

Florida **PALM**

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

HOUSE OF REPRESENTATIVES
KNOTT COMMITTEE ROOM 116
OCTOBER 24, 2018



ROLL CALL AND OPENING REMARKS

FACILITATOR: MELISSA TURNER



REVIEW OF SEPTEMBER 26, 2018 MEETING MINUTES

FACILITATOR: MELISSA TURNER



PROJECT UPDATE

FACILITATORS: DAYMON JENSEN,
RACHAEL LIEBLICK, MELISSA TURNER



Florida PALM Project Update

Budget – FY 2018-2019 Spend Plan

FY 2018-2019 Spend Plan Summary As of September 30, 2018

Category	Projected FYTD	Incurred FTYD
Salaries and Benefits	\$1,126,313.28	\$918,869.22
Special Category	\$4,955,305.48	\$2,309,144.41
Risk Management Insurance	\$3,698.00	\$3,698.00
DMS Transfer	\$4,149.75	\$4,149.75
Total	\$6,089,466.51	\$3,235,861.38



Florida PALM Project Update

Budget – FY 2019-20 LBR

FY 2019-20 Legislative Budget Request		
Category		Requested
Salaries and Benefits		\$6,391,648
HR Transfer to DMS		\$17,915
Special Category		
SSI Contract	\$18,610,796	\$22,310,796
Project Administration and Support Services	\$3,700,000	
Total Requested		\$28,720,359



Florida PALM Project Update

Risks and Issues

- ▶ Project identified six Risks
- ▶ None of the Risks have high impact and probability
- ▶ Three of the Risks have active plans for mitigation underway
 - Potential consequences of insufficient awareness
 - Timeliness of ESC support of two Go/No-Go decisions
- ▶ Three Risks are actively being monitored
 - Potential consequences if key decision-making positions are vacated
 - New requirement(s) emerge from 2019 Legislative session
 - Delays in completion of the Project facility



Florida PALM Project Update

Risks and Issues

- ▶ An Issue was opened due to the office closure for Hurricane Michael
 - Accenture noticed a Force Majeure Event as defined in the SSI Contract to adjust the Project Schedule
 - Contract Manager acknowledged and agreed to Project Schedule impacts identified in Accenture notice
 - Issue will be closed once Project Schedule changes have been implemented
- ▶ Risks and issues with a high probability and impact will continue to be shared via monthly status reports and discussed (if necessary or as requested) with the ESC



Florida PALM Project Update

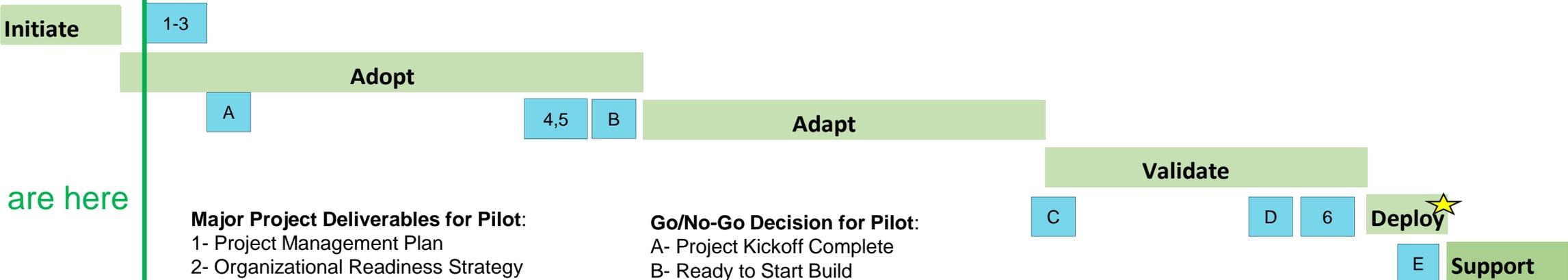
Schedule

2018						2019						2020						2021																				
FY 18/19 (Year 1)						FY 19/20 (Year 2)						FY 20/21 (Year 3)																										
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep

DDI Phase 1 (81 months)

Pilot (39 months)

Pilot Design-Build-Test (36 months)



You are here

- Major Project Deliverables for Pilot:**
- 1- Project Management Plan
 - 2- Organizational Readiness Strategy
 - 3- Solution Analysis and Design Strategy
 - 4- Standardized Business Process Models
 - 5- Process and Transaction Mapping Analysis
 - 6- Production Support Strategy

- Go/No-Go Decision for Pilot:**
- A- Project Kickoff Complete
 - B- Ready to Start Build
 - C- Ready for Integration Testing
 - D- Ready for User Acceptance Testing (UAT)
 - E- Ready to Deploy



Florida PALM Project Update

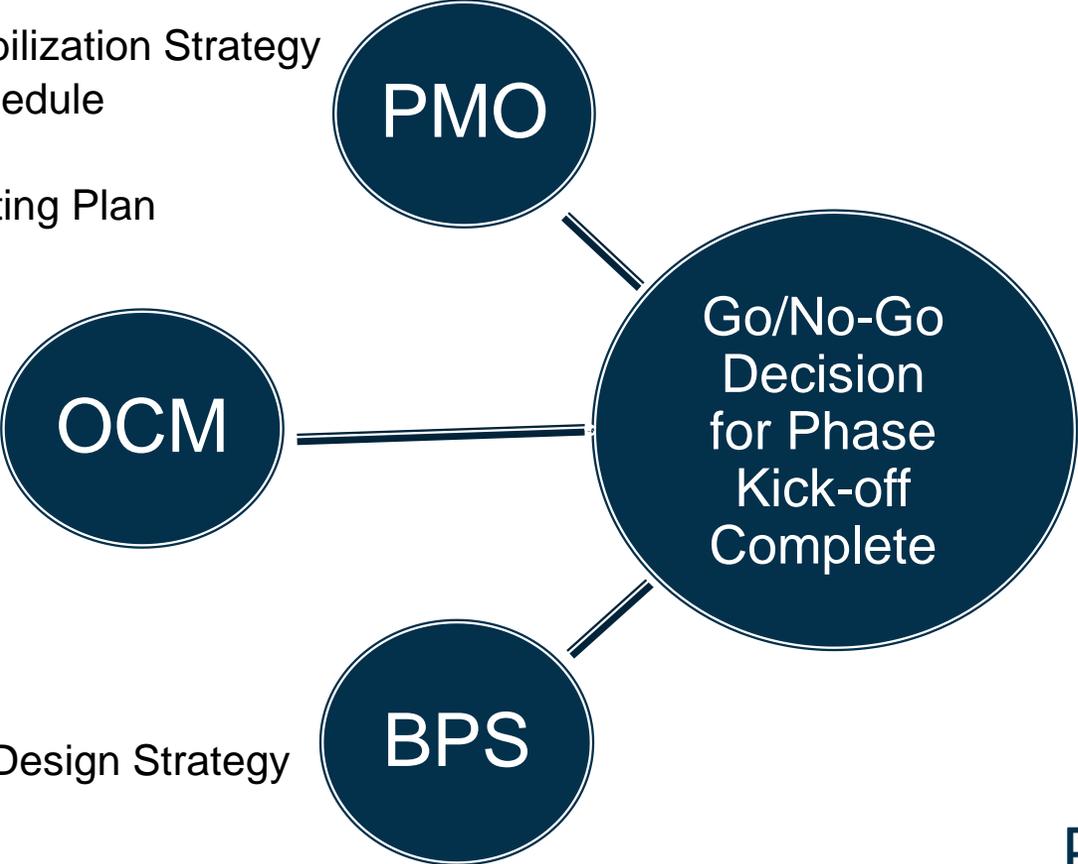
Schedule

▶ Go/No-Go Decision components

- Project Mobilization Strategy
- Project Schedule
- PMP
- SLE Reporting Plan

- KT Curriculum Plan
- Project Team Training
- Communication Strategy
- Knowledge Transfer Strategy
- Change Champion Plan
- Organizational Readiness Strategy

- Solution Analysis & Design Strategy



Florida PALM Project Update

Scope

-  Not Started
-  In Progress
-  Complete

- ▶ FY18-19 Objectives Update
 - Project Team Mobilization
 - Onboard Accenture resources
 - Coordinate PeopleSoft training for State Project Team
 - Facility relocation
 - Execute lease
 - Solicit contractors and obtain permits
 - Solution Design
 - Develop Solution Analysis and Design Strategy
 - Develop Requirements Management Plan



Florida PALM Project Update

Scope

▶ FY18-19 Objectives

- Stakeholder Engagement
 - Present contract and timeline overview for various stakeholders
 - Conduct current state interface research and analysis
 - Create communication to share Project activities for upcoming months
 - Develop Change Champion Plan as part of Change Champion Network
 - Identify/Confirm Pilot Agencies
- Technical Environment Setup



Florida PALM Project Update

Scope

- ▶ Project Management Plan
 - Pre-DDI PMP was the starting point for the DDI PMP
 - 16 project management processes identified
 - Provides the foundation for the Project's protocols and procedures
 - Solidifies the roles and responsibilities between the Department and Accenture
 - An element of the upcoming Go/No-Go Decision (12/12/2018)
 - Continue to utilize Pre-DDI PMP which is outdated for the DDI Phase of the Project until approval



Florida PALM Project Update

Scope

What the PMP is	What the PMP is not
A document to establish and communicate project management standards and procedures	A Project schedule
A set of processes to define how the Project is executed, monitored and controlled, and closed	Intended to define scope
Progressively elaborated by updates throughout the course of the Project, at defined intervals	Intended to define requirements

- ▶ Sections 1 – 7 describes purpose and use of the document
- ▶ Sections 8 – 23 describes process areas



Florida PALM Project Update

Scope

- ▶ PMP, Section 8: Performance Management Process
 - Describes the measures for monitoring Project performance
 - 13 Project Performance Measures
 - References Service Level Expectations (SLE) which establishes Critical Performance Indicators as defined in Attachment 10 of the SSI Contract
 - Describes monthly monitoring and reporting methodology



Florida PALM Project Update

Scope

- ▶ PMP, Section 9: Cost Management
 - Describes the process for monitoring costs associated with the Project
 - Describes annual, monthly, and as needed process
 - Legislative budget requests and releases
 - Spend Plan development and maintenance
 - Solution Component reconciliation
 - Software licensing maintenance



Florida PALM Project Update

Scope

- ▶ PMP, Section 10: Schedule Management
 - Describes how the Project will develop and monitor progress through the Schedule
 - Describes standard Schedule tasks and durations
 - Describes the process for progressive elaboration
 - Detailed tasks for the three-year period prior to Pilot Summary tasks and summary tasks for remainder of SSI contract
 - Additional detail for creation defined, and review cycles confirmed during DED
 - Tasks confirmed through the commits process
 - Schedule is monitored and updated on a weekly basis per AST 74-1



Florida PALM Project Update

Scope

- ▶ PMP, Section 11: Quality Management
 - Describes how the Project will validate quality work is produced
 - Defines the Department Quality Manager role and responsibilities
 - Describes the deliverable quality processes
 - Used to validate quality and verify acceptance criteria
 - Has a QC assessment prior to the review process
 - Accenture before submission
 - Department after submission
 - Describes the Service Quality Evaluation process for the Department's Support Services Contractors
 - Describes Accenture's Quality Assurance methodology



Florida PALM Project Update

Scope

- ▶ PMP, Section 12: Procurement Management
 - Describes the Department's process to obtain goods and services
 - Procurement
 - Contract Management
 - Deliverable Acceptance
 - Contract Closeout
 - Describes Accenture's process to obtain goods and services
 - Office Supplies and Office Equipment
 - Support Tools
 - Oracle Software



Florida PALM Project Update

Scope

- ▶ PMP, Section 13: Resource Management
 - Describes the process used to manage Project Team staff which includes both Department and Accenture processes:
 - Planning
 - Recruitment
 - Onboarding
 - Separation
 - Describes the Asset Management processes for annual inventory including tracking of all Project assets including Project Support Tools and Oracle Software



Florida PALM Project Update

Scope

- ▶ PMP, Section 14: Collaboration Management
 - Establishes the guidelines for effectively collaborating across three categories:
 - Cross-Track
 - Stakeholder
 - Other states, local governments, and state universities
 - Identifies various methods to facilitate collaboration:
 - Meetings
 - Site visits
 - Workgroups
 - Workshops
 - Documents several tools supporting collaboration including an Agency Open-Items Tracker (AOT), Customer Relationship Management (CRM), and Master Readiness Workplan (MRW)



Florida PALM Project Update

Scope

- ▶ PMP, Section 15: Change Process Management
 - Describes the change control process for tracking and gaining approval for requested changes
 - Provides instruction and defines how the Project will manage changes that impact scope, schedule, and/or cost
 - Describes the Project Change Request (PCR) process and form submission
 - Accenture completes an impact analysis
 - Accenture works with Track Managers to review and update PCR based on analysis
 - Identifies a Change Control Board (CCB) and describes responsibilities
 - Describes PCR approval process which follows governance tiers identified in Project Charter



Florida PALM Project Update

Scope

- ▶ PMP, Section 16: Risk Management
 - Describes the process to identify Risks which are potential events that can adversely affect the Project's ability to achieve its stated goals or objectives
 - Defines the Department Risk Manager role and responsibilities
 - Defines the Risk Management Team
 - Department Risk Manager, Track Managers, Deputy Project Director, Project Director, and Accenture Project Manager
 - Risk assessments are performed annually and after significant events
 - Risks are scored based on impact and probability
 - Impact considers affects to scope, schedule, cost, and quality
 - Probability is based likelihood to occur (percentage)
 - Risks will be controlled through mitigation or monitoring and reviewed during bi-weekly Project RAIDL meetings



Florida PALM Project Update

Scope

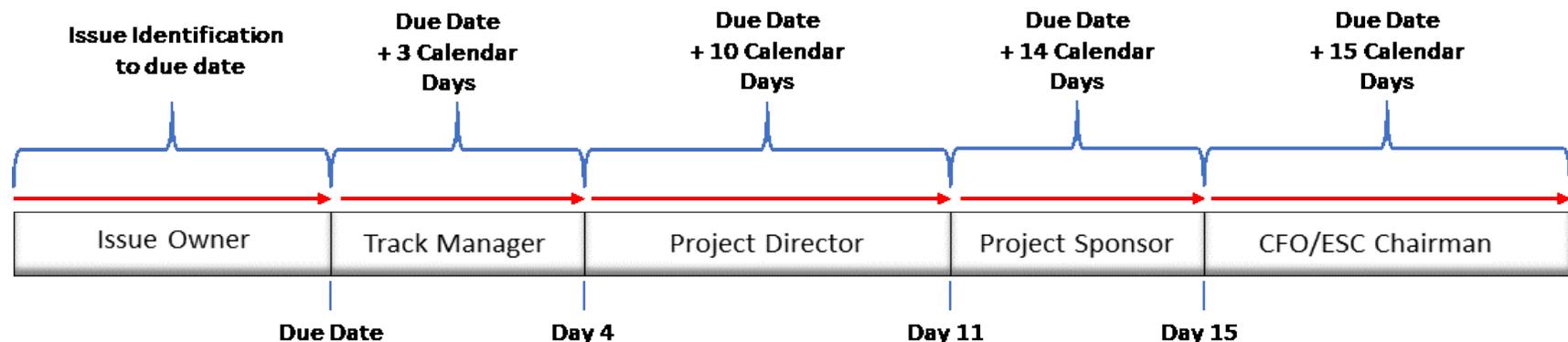
- ▶ PMP, Section 17: Communication Management
 - Describes the process for effectively communicating information to the Project's internal and external stakeholders and to the Project Team
 - Defines Project stakeholders as internal or external
 - Defines communication channels, including:
 - Communications calendar
 - Florida PALM Reader
 - Project website
 - RAIDL
 - Describes the process the Project will use to draft, disseminate, and monitor communications



Florida PALM Project Update

Scope

- ▶ PMP, Section 18: Issue Management
 - Describes process used to identify and resolve issues (events that can adversely affect the Project's ability to achieve its stated goals or objectives)
 - Issues are evaluated and categorized by priority according to impact
 - Critical – Work has or will come to a complete stop in the next 24 hours
 - High – Impacts either cost, schedule, contract deliverable, contract payment
 - Low – All impacts not listed as Critical or High
 - Describes review in RAIDL meetings and escalation



Florida PALM Project Update

Scope

- ▶ PMP, Section 19: Decision Management
 - Defines the process used to facilitate effective, efficient, and timely decisions
 - Confirms Decisions do not represent day to day activities
 - Identifies three categories of Decisions
 - Tier 1: Responsibility of Project Director in accordance with governance structure defined in the Project Charter
 - Tier 2: Responsibility of Executive Steering Committee in accordance with governance structure defined in the Project Charter
 - Policy: Decisions affecting the Project that are owned either by the CFO or Legislative process and owned by a Business Sponsor



Florida PALM Project Update

Scope

- ▶ PMP, Section 20: Deliverable Management
 - Describes the processes to manage deliverables from creation to acceptance
 - Deliverable Expectation Documents (DEDs) confirm the tasks, timeline, and acceptance criteria for deliverable creation
 - Tasks and timelines defined in DED are used for progressive elaboration of the Project Schedule
 - DEDs identify the request for external participants in deliverable creation and/or review
 - Deliverables are created and reviewed collaboratively with Accenture and Department resources
 - Describes ESC approval for major Project deliverables and Project Director acceptance of all deliverables



Florida PALM Project Update

Scope

- ▶ PMP, Section 21: Action Item Management
 - Describes the processes to track and bring Action Items to closure
 - Action Items fulfill unique needs that are not reflected in the Project Schedule
 - Describes the review process by the Project during bi-weekly RAIDL meetings



Florida PALM Project Update

Scope

- ▶ PMP, Section 22: Content Management
 - Describes the process to manage content
 - Document management includes standards for version control, document retention, and revision history tracking
 - Content Release management includes standards for document content review, update, and release to stakeholders and the public
 - Website management includes standards for requesting, reviewing, approving and verifying updates to the Project's website



Florida PALM Project Update

Scope

- ▶ PMP, Section 23: Lessons Learned Management
 - Describes the process for identifying Lessons Learned which can be used to improve the effectiveness and efficiency of the Project
 - Describes considerations
 - What worked well
 - What didn't work so well
 - What should have been done that was not
 - Describes the review process by the Project during bi-weekly RAIDL meetings



Florida PALM Project Update

Scope

- ▶ ESC review process of the PMP
 - Complete one-on-one PMP review meetings with ESC members
 - Feedback can be provided through:
 - Direct from one-on-one meetings
 - Comments provided via email
 - Comments provided via Deliverable Review Form
 - Updates will be reflected in the deliverable via track changes
 - Inclusion of feedback will be discussed during the November 14 ESC meeting



Florida PALM Project Update

Scope

▶ The Solution Analysis and Design Strategy:



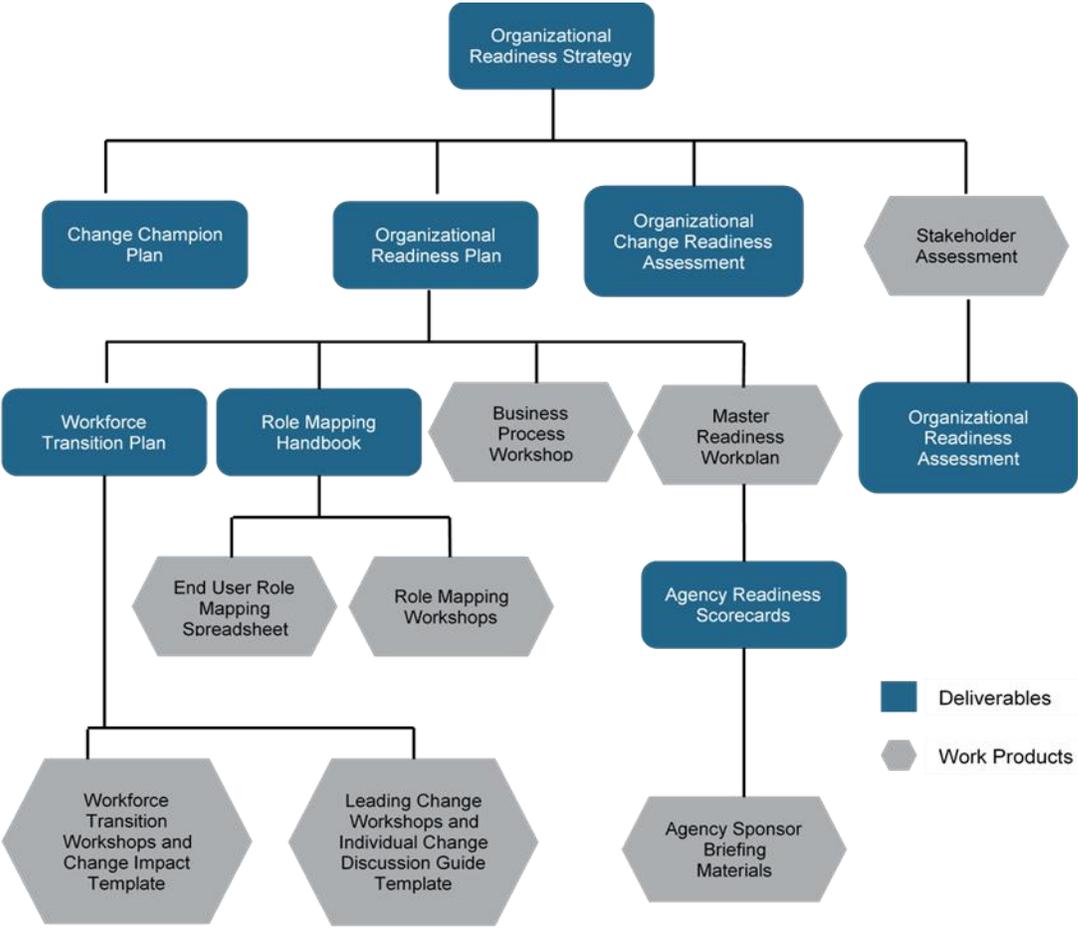
- Describes the nature and cadence of the work necessary to create the Solution design, including stakeholder engagement
- Includes information for each Phase and Wave
- Introduces the “why” for each associated deliverable or work product
- Does not describe the “who, how, and when” for each associated deliverable or work product



Florida PALM Project Update

Scope

- ▶ The Organizational Readiness Strategy:
 - Describes the overall approach to prepare agencies for the transition to the Solution
 - Identifies a framework for engaging and communicating with agencies
 - Does not include training component
 - Is not the Project’s Organizational Change Management strategy or plan



INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

FACILITATOR: NATHAN FREY



IV&V Assessment

September 2018 Reporting Period

Overall Status			
Current Period	Prior Period	Overall Trend	Observations Based on standardized IV&V scoring
			<ul style="list-style-type: none"> The DDI Phase continues to progress according to plan. Strategies are developed with clear goals, practicable approaches, and reasonable measures of success. State Project Team positions are being filled concurrent with the on-site arrival of Accenture resources. Quality control, financial control, and vendor processes are established and consistently executed. Planning and deliverable creation activities are focused on practical, value-added outputs and proceeding at an acceptable pace. An effective organizational structure combined with positive morale among staff is fostering a collaborative environment. Collaboration between State Project Team and Accenture team is producing results without some of the more typical challenges that occur when new teams are merged. The IV&V Team has identified no significant risks to DDI Phase activities. The Project trend is positive as momentum increased toward producing deliverables and achieving project milestones.



IV&V Assessment

September 2018 Reporting Period – Addt'l Observations

- ▶ The governance plan and ESC are in place, and are active on a regular basis
- ▶ The ESC meetings and Project communications provide enough information to foster a common understanding of status and expectations of work demands of the ESC as approvers of major deliverables
- ▶ This has helped to establish credibility for the Project staff and a high degree of confidence in Project leadership among ESC members



IV&V Assessment

September 2018 Reporting Period – Project Risks

- ▶ The Project has logged six Risks in the Log used to record and administer risk identification, mitigation, and resolution
- ▶ Three of which can be characterized as inherent to any long-term system implementation project that will impact a large organization
- ▶ Active risk mitigation or monitoring plans are underway for each of these risks as part of the Project's Risk Management Process



UPCOMING ACTIVITIES

FACILITATOR: MELISSA TURNER



Upcoming Activities

Update

- ▶ Statutory Revisions Recommendations
 - Conduct Review:
 - Beginning in November, the Project will partner with Accenture to review the Initial Draft of ESC Recommended Statutory Changes for Florida PALM and determine if any should be refined, based on the proposed Solution
 - Communicate Results of Review:
 - Any recommended revisions will be brought to the ESC in anticipation of the 2019 Legislative session
 - An update will be provided to the House, Senate, and Governor's Office
 - Formal requests for statutory revisions will follow the Department's established process



Upcoming Activities

ESC Actions

- ▶ November 14, 2018 – Major Project Deliverable (Project Management Plan) Approval
- ▶ November 28, 2018 – Major Project Deliverables (Solution Analysis and Design Strategy; Organizational Readiness Strategy) Approval
- ▶ December 12, 2018 – Go/No-Go Decision (Phase Kickoff Complete) Approval



NEW BUSINESS

FACILITATOR: TANNER COLLINS



ePAYMENTS LESSONS LEARNED



ePayments Lessons Learned

Project Objective

- ▶ Allow the State to offer ePayment services for the acceptance of payment cards and eChecks by state agencies, the judicial branch, and units of local government



ePayments Lessons Learned

Approach

- ▶ Migrated from Remote Payments Online (RPO) to CashPro Biller Gateway (CBG)
- ▶ Phased approach
- ▶ Nine agencies and 33 program areas migrated



ePayments Lessons Learned

Lessons Learned

- ▶ Early, frequent, and consistent communication
- ▶ Have the right people in the room
- ▶ Manage expectations



ePayments Lessons Learned

Current ITN

- ▶ Currently in procurement process
- ▶ Phased approach with go-live date of Spring 2021
- ▶ 20 Agencies will be migrating



NEXT MEETING

WEDNESDAY, NOVEMBER 14, 2018

KNOTT BUILDING, ROOM 116



CONTACT INFORMATION

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