Date	02/24/2021	Time	2:00 – 4:00 p.m.
Location	Virtual Meeting		
Objective	February 24, 2021 Executive Steering Committee Meeting Minutes		
Attendees	**Executive Steering Committee:** Scott Fennell, Chair (DFS); Carlton Bassett (DFS); Jimmy Cox (DMS); Laurie Grasel (EOG); 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) **Speakers:** Danielle Alvarez (Accenture); Matt Cole (Accenture); Mark Fairbank (ISG); Scott Fennell (DFS); Tony Lloyd (DCF); Melissa Turner (DFS) **Members who were unable to attend are denoted by strikethrough text.*		
Attachments/ Related Documents	• [Executive Steering Committee Meeting Presentation](#)		

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. Darinda McLaughlin, Ryan Nolan, and Tony Lloyd notified the group upon their arrival. Fourteen of the 15 members were present. Mr. Fennell thanked the ESC members for their attendance and commitment to Florida PALM. Mr. Fennell said the Project will share updates on Solution Components, testing and deployment planning, upcoming Go/No-Go Decisions, as well as a new initiative on grant reporting.

Florida PALM Project Update: Facilitated by Danielle Alvarez (Accenture); Matt Cole (Accenture); Tony Lloyd (DCF); Melissa Turner (DFS)
Ms. Turner shared an update on Project risks and issues. Since the last ESC meeting, no issues were logged, and two issues remains open. Since the last ESC meeting, no risks were logged or closed, and one risk remains open. Risk 221 relates to the Central Wave build timeline and Central Wave work for MFMP build activities alignment. Continued collaboration is going well, and the risk is decreasing in trend. Ms. Turner mentioned the mitigation plan for Risk 217, related to key staff turnover, was executed by welcoming Henry Wu as the Systems and Data Strategy Track Manager for Accenture. Ms. Turner reminded ESC members that risks and issues with a high probability/impact will be shared with ESC members through monthly status reporting.

Ms. Turner shared the spend plan as of February 16, 2021. It reflects the latest release. The Project plans to request one final release for the fiscal year. A line item was added to the spend plan for software maintenance to show the Oracle license that transferred from Accenture to the State. Due to the timing of the Oracle license transfer, Amendment 4 will shift a portion of the

funds allocated for the software maintenance to be paid to Oracle, to be paid to Accenture who made an additional payment on behalf of the Department, covering maintenance through January 29, 2021. This will result in an increase to the Software and System Integrator (SSI) contract and reduction to the software maintenance line item with no net cost difference for the Project for the fiscal year. Additional changes planned for Amendment 4 includes the identification of a new help desk tool, Service Now, and changing the Department Contract Manager. Mrs. Renee Hermeling asked for the reason to change the contract manager. Mr. Fennell spoke to the substantial duties and time commitment of the contract manager. By dedicating a separate resource to this role, Ms. Turner would able her to focus more on her role as Project Director for upcoming implementation activities.

Ms. Turner reminded the members Solution Components were discussed during Amendment 3 cost changes and they are part of the SSI contract to address unforeseen items that are needed for implementation or production support. The remaining balance at the end of a fiscal year will be available for the next fiscal year with an outstanding amount returning to State at end of the contract. Solution Components can be used for changes agreed upon through contract amendments or a Project Change Request (PCR). Ms. Turner discussed the fiscal detail of the Solution Components detailing the beginning balance, amount used to date, planned use, and the current balance. She shared an example of Solution Components used for PCR69 as well as a graph showing a trend line for the Solution Component balance by fiscal year.

Ms. Turner said the Project team was continuing to progress through the Fiscal Year Objectives. She then turned her attention to the CMS Wave timeline and Project updates. Introducing the collaboration between Florida Highway Safety and Motor Vehicles (FLSMV) and the Department of Financial Services, Division of Treasury, Ms. Turner asked Ms. Tanya McCarty to share the importance of positive pay. Ms. Tanya McCarty described positive pay as the process of validating checks as they are cashed. The Division of Treasury is working with FLHSMV to get their largest consolidated revolving fund (CRA) onto positive pay. CRA is an external bank account that allows an agency to make immediate payments that cannot be issued from FLAIR. The benefits of positive pay are to reduce fraud on the account and give control to agencies. DFS has a long-term strategic goal to work with remaining agencies to get this implemented.

Mr. Matt Cole, Deputy Project Director with Accenture, gave an update on testing and deployment planning. Interface testing cycle 2 is in progress. Individual interface testing is not yet complete as planned due to system investigation requests (SIR) taking longer than expected to resolve. The testing schedule includes two weeks of scheduled contingency that will be used. The Project team will continue to work with interface partners to understand the data and make updates to interface programs as needed. Mr. Fennell shared the progress of interface testing was not where he thought it should be and asked the Project Team to share weekly updates on cycle 2 testing progress in preparation for the Go/No-Go Decision in March. Mr. Cole shared an update on Issues 25 and 26. For both issues, the analysis, design, and build work is complete. The testing is in progress and aligns with the cycle 2 testing schedule. Ms. Darinda McLaughlin asked if the Project team can include the DEP change champion network on communications about interface testing, to which Mr. Cole said, yes.

Security Access Managers (SAM)s will support agency end user access in production and during User Acceptance Testing (UAT). They have been asked to sign and return a SAM Acknowledgment Form to recognize the responsibilities of the role. In February, Florida PALM

published their first training by providing an online course for SAMs. To date, 50 of 62 SAMS from 30 of 34 agencies have completed. Feedback on the training was 85% good-to-excellent. Ms. Hermeling shared her team had an opportunity to review other CMS Wave trainings that will be available in the spring. She said it was a great view into Florida PALM operations and believes end users will be comfortable operating the system after completing the training. Mr. Cole continued to discuss SAM activities by explaining their progression through identity access management (IAM) Functional Testing which gives them a hands-on opportunity to apply their training in the Florida PALM IAM tool. SAMs will assist their agency's participants by granting additional access, as required, to complete UAT. A total of 76 individuals have been identified to participate in UAT. They will use a test environment, using their actual production credentials. Mr. Cole reminded the members of the upcoming Go/No-Go Decision in March to assess the readiness to begin UAT. Mr. Cole showed the status of the deliverables scheduled for competition prior to the ESC Decision in March.

Mr. Cole shared an update on deployment planning. Deployment activities will be described as pre-cutover, cutover, and post-cutover. Cutover is planned for July 1-5, 2021 with go-live on July 6, 2021. He briefly highlighted a few activities within each cutover category. A Ready to Deploy Go/No-Go Decision is planned during the pre-cutover. The cutover activities occur when FLAIR and CMS are down, following as closely as possible to the current system down time at year end. Mr. Cole mentioned the Project is working on processes for financial activities during the cutover time. Post-cutover includes production support activities. Mr. Cox asked if the Ready to Deploy Go/No-Go Decision in June is based off the successful completion of UAT. Mr. Cole said the completion of UAT is one of several elements for the Ready to Deploy decision. Mr. Cox wanted confirmation that payroll would be discussed and planned for during cutover time period. Mr. Cole said that it would and will follow up with Mr. Cox. Continuing deployment updates, Mr. Cole discussed the development of six assessments leading to go-live that will help the evaluation of the Ready to Deploy Go/No-Go Decision. The assessment will provide the status on the conditions to be met to begin deployment activities. Deployment readiness status will be shared with the ESC. Mr. Cox asked about a contingency plan if cutover takes longer than planned. Mr. Cole said the Project team is planning for contingency now and more information will be shared with the ESC.

Shifting into the Central Wave activities, Ms. Turner shared the Central Wave timeline. Through collaboration, status reports, and communications, the Project team noticed a strong focus on CMS Wave activities with less attention from agencies and partners given to Central Wave activities. Ms. Turner shared the importance of those Central Wave activities so the Project can share feedback with ESC. To assist agencies, the Project team is releasing a new Master Readiness Workplan (MRW) task for those interfacing with Florida PALM, requesting the development of a Central Wave timeline for their interface design and build work in preparation for Interface Testing planned in August 2021. Providing an update on the Central Wave activities, Ms. Turner noted the Central Wave Business Process Models were shared with agencies in July 2020. Change Impact materials and Office Hours will be provided to agencies in March 2021. Central Wave Interface Office Hours were provided in February 2021. An additional Central Wave Office Hours will be provided in March 2021. The Project's engagement with OIT has increased. The retirement of FLAIR will require detailed planning and coordination.

Ms. Turner shared the deliverables scheduled for completion for the upcoming Go/No-Go Decision for Ready for Conversion Testing. The Project does not anticipate significant agency

involvement in Conversion Testing; however, it may be needed if data cleanup activities are identified.

Ms. Turner shared the Departmental Wave timeline. Updates to the Standardized Business Process Models originally approved by the ESC were shared with agencies in preparation for the Office Hours in March. Following collaboration with agencies, the updates will be brought to the ESC for a Decision. During the summer, interface and conversion layouts will be shared. This timing is intended to support Legislative Budget Request (LBR) submissions.

Mr. Tony Lloyd discussed the joint initiative between the Department of Children (DCF) and Families and the Project Team to review the Florida PALM grants reporting module. Sharing the presentation with Matthew Christovich, DCF Project Manager, they discussed the formation of a Grants Reporting Lifecycle Workgroup to review the timing of the requirements for grants reporting currently scheduled for the Departmental Wave and in Phase 2. The workgroup will be made up of select agencies who rely on grant funding and will meet for six weeks. DCF is helping to lead the initiative and their goal is to eliminate the need to remediate agency business systems, while potentially helping other agencies with similar scenarios. At the conclusion of the workgroup, a summary and recommendation for the timing to implement the Florida PALM grant requirements will be presented to the ESC. Mr. Fennell thanked DCF for their discussion and workgroup. Mr. Christovich also thanked the Project team in their willingness and responsiveness to support and assist in co-chairing the workgroup. Concluding Departmental Wave updates, Ms. Turner shared the deliverables scheduled for the Go/No-Go Decision planned for Ready to Start RICEFW Build.

Ms. Turner reviewed readiness activities. A virtual Town hall was held in February where more than 150 participants attended, and 22 agencies were represented. The Feedback Questionnaire is complete, and responses are being reviewed. A summary will be shared at the next ESC meeting. Some follow up is required. For example, Ms. Turner noted 100% of agencies state their agency status report accurately reflects planned connections to Florida PALM. The Project team does not see the consistency with those responses. Ms. Turner reiterated the SAM training that was provided in February and mentioned the importance of an agency's identify provider for end users accessing Florida PALM. As an agency prepares for go-live, they should prepare appropriately to maintain the connection Florida PALM has with each agency's identify provider so to not disrupt end user access to Florida PALM. There are two MRW updates that will release in March and April. The next Agency Internal Readiness Indicators Survey is planned to distribute in April, so resulting information can be shared with the ESC in May. The third and final Readiness Assessment Survey will be sent in March. It gauges the commitment of end users and CCN members throughout a wave. Based on feedback from agencies, these surveys will not continue in future waves. The Project team plans to gauge commitment through other methods. The Project published a Crosswalk Value Report on the website. It lists statewide FLAIR value to the corresponding Florida PALM values for the CMS Wave. Ms. Robin Naitove asked how to get information on the Grants Reporting Workgroup. Mr. Christovich offered to add her to the workgroup meeting invites. Mr. Turner shared virtual posters agencies created as part of the Town Hall to promote Florida PALM in a unique way to their agency.

Ms. Danielle Alvarez, an Accenture team member with a background in security compliance and audit, discussed planned security for Florida PALM. The Project has a defense in-depth approach, meaning security is built at every layer with monitoring, alerts, and response capability. Penetration Testing was conducted to validate the security design worked as intended. An

external third party conducted an assessment of relevant controls for the security framework to make sure it is aligned with the National Institute of Standards and Technology. The Project continues to collaborate with Florida Digital Service and agencies to make sure Florida PALM will work as intended.

Independent Verification and Validation (IV&V) Assessment: Mr. Mark Fairbank (ISG)
Mr. Mark Fairbank gave an assessment for the month of January. He reported an overall green status for the Project based on the 15 metrics identified for IV&V reviews. One item is in yellow status that pertains to Project time management. They are monitoring Issues 25 and 26 and the tightening schedule for resolution planned to be completed by UAT completion. The Project team continues to produce readiness materials to supplement agency tasks with the goals to help them absorb new information and new terminology. There is a slight misalignment seen in agency status reports. The Project team is evaluating those trends in a proactive way.

Upcoming: Ms. Melissa Turner (DFS)
Ms. Turner briefly discussed upcoming activities by 30 days, 90 days, and six months.

Next Meeting: Ms. Melissa Turner (DFS)
The next meeting is scheduled for March 24, 2021. The meeting will be planned as virtual. However, if there is a change, a physical location will be communicated. The meeting adjourned at 3:31 p.m.