EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

FEBRUARY 24, 2021

PROJECT UPDATE

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Florida PALM Project Update

Risks and Issues

- Since the January ESC meeting, no new issues were logged and two issues remain open
  - Open (Issue 25): Deal Management Interface and Conversion Testing is not aligned with Project Milestones
  - Open (Issue 26): Bank Account Hierarchy for Wells Fargo is not Aligned with Florida PALM Configuration and Processing
- Since the January ESC meeting, no risks were logged or closed; one risk remains open
  - Open (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 February 16, 2021				
Category	**Projected FYTD**	**Incurred FYTD**	**Released FYTD**	**Release Remaining**
Special Category	$10,234,930	$9,498,105	$16,235,260	$6,737,155
SSI Contract	$8,866,330	$8,436,598		
Software Maintenance	$79,225	$0		
Project Admin	$190,495	$99,143		
Support Services	$577,960	$550,974		
IV&V	$520,920	$411,390		
Salaries and Benefits	$3,420,075	$3,413,552	$4,725,635	$1,312,083
DMS Transfer and Risk Management	$22,173	$17,953	$26,872	$8,919
Total	**$13,677,178**	**$12,929,609**	**$20,987,767**	**N/A**

Florida PALM Project Update
Budget – Amendment 4

▸ Shifting of costs from Oracle Software Maintenance to SSI Contract (with no increased costs for the FY) based on timing of license transfer

▸ Update to Help Desk tool (Service Now)

▸ Update to Department's Contract Manager

Florida PALM Project Update
Budget – Solution Components

▸ Solution Components are a part of the SSI Contract to address unforeseen items that are needed for implementation or production support services to support the Project's goals

▸ Annual Solution Component Deliverables are included in the SSI Contract

▸ Solution Components can be used for changes agreed to through Contract Amendments or PCRs

▸ At the end of each FY, the actual consumption will be compared to the original amount, and the amount of any unconsumed Solution Components will be added to the next FY Solution Component balance

▸ Any unconsumed Solution Components will be refunded to the Department

Florida PALM Project Update
Budget – Solution Components

- Total of Solution Component Deliverables is $11,115,162
- Detailed Solution Component Tracker is used to record credits, consumption, and future commitments
- To date:
  - $2,615,162 has been paid to Accenture as advanced payment for Solution Component Deliverables
  - $1,485,586 additional Solution Component credits have been recorded
  - $528,941 Solution Components have been used
- Solution Component current balance is $3,571,807
- Approved PCRs/Amendment 3 account for $7,034,098 in future use
- A value of $204,723 in Solution Components will be used for PCR 69 work
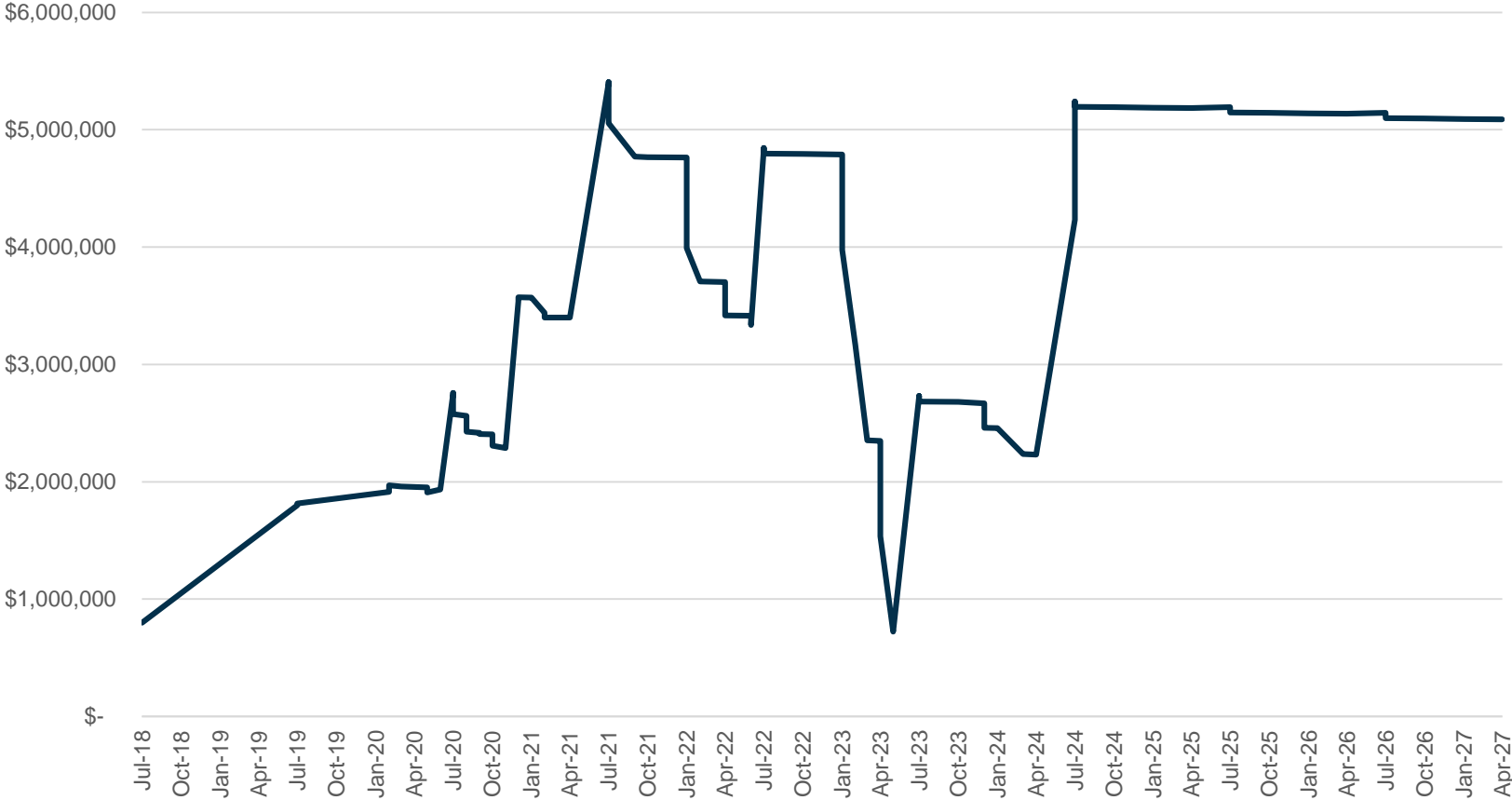
Florida PALM Project Update
Budget – Solution Components

Tracker Record				Usage						Updates	
Reference ID	Tracker Add Date	Title	Description	Amount	Fiscal Year	Month	Running Balance	Effective Balance	Usage Comments	Status	Date
PCR 69	2/12/2021	BAI2 Allocate Sub Account Data & Book to Bank Sub Account Data Roll-Up Drawdown 1, 2, 3, and 4	Design, build, test, deploy related work for approved Change Request	$ (128,935)	FY20/21	Feb-21	$ 3,440,956	$ 3,440,956		Committed	2/12/2021
PCR 69	2/4/2021	Additional Configuration Effort	100 Hours of additional work at $240/hr Associated with Issue 25	$ (24,000)	FY20/21	Feb-21	$ 3,416,956	$ 3,416,956		Committed	2/4/2021
PCR 69	2/4/2021	Additional Training Effort	60 Hours of additional work at $200/hr Associated with Issue 25	$ (12,000)	FY20/21	Feb-21	$ 3,404,956	$ 3,404,956		Committed	2/4/2021
PCR 69	2/4/2021	Additional Configuration Effort	20 Hours of additional work at $220/hr Associated with Issue 26	$ (4,400)	FY20/21	Feb-21	$ 3,400,556	$ 3,400,556		Committed	2/4/2021
PCR 69	2/12/2021	BAI2 Allocate Sub Account Data & Book to Bank Sub Account Data Roll-Up Drawdown 5	Year 1 support of approved Change Request	$ (5,898)	FY21/22	Jul-21	$ 5,382,775	$ 5,382,775	Aligned with Start of Fiscal Year	Committed	2/12/2021
PCR 69	2/12/2021	BAI2 Allocate Sub Account Data & Book to Bank Sub Account Data Roll-Up Drawdown 6	Year 1 support of approved Change Request	$ (5,898)	FY22/23	Jul-22	$ 4,797,728	$ 4,797,728	Aligned with Start of Fiscal Year	Committed	2/12/2021
PCR 69	2/12/2021	BAI2 Allocate Sub Account Data & Book to Bank Sub Account Data Roll-Up Drawdown 7	Year 3 support of approved Change Request	$ (5,898)	FY23/24	Jul-23	$ 2,684,054	$ 2,684,054	Aligned with Start of Fiscal Year	Committed	2/12/2021
PCR 69	2/12/2021	BAI2 Allocate Sub Account Data & Book to Bank Sub Account Data Roll-Up Drawdown 8	Year 3 support of approved Change Request	$ (5,898)	FY24/25	Jul-24	$ 5,195,760	$ 5,195,760	Aligned with Start of Fiscal Year	Committed	2/12/2021
PCR 69	2/12/2021	BAI2 Allocate Sub Account Data & Book to Bank Sub Account Data Roll-Up Drawdown 9	Year 3 support of approved Change Request	$ (5,898)	FY25/26	Jul-25	$ 5,147,731	$ 5,147,731	Aligned with Start of Fiscal Year	Committed	2/12/2021
PCR 69	2/12/2021	BAI2 Allocate Sub Account Data & Book to Bank Sub Account Data Roll-Up	Year 3 support of approved Change	$ (5,898)	FY26/27	Jul-26	$ 5,099,941	$ 5,099,941	Aligned with Start of Fiscal Year	Committed	2/12/2021

Florida PALM Project Update
Budget – Solution Component Balance

End of FY	Balance
FY20/21	$ 3,398,640
FY21/22	$ 3,337,168
FY22/23	$ 723,255
FY23/24	$ 2,232,426
FY24/25	$ 5,184,132
FY25/26	$ 5,136,103
FY26/27	$ 5,088,313

Florida PALM Project Update
Scope

Not Started

In Progress
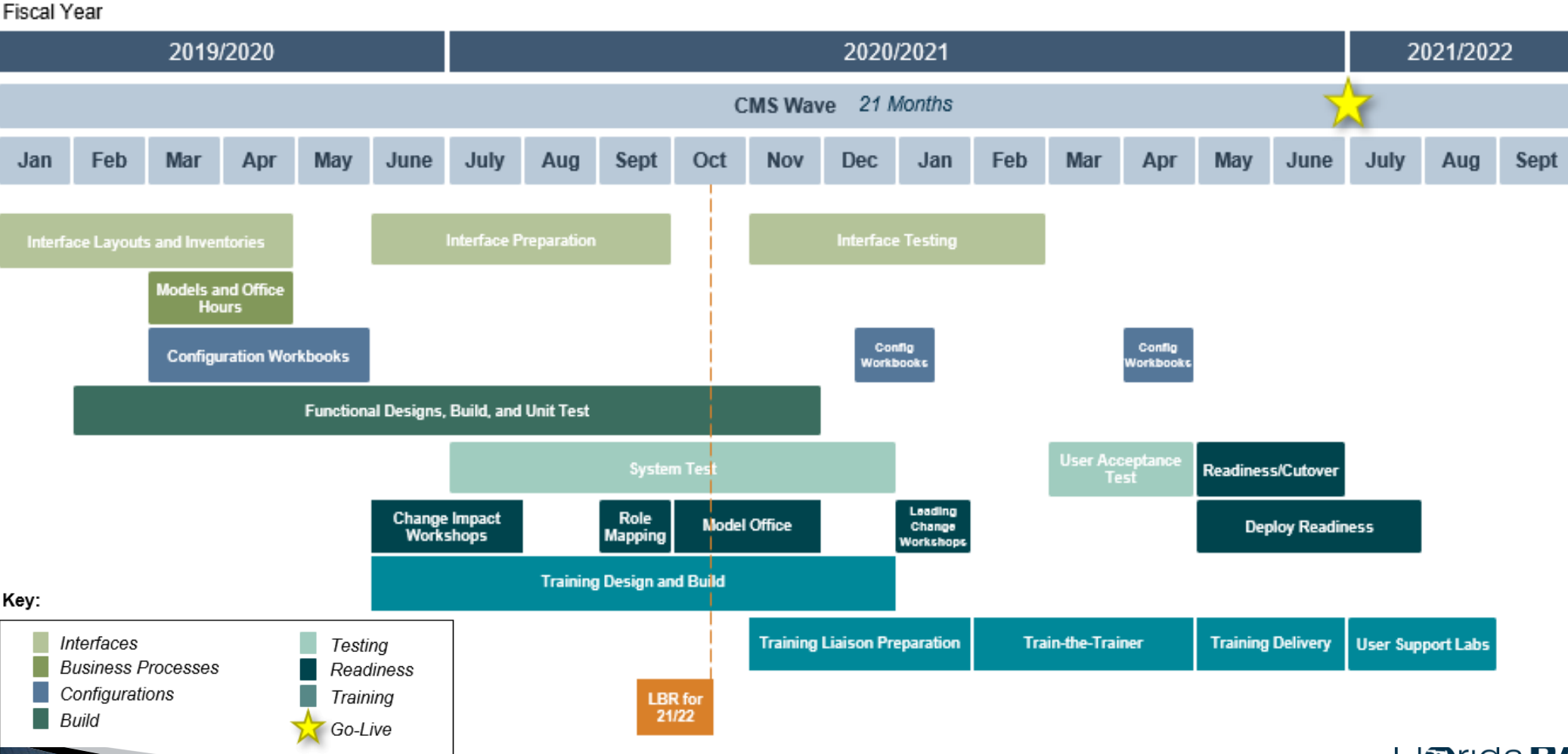
Complete

▸ FY20-21 Project Objectives Update
- ◦ Complete UAT testing for CMS Wave
- ◦ Conduct end user training for CMS Wave functionality
- ◦ Initiate CMS Wave deployment activities
- ◦ Conduct analysis of current Payroll functionality
- ◦ Complete Central Wave process models
- ◦ Complete Central Wave RICEFW inventory
- ◦ Confirm Updates to Standardized Business Process Models
- ◦ Complete Departmental Wave RICEFW inventory
- ◦ Confirm operational readiness for production support

Florida PALM Project Update
Schedule – CMS Wave Activities

Florida PALM Project Update
Scope – CMS Wave

▸ Interface Testing Cycle 2 (Technical Testing) in progress through March 2021*

- 27 total interfaces (5 completed, 15 in progress, 7 not started)
- Inbound interfaces from 2 agencies; outbound interfaces to 7 agencies
- Interfacing with 4 external partners
- Testing is yielding the expected results: 94 SIRs identified, 12 SIRs open

▸ Interface Testing Cycle 3 (Functional Testing) planned for March 2021

As of 02/15/2021

Florida PALM Project Update
Scope – CMS Wave

- Issue 25 Update (Deal Management Interface and Conversion Testing is not aligned with Project Milestones)
  - Additional work needed for four interfaces and several configuration/training updates
  - On track with mitigation plan to be complete prior to UAT at the end of March
- Issue 26 (Bank Account Hierarchy for Wells Fargo is not Aligned with Florida PALM Configuration and Processing)
  - Two new extensions, one new report, and updates to configuration needed
  - Interface Testing to be completed prior to UAT

Florida PALM Project Update
Scope – CMS Wave

▸ Agency Security Access Managers (SAMs) will support agency user access in Production and during User Acceptance Testing (UAT)

▸ SAMs asked to sign and return SAM Acknowledgement Form to recognize their responsibilities

▸ SAMs received training on Florida PALM identity access management (IAM) tool in early February

▸ IAM Functional Testing provides an opportunity for the SAMs to apply what they learned during training and get familiar (hands-on) with the Florida PALM IAM tool

▸ IAM Functional Testing conducted in February

Florida PALM Project Update
Scope – CMS Wave

▸ User Acceptance Testing (UAT) planning
- ◦ Expecting 76 UAT participants from DFS Divisions of A&A and Treasury, DFS, DOR, DEP, and 4 other agencies
- ◦ Engaging Security Access Managers (SAMs) through established MRW tasks
- ◦ UAT Kickoff meeting and basic navigation training in March
- ◦ UAT participants execute scripts and provide feedback through survey based on their UAT experience

▸ UAT session start in March 2021 and last six weeks
- ◦ Week 1 starts with Treasury and select Agency user roles
- ◦ Weeks 2, 4-5 expands to additional Agency user roles
- ◦ Weeks 3, 6 scheduled for contingency

Florida PALM Project Update
Scope – CMS Wave – Ready for User Acceptance Testing Go/No-Go Decision

○ Not Started
◐ In Progress
● Complete

Decision Planned for March 2021

Go/No-Go Components

◐ Prototype 3 Delivery	● Disaster Recovery Plan
◐ Completion of System Testing	● Workflow Administration Guide
● Deployment Strategy	● Training Deployment and Measurement Plan
● Security and Technical Compliance Administration Guide	◐ User Acceptance Testing Plan
◐ Performance Testing Plan	◐ Help Desk Documentation
● Help Desk Training Plan	◐ Training Materials Complete
◐ System Infrastructure Capacity Plan	● Application Development - Reports/Extensions/Forms/Workflows

Florida **PALM**
Planning, Accounting, and Ledger Management

Florida PALM Project Update
Scope – CMS Wave

▸ Cutover planning is underway with a planned go-live on July 6

Pre-Cutover 2-3 weeks prior to July 1	Cutover July 1-5, Go-Live July 6	Post-Cutover 3-4 weeks after July 1
Obtain ESC approval for Ready to Deploy GNG Migrate configuration and RICEFW Maintenance of configuration values in Florida PALM	Legacy systems finalize conversion data Legacy systems provide conversion data Florida PALM runs conversions Business areas perform data and system validation Obtain Project Director approval for Ready to Go-Live Enable End User security Communicate Go-Live	Initiate batch processing Catch up on interface files Legacy systems conclude FY20/21 processing Execute Ledger conversion

Draft cutover plan as of 2/12/2021

Florida **PALM**
Planning, Accounting, and Ledger Management

Florida PALM Project Update
Scope – CMS Wave

▸ The Deployment Readiness Assessment provides the status of the conditions to be met to begin deployment activities

▸ Plan to conduct six assessments leading into the Ready to Deploy Go/No-Go Decision, with status reported to the Executive Steering Committee
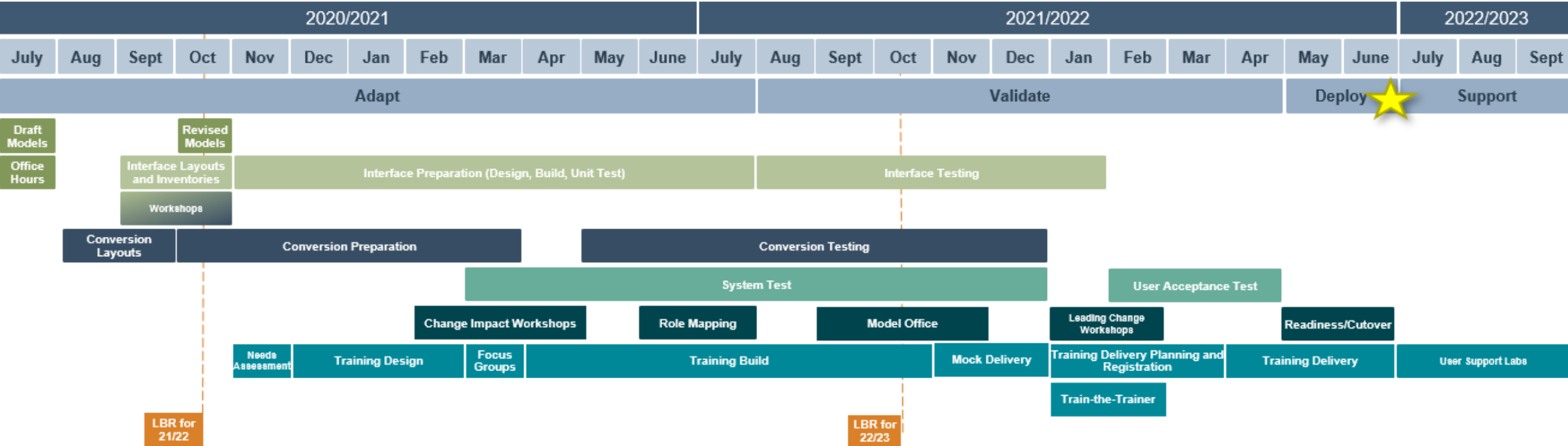
Deployment Readiness Assessment Categories

- Florida PALM
  - Application Readiness
  - Infrastructure Readiness
  - Solution Center and Production Support
- Agency Readiness
  - Agency Readiness
  - Training
- Stakeholder Readiness
  - Treasury
  - A&A
  - OIT
  - Third-party

Florida PALM Project Update
Schedule – Central Wave Agency Activities

2020/2021												2021/2022											2022/2023		
July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept

Adapt ... **Validate** ... **Deploy** ⭐ **Support**

- Draft Models
- Office Hours
- Revised Models
- Interface Layouts and Inventories
- Interface Preparation (Design, Build, Unit Test)
- Interface Testing
- Workshops
- Conversion Layouts
- Conversion Preparation
- Conversion Testing
- System Test
- User Acceptance Test
- Change Impact Workshops
- Role Mapping
- Model Office
- Leading Change Workshops
- Readiness/Cutover
- Needs Assessment
- Training Design
- Focus Groups
- Training Build
- Mock Delivery
- Training Delivery Planning and Registration
- Training Delivery
- User Support Labs
- Train-the-Trainer
- LBR for 21/22
- LBR for 22/23

Key:
- Business Processes
- Interfaces
- Conversions
- Configurations
- Testing
- Readiness
- Training
- ⭐ Go-Live

Florida PALM Project Update
Scope – Central Wave

▶ Central Wave Business Process Models

  ◦ Business Process Models shared with agencies in July 2020

▶ Change Impact Materials

  ◦ Journey maps and change impact tools shared with agencies

  ◦ Office Hours will be held March 31

▶ Central Wave Interface Office Hours

  ◦ Conducted February 17; additional session planned for March 25

  ◦ Interface testing timeline overview

  ◦ Tools to assist agencies

▶ Increased engagement with OIT

Florida PALM Project Update
Scope – Central Wave – Ready for Conversion Testing Go/No-Go Decision

○ Not Started
◐ In Progress
● Complete

Decision Planned for April 2021

Go/No-Go Components	
◐ Master Data Configuration Workbook	◐ Prototype 2 Delivery
● Conversion Extract Layouts	◐ Training Curriculum
◐ System Testing Plan	◐ Application Development – Conversions

Florida PALM Project Update
Schedule – Departmental Wave Agency Activities

Fiscal Year

2020/2021					2021/2022												
Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July

Models & Office Hours (Feb–Apr)

Revised Models (June)

Interface Design, Build, Unit Test >>> (July–June)

Interface Layouts and Inventories (July–Aug)

Office Hours (Sept)

Conversion Build, Design, Unit Test (Sept–Dec)

Conversion Layouts (July)

Data Cleansing >>> (Nov–June)

Configuration Workbooks (Oct–Nov)

LBR for 22/23 (Oct)

Readiness Survey (June–July)

Key:
- **Business Processes**
- Interfaces
- Conversions
- Configurations
- Readiness

Florida PALM Project Update
Scope – Departmental Wave

- Updates to Standardized Business Process Models Themes
  - Project and Grant activities more clearly depicted
  - InterUnit approach change to delivered functionality
  - Invested Balance checking process documented
  - Consolidated Revolving Fund approach change to track balances
  - Shift of Contracts, Offset, CMIA reporting requirements to Phase 2
  - Further clarification:
    - Budgetary and Transactional fund allotments and budget reversions
    - Budget and Cash balance overrides
- Office Hours
  - March 9 and 10

Florida PALM Project Update
Scope – Departmental Wave – Grants Reporting

Grants Reporting Lifecycle Workgroup

▸ Evaluate the key data elements and functionality needed to meet grant accounting and financial reporting requirements

▸ Review, explore, and gather agency feedback for the timing of implementation for approved grant requirements

  ◦ Project has identified +600 approved requirements with agency input

  ◦ Project has split implementation across Wave 4 and Phase 2

▸ Identify the risks and impacts for agencies for the existing implementation approach and any proposed approach by the workgroup

▸ Prepare and present a summary with recommendations for the implementation of Florida PALM grant requirements

Florida PALM Project Update
Scope – Departmental Wave

Grants Reporting Lifecycle Workgroup

▸ Department of Children and Families to co-chair the workgroup with Florida PALM support

▸ Made up of representative agencies and enterprise partners

▸ Weekly meeting cadence for six weeks

▸ Provide proposed recommendations to ESC by April 2021 for decision(s) along with Departmental Wave RICEFW approval

Florida PALM Project Update
Scope – Departmental Wave – Ready to Start RICEFW Build Go/No-Go Decision

○ Not Started
◑ In Progress
● Complete

Decision Planned for April 2021

Go/No-Go Components	
◑ **Updates to Standardized Business Process Models**	◑ Requirements Traceability Matrix
◑ RICEFW Inventory	

Florida PALM Project Update
Scope – Agency Readiness Activities

▶ Town Hall

▶ Feedback Questionnaire

▶ Security Access Manager Training

▶ Master Readiness Workplan Release

▶ Agency Internal Readiness Indicators Survey

▶ Central Wave Readiness Assessment Survey

▶ Crosswalk Value Report

FLORIDA LOTTERY

Florida Palm is the ticket to our success!
Let's *claim it!*

Jump At Change: Be a Part of A Larger Movement

JAC + PALM = VICTORY

The 1970s brought us some unique and innovative creations:

THE FLOPPY DISK   EMAIL   DISCO   FLAIR

Now it's time to "boogie" into the future!

- The State of Florida has been working on a multiyear endeavor to replace the current accounting and cash management systems with a cloud-based financial management solution.
- The Florida PALM Project commenced on July 1, 2014.
- The first transition to Florida PALM is scheduled for July 2021.
- Visit the Florida PALM website to view the Project Timeline for more details!

The CMS Wave is almost here, the time is now.

Be prepared, our success depends on you!

Agency for Health Care Administration

Florida PALM Project Update
Scope – Security

▸ Defense in Depth

▸ Penetration Testing

▸ Third Party Audit

▸ Collaboration with Florida Digital Service and agencies

INDEPENDENT VALIDATION AND VERIFICATION (IV&V)
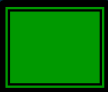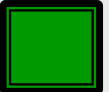
CONTENT PROVIDED BY MARK FAIRBANK

IV&V Assessment
January 2020 Reporting Period

Overall Status

Current Period	Prior Period	Overall Trend	Summary Observations
🟩	🟩	↔ 🔶	Overall, the Project continues to be assessed in a green status when measured against standardized project management criteria. The Project continues in a yellow status in one area: *Project Time Management*. The yellow rating is due to multiple factors including inherent risk in the overall phased/Wave approach as well as specific schedule risks and issues logged by the Project, all of which are described in the IV&V Assessment Report for January. Progress toward resolution of Issues 25 & 26 continues with tightening schedules leaving less contingency time available to avoid potential delay to resolution prior to UAT beginning. The SDS Manager position turned-over multiple times. It is critical that Accenture stabilize this key position to prevent a loss of momentum and reduce quality risks. No design conflicts or insurmountable technical challenges have emerged that would prevent or cause reconsideration of the practicality of implementing Peoplesoft as designed for the Florida PALM solution. The Project continues to proactively manage production of a large number of deliverables generally on schedule. The Project also provides agencies, partner system organizations, and third parties with information needed to assess impacts, understand timelines, and act.

UPCOMING

MELISSA TURNER

Florida PALM Project Update
Upcoming

KEY:
- CMS Wave
- Central Wave
- Departmental Wave
- Non-Wave Specific

30 days
- Process Models Office Hours
- End of Wave Readiness Survey
- Reporting survey & Reporting Workgroups
- User Acceptance Testing
- Interface Office Hours
- Reports Catalog

90 days
- FY22/23 LBR Planning
- Reporting Workgroup
- Catalog of Interface and Conversion Offerings
- CCN Town Hall
- Baseline Readiness Survey
- Go-live Checklist
- End User Training
- Operational Readiness Testing
- Interface Connection Inventory
- Tier 0 Support Kickoff

6 months
- Go-Live
- Post-Implementation Support Activities
- Training Topics
- Configuration Workbooks
- Interface Testing Information
- Role Mapping Workshop
- Interface Connection Inventory

Next Scheduled Meeting

March 24, 2021

Virtual

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