

Date	12/05/2019	Time	2:00 – 4:00 p.m.
Location	Department of Revenue 2450 Shumard Oak Boulevard Building 2, Room 1250 Tallahassee, FL 32301		
Objective	December 5, 2019 Executive Steering Committee Meeting Minutes		
Attendees	<p>Executive Steering Committee: Scott Fennell (DFS), Chair; Carlton Bassett (DFS); Jimmy Cox (DMS); Renee Hermeling (DFS); Rosalyn (Roz) Ingram (DMS); Maria Johnson (DOR); Mike Jones (EOG); Tony Lloyd (DCF); Angie Martin (DFS); Tanya McCarty (DFS); Darinda McLaughlin (DEP); Mark Merry (DFS); Robin Naitove (FDOT); Renee Tondee (EOG); Danta White (DFS).</p> <p>Speakers: Matt Cole (Accenture); Mark Fairbank (ISG); Angie Robertson (DFS); Melissa Turner (DFS); Ryan West (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"> • October 23, 2019 ESC Meeting Minutes • December 5, 2019 ESC Meeting PowerPoint Presentation 		
Action Items	<ul style="list-style-type: none"> • N/A 		

Roll Call and Opening Remarks: Facilitated by Ryan West and Scott Fennell (DFS)

Ryan West called the meeting to order at 2:00 p.m. with a roll call of the Executive Steering Committee (ESC) members. Thirteen of the fifteen members were present. Mr. West announced Mr. Scott Fennell as his replacement as the Chairman of ESC. Mr. West will be transitioning out of Department of Financial Services at end of the year. Mr. Fennell and Ms. Melissa Turner thanked Mr. West for his leadership. Mr. Fennell handed the floor to Ms. Turner.

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

Ms. Turner asked the ESC members if they had any comments on or revisions to the draft October 23, 2019 Meeting Minutes distributed prior to the meeting. ESC members requested the meeting minutes be shared sooner. Ms. Turner said the minutes would be prepared and shared as soon as they are ready. There were no comments or revisions to the October minutes. They will be posted to the Florida PALM website following the meeting.

Florida PALM Project Update: Facilitated by Matt Cole (Accenture); Angie Robertson (DFS); Melissa Turner (DFS)

Ms. Turner began the presentation with a staffing update. As mentioned previously, Mr. Fennell was appointed as Chairman of the ESC and Executive Sponsor of the Florida PALM Project. Ms. Turner introduced Buffie Rodri as the managing Director from Accenture. Ms. Rodri supports the Accenture Quality Assurance team. Ms. Rodri announced Sharon Studley will be transitioning into Paul Lavery's role of Project Manager. Additionally, the Project will be filling Testing Team positions in preparation for upcoming testing activities.

Ms. Turner gave an update on the budget by showing the spend plan for the projected and incurred budget for the fiscal year, as of December 5, 2019. A column was added to display the released fiscal year amount to date. Since the last ESC meeting, one risk was identified and closed. The risk recorded the timing in the second quarter budget amendment release. Upon release for the quarter, the risk was closed.

Ms. Turner gave a high-level update regarding the Project Schedule. In doing so, Ms. Turner addressed Mr. Carlton Bassett's question from the previous ESC meeting regarding organizational readiness tracking leading to the Pilot transition. Supporting this conversation, Ms. Turner reflected with the group on the collaboration progress between the Project Team and organizations by showing milestones statistics. Ms. Turner also explained each Go/No-Go Decision in the Project Schedule is an opportunity for ESC members to evaluate and reflect on the Project's planned course. The ESC should provide guidance and request additional information or meetings to discuss observations or experiences when appropriate. The Project will continue to share readiness progress against the plan, as well as talk through mitigation factors for alternatives to plans.

Mr. Fennell mentioned he is interested in the ESC members' preferences on the level of information, timing of reviews, cadence of meetings, metrics, and discussion opportunities in support the ESC taking actions. Ms. Rosalyn Ingram stated she would be more comfortable with making Go/No-Go decisions if readiness information is available for each organization. Ms. Turner mentioned the Project is planning to give organizations the opportunity to engage directly in conversations with ESC members through future ESC meetings. It is Ms. Turner's goal through dialogue with organizations, shared progress metrics and Project updates, individual meetings with the Project Team, and communication with their Change Champion Network, ESC members will be informed and able to evaluate of the Go/No-Go components.

Ms. Turner said the Project will continue to share what is known when it is known, as the Solution's design and build planning continues to iterate and progress. Ms. Ingram requested assistance in obtaining a summary of tasks each organization should or will be working. Ms. Turner said the Project's Readiness Coordinators meet regularly with Agency Liaisons to cover various topics including checkpoints on Master Readiness Workplan tasks and a monthly dashboard to review the status of tasks. Ms. Turner and Mr. Fennell also meet and review the status of organization's tasks with the organization's leadership. Mr. Mark Fairbank said the requested communication is currently taking place between organizations and the Project through organizational touchpoints led by the Readiness Coordinators. Mr. Fennell agreed information needs to be shared with additional people within an organization beyond the Change Champion Network. Ms. Turner followed by stating the importance of providing timely and relevant information to the right people.

Mr. Carlton Bassett requested individual meetings, as previously performed by the Project Team, to review the upcoming Major Project Deliverables. Ms. Turner confirmed the plan is to have individual meetings starting in January to support review of the Major Project Deliverables. She said the Project Team will gather metrics on reports, interfaces, and conversions for the next ESC meeting.

Ms. Turner reviewed the status of the components for the Go/No-Go Decision for Ready for RICEFW (Reports, Interfaces, Conversions, Extensions, Forms and Workflow) Build. She also gave an update for the Fiscal Year objectives. Ms. Turner also mentioned the two upcoming Major Project Deliverables for review and approval by the ESC, which will be discussed further in the presentation.

Ms. Ingram asked if the Project has information regarding organizations' request for additional funding for implementation. Ms. Turner said the Project is supporting organizations by sharing information and having conversations around timing of information. It is the organization's determination if any additional funding is required. Mr. Fennell offered his assistance to Pilot organizations to support conversations with appropriation committee staff, if needed. Ms. Darinda McLaughlin said it is important organizations requesting funding have a consistent voice when requesting similar funding.

Mr. Bassett asked for a status update on the Fiscal Year objective, "complete detailed design and configuration". Ms. Turner explained the detailed design includes both functional and technical specifications the Project Team will use to build the Florida PALM Solution. Through configuration workbooks, organizations will provide configuration and interface information specific to their organization. Organizations will use this information to create functional and technical designs specific to their business systems. Those activities are beginning earlier than planned. Ms. Angie Robertson responded the slide should indicate "in progress" as the internal work has begun, with engagement activities following in upcoming weeks.

Ms. Robertson shared an update on the Interim Business Process Models including the approach, a summary of variances to the Standardized Business Process Models, and key impacts. The interim period covers the timeline from Pilot implementation through the end of Wave 2 implementation. The Project Team worked extensively with the Department of Financial Services (DFS) divisions and offices and the Florida Financial Management and Information System (FFMIS) partners prior to workshops. Workshops and office hours were conducted with organizations in November. A Feedback Form is requested for completion by organizations with a deadline of December 13. Ms. Turner emphasized the importance of written feedback from participating organizations and partners to confirm the Project Team can include conclusive input for the designs. She asked the ESC members to encourage their organizations to continue submitting feedback in writing. Readiness Coordinators will also ask for feedback.

Ms. Robertson mentioned an additional office hour has been scheduled and will focus on Interunit business process. Mr. Jimmy Cox asked if the impact of using both FLAIR and Florida PALM concurrently is clearly documented. Ms. Robertson confirmed it is documented in the models.

Mr. Matt Cole shared an update on the Chart of Accounts (COA) Design and the RICEFW components. The COA activities have completed and the deliverable will be finalized with the ESC in the January-February timeframe. The Project Team plans to schedule individual meetings

to review the COA Major Project Deliverable with ESC members. The COA parking lot items gathered during the workshops were posted on the Project's website and distributed to ESC members and workshop participants. A decision was logged related to one of the COA parking lot items regarding the configuration for the appropriation budget structure and how it works with encumbrances. Mr. Cole highlighted future COA collaboration activities with stakeholders to create organization specific ChartField values. They have begun meeting to develop bi-directional detail design of the COA crosswalk.

Giving an update on the RICEFW inventory, Mr. Cole briefly went through each component giving an update on engagement with organizations as well as internal Project work. Mr. Cole shared there are additional requirements proposed for cancellation. This is represented in Decision 156, which was shared with the ESC members prior to the meeting. Mr. Cole reviewed the document and explained the delivered software functionality performs the functionality listed within the business requirement. Ms. Robin Naitove asked if the requirement was no longer needed or if the requirements be handled by alternative means. Mr. Cole explained the delivered software can satisfy the state's business need. Ms. Turner added the needed functionality is captured in other requirements that is not being proposed to be cancelled. Mr. Fennell suggested additional language be documented on why requirements are no longer needed and how the business functionality will be captured. The updated documentation will be sent to the ESC members prior to the January ESC meeting to prepare for a vote. To support decisions and discussion, Mr. Fennell asked the Project to send materials to ESC members further in advance of an ESC meeting. Mr. Cole continued, sharing that as a result of the COA design, the interim business processes, and the extensions requirements confirmation, two Major Project Deliverables will require updating - Standardized Business Process Models and the Process and Transaction Mapping Analysis. The Project will review and discuss the updates to the Standardized Business Process Models and the Process and Transaction Mapping Analysis with organizations in January. Mr. Bassett asked if disposition of Decision 156 in January will impact the Project Schedule. Mr. Cole responded that it would not cause a schedule delay.

Independent Verification and Validation (IV&V) Assessment: Mr. Mark Fairbank (ISG)
Mr. Mark Fairbank gave an assessment for the month of October. He reported an overall green status for the Project based on the 15 metrics identified for IV&V reviews. He said the Project continues to progress according to plan. One metric remains in yellow status on the assessment. Mr. Fairbanks said the Project is effectively managing completion of activities. Mr. Fairbank observed the interim business process workshops were thorough and effective. The feedback needed is critical to understand practicability of interim solution. Ms. Naitove stated there should be a strong communication of the impacts for every organization, not just Pilot and FFMIS. Mr. Fairbanks said from the IV&V Team's perspective from previous implementations, the interim impacts are unlikely to require additional funding, therefore the [funding] focus is on Pilot and FFMIS partners. Ms. Turner offered the individual meetings would be a good place to talk through the variances from today's business processes for wave organizations to help evaluate impacts. Mr. Cox asked if the Project's testing approach may vary depending on the readiness of organizations. Ms. Turner responded the testing plan and related activities are flexible and can be revised if necessary.

Upcoming: Ms. Melissa Turner (DFS)

Ms. Turner reviewed the upcoming activities for the Project and ESC members. The COA Design will be shared in late December with a planned for a vote in February. The Project will share the Interim Business Process Models in January with a planned vote in February. The updates to the previously approved Major Project Deliverables will also be shared as soon as updates are completed. The Change Champion Network Town Hall is being planned for January 2020.

Next Meeting: Ms. Melissa Turner (DFS)

The next meeting is scheduled for January 22, 2020. The Project will be scheduling individual meetings to support review of the Major Project Deliverables and Decision 156 prior to the January meeting. The meeting adjourned at 4:06.