FLORIDA PALM PROJECT UPDATE

ASSOCIATION OF GOVERNMENT ACCOUNTANTS LUNCHEON
TALLAHASSEE CHAPTER
JUNE 20, 2018

Presented by: Angie Robertson
Agenda

- Overview
- Accomplishments
- Upcoming Activities
- Questions
“We are at our very best, and we are happiest, when we are fully engaged in work we enjoy on the journey toward the goal we’ve established for ourselves. It gives meaning to our time off and comfort to our sleep. It makes everything else in life so wonderful, so worthwhile.” – Earl Nightingale
OVERVIEW

What is the Florida PALM Project?
What is the Florida PALM Project?

Project Vision

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

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.
What is the Florida PALM Project?

Scope

- Florida PALM will replace the four components of the Florida Accounting Information Resource (FLAIR) subsystem (Central, Departmental, Information Warehouse, Payroll) and select components of the Cash Management System (CMS)

- Florida PALM shall not include duplication of core functionality provided by other information systems in the Florida Financial Management Information System (FFMIS)
What is the Florida PALM Project?

Our Story

The Florida PALM Story
What is the Florida PALM Project?

Timeline

Florida PALM Project Phases

- Pre-Design, Development, and Implementation (Pre-DDI)

You are Here

Design, Development, and Implementation Phases
What is the Florida PALM Project?

Organization

- Jimmy Patronis
  - Chief Financial Officer
- Ryan West
  - Chief of Staff
- Danielle Kosberg
  - Deputy Project Director
- Melissa Turner
  - Project Director
- Robin Kinsey
  - SDS Manager
- Angie Robertson
  - BPS Manager
- David Gilmore
  - PMO Manager
- Carolyn Hicks
  - OCM Manager
- SSI Director
- SSI Staff
- Project Oversight
  - IV&V and AST
- Subject Matter Experts (SME)
- Designated OIT, A&A, and Treasury Staff

Florida PALM Project Team

Project Sponsors

- Executive Steering Committee
- Charles Ghini
  - Director/CIO Office of Information Technology
- Paul Whitfield
  - Director of Accounting and Auditing
- Tanner Collins
  - Director of Treasury
- Scott Fennell
  - Deputy CFO

Tallahassee AGA June Luncheon 06/20/2018
What is the Florida PALM Project?

Organization

LEGEND:
- Dark Blue = Established PDs (Proj Director’s Office)
- Medium Blue = Established PDs
- Light Blue = To Be Established PDs
- Red = Track Managers

Business Process Standardization (BPS) Track

- Team Manager #1
  - Procurement to Payment Co-Lead
  - Acquisitions to Disposal Lead
  - Accounts Receivable/Billing to Receipt Lead
  - Cash Inflow to Outflow / Treasury Mgmt Lead

- Team Manager #2
  - Procurement to Payment Co-Lead
  - Accounts Receivable/Billing to Receipt Lead
  - Cash Inflow to Outflow / Treasury Mgmt Lead

- Team Manager #3
  - Budget Preparation to Revenue Lead
  - Record to Report Lead
  - Budget Recons to Report Analyst

- Grant Application to Closeout: Project Development to Closeout Lead

Grant Application to Closeout: Project Development to Closeout Analyst

- Acquisition Disposal & Cash Inflow to Outflow: Treasury Mgmt Analyst

Project Management Office (PMO) Track

- Sr. Project Analyst
  - Project Analyst
  - Staffing Lead
  - Quality Assurance Specialist

Project Management Office (PMO) Track

Knowledge Transfer & Training Team Manager

Organizational Change Management (OCM) Track

Organizational Change Specialist

Organizational Change Specialist

Organizational Change Specialist

Organizational Change Specialist

Organizational Change Specialist

Technical Architect

Technical Analyst

Technical Analyst

Technical Analyst

Desktop Support

Security / Network Lead

Environment Lead

Integration & Analytics Team Manager

Application Solution Development Team Manager

System and Data Strategy Manager

OIT Liaison

Project Director

Deputy Project Director

Assistant to the Project Director

Procurement Lead

Financial Manager

Administrative Assistant

Project Development to Closeout Analyst
What is the Florida PALM Project?

Key Activities

- DDI Readiness
- Software and System Integrator (SSI) Invitation to Negotiate (ITN)
“Press forward. Do not stop, do not linger in your journey, but strive for the mark set before you.” - George Whitefield
ACCOMPLISHMENTS

What have we been working on this year?
What have we been working on this year?

DDI Readiness

- Pre-DDI Closeout Plan
- Initial Draft of Recommendations for Statutory Changes
- Reporting Workgroup Strategy
- DDI Website Strategy
- Process Analysis Documents
- Revised Decision Management Strategy
- Benefits Realization Management Strategy
- Agency Activities Timeline
- Data Assessment
- Case for Change
- Florida PALM Reader
- Staffing Strategy
- Stakeholder Assessment
- DDI Website Strategy
- Internship Strategy
- Integration Point Gap Analysis
- Interface Inventory Analysis
- Project Team Knowledge Transfer
- Data Retention Analysis

Florida PALM
Planning, Accounting, and Ledger Management

Tallahassee AGA June Luncheon 06/20/2018
INITIAL DRAFT OF RECOMMENDATIONS FOR STATUTORY CHANGES
By June 1, 2018, the Department of Financial Services shall submit an initial draft of the recommendations by the Executive Steering Committee for any statutory changes needed to implement the replacement system to the Chair of the Senate Appropriations Committee, the Chair of the House of Representatives Appropriations Committee, and the Executive Office of the Governor’s Office of Policy and Budget.
DDI Readiness

Initial Draft of Recommendations for Statutory Changes

- Only Major Deliverable for FY 2017/2018
- Draft developed by Project Team and shared with Sponsors
- Proposed list was shared with the ESC in February 2018
- Met one-on-one with each ESC member
- After review and feedback was provided, and a vote taken on April 25, 2018 and the list was approved
- List submitted to Senate, House, and OPB on May 29, 2018
- Visit Florida PALM for the [Full List](#)
PROCESS ANALYSIS DOCUMENTS
Worked with DFS and selected agencies to develop process flows, narratives, and accounting entries that describe current business processes and financial / business systems

Met with 17 agencies

Started in August 2017 and completing final Group in June 2018
  - Group 1 – 15 Business Processes across 8 Process Areas
  - Group 2 – 18 Business Processes across 8 Process Areas and Reporting
  - Group 3 – 5 Business Processes across 4 Process Areas

Documented 46 accounting entries
INTERFACE INVENTORY ANALYSIS
A key objective was to build upon the Data Management Plan to match interfaces to the Business Case agency business systems.

Approach:
- Piloted the matching process with DFS business systems.
- Analyzed FLAIR/CMS interfaces for DFS and matched to the Business Case to develop Agency Interface Package.
- Conducted face-to-face meetings to validate Package and identify missing information.
Conclusions:

- Agencies may identify additional interfaces not previously documented
- Some interfaces require manual processes
- Agency business systems may be indirectly interfacing with FLAIR/CMS
- Collaboration with agency personnel established a working relationship that will support future interface-related efforts
Objectives:
- Gauge stakeholder awareness and understanding of the Project
- Identify stakeholder concerns and document input
- Determine stakeholders’ preferred methods of engagement
- Gain a better understanding of ways to increase efficiency when conducting similar engagement activities
DDI Readiness
Stakeholder Assessment

- Approach:
  - Met with 16 agencies
  - Targeted technical and business process leadership
  - Used a defined process to invite participants, schedule meetings, and provide follow-up
  - Used a standardized interview script
  - Completed 24 meetings
## DDI Readiness
### Stakeholder Assessment

<table>
<thead>
<tr>
<th>Agency Name</th>
<th>Agency Acronym</th>
<th>Size Categories*</th>
<th>Group</th>
<th>Number of Participants</th>
<th>Number of Meetings</th>
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* Categories were determined based on annual budget, number of positions, number of FLAIR events, number of FLAIR transitions, and number of CMS deposits using 2015-2016 data

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Number of Participating Agencies Per Category

- Large, 7
- Medium, 4
- Small, 5
**Rate Awareness of the Florida PALM Project Throughout Your Agency**

Participants indicated that awareness was higher within groups and among staff that use FLAIR and/or CMS.
How much do you believe the State needs a new financial management solution?

- No need
- Some new functions would be nice
- It's time to start looking
- One is needed now!

Average – 8.9
How urgent do you believe your agency/division needs a new financial management solution?

- 1: We can wait. We're doing fine
- 2: We could improve a few things
- 3: We have ways to do what we need to do, but a new system might be helpful
- 4: One is needed now!

Average: 7.5
DDI Readiness
Stakeholder Assessment

How much do you believe the Florida PALM Project may impact Process, People, Technology, and You?

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Responses per Scale Value

Average Process 7.6 People 7.7 Technology 7.2 You 8.0
DDI Readiness
Stakeholder Assessment

“We want to stay in the conversation.”

“We need to know about things as early as possible so we can prepare, rather than react.”

“We want to know everything!”

“Regular updates.”

“Get the right information to the appropriate individuals.”

“Right now, not too much. As we get closer to implementation, I’ll want to know more.”

“(we) like hearing what other agencies have to say.”

“I’d like to have a seat at the table.”

“Only things that impact me.”

“Be careful about letting us know when Florida PALM thinks we need to know.”

“I want to know as much as I can.”
Notable concerns about the Florida PALM implementation:

- Potential negative impacts to their staff’s ability to do their jobs
- Insufficient time or resources to make changes to their systems
- Little to no input regarding the design of the new financial management solution
- Staff resistance
- Timing of the rollout
- Staff knowledge and skillsets
DDI Readiness
Stakeholder Assessment

- What agencies believe will make the Project successful:
  - Collaboration
  - Communication
  - Project Management
  - Support and Training
Notable takeaways:
- The overall opinion of Florida PALM is positive
- Participants want to be kept informed about Project activities
- There is strong interest in the implementation timeline
- A few agencies have already identified a point of contract or project manager
- There is interest in participating in a pilot
- Some participants do not understand why FLAIR and CMS need to be replaced
- Many participants could not assess potential impacts
- Email is the most preferred communication method
What have we been working on this year?
Software and System Integrator Invitation to Negotiate

- Negotiators were appointed, training was conducted for Negotiators and subject matter experts, and meetings with vendors began.
- Negotiators held strategy sessions and vendor meetings in the spirit of determining best value.
- A public meeting was conducted on June 15, 2018, where the Negotiation team met to discuss their recommendation.
“Leadership is all about taking people on a journey. The challenge is that most of the time, we are asking people to follow us to places we ourselves have never been.” - Andy Stanley
UPCOMING ACTIVITIES
What will we be working on?
What will we be working on?

- Close out Pre-DDI
- Continue hiring and onboarding of Project staff
- Develop the Prologue to the Florida PALM Story
- Continue Current State Analysis
QUESTIONS

What more would you like to know?
Embrace the Journey
CONTACT INFORMATION

CONTACT US
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PROJECT WEBSITE
WWW.MYFLORIDACFO.COM/FLORIDAPALM/