

# Florida **PALM**

Planning, Accounting, and Ledger Management



# EXECUTIVE STEERING COMMITTEE BRIEFING MATERIALS

BRIEFING MATERIALS  
JUNE 2020



# PROJECT UPDATE



# Florida PALM Project Update

## Risks and Issues

- ▶ Since the last ESC meeting, one issue was closed
  - Timing of re-planning activities synced with June 3 committed Project Schedule
- ▶ Since the last ESC meeting, four new risks were opened
  - Division of Treasury Bloomberg AIM contract execution date
  - Central Functional Designs and Central Wave RICEFW (*also closed since last ESC meeting*)
  - Departmental Functional Designs and Departmental Wave RICEFW (*also closed since last ESC meeting*)
  - Internal functional design delays could impact downstream activities



# Florida PALM Project Update

## Risks and Issues

- ▶ Since the last ESC meeting, seven risks were closed
  - Central Functional Designs and Central Wave RICEFW
  - Departmental Functional Designs and Departmental Wave RICEFW
  - D67 Go/No-Go Decision
  - CMS Functional Designs and CMS Wave RICEFW
  - Workload management during COVID-19
  - Team and agency engagement during COVID-19
  - Training curriculum development amid potential reduction in resources
- ▶ Risks and Issues with a 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

## Budget – Fiscal Year 19-20

FY 2019-2020 Spend Plan Summary As of May 31, 2020				
Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining*
Special Category	\$19,966,472	\$17,206,294	\$17,371,527	\$165,233
SSI Contract	\$17,734,103	\$15,163,795		
Project Admin	\$333,436	\$332,407		
Support Services	\$1,046,150	\$1,001,577		
IV&V	\$852,783	\$708,515		
Salaries and Benefits	\$4,872,457	\$4,704,077	\$6,464,626	\$1,760,549
DMS Transfer and Risk Management	\$24,887	\$24,887	\$24,887	\$0
<b>Total</b>	<b>\$24,863,816</b>	<b>\$21,935,258</b>	<b>\$23,861,040</b>	<b>\$1,925,782</b>

*\*Final release for remaining FY19/20 expenditures was received on June 23, 2020*



# Florida PALM Project Update

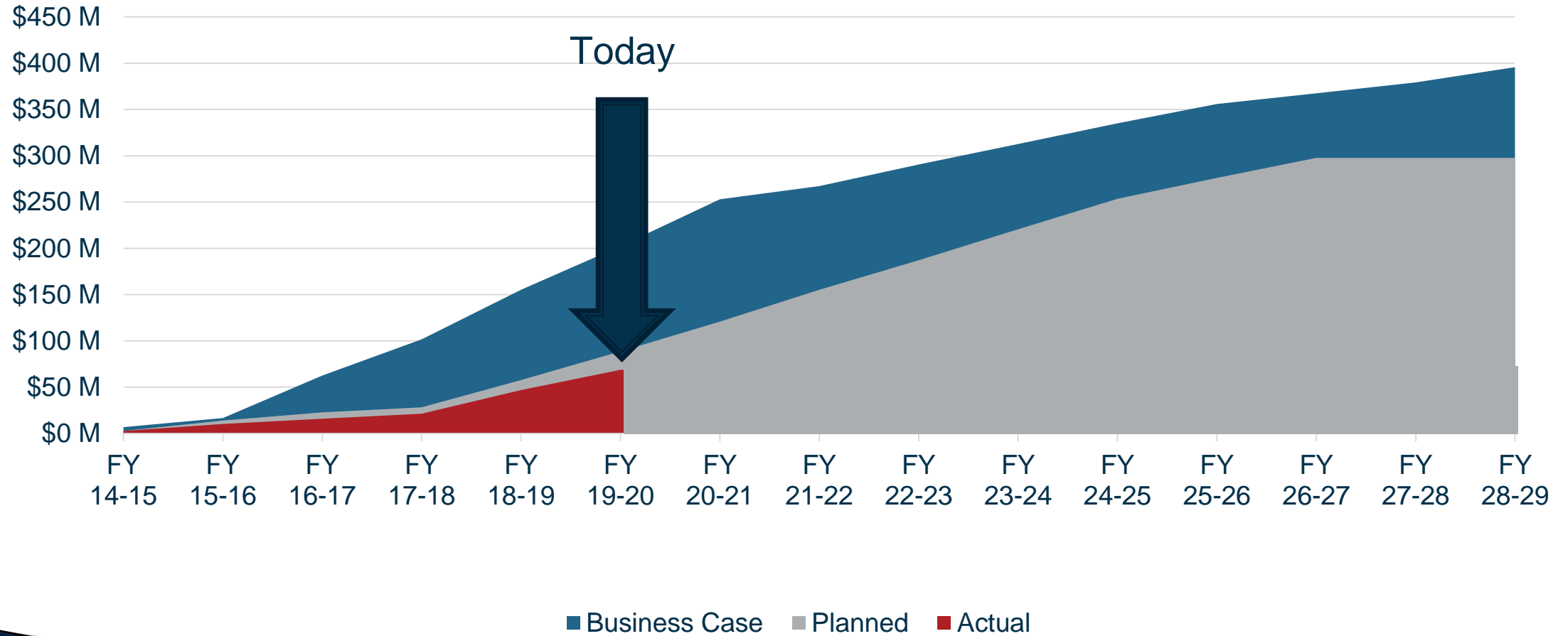
## Budget – Fiscal Year 20-21

FY 2020-2021 Spend Plan Projections As of July 1, 2020	
Category	Projected
Special Category	\$26,364,345
SSI Contract	\$22,331,277
Project Admin	\$2,002,272
Support Services	\$1,091,248
IV&V	\$939,487
Salaries and Benefits	\$6,478,868
DMS Transfer and Risk Management	\$22,173
<b>Total</b>	<b>\$32,865,325</b>



# Florida PALM Project Update

## Total Project Funding Estimate





# Florida PALM Project Update

## Schedule

### ▶ Planned\* Go/No-Go Decisions for the CMS Wave

GNG Decision	Date
CMS - Ready to Start RICEFW Build	May 2020
CMS - Ready for Interface and Conversion Testing	October 2020
CMS - Ready for User Acceptance Testing (UAT)	March 2021
CMS - Ready to Deploy	June 2021

*\*Pending ESC vote on PCR 58*



# Florida PALM Project Update

## Schedule

### ▶ Planned\* Go/No-Go Decisions for the Central Wave

GNG Decision	Date
Central - Ready to Start RICEFW Build	October 2020
Central - Ready for Conversion Testing	April 2021
Central - Ready for Interface Testing	July 2021
Central - Ready for User Acceptance Testing (UAT)	January 2022
Central - Ready to Deploy	June 2022

*\*Pending ESC vote on PCR 58*



# Florida PALM Project Update

## Schedule

### ▶ Planned\* Go/No-Go Decisions for the Payroll Wave

GNG Decision	Date
Payroll - Ready to Start RICEFW Build	December 2022
Payroll - Ready for Interface and Conversion Testing	May 2023
Payroll - Ready for User Acceptance Testing (UAT)	September 2023
Payroll - Ready to Deploy	December 2023

*\*Pending ESC vote on PCR 58*



# Florida PALM Project Update

## Schedule

### ▶ Planned\* Go/No-Go Decisions for the Departmental Wave

GNG Decision	Date
Departmental - Ready to Start RICEFW Build	April 2021
Departmental - Ready for Conversion Testing	January 2023
Departmental - Ready for Interface Testing	March 2023
Departmental - Ready for User Acceptance Testing (UAT)	December 2023
Departmental - Ready to Deploy	June 2024

*\*Pending ESC vote on PCR 58*



# Florida PALM Project Update

## Schedule

- ▶ PCR 58 – Go/No-Go Decisions through remainder of Project
  - Names and due dates were updated to align with revised implementation approach
  - Proposing to add three new Go/No-Go Decisions to the Schedule
  - Planned voting action in July 2020 ESC meeting



# Florida PALM Project Update

## Planned Go/No-Go Decisions

Fiscal Year

2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
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### CMS Wave

 **May 20**
 **Oct 20**
 **Mar 21**
 **June 21**

### Central Wave

 **Oct 20**
 **Apr 21**
 **July 21**
 **Jan 22**
 **June 22**







### Payroll Wave

 **Dec 22**
 **May 23**
 **Sept 23**
 **Dec 23**

### Departmental Wave

 **Apr 21**
 **Jan 23**
 **Mar 23**
 **Dec 23**
 **June 24**

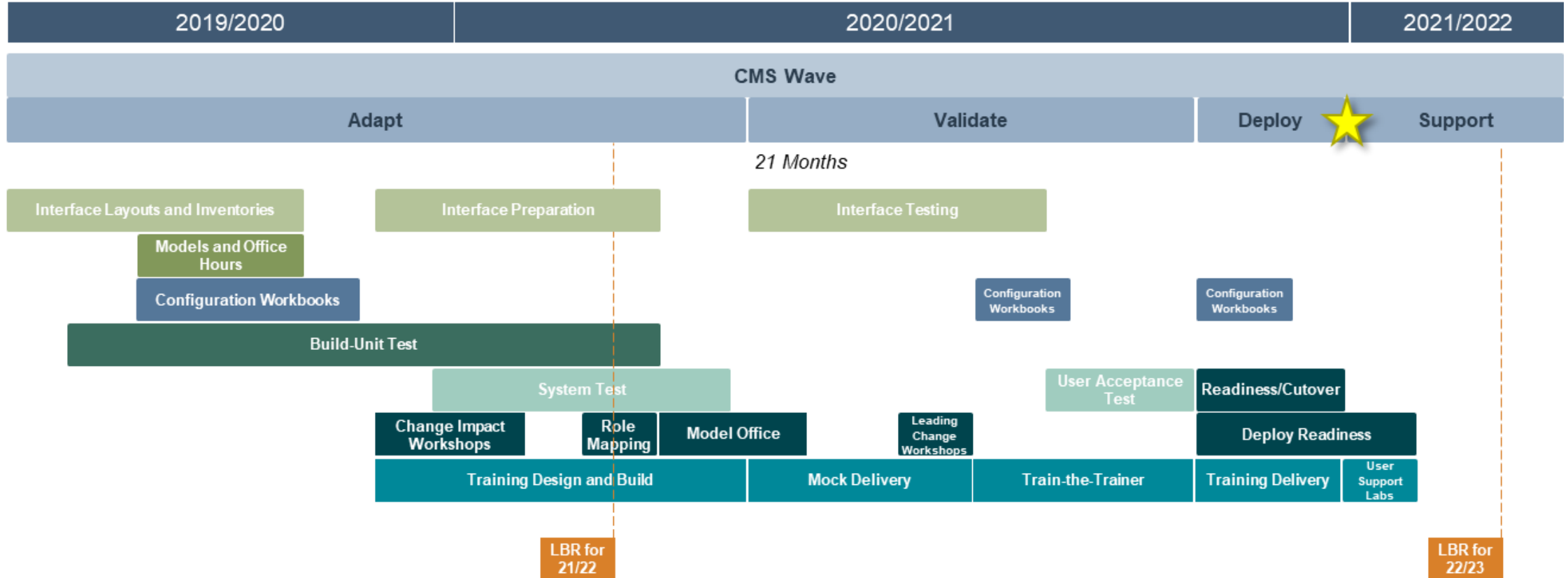
#### KEY

Event	Icon
Ready to Start RICEFW Build	
Ready for Interface Testing	
Ready for Conversion Testing	
Ready for User Acceptance Testing (UAT)	
Ready to Deploy	
Go-Live	



# Florida PALM Project Update

Fiscal Year



Key:

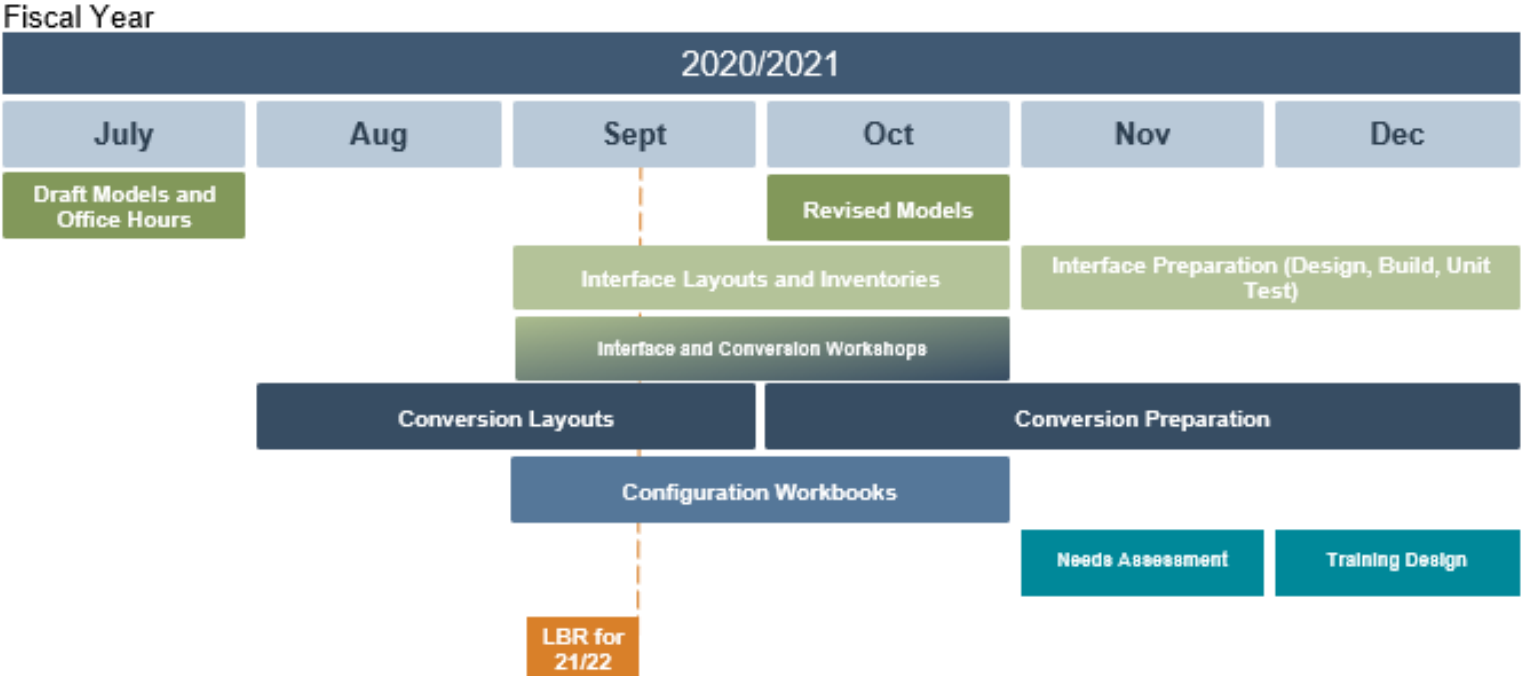
	Interfaces		Testing
	Business Processes		Readiness
	Configurations		Training
	Build		Go-Live



# Florida PALM Project Update

## Schedule

► Agency activities for the Central Wave through December 2020



**Key:**

- Business Processes
- Interfaces
- Conversions
- Configurations
- Training
- ★ Go-Live





# Florida PALM Project Update

## Scope



### ▶ FY19-20 Objectives Update

- Complete Interim Process Models
- Conduct Training Needs Assessment
- Confirm Chart of Accounts design, including crosswalk \*
- Complete detailed design and configuration \*\*
- Identify required interfaces and confirm layouts
- Identify conversions and associated cleansing opportunities
- Establish non-production infrastructure and environments
- Confirm Production Support Strategy



\* Interface crosswalk that will be implemented for the CMS Wave has been shared with agencies

\*\* Prioritizing to align with first cycle of testing to begin in November



# Florida PALM Project Update

## Scope

-  Not Started
-  In Progress
-  Complete

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- ▶ Proposed FY20-21 Project Objectives Update
  - Complete UAT testing for CMS Wave
  - Conduct end user training for CMS Wave functionality
  - Initiate CMS Wave deployment activities
  - Conduct analysis of current Payroll functionality
  - Complete Central Wave process models
  - Complete Central Wave RICEFW inventory
  - Complete Departmental Wave process models
  - Complete Departmental Wave RICEFW inventory
  - Confirm operational readiness for production support



# Florida PALM Project Update

## Scope

- ▶ Central Wave Office Hours
  - Sessions will be scheduled during July 21 – 31, 2020
  - Provide a high-level overview of Central Wave business processes and Florida PALM interaction with legacy systems
- ▶ Central Wave Business Process Models are nearing draft completion and are planned for posting to the Project's website by July 1
- ▶ CMS Wave Business Process Models are final and have been posted to the [Project's website](#), including a summary document associated with the CMS Wave Business Process Models



# Florida PALM Project Update

## Scope

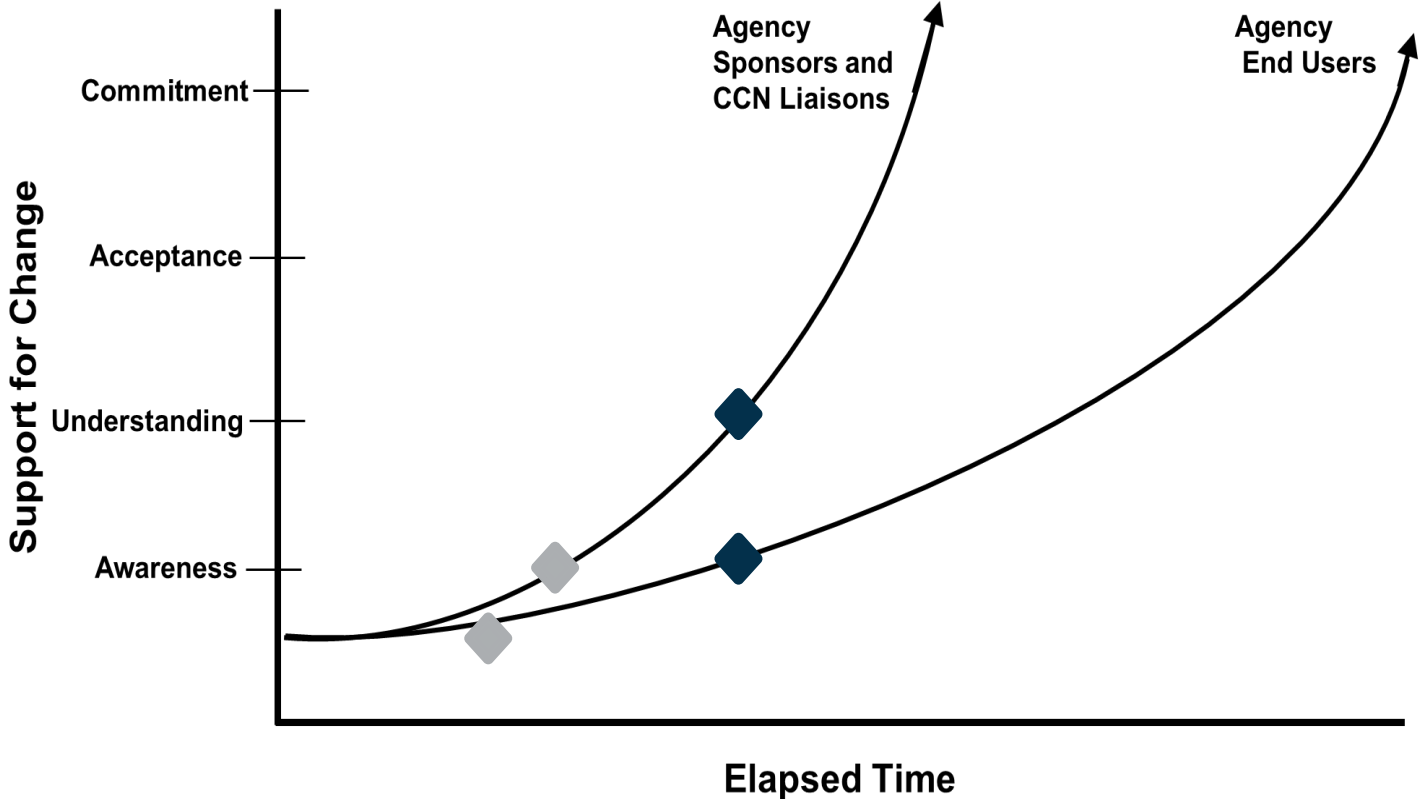
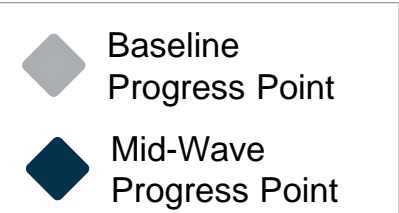
- ▶ Deputy CFO memorandum was shared with Agency Sponsors to support their planning and preparation for upcoming waves
- ▶ Per Proviso, a draft agency status report template was shared with agencies
- ▶ Master Readiness Workbook (MRW) was updated, released, and posted on the Project's website
- ▶ PALMcast Episode 3 will be published, with guest speaker DFS Division of Treasury Director, in early July



# Florida PALM Project Update

## Scope

- ▶ Mid-Wave Readiness Survey Results
- ▶ On the Change Commitment Curve:
  - 100% of the CCN reached Understanding
  - 97% of End Users reached Awareness



# Florida PALM Project Update

## Scope

- ▶ Agency Internal Readiness Indicators
  - An Agency Internal Readiness Indicator survey will be developed to assess the state of readiness around people, process, technology, and project management related to a specific Go/No Go Decision
  - The survey will be distributed to Agency Sponsors using a five-point Likert scale and a mandatory free form field for each indicator
  - A summary of the results will be shared with ESC members one month prior to a Go/No-Go Decision vote
  - Draft survey questions for each category have been developed for ESC member input



# Florida PALM Project Update

## Scope

- ▶ Draft Agency Internal Readiness Indicator Survey Questions –  
People
  1. My agency understands who will be participating in interface testing activities for CMS Wave and they will be able to perform the activities.
  2. My agency understands how the end users' business process activities will change with the CMS Wave implementation.



# Florida PALM Project Update

## Scope

- ▶ Draft Agency Internal Readiness Indicator Survey Questions – Process
  1. My agency has identified internal business processes which may need to be updated as a result of the implementation of the CMS Wave.
  2. My agency has begun to identify internal procedures, reference manuals, templates, and training documentation which may require updates as a result of the implementation of the CMS Wave.
  3. My agency understands how the Chart of Accounts structure is changing and will effect my agency.
  4. My agency is preparing to perform data cleansing activities in the legacy business systems for the Central Wave.





# Florida PALM Project Update

## Scope

- ▶ Draft Agency Internal Readiness Indicator Survey Questions – Technology
  1. My agency has identified internal business systems, reports, data extracts, and integrations with third-parties which may be impacted and require remediation for the CMS Wave.
  2. My agency feels confident it will have the appropriate data our business systems will need to perform agency CMS Wave functions and produce reports.
  3. My agency has identified the appropriate resources to support interface testing activities.
  4. My agency feels confident that our identity provider (IDP) will be able to store or contain my agency's users for Florida PALM.



# Florida PALM Project Update

## Scope

- ▶ Draft Agency Internal Readiness Indicator Survey Questions – Project Management
  1. My agency has identified and documented our agency-specific approach, tasks, staff, resources, and timeline needed to complete CMS interface testing activities.
  2. My agency analyzed needs for FY21/22 Florida PALM implementation and readiness activities as part of our annual legislative budget request process.
  3. My agency understands the Master Readiness Workplan includes CMS Wave, Central Wave, and Departmental Wave activities.



# INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

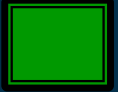


CONTENT PROVIDED BY MARK FAIRBANK



# IV&V Assessment

## May 2020 Reporting Period

### Overall Status

Current Period	Prior Period	Overall Trend	Observations
			<ul style="list-style-type: none"> <li>• The DDI Phase has been rescheduled to adjust phases. Observed planning activities are consistent with the Project Management Plan and standard practices.</li> <li>• As part of a multi-faceted organizational change management program, the Project regularly conducts proactive communications to stakeholders, including partner system organizations such as FFMIS and state agencies. The Project has not incurred negative impacts to productivity during the COVID-19 emergency. However, risk of delays to some work has emerged as a result.</li> <li>◆ The rescheduling provides extended time for many activities to be completed. This should enable the Project to secure commitment from partner system organizations and agencies to fulfill critical dependencies. Otherwise, there is a risk to the schedule.</li> <li>• Risks and Issues are being managed proactively and with an appropriate sense of urgency. The Project is actively managing risk to execution of project activities and the implementation schedule.</li> <li>• Cost management and resource allocation are monitored closely by Track Managers and PMO.</li> <li>• Quality control, financial control, and vendor processes are established and consistently executed. Collaboration between the State Project Team and Accenture Team continues to produce acceptable results.</li> <li>• The Project trend is stable as work toward executing the statement of work and producing deliverables is proceeding according to plan.</li> </ul>

# IV&V Assessment

## Additional Observations

- ▶ The State's contract with Accenture allows Accenture to use teams located outside of the Project site to perform configuration and development activities in support of the onsite Project team, with the stipulation that this work be performed only at Accenture facilities
- ▶ In response to COVID-19, Accenture employees have been ordered to work from home
- ▶ Accenture mobilized additional local resources as a contingency plan to augment the Project team and implemented additional measures under the contract to enable employees to recover time lost under these circumstances
- ▶ As of May 30<sup>th</sup>, work on functional design documentation lagged, in part, to this situation
- ▶ Software development, testing, and end-user training activities each have downstream dependencies on functional designs
- ▶ The Project is actively managing this risk



# IV&V Assessment

## Additional Observations on Enabling Factors

- ▶ At the end of May, multiple tasks appear in a late status
- ▶ The Project consistently demonstrates the ability to manage completion of deliverables and work products according to the Project Schedule
- ▶ The Schedule has been updated to align with the revised implementation approach which provides additional time for partner systems and agencies to prepare
- ▶ The Project has communicated updated Schedule for revised implementation approach and design details for interface layouts
- ▶ To date, IV&V has not observed objections to the updated Schedule for revised implementation approach
- ▶ The Project needs to confirm commitment to the updated Schedule by enterprise partner systems to assure the complete solution will be implemented



# UPCOMING



# Florida PALM Project Update

## Upcoming

- ▶ Gather feedback from Change Impact Workshops (virtual) – June 23 and June 25
- ▶ Conduct Change Champion Town Hall (virtual) – July 15
- ▶ Facilitate Training Focus Groups (virtual, with select agencies) – July 21, 22, 23
- ▶ Support Central Wave Office hours (virtual) – July
- ▶ Transition Project's website to new platform – summer





# NEXT SCHEDULED MEETING

JULY 22, 2020

LOCATION/FORMAT TO BE DETERMINED



# CONTACT INFORMATION

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