

# Florida **PALM**

Planning, Accounting, and Ledger Management



# EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

JULY 13, 2022



# PROJECT UPDATE

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# Florida PALM Project Update

## Risks and Issues

- ▶ No changes since last ESC meeting



# Florida PALM Project Update

## Budget – Fiscal Year 21-22

### FY 2021-2022 Spend Plan Summary As of June 30, 2022

Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
Special Category	\$19,447,246	\$17,588,145	\$19,947,246	\$2,359,101
SSI Implementation	\$4,288,762	\$2,760,370		
SSI Production Support	\$8,173,318	\$8,173,318		
Software and Maintenance	\$4,892,313	\$4,686,045		
Project Admin	\$198,060	\$126,857		
ERP Support Services	\$998,710	\$977,604		
IV&V	\$896,083	\$863,951		
Contract Contingency	\$0	\$0	\$0	\$0
Salaries and Benefits	\$5,301,916	\$5,307,934	\$6,229,114	\$921,180
DMS Transfer and Risk Mgmt	\$22,795	\$22,457	\$22,457	\$0
<b>Total</b>	<b>\$24,771,957</b>	<b>\$22,918,536</b>	<b>\$26,198,817</b>	<b>\$3,280,281</b>



# Florida PALM Project Update

## Advisory Council Update

- ▶ Summary of Advisory Council Activity



# Florida PALM Project Update

## CMS Remediation Updates

- ▶ CMS Sandbox was implemented on June 20
- ▶ Automated Reconciliation Tool was implemented on June 28
- ▶ Reviewed and updated Application Development Requirements for implemented functionality
- ▶ Treasury Correspondence Form Enhancements will be implemented in July
  - Split into four forms
  - Updated Security to allow appropriate end users to see all forms within agency
- ▶ Months of April and May have been closed
  - June is schedule to close on July 20
- ▶ Numerous adjustments have been processed to reconcile Florida PALM with FLAIR; minimal differences exist at this point
- ▶ 16 CMS remediation enhancements were implemented
- ▶ All CMS remediation incidents opened before June 30, 2022 have been resolved



# Florida PALM Project Update

## CMS Remediation Updates

- ▶ Created over 60 different resources for Florida PALM end users around Access, Chart of Accounts, Disinvestments, Forms, General Information, Query and Reporting
- ▶ Met with seven agencies to work with their end users
- ▶ Developed a DFS Cash Balance Guide
- ▶ Incident Follow Up





# Florida PALM Project Update

## Monthly Stabilization Activities

100% complete as of 7/8

~98% complete as of 7/8

~41% complete as of 7/8

Monthly Stabilization

### April Stabilization

- ✓ Monitor & Manage Treasurer's Fund (5/18)
- ✓ Monitor Operations & Manage Errors (5/6)
- ✓ Warrant Handling Stabilization (4/21)
- ✓ Close April Period (5/27)

Reconcile FLAIR and Florida PALM

✓ AP (5/2)	✓ AR (5/18)	✓ GL (5/18)
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### May Stabilization

- ⌚ Monitor & Manage Treasurer's Fund (6/3)
- ✓ Monitor Operations & Manage Errors (6/3)
- ✓ Warrant Handling Stabilization (5/27)
- ✓ Close May Period (6/20)

Reconcile FLAIR and Florida PALM

✓ AP (6/13)	✓ AR (6/13)	✓ GL (6/13)
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### June Stabilization

- NS Monitor & Manage Treasurer's Fund (7/5)
- ⌚ Monitor Operations & Manage Errors (7/5)
- ✓ Warrant Handling Stabilization (6/23)
- ⌚ Close June Period (7/20)

Reconcile FLAIR and Florida PALM

⌚ AP (7/14)	⌚ AR (7/14)	⌚ GL (7/14)
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User Support / Processes

- ✓ I-D22 Managing Cash Balance Guidance - Submit
- ✓ Guidance on Monitoring Operations and Managing Errors (AP, AR, GL)
- ✓ Warrant Handling Guidance
- ✓ Guidance on Year-end Closing Processes – Create/Update
- ✓ Guidance on Monitoring & Managing Treasurer's Fund
- ✓ Report Mapping for Florida PALM and Legacy Reports – Create/Update
- ✓ Data Mapping for Florida PALM and Legacy Data Elements – Create/Update
- ✓ Learning Tools – Group 1
- ✓ Group 2
- ✓ Group 3

Legend:

- ✓ – Completed
- ⌚ – In Progress
- NS – Not Started

**Florida PALM**  
 Planning, Accounting, and Ledger Management  
 Executive Steering Committee Meeting

07/13/2022

As of 7/8



# Florida PALM Project Update

## Month-End Close Activities

As of 7/8

		✓	✓	✓	✓	✓	✓	✓	✓	⌚
		October	November	December	January	February	March	April	May	June
		4/1 – 4/13	4/18 – 4/21	4/25 – 4/27	4/27 – 4/29	5/2 – 5/5	5/4 – 5/11	5/9 – 6/22	5/30 – 7/2	6/28 – 7/20
Activities	Owner									
Confirm COA crosswalk and values	A&A	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Complete
Confirm source module entries from interfaces	A&A / Treasury	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	In Progress
Confirm source module entries are posted to sub modules	A&A / Treasury	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	In Progress
Confirm source module transactions are journal generated in GL	A&A / Treasury	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	In Progress
Verify GL transactions are posted	A&A / Treasury	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	In Progress
Complete Book to Bank recon	Treasury	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	In Progress
Process Interest Apportionment	Treasury	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	In Progress
Close Period	A&A	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Not Started






- ✓ – Period closed
- ⌚ – Month-end activities on-going
- NS – Not Started




# Florida PALM Project Update

## Year-End Close Preparation









### Florida PALM Year-End Prep Activities

Key Tasks	Current Status	Planned Due Date
Year-end Planning		5/2/22
Complete Year-end Close Configurations		5/27/22
Complete New Fiscal Year COA Configurations		7/15/22



















### Florida PALM New Fiscal Year Activities

Key Tasks	Current Status	Planned Due Date
Complete New FY Program Updates		7/20/22
Complete FY23 Interface catch-up		7/5/22
Unlock FY23 Security		7/5/22

### Florida PALM Year-End Closing Activities

Key Tasks	Current Status	Planned Due Date
Monitor Year-end Entries		7/1/22
Complete FY22 Disinvestments		7/5/22
Complete FY22 deposits, returned items, & TR receipts		7/1/22
Close FY22 Period 12		7/20/22
Complete Year End Adjustment Entries in Period 998		7/14/22
Complete Initial Ledger Close		7/8/22
Complete Incremental Ledger Close		7/29/22
Complete Final Ledger Close		8/15/22

### Legacy Systems Year-End Closing Activities

Key Tasks	Current Status			Planned Due Date
	C- FLAIR	D - FLAIR	Fin Reporting	
Support - AP				7/6/22 / 8/15/22
Support - AR				7/6/22 / 8/15/22
Support - CM				7/6/22 / 8/15/22
Support - DM				7/6/22 / 8/15/22
Support - GL				7/6/22 / 8/15/22
Support - KK				7/6/22 / 8/15/22

#### Key



Not Started



Partial Progress



Progressing



Substantial Progress



Complete



# Florida PALM Project Update

## Requirements Review

- ▶ Why is “another” requirements review needed?
  - Required by Proviso – line 2394
    - “The Department of Financial Services shall review and update all functional and technical system requirements for the replacement of FLAIR functionality, to ensure that all requirements needed to replace FLAIR functionality are included in the PALM system. PALM staff shall reassess and document all custom programming necessary to implement the functionality requirements in PALM.”
  - Ensure the timeline is updated one FINAL time
  - Ensure as smooth a business transformation as possible



# Florida PALM Project Update

## Requirements Review

- ▶ What is included in the review?
  - Reconciliation and disposition of all FLAIR functions and sub-functions (i.e., existing FLAIR functionality)
  - Confirmation and documentation of Florida PALM customizations
  - Confirmation of business requirements with the Department of Financial Services Office of Information Technology and Division of Accounting and Auditing
  - Personalized Agency Working Sessions – onsite at the agency’s location
  - Review of agency-unique requirements



# Florida PALM Project Update

## Personalized Agency Working Sessions

- ▶ Kickoff Meeting scheduled for July 19
- ▶ When will the personalized agency working sessions occur?
  - Start Date – September 2022
  - End Date – November/December 2022
- ▶ What is the purpose of the agency working sessions?
  - Review agency unique requirements
  - Assist agencies in understanding Florida PALM essential functions, chart of accounts structure, etc.
  - Assist agencies in understanding the impact to their agency business systems
  - Assist agencies in creating a plan for integrating with Florida PALM in a manner to minimize impact on their business operations
- ▶ Who is involved?
  - DFS Project staff
  - Accenture Project staff
  - Agency business and technical staff



# Florida PALM Project Update

## Personalized Agency Working Sessions

- ▶ What should agencies do to prepare?
  - Ensure current business process documentation is up-to-date
  - Ensure agency unique processes are identified and defined
  - Identify and ensure agency unique accounting processes are documented
  - Identify appropriate resources (leadership, functional and technical)
  - Identify where you need assistance from the Project
  - Identify/resolve data discrepancies (current state)



# Florida PALM Project Update

## Information Warehouse Study

- ▶ Proviso (Section 122) requires the Department to procure an Information Warehouse (IW) study
- ▶ Request for Quotes (RFQ) are due Wednesday, July 13
- ▶ Work to begin August 1
- ▶ Final report due November 30
- ▶ Main focus:
  - Review of existing FLAIR IW and Florida PALM production system data
  - Determine options to replace the FLAIR IW
  - Evaluate the ability to include FLAIR IW and Florida PALM data in a single solution
  - Evaluate the ability to support reporting using combined FLAIR IW and Florida PALM data
  - Recommend a reporting and integration solution to support end user self-service





# Florida PALM Project Update

## Project Schedule Updates

- ▶ Project Schedule is TBD for now
  - The timeline will be codified in Amendment 8 based on outputs from requirements review, IV&V review, IW assessment and lessons learned from the CMS Wave implementation
- ▶ Project Schedule approach
  - Get Ready (review requirements, update requirements, finalize functional requirements); **then**
  - Set (provide requirements to agencies, educate agencies, development); **then**
  - Educate (testing, training, communication); **then**
  - Go (prepare for implementation, implement, hyper care)



# Florida PALM Project Update

## Recent Accomplishments (non-CMS remediation)

- ▶ New Deputy Project Director starts August 1
- ▶ Ticket Request Form
- ▶ Supplemental Receipts Process change
- ▶ Fiscal Year 2021-22 Central FLAIR closing occurred on Schedule
- ▶ Fiscal Year 2022-23 Central FLAIR opening occurred on Schedule



# INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

CONTENT PROVIDED BY  
PUBLIC CONSULTING GROUP



# IV&V Update

## Information Warehouse Study Request for Quotes

- ▶ IV&V reviewed the RFQ criteria and requirements for the Information Warehouse (IW) Assessment
- ▶ IV&V provided comments and recommendations to the Florida PALM Project Team 6/20/22



# IV&V Update

## Business Transformation

- ▶ The Florida PALM IV&V Team is providing business transformation support for the Florida PALM Project's transition from FLAIR into Florida PALM
- ▶ IV&V provided two (2) preliminary recommendations in the IV&V Weekly Status Report on 6/24/22
- ▶ IV&V is working with PCG's Organizational Change Management (OCM) Service Line to develop further recommendations for the Florida PALM Project Team



# IV&V Update

## CMS Remediation & Closing Activities

- ▶ The Florida PALM Project Team and Agency personnel worked through items that delayed closing previous months such as interest accruals and reconciliation between the FLAIR and Florida PALM systems. May has since been closed and June is scheduled to be closed 7/20/22.
- ▶ The Florida PALM Project Team deployed their automated reconciliation tool into production and made progress standardizing the reconciliation process for month-end and year-end closure.
- ▶ IV&V recommends once the fiscal Year End Close Stabilization Period is complete, Florida PALM Project Team sends final versions of guidance materials, and conducts training with A&A and DFS, to ensure all processes, reports, and interfaces are clearly understood.
- ▶ IV&V also recommends the Florida PALM Project Team conduct meetings, send surveys, and/or use other means to obtain feedback on what went well, and areas of potential improvement for future fiscal year-end closures.



# IV&V Update

## Assessment of Schedule Effectiveness and Earned-Value Measures

- ▶ IV&V reviewed the Florida PALM Project Schedule for conformance to Florida PALM Project Management Plan (PMP) and Rules 60GG-1.001 through 60GG-1.009 Florida Information Technology Project Management and Oversight Standards.
- ▶ This IV&V analysis also included utilization of SteelRay, a third-party automated Project Schedule analyzer.
- ▶ IV&V provided verbal and written feedback to the Florida PALM Project Team the week of 7/4/22.
- ▶ Additionally, once the forthcoming quarterly Deltek Florida PALM Project Schedule analysis results are made available by Florida Digital Service (FDS), the Florida PALM IV&V Team will compare them to the IV&V SteelRay Tool results and provide the resulting analysis to the Florida PALM Project Team.



# IV&V Update

## Florida PALM Project Comprehensive Assessment

- ▶ IV&V is working closely with DMS to finalize the Statement of Work for the Florida PALM Project Comprehensive Assessment
- ▶ IV&V will perform the tasks outlined in Appropriations Bill HB5001 (Item #124), to include:
  - Review of all project artifacts and application development from the project start date
  - Assessment of the DFS's project governance and management structure, organizational change management approach, management processes, and technology resources
  - Review of current system requirements for the replacement of FLAIR functionality,
  - A timeline summary of the major project deliverables and activities recommended for completion by the DFS to address project and system deficiencies
  - Agency interviews of each Agency engaged in the project
  - Checkpoint to review progress of the assessment and summary of analysis in December 2022
  - Florida PALM Project IV&V Full Assessment Report Final Deliverable by March 1, 2023 (Draft delivered February 1, 2023)
- ▶ IV&V is actively onboarding staff and constructing infrastructure to support a quick start of the assessment





# IV&V Update

## ESC Outreach

- ▶ The Florida PALM IV&V Team distributed the Executive Steering Committee Review report on 6/10/22.
- ▶ This report conveyed insights IV&V gleaned while conducting qualitative interviews with ESC members and individuals closely affiliated with the ESC. IV&V summarized perceptions and comments from these interviews to provide suggestions for potential areas for improvement regarding the ESC's functioning and effectiveness.



# IV&V Update

## ESC Outreach Continued

- ▶ Based on the totality of qualitative feedback summarized in the Executive Steering Committee Review Report, IV&V recommended the State and ESC Members consider:
  - Speaking up proactively when a member feels information is not sufficient, more time is needed, etc., so that their concerns are known and can be addressed;
  - Ensuring all ESC members and close affiliates share a communal understanding of their goals and responsibilities;
  - Fostering an inclusive and supportive environment during ESC meetings;
  - Developing standards for the level of detail/information the ESC requires prior to voting on items; and
  - Remind the ESC of the defined requisite amount of time sufficient to review materials; solicit feedback from members whether additional time is needed based on topic.



# IV&V Update

## ESC Outreach Continued

- ▶ At the request of the Florida PALM Project Team, IV&V will also be providing a supplement to the Executive Steering Committee Review Report regarding industry standards and other projects' examples of effective governance bodies in a separate document
- ▶ The resources IV&V compiled for this supplemental document intend to help the Florida PALM Project Team consider the level of detail to offer ESC members as they prepare for major votes and discussions by using other PCG client case studies for reference/comparison
- ▶ The Florida PALM IV&V Team intends to distribute this supplemental document during the week ending 7/8/22



# IV&V Update

## Open Findings

ID	Type	Priority	Summary	Date Logged	Update
IV&V ID: 3	Issue	Medium	The lack of detailed activities, durations, resources, and dependencies related to the Hillclimber activities significantly diminishes the value and reliability of the data and analyses available through the Project Schedule.	1/25/2022	<p>7/01/22 UPDATE:</p> <p>The Florida PALM IV&amp;V Team is finalizing recommendations on the current Florida PALM Project Schedule for submission to the Florida PALM Project Director, Florida PALM Finance Manager, and the Florida PALM Contract Manager. After conducting additional research regarding the slack results yielded by the internal IV&amp;V Steelray Tool, IV&amp;V is prepared to provide verbal and written feedback to the Florida PALM Project Team the week of 7/4/22.</p> <p>Florida Digital Service (FDS) provides a routine quarterly Deltek analysis of the Florida PALM Project Schedule. Once the forthcoming quarterly Deltek Florida PALM Project Schedule analysis results are made available by FDS, the Florida PALM IV&amp;V Team will compare them to the IV&amp;V Steelray Tool results and provide the resulting analysis to the Florida PALM Project Team.</p>
IV&V ID: 4	Issue	Medium	The Project Schedule does not meet contractual, State, or industry standards and does not contain the necessary information to indicate project progress accurately.	1/25/2022	
IV&V ID: 5	Risk	Medium	The Project Schedule does not have a clear and reliable critical path making it difficult to measure progress and determine whether delays are imminent, or resources are being wasted.	1/25/2022	



# IV&V Update

## Open Findings

ID	Type	Priority	Summary	Date Logged	Update
IV&V ID: 8	Observation	Medium	<p>The Florida PALM Project has been unable to close and reconcile monthly periods since October 2021. As part of the overall CMS Remediation effort, the SSI Vendor and the Florida PALM Project Team are tasked to resolve the issues preventing the completion of these processes.</p> <p>Delays in completing Month-End Closings (MEC) could impact year-end activities if not resolved in time. The Florida PALM Project Team is working on resolving this problem and reported a favorable projection of completing monthly closures prior to year-end activities.</p>	3/30/22	<p>7/01/22 UPDATE:</p> <p>The Florida PALM Project Team and Treasury is progressing on May MEC, with the goal to complete May MEC before the end of this week and June MEC is scheduled for 7/20/22. The fiscal Year-End Close (YEC) actions began on 6/30; the new fiscal year is scheduled to open 7/1/22 with May and June MEC's remaining open. As noted in previous status updates, open periods do not prevent fiscal YEC, but additional decisions, adjustments, and actions are needed to accommodate the open periods during fiscal YEC.</p>
IV&V ID: 9	Preliminary Concern	Medium	<p>The Florida PALM Project may face challenges in retaining and utilizing both State and SSI Vendor resources which could negatively impact the completion of CMS Remediation and future Florida PALM Project waves. This preliminary concern arises from both external and internal factors.</p>	6/3/22	<p>7/01/22 UPDATE:</p> <p>On Monday, 6/27/22, the new Florida PALM Deputy Project Director was announced with a start date of 8/1/22. They bring a strong government accounting background and previous experience with the Florida PALM Project. Strong progress continues with mitigating potential risks to the Florida PALM Project's staffing.</p>



# MONTHLY MEETING

AUGUST 24

DEPARTMENT OF CHILDREN AND FAMILIES



# CONTACT INFORMATION

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