Florida PALM
Planning, Accounting, and Ledger Management
PROJECT UPDATE
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

<table>
<thead>
<tr>
<th>Category</th>
<th>Projected FYTD</th>
<th>Incurred FYTD</th>
<th>Released FYTD</th>
<th>Release Remaining*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Category</td>
<td>$19,966,472</td>
<td>$17,206,294</td>
<td>$17,371,527</td>
<td>$165,233</td>
</tr>
<tr>
<td>SSI Contract</td>
<td>$17,734,103</td>
<td>$15,163,795</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Admin</td>
<td>$333,436</td>
<td>$332,407</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support Services</td>
<td>$1,046,150</td>
<td>$1,001,577</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV&amp;V</td>
<td>$852,783</td>
<td>$708,515</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>$4,872,457</td>
<td>$4,704,077</td>
<td>$6,464,626</td>
<td>$1,760,549</td>
</tr>
<tr>
<td>DMS Transfer and Risk</td>
<td>$24,887</td>
<td>$24,887</td>
<td>$24,887</td>
<td>$0</td>
</tr>
</tbody>
</table>
Management                     |
| **Total**                      | **$24,863,816**| **$21,935,258**| **$23,861,040**| **$1,925,782**     |

*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

<table>
<thead>
<tr>
<th>Category</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Category</td>
<td>$26,364,345</td>
</tr>
<tr>
<td>SSI Contract</td>
<td>$22,331,277</td>
</tr>
<tr>
<td>Project Admin</td>
<td>$2,002,272</td>
</tr>
<tr>
<td>Support Services</td>
<td>$1,091,248</td>
</tr>
<tr>
<td>IV&amp;V</td>
<td>$939,487</td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>$6,478,868</td>
</tr>
<tr>
<td>DMS Transfer and Risk Management</td>
<td>$22,173</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$32,865,325</strong></td>
</tr>
</tbody>
</table>
Florida PALM Project Update
Total Project Funding Estimate


$0 M  $50 M  $100 M  $150 M  $200 M  $250 M  $300 M  $350 M  $400 M  $450 M

Today

Business Case  Planned  Actual
Florida PALM Project Update

Schedule

- Planned* Go/No-Go Decisions for the CMS Wave

<table>
<thead>
<tr>
<th>GNG Decision</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMS - Ready to Start RICEFW Build</td>
<td>May 2020</td>
</tr>
<tr>
<td>CMS - Ready for Interface and Conversion Testing</td>
<td>October 2020</td>
</tr>
<tr>
<td>CMS - Ready for User Acceptance Testing (UAT)</td>
<td>March 2021</td>
</tr>
<tr>
<td>CMS - Ready to Deploy</td>
<td>June 2021</td>
</tr>
</tbody>
</table>

*Pending ESC vote on PCR 58
Florida PALM Project Update

Schedule

- Planned* Go/No-Go Decisions for the Central Wave

<table>
<thead>
<tr>
<th>GNG Decision</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central - Ready to Start RICEFW Build</td>
<td>October 2020</td>
</tr>
<tr>
<td>Central - Ready for Conversion Testing</td>
<td>April 2021</td>
</tr>
<tr>
<td>Central - Ready for Interface Testing</td>
<td>July 2021</td>
</tr>
<tr>
<td>Central - Ready for User Acceptance Testing (UAT)</td>
<td>January 2022</td>
</tr>
<tr>
<td>Central - Ready to Deploy</td>
<td>June 2022</td>
</tr>
</tbody>
</table>

*Pending ESC vote on PCR 58
Florida PALM Project Update

Schedule

- Planned* Go/No-Go Decisions for the Payroll Wave

<table>
<thead>
<tr>
<th>GNG Decision</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll - Ready to Start RICEFW Build</td>
<td>December 2022</td>
</tr>
<tr>
<td>Payroll - Ready for Interface and Conversion Testing</td>
<td>May 2023</td>
</tr>
<tr>
<td>Payroll - Ready for User Acceptance Testing (UAT)</td>
<td>September 2023</td>
</tr>
<tr>
<td>Payroll - Ready to Deploy</td>
<td>December 2023</td>
</tr>
</tbody>
</table>

*Pending ESC vote on PCR 58
Florida PALM Project Update

Schedule

- Planned* Go/No-Go Decisions for the Departmental Wave

<table>
<thead>
<tr>
<th>GNG Decision</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental - Ready to Start RICEFW Build</td>
<td>April 2021</td>
</tr>
<tr>
<td>Departmental - Ready for Conversion Testing</td>
<td>January 2023</td>
</tr>
<tr>
<td>Departmental - Ready for Interface Testing</td>
<td>March 2023</td>
</tr>
<tr>
<td>Departmental - Ready for User Acceptance Testing (UAT)</td>
<td>December 2023</td>
</tr>
<tr>
<td>Departmental - Ready to Deploy</td>
<td>June 2024</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CMS Wave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 20</td>
<td>Oct 20</td>
<td>Mar 21</td>
<td>June 21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Wave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oct 20</td>
<td>Apr 21</td>
<td>July 21</td>
<td>Jan 22</td>
<td>June 22</td>
<td></td>
</tr>
<tr>
<td>Payroll Wave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dec 22</td>
<td>May 23</td>
<td>Sept 23</td>
<td>Dec 23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departmental Wave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apr 21</td>
<td>Jan 23</td>
<td>Mar 23</td>
<td>Dec 23</td>
<td>June 24</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>2019/2020</th>
<th>2020/2021</th>
<th>2021/2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adapt</td>
<td>Validate</td>
<td>Deploy</td>
</tr>
<tr>
<td>CMS Wave</td>
<td></td>
<td>Support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>21 Months</td>
</tr>
</tbody>
</table>

### Key:
- Green: Interfaces
- Yellow: Business Processes
- Blue: Configurations
- Orange: Build
- Light Blue: Testing
- Dark Blue: Readiness
- Dark Green: Training
- Gold: Go-Live

### Details:
- **Interface Layouts and Inventories**
  - Models and Office Hours
  - Configuration Workbooks
- **Interface Preparation**
- **Interface Testing**
- **Configuration Workbooks**
- **Build-Unit Test**
- **System Test**
  - Change Impact Workshops
  - Role Mapping
  - Model Office
- **Leading Change Workshops**
- **User Acceptance Test**
- **Readiness/Cutover**
- **Deploy Readiness**
- **Training Design and Build**
- **Mock Delivery**
- **Train-the-Trainer**
- **Training Delivery**
- **User Support Labs**

**Notes:**
- LBR for 2022
- LBR for 2023
## Florida PALM Project Update

### Schedule

- **Agency activities for the Central Wave through December 2020**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Draft Models and Office Hours</td>
<td></td>
<td></td>
<td>Revised Models</td>
<td>Interface and Conversion Workshops</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interface Layouts and Inventories</td>
<td></td>
<td></td>
<td>Interface Preparation (Design, Build, Unit Test)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conversion Layouts</td>
<td></td>
<td></td>
<td>Conversion Preparation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Configuration Workbooks</td>
<td></td>
<td></td>
<td></td>
<td>Needs Assessment</td>
<td>Training Design</td>
</tr>
</tbody>
</table>

**Key:**
- **Business Processes**
- **Interfaces**
- **Conversions**
- **Configurations**
- **Training**
- **Go-Live**

June 2020
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

- 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

<table>
<thead>
<tr>
<th>Current Period</th>
<th>Prior Period</th>
<th>Overall Trend</th>
<th>Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>• The DDI Phase has been rescheduled to adjust phases. Observed planning activities are consistent with the Project Management Plan and standard practices.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Cost management and resource allocation are monitored closely by Track Managers and PMO.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• The Project trend is stable as work toward executing the statement of work and producing deliverables is proceeding according to plan.</td>
</tr>
</tbody>
</table>
**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 30th, 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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