

Pre-DDI Communications Plan (OCM1)

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Executive Summary

The intent of the Pre-Design, Development and Implementation (Pre-DDI) Communications Plan is to drive timely development and delivery of Florida PALM Project (Project) communications. All of the Project's current and future activities contain communication elements. In turn, this document defines the purpose, objectives, and infrastructure which comprise the approach for Pre-DDI communications efforts. Additionally, this Plan outlines the audiences and tactics to be deployed, which enables the Project Team to confirm that communications are targeted, timely, consistent, relevant, and impactful. The Organizational Change Management (OCM) Team will also be developing a Strategic Plan for Pre-Software and System Integrator (Pre-SSI) OCM Activities, which will further augment the Project's approach to communication in the near term.

Background

The State of Florida's current accounting and cash management systems, Florida Accounting Information Resource (FLAIR) and Cash Management System (CMS), have been performing the State's accounting and financial management functions for decades. Although they have been maintained and modified over the years to accommodate ever-changing mandates, these systems are becoming increasingly unable to meet the State's growing needs.

A 2014 study recommended the replacement of FLAIR and CMS with a modern financial management solution. As a result, the Department of Financial Services (DFS) established a project in 2014 to replace FLAIR and CMS. The Project was originally referred to as the FLAIR and CMS Replacement (FCR) project but has since been updated to the Florida PALM Project. In 2015, the Project Team engaged in a branding process with the DFS Office of Communications to decide on a new name and logo. (PALM stands for planning, accounting, and ledger management.)

The goals of the Project are to implement a financial management solution for the State of Florida that will:

- 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 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; and
- Improve productivity, reduce operational complexity and increase internal controls by enabling standardization and automation of business processes within and between DFS and other State agencies.

The Project is under the direction of DFS, which supports the State of Florida's Chief Financial Officer (CFO). DFS serves as the owner of both FLAIR and CMS, and these systems are part of the Florida Financial Management Information System (FFMIS) created under [Section 215.93, Florida Statute \(F.S.\)¹](#).

¹ http://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=0200-0299/0215/Sections/0215.93.html

According to the [Florida Constitution²](#), the CFO shall serve as the chief fiscal officer of the State, and shall settle and approve accounts against the State, and shall keep all State funds and securities. CFO Jeff Atwater's priorities include fighting financial fraud, abuse and waste in government, reducing government spending and regulatory burdens that chase away businesses, and providing transparency and accountability in spending.

Communication Context

The Project operates in a communication environment with unique opportunities and challenges. Many State employees recall Florida's previous attempt to replace FLAIR through Project Aspire. While the primary objective of the Project is similar to Project Aspire, the approach and management of the Project differ greatly. Many of those involved with Project Aspire or other large State IT-related projects may associate these past experiences with the Project, and it is important to develop and maintain the Florida PALM Project's own, distinctive brand.

To meet this need, the Project Team will make a concerted effort to provide relevant messages while remaining responsive to feedback received through varied communication tactics, including surveys, working sessions and others as noted in the Communication Tactics section of this document.

This approach will afford the Project Team flexibility to both effectively manage the flow of information about the Project, as deemed appropriate throughout the Pre-DDI timeframe, as well as to develop new or differentiated messages to help reinforce awareness, increase understanding, and offset preexisting expectations among targeted audiences.

Purpose

The Pre-DDI Communications Plan provides a variety of methods for promoting the Florida PALM Project and sharing relevant and pertinent information with the appropriate stakeholders. Communication is critically important to the overall success of the Project. The Pre-DDI Communications Plan outlines an integrated approach to communications and outreach.

During the Pre-DDI Phase of the Project, impacted stakeholders will continue to have different needs. Continued use of this Plan will aid in the development, execution, and monitoring of all of the Project's communications activities, while serving as a scalable tool to mitigate communication-related risks during the Pre-DDI Phase of the Project. This Plan also provides the frequency of Pre-DDI communication activities so that key messages are disseminated and discussed as appropriate in a timely and coordinated way.

Objectives

Project communication efforts should be focused on effectively utilizing available resources in the current organizational structure, and should be appropriately phased over the life of the Project. This Plan further clarifies the approach described in the Communications Management section of the Pre-DDI Project Management Plan (PMP).

Communications can be tailored and are scalable to confirm the Project is regularly and appropriately connecting with target audiences and stakeholders. The Pre-DDI Communications

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[Http://www.leg.state.fl.us/Statutes/index.cfm?Mode=Constitution&Submenu=3&Tab=statutes&CFID=49633893&CFTOKEN=9c814c2c20abfd40-925BBC9D-D200-9B04-BF6962793EB3850D](http://www.leg.state.fl.us/Statutes/index.cfm?Mode=Constitution&Submenu=3&Tab=statutes&CFID=49633893&CFTOKEN=9c814c2c20abfd40-925BBC9D-D200-9B04-BF6962793EB3850D)

Plan is also a tool which helps mitigate identified and potential Project risks through targeted communications and status reporting. As the Pre-DDI Phase of the Project continues, this Plan may be adapted and updated to support the measurement of awareness-related Key Performance Indicators (KPIs) or change metrics for the OCM Track.

Overall objectives of the Pre-DDI Communications Plan include, but are not limited to, the following:

- Raise and maintain stakeholder awareness of Project's status/activities, which aligns with the CFO's commitment to encouraging responsible government, accountability, and transparency;
- Provide messaging which acknowledges and addresses personal concerns;
- Increase desire for change among stakeholders;
- Support ongoing collaboration activities; and
- Assist in readiness activities for stakeholders.

Communications Infrastructure

While the Project has created a communications infrastructure, which is augmented by supporting technologies (including SharePoint) and explicitly aligned resources, all members of the Project Team are considered to be part of this necessary aspect of the Project. The OCM Team and the Project's Management Team collaborate and coordinate on Project-related communications with the DFS Office of Communications as well as various stakeholders. The communications infrastructure also includes utilization of several Project Support Tools (PSTs). The Project uses these tools to distribute and/or manage communication tactics like surveys, emails, and the website. In addition, the DFS Office of Communications provides creative and graphic design support services to the Project, as needed.

Project Brand Management

Given the volume of projects and programs implemented by varied State entities, it is important that the Project continue to build and maintain its own unique brand. This Plan provides tools and approaches to create and maintain positive brand awareness, as well as monitoring the use of the brand both within the Project Team and among external audiences.

Project Style Guide and Templates

The Project has adopted a Project Style Guide (I-OCM2) that provides a set of standards for writing and distributing Project content. This set of standards is used to establish a consistent approach to Project communications and includes items such as logo usage guidelines, color templates, and document standards. The intention of using a Style Guide is to help both Project Team members and stakeholders create consistent and cohesive brand recognition for the Project. Project Team members inform the OCM Team when items need to be added, modified, or removed from the Project Style Guide through the Project's Considerations Log. The Style Guide is updated quarterly, and training on Style Guide updates is provided to the Project Team as needed.

The Project has also adopted several standard formats (e.g., agenda, meeting summary, status report, and presentations) for commonly used templates. These templates are used to ensure brand consistency across Project publications and are available to all Project Team members on the main SharePoint page. Project Team members coordinate with the OCM Team for additional needs when an existing template may not be suitable.

Brand Monitoring

In addition to monitoring efforts performed by the DFS Office of Communications, the Project's Project Management Office (PMO) tracks several keywords (as noted in Appendix 2) to monitor the Project's online presence using Google Alerts. Keyword detection often picks up new mentions of the keyword in news articles, blogs, and message boards. Significant mentions of the Project are shared with the Project Director, the OCM Team, and the DFS Office of Communications. The Project Team will coordinate and collaborate with the DFS Office of Communications, as appropriate, should a response be necessary.

Stakeholder Groups

Project stakeholder groups are broken into target audiences for Project communications. Communications are generally tailored by audience, and some individuals who receive Project messages may be a part of multiple stakeholder groups. These groups have been categorized and identified below as follows: State Government; General Public; Media; and Vendors.

State Government

Elected officials, employees or contractors of the State of Florida. The Project has identified the following State government groups that may impact or may be impacted by the future system.

Executive Office of the Governor (EOG)

The Governor is the State's Chief Executive Officer and oversees the majority of State agencies. The EOG also maintains the Office of Policy and Budget (OPB) as well as the State's official appropriations system called Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS).

Governor and Cabinet

The Florida Cabinet is made up of the following three statewide elected officials: Attorney General; Chief Financial Officer; and Commissioner of Agriculture. The Governor and Cabinet are collectively responsible for overseeing several State agencies. Each member of the Cabinet also individually oversees an agency related to their position. In addition, the Governor, Attorney General, and Chief Financial Officer oversee the State Board of Administration.

Florida Legislature

The Florida Legislature is the legislative branch of Florida government and includes the Florida House of Representatives, Florida Senate, and legislative staff. The House is comprised of 120 members elected from single-member districts across Florida, and the Senate is comprised of 40 members elected from single-member districts across Florida. In regard to the Project, the Legislature, with the support of legislative staff, is responsible for appropriating funding for the Project, creating proviso that stipulates requirements for funding to be released, and considering legislative policy changes for successful financial management solution implementation.

Executive Steering Committee (ESC)

The 15-member Project governance body that has the overall responsibility for ensuring that the Project to replace FLAIR and CMS meets its primary business objectives. The Chief Financial Officer or Executive Sponsor serves as the Chair of the ESC.

Project Sponsor

The State Agency senior management role that approves the allocation of resources for an endeavor, develops a common vision, provides ongoing commitment to the project, and continually assesses success. Florida PALM Project Sponsors include leadership from the Division of Accounting and Auditing, Office of Information Technology, Division of Treasury, and the Deputy CFO of Operations.

FFMIS Partners

The accounting, budgeting, cash management, human resources, and procurement subsystems of the State of Florida established by section 215.93, F.S. Each of the five Florida Financial Management Information Systems (FFMIS) and their functions/owners are listed below:

- **Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS)** – A system that serves as the statewide appropriations and budgeting system owned and maintained by the (EOG).
- **Florida Accounting Information Resource (FLAIR)** – A computer-based accounting system consisting of the following four components: departmental accounting (a double entry general ledger based subsystem used by agencies); central accounting used by the Chief Financial Officer (Division of Accounting and Auditing) for appropriation and fund cash control; payroll processing; and information warehouse. FLAIR is owned and maintained by DFS.
- **Cash Management System (CMS)** – A collection of Treasury-operated, separate systems that supports DFS Division of Treasury’s responsibilities: of monitoring cash levels and activities in State bank accounts; keeping detailed records of cash transactions and investments for State agencies; and paying of warrants and other disbursements issued by Florida’s Chief Financial Officer. CMS is owned and maintained by DFS.
- **MyFloridaMarketPlace (MFMP)** – A system that serves as Florida’s web-based source for centralized procurement activities, streamlining interactions between vendors and State government entities, and providing the tools to support procurement. Department of Management Services (DMS) is the functional owner of MyFloridaMarketPlace.
- **People First (PF)** – A system that serves as the State of Florida’s self-service, secure, web-based human resource information system and enterprise-wide suite of human resource services. DMS is the functional owner of People First.

Agency Leadership and Employees

Agency leadership include State agency heads or those who oversee a State agency (e.g., agency secretaries and directors) and their executive management teams. Communication to agency leadership typically should originate from DFS leadership (e.g., the Chief Financial Officer, Chief of Staff, or Project Director). Employees includes all staff (outside of DFS) who comprise the workforce within their respective State agencies.

DFS Employees

DFS employees in the Division of Audit and Accounting (A&A), Division of Treasury, and Office of Information Technology (OIT) will continue to be heavily engaged with the Project due to their role as functional and technical owners of the current systems (FLAIR/CMS).

Agency for State Technology (AST)

Agency for State Technology (AST) was established in 2014 to oversee the State's essential technology projects and house the State Chief Information Officer. AST serves as an oversight entity for large State IT projects.

Agency Technical (Information Technology) Staff

State of Florida employees currently involved in the information technology functions of their agency.

Agency Administrative Services Directors (ASDs)

The Administrative Services Directors (ASDs) are the individuals at State agencies responsible for the human resource (personnel), purchasing/procurement, and finance & accounting functions of their agency. The Division of Accounting and Auditing (A&A) coordinates monthly Florida Association of State Agency Administrative Services Directors (FASAAD) meetings with ASDs.

Agency Chief Information Officers (CIOs)

The Chief Information Officers (CIOs) are the individuals at State agencies responsible for the information technology (IT) functions of their agency. AST coordinates monthly CIO workgroup meetings with agency CIOs.

Agency Functional (Finance & Accounting and Budget) Staff

State of Florida employees currently involved in the financial management or cost allocation functions of their agency.

General Public

DFS is dedicated to accountability, efficiency, and transparency. While most of the Florida PALM Project's activities are considered to be public record, the Project identifies the general public as a target audience in an effort to increase transparency and share information about the Project and its status.

Media

News organizations or other organizations dedicated to delivering news and mass communication to the general public or targeted audiences.

Traditional Media

Traditional media include local, statewide, national, and international news organizations such as newspapers, magazines, blogs, radio and television. Examples of traditional media outlets include organizations like: CNN, *Tallahassee Democrat*, WFSU, *Florida Trend*, SaintPetersBlog, and WCTV.

Trade and Specialized Media

Trade publications are news organizations dedicated to targeted audiences and typically publish articles tailored for their specified audience. Examples of trade publications include publications like: *Accounting Today*, *e.Republic*, *Florida CPA Today*, and *WIRED*.

Vendors

Vendors are categorized in two non-exclusive categories described below.

Vendors Currently Doing Business with the State of Florida

The State of Florida has more than 80,000 vendors registered to do business with the State. Florida PALM's implementation will have broader implications for the State's existing vendor community (e.g., the Department intends to migrate the majority of vendor payments from paper warrants to electronic funds transfer (EFT)).

Vendors Interested in the Project's Procurements

Numerous vendors may be interested in the Project's procurements for support services, including those that may propose to be the SSI.

Content Standards

The Project has identified standards that all Project communications should consider incorporating during development and release. Some of these standards are listed below:

- **Data points:** Communications should include interesting statistics or data relevant to the topic (e.g., "Did you know there are more than 80,000 vendors registered to do business with the State of Florida?").
- **DFS themes:** The Project should seek to capitalize on the Department's established themes in all external and public communications. The Department's themes are:
 - Encouraging responsible government;
 - Expanding economic capacity;
 - Broadening consumer advocacy;
 - Fighting fraud and abuse; and
 - Accountable and transparent financial transactions
- **Project story:** Communications should include components of the Project's vision and story while answering the question: "why replace FLAIR/CMS?".
- **Graphics:** The Project should use infographics, including charts and other images, to provide visual representation of information, data trends or other knowledge that support key messages
- **Plain language:** The Project understands the importance of speaking and writing in plain language. All Project communications should be easily understood the first time they are read or heard.
- **Quotes:** Direct quotes will be included in Project messages where relevant. Quotes will be taken from varied executives, key stakeholders, and other individuals, and will primarily be used with public communications.
- **Project Talking Points:** The Project has developed Talking Points, which are included in Appendix 1 of this document. These Talking Points combine many of the content standards mentioned in this section. The Talking Points will be updated as necessary by the OCM Team, added to the Project SharePoint site, and disseminated to the broader Project Team via email and in team meetings as the Pre-DDI Phase continues.
- **Project themes:** In addition to the aforementioned DFS themes, the Project also has unique themes. Some of these themes are listed below:
 - Collaboration;
 - Decision-making;
 - Deliberate planning;
 - Documentation;
 - Risk mitigation; and
 - Transparency.

Communications Tactics

As previously mentioned, successful communication is critical to the Project's overall success. The Project routinely communicates with identified stakeholders through various communication tactics as deemed appropriate. There are several communication tactics available for releasing communications. Each of these tactics are briefly described below. These tactics are not exclusive or exhaustive, and others may be added to this Plan and deployed as the project proceeds.

Ad Hoc/As Needed Communications

In an effort to adapt to the unique needs of such a large scale project, Ad Hoc or As-Needed Communications may be developed and released when deemed appropriate. These types of communications may be reactive or proactive to various Project accomplishments, milestones, and engagement opportunities. The Project's Management Team and OCM Team are responsible for identifying when this type of communication is warranted.

Conference Calls

Conference calls connect three or more individuals, usually mediated through Skype for Business (formerly known as Microsoft Lync). Conference calls should be used to accommodate meetings and collaboration with individuals not able to participate in person. In general, conference calls should be set up through the FloridaPALM@myfloridacfo.com calendar.

Emails

Emails are used daily as part of Project operations, but mass email messages, which are primarily be sent from FloridaPALM@myfloridacfo.com, may be used to distribute appropriate Project information. Emails may also be sent using existing DFS IT infrastructure or an email marketing Project Support Tool.

Events and Meetings

The Project may host events and meetings for targeted audiences to deliver up-to-date information relevant to that audience. This tactic is often used in conjunction with other tactics like printed materials and presentations.

Letters

Usually written by DFS leadership with support from the Project Team, letters may be used to share information about the Project and/or make formal requests.

Press Releases

Press releases are a communication that is released to the news media. The Project Team will coordinate with the DFS Office of Communications on all media-related outreach. The Project may not leverage press releases until later in the DDI phase (for example, around the timeframe that a selected SSI vendor is to be announced).

Meeting Invitations

Meeting invitations are used to invite individuals to a meeting or event. Meeting invitations may be used to place calendar appointments on event or meeting registrants' calendars, and should be sent from FloridaPALM@myfloridacfo.com in most cases.

Newsletters

Newsletters may contain multiple articles related to a specified topic. The Project is considering the development of a newsletter with Project branding prior to the end of the Pre-DDI Phase.

Presentations/Speeches

Formal, oral communication events, presentations/speeches may be presented to an audience where two-way communication is minimal (e.g., Vendor Forums). If the audience is comprised entirely of members of the media, it would be considered a news conference. The Project Team will coordinate appropriately on speeches given by DFS leadership. Presentations should be created from the approved Project PowerPoint template.

Printed Materials

Printed materials include one pagers, meetings agendas, and other printed collateral. The Project has several approved templates for various printed materials.

Publications and Reports

Formal releases of information, publications and reports are typically intended for public and/or external communications. These reports are created after a series of events or meetings (e.g., Requirements Workgroup Meetings) to summarize the meeting and highlight significant outcomes.

Social Media

Social media includes website and applications that enable users to socially create and share content. DFS currently maintains a social media presence on Facebook and Twitter. The Project Team, specifically the OCM Team and Project Director, will coordinate with the DFS Office of Communications on all social media efforts. The Project does not intend on leveraging social media during the Pre-DDI Phase.

Status Reports

Status reports outline status and other related indicators on a regular basis. The Project has several mandatory reporting requirements, which are managed by the PMO. The majority of status reports are considered a regularly scheduled communication.

Surveys, Questionnaires, and Assessments

An evaluation is typically given to an audience to assess an audience's perception and understanding of a topic or event. Surveys are typically administered to attendees after every workshop or workgroup. The Project currently uses Survey Monkey®, a survey PST, to distribute surveys and collate data. Additionally, these tools are focused on reinforcing and measuring awareness during the Pre-DDI Phase but will be adapted as the Project progresses to measure other elements of change and readiness. Survey tools will also be used to solicit other feedback on communication efforts as the Pre-DDI Phase proceeds, either on a quarterly basis or as deemed appropriate by Project Management and the OCM Team. Examples of input which would be solicited via surveys include the perceived effectiveness and relevance of communications recently distributed, preferences for the use of specific tactics for targeted audiences, and suggestions for future project messaging.

Talking Points

Talking points are used during discussions with various audiences and accurately and fully describe a topic. The Project Team will be trained and updated on various talking points, as

needed. The full set of Project's Talking Points as documented to date appears in Appendix 1 of this document.

Trainings

Trainings teach individuals a particular skill or skillset. The Project may hold trainings on skills needed during the Pre-DDI Phase of the Project (e.g., training the DFS Divisions of A&A and Information Systems on DecisionDirector) but the Project does not intend to leverage trainings on a large scale during the Pre-DDI Phase.

Videos

A video recording of events, speeches, news conferences, meetings, or trainings are an effective way to capture information for later use. The Project may record major events such as an announcement of the launch of the DDI Phase, as an example. The Project Team, specifically the OCM Team, will coordinate with the DFS Office of Publications for video recording needs. The Florida Channel may record ESC meetings from time to time.

Webinars

Webinars are an online-based training or presentation that may be self-paced or facilitated live. The Project does not intend on leveraging webinars on a large scale during the Pre-DDI Phase.

Website

A grouping of webpages, a website delivers information to the various target audiences outlined in this Plan and may contain copies of meeting materials, released reports, videos, research, and webinars. This public facing tool should be used to increase the transparency of the Project's status and activities.

Workgroups/Workshops

Workgroups/Workshops encourage interactive discussions. A workgroup is typically smaller and more interactive than a workshop. In workgroups, participants engage in active discussion in a collaborative manner, and workshops are more presentation-like in nature with less interaction. The Project often hosts both workgroups and workshops to engage and collaborate with the appropriate stakeholders to gain input and feedback.

Appendix 1 – Project Talking Points

General Dos/Don'ts

- **DO:** Explain acronyms. Those who are not close to the Florida PALM Project or otherwise have less visibility to technology transformation projects may not know what “SSI” means, even though we live and breathe this term every day.
- **DO:** Emphasize our, the State of Florida's, system, and the collaboration we've had with State agencies. Florida PALM isn't just an effort by this Project Team or DFS.
- **DO:** Speak positively about Florida PALM and our Project Team (including contractors).
- **DON'T:** Discuss draft strategies.
- **DON'T:** Discuss procurement-related items unless defined as part of your Project role.
- **DON'T:** Discuss how/when FLAIR will officially sunset. Our role is deliver the State a system that can replace FLAIR/CMS—the State will make the decisions about when FLAIR will be sunset based on successful Florida PALM implementation.
- **DON'T:** Say the Project was outsourced. Our Project is using a team of State staff with decades of State service and is complimented by experienced support services.

Why Replace FLAIR/CMS

We don't want to disparage FLAIR or CMS. These systems were cutting edge when they were released and thousands of State employees still use them every day. In fact, these systems did what we needed to do when implemented.

- The Legislature approved funding to review options for replacing or enhancing FLAIR to be completed and it recommended we replace FLAIR and CMS to meet our agencies' 21st century financial management needs.
- FLAIR, Florida's current accounting system, was cutting edge when it was **developed... in the 1970s**. But so were Atari, cordless phones, and the Oldsmobile Cutlass. Our accounting system cannot keep up with today's complex markets, regulations, and practices.
- FLAIR was built in the 1970s but isn't supported by modern developers, systems, and upgrades.
- FLAIR, our current accounting system, wasn't designed to manage Florida's \$90 billion enterprise and adapt to changing practices and regulations.
- The current accounting system, FLAIR, was implemented in the early 1980s and is no longer the industry standard.
- Agencies have had to develop expensive workarounds to make up for FLAIR's limited capabilities and, as Florida grows, would continue to have to develop and maintain additional agency business systems or find other creative solutions.
- FLAIR has been patched and bandaged to try to keep up with state and federal mandates, but it's becoming more challenging to find and hire talent with the technical skill to work on the antiquated system.
- Fields for accounting entries in FLAIR are size limited and we can't easily do things like correlate vendor payments with invoices.
- In 2014, you may remember when FLAIR went down for several days. It turns out that FLAIR is unable to disburse more than \$1 billion in one day and took months for DFS to find a solution so this doesn't happen again.
- The decades of experience State employees have with FLAIR simply cannot be replaced in the future.

- Today's new hires are not typically trained on technologies used by legacy systems like FLAIR.

Florida's Finances

- Florida primarily operates a \$90 billion enterprise on a system built in the 1970s.
- Even though Florida has grown to become the third most populous State in the US with an economy larger than most countries, Florida's financial management system operates on legacy software not used in other States our size.

Different than Project Aspire?

Project Aspire was the State's first attempt to implement a modern financial management solution. It brought together many of the same stakeholders and players involved in the Florida PALM Project, and we continue to glean best practices and lessons learned from the Aspire Project.

- The State has made a significant investment with years of deliberate planning **prior** to Florida PALM's implementation.
- The Florida PALM Project is documenting and standardizing business processes **prior** to the procurement and implementation of a new system, as this will allow both the State and the selected SSI vendor to be better prepared.
- The Florida PALM Project is leveraging support from consultants who have significant experience designing and building financial management solutions for the public sector **before** a solution selection is made.

Anticipated Florida PALM Benefits (General)

At this point in the Project, we want to avoid making promises about what Florida PALM will do because we don't have Florida PALM in front of us. If we aren't absolutely certain Florida PALM will do something, use words like "envision" or "intends to".

- Records and documentation can be managed in Florida PALM, making DFS audits smoother and keeping records in one place.
- Florida PALM is anticipated to reduce many of the paper-intensive processes and will help the State become more paperless.
- Florida PALM is expected to provide near real-time updates in the State's new financial management system, reducing the multiple reconciliations that occur today.
 - Florida PALM may eliminate most, if not all, of the use of departmental and central FLAIR in order to enable the State to have one set of books.
 - The new, modern system is expected to consolidate where our financial data is kept and allow the State to track and maintain its cash balance in one location.
- Florida PALM will help the CFO better meet his/her constitutional obligation by painting a much clearer picture of Florida's finances, including an enterprise view of cash flow and financial obligations.
- Florida PALM is expected to reduce the State's risk exposure by harnessing modern financial management technology built on the premises of scalability, flexibility, and maintainability.
- Florida PALM is expected to improve State and agency-specific decision making by capturing a consistent and an expandable set of data housed in a single system.
- Florida PALM is expected to improve the State's financial management capabilities to enable more accurate oversight of budget and cash demands today and in the future.

- Florida PALM is expected to improve productivity, reduce operational complexity and increase internal controls by enabling standardization and automation of business processes within and between DFS and agencies.
- Florida PALM is expected to reduce financial report production and preparation time.
- Florida PALM is expected to provide more robust reporting and reduce the need to create reports outside of the system (e.g. reports created in Excel).
- Florida PALM is expected to allow the State to maximize interest earnings on the money in state coffers through features like scheduled payments, where agencies can request a “pay on” date.
- Florida PALM is expected to have the ability for workflow and approval processes that promote internal controls and safeguarding of State assets.

Anticipated Florida PALM Benefits (Agency Specific)

- Agencies should be able to create “what if” analyses based on more robust financial analysis abilities.
- Agencies are expected to have the opportunity to streamline the more than 400 costly workarounds, stop gaps, and interim processes that agencies have used to compensate for our antiquated accounting system’s shortcomings.
- Agencies should be able to issue one warrant per vendor instead of issuing several warrants, even if the funds originate from different funding streams.

Timeline & Process

We know we’re going to get a lot of questions about timeline and process because people want to know how and when they should expect to see Florida PALM. We want to be able to share the most accurate information possible while not releasing any confidential information about the procurement process.

- Right now, we’re in the Pre-Design, Development, and Implementation Phase and it’s initially focused on planning and preparing for a new system.
 - Next, we anticipate transitioning to a procurement period.
 - At the end of the procurement activities, we intend on selecting a Software and System Integrator and entering the Design, Development, and Implementation Phase.
- The State’s business needs led the development of requirements for the new system, which have recently been approved.
- Our subject matter experts agree, the vast majority of State employees who participated in Workgroups or Workshops so far feel confident in the Florida PALM Project and its Team.
- To develop the requirements for Florida PALM, we held more than 100 collaborative meetings, with over 500 individuals. These individuals helped us develop requirements, which will be used in the procurement of our State’s new system.
- The Project Team worked with consultants, agencies, and leadership to define the Florida-specific requirements needed for the State to adopt Florida PALM.
- Agency input and dedication to this **iterative** process are crucial to the success of this project.
- Project Team members have an average of more than 15 years of State service.
- For the first time ever, the Florida PALM Project documented the State’s financial management processes from end to end.

- As a System and Software Integrator (SSI) is selected, our financial management processes may slightly change depending on the software selected.
- This Project is a business transformation project (transforming the way the State does business) and will be supported by modern technology.

The FLAIR Study

In 2013, the Legislature directed DFS to conduct the FLAIR Study. The Study provided analysis on considerations for either enhancing or replacing FLAIR. The Project has developed a Project Management Plan and strategies based on what will work best for the State. We should use this section to respond to questions about the FLAIR Study.

- The FLAIR Study provided great insight into options for replacing FLAIR.
- The FLAIR Study also made the case for “why” FLAIR and CMS should be replaced.

The Florida PALM Project Team has incorporated insights from the FLAIR Study into the development of our Project Management Plan and Project Charter, updating both where appropriate based on our State’s current needs.

Appendix 2 – Project Keywords for Monitoring

The Project tracks several keywords to monitor the Project's online presence. Keywords are listed below:

- CFO's name,
- Department of Financial Services PALM,
- Department of Financial Services Planning, Accounting and Ledger Management,
- Department of Financial Services Project,
- DFS PALM,
- DFS Planning, Accounting and Ledger Management,
- DFS project,
- Florida Accounting Information Resource,
- Florida Cash Management System,
- Florida CMS,
- Florida CMS replacement,
- Florida ERP,
- Florida ERP solution,
- Florida Enterprise Resource Planning,
- Florida Enterprise Resource Planning solution,
- Florida Financial Management System,
- Florida Financial Information Management Systems (FFMIS),
- Florida FLAIR,
- Florida PALM,
- Florida PALM Project,
- Florida Planning, Accounting and Ledger Management,
- FLAIR replacement, and
- Project Director's name.