

Florida **PALM**

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF REVENUE
BUILDING 2
MARCH 28, 2018



ROLL CALL AND OPENING REMARKS

FACILITATOR: RYAN WEST, CHAIR



REVIEW OF DECEMBER 13, 2017 MEETING MINUTES

FACILITATOR: MELISSA TURNER



FLORIDA PALM PROJECT UPDATE

FACILITATORS:
MELISSA TURNER, STACEY POLLOCK



Florida PALM Project Update

Budget – FY 2017-18 Spend Plan

FY 2017-2018 Spend Plan Summary As of February 28, 2018

Category	Projected	Incurred	Remaining Balance	% Remaining
Salaries and Benefits	\$3,033,104.88	\$1,906,810.34	\$1,126,294.54	37%
Special Category	\$2,367,475.23	\$1,403,643.86	\$963,831.37	41%
Risk Management Insurance	\$3,304.00	\$3,304.00	\$0.00	0%
DMS Transfer	\$16,770.00	\$12,577.50	\$4,192.50	25%
Total	\$5,420,654.11	\$3,326,335.70	\$3,452,419.95	39%



Florida PALM Project Update

Budget – FY 2018-19 Appropriations

- ▶ Continued authority for 51 positions and recurring salary and benefits of \$6M
- ▶ Appropriates special category funds of \$32.4M with \$32.1M in reserve
- ▶ Authorizes the Department to
 - Award a multi-year contract, which must align with the scope and cost not to exceed Option 3 of the FLAIR Study
 - Submit budget amendments for \$584K if intent to award not posted by July 1, 2018
 - Submit budget amendments for \$3.5M to LBC if intent to award not posted by September 1, 2018
 - Submit budget amendments for \$28.9M with signed contract



Florida PALM Project Update

Budget – FY 2018-19 Appropriations

- ▶ Requires Department to provide a project plan by July 15, 2018 if intent to award not posted by July 1, 2018
- ▶ Authorizes, prior to intent to award, release of reserve funds which may be requested through budget amendments along with revised plans
- ▶ Authorizes, after contract award, release of reserve funds which may be requested through budget amendments along with project plan and copy of contract



Florida PALM Project Update

Budget – FY 2018-19 Appropriations

- ▶ Specifies funds of \$806,254 for IV&V services and requests IV&V deliverables be provided simultaneously to the Department, AST, Legislative Appropriations Chairs, and Governor's Office of Policy and Budget (OPB)
- ▶ Requires monthly project status reporting to House, Senate, and OPB



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 – Readiness Activities

- ▶ Processed PCR 27
 - Acceptance dates extended for five deliverables to
 - Provide more comprehensive review
 - Conduct additional analysis
 - Incorporate information from research
 - Engage additional/new resources
 - Removed one deliverable determined no longer needed during Pre-DDI
 - Added two deliverables
 - Reporting Inventory Analysis
 - Interface Inventory Analysis Addendum



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



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Scope – Accomplishments

- ▶ Conducted Stakeholder Assessment interviews:
 - Awareness and understanding of the Florida PALM Project evaluated and concerns identified
 - Preferred methods of communication and engagement determined
 - Collaboration increased with following stakeholders:
 - Agriculture and Consumer Services
 - Environmental Protection
 - Financial Services
 - Highway Safety and Motor Vehicles
 - Health
 - Legal Affairs
 - Lottery
 - Management Services
 - Military Affairs
 - Professional and Business Regulation
 - Revenue
 - State



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Scope – Accomplishments

- ▶ Conducted Knowledge Transfer Sessions with the Project Team for:
 - Agency Activity Timeline
 - ERP Implementation Considerations
 - Difficult Conversations
- ▶ Conducted Lunch and Learns with Project Team for:
 - Managing Meetings (facilitated by DFS L&D)
 - Facilitation and Information Gathering Techniques (facilitated by Auditor General)



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Scope – Accomplishments

- ▶ Assembled Process Analysis Documents
 - Collaboration with DFS Divisions/Offices as well as agencies to gain a further understanding of key business processes for each of the 10 Process Areas
 - Process flows and narratives included
- ▶ Developed Benefits Realization Management Strategy
 - Approach to benefits realization management that will be further defined during DDI



Florida PALM Project Update

Scope – Accomplishments

- ▶ **Developed Project Staffing Strategy**
 - Options and considerations explored for staffing Project resources including FTEs, OPS, contractors, and interns
- ▶ **Submitted Revised Decision Management Strategy**
 - Best practices researched to empower staff below Tier 1 to make decisions
 - Strategy developed to acknowledge additional groups (i.e. Review Boards) documenting relationships to existing governance



Florida PALM Project Update

Scope – Revised Decision Management

- ▶ Two basic types of Decisions
 - Ordinary - day-to-day operations of Project and execution of strategy
 - Material - potential to have an impact on more than one area of the Project such as:
 - Project scope, cost, quality, or schedule
 - Expected Project outcome (including initial design decisions and any changes)
 - DFS or other statewide policies and procedures
 - Future configuration for the Florida PALM Solution
 - Maintenance and operations of the PALM Solution, including staffing



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Scope – Revised Decision Management

▶ Background

- Decisions making during DDI will be significantly more complex than Pre-DDI and require a decision structure which is:
 - Robust and flexible
 - Supporting specialized decisions
 - Clear escalation and delegation

▶ Current state is a simple Decision Operating Model (DOM)

- Two levels of escalation (Project Director, ESC)
- One Decision Support Body (Change Control Board)



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Scope – Revised Decision Management

Ordinary

- Focused on Internal Project Operations and execution of defined plans
- May or may not be formally documented

Material

- Impact to Project scope, cost, schedule, or outcomes
- Formally documented

Individual

- Directly administered by Change Control Board
- Decisions tracked and documented in main Project Decision Log
- Follows standard escalation model

Specialized

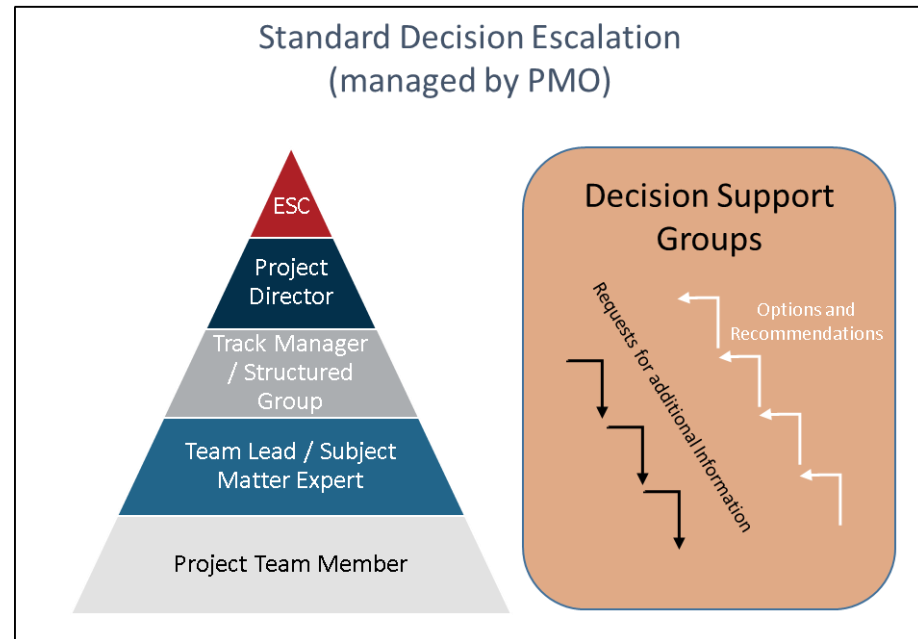
- Special purpose groups chartered by CCB to facilitate complex decision making
- Decisions tracked and administered per the charter
- Will leverage escalation model



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Scope – Revised Decision Management

- ▶ Options and recommendations made by lower level and provided to higher level as appropriate
- ▶ Higher levels request additional information from lower levels as needed
- ▶ Specialized decision support groups created as needed to facilitate recommendations
- ▶ Decisions are categorized and documented as appropriate



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Scope – Revised Decision Management

▶ Next Steps

- Create revised decision management plan with SSI
- Develop detailed rollout plan
- Confirm decision authority across escalation levels
- Confirm roles and participants of the Change Control Board
- Develop process for identifying and managing specialized decision support groups
- Review and confirm project support tools related to decision management



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Scope – Accomplishments

- ▶ Completed Data Retention Analysis – Part 2
 - Additional information identified regarding key financial events and fiscal data supported by FLAIR and CMS
- ▶ Completed Interface Inventory Analysis
 - Focus initially on pilot systems
 - Data used from 2016 Business Case for Agency Business Systems and current-state FLAIR/CMS interface inventory included in the Florida PALM Pre-DDI Data Management Plan (DMP)



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Scope – Interface Inventory Analysis

▶ Background

- The Business Case list of agency business systems and the DMP interface inventory did not align due to the different perspectives of gathered information

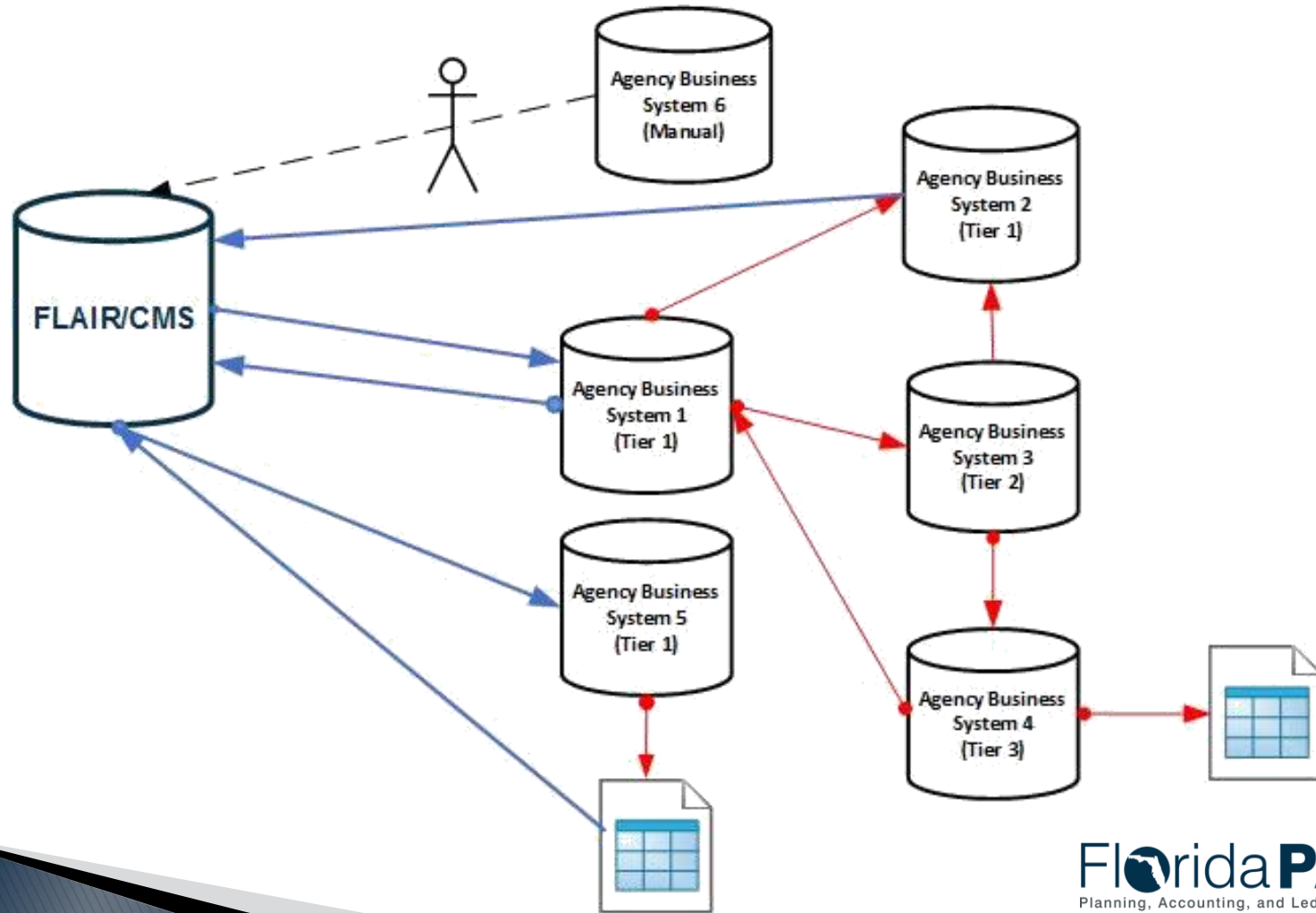
▶ Objective

- Provide the Florida PALM Project and agencies with information to better understand the transition-state and future go-live impacts at the current-interface level
- Build upon the DMP interface list by matching interfaces to Business Case agency business systems
- Pilot the matching process with selected DFS business systems



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Scope – Interface Inventory Analysis



Florida PALM Project Update

Scope – Interface Inventory Analysis

▶ Approach

- Analyze FLAIR/CMS interfaces for DFS
- Compare agency interfaces to the 2016 Business Case DFS systems selected for this pilot
- Develop Agency Interface Package that includes
 - List of FLAIR/CMS interfaces for DFS
 - Initial matching of FLAIR/CMS interfaces
 - Additional system related questions

▶ Pilot

- Conduct agency kickoff meeting
- Send Agency Interface Package and evaluate response
- Conduct agency interview and summarize results



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Scope – Interface Inventory Analysis

► Conclusions

- Agencies may identify additional interfaces
- Some interfaces require manual processes
- Schedule individual agency kickoff meetings tailored to the agency
- Collaboration with agency personnel established a working relationship that will support future interface related efforts
- Include other Project teams in future iterations to support a coordinated effort with ongoing agency outreach



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Scope – Interface Inventory Analysis

▶ Next Steps

- Complete the interface inventory analysis for DFS
- Continue to research and document detailed FLAIR/CMS interface information for other State agencies
- Begin the interface inventory analysis cycles for other State agencies



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Scope – Accomplishments

- ▶ Prepared Major Project Deliverable:
 - Draft list of fourteen (14) statutory changes compiled for consideration by the ESC for recommendation
 - List distributed in Excel spreadsheet for review
 - One-on-one meetings with ESC members began to answer questions/support review



INDEPENDENT VERIFICATION AND VALIDATION (IV&V) ASSESSMENT

FACILITATOR: BRIAN EPPIG



IV&V Assessment

Monthly Assessment – February 2018

- ▶ IV&V evaluation focused on Project and Department DDI readiness
 - Pre-DDI activity execution progressing as expected
 - Focus continues to be on better understanding current state

Overall Pre-DDI Execution Assessment Status =
Green

On track per current timeline



IV&V Assessment

Readiness – Focus on Outcomes

- ▶ Focus on Outcome
 - Clearly defined goals
 - Common language
 - Visibility and measurement
- ▶ Repetitive Focus Drives Success
- ▶ Steering Committee name is intentional
 - Sets direction and maintains course



UPCOMING ACTIVITIES

FACILITATOR: MELISSA TURNER



Upcoming Activities

- ▶ Submit Reporting Workgroup Strategy
- ▶ Submit Case for Change
- ▶ Complete Stakeholder Assessments
- ▶ Finalize DDI Website Strategy
- ▶ Conduct Knowledge Transfer Sessions with the Project Team
- ▶ Complete Integration Point Gap Analysis – Cycle 3
- ▶ Complete Data Assessment
- ▶ Finalize Internship Strategy
- ▶ Conduct analysis of Communication Exchange Hub (Project Support Tool)



Upcoming Activities

- ▶ Complete one-on-one meetings to review the Initial Draft of Recommended Statutory Changes in preparation for approval in April ESC meeting (in anticipation of Proviso requirement for June 1, 2018 submission)
- ▶ Support SSI ITN
- ▶ Develop Pre-DDI Closeout Plan
 - Plan for closing out the Pre-DDI project phase and transitioning into the DDI project phase
 - Administrative and contract closures addressed



NEW BUSINESS & OPEN DISCUSSION

FACILITATOR: MELISSA TURNER



NEXT MEETING

WEDNESDAY, APRIL 25, 2018
BUILDING 2, ROOM 1250



CONTACT INFORMATION

FLORIDAPALM@MYFLORIDACFO.COM

MYFLORIDACFO.COM/FLORIDAPALM

