

Florida **PALM**

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

KNOTT BUILDING, ROOM 116

JULY 17, 2019



FloridaPALM
Planning, Accounting, and Ledger Management

ROLL CALL AND OPENING REMARKS

FACILITATOR: RYAN WEST, CHAIR



REVIEW OF MAY 22, 2019 MEETING MINUTES

FACILITATOR: MELISSA TURNER



PROJECT UPDATE

FACILITATORS:

MATT COLE, PAUL LAVERY, ANGIE
ROBERTSON, MELISSA TURNER



Florida PALM Project Update

Risks and Issues

- ▶ Since the last ESC meeting
 - One risk related to participation in All Agency Confirmation activities has been closed
 - Two risks has been logged:
 - FY 20/21 Proviso identifies new requirements for the Project which could impact items on the Schedule
 - Organization Business Systems Readiness
- ▶ 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 June 30, 2019

Category	Projected FYTD	Incurred FYTD
Special Category	\$22,465,491	\$18,334,652
SSI Contract	\$20,529,960	\$16,556,960
Project Admin	\$240,915	\$245,389
Support Services	\$986,761	\$866,004
IV&V	\$707,855	\$666,299
Salaries and Benefits	\$4,703,357	\$4,329,762
DMS Transfer and Risk Management	\$20,297	\$20,297
Total	\$27,189,145	\$22,684,711



Florida PALM Project Update

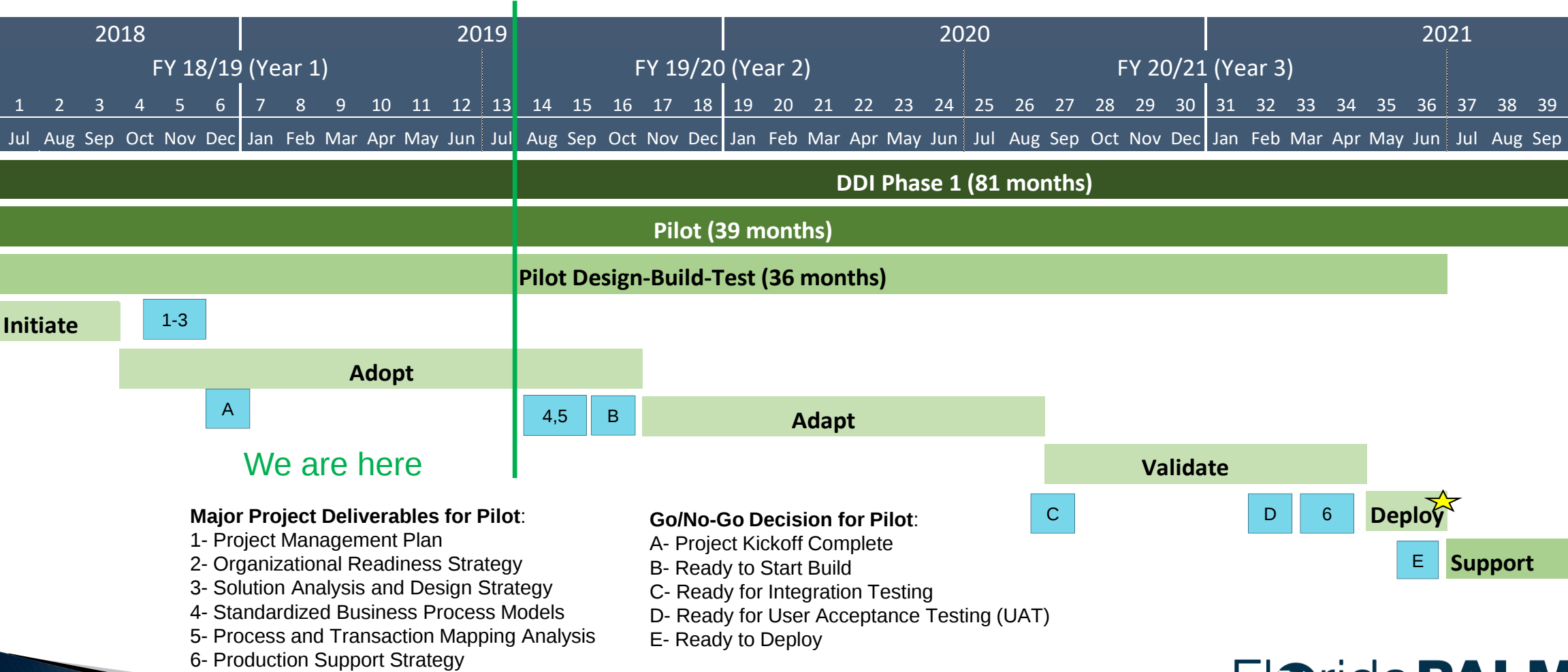
Budget – Fiscal Year 19-20

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
Total	\$31,597,036



Florida PALM Project Update

Schedule



Florida PALM Project Update

Schedule – Project Change Requests (PCR) Updates

- ▶ PCR-29 was approved by Project Director on June 26, 2019. The changes are:
 - Moved submission date of RICEFW Inventory to 12/30/2019
 - Removed RICEFW ID (RICEFW Work ID) as an acceptance criteria for the Requirements Traceability Matrix
 - Removed RICEFW ID (RICEFW Work ID) as an acceptance criteria for Gap Inventory
- ▶ PCR-30 was approved by Project Director on July 2, 2019. The changes are:
 - Removed four data conversion tasks from Current State Data Analysis work to enable the Project to complete the Conversion Strategy and determine how and when the mapping tasks are needed



Florida PALM Project Update

Schedule – Ready to Start Build

► Go/No-Go Decision components

- Not Started
- ◐ In Progress
- Complete



Florida PALM Project Update

Schedule

- ▶ The Project will create a workbook for tracking readiness activities
- ▶ The Readiness Workbook will include:
 - **Master Readiness Workplan** – Baseline set of tasks to help organizations transition to Florida PALM
 - **Open Items Tracker** – Organization-specific activities that need to be resolved or mitigated
- ▶ Master Readiness Workplan will be posted on the website



Florida PALM Project Update

Schedule – MRW Overview

Indicates when a task was released or re-released in the MRW	Unique ID assigned to each task	Brief explanation of the task	Date the task is planned to start				
Date released/ re-released	Applicable Organization/Audience	Task ID	Task Name	Task Description	Task Supporting Documents	Planned Task Start Date	Planned Task End Date
5/13/2019	Pilot, FFMIS	RDNS 01	Attend the Change Champion Network Kickoff	Attend the Change Champion Network Kickoff to learn about the Change Champion Network roles and responsibilities, expectations, and support tools.	- Meeting invitation - Presentation Materials	5/21/2019	5/21/2019
	Who the target audience is for the task		Short, descriptive name for the task		Identifies what additional materials are needed to support the tasks		Date the task is planned to end



Florida PALM Project Update

Scope

○ Not Started
◐ In Progress
● Complete

14

- ▶ Completed FY18-19 Objectives
 - 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

15

-  Not Started
-  In Progress
-  Complete

► Completed 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



16

► FY19-20 Objectives Update

- Complete Interim Process Models
- Conduct Training 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 – Organizational Readiness

- Five organizations are transitioning to Florida PALM in the Pilot Wave

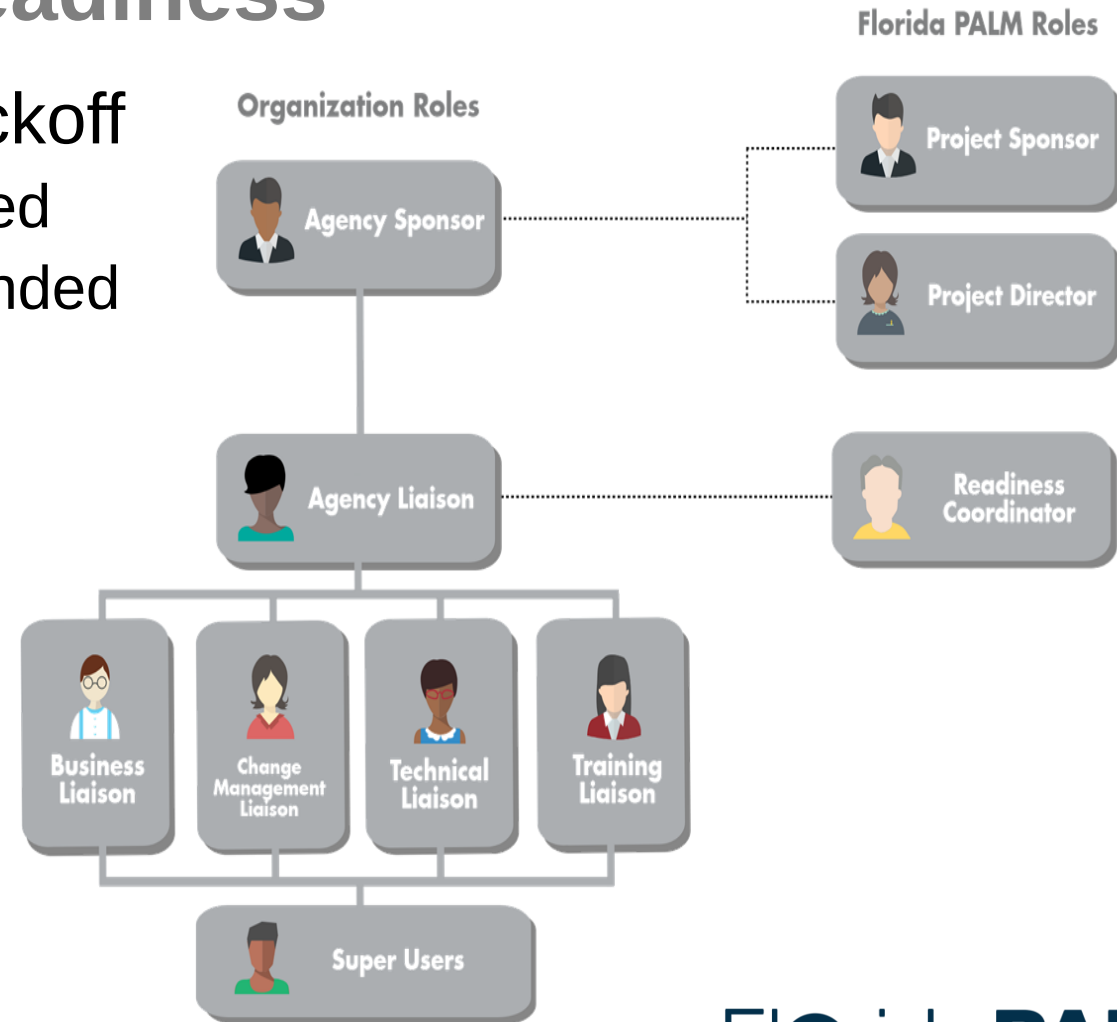


Florida PALM Project Update

Scope – Organizational Readiness

- ▶ Change Champion Network Kickoff
 - Pilot – 5 Organizations / 20 attended
 - Wave – 19 Organizations / 28 attended

- ▶ Change Champion Networks
 - Full Network Established
 - 5 Pilot Organizations
 - 8 Wave Organizations
 - Sponsor & Liaison Identified
 - 14 Wave Organizations



Florida PALM Project Update

Scope – Organizational Readiness

- ▶ Readiness Scorecard created from the Master Readiness Workplan
- ▶ Shared with Agency Sponsor during monthly Sponsor Briefings

Summary of MRW activities for each readiness category

Reason for a status of "at risk" or "past due"

Organization Name - [Month] Scorecard			
Readiness Category	Readiness Activities	Status	Areas of Concern
Sponsorship (SPON)			
Communications (COMM)			
Functional (FUNC)			
Readiness (RDNS)			
Training (TRNG)			
Technical (TECH)			
Overall Status			

The primary categories that each activity belongs to

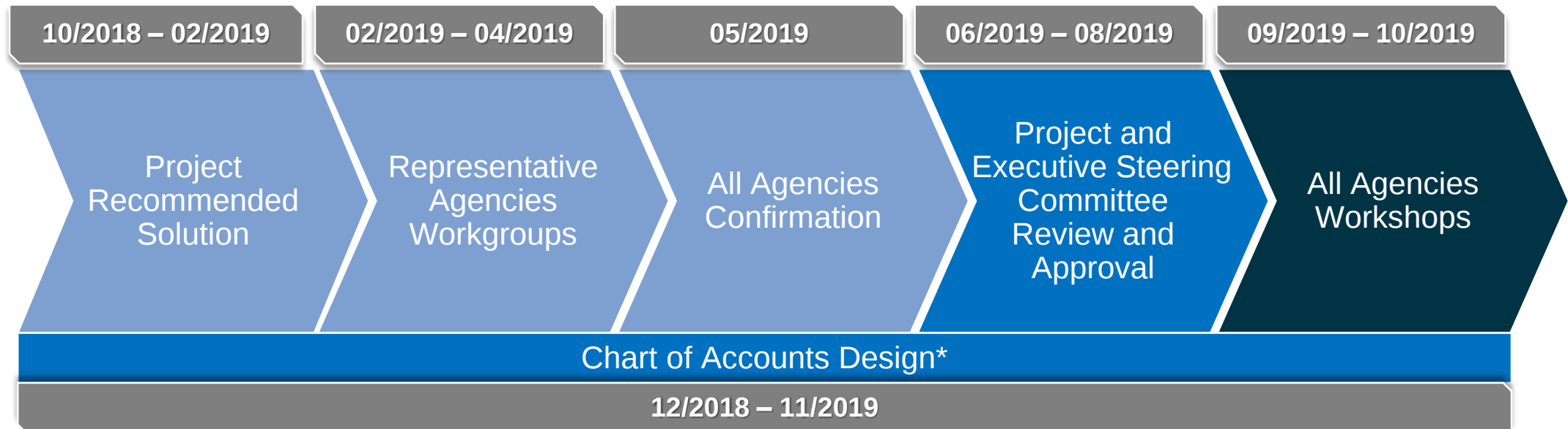
Color representation of overall status of each readiness category (Green, Yellow, or Red)



Florida PALM Project Update

Scope – Standardized Business Process Models

- ▶ Work was organized into segments, which represents progressive refinement of the Process Models and of stakeholder engagement



Florida PALM Project Update

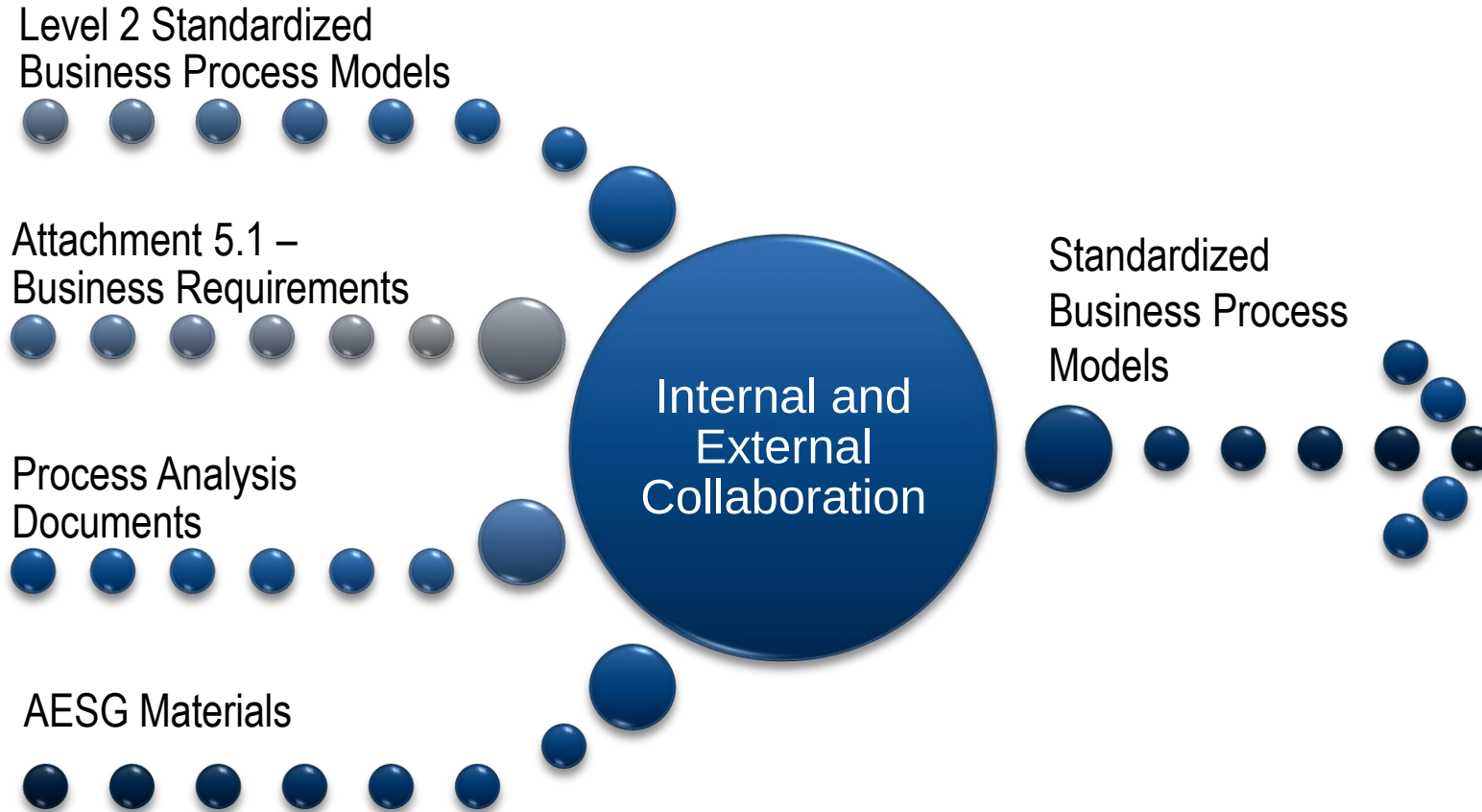
Scope – Standardized Business Process Models

- ▶ Documents the design for Florida PALM, as of the end of Wave 2, by capturing end-to-end business processes through process flows and narratives, collectively known as a process model
- ▶ Major Project Deliverable created through extensive engagement with A&A , Treasury, FFMIS partners, and organizations
- ▶ Similar documents will be created for:
 - Interim State – Processes that Wave organizations will follow at Pilot; processes Pilot organizations will follow when interacting with Wave organizations
 - Wave 3 – Payroll processes that all organizations will follow
 - Phase 2 – Enhanced to new processes that all organizations will follow when enhanced functionality is implemented



Florida PALM Project Update

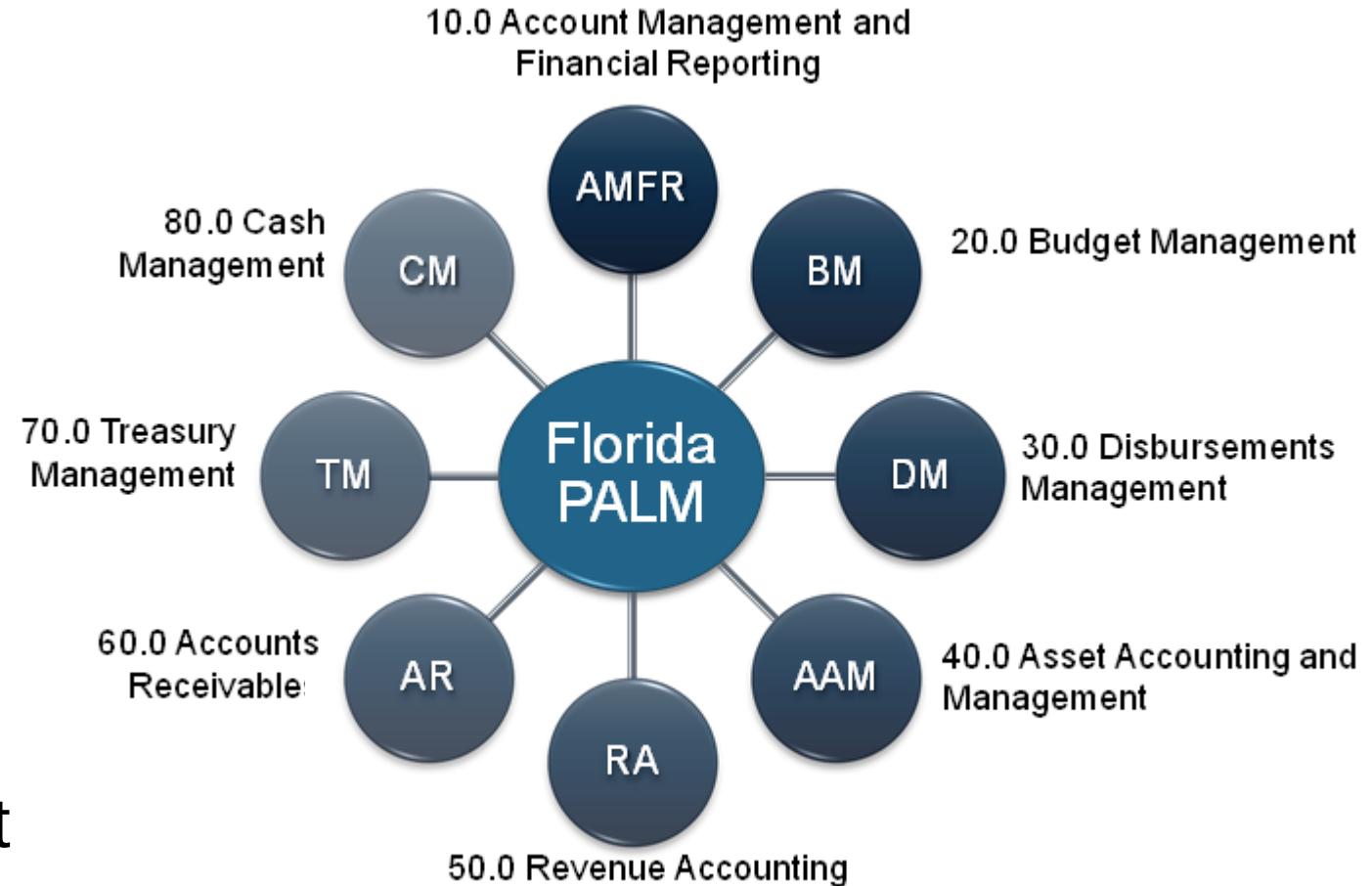
Scope – Standardized Business Process Models



Florida PALM Project Update

Scope – Standardized Business Process Models

- ▶ Documents are organized into eight Business Process Groupings, which represent collections of business processes
- ▶ 32 Business Processes and 64 Business Subprocesses are documented across 72 flow diagrams
- ▶ Includes summary document



Florida PALM Project Update

Scope – Standardized Business Process Models

- ▶ Representative Agencies Workgroup (RAW)
 - Workshops conducted over six weeks from February through April
 - Participant engagement focused on:
 - Reviewing the Standardized Business Process Models with an small representation of organizations
 - Gathering initial feedback
 - Materials available on the Florida PALM website [Agency page](#) under Meetings & Workshops



Florida PALM Project Update

Scope – Standardized Business Process Models

- ▶ Representative Agencies Workgroup (RAW)
 - Engaged representatives from 24 organizations

AHCA	DEP	DOS	LAS/PBS
DACS	DFS	DOT	Lottery
DBPR	DLA	EOG	MFMP
DCF	DMS	FDLE	Auditor General
DEM	DOH	FWC	A&A
DEO	DOR	HSMV	Treasury



Florida PALM Project Update

Scope – Standardized Business Process Models

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 – Standardized Business Process Models

- ▶ All Agencies Confirmation (AAC)
 - Workshops and other participant engagement meetings conducted over four weeks during May
 - Six presentations (3 sessions, each offered twice)
 - Seven clarification working meetings (3 in-person, 4 via phone)
 - 33 participant organizations were represented
 - Participant engagement focused on:
 - Providing an overview of the draft Standardized Business Process Models
 - Answering questions about future financial management processes
 - Ready participants to provide their organization's feedback on the draft Standardized Business Process Models, which was due May 31
 - Materials available on the Florida PALM website [Agency page](#) under Meetings & Workshops



Florida PALM Project Update

Scope – Standardized Business Process Models

Florida PALM Solution Analysis and Design Update

Representatives statewide collaborated and shared feedback on the draft Florida PALM design in All Agencies Confirmation sessions.

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 – Standardized Business Process Models

- ▶ All Agencies Confirmation (AAC) (*continued*)
 - 26 of 33 organizations that participated in AACs provided an AAC Feedback Form
 - 178 specific responses were received related to the Standardized Business Process Models
 - Half can be classified into 6 overarching themes
 - Remaining were general comments or “How Do I ...” type questions



Florida PALM Project Update

Scope – Standardized Business Process Models

► Agency Feedback Themes

1. Agency Business Systems

- How often will agency business systems interface with Florida PALM to exchange data?
- When will we know interface details so that we can modify agency business systems?
- Are we required to use the Florida PALM functionality or can we continue using our agency business systems?



Florida PALM Project Update

Scope – Standardized Business Process Models

► Agency Feedback Themes (*continued*)

2. Consolidated Payments

- What will be the impact to agency and DFS processes related to payment consolidation?
- Will suppliers be able to identify which invoices were paid if one payment is remitted for multiple invoices?
- Can certain payments be exempt from consolidation?

3. Grants and Projects

- How will my organization manage grant tracking and reporting without a grant ChartField?
- Can organizations reclassify expenditures and update life-to-date balances?



Florida PALM Project Update

Scope – Standardized Business Process Models

► Agency Feedback Themes (*continued*)

4. Operational and Financial Reporting

- In the new chart of accounts, will information be available to meet my agency specific reporting needs?
- What is the timing of monthly closings and how will that impact my agency processes?
- What capabilities will be available to make adjustments to closed periods?



Florida PALM Project Update

Scope – Standardized Business Process Models

► Agency Feedback Themes (*continued*)

5. Budget and Encumbrances

- Will organizations have flexibility in recording encumbrances and what will be the impact to available budget?
- Will organizations have flexibility in recording allotments at varying levels?

6. Security and Controls

- What internal controls or security measures will be implemented to restrict access to confidential information or sensitive data?



Florida PALM Project Update

Scope – Standardized Business Process Models

- ▶ 30 of 32 business processes were updated after AACs
- ▶ Updates were grouped into four types:
 - Administrative – Updated on- and off-page references and corrected spelling, grammar, and numbering
 - Clarification – Minor updates to narratives or flows to improve clarity
 - New – Added a new business process, roles, interfaces, reports, and process steps
 - Modification – Updates to process steps and timing



Florida PALM Project Update

Scope – Standardized Business Process Models

- ▶ The following summarizes the type of updates across the 30 Business Processes changed:

Type of Update	Number of Business Processes Updates	Number of Update	% of Total Update
Administrative	23	84	42.6%
Clarification	22	86	43.6%
New	9	20	10.2%
Modification	6	7	3.6%
Total	30 unique business processes	197	100.0%



Florida PALM Project Update

Scope – Standardized Business Process Models

- ▶ The following summarizes the updates by Business Process Grouping:

Business Process Grouping	Count and Type of Update
Account Management and Financial Reporting	27 – Administrative 8 – Clarification 1 – New 1 – Modification
Budget Management	12 – Administrative 7 – Clarification 1 – Modification
Disbursements Management	4 – Administrative 14 – Clarification 5 – New 1 – Modification
Asset Accounting and Management	14 – Administrative 30 – Clarification 11 – New 1 – Modification



Florida PALM Project Update

Scope – Standardized Business Process Models

- ▶ The following summarizes the updates by Business Process Grouping:

Business Process Grouping	Count and Type of Updates
Revenue Accounting	2 – Administrative 5 – Clarification
Accounts Receivable	6 – Administrative 19 – Clarification 2 – New 2 – Modification
Treasury Management	7 – Administrative 1 – New
Cash Management	12 – Administrative 3 – Clarification 1 – Modification



Florida PALM Project Update

Scope – Process and Transaction Mapping Analysis

- ▶ Documents the mapping from legacy processes, terms, and transactions to the Florida PALM processes, terms, and transactions
- ▶ Anchors to the Standardized Business Process Models
- ▶ Leveraged legacy documents, such as the FLAIR Manual, to identify current transactions (76), terms (31), and processes (91) that were cross-walked (mapped) to Florida PALM terms and processes
- ▶ Will serve as a tool for building end-user understanding of future business processes and adoption of Florida PALM



Florida PALM Project Update

Scope – Process and Transaction Mapping Analysis

- ▶ The document is broken into a general analysis section and then sections for each of the eight Business Process Groupings
- ▶ Each section contains:
 - high-level changes occurring to the business process
 - a crosswalk of terms used in the current business process with the proposed terms in Florida PALM
 - changes identified between the current activities and processes to those proposed for Florida PALM

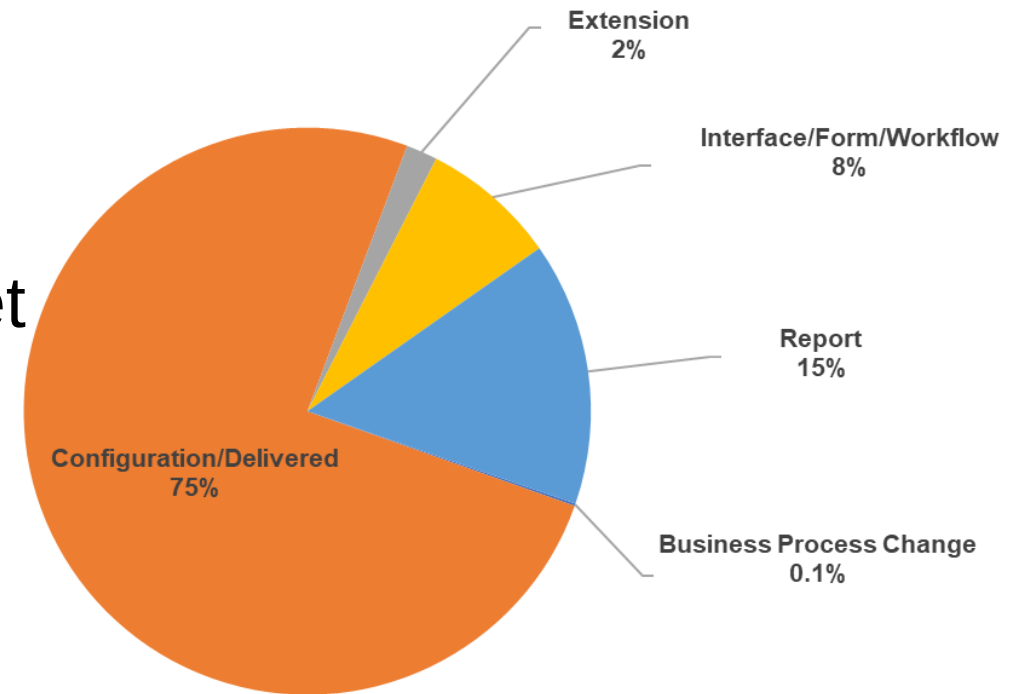


Florida PALM Project Update

Scope – Requirements Confirmation

- ▶ Confirmation efforts refined the approach to meeting the State's requirements
- ▶ 75% will be met through delivered or configured functionality
- ▶ 58 requirements were noted as to be met through Extension
- ▶ 4 Business Process Change requirements are related to:
 - Cut off time for invest/disinvest transactions
 - Consolidating deposit transactions

Phase 1 - Pilot, Wave 1, and Wave 2
Total % How Met

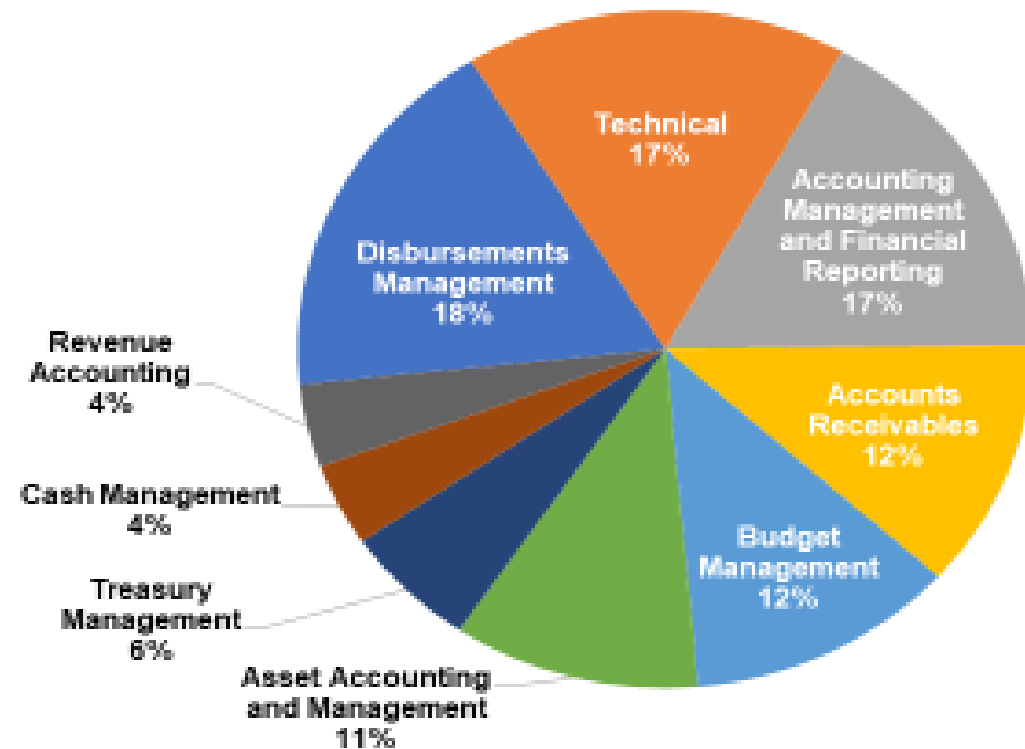


Florida PALM Project Update

Scope – Requirements Confirmation

- ▶ Solution Analysis and Design efforts aligned to Business Process Groupings
- ▶ Three subject areas represent more than half of the requirements:
 - Disbursements Management
 - Account Management and Financial Reporting
 - Technical

Phase 1 - Pilot, Wave 1, and Wave 2
Total % of Requirements by Business Process Grouping



Florida PALM Project Update

Scope – Requirements Confirmation

- Requirements shifted from Phase 1 to Phase 2 or from Phase 2 to Phase 1

Business Process Grouping	Phase 1 to Phase 2	Phase 2 to Phase 1
Account Management and Financial Reporting	41	1
Budget Management	14	0
Disbursements Management	9	0
Asset Accounting and Management	12	0
Revenue Accounting	6	0
Accounts Receivables	2	0
Cash Management	3	0
Total	87	1



Florida PALM Project Update

Scope – Requirements Confirmation

- ▶ 145 Business Requirements were identified for modification
 - **Accommodating Delivered Functionality** – Adjust requirement text to align with delivered system functionality
 - **Clarification** – Adjust description to clarify requirement text
 - **Grammar / Formatting** – Correct grammar, syntax, or formatting
 - **Split Existing** – Create separate Business Requirements from existing

Business Process Grouping	Accommodating Delivered Functionality	Clarification	Grammar /Formatting	Split Existing Requirement	Total
Accounting Management and Financial Reporting	1	0	0	0	1
Disbursements Management	1	27	1	2	31
Asset Accounting and Management	1	3	0	0	4
Revenue Accounting	2	0	0	0	2
Accounts Receivables	8	8	0	1	17
Treasury Management	0	33	1	0	34
Cash Management	0	2	0	0	2
Technical	1	40	1	1	43
Subtotal – Phase 1 - Pilot	14	113	3	4	134
Phase 2	0	11	0	0	11
Total	14	124	3	4	145



Florida PALM Project Update

Scope – Requirements Confirmation

- ▶ 14 new Business Requirements were identified
- ▶ 58 Requirements are recommended for cancellation

Business Process Grouping	New	Cancelled
Budget Management	1	1
Disbursements Management	0	9
Asset Accounting and Management	0	1
Revenue Accounting	0	1
Accounts Receivables	3	15
Treasury Management	0	15
Cash Management	3	1
Technical	5	15
Sub-Total Phase 1 – Pilot	12	58
Phase 2	2	0
Total	14	58



Florida PALM Project Update

Scope – Decisions

- ▶ Two decisions have been logged for approval of the requirement changes:
 - Decision #127 - Project Director to approve changes to requirement text, implementation period, source (module), and how met (i.e., delivered, configuration, report)
 - Decision #128 - ESC to approve new and cancelled requirements



INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

FACILITATOR: MARK FAIRBANK



IV&V Assessment

June 2019 Reporting Period

Overall Status

Current Period	Prior Period	Overall Trend	Observations Based on standardized IV&V scoring
			• DDI Phase continues to progress according to plan. Detailed planning activities involve rescheduling of multiple activities to occur earlier than originally planned. • Resource allocation is monitored closely by Track Managers and PMO. Rescheduling will require Accenture to accelerate staffing. • Activities are allotted reasonable time to complete. • 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 a reasonable sense of urgency. • PMO demonstrates consistent and strong cost management practices. • 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. • Collaboration between the State Project Team and Accenture Team continues to produce mutually satisfactory results. • The IV&V Team has identified no significant risks to DDI Phase activities. New risks under development are being assessed by IV&V. • The Project trend is stable as work toward producing deliverables is proceeding according to plan with some schedule variation that presently does not affect milestones.



UPCOMING ACTIVITIES

FACILITATOR: MELISSA TURNER



Upcoming Activities

Major Project Deliverables

- ▶ Standardized Business Process Models
 - Anticipated approval July 24
- ▶ Process and Transaction Mapping Analysis
 - Anticipated approval July 24
- ▶ New and Cancelled Requirements
 - Anticipated approval July 24



NEW BUSINESS

FACILITATOR: MELISSA TURNER



NEXT MEETING

JULY 24, 2019

KNOTT BUILDING, ROOM 116



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