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| Date | 05/22/2019 | Time | 2:00 – 4:00 p.m. |
| Location | Department of Revenue 2450 Shumard Boulevard Building 2, Room 1250 Tallahassee, Florida 32399 | | |
| Objective | May 22, 2019 Executive Steering Committee (ESC) Meeting | | |
| Attendees | <p>ESC Members*: Chair Ryan West (DFS); Carlton Bassett (DFS); Jimmy Cox (DMS) Renee Hermeling (DFS); Rosalyn (Roz) Ingram (DMS); Maria Johnson (DOR); Michael (Mike) Jones (EOG); Angie Martin (DFS); Tanya McCarty (DFS); Darinda McLaughlin (DEP); Kimberly McMurray (DCF); Mark Merry (DFS); Robin Naitove (FDOT); Renee Tondee (EOG); Danta White (DFS)</p> <p>Invited Speakers: Scott Fennell (DFS); Mark Fairbank (ISG); Melissa Turner (DFS)</p> <p><i>*Members who were unable to attend are denoted by strikethrough text.</i></p> | | |
| Attachments/ Related Documents | <ul style="list-style-type: none"> • February 27, 2019 ESC Meeting Minutes • May 22 ESC Meeting PowerPoint Presentation | | |
| Action Items | N/A | | |

Roll Call and Opening Remarks: Facilitated by Ryan West, Chair (DFS)

Chairman West called the meeting to order at 2:00 p.m. with a roll call of the Executive Steering Committee (ESC) members. Eleven of the fifteen members were present. The Chairman announced Jimmy Cox is replacing David DiSalvo and will represent the Department of Management Services for Human Resources. Chairman West welcomed the members back from a busy legislative session. He outlined the meeting would cover project updates previous months, upcoming activities, and a report from the Project’s Independent Validation and Verification team. Chairman West handed the meeting to Ms. Melissa Turner.

Review of Meeting Minutes: Facilitated by Melissa Turner (DFS)

Ms. Turner asked the ESC members if they had any comments on the draft February 27, 2019 Meeting Minutes distributed prior to the meeting. There were no comments or revisions. The minutes will be posted to the Florida PALM website following the meeting.

Florida PALM Project Update: Facilitated by Scott Fennell (DFS); Melissa Turner (DFS) Ms. Turner began the presentation by sharing an update on risks and issues. Since the last ESC meeting, three risks have been identified. The risks were related to key Project resource availability, year-end constraints on DFS involvement in Project activities, and agency participation and feedback in the All Agency Confirmation sessions. The risks do not have high impact or probability and have active mitigation plans. The Project will continue to share risks and issues with high probability and impact via monthly status reports.

Ms. Turner reviewed the spend data for the month of April. The Project remains on track and under budget for special categories and salaries and benefits. Ms. Turner then shared an implementation cost graph outlining the projected cost over three areas through the lifecycle of the Project. Further, Ms. Turner discussed a cost comparison graph depicting estimated costs from Project's business case, planned costs, and actual costs. Actual costs are reporting lower than both the business case and planned costs. Lastly, Ms. Turner reviewed the budget for Fiscal Year 2019 – 2020.

Moving to schedule, Ms. Turner presented the timeline for Pilot implementation. The timeline focused on activities the ESC will be involved with leading up to the July 2021 Pilot go-live, listing the Major Project Deliverables and Go/No-Go Decisions for ESC approval.

Reviewing the Ready to Start Build [Phase] Go/No-Go Decision, Ms. Turner noted the progress on deliverables by Track. She also highlighted the two Major Project Deliverables that are scheduled for an ESC vote in July. Next, Ms. Turner briefly discussed status updates for the Project's fiscal year 18-19 objectives (Project Team mobilization, facility relocation, solution design, stakeholder engagement, and technical environment setup).

Ms. Turner shared the Project's Guidelines and Operating Principles. The operating principles align the Florida PALM Project Management Plan, Project Charter, and Statement of Work. The guidelines further define the expected roles and contributions of the Project team members, ESC members, and the Sponsors, which support the operating principles.

Mr. Scott Fennell, Deputy CFO and Project Sponsor, gave an update on the legislative session, mentioning the Department's has no statutory changes that impact the Project. Mr. Fennell announced the agencies scheduled to transition to Florida PALM during the Pilot wave in July 2021. These Pilot agencies include the Department of Economic Opportunity, the Department of Environmental Protection, the Department of Financial Services, and the Department of Management Services.

Mr. Fennell acknowledged the successful establishment of the Change Champion Network across multiple organizations. He and Ms. Turner have been meeting with organizations to establish their Change Champion Network which will play a vital role in the transition to Florida PALM. Pilot agencies have been asked to identify a full network, including six roles, whereas the Wave organizations have been asked to identify at least two roles, the Agency Sponsor and Agency Liaison. Mr. Fennell and Ms. Turner will continue to meet with organizations until all transitioning state entities have an established network. The Project held a Change Champion Network Kickoff meeting for Pilot agencies on May 21. A kickoff meeting for Wave organizations is planned for June 19.

Ms. Turner gave an update on the Solution Analysis and Design activities. The Project held 23 Representative Agencies Workshop sessions were held February through April 2019. More than 70 business process narratives and flows were reviewed by more than 100 organization representatives. Following, 13 All Agency Confirmation sessions were held, sharing an overview of the updated business process models. All transitioning organizations were invited to give feedback including agency-specific needs by the end of May.

Ms. Robin Naitove asked about dates and timing of the Clarification Meetings for her employees. The Project will share the meeting logistics with Ms. Naitove after the meeting.

Ms. Turner discussed a decision logged to determine the timing of the Central FLAIR replacement. It was decided Central FLAIR would be replaced at Pilot go-live in 2021. Ms. Turner shared several considerations for the State by replacing Central during the Pilot transition. Ms. Turner and Mr. Fennell have been sharing the Central FLAIR replacement timing and impacts during their meetings with organizations. Ms. Turner paused for questions or comments.

Ms. Maria Johnson asked if the Cash Management System (CMS) would also be replaced at Pilot go-live. Ms. Turner confirmed in scope and functions of CMS will completely transition at Pilot go-live, and the decision to replace Central FLAIR does not change that approach. All end users that use cash management functions will use Florida PALM beginning July 2021.

Ms. Renee Tondee asked if the decision was focused solely on timing of the replacement, not whether replacing Central FLAIR was in scope. Ms. Turner confirmed that was correct. She explained many variables were evaluated to determine impacts of not fully transitioning Central FLAIR functionally at Pilot go-live including customizations to Florida PALM and updates to FLAIR.

Ms. Darinda McLaughlin asked if the timing of Central FLAIR replacement was being shared with organizations. Ms. Turner confirmed, sharing she and Mr. Fennell discuss the impact with organization's leadership when they meet to discuss the Change Champion Network.

Continuing with Project updates, Ms. Turner spoke about interfaces and data. The Project will be building interfaces, both temporary and permanent to remaining portions of FLAIR and business systems. Temporary interfaces will be connected to FLAIR. There will be significant testing because FLAIR and Florida PALM will be running parallel for a period of time.

Ms. Renee Hermeling asked how long the testing period is scheduled. Ms. Turner said she would work with the teams get the timeline to Ms. Hermeling.

Temporary interfaces will connect Florida PALM to FLAIR and CMS for a period of time. Eventually, those connections will close after all organizations have transitioned to Florida PALM fully. The permanent interfaces will connect Florida PALM to agencies business systems that will not be replaced. The Project will be creating a standardized approach for interfaces similar to the standardized business processes. The approach is planned to use a Service Oriented Architecture (SOA) utilizing an Enterprise Service Bus (ESB).

Touching on user access and data, Ms. Turner shared Florida PALM will be web-based, accessible via a browser. Users will have the ability to personalize their views, creating a unique and convenient usability. The Project has upcoming activities focused on data conversion. The Project will focus on converting open/active data. Ms. Turner shared an example of data conversion information. Further information will come through the data conversion strategy work.

Independent Verification and Validation (IV&V): Facilitated by Mark Fairbank (ISG) Mr. Mark Fairbank shared a summary of observations and the IV&V scored elements. He reported the Project is tracking green. To illustrate how the Project is working to address challenges and avoid or prevent risks, he provided an overview where he compared the findings contained in the Gartner Project Aspire Evaluation Final Report from 2007 to current operations of the Project. The six main comparisons covered: Executive Governance; statewide ERP vision and strategy; requirements and long-term viability of the solution; funding model; authoritative Project plan and master schedule; and Project best practices. Further, Mr. Fairbank compared the assessment criteria used in 2007 and current operations, sharing complete tasks, open items, and what is planned. Mr. Fairbank highlighted the Project continually demonstrates its commitment and follow through.

Upcoming Activities: Facilitated by Melissa Turner (DFS)

Ms. Turner thanked Mr. Fairbank and briefly discussed the upcoming activities. The Solution Analysis and Design activities anticipate feedback from organizations by May 31. The Project team will incorporate feedback in the deliverable, then ask the ESC members for their review and approval.

The Project will be conducting an Organization Readiness Survey. This will track an organization's readiness to transition to Florida PALM by charting progress along the Change Commitment Curve. The Change Commitment Curve evaluates awareness, understanding, acceptance, and commitment.

Two Major Project Deliverables are scheduled for an ESC vote in July. The Project will schedule individual member briefings to occur in July prior to the vote.

New Business: Facilitated by Lisa Evans (DOT) There was no new business.

Next Meeting

Ms. Turner noted the next ESC meeting is scheduled for June 26. Due to year-end activities the ESC members agreed to cancel June's meeting and have two meetings in July. The meeting invitations will be updated accordingly. Meeting adjourned at 3:27.