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| Date | 10/28/2020 | Time | 2:00 – 4:00 p.m. |
| Location | Virtual Meeting | | |
| Objective | October 28, 2020 Executive Steering Committee Meeting Minutes | | |
| Attendees | <p>Executive Steering Committee: Scott Fennell, Chair (DFS); Carlton Bassett (DFS); Jimmy Cox (DMS); Laurie Grasel (EOG); Renee Hermeling (DFS); Rosalyn (Rez) 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)</p> <p>Speakers: Matt Cole (Accenture); Mark Fairbank (ISG); Scott Fennell (DFS); Deana Metcalf (DFS); 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"> • October 28, 2020 Executive Steering Committee Presentation | | |
| Action Items | <ul style="list-style-type: none"> • Ready to Start Interface and Conversion Testing Go/No-Go Decision • Ready to Start RICEFW Build Go/No-Go Decision | | |

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 15 members were present, providing a quorum. Mr. Fennell thanked the ESC members for their attendance and shared as a part of the meeting they will vote on two Go/No-Go Decisions and discuss Project updates.

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

Ms. Turner shared an update on Project risks and issues. Since the last ESC meeting, no new issues were logged or closed, and one issue remains open. Ms. Turner reminded the members the Issue 24 mitigation plan for functional designs and downstream delays was previously shared in the September ESC meeting. One risk remains open and three new risks were logged:

- Risk 221, the Central Wave timeline and Central Wave work for MFMP build alignment, is being mitigated. Ms. Turner shared the Project team will continue to meet with the Department of Management Services (DMS) leadership to mitigate the risk. Ms. Turner read a statement prepared by Ms. Rosalyn Ingram, who was unable to attend the ESC

meeting, and conveyed Ms. Ingram does not anticipate problems with Central Wave implementation and DMS will continue to monitor as the Project approaches the Go/NoGo Decision in the summer of 2021 for Central Wave Interface Testing.

- Risk 223, availability of investment data for Mock 2 Conversion testing, is being mitigated; the Project team is pursuing an alternative schedule for interface and conversion testing. This will not impact agency work.
- Risk 224, timing of the ESC approval for the Central Wave RICEFW Go/No-Go Decision and Amendment 3 execution, is being mitigated. The Decision has three associated deliverables that have been completed. ESC members received these deliverables prior to the ESC meeting.
- Risk 225, committed Project work that may be defined or modified by Amendment 3, is being mitigated.

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 shared the spend plan as of September 30, 2020. Following the approval of Amendment 3, the Project team will update the spend plan and pursue the next budget release. Ms. Turner shared Amendment 3 updates. She reminded the members the amendment is the result of implementing a revised implementation approach, discussed as a group in January 2020. Impacts of the revised approach were split across two amendments. Amendment 2 impacted the prior fiscal year and has been finalized with no cost impact. Amendment 3 includes the cost impacts for the current fiscal year through the remainder of the Software and System Integrator (SSI) contract. The focus of Amendment 3 is the team that will design, build, and support Florida PALM through progressive implementations. Amendment 3 recognizes the additional work the revised implementation plan requires, such as additional business process models, temporary interfaces, and testing. An analysis of Payroll functionality is needed to identify impacts due to the implementation timing shift ahead of the Departmental Wave. There was an opportunity for the Project to transition a set of project management and organizational change management activities to the Department; this transition began in August 2020 with a plan to continue transition through September 2021.

Mr. Fennell shared the Project anticipates a cost increase with Amendment 3. He said they are reallocating appropriations for the current fiscal year but plan to use the Legislative Budget Request process to address additional costs for future fiscal years. Florida PALM will now directly pay Oracle for the software license. While Amendment 3 represent an overall increase in Project cost, the value of the contract with Accenture is decreasing. Mr. Fennell proposed the ESC members review and vote on Amendment 3 cost changes and asked for an additional meeting, proposing November 10.

Ms. Renee Hermeling asked if the Project has enough staff to transition activities to the Department. Mr. Fennell said we have the staff necessary for transition. Ms. Robin Naitove asked if the Project would provide the cost analysis and adjustments prior to the November meeting, to which Mr. Fennell said yes, the spend line items will be provided. Ms. Naitove asked about the impact on the progression of work and schedule if Amendment 3 approval is delayed. Mr. Fennell said there currently is no impact to the timeline but if the Amendment is not executed it could cause delays. Ms. Laurie Grasel asked for confirmation if the Central Wave Go/No-Go Decision

would not be impacted if Amendment 3 costs were not approved. Ms. Turner said any ESC feedback to the proposed cost increase for Amendment 3 would be applied to future deliverables (not those that are associated with the Go/No-Go Decision). Ms. Darinda McLaughlin asked how Amendment 3 changes the Project timeline. Mr. Fennell reminded the members there is no additional shift in the Project timeline; Amendment 3 aligns Project work to the revised implementation timeline the ESC reviewed in January 2020 and approved through a PCR in July 2020. Ms. Naitove inquired about the timing of deliverables and Amendment 3 execution. Mr. Fennell said the deliverables associated to the Go/No-Go Decision would not be impacted by the timing of the Amendment 3 execution. Any ESC feedback to the costs associated with Amendment 3 would be applied to future work. Ms. Turner said the scope of the Project remains the same and confirmed the execution of Amendment 3 aligns with the previous ESC vote to align Project activities to the implementation approach.

Ms. Turner then reviewed the fiscal year objectives, briefly discussing the objectives in progress. Two objectives were completed, and one showed a suggested name update. She then shared the CMS Wave timeline and a six-month look-ahead timeline displaying CMS Wave, Central Wave, and Departmental side-by-side activities.

In preparation for the ESC voting action, Ms. Turner discussed the Ready for Interface and Conversion Testing Go/No-Go Decision deliverable components and asked if members had questions and gave an opportunity to discuss any in detail. Following, Ms. Turner shared the planned interfaces for the CMS Wave by agency, third parties, and the respective number of outbound and inbound interfaces. Mr. Fennell reached out to the Department of Economic Opportunity, the Department of Health and the Department of Agriculture and Consumer Services, as interfacing agencies that are not represented on the ESC, to confirm their readiness for interface testing in November, to which they said they were ready. Ms. Turner then addressed the interfacing agency members represented on the ESC, asking DCF, DOR, and DEP their perspective on testing readiness. Mr. Tony Lloyd feels good about CMS Wave interface and has begun to focus on Central Wave interfaces. Ms. McLaughlin conveyed the Project information shared with DEP has been helpful in assessing their interface needs. Ms. Maria Johnson was happy to report their interface preparation is progressing well.

Mr. Matt Cole gave an update on the progress of creating CMS Wave functional designs. He noted the designs are complete for all Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW). The build progress for the CMS Wave is progressing on target. The only outstanding items are reports. Mr. Cole then shared that system testing is progressing on schedule and is receiving expected results. The Project concluded system test cycles 3 and 4 and has begun cycle 5. The Project is ready for conversion testing. With the exception of Bloomberg, CMS Wave data is available through DFS; therefore, the Project team did have to wait on agencies or other entities to provide data for Mock 1 Conversion Testing. The Project achieved better than expected results with Mock 1 Conversion Testing. Mr. Cole said they identified a few updates to the COA Crosswalk during their testing. Mr. Cole then shared additional updates on CMS Wave activities, sharing the configuration workbooks were sent to agencies asking for their bank accounts information. The Project also shared testing details with applicable agencies in preparation for their interface testing in November that included scenarios and a schedule. A public attendee from DCF asked Mr. Cole if agencies could receive the COA Crosswalk. Mr. Cole said yes, the Project team would make it available for agencies. Mr. Ryan Nolan asked a clarifying

question about configuration testing errors to which Mr. Cole addressed missing COA values and the testing of actual data.

Shifting to discuss Central Wave activities, Ms. Turner showed the Central Wave activities timeline through 2022 Central Wave go-live. Ms. Turner recognized the three deliverables relevant to the Go/No-Go for RICEFW build. Ms. Deana Metcalf continued the Central Wave update. Ms. Metcalf shared the Interface and Conversion Workshop was held October 1 with 170 participants representing 32 agencies. Included in the workshop, a data management activity was shared by Department of Financial Services (DFS), Accounting and Auditing (A&A), to discuss the importance of data cleansing before each wave implementation. DFS A&A is leading the data cleansing activities with agencies. Ms. Metcalf shared the individual counts for the Central Wave RICEFW components. The Project team shared an interface catalog and Central Wave interface layouts with agencies. Agencies submitted a connection inventory for Central Wave, and internal functional designs have begun. Lastly, Ms. Metcalf shared a new type of communication the Project began sharing with agencies. These are intended to be visual triggers to get attention to specific materials and help communicate key messages (like the COA is changing).

Ms. Turner shared the Project recently hosted a virtual town hall with 110 participated from 30 agencies. The team hosted Training Liaison Preparation Office Hours, as well as Identify and Access Management Office Hours.

Independent Verification and Validation (IV&V) Assessment: Mr. Mark Fairbank (ISG) Mr. Mark Fairbank gave an assessment for the month of September. He reported an overall green status for the Project based on the 15 metrics identified for IV&V reviews. One item remains in yellow status that pertains to time management and scheduling.

Additional observations included a risk associated with parallel implementations across multiple waves over multiple years. As part of their ongoing assessment, IV&V occasionally revisits the diagnoses used to assess and make decisions on Project ASPIRE and compare them with what is observable in the Florida PALM Project. Mr. Fairbank shared the Project continues to be detailed planners. He discussed the positive observations such as, well-working governance, strong scope control with minimal customizations, detailed and closely managed schedule, and progressive incorporation of best practices, professionalism, and committed work.

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 CMS Wave Ready for Interface and Conversion Testing Go/No-Go Decision. The ESC members unanimously voted for the approval of the Go/No-Go Decision. Mr. Fennell then proceeded to vote to approve the Central Wave Ready to Start RICEFW Build Go/No-Go Decision. The ESC members unanimously voted for the approval of the Go/No-Go Decision.

Upcoming: Ms. Melissa Turner (DFS)

Ms. Turner gave an update on upcoming activities by 30 days, 90 days, and six months, briefly discussing each one. The activities represented CMS Wave, Central Wave, and non-specific wave activities.

Next Meeting: Ms. Melissa Turner (DFS)

The next meeting is scheduled for November 10, 2020 to discuss and vote on Amendment 3 cost changes. The meeting will be planned as virtual. However, if there is a change, a physical location will be communicated. The meeting adjourned at 3:36 p.m.