

Florida **PALM**

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

JUNE 21, 2023



ADMINISTRATIVE

JIMMY COX, TOMMY WERNER



Administrative

Budget – Fiscal Year 22-23

FY 2022-2023 Spend Plan Summary As of May 31, 2023

Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
FLAIR System Replacement	\$23,540,035	\$23,401,692	\$26,862,096	\$3,460,404
CMS Remediation and Stabilization	\$1,000,000	\$1,000,000	\$1,000,000	\$0
Production Support	\$7,867,710	\$7,865,149	\$8,467,785	\$602,636
Oracle Software and Maintenance	\$1,695,865	\$1,694,097	\$1,905,929	\$211,832
Operational Project Administration	\$141,311	\$100,941	\$150,000	\$49,059
Staff Augmentation	\$1,139,830	\$1,093,541	\$1,250,430	\$158,889
Information Warehouse Assessment	\$487,096	\$487,096	\$500,000	\$12,904
Facilities and Maintenance	\$873,310	\$873,310	\$952,755	\$79,445
Revert/Appropriate from FY 21-22	\$8,420,163	\$8,372,808	\$8,495,197	\$122,389
Implementation Services	\$1,914,750	\$1,914,750	\$4,140,000	\$2,225,250
Contingency	\$0	\$0	\$0	\$0
Settlement Agreement	\$5,991,399	\$5,991,399	\$5,991,399	\$0
Salaries & Benefits	\$5,431,148	\$5,272,326	\$6,525,356	\$1,253,030
HR Transfer and Risk Management Insurance	\$23,315	\$23,377	\$23,377	\$0
Total:	\$34,985,897	\$34,688,794	\$39,402,228	\$4,713,434



Administrative Risks and Issues 22-23

- ▶ Since the last ESC meeting, no Issues have been open or closed
- ▶ Risk Scoring updated in recent PMP revision
- ▶ Risks scored 6 and higher will be included each month

Risk Rating Matrix		Risk Probability		
		Low = 1	Medium = 2	High = 3
Risk Impact Rating	Low = 1	1	2	3
	Medium = 2	2	4	6
	High = 3	3	6	9

Impact Rating	Value	Impact Rating Criteria
Low	1	No impact to cost No or minimal impact to schedule No impact to scope
Medium	2	Minimal variance to current cost projections Moderate impact to schedule Minimal impact to scope
High	3	Significant variance to current cost projections Extensive impact to schedule Moderate impact to scope

Probability	Value	Probability Rating Criteria
Low	1	Unlikely but possible to occur
Medium	2	Likely to occur at some time
High	3	Likely to occur often or soon



Administrative

Risks and Issues 22-23

- ▶ Two Risks have been opened with score of 6 or higher
 - Risk 4 - Agency participation levels may impact agency readiness
 - Risk 6 - The execution of contracts and procurement activities outside of the Project may impact Florida PALM implementation and agency readiness
- ▶ Additional Risks opened with a score less than 6
 - Risk 1 - The Project may have negative impacts if insufficient staffing occurs
 - Risk 2 - External stakeholders (e.g., Legislature, EOG) expectations may not be aligned with the Florida PALM cost, schedule, or scope
 - Risk 3 - Budget related events may impact Project cost
 - Risk 5 - The timing and efficiency of information sharing between enterprise partners could impact the success of the Project



Administrative

Budget – Credit Tracker

- ▶ All credits apply to future work
- ▶ Credits that are not used by the expiration of the contract will be offset on an invoice at the expiration of the contract when all credits have been fully earned
- ▶ Credits are not for advanced payments
- ▶ Currently three credits exist (see following slides) for a total remaining credit of \$1,629,396



Administrative

Budget – Credit Tracker

- ▶ Global Delivery Network Credit –
 - Amendment 3 contract change
 - Initial Credit - \$1,250,000
 - Used to Date - \$723,071
 - CMS Enhancements – PCRs 87, 89, 91, 92, 94-98
 - Available Credit - \$526,929
- ▶ PCR 99 – Removal of Extensions 59 and 65
 - Approved by ESC at May 2023 ESC Meeting
 - Initial Credit - \$222,717
 - Used to Date - \$0
 - Available Credit - \$222,717



Administrative

Budget – Credit Tracker

▶ Amendment 8 Credit

- Due to a later than expected execution of Amendment 8, a payment was made per the terms in Amendment 7
- Accenture agreed to provide the payment back as a credit against future enhancements
- Initial Credit - \$879,750
- Used to Date - \$0
- Available Credit - \$879,750



INVESTMENT ACCOUNTING SOLUTION

JENNIFER PELHAM



Investment Accounting Solution

- ▶ Asset Reconciliation and Load Parallels are complete
- ▶ Currently on the website and receiving training on report building
- ▶ Compliance Matrix review is complete
 - Currently waiting for new asset to be assigned and for Clearwater to review Treasury comments
- ▶ Custom Entry File is complete
- ▶ GL is coded; Treasury is working with Clearwater on needed adjustments
 - Florida PALM and Clearwater have been communicating to ensure the file layouts match
- ▶ The Bloomberg AIM file builds are currently in progress
 - Cash positions file is complete
 - Currently working on the Transactions File
- ▶ Go Live date is set for July 1, 2023



INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

CONTENT PROVIDED BY
PUBLIC CONSULTING GROUP



IV&V Update

Amendment 9

- ▶ The Florida PALM IV&V Team reviewed Amendment 9 the first week of June. The IV&V Team found that Amendment 9 included language regarding automated regression testing, inclusion of detailed exit criteria, specific dates for key contractor staff, and shift in payment milestones for design segments as appropriate, demonstrate positive steps forward, and will prove beneficial for the Florida PALM Project Team.



IV&V Update

Project Schedule

- ▶ The Florida PALM IV&V Team is closely engaged with the Schedule Management activities, including the activities surrounding the creation of the D635 Project Schedule.
 - The Florida PALM IV&V Team observed working sessions taking place throughout the month that involve strong collaboration across the Florida PALM Project Team, SSI Vendor, and even involving IV&V feedback in identifying, updating, and reviewing the Project Schedule tasks and related task information.
 - The IV&V Team utilizes a Project Schedule assessment tool to support schedule reviews. The tool provides an export of metrics that highlight outlier tasks in comparison to industry standards and best practices, and the IV&V Team reviews these metrics with the Project Team for consideration.



IV&V Update

Design Planning

- ▶ The Florida PALM IV&V Team observed continued progress in preparing for Functional Design (FD) reviews. Significant completed activities include:
 - Updated templates for FD specifications, Requirements Traceability Matrix (RTM), and RICEFW Inventory.
 - Initial review of the Report, Interface, Conversion, Extension, Form, and Workflow (RICEFW) inventory associated with the Financial Wave.
 - Defined Business Process Models (BPMs) to be included in each design segment.
 - Continued review and disposition of design items with agency partners.
 - Identified which FDs will require participation and review by the various agencies.
 - Provided preliminary payroll interface layouts for People First team review and conducted several working sessions with the People First team.
- ▶ Based on the progress noted, the Florida PALM Project team should be well-positioned and ready to update and review FD specifications.



IV&V Update

Artifact Review

- ▶ The Florida PALM IV&V Team reviewed the Work Product Expectation Document (WPED) Template and found the template demonstrated a quality product and adherence to industry standards.



IV&V Update

Open Findings

- ▶ IV&V currently has no Open Findings.



READINESS AND IMPLEMENTATION

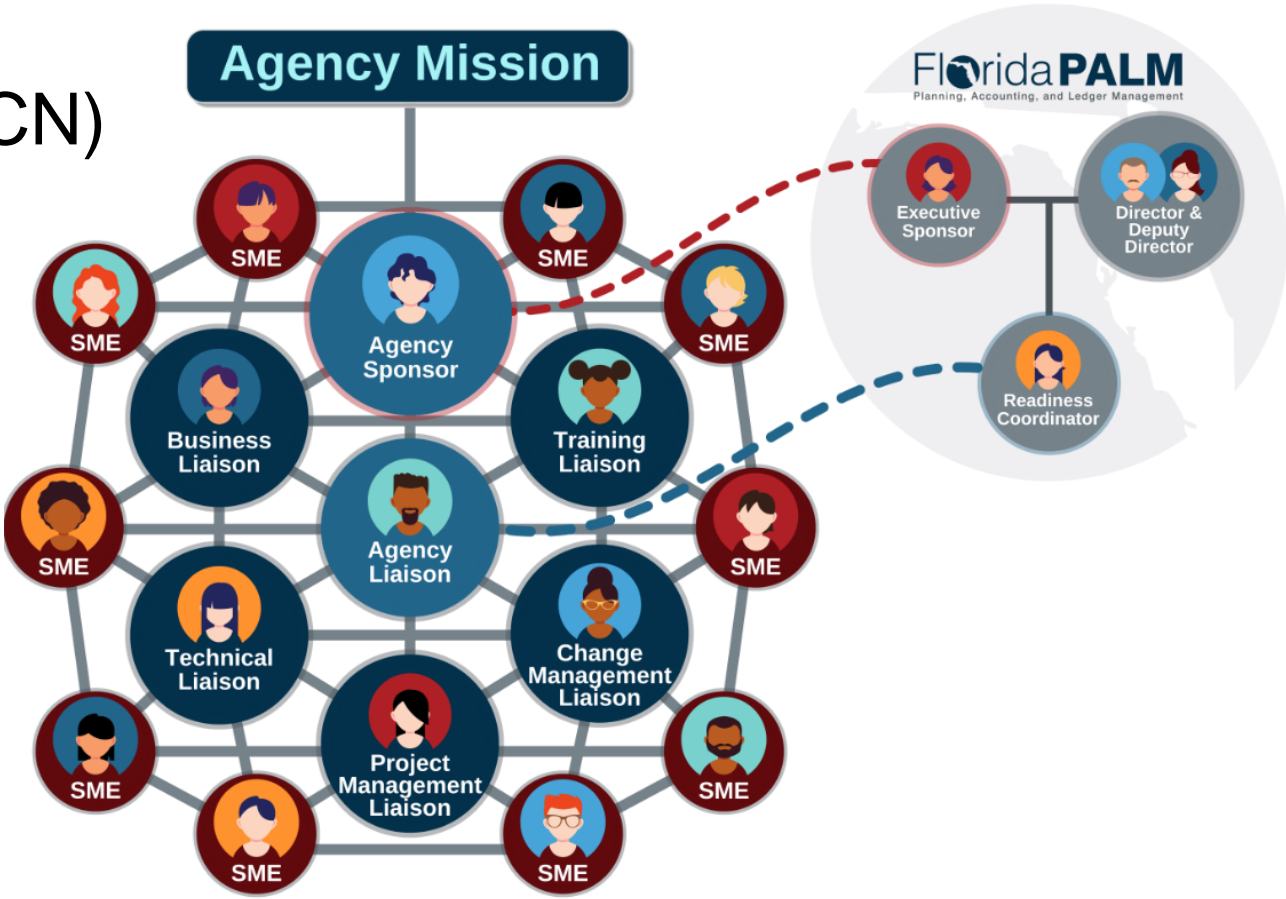
NIKKI KLEIN, STACEY TERRY



Readiness and Implementation

Readiness Activities

- ▶ Change Champion Networks (CCN)
- ▶ Seven roles for each CCN
 - Primary
 - Back Up
- ▶ Seven roles for each CCN
- ▶ Agencies will make updates when assignments/people change



Readiness and Implementation

Readiness Activities

- ▶ Task to update Change Champion Networks (CCN)
 - 30 agencies confirmed/updated CCN members
 - 33 agencies have someone serving in more than one liaison role
 - 22 agencies with vacant liaison roles
 - 8 with vacant primary and backup roles
 - 3 with vacant primary roles
 - 11 with vacant backup roles



Readiness and Implementation

Readiness Activities






















► Forums

- Project Management Liaison Forum
 - June 27
- Change Management and Training Liaisons Forum
 - July 25








Readiness and Implementation

Solution Design Activities

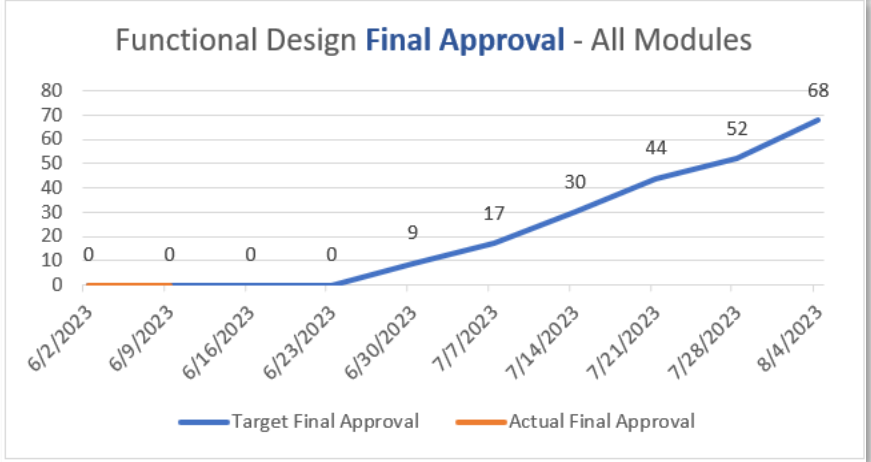
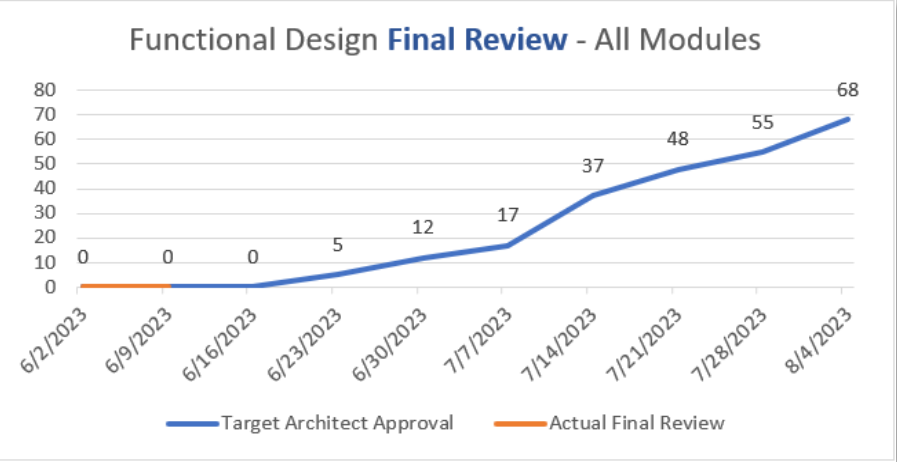
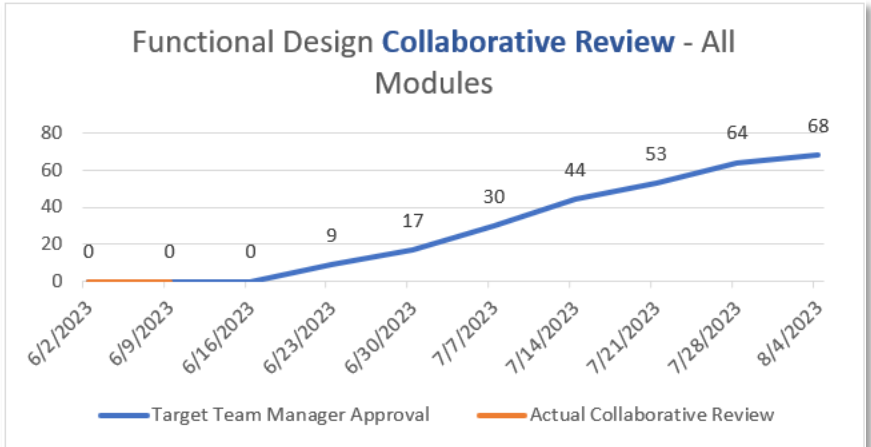
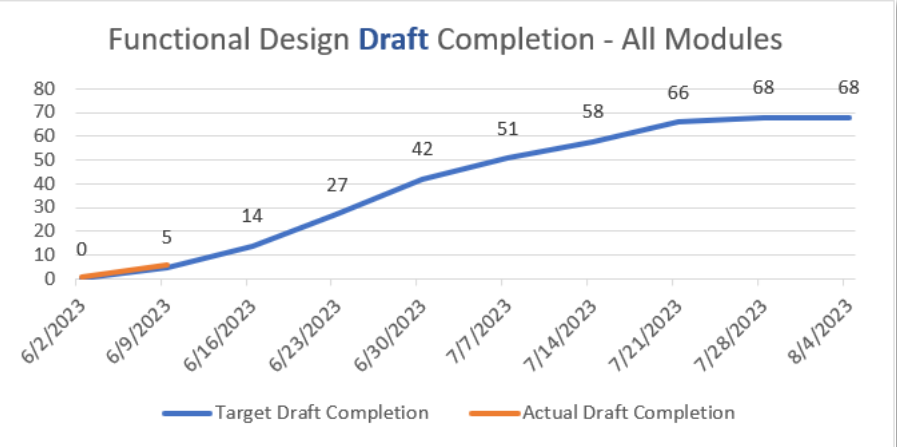
					
<h3>Requirements Traceability Matrix</h3> <p><i>May 2023 - May 2024</i></p>	<h3>RICEFW Inventory</h3> <p><i>May 2023 - May 2024</i></p>	<h3>Business Process Models</h3> <p><i>May 2023 - May 2024</i></p>	<h3>Configuration Workbooks</h3> <p><i>May - December 2023</i></p>	<h3>Functional Design Specifications</h3> <p><i>May 2023 - May 2024</i></p>	<h3>Security Roles Matrix</h3> <p><i>May - July 2024</i></p>
<ul style="list-style-type: none"> Requirements Review  Review & Update RTM by Segment  	<ul style="list-style-type: none"> Review & Update RICEFW Inventory by Segment  	<ul style="list-style-type: none"> Update BPMs - Financials  Create BPMs – Payroll (Oct 2023)  Advisory Council Review - Payroll  ESC Approval - Payroll  Share Financials & Payroll BPMs  	<ul style="list-style-type: none"> Define & Load Non-Agency Configuration  Create Agency Configuration Workbooks  	<ul style="list-style-type: none"> FD Segment 1  FD Segment 2  FD Segment 3  FD Segment 4  	<ul style="list-style-type: none"> Define Security Roles Matrix 

Key

-  Not Started
-  Partial Progress
-  Progressing
-  Substantial Progress
-  Complete

Readiness and Implementation

Segment I Functional Design Status



(as of 6/9/23)

Legend: ● Complete ● OnTrack ● At Risk ● Off Track: Escalation Required

OTHER

MATT COLE, JIMMY COX,
STEVEN FIELDER, ANGIE ROBERTSON



Bimonthly Agency Readiness Status Report

▶ 2023-24 Implementing Bill (lines 1388-1398 and 1418-1422)

“(3)(d) The chair shall request all [agency project sponsors](#) to provide [bimonthly status reports](#) to the executive steering committee. The form and format of the bimonthly status reports shall be developed by the Florida PALM Project and provided to the executive steering committee meeting for approval. Such agency status reports shall provide information [to the executive steering committee](#) on the [activities and ongoing work within the agency to prepare their systems and impacted employees](#) for the deployment of the Florida PALM System. The first bimonthly status report is [due September 1, 2023](#), and bimonthly thereafter.”

“(4)(f) Review, and approve as warranted, the format of the bimonthly agency status reports to include [meaningful information on each agency's progress](#) in planning for the Florida PALM Major Implementation, [covering the agency's people, processes, technology, and data](#) transformation activities. “



Bimonthly Agency Readiness Status Report

Considerations

- ▶ Facilitate Agency Sponsor review and submission of the report
- ▶ Include information on the four critical operational elements (People, Processes, Technology, and Data)
- ▶ Avoid agency duplication of information reporting
- ▶ Create a reporting approach that can align and grow with the stages of the Project (e.g., Design, Build)
- ▶ Promote full transparency on remediation efforts by agencies, including progress on the identification of risks and issues
- ▶ Feedback / input from Advisory Council



Bimonthly Agency Readiness Status Report

Report Components

- ▶ **Smartsheet Readiness Workplan Dashboard**
 - Leverages the information provided by the agency through completion of RW tasks or collected by the Project about agency participation
 - Provides snapshot for the reporting period across four critical operational elements: People, Processes, Technology, and Data
- ▶ **Agency Readiness Summary Word Document**
 - Provides a mechanism for Agency Sponsors to share more about their readiness activities
 - Includes a place for Risks, Issues, and Assumptions
 - Is meant to reflect additional context and information about agency activities beyond the status of the RW tasks



Bimonthly Agency Readiness Status Report

Report Submission and Review

During the month following the close of the reporting period:

- ▶ *By the 10th* – Agency Sponsor to submit the Word document to Florida PALM
- ▶ *By the 15th* – Project to provide one .pdf document that includes a snapshot of each agency dashboard and each agency-submitted Word doc to the ESC, key stakeholders (e.g., House and Senate), and IV&V
- ▶ *ESC meeting:*
 - A summary of the agency reports will be provided for discussion
 - Refinements and additions to the statistics displayed on the dashboard can be discussed for inclusion in future periods



Draft Project Schedule

- ▶ Amendment 8, Attachment 1 – Statement of Work
 - Section 4.1 Project Management, Governance, and Oversight; Project Portfolio Management
 - *Project Schedule:* The Contractor will generate a Project Schedule for each Major Implementation based on the defined implementation timeline, and in accordance with Chapter 60GG, F.A.C. The Project Schedule will be reviewed and agreed upon with the Department. The Project Schedule will be baselined prior to the start of each Major Implementation. The Project Schedule will contain detailed tasks, with predecessors and dependencies identified at the time of baselining. The Project Schedule will also contain the summary tasks and their corresponding effort for the duration of the project. The Project Schedule will be managed in accordance with the approved Project Management Plan...



Draft Project Schedule

- ▶ Amendment 8, Attachment 8 – Deliverable Acceptance Criteria
 - *Deliverable 635* - Update the Financials Project Schedule to include Payroll, Data Warehouse and Business Intelligence Activities (Combined)
 - *Description* - This deliverable will provide the Updated Project Schedule of implementation activities for the Financials and Payroll Waves...
 - *Minimum Acceptance Criteria*
 - Project Schedule is provided in compliance with the format and detail established within the Schedule Management section of the PMP
 - Project Schedule is inclusive of all known activities (deliverables, work breakdown structure for deliverables, work products, operational activities, etc.) required to complete the Financials Major Implementation (Financials, Payroll, Data Warehouse and Business Intelligence)



Draft Project Schedule

► *Stage Gates* – Drivers for Project Schedule activities

#	Stage Gate	Purpose	Criteria	Approval Level	Planned Decision
1	Ready to Start Build	Confirm readiness to build	Design Segment I has been completed and Design Segment II is at least 50% complete	Project Director (ESC Awareness)	November/December 2023
2	Ready to Begin System Testing	Confirm readiness to begin Project and conversion testing	Design is at least 95% complete and Build Segment I is complete	Project Director (ESC Awareness)	July/August 2024
3	Ready to Begin UAT	Confirm readiness to begin UAT	Design and Build are complete; System Test is at least 90% complete; UAT environment is ready for testing	ESC	March 2025
4	Agency Readiness	Confirm agencies have completed UAT	Agency Readiness Certifications have been received	ESC	November 2025



Draft Project Schedule

► Stage Gates – Drivers for Project Schedule activities (*continued*)

#	Stage Gate	Purpose	Criteria	Approval Level	Planned Decision
5	Deployment Readiness	Confirm readiness for Go-Live	The following activities are completed and approved: <ul style="list-style-type: none"> • UAT (results, Known Issues and Enhancements list, etc.) • Enterprise Systems testing • Penetration Testing • Performance Testing • Disaster Recovery Testing • Mock Go-Lives (includes conversions) • Deployment and Contingency Plans 	ESC	December 17, 2025
6	Confirm Deployment	Confirm successful deployment execution and update FLAIR to be read only or to allow only minimal updates	The following activities are complete: <ul style="list-style-type: none"> • Execution of Deployment Plan • Data Conversions • Department and Contractor Validations 	Project Director (ESC Awareness)	December 30, 2025
7	Go-Live	Officially bring Florida PALM online for agency use	Incremental Data Conversions have been completed and production environment is ready for use	ESC	January 6, 2026



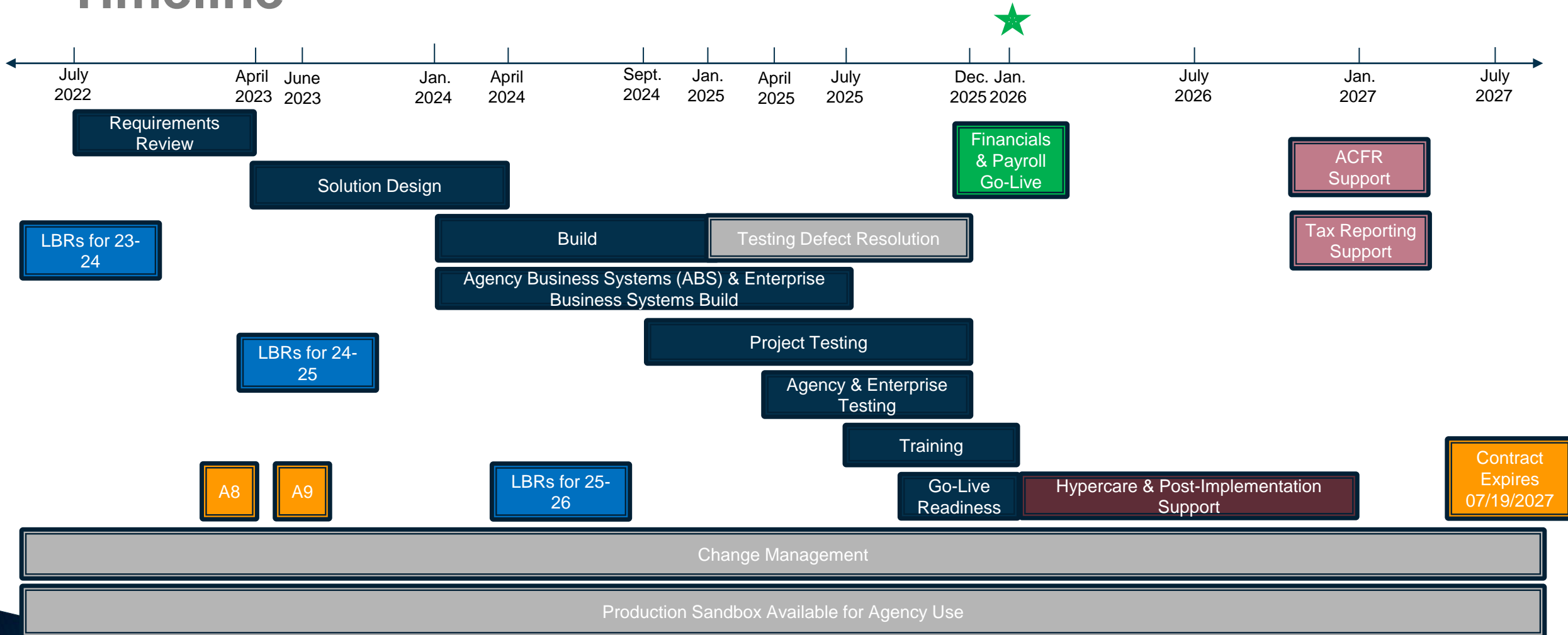
Draft Project Schedule

- ▶ Critical Path Items
 - Series of deliverables and work products that must be completed to achieve the Stage Gate
 - ESC approval is required to change baseline dates if doing so would also change a Stage Gate date

Critical Path Items	
Stage Gate	Deliverable / Work Product
SG1 – Ready to Start Build <i>Criteria: Design Segment I has been completed and Design Segment II is at least 50% complete</i> November – December 2023 <i>Approval Level: Project Director – ESC Awareness</i>	D635 – Project Schedule
	D636 – Solution Design – Segment I
	I-WP101 – Update Process Models – Financials – Segment I
	D637 – Solution Design – Segment II
	I-WP101 – Update Process Models – Financials – Segment II



Draft Project Schedule Timeline

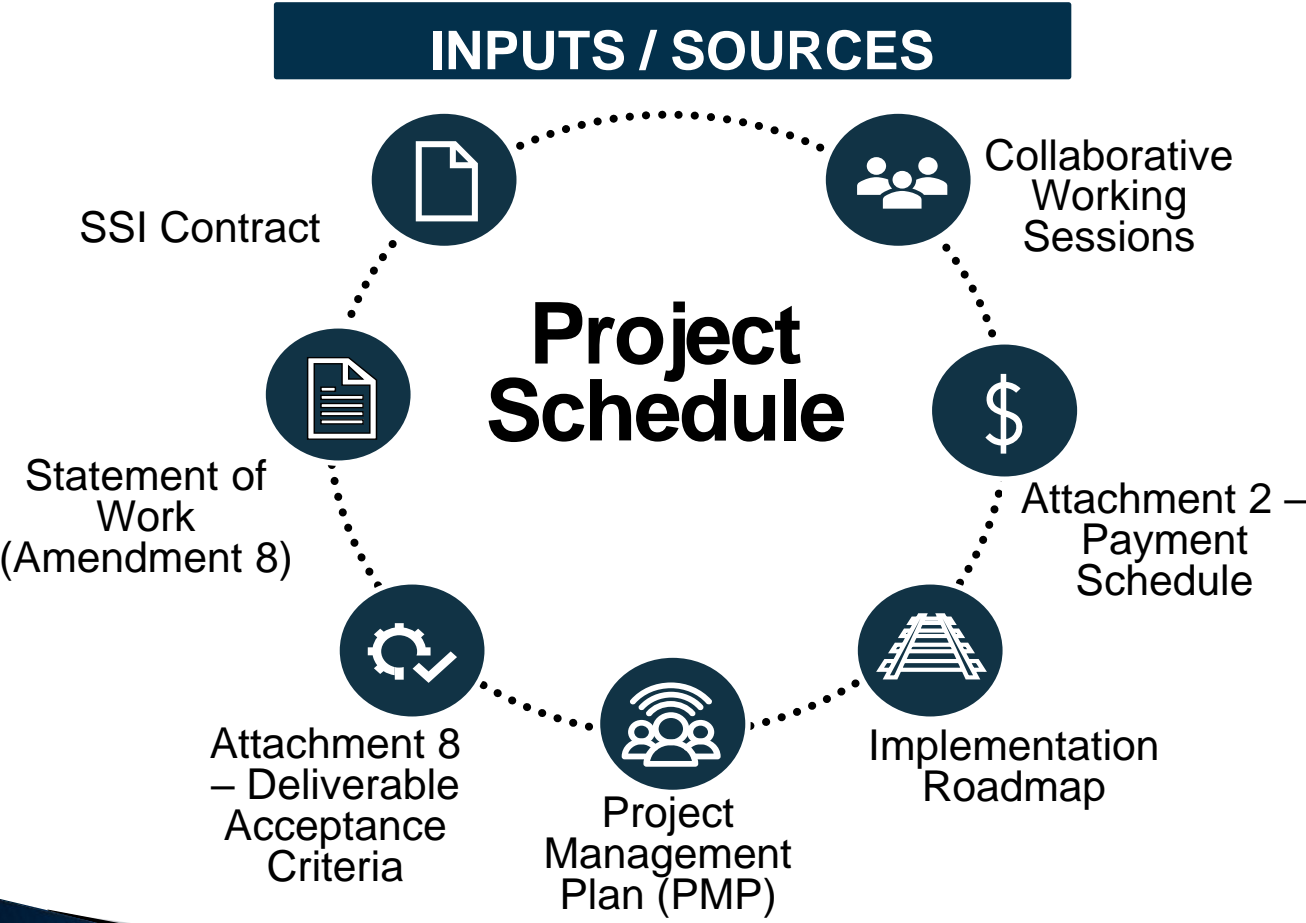


Draft Project Schedule

- ▶ Project Schedule Purpose – Identify activities that must be accomplished by the **Project** to complete the implementation of the Financials, Payroll, Data Warehouse and Business Intelligence functions
- ▶ Readiness Workplan Purpose – Activities that **agencies** must complete to implement with Florida PALM
 - While related activities are included in the project schedule (e.g., conversion, training), the project schedule does **not** contain all activities that agencies should complete
- ▶ *What should agencies rely on?*
 - Implementation Timeline
 - Readiness Workplan
 - Agency's Project Schedule
 - Project Communications



Draft Project Schedule



OUTCOMES	
59 Amendment 8 Deliverables	52 Administrative Deliverables
29 SSI Work Products	27 Internal Work Products
43 Milestones	52 Critical Path Items
7 Stage Gate Decisions	304 Administrative & Supporting Tasks

As of 06/13/2023



Amendment 9

- ▶ *Proviso Specific Line 2449B:* (4) execution of an amendment to the software and system integrator (SSI) services contract that (a) requires the vendor to improve its quality assurance services by requiring automated testing and adequate documentation of test plans, requirements traceability, and acceptance criteria, and (b) holds the vendor to specific software quality standards of measurement.
- ▶ *Attachment 1 – Statement of Work*
 - Section 2 – Contractor Leadership and Key Staff Roles (not Proviso related)
 - Section 4.3 – Testing subsections
 - Section 4.7 – Deployment Readiness
 - Section 4.10 – Production Support



Amendment 9

- ▶ *Attachment 8 Deliverable Acceptance Criteria*
 - Changes apply only to Amendment 8 Deliverables (not historical / completed deliverables)
 - Changes are to align with clarifications added in Attachment 1 for testing quality
- ▶ *Attachment 2 Payment Schedule* (not Proviso related)
 - No cost changes with Amendment 9
 - Payment for Design Segments moved one month due to Amendment 8 being signed on April 26; no change in cost, just to the anticipated payment month
 - Summary Tab updated to reflect the final Amendment 7 amounts. Amounts changed due to prorated payments for April 1-25, 2023



Amendment 9

- ▶ Public Comment (if any)
- ▶ Amendment 9 voting action



NEXT MONTHLY MEETING

JULY 26, 2021

DEPARTMENT OF CHILDREN AND FAMILIES



CONTACT INFORMATION

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