

# Florida **PALM**

Planning, Accounting, and Ledger Management



# FLORIDA PALM PROJECT UPDATE

PROJECT MANAGEMENT INSTITUTE  
TALLAHASSEE CHAPTER  
JUNE 13, 2016  
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# Agenda

- ▶ Project Overview
- ▶ Accomplishments
- ▶ Current and Future Activities
- ▶ Questions and Contact Information



# PROJECT OVERVIEW



# Project Overview

## The FLAIR Study

- ▶ 2013 GAA Proviso set forth the requirement that a study (the FLAIR Study) be performed to provide recommendation on one of four options to either enhance or replace FLAIR
- ▶ The FLAIR Study was released in March of 2014
- ▶ The conclusion of the FLAIR Study was that the State of Florida should pursue the replacement of FLAIR and CMS with a “Commercial off the Shelf” (COTS) Enterprise Resource Planning (ERP) solution for the financial management processes to support the constitutional obligations of the CFO
- ▶ The 338 page Study provides very detailed analysis and information, including recommendations for many aspects of project planning



# Project Overview

## Current State

- ▶ The two systems targeted for replacement by the Florida PALM Project:
  - FLAIR – Florida Accounting Information Resource Subsystem
    - The State’s accounting and financial subsystem, used by 34 agencies
    - The core technology for FLAIR was developed in the 1970’s and implemented in the 1980’s
    - Over 400 “compensating systems and agency unique processes” that interface with, report to or perform similar functions as FLAIR
  - CMS – Cash Management Subsystem
    - A collection of business systems used to manage the State’s treasury functions
    - Built on solid, but older technology



# Project Overview

## Vision

Implement a statewide accounting system that enforces standardization, acts as a scalable foundation to evolve as business needs change, and positions Florida for future innovation as it considers true enterprise-wide solution.



# Project Overview

## Goals

1. Reduce the state's risk exposure by harnessing modern financial management technology built on the premises of scalability, flexibility, and maintainability.
2. Improve state and agency specific decision making by capturing a consistent and an expandable set of data.
3. Improve the state's financial management capabilities to enable more accurate oversight of budget and cash demands today and in the future.
4. Improve productivity, reduce operational complexity and increase internal controls by enabling standardization and automation of business processes within and between DFS and agencies.



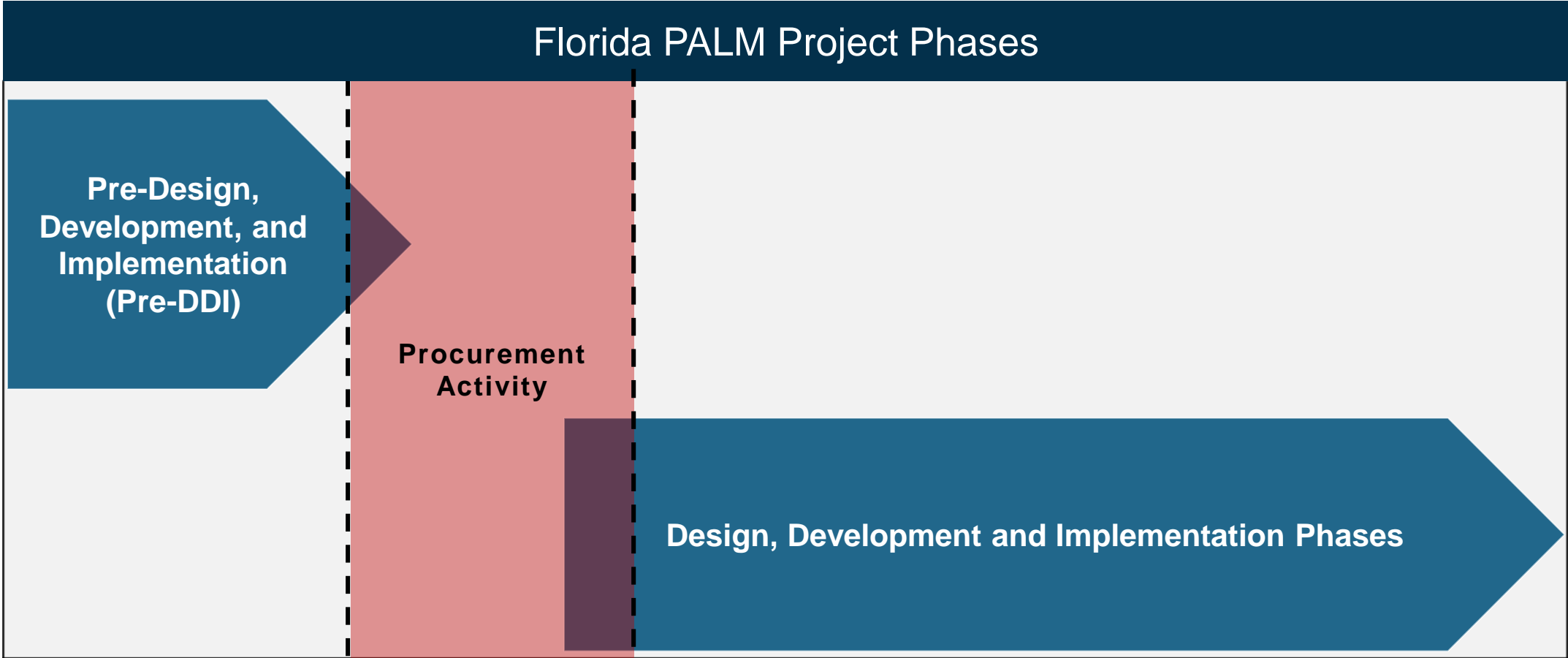
# Project Overview

## Common Themes

- ▶ The Study's options analysis found the following common themes:
  - Enforce standardization of business processes through governance instead of making individual customizations
  - The level of governance strength is directly related to the level of success and outcomes of the ERP implementations
  - Pre-implementation activities are essential to the overall adoption of the ERP solutions including preparing for enterprise-wide change including business process re-engineering, workforce transition, and management of organizational change



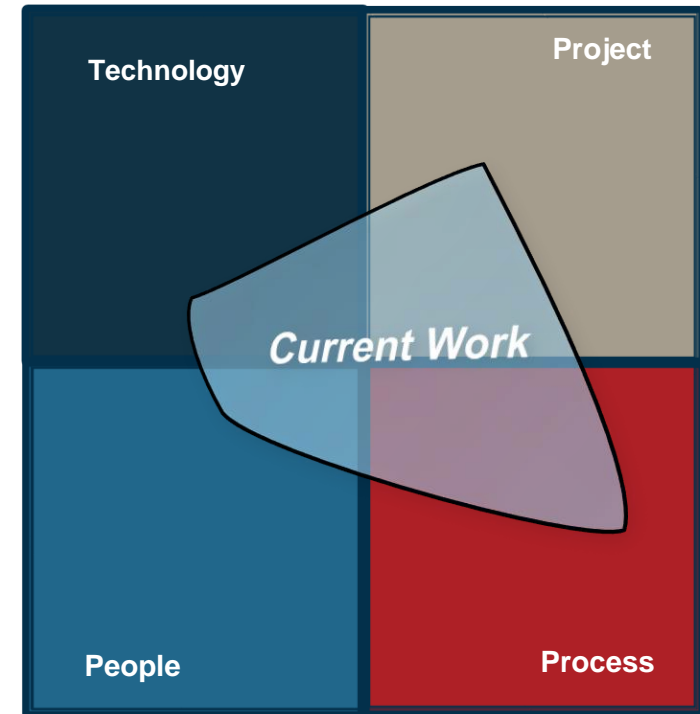
# Project Overview Timeline

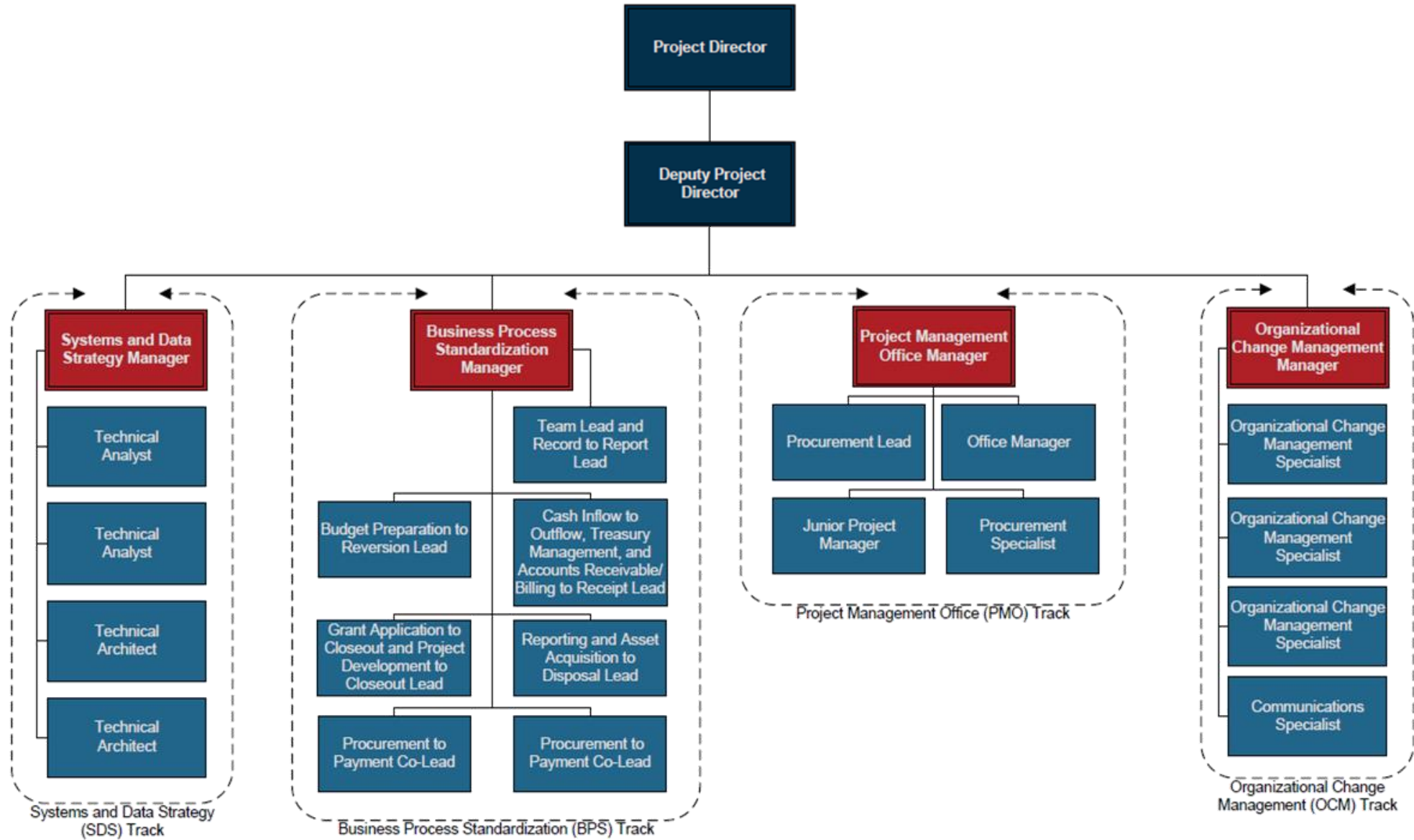


# Project Overview

## Project Organization (Tracks)

- ▶ **PMO** - Project Management Office  
(Project)
- ▶ **OCM** - Organizational Change  
Management (**People**)
- ▶ **SDS** - Systems & Data Strategy  
(**Technology**)
- ▶ **BPS** - Business Process  
Standardization (**Process**)





# Project Overview

## Project Management Office (PMO) Track

- ▶ Responsible for developing and executing project management strategies for all Project phases, including:
  - Developing the Project Management Plan (PMP) and ensuring the Project and all Tracks follow project management best practices
  - Developing, maintaining, monitoring, and reporting performance against approved Schedules
  - Administering contracts for all Tracks
- ▶ Responsible for executing the Software and System Integrator (SSI) Procurement Strategy and developing the Invitation to Negotiate (ITN) for the SSI



# Project Overview

## Organizational Change Management (OCM) Track

- ▶ Responsible for developing and executing change management strategies (the people-side of change) for the new ERP:
  - Leading, delivering, and supporting the execution of organizational change management and workforce transition strategies, tools, programs, curriculum, training, and plans
  - Partnering with the Project team and agencies to integrate change management activities into the overall project plan
  - Developing and managing external communications
  - Facilitating meetings and supporting agency Workgroups and Workshops



# Project Overview

## Systems and Data Strategy (SDS) Track

- ▶ Responsible for developing and executing technical strategies for the new ERP:
  - Working with the Division of Information Systems (DIS) in the development of the ERP delivery strategy
  - Leading the development of Technical Requirements for the new ERP
  - Assessing and developing interface and integration needs
  - Providing technical knowledge and leadership to the Project



# Project Overview

## Business Process Standardization (BPS) Track

- ▶ Two key activities, during Pre-DDI:
  - Development of Standardized Business Process Models
  - Development of Business Requirements
- ▶ Supported by State Leads and Contractor Staff
- ▶ Receives support from other Tracks and provides critical information to the other Tracks in execution of their key activities
- ▶ Engaged with agencies through Workgroups and Workshops



# Project Overview

## 10 Process Areas

- ▶ Accounts Receivable / Billing to Receipt (ARB) – billing and receiving payments
- ▶ Asset Acquisition to Disposal (A2D) – recording, depreciating, and reporting assets
- ▶ Budget Preparation to Reversion (BUD) – budget management lifecycle from request to reversion
- ▶ Cash In-Flows to Out-Flows (CSH) – verifying deposits, reconciliation, tracking receipts and warrants, and cash reporting
- ▶ Grant Application to Closeout (GAC) – establishing, managing, and reporting on grants



# Project Overview

## 10 Process Areas

- ▶ Payroll Hire to Separation (PAY) – financial transactions related to accounting for employee salary and benefits
- ▶ Procurement to Payment (P2P) – purchasing and paying for goods and services
- ▶ Project Development to Closeout (PJT) – establishing, managing, and reporting on projects
- ▶ Record to Report (R2R) – establishing ledger coding and record keeping through financial reporting
- ▶ Treasury Management (TRM) – treasury functions required to manage and maintain custody of cash and investment resource



# ACCOMPLISHMENTS

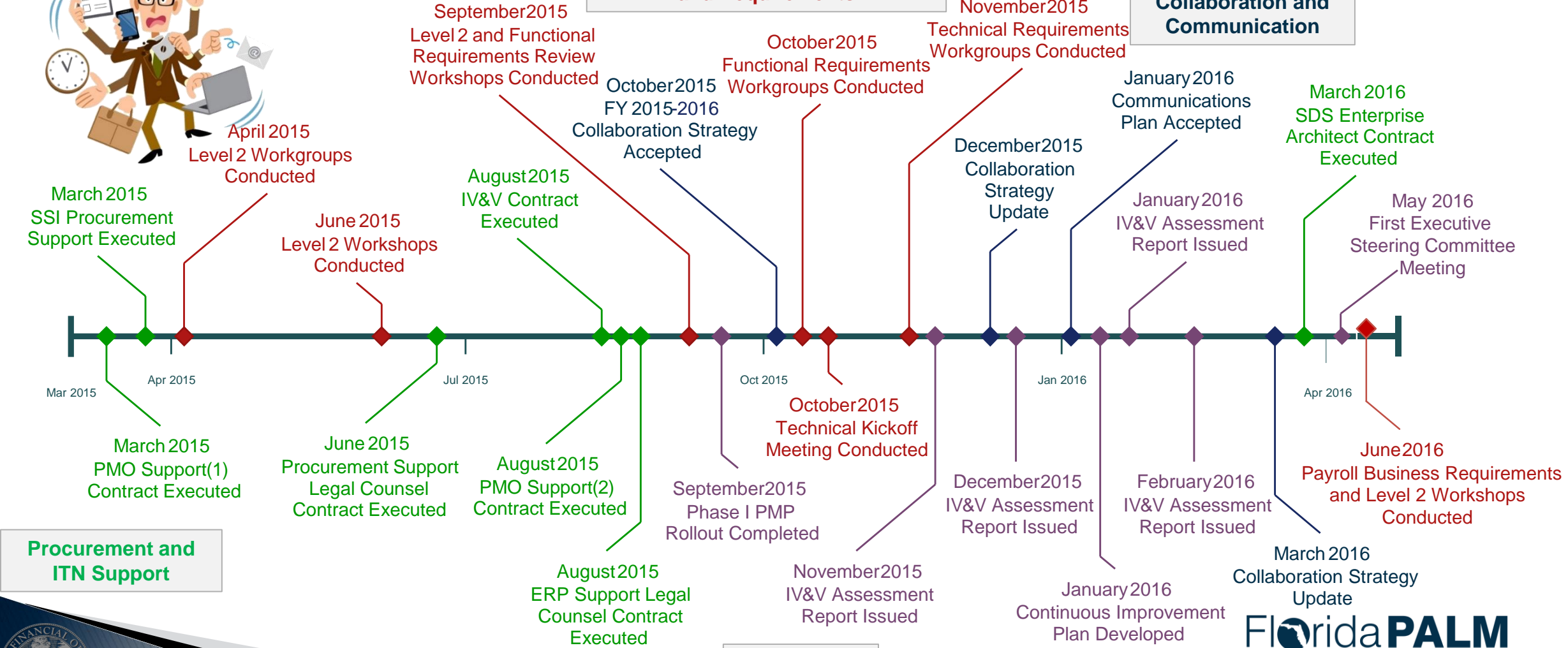


# It has been a busy couple of months...



## Business Process Standardization and Requirements

## Collaboration and Communication



## Procurement and ITN Support

## Project Support



# Accomplishments

## Business Process Standardization and Requirements

- ▶ Level 1 - Provide high-level, end-to-end flow of each of the 10 Process Areas
  - Developed by State staff with support from agencies via Workgroups
  - Finalized in July 2015
- ▶ Level 2 – Provide more detail about sub-processes within the Level 1 Process Flows
- ▶ Both Levels include information regarding:
  - Reports / Reporting Requirements
  - Control Points
  - Integration Points
  - Accounting Events



# Accomplishments

## Business Process Standardization and Requirements

- ▶ Level 2 Standardized Business Process Models – Version 1.0
  - Conducted over 35 Workgroups and Workshops April – June 2015, which were attended by over 400 participants
  - All agencies were represented through attendance at meetings or through feedback via questionnaire
  - Process Models published on the Florida PALM website in November 2015 and contained over pages of process flows and narrative
- ▶ Represent the proposed future financial management process for the State of Florida
- ▶ Will be included as reference materials in the ITN for the SSI



# Accomplishments

## Business Process Standardization and Requirements

- ▶ Business Requirements (Functional + Technical)
  - Completed Cycle 1 - Based on Level 2 meetings, Project Team, and DFS Division input
  - Completed Cycle 2 (*Includes all Process Areas except Payroll and Budget*) - Based on Agency review and feedback on Cycle 1 requirements
    - Conducted over 20 events from Workgroups and Workshops to Office Hours, with over 140 participants from 27 agencies, including technical staff
    - Receive over 1,300 comments
    - Resulted in changes to over 400 requirements, over 100 requirements added, and over 100 requirements deleted
    - Published feedback and actions taken in April 2016



# Accomplishments

## Collaboration and Communication

- ▶ Accepted Project Pre-DDI Communications Plan
- ▶ Conducted 216 collaboration events:
  - Over 400 individual state agency staff
  - All 34 State agencies
  - Numerous local municipalities, universities, and other States
- ▶ Accepted Fiscal Year 2015-2016 Collaboration Strategy and updated quarterly
- ▶ Published over 177 documents and resources on the Project's website



# Accomplishments

## Procurements and ITN Support

- ▶ Executed eight (8) contracts for support services
  - BPS Support Services
  - Independent Validation and Verification (IV&V)
  - Outside Legal Counsel (2)
  - PMO Support (2)
  - SDS Enterprise Architecture Support
  - SSI Procurement Support
- ▶ Created initial draft of the SSI ITN



# Accomplishments

## Project Support

- ▶ Continued Agency for State Technology (AST) partnership
- ▶ Received IV&V assessment reports
- ▶ Created Continuous Improvement Plan created for IV&V assessments and AST oversight observations
- ▶ Rolled out Project Management Plan (PMP) Phase I and II
  - 16 process areas identified
  - Six were in the initial rollout for the Project Team
  - Five were in the second wave



# Accomplishments

## Project Support

- ▶ Updated the Project Governance Charter
- ▶ Supported First Two Executive Steering Committee Meetings

CFO	EOG	DMS	DOR
Executive Sponsor (Chief of Staff)	Two from EOG, one with LAS/PBS experience	One Human Resource representative	One representative with SUNTAX experience
One Treasury Representative	One administrative services director appointed by the Governor from any agency	One Purchasing representative	
One DIS Representative	One administrative services director appointed by the Governor from a health care agency		
Four A&A Representatives	One administrative services director appointed by the Governor from a regulatory and licensing agency		



# CURRENT AND FUTURE ACTIVITIES



# Current and Future Activities

## Business Process Standardization and Requirements

- ▶ Complete Cycle 3 Business Requirements
- ▶ Modify the Level 2 Process Models for any Budget and Payroll changes
- ▶ Work with DFS Divisions on Policy Log



# Current and Future Activities

## Collaboration and Communication

- ▶ Complete website redesign and launch
- ▶ Continue collaboration with:
  - Agencies
  - Universities
  - Other States
  - Oversight entities



# Current and Future Activities

## Procurement and ITN Support

- ▶ Support current Contractor relationships
- ▶ Contract for OCM Support Services
- ▶ Contract with Third Party Consulting Firm to Complete a Business Case for Maintaining Agency Business Systems
- ▶ Release the ITN
  - Supported by all Project Tracks
  - GAA provided that the ITN may be released no sooner than November 1, 2016



# Current and Future Activities

## Project Support

- ▶ Complete review and finalize Data Management Plan (DMP)
- ▶ Rollout PMP Phase III
  - Five process areas remaining focused on the Quality Management System (QMS)
- ▶ Produce and distribute Status Reports
- ▶ Investigate options for Project Support Tools
- ▶ Provide support for Executive Steering Committee Meetings



# Key Takeaways

- ▶ Collaboration
- ▶ Solicitation for Software and System Integrator (SSI)
- ▶ Project Standards and Governance



# Questions



# CONTACT INFORMATION

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