

# Florida Department of Financial Services Planning, Accounting, and Ledger Management Project

## IV&V Monthly Assessment Report Reporting Period February 2023

March 10, 2023

Contract: 80101507-IVV-15-1

Engagement: P0055466



**PUBLIC**  
CONSULTING GROUP

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## Executive Overview

IV&V Services Start Date	IV&V Services End Date	IV&V Reporting Period
09/03/2021	6/30/2023	2/1/23 – 2/28/23

### Project Health Summary

For February 2023, the Florida PALM Independent Verification and Validation (IV&V) Team assessed the overall health of the Florida PALM Project as remaining at Medium Risk (Yellow). Schedule Risk trended slightly upwards but remains in Yellow, Scope Risk increased to Yellow, and Resource Risk remained at Yellow.

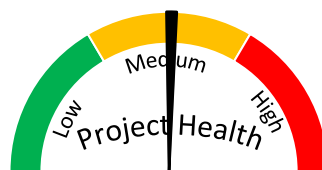
IV&V opened no new Findings in February, and no Findings remained open.

IV&V completed several reviews in February on important project documentation and processes. First was the review of Attachment 1, Statement of Work (SOW), and Attachment 6, Definitions, of Amendment 8 to the SSI Vendor Contract. A full review of these documents was conducted, the results discussed with the Florida PALM Project Team, and the review sent to the IV&V Distribution List. Questions on the Florida PALM Data Warehouse and its impact were included in this review. These documents helped illuminate several aspects of the Florida PALM Project's future, including an overall timeline and the scope of work. The Executive Steering Committee (ESC) began to review these documents the week of 2/27/23 across several sessions, although no voting actions were taken in these meetings.

The Advisory Council conducted a Requirements Review between 2/1/23 and 2/14/23. They assembled teams of Subject Matter Experts (SMEs) to review the Financials and Payroll Waves requirements. Many requirements were kept as is, but a number were recommended for change, addition, or removal.

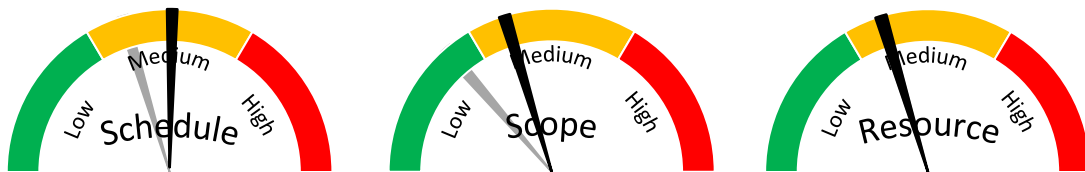
IV&V assessed several other aspects of the Florida PALM Project in February. Following the review of the Florida PALM Monthly Status Report, IV&V began reviewing the Agency Status Reports, with discussions on recommendations scheduled for March with the Florida PALM Project Team. The Readiness Workplan review was finalized, with a report containing observations and recommendations distributed on 2/24/23. User Stories were a topic of discussion with the Florida PALM Project Team in February, noting the benefits of difficulties of inclusion. IV&V also notes that proposed budgets for Fiscal Year 23-24 (FY23-24) currently include funds for Agencies to hire additional staff for Florida PALM-related work.

### Overall Risk



The Florida PALM IV&V Team assessed the overall Risk to the Florida PALM Project as remaining at Medium Risk (Yellow). Consistent with the Florida PALM Project IV&V Management Plan, the

Medium Risk rating is the possibility of a moderate impact on product quality, manageability, cost, or schedule.



### How to Interpret Risk Rating Dials

Each month, the Florida PALM IV&V Team will rate the Florida PALM Project's Risk in terms of its respective Schedule, Scope, and Resources. The dials include an intuitive Green-Yellow-Red spectrum, where Green indicates a positive status or "Low" Risk rating, Yellow represents "Medium" Risk, and Red indicates a "High" Risk rating. A black hand on the dial represents the IV&V's current monthly rating. Any grey hand on the dial shows that IV&V has changed its rating (increased or decreased) compared to the previous month.

### Schedule

The Florida PALM IV&V Team assesses the Florida PALM Project Schedule risk as increasing in the Medium Risk (Yellow) range in February. The Amendment 8 SOW provides a high-level Florida PALM Project Schedule for the Financials and Payroll Waves, and the ESC discussed the length of time allocated for certain activities such as testing. Additionally, the Florida PALM Project Director pointed out in the February ESC Meeting that there was a risk of delay in releasing SSI Vendor Contract Attachment 8, Deliverable Acceptance Criteria (DAC), and Attachment 2, Payment Schedule, in the originally planned timeframe. Although there is not currently a concern by the Florida PALM Project Team that the Amendment 8 documents will be delayed overall, it is unknown at this time whether overall Project Schedule will be adjusted should the finalization of Amendment 8 be delayed.

### Scope

The Florida PALM IV&V Team assesses the Florida PALM Project Scope risk as increasing to Medium Risk (Yellow) in February. The Advisory Council reviewed Financials and Payroll Waves requirements in February, and they will move to the ESC next for review. Of the 3,738 requirements reviewed by the Advisory Council, approximately 766 were changed in some manner, representing a potential for the 766 changes to impact the overall Schedule that was shared in the Amendment 8 SOW. The unknowns inherent to the design of the solution present a Scope risk, since this represents a change in the plans from when the Financials and Payroll Waves were initially projected.

## Resources

The Florida PALM IV&V Team assesses the Florida PALM Project Resources risk as remaining Medium Risk (Yellow) in February. While proposed FY23-24 budgets have indicated additional funding for Agency resources to perform Florida PALM-related work, there is no certainty on how much money will be allocated or to which Agencies. The Florida PALM Chief Business Officer has been an advocate for the Agencies with the Legislature in trying to ensure funding will be available for what is needed on the Project.

## Findings

The Florida PALM IV&V Team uses its proprietary Eclipse IV&V® methodology to define the types of Findings used in our IV&V practice:

- **Issue:** an event or condition that has already happened and has impacted, or is currently impacting, the project objectives. There is no uncertainty or probability aspect associated with an issue. The issue probability rating is automatically set to the value five as the issue, by definition, has already occurred.
- **Risk:** an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives such as scope, schedule, cost, or quality.
- **Preliminary Concern:** a condition, based on observations, where the Florida PALM IV&V Team has concerns but may have "limited visibility" of the subject area. More analysis and a better understanding of the Concern are necessary before classifying the item as a Risk or Issue and assessing the potential impact. This Finding may serve as notice of a concern the Florida PALM IV&V Team is researching.

Readers can find the definitions for probability, impact, and priority rating in Appendix A of this document and the IV&V Management Plan.

## **New Findings**

No new Findings were opened in February.

## Updated Findings

No Findings remained open at the end of February.



## **Closed Findings**

No Findings were closed in the month of February.

## IV&V Activities Completed

This section discusses the activities performed by the Florida PALM IV&V Team during the reporting period. This is not intended to be an exhaustive detailing of the activities but a high-level description.

### Meetings Attended

This section contains the meetings the Florida PALM IV&V Team attended, detailing the event's subject, purpose, and timing during the reporting period.

**Note:** The Florida PALM IV&V Team attendees will only be tracked for meetings the Florida PALM IV&V Team has conducted.

Meeting Subject/Name	Purpose	Date/Time
Production Support Round Table	Updating Agencies on Production Support activities and resources	2/1/23 10:30 AM – 12:00 PM
Florida PALM Requirements Review – Disbursements Fund	Advisory Council Workgroup review of Florida PALM Disbursements Fund Requirements.	2/1/23 10:00 AM – 1:00 PM
PPA Team Meeting	PALM Payments, Payroll, and Assets (PPA) Team weekly meeting.	2/1/23 2:00 PM – 3:00 PM
Design Disposition Planning (Architects and Managers)	Review of Design Disposition Log items and discussion of Agency Requirements Review meetings.	2/1/23 4:00 PM – 4:30 PM
Florida PALM Requirements Review - Assets	Advisory Council Workgroup review of Florida PALM Assets Requirements.	2/2/23 10:00 AM – 12:00 PM
RDNS/RW Meeting	Status and discussion of Agency Touchpoints, Communications, and Readiness Workplan.	2/3/23 10:00 AM – 12:00 PM
Cross Team Collaboration	Team collaboration on FLAIR Functionality to PALM revisions.	2/3/23 1:00 PM – 2:30 PM
Week-End Checkpoint	A-8 Items, Staffing Updates, and Solution Center Update	2/3/23 2:30 PM – 4:00 PM
Florida PALM Requirements Review – Record Receivables and Collect Funds	Florida PALM Advisory Council Agency Subject Matter Expert (SME) Business Requirements Review meeting.	2/6/23 10:00 AM – 11:30 AM

Meeting Subject/Name	Purpose	Date/Time
Florida PALM Requirements Review - Budget Control & Mgmt., Cash Control & Mgmt., Perform Closing, Transaction Edits and Controls	Florida PALM Advisory Council Agency Subject Matter Expert (SME) Business Requirements Review meeting.	2/7/23 10:00 AM – 12:00 PM
PPA Team Meeting	Weekly Team meeting of Payments, Payroll, and Accounting Teams.	2/7/23 4:00 PM – 5:00 PM
PAWS Recap/CCN TH Brainstorming	Planning of next CCN Townhall topics.	2/8/23 1:00 PM – 2:00 PM
Florida PALM Requirements Review - Contracts, Inter-Unit Transactions, Offsets, and Banking	Florida PALM Advisory Council Agency Subject Matter Expert (SME) Business Requirements Review meeting.	2/8/23 2:00 PM – 3:00 PM
Design Disposition Review & Planning	Review of Design Disposition Log items and discussion of Agency Requirements Review meetings.	2/9/23 9:30 AM – 10:30 AM
PMO State Weekly Checkpoint	Schedule and Reporting, Status of current projects, Upcoming projects, and Roadblocks and impediments	2/9/23 2:35 PM – 3:30 PM
LMC Meeting	LMC Working Meeting Requirements confirmation sessions with business stakeholders for the LMC Team.	2/10/23 9:30 AM – 10:00 AM
RDNS/RW Meeting	Status and discussion of Agency Touchpoints, Communications, and Readiness Workplan.	2/10/23 10:00 AM – 12:00 PM
Florida PALM Requirements Review – Payroll	Florida PALM Advisory Council Agency Subject Matter Expert (SME) Business Requirements Review meeting.	2/13/23 9:00 AM – 10:00 AM
PPA Team Meeting	Weekly Team meeting of Payments, Payroll, and Accounting Teams.	2/13/23 2:00 PM – 5:00 PM
Change Champion Network (CCN) Meeting	Meeting between Florida PALM Project Readiness Coordinator and the DFS CCN.	2/13/23 4:00 PM – 5:00 PM
PMO Weekly Touchpoint	PMO meeting to discuss progress on project activities.	2/14/23 1:00 PM – 2:00 PM
Advisory Council Meeting	Monthly meeting with the Florida PALM Advisory Council.	2/15/23 9:00 AM – 12:00 PM

Meeting Subject/Name	Purpose	Date/Time
PPA Team Meeting	Weekly Team meeting of Payments, Payroll, and Accounting Team.	2/15/23 2:00 PM – 5:00 PM
Florida PALM Change Advisory Board (CAB) Meeting	Review of production change notices.	2/16/23 3:30 PM – 4:00 PM
RDNS/RW Meeting	Status and discussion of Agency Touchpoints, Communications, and Readiness Workplan.	2/17/23 9:00 AM – 10:00 PM
DBPR/FL PALM Monthly Readiness Touchpoint Meeting	Review and discuss implementation activities.	2/17/23 11:00 AM – 12:00 PM
Ticket Triage Meeting	Review of high-priority incident tickets and requests	2/21/23 3:00 PM – 4:00 PM
Treasury Production Support	Discussion on open production support items	2/22/23 2:00 PM – 3:00 PM
FDC & FCOR Readiness Touchpoint	Review and discuss upcoming Florida Department of Corrections (FDC) and Florida Commission on Offender (FCOR) Review Agencies' upcoming PALM implementation activities.	2/22/23 3:00 PM – 4:00 PM
Review FLAIR Assumptions	Review FLAIR Assumptions for upcoming Financials and Payroll Waves.	2/23/23 10:00 AM – 12:00 PM
Readiness & Training Touchpoint/RADAR	Reviewing progress of Readiness activities in relation to RADAR report.	2/23/23 1:00 PM – 2:00 PM
FSDB/PALM Monthly Touchpoint Meeting	Review and discuss upcoming Florida School for the Deaf and Blind (FSDB) upcoming PALM implementation activities.	2/23/23 2:00 PM- 3:00 PM
PMO Weekly Touchpoint	Schedule and Reporting, Status of current projects, Upcoming projects, and Roadblocks and impediments.	2/23/23 3:00 PM – 4:00 PM
Tech Team Review	Review Project plan tasks and dates.	2/24/24 10:00 AM – 10:30 AM
Week-end Checkpoint	Key Meetings for the Week, A-8 Items, and Solution Center Update.	2/24/23 10:30 AM – 12:00 PM

Meeting Subject/Name	Purpose	Date/Time
ESC Meeting	Florida PALM February ESC Meeting.	2/27/23 2:00 PM – 3:00 PM
PPA Team Meeting	Weekly Team meeting of Payments, Payroll, and Accounting Teams.	2/28/23 9:00 AM – 10:00 AM
Training Checkpoint	Bi-weekly touchpoint to discuss training activities.	2/28/23 11:00 AM – 12:00 PM
ESC Meeting	Florida PALM February ESC Meeting.	2/28/23 2:00 PM – 4:00 PM

## Meetings Conducted

This section contains the meetings Florida PALM IV&V Team conducted during the reporting period.

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
IV&V Project Review Meeting	Meeting to review status of Florida PALM IV&V Project activities	2/1/23 4:00 PM – 5:00 PM	Florida PALM Contract Manager Nicolle Suvada
IV&V Review – Draft Weekly Status Report	Review draft of the 01/27/23 Weekly Status Report	2/3/23 9:30 AM – 10:00 AM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Nicolle Suvada Kimberly Nichols Sebastian Lende
Amendment 8 Statement of Work Review with IV&V	Provide IV&V questions and comments on the Statement of Work.	2/6/23 2:00 PM – 4:00 PM	DFS Chief Business Officer Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Nicolle Suvada John Gunnufsen Jeff Hellzen Sebastian Lende
PALM Agency Engagement	This meeting is regarding Agency engagement in preparing for the upcoming Florida PALM Financials and Payroll waves.	2/6/23 4:30 PM – 5:00 PM	Florida PALM Project Director Florida PALM Deputy Project Director DMS Contract Manager Nicolle Suvada Kimberly Nichols

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
Amendment 8 Statement of Work Review with IV&V	Provide IV&V questions and comments on the Statement of Work.	2/7/23 1:00 PM – 3:30 PM	DFS Chief Business Officer Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS Contract Manager Nicolle Suvada John Gunnufsen Jeff Hellzen Sebastian Lende
PALM Readiness Workplan FWC Agency Interview	IV&V meeting with the Fish and Wildlife Conservation Commission (FWC) regarding the Agency Readiness Workplan.	2/7/23 2:30 PM – 3:00 PM	FWC Agency Sponsor FWC Agency Liaison FWC Super User Nicolle Suvada Kimberly Nichols
PALM Readiness Workplan FDLE Agency Interview	IV&V meeting with Florida Department of Law Enforcement (FDLE) regarding the Agency Readiness Workplan.	2/8/23 1:30 PM – 2:00 PM	FDLE Agency Sponsor FDLE Agency Liaison FDLE Project Management Liaison Nicolle Suvada Kimberly Nichols
RW Discussion	Confirming details of the Florida PALM Readiness Workplan.	2/9/23 2:30 PM – 3:00 PM	Florida PALM Stakeholder Architect Kimberly Nichols
Florida PALM January 2023 IV&V Monthly Assessment Report Draft Review	Walkthrough of the January Monthly Assessment Report draft.	2/9/23 4:00 PM – 4:30 PM	Florida PALM Contract Manager DMS Contract Manager Nicolle Suvada Kimberly Nichols Sebastian Lende

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
PALM Readiness Workplan DCF Agency Interview	IV&V meeting with the Florida Department of Children and Family Services (DCF) regarding the Agency Readiness Workplan.	2/10/23 1:00 PM – 1:30 PM	DCF Agency Liaison Kimberly Nichols Sebastian Lende
IV&V Review – Draft Weekly Status Report	Review draft of the 2/10/23 Weekly Status Report.	2/10/23 1:30 PM – 2:30 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Nicolle Suvada Kimberly Nichols Sebastian Lende
PALM Readiness Workplan Florida Department of Health (DOH) Agency Interview	IV&V meeting with the DOH regarding the Agency Readiness Workplan.	2/16/23 11:00 AM – 11:30 AM	DOH Agency Liaison Kimberly Nichols Sebastian Lende
Readiness Workplan Discussion	Confirming details of the Florida PALM Readiness Workplan.	2/16/23 11:00 AM – 11:30 AM	Florida PALM Stakeholder Architect Kimberly Nichols
IV&V Review – Draft Weekly Status Report	Review draft of the 2/10/23 Weekly Status Report.	2/17/23 3:00 PM – 3:30 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Nicolle Suvada Kimberly Nichols Sebastian Lende



Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
IV&V Review – Draft Weekly Status Report	Review draft of the 2/10/23 Weekly Status Report.	2/24/23 9:30 AM – 10:00 AM	Florida PALM Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Kimberly Nichols Sebastian Lende
Florida PALM Readiness Workplan Report Walkthrough	Walk through the Florida PALM IV&V Readiness Workplan Review Report draft.	2/24/23 3:30 PM – 4:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Kimberly Nichols

### IV&V Deliverables Submitted

Deliverable Name	SOW ID	Date Submitted
Florida PALM IV&V Weekly Status Report 020323	IV&V3-D6	2/3/23
Florida PALM IV&V Monthly Assessment Report for January 2022	IV&V3-D7	2/9/23
Florida PALM IV&V for SSI Vendor Contract SOW and Definitions	IV&V3-D11	2/10/23
Florida PALM IV&V Weekly Status Report 021023	IV&V3-D6	2/10/23
Florida PALM IV&V Weekly Status Report 021723	IV&V3-D6	2/17/23
Florida PALM IV&V Weekly Status Report 022423	IV&V3-D6	2/24/23
Florida PALM IV&V Readiness Workplan Review Report	IV&V3-D10	2/24/23

### Project Documentation Reviewed

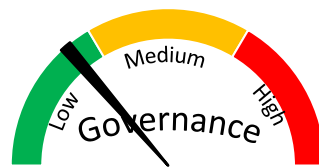
During February, IV&V reviewed the following documents.

Subject	Document in Review	Description
Project Agency Status Reports	January Agency Status Reports	Agency Status Reports are completed and submitted by the Agencies monthly to the Florida PALM Project Team.
	Sponsor_162_Status Report	This document provides task instructions for the Agencies on completing the Agency Status Report every month.
	Change Champion Plan (D16)	The Change Champion Plan describes how the Project will define, build, and support the Change Champion Network at each agency to support an agency's transition to the Solution.
	Organizational Readiness Plan (D27)	The Organizational Readiness Plan (D27) provides a detailed plan for readiness activities the Project Team will use to help Agencies prepare for their transition to the Florida PALM Solution (Solution). The Plan also defines the readiness indicators used to measure readiness for the agencies in each wave. The objectives for this deliverable include: 1) Creating an approach and identifying activities to help agencies prepare for and transition to the Solution and 2) Defining the readiness indicators for measuring agencies' readiness to transition to the Solution. A separate plan will be developed for each future wave.
Readiness Workplan	Design, Development, and Implementation (DDI) Project Management Plan (PMP)	The PMP details the processes used during the Project's DDI phases for all work identified in the Project Charter and supporting strategies, plans, contracts, and scope documents.

Subject	Document in Review	Description
	Organizational Readiness Strategy (D20)	The Organizational Readiness Strategy (D20) defines the overall strategy to prepare an Agency for the transition to the Florida Planning, Accounting, and Ledger Management (Florida PALM) Solution. This includes the goals, guiding principles, and methodology for organizational readiness activities that support readiness, agency sponsorship, cross-team coordination, interactions with Agencies, and stakeholder management. It also includes the Project Team roles and responsibilities, readiness tools, and the organizational readiness timeline.
	Organizational Readiness Plan (D27)	The Organizational Readiness Plan (D27) provides a detailed plan for readiness activities the Project Team will use to help Agencies prepare for their transition to the Florida PALM Solution (Solution). This also defines the readiness indicators used to measure readiness for the agencies in each wave. The objectives for this deliverable include: 1) Creating an approach and identifying activities to help agencies prepare for and transition to the Solution and 2) Defining the readiness indicators for measuring agencies' readiness to transition to the Solution. A separate plan will be developed for each future wave.
	Readiness Workplan	The Readiness Workplan (RW) lists Agency activities needed to support your transition to Florida PALM. Agency Change Champion Network (CCN) should use the RW to view and plan for upcoming and current tasks.
	RW Job Aid	The RW Job Aid provides examples for filtering the Readiness Workplan and identifying Readiness Workplan tasks specific to each Agency.
	Project Schedule	Current Florida PALM Project Schedule.
	Task 324 Instructions	Instructions for <i>Task 324 – Complete FLAIR Data Elements Inventory</i> .
	Task 324 Resource: Smartsheet Columns Instructions	This document is provided as a resource when completing <i>Task 324: Complete FLAIR Data Elements Inventory</i> . It describes each column of information in the Smartsheet provided to guide Agency's activities and to capture the requested information.

Subject	Document in Review	Description
	Task 324 FLAIR Data Elements Inventory Working File	Sample of the FLAIR Data Elements Inventory Working File for Agencies' use. This Excel file provides sample data element inventory and proposed format.
	Task 324 Tuesday Task Talk 12/13/22	The Florida PALM Readiness Team provided interactive training on Readiness Workplan <i>Task 324 FLAIR Data Elements Inventory Working File</i> via a Tuesday Task Talk on 12/13/22. This Task Talk was recorded for Agencies' future use.
	Task 325 – Complete Data Security and Access Survey Task Instructions	Instructions for <i>Task 325 – Complete Data Security and Access Survey</i> .
	Task 325 – Data Security and Access Survey Questions	This document was created to assist team collaboration. Survey questions are grouped by the systems: Departmental, Central, PYRL, RDS/NASSAM, IW/MRE/WebFocus, and Agency Reporting Data Warehouse (e.g., FLAIR@, FIS).
	Task 325 Tuesday Task Talk 1/24/23	The Florida PALM Readiness Team provided interactive training on Readiness Workplan <i>Task 325 – Data Security and Access Survey Questions</i> via a Tuesday Task Talk on 1/24/23. This Task Talk was recorded for Agencies' future use.
	Readiness Workplan Task Tracker	This spreadsheet provides Readiness Workplan Tasks, with each Agency's tasks', Start Date, expected and actual duration, and details of each Agency's status.
Amendment 8	Attachment 1, Statement of Work	Provides a high-level overview of the work the SSI Vendor will be doing in the Florida PALM Project
	Attachment 6, Definitions	Defined terms for the SSI Vendor contract terminology

## Project Governance Assessment



### Project Governance Risk Rating

#### Project Governance Risk Assessment

The Florida PALM IV&V Team assessed the Florida PALM Project Governance as remaining Low Risk (Green) during February. Governance processes continue to work as intended, although certain areas of improvement in functioning exist. IV&V completed its review of two Amendment 8 documents in February and provided its review to the IV&V Distribution List on 2/10/23, with an additional review conducted based on feedback from the Florida PALM Project Team. Questions and comments on the Data Warehouse option were provided as part of IV&V’s Amendment 8 reviews.

IV&V also began reviewing the Agency Status Reports in February and found the contents to be accurate. The focus of the review was to identify ways to improve their usefulness and enhance their completion by Agency staff.

#### Amendment 8

During February, the Florida PALM IV&V Team completed its first-round review of Attachment 1, Statement of Work (SOW), and Attachment 6, Definitions, of Amendment 8 to the SSI Vendor Contract, compiling comments and recommendations on these documents. IV&V discussed its comments with the Florida PALM Project Team on 2/6/23 and 2/7/23. The Florida PALM Project Team answered questions IV&V had and responded to IV&V’s recommendations. IV&V submitted its review to the IV&V Distribution List on 2/10/23 after incorporating the comments. Based on feedback from the Florida PALM Project Director after submitting the SOW and Definitions review, IV&V reassessed the recommendations and will be offering an amended version based on the results of this effort. The ESC began reviewing the SOW and Definitions Attachments on 2/27/23.

The following represents the Amendment 8 attachments that IV&V has or will review and the date on which the document was received.

Attachments	IV&V Received Date
Florida PALM SSI Contract	11/8/22
Attachment 10: Service Level Agreement	11/8/22
Attachment 1: Statement of Work	1/23/23

Attachments	IV&V Received Date
Attachment 6: Definitions	1/23/23
Attachment 8: Deliverable Acceptance Criteria	TBD
Attachment 2: Payment Schedule	TBD
Attachment 5.1: Business Requirements	3/6/23
Attachment 5.2: Customizations	3/6/23

### Data Warehouse

The Florida PALM Data Warehouse will replace the legacy FLAIR Information Warehouse as part of the Florida PALM Project, providing a repository where users can access Florida PALM data and legacy FLAIR information and perform analysis using business intelligence tools. The Data Warehouse has been addressed in the SOW. The Florida PALM IV&V Team gave the Florida PALM Project Team feedback on the Data Warehouse in IV&V’s assessment of the SOW, sent to the IV&V Distribution List on 2/10/23.

### Agency Monthly Status Reports

In January, the Florida PALM IV&V Team completed its review of the Florida PALM Monthly Status Report for accuracy of the content and adherence to best practices regarding Project status reporting. IV&V continued assessing the Florida PALM Project’s status reporting practices in February with the Agency Status Reports. Agency Status Reports are completed monthly by the Agencies to provide the Florida PALM Project Team with highlights on readiness activities completed, progress on integrating and remediating business interfaces/applications, and status of service tickets.

IV&V assessed the Agency Status Reports in the following areas:

1. Is the content submitted by an Agency reported accurately?
2. Is the Agency information conveyed detailed enough to advise the Florida PALM Project Team of their status properly?
3. Is the information requested from the Agencies enough for the Florida PALM Project Team to track trends and statuses and be well-informed of any Agency issues or challenges?

Reports reviewed were for January 2023, and eight State entities were selected for review:

- Agency for Health Care Administration;
- Department of Agriculture and Consumer Services;
- Department of Management Services;
- Department of Health;
- Department of Revenue;
- Florida Department of Transportation;
- Florida Fish and Wildlife Conservation Commission; and
- The Florida Legislature

IV&V completed its review of the first question and found that the information included in the reports was accurate. To assess the other questions, IV&V referenced previous Public Consulting Group (PCG) engagements, industry standards from the Project Management Body of Knowledge (PMBOK)<sup>®</sup>, the Business Analysis Body of Knowledge (BABOK)<sup>®</sup>, and the Institute of Electrical and Electronics Engineers (IEEE)<sup>®</sup>. Please reference the above section for an overview of the Florida PALM Project documents reviewed. IV&V will discuss the Agency Status Reports with the Florida PALM Project Team in March to help improve the usefulness of the deliverables and improve Agency engagement.

## Change Readiness and Department Engagement Initiatives Assessment



### Change Readiness And Department Engagement Risk Rating

#### Change Readiness and Department Engagement Risk Assessment

The Florida PALM IV&V Team assessed the Change Readiness and Department Engagement Risk as remaining Medium Risk (Yellow) in February. IV&V notes that the Florida Governor's proposed FY23-24 Budget currently contains allocations for increasing the availability of Agency resources to complete Florida PALM-related work. Availability of Agency resources continues to be a long-standing and long-term problem, and Agency engagement is not at ideal levels. Additionally, IV&V analyzed the Readiness Workplan and gave several recommendations in a separate report distributed on 2/24/23.

A change readiness task performed during February was the Advisory Council Requirements Review. Agency Subject Matter Experts (SMEs) were selected to review requirements for the Financials and Payroll Waves and provide validation of them. Some Agency representatives were more engaged than others during discussion. IV&V met with the Florida PALM Project Team to discuss recommendations for improving session engagement. IV&V also discussed User Stories with the Florida PALM Project Director, concluding this topic.

#### Agency Resources

During February, Agencies communicated the difficulties they face in retaining and hiring resources to assist with Florida PALM-related activities. Agencies have also experienced challenges getting LBRs approved to fund these activities and resources. These Agency resource challenges impact the Florida PALM Project's upcoming Waves. Agencies need sufficient resources with the skills, expertise, and leadership to lead Agencies' transition from FLAIR to Florida PALM.

The Florida PALM Project Team has acted to help Agencies overcome these resource challenges. The Florida PALM Project Team is advocating in the Legislature, assisting the Agencies in completing their LBRs and working with Agencies to ensure they have the tools and knowledge to prepare for and support the implementation and use of Florida PALM. IV&V has observed that the Advisory Council is another effective means of engaging Agencies to find solutions collaboratively. The Advisory Council is also an arena for Agencies to voice requests and difficulties to the Florida PALM Project Team.



## Proposed FY23-24 Budget's Potential Impact on Agency Resources

The Florida Governor's proposed FY23-24 Budget currently contains a \$10,000,000 allocation in funds to Agencies which, if passed, could provide Agencies with additional funds for their Florida PALM Project responsibilities. Article 2107 in the proposed budget is intended to support the planning and remediation tasks necessary to integrate Agency applications with the Florida PALM system (*FY23-24 Governor's Recommended General Appropriations Act Article 2107*). IV&V notes that this proposed Budget Appropriation can help Agencies obtain the resources they need for Florida PALM. Article 2017's proposed level of funding may not be sufficient to meet the needs of all Agencies for Florida PALM resources. Additionally, unexpended funds from the FY22-23 Budget for these tasks would be appropriated for the same purpose in the FY23-24 Budget.

The Florida Governor's proposed FY23-24 Budget Specific Appropriation 2103 also allocates \$91,686,088 to increase pay up to ten percent for recruitment and retention for eligible positions. The positions eligible for this raise include Accountants, Budget, Finance, and Information Technology, roles that Agencies may consider relevant to supporting the upcoming Florida PALM Waves. This may allow Agencies to offer more competitive salaries for these roles, which will support Agency preparation for the forthcoming Florida PALM Waves. These proposed increases are not yet confirmed and are not specific to the Florida PALM Project, which may limit or prevent their benefit to the Project.

IV&V notes the potential of Article 2107 and Appropriation 2103 to help mitigate Agencies' resource challenges. IV&V will monitor the progression of these Appropriations for updates and possible applications for Agencies' Florida PALM work.

## Readiness Workplan

The Florida PALM Project's Readiness Team uses the Readiness Workplan to engage Agencies to analyze their current FLAIR processes and prepare for the Florida PALM Financials and Payroll Waves. In February, the Florida PALM IV&V Team completed the review of the Florida PALM Readiness Workplan and provided the results in a separate report. On 2/24/23, IV&V reviewed the report with the Florida PALM Project Team and subsequently submitted the report the same day to the standard distribution list. Details of the research, interviews, observations, and recommendations are in the report. A summary is below:

### Observations & Recommendations

- IV&V found that the Readiness Workplan complies with the PMP and Organizational Readiness Plan (D27) guidelines that guide and control the Project Readiness Workplan.
- Agencies interviewed reported that the materials the Florida PALM Readiness Team provided for the Readiness Workplan tasks had sufficient detail and instructions to guide the Agencies in completing their tasks. Agencies also reported a positive and effective relationship with their associated Readiness Coordinators, who supported them in completing these tasks.
- Because the Agencies are very different sizes and have various resources allocated to the tasks, the accuracy of the Florida PALM Readiness Team's task estimates is limited. IV&V recommends that the Florida PALM Readiness Team request input from more Agencies before determining the effort needed to complete the tasks. Information from more Agencies can help increase the accuracy of task estimates.

- Two of the four Agencies interviewed did not complete a formal review of their Readiness Workplan tasks. Since these tasks' output is used for the upcoming Florida PALM waves, IV&V recommends that the Florida PALM Project Team help the Agencies create a structured Agency review process to validate task output for quality and consistency.
- As part of this review, IV&V included the Florida PALM Readiness Workplan instructions, templates, and training materials the Florida PALM CCN provides Agencies to support their Readiness Workplan tasks. These materials can be found in *Project Documentation Reviewed* on page 17.
- IV&V concludes by noting that the Readiness Workplan tasks are only a portion of the Florida PALM Project Agency's responsibilities. Agencies are responsible for providing information and transforming their processes and systems for the upcoming Florida PALM Waves. These Agency responsibilities are essential for the Florida PALM Project's success.

### Advisory Council Requirements Review

From 2/1/23 through 2/14/23, the Advisory Council's Agency SME workgroups and other Agency representatives met Florida PALM Project Team representatives to review the upcoming Financials and Payroll Waves requirements. These SME workgroups were selected by the Advisory Council, with selected SMEs grouped by subject.

The Advisory Council requirements reviews allowed Agency SMEs to validate requirements for the upcoming Florida PALM Project upcoming Waves. IV&V supports this review, since defined and verified requirements prevent scope uncertainty and scope creep in the upcoming Waves.

### Observations

In these Advisory Council requirements review meetings, the Florida PALM Project Team focused attendees' attention on requirements that had been canceled, changed, or added to the original requirements. The Florida PALM Project Team provided descriptions and details of the requirements and encouraged Agency questions and input.

IV&V observed the Agency SME's engagement in these meetings varied. Some topics triggered little discussion, while others caused greater engagement from attendees. Some Agency attendees showed evidence of preparation before the meetings and participated fully, and others did not contribute significantly or ask questions. These could be signs that some Agencies did not prepare sufficiently or did not understand the requirements thoroughly enough to provide an in-depth review.

The meetings' length varied depending on the level of engagement and the number of requirements modified since the original requirements.

IV&V met with the Florida PALM Project Director and the Florida PALM Deputy Director on 2/6/23 regarding Agency engagement in preparing for the upcoming Florida PALM Financials and Payroll waves. The Florida PALM Project Team members provided ways to encourage deeper Agency engagement in these Advisory Council Requirements review meetings. This included providing why modified requirements changed, including more key Agency leadership in the sessions (i.e., A&A) to encourage engagement and lead discussions.

IV&V supports these suggestions as effective means for increasing Agency engagement. IV&V also provided recommendations for Agency engagement in these Requirements review sessions and when Agency resource participation is needed.

## Recommendations

IV&V provided recommendations for Agency engagement in the 2/10/23 IV&V Weekly Status Report. Suggestions included:

- When communicating requirements to Agencies, link PALM requirements with FLAIR processes Agencies are currently using to increase understanding and participation;
- Directly ask Agency participants in meetings for input on the requirements to confirm their understanding;
- Request Agency Sponsors and Liaisons confirm their Agency's selected attendees are preparing for reviews and other tasks ahead of the event or deadline; and
- If a current Agency representative is not participating at the appropriate level, consider requesting a replacement. The selected resource may be hindered from fully engaging for several reasons; however, if their lack of engagement causes issues in the progress of the requirements gathering, a change in the representative could be the best option.

## User Stories

During the Florida PALM IV&V Team's review of Amendment 8 and subsequent discussion with the Florida PALM Project Team, it was noted that there is no plan to implement User Stories as part of the requirements work for the Financials and Payroll Waves. User Stories are an integral part of a software implementation project as they document a user's everyday processes by role, step by step. Information gathered through User Stories informs many aspects of requirements gathering, design, and testing and is supported by various industry standards. The Florida PALM Project Director indicated that implementing User Stories may be too complex given the number of Agencies and End Users of Florida PALM. Instead, the Florida PALM Project Team will use other methods to achieve the same ends, such as business process models and User Acceptance Testing. IV&V had an additional discussion with the Florida PALM Project Director and the Deputy Project Director on 2/28/23 on the benefits and complexities of adding User Stories to the Florida PALM Project.

## IV&V Activities Planned for Future Periods

### Amendment 8

The Florida PALM IV&V Team will review the Amendment 8 documents as they are available to IV&V. The anticipated Amendment 8 review schedule is provided below. Attachment 5, Business Requirements, will be the next document reviewed.

Attachments	IV&V Received Date
Florida PALM SSI Contract	11/8/22
Attachment 10: Service Level Agreement	11/8/22
Attachment 1: Statement of Work	1/23/23
Attachment 6: Definitions	1/23/23
Attachment 8: Deliverable Acceptance Criteria	TBD
Attachment 2: Payment Schedule	TBD
Attachment 5.1: Business Requirements	3/6/23
Attachment 5.2: Customizations	3/6/23

*\*\*IV&V review dates are determined based on the direction from the Florida PALM Contract Manager that the IV&V review will take place after the wrap-up of the negotiation with the SSI Vendor and before the documents are submitted to the ESC for review.*

### Agency Status Reports

After completing an initial assessment of the Agency Status Reports, the Florida PALM IV&V Team will meet with the Florida PALM Project Team in March to discuss the Findings and recommendations.

### Documentation/Information Requests

The Florida PALM IV&V Team has no pending Information requests.

## Appendix A: Risk Priority Matrix

The Florida PALM IV&V Analysts will use the following table to assign a Risk probability rating to each identified Risk.

Risk Probability Rating	Probability of Occurrence	Probability Description
1	Improbable	Risk has between a 1%-19% likelihood of occurring.
2	Unlikely	Risk has between a 20%-39% likelihood of occurring.
3	Possible	Risk has between a 40%-59% likelihood of occurring.
4	Likely	Risk has between a 60%-79% likelihood of occurring.
5	Probable	Risk has between an 80%-99% likelihood of occurring.

The Risk Impact Criteria that the Florida PALM IV&V Analysts will use to assign a Risk impact rating to each identified Risk are described in the table below.

Risk Impact Rating	Magnitude of Impact	Impact Description
1	Negligible	Risk will have an impact so small that it can be ignored when studying the larger effect.
2	Minor	Risk will have a small impact on the Project that should not be ignored when studying the larger effect.
3	Moderate	Risk will have a noticeable impact on the Project.
4	Significant	Risk will have a large impact on the Project
5	Critical	Risk will have a large impact and may jeopardize the success of the Project.

The table below outlines the Risk Priority Ratings for a Finding based on a combination of impact and probability of occurrence.

Probability of Occurrence	Magnitude of Impact				
	Negligible 1	Minor 2	Moderate 3	Significant 4	Critical 5
Probable 5	Low	Medium	High		
Likely 4			Medium	High	
Possible 3		High			
Unlikely 2		High			
Improbable 1		High			

The table below defines the levels of the Risk Priority Ratings.

Rating	Definition
<b>High</b>	The possibility of substantial impact to product quality manageability cost or schedule. Major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
<b>Medium</b>	The possibility of moderate impact to product quality manageability cost or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
<b>Low</b>	The possibility of a slight impact to product quality manageability cost or schedule. Minimal disruption is likely, and some oversight is needed to ensure that it remains low. Mitigation strategies should be evaluated and considered for implementation when possible.