EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

DECEMBER 9, 2020

PROJECT UPDATE

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Florida PALM Project Update

Risks and Issues

- Since the October ESC meeting, one issue was logged and one issue was closed
  - Closed (Issue 24): Functional Design delays impacting downstream activities
  - Opened (Issue 25): Deal Management Interface and Conversion Testing is not aligned with Project Milestones
- Since the October ESC meeting, no risks were logged; one risk was closed; one risk became an issue; two risks remain open
  - Open (Risk 221): Central Wave build timeline and Central Wave work for MFMP build activities are not aligned
  - Became an Issue (Risk 223): Investment data needed for Mock 2 conversion testing
  - Closed (Risk 224): Provisional ESC approval for the Central Wave RICEFW Go/No-Go Decision based on Amendment 3 timing
  - Open (Risk 225): Committed schedule work may be defined/modified by Amendment 3
- 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

Budget – Fiscal Year 20-21

FY 2020-2021 Spend Plan Summary As of November 30, 2020				
Category	**Projected FYTD**	**Incurred FYTD**	**Released FYTD**	**Release Remaining**
Special Category	$4,155,527	$4,075,250	$6,126,559	$2,051,309
SSI Contract	$3,287,458	$3,287,458		
Project Admin	$63,426	$63,426		
Support Services	$429,703	$434,891		
IV&V	$374,940	$289,475		
Salaries and Benefits	$2,429,575	$2,424,488	$3,150,416	$725,928
DMS Transfer and Risk Management	$22,173	$17,952	$26,872	$8920
Total	**$6,607,275**	**$6,517,690**	**$9,303,847**	**$2,786,157**

Florida PALM Project Update
Scope

Not Started

In Progress

Complete

▸ FY20-21 Project Objectives Update

- ◦ Complete UAT testing for CMS Wave
- ◦ Conduct end user training for CMS Wave functionality
- ◦ Initiate CMS Wave deployment activities
- ◦ Conduct analysis of current Payroll functionality
- ◦ Complete Central Wave process models
- ◦ Complete Central Wave RICEFW inventory
- ◦ Confirm Updates to Standardized Business Process Models
- ◦ Complete Departmental Wave RICEFW inventory
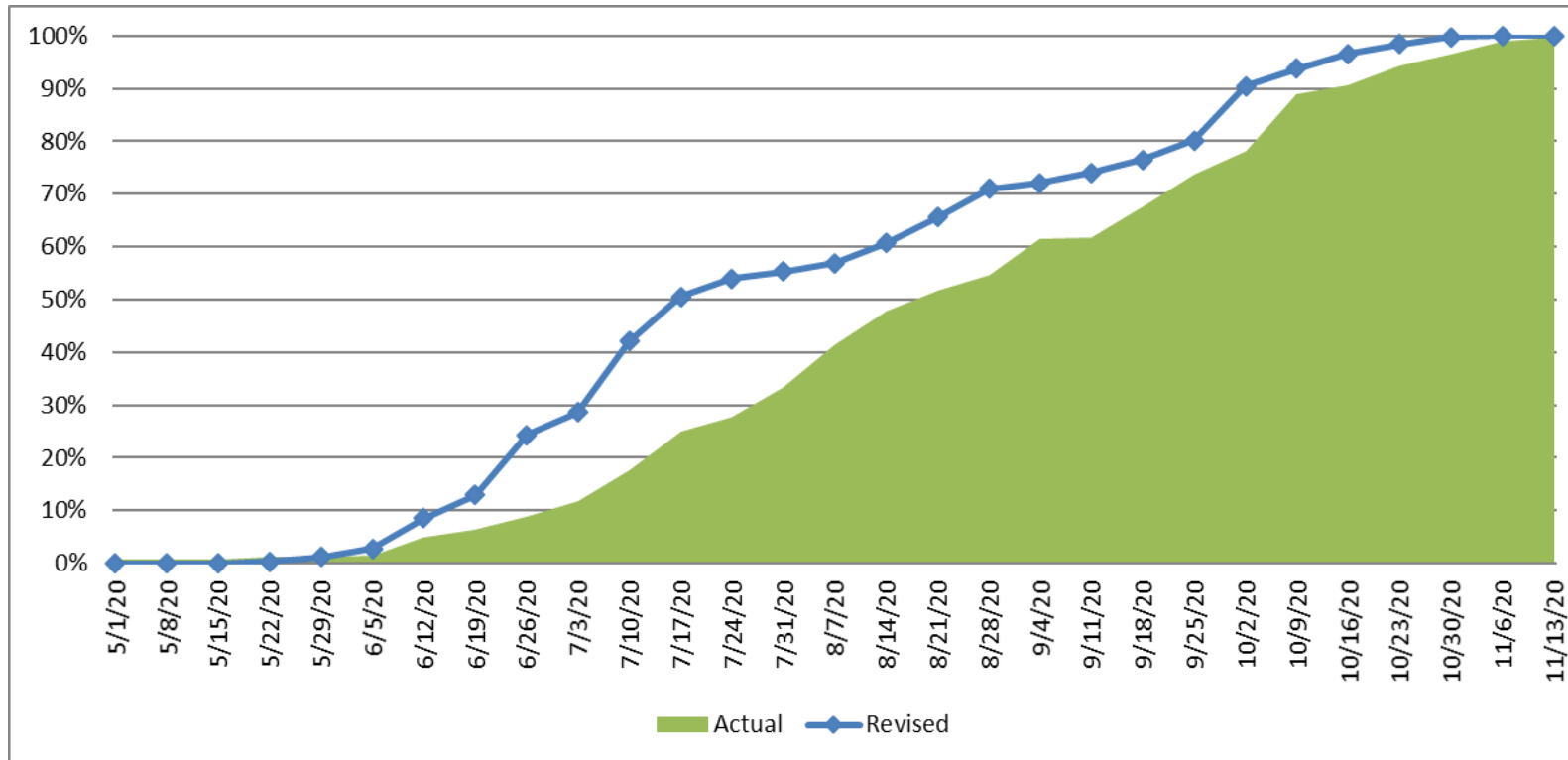- ◦ Confirm operational readiness for production support

Florida PALM Project Update
Schedule – CMS Wave Activities
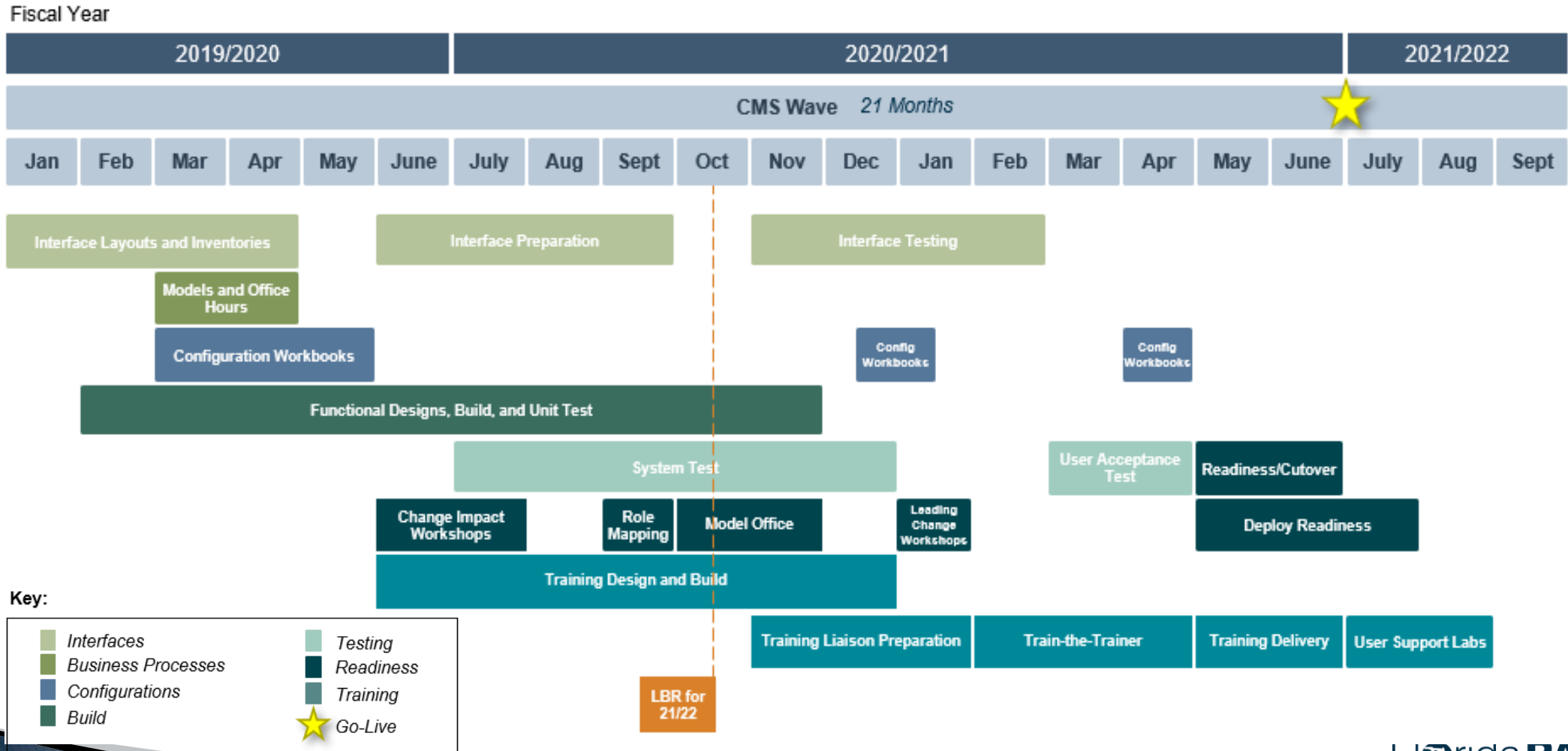
Florida PALM Project Update
Scope – CMS Wave

▸ Build Progress for the CMS Wave*

Status	Count
Not Started	0
In Process	0
Ready for ACN Lead Review	0
Ready for State Lead Review	0
Ready for Team Manager Review	0
On Hold	0
Completed	87
Total	**87**

As of 11/13/2020

Florida PALM Project Update
Scope – CMS Wave

▸ System Testing is progressing on schedule and is achieving the desired results for CMS Wave*

Cycle	# of Scripts Executed	# of Scripts Passed	# of valid SIRs identified	# of SIRs open
0 – Env and Config Validation	121 (100%)	120 (99%)	54	1
1 – Simple Processing	69 (100%)	68 (99%)	43	2
2 – Complex Processing	105 (100%)	105 (100%)	43	2
3 – Security	107 (100%)	104 (97%)	76	1
4 – Cross Functional Integration	90 (100%)	83 (92%)	127	8
5 – Reporting	63 (100%)	50 (80%)	131	29
6 – Year End Processing	(11/23 – 12/18)			

As of 12/01/2020

Florida **PALM**
Planning, Accounting, and Ledger Management

Florida PALM Project Update
Scope – CMS Wave

▸ Mock 2 Conversion concluded with better than expected results

◦ Target at least 50% load rate; achieved 96%, 97%, 99%, 99%, and 100% for 5 CMS Wave conversions

◦ Target at least 90% validation on loaded data; achieved 100%

◦ No critical or high priority SIRs

Florida PALM Project Update
Scope – CMS Wave

▶ Model Office for Super Users was held November 3-20, 2020
  ◦ 19 sessions were held to provide small group, personalized engagement in a virtual environment
  ◦ 160 participated, all 34 agencies were represented
  ◦ Model Office session topics:
    • General Navigation
    • Add/Modify Chart Field
    • Direct Journal Deposit
    • Disinvest Journals
    • Treasury Correspondence Form

Florida PALM Project Update
Scope – CMS Wave

▸ Issue 25 Update
  ◦ Risk 223 closed and issue opened
  ◦ Treasury executed contract with Bloomberg at the end of June
    • Phase 1 – Treasury implementation
    • Phase 2 – Florida PALM implementation
  ◦ Florida PALM began meeting with Bloomberg in July
    • Conversion and Interface Layouts were complete
    • Configuration, Functional Design, and Build activities well underway
  ◦ Identified changes needed to configuration, layouts, functional designs, and build during discussions
  ◦ Mitigation Plan extends timeline specific to externally managed investment data processes to make needed updates and test
  ◦ Target completion prior to User Acceptance Testing

Florida PALM Project Update
CMS Wave Interface Testing

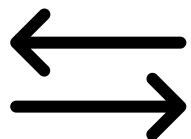| Cycle	Timing	Objective
1 – Connectivity Testing	11/2/2020 – 12/4/2020	• Validation that agencies can access their designated Florida PALM MFT folders and can place and retrieve file in those folders.
2 – Technical Testing	11/30/2020 – 2/5/2020	• Validation that agencies can process Florida PALM outbound files within their internal business systems. • Validation that Florida PALM can process inbound files from agencies. • Confirmation of interface error processing procedures.
3 – Functional Testing	1/25/2021 – 2/26/2021	• Validation that Florida PALM operates with the files received and can process the data across functional modules within the system. • This cycle will be performed by Florida PALM.

Florida PALM Project Update
CMS Wave Interface Testing

▸ 7 agencies and 4 third parties engaged

▸ 29 interfaces tested

▸ 43 unique files transferred

▸ 15 SIRs
  ◦ 13 closed
  ◦ 2 open *

* Cycle 1 as of 12/2/2020

Florida PALM Project Update

Identity and Access Management (IAM) Testing

| Activity	Timing	Objective
Identity Provider Questionnaire	2/5/2020 – 2/28/2020	Determine the identity provider in use by each agency
Establish Identity Interface for non-production	9/15/2020 – 10/15/2020	Test non-production environments connectivity with agency identity provider
Establish Identity Interface for Production	11/16/2020 – 12/21/2020	Test production environment connectivity with agency identity provider
IAM Functional Testing	2/8/2021 – 2/26/2021	Test full identity access management with each agency

Florida PALM Project Update
Identity and Access Management (IAM) Testing
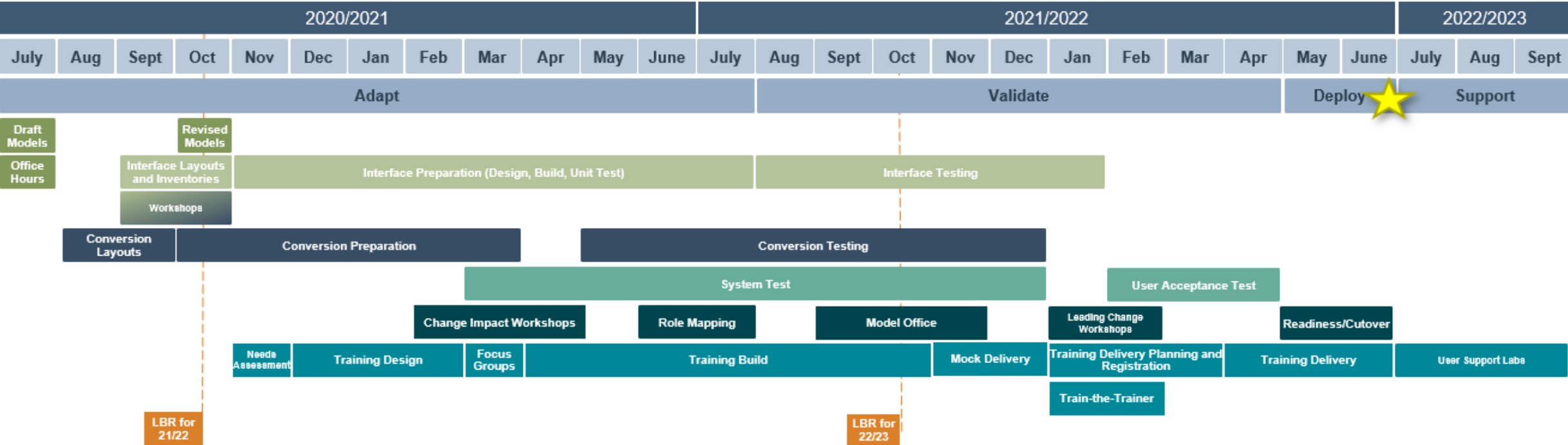
▸ 34 agencies engaged

▸ 4 identity providers tested
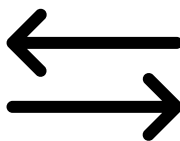
▸ Connectivity tested*
- Successful for 32
- 1 in progress
- 1 not started

* For non-production configuration as of 12/2/2020

Florida PALM Project Update
Schedule – Central Wave Agency Activities

	2020/2021											2021/2022											2022/2023		
July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept

Key:
- Business Processes
- Interfaces
- Conversions
- Configurations
- Testing
- Readiness
- Training
- Go-Live

Adapt — Validate — Deploy — Support

Draft Models | Revised Models
Office Hours
Interface Layouts and Inventories | Interface Preparation (Design, Build, Unit Test) | Interface Testing
Workshops
Conversion Layouts | Conversion Preparation | Conversion Testing
System Test | User Acceptance Test
Change Impact Workshops | Role Mapping | Model Office | Leading Change Workshops | Readiness/Cutover
Needs Assessment | Training Design | Focus Groups | Training Build | Mock Delivery | Training Delivery Planning and Registration | Training Delivery | User Support Labs
Train-the-Trainer
LBR for 21/22
LBR for 22/23

Florida PALM Project Update
Scope – Central Wave

▸ Interface Office Hours facilitated

  ◦ November 9 and 13

  ◦ 25 Agencies attended

  ◦ 189 Agency participants

▸ 25 agencies and enterprise partners identified needing to interface with Florida PALM in the Central Wave

▸ Project team confirming Central Wave interface inventories and plans for web services

▸ Configuration and Functional Design work began

  ◦ Paul Whitfield, DFS Division Director of Accounting and Auditing

Florida PALM Project Update
Schedule – Departmental Wave Agency Activities
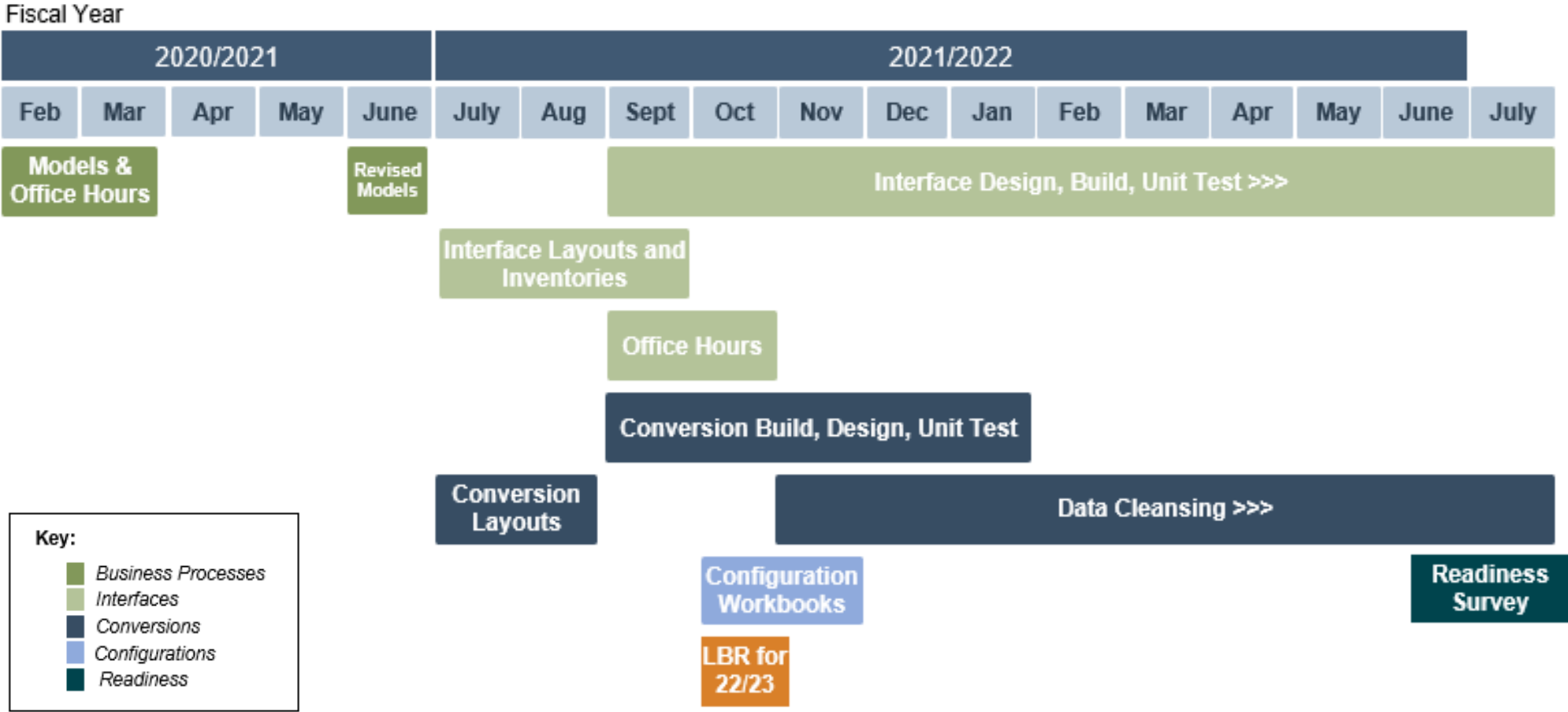
Florida PALM Project Update
Scope – Departmental Wave

▸ Standardized Business Process Models
- ◦ Work began in November to assess changes from the Standardized Business Process Models previously approved by the ESC
  - • Payroll Wave Impacts
  - • Inter/Intraunit Processes
  - • Offset Processes
  - • Chart of Account Design Impacts
  - • Projects/Grants Processes
  - • Clarifying Processes
- ◦ ESC Review
  - • Information provided on changes as models are developed
  - • Scheduled for submission after April 2021
  - • ESC approval of updates logged as decision (voting action)

Florida PALM Project Update
Schedule – Agency Readiness Activities

- ▸ Central Wave Training Needs Assessment
- ▸ Training Liaison Preparation
- ▸ End User Role Mapping
- ▸ Training Approach

INDEPENDENT VALIDATION AND VERIFICATION (IV&V)
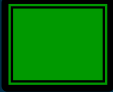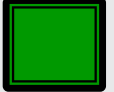
CONTENT PROVIDED BY MARK FAIRBANK

IV&V Assessment
October 2020 Reporting Period

Overall Status			
Current Period	Prior Period	Overall Trend	Summary Observations
🟩	🟩	⬌	CMS Wave activities continue as Central Wave activities are now underway. The mitigation plan for resolving delays in CMS Wave functional designs was executed to effectively resolve the issue and put project back on schedule for the CMS Wave. Observed planning activities are consistent with the Project Management Plan and standard practices. A multi-faceted organizational change management program continues to produce proactive communications to stakeholders, including partner system organizations such as FFMIS/STMS and state agencies. Agencies continue to engage and indicate progress on work to update internal business systems . Enterprise partner system organizations continue to engage and demonstrate commitment to fulfill critical dependencies. Risks and Issues are being managed proactively and with an appropriate sense of urgency. The Project is actively managing risk to the implementation schedule. Collaboration between the State Project Team and Accenture Team continues to produce acceptable results. The Project trend is stable as work toward executing the statement of work and producing deliverables is proceeding according to plan.

IV&V Assessment
Additional Observations

▸ IV&V continues to assess the Project to be in a yellow status in one area, Project Time Management, due to the following reasons:

- Potential misalignment of development and test schedules with the enterprise system partner MFMP. The Project and DMS/MFMP have collaborated on defining and qualifying the risk and show commitment to continued cooperation to develop a mitigation plan.
- The prolonged finalization of Contract Amendment 3 may increase risk to the schedule of deliverables.
- As of the end of October, CMS Wave functionality related to DFS Treasury's transition of investment portfolio data services may require near-term CMS Wave schedule changes. During November, the Project logged Issue 25 and created a plan to address.

IV&V Assessment
Additional Observations

▸ In summary, the Project continues to proactively manage production of deliverables and provide agencies, partner system organizations, and third parties with information needed to assess impacts, understand timelines, and take action.

  ◦ Schedule risk is also inherent in the overall Florida PALM waved approach, which is complicated by requiring a large and diverse organization to align to implement a broad scope of business functionality in multiple phases/waves that need to be executed in parallel.

  ◦ The waves are designed to limit the amount of change introduced at one time. However, the approach makes the Project and the State dependent on the prolonged use of the FLAIR system and requires FLAIR to be modified to facilitate business processing using a hybrid of FLAIR/Florida PALM between the implementation of Central Wave and the completion of Departmental Wave.

UPCOMING

MELISSA TURNER

Florida PALM Project Update
Upcoming

KEY:
- CMS Wave
- Central Wave
- Departmental Wave
- Non-Wave Specific

30 days
- Cycle 2 Interface Testing
- Reporting Workgroup
- Updated Reports Catalog and Reporting Approach

90 days
- Proviso Reporting Update
- CCN Town Hall
- Leading Change Workshop
- SAM Training
- IAM Functional Testing
- Interface Office Hours
- Change Impact Workshop
- Process Models Review and Office Hours
- End of Wave Readiness Survey

6 months
- Reporting Workgroup
- User Acceptance Testing
- Operational Readiness Testing
- FY22/23 LBR Planning
- CCN Town Hall
- Readiness Survey
- End User Training

Florida **PALM**
Planning, Accounting, and Ledger Management

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