

Date	12/11/2024	Time	2:00 – 4:00 p.m.
Location	Department of Financial Services, Division of Workers' Compensation		
Objective	Executive Steering Committee Meeting Minutes		
Committee Members	Jason Adank (DOT); Steven Fielder, Chair (DFS); Sally Huggins (DBPR); Mike Jones (EOG); Matt Kirkland (DOE); Tony Lloyd (DMS); Tanya Maphis (FWC); Angie Martin (DFS); Mark Merry (DFS); Jennifer Pelham (DFS); Warren Sponholtz (FL[DS]); Shannon Segers (DOR); Christina Smith (EOG); Lynn Smith (AHCA); Brandon Spencer (DMS); Martin Stevens (DEP); Scott Stewart (DFS); Scott Ward (AHCA)		
Speakers	Matthew Breeding (DFS); Keenan Bynum (PCG); Jimmy Cox (DFS); Sarah Crouch (PCG); Steven Fielder (DFS); John Gunnufsen (PCG); Michelle McGinley (Accenture); Stacey Terry (Accenture); Tommy Werner (DFS)		
Materials	Meeting Presentation PCR122: Cost Collection and Physical Inventory Customizations PCR123: Automate Clearwater Error Tagging Amendment 11		

Meeting Recording

The meeting can be viewed on: <https://myfloridacfo.com/floridapalm/oversight>.

Opening Remarks and Roll Call

Steven Fielder, Chair

Mr. Steven Fielder called the meeting to order at 2:00 p.m. with a roll call of the Executive Steering Committee (Committee) members. Fourteen members were present for the meeting.

Presentation

Project Change Requests and Amendment 11; Matthew Breeding, Jimmy Cox, Sarah Crouch, Steven Fielder, Deana Metcalf, Jennifer Pelham

Project Change Request (PCR) 122 – Cost Collection and Physical Inventory Customizations was presented to the Committee. Ms. Deana Metcalf reviewed the enhancement and cost for ‘cost collection’ customization and Mr. Matthew Breeding reviewed the enhancement and cost for the ‘physical inventory’ customization. Ms. Jennifer Pelham presented PCR 123 – Automate Clearwater Error Tagging. which is a production enhancement. It is requested that General Ledger Extension GLE009 be updated to automate a manual process to reduce errors.

Ms. Sarah Crouch was asked to give the Independent Verification and Validation (IV&V) assessment of the PCRs. Ms. Crouch said the IV&V team found the PCRs and Amendment 11 to be reasonable. She noted that PCRs may increase the Build timeframe and the Committee should keep that in mind when reviewing PCRs for approval.

The Committee asked the IV&V team and the Project questions about the expected impact PCRs have on Build, as well as maintenance costs in production. PCR 122 will have minor impacts to the Build schedule, while (previously approved) PCR 121 may be more impactful. However, Build items from PCRs should be available to test by agencies (via UAT) by July. There are no additional maintenance costs incurred from the PCRs.

Ms. Christina Smith asked for more details on the impact to the testing schedule when proposing PCRs and Amendments. Mr. Cox agreed to add additional details on the impact to the schedule for future PCRs moving forward. Mr. Cox reminded the Committee that a simplified Amendment document was created and worked through between the Department and Accenture so that PCRs, after Amendment 10, could be quickly ratified into the contract as part of the PCR review and approval process. This will allow Build and Test activities to keep moving without experience delays for new enhancements.

Mr. Cox asked the Committee if they had questions or wanted to review specific Amendment Attachments. Mr. Cox said PCR 122 and 123 will be paid through the current budget, and the fiscal year budget request for 2025-2026 was increased to cover (previously approved) PCR 121. With no questions and no public comment, Mr. Fielder moved to a voting action for the two PCRs and Amendment 11. PCR 122, PCR 123, and Amendment 11 were unanimously approved by the Committee.

Budget, Risks & Issues, Schedule; Tommy Werner

Mr. Tommy Werner gave an update on the Florida PALM Spend Plan for FY 24-25 with a detailed breakdown of expense categories. Mr. Werner shared that no new Project Risks or Issues were opened or closed since the previous meeting. Mr. Werner then highlighted the Project Schedule's critical path items that are "in progress" or "completed" for two of the seven Stage Gates. Ms. Smith asked to see greater detail for the critical path items that are in progress. She suggested including projected-to-actual dates to better understand the status. Mr. Cox stated that for Stage Gate 3, conversions were behind, and build was significantly behind. Additionally, Mr. Cox agreed that additional details should be included and said the Project had already been discussing what this would look like and that more detail for the status of the related items will be presented beginning in January 2025.

Independent Verification and Validation; Keenan Bynum, Sarah Crouch, John Gunnufsen

Mr. Keenan Bynum discussed the IV&V's team Risk Rating, noting it was raised to High in October and remains High in November. The IV&V team will further discuss their Findings that factor into the Risk Rating.

Ms. Sarah Crouch updated the Committee on the format for future IV&V monthly assessment reports; there will be an additional focus on agency-specific reporting. IV&V will no longer report on Organization Change Management (OCM) holistically, but instead report findings for agencies and the Project separately, based on their one-on-one research with representative groups of agencies.

Ms. Crouch shared two new Findings as preliminary concerns. Finding 16 was created due to the compounding delays in Mock Conversion 0 and 1 that led to a compressed timeline for Mock Conversion 2 which may cause impact to Interface Testing and Stage Gate 3 timing. Finding 17 was created due to the overlap in timing of UAT, training activities, and year end closure (YEC) activities which may cause resource constraints and impact training materials development. The Committee asked what they get to do about the compressed schedule. Ms. Crouch stated that agencies should be opening and managing risks based on the impact to their readiness and remediation. She also offered for Committee members to reach out to IV&V to have one-on-one discussions.

The Committee agreed with Finding 17 and questioned the effectiveness of Testing with the delay for critical Build items. The Committee asked the IV&V team the criteria for a preliminary concern

increasing to a risk. Ms. Crouch said the team monitors several resources including interviews and documented challenges from agencies, among other factors. Ms. Smith requested the IV&V presentations include mitigations to preliminary concerns or risks in future meetings and monthly assessment reports. Ms. Smith also noted that the Committee was very concerned about protecting UAT to ensure agencies have sufficient time and that if that was at risk the Committee was willing to have that conversation, but that UAT must be protected.

Mr. John Gunnufsen discussed Finding 14; delays to Build could impact the completion of System Testing and start of UAT. Build Segment III remains behind schedule and Segment IV is projected to be nine-weeks behind schedule while also overlapping the final cycle of System Testing. Segment IV is projected to complete two weeks prior to the start of UAT. IV&V marked this as a significant risk. Finding 15; high failure rate for RICEFW-related test scripts may impact Stage Gate 3. The majority of failures were due to 'code defect'. High priority System Investigation Requests (SIR)s are being resolved quickly; however, resource constraints may impact remaining Build or slow the resolution of SIRs.

The Committee asked the IV&V team to list their indicators for recommending a change to the implementation timeline. Mr. Gunnufsen said the contractual criteria for Stage Gate 3 is to have 90 percent of System Testing and Development complete which may still be possible for the Project to meet. He also listed three options for the timeline the Project may face if delays continue; 1) Begin UAT with system instability, 2) Delay/shorten UAT and keep the go-live date, or 3) Delay UAT and delay go-live. IV&V can project if they think the Project will not meet the criteria but ultimately it is the decision of the Committee to proceed with Stage Gate 3 or not. Mr. Warren Sponholtz asked if there was a viable path moving forward on the current timeline (e.g., 'crash the schedule'). Mr. Gunnufsen said it depends on availability of agency and Project resources. He was unable to say when the Project/Committee should make that decision. The Committee asked for IV&V's assessment of when they thought Build would complete to which Mr. Gunnufsen said they will continue to assess using a mathematical equation to find trends in their pace or reviews.

Ms. Crouch discussed the mock conversion and interface testing activities, sharing the progress, completions, and resolution status for Mock 0 and 1. Connectivity Testing for 98 percent of interfaces is complete. System Testing continues to see a high initial fail rate (Finding 15). The overlap between development activities and resolving SIRs may further impact current delays to Build and System Testing and could impact the quality of the testing and ultimately the UAT environment when agencies begin their testing.

The Committee discussed conducting effective UAT without agency training. Ms. Crouch explained the Project cannot train agencies on their specific business processes and procedures and that it is best for agencies to train their end users. The Project will give generic system training as well as guide agencies through the system during UAT Project-hosted sessions. Then, agencies will be able to test their agency-unique business processes in UAT. Ms. Angie Robertson further explained that all agencies were given the choice to join the Project-provided Train-the-Trainer (TTT) program. Few agencies elected to join. Most agencies did not feel the TTT program would benefit their agency beyond the Project-provided training and UAT experience. IV&V recommended the Project put forth a Decision to remove the TTT program and to communicate with agencies.

Ms. Crouch discussed their observations of Organizational Change Management and Agency Readiness Activities. Delays to Build have impacted the development of UAT and training materials (Finding 17). While they have concern about the condensed training timeline and the overlap between training, UAT, and YEC activities, the Readiness team is engaged and

proactively supporting agencies. Ms. Crouch previously mentioned the IV&V team has begun conducting outreach with a representative group of agencies. IV&V has concerns with agencies understanding/completing interface tasks and their overall ability to manage workload.

Implementation; Michelle McGinley, Stacey Terry

Ms. Michelle McGinley, Managing Director for Accenture, recognized the current timeline based off Amendment 8 and compared it with the current Project timeline, showing the elongated Build phase. Ms. Stacey Terry reported on Build Segment III; 32 drafts remain pending for review, revisions, and approval. She discussed the targeted activities by Accenture include weekend work, on- and off-shore resource schedule adjustments and working more efficiently on design dispositions. Ms. Terry shared the preparation activities for Build Segment IV. In addition to the targeted activities to quicken the pace for Build, Accenture hired an additional 20 senior developers with key skill sets and has changed their approach to conducting Build.

The Committee asked questions about the developer's onboarding and effective contribution and reviews by Accenture and the State. Ms. McGinley said Accenture needs to execute the Build plan and support the review and System Test. Mr. Sponholtz asked what else is not getting done because of the Build delays and if the Project would be able to make up ground. Ms. Terry explained the resource staffing and that everyone was working to keep everything moving. Ms. Terry said it would be in January before they would know if the current plan is working. Ms. Smith asked for additional clarity on the impact to the schedule and whether the planned mitigation approaches will solve the timing issue. Mr. Cox stated he does not feel adding developers will mitigate the delays to build or the downstream activities because Build Segment III will finish when Build Segment IV is scheduled to finish which means we are a Build segment behind.

Ms. Terry then reviewed the Data Warehouse/Business Intelligence (DW/BI) activities, noting Build Segment I is complete, and Build Segment II has begun and is on schedule. Segment III is scheduled to begin in March 2025. The Committee asked about the nature of the limitations with the DW/BI and agencies having a direct connection to the database, similar to the capabilities today to the FLAIR Information Warehouse. Mr. Cox shared that he is awaiting a thorough analysis from Accenture to describe the limitations.

The testing timeline has not changed. System Test Execution Segment I completed on time with a 95 percent pass rate with zero open critical or high SIRs. System Test Execution Segment II started on time with Build Segment III items that are approved.

Ms. Terry explained the Mock Conversion code structure and the status of the phases:

- Mock Conversion "A" – Agency Financials
 - complete
- Mock Conversion "B" – Payroll
 - progressing
- Mock Conversion "1" – focused on getting Finances and Payroll data into the system
- Mock Conversion "2" – focused on interfaces
 - Financials has begun
 - Payroll will begin after Mock 1 closes and data is provided by enterprise partners
- Mock Conversion "3" – focused on getting data ready for UAT

Ms. McGinley noted three 'key asks' of agencies, noting the importance each task listed has on the Project's ability to remain on time.

Conclusion, Steven Fielder

Mr. Fielder asked the Committee to review the Bimonthly Agency Readiness Status Reports and think about how it is helpful for them; should the report be updated to include or exclude information that's helpful for the Committee to better understand the readiness of agencies. The Committee will be sent an email for response to Mr. Fielder's request.

Mr. Fielder shared a summary from the Agency Sponsor Summit, held December 4, 2024. He shared the concern among most agencies is their readiness amongst the current schedule. He then reviewed the Committee requests for future meetings:

- IV&V to provide more information about criteria for their assessment of the Risks
- IV&V team to include recommendations for preliminary concerns or Risks
- The Project to share an update of the unprojected appropriation for the remainder of the fiscal year
- The Project to include greater detail on the 'progress' of critical Stage Gate items
- Accenture to share a report on staffing in January

Mr. Fielder asked if the Committee had further requests and the Committee responded:

- Report if the changes the Project and Accenture are making are working and, if not, what actions need to be taken
- More detail on the IV&V reported SPI number on their monthly assessment

Next Meeting and Adjournment

Steven Fielder, Chair

The meeting was adjourned at 4:50 p.m. The next meeting is scheduled for January 22, 2025, at the Department of Transportation.