

Date	06/08/2016	Time	1 p.m.
Location	Department of Revenue Building 2, Room 1250 2450 Shumard Oak Boulevard Tallahassee, Florida 32399		
Objective	June 2016 Florida PALM Executive Steering Committee Meeting		
Attendees	<p>Executive Steering Committee (ESC) Members*: Robert (Budd) Kneip (DFS), Chair; Tanner Collins (DFS); David DiSalvo (DMS); Rosalyn (Roz) Ingram (DMS); Maria Johnson (DOR); Mike Jones (EOG); Cynthia Kelly (EOG); Robin Kinsey (DFS); Rachael Lieblick (DFS); Angie Martin (DFS); Kimberly McMurray (DCF); Robin Naitove (FDOT); Jennifer Reeves Foster (DFS); Danta White (DFS); Bob Wilson (DEP)</p> <p>Invited Speakers: Eric Adair (DFS); Danielle Kosberg (DFS); Drew Parker (DFS); Angie Robertson (DFS); Melissa Turner (DFS)</p> <p><i>*Members who were unable to attend are reflected with strikethrough text.</i></p>		
Attachments/ Related Documents	<ul style="list-style-type: none"> • Presentation for June 2016 Executive Steering Committee Meeting • May 2016 Executive Steering Committee Meeting Minutes 		
Action Items	<ul style="list-style-type: none"> • The Project will provide the ESC with a list of Requirements Review Agency Coordinators, and a list of agency personnel who participated in Workgroups, Workshops, and Office Hours. • The Project will provide the ESC with Cycle 2 and Cycle 3 Business Requirements in July 2016 for review. 		

Roll Call and Opening Remarks: Facilitated by Robert (Budd) Kneip, DFS, Chair

Chair Kneip called the meeting to order at 1 p.m. starting with an introduction/roll call of the committee members and their agencies, as well as Project sponsors and the Department of Financial Services (DFS) staff that were present. Fourteen of the 15 members were present.

Chair Kneip welcomed all participants to the second Florida PALM ESC meeting. Chair Kneip noted there was a wonderful turnout/participation at the first meeting and DFS is grateful for the extent that the ESC has been willing and available to spend time with the Project outside of meetings. The Project Team appreciates the ESC's willingness to answer phone calls and share their perspective. This Project is iterative and ongoing, and requires constant attention and engagement.

Chair Kneip also shared DFS's appreciation of those outside of the government who have reached out to provide input. This Project is one of the most transparent actions that has occurred in the State of Florida. DFS is committed to serving as good stewards of taxpayer dollars, and transparency will increase public confidence in Project decisions and processes. The ESC

operations will emulate the legislative process for decision-making. The Project Team will give updates. If a vote is required, there will be an opportunity for public comment.

Following the May 2016 ESC meeting, the Project Team shared the Decision Log and Project Change Request Log histories with the ESC. All questions were answered and there were no requests to revisit any items.

Review of May 2016 Meeting Minutes: Facilitated by Robert (Budd) Kneip, DFS, Chair

The ESC was provided with the meeting minutes. There were no revisions or objections. The ESC was informed the [May 2016 Executive Steering Committee Meeting Minutes](#) would be posted on the Project website following the meeting.

Public Records Requests: Facilitated by Drew Parker, DFS

Mr. Parker provided clarification on the public records process noting a person making a public records request, or “the requestor,” does not need to identify him or herself and may remain anonymous. The requestor does not need to provide a purpose or reason for the public records request, and does not have to use any specific language in the request. There is no right or wrong way to submit a public records request and may be done in person or via telephone, email, mail, or fax. Any request for a document or information should be treated as a public records request.

If any ESC member receives a public records request related to the Florida PALM Project, he or she should immediately forward the request to Ms. Jen Hartsfield at Jenifer.Hartsfield@myfloridacfo.com or 850.410.9025. When forwarding the request, the ESC member should also inform Ms. Hartsfield if he or she has any records responsive to the request. Follow-up inquiries should also be forwarded to Ms. Hartsfield.

For more information about public records, please contact Chasity O’Steen at Chasity.O’Steen@myfloridacfo.com or 850.413.4132.

Florida PALM Project Update: Facilitated by Melissa Turner, DFS; Danielle Kosberg, DFS; Angie Robertson, DFS; and Eric Adair, DFS

Ms. Turner introduced the Management Team members who would be presenting with her and announced that a new Organizational Change Management (OCM) Manager is in the process of being hired and may be available to present at the next ESC meeting.

Ms. Turner explained the terms used to describe the Project budget. “Projected” means expenditures anticipated to occur for each month throughout the fiscal year. “Incurred” refers to expenditures owed, but have not been paid. Finally, “actual” means expenditures that have been paid. The budget information presented was current through the end of April 2016.

The Project Spend Plan was re-baselined in March 2016 to acknowledge that the Project will not be receiving the full appropriation this fiscal year. For Fiscal Year 2016-2017, three budget releases are anticipated: the initial release, a release following submission of Business Requirements, and a final release following submission of the Data Management Plan.

Ms. Kosberg provided an outline of the high level activities for each of the major deliverables the ESC will be asked to review and approve. There is a theme of collaboration, as the Project tries to collaborate early and often.

- **Business Requirements:** Cycle 1 and Cycle 2 are complete, and Cycle 3 will be complete in June. The Project plans to provide the ESC with Cycle 2 requirements in early July, and Cycle 3 requirements in mid- to late July for review. The intent is to obtain approval of the Business Requirements from the ESC at the August 2016 meeting.
- **Data Management Plan (DMP):** The DMP outlines the vision and plan for managing data in the Florida PALM system. The initial draft was completed in November 2015. Since then, feedback has been incorporated from the Agency State Technology (AST), DFS, Gartner, and our Independent Verification and Validation (IV&V) contractor. The Project has recently contracted with an Enterprise Architect (EA) and will be seeking feedback from the EA in creating the next draft. Next, the Project plans to recirculate the document for additional feedback from AST and DFS, as well as our Florida Financial Management Information System (FFMIS) partners, Florida Agricultural and Mechanical University (FAMU), and Florida State University (FSU). FAMU and FSU are collaboration partners that have also migrated to an Enterprise Resource Planning (ERP) system from the Florida Accounting and Information Resource (FLAIR). The Project plans to provide the ESC with the DMP in September with the intent of obtaining approval at the September 2016 meeting.

Software and System Integrator (SSI) Invitation to Negotiate (ITN): Early on, the Project contracted with a vendor for procurement support services who had helped other states write and execute procurements for financial ERPs. The Project also leveraged lessons learned from the People First ITN which contracted with two outside law firms. The Project has done the same by contracting with procurement outside counsel and ERP outside counsel. Beginning in November 2015, the Project accepted parts one and two draft components of the ITN. In March 2016, a complete draft of the ITN was submitted. Development of the draft was very collaborative, seeking information from the Project Team, DFS sponsors, and other states. Since March, the Project has updated the ITN for consistency of terms and identified areas where outside counsel should weigh in to ready the draft documentation for review. DFS sponsors will be reviewing during the month of June to provide feedback. Next, the ITN draft will go to the DFS Legal Team and DFS Purchasing Office. The Project plans to obtain input from outside counsel in August. Finally, the draft is planned to be provided to the ESC in September for a 45-day review process. More information will be distributed in preparation for ESC ITN review/discussion.

Ms. Robertson explained how process models are critical for the development of requirements. Process models and requirements were developed in collaboration with numerous agencies who participated in Workgroups and Workshops, and also submitted written questions and comments. The Project contracted with a vendor to support this effort.

The first step in the process model development was determining ten process areas, or “buckets” of functionality. Process areas were defined to represent the full lifecycle of the function, irrespective of the entity or organization or system performing the function. The ten process areas are:

- **Accounts Receivable/Billing to Receipt (ARB):** Billing and receiving payments.
- **Asset Acquisition to Disposal (A2D):** Recording, depreciating, and reporting assets.
- **Budget Preparation to Reversion (BUD):** Budget management lifecycle from request to reversion.

- Cash In-Flows to Out-Flows (CSH): Verifying deposits, reconciliation, tracking receipts and warrants, and cash reporting.
- Grant Application to Closeout (GAC): Establishing, managing, and reporting on grants.
- Payroll Hire to Separation (PAY): Financial transactions related to accounting for employee salary and benefits.
- Procurement to Payment (P2P): Purchasing and paying for good and services.
- Project Development to Closeout (PJT): Establishing, managing, and reporting on projects.
- Record to Report (R2R): Establishing ledger coding and record keeping through financial reporting.
- Treasury Measurement (TRM): Treasury functions required to manage and maintain custody of cash and investment resource.

Process models are high-level visions of future business processes describing a series of linked activities. They describe the State's objectives for implementation of Florida PALM and are supported by one or more many Business Requirements. Process models are not detailed steps that translate to requirements, step-by-step process descriptions, or procedures for how a user will accomplish a task.

Business Requirements are the expected capabilities and functionality of the system. They are the critical activities of an enterprise that must be performed to meet organizational objectives while remaining solution independent. Business Requirements are not objectives or step-by-step process descriptions, detailed specifications, or descriptions of "how" the system will perform the desired functions.

The process models represent the proposed future financial management processes for the State of Florida, including current and enhanced functionality. Activities performed by other Florida Financial Management Information Systems (LAS/PBS, MFMP, and People First) were identified as being outside the scope of the future financial management solution but recorded within the model to document the end-to-end process. This is the first time the State has documented end-to-end process models. The models include process flows and narratives, which provide graphical and textual details about the State's vision and needs. The process flows provide a graphical representation and narratives provide the textual details. Process models also contain documentation related to reporting needs, control points, integration points, and accounting events.

There are two different process model documents: Level 1 and Level 2. Level 1 process models are a high-level, end-to-end depiction of each of the 10 process areas. They were developed by the Project Team with support from 99 agency subject matter experts (SMEs) representing 17 agencies during 29 individual Level 1 Workgroup meetings. Level 1 process models were finalized in July 2015.

Level 2 process models include more detail for sub-processes within the Level 1 processes. These were developed with support from a contractor and additional agency collaboration in Workgroups and Workshops. Over 35 Level 2 Workgroups and Workshops were held, with participation from over 400 agency participants representing all agencies that use FLAIR or the Cash Management System (CMS). In addition to Workgroups and Workshops, agency feedback was submitted through a process evaluation questionnaire. The final Level 2 process model document is over 300 pages long and contains 46 process flows. In November 2015, the [Level 2 Standardized Business Process Models Version 1.0](#) were finalized. The Project Team has begun

development updates for the next version (Version 2.0) which will reflect changes to the BUD and PAY process areas. Process models will be reference material in the ITN.

The Project Team has completed multiple cycles of Business Requirements. [Cycle 1 Business Requirements](#) were developed by the Project Team with support from DFS divisions and a contractor. The contractor provided KnowledgePacks, a large database of requirements used by other states in ERP implementations. Requirements for Cycle 1 were also leveraged from Project Aspire and Level 1 and Level 2 Workgroups and Workshops. When Cycle 1 was complete, the agencies were asked to provide feedback through Workgroups, Workshops, and written feedback. Over 20 events were held, with over 140 participants representing 27 agencies. Technical staff attended Workgroup meetings to discuss the technical requirements. Agency involvement resulted in over 400 changes to requirements, 100 added requirements, and 100 deleted requirements, for a revised total of 3,438 Cycle 2 Business Requirements. The [Cycle 2 Business Requirements](#) (which do not include Budget or Payroll) were published in April 2016.

The Project Team is currently developing Cycle 3 Business Requirements that will focus on Payroll and Budget. For Payroll, Workgroups were held with the Bureau of State Payroll (BOSP) and Division of Information Systems (DIS). Payroll Workshops were held with agencies on June 1st and June 2nd to provide an overview of the information and support questions. Agency feedback was requested by June 15th. For Budget, the Project has been meeting with Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS) staff and stakeholders. Feedback provided by agencies will be considered for final updates to Cycle 3 Business Requirements in July 2016.

In July 2016, Business Requirements (including functional and technical system capabilities) will be sent to the ESC for review. The requirements will be sent in two parts: (1) Cycle 2 requirements will be sent in early July, and (2) Cycle 3 requirements will be sent in late July. ESC members may reach out to the Project Team to ask questions at any time. The July ESC meeting will provide an opportunity for the ESC to ask questions. The goal of this process is to obtain approval of Business Requirements at the August ESC meeting.

Mr. Adair described that according to The Open Group, architecture principles govern the architecture process, affecting the development, maintenance, and the use of the enterprise architecture. Architecture principles establish a vision for how architecture enables business, including agency-friendly mechanisms for producing and consuming data. Florida PALM's seven architecture principles were shared with agencies and FFMIS partners during Workgroups in fall 2015:

1. Presume Data Openness: The architecture will enable both agencies and citizens to use exposed data to build applications. If financial data can be made publicly available for consumption and re-use it should be. This principle is consistent with the Chief Financial Officer's (CFO's) mission for transparency and AST's guidance on data openness.
2. Secure Enterprise Data: The architecture must promote clear ownership of any data including how it is defined; how and where the data can be used; what mechanisms are available to access it; and what systems and users have access.
3. Centralize Core Functions and 4. Federate Non-Core Functions: The spirit of these two principles is to encourage new, innovative applications and systems versus replicating the

basic functionality of a FFMIS system. Standardized functions should be performed by the appropriate FFMIS system. Non-standard functions should be interfaced and performed by integrated agency business systems.

5. Enable Fast Decisions: The architecture must provide the freshest data possible to enable decision-making-- a contrast from the current state where data can be multiple days old due to architecture constraints. The goal is to make Florida PALM data available through real-time services, whenever possible.

6. Avoid Duplication: Architecture will emphasize utilizing existing expertise and assets to avoid duplication of effort or data. It will leverage industry standard frameworks and patterns whenever possible; avoid recreating a function or component that can be reused instead; avoid creating copies of data if it can be accessed through a service instead; and, avoid building an application from scratch when it can be rented or bought off-the-shelf.

7. Focus on Sustainability: The architecture must be designed in a way that enables maximum business agility. Sustainability affects how functionality is designed, developed, tested and deployed for end users, as well as how functionality is exposed and maintained for integration.

In summary, the architecture principles should serve as context for technical Florida PALM requirements, are a foundation for the DMP, and provide guidance for managing data in the future.

Ms. Turner shared several upcoming activities:

- Responses to the Business Systems Business Case Request for Quote (RFQ) were received on May 27th, and the Project intends to select a vendor as soon as possible so work can begin in July 2016.
- Responses to the OCM Support Services RFQ are due on June 17th.
- Cycle 3 Business Requirements will be finalized and packaged for ESC review in July and August.
- The Project Team will also be reviewing and updating the DMP. In addition, a new and improved website is coming in July. Finally, the master Project schedule is 2000 lines and continues to grow.

For more information, please see the full presentation posted on the Project website, or contact FloridaPALM@myfloridacfo.com.

In closing of the Project update, several questions were presented by the ESC:

Q: David DiSalvo: How will the ESC be informed about website updates? Is this automated?

A: Melissa Turner: The ESC will receive a communication when the new website is implemented. The Project's content release management is being further developed and operationalized. The Project Team will share this process once it is finalized. In general, the Project Team intends to be very proactive in sharing information with the ESC.

Q: David DiSalvo: What is the expectation of ESC members for providing feedback to the Business Requirements when categories are outside a person's area of expertise?

A: Melissa Turner: ESC members can work with agency staff for fact-finding purposes as long as ESC members do not discuss Business Requirements with other ESC members outside of an

ESC meeting. The Project will provide names of agency personnel who have collaborated with the Project in the past through Workgroups, Workshops, and other feedback channels.

Q: David DiSalvo: Is the ESC expected to review and provide feedback to the ITN in October?

A: Melissa Turner: Yes, the current Project schedule provides for 45 days for ESC review of ITN documentation. As mentioned previously, more information will be provided at a later time.

Q: Tanner Collins: Will the process flows be provided with the requirements?

A: Melissa Turner: Yes.

New Business/Open Discussion: Facilitated by Robert (Budd) Kneip, DFS, Chair

No new business was presented by meeting participants.

Next Meeting

Future meetings will be scheduled on the fourth Wednesday of every month unless otherwise communicated. The next ESC Meeting is scheduled for Wednesday, July 27, 2016. The time and location have yet to be determined.

The meeting was adjourned at 2:07 p.m.