

FloridaPALM

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

OCTOBER 8, 2024



ADMINISTRATIVE

TOMMY WERNER



Administrative Budget

FY 2024-2025 Spend Plan Summary as of August 31, 2024				
Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
FLAIR System Replacement	\$4,762,871	\$4,734,644	\$11,595,340	\$6,860,696
SSI Implementation Services	\$2,250,000	\$2,250,000		
Facilities and Maintenance	\$69,282	\$69,282		
Production Support	\$1,820,639	\$1,911,444		
Production Support Administration	\$4,806	\$4,767		
Oracle Software and Maintenance	\$55,680	\$0		
Project Administration	\$36,832	\$19,141		
Additional Facilities	\$21,512	\$21,512		
ERP and OC Support Services	\$339,736	\$299,786		
QA Support Services	\$164,384	\$158,712		
IT Service Management	\$39,540	\$37,613	\$1,304,572	\$1,266,959
Contingency	\$0	\$0	\$0	\$0
Salaries & Benefits	\$1,647,744	\$1,474,667	\$9,886,462	\$8,411,795
HR Transfer and Risk Management Insurance	\$14,130	\$13,957	\$38,566	\$24,609
Total:	\$6,464,285	\$6,260,881	\$22,824,940	\$16,564,059



Administrative

Risks and Issues

- ▶ No new Issues have been opened or closed
- ▶ No new Risks have been opened or closed
- ▶ Six remain with a score of 6+
 - Risk 2 – Stakeholder Alignment
 - Risk 4 – Agency Engagement
 - Risk 5 – Timing and Efficiency of Information Sharing
 - Risk 6 – Contracts Outside of the Project
 - Risk 8 – Scope and Timing of Build Segments
 - Risk 9 – Overlap of System Testing with UAT



Administrative Schedule

Stage Gate	Critical Path Item	Status
<p>SG2 - Ready to Begin System Testing 08/30/2024 Criteria: Design is at least 95% complete and Segment I Build is complete Approval Level: Project Director - ESC Awareness</p>	Solution Design – Segment III (D641)	Complete
	Process Models – Payroll (D639)	Complete
	Master Data Configuration Workbooks (D640)	Complete
	Updated Technical Architecture Design (D642)	Complete
	Update Process Models – Financials – Segment III (I-WP101)	Complete
	Build – Segment I (D646)	Complete
	Solution Design – Segment IV (D644)	Complete
	Update Process Models – Financials – Segment IV (I-WP101)	Complete
	Environment Builds – System Test Environment	Complete



Administrative Schedule

Stage Gate	Critical Path Item	Status
<p>SG3 – Ready to Begin UAT 03/28/2025 Criteria: Design and Build are complete; System Test is at least 90% complete; UAT environment is ready for testing Approval Level: ESC</p>	Establish DW/BI Environments (D647)	Complete
	Build – Segment II (D648)	Complete
	Security Roles Matrix (WP405)	Complete
	Environment Builds – Mock Conversion Test Environment	Complete
	Environment Builds – Interface Test Environment	In Progress
	Solution Design – DW/BI (D650)	In Progress
	Mock Conversion I (D651)	In Progress
	Build – Segment III (D649)	In Progress
	Build – DW/BI – Segment I (D653)	In Progress
	System Test – Segment I (D652)	In Progress
	Mock Conversion II (System Test) (D655)	Future
	Build – Segment IV (D654)	Future
	Build – DW/BI – Segment II (D659)	Future
	Environment Builds - UAT Test Environment	Future
	System Test – Segment II (D656)	Future
	Build – DW/BI – Segment III (D688)	Future
	Mock Conversion III (UAT) (D657)	Future
	System Test – DW/BI (D661)	Future



Administrative Schedule

Stage Gate	Critical Path Item	Status
SG4 – Agency Readiness 11/26/2025 Criteria: Agency Readiness Certifications have been received Approval Level: ESC	Training Build (I-WP110)	Future
	Role Mapping Worksheet (I-WP118)	In Progress
	Readiness Workplan (I-WP126)	Complete
	Agency Readiness Certification (I-WP128)	In Progress



INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

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CONSULTING GROUP



IV&V Update

Project Management

- ▶ Delayed Tasks have increased from 357 at the end of July to 554 as of the 9/16/24 status date in the Florida PALM Project Schedule
 - D649 – Completion of Build Segment II has 319
 - Configurations with Future Dependencies has 86
 - D650 – Completion of Solution Design (Requirements) DW/BI has 29
 - Additional WPs, I-WPs, and Project Management-related tasks make up the rest
- ▶ The SPI continues to hold steady above .90; this means the Florida PALM Project is progressing at above 90% of the planned pace
- ▶ The Risk Rating was raised to a Medium Risk due to the increase in Delayed Tasks in the Florida PALM Project Schedule
- ▶ The Florida PALM IV&V Team met with Florida PALM Project leadership to discuss observations about the current Schedule management processes on 8/21/24



IV&V Update

Organizational Change Management

- ▶ Agency Readiness Touchpoints:
 - Readiness Coordinators (RC) should continue to review the schedule of upcoming Florida PALM Project activities and meetings with agencies for planning and participation
 - For questions that cannot be answered in Touchpoints, RCs should continue to provide timely follow-up through the Agency's Question Log so that agencies have the necessary information to complete their work
 - Agencies should report Task progress in Smartsheet and add progress comments for greater visibility
- ▶ Agency UAT Planning:
 - Additional information/detail provided to the agencies to clarify what needs to be accomplished, how to approach the Task, and other important considerations for Task 536 – Create Agency Specific UAT Plan
- ▶ Task Verification:
 - RCs should offer pre-submission Task review services to agencies and encourage them to participate to reduce the potential for rework



IV&V Update

Agency Readiness

- ▶ The Florida PALM IV&V Team is reviewing agency submissions against the instructions and rubric for the Tasks below that have a Direct Project impact:
 - Task 541-A and B – Complete Configuration Workbooks for Segment IV
 - Task 545-A and B – Update and Finalize the Florida PALM Conversion Inventory for Segment IV
 - Task 549 – Submit Training Survey
- ▶ There are 5 current and 3 past-due Tasks with a Direct Project impact as of 9/18
 - It is vital for these agencies to complete this work to be prepared for implementation
 - Several agencies continue to report difficulties keeping pace with current work



IV&V Update

Open Findings

- ▶ Finding 12 – Inconsistency in Requirements Traceability:
 - Opened in the Florida PALM IV&V September 2023 Monthly Assessment Report
 - Additional cross-checks are in place to mitigate future inconsistencies between the RTM and the FDs
 - The Florida PALM IV&V Team performed a traceability analysis as part of reviewing WP439 – Completion of Solution Design (Requirements) Segment V
 - No Inconsistencies were noted between the FDs, the Work Product, and RTM
 - The Florida PALM IV&V Team will conduct a similar analysis on DW/BI Designs



IV&V Update

Open Findings

- ▶ Finding 14 – Risk that Delays to Build Could Impact the Completion of System Testing and the Start of UAT:
 - Build Segment I completed about 7 weeks behind schedule
 - Build Segment II completed about 3 weeks behind schedule
 - Build Segment III is significantly behind target for drafting AD documents
 - Additional Development Staff have been and continue to be added, but there has not been a corresponding increase in the pace of drafting the remaining ADs for Segment III
- ▶ The Florida PALM IV&V Team estimates that Development will be completed by mid-February, which is six weeks after the scheduled date
 - There is an increasing risk that System Test Cycles may be impacted, which could impact the overall completion of System Testing and potentially Stage Gate 3 – Ready to Begin UAT



IV&V Update

Requirements and Design

- ▶ Segment V Design:
 - Successfully completed on 8/2/2024 (on schedule)
 - The Florida PALM IV&V Team reviewed WP439 – Completion of Solution Design (Requirements) Segment V
 - The FDs and supporting documentation are complete and thorough
- ▶ DW/BI Design:
 - Includes 61 FDs for DW/BI reports
 - Project Decision DE336 reduced the number of FDs from 75
 - As of 9/13/24, FDs are slightly below target with 48 of the planned 53 approved
 - The Florida PALM IV&V Team does not anticipate a significant delay to the overall completion date of 10/3/24
 - The Florida PALM IV&V Team will assess the quality of the DW/BI FDs as part of reviewing D650 – Completion of Solution Design (Requirements) DW/BI



IV&V Update

Development

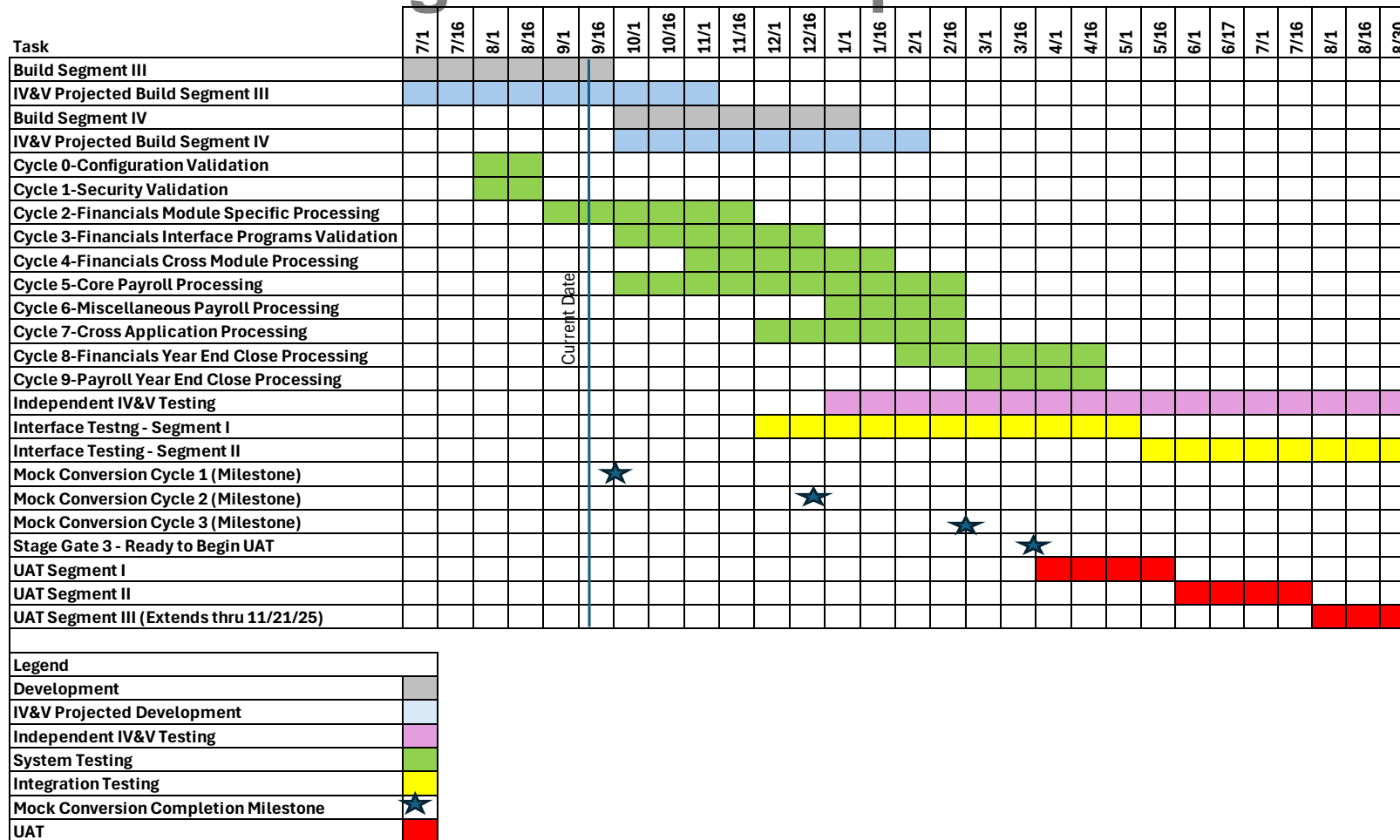
- ▶ Build Segments III and IV:
 - 129 FDs are part of Build Segment III
 - Started at the beginning of July and targeted to be complete by 9/27/24 but is significantly behind schedule
 - As of 9/13/24, 64 of the 129 AD documents have been drafted
 - The Florida PALM IV&V Team estimates that Segment III will not be completed until mid-November
 - 105 FDs are part of Build Segment IV
 - Planned to be completed by 1/6/25
 - The Florida PALM IV&V Team estimates that Segment IV will not be completed until mid-February (2 weeks prior to the planned start of the last Cycle of System Testing)
 - Additional Development Staff have been and continue to be added, but there has not been a corresponding increase in the pace of completing build activities and drafting AD documents



IV&V Update

Overlap of System Testing and Development

- ▶ Significant overlap between Dev and System Testing
- ▶ Requires extensive coordination between Dev and Testing teams
- ▶ Risk that delays in Dev could force rescheduling of Testing Cycles, which could impact the overall System Testing and Stage Gate 3 timeline (IV&V Finding 12 and Project Risk #8)



IV&V Update

System Testing

- ▶ Cycle 0 – Configuration Validation is in progress, with 303 test cases executed as of 9/18/24
 - Initial pass rate is 90%
 - 23 remaining test cases are planned for execution by the beginning of October
- ▶ Cycle 1 – Security Validation is in progress, with 85 test cases as of 9/18/24
 - Initial pass rate is 76%
 - 21 remaining test cases are planned for execution by the end of September
- ▶ Cycle 2 – Financial Module Specific Processing is in progress, with 89 test cases executed as of 9/18/24
 - Initial pass rate is 66%
 - Test cases are still being drafted



IV&V Update

PCR 121 Review Approach

- ▶ The Florida PALM IV&V Team reviewed PCR 121 for Employee Self-Service
- ▶ As part of the review, the IV&V Team concluded:
 - Customization appears to be a viable option to meet the requirements outlined in Florida Rule 60GG-2 and supports the ability for both active and inactive employees to access the ESS portal
 - Existing requirements do not meet this customization
 - Authentication of users requires integration with alternative authentication tools
 - Distribution of work between Development, Functional, and Manager/Director roles appears reasonable, but additional details are required to assess the accuracy of the cost estimate independently



PROJECT CHANGE REQUEST

JIMMY COX, STEVEN FIELDER



Project Change Request

Voting PCR 121

- ▶ Project Change Request 121: Payroll Employee Self-Service User Credentialling
- ▶ Major Customization includes:
 - Requirements to create a separate website for ePay (EIC replacement) access
 - Requirements to meet Chapter 60.gg FAC security requirements
 - Requirements for initial registration and validation
 - Requirements Password process (requirements, reset, recovery) management



Project Change Request

Voting PCR 121

- Attachment 5.1 Business Requirements
 - *Updated:*
 - 200.0142 (Current) – Provide ability to generate secure passwords and institute a self-service online password reset/retrieval protocol for the online self-service employee portal.
 - 200.0142 (Revised) – Provide ability for a self-service user to create a password and institute a self-service online password reset protocol for the online self-service employee portal.
 - *Proposed Cancel:*
 - 100.0126 - Provide an online function for review of the logs of invalid password attempts or security violations by the system administrator and/or other authorized users.
 - Functionality required is covered under requirement 100.0155 - Provide ability to log incidents of invalid password attempts which exceed the maximum allowable number of attempts, capturing user identification entered, violation type (e.g., invalid user id, invalid password, or invalid user id and password), violation date, violation time, and IP address.



Project Change Request

Voting PCR 121

- Attachment 5.1 Business Requirements
 - *Updated How Met: Change from Delivered to Customization*
 - 100.0102 – Provide the ability to track logins and activities by user in accordance with GS1-SL.
 - 100.0120 – Provide audit trail when access is granted to an individual user.
 - 100.0129 – Provide ability for users to configure and manage a user profile through Internet self-service portal capabilities including but not limited to password reset, security challenge questions, password expiration notification, and multi-factor authentication.
 - 100.0146 – Provide support for multi-factor authentication to user and device (mobile) using Transport Layer Security (TLS).
 - 100.0155 – Provide ability to log incidents of invalid password attempts which exceed the maximum allowable number of attempts, capturing user identification entered, violation type (e.g., invalid user id, invalid password, or invalid user id and password), violation date, violation time, and IP address.
 - 200.0142 – Provide ability for a self-service user to create a password and institute a self-service online password reset protocol for the online self-service employee portal.



Project Change Request

Voting PCR 121

- 5.2 Customizations – Added
 - C133
 - Request to add new Employee Self-Service (C133) customization. This customization would enable self-service registration, login, system maintenance, administrator maintenance and user maintenance capabilities for active and inactive employees to access the Employee Self-Service (i.e., ePay module) capabilities in the Human Capital Management (HCM) Application (ESS application) to obtain current and historical payment, W-2 and other related payroll information.
- *Cost: Approval:* Requires ESC Approval (Vote)



Project Change Request

PCR Cost Projection

- ▶ Request for public comments
- ▶ Voting action for PCR #
- ▶ If approved, the amount of Additional Funding needed from the Florida PALM Contingency Funding for FY 24/25 will be increased by \$994,983.00.

Enhancement	Source	Additional Funding Requ
Segment IV Payroll Customizations	PCR #113	\$173,940.00
Segment IV Customizations	PCR #114	\$369,130.00
Segment IV Payroll Redistribution Customization	PCR #115	\$98,019.00
Segment IV Payroll Requirements and Customizations	PCR #116	\$219,525.00
Segment IV Financials and Payroll Customizations	PCR #117	(\$113,831.00)
Segment IV Financials and Payroll Customizations	PCR #118	\$143,857.00
Employee Self-Service (Payroll)	PCR #121	\$994,983.00
Contingency Funding FY 24-25		\$3,000,000.00
Total Additional Funding Required		\$1,885,623.00
Remaining Contingency Funding FY 24-25		\$1,114,377.00



Project Change Request

Voting Action

- ▶ Request for public comment
- ▶ Voting action for PCR 121 Employee Self-Service



CONVERSION APPROACH

MATT BREEDING AND JENNIFER REEVES



Conversion Level Setting

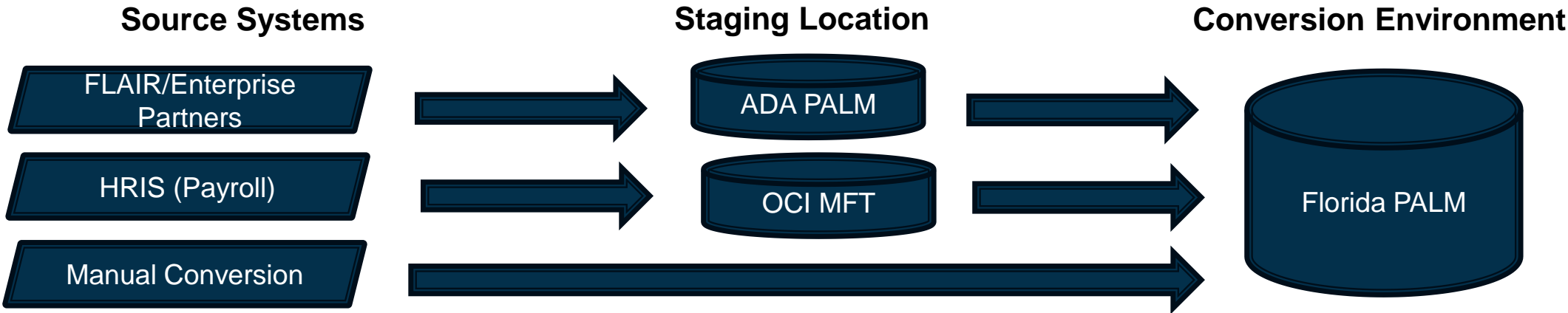
Conversion Process Overview

- ▶ Performed for each planned Conversion work unit
- ▶ Time boxed events designed to be executed and validated within hours during cutover period
- ▶ Gaps or quality issues in source data must be addressed before final cutover conversion
- ▶ The goal is to accurately and efficiently convert data to provide a stable and functional foundation for day 1 operation, not perfectly simulating day forward Florida PALM production data or converting all historical transactions



Data Conversion Overview

- ▶ Source Systems Data Extraction Readiness
- ▶ Data Extraction and File Upload
- ▶ Pre-load Validation
- ▶ Load Conversion Data
- ▶ Perform any necessary Manual Conversion
- ▶ Post-load Validation / Reconciliation / Business Signoff



Mock Conversion Roles

Project, DFS OIT, DFS A&A

- ▶ Florida PALM Project team (State and Accenture)
 - Design, build, document, and execute conversion processes
 - Provide mock conversion results to agencies
 - Support agency data cleansing efforts
- ▶ DFS Office of Information Technology (OIT)
 - Participate in conversion extract/transformation development planning and review
 - Build FLAIR PYRL conversion extracts as agreed and submit data for mocks
 - Refresh FLAIR staging data (ADAPALM) from production FLAIR on request
- ▶ DFS Division of Accounting and Auditing (A&A)
 - Participate in conversion extract/transformation development planning and review
 - Review Project developed conversion extract and transformation documentation to confirm data sources and data mapping
 - Review OIT developed conversion extract and transformation documentation to confirm data sources and data mapping



Mock Conversion Roles

HRIS (People First)

- ▶ Build conversion programs for HR related data
- ▶ Review conversion files to confirm format and identify any obvious data anomalies
- ▶ Coordinate with the Project for timing synchronization of conversion data extracts (as of dates for data and when files need to be provided to the Project)
- ▶ Generate and provide conversion files to the State Project Team
- ▶ Resolve issues with data extracts and transformation programs
- ▶ If applicable, work with end users to clean-up data issues in their systems



Mock Conversion Roles

State Agencies

- ▶ Provide data values for required information that does not exist in FLAIR (collected through readiness activities)
- ▶ Review conversion results – Mock 1 and 2
 - Florida PALM extracts of successfully converted data and errors will be provided for review
 - Mock 1 and 2 results are only available via the Secure File Share and no online access is available to review in Florida PALM
- ▶ Review conversion results in action – Mock 3 and 4
 - Florida PALM extracts of successfully converted data and errors will be provided for review
 - Mock 3 conversion results will be loaded into the user acceptance testing (UAT) environment in April 2025
 - Mock 4 conversion results will be loaded into the UAT environment in July 2025
 - Agencies will have access to review successfully converted data in Florida PALM UAT environment
- ▶ Resolve data issues between each conversion run (i.e., data cleansing in FLAIR/source systems)
- ▶ Update source system business processes to ensure data cleansing issues do not recur for new transactions/master records
- ▶ Confirm data issues are resolved in subsequent conversion run
- ▶ Additional SmartSheet resources are being designed to help agencies identify and prioritize data cleansing areas of need



Mock Conversion Timeline

- ▶ Mock 0 and 1 were split into two segments (A and B) to accommodate payroll conversions that are in Build Segment 3
- ▶ The Project will coordinate with Accenture, DFS resources and Enterprise Partners to set specific dates for executing conversion processes

	Mock 0A	Mock 0B	Mock 1A	Mock 1B	Mock 2	Mock 3	Mock 4
Application	Financials	Payroll	Financials	Payroll	Financials & Payroll	Financials & Payroll	Financials & Payroll
Dates	Completed	9/11 – 10/28/2024	9/11 – 10/14/2024	10/14 – 11/22/2024	12/2 - 1/10/2025	2/10 - 3/14/2025	4/1 - 4/30/2025
Where Loaded	Conversion Environment	Conversion Environment	Conversion Environment	Conversion Environment	Conversion and System Testing Environments (SIT)	Conversion, SIT and User-Acceptance Testing (UAT)	Conversion, SIT, UAT and Dry Run 1
Purpose	Test Conversion Extract, Transform and Load (ETL) Programs	Test Conversion ETL Programs	Confirm Modifications to Conversion ETL Programs. Initial Data Validation.	Confirm Modifications to conversion ETL Programs. Initial data validation.	Same purposes as Mock 1, plus support system and interface testing activities to validate RICEFW builds.	Same purposes as Mock 2, plus support UAT testing activities for subject matter experts testing.	Same purposes as Mock 3, plus support UAT and interface testing for end-to-end processing. Additionally, serves as the data set used for the first go-live dry run.



Florida PALM Key Balances at Go-Live

- ▶ General Ledger Balances (GLC001)
- ▶ Budget Balances (KKC001)
- ▶ Open Encumbrances (POC001)
- ▶ Open Accounts Receivable (ARC002)
- ▶ Asset and Property Conversion (AMC01)

Control Balances

Detail Balances



Florida PALM Opening Balances

- ▶ The quality of the recorded opening balances at go-live will be dependent on:
 - On-going data maintenance/readiness
 - Reconciliation processes are kept up to date
 - Errors and incomplete transactions are resolved
 - Successful conversion
 - Controlled Cutover
 - Agreed-upon measurement point
 - Right SMEs involved



Florida PALM Balances at Go-Live

- ▶ Florida PALM opening balances will be populated from conversions of data maintained in Central and Departmental FLAIR
- ▶ Any differences between Central and Departmental FLAIR data need to be reconciled and evaluated for impact on opening balances or adjustments needed in conversions
- ▶ Requires a cutoff point for FLAIR transactions/activities and measurement of balances in:
 - Central FLAIR
 - Departmental FLAIR



FLAIR Balances (Current Book of Record)

- ▶ FLAIR balances include:
 - Central FLAIR
 - Cash
 - Budget
 - Departmental FLAIR
 - Trial Balance
 - Including cash
 - Budget
 - Including allotments and encumbrances



Data Quality - Key Reconciliations

- ▶ Enterprise reconciliations between:
 - Florida PALM & the bank
 - Central FLAIR & Florida PALM

- ▶ Agency reconciliations between:
 - Departmental FLAIR & Central FLAIR
 - Departmental FLAIR & other systems
 - Departmental FLAIR & agency external bank accounts

- ▶ Reconciliation Objectives:
 - Provide assurance about data quality
 - Identify and correct errors
 - Identify & manage in-flight transactions



Data Quality - Enterprise & Agency Activities

- ▶ Understand agency data (across systems)
- ▶ Complete reconciliations
- ▶ Analyze data and outcomes
- ▶ Correct errors
- ▶ Inactivate applicable records
- ▶ Complete routine data maintenance
- ▶ Manage (normal) fiscal year end closing activities
- ▶ Review and validate conversion results
- ▶ Manage cutover year end activities
- ▶ Analyze and adjust balances prior to cutover or as part of post go-live business processes

Operational Activities

Implementation Activities



Data Quality - Subject Matter Experts

- ▶ Agencies and enterprise partners need SME resources that:
 - Understand agency operations, data, transaction objectives and the expected results
 - Understand the expected differences in the data managed in each system
 - Use critical thinking and problem solving
 - Communicate and collaborate across silos
 - Analyze data and manage errors in FLAIR, Florida PALM, and other business systems
 - Review Florida PALM materials and attend workshops



Data Quality After Go-Live - Florida PALM Business Processes

- ▶ General Ledger Balances
 - 10.2 Enter and Process Journals
 - 10.3 Analyze and Reconcile Accounts

- ▶ Budget & Encumbrance Balances
 - 20.1 Enter and Process Budget Journals
 - 30.2.1 Create and Maintain Encumbrances
 - 110.01 Establish and Maintain Inter/IntraUnit Encumbrances

- ▶ Other Balances
 - 40.2 Deploy and Maintain Assets
 - 60.1 Enter and Maintain Receivables
 - 110.2 Establish and Maintain Inter/IntraUnit Accruals



DMS ENTERPRISE SYSTEM UPDATE

DMS





Enterprise System Readiness Status

PALM Executive Steering Committee
October 8, 2024



MFMP PALM Updates

PALM Executive Steering Committee

October 8, 2024



MFMP Updates

- **MFMP-PALM Joint Design Discussions Completed**
 - Combo Edit Check Web Service (GLI012)
 - Chart Field Batch Interface (GLI001/GLI017/SDI008)
 - Payment Batch Interface (API002/API031)
 - Supplier Batch Interface (API015/API020)
 - Encumbrance Web Service (POI003)
 - Encumbrance Batch Interface (POI002/POI001)
- **In Progress**
 - Conversion Planning
 - PALM Mock Conversion Support – Encumbrance, Supplier
 - Establish MFMP <-> Florida PALM Connectivity
 - Ariba On Demand (AOD) field mapping design
- **Upcoming**
 - VIP/AOD/Middleware/Tableau – Design & Build Activities
 - Test Planning Activities
 - Training and Communications Planning



Resources and Impact

- .75 FTE state resources and 1,000 service hours from the MFMP service provider are dedicated to MFMP Florida PALM Integration.
 - The state will need additional hours or funds to complete remediation.
- MFMP plans to freeze non-critical system changes and operational activities beginning January 2025 to support the build, test, and implementation of the MFMP Florida PALM integration.



Logged Risks

ID: 001

Rating: Medium Impact, Low Probability

Summary

Vendor Payment Registration System - DFS A&A is working towards a new vendor portal solution with a targeted go-live in January 2026, that will impact the vendor registration and master vendor data exchange between MFMP and Florida PALM. Per Florida PALM's schedule, Enterprise Business Systems began building in April 2024. Launching a design, test, and implementation effort for a new DFS vendor portal parallel with MFMP's Florida PALM implementation activities and during the current build schedule presents significant risk the MFMP to Florida PALM integration and interface implementation.

Mitigation

MFMP will continue to work with DFS A&A on planning activities for the new vendor portal; however, based on the current lack of formal requirements, a defined implementation plan, timeline, etc., MFMP cannot begin building to support the new vendor portal at this time.



Logged Risks

ID: 002

Rating: High Impact, Medium Probability

Summary

Florida PALM Staff Turnover - Staff turnover can present risk associated with knowledge transfer between the existing resource and their successor. Delayed or incomplete knowledge transfers for the successor may delay implementation of the MFMP to Florida PALM integration.

Mitigation

MFMP will work with Florida PALM to assist in expediting any knowledge transfer incoming successors require to mitigate delays in design decisions.



Florida Retirement Services

Presenter: Tony Lloyd

PALM Executive Steering Committee

October 8, 2024



Status

- Interface testing will begin January 2025.
- FRS is on schedule to go live in the fully remediated IRIS System in January of 2026.



Resources

The following resources (Vendor and State) are being directed to the system's remediation for Go Live:

- TSCTI
- KPMG
- SMEs in areas related to the transition to Florida PALM



Logged Risks

The following risks have been identified and documented. Tracking and mitigation is in progress for all of them.

- Retirement benefits payments must be supported by PALM to allow for timely release of funds. This would create a loss of earnings for the trust funds if transfer is delayed.
- Unknown risks due to changes to major statewide systems during modernizations. (Example: Changes to HR Class Code System, Changes to People First System)
- Pulling reports from FLAIR/PALM is mandatory to complete the statutory requirement to publish the ACFR by December 31st. Multiple agencies are involved in this publication.



Logged Risks

Continued:

- Bureau of State Payrolls' (BOSP) reporting and payment of contributions to the Division of Retirement for both the FRS and optional retirement plans not being completed timely and/or accurately.
- Upload of revenue accounting transactions from the Division's business system (IRIS) to PALM not being processed timely and/or accurately. This risk includes the timely and accurate posting of revenues in PALM. (These transactions record the receipt of retirement contributions of approximately \$6 billion per year.)



Logged Risks

Continued:

- Any significant change to existing Retiree payroll, EFT processing, BOSP retirement reporting, and/or interface files between IRIS and FLAIR could require substantial programming and lead time.
- Retiree payroll warrants and EFTs (approximately \$12 billion per year for 472,000+ payees) not being processed timely and/or accurately.



Impact

Work that was planned, but either delayed or put on hold:

- Modernization of IRIS that was planned has gone forward, with PALM remediation added at the beginning of FY 23/24.
- No impact to overall timeline for completion of IRIS modernization – however, resources dedicated to that effort now have a divided focus.
- SMEs are now working on both the IRIS Modernization Project and the FL PALM Remediation of the IRIS System.



People First

Presenter: Tony Lloyd

PALM Executive Steering Committee

October 8, 2024



Status

- People First has signed two change orders with our vendor (Strada) to support the PALM implementation: 1) Established parallel Dev, QA and UAT environments for People First/PALM project, 2) increased resources to accomplish the transition and remediation work.
- Developed, approved PALM file conversion layout FDD's (4). (completed in July)
- Developed, approved PALM/PF interface files (15). (14 of 15 FDD's approved, targeted completion of work in mid- November)
- People First remediation **not directly** impacting PALM:
- Developing and approving People First /Agency Interface Files FDD's (66)
- Developing and approving People First remediation FDD's (168)



Status

- **Cadence of meetings:** weekly 2 hour with PALM, PF, Strada & KPMG; weekly meeting with PF, Strada & KPMG; bi-weekly meeting with KPMG
- Workshop with People First, PALM, Strada, BOSP and Accenture to review detailed steps to accomplish parallel payroll testing, mock runs and dry runs
- Established schedule for each of these events
- Mock one is happening this week
- Parallel testing of first 2-week payroll is set for January 5, 2025.



Resources

Strada (NGA/Alight) vendor resources: Established Dev, QA and UAT environments and provided additional funding for increased resources.

People First resources: Staff augmentation (KPMG), PMO and dedication of about 50% of our existing system enhancement hours.



Logged Risks

- With development happening in multiple organizations, scheduling variances in different areas can have unforeseen impacts on People First development. If development becomes too out of sync, it could cause issues with the ability to pass stage gates.
- Late discovery of defects, requirement changes or other events could cause redevelopment for People First could strain resources for People First and its vendor.
- The need for parallel testing will increase the complexity of operations. Data will need to be maintained in the new environment and legacy system.



Impact

- Currently, People First is on schedule to meet critical PALM timelines for parallel payroll testing (Jan 2025) and People First UAT (Jan –Mar 2025).
- Working with KPMG to develop test scripts, user stories, and conducting conversion and payroll testing in coordination with People First team.
- Creating training modules for agencies, training delivery and communications plan to assist agencies in adjusting to People First in the PALM environment.

READINESS AND IMPLEMENTATION

KIMBERLY KEMP, NIKKI KLEIN,
STACEY TERRY



AGENCY READINESS ACTIVITIES



JUL

AUG

SEP

OCT

Nov

DEC

← 535: Update Workforce Readiness Plan

← 536A: Create Agency Specific User Acceptance Testing Plan

536B: Create Agency Specific UAT Plan – Subtask B

536C: Create Agency Specific UAT Plan – Subtask C

540: Share Florida PALM Updates

*549: Submit Training Survey

559: Share Florida PALM Updates

564: Update Future Florida PALM Users

568: Create Training Plan for Agency Managed End User Training →

*541A,B,C: Complete Configuration Workbooks for Segment IV

*567: Share, Review, and Update Configuration Workbooks →

542: Complete Data Readiness Analysis and Data Cleansing Activities for Segment IV

543: Identify Change Impacts and Update Agency Business Process Documentation for Segment IV

560: Submit Change Analysis Tool

544: Update Agency Business System Documentation for Segment IV

561: Remediate Agency Business Systems based on Segment IV →

*545A,B: Update and Finalize Florida PALM Conversion Inventory for Segment IV

*546: Update Florida PALM Interface Inventory for Segment IV

547: Remediate Agency Business Systems based on Segment III

← 531: Remediate Agency Business Systems based on Segment II

*557: Update Florida PALM Interface Inventory for Data Warehouse

558: Update Agency Business System Documentation

*550A: Provide Public IP Address and Select Tech Meeting Time

*550B: Participate in Tech Meeting to Receive Credentials and Access

*548: Identify and Confirm File Managers

*554: Participate in Connectivity Testing for Cycle 1 Interface Testing

*565: Participate in Mock Conversion 2

*566: Validate Detailed Cycle 2 Interface Testing Information

553: Prepare for Interface Testing

*555: Certify Data Readiness in Preparation for Mock Conversion 2

*556: Create Conversion Files in Preparation for Mock Conversion 2

Executive Steering Committee Meeting

* Indicates Direct impact to the Project

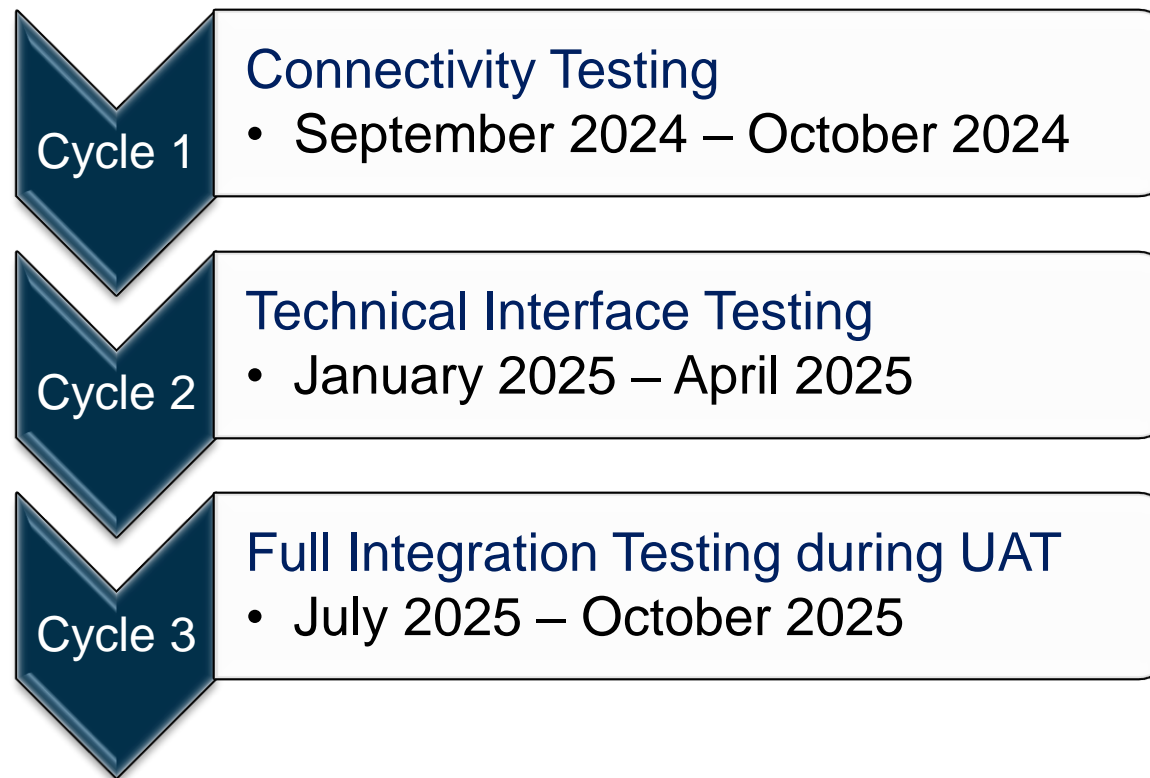


Readiness and Implementation

Agency Readiness – Preparing for Interface Testing

- ▶ *Current:* Task 553 – Prepare for Interface Testing
- ▶ 29 out of 35 agencies plan to use interfaces at go-live

- ▶ Interface Testing Approach released



Readiness and Implementation

Agency Readiness – Preparing for Interface Testing

▶ Connectivity Testing

- 27 agencies have confirmed access to MFT server
 - Tech Readiness Team continuing to support the remaining 2 agencies
- Current task in progress – 554: Participate in Connectivity Testing for Cycle 1 Interface Testing

▶ Agency Business System Remediation

- Task 519 - Remediate ABS Based on Segment I
- Duration: 1/29/2024 – 6/28/2024; iterative for each design Segment
- 10 agencies incomplete or not submitted (no change since last month)
- Risk of agencies not being ready for interface testing (January 2025)



Readiness and Implementation

Segment II RW Task Completion Updates

Tasks Due 4/12/2024

Task	Complete (Change since last month)	Submitted – Pending Review	Pending Resubmission	Not Submitted
514 – Complete Data Readiness Analysis and Data Cleansing for Segments I and II	30 (+3)	0	2	3
515 – Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II	27 (+4)	0	2	6
516 – Update ABS Documentation For Segment II	34 (+1)	0	0	1
517 – Update Conversion Inventory for Segment II <i>(All Agencies Marked Complete)</i>	35 (+0)	0	0	0
518 – Update Interface Inventory for Segment II <i>(All Agencies Marked Complete)</i>	35 (+1)	0	0	0

As of 9/22/2024



Readiness and Implementation

Segment III RW Task Completion Updates

Tasks Due 7/12/2024

Task	Complete	Submitted – Pending Review	Pending Resubmission	Not Submitted
526 – Complete Data Readiness Analysis and Data Cleansing for Segment III	28 (+3)	2	1	4
527 – Identify Change Impacts and Update Agency Business Process Documentation for Segment III	25 (+5)	2	1	7
528 – Update ABS Documentation For Segment III	31 (+4)	2	1	1
529 – Update Conversion Inventory for Segment III	34 (+2)	0	0	1
530 – Update Interface Inventory for Segment III	32 (+2)	1	0	2

As of 9/22/2024



Readiness and Implementation

Bimonthly Agency Readiness Status Reports

General Observations

- ▶ **Submission of Bimonthly (Task 551):**
 - 1 agency has not submitted (+1 from last bimonthly)
 - 4 agencies submitted after the due date (+2 from last bimonthly)
 - Sign off for 4 agencies was by other than Primary Sponsor (+1 from last bimonthly)
 - Zero Agency Sponsor roles vacant (no change from last bimonthly)
- ▶ **Completed or Open Items:**
 - 27 outstanding / late tasks (+5 from last month)
 - 21 agencies with outstanding / late tasks (-7 from last bimonthly)
 - Concentration around Data Readiness, Change Impacts, ABS Remediation and planning tasks (Workforce Readiness, UAT, Training Survey)



Readiness and Implementation

Bimonthly Agency Readiness Status Reports



CCN
Composition

Green - 24
Yellow - 10
Red - 1



Completeness

Green - 31
Yellow - 4
Red - 0



Timeliness

Green - 29
Yellow - 6
Red - 0



Participation

Green - 33
Yellow - 2
Red - 0

Observations:

- Increase in Green for CCN Composition and Completeness
- Increase in Yellow for Participation
- 4 agencies with two Yellows, down from 7 in August

Agency	CCN Composition	RW Task Completeness	RW Task Timeliness	Project-led Meeting Participation
AHCA	Green	Green	Yellow	Green
APD	Green	Green	Green	Green
CITRUS	Yellow	Green	Green	Green
DBPR	Green	Green	Green	Green
DCF	Green	Green	Yellow	Green
DEM	Green	Green	Green	Green
COM	Green	Green	Green	Green
DEP	Green	Green	Green	Green
DFS	Green	Green	Green	Green
DJJ	Green	Green	Green	Green
DLA	Green	Green	Green	Green
DMA	Green	Green	Green	Yellow
DMS	Green	Green	Green	Green
DOAH	Yellow	Green	Green	Green
DOE	Green	Green	Green	Green
DOEA	Yellow	Green	Yellow	Green
DOH	Green	Yellow	Green	Green
DOL	Yellow	Green	Green	Green
DOR	Green	Yellow	Green	Green
DOS	Green	Green	Yellow	Green
DVA	Yellow	Green	Green	Green
EOG	Yellow	Green	Green	Green
FCOR	Green	Green	Green	Green
DACS	Green	Green	Green	Green
FDC	Green	Green	Green	Green
FDLE	Yellow	Green	Green	Green
FDOT	Green	Green	Yellow	Green
FGCC	Yellow	Green	Green	Green
FLHSMV	Green	Green	Green	Green
FSDB	Yellow	Green	Green	Yellow
FWC	Red	Green	Green	Green
JAC	Green	Yellow	Yellow	Green
LEG	Green	Green	Green	Green
PSC	Yellow	Green	Green	Green
SCS	Green	Green	Green	Green



Readiness and Implementation

Bimonthly Agency Readiness Status Reports

- ▶ New Dashboard for key enterprise systems (e.g., People First, FRS, MFMP, STMS, and LAS/PBS)
- ▶ Includes sections for:
 - Connection Inventory
 - Risks
 - Issues
 - Assumptions

Helpful Links		STMS Status Report Dashboard					Reporting Period	
Knowledge Center Florida PALM Workbook for STMS STMS Open Item Tracking							July - August 2024	
Connection Inventory								
Integration Point	Source System	Target System	Description	Interface or Conversion	Florida PALM Interface	Interface Name	Progress	Comments
Vouchers to Florida PALM	STMS	Florida PALM	Inbound interface containing invoice data from external systems to load regular, single payment, and adjustment vouchers.	[API002] - Inbound Voucher Load	API002	Inbound Voucher Load		
Statewide Vendor Records	FLAIR Warehouse	IW_VENDOR.TXT	Outbound interface containing a list of all added and updated supplier information in Florida PALM for use by DFS, agencies, and source systems.	[API020] - Outbound Supplier Data	API020	Outbound Supplier Data		We load this file weekly.
Statewide Vendor Records - Last 3 Days Only	FLAIR Warehouse	IW_VENDOR_3DELTA.TXT	Outbound interface containing a list of all added and updated supplier information in Florida PALM for use by DFS, agencies, and source systems.		API020	Outbound Supplier Data		We load this file daily using the SSN/EIN and Seq# as a key. We do not delete old records.
Central FLAIR Transaction Status	FLAIR Warehouse	IW_C_TRAN.TXT	Outbound interface containing voucher accounting and payment information to source systems, transparency sites and Vendor Payment History.	[API031] - Outbound Voucher and Payment Extract	API031	Outbound Voucher and Payment Extract		Record match using Invoice# and First4 ObjectID because Other Document Number is not in Central
Departmental FLAIR Transaction Status	FLAIR Warehouse	IW_D_TRAN.TXT	Outbound interface containing voucher accounting and payment information to source systems, transparency sites and Vendor Payment History.	[API031] - Outbound Voucher and Payment Extract	API031	Outbound Voucher and Payment Extract		Record match using STMS Provided ID in Other Document Number field.



Readiness and Implementation

Bimonthly Agency Readiness Status Reports

Summary of Agency Risks Reported		Risk Probability		
		Low = 1	Medium = 2	High = 3
Risk Impact Rating	Low = 1	Score = 1 13 (+2)	Score = 2 4 (+0)	Score = 3 1 (+0)
	Medium = 2	Score = 2 16 (+0)	Score = 4 72 (+7)	Score = 6 21 (+2)
	High = 3	Score = 3 23 (+0)	Score = 6 51 (-2)	Score = 9 64 (-6)

Risk Metric	Prior Report	Current Report
Agencies Reporting	33	33
Open Risks	262	265
Closed Risks	14	36
Risks Scored 6+	142	136

Issue Metric	Prior Report	Current Report
Agencies Reporting	23	24
Open Issues	75	84
Closed Issues	15	19
Issues Scored Critical or High	60	66

Assumptions Metric	Prior Report	Current Report
Agencies Reporting	30	31
Assumptions Logged	174	218



Readiness and Implementation

Bimonthly Agency Readiness Status Reports

- ▶ Many agency risks and issues are:
 - Stale - have not been refreshed based on the current information
 - Vague or incomplete
 - More like action items or questions than risks or issues
- ▶ Agencies need to review their risks, issues, and assumptions regularly – at least bi-monthly to align with their status reporting
- ▶ A bi-monthly task requires this review: Task 552 – Manage Agency-specific Implementation Schedule, Risks and Issues (Due on 10/31)
- ▶ Florida Digital Service (FL[DS]) is hosting a special CoLab session on Risk Writing for Florida PALM CCN members on 9/26.



Readiness and Implementation

Bimonthly Agency Readiness Status Reports

Themes Across Risks, Issues, and Assumptions

- ▶ **Staffing and Resource Availability** – Internal and external
- ▶ **Timing and Finality of Information Sharing** – Process designs, interface layouts, batch schedule, lack of prototype, information on DW
- ▶ **Data Cleansing** – Availability of staff time and scale of changes needed
- ▶ **Timeline** – Testing and remediation

What was not observed: An increase in risks or enhanced mitigation plans in case a system or process change is not being ready for testing or for go live



Readiness and Implementation

Bimonthly Agency Readiness Status Reports

Readiness Activities

- ▶ 27 agencies reported 800+ activities since the last reporting period
- ▶ Observations:
 - Exploring strategies to accelerate readiness
 - Onboarding more staff augmentation resources
 - Created dedicated “Workforce Readiness” teams
 - Began creating user stories
 - Preparing for 25/26 Budget needs
 - More UAT discussions
 - Recaps from design sessions
 - Training planning
 - Expanded internal engagement: newsletters, townhalls
 - Current state / “as is” knowledge sharing



Readiness and Implementation

Agency Readiness – Website Updates

- ▶ Agency Question Log
 - **NEW** – Agency Question Log button on Agency Readiness Webpage
 - Agencies continue to have the view of their agency-specific questions in Smartsheet
 - Master log maintained by RCs with answers provided in collaboration with Project team
 - Project leadership review to determine which questions are published to website
 - Since March 2024 - more than 450 questions logged; more than 360 questions resolved




Readiness and Implementation

Agency Readiness – Website Updates


Agency Readiness Reporting

Agencies must ready their people, processes, technology and data for a successful transition to Florida PALM. Agency readiness progress is reported to the Project through readiness workplan tasks and bimonthly status reports and then summarized on the Agency Status Report Dashboard. The [Understanding Your Dashboard](#) document provides an overview of all the Dashboard elements.


Beginning in March 2025, Agencies will provide quarterly Readiness Certification Updates with a final submission of Readiness Certification in November 2025.




SUMMARY OF DASHBOARDS



PAST DUE RW TASKS



BIMONTHLY REPORTS



READINESS CERTIFICATION

Past Due RW Tasks

The reports below are a real-time, live snapshot of the current past due RW tasks, organized by agency and by RW Task ID. RW Task Submission status is reported and maintained by the agencies in their RW Task Tracker. The [Readiness Workplan and Task Tracker Job Aid](#) describes how the RW Task Tracker is maintained. Expand all

Past Due Tasks by Agency

Past Due Tasks by Task ID

RW Tasks - Past Due Items by Task (View Only :
Report Abuse Help

Grid View

	328						
1	328	DOEA	Document Current Agency Business Processes	07/31/23	12/15/23	75% - Consolidating/Inputting Information for Submission	
2	328	FLHSMV	Document Current Agency Business Processes	07/31/23	12/15/23	50% - In Progress	
3	328	JAC	Document Current Agency Business Processes	07/31/23	12/15/23	50% - In Progress	

- ▶ Agency Reporting Page – Past Due RW Tasks
 - View past due tasks by Agency or by Task ID
 - Includes all tasks with a past due date – not submitted or pending resubmission
 - Updates “real-time”



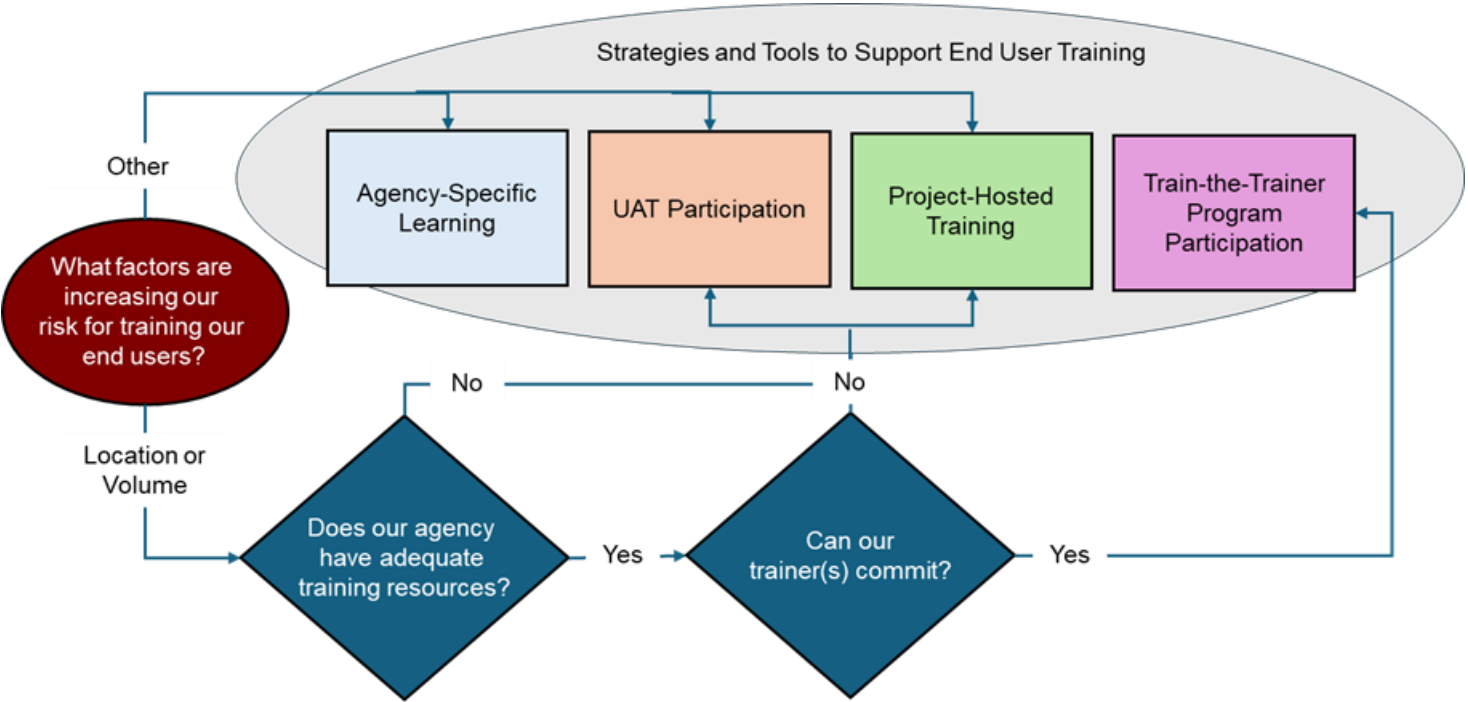
TRAINING UPDATE



Readiness and Implementation

RW Task - 549 Submit Training Survey



- ▶ Released 8/12;
Due 9/20
- ▶ Agencies were asked to express a desire to participate in a Train-the-Trainer program, based on their assessed “need” and “commitment”



Readiness and Implementation

What we know

Training Approach

		
Read It	Watch It	Do It
<ul style="list-style-type: none"> • End User Manual • Job Aids • Step-by-step Guides 	<ul style="list-style-type: none"> • Functionality Demos • How-to Videos 	<ul style="list-style-type: none"> • Instructor-led Training • Instructor-facilitated Training • Practice in UAT

End User Manual

- **Objective:** Create an online resource for end users seeking to learn more about navigating, interacting with, and processing within Florida PALM.
- **Audience:** Expands upon the Training Build activities and will be accessible to all current and future end users.
- **Output:** An updated Knowledge Center with Financials and Payroll Wave processing information and articles.

Training Build

- **Objective:** Create structured, topic-based training materials for use by end users to learn to complete business functions in Florida PALM.
- **Audience:** Builds upon the “how” from UAT Training Materials to explain “why, who, and when” to end users.
- **Output:** Training materials by course topic, defined in the Training Curriculum.

UAT Training Materials

- **Objective:** Create materials showing “how” to navigate in, interact with, and complete business process activities in Florida PALM.
- **Audience:** End users, including SMEs, completing work (testing activities) in the UAT environment.
- **Output:** Step-by-step, with screenshots, for specific Business Process Models or transactions.

Training Curriculum



Readiness and Implementation

What we don't know (but will learn)

- ▶ The number of end users by Business Process Grouping
- ▶ The roles assigned (breadth of impact) to each end user
- ▶ Mix of training materials that will need to be created
- ▶ The number, timing, and location of the ILT sessions









IMPLEMENTATION ACTIVITIES



Readiness and Implementation

Implementation Activities – Solution Design

 <p>Requirements Traceability Matrix</p>	 <p>RICEFW Inventory</p>	 <p>Business Process Models</p>	 <p>Configuration Workbooks</p>	 <p>Functional Design Specifications</p>	 <p>Security Roles Matrix</p>
<p><i>May 2023 - August 2024</i></p>	<p><i>May 2023 - August 2024</i></p>	<p><i>May 2023 - July 2024</i></p>	<p><i>May 2023 – September 2024</i></p>	<p><i>May 2023 - August 2024</i></p>	<p><i>May - July 2024</i></p>
<p>Review/Update RTM Segment I ●</p>	<p>Review/Update RICEFW Segment I ●</p>	<p>Create Payroll BPMs ●</p>	<p>Define & Load Non-Agency Configuration ●</p>	<p>FD Segment I ●</p>	<p>Define Security Roles Matrix ●</p>
<p>Review/Update RTM Segment II ●</p>	<p>Review/Update RICEFW Segment II ●</p>	<p>Advisory Council Review – Payroll BPMs ●</p>	<p>Create Agency Configuration Workbook Templates ●</p>	<p>FD Segment II ●</p>	
<p>Review/Update RTM Segment III ●</p>	<p>Review/Update RICEFW Segment III ●</p>	<p>ESC Approval – Payroll BPMs ●</p>	<p>Complete Agency Configuration Workbooks ◐</p>	<p>FD Segment III ●</p>	
<p>Review/Update RTM Segment IV ●</p>	<p>Review/Update RICEFW Segment IV ●</p>	<p>Update Financials BPMs by Segment ●</p>		<p>FD Segment IV ●</p>	
<p>Review/Update RTM Segment V ●</p>	<p>Review/Update RICEFW Segment V ●</p>	<p>Update Payroll BPMs ●</p>		<p>FD Segment V ●</p>	

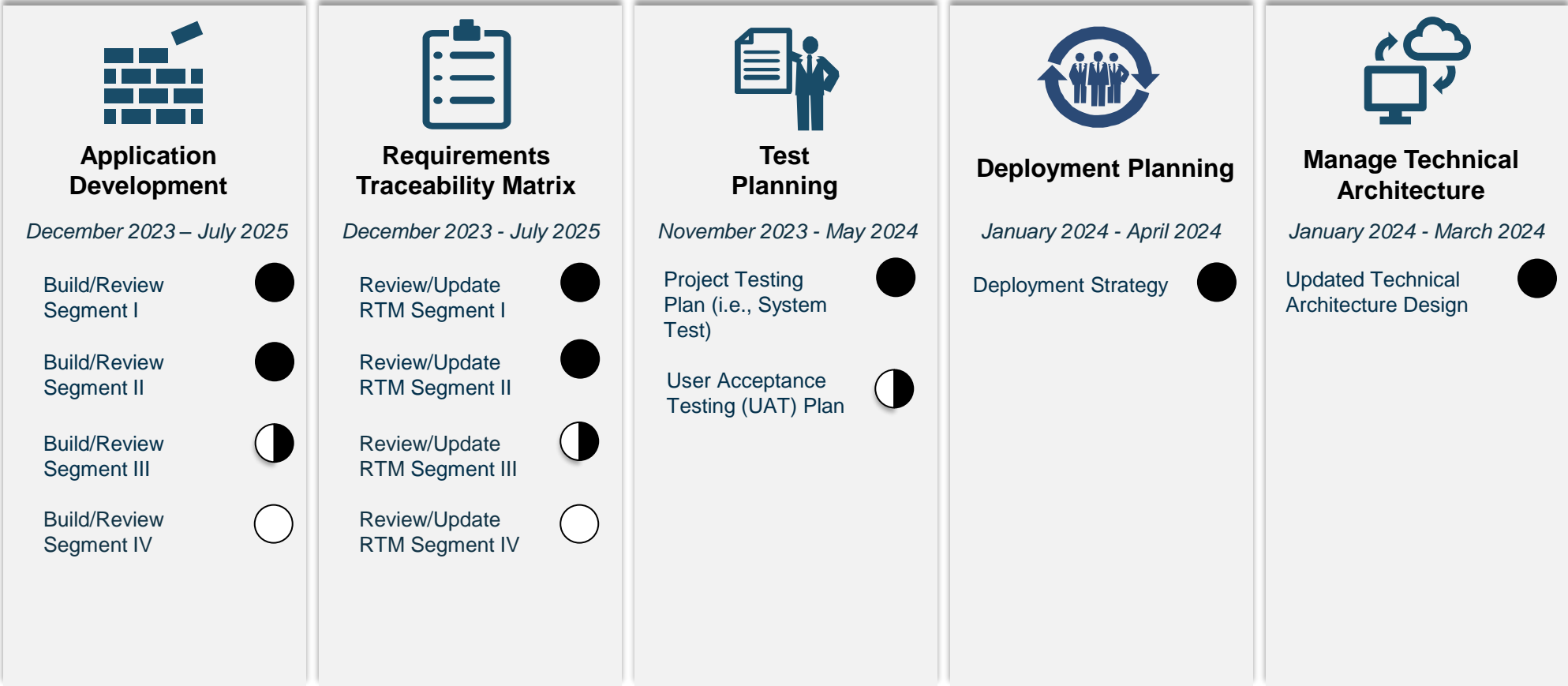
Key

○ Not Started
◐ Partial Progress
◑ Progressing
◒ Substantial Progress
● Complete



Readiness and Implementation

Implementation Activities – App Dev Build



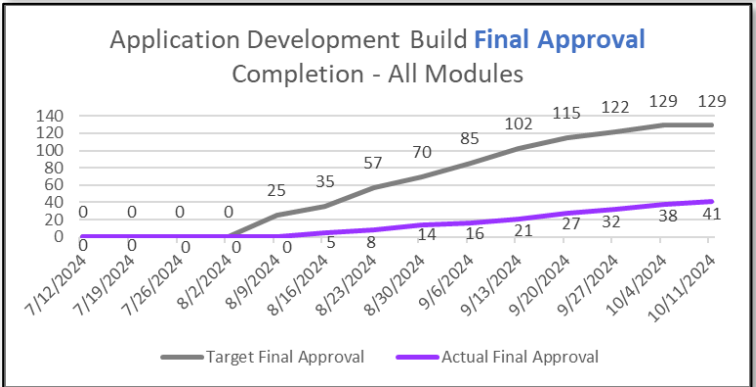
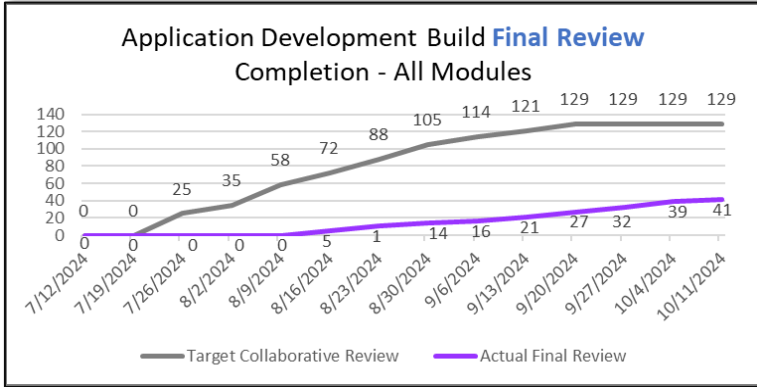
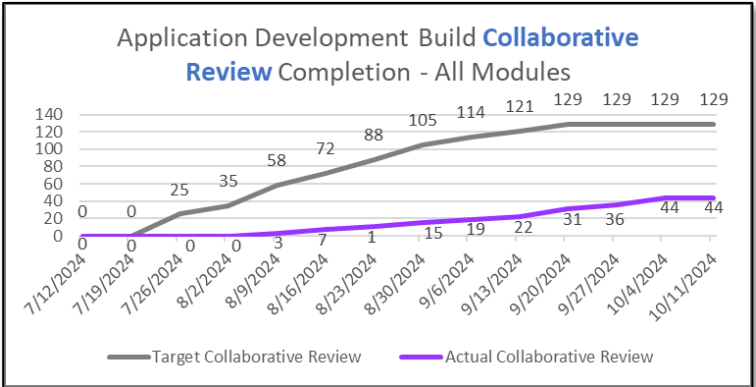
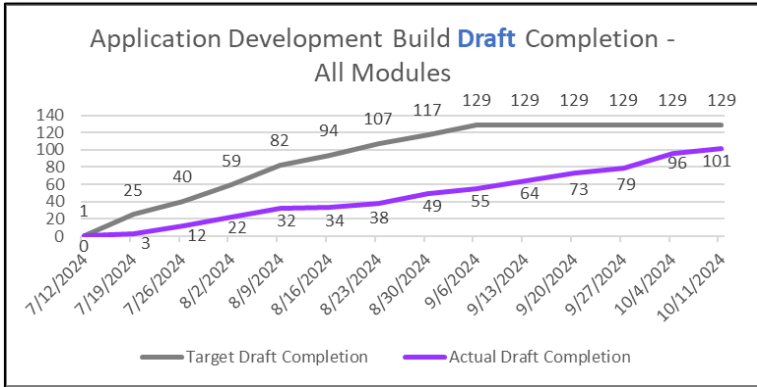
Key

○ Not Started ◐ Partial Progress ◑ Progressing ◒ Substantial Progress ● Complete



Readiness and Implementation

Implementation Activities – App Dev Build



Segment III App Dev Build

- The following remediation activities have been implemented:
 - Implemented improvements in creation of app dev build draft documents
 - Functional team smoke testing and QA of unit test results prior to state review to support throughput
 - Targeting end of October completion

Segment IV App Dev Build

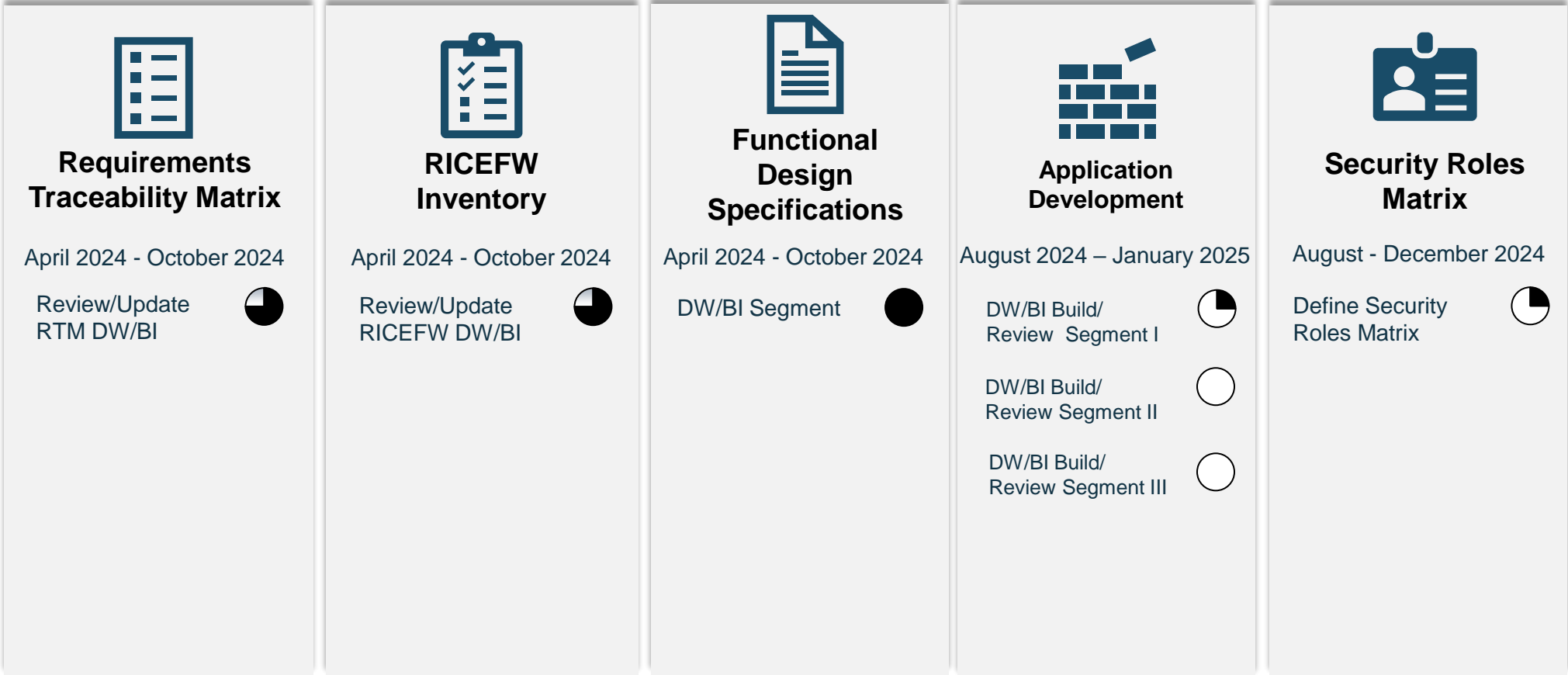
- Onboarded 11 developers; additional resources in progress
- Planning for Segment IV build which includes implementing further improvements to enable build efficiencies

Segment III App Dev Build Status (as of 10/06/2024)



Readiness and Implementation

Implementation Activities – DW/BI



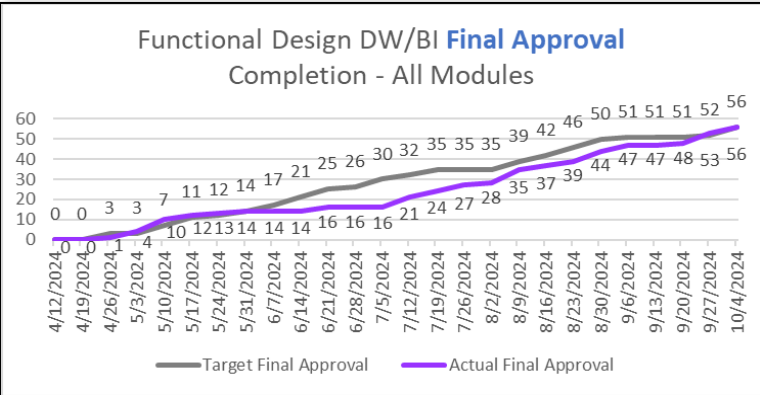
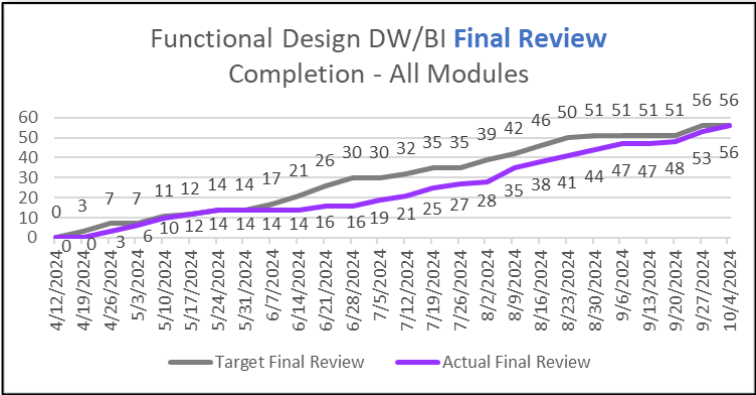
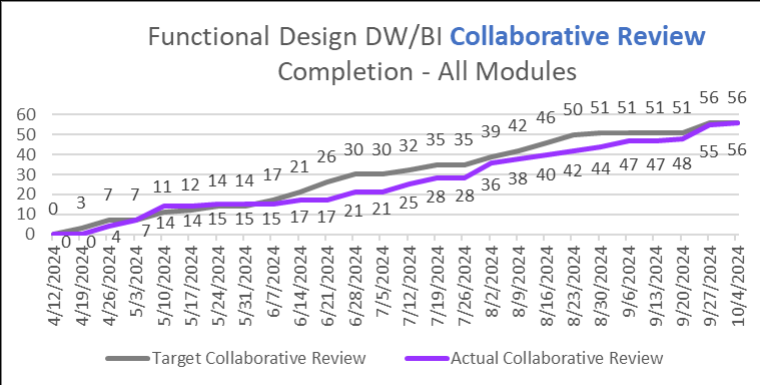
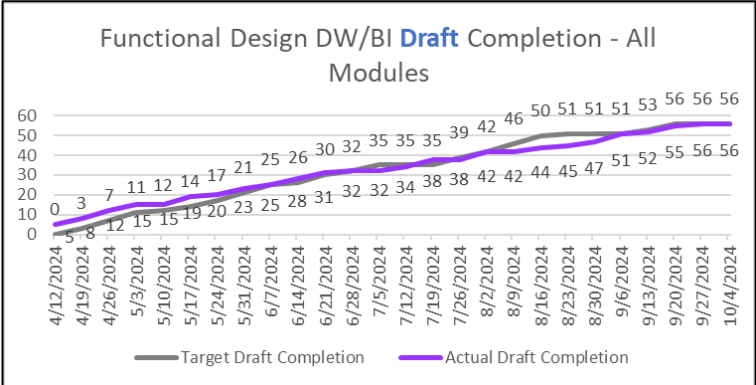
Key

Not Started
 Partial Progress
 Progressing
 Substantial Progress
 Complete



Readiness and Implementation

Implementation Activities – DW/BI – Design



DW/BI Design Segment

- FDs completed on schedule
- Data modeling and data migration activities are in progress

DW/BI Design Build

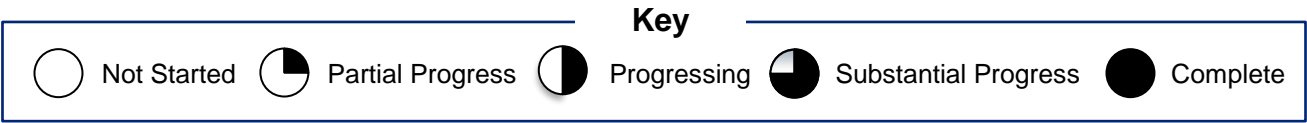
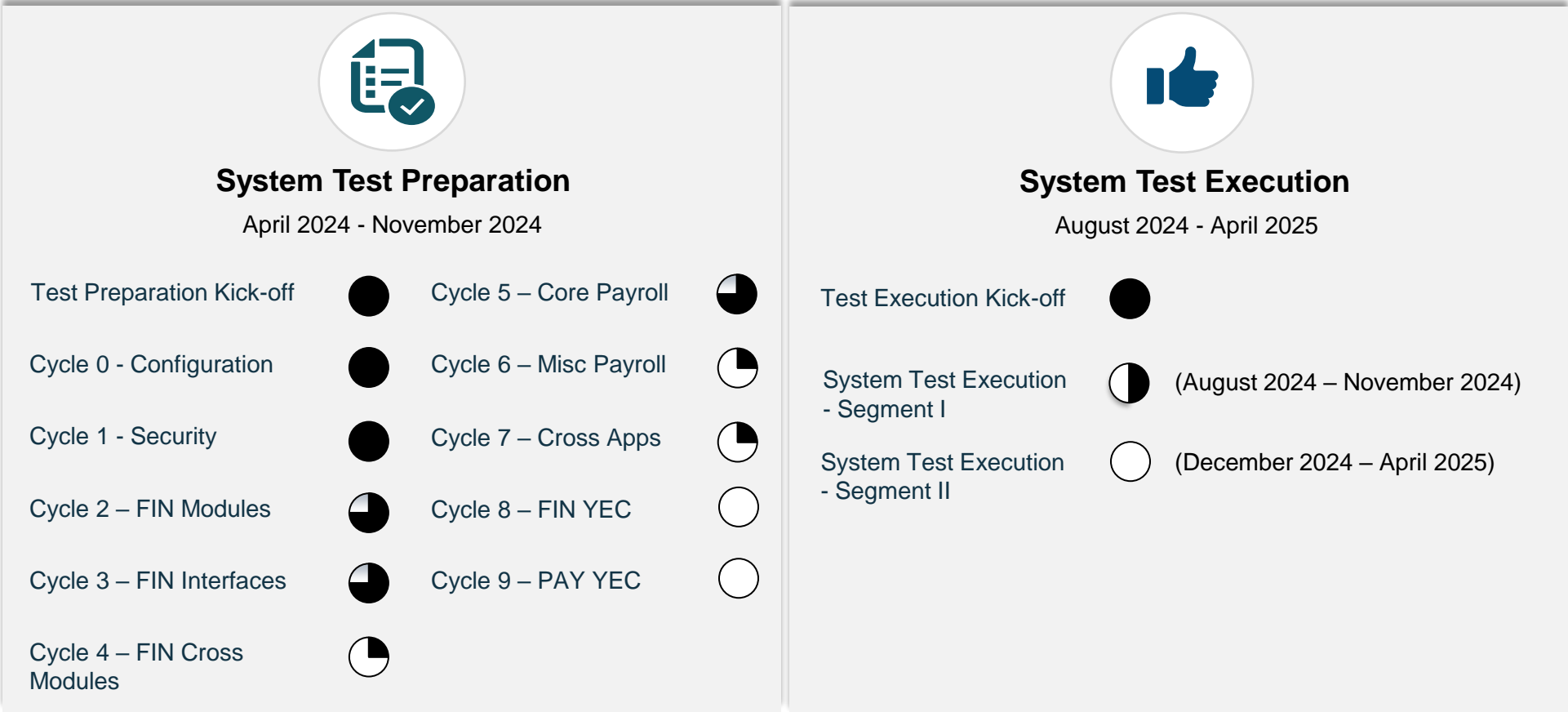
- Build Segment I of III is in progress
 - 14 of 22 planned drafts submitted for review

DW/BI Design Segment Status (as of 10/04/2024)



Readiness and Implementation

Implementation Activities – System Testing



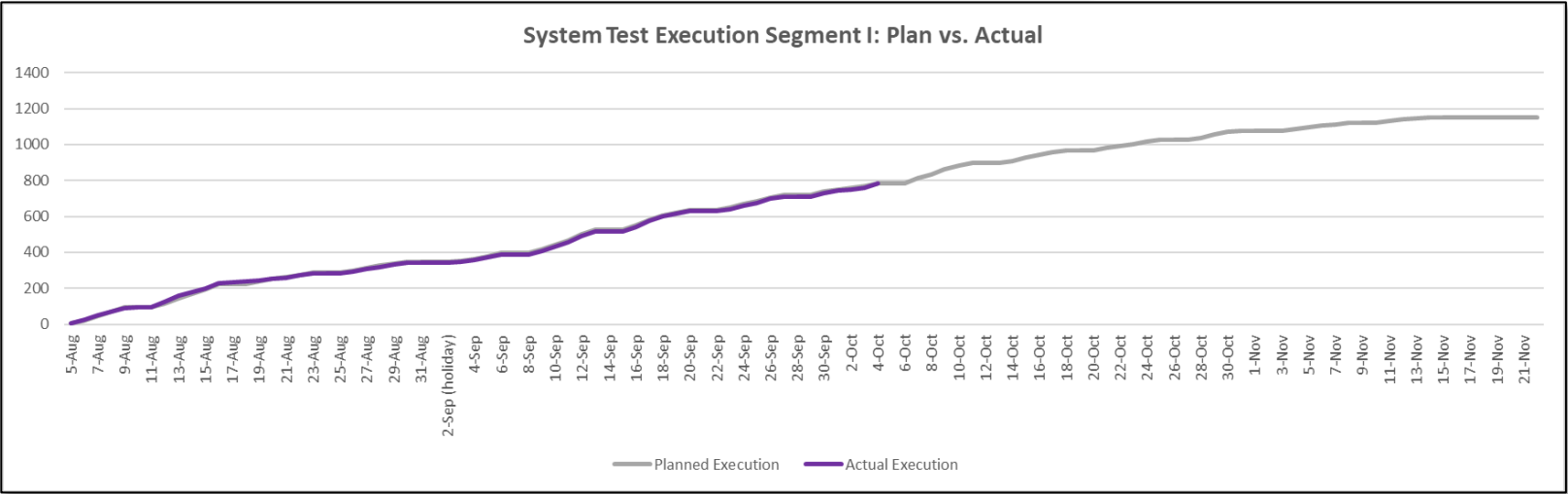
Readiness and Implementation

Implementation Activities – System Test Execution

System Test Execution Segment I	Count	% Against Total	% Against Executed to Date
Original Total Number of Scripts	1063	-	-
New Total Number of Scripts	1150	-	-
Planned to Date	784	68.2%	-
Executed to Date	782	68.0%	-
Pass Rate	595	52%	76%
Fail Rate	187	16%	24%

System Test Execution – Segment I

- Cycle 0 and Cycle 1 test script execution is complete
- Cycle 2 and Cycle 3 test script execution is in progress
- System Testing is appropriately identifying defects for resolution



UPCOMING

JIMMY COX



Upcoming

- ▶ Design Summary and Test Preparation Workshop (*November 12-14*)
- ▶ Sponsor Summit (*December 4*)



NEXT MONTHLY MEETING

OCTOBER 30, 2024

DEPARTMENT OF REVENUE



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