FloridaPALM

Planning, Accounting, and Ledger Management

EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

JANUARY 26, 2022

FloridaPALM
Planning, Accounting, and Ledger Management

Project Update

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Florida PALM Project Update

Risks and Issues

- Since the last ESC meeting, one new issues was logged, and three remain:
  - Issue 27 – Amendment 6 delays prevented a timely committed project schedule
  - Issue 28 – FY22-23 LBR submitted with A5 pricing since A6 data not available
  - Issue 29 – Spend Plan calculations are based upon Amendment 5 figures
  - Issue 30 – The externally managed investment process has not launched as scheduled due to a delay in the receipt of the conversion data
- Since the last ESC meeting, one risk was opened, two risks were closed, and two remain:
  - 265 – There may be a misalignment of stakeholder expectations with Project team activities
  - 266 – Unfunded financial resources at agencies may impact Florida PALM transitions
- 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 21-22

FY 2021-2022 Spend Plan Summary As of December 31, 2021				
Category	**Projected FYTD**	**Incurred FYTD**	**Released FYTD**	**Release Remaining**
Special Category	$8,247,956	$8,247,956	$9,150,898	$902,942
SSI Implementation	$0	$0		
SSI Production Support	$3,230,267	$3,230,267		
Software and Maintenance	$4,115,056	$4,115,056		
Project Admin	$75,188	$75,188		
ERP Support Services	$427,885	$427,885		
IV&V	$399,560	$399,560		
Contract Contingency	$0	$0	$0	$0
Salaries and Benefits	$2,596,996	$2,596,996	$6,229,114	$3,632,118
DMS Transfer and Risk Mgmt	$15,040	$15,040	$22,457	$7,417
Total	**$10,859,992**	**$10,859,992**	**$15,402,469**	**$4,542,477**

Florida PALM Project Update

Contract Management

- Project Change Request – GLI065 Inbound FLAIR Journal
- Project Change Request – Book to Bank and COA Crosswalk Spreadsheet

Florida PALM Project Update

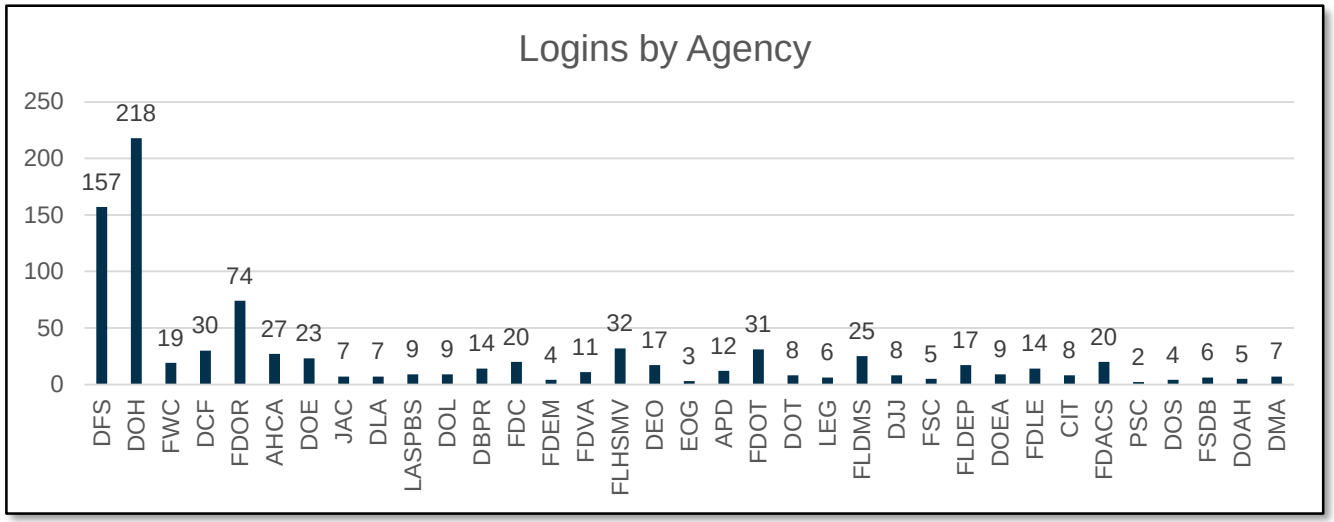
Production Support

- Production Support Round Tables
- End user learning opportunities
- Florida PALM updates and planned migrations
- Known Issues list

Florida PALM Project Update

Production Support

- **883** Unique User Logins
- **24** Agencies with Disinvestments



Source: Analysis of Florida PALM data as of 1/17/2022

Agency	Sum of Disinvestment Journal	Sum of Funds Disinvested	Unique Agency Users
APD	2	$ (200,000)	2
DACS	58	$ (48,850,000)	9
DBPR	22	$ (49,110,000)	6
DCF	3	$ (42,499)	2
Citrus	19	$ (3,400,000)	8
FDC	4	$ (1,385,900)	2
DEO	13	$ (131,670,662)	5
DOE	139	$ (2,644,587,552)	14
DEP	121	$ (296,873,658)	17
DFS	253	$ (2,623,498,281)	25
DOH	2	$ (106,605)	2
HSMV	19	$ (115,401,000)	7
FDLE	1	$ (100)	1
DLA	17	$ (3,779,390)	7
DMS	437	$ (1,477,304,013)	10
DMA	2	$ (1,300,000)	2
DOS	10	$ (3,023,692)	5
Lottery	62	$ (1,051,876,265)	11
DOT	476	$ (5,116,791,333)	13
DVA	1	$ (13,500)	1
DOAH	7	$ (12,650,000)	6
EOG	245	$ (110,571,984)	16
FWC	105	$ (48,454,595)	9
Total	**2,018**	**-$13,740,891,029**	**180**

Source: Analysis of Florida PALM data as of 1/17/2022

Florida PALM Project Update

Production Support

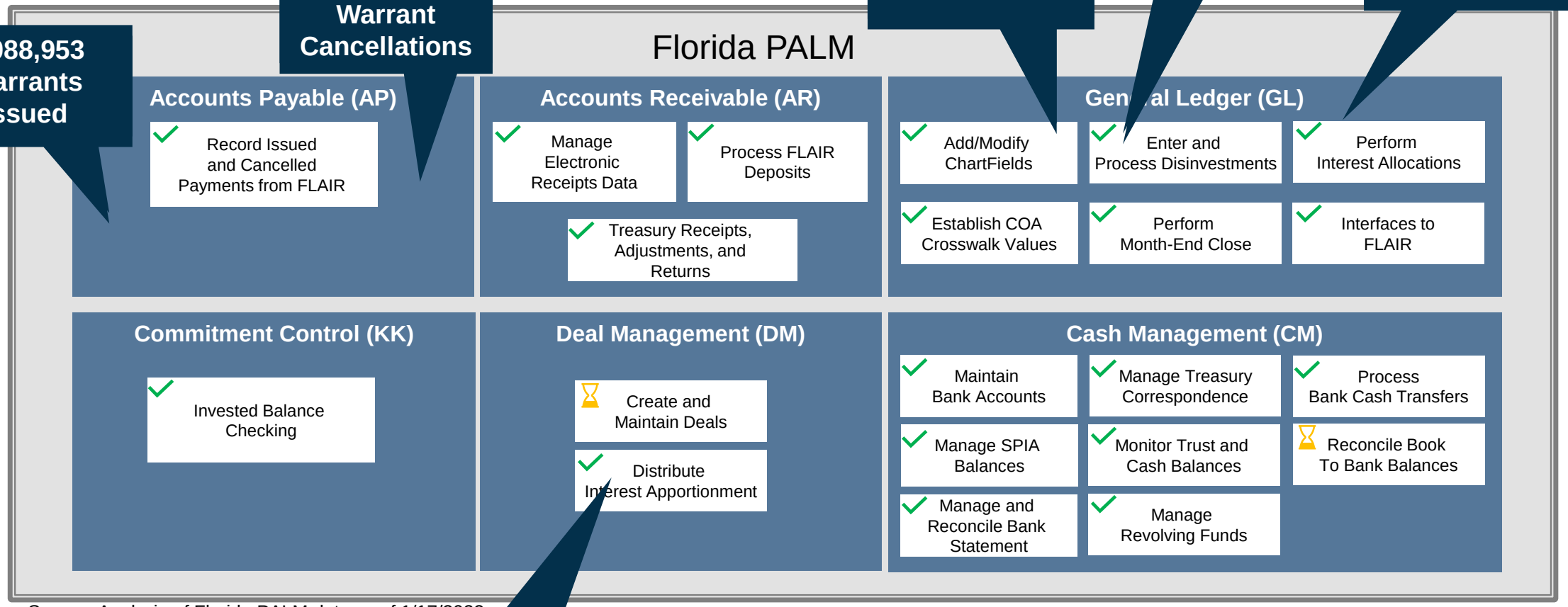
1,088,953 Warrants Issued

10,223 Warrant Cancellations

$82 Billion DFS Treasury Funds Disinvested

$14 Billion Agency Funds Disinvested

267,649 Journals Posted



Source: Analysis of Florida PALM data as of 1/17/2022

2,118 Deals Created

Key:

– Normal operations state; functioning as designed

– Stabilization activities; actively working to normalize

Florida PALM Project Update

Financials Wave

- Statutory changes update:
  - 001, 009 recommend as approved; shared proposed bill language
  - 002 recommend as approved; shared proposed bill language
  - 004 – 008 are not needed to implement Florida PALM
  - 011 was implemented during a previous session
  - 014 was implemented by policy by the Department of Financial Services
  - 015 is not needed to implement the Financials Wave

Florida PALM Project Update

Financials Wave

- Business Process Models (BPM)
  - Updates included:
    - Identification of system modules, conversions, forms, workflows and agency configuration
    - Addition of system screenshots
    - Creation of separate Project and Grant models
  - Agency review and feedback conducted through individual agency meetings and Module Workgroup sessions
  - Updated BPM are located on the Project website
  - Vote for approval is scheduled for March ESC meeting

Florida PALM Project Update

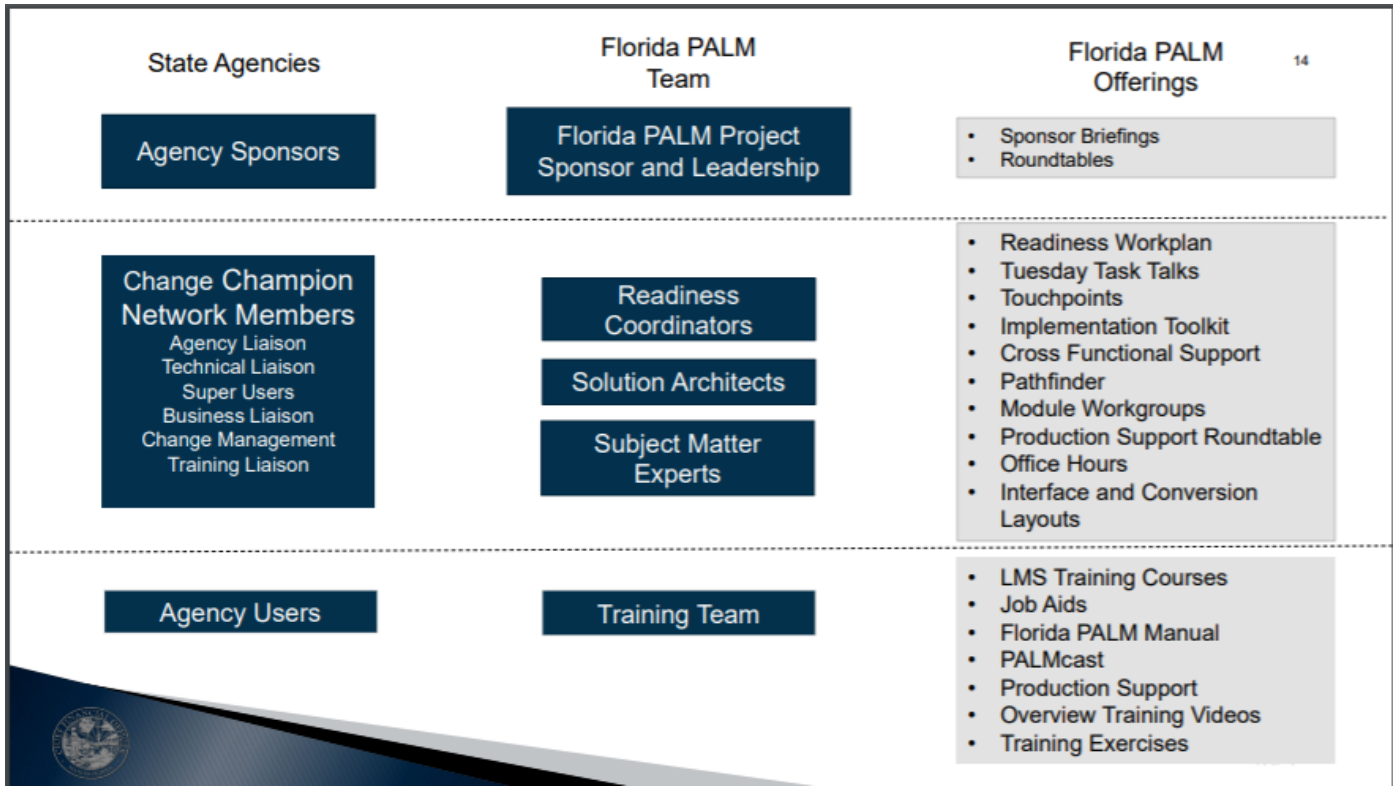
Readiness

- The Readiness Workplan (RW) is on the Project's website with new and updated tasks through 2024
- Module Workgroups concluded in December
  - 763 individuals attended
- Meeting with agencies to discuss potential obstacles
  - Project Architects and key team members attended
  - Clarified planned functionality
  - Showed how Florida PALM would meet their needs
  - Identified need for agencies to changes business process
- Cross agency collaboration

Florida PALM Project Update

Agency Support

- Agency Support encompasses the variety of Florida PALM offerings provided to agencies to help them prepare to transition to Florida PALM
- Production and Implementation
- Areas of Support
  - Technical
  - Functional
  - Training
  - Readiness
  - Communications
- Audiences
  - Agency Sponsors
  - Change Champion Network
  - Agency End Users



Source: December 8, 2021, Florida PALM ESC Presentation

Florida PALM Project Update

Agency Support Plan

- Florida PALM subject matter support will assist agencies with understanding design decisions, further explaining layouts and reports, and collaboration on the creation of plans.
- Implementation Toolkit - templates and corresponding workshops
  - Workforce Transformation Plan
  - Communications Plan
  - Training Plan
  - Post-Implementation Support Plan

Florida PALM Project Update

Agency Support Plan

- Communication Recommendations
  - Collaboration weekly to identify and discuss project communications
  - Attend Production Support weekly incident meetings to identify and report on trends
- Support Tools
  - Agency Classification Methodology
  - Agency Progress Report Template
- Additional Monthly Support
  - Summary of identified trends and findings shared with leadership
  - Agenda items defined for Agency Sponsor meetings
  - Recommended follow-up or remediation activities to be completed by the respective Agency or stakeholder

Florida PALM Project Update

Agency Engagement Methodology

- Tailor support to agencies and determine the level of engagement
- Metrics developed to assess level of engagement
  - Agency Overview
  - Agency Solution Complexity
- Evaluate each agency's classification every six months, or as needed if a trend is noticed
- Agency classification assignments to be finalized by next ESC meeting

Sample Metrics

- Centralized or Decentralized Agency
- Agency Competing Priorities
- Number of Interfaces to be Developed
- Readiness Workplan (RW) Performance

Florida PALM Project Update

Agency Progress Report

- The Agency Readiness Progress Report tracks completion of key readiness activities for each agency and provides an assessment of readiness across: People, Process, Technology, Data Management, and Project Management
- The Agency Progress Report will:
  - be updated as the Project timeline progresses to include relevant metrics
  - be used for agenda shaping for Agency Sponsor meetings and Readiness Coordinator touchpoints, as well as Florida PALM Team communication and outreach efforts
  - be shared with the ESC monthly moving forward

Florida PALM Project Update

Agency Progress Report – Current Metrics

Category	Metric	Data Source	Format
Process	Percentage of Agency Process and Procedure Documentation Updated	Readiness Workplan Task and Agency Liaison	% of total documents updated of total identified
Process	Percentage of obstacles prohibiting adoption resolved	Business Transformation Plan and Agency Liaison	% of total identified obstacles
Technology	Progress of Interfaces to be Built	Agency's Technical Workbook and Monthly Status Report	% of total identified
Data Management	Percentage of Plan Data Management Activities Complete	Data Management Activities Plan	% of total identified
Project Management	Percentage of RW Tasks completed	Readiness Workplan	% of total completed for the prior month
Project Management	Submission of LBRs with Florida PALM related request	Agency Liason/Project Sponsor	% of total needed to be submitted
Project Management	Count of Agency identified risks and issues related to Florida PALM	Agency Liason/Project Sponsor	% of total open risks and issues

Example of metrics in current Florida PALM Agency Progress Report

Florida PALM Project Update

Agency Progress Report – Overview

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Status as of:	LEGEND 0 - 50% 51 - 75% 76 - 100%	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Metrics													
AHCA													
People													
Process													
Technology													
Data Management													
Project Management													
APD													
People													
Process													
Technology													
Data Management													
Project Management													
Citrus													
People													
Process													
Technology													
Data Management													
Project Management													

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Status as of:	LEGEND 0 - 50% 51 - 75% 76 - 100%	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Metrics													
People													
Process													
Technology													
Data Management													
Project Management													
Overall Monthly Readiness													

Florida PALM Project Update

Agency Sponsor Engagement

- Recurring Agency Sponsor Meetings
  - Held December 14; will occur quarterly
- Experienced Accountant's Workgroup
- Agency Sponsor Expectations Survey

VOTING ACTION

SCOTT FENNELL

Florida PALM Project Update

Voting Action

- Request to public comment
- Update to Recommendation of Statutory Changes
- Project Change Request – Book to Bank and COA Crosswalk Spreadsheet

Independent Validation and Verification (IV&)

Content provided by Public Consulting Group

Florida PALM Project Update

IV&V Assessment

- IV&V requested to perform review of SSI Vendor Contract and Project Schedule
- Contract Review included all attachments including those changed or introduced by Amendment 6
- IV&V provided reports on January 19, 2022

Florida PALM Project Update

IV&V Assessment

Project Schedule Findings

- Does not account for significant portions of Project work that are tracked outside of the Project Schedule as part of the Hillclimber process
- Does not follow the Florida PALM Schedule Management Plan in certain areas such as dependencies, predecessors, successors, nor contains all fields in the PMP
- Was developed without performing a full bottoms-up estimate of the time required for each task

Florida PALM Project Update

IV&V Assessment

SSI Vendor Contract Review Findings

- The time and resources required to support and produce the Annual Comprehensive Financial Report (ACFR) appear to be underestimated in the SSI Vendor Statement of Work
- A project of the size and complexity of Florida PALM would benefit from using automated testing tools
- Automatic percentage increases to various rates do not take advantage of index pricing methodology to limit annual price increases
- Liquidated Damages via Service Level Agreements appear to be low relative to the value of the contract and are not appropriate incentive for the SSI Vendor to resolve issues as quickly as possible
- Many services captured as optional services appear to be necessary for the Project. The inclusion of certain activities as optional obfuscates the Project's total cost and scope of work

UPCOMING

MELISSA TURNER

Florida PALM Project Update

Upcoming

- SpeedTypes functionality
- Town Hall
- Business Process Models Voting Action
- Production Support Updates
- Optional Services

Recurring Wednesday Meeting

February 23

Department of children and Families

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Contact Information

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