

Florida **PALM**

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

OCTOBER 28, 2020



PROJECT UPDATE

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Florida PALM Project Update

Risks and Issues

- ▶ Since the last ESC meeting, no issues were logged or closed; one issue remains open
 - Open (Issue 24): Functional Design delays impacting downstream activities
- ▶ Since the last ESC meeting, three risks were logged; no risks were closed; one risk remains open
 - Open (Risk 221): Central Wave build timeline and Central Wave work for MFMP build activities are not aligned
 - Risk Logged (Risk 223): Investment data needed for Mock 2 conversion testing
 - Risk Logged (Risk 224): Provisional ESC approval for the Central Wave RICEFW Go/No-Go Decision based on Amendment 3 timing
 - Risk Logged (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 September 30, 2020				
Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
Special Category	\$5,089,182	\$1,306,390	\$6,126,559	\$4,820,169
SSI Contract	\$4,065,293	\$845,954		
Project Admin	\$453,352	\$25,013		
Support Services	\$343,427	\$267,687		
IV&V	\$227,110	\$167,736		
Salaries and Benefits	\$1,457,745	\$1,434,490	\$3,133,733	\$1,699,243
DMS Transfer and Risk Management	\$22,173	\$13,493	\$26,872	\$13,379
Total	\$6,569,100	\$2,754,373	\$9,287,164	\$6,532,791



Florida PALM Project Update

Amendment 3

- ▶ The revised implementation plan requires a team to design, build, and support agencies with each Wave
- ▶ The focus on functionality by Wave results in additional Business Process Models and additional temporary interfaces to FLAIR
- ▶ Since 2018, there is an increase in planned build items (RICEFW)
- ▶ Additional functional and technical testing is required across releases
- ▶ Overlap in Wave activities results in increased infrastructure staff needs due to additional environment management and more complex configuration management



Florida PALM Project Update

Amendment 3

- ▶ An analysis will be conducted to identify impacts of implementing Payroll functionality prior to Departmental FLAIR functionality
- ▶ There was an opportunity for transitions to the Department:
 - OCM activities in stages from August 2020 to July 2022
 - PMO activities by September 2021



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

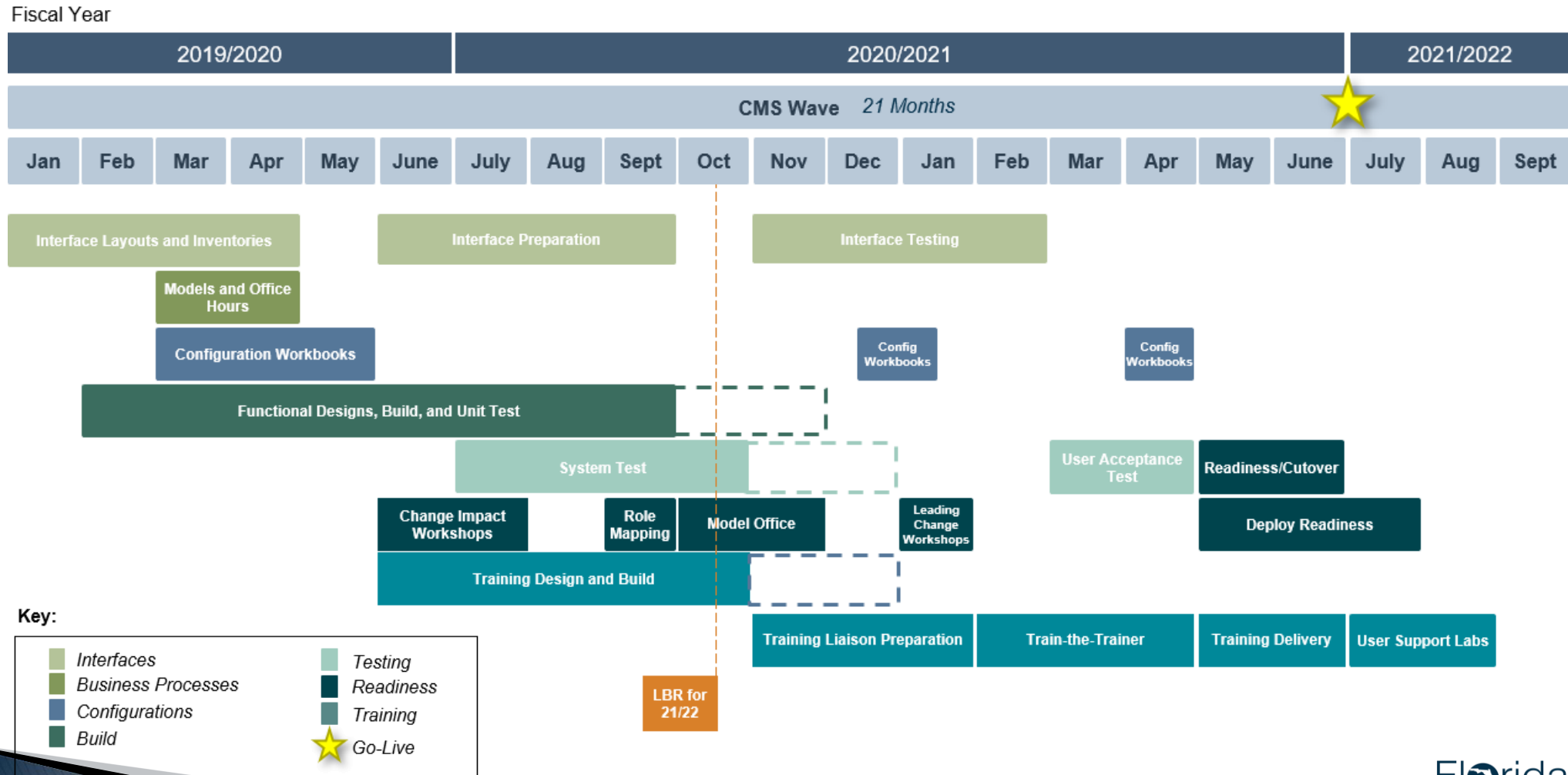
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* Objective name updated from Complete Departmental Wave process models



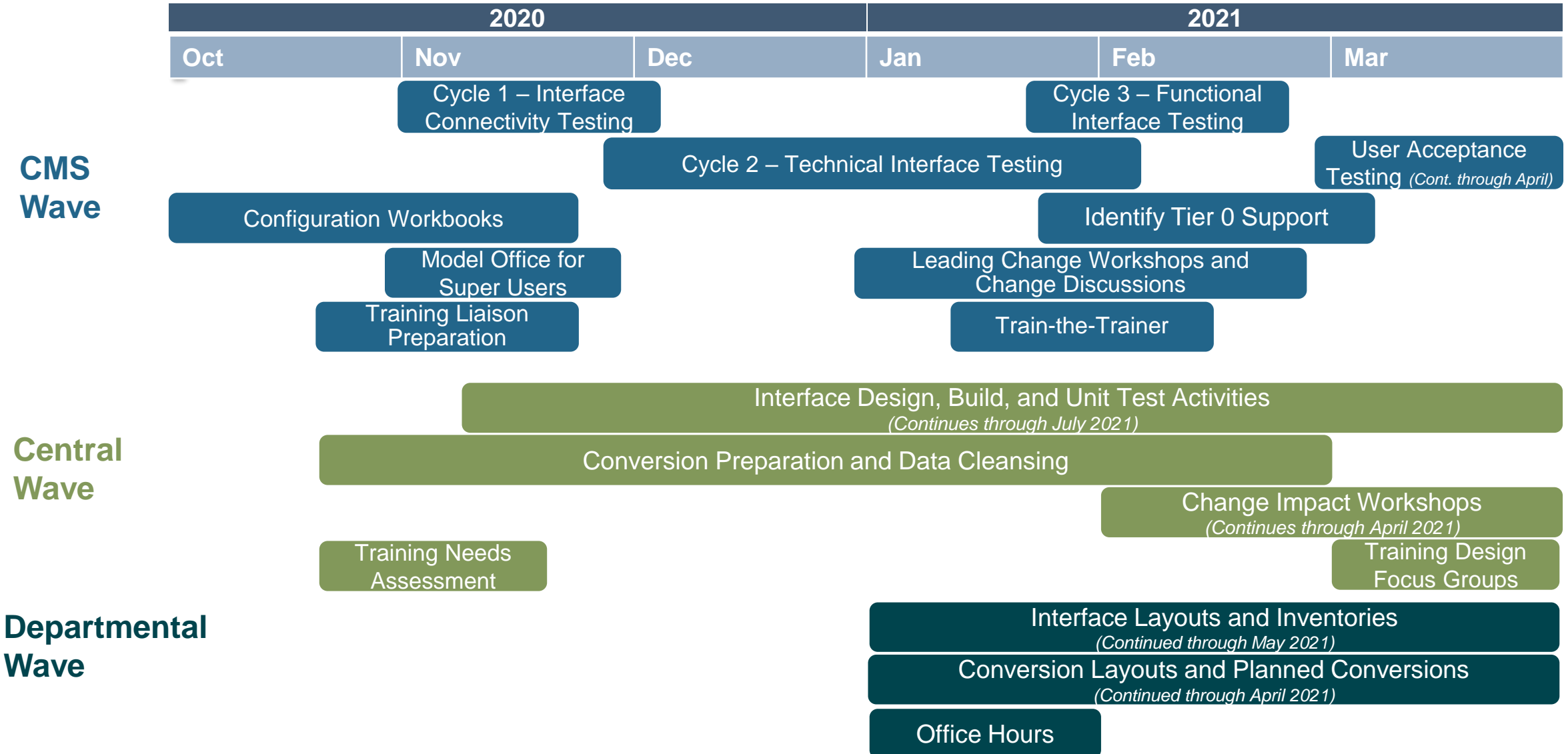
Florida PALM Project Update

Schedule – CMS Wave Activities



Florida PALM Project Update

Schedule – Six-Month Look Ahead



Florida PALM Project Update

Schedule – CMS – Ready for Interface and Conversion Testing

- Not Started
- ◐ In Progress
- Complete

Go/No-Go Components

- Prototype 2 Delivery
- Master Data Configuration Workbook
- Interface and Integration Testing Plan
- Regression Testing Plan
- System Testing Plan
- Training Needs Assessment
- Training Curriculum
- Role Mapping Handbook
- Help Desk Strategy
- Production Support Strategy
- Testing Strategy
- Non-production Infrastructure Installation
- Conversion Extract Layouts
- Published Interface Layouts
- Technical Architecture Documentation
- Application Development – Interfaces/Conversions
- Data Management Plan
- Penetration Testing Plan
- Completion of Penetration Testing



Florida PALM Project Update

Schedule – CMS – Ready for Interface and Conversion Testing

Interfacing Partner	Number of Interface(s)
Third Party (4)	11
DFS (including CDs, SPIA, iFLAIR)	14

Interfacing Partner	Number of Interface(s)
DACS	3
DCF	1
DEO	4
DEP	3
DOH	2
DOR*	6

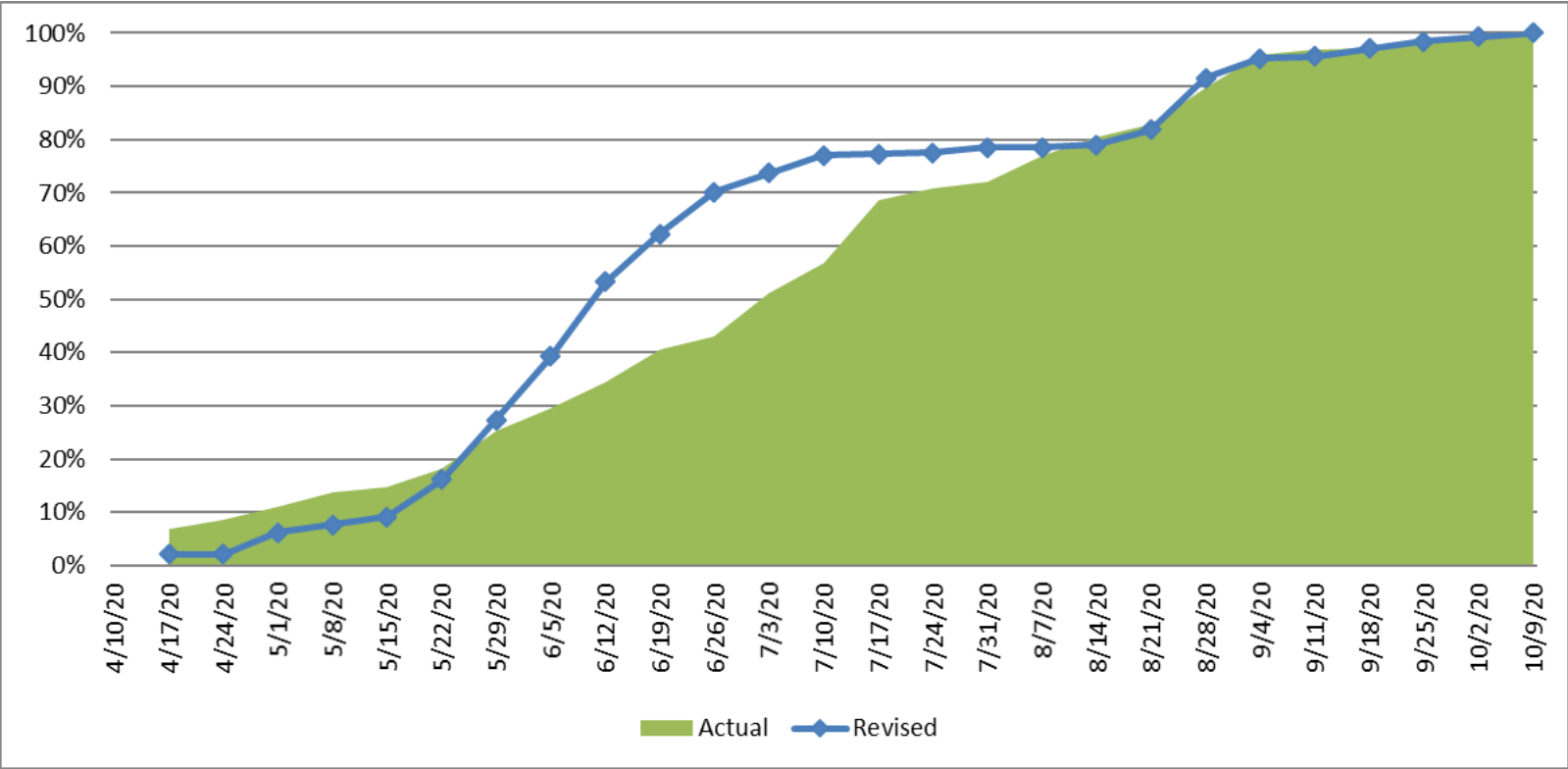
**Only agency with inbound interface to Florida PALM*



Florida PALM Project Update

Scope – CMS Wave

▶ Functional Design Progress for 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

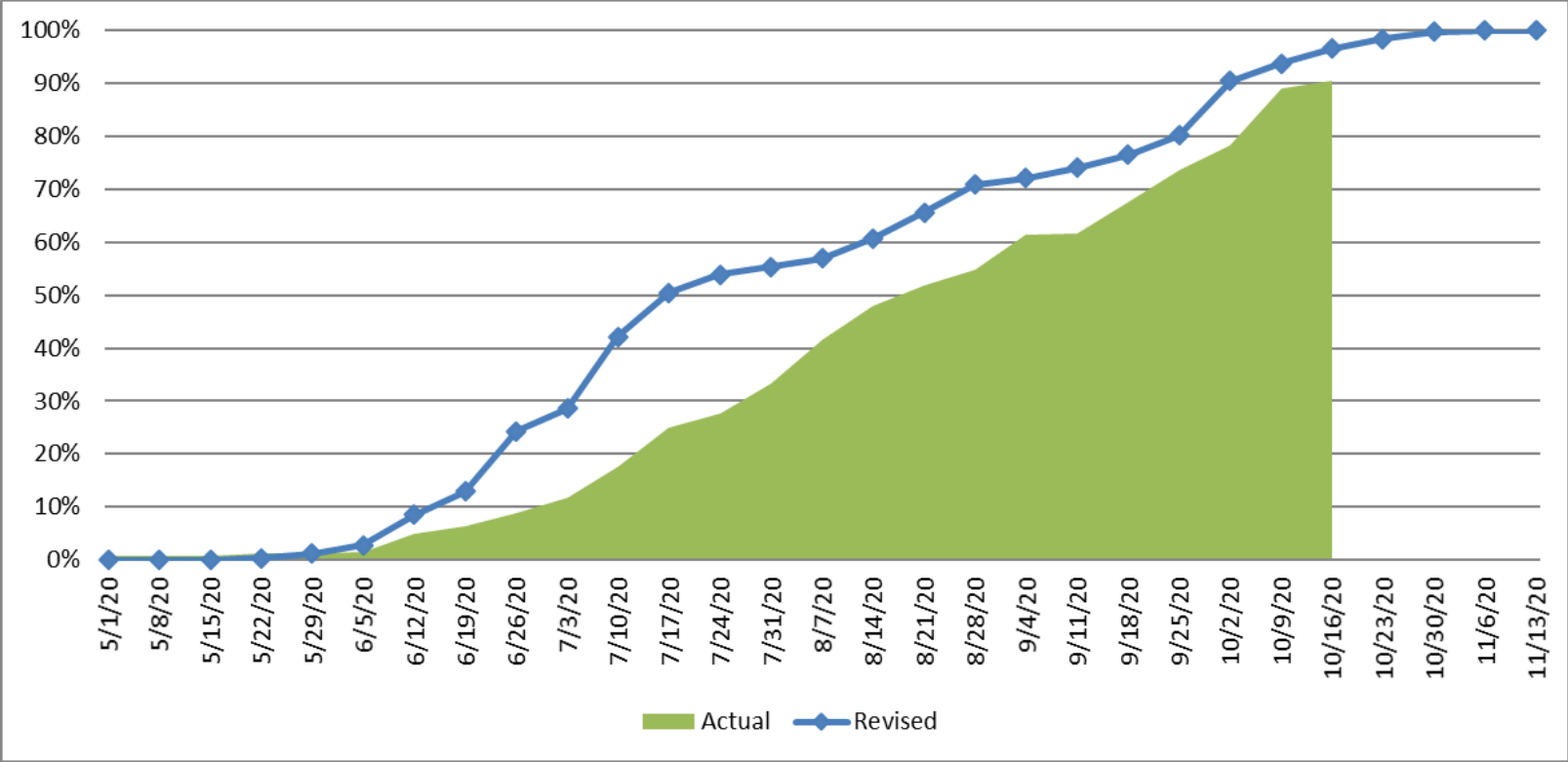
*As of 10/16/2020



Florida PALM Project Update

Scope – CMS Wave

► Build Progress for the CMS Wave*



Status	Count
Not Started	5
In Process	22
Ready for ACN Lead Review	3
Ready for State Lead Review	1
Ready for Team Manager Review	0
On Hold	0
Completed	56
Total	87

*As of 10/16/2020



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	124 (100%)	117 (94%)	52	7
1 – Simple Processing	69 (100%)	68 (99%)	39	3
2 – Complex Processing	105 (100%)	104 (99%)	38	6
3 – Security	106 of 108 (99%)	98 (92%)	74	11
4 – Cross Functional Integration	68 of 101 (68%)	54 (79%)	76	23
5 – Reporting	(10/26 – 11/20)			
6 – Year End Processing	(11/23 – 12/18)			

**As of 10/16/2020*



Florida PALM Project Update

Scope – CMS Wave

- ▶ Mock 1 Conversion concluded with better than expected results
 - Target at least 30% load rate; achieved 80%, 82%, 99%, 99%, and 100% for 5 CMS Wave conversions
 - Target at least 90% validation on loaded data; achieved 94%
 - No critical or high priority SIRs
 - Identified missing rows on the Chart of Accounts Crosswalk



Florida PALM Project Update

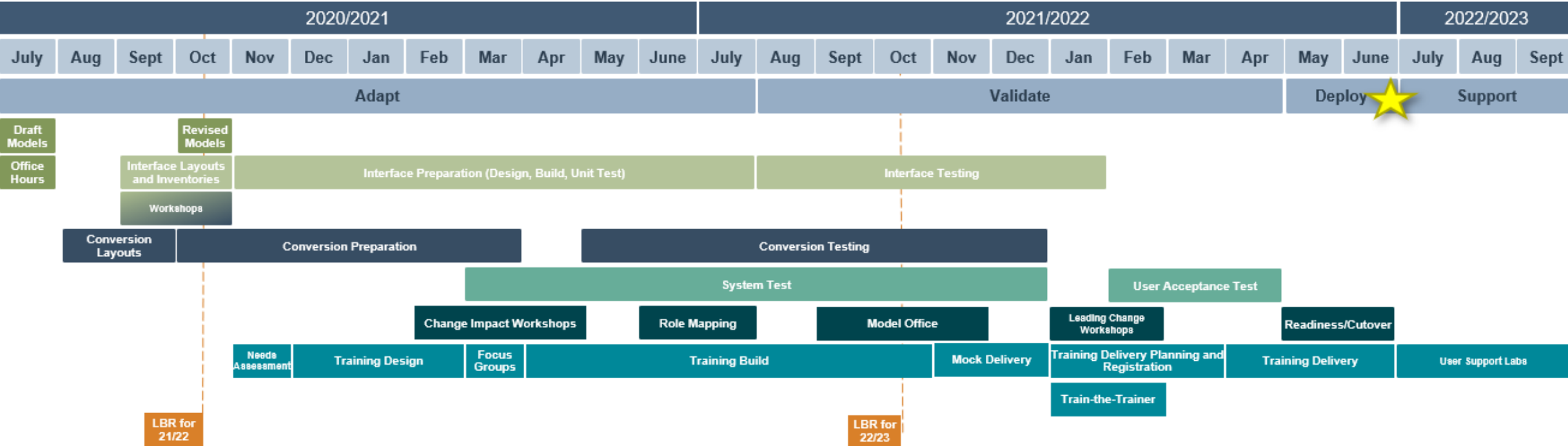
Scope – CMS Wave

- ▶ Shared Configuration Workbook with agencies to update Bank Account information
- ▶ Shared testing details with agencies in preparation for November testing
 - Testing Schedules
 - Testing Scenarios



Florida PALM Project Update

Schedule – Central Wave Agency Activities



Key:

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



Florida PALM Project Update

Schedule – Central – Ready to Start RICEFW Build

- Not Started
- ◐ In Progress
- Complete

Go/No-Go Components

- RICEFW Inventory
- Central Wave Business Process Models*
- Requirements Traceability Matrix (RTM)*

**Part of Amendment 3*



Florida PALM Project Update

Scope – Central Wave

- ▶ The Interface and Conversion Workshop was held on October 1
 - Purpose – to familiarize agencies with the interface and conversion activities
 - 32 Agencies participated
 - 170 total participants
- ▶ DFS Data Management Strategy & Approach
 - A&A will lead data cleansing activities with agencies
 - [DFS Data Management Project](#) website



Florida PALM Project Update

Scope – Central Wave

- ▶ RICEFW Inventory Deliverable (D185)
 - Reports – 129
 - Interfaces – 86
 - Conversions – 5
 - Extensions – 12
 - Forms – 3
 - Workflows – 6
- ▶ Shared Agency/Enterprise Central Wave Interface Layouts
- ▶ Requested Interface Connection Inventory



Florida PALM Project Update

Scope

- ▶ Change Champion Network Town Hall
- ▶ Training Liaison Preparation Office Hours
- ▶ Identity Access Management (IAM) Office Hours



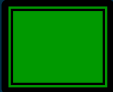
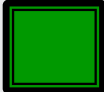

INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

CONTENT PROVIDED BY MARK FAIRBANK



IV&V Assessment

September 2020 Reporting Period

Overall Status			
Current Period	Prior Period	Overall Trend	Summary Observations
			<ul style="list-style-type: none"> • CMS Wave activities continue as Central Wave activities have been initiated. • The mitigation plan for resolving delays in CMS Wave functional designs has been effective so far in producing results according to the revised schedule. • Contract Amendment 3 is still pending and is needed to ratify the schedule of new deliverables pursuant to the agreements contained in the amendment. • The Project has not incurred major negative impacts to productivity during the COVID-19 emergency. ◆ The rescheduling provides extended time for Central Wave activities to be completed. The risk to the project schedule persists as CMS Wave functional designs and development activities are caught up and alignment of schedules for Florida PALM and MFMP implementations is a continuing area of concern. ◆ The ability to independently assess, prepare for, and execute changes to internal business systems and/or reporting processes appears to differ greatly at agencies. • The Project actively manages risk to execution of project activities and the implementation schedule. The multi-year, multi-phase implementation approach increases the risks of schedule conflicts and turnover of key positions. • Cost management and resource allocation are monitored closely by Track Managers and PMO. • Quality control, financial control, and vendor processes are established and consistently executed. • 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

- ▶ Schedule risk is inherent in the overall approach, which combines the complexities of a large and diverse organization aligning to implement a broad scope of business functionality in multiple phases/waves that need to be executed in parallel.
- ▶ While the rationale for the State's approach is clear and logical, it is influenced significantly by a desire to avoid the missteps and situations that jeopardized the State's earlier attempt to implement an ERP system with Project ASPIRE.
- ▶ As part of ongoing assessment, IV&V occasionally revisits the diagnoses used to assess and make decisions on Project ASPIRE and compare them with what is observable in the Florida PALM Project. The *Florida ASPIRE Gartner Final Report 2007* contains the diagnostic analysis and findings used by IV&V to assess current operations.



IV&V Assessment

Additional Observations

Critical Project Areas	Project ASPIRE Findings (Gartner 2007)	Florida PALM IV&V Observations
Executive Governance Process	Missing	Established 2017 and operating regularly
Statewide ERP Vision & Strategy	Unclear and incomplete at best	Developed 2014 and refined on an ongoing basis, shared broadly, vetted and affirmed
Requirements & Long-Term Viability of Solution	Customization and uncontrolled scope promised limited lifespan of solution	Strong scope control, designs based on industry best practices, very limited customizations, and hosted solution promise long-term viability
Funding Model Promotes/Inhibits Progress	Budget releases tightly controlled to minimize risk after concerns escalated	Budget releases based on calendar periods rather than contracted project milestones complicates mid-term and long-range commitment of resources
Authoritative Project Plan & Master Schedule	Incomplete, uncontrolled, and ineffective	Painstakingly detailed, regularly shared and updated by all teams, closely managed, independently validated
Project Team Adheres to Best Practices & Meets Deadlines	No evidence of best practices, operating principles, or sense of urgency to meet deadlines	Extensive work to incorporate best practices, to establish, share and adhere to operating principles, and a record of meeting deadlines



VOTING ACTION

SCOTT FENNELL



Florida PALM Project Update

Voting Action

- ▶ CMS – Ready for Interface and Conversion Testing
- ▶ Central – Ready to Start RICEFW Build



UPCOMING




MELISSA TURNER



Florida PALM Project Update

Upcoming

KEY:

-  CMS Wave
-  Central Wave
-  Non-Wave Specific

30 days

- (MRW) quarterly release
- Training Liaison Preparation Kickoff
- Model Office for Super Users
- Cycle 1 Interface Testing
- Training Needs Assessment
- Interface Office Hours

90 days

- Proviso Reporting Update
- Cycle 2 Interface Testing
- Interface Office Hours
- Reporting Workgroup
- CCN Town Hall
- Leading Change Workshop
- Train-the-Trainer

6 months

- Change Impact Workshop
- Training Office Hours
- Interface Office Hours
- Data Cleansing
- User Acceptance Testing
- End of Wave Readiness Survey
- FY22/23 LBR Planning



NEXT SCHEDULED MEETING

NOVEMBER OR DECEMBER, 2020

VIRTUAL



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