# Florida PALM

#### Planning, Accounting, and Ledger Management



# **EXECUTIVE STEERING COMMITTEE**

#### DEPARTMENT OF FINANCIAL SERVICES JULY 17, 2024





#### TOMMY WERNER





Executive Steering Committee Meeting

### **Budget**

FY 2023-2024 Spend	d Plan Summa	ry as of June	e 30, 2024	
Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
FLAIR System Replacement	\$43,228,028	\$39,059,751	\$43,537,735	\$4,477,984
SSI Implementation Services	\$29,745,300	\$26,329,800		
Facilities and Maintenance	\$415,692	\$415,692		
Production Support	\$8,752,151	\$8,639,651		
Production Support Administration	\$47,904	\$48,427		
Oracle Software and Maintenance	\$2,123,516	\$1,716,850		
Project Administration	\$150,000	\$121,707		
Additional Facilities	\$84,960	\$51,921		
ERP and OC Support Services	\$1,701,785	\$1,604,335		
QA Support Services	\$206,720	\$131,368		
IT Service Management	\$790,590	\$695,427	\$2,000,000	\$1,304,573
Contingency	\$0	\$0	\$0	\$0
DMS IV&V Transfer	\$6,053,061	\$6,053,061	\$6,053,061	\$0
Salaries & Benefits	\$7,380,813	\$7,273,565	\$9,743,087	\$2,469,522
HR Transfer and Risk Management Insurance	\$32,587	\$32,587	\$32,587	\$0
Total:	\$57,485,079	\$53,114.391	\$61,366,470	\$8,252,079



### **Budget**

FY 2024-2025 Spend Plan Summary as of July 1, 2024										
Category	Projected	Released FYTD	Release Remaining							
FLAIR System Replacement	\$45,117,910	\$11,595,340	\$11,595,340							
SSI Implementation Services	\$28,946,400									
Facilities and Maintenance	\$415,692									
Production Support	\$9,243,877									
Production Support Administration	\$53,839									
Oracle Software and Maintenance	\$1,906,754									
Project Administration	\$210,000									
Additional Facilities	\$129,724									
ERP and OC Support Services	\$3,273,888									
QA Support Services	\$937,736									
IT Service Management	\$895,303	\$1,293,553	\$1,293,553							
Contingency	\$0	\$0	\$0							
Salaries & Benefits	\$9,886,462	\$9,886,462	\$9,886,462							
HR Transfer and Risk Management Insurance	\$32,587	\$32,587	\$32,587							
Total:	\$55,932,262	\$22,807,942	\$22,807,942							



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### **Risks and Issues**

- No new Issues have been opened or closed
- Six Risks with score of 6 or higher:
  - Risk 4 Agency Engagement
  - Risk 5 Timing and Efficiency of Information Sharing
  - Risk 6 Contracts outside of the Project
  - Risk 7 Design Segment IV
  - Risk 8 Build Segments
  - Risk 9 System Testing



# Administrative Schedule

Stage Gate	Critical Path Item	Status
	Solution Design – Segment III (D641)	Complete
	Process Models – Payroll (D639)	Complete
	Master Data Configuration Workbooks (D640)	Complete
SG2 - Ready to Begin System Testing	Updated Technical Architecture Design (D642)	Complete
08/30/2024 Criteria: Design is at least 95% complete and Segment I Build is	Update Process Models – Financials – Segment III (I-WP101)	Complete
complete Approval Level: Project Director - ESC Awareness	Build – Segment I (D646)	Complete
	Solution Design – Segment IV (D644)	In Progress
	Update Process Models – Financials – Segment IV (I-WP101)	In Progress
	Environment Builds – System Test Environment	Future
CO4 America Decilinges	Training Build (I-WP110)	Future
SG4 – Agency Readiness	Role Mapping Worksheet (I-WP118)	Future
Criteria: Agency Readiness Certifications have been received	Readiness Workplan (I-WP126)	Complete
Approval Level: ESC	Agency Readiness Certification (I-WP128)	In Progress





#### Schedule

Stage Gate	Critical Path Item	Status
	Establish DW/BI Environments (D647)	Complete
	Build – Segment II (D648)	In Progress
	Security Roles Matrix (WP405)	In Progress
	Environment Builds – Mock Conversion Test Environment	Future
	Environment Builds – Interface Test Environment	Future
	Solution Design – DW/BI (D650)	In Progress
	Mock Conversion I (D651)	Future
SG3 – Ready to Begin UAT	Build – Segment III (D649)	Future
3/28/2025	Build – DW/BI – Segment I (D653)	Future
Criteria: Design and Build are complete; System Test is at least 90% omplete; UAT environment is ready for testing	System Test – Segment I (D652)	Future
pproval Level: ESC	Mock Conversion II (System Test) (D655)	Future
	Build – Segment IV (D654)	Future
	Build – DW/BI – Segment II (D659)	Future
	Environment Builds - UAT Test Environment	Future
	System Test – Segment II (D656)	Future
	Build – DW/BI – Segment III (D688)	Future
	Mock Conversion III (UAT) (D657)	Future
	System Test – DW/BI (D661)	Future



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# INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

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#### CONTENT PROVIDED BY PUBLIC CONSULTING GROUP



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### IV&V Update Project Management

- Delayed tasks have increased from 228 in the May Monthly Assessment Report to 395 as of the 6/30/24 status date in the Florida PALM Project Schedule
  - Configurations with Future Dependencies with 95
  - D650 Completion of Solution Design (Requirements) Segment IV DW/BI with 61
  - D648 Completion of Build Segment II with 73
  - I-WP129 Develop ETL Technical Specifications, Programs, and Unit Test Plans with 40
  - Additional WPs, Internal Work Products (I-WPs), and Project Management-related tasks make up the rest
- The SPI continues to hold steady above .90. This means the Project is progressing at above 90% of the planned pace
- The overall PMO risk rating was increased to a high Green





# IV&V Update Open Findings

- Finding 12 Inconsistency in Requirements Traceability
  - Opened in the Florida PALM IV&V September Monthly Assessment Report
    - Additional cross-checks are in place to mitigate future inconsistencies between the RTM and the Functional Designs
  - Florida PALM IV&V is performing a traceability analysis as part of reviewing D644 – Completion of Solution Design (Requirements) Segment IV
    - Florida PALM IV&V has performed a similar analysis on previous Deliverables and identified inconsistencies, but these were corrected prior to Deliverable acceptance





# IV&V Update Open Findings

- Finding 14 Risk that Delays in Application Build Could Impact Completion of System Testing and Start of UAT
  - Build Segment I completed about 7 weeks behind schedule.
  - Build Segment II is behind schedule (targeted to be complete by 6/28/24).
    - Florida PALM IV&V Team estimates completion by 7/19/24 (3 weeks behind schedule).
  - Build Segment III has started and is projected to finish by 9/30/24. This is the largest of the Builds with 131 RICEFW items.
  - Florida PALM Project Team is implementing mitigation strategies as part of Risk #8:
    - Daily Standups to assess Development status and blockers.
    - Shifting Application Design review to ERP Support Services when possible.
    - Adding Development staff (10 additional developers added through December 2024).
  - Florida PALM IV&V is estimating a 4-week delay to completion of Development.





# **IV&V Update**

# **Functional Design**

- Segment IV Design:
  - Successfully completed on 5/31/2024 (on schedule).
  - Florida PALM IV&V is reviewing D644 Completion of Solution Design (Requirements) Segment IV to assess the continued quality of the Design documentation.
- Segment V Design:
  - Includes 18 Functional Designs that were identified or approved late in Segment IV Design.
  - Scheduled to complete on 8/2/24.
  - Florida PALM Project Team is ahead of schedule as 4 Functional Designs have been drafted and 2 have been approved prior to the targeted dates.





## IV&V Update Development

- Segment II Build:
  - 75 Functional Designs are part of Segment II Build
    - Targeted to be complete by 6/28/24 but is behind schedule with 64 of the 75 approved
    - Florida PALM IV&V currently projects completion of Segment II Build by 7/19/24 (3 weeks behind schedule)
    - Florida PALM IV&V Team will review Segment II Application Development (AD) documents to ensure continued high quality and completeness
- Segment III-IV Build:
  - 131 FDs are part of Segment III Build and 105 for the remaining Build
    - Increase of 10 developers starting in July (25% increase)
    - Florida PALM IV&V is estimating a 4-week delay to completion of the last Build Segment (end of January 2025)
    - System Testing completes in April 2025 per D643 System Test Plan
    - Stage Gate 3 Ready to Begin UAT is on 3/28/25





# IV&V Update Overlap of System Testing and Development

- Significant overlap between Dev and System Testing
- Requires extensive coordination between Dev and Testing teams
- Risk that delays in Dev could force rescheduling of Testing Cycles, which could impact overall System Testing timeline (IV&V Finding 12 and Project Risk #8)
- Test planning should include sequencing and prioritization of Dev to support Test schedule

Task	7/1	7/16	8/1	8/16	9/1	9/16	10/1	10/16	11/1	11/16	12/1	12/16	1/1	1/16	2/1	2/16	3/1	3/16	4/1	4/16	4/30
Build Segment III	13	-13	~	~			••		~			~					(-)		7	~	<u> </u>
Build Segment IV																					
Cycle 0-Configuration Validation																					
Cycle 1-Security Validation																					
Cycle 2-Financials Module Specific Processing																					
Cycle 3-Financials Interface Programs Validation																					
Cycle 4-Financials Cross Module Processing																					
Cycle 5-Core Payroll Processing																					
Cycle 6-Miscellaneous Payroll Processing																					
Cycle 7-Cross Application Processing																					
Cycle 8-Financials Year End Close Processing																					
Cycle 9-Payroll Year End Close Processing																					
Mock Conversion Cycle 1 (Milestone)						ľ	X														
Mock Conversion Cycle 2 (Milestone)												$\bigstar$	-								
Mock Conversion Cycle 3 (Milestone)																Y	Y				
Stage Gate 3 - Ready to Begin UAT																		X			
UAT Start																					





# **IV&V Update**

### **Organizational Change Management**

- Florida PALM Readiness Team continues to make adjustments to better support Agencies
  - Implemented changes to the agenda and reminder process for Agency Readiness Touchpoints
  - Moved questions from the General Questions Log into agency-specific folders
  - Created a new UAT Questions Log for agencies
- Florida PALM Project Leadership reached out to Agency Sponsors of Agencies that have not yet completed Task 513 – Complete Configuration Workbooks for Segments I and II, which has a Direct Impact on the PALM Project





# IV&V Update

### **Agency Readiness**

- Agencies are continuing to make progress through critical Tasks, but some are struggling to complete Tasks as scheduled and keep pace with current work
  - Minimal progress observed for Tasks 500-505, with most agencies needing to resubmit updated/corrected information for verification
  - Task 514 Complete Data Readiness Analysis and Data Cleansing Activities for Segments I and II and Task 515 Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II also showed minimal progress
  - Number of submissions that had not been Verified as Complete for Task 513—Complete Configuration Workbooks for Segments I and II decreased (3 remain incomplete as of 6/30/24)
  - Task 519 Remediate Agency Business Systems based on Segment I has seen delays in Agency submissions due to System issues affecting remediation, data dependencies that are contingent on Segment IV and recap in October, and other dependencies on all Segments being rolled out
  - All Agencies submitted and have been Verified as Complete for Task 524 Complete and Submit End User Readiness Survey Analysis
- Florida PALM IV&V will be monitoring Task 536 Create Agency-Specific UAT Plan to assess and ensure Agencies' preparedness for UAT





# **READINESS AND IMPLEMENTATION**

#### KIMBERLY KEMP, NIKKI KLEIN, STACEY TERRY





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# **AGENCY READINESS ACTIVITIES**





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### **Agency Readiness Activities**

- Agency Question Log
  - Since March 2024: 284 questions logged; 207 answered
  - Maintained by RCs in collaboration with Project team
  - Now: Agencies can view their logged questions, status, and response
  - Future: Agencies can view other agencies' questions
- Task 519 Remediate ABS Based on Segment I
  - Duration: 1/29/2024 6/28/2024; iterative for each design Segment
  - 16 agencies incomplete or not submitted
    - Risk of agencies not being ready for interface testing (January 2025)
- Secure File Share Portal

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Established using SharePoint for confidential/sensitive data



Task 513: Complete Configuration Workbooks for Segments I and II

- Task Due May 13 with
   "Direct Impact" to Project
- All agencies complete
- Currently under review by functional teams
- 4 agencies chose
   Allotments Budget
   Structure Control

Module	Configuration Workbooks
Accounts Receivable (AR)	Distribution Code Worksheet
Asset Management (AM)	<ul><li>Location Definition Worksheet</li><li>Area ID Values Worksheet</li></ul>
Commitment Control (KK)	Allotments Budget Structure Control Worksheet
General Ledger (GL)	<ul> <li>Organization Worksheet</li> <li>Other Accumulator 1 (OA1) Worksheet</li> <li>Other Accumulator 2 (OA2) Worksheet</li> <li>Budgetary Value Combination Edit Worksheet</li> <li>Local Funds Worksheet</li> </ul>



**Segment II RW Task Completion Updates** 

#### Tasks Due 4/12/2024

Task	Project Impact	<b>Complete</b> (Change since last month)	Pending Resubmission	Not Submitted
514 – Complete Data Readiness Analysis and Data Cleansing for Segments I and II	N/A	26 (+5)	4	5
515 – Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II	N/A	20 (+1)	6	9
516 – Update ABS Documentation For Segment II	N/A	32 (+1)	0	3
517 – Update Conversion Inventory for Segment II (All Agencies Marked Complete)	Indirect	35 (+0)	0	0
518 – Update Interface Inventory for Segment II	Indirect	34 (+0)	0	1



As of 7/17/2024 Figurida PALM

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#### **Segment III RW Task Submissions**

#### Tasks Due 7/12/2024

Task Number and Title	Project Impact	Submitted	Not Submitted
526 – Complete Data Readiness Analysis and Data Cleansing for Segment III	N/A	27	8
527 – Identify Change Impacts and Update Agency Business Process Documentation for Segment III	N/A	24	11
528 – Update ABS Documentation For Segment III	N/A	26	9
529 – Update Conversion Inventory for Segment III	Indirect	33	2
530 – Update Interface Inventory for Segment III	Indirect	30	5





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**Preparing for UAT - Processes** 

- Foundation: Current State
- Build upon the foundation through Design Segmentrelated tasks
- Bring it all together with Change Analysis (Oct. – Dec.)
  - Confirm processes that needs to be tested
  - Basis for User Stories





#### **Bimonthly Agency Readiness Status Reports** General Observations

- Submission of Bimonthly (Task 538):
  - 2 agencies submitted after the due date (no change from last bimonthly)
  - Sign off for 3 agencies was by other than Primary Sponsor (-1 from last bimonthly)
  - Zero Agency Sponsor roles vacant (no change from last bimonthly)
- Completed or Open Items:
  - 16 outstanding / late tasks (-12 from last bimonthly)
  - 24 agencies with outstanding / late tasks (+7 from last bimonthly)
  - Concentration around Data Readiness, Change Impacts, and ABS Remediation tasks
  - o 7 of the 24 agencies have only one outstanding task for Segment I ABS Remediation
- DMS Piloted Enterprise Partner Reporting





**Bimonthly Agency Readiness Status Reports** 



Agency	CCN Composition	RW Task Completeness	RW Task Timeliness	Project-led Meeting Participation
AHCA				
APD				
CITRUS				
DBPR				
DCF				
DEM				
COM				
DEP				
DFS				
DJJ				
DLA				
DMA				
DMS				
DOAH				
DOE				
DOEA				
DOH				
DOL				
DOR				
DOS				
DVA				
EOG				
FCOR				
DACS				
FDC				
FDLE				
FDOT				
FGCC				
FLHSMV				
FSDB				
FWC				
JAC				
LEG				
PSC				
SCS				

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#### **Bimonthly Agency Readiness Status Reports** General Observations - *continued*

			Numb	er of Agen	cies			
Business Process Grouping	Total	Processes						
Business Flocess Glouping	Logged	0	1-10	11-30	30-75	76+		
Account Management & Financial Reporting	538	4	17	7	6	1		
Accounts Receivable	263	8	19	6	2	0		
Asset Accounting and Management	276	4	24	6	1	0		
Banking	44	21	13	1	0	0		
Budget Management and Cash Control	354	4	20	8	3	0		
Contracts Management	103	14	19	1	1	0		
Disbursement Management	854	1	13	12	7	2		
Grants Management	92	14	20	1	0	0		
Inter/IntraUnit Transactions	216	9	21	4	1	0		
Payroll Management	429	3	19	9	4	0		
Projects Management	30	21	14	0	0	0		
Revenue Accounting	144	14	16	4	1	0		
System Access and Controls	112	14	18	3	0	0		



**Bimonthly Agency Readiness Status Reports** 

#### **General Observations -** *continued*

- Three agencies have not submitted their current state business process task, which was due last December
- Several agencies that have logged risks about the completeness of their current state and others that are actively updating, including through staff augmentation support
- Documented processes supports change impact analysis, role assignment, and SME assignment for UAT



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Readiness and Implementation Bimonthly Agency Readiness Status Reports General Observations - *continued* 

- Assets Location Definition (required): 15,707 values to be configured
- <u>Assets Area ID</u> (optional): Selected by 12 agencies with 2,156 values to be configured





# **Readiness and Implementation Bimonthly Agency Readiness Status Reports**

**General Observations -** *continued* 

- Organization ID (required): 23,579 values to configure
- <u>OA1</u> (optional): Selected by 34 agencies with 9,457 values to configure
- <u>OA2</u> (optional): Selected by 8 agencies with 778 values to configure





#### **Bimonthly Agency Readiness Status Reports**

Summar	y of Agency	Risk Probability						
Risks	Risks Reported		Medium $= 2$	High = 3				
	Low = 1	Score = 1	Score = 2	Score = 3				
Diale	LOW = 1	11 (+3)	4 (-1)	1 (+0)				
Risk	Medium = 2	Score = 2	Score = 4	Score = 6				
Impact Rating	iviealum = 2	16 (-2)	65 (+7)	19 (+0)				
Rating	Lliah 2	Score = 3	Score = 6	Score = 9				
	High = 3	23 (-3)	53 (+5)	70 (+8)				

Risk Metric	Prior Report	Current Report
Agencies Reporting	34	33
Open Risks	245	262
Closed Risks	13	14
Risks Scored 6+	129	142

Issue Metric	Prior Report	Current Report
Agencies Reporting	24	23
Open Issues	72	75
Closed Issues	13	15
Issues Scored Critical or High	58	60

Assumptions Metric	Prior Report	Current Report
Agencies Reporting	29	30
Assumptions Logged	138	174



### **Bimonthly Agency Readiness Status Reports**

#### Themes Across Risks, Issues, and Assumptions

- Staffing and Resource Availability Funding is available, but finding the right fit is challenging (project and operational)
- **Revisiting Areas** Continue to revisit current state and previous decisions
- Timing of Information Sharing Process designs and interface layouts
- Enterprise Systems Readiness Process change impacts and testing
- Challenges in Onboarding Knowledge transfer and getting new resources up to speed (Key: Have a plan for onboarding, set expectations early and often, and monitor your support network)

*What was not observed:* An increase in risks or enhanced mitigation plans in case a system or process change is not being ready for testing or for go live





### **Bimonthly Agency Readiness Status Reports**

#### **Readiness Activities**

- > 25 agencies reported 700+ activities since the last reporting period
- Observations:
  - Turning attention to towards testing preparation, including environment set up, plan creation, script creation, etc.
  - Face-to-face meetings with Divisions and remote stakeholders
  - Refresher training / workshops on current state processes – Why you do what you do

- Establishing an internal "advisory council" within the agency
- Even more creative content and messaging to reach a broader audience within the agency
- More internal SharePoint pages



# TRAINING UPDATE





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# **Training Update**

- Florida PALM is a modernized system and how we deliver learning should be, too
- Training and how people want to learn has evolved

User Acceptance Testing			
Ap <i>ril - November 2025</i> First user access to system	Training		
SMEs attend in-person sessions for nands-on experience SMEs facilitate hand-on experience	<i>July - November 2025</i> Pre-requisites provide familiarity	End User Manual	
vithin their agency Agency focused transactions	Self-study and instructor-led sessions Learning enhanced by support sessions	August 2025 - Post Go-live Web-based	
	Includes agency-specific training	Provides lifecycle of transaction	าร

Various formats, including graphics and videos

Easy searchability for direct access


# **IMPLEMENTATION ACTIVITIES**





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### **Implementation Activities – Solution Design**



## **Readiness and Implementation Implementation Activities – Solution Design**



#### **Segment V Functional Designs**

- 18 FDs included in Segment V
- Trending on schedule



### **Segment V Functional Design Status**



Jimmy Patronis

## Implementation Activities – App Dev Build



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## **Readiness and Implementation** Implementation Activities – App Dev Build



#### Segment II App Dev Build

• Behind schedule; targeting July completion



#### **Segment II App Dev Build Status**



## **Readiness and Implementation** Implementation Activities – App Dev Build



#### Segment III App Dev Build

- Build Segment III began July 1
  - o 131 App Dev items



### **Segment III App Dev Build Status**



### **Implementation Activities – DW/BI**

/ Jimmy Patronis





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### **Implementation Activities – DW/BI**



#### **DW/BI Design Segment**

- DW/BI design is trending slightly behind
- Designs are being completed in module groups for efficiency



### DW/BI Design Segment Status



Jimmy Patronis

### Implementation Activities – System Testing



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# UPCOMING

JIMMY COX





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# Upcoming

Patronis

- August's meeting
  - Moved one-week earlier due to Design Workshops
  - Extended one-hour (2-5 pm)
- Segment IV Design Workshops (July, August, September)
- All Design Segments Recap (October)
- Sponsor Summit (November)





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# NEXT MONTHLY MEETING

AUGUST 21, 2024 DEPARTMENT OF REVENUE





# **CONTACT INFORMATION**

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