

Decision Log ID #	104
Requester Name	Rachael Lieblick
Owner Name	Melissa Turner
Due Date	May 27, 2020
Track Ownership	Project-Wide
Decision Type	Go/No-Go

Description

This Go/No-Go Decision is presented to the Executive Steering Committee (ESC) to confirm the expected activities have been completed in preparation for the CMS Wave building of reports, interfaces, conversions, extensions, and workflow (RICEFW).

If the decision is approved, the Florida Planning, Accounting, and Ledger Management (PALM) Project (Project) and impacted agency partners can move forward with scheduled build activities

Background

The Software and System Integrator (SSI) Contract and Statement of Work describe a process for Go/No-Go Decision checkpoints. These checkpoints occur to assess the Project and provide the Department and the ESC the ability to determine whether or not to proceed with a subsequent Project stage or activity. This Go/No-Go decision is focused on the preparation of the CMS Wave build activities with the Florida PALM Solution (Solution). There are 30 deliverables, listed below, that are prerequisites for this CMS – Ready to Start RICEFW Build Go/No-Go Decision. Three of the 30 deliverables are Major Project Deliverables which required approval by the ESC.

Project Management Office Deliverable

1. Project Guidelines and Operating Principles – The Project Guidelines and Operating Principles articulate the expectations the Project has for its Sponsors, the ESC, and the Project Team members throughout the project lifecycle. The operating principles are aligned with the Project’s organization structure outlined in the Project Charter. The Project Guidelines and Operating Principles were reviewed with Project Team, Sponsors, and ESC and was accepted by the Project Director on November 15, 2018.

Organizational Change Management Deliverables

2. Communications Measurement Plan – The Communications Measurement Plan defines the Project’s communication measurement process, including feedback methods, measurement tools, frequency of measurement while describing how the measurements and findings will be reviewed by the project to influence future communication activities. The deliverable was accepted by the Project Director on January 28, 2019.
3. Communications Plan – The Communications Plan documents the Project’s process for creating, using, and managing the Communications Calendar as well as the related roles and responsibilities. The deliverable was accepted by the Project Director on January 28, 2019.
4. Organizational Readiness Plan –The Organizational Readiness Plan provides an approach for readiness activities the Project Team will use to help agencies prepare for

their transition to the Solution. The deliverable was accepted by the Project Director on March 13, 2019.

5. Training Strategy – The Training Strategy documents the Project’s methodology for creating training designs, building training materials, and delivering end user training to prepare agencies to use the Solution business processes and reporting tools. The deliverable was accepted by the Project Director on March 11, 2019.
6. Knowledge Transfer Plan – The Knowledge Transfer (KT) Plan provides the approach for executing the Knowledge Transfer Strategy including the process for executing and managing KT for the Project. The deliverable was accepted by the Project Director on March 29, 2019.
7. Organizational Readiness Assessment –The Organizational Readiness Assessment informs the Project of each audience group’s (e.g., Agency Sponsor, Change Champion Network, and end users) current level of buy-in along the Change Commitment Curve. The deliverable was accepted by the Project Director on October 17, 2019.
8. Workforce Transition Plan – The Workforce Transition Plan outlines the approach agencies can use to transition its workforce to the Solution. The deliverable was accepted by the Project Director on November 1, 2019.

Business Process Standardization Deliverables

9. Requirements Management Plan – The Requirements Management Plan documents how business requirements are confirmed, tracked, traced, and monitored by the Project Team throughout the Project. The deliverable was accepted by the Project Director on February 13, 2019.
10. Leading Practice Decisions and Outcomes – The Leading Practice Decisions and Outcomes documents recommendations for use in workshops, through engagement of Division and Agency stakeholders, addresses key business design items, and provides considerations to the subsequent Solution design activities. The deliverable was accepted by the Project Director on March 14, 2019.
11. Reporting Strategy – The Reporting Strategy defines the overall strategy to document the scope and approach for reporting, including standards, available delivered reports, and the approach to ad hoc reporting. The deliverable was accepted by the Project Director on August 20, 2019.
12. Requirements Traceability Matrix (RTM) – The Requirements Traceability Matrix maps the Business Requirements to the Solution functionality where it will be addressed and will have disposition. The goal of the RTM is to specify the where and the how Business Requirements will be met in the Solution. The deliverable was accepted by the Project Director on November 14, 2019. *This deliverable was aligned to the previous implementation approach of Pilot, Wave 1, and Wave 2. A subsequent deliverable was created to document traceability of Business Requirements for the CMS Wave.*
13. Gap Inventory – The Gap Inventory documents the analysis of each gap within the Solution and identification of the corresponding resolution. The Gap Inventory serves as a bridge between Attachment 5.1 of the Florida PALM SSI Contract and the Requirement

Traceability Matrix. The deliverable was accepted by the Project Director on November 14, 2019.

14. Standardized Business Process Models – The Standardized Business Process Models documents the Solution design for Florida PALM and serves as a complimentary document to the RTM and is the primary anchor to the Process and Transaction Mapping deliverable. As a Major Project Deliverable, the Standardized Business Process Models were approved by the ESC on July 24, 2019 and accepted by the Project Director on July 30, 2019. *This deliverable was aligned to the previous implementation approach of Pilot, Wave 1, and Wave 2. A subsequent deliverable was created to document Business Process Models applicable to the CMS Wave.*
15. Application Configuration and Development Strategy – The Application Configuration and Development Strategy is the overall strategy of how configuration and development will be performed for the Solution, including roles and timing of configuration and development activities. The deliverable was accepted by the Project Director on March 9, 2020.
16. Process and Transactional Mapping Analysis – The Process and Transactional Mapping Analysis documents the mapping from legacy business processes and transactions to the Florida PALM processes and transactions. As a Major Project Deliverable, the Process and Transactional Mapping Analysis was approved by the ESC on September 12, 2019 and accepted by the Project Director on September 17, 2019.
17. Interface and Integration Strategy – The Interface and Integration Strategy defines the fundamental concepts and activities related to interfacing between the Solution and retained legacy systems or other external systems and integrating within the Solution. The deliverable was accepted by the Project Director on December 19, 2019.
18. RICEFW Inventory – The RICEFW Inventory executes the requirements management process as defined in the Requirements Management Plan and captures the work done by the Business Process Standardization (BPS) and Systems and Data Strategy (SDS) teams to document RICEFW items required to meet the Business Requirements. The deliverable was accepted by the Project Director on March 11, 2020. *This deliverable was aligned to the previous implementation approach of Pilot, Wave 1, and Wave 2. A subsequent deliverable was created to document RICEFW items applicable to the CMS Wave.*
19. Interim Business Process Models – The Interim Business Process Model documents where the interim business process (i.e., the business process that will be used when some organizations are using Florida PALM and other organizations are not yet on Florida PALM) differs from the Standardized Business Process Models. The deliverable was accepted by the Project Director on March 12, 2020. *This deliverable was aligned to the previous implementation approach of Pilot, Wave 1, and Wave 2. A subsequent deliverable was created to document Business Process Models applicable to the CMS Wave.*
20. Chart of Accounts Design – The Chart of Accounts Design is a component of the Solution design. It establishes the definitions and design components of Florida PALM Chart Fields and Budget Structures by which budgetary and financial controls will be managed and financial transactions tracked and recorded. As a Major Project Deliverable, the Chart of

Accounts Design was approved by the ESC and accepted by the Project Director on February 26, 2020.

21. CMS Wave Business Process Models – The CMS Wave Business Process Models document the business processes to be performed during the CMS Wave based primarily on the Standardized Business Process Models and Interim Business Process Models. The deliverable was submitted on April 24, 2020 and is planned for Project Director acceptance before May 27, 2020.
22. RICEFW Inventory -- The RICEFW Inventory documents the identified RICEFW work units needed to meet the Business Requirements for CMS Wave. The deliverable was submitted on April 23, 2020 and is planned for Project Director acceptance before May 27, 2020.
23. Requirements Traceability Matrix – The Requirements Traceability Matrix (RTM) documents the Business Requirements required to implement the Solution for the CMS Wave. The RTM specifies where and how business requirements will be met in the Solution, including identifying if met by report, interface, extension, form, or workflow. The deliverable was submitted on April 24, 2020 and is planned for Project Director acceptance before May 27, 2020.

Systems and Data Strategy Deliverables

24. Security and Technical Compliance Strategy – The Security and Technical Compliance Strategy documents the approach and guiding principles for securing the Solution. The deliverable was accepted by the Project Director on August 2, 2019.
25. Information Technology Controls Strategy – The Information Technology Controls Strategy builds upon the Security and Technical Compliance Strategy and documents the method for accomplishing the Solution’s security requirements including required security standards and policies, the framework for authentication, application access controls, and application auditing. The deliverable were accepted by the Project Director on August 1, 2019.
26. Technical Architecture Strategy – The Technical Architecture Strategy establishes the high-level direction for the Solution infrastructure with a holistic view. The deliverable was accepted by the Project Director on September 11, 2019.
27. Data Architecture Strategy – The Data Architecture Strategy defines the approach for the application and system data for how it will be governed, stored, processed, integrated, replicated, backed up, validated, and archived. The deliverable was accepted by the Project Director on September 8, 2019.
28. System Infrastructure Strategy – The System Infrastructure Strategy sets the high-level direction for system infrastructure to provide the basis for enabling the Solution infrastructure to effectively and efficiently support the Project goals. The deliverable was accepted by the Project Director on August 2, 2019.
29. Data Conversion and Migration Strategy – The Data Conversion and Migration Strategy establishes the planning approach and considerations for how data conversion and

migration will be identified, designed, communicated, developed, tested, and implemented into the Solution. The deliverable was accepted by the Project Director on March 11, 2020.

30. Data Conversion Inventory - The Data Conversion Inventory identifies the conversions needed through a Pilot, Wave 1, and Wave 2 and implementations. The Data Conversion Inventory will align to the conversion work units within the RICEFW Inventory. The deliverable was accepted by the Project Director on April 28, 2020. *A subsequent deliverable will be created to document conversions applicable to the Payroll Wave.*

Considerations

The deliverables associated with the Go-No/Go Decision were prepared and submitted by the Project Team. The deliverables were presented with no major quality issues and were in alignment with the Statement of Work. The Major Project Deliverables were brought before the ESC for review and approval. Upon the completion of the prerequisites for this decision, the Project Team is requesting a Go/No-Go decision. A Go decision will allow the Project to move forward with scheduled project activities. A No-Go decision will require analysis of scheduled activities to determine impact, which could require the addition of unplanned activities to the Project Schedule. Additionally, a No-Go decision would result in the creation of a project issue.

Final Decision

Decision By