

<b>Date</b>	05/27/2020	<b>Time</b>	2:00 – 4:00 p.m.
<b>Location</b>	Virtual Meeting		
<b>Objective</b>	May 27, 2020 Executive Steering Committee Meeting Minutes		
<b>Attendees</b>	<p><b>Executive Steering Committee:</b>                  Scott Fennell, Chair (DFS); 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); Ryan Nolan (DFS); <del>Renee Tondee (EOG)</del></p> <p><b>Speakers:</b>                  Tanner Collins (DFS); Mark Fairbank (ISG); Scott Fennell (DFS); Amy Gendusa (Accenture); Mike Grosso (Gartner); Deana Metcalf (DFS); Anne Neidhardt (DST); Melissa Turner (DFS)</p> <p><i>*Members who were unable to attend are denoted by strikethrough text.</i></p>		
<b>Attachments/ Related Documents</b>	<ul style="list-style-type: none"> <li>• <a href="#"><u>May 27, 2020 Executive Steering Committee Presentation</u></a></li> <li>• <a href="#"><u>April 22, 2020 Executive Steering Committee Meeting Minutes</u></a></li> <li>• <a href="#"><u>Decision 104 – CMS Ready to Start RICEFW Build</u></a></li> <li>• <a href="#"><u>Project Change Request 50 – Ready for Integration and Conversion Testing Go/No-Go Decision</u></a></li> </ul>		
<b>Action Items</b>	<ul style="list-style-type: none"> <li>• Decision 104 voting action</li> <li>• Project Change Request 50 voting action</li> </ul>		

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

Mr. Scott Fennell called the meeting to order at 2:00 p.m. with a roll call of the Executive Steering Committee (ESC) members. Fourteen of the 15 members were present; a quorum. Mr. Fennell thanked the ESC members for attending another virtual ESC meeting and continuing to support Florida PALM during the COVID-19 challenges. Mr. Fennell reminded the group they have two voting actions and will also hear from two guest speakers.

**Florida PALM Project Update: Facilitated by Tanner Collins (DFS); Amy Gendusa (Accenture); Mike Grosso (Gartner); Deana Metcalf (DFS); Anne Neidhardt (DST); Melissa Turner (DFS)**

Ms. Turner shared an update on Project risks and issues. Since the last ESC meeting, the Project closed one risk associated with onboarding challenges due to health advisory restrictions and opened one new risk associated with the timing of the fourth quarter’s Budget Amendment Release. One new issue has also been logged. The issue is associated with the timing of re-planning activities and the committed Project Schedule. Ms. Turner reminded ESC members that risks and issues with a high probability will be shared with ESC members through monthly status reporting.

Ms. Turner reviewed the fiscal year spend plan as of April 30, 2020. She shared the updates included in Amendment 2 of the State's Software and System Integrator contract which is currently routing for approval. The updates relate to activities specific to fiscal year 19-20 and will align with several previously approved Project Change Requests (PCR) and impacts from the revised implementation approach. Amendment 2 modifies contract attachments (1, 2, 8, and 10). Ms. Turner said there were no changes to fiscal year 19-20 total expenditures. Amendment 2 does not require ESC approval; prior ESC voting actions are memorialized in the Amendment 2 changes.

Ms. Turner shared a schedule of the Major Project Deliverables and Go/No-Go Decisions for CMS Wave implementation. The Project is requesting action by the ESC to move the Ready for Interface and Conversion Testing Go/No-Go Decision from August 31, 2020 to October 31, 2020. Agencies will gain additional preparation time for build activities prior to testing. Testing activities as it relates to the CMS Wave are not expected to be negatively impacted by the Decision. Mr. Jimmy Cox asked if the Department of Revenue or if the Department of Financial Services (DFS) Division of Treasury had concerns of the Go/No-Go Decision date shift. Ms. Maria Johnson (DOR representative) and Ms. Tanya McCarty (Treasury representative) both said they had no concerns.

The CMS Wave timeline shows activities from an agency point of view. It identifies the timing of major activities, such as agency work related to interfaces, business processes, configurations, build, testing, readiness, and training. The timeline also identifies the legislative budget request cycles so agencies will remember to consider those as they prepare for future wave implementations. Ms. Robin Naitove requested to add month references in the CMS Wave timeline. Ms. Turner noted her request, then discussed how the Project Team and agencies will begin working in parallel across multiple waves at one time. She briefly highlighted upcoming Central Wave activities. She then shared a brief update on the Project's fiscal year objectives, indicating changes for the closed and in-progress objectives. The Project Team is currently creating fiscal year 20-21 objectives.

Ms. Turner reminded members of their discussion of the Proviso requirements during the April ESC meeting. Ms. Turner said the Project Team has drafted a reporting template for agencies to assist with the Legislature's request. The Project plans to share the template with Legislative staff and agencies in June to request information on agency system interface and agency application remediation starting in July. The Project will then compile information collected from agencies for the monthly report to the Legislature to begin in August.

Ms. Deana Metcalf, Florida PALM Business Process Standardization (BPS) Track Manager and State CMS Wave Manager, gave an update on the functional business requirements being implemented for the CMS Wave. Functionality for business process areas will be implemented over time with every agency impacted by the CMS Wave (and every future Wave) in some way. Ms. Metcalf shared the breakdown of the 33 identified interfaces planned for the CMS Wave. The breakdown included interfaces with Central FLAIR, Departmental FLAIR, Information Warehouse, agencies, third parties, spreadsheet uploads, and user authentication. Ms. Metcalf said the Project will implement a user authentication approach similar to the one used by the Statewide

Travel Management System (STMS). The Project Team plans to collaborate with agencies during summer 2020 to confirm which identity provider they plan to use.

With respect to the planned Go/No-Go Decision voting action, Ms. Turner reviewed the completed deliverables, noting three deliverables listed in the decision form were not properly identified on the presentation slide, but that all deliverables have been completed. Three deliverables specific to the CMS Wave are being formally introduced as updates to Amendment 2 so as of this meeting, they are not officially included in the contract. Ms. Turner accepted the three deliverables with an effective date of the Amendment 2 execution. All activities for the Go/No-Go Decision are complete.

Ms. Turner shared the first virtual Town Hall was a success with 33 agencies and 126 individuals in attendance. It was a great opportunity to share Proviso expectations, hear from Anne Neidhardt on the benefits of treating agency Florida PALM activities as a project within the agency, MRW updates, and upcoming CMS Wave activities. The Project has had a positive response with the PALMcast series. Episode two has been published and highlights readiness support for agencies. The Mid-Wave Readiness Survey that was sent to agencies received a 100% agency participation and a 55% response rate. Ms. Turner reminded members the survey is sent to agencies three times throughout an implementation wave.

Ms. Amy Gendusa, Organization Change Management Track Manager with Accenture shared that she and Ms. Carolyn Hicks, Organization Change Management Track Manager with State, met with various ESC members to gather input on the development of agency internal readiness indicators to guide future ESC decisions. Ms. Gendusa discussed how agency internal readiness indicators will account for readiness status and readiness state. Mike Grosso from Gartner, Inc. shared his experience from time spent on similar projects using readiness indicators. His observations are that the use of readiness indicators have been successful, enabling project teams to gather quantitative and qualitative insight. He said Florida PALM's model aligns with Gartner's Empathy Mapping approach which considers the emotional aspects of stakeholders.

Mr. Tanner Collins, Director of DFS Division of Treasury, gave an update on Treasury activities and their commitment to support Florida PALM activities. He also recognized the successful approach of including a Treasury representative in the DFS Change Champion Network. Additionally, Mr. Collins said the subject matter experts needed for the CMS Wave implementation have been included in tasks as they move towards go live.

Ms. Anne Neidhardt, Manager of State Strategic Management Office with the Division of State Technology (DST), presented project management techniques for completing readiness tasks in preparation for Florida PALM go-live. She discussed benefits of implementing a project management approach and recommended using readily available project management tools and methods. Ms. Neidhardt shared where to find project management templates on DST website.

**Independent Verification and Validation (IV&V) Assessment: Mr. Mark Fairbank (ISG)**

Mr. Mark Fairbank gave an assessment for the month of April. He reported an overall green status for the Project based on the 15 metrics identified for IV&V reviews. Two items remain in yellow status. The Project must secure commitment from partner system agencies to fulfill critical

dependencies; otherwise, there is no risk to the Project Schedule. There is also a risk associated with turnover in key positions.

Additional observations included the Project's successful transition to remote operations due to COVID19. The Project maintained frequent interactions with the State agencies and continued regular collaboration with partner system organizations. Execution of tasks and productivity remained very high. Mr. Fairbank identified several factors that contributed to the high productivity: leveraging available technology; the organization of the Team, work processes, planning and scheduling, and the protocols for State/Accenture interactions; the Team's focus on meeting business requirements; the ability to complete complex activities while maintaining Project scope, cost, containment, quality, and operating principles.

**Voting Action: Chairman Scott Fennell (DFS)**

Before voting action began, Mr. Fennell asked if there was a request for public comment. There being none, Mr. Fennell proceeded with the vote to approve the Ready for RICEFW Build for CMS Wave Go/No-Go Decision. The ESC members unanimously voted for the approval of the Go/No-Go Decision. Mr. Fennell asked if the ESC members felt comfortable moving forward with the PCR vote to move the Ready for Interface and Conversion Testing Go/No-Go Decision from August 31, 2020 to October 31, 2020. The ESC members agreed to move forward with voting and unanimously voted for the approval of PCR 50 to move the Go/No-Go Decision date.

**Upcoming: Ms. Melissa Turner (DFS)**

Ms. Turner briefly discussed upcoming activities. The virtual Change Impact Workshop will be held in June, with individual agency touchpoints following. Agencies will have the opportunity to review their cash management operations and discuss impacts and potential changes to those procedures to align with CMS Wave implementation. Updates to Amendment 3 are being drafted. These updates will address fiscal year 20-21 and subsequent fiscal years. Ms. Turner reminded members of the upcoming legislative budget request cycle to evaluate the need for resources for the Central Wave implementation. She mentioned DFS is planning to facilitate a conversation with agencies to discuss upcoming LBR requests so there are consistencies in the language in the submissions.

**Next Meeting: Ms. Melissa Turner (DFS)**

Ms. Turner said the ESC historically has canceled the June meeting due to year-end activities and gave that option again. The ESC members agreed to cancel June's meeting and will hold the next ESC meeting on July 22, 2020. The meeting adjourned at 3:26 p.m.