PROJECT UPDATE
TANNER COLLINS, SCOTT FENNEL, DEANA METCALF, ANNE NEIDHARDT, MELISSA TURNER
Florida PALM Project Update

Risks and Issues

- Since the last ESC meeting, one risk was closed and one new risk was opened
  - Closed: Onboarding challenges due to health advisory restrictions.
  - Opened: Q4 Budget Amendment Release
- Since the last ESC meeting, one new issue was opened related to timing of re-planning activities and committed Project Schedule
- 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 April 30, 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>$16,452,341</td>
<td>$16,273,785</td>
<td>$17,371,527</td>
<td>$1,097,742</td>
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<tr>
<td>SSI Contract</td>
<td>$14,426,302</td>
<td>$14,422,302</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Admin</td>
<td>$323,911</td>
<td>$301,356</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support Services</td>
<td>$932,000</td>
<td>$895,152</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV&amp;V</td>
<td>$770,128</td>
<td>$654,975</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>$4,390,035</td>
<td>$4,254,169</td>
<td>$6,464,626</td>
<td>$2,210,457</td>
</tr>
<tr>
<td>DMS Transfer and Risk Management</td>
<td>$24,887</td>
<td>$24,887</td>
<td>$24,887</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$20,867,263</strong></td>
<td><strong>$20,552,841</strong></td>
<td><strong>$23,861,040</strong></td>
<td><strong>$3,308,199</strong></td>
</tr>
</tbody>
</table>
Florida PALM Project Update
Budget – Fiscal Year 19–20

- Amendment 2 has been drafted and has started the routing process
- Amendment 2 includes:
  - Several modifications resulting from previously approved Project Change Requests (PCRs)
  - Impacts from the revised implementation approach specific to FY19-20
  - Updates to Attachment 1 (Statement of Work), Attachment 2 (Payment Schedule), Attachment 8 (Deliverable Acceptance Criteria), Attachment 10 (Service Level Agreement)
  - *No* changes to FY19-20 total expenditures
Florida PALM Project Update

Schedule

Major Project Deliverables for Pilot
1- Project Management Plan
2- Organizational Readiness Strategy
3- Solution Analysis and Design Strategy
4- Standardized Business Process Models
5- Process and Transaction Mapping Analysis
6- Chart of Accounts Design

Go/No-Go Decision for Pilot
A- Project Kickoff Complete
B- Ready for RICEFW Build
C- Ready for Interface and Conversion Testing
D- Ready for User Acceptance Testing (UAT)
E- Ready to Deploy
Florida PALM Project Update

Schedule

- PCR 50 – D108 – Ready for Interface and Conversion Testing
  - Go/No-Go Decision
    - Move the Go/No-Go Decision from August 31, 2020 to October 31, 2020
    - Provides the ESC additional time to evaluate the Go/No-Go Decision considering the Project’s new implementation approach
# Florida PALM Project Update

## Executive Steering Committee Meeting

### Fiscal Year

<table>
<thead>
<tr>
<th>Year</th>
<th>2019/2020</th>
<th>2020/2021</th>
<th>2021/2022</th>
</tr>
</thead>
</table>

### CMS Wave

<table>
<thead>
<tr>
<th>Wave</th>
<th>Adapt</th>
<th>Validate</th>
<th>Deploy</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMS</td>
<td>Interface Layouts and Inventories</td>
<td>Interface Preparation</td>
<td>Interface Testing</td>
<td>Configuration Workbooks</td>
</tr>
</tbody>
</table>

**21 Months**

- **Build-Unit Test**
- **System Test**
  - Change Impact Workshops
  - Role Mapping
  - Model Office
- **Mock Delivery**
- **Train-the-Trainer**
- **Training Delivery**
- **User Support**
  - LBR for 2022
  - LBR for 2023

### Key:

- Interfaces
- Business Processes
- Configurations
- Build
- Testing
- Readiness
- Training
- Go-Live

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**Executive Steering Committee Meeting**

05/27/2020
Florida PALM Project Update

Schedule

- During the CMS Wave, the Project will work in parallel on Central Wave tasks
- Planned Central Wave tasks for agencies:
  - Review and Confirm Central Wave MRW tasks
  - Share and Review Central Wave Business Process Models
  - Share and Review Interface Layouts
  - Share and Review Conversion Layouts
  - Provide Business System Analysis Approach
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
# Florida PALM Project Update

## Scope

### 1 - STATUS OVERVIEW

#### A. Overview of Agency progress during reporting period:

During the month of July, DOR completed the following activities related to system interfaces and agency business system remediation:

- [insert highlight 1]
- [insert highlight 2]
- [insert highlight 3]

### 2 – AGENCY SYSTEM INTERFACE PROGRESS

<table>
<thead>
<tr>
<th>Interface Modification for Florida PALM</th>
<th>Planned Start Date</th>
<th>Planned Finish Date</th>
<th>Actual Finish Date (completed)</th>
<th>Cost</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>[insert interface 1]</td>
<td>[insert]</td>
<td>[insert]</td>
<td>[insert]</td>
<td>[insert]</td>
<td>[insert]</td>
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</tr>
</tbody>
</table>

### 3 – AGENCY APPLICATION REMEDIATION PROGRESS

<table>
<thead>
<tr>
<th>Agency Business System Remediation Task</th>
<th>Planned Start Date</th>
<th>Planned Finish Date</th>
<th>Actual Finish Date (completed)</th>
<th>Cost</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>[insert business system task 1]</td>
<td>[insert]</td>
<td>[insert]</td>
<td>[insert]</td>
<td>[insert]</td>
<td>[insert]</td>
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</tbody>
</table>
Florida PALM Project Update

Scope

- Multiple Books of Record
  - Central – Cash & Appropriation balances
  - Departmental – Assets, Accruals, Projects & Grants
  - Florida PALM – Investments & Banking
- Cash and Budget Control remains in Central FLAIR
- Agencies record transactions in Departmental FLAIR, except:
  - Disinvestment Transactions
  - Invest/Disinvest Redistributions
  - DOR Deposits on behalf of other Agencies
- Deposit, Investment, CRA Reporting and Forms in Florida PALM
Florida PALM Project Update

Scope

- 33 Interfaces included in the CMS Wave

- 2 – User Authentication
- 3 – Spreadsheet Upload
- 9 – Agency
- 7 – Central FLAIR
- 8 – Third Party
- 2 – Departmental FLAIR
- 2 – Information Warehouse
## Florida PALM Project Update

### Scope

- **Agency Interface Connection Inventory**

<table>
<thead>
<tr>
<th>Interface Name</th>
<th>Agencies</th>
<th>Connections</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARI007 – Inbound Deposit Data</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>ARI012 – Outbound ACH NOC Deposit Data</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>ARI020 – Outbound Returned Items Data</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>CMI004 – Outbound Bank Deposit Transactions</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>CMI005 – Inbound External Transactions</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CMI013 – Outbound BAI Bank Statement</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>GLI010 – Outbound Interest Apportionment</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>GLI016 – Outbound COA Crosswalk Extract</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>GLI037 – Inbound Investment Activity</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
Florida PALM Project Update

Scope

- Ready for RICEFW Build for CMS Wave Go/No-Go Decision

1. Application Configuration and Development Strategy
2. Gap Inventory
3. Leading Practice Decisions and Outcomes
4. Process and Transaction Mapping Analysis
5. Reporting Strategy
6. Requirements Management Plan
7. Requirements Traceability Matrix (Pilot)
8. RICEFW Inventory (Pilot)
10. Chart of Accounts Design
11. Interim State Business Process Models
12. RICEFW Inventory (CMS)
13. Requirements Traceability Matrix (CMS)
14. CMS Wave Business Process Models

- BPS
- SDS
- OCM
- PMO

15. Communications Measurement Plan
16. Knowledge Transfer Plan
17. Organizational Readiness Assessment
18. Organizational Readiness Plan
19. Workforce Transition Plan
20. Data Architecture Strategy
21. Data Conversion and Migration Strategy
22. Data Conversion Inventory
23. Information Technology Controls Strategy
   - Security and Technical Compliance Strategy
24. System Infrastructure Strategy
25. Technical Architecture Strategy
26. Interface and Integration Strategy
27. Project Guidelines and Operating Principles

Executive Steering Committee Meeting 05/27/2020
Florida PALM Project Update

Scope

- Readiness Update
  - CCN Town Hall highlights
    - 126 attendees
    - 33 agencies
  - PALMcast
  - Readiness Survey – 55% response rate
  - Agency Internal Readiness Indicators update
Florida PALM Project Update

Scope

Readiness Status
- Project Status
- Master Readiness Workplan Tasks

Readiness State
- Internal Agency Readiness Indicators
- End User Perspective
Florida PALM Project Update

Scope

- Agency Internal Readiness Indicators – feedback from ESC Members
  - **Responses** – One per Agency/Enterprise Partner from Sponsor
  - **Timing** – Solicit responses to coincide with Go/No-Go Decisions; provide summary response information in advance of decisions
  - **Indicators** – Use categories – People, Process, Technology, PMO; get insight into feelings of readiness
  - **Response** – Use a scale and require qualitative responses insight as to why response was chosen
Florida PALM Project Update

Scope

- Treasury updates from Division Director
  - Commitment to support Florida PALM activities
  - Use of DFS CCN, collaborating across Divisions/Offices
  - Readiness for CMS Wave RICEFW Build
Benefits of Project Management
- Unified agency strategy
- Shared understanding of objectives
- Prioritization of agency resources

Project Management Tools & Methods
- Charters and Plans
- Status Meetings and Reports
- Project Schedules
- Tracking Logs
- Analysis
Florida PALM Project Update
Project Management – Division of State Technology

- Progress/Status Reports
  - Provide to leadership at least monthly, may provide in shorter increments as needed

- Impediments
  - Report on as soon as possible
  - Request assistance from your leadership
Florida PALM Project Update
Project Management – Division of State Technology
Florida PALM Project Update
Project Management – Division of State Technology

DMS Website Address
https://www.dms.myflorida.com/

Questions about Project Manage Tools from DST
DSTProjectAssurance@dms.myflorida.com
INDEPENDENT VALIDATION AND VERIFICATION (IV&V)

CONTENT PROVIDED BY MARK FAIRBANK
IV&V Assessment
April 2020 Reporting Period

Overall Status

<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>
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<td></td>
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<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 made good use of available technologies to support remote operations during the COVID-19 emergency. 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>
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<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>
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<td></td>
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<td></td>
<td>• The risk associated with turnover in key positions remains high, as the Project has experienced such, and the multi-year, multi-phase implementation approach increases the probability of occurrence.</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>
As of April 30, eight weeks following the shift to remote work because of COVID-19, the Project continued to conduct day-to-day operations.

The Project continued to maintain frequent and regular interactions with the state agencies participating in the implementation.

The Project has also continued regular collaboration with partner system organizations on whom the Florida PALM solution depends.

This has been accomplished working from home without major hindrances or interruptions to services.

Execution of tasks and production of work items has been, for the most part, on schedule and observed productivity is high.

Project leadership has demonstrated effective reviews and acceptance cycles.
IV&V Assessment
Additional Observations on Enabling Factors

- **Technology**: The Project has been able to leverage the multiple toolsets to select the right tools for the situation and get the job done.

- **Organization**: Managers devote significant attention to details and to the organization of the team, work processes, planning and scheduling, and the protocols for State/Accenture interactions. This has helped prevent risks and enables speedy assessments and accountabilities. Additionally, status reporting on deliverables and supervision of individual team members is enhanced by use of detailed tracking worksheets that record daily progress on work units contributing to deliverables and milestones.
IV&V Assessment
Additional Observations on Enabling Factors

- **Clarity:** The team maintains focus on understanding how Peoplesoft will be used to meet Florida PALM business requirements. Because of this, expectations are clearer, confusion is avoided, and deliberations have a foundation on which to return when analytical activities get bogged down.

- **Trust:** The project team has undertaken complex, intensive activities that demand peak capacity and produce satisfactory results with an astonishing absence of conflicts. One result of this is mutual trust. As the Project proceeds under these circumstances, challenges are sure to come. The State and Accenture must continue to work through the details of re-planning each Wave, while maintaining commitments to scope, cost containment, quality, and operating principles.
Voting Action

Scott Fennell
Florida PALM Project Update

Voting Action

- Request for public comment
- Ready for CMS Wave RICEFW Build Go/No-Go Decision
- *Potential voting item: PCR 50*
Florida PALM Project Update

Upcoming

- Change Impact Workshops; June 23, June 25
- Amendment 3 for revised implementation impacts to FY20/21 and beyond
- Agency resource needs for FY 21/22 within fall 2020 LBR submission
Next Scheduled Meeting

June 24, 2020

Location/Format to be determined
CONTACT INFORMATION

FloridaPALM@MyFloridaCFO.com

MYFloridaCFO.com/FloridaPALM