

Florida **PALM**

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

MAY 26, 2021



PROJECT UPDATE

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Florida PALM Project Update

Risks and Issues

- ▶ Since the last ESC meeting, no new issues were logged, and one issue was closed
 - Closed (Issue 25): Deal Management Interface and Conversion Testing is not aligned with Project Milestones
- ▶ Since the last ESC meeting, no new risks were logged, and one risk was closed
 - Closed (Risk 221): Central Wave build timeline and Central Wave work for MFMP build activities are not aligned
- ▶ 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 20-21

FY 2020-2021 Spend Plan Summary As of April 30, 2021				
Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
Special Category	\$18,690,074	\$16,042,796	\$24,352,347	\$8,309,551
SSI Contract	\$16,859,484	\$14,611,984		
Software Maintenance	\$0	\$0		
Project Admin	\$262,040	\$130,985		
Support Services	\$797,920	\$694,474		
IV&V	\$770,630	\$605,353		
Salaries and Benefits	\$4,920,075	\$4,888,119	\$6,300,830	\$1,412,711
DMS Transfer and Risk Management	\$22,173	\$26,872	\$26,872	\$0
Total	\$23,632,322	\$20,957,787	\$30,680,049	N/A



Florida PALM Project Update

Budget – Proviso FY 2021-2022

▶ Recurring Proviso expectations

- Quarterly update provided to agencies on design, development, and implementation of reporting
- Assessment conducted for Florida PALM reports compared to FLAIR reports
- Quarterly budget amendments submitted with operation workplan and spend plan; workplan includes
 - Agency tasks for remediation
 - Tasks and deliverables for historical reporting plus Florida PALM data
- IV&V deliverables submitted to the Department, House, Senate, OPB, and Florida Digital Service
- Monthly status reports for progress on milestones, deliverables, costs, risks, and issues, including agency status on progress of interfaces and system remediation
- ESC recommendation of statutory changes to House, Senate, and OPB



Florida PALM Project Update

Budget – Proviso FY 2021-2022

▶ New Proviso expectations

- Business Process Models updated and fully detailed to
 - Reflect the implementation approach
 - Support agency understanding of business process models
 - Be reviewed and approved by ESC
- Department operations and maintenance responsibilities integrates within the Office of Information Technology production support and Help Desk functions
- Operations and maintenance of Florida PALM training transitions to Accounting and Auditing, Office of Florida Financial Education
- OGC staff serves and SSI contract manager
- OGC staff serves as IV&V contract manager
- Monthly IV&V reports includes technical reviews of Project deliverables and assessment of Project management governance
- No advanced payment for contract contingency; contract contingency held in reserve pending ESC approval for unforeseen expenditures



Florida PALM Project Update

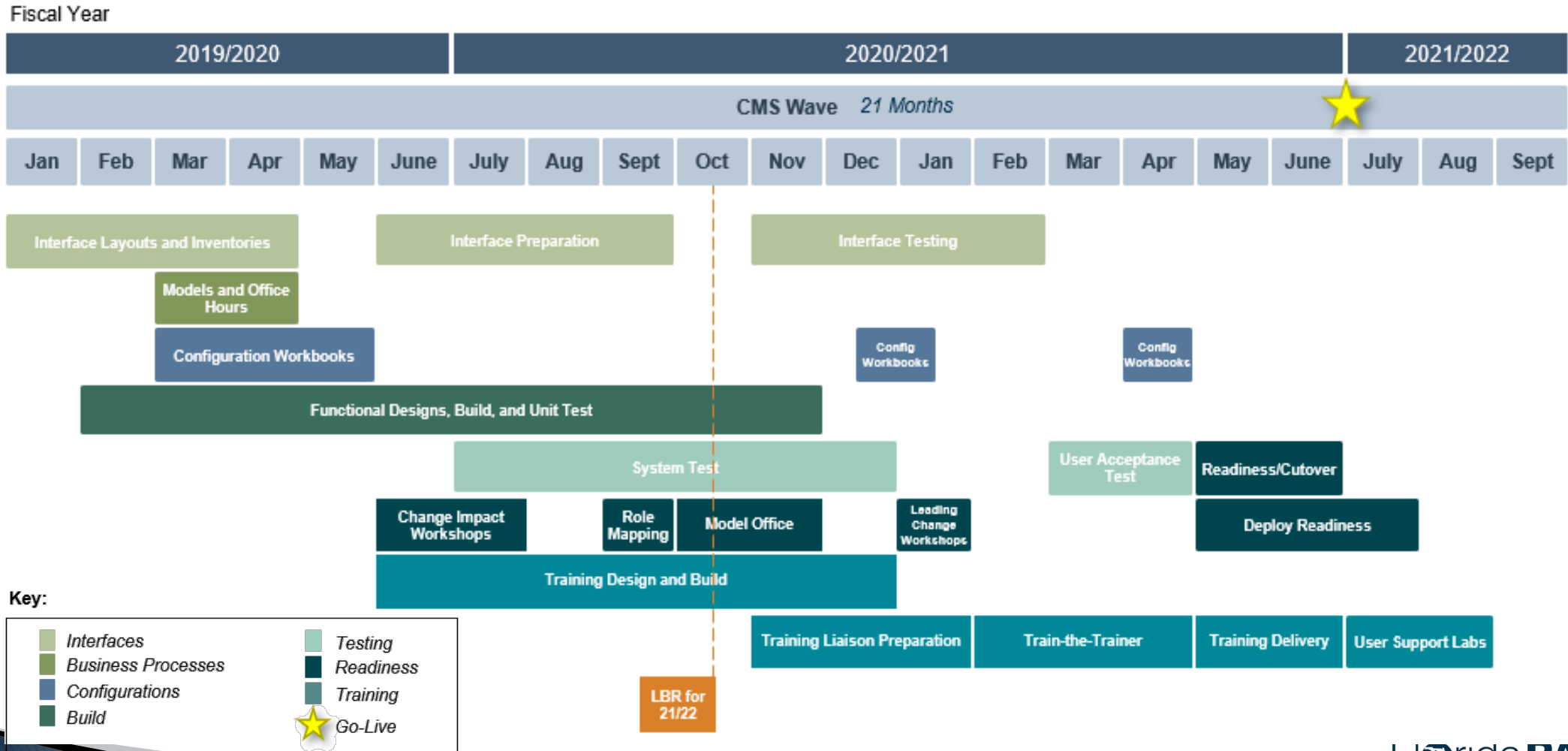
Contract Management

- ▶ Amendment 5 Update
- ▶ Amendment 6 Update
- ▶ Implementation shift feedback from ESC members



Florida PALM Project Update

Schedule – CMS Wave Activities



Florida PALM Project Update

Scope – CMS Wave

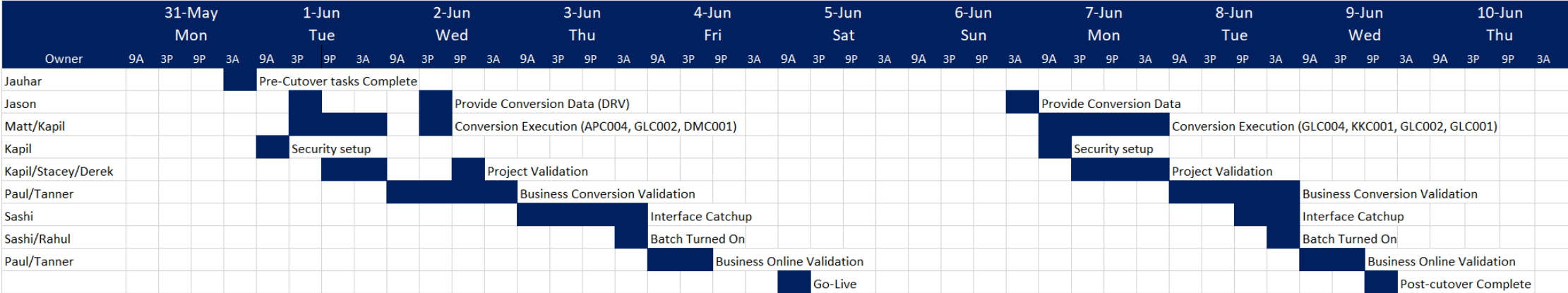
- ▶ Full Dress Rehearsal (FDR) – Completed 5/20
 - Key findings/mitigation:
 - Conversion Data – Added Data Readiness Validation for business validation and signoff on conversion data prior to execution load
 - Resource contention – Added resources for Project Validation and reallocated some responsibilities to other resources
 - Security setup/access – Will use a security migration process to move security setup to UAT environment for FDR2
 - Communication/handoff – Reviewed/streamlined communication and handoff processes
 - Action items:
 - Run FDR2 from 6/1 to 6/9



Florida PALM Project Update

Scope – CMS Wave

- ▶ Full Dress Rehearsal 2 (FDR2)
 - Pre-cutover rehearsal: 5/17 to 5/28, Cutover rehearsal: 6/1 to 6/5, Post-cutover rehearsal: 6/7 to 6/9



Florida PALM Project Update

Scope – CMS Wave

- ▶ Operations Readiness Testing in progress through May 28, 2021
 - Week 1 focused on interface connectivity, batch schedule, and agency support processes
 - Week 2 focused on production support processes and business operations
 - Week 3 focused on routine system maintenance such as patching and code migrations

Week	ORT Participants	Planned Execution		Actual Execution		Execution Rate			End of Week Metrics			
		Weekly	Cumulative	Weekly	Cumulative	Planned %	Actual %	Variance	Complete	Failed	In Progress	Not Started
Week 1	- Interfacing agencies - Third parties - Florida PALM	29	29	29	29	60%	60%	0%	28	1	0	0
Week 2	- Solution Center - Production Support - Treasury and A&A	17	46	12	41	96%	86%	-10%	40	1	5	0
Week 3	- Florida PALM	2	48	-	-	100%	-	-	-	-	-	-

**As of 05/24/2021*



Florida PALM Project Update

Scope – CMS Wave

- ▶ Batch End-to-End Testing (Florida PALM/FLAIR)
 - Week 1, May 3-7 – Completed technical batch testing with OIT
 - TIDAL sync with PS, automated batch runs per scheduled and design, drop files, and pickup
 - Week 2, May 10-14 – Functional Validation with OIT
 - Delayed as Florida PALM experienced intermittent issues with infrastructure, configuration and migration
 - Week 3, May 17-21
 - Week 2 issues were resolved by May 18
 - Functional validation started on May 19; we encountered some more issues and decided to run the batches manually to identify and fixed the problems by May 21
 - Week 4, May 24-28
 - End-to-end automated batch testing re-started on May 24, and we made good progress; no major issues encountered till 5/24



End to End Testing Status 5/25

FLAIR/BEA/3rd Party	Florida PALM Interface ID	Execution Time	Florida PALM Interface Name	5/17/2021	5/18/2021	5/19/2021	5/20/2021	Cycle 3 Complete	5/24/2021	5/25/2021	5/26/2021	5/27/2021
Daily												
JPM	CMI003	7:00 AM	Previous Day Bank Statement File	DT-DR	DT-DT	DT-DT	DT-DT		DT-DR	DT-DR		
FLAIR	API108	7:30 AM	Outbound Central FLAIR Reconciled Payments - Date Fixed - Ready for Retest	DX-DR	DX-DR	DX-DR	DX-DR		NR	DT-DR		
BEA	CMI013	7:30 AM	Outbound BAI Bank Statement - Being Tested	DX-DR	DX-DR	DX-DR	DT-DR		DT-DR	DT-DR		
FLAIR	GLI066	11:00 AM	Outbound Disinvestment and Apportionment Journals	DX-DR	DX-DR	DX-DR	DX-DR		DT-DR	DT-DR		
FLAIR	GLI046	12:30 PM	Outbound Daily Investment Information	DX-DR	DX-DR	DX-DR	DX-DR		DT-DR	DT-DR		
FLAIR	ARI027	2:30 PM	Outbound Deposits, TR Receipts, ADJ, and Returns Data - FLAIR Code Change	DX-DR	DX-DR	DX-DR	DX-DR		DT-DR	DT-DR		
FLAIR	CMI009	3:30 PM	Outbound Bank Deposit Data - OLO Review - SIR Open	DX-DR	DX-DR	DX-DR	DX-DR		DT-DR	DX-DR		
FLAIR	ARI014	4:15 PM	Inbound Verified Deposit Data	DX-DR	DT-DR	DT-DR	DT-DR		DT-DR	DT-DR		
BEA	GLI037	6:00 PM	Inbound Investment Activity	DX-DR	DT-DR	DT-DR	DT-DR		DT-DR	DT-DR		
FLAIR	GLI065	9:00 PM	Inbound FLAIR Journals - PALM Log File Review	DX-DR	DT-DR	DT-DR	DT-DR		DT-DR	DT-DR		
FLAIR	API107	9:00 PM	Inbound Central FLAIR Issued Warrants and Cancellations	DX-DR	DT-DR	DT-DR	DT-DR		DT-DR	DT-DR		
Monthly												
FLAIR	GLI068*	8:00 AM	Outbound Treasury Balances. Amanda reviewing for testing.		DX-DR							
FLAIR	GLI047*	11:30 PM	Outbound Monthly Investment & Interest - IW - Data Need for March to Test. Apportionment		DT-DR							
BEA	CMI005*	8:00 AM	Inbound External Transactions		NR							
BEA	GLI010*	11:30 PM	Outbound Interest Apportionment		NR							

Job Execution Status
NR - Not Run
DT-DR - Delivered on Time Date Received
DT-ND - Delivered on Time No Data
DT-ND - Delivered on Time No Data
DX-DR - Not Delivered on Time Data Received
DX-ND - Not Delivered on Time No Data



Florida PALM Project Update

Scope – CMS Wave

► Deployment Readiness Assessment

Not Started
 Complete
 On Track
 Requires Attention
 Not on Track

Category	Sub-Categories	Status	Reasoning/Mitigation
Florida PALM Readiness	Application Readiness	9 Complete, 4 On Track, 2 Requires Attention, 1 Not on Track	Conversions, SIR Resolution, and Batch Schedule Testing
Florida PALM Readiness	Infrastructure Readiness	6 Complete	
Florida PALM Readiness	Solution Center and Production Support	7 Complete, 4 On Track, 1 Requires Attention	Interface Management Procedures
Agency Readiness	Agency Readiness	3 Complete, 2 On Track, 2 Requires Attention	DOR Interface and identification of Tier 0 Support Team
Agency Readiness	Training	2 Complete, 1 On Track	
Stakeholder Readiness	Treasury	4 On Track, 2 Requires Attention	Treasury Job Aids and Training Topics
Stakeholder Readiness	A&A	3 Complete, 2 On Track	
Stakeholder Readiness	OIT - FLAIR	1 Complete, 3 On Track, 1 Not on Track	Batch Schedule Testing
Stakeholder Readiness	OIT - BEA	1 Complete, 5 On Track, 1 Not on Track	Batch Schedule Testing
Stakeholder Readiness	OIT - Infrastructure	2 Complete, 1 On Track	
Stakeholder Readiness	Third Party	1 Complete, 1 On Track	

**As of 05/20/2021*



Florida PALM Project Update

CMS Wave – Ready to Deploy Go/No-Go Decision

- Not Started
- In Progress
- Complete

Decision Planned for June 16, 2021

Go/No-Go Components

<input checked="" type="radio"/> User Acceptance Test Environment Delivery	<input checked="" type="radio"/> Post-Implementation Continuous Learning Strategy
<input checked="" type="radio"/> Prototype 4 Delivery	<input checked="" type="radio"/> Disaster Recovery Testing Plan
<input checked="" type="radio"/> Deployment and Contingency Plan	<input checked="" type="radio"/> Production Support Operations Plan
<input checked="" type="radio"/> Production Environment Delivery	<input checked="" type="radio"/> Train-the-Trainer Complete
<input checked="" type="radio"/> Production Support Configuration Management Plan	<input checked="" type="radio"/> Production Infrastructure Installation
<input checked="" type="radio"/> Completion of Interface and Integration Testing	<input checked="" type="radio"/> Security and Technical Compliance Confirmation
<input checked="" type="radio"/> Completion of User Acceptance Testing	<input checked="" type="radio"/> Completion of Mock Go-Live
<input checked="" type="radio"/> Post-Implementation Support Plan	



Florida PALM Project Update

Readiness – CMS Wave

- ▶ Change Champion Network Townhall
- ▶ Tier 0 Kickoff
- ▶ CMS Wave Training
- ▶ Agency Internal Readiness Indicators Survey



Florida PALM Project Update

Agency Internal Readiness Indicators – CMS Wave

- ▶ The Agency Internal Readiness Indicator (AIRI) survey was developed to assess agencies' readiness for the CMS Wave as of April 2021
- ▶ This is the second AIRI survey, the first was conducted in July 2020
- ▶ Executive Steering Committee (ESC) members reviewed and finalized the readiness indicator survey statements
- ▶ Readiness indicator statements were grouped by People, Process, Technology, and Project Management
- ▶ One AIRI survey was distributed to each Agency Sponsor
- ▶ AIRI Survey used a five-point Likert scale and mandatory free-form response fields for each indicator



Florida PALM Project Update

Agency Internal Readiness Indicators – CMS Wave

- ▶ 31 for 34 Responses Received:
 - AHCA, APD, DCF, Citrus, DACS, DOE, DOEA, DEP, DOH, DOL, DOR, DOS, DFS, DVA, DJJ, DLA, DMA, DMS, DEM, EOG, FCOR, FDC, FLHSMV, FDLE, FDOT, FSDB, FWC, JAC, LEG, PSC, SCS
- ▶ 3 Non-responses:
 - DBPR, DOE, DOAH
- ▶ All responding agencies provided a reasons for selecting their response
- ▶ Responding agencies are on track to be ready for CMS Wave launch



Florida PALM Project Update

Agency Internal Readiness Indicators – CMS Wave

▶ People

- Understanding of CMS Wave Impact
 - Majority of agencies are aware of the impacts of the CMS Wave functionality and have communicated with their end users
- Training
 - Agencies are aware training materials have been posted on the People First Learning Management System (LMS) and most created an internal training plan
- Support
 - Majority of the agencies strongly agree or agree their super users are prepared to provide Tier 0 Support
 - Some agencies were unaware of User Support Labs (USL)



Florida PALM Project Update

Agency Internal Readiness Indicators – CMS Wave

▶ Process

- Majority of agencies are on track to update and communicate Impacts to their internal business processes
- Majority understand the Chart of Accounts (COA) structure

▶ Technology

- Agencies are confident they will have the data they need for their agency business systems
- Remediation efforts for business systems are on track for impacted agencies
- Majority understand the role of the SAM and their identity provider SME
- Majority believe their identify providers support access to Florida PALM

▶ Project Management

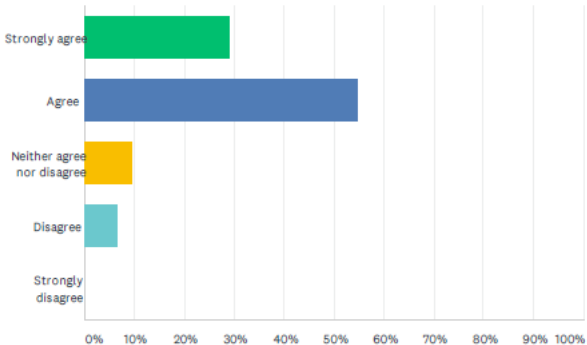
- About half of the agencies were aware that of a cutover checklist
- Majority of agencies have identified resources to support go live



People Indicators

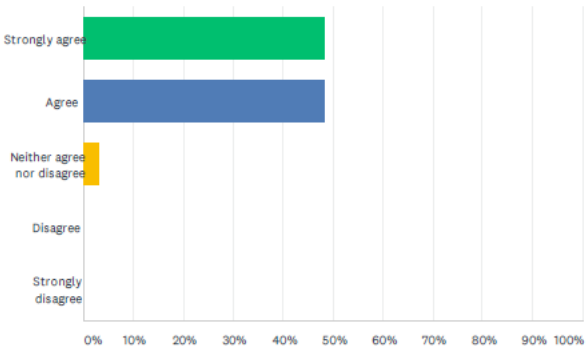
Q2 My agency has implemented an internal training plan for the Florida PALM CMS Wave.

Answered: 31 Skipped: 0



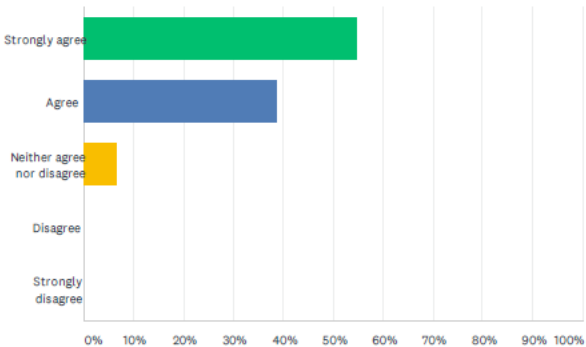
Q4 My agency is aware Florida PALM end user training materials are available on the People First Learning Management System.

Answered: 31 Skipped: 0



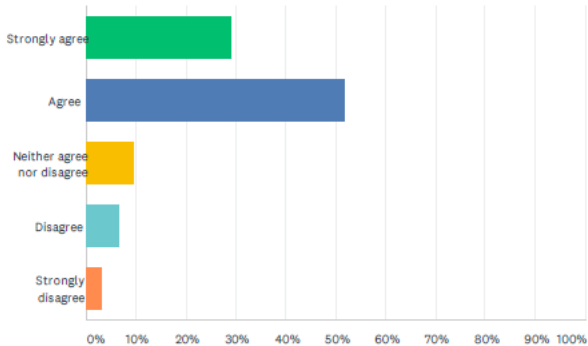
Q6 My agency has prepared Super Users to provide Florida PALM support within my agency (Tier 0 support).

Answered: 31 Skipped: 0



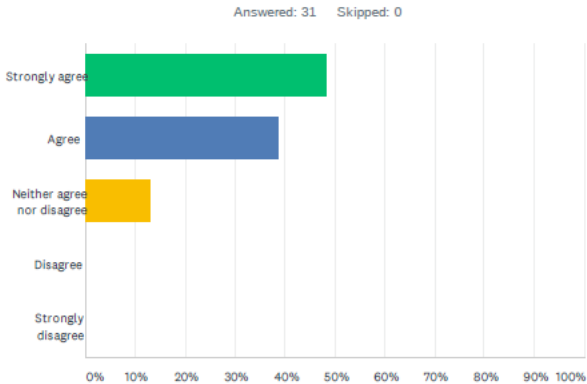
Q8 My agency is aware User Support Labs will be available post go-live to provide assistance.

Answered: 31 Skipped: 0

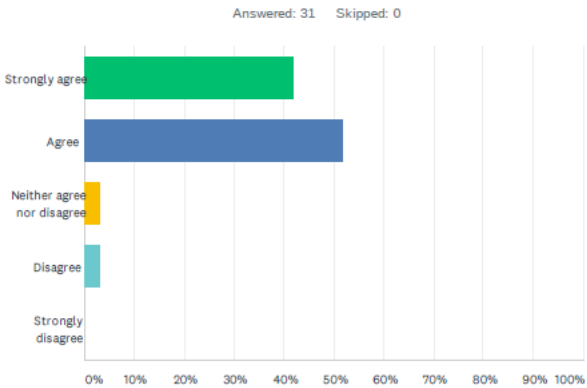


People and Process Indicators

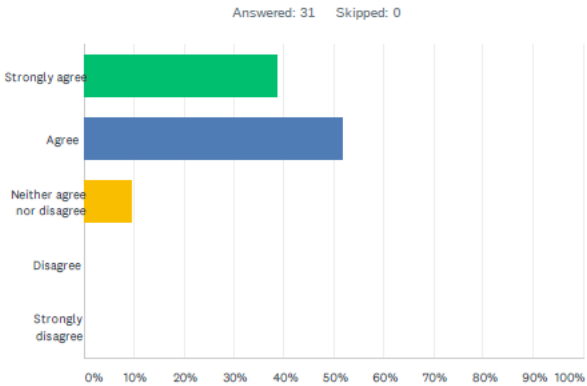
Q10 My agency understands the overall impact of the CMS Wave and is actively informing stakeholders of our readiness progress.



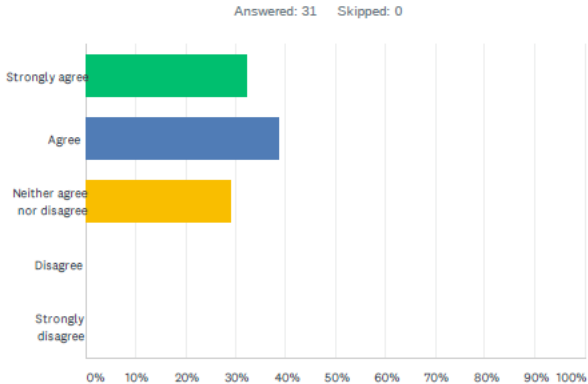
Q12 My agency is on track to update and communicate internal business processes which will be impacted as a result of the implementation of the CMS Wave.



Q14 My agency understands the Chart of Accounts structure that will be implemented at CMS Wave.

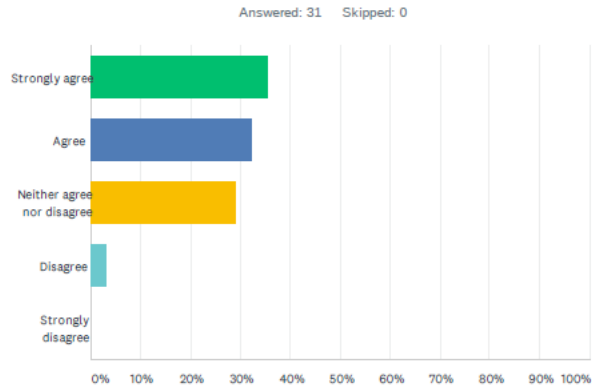


Q16 My agency is confident it will have the appropriate data our business systems will need to perform agency cash management functions and produce reports.

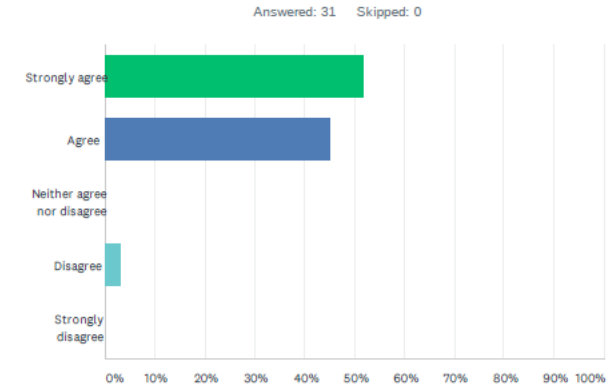


Technology Indicators

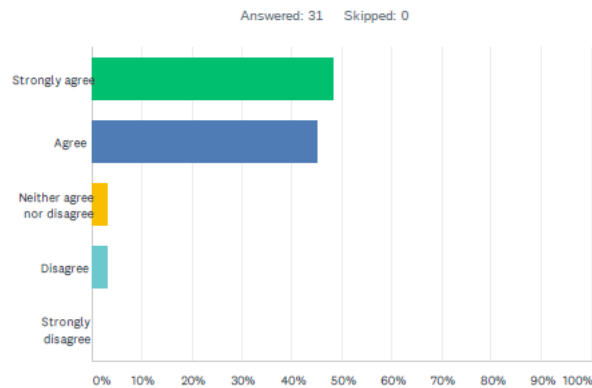
Q18 My agency is confident it will remediate internal business systems and interfaces which will be impacted with the implementation of the CMS Wave.



Q20 My agency understands and supports the role of the Identify Provider SME and Security Access Manager (SAM) in providing end user access to Florida PALM.

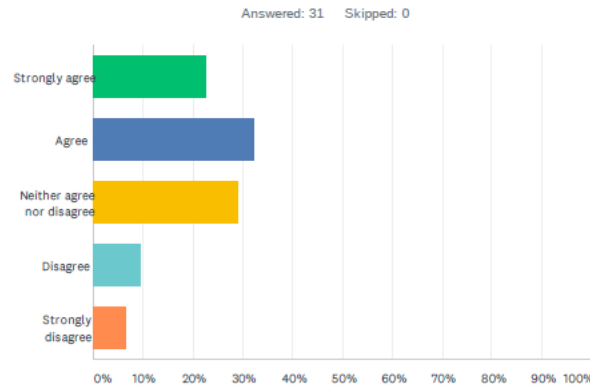


Q22 My agency's Identity Provider is able to support end user access to Florida PALM.

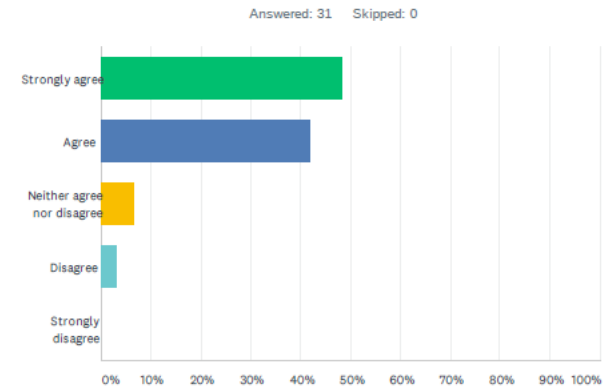


Project Management Indicators

Q24 My agency is aware a cutover checklist will be provided by Florida PALM to assist with agency specific CMS Wave go-live activities.



Q26 My agency has identified who will be supporting the go-live activities for the CMS Wave and those individuals will be ready to perform the activities.










INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

CONTENT PROVIDED BY MARK FAIRBANK



IV&V Assessment April 2021 Reporting Period

Summary Observations From the March 2021 IV&V Assessment

Current Period		Prior Period		Trend	
   	<p>Project Management planning and supervisory activities, fiscal controls, and quality controls are consistent and adhere to standard industry practices. Transparency is demonstrated and observable.</p> <p>Productivity remains high with priority given to timeliness and enforcement of quality standards.</p> <p>Scope control is evident and designs require minimal customization.</p> <p>Positive collaboration between the State and Accenture teams continues to be demonstrated.</p>				
	<p>In April, activities were underway for CMS Wave, Central Wave, Payroll Wave, and Departmental Wave. The parallel activities present risks to schedule due to complexity, dependencies, and resource capacity.</p> <p>Recent proviso developments have mandated changes to the planned Production Support model. The Project, A&A and OIT are working together to comply.</p>				
	<p>The multi-wave/multi-phase approach to implementation has inherent risks to the schedule due to the complexities of managing wave activities in parallel and the resulting potential to exceed resource capacity limits.</p> <p>As of May 26, work has begun to streamline the approach by consolidating Central and Departmental Waves into a single Financials implementation. This should reduce risks by simplifying business processes, eliminating dependencies on customizations to FLAIR, and by clarifying for agencies what the new data and functionality is and when action to implement is needed.</p>				



UPCOMING





MELISSA TURNER



Florida PALM Project Update

Upcoming

KEY:

-  CMS Wave
-  Central Wave
-  Departmental Wave
-  Non-Wave Specific

29

30 days

- End User Training
- Operational Readiness Testing
- Deployment activities
- Agency Cutover Checklist
- Conversion Catalog
- Interface Catalog

90 days

- CMS Wave Launch
- Quarterly Reporting Update
- Support Labs
- Interface and Conversion Layouts

6 months

- Reporting Workgroup
- Interface Office Hours
- CCN Town Hall



NEXT SCHEDULED MEETING

JUNE 2, 2021



CONTACT INFORMATION

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