EXECUTIVE STEERING COMMITTEE MEETING

DEPARTMENT OF REVENUE
BUILDING 2
SEPTEMBER 27, 2017
ROLL CALL AND OPENING REMARKS

FACILITATOR: RYAN WEST, CHAIR
Review of August 9, 2017 Meeting Minutes

Facilitator: Melissa Turner
FLORIDA PALM PROJECT UPDATE

FACILITATORS: MELISSA TURNER, CAROLYN HICKS, BRIAN WOODS
# Florida PALM Project Update

## Budget – FY 2017-18 Spend Plan

<table>
<thead>
<tr>
<th>Category</th>
<th>Projected</th>
<th>Incurred</th>
<th>Remaining Balance</th>
<th>% Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>$2,969,230.27</td>
<td>$431,553.60</td>
<td>$2,537,676.67</td>
<td>85.4%</td>
</tr>
<tr>
<td>Special Category</td>
<td>$2,289,775.03</td>
<td>$238,375.84</td>
<td>$2,051,399.19</td>
<td>89.6%</td>
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<tr>
<td>Risk Management Insurance</td>
<td>$3,304.00</td>
<td>$3,304.00</td>
<td>$0.00</td>
<td>0%</td>
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<tr>
<td>DMS Transfer</td>
<td>$16,770.00</td>
<td>$4,192.50</td>
<td>$12,577.50</td>
<td>75%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,279,079.30</td>
<td>$677,425.94</td>
<td>$4,601,653.36</td>
<td><strong>87.2%</strong></td>
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</table>
**Florida PALM Project Update**

**Budget – FY 2018-19 LBR**

### FY 2018-2019 Legislative Budget Request

<table>
<thead>
<tr>
<th>Category</th>
<th>Requested</th>
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</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>$8,920,541</td>
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<tr>
<td>Special Category</td>
<td></td>
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<tr>
<td>DDI Phase 1</td>
<td>$27,677,711</td>
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<tr>
<td>Contract Support Services</td>
<td>$1,095,494</td>
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<tr>
<td>IV&amp;V</td>
<td>$806,254</td>
</tr>
<tr>
<td><strong>Total Requested</strong></td>
<td><strong>$38,500,000</strong></td>
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</tbody>
</table>
Florida PALM Project Update

Risks and Issues

- Since the last ESC meeting, there have been no new risks or issues reported or closed.
- Risks and issues with high probability and impact will continue to be shared via monthly status reports and discussed (if necessary or as requested) with the ESC.
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Schedule – SSI ITN

Negotiation Activities (04/18/2017 – 02/20/2018)
- Appoint negotiators (08/16/2017)
- Support negotiator strategy sessions (In Progress)
- Conduct negotiations
- Make recommendation
- Post Intent to Award
- Execute contract
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Scope – Readiness Activities

- Finalized Agency Activities Timeline
- Finalized Stakeholder Terminology Standardization
- Finalized Project and Portfolio Management Tool Specifications
- Submitted for Review Accounting Entries Analysis Template
- Conducted OCM Knowledge Transfer sessions
Florida PALM Project Update
Scope – OCM Knowledge Transfer

- Objectives
  - Define Organizational Change Management and why it is critical for success
  - Understand change concepts and their impact
  - Share key elements of the OCM approach for the Project
Defining Change Management as the process, tools, and techniques to manage the people side of change from a current state to a new target state, so that the desired results of the change are achieved.
Florida PALM Project Update
Scope – OCM Knowledge Transfer

- 70% of large-scale change initiatives fail\(^1\)
- 35% average ROI when NO change management is implemented\(^1\)
- 143% average ROI when effective change management is implemented\(^1\)
- 79% of polled senior IT leaders in enterprise architecture agree OCM is impactful and essential\(^3\)
- Projects effectively applying change management were SIX times more likely to meet their project objectives\(^2\)

1 McKinsey & Company
2 Prosci
3 Gartner
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Scope – OCM Knowledge Transfer

States of change

- **Current state**: How things are done today
- **Transition state**: How to move from current to future
- **Target state**: How things will be done tomorrow
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Scope – OCM Knowledge Transfer

Agency Transition

Individuals’ Transition
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Scope – OCM Knowledge Transfer

“Everyone thinks of changing the world, but no one thinks of changing himself.”

- Leo Tolstoy
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Scope – OCM Knowledge Transfer

- Change Management Models
  - ADKAR
  - Kubler-Ross
  - Deming Cycle
  - Bridges Transition Model
  - Lewin's Model
  - Kotter's 8-Steps
  - McKinsey 7S Framework
  - Kaizen
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Scope – OCM Knowledge Transfer

Awareness
Desire
Knowledge
Ability
Reinforcement
Florida PALM Project Update

Scope – OCM Knowledge Transfer

Person A  | A | D | K | A | R
Person B  | A | D | K | A | R
Person C  | A | D | K | A | R
Person D  | A | D | K | A | R
Person E  | A | D | K | A | R
Person F  | A | D | K | A | R
Person G  | A | D | K | A | R
Person H  | A | D | K | A | R
Florida PALM Project Update

Scope – OCM Knowledge Transfer

- Prosci's 3 Phase Organizational Change Model

Prepare

Manage

Reinforce
Florida PALM Project Update
Scope – OCM Knowledge Transfer

A successful OCM approach begins with an initial focus on identifying the types of change required, determining change needs for all involved, and developing a change strategy.4

Activities include, but are not limited to:

- Prepare Pre-SSI Strategic Plan for OCM Activities
- Conduct a Stakeholder Assessment
- Create a Case for Change
- Create Agency Profiles
- Define OCM Success Measures
- Develop a Change Champion Network Strategy
Florida PALM Project Update
Scope – OCM Knowledge Transfer

As the Project proceeds, it is important to create and implement detailed plans that will help all involved navigate through the change. Activities may include:

- Coach and collaborate with Change Champions
- Execute Communication Plan
- Develop broad and customized messaging
- Develop/Refine Stakeholder Engagement approaches
- Partner with Agencies to identify functional roles and address gaps
- Prepare for training delivery
Ensuring the change is adopted and sustained will be critical for long-term Project success. Activities may include:

- Celebrate Success
- Evaluate Communication effectiveness
- Manage training completion by user group
- Provide remediation training where necessary
- Support post Go-Live success monitoring (Speed of Adoption, Utilization, Proficiency)

6 2016 Prosci Inc.
Florida PALM Project Update
Scope – OCM Knowledge Transfer

“Some people change when they see the light, others when they feel the heat.”

- Unknown
Voting Actions

Facilitator: Melissa Turner
Voting Actions

- Approval of Project Change Request (PCR) 26: Key Project Milestone Schedule Change
INDEPENDENT VERIFICATION & VALIDATION (IV&V) ASSESSMENT

FACILITATOR: BRIAN EPPIG
IV&V Assessment
Monthly Assessment – August 2017

- IV&V evaluation focused on DDI readiness
  - FY 2017-18 execution in progress
  - Significant activity across all tracks on high impact, high profile activities

Overall Pre-DDI Execution Assessment Status = **Yellow**
Delay in start of negotiations
IV&V Assessment
Upcoming Focus

- Monitoring DDI Readiness Activity progress
  - SDS
  - BPS
  - OCM
  - PMO

- Review and perform a quarterly update of the DFS Readiness Assessment
UPCOMING ACTIVITIES

FACILITATOR: MELISSA TURNER
Upcoming Activities

- Support SSI ITN
- Execute DDI readiness activities across tracks
- Complete planning for Initial Draft of Recommended Statutory Changes
NEW BUSINESS & OPEN DISCUSSION

FACILITATOR: MELISSA TURNER, CHARLES GHINI
Cloud Primer

What is the Cloud
Cloud computing is a type of Internet-based computing that provides shared computer processing resources and data to other devices on demand. It is a model for enabling ubiquitous, on-demand access to a shared pool of resources (e.g., computer networks, servers, storage, applications and services).
Cloud Primer
What is the Cloud

NIST five essential characteristics of cloud computing:
1. On-demand service
2. Broad network access
3. Resource pooling
4. Rapid elasticity
5. Measured service
Cloud Primer
What is the Cloud

Shift focus from asset ownership to service management
Cloud Primer
What is the Cloud

Examples for consumer:

- Netflix
- Dropbox
- Amazon
- Apple iCloud
Cloud Primer
What is the Cloud

Examples for State Government:

- MS Office 365
- People First Talent Management System
- Origami
- Florida Department of State

23,000 simultaneous connections

2012 Presidential Election
A public cloud is one based on the standard cloud computing model, in which a service provider makes resources, such as applications and storage, available to the general public over the Internet.
Private cloud computing is a form of cloud computing that is used by only one organization, or that ensures that an organization is completely isolated from others. Private delivers similar advantages to public cloud, including scalability and self-service.
Cloud Primer
Public vs. Private

Public Cloud
- Publicly Shared Virtualised Resources
- Supports multiple customers
- Supports connectivity over the internet
- Suited for less confidential information

VS

Private Cloud
- Privately Shared Virtualised Resources
- Cluster of dedicated customers
- Connectivity over internet, fibre and private network
- Suited for secured confidential information & core systems

FloridaPalm
Planning, Accounting, and Ledger Management
Cloud Primer

Hybrid Cloud

Hybrid cloud is a computing environment which uses a mix of on-premises, private cloud and third-party, public cloud services with orchestration between the platforms.
Multi-tenant architecture

Multi-tenancy is an architecture in which a single instance of a software application serves multiple customers. Each customer is called a tenant. Each customer shares the software application and also shares a single database. The data is tagged in the database as belonging to one customer or another, and the software is smart enough to know who the data belongs to.
A single instance of the software and all of the supporting infrastructure serves a single customer. With single tenancy, each customer has their own independent database and instance of the software. With this option, there’s essentially no sharing going on. Everyone has their own, separate from everyone else.
Cloud Primer
SaaS Model

Software as a Service (SaaS) is like a fully furnished, move-in ready rental.

- A software licensing and delivery model
- Subscription based
- Software is accessed over the internet
Cloud Primer

IaaS Model

Infrastructure as a Service (IaaS) is like an unfurnished rental.

- Virtual machines
- Storage
- Firewalls
- Load balancers
- Network devices
Cloud Primer

PaaS Model

Platform as a Service (PaaS) is like a rental with utilities and cable included.

- IaaS plus Middleware
  - Operating system
  - Development tools
  - Database management systems
  - Business intelligence tools
Cloud Primer
Considerations

<table>
<thead>
<tr>
<th></th>
<th>SaaS</th>
<th>IaaS</th>
<th>PaaS</th>
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<tbody>
<tr>
<td>Transfers risk to provider</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Allows customer to focus on core mission</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Restricts ability to customize</td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Protects against upgrade impediments</td>
<td>x</td>
<td></td>
<td>x</td>
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<tr>
<td>Frequent updates and patches</td>
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<td>Scalable computing power</td>
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<td>High availability</td>
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<td>Sustainable solution</td>
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<td>Potential for cost variability</td>
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<tr>
<td>Data Liberation</td>
<td>x</td>
<td>x</td>
<td>x</td>
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Cloud Primer
Considerations

- Proactive consideration of the Cloud
- Selection criteria and governance models
- Business impact analysis that drive Cloud decisions
- Ensuring cloud initiatives extend beyond virtualization to address access, service and resource management
- Using external cloud brokers to reduce complexity and enhance performance
- Coordination of cloud and mobile strategies
- Use in production vs. non-production environments
- Impacts to procurements
Next Meeting

Wednesday, October 25, 2017
Building 2, Room 1250
CONTACT INFORMATION

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