ROLL CALL AND OPENING REMARKS

FACILITATOR: RYAN WEST, CHAIR
REVIEW OF NOVEMBER 1, 2017 MEETING MINUTES

FACILITATOR: MELISSA TURNER
FLORIDA PALM PROJECT UPDATE

FACILITATORS:
MELISSA TURNER, CAROLYN HICKS
### Florida PALM Project Update

#### Budget – FY 2017-18 Spend Plan

#### FY 2017-2018 Spend Plan Summary
As of November 30, 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Projected</th>
<th>Incurred</th>
<th>Remaining Balance</th>
<th>% Remaining</th>
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<td><strong>$3,452,419.95</strong></td>
<td><strong>65%</strong></td>
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</table>
Florida PALM Project Update

Risks and Issues

- Since the last ESC meeting, there have been no new risks or issues reported or closed
- Risks and issues with 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

Schedule – SSI ITN

Negotiation Activities (04/18/2017 – 06/20/2018)
- Appoint negotiators (08/16/2017)
- Support negotiator strategy sessions *(In Progress)*
- Conduct negotiations *(In Progress)*
- Make recommendation
- Post Intent to Award
- Execute contract
Florida PALM Project Update

Schedule – Project Timeline

- Negotiation Activities: 10/9/17 - 5/11/18
- Process Analysis Workgroups: 9/1/17 - 2/28/18
- Interviews - Stakeholder Assessment: 1/17/18 - 3/23/18
- Reporting Workgroups: 2/1/18 - 5/31/18
- Pre-DDI and Procurement Phase Close-Out: 6/1/18 - 9/4/18
- Initial Draft Recommendations of Statutory Changes Delivered per Proviso: 6/1/18

Florida PALM
Planning, Accounting, and Ledger Management

Executive Steering Committee Meeting 12/13/2017
Florida PALM Project Update

Scope – Accomplishments

- Conducted readiness collaboration sessions with the DFS Division of Treasury, Division of Accounting and Auditing, and Office of Information Technology (OIT)
- Completed Interface Inventory Analysis Pilot for DFS
- Established staging area for Data Assessment
Florida PALM Project Update

Scope – Accomplishments

- Completed planning for Initial Draft of Recommended Statutory Changes (Major Project Deliverable)
- Confirmed Major Project Deliverable will be a summary Word document with an Excel file attached listing the recommended revisions
- Began compiling draft list for Major Project Deliverable in preparation for Project Sponsor review
Florida PALM Project Update
Scope – Accomplishments

- Established template for Major Project Deliverable with the following fields:
  - Identifier
  - Description
  - Status
  - Status Date
  - Existing Statute
  - Existing Statute Title/Topic
  - As-Is Provision
  - Desired Change
  - Impact of Changing
  - Implication of Not Changing
  - Affected Organizations
  - Change Source
  - Recommended Year of Implementation
  - Year of Implementation
  - Comment
  - Change Type
Florida PALM Project Update

Scope – Remaining FY Activities

- Process Analysis Documents
  - Collaborate with DFS Divisions/Offices as well as agencies to gain a further understanding of key business processes for each of the 10 Process Areas
  - Develop process flows and narratives

- Benefits Realization Management Process
  - Develop and document an approach to benefits realization management that will be further defined during DDI
Florida PALM Project Update
Scope – Remaining FY Activities

- Data Retention Analysis – Cycle 2
  - Identify remaining information regarding key financial events and fiscal data supported by FLAIR and CMS

- Report Analysis Workgroup
  - Collaborate with a small workgroup of agencies to review reporting needs
Florida PALM Project Update

Scope – Remaining FY Activities

- Case for Change
  - Develop What’s In It For Me (WIIFM) Statements
  - Develop messaging, presentations, and other materials

- Stakeholder Assessments
  - Meet with agencies to gather information to augment Project information and better understand the environment for change
  - Meet with other stakeholder groups to develop relationships and obtain feedback
Florida PALM Project Update
Scope – Remaining FY Activities

- DDI Website Strategy
  - Review websites from other states with similar financial management system implementations
  - Develop a strategy for using the Florida PALM website during DDI

- Project Team Knowledge Transfer
  - Conduct a needs assessment
  - Identify topics, select presenters, and develop materials
  - Execute Knowledge Transfer Sessions with the Team
Florida PALM Project Update

Scope – Remaining FY Activities

- Integration Point Gap Analysis – Cycle 3
  - Analyze and identify unmatched interfaces identified in Cycle 2 as well as FLAIR and CMS internal interfaces

- Data Assessment – Cycle 2
  - Continue to evaluate the data quality of current state FLAIR and CMS
  - Develop diagram of Physical Data Models and data element definitions/meanings
Florida PALM Project Update
Scope – Remaining FY Activities

- Project Staffing Strategy
  - Explore options and considerations for staffing Project resources including FTEs, OPS, contractors, and interns

- Internship Strategy
  - Create approach for establishing an internship program and access temporary resources

- Communication Exchange Hub
  - Research and recommend a tool which supports collaboration between the Project and other entities
Florida PALM Project Update

Scope – Remaining FY Activities

- Revised Decision Management Strategy
  - Research best practices to empower staff below Tier 1 to make decisions
  - Develop a strategy for acknowledging additional groups (i.e. Review Boards) documenting relationships to existing governance

- Pre-DDI Closeout Plan
  - Develop a plan for closing out the Pre-DDI project phase and transitioning into the DDI project phase
  - Address administrative and contract closures
Objective
- To propose an approach for a Change Champion Network

Change Champion
- A designated individual responsible for coordinating Florida PALM change management activities within their organization

Change Champion Network
- The group of Change Champions used to enhance collaborative relationships and communication with the Project Team
Florida PALM Project Update
Scope – Change Champion Strategy

- Research Found
  - Begin change champion network planning early
  - Choose the right people for the right roles
  - Obtain stakeholder agreement

- Change Champion Network
  - Include the State agencies using FLAIR and/or CMS
  - Two Change Champions per agency, as appropriate – one functional and one technical focused
  - Serve as a two-way communication channel
Florida PALM Project Update
Scope – Change Champion Strategy

- Change Champion Roles and Responsibilities
  - Build commitment and support
  - Support skill development and training
  - Escalate issues and reporting progress

- Change Champion Timeline
  - During Design, Development, and Implementation (DDI)
  - Work with the selected vendor
Florida PALM Project Update
Scope – OCM Success Measures

- Objective
  - Establish measures for determining effectiveness of OCM activities during DDI

- Measures designed to
  - Provide timely information
  - Monitor progress of the change
  - Identify the triggers to make adjustments as appropriate
Florida PALM Project Update

Scope – OCM Success Measures

- **Name**: Training Effectiveness
- **Measure Calculation**: % of training participants passing post-training assessments
- **Data Source**: Training Tracking System
- **Resource**: OCM Team
- **Status Indicator**: Green 90 – 100%, Yellow, 80 – 89%, Red 79% or below
- **Trigger**: Initiates action to evaluate and adjust the training program
Eleven OCM Success Measures

- Change Network Effectiveness
- Change Network Satisfaction
- Communication Effectiveness
- Communication Satisfaction
- Email Reach
- Organizational Realignment
- Stakeholder Concern Resolution
- Training Completion
- Training Effectiveness (2)
- Workforce Transformation
INDEPENDENT VERIFICATION AND VALIDATION (IV&V) ASSESSMENT

FACILITATOR: BRIAN EPPIG
IV&V Assessment
Monthly Assessment – November 2017

◦ IV&V evaluation focused on DDI readiness
  ◦ Pre-DDI execution in progress
  ◦ Significant activity across all tracks on high impact, high profile activities

Overall Pre-DDI Execution Assessment Status = Green
On track per current timeline
IV&V Assessment

Readiness – ERP Overview

ERP – Basic Tenets

- Practice of consolidating data and processes into a single management system
- Combines data across functions into single data structure accessed by all users
- Reduces or removes need for reconciliations between processes
- Entails standardizing processes
- Near real-time access to data and reporting
- Increased transparency between agencies
IV&V Assessment
Readiness – ERP Overview

ERP – Key Characteristics

- Pre-defined functionality based on shared global data
  - General Ledger and Reporting
  - Procure to Pay
  - Order to Cash (Accounts Receivable and Payments)
- Designed for global optimization of the business processes, not local optimization of individual workers or processes
- Data quality responsibility rests at point of entry and approval
IV&V Assessment

Readiness – ERP Overview

ERP – Typical Implementation Cost Breakdown
IV&V Assessment

Readiness – ERP Overview

ERP – Typical Total Cost Breakdown

- Maintain
- Select and Implement
IV&V Assessment

Readiness – Implementation Foundations

ERP – Steering Committee Foundations for a Successful Implementation

- Respected and representative members of the community
- Visible leaders of the change
- Understanding and supportive of compromise / best statewide solution may not be ideal for all participants
- Focused on outcomes over process
- Focus on accountability at all levels, leading by example
UPCOMING ACTIVITIES

FACILITATOR: MELISSA TURNER
Upcoming Activities

- Support SSI ITN
- Execute DDI readiness activities across tracks
- Conduct internal review of the Initial Draft of Recommended Statutory Changes in preparation for ESC approval by June 1, 2018
- Schedule individual working sessions with ESC members to discuss decision management considerations for DDI
NEW BUSINESS & OPEN DISCUSSION

FACILITATORS: MELISSA TURNER, JUDSON FREEMAN, MIKE JONES
Source to Pay Collaboration

MyFloridaMarketPlace

- MyFloridaMarketPlace (MFMP) is the State of Florida’s enterprise procure-to-pay system
Source to Pay Collaboration

MFMP By the Numbers

Users
- 32 agencies
- 28K agency customers
- 79K vendor customers

Annual Transactions
- POs issued: 185K
- POs issued value: $2.1B
- Invoices paid: 400K
- Invoices paid value: $2.1B

Life-to-Date Transactions
- POs issued: 2.2M
- POs issued value: $23B
- Invoices paid: 4.2M
- Invoices paid value: $16B
Source to Pay Collaboration

MFMP Program Information

- Application Management
- Vendor and Sourcing Management
- Buyer Management
- Help Desk Management
- Catalog Management
- Billing and Collections Management

MFMP uses On-Premise Ariba hosted at the Southwood Shared Resources Center (SSRC) with disaster recovery in Georgia
Source to Pay Collaboration

Integration with FLAIR

- The MFMP integration with FLAIR supports these key business functions:
  - Real-time transaction pre-validation (budget check)
  - Real-time budget reservation/hold (encumbrance)
  - Real-time payment request and release on budget reservation (disbursement)
Source to Pay Collaboration
Integration with FLAIR

- The FLAIR integration also supports:
  - Vendor master data
  - Chart of account data
  - Data load transfer to support data analytics and reporting
Source to Pay Collaboration

Lessons Learned

- Change management challenges
- Governance is key
  - Establishment of KPIs ➔ Scorecard
- Constant communication
- Training never ends
Source to Pay Collaboration

Stakeholder Management

- AST
- DFS FLAIR
- State Purchasing
- Vendor Community
- Legislature
- Agency Customers
- Customers
- Community
Source to Pay Collaboration
Recipe for Success

- Program Evolution
- Partnership
- Commitment
Transparency Florida

Let's Get Started

General Public
Summary view of budget and spending by agency

Budget Analyst
In-depth breakdowns of budget and spending

Interactive Bill
View of budget and spending in Appropriations Bill format

State Positions
List of positions with corresponding salaries and benefits

Reports
Chart, compare, filter specific budget and spending data

Quick Facts
Summarized facts of similar budget items

Search
Quickly find information on budget and spending items

Site Information
Information and help with this website

Other Budget Links
Links to School Districts and other Government Budget Information

About Transparency Florida

Transparency Florida was created to provide the public with access to state government spending information by posting Florida’s operating budget and associated expenditure records online.
## 2017-18 Operating Budget & Spending

**Agency**: STATEWIDE

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<th>Agency Descriptions</th>
<th>Fiscal Year 2017-18</th>
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<tbody>
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<td></td>
<td>Operating Budget</td>
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**FloridaPalm**

Planning, Accounting, and Ledger Management

Executive Steering Committee Meeting 12/13/2017
## 2017-18 Operating Budget & Spending

### Agency: AGENCY FOR HEALTH CARE ADMINISTRATION

<table>
<thead>
<tr>
<th>Agency Descriptions</th>
<th>Program/Service</th>
<th>Operating Budget</th>
<th>Amount Spent</th>
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<td>CHILDREN'S SPECIAL HEALTH CARE</td>
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## 2017-18 Operating Budget & Spending

**Agency:** AGENCY FOR HEALTH CARE ADMINISTRATION  
**Program:** HEALTH CARE SERVICES  
**Subprogram:** CHILDREN’S SPECIAL HEALTH CARE

### Fiscal Year 2017-18

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**Transparency Florida**

Executive Steering Committee Meeting  
12/13/2017
### Transparency Florida

#### 2017-18 Operating Budget in Agency Format

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<th>2017-18</th>
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## Appropriations, Approved Budget, and Releases

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<th>Date</th>
<th>Appropriations</th>
<th>Unbudgeted Reserve</th>
<th>Approved Budget</th>
<th>Releases</th>
<th>Approved Budget Unreleased</th>
<th>Disbursements</th>
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<td>07/03/2017</td>
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### Total - All Funds
- Appropriations: 85,853,796,176
- Unbudgeted Reserve: 2,858,722,806
- Approved Budget: 83,015,079,370
- Releases: 57,856,078,416

### Disbursements
- View Disbursements by Object
- Operational: 8,910,683,351.17
- Fixed Capital Outlay: 481,669,338.06

Total - All Funds: 9,392,352,689.22
A bill to be entitled

An act making appropriations; providing moneys for the annual period beginning July 1, 2017, and ending June 30, 2018, and supplemental appropriations for the period ending June 30, 2017, to pay salaries and other expenses, capital outlay - buildings, and other improvements, and for other specified purposes of the various agencies of state government; providing effective dates.

Be It Enacted by the Legislature of the State of Florida:

The moneys contained herein are appropriated from the named funds for Fiscal Year 2017-2018 to the state agency indicated, as the amounts to be used to pay the salaries, other operational expenditures, and fixed capital outlay of the named agencies, and are in lieu of all moneys appropriated for these purposes in other sections of the Florida Statutes.
2017-18 Operating Budget in Bill Format

<table>
<thead>
<tr>
<th>Bill Index</th>
<th>Fiscal Year</th>
<th>OR</th>
<th>Line Item</th>
<th>Update</th>
<th>Show Codes</th>
<th>Print</th>
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</thead>
</table>

**EDUCATION, DEPARTMENT OF UNIVERSITIES, DIVISION OF PROGRAM: EDUCATIONAL AND GENERAL ACTIVITIES**

Funds in Specific Appropriations 12 through 16 shall be expended in accordance with operating budgets which must be approved by each university's board of trustees.

<p>| 12 | AID TO LOCAL GOVERNMENTS GRANTS AND AIDS - EDUCATION AND GENERAL ACTIVITIES FROM EDUCATIONAL ENHANCEMENT TRUST FUND |</p>
<table>
<thead>
<tr>
<th></th>
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<tr>
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<td>225,544,949</td>
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Funds in Specific Appropriation ***** shall be allocated as follows:

- University of Florida .................................................. 42,170,813
- Florida State University ............................................. 35,235,672
- Florida A&M University ............................................... 13,904,267
- University of South Florida ......................................... 31,435,222
- University of South Florida, St. Petersburg ...................... 1,888,156
- University of South Florida, Sarasota/Manatee .................... 1,161,130
- Florida Atlantic University ........................................... 18,996,991
- University of West Florida ............................................ 7,054,953
- University of Central Florida ....................................... 52,260,049
- Florida International University ................................. 27,579,480
- University of North Florida .......................................... 11,487,992
- Florida Gulf Coast University ...................................... 6,983,204
- New College of Florida ............................................... 925,870
- Florida Polytechnic University ..................................... 243,108
## 2017-18 State Positions

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<th>Agency</th>
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<th>Excess</th>
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<th>Reserve</th>
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Reports

- Operating Budget Reports
- Appropriation/Disbursement Reports
- Reversion Reports
- Fund Balance Reports
- Ten Year History Reports

Operating Budget Reports
Includes reports detailing the State Operating Budget and Disbursements by Expenditure Type, Fund Source or Program Area for a selected fiscal year.

Operating Budget By Expenditure Type
This report provides the total Operating Budget and Disbursements by the following Expenditure Types: General Operations, Medicaid/TANF, Aid to Local Governments, Fixed Capital Outlay, DOT Work Program, Debt Service, and Pension Benefits/Claims.

Operating Budget By Fund Source
This report provides the total Operating Budget by the following Fund Sources: General Revenue, Tobacco Settlement Trust Fund, Education Enhancement Trust Fund, and all other Trust Funds.

Operating Budget By Program Area
This report provides the total Operating Budget and Disbursements by the following Program Areas: Education, Human Services, Criminal Justice and Corrections, Natural Resources/Environment/Growth Management/Transportation, General Government, and Judicial Branch. The option to view this report by General Revenue Fund, Trust Funds, or All funds is also available.

Appropriation/Disbursement Reports
Includes reports detailing the Operational and Fixed Capital Outlay Budget and Disbursements for a selected appropriation year. Users can select to compare fiscal years to provide additional information.

Compare Appropriations Report
This report provides a comparison of operational appropriations for two fiscal years by Agency and/or Category.

Compare Appropriations to Disbursements Report
This report provides operational appropriations compared to the disbursements made within one fiscal year by Agency and/or Category. The appropriations and disbursements are reported by month.
Transparency Florida

- **Amendments**: Approved amendments made to the original spending budget are listed by budget amendment number. Details about each amendment can be displayed by selecting the Budget Amendment hyperlink.

- **Back of Bill Appropriations**: Appropriations made starting with Section 8 in the back of the General Appropriations Act are listed in this section. Section number, description, and the amount of the appropriation are included in the report. A link to the Laws of Florida is provided for additional information.

- **Budget Issues**: Budget issues are individual items used as building blocks to explain the need for an appropriation within the General Appropriations Act. These are sorted to narrow the result set.

- **Supplemental Appropriations**: Appropriations made outside of the General Appropriations Act are listed along with the bill number, description, and the amount of the appropriation. A hyperlink to the specific chapter in the Laws of Florida is provided for a complete description.
Search

Bill
Search all titles and text within the operating budget in the appropriations bill format. Enter a word or phrase and the search jumps to the first location in the appropriations bill where the word or phrase is found. Use the navigation buttons to browse to the next location where the word or phrase is found.

Budget Issues
Budget issues are the building blocks of the appropriations bill to identify and describe increases and/or decreases to the budget. Entering a word or phrase displays a list of budget issues with the text anywhere in the title. The results will also include the amount of each budget issue.

Object
Summary and detail objects describe items or services purchased by the State of Florida. Searching returns a list of summary or detail objects with the word or phrase in the title as well as the year-to-date amount spent. Note: If the search criteria are found in the summary title, all detail objects will be displayed.

FloridaPalm
Planning, Accounting, and Ledger Management
Florida State Budget Links

**Fiscal Analysis in Brief**
The Fiscal Analysis in Brief is an annual report prepared and published by the Florida Legislature. It summarizes fiscal and budgetary information for a given fiscal year. This report is located on the Florida Fiscal Portal in the appropriated fiscal year.

**Long-Range Financial Outlook 3 Year Plan**
The Long-Range Financial Outlook 3 Year Plan is an annual report prepared and published by the Florida Legislature. The report provides a longer-range picture of the state’s financial position that integrates projections of the major programs driving Florida’s annual budget requirements with the revenue estimates. This report is located on the Florida Fiscal Portal.

**Chief Financial Officer’s Transparency Florida**
The CFO’s Transparency Florida is a link to the Florida Department of Financial Services’ website containing additional financial information. The website includes links to Florida Financials - State Receipts, Transfers and Disbursements, Cash Flow and Balances, Vendor Payment Search, Local Government Budgets, State Reports, and Florida’s Accountability Contract Tracking System (FACTS) Search.

**Reports on State Properties and Occupancy Rates**
The Division of Real Estate Development and Management provides information on the state-owned buildings and occupancy rates. The Division of Real Estate Development and Management implements best practices for the development, operation and maintenance of state-owned facilities as well as oversight of the state’s process for leasing privately owned space.

**Government Program Summaries**
The Florida Legislature’s Office of Program Policy Analysis and Government Accountability produces this encyclopedia of descriptive information on over 200 major state programs. Using a question and answer approach, each summary describes the program and its purpose, funding levels and sources, statutory authority, current program issues and contact information. The summaries also include links to OPPAGA reports and other research products, as well as related websites.
Reports on Public School Districts

School District Summary Budget
At the beginning of each fiscal year, each district school board formally adopts a budget. The District Summary Budget is the adopted budget that is submitted to the Florida Department of Education by Florida school districts. The budget document provides millage levies, estimated revenues detailed by federal, state, and local sources, and estimated expenditures.

School District Annual Financial Report
The Annual Financial Report is the unaudited data submitted to the Florida Department of Education by Florida school districts after the close of each fiscal year. It includes actual revenues detailed by federal, state, and local sources, and actual expenditures.

School District Audit Reports Prepared by the Auditor General
The Auditor General provides periodic financial, federal, and operational audits of district school boards. The Auditor General also provides periodic audits of district school boards to determine whether the district 1) complied with state requirements governing the determination and reporting of the number of full-time equivalent students under the Florida Education Finance Program and 2) complied with state requirements governing the determination and reporting of the number of students transported.

School District Audit Reports Prepared by Private CPA Firms
The Auditor General maintains copies of district school board financial and federal audit reports, which are prepared on a rotational basis by private certified public accounting firms.

School District Program Cost Reports
The Program Cost Report data is submitted to the Florida Department of Education by public school districts after the close of each fiscal year. Actual expenditures by fund type are presented as either direct costs or indirect costs, and are attributed to each program at each school. A total of nine separate reports are produced from the cost reporting system.

Financial Profiles of School Districts
Financial Profiles of Florida School Districts is a publication designed to provide information about revenues and expenditures in the Florida public school districts. Revenues by source and expenditures by function and object are detailed in the document. Additional financial information from school districts is also provided. The publication is intended for comparative generalizations about school districts. Additional sources of information should be consulted for a comprehensive understanding of a school district’s financial position.

Florida Education Finance Program (FEFP) Calculations
In 1973 the Florida Legislature enacted the Florida Education Finance Program (FEFP) and established the state policy on equalized funding to guarantee to each student in the Florida public education system the availability of programs and services appropriate to his or her educational needs that are substantially equal to those available to any similar student notwithstanding geographic differences and varying local economic factors. The FEFP is a series of formulas and components used to allocate funds appropriated by the legislature and is the primary mechanism for funding the operating costs of Florida school districts. These funds make up the majority of K-12 public school funding. A key feature of the FEFP is that it bases financial support for education upon the individual student participating in a particular educational program rather than upon the number of teachers or classrooms. To provide equalization of
Next Meeting

Wednesday, January 24, 2018
Or
Wednesday, March 28, 2018
CONTACT INFORMATION

FLORIDAPALM@MYFLORIDACFO.COM

MYFLORIDACFO.COM/FLORIDAPALM