FloridaPALM

Planning, Accounting, and Ledger Management

EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

SEPTEMBER 23, 2020

Project Update

Matt Cole, Leslie Gomez,
Deana Metcalf, Melissa Turner

Florida PALM Project Update

Risks and Issues

- Since the last ESC meeting, no issues were logged or closed; one issue remains open
  - Open (Issue 24): Functional Design delays impacting downstream activities
- Since the last 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

Risks and Issues

- Risk 221 Background:

  In January 2020, the Florida PALM Executive Sponsor shared a revised implementation approach with the Executive Steering Committee (ESC) that required agencies and enterprise partners to re-plan their activities to transition to Florida PALM (deferring work initially planned for July 2021 to July 2022 for Central FLAIR functions and July 2024 for Departmental FLAIR functions). The Master Readiness Workplan (MRW) was updated to align with the revised implementation approach and shared with agencies and enterprise partners. The revised implementation approach resulted in no planned MFMP interfaces for the CMS Wave and a limited number of anticipated MFMP interfaces for Central Wave. In June 2020, the Department of Management Services released a solicitation to replace MyFloridaMarketPlace (MFMP) with a desired go-live date of July 1, 2022. Florida PALM activities have shifted from being primarily focused on the CMS Wave (activities aligned with the July 2021 implementation) to work associated to the Central Wave (activities aligned with the July 2022 implementation). The Florida PALM ESC monitors progress of statewide activities and overall readiness, giving direction and guidance to the Project along the way and formally through Go/No-Go (GNG) Decisions. DMS has indicated they will not be ready to start their internal MFMP interface build work in November 2020 as scheduled in the MRW due to the revised implementation approach. Through bi-weekly discussions between Florida PALM and MFMP staff, DMS has continually expressed commitment to the Florida PALM implementation, but has indicated, due to the factors identified above, they will not be ready to start their internal MFMP interface build work in November 2020 as scheduled in the MRW.

Florida PALM Project Update

Risks and Issues

- Risk 221 Mitigation:
  - The Florida PALM and MFMP Teams will continue meetings to review and confirm interfaces that will be planned for Central Wave, including layouts, for this shared risk
  - The Florida PALM can share information with the ESC on the confirmed MFMP interface connections for Central Wave, including anticipated level of effort
  - The MFMP ESC representative can share an approach to keep other ESC members informed on progress of MFMP build activities as Go/No-Go Decisions approach, including estimated duration of build work
  - The Florida PALM and MFMP Teams will continue to discuss contingency options for schedule alignment issues

Florida PALM Project Update

Budget – Fiscal Year 20-21

FY 2020-2021 Spend Plan Summary As of August 31, 2020				
Category	**Projected FYTD**	**Incurred FYTD**	**Released FYTD**	**Release Remaining**
Special Category	$2,450,483	$1,075,387	$5,101,287	$4,025,900
SSI Contract	$1,734,025	$769,436		
Project Admin	$330,605	$15,273		
Support Services	$233,573	$175,727		
IV&V	$152,280	$114,951		
Salaries and Benefits	$971,830	$966,457	$1,537,469	$571,012
DMS Transfer and Risk Management	$22,173	$9,033	$26,872	$17,839
Total	**$3,444,486**	**$2,050,877**	**$3,527,842**	**$4,614,751**

Florida PALM Project Update

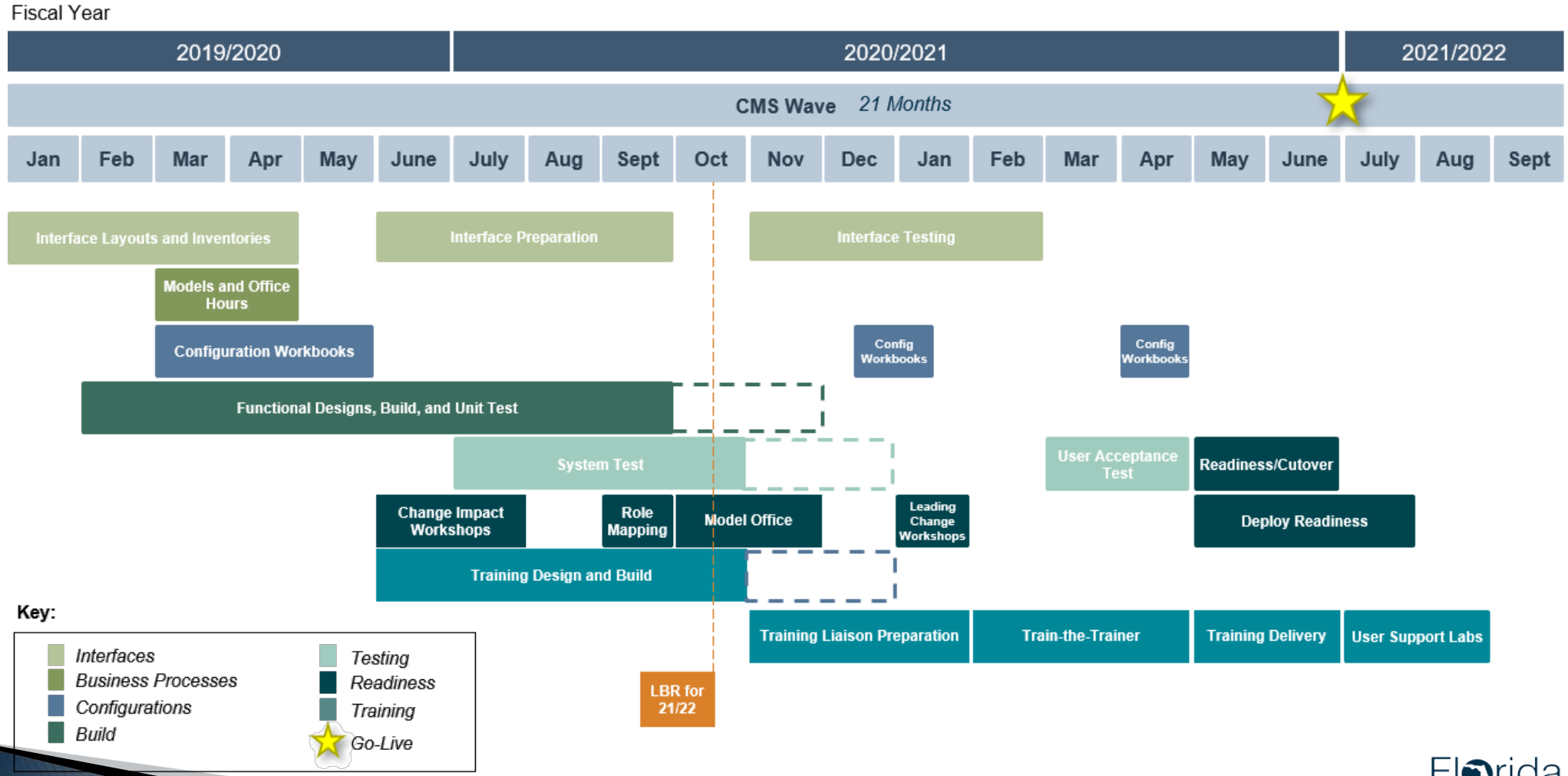
Scope

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
  - Complete Departmental Wave 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

Schedule – CMS – Ready for Interface and Conversion Testing

- Not Started
- In Progress
- Complete

Go/No-Go Components

- Prototype 2 Delivery
- Master Data Configuration Workbook
- Interface and Integration Testing Plan
- Regression Testing Plan
- System Testing Plan
- Training Needs Assessment
- Training Curriculum
- Role Mapping Handbook
- Help Desk Strategy
- Production Support Strategy
- Testing Strategy
- Non-production Infrastructure Installation
- Conversion Extract Layouts
- Published Interface Layouts
- Technical Architecture Documentation
- Application Development – Interfaces/Conversions
- Data Management Plan
- Penetration Testing Plan
- Completion of Penetration Testing

Florida PALM Project Update

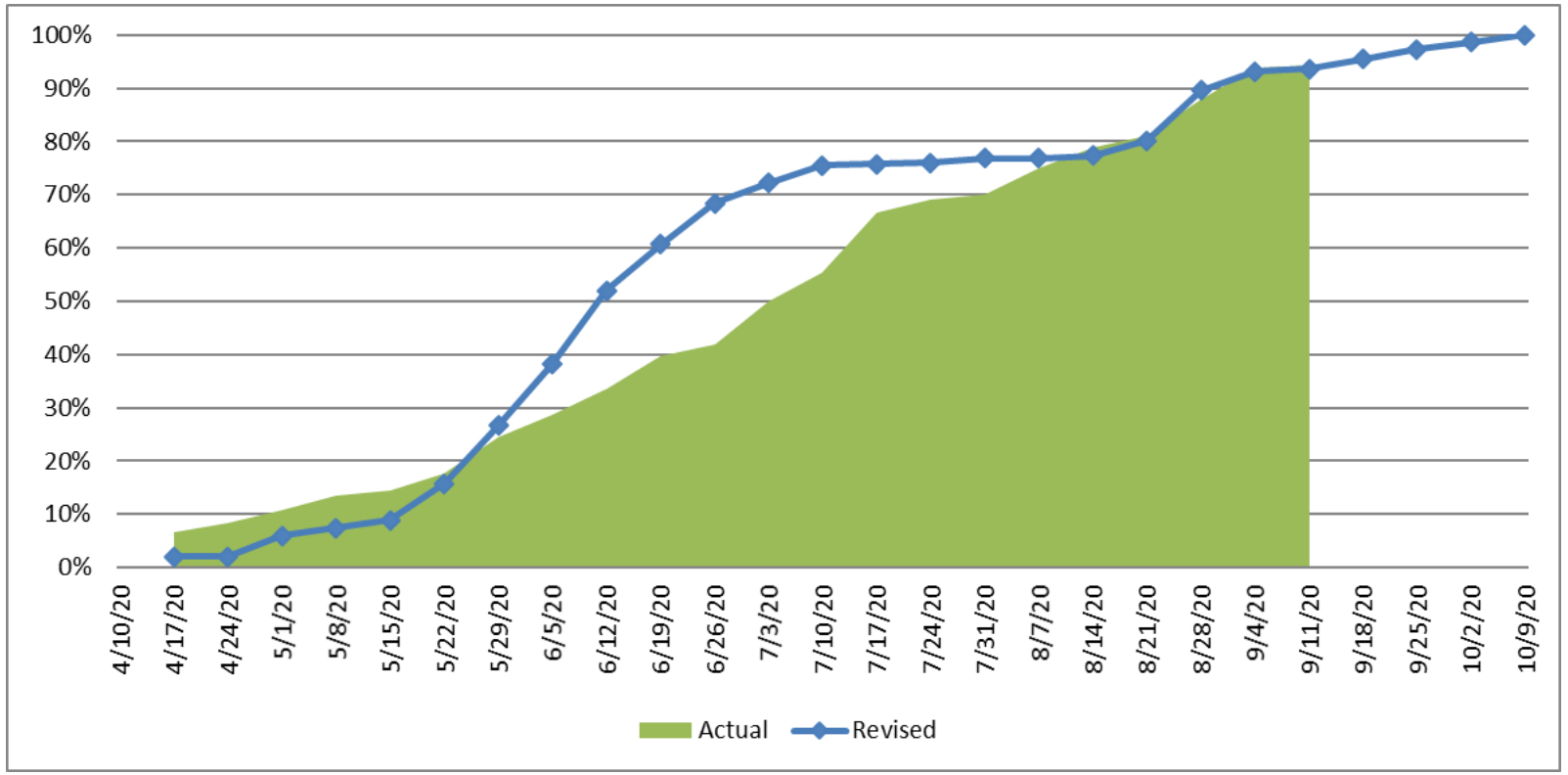
Scope – CMS Wave

- A COA Interface Configuration Workbook has been published to the Florida PALM website to document the Florida PALM Chart of Account values for the CMS Wave

Florida PALM Project Update

Scope – CMS Wave

- Functional Design Progress for CMS Wave*



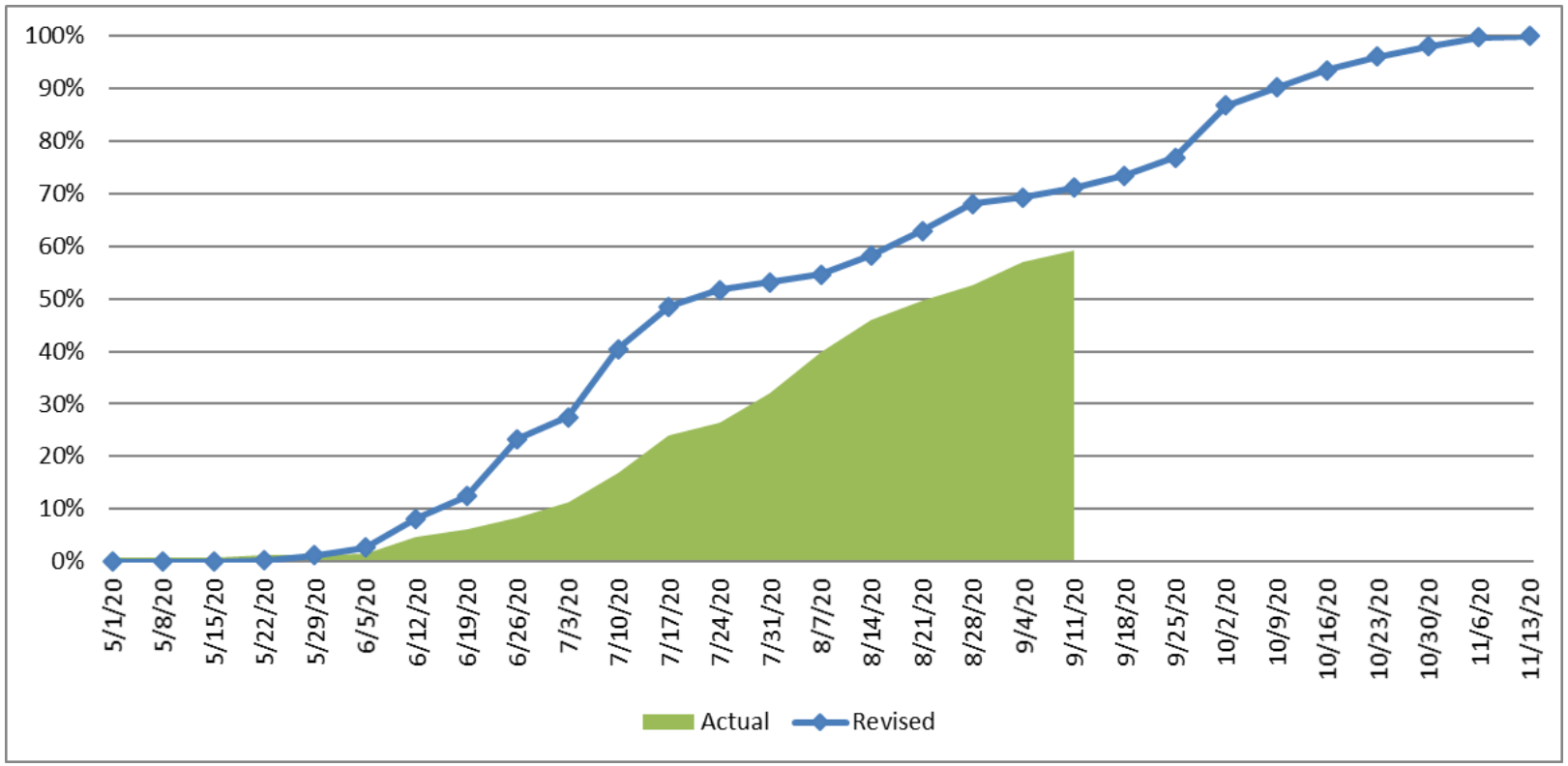
Status	Count
Not Started	7
In Process	13
Ready for ACN Lead Review	2
Ready for State Lead Review	6
Ready for Team Manager Review	0
On Hold	0
Completed	64
Total	**95**

**As of 9/11/2020*

Florida PALM Project Update

Scope – CMS Wave

- Build Progress for the CMS Wave*



Status	Count
Not Started	31
In Process	25
Ready for ACN Lead Review	10
Ready for State Lead Review	4
Ready for Team Manager Review	6
On Hold	0
Completed	17
Total	**93**

**As of 9/11/2020*

Florida PALM Project Update

Scope – CMS Wave

- System Testing is progressing on schedule and is achieving the desired results for CMS Wave*

Cycle	# of Scripts Executed	# of Scripts Passed	# of valid SIRs identified	# of SIRs open
0 – Env and Config Validation	124 (100%)	117 (94%)	52	7
1 – Simple Processing	69 (100%)	68 (99%)	39	5
2 – Complex Processing	104 of 105 (99%)	99 (94%)	39	14
3 – Security	28 of 103 (27%)	13 (13%)	17	11

*As of 9/10/2020

- Mock Conversion preparation began week of 9/14

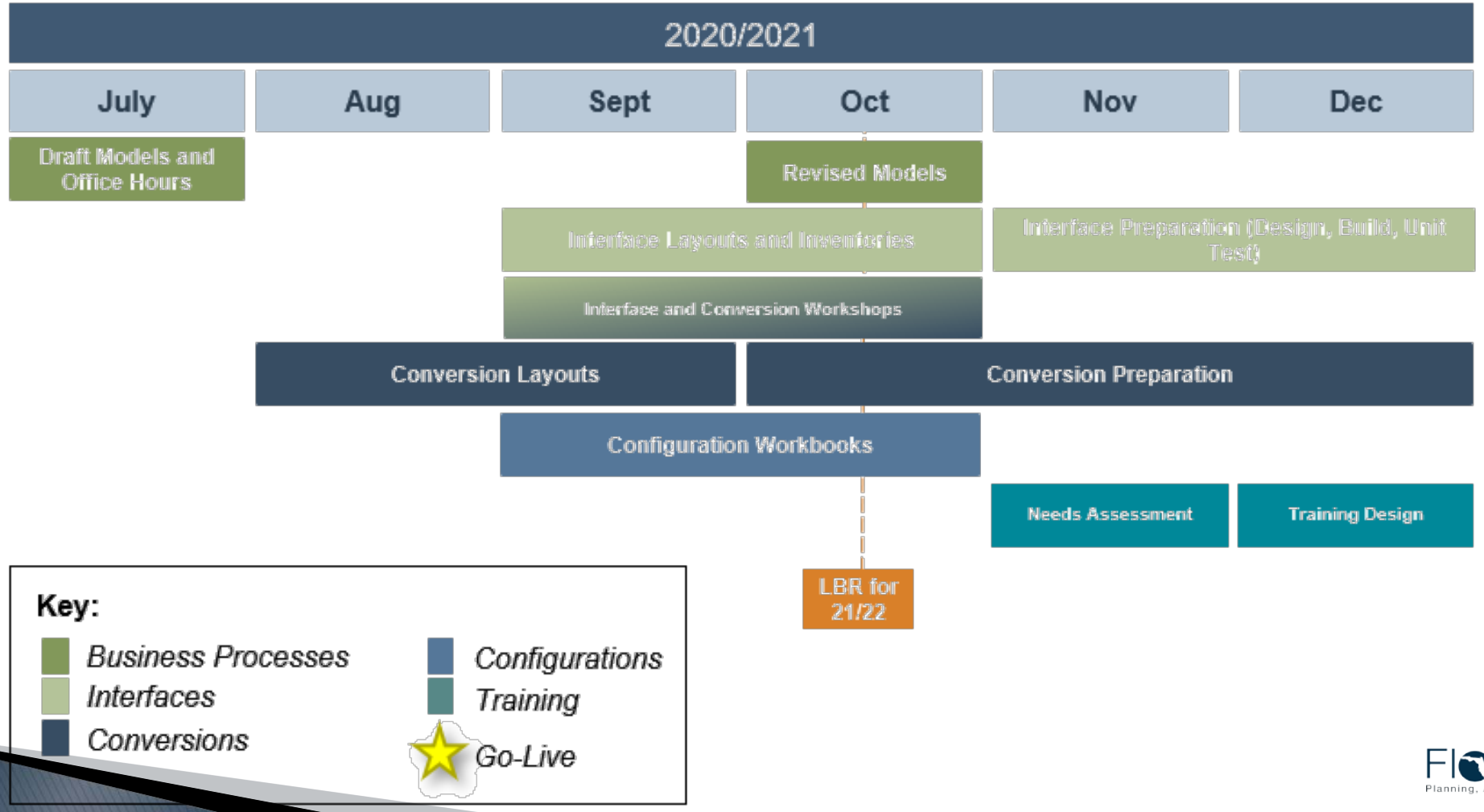
Florida PALM Project Update

Scope – CMS Wave

- Solution demonstration
  - Investment securities

Florida PALM Project Update

Schedule – Central Wave Agency Activities



Florida PALM Project Update

Schedule – Central – Ready to Start RICEFW Build

- Not Started
- In Progress
- Complete

Go/No-Go Components

- RICEFW Inventory
- Central Wave Business Process Models
- Requirements Traceability Matrix (RTM)

Florida PALM Project Update

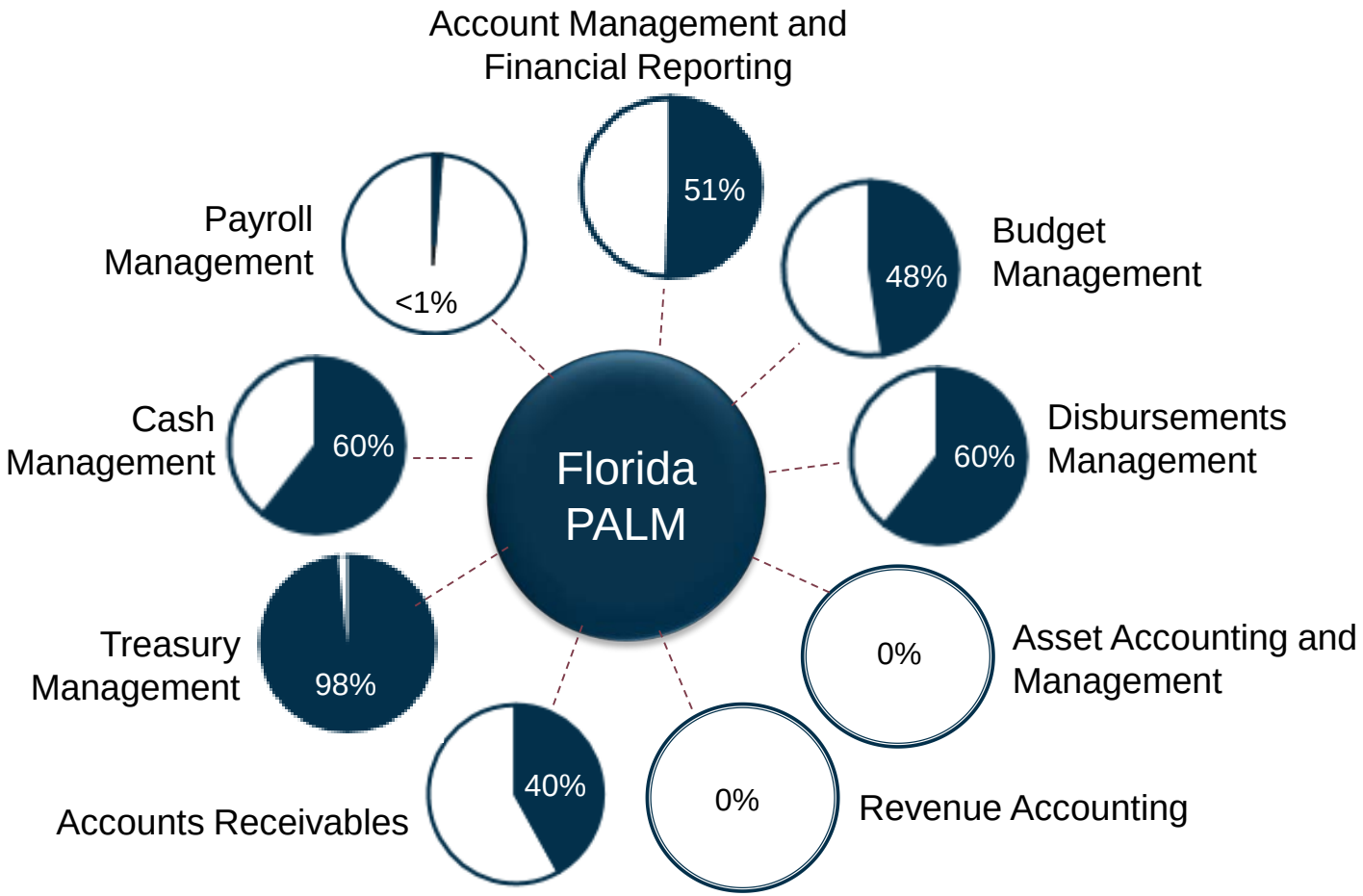
Scope – Central Wave

- A Catalog of Interface Offerings was published on the Florida PALM website that lists interfaces available by wave for agencies to use to integrate their business systems to Florida PALM

Florida PALM Project Update

Scope – Central Wave

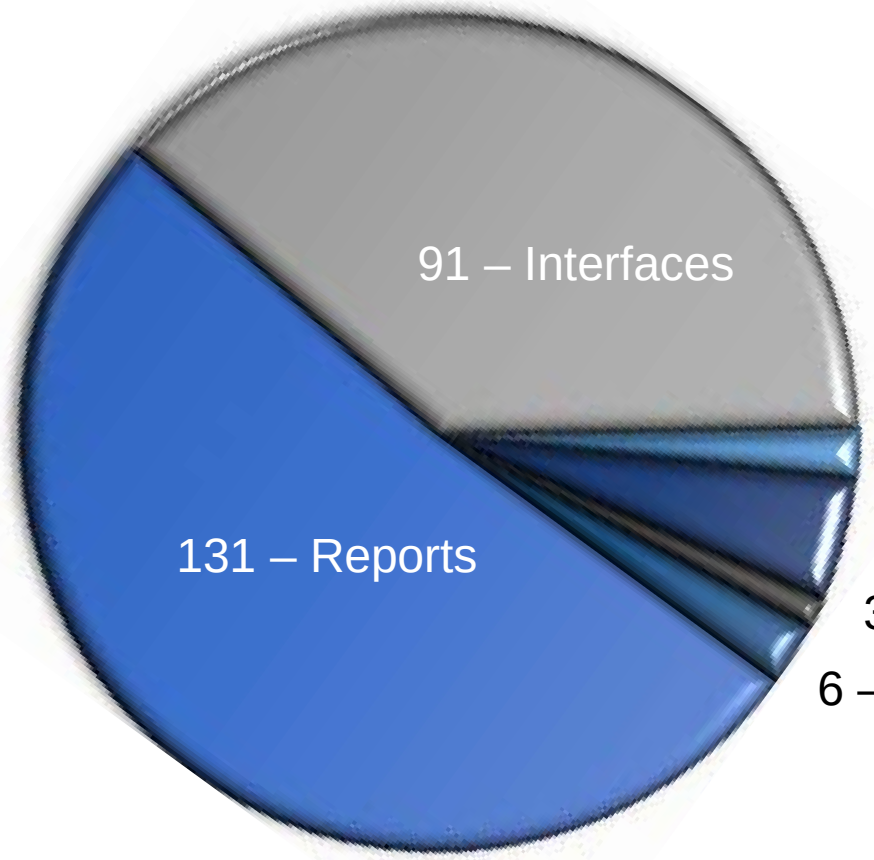
- Two Books of Record
  - Florida PALM – Cash, Appropriation, Investments and Banking balances
  - Departmental – Assets, Accruals, Projects & Grants
- Cash and Budget Control in Florida PALM
- Payment Issuance
- Agencies record transactions in Departmental FLAIR, except:
  - Investment/Disinvestment Transactions and Redistributions
  - Exception Handling
  - DOR Deposits on behalf of other Agencies



Florida PALM Project Update

Scope – Central Wave

- 248 RICEFW items included in the Central Wave



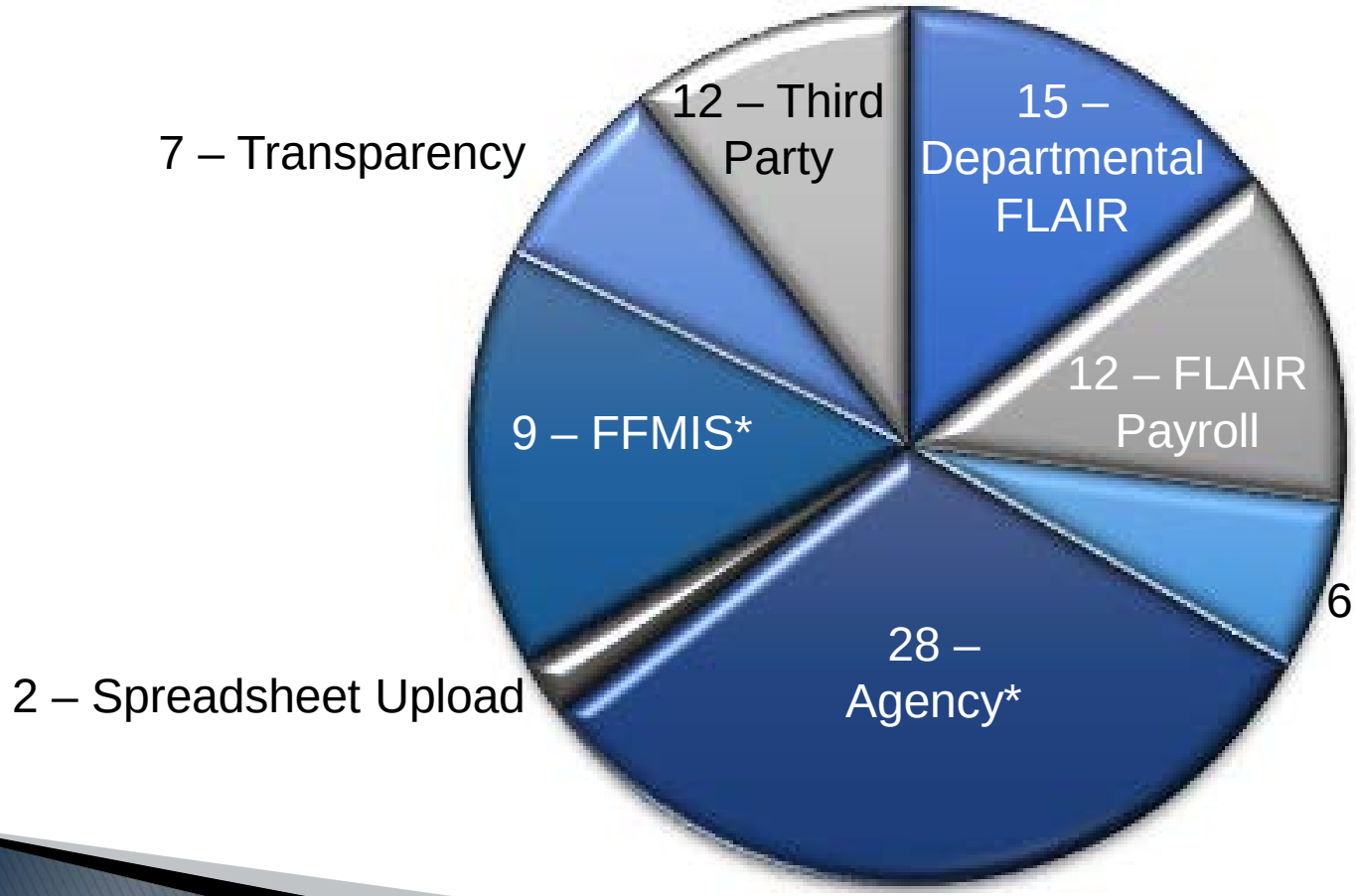
5 – Conversions
12 – Extensions
3 – Forms
6 – Workflow

As of 9/11/2020

Florida PALM Project Update

Scope – Central Wave

- 91 Interfaces included in the Central Wave



*Agency and FFMIS related interface layouts will be shared by mid-October

As of 9/11/2020

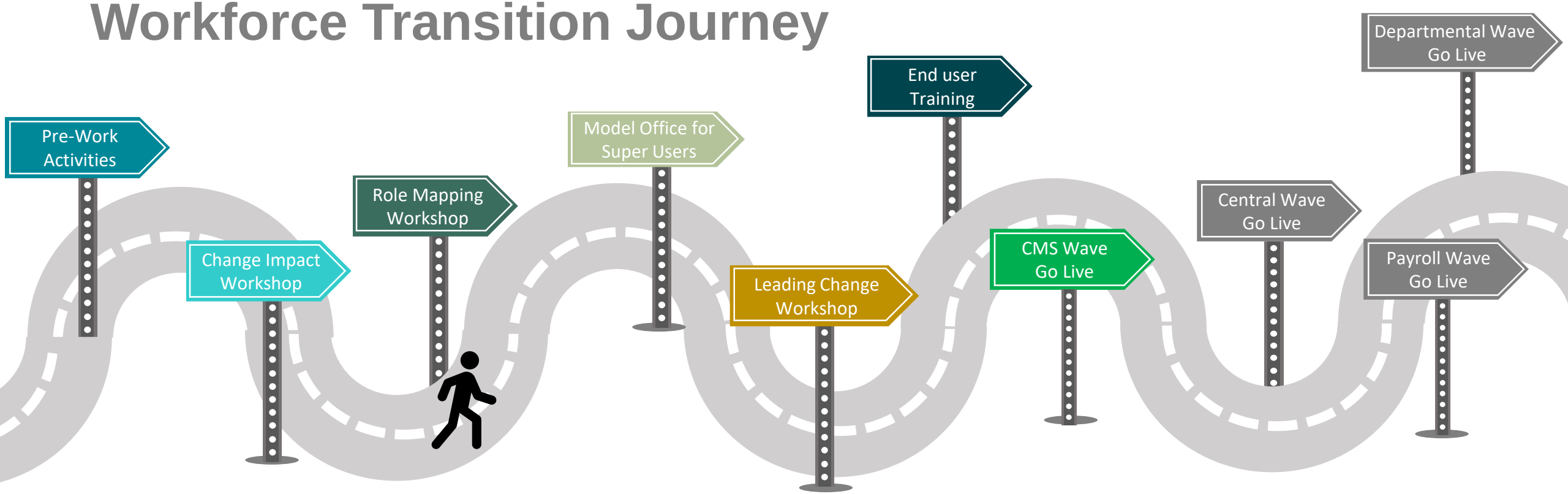
Florida PALM Project Update

Scope - Reporting

- Hosted a Reporting Workgroup
- Shared the Reports Catalog
- Released Reporting survey to all agencies

Florida PALM Project Update

Workforce Transition Journey



Pre-Work Activities
- COA Design
- CMS Wave Business Process Models
- CMS Wave Interface Layouts

Change Impact Workshops
- Change Impact Tool
  - People Changes
  - Process Changes
  - Technology Changes

Role Mapping Workshops
- Agency Role Mapping Handbook
- End User Role Mapping Worksheet
  - Agency End User role identification

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Florida PALM Project Update

Agency Readiness Indicators

- The Agency Internal Readiness Indicator (AIRI) survey was developed to assess agencies' state of Florida PALM implementation readiness as of July 2020
- Executive Steering Committee (ESC) members reviewed and finalized the readiness indicator survey questions
- Readiness indicator questions 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

Florida PALM Project Update

Agency Readiness Indicators

- 100% response rate (all 34 agencies completed the survey)
- 23% (8) agencies did not provide details for their responses
- 21% (7) agencies indicated additional information, better understanding, or hands on expertise was needed
- Majority of responses positively indicated readiness
- Less than 3% of responses indicated lack of readiness

Florida PALM Project Update

Agency Readiness Indicators

- People
  - CMS Wave will impact limited number of agency end users
  - Agencies desire to see and work in the system to better understand impacts
  - Agencies will have resources available for interface testing
- Process
  - Not all agencies understand the Chart of Accounts design has been finalized
  - Agencies are looking for additional information around Chart of Accounts
  - Agencies believe business process impacts fall into three themes:
    - will be minimally impacted by CMS
    - understands the impacts
    - does not feel they have enough information to know how they will be impacted

Florida PALM Project Update

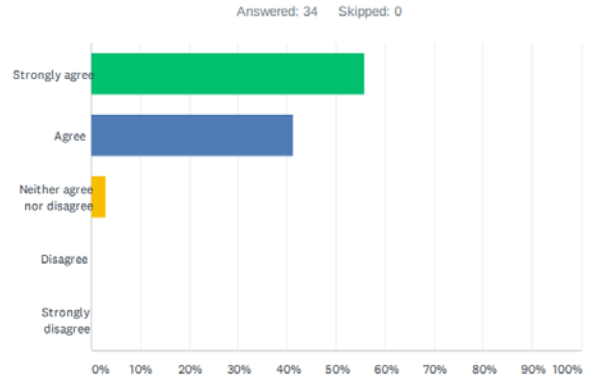
Agency Readiness Indicators

- Technology
  - Agencies do not anticipate significant impacts to internal system in CMS Wave
  - Agencies have begun to understand the impact CMS Wave will have on internal business systems
  - Most agencies are ready to support interface testing
  - Agencies desire to see functionality and understand available reports
- Project Management
  - Agencies understand the timeline
  - Agencies understand the overlap of Wave
  - Agencies were in various stages of Legislative Budget Requests:
    - reviewed and identified no need,
    - reviewed and identified need, or
    - did not consider needs for PALM and will analyze.

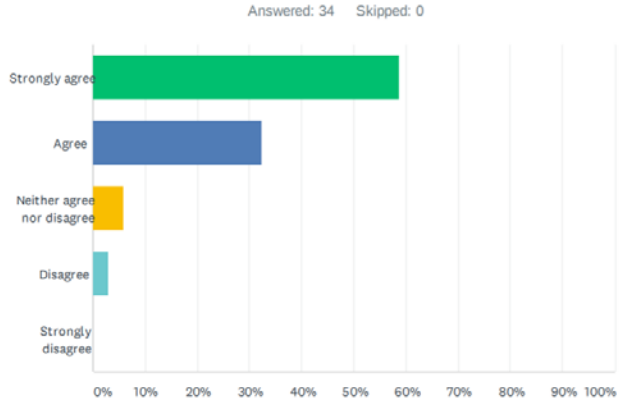
Florida PALM Project Update

Agency Readiness Indicators - People

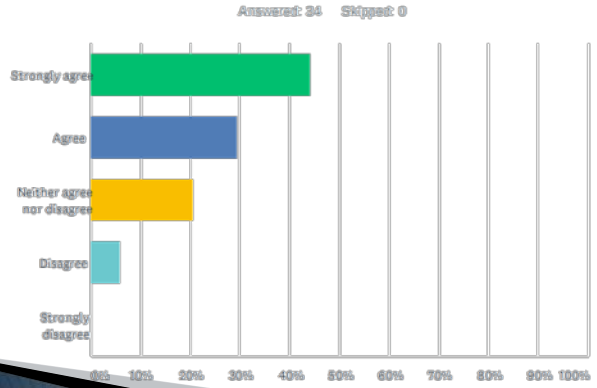
Q2 My agency understands who will be participating in interface testing activities for the CMS Wave.



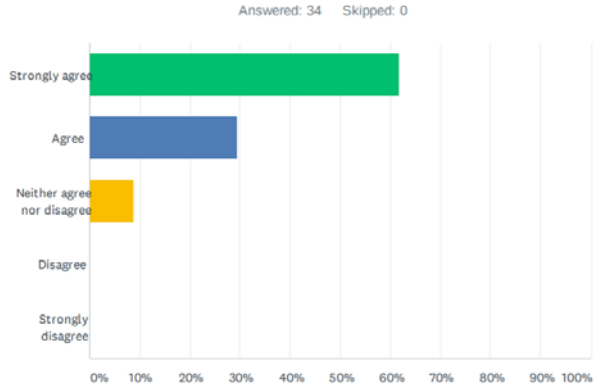
Q4 My agency staff will be available to participate in interface testing activities for the CMS Wave.



Q6 My agency understands how the end users' business process activities will change with the CMS Wave implementation.



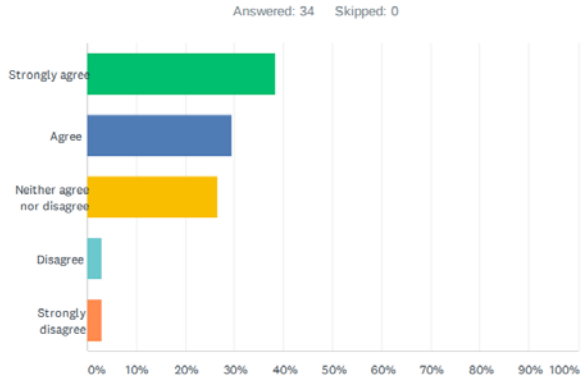
Q8 My agency is communicating Florida PALM updates on a regular basis to impacted end users.



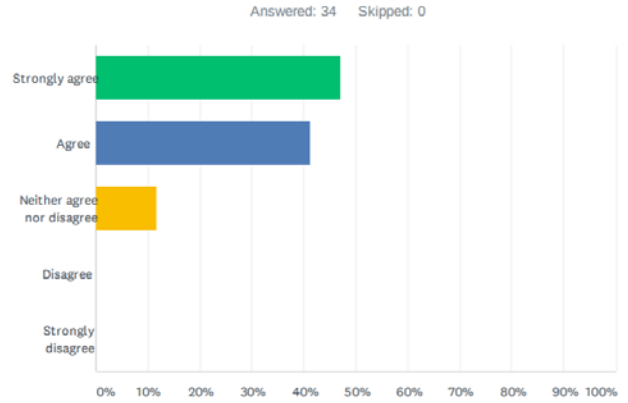
Florida PALM Project Update

Agency Readiness Indicators - Process

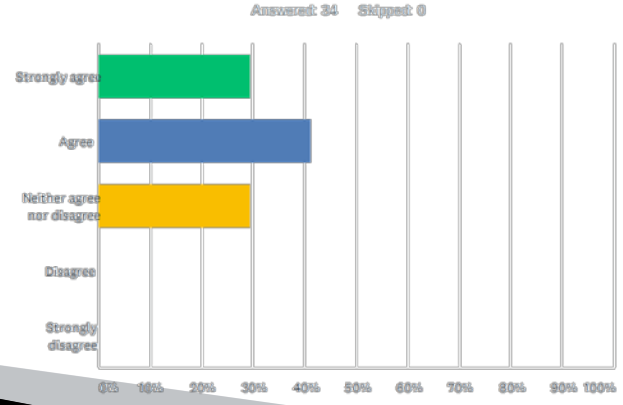
Q10 My agency has identified internal business processes which may need to be updated as a result of the implementation of the CMS Wave.



Q12 My agency has begun to identify internal procedures, reference manuals, templates, and training documentation which may require updates as a result of the implementation of the CMS Wave.



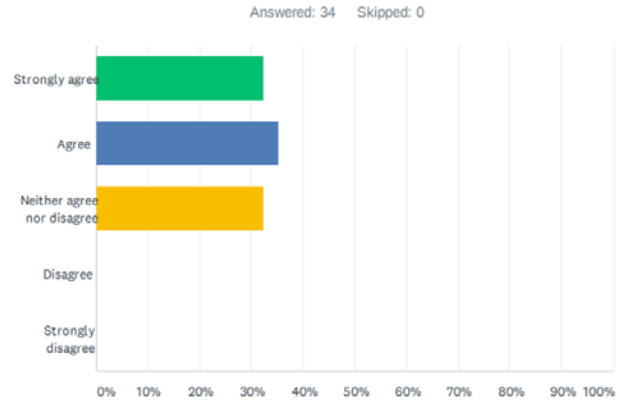
Q14 My agency understands how the Chart of Accounts structure is changing and will affect my agency.



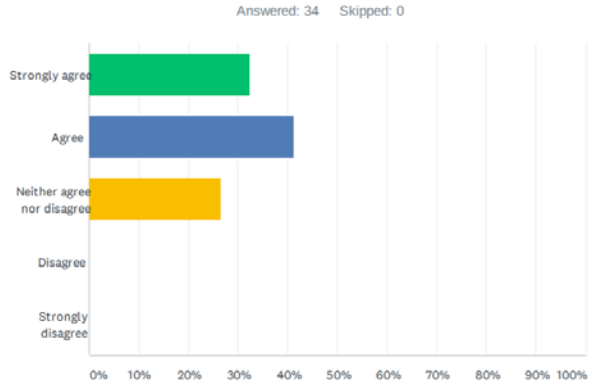
Florida PALM Project Update

Agency Readiness Indicators - Technology

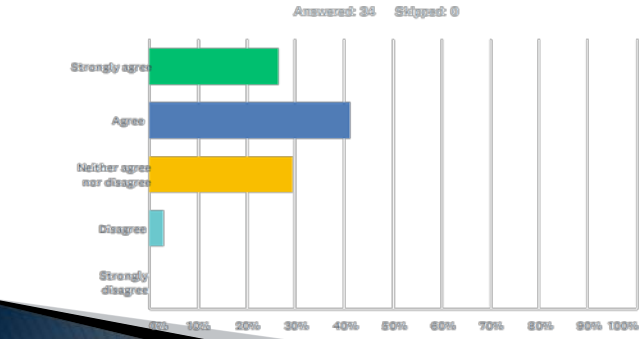
Q16 My agency has identified internal business systems, reports, data extracts, and integrations with third-parties which may be impacted and require remediation for the CMS Wave.



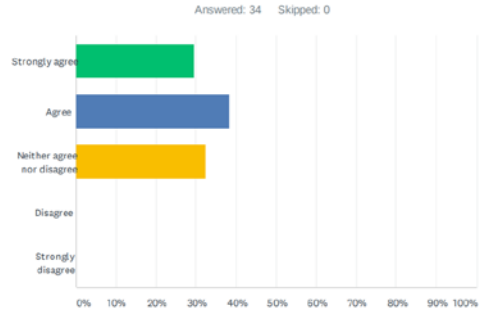
Q18 My agency feels confident it will have the appropriate data our business systems will need to perform agency CMS Wave functions and produce reports.



Q20 My agency has identified the appropriate resources to support interface testing activities.



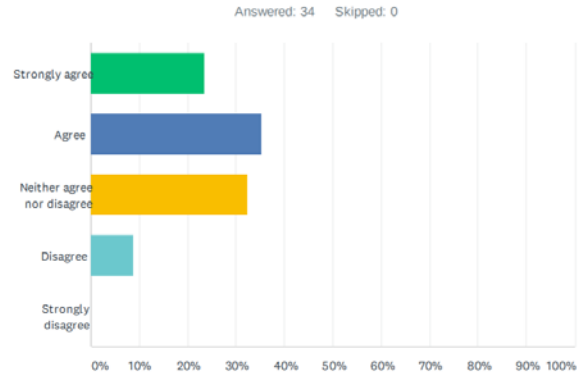
Q22 My agency feels confident that our identity provider (IDP) will be able to store or contain my agency's users for Florida PALM.



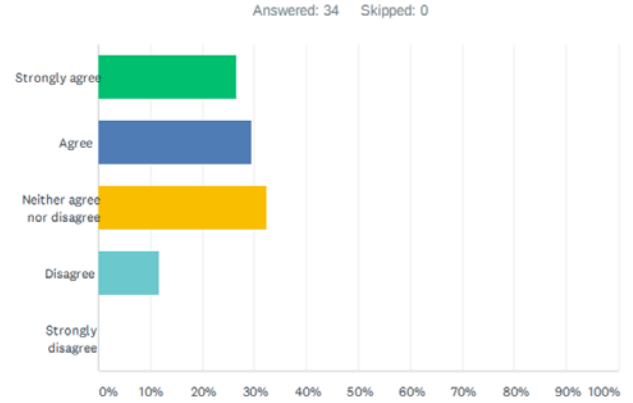
Florida PALM Project Update

Agency Readiness Indicators – Project Management

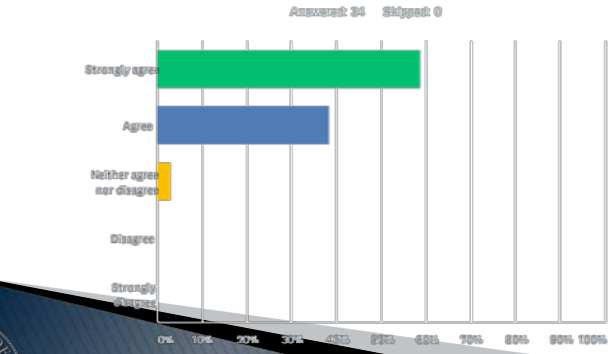
Q24 My agency has identified and documented our agency-specific approach, tasks, staff, resources, and timeline needed to complete CMS interface testing activities.



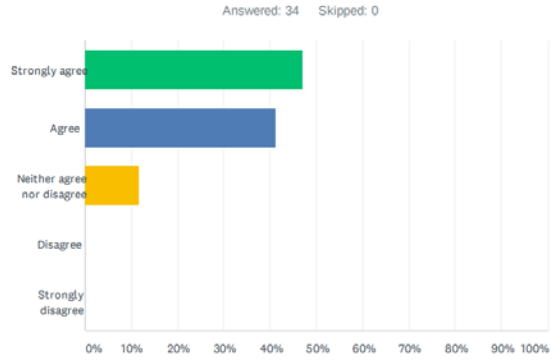
Q26 My agency analyzed needs for FY21/22 Florida PALM implementation and readiness activities as part of our annual legislative budget request process.



Q28 My agency understands the Master Readiness Workplan includes CMS Wave, Central Wave, and Departmental Wave activities.



Q30 My agency understands work on CMS Wave, Central Wave, Payroll, and Departmental Wave activities may occur simultaneously.



Department of Revenue Testing Strategy for Florida PALM Project

Leslie Gomez

Government Operations Consultant III

Florida Department of Revenue

Create Test Plan

- Scope of testing
- Phases of testing
- Testing environments

Develop Test Scripts

- Role of developers and business analysts
- Management tool: Application Lifecycle Management (ALM)
- Load test scripts to ALM
- Document test results: Pass or Fail
- Track issues through defect module

User Acceptance Testing

- Role of business process team members
- Test for acceptance of:
  - Internal process changes
  - Interface files received from Florida PALM
  - Reports

QUESTIONS

For more information contact

Leslie Gomez

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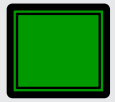
Independent Validation and Verification (IV&V)

Content Provided by Mark Fairbank

IV&V Assessment

August 2020 Reporting Period

Overall Status

Current Period	Prior Period	Overall Trend	Summary Observations
			• The DDI Phase has been rescheduled to adjust phases. Observed planning activities are consistent with the Project Management Plan and standard practices. • As part of a multi-faceted organizational change management program, the Project regularly conducts proactive communications to stakeholders, including partner system organizations such as FFMIS/STMS and state agencies. • The Project has not incurred major negative impacts to productivity during the COVID-19 emergency. The rescheduling provides extended time for Central Wave activities to be completed. The risk to the project schedule persists as CMS Wave functional designs and development activities are caught up and alignment of schedules for Florida PALM and MFMP implementations is a continuing area of concern. • The Project actively manages risk to execution of project activities and the implementation schedule. The multi-year, multi-phase implementation approach increases the risks of schedule conflicts and turnover of key positions. • 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

Additional Observations

- AIRI responses indicate some agencies are unaware of detailed information available from the Project
  - IV&V has observed the Agency Readiness Team redouble efforts to guide agencies to resources produced by the Project
  - Additional Project communications ideas are being created to generate interest, simplify access, and improve awareness
- Project Schedule Risk Overall
  - The new approach is more streamlined but retains multiple waves and an interim period that depends on FLAIR and requires temporary solutions and translation of legacy FLAIR data to new Florida PALM data and vice versa to support business processing
  - The wave schedule includes concurrent multi-wave activities of analysis, configuration, and development; there are inherent risks associated with this deployment approach due to the complexity of managing multiple Waves in parallel

UPCOMING

MELISSA TURNER

Florida PALM Project Update

Upcoming

- Interface and Conversion Workshop and Office Hours
- Identity Access Management (IAM) Checklist
- Model Office for Super Users
- End User Role Mapping Worksheets
- Continuation of Reporting Workgroup
- Amendment 3
- Two voting Go/No-Go Decisions

Next Scheduled Meeting

October 28, 2020

Virtual

Contact Information

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