TECHNICAL REQUIREMENTS REVIEW
KICKOFF MEETING
OCTOBER 13, 2015
OUR COMPUTERS ARE DOWN, SO WE HAVE TO DO EVERYTHING MANUALLY...
Meeting Ground Rules

1. Meeting is scheduled for 1.5 hours
2. Ask questions: Provide your name and the agency you work for
3. Focus on the “What” not the “How”
4. Please turn off / Place on silent / Non-vibrate all electronic devices
5. Please keep sidebar conversations to a minimum
Agenda

- Project Leadership
- Project Overview
- Project Organization
- Project Accomplishments
- Florida PALM Architecture Principles
- Requirements Review
Florida PALM Project Overview

Commonly Used Acronyms

- ERP: Enterprise Resource Planning
- FFMIS: Florida Financial Management Information Systems
- Pre-DDI: Pre-Design, Development, and Implementation
- Project Tracks:
  - BPS: Business Process Standardization
  - OCM: Organizational Change Management
  - PMO: Project Management Office
  - SDS: Systems and Data Strategy
- SME: Subject Matter Expert
- SSI: Software and System Integrator
Florida PALM Project Overview

Current State

The State’s Primary Accounting and Financial Management Systems

- FLAIR – Florida Accounting Information Resource System
  - The State’s primary accounting and financial system, used by 34 agencies
  - The core technology for FLAIR was developed in the 1970s and implemented in the 1980s
  - More than 400 “compensating systems and agency unique processes” interface with, report to or perform additional functions that FLAIR does not or does not do well

- CMS – Cash Management System
  - A collection of business systems used to manage the State’s treasury functions
  - Built on solid but older technology
Florida PALM Project Overview

The FLAIR Study

- 2013 GAA Proviso set forth the requirement that a study (the FLAIR Study) be performed to provide recommendation to either enhance or replace FLAIR.

- The FLAIR Study (completed in March 2014) recommended the State of Florida pursue the replacement of FLAIR and CMS with a “Commercial off the Shelf” (COTS) Enterprise Resource Planning (ERP) solution.

- The 338 page study provides detailed analysis and information, including recommendations for many aspects of project planning.
Florida PALM Project Overview

Vision

Implement a statewide financial management system that enforces standardization, acts as a scalable foundation to evolve as business needs change, and positions Florida for future innovation as it considers a true enterprise-wide solution.
Florida PALM Project Overview

Solution Goals

- Reduce the state’s risk exposure by harnessing modern financial management technology built on the premises of scalability, flexibility, and maintainability
- Improve state and agency-specific decision making by capturing a consistent and an expandable set of data
- Improve the state’s financial management capabilities to enable more accurate oversight of budget and cash demands today and in the future.
- Improve productivity, reduce operational complexity and increase internal controls by enabling standardization and automation of business processes within and between DFS and agencies
Florida PALM Project Overview

Project Phases

**Florida PALM Project Phases**

- **Pre-Design, Development, and Implementation (Pre-DDI)**
- **Procurement Activity**
  - Design, Development and Implementation
    - Phase 1 – Core Functions
    - Design and Build, Pilot, Agency Roll Out
- **Design, Development and Implementation**
  - Phase 2 – Non-Core Functions
  - Implement Improvements, Enhancements, and Upgrades
FLORIDA PALM PROJECT
PROJECT ORGANIZATION
Florida PALM Project Organization

Project Tracks

- Pre-DDI work divided across four Tracks:
  - Project Management Office (PMO)
  - Business Process Standardization (BPS)
  - Organizational Change Management (OCM)
  - Systems & Data Strategy (SDS)
- 25 FTEs allocated for FY2015-16 across four Tracks
Florida PALM Project Tracks
Project Management Office (PMO)

- Responsible for developing and executing project management strategies for all Project phases, including:
  - Executing the Project Management Plan (PMP) and ensuring the Project and all Tracks follow project management best practices
  - Developing, maintaining, monitoring, and reporting of the project
  - Managing contracts for all Tracks

- Responsible for developing and executing the Software and Systems Integrator (SSI) Procurement Strategy and Invitation to Negotiate (ITN)
Florida PALM Project Tracks
Business Process Standardization (BPS)

- Responsible for developing and executing business process standardization activities
  - Development of Standardized Business Process Models
  - Development of Functional Business Requirements
Florida PALM Project Tracks
Business Process Standardization (BPS) – 10 Process Areas

1. Accounts Receivable / Billing to Receipt (ARB)
2. Asset Requisition to Disposal (A2D)
3. Budget Preparation to Reversion (BUD)
4. Cash In-Flows to Out-Flows (CSH)
5. Grant Application to Closeout (GAC)
6. Payroll Hire to Separation (PAY)
7. Procurement to Pay (P2P)
8. Project Development to Closeout (PJT)
9. Record to Report (R2R)
10. Treasury Management (TRM)
Florida PALM Project Tracks
Organizational Change Management (OCM)

Responsible for developing and executing change management strategies for the new ERP:

- Leading, delivering, and supporting the execution of organizational change management and workforce transition strategies, tools, programs, curriculum, training, and plans
- Integrating change management activities
- Developing and managing external communications
- Facilitating meetings and supporting agency engagement
Florida PALM Project Tracks
Systems and Data Strategy (SDS)

Responsible for developing and executing technical strategies for the new ERP:

◦ Supporting the development of Technical Requirements and review with agencies
◦ Assessing and developing interface and integration needs
◦ Providing technical knowledge and leadership for the Project
FLORIDA PALM PROJECT
PROJECT ACCOMPLISHMENTS
January & August 2015 Vendor Forums

- Well-attended
- Materials and recording are posted to Florida PALM Project website
- Questions submitted by Vendors are posted
Florida PALM Project Accomplishments
Project Management Office (PMO)

- On-boarded 19 FTEs
- Created Project Charter and Project Management Plan
- Executed contracts for BPS Support Services
- Executed contracts for PMO Support Services
- Executed contract for SSI Procurement Support Services
- Executed contracts for Outside Counsel Support Services
- Executed contract for Independent Verification & Validation (IV&V) Support Services
- Began work on various SSI procurement-related deliverables
Florida PALM Project Accomplishments

Business Process Standardization (BPS)

- Identified 10 key financial process areas for standardization
- Conducted 29 Level 1 Agency SME Workgroups Meetings
- Executed contract for BPS Support Services
- Conducted 29 Level 2 Agency SME Workgroups Meetings
- Conducted 8 Level 2 All Agency Workshops
- Conducted 4 Level 2 and Requirements Review All Agency Workshops
- Established Level 2 Process Models across all 10 processes areas
- Coordinated with DFS Accounting & Accounting and DFS Treasury to develop and review Cycle 1 functional business requirements
Florida PALM Project Accomplishments

Organizational Change Management (OCM)

- Established Project branding
- Supported January 2015 and August 2015 Vendor Forum
- Facilitated Agency Workgroups and Workshops
- Initiated collaboration with other government entities who have implemented ERPs
- Initiated collaboration with FFMIS partners
Florida PALM Project Accomplishments
Systems and Data Strategy (SDS)

- Confirmed current state interfaces for FLAIR and CMS
- Coordinated with DFS Division of Information Services (DIS) to develop and review Cycle 1 technical business requirements
- Confirmed integration points and report across 10 financial process areas
- Initiated development of a Data Management Plan for Pre-DDI
- Released procurement for SDS Enterprise Architecture Support Services
Florida PALM DRAFT Architecture Principles

What are Architecture Principles?

- The Open Group Architecture Framework (TOGAF®):
  - A succinct description of the Target Architecture that describes its business value and the changes to the enterprise that will result from its successful deployment. It serves as an aspirational vision and a boundary for detailed architecture development.
Florida PALM DRAFT Architecture Principles

Principle #1

» Presume Data Openness
Secure Enterprise Data
Florida PALM DRAFT Architecture Principles
Principles #3 & 4

- Centralize Core Functions
- Federate Non-Core Functions
Florida PALM DRAFT Architecture Principles

Principle #5

- Enable Fast Decisions
Avoid Duplication
Focus on Sustainability
Florida PALM DRAFT Architecture Principles

Summary

- Principles as context for Florida PALM Requirements
- Florida PALM Requirements *identify capabilities* (the *what* versus the *how*)
- Florida PALM Requirements are not design specs
- Areas of Agency Focus
FLORIDA PALM PROJECT

REQUIREMENTS REVIEW
Requirements Review

Overview

- The purpose of this review is to gather agency feedback and insight on Cycle 1 Business Requirements to develop the Cycle 2 Business Requirements

- Cycle 1 Requirements Developed From:
  - Project Aspire
  - KnowledgePacks (provided by BPS vendor)
  - Functional Workgroups and Workshops
  - DFS internal review (A&A, DIS, and Treasury)

- Approximately 4,000 Cycle 1 Requirements:
  - General vs. Areas of Focus
  - Categories:
    - 11 for Functional
    - 10 for Technical
## Requirements Review Categories

<table>
<thead>
<tr>
<th>Functional</th>
<th>Technical</th>
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<tbody>
<tr>
<td>1. Accounts Payable</td>
<td>1. Business Intelligence and Analytics</td>
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<tr>
<td>2. Accounts Receivable and Billing</td>
<td>2. Data Management</td>
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<td>3. Asset Management</td>
<td>3. Enterprise Security</td>
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<td>5. Cash Management</td>
<td>5. Integration Architecture</td>
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<tr>
<td>7. General Ledger</td>
<td>7. Reporting</td>
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<tr>
<td>10. Travel</td>
<td>10. Workflow and User Interface</td>
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<tr>
<td>11. Treasury Management</td>
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Requirements Review

Approach

- Agencies will review all requirements through two work streams: technical and functional
  - Technical coordinators were designated by agency CIOs
  - Functional coordinators were designated by agency Administrative Services Directors

- Technical and functional coordinators are strongly encouraged to collaborate during their review of respective requirements
- May also solicit support from multiple SMEs
Requirements Review

Approach

- Requirements are organized in categories (and subcategories) and have been provided as an Excel spreadsheet on the Florida PALM Project’s website (listing all requirements)

- Technical and functional coordinators will then use a web-based toolset called DecisionDirector to provide feedback for assigned (functional or technical) requirements
  - DecisionDirector training materials have been emailed to agency coordinators and posted on the Florida PALM Project’s website
Requirements Review

Workgroups

- 11/04/2015 - 11/06/2015 Florida PALM intends to offer optional Workgroups for reviewers

- Workgroups will include:
  - Opportunity to ask questions and obtain clarification
  - A demo of DecisionDirector (if desired)
Requirements Review

Security

- Secure internal agency SharePoint sites or equivalent are recommended to collaborate with others during the requirements review
  - Email or unsecured file shares are not recommended for collaboration

- Information in DecisionDirector will **not** be redacted
  - If you need to send confidential/sensitive information, contact Florida PALM to arrange a transfer
Begin coordinating requirements review with functional coordinators and SMEs

Gather questions for the technical workgroups

Enter final agency response in DecisionDirector no later than 11/23/2015 when the review period closes (concluding feedback collection from agencies)

Questions? FloridaPALM@myfloridacfo.com
Questions?
Workshop Survey

- Thank you for your participation
- A survey link will be emailed to you following the meeting
Contact Information

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