM Project Update

Scope

- ▶ Readiness Update
 - CCN Town Hall highlights
 - 126 attendees
 - 33 agencies
 - PALMcast
 - Readiness Survey – 55% response rate
 - Agency Internal Readiness Indicators update

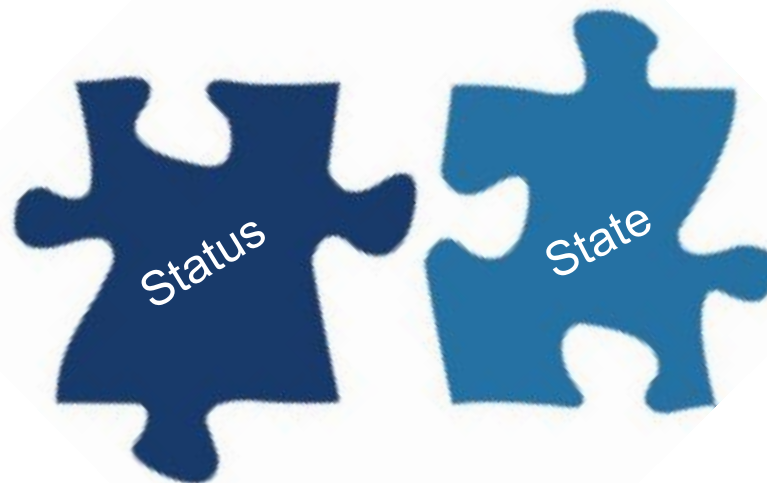


Florida PALM Project Update

Scope

Readiness Status

- Project Status
- Master Readiness Workplan Tasks



Readiness State

- Internal Agency Readiness Indicators
- End User Perspective



Florida PALM Project Update

Scope

- ▶ Agency Internal Readiness Indicators – feedback from ESC Members
 - **Responses** – One per Agency/Enterprise Partner from Sponsor
 - **Timing** – Solicit responses to coincide with Go/No-Go Decisions; provide summary response information in advance of decisions
 - **Indicators** – Use categories – People, Process, Technology, PMO; get insight into feelings of readiness
 - **Response** – Use a scale and require qualitative responses insight as to why response was chosen



Florida PALM Project Update

Scope

- ▶ Treasury updates from Division Director
 - Commitment to support Florida PALM activities
 - Use of DFS CCN, collaborating across Divisions/Offices
 - Readiness for CMS Wave RICEFW Build



Florida PALM Project Update

Project Management – Division of State Technology

- ▶ **Benefits of Project Management**
 - Unified agency strategy
 - Shared understanding of objectives
 - Prioritization of agency resources
- ▶ **Project Management Tools & Methods**
 - Charters and Plans
 - Status Meetings and Reports
 - Project Schedules
 - Tracking Logs
 - Analysis



Florida PALM Project Update

Project Management – Division of State Technology

- ▶ Progress/ Status Reports
 - Provide to leadership at least monthly, may provide in shorter increments as needed
- ▶ Impediments
 - Report on as soon as possible
 - Request assistance from your leadership



Florida PALM Project Update

Project Management – Division of State Technology



Florida PALM Project Update

Project Management – Division of State Technology

DMS Website Address

<https://www.dms.myflorida.com/>

Questions about Project Manage Tools from DST

DSTProjectAssurance@dms.myflorida.com



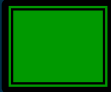


INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

CONTENT PROVIDED BY MARK FAIRBANK



IV&V Assessment

April 2020 Reporting Period

Overall Status			
Current Period	Prior Period	Overall Trend	Observations
			<ul style="list-style-type: none"> • The DDI Phase has been rescheduled to adjust phases. Observed planning activities are consistent with the Project Management Plan and standard practices. • As part of a multi-faceted organizational change management program, the Project regularly conducts proactive communications to stakeholders, including partner system organizations such as FFMIS and state agencies. The Project has made good use of available technologies to support remote operations during the COVID-19 emergency. ◆ The rescheduling provides extended time for many activities to be completed. This should enable the Project to secure commitment from partner system organizations and agencies to fulfill critical dependencies. Otherwise, there is a risk to the schedule. • Risks and Issues are being managed proactively and with an appropriate sense of urgency. The Project is actively managing risk to execution of project activities and the implementation schedule. ◆ 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 on Remote Operations

- ▶ As of April 30, eight weeks following the shift to remote work because of COVID-19, the Project continued to conduct day-to-day operations
- ▶ The Project continued to maintain frequent and regular interactions with the state agencies participating in the implementation
- ▶ The Project has also continued regular collaboration with partner system organizations on whom the Florida PALM solution depends
- ▶ This has been accomplished working from home without major hindrances or interruptions to services
- ▶ Execution of tasks and production of work items has been, for the most part, on schedule and observed productivity is high
- ▶ Project leadership has demonstrated effective reviews and acceptance cycles



IV&V Assessment

Additional Observations on Enabling Factors

- ▶ **Technology:** The Project has been able to leverage the multiple toolsets to select the right tools for the situation and get the job done.
- ▶ **Organization:** Managers devote significant attention to details and to the organization of the team, work processes, planning and scheduling, and the protocols for State/Accenture interactions. This has helped prevent risks and enables speedy assessments and accountabilities. Additionally, status reporting on deliverables and supervision of individual team members is enhanced by use of detailed tracking worksheets that record daily progress on work units contributing to deliverables and milestones.



IV&V Assessment

Additional Observations on Enabling Factors

- ▶ **Clarity:** The team maintains focus on understanding how Peoplesoft will be used to meet Florida PALM business requirements. Because of this, expectations are clearer, confusion is avoided, and deliberations have a foundation on which to return when analytical activities get bogged down.
- ▶ **Trust:** The project team has undertaken complex, intensive activities that demand peak capacity and produce satisfactory results with an astonishing absence of conflicts. One result of this is mutual trust. As the Project proceeds under these circumstances, challenges are sure to come. The State and Accenture must continue to work through the details of re-planning each Wave, while maintaining commitments to scope, cost containment, quality, and operating principles.



VOTING ACTION

SCOTT FENNELL



Florida PALM Project Update

Voting Action

- ▶ Request for public comment
- ▶ Ready for CMS Wave RICEFW Build Go/No-Go Decision
- ▶ *Potential voting item: PCR 50*



UPCOMING

MELISSA TURNER



Florida PALM Project Update

Upcoming

- ▶ Change Impact Workshops; June 23, June 25
- ▶ Amendment 3 for revised implementation impacts to FY20/21 and beyond
- ▶ Agency resource needs for FY 21/22 within fall 2020 LBR submission



NEXT SCHEDULED MEETING

JUNE 24, 2020

LOCATION/FORMAT TO BE DETERMINED



CONTACT INFORMATION

FLORIDAPALM@MYFLORIDACFO.COM

MYFLORIDACFO.COM/FLORIDAPALM

