

Florida **PALM**

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

MARCH 24, 2021



PROJECT UPDATE AND VOTING ACTION

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Florida PALM Project Update

Risks and Issues

- ▶ Since the February 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 February 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 28, 2021				
Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
Special Category	\$12,297,012	\$9,593,724	\$16,235,260	\$6,641,536
SSI Contract	\$10,757,348	\$8,436,598		
Software Maintenance	\$79,225	\$0		
Project Admin	\$215,474	\$87,709		
Support Services	\$645,640	\$593,954		
IV&V	\$599,325	\$475,463		
Salaries and Benefits	\$3,920,075	\$3,905,244	\$4,725,635	\$820,391
DMS Transfer and Risk Management	\$22,173	\$17,953	\$26,872	\$8,919
Total	\$16,239,260	\$13,516,921	\$20,987,767	N/A



Florida PALM Project Update

Budget – Amendment 4

- ▶ Acknowledge completion of Oracle software license transition
- ▶ Shift 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
- ▶ Update for F.S. 282.318(4)(h)



Florida PALM Project Update

Budget – Solution Components

- ▶ New model shifts payment of Contract Contingency in arrears instead of advanced payment of Solution Components (Amendment 5)
- ▶ As a result, \$1.5M will be credited to invoices associated to deliverables planned to be paid through June 30
- ▶ \$500K will remain available for unplanned work in current FY with any unused balance being credited on invoices associated to current FY deliverables planned to be paid by September 30 with carry forward funds
- ▶ Appropriation for FY21-22 would need to be increased by \$1.5M in FY21-22
- ▶ Planned usage of Contract Contingency will continued to be included in monthly ESC Project updates



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

Scope – Planned Go/No-Go Decisions

Fiscal Year



CMS Wave



Central Wave



Payroll Wave



Departmental Wave



KEY

Event	Icon
Ready to Start RICEFW Build	
Ready for Interface Testing	
Ready for Conversion Testing	
Ready for User Acceptance Testing (UAT)	
Ready to Deploy	
Go-Live	




Florida PALM Project Update

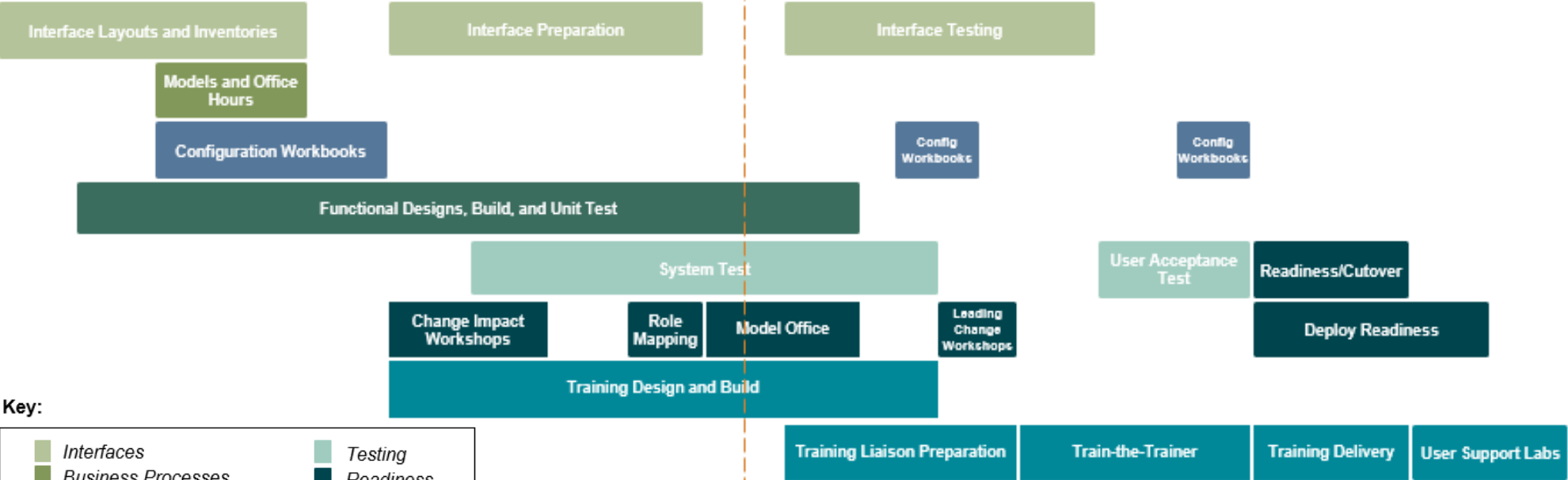
Schedule – CMS Wave Activities

Fiscal Year

2019/2020									2020/2021									2021/2022		
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CMS Wave 21 Months 

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
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Key:

 Interfaces	 Testing
 Business Processes	 Readiness
 Configurations	 Training
 Build	 Go-Live

LBR for 21/22



Florida PALM Project Update

CMS Wave Interface Testing

- ▶ Interface Testing Cycle 2 (Technical Testing) in progress through March 2021*
 - 27 total interfaces (20 completed, 7 in progress, 0 not started)
 - Inbound interfaces from 2 agencies; outbound interfaces to 7 agencies
 - Interfacing with 4 external partners
 - Testing results: 224 SIRs identified; 53 SIRs open
 - 22 High, 28 Medium, 3 Low priority
 - 19 open SIRS related to Interfaces
- ▶ Interface Testing Cycle 3 (Functional Testing) in progress
 - Does not test interfaces; validates other functionality (e.g., forms, reports) using data from the interfaces. Cycle 3 Testing conducted by the Florida PALM team only
 - 59 total scripts (10 completed, 21 in progress, 28 not started)
- ▶ 13 interfaces are planned to be executed during UAT, starting in Week 4

**As of 03/17/2021*



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
 - Planned to be completed before Deal Management functionality is scheduled in UAT (week 4, April 12)
- ▶ 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 are complete
 - Issue 26 will remain open pending completion of testing downstream interfaces



Florida PALM Project Update

Scope – CMS Wave

- ▶ User Acceptance Testing (UAT)
 - A&A and Treasury reviewed UAT Scenarios
 - UAT Kickoff meeting with agency participants on March 23
 - First UAT testing session on March 25
 - Testing schedule distributed to agency participants

Day 1 (3/25/2021)	Day 2 (3/26/2021)
<p>***Morning***</p> <p>Bank Account Request Processor</p> <ul style="list-style-type: none"> - Submit Electronic Payment Services (EPS) form - Submit Banking Services Form <p>Agency Requestor</p> <ul style="list-style-type: none"> - Submit the Treasury Correspondence Form <p>Agency CRA Processor</p> <ul style="list-style-type: none"> - Submit the CRA Payment Cancellation Request Form 	<p>***Morning***</p> <p>DFS Bank Account Maintainer</p> <ul style="list-style-type: none"> - Approve Electronic Payment Services (EPS) form - Approve Banking Services Form - Deny the EPS Request Form - Deny Banking Services Request Form - Return the Banking Services Request Form for More Information - Return the EPS Request Form for More Information <p>DFS Correspondence Processor</p> <ul style="list-style-type: none"> - Review and Approve Treasury Correspondence Form - Review and Deny the Treasury Correspondence Form - Review and Return the Treasury Correspondence Form On Hold <p>***Afternoon***</p> <p>DFS Payment Cancellation Processor</p> <ul style="list-style-type: none"> - Review and Approve CRA Payment Cancellation Request Form - Review and Deny the CRA Payment Cancellation Request Form - Send back the CRA Payment Cancellation Request Form



Florida PALM Project Update

UAT Plan Entry Criteria

Ref #	Entry Criteria for UAT Execution
EN.1	UAT scenarios, scripts, and data have been identified, created, and confirmed.
EN.2	UAT environment is built, configured, and verified via smoke test.
EN.3	IAM tool (ForgeRock) is built, configured, and verified based on the completion of MRW Task TECH98 (Participate in IAM Functional Testing).
EN.4	UAT Participants have been identified.
EN.5	UAT Kickoff meeting has been conducted which included basic navigation training and orientation of Florida PALM.
EN.6	Process and framework for managing UAT Execution is complete and in place; this includes training, execution processes, and a feedback mechanism for UAT Participants.
EN.7	BPS, SDS, OCM, and Testing Team support resources are allocated and in place.
EN.8	Required testing tools are available for use (e.g., Jira tool, SharePoint list, Excel tracker).
EN.9	SIR Management process has been established.
EN.10	Test metrics and reporting have been defined.
EN.11	Collaborative user acceptance testing approach confirmed.
EN.12	No SIRs are open that would impact UAT Test Script execution scheduled for weeks 1 and 2.



Florida PALM Project Update

UAT Plan Exit Criteria

Ref #	Exit Criteria for UAT Execution
EX.1	At least 90% of UAT scripts passed. If less than 90 percent of scripts meet this criterion, the Executive Steering Committee Chair, in consultation with Business Sponsors, may deem UAT completed if there is an agreed upon workaround.
EX.2	UAT scripts not passed will be documented with agreed upon resolution or workaround.
EX.3	<p>Outstanding SIRs have been reviewed with the Executive Steering Committee Chair and Business Sponsors to confirm:</p> <ul style="list-style-type: none"> -Critical or high priority and business criticality SIRs are resolved or have an agreed upon disposition. -There is agreement on priority for the outstanding medium and low priority SIRs.



Florida PALM Project Update

Scope – CMS Wave

- ▶ Remaining Testing planned for CMS Wave
 - **End to End Batch Testing with OIT** – verifies interfaces run in batch and confirms downstream data processing; scheduled May
 - **Performance Testing** – verifies that the system is capable of operating at realistic and peak workloads; scheduled March – May
 - **Disaster Recover Testing** – verifies that the system may be recovered in the event of any unplanned incident; scheduled May
 - **Full Dress Rehearsal** – verifies that the Cutover Checklist is complete and results in a usable environment; scheduled April – May
 - **Operational Readiness Testing** – verifies that the system is correctly installed with the right configuration, data, connectivity, and services in the Production environment; scheduled May – June



Florida PALM Project Update

CMS Wave – Ready for User Acceptance Testing Go/No-Go Decision (Decision 236)

- Not Started
- In Progress
- Complete

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 Project Update

Voting Action – Decision 236

- ▶ Request for Public Comment
- ▶ CMS - Ready for User Acceptance Testing (UAT) Go/No-Go Decision



Florida PALM Project Update

Scope – CMS Wave

- ▶ The first of six Deployment Readiness Assessments is underway with the Florida PALM team
- ▶ Plan to send status from the first Deployment Readiness Assessment to ESC before the April meeting

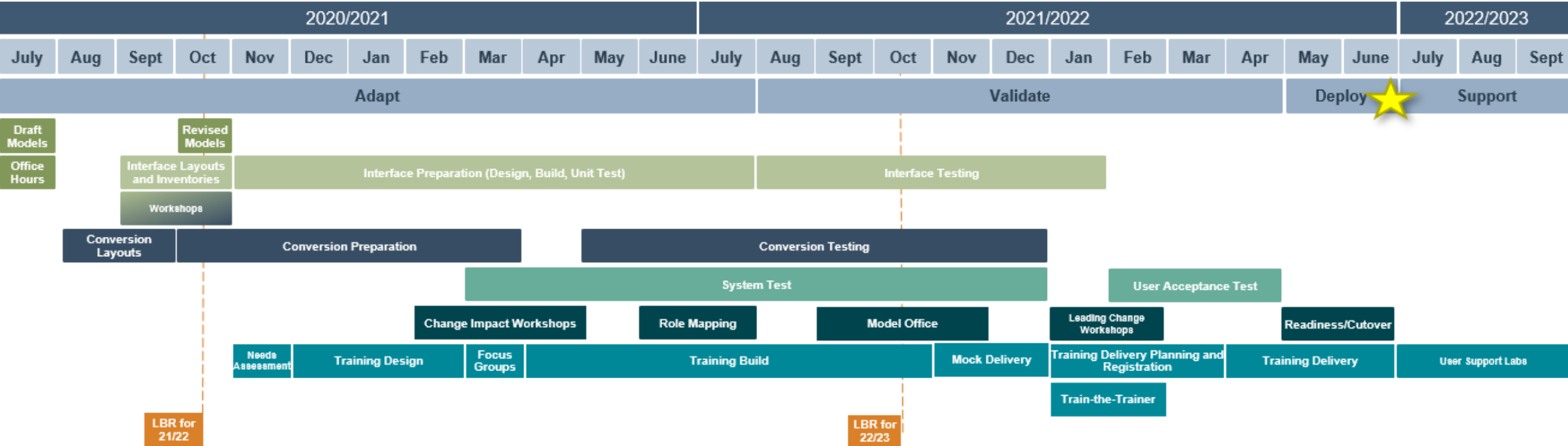
Deployment Readiness Assessment Categories

- 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



Key:

- Business Processes
- Testing
- Interfaces
- Readiness
- Conversions
- Training
- Configurations
- ★ Go-Live



Florida PALM Project Update

Scope – Central Wave

- ▶ Agency-Specific Development Timeline for Central Wave Interfaces
 - Select agencies asked to share their timeline and level of effort for designing, building, and unit testing
 - Template provided to gather information
 - Florida PALM to support agencies' readiness to test interfaces in August 2021
- ▶ Central Wave Interface Office Hours
 - March 25



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

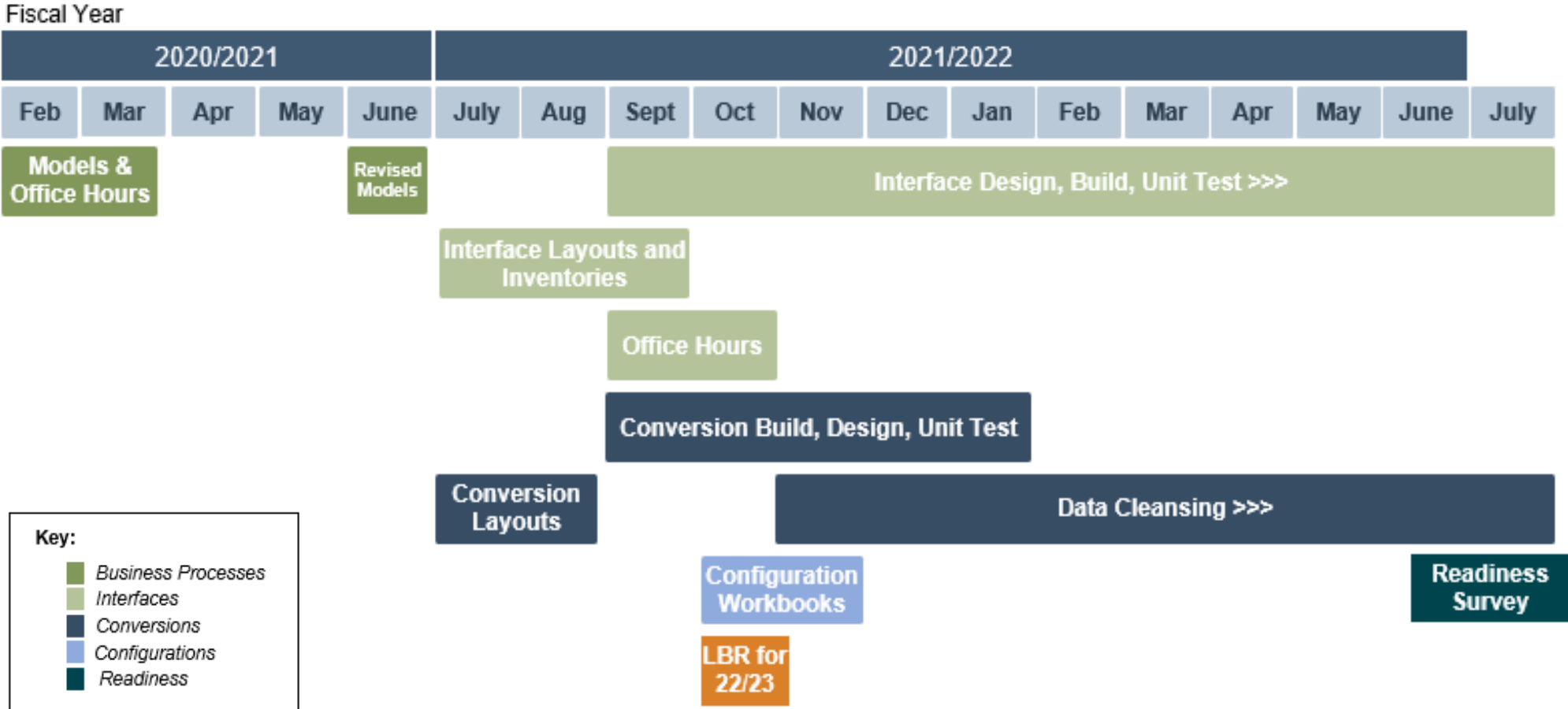
Go/No-Go Components

◐ 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



Florida PALM Project Update

Scope – Departmental Wave

- ▶ Updates to Standardized Business Process Models
 - Shift to Phase 2:
 - Contracts
 - Offsets
 - CMIA reporting
 - Approach Change:
 - InterUnit functionality
 - Consolidated Revolving Accounts (CRA)
 - Additional Information:
 - Project and Grant activities
 - Budget activities
 - Cash and Invested Balance checking processes



Florida PALM Project Update

Scope – Departmental Wave

► Updates to Standardized Business Process Models

Business Process Model	Grouping	Change
10.1.4 Add or Modify Grant and/or Project Values	Additional Information – Project/Grant	Modified
10.2.1 Create and Approve Journals	Approach Change – InterUnit	Modified
10.3.3 Grant/Project Financial Monitor and Closeout	Additional Information – Project/Grant	New
20.1.1 Post Appropriations	Additional Information – Budget Activities	Modified
20.1.2 Manage Agency Allotments	Additional Information – Budget Activities	Modified
20.1.3 Budget Ledger Reconciliation	Additional Information – Budget Activities	Modified
20.1.5 Trust Fund Balance Transfer	Additional Information – Budget Activities	New
20.2 Budget Execution and Management	Additional Information – Budget Activities	Modified
20.3.1 Carry Forward	Additional Information – Budget Activities	Modified
20.3.2 Certified Forward	Additional Information – Project/Grant	Modified



Florida PALM Project Update

Scope – Departmental Wave

Business Process Model	Grouping	Change
30.2.1 Create and Maintain Encumbrances	Phase Shift – Contracts	Modified
30.3.1 Process Vouchers	Phase Shift – Offsets	Modified
30.4.1 Process Pay Cycle	Approach Change - InterUnit, Phase Shift - Offsets	Modified
30.5.4 Cancel and Reissue Payments	Approach Change – CRA	Modified
50.2.1 Customer Billing	Approach Change – InterUnit	Modified
50.2.3 InterUnit Billing	Approach Change – InterUnit	Removed
60.2.1 Direct Journal Deposits	Approach Change – InterUnit	Modified
60.2.2 AR Deposits	Approach Change – InterUnit	Modified
60.2.4 Offsets	Phase Shift – Offsets	Removed
70.6 Create and Maintain Deals	Approach Change	New
70.6.1 Create Deals	Approach Change	Removed
70.6.2 Maintain Deals	Approach Change	Removed



Florida PALM Project Update

Scope – Departmental Wave

Business Process Model	Grouping	Change
80.1.1 Manage Cash Checking	Additional Information – Cash Balance Checking	Modified
80.1.2 Invested Balance Checking	Additional Information – Invested Balance Checking	New
80.2.3 Monitor and Forecast GR Fund Cash Balance	Additional Information	Modified
80.2.4 Process InterUnit Cash Transfers	Approach Change – InterUnit	Removed
80.2.5 Process GR Service Charge	Approach Change – InterUnit	Modified
80.2.6 Manage Fund Loans	Approach Change – InterUnit	Modified
80.2.7 Manage Revolving Funds	Approach Change – CRA	Modified
80.2.8 Monitor CMIA	Phase Shift – CMIA	Modified



Florida PALM Project Update

Scope – Departmental Wave

- ▶ Office Hours were conducted March 9 and 10
 - 24 Agencies attended
 - 166 Agency participants
 - Agency/Enterprise Feedback requested by March 31
 - Feedback to date is resulting in clarifications to be consistent with CMS and Central Wave models
- ▶ Upcoming Decision 245 planned for April ESC meeting



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

- ▶ Feedback Questionnaire
 - 35 responses received from Agencies and Enterprise Partners
 - All responding agencies impacted by CMS will be ready to Go-live in July
 - All agencies reported that monthly Status Reports accurately reflect agency work
 - Agencies have requested more information on interface files layouts
 - Project Team following up agencies' questions
 - Using Catalog of Interface Offerings Smartsheet to provide more details and updates
- ▶ PALM TECH Training Update
 - Role-based Training using People First Learning Management System (LMS)
 - Process Overviews now available, Process Steps will be added in April
 - Instructor Lead Training will be held in May and June



Florida PALM Project Update

Scope – Agency Internal Readiness Indicators

▶ People Readiness Indicators

1. My agency has implemented an internal training plan for the Florida PALM CMS Wave.
2. My agency is aware Florida PALM end user training materials will be available on the People First Learning Management System.
3. My agency has prepared Super Users to provide Florida PALM support within my agency (Tier 0 support).
4. My agency is aware User Support Labs will be available post go-live to provide assistance.
5. My agency understands the overall impact of CMS and is actively informing stakeholders of our readiness progress.

▶ Process Readiness Indicators

1. 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.
2. My agency understands the Chart of Accounts structure that will be implemented at CMS Wave.



Florida PALM Project Update

Scope – Agency Internal Readiness Indicators

▶ **Technology Readiness Indicators**

1. My agency is confident it will have the appropriate data our business systems will need to perform agency cash management functions and produce reports.
2. My agency has remediated internal business systems and interfaces which will be impacted in the CMS Wave.
3. 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.
4. My agency's Identity Provider is able to support end user access to Florida PALM.

▶ **Project Management Readiness Indicators**

1. My agency is aware a go-live checklist will be provided to **Cross** assist with CMS Wave go live activities.
2. My agency has identified who will be supporting the go live activities for CMS Wave and those individuals will be ready to perform the activities



Florida PALM Project Update

Scope – Agency Readiness Activities

- ▶ Reports Catalog
- ▶ Reports Survey
- ▶ Reporting Workgroup
- ▶ Reporting Assessment



Florida PALM Project Update

Scope – Grants Lifecycle Workgroup

- ▶ *Update from Matthew Christovich*



INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

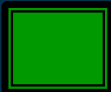



CONTENT PROVIDED BY MARK FAIRBANK



IV&V Assessment

February 2020 Reporting Period

Overall Status

Current Period	Prior Period	Overall Trend	Summary Observations
		 	<ul style="list-style-type: none"> Overall, the Project is assessed to be in a green status as deliverables continue to be produced generally on schedule and of acceptable quality. No issues to date have presented objections to designs or technical challenges that jeopardize the solution as envisioned and approved. The DDI Phase has been rescheduled to adjust phases. Activities are underway for CMS Wave, Central Wave, Payroll Wave, and Departmental Wave. Heightened schedule risk is inherent in the multi-wave, multi-phase approach and manifested in the resolution of CMS Wave Issues 25 and 26. Observed planning activities are consistent with the Project Management Plan and standard practices. 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 of turnover in key positions remains high. The multi-year, multi-phase implementation approach increases the probability of occurrence. Cost management and resource allocation are monitored closely by Track Managers and PMO. Quality control, financial control, and vendor processes are established and consistently executed. Collaboration between the State Project Team and Accenture Team continues to produce acceptable results. The Project trend is stable as work toward executing the statement of work and producing deliverables is proceeding according to plan.



IV&V Assessment

February 2020 Selected Excerpts

TME - 1	Evaluate the estimating and scheduling process of the project to assess if the project budget and resources are adequate for the work-breakdown structure and schedule.	3	<p>The envisioned Florida PALM solution is dependent on timely completion of system modifications and/or new interface development by FLAIR, LAS/PBS, MFMP, STMS, and People First. IV&V was able to independently confirm commitment of FLAIR, LAS/PBS, STMS and People First to complete these activities according to the current project schedule. The Project and MFMP continue to engage to align activities and schedules.</p> <p>As of the end of February, activities are underway for the CMS, Central, Payroll, and Departmental Waves. Additionally, the Project is working to organize and establish production support resources for post-implementation operations and agency users. The complexity and level of effort to execute, coordinate, and fulfill these objectives cannot be overstated. State leadership has redeployed resources. Accenture has added resources.</p> <p>As of this reporting period resources appear to be working at or above normal capacity, which is not ideal or sustainable long term.</p>
SCP - 1	Verify that the project scope is clearly documented; look for items listed as out of scope.	3	<p>Project scope as defined in the SOW is communicated and affirmed. No potentially out-of-scope items have emerged. The phased approach to implementation creates a prolonged dependency on FLAIR. A hybrid design relying on FLAIR and PALM is to be in service between implementation of Central Wave and implementation of Departmental Wave.</p> <p>As of this reporting period, the changes to FLAIR required of Central Wave, the functional designs for those, and the plan to complete those have not been fully documented by DFS OIT and the Project. The implications of modifying FLAIR and relying on FLAIR-to-PALM and PALM-to-FLAIR data translations present risks to execution of design and development objectives as well as production operations requiring data translation. The impacts to FLAIR presented by CMS Wave are considered to be minimal compared to later Waves.</p>
Testing Update	<p><i>Overall, testing is proceeding in an orderly manner and results are typical and expected for a project of this nature. One area of concern is the timeliness of interface test completion. Test management has tended to focus on organization of test case execution and tactical break/fix activities as negative results are produced. The volume of CMS Wave test items and system changes required is comparatively low when compared expectations for the Central and Departmental Waves. IV&V strongly recommends that Accenture introduce a routine of metrics to focus on throughput of testing execution, aging of fixes, and trending by functional area and RICEFW area to enable more strategic management of testing activities. This type of information will be crucial to enable prompt and agile management as the volume of testing increases by an order of magnitude in future waves. Recent metrics introduced to address Interface Testing are a good start and should be helpful for stakeholders and other decision-makers to provide direction and feedback to the Project.</i></p>		



UPCOMING





MELISSA TURNER



Florida PALM Project Update

Upcoming

KEY:

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

39

30 days

- Quarter Reporting Update
- User Acceptance Testing
- FY22/23 LBR Planning
- Catalog of Interface and Conversion Offerings

90 days

- CCN Town Hall
- Go-live Checklist
- End User Training
- Operational Readiness Testing
- Interface Connection Inventory
- Training Topics
- Tier 0 Support Kickoff

6 months

- Go-Live
- Post-Implementation Support Activities
- User Support Labs
- Interface Testing Information
- Role Mapping Workshop
- Agency Business System Analysis
- Interface Connection Inventory and Interface Layouts
- Cycle 1 Interface Testing

FloridaPALM
Planning, Accounting, and Ledger Management



NEXT SCHEDULED MEETING

APRIL 28, 2021

VIRTUAL



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