Florida PALM

Planning, Accounting, and Ledger Management

Executive Steering Committee

Department of Revenue

September 25, 2019

Florida PALM

Planning, Accounting, and Ledger Management

Roll Call and Opening Remarks

Facilitator: Ryan West, Chair

Review of September 12, 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 13 new risks has been identified and one has been closed
  - 4 risks relate to Go/No-Go decisions
  - 3 risks relate to Organizational Readiness
  - 2 risks relate to decision making
  - 2 risks relate to deliverable acceptance and fiscal year funding
  - 1 risk relates to staffing
  - 1 risk relate to timeless and scheduling of activities
- The Project Team conducted a risk brainstorming session for potential fiscal year risks. None of the potential risks have a high probability and impact.
- 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

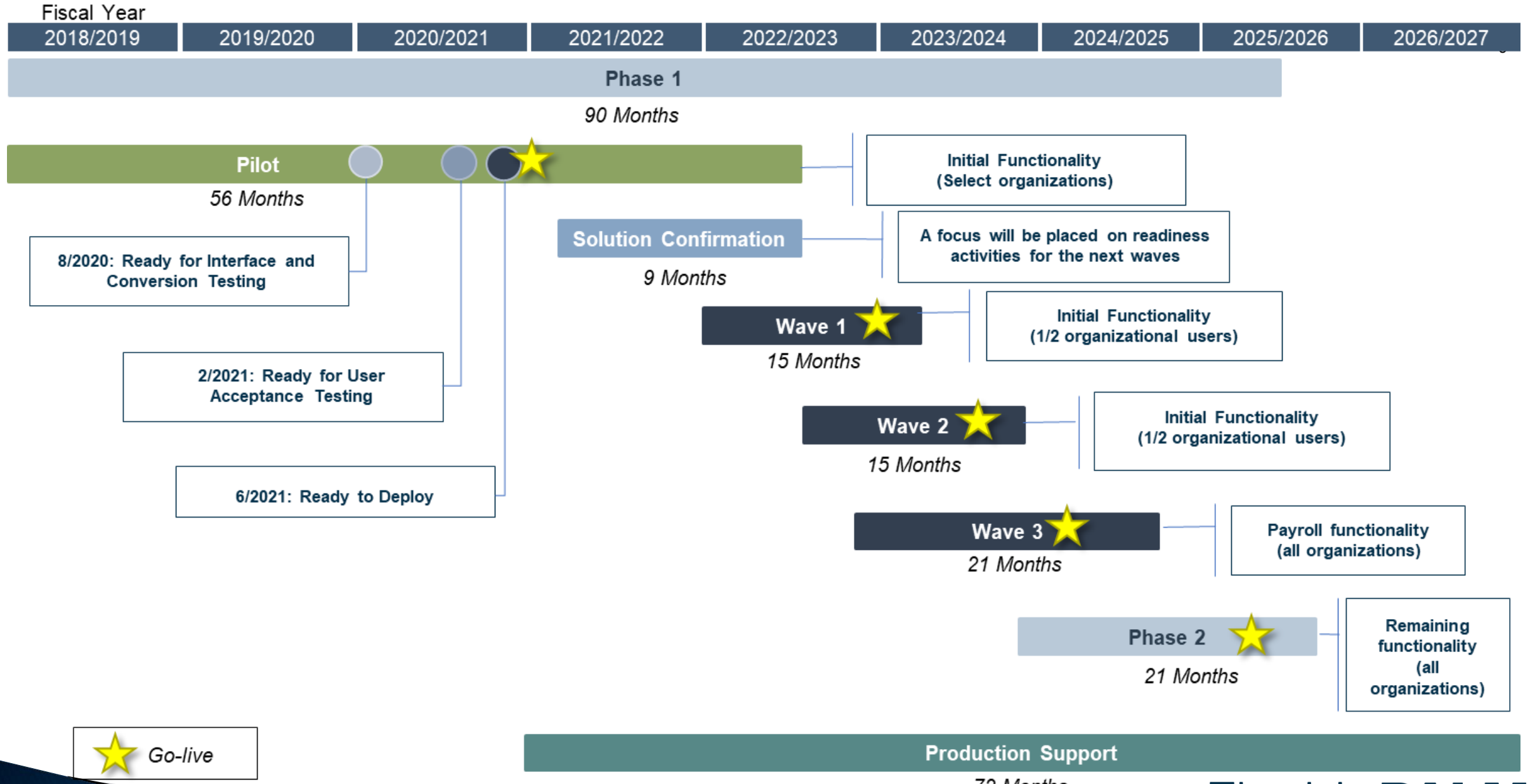
FY 2018-2019 Spend Plan Summary
As of August 31, 2019

Category	Projected FYTD	Incurred FYTD
Special Category	$6,328,994	$3,379,966
SSI Contract	$5,840,212	$3,044,704
Project Admin	$140,252	$26,968
Support Services	$187,880	$169,849
IV&V	$160,650	$138,445
Salaries and Benefits	$964,844	$833,399
DMS Transfer and Risk Management	$8,177	$7,042
Total	**$7,302,015**	**$4,220,407**

Florida PALM Project Update

Budget Amendment – Second Quarter

- Second Quarter Budget Amendment Request
  - Includes the completed deliverable: Standardized Business Process Models
  - $12.3M projected expenditures through December 2019
  - $8.7M released to date
  - $3.6M release requested



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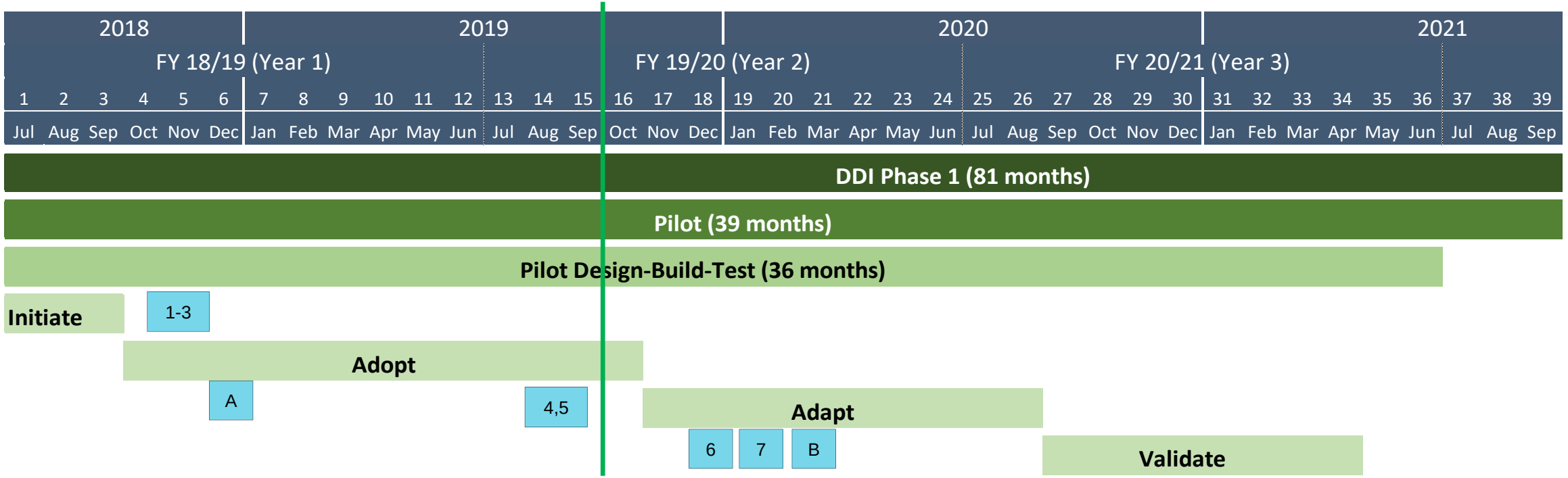
Florida PALM Project Update

Schedule



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

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Florida PALM Project Update

Schedule – Ready to Start Build

Not Started
In Progress
Complete

Go / No-Go Decision Components

Ready to Start Build Go/No-Go Decision

BPS

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

SDS

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

OCM

- Complete: Communications Measurement Plan
- Complete: Communications Plan
- Complete: Knowledge Transfer Plan
- In Progress: Organizational Readiness Assessment
- Complete: Organizational Readiness Plan
- Complete: Training Strategy
- In Progress: Workforce Transition Plan

PMO

- Complete: Project Guidelines and Operating Principles

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 Purpose
  - Establish the structures, definitions, and individual design components of the Florida PALM **ChartFields** and **Budget Structures** by which budgetary and financial controls will be managed and financial transactions tracked and recorded

Florida PALM Project Update

Scope

- Chart of Accounts (COA) Design Guiding Principles:
  - Collaborate with organizations to maintain the inclusive nature of previous engagements
  - Maintain structure of budgetary codes provided by LAS/PBS
  - Move from two COA structures (Departmental and Central) to one COA structure
  - Maintain a standardized structure to support statewide financial reporting, budget and cash management
  - Provide agency unique codes for specific operational and reporting needs

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

- Chart of Accounts (COA) Design ChartFields
  - All FLAIR data elements are accommodated
  - Budgetary codes remain unchanged
  - Statewide and Organization-specific values
  - Additional Project data elements
  - Additional Agency Unique ChartField
  - Changes to field lengths
  - Combination Edits and Trees will support the COA design, including transaction processing and reporting

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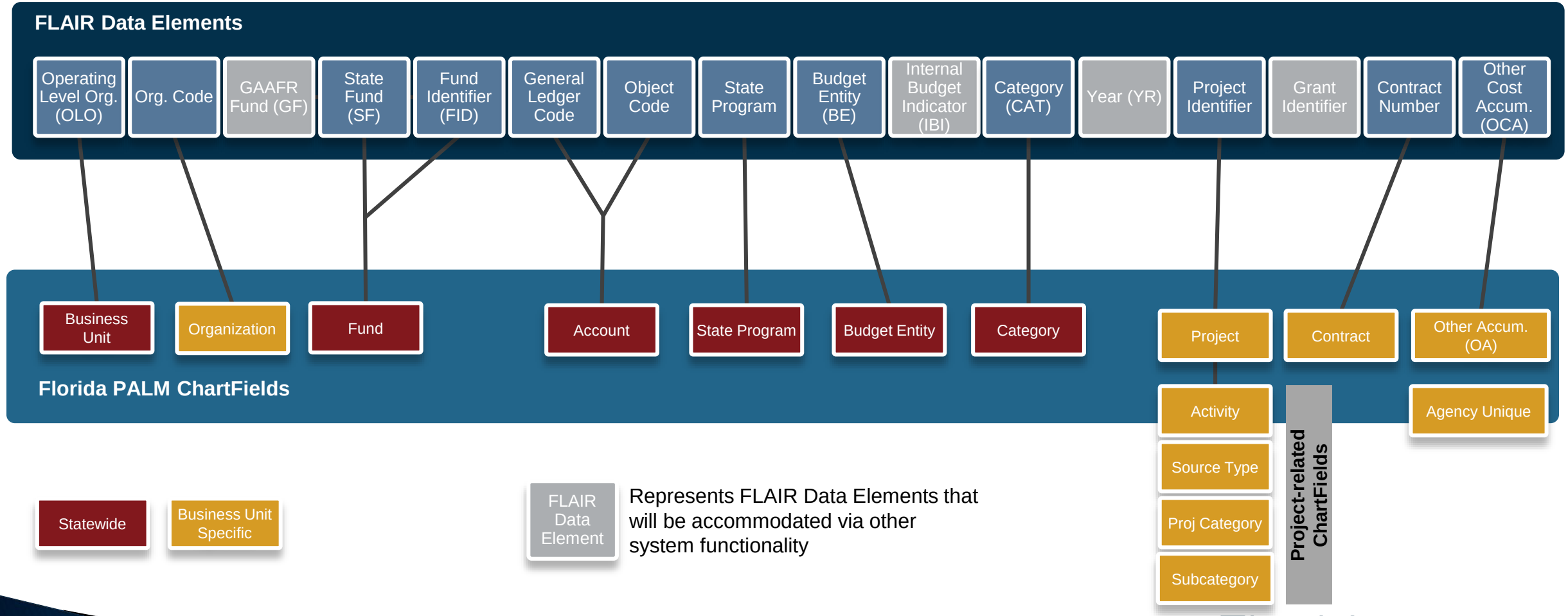
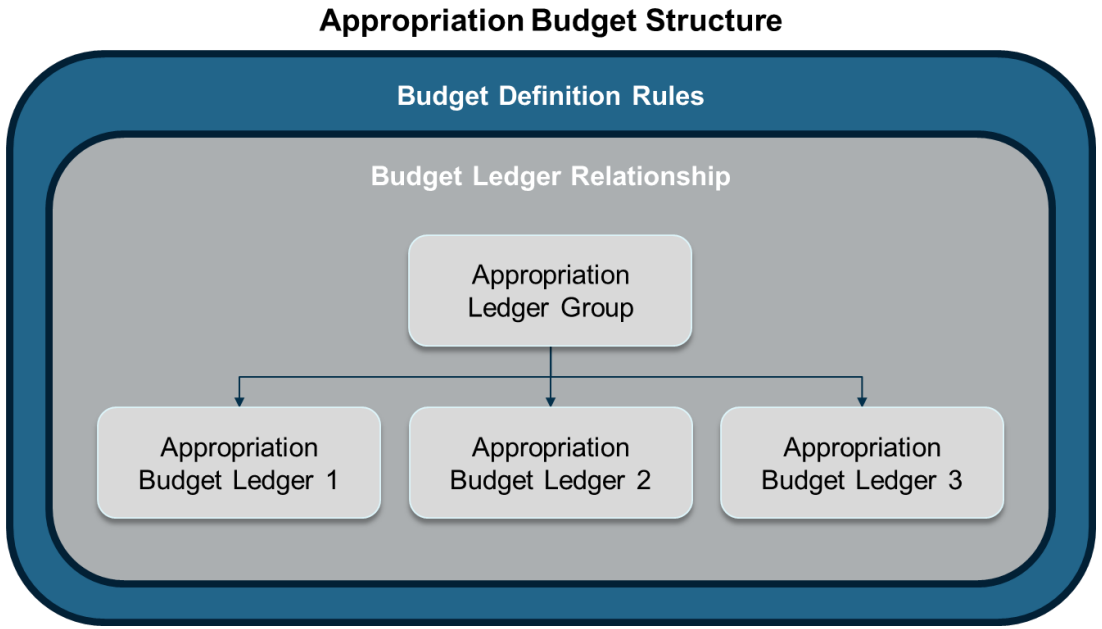
Scope



Florida PALM Project Update

Scope

- Chart of Accounts (COA) Design Budget Structure Elements
  - Separate ledgers will accommodate appropriation, release, reserve, revenue, allotment, and project budgets
  - Maintained at statewide or organization-specific level
  - Hierarchy allows ledgers to work together to manage budget
  - Can set to track or control



Florida PALM Project Update

Scope

- Interim Business Process Models
  - *Purpose*
    - Document temporary variances to business processes and additional RICEFW components that will be utilized at Pilot go-live
  - *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 draft process design and to confirm reports, interfaces, and conversions

Florida PALM Project Update

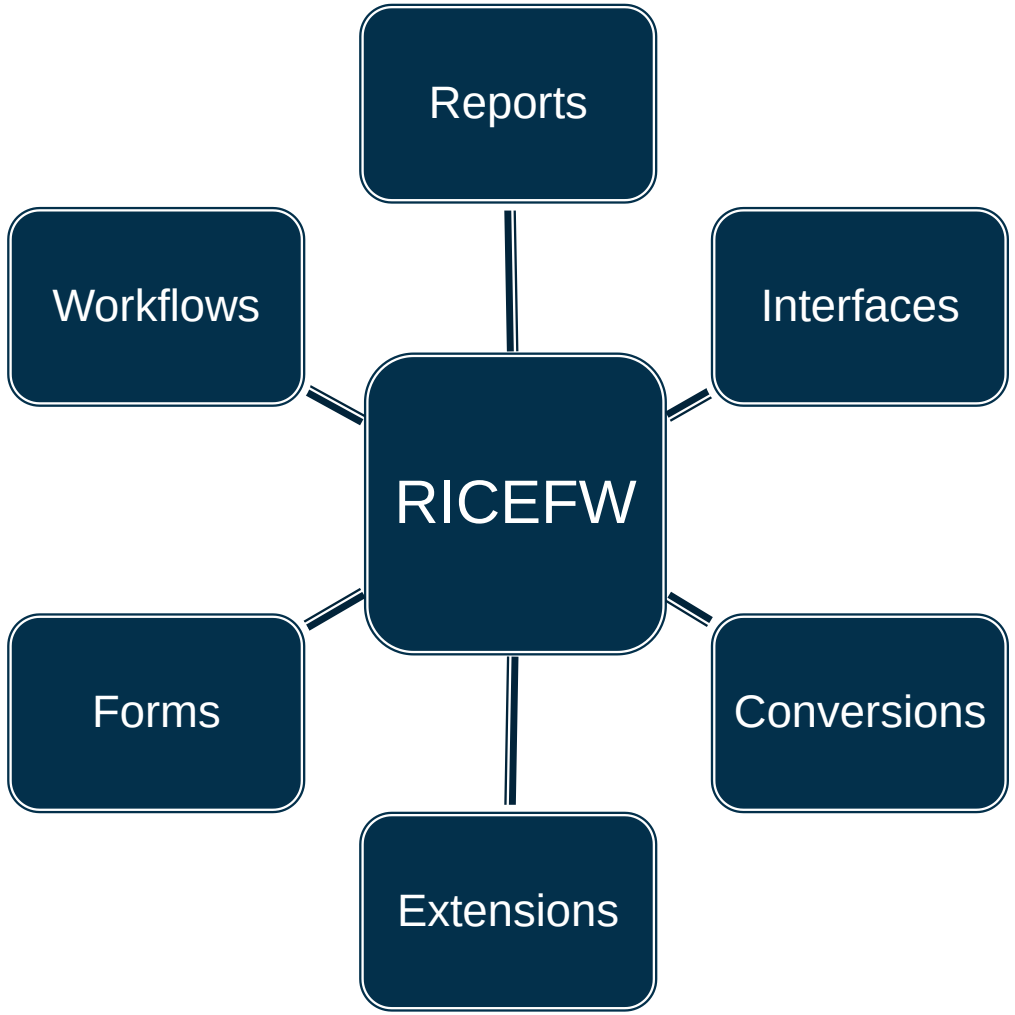
Scope

- Interim Business Process Models
  - *Considerations:*
    - Departmental FLAIR users transacting with Florida PALM users (e.g., assets, transfers)
    - Treasury and cash-related transactions (e.g., deposits, transfers, invest / disinvest)
    - “Central-like” Wave organization data available for reporting (e.g., payment information)
    - Departmental FLAIR processes that exchange information with Central FLAIR today (e.g., vouchers)

Florida PALM Project Update

Scope

- RICEFW Inventory Purpose
  - Identify and document the list of development items necessary to support the functions of Florida PALM



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Florida PALM Project Update

Scope

- RICEFW Inventory – Reports
  - Information packages are being prepared for Pilot organizations, which include those identified as part of Standardized Business Process Models
  - Additional reports may be added based on Interim Business Process Models
  - Analysis has begun to identify the information needs and determine which ones will be met with reports vs. other methods

Florida PALM Project Update

Scope – Solution Design

- RICEFW Inventory – Interfaces
  - Information packages are being prepared for FFMIS, Pilot, and Wave organizations, which include a mapping of current interfaces to those identified as part of Standardized Business Process Models
  - Meetings are underway to discuss and review materials provided with the objective of confirming which interfaces will be used at Pilot go-live and by which organizations/systems
  - Additional items will be added as part of Interim Business Process Models, to capture temporary interfaces

Florida PALM Project Update

Scope – Solution Design

- RICEFW Inventory – Conversions, Extensions, Forms, and Workflows
  - *Conversions:*
    - Overview of planned conversion categories to Wave organizations as part of Interim Business Process Models Workshops
  - *Extensions, Forms, and Workflows:*
    - Identified Extensions are being reviewed with Project Sponsors to confirm
    - Additional items may be added as part of Interim Business Process Models

Florida PALM Project Update

Scope

- Solution Demonstration: *User Experience*
  - **Web-based** access
  - Tile-driven navigation
  - Work may be managed through **WorkCenters**
  - Approvals facilitated **in the system** through **workflow**
  - Upload of **attachments** to support transactions
  - Reporting capabilities through **online inquiries** (screens), prepared **reports,** and **data downloads** (i.e. to Excel)

Florida PALM Project Update

Scope

- The **Master Readiness Workplan** (MRW) is a resource to help organizations plan and prepare for the transition to Florida PALM
- MRW has been published on the Change Champion page of the Project's website
- Organizations can view/manage all MRW tasks in Excel workbook
- To stay aligned with Project work, the MRW will be updated on a regular basis
- Readiness Coordinators will work with Liaisons to monitor MRW tasks and track open items
- A monthly Readiness Dashboard will be created for status reporting

Florida PALM Project Update

Scope

MRW Example View

Applicable Organization / Audience	Task ID	Task Name	Task Description	Task Supporting Documents	Task Planned Start Date *(dates subject to change)*	Task Planned End Date *(dates subject to change)*
Pilot	RDNS01	Participate in Readiness Touchpoint Meetings	Participate in bi-weekly touchpoints to review the Master Readiness Workplan tasks and discuss open items.	- Meeting Invitation - Meeting Materials	Tue, 9/3/2019	Fri, 9/13/2019
Pilot	RDNS02	Collaborate with Readiness Coordinator to Review and Understand the Readiness Dashboard	Collaborate with the Readiness Coordinator to review and understand the organization's monthly Readiness Dashboards.	- Task instructions - Readiness Dashboard template	Tue, 9/3/2019	Fri, 9/13/2019
FFMIS	RDNS03	Participate in FFMIS Touchpoint Meetings	Participate in quarterly touchpoints to review the Master Readiness Workplan tasks and discuss open items.	- Meeting Invitation - Meeting Materials	Tue, 9/3/2019	Fri, 9/13/2019
FFMIS	FUNC01	Provide Input on Testing Approach	Provide input on the Florida PALM Testing Approach.	- Task Instructions - Supporting Documentation	Tue, 9/3/2019	Fri, 12/27/2019
Pilot, Wave, FFMIS	FUNC02	Participate in Chart of Accounts Design Kickoff	Participate in the Chart of Account Design Kickoff to understand the Chart of Accounts design for Florida PALM.	- Meeting Invitation	Wed, 9/4/2019	Wed, 9/18/2019
Pilot, Wave, FFMIS	COMM01	Share Chart of Accounts Design Kickoff Materials	Share Chart of Accounts Design Kickoff materials with the identified Chart of Accounts Design Workshop participants.	- Communication - Presentation Materials	Thu, 9/5/2019	Fri, 9/20/2019
Pilot	COMM02	Share and Review Pilot Organization Interface Package	Share Pilot Organization Interface Package with planned participants for review to prepare for the Pilot Organization Interface Meetings to validate use of Florida PALM interfaces.	- Interface Package	Mon, 9/9/2019	Fri, 9/20/2019
Pilot	FUNC03	Provide Feedback on Current List of Florida PALM Reports	Review the list of Florida PALM reports and provide the Florida PALM Project with the organization's additional report requests.	- Communications	Wed, 9/11/2019	Thu, 11/7/2019
Wave	COMM03	Share and Review Wave Organization Interface Package	Share Wave Organization Interface Package with planned participants for review to prepare for the Wave Organization Interface Meetings to validate use of Florida PALM interfaces.	- Interface Package	Mon, 9/16/2019	Fri, 9/27/2019
Pilot	SPON01	Participate in Sponsor Briefings	Participate in Sponsor Briefing to review status and understand upcoming activities.	- Meeting Materials	Mon, 9/16/2019	Fri, 9/27/2019

Independent Validation and Verification (IV&V)

Facilitator: Mark Fairbank

IV&V Assessment

August 2019 Reporting Period

Overall Status

Current Period	Prior Period	Overall Trend	Observations Based on standardized IV&V scoring
			• 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 based on recent rescheduling of activities. • Activities are allotted reasonable time to complete provided Project secures commitment from FFMIS partners to fulfill critical dependencies. • Risks and Issues are being managed proactively and with an appropriate sense of urgency. • PMO demonstrates consistent and strong cost management practices. • The Project regularly conducts proactive communications to stakeholders. • Collaboration between the State Project Team and Accenture Team continues to produce acceptable 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 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

- Overall, with few exceptions, IV&V continues to observe the Project producing work products and deliverables according to plan with results reflecting the collaborative efforts of State and Accenture resources
- Sponsors of the Project and those within agencies along with partners at FFMIS and elsewhere increasingly understand and are planning for significant changes that will affect all organizations upon the implementation of Pilot in 2021
- The Project continues to convey this message via multiple channels and at almost every engagement with stakeholders
- The complexity of the changes needed is mutually understood to be very high

IV&V Assessment

Additional Observations

- Feasibility of the interim solution within the present Project Schedule is dependent on the State's completion of interim process analyses and designs to identify and specify the changes needed in systems
- Consideration of all viable interim technical options need to be balanced with what can be achieved within the timeframe and, just as importantly, what makes best operational sense for both Pilot and Wave organizations
- The interim models would be considerably more complicated for Pilot and/or Wave organizations if enterprise systems cannot be modified to account for the new Florida PALM state chart of accounts while maintaining the current FLAIR chart of accounts structures

UPCOMING

MELISSA TURNER

Florida PALM Project Update

Upcoming

- 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
  - Updating 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*
  - The Project Team is drafting the statutory changes and will work through Department processes for submitting

New Business

Facilitator: Melissa Turner

Next Meeting

October 23, 2019

DOR, Building 2, Room 1250

Florida PALM
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Contact Information

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