

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

IV&V Monthly Assessment Report Reporting Period July 2022

August 12, 2022

Contract: 80101507-IVV-15-1

Engagement: P0055466

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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	07/01/22 – 07/31/22

PROJECT HEALTH SUMMARY

The Florida PALM IV&V Team assessed the overall health of the Florida PALM Project Schedule as Medium (Yellow), the Scope remains in the Medium (Yellow) range, and in the Low (Green) range for Resources in the month of July.

The Florida PALM Project primarily focused on supporting Fiscal Year-End Close (YEC) activities during July, performing reconciliation processes, and conducting interactive training with select Department of Financial Services (DFS) Divisions who are responsible for Month End Close (MEC) and YEC activities. While IV&V's Preliminary Concern #8 acknowledged that delayed MEC activities could potentially impact upcoming Fiscal Year 2022 (FY22) YEC activities, the Florida PALM Project Team demonstrated that although the April, May, and June periods closed after their originally scheduled dates, these delayed MEC activities did not prevent the FY22 YEC activities, which began 6/30/22, and continue to progress. Therefore, IV&V closed Finding #8 on 7/22/22.

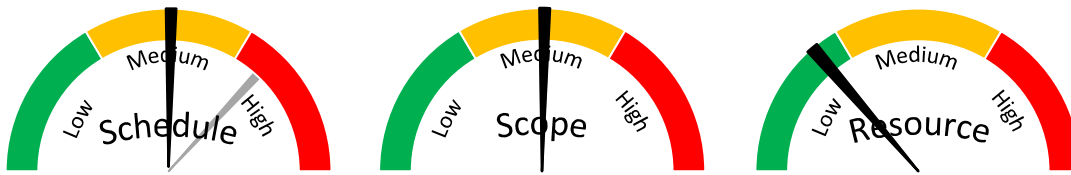
In terms of the Florida PALM Project Schedule, the Florida PALM IV&V Team attended meetings with the Florida PALM Project Management Office (PMO). The meeting conversations resulted in the closure of IV&V Issue #3 (The Project Schedule does not account for activities associated with significant portions of Project work tracked outside of the Project Schedule as part of the Hillclimber process). IV&V confirmed for Finding #3 that the current Florida PALM Project Schedule does not contain Hillclimbers and that Project activities are not tracked outside of the Florida PALM Project Schedule.

After these discussions related to the Florida PALM Project Schedule, IV&V also determined IV&V Risk #5 (The Project Schedule was developed by fitting required tasks into a set timeframe without performing a full bottom-up estimate of the time required for each task) could be closed. For Finding #5, the Florida PALM Project Team communicated only CMS Remediation and administrative tasks had associated year-end completion dates, and that the Florida PALM Project Schedule does not currently contain upcoming Financials/Payroll Wave tasks.

Lastly, the Florida PALM IV&V Team closed IV&V Preliminary Concern #9 (the Florida PALM Project may face challenges in retaining and utilizing both State and SSI Vendor resources which could negatively impact the completion of CMS Remediation and future Florida PALM Project waves) during the month of July after further discussions with, and announcements from, the Florida PALM Project Team regarding the resource retention efforts, new hiring, and efforts to mitigate the risk of unavailability of key personnel.

Overall Risk

The Florida PALM IV&V Team assessed the overall risk to the Florida PALM Project as Medium (Yellow) in July. According to the Florida PALM Project IV&V Management Plan, the Medium rating is defined as the possibility of moderate impact to 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 indicating a “High” risk rating.

Light grey hands on the dial indicate IV&V’s risk rating from the previous month. Black hands on the dial represent IV&V’s current rating for the month. The presence of grey hands on the dial represent that IV&V updated its rating from the previous month (and indicate an increase or a decrease compared to the current month). The absence of a grey hand on the dial (and only black), indicates that IV&V maintained its rating for the month and represents no change.

Schedule

The Florida PALM IV&V Team lowered the overall Florida PALM Project Schedule risk rating to a Medium (Yellow) rating in July. The Florida PALM IV&V Team closed IV&V Issue #3 and IV&V Risk #5 based on the Project Schedule only having CMS Remediation and administrative tasks and inactivating upcoming Financials/Payroll Wave tasks. The current Florida PALM Project Schedule does not contain Hillclimbers and IV&V has not identified Project activities that are tracked outside of the Florida PALM Project Schedule.

However, the IV&V Team recommends adhering to the Florida PALM Project Management Plan (PMP) best practice and guidance for the upcoming planning activities by continuing to provide and update the standard fields/components and the successors and predecessors for each task in the Project Schedule. More importantly, tasks should not have durations greater than 23 days.

The IV&V Team has maintained Issue #4 as open as there are 20 tasks that still remain over 23 days. Tasks over 23 days reduce the opportunity to control and monitor the schedule by not identifying short-term tasks that can be measured and tracked.

The IV&V Team recommends that the Hillclimbers introduced in the upcoming planning phases for the Financials and Payroll wave be monitored to ensure discrete measurable tasks are tightly integrated into the overall Florida PALM Project Schedule. The IV&V Team and the Florida PALM PMO have agreed to work closely on identifying and integrating the appropriate Financial and Payroll Hillclimber tasks to monitor and control the Florida PALM Project Schedule.

Scope

The Florida PALM IV&V Team maintained the Florida PALM Project Scope risk rating at a Medium (Yellow) rating in July. This month the Florida PALM Project focus remained on stabilizing CMS Remediation and closing FY22, as well as beginning the review process of all Florida PALM Project functional and technical requirements. These actions are still in progress, and under revision.

The scope for July did not substantially change. The current CMS Remediation phase is, by its inherent nature, a season of scope inactivity, since it is remediating the existing CMS solution, and not adding new scope. In July, the Florida PALM Project Team did begin looking ahead to new scope in the upcoming Financials Wave, as they began leading requirements review sessions which include the requirements for the upcoming Financials Wave.

The Florida PALM Project requirements review activities and associated agency working sessions kicked-off in July with the intention of reviewing all functional and technical requirements. New requirements may emerge from the activities in the future, including customized aspects for individual Agencies based on mutual discussions. In combination with no defined roadmap for Financials and Payroll Waves from an Amendment 8, the scope of the Florida PALM Project remains at a Medium (Yellow) risk.

Resources

The Florida PALM IV&V Team maintains the Florida PALM Project Resource risk rating at a high-Low (Green) rating in July. There were no significant changes to the Project resourcing in the month of July, and the new Deputy Project Director remained committed to an 8/1/22 start date, which will be reflected in the August 2022 Monthly Assessment Report. The Florida PALM IV&V also closed IV&V Preliminary Concern #9 this month, concerning the Florida PALM Project possible challenges retaining and utilizing resources. IV&V closed this finding after further discussions with, and announcements from, the Florida PALM Project Team regarding the resource retention policy, new hiring, and efforts to mitigate the risk of unavailability of key personnel.

FINDINGS

The Florida PALM IV&V Team uses its proprietary Eclipse IV&V® methodology to define 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 rating is determined by its impact on the Florida PALM Project and will thus automatically be Probability 5.
- **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:** often based on observations where the Florida PALM IV&V Team may have “limited visibility” of the subject area. More analysis and a better understanding of the concern is 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.

The rating system for probability, impact, and priority is defined in Appendix A as well as the IV&V Project Management Plan.

NEW FINDINGS

No findings were opened in the month of July.

UPDATED FINDINGS

ISSUES

IV&V ID: 4	Status: Updated	Probability: 3	Priority: Medium
PALM ID: N/A	Date Logged: 01/25/22	Impact: 3	Type: Issue
<p>Summary</p> <p>The Project Schedule does not meet contractual, State, or industry standards and does not contain the necessary information to indicate project progress accurately.</p>	<p>Observation</p> <p>The Project Schedule does not follow the Florida PALM Schedule Management Plan (SMP). The Project Schedule has 222 tasks that exceed the 23-day task duration limit, 378 tasks without linked predecessors, 373 tasks without successors, and multiple unused standard fields/components.</p> <p>Recommendation</p> <p>Comply with SMP. As a best practice, main task durations no shorter than 1 day and no longer than 2 weeks. Ensure all tasks identify a predecessor and successor and utilize all standard fields and components to ensure consistency.</p> <p>Update</p> <p>The Florida PALM IV&V Team reduced the IV&V Issue to Medium. Over the last 5 months, the Florida PALM PMO addressed the multiple unused standard fields/components and updated tasks' successors and predecessors to within best practice and guidance of the Florida PALM Project Management Plan (PMP). The teams' efforts have reduced the overall risk of the Project's ability to control the project schedule.</p> <p>The Florida PALM IV&V Team met with the Florida PALM PMO on 7/19/22 to review the Florida PALM Project Schedule analysis performed. The Florida PALM IV&V Team utilized the Florida Project Schedule date 6/1/22 and 7/28/22 for the analysis. In the meeting with the Florida PMO, the Florida PALM IV&V Team discussed the 20 tasks that have durations greater than 23 days. On 7/29/22, the Florida PALM PMO responded that these tasks are considered "Operational Treasury Tasks" and "Year-End Support Tasks." The Florida PALM PMO also indicated that they will split one of the tasks into a more granular work breakdown structure. The Florida PALM IV&V Team provided the Florida PALM PMO the remaining list of Florida PALM Project Schedule tasks, which do not conform to the best practices of the Florida PALM Project Management Plan (PMP) for tasks duration higher than 23 days.</p> <p>The Florida PALM IV&V Team recommends tasks to be less than 23 days not only to meet best practices but also to accurately monitor and control the Project Schedule. Tasks with long durations do not provide the granularity to identify if a task is on schedule and could lead to unknown delays that are not identified early to mitigate.</p> <p>The Florida PALM IV&V Team will continue to monitor the progress to be made on the Florida PALM Project Schedule updates and conformance to the Florida PALM PMP. As mentioned in previous reporting, the Florida PALM IV&V Team has created a Schedule Assessment Dashboard and will be reviewing that with the Florida PALM PMO in the next reporting period.</p>		

CLOSED FINDINGS

ISSUES

IV&V ID: 3	Status: Closed	Probability: 3	Priority: Medium
PALM ID: N/A	Date Logged: 01/25/22	Impact: 3	Type: Issue
<p>Summary</p> <p>The lack of detailed activities, durations, resources, and dependencies related to the Hillclimber activities significantly diminishes the value and reliability of the data and analyses available through the Project Schedule.</p>	<p>Observation</p> <p>The Project Schedule does not account for activities associated with significant portions of Project work tracked outside of the Project Schedule as part of the Hillclimber process. This impacts the ability to accurately report metrics on the percent of completion and work remaining. The Project Schedule lacks detailed activities, durations, resources, and dependencies related to the Hillclimber activities and does not capture the date an individual task was last updated or changed to support monitoring activities.</p> <p>Recommendation</p> <p>The Florida PALM IV&V Team recommends integrating the details of the Hillclimber activities more fully into the Project Schedule and ensuring that required resources are associated with all tasks in the Schedule and Hillclimbers, not just organizations, groups, or other placeholders. Additionally, the Florida PALM IV&V Team recommends using the Project Status Date field to track when the Project Manager / Scheduler or other persons updated an activity.</p> <p>Update</p> <p>The IV&V Issue #3 is closed as reported on the Florida PALM Weekly Status Report from 7/22/22. The Florida PALM IV&V Team met with the Florida PALM PMO Team on 7/19/22 and confirmed that the current schedule does not contain Hillclimbers and that Project activities are not tracked outside of the Florida PALM Project Schedule. Although the Florida PALM IV&V Team reconfirms the recommendation regarding Hillclimbers once they are reactivated in the Project Schedule, IV&V closed this Finding and will collaborate with the Florida PALM PMO if Project activities are not identified in current versions of the Project Schedule.</p>		

IV&V ID: 8	Status: Closed	Probability: Medium	Priority: Medium
PALM ID: N/A	Date Logged: 03/30/22	Impact: Medium	Type: Preliminary Concern
<p>Summary</p> <p>Delays in completing month end closings could impact the year end processing if not resolved in a timely manner.</p>	<p>Observation</p> <p>As of the end of March, the Florida PALM Project has been unable to reconcile and close monthly periods since October 2021. As part of the overall CMS Remediation effort, the Florida PALM Project Team and the SSI Vendor are working to resolve the issues preventing the reconciliation and closing processes from completing. Updates on the progress of these remediation activities are provided during daily CMS Remediation Task Check-in meetings. Progress for the reconciliation and closing activities is also being independently tracked through the CMS Remediation Action List – Month-End Close document, which defines the timeline for resolving all dated closing processes.</p>		

IV&V ID: 8 PALM ID: N/A	Status: Closed Date Logged: 03/30/22	Probability: Medium Impact: Medium	Priority: Medium Type: Preliminary Concern
<p>The Florida PALM IV&V Team discussed this item with the Florida PALM Project Team, who felt that the months would be reconciled and closed in time for the start of the year end processing. This is based on their current progress in CMS Remediation activities, and the additional training and understanding the team has obtained on the reconciliation and closing processes.</p> <p>While IV&V acknowledges the Florida PALM Project Team is diligently working on resolving the issue, delays in completing month end closings could impact the year end processing if not resolved in a timely manner. Since year end processes will need to begin within approximately three months, the Florida PALM IV&V Team has opened this Preliminary Concern to monitor the progress of the monthly reconciliation and closing activities to ensure the timely completion and impact to the Year End Close.</p> <p>Recommendation</p> <p>Continue to prioritize CMS Remediation tasks that support resolving issues to allow financial reconciliation and support the needed month- and year-end activities. The Florida PALM Project Team should determine the last date all months must be closed to avoid impact on the year-end processing and then track to that date.</p> <p>Update</p> <p>In July, the Florida PALM IV&V Team closed Finding #8 on the potential impact of delayed MECs on upcoming FY22 YEC actions. IV&V closed this finding on 7/22/22 because:</p> <ul style="list-style-type: none"> • Though April, May, and June periods closed later than their planned completion dates (<i>as outlined in the CMS Remediation Action List - Month-End Close</i>), the delayed MECs did not prevent the FY22 YEC actions which began as scheduled on 6/30/22 and progressed through July, as outlined in the Florida PALM Year-End Close Tracker. • Florida PALM Project Team, A&A, and Agencies communicated with IV&V that the delays for the April, May and June FY22 MECs would not prevent their remaining FY22 YEC tasks or YEC reporting. <p>The Florida PALM IV&V Team continues to monitor the remaining adjustments for FY22 YEC and preparation for Ledger Closing (scheduled for 8/15/22). IV&V is also monitoring actions for YEC Reporting, upcoming FY22 Agency (Departmental FLAIR) closings, FY22 budget closings, and opening of the new Fiscal Year 23 (FY23).</p>			

RISKS

IV&V ID: 5	Status: Closed	Probability: 3	Priority: Medium
PALM ID: N/A	Date Logged: 01/25/22	Impact: 3	Type: Risk
<p>Summary</p> <p>The Project Schedule does not have a clear and reliable critical path making it difficult to measure progress and determine whether delays are imminent, or resources are being wasted.</p>	<p>Observation</p> <p>The Project Schedule was developed by fitting required tasks into a set timeframe without performing a full bottom-up estimate of the time required for each task.</p> <p>Recommendation</p> <p>Ensure that the Project's go-live and completion dates are determined by fully estimating each task; identify the critical path and Project completion dates beyond the next three to six months; add time/slack between activities and phases to reduce the impact of any schedule delay without impacting subsequent tasks or the Project's overall completion.</p> <p>Update</p> <p>The IV&V Risk #5 is closed as reported on the Florida PALM Weekly Status Report from 7/29/22. The Florida PALM IV&V Team met with the Florida PALM PMO Team on 7/26/22 to discuss the completeness and duration of the tasks in the current schedule. The IV&V Team subsequently closed this risk based on having only CMS Remediation and administrative tasks planned with end of year completion dates and not reflecting upcoming Financials/Payroll Wave tasks. The Florida PALM IV&V and the Florida PALM PMO will continue to assess upcoming Wave planning activities to ensure tasks are estimated from the bottom up with dependencies.</p>		

PRELIMINARY CONCERNS

IV&V ID: 9	Status: Closed	Probability: 3	Priority: Medium
PALM ID: N/A	Date Logged: 06/03/22	Impact: 4	Type: Preliminary Concern
<p>Summary</p> <p>The Florida PALM Project may face challenges in retaining and utilizing both State and SSI Vendor resources which could negatively impact the completion of CMS Remediation and future Florida</p>	<p>Observation</p> <p>Externally, the State and SSI Vendor both face the same market pressure of personnel resigning and leaving for other opportunities, known as the "Great Resignation." Resignation rates and total job openings across the United States have reached record levels, creating a volatile job market that enables, and in some ways encourages, people to leave their positions for a perceived better one at a different organization.</p> <p>The Florida PALM Project Team's limited pool of subject matter experts in FLAIR can face temporary shortages through PTO, transfers, new assignments, retirement, or resignation, creating a gap in historical knowledge and capability for a custom legacy system.</p> <p>FLAIR is a 30-year legacy system customized by each Agency over time. The State has already experienced an impact due to attrition involving staff with FLAIR expertise, which could continue to further diminish resources familiar with idiosyncratic FLAIR processes. If these Agency experts depart (to pursue other employment opportunities,</p>		

IV&V ID: 9	Status: Closed	Probability: 3	Priority: Medium
PALM ID: N/A	Date Logged: 06/03/22	Impact: 4	Type: Preliminary Concern
PALM Project waves.	<p>retire, or due to other unpredictable reasons) the State could lose the singular resources who know how FLAIR handles some atypical, unstandardized scenarios. IV&V understands the Florida PALM Project Team is aware of this Preliminary Concern and is actively pursuing methods to address it.</p> <p>Recommendation</p> <ul style="list-style-type: none"> • Identify key resources whose expertise is critical to FLAIR and assign and train/educate backup resources, who can be utilized as needed. • Review any business processes that are solely reliant on one resource for completion (e.g., identify single points of failure) and cross-train other personnel resources to mitigate delays. • Identify and document in detail the FLAIR processes that are high-impact and critical to business operations to ensure that, if the resources responsible for these processes are not available, they can be completed. • Ensure multiple agency resources are attending meetings and receiving communication on the upcoming long-term processes that may affect them. • Ensure the Project Schedule includes slack or contingency that allows the Project to recover and stay on target if the State loses key resources or a significant number of resources. <p>Update</p> <p>The IV&V Preliminary Concern #9 is closed as reported on the Florida PALM Weekly Status Report for 7/8/22 after further discussions with, and announcements from, the Florida PALM Project Team regarding the resource retention policy, new hiring, and efforts to mitigate the unavailability of key personnel. Hiring a Deputy Project Director who has previous experience with both FLAIR accounting processes, and the Florida PALM Project is an important step forward that will bring stability and fluency to a leadership role.</p>		

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 of the activity.

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
Weekend Checkpoint Meeting Standing Agenda	<ol style="list-style-type: none"> 1. Key Meetings for the Week 2. CMS Remediation Efforts 3. A-7 Updates 4. A-8 Items 5. Solution Center Update 	7/1/22 9:00 AM – 10:00 AM
Planning for Next Six Months	Discussion of upcoming Florida PALM requests for the next six months.	7/5/22 10:00 AM -11:30 AM
Treasurer's Fund Recon Discussion	Conversion of balances for BU 43002. Update of Treasurer Fund Recon (FLAIR Portion).	7/5/22 3:00 PM – 4:00 PM
CMS Remediation Task Check-in	Provide status updates on CMS Remediation tasks; identify obstacles and impediments and areas needing support.	7/6/22 9:00 AM – 9:30 AM
Project Status Meeting	Meeting to review status of the Florida PALM Project.	7/6/22 9:30 AM – 10:00 AM
CMS Remediation	INC27762522 - Modify DMR002 to include historical data; INC30150461 - Interest and Amortization Accrual accounting entries creating after the sale of the Deal; & April Book to Bank Discrepancies.	7/6/22 1:00 PM – 2:00 PM
CM Hypercare	Hyper care meeting to work through Cash Management incidents.	7/6/22 2:00 PM – 3:00 PM
QA Testing and Change Control	Java agent parameter update, roles/permissions conflict descriptions.	7/6/22 3:00 PM – 4:00 PM
Technical Retrospective	RADAR Updates, Internal Work Product #23 (functional and technical requirements confirmation).	7/8/22 9:30 AM – 10:15 AM

Meeting Subject / Name	Purpose	Date / Time
CCN – Agency	Agency readiness and MRW tasks discussion.	7/11/22 3:00 PM – 4:00 PM
Incident Triage Meeting	Provide updates and progress on priority incidents.	7/12/22 9:30 AM – 10:30 AM
Advisory Council Meeting	CMS Remediation, MEC and YEC status, training materials and guidance.	7/12/22 10:00 AM - 12:00 PM
CMS Remediation	INC28133012 – Unamortized amount is not properly calculating for Partial Sale PV: IC27759374 Create a New Book to Bank Query Book to Bank Reconciliation	7/12/22 1:00 PM – 2:00 PM
CMS Remediation Task Check-in	Provide status updates on CMS Remediation tasks; identify obstacles and impediments and areas needing support.	7/13/22 9:00 AM – 9:30 AM
Reporting and Data Team Meeting	Report terminology, RADAR updates, GLI067.	7/13/22 10:00 AM – 11:00 AM
Executive Steering Committee Meeting	Florida PALM Project Update for Executive Steering Committee.	7/13/22 2:00 PM – 4:00 PM
Incident Triage Meeting	Provide updates and progress on priority incidents.	7/14/22 9:30 AM – 10:00 AM
Technical Retrospective	RADAR updates, ServiceNow work notes, Automated Reconciliation Tool.	7/15/22 9:30 AM – 10:15 AM
Week-end Checkpoint	Standing Agenda: 1. Key Meetings for the Week 2. CMS Remediation Efforts 3. A-7 Updates 4. A-8 Items Solution Center Update	7/15/22 10:30 AM – 12:00 PM
PMO State Team Weekly Checkpoint	Schedule and Reporting, Status of current projects, Upcoming projects, and Roadblocks and impediments.	7/18/22 9:35 AM – 10:25 AM
CMS Remediation Task Check-in	Provide status updates on CMS Remediation tasks; identify obstacles and impediments and areas needing support.	7/18/22 9:00 AM – 9:30 AM

Meeting Subject / Name	Purpose	Date / Time
Requirements Review Kick-off and Expectations	Introduce Agency representatives to upcoming Agency requirements gathering / review sessions.	7/18/22 11:00 AM – 12:00 PM
CM Hypercare	Work through Cash Management incidents.	7/18/22 2:00 PM – 3:00 PM
Personalized Agency Working Sessions – Kickoff	To describe the purpose and path of the Personalized Agency Working Sessions and how they relate to the requirements review activities.	7/19/22 9:30 AM – 11:00 AM
Reconciliation – Analysis	Review reconciliation of Florida PALM and FLAIR.	7/19/22 4:00 PM – 5:00 PM
Project Status Meeting	Current Project related activities, status, risks, issues, and future planning activities updates.	7/20/22 9:30 AM – 1:00 AM
Data Dictionary Meeting	Discuss analyses of interface data elements to add these to data dictionary/definitions.	7/20/22 10:00 AM – 11:15 AM
CM Hypercare	Work through Cash Management incidents.	7/20/22 2:00 PM – 3:00 PM
Requirements – Reports and Data Team	Discuss the specific responsibilities and expectations of the Reports & Data team for the requirements review.	7/20/22 3:00 PM – 4:00 PM
Cash Balance Query	Develop query comparing cash balances in Florida PALM and Central FLAIR using the Recon Tool.	7/20/22 4:00 PM – 5:00 PM
Incident Triage Meeting	Prioritization and status reports of various incidents.	7/21/22 9:30 AM – 10:30 AM
FLAIR Functions / Subfunctions	How FLAIR subsystems work together, Financials and Payroll Waves assumptions, and FLAIR assumptions.	7/21/22 2:00 PM – 3:30 PM
Data Dictionary Analyses	Status/preview of analyses to find queries for list of business events. Discuss potential improvements / additions for understanding data / transaction model.	7/21/22 3:30 PM – 4:00 PM
Reconciliation – Analysis	Review reconciliation of Florida PALM and FLAIR.	7/21/22 4:00 PM – 5:00 PM

Meeting Subject / Name	Purpose	Date / Time
Technical Retrospective	RADAR updates, Automated Reconciliation Tool acceptance status.	7/22/22 9:30 AM – 10:15 AM
GL/KK	Recurring meeting to address topics impacting GL/KK module implementation.	7/22/22 9:30 AM – 10:00 AM
Weekend Checkpoint	Standing Agenda: 5. Key Meetings for the Week 6. CMS Remediation Efforts 7. A-7 Updates 8. A-8 Items Solution Center Update	7/22/22 10:30 AM – 12:00 PM
IV&V Services Follow Up	Meeting with IV&V Contract Manager to provide information to DMS as requested.	7/22/22 2:30 PM – 3:00 PM
B-Pod Weekly Meeting	Assessment of B Pod responsibilities in requirements review activities.	7/25/22 2:00 PM – 3:00 PM
Team Meeting – Requirements Review Plan	Review and discuss existing Requirements documentation and plans for upcoming Requirements-Gathering Wave.	7/25/22 2:00 PM – 3:00 PM
CM Hyper Care	Hyper Care meeting to work through Cash Management incidents.	7/25/22 2:00 PM – 3:00 PM
Requirements Review Check-in	Florida PALM Team check-in on status of requirements review and future activities.	7/25/22 3:00 PM – 4:00 PM
Review Requirements Plan Approach	Discussing approach for Requirements Review activities.	7/25/22 4:00 PM – 5:00 PM
DFS CCN Meeting	Discuss the upcoming Agency Working Sessions and debrief from the 7/19/22 kick-off with the Project.	7/25/22 4:00 PM – 5:00 PM
Review Requirements Plan Approach	Discussing approach for Requirements Review activities.	7/26/22 10:30 AM – 12:00 PM
FLAIR Functions / Subfunctions	Discussed Security Access Management requirements and comparison between FLAIR and PeopleSoft.	7/26/22 2:00 PM – 3:30 PM
Reconciliation Analysis	Meeting between DM and CM Teams, reviewing incidents and resolution.	7/26/22 4:00 PM – 5:00 PM

Meeting Subject / Name	Purpose	Date / Time
FDOT / Florida PALM Readiness Touchpoint Meeting	This is a recurring Florida PALM touchpoint meeting between your organization's Change Champion Network Agency Liaison and your Readiness Coordinator, Jordan Nobles. The purpose of these meetings is to review and discuss Florida PALM implementation activities. Today's call focused on FDOT potential agenda for upcoming Agency Working Sessions.	7/27/22 9:00 AM – 9:30 AM
Fiscal Year End (FYE) Lessons Learned	This meeting is to refine the FYE lessons learned provided by the Project Teams and identify an action plan for each.	7/27/22 9:30 – 10:30 AM
Reporting and Data Team Meeting	Involvement in Requirements Gathering meetings, Information Warehouse reports.	7/27/22 10:00 AM – 11:00 AM
Review GL Requirements	Walking through current GL requirements and identifying linkages to FLAIR functions.	7/27/22 11:00 AM – 12:30 PM
CMS Remediation	<ul style="list-style-type: none"> o INC28133012 - Unamortized amount is not properly calculating for Partial Sale o PV: INC30711451 - Add Book to Bank Discrepancy Report to all users with the DFS Bank Reconciliation Processor role o PV: INC30390927 - Deal Position Update running to No Success (historical cash flow error on Deal ID 165359) o INC30781233 - Unposted Cash Clearing Entries 	7/27/22 1:00 PM – 2:00 PM
CM Hyper Care	Hyper Care meeting to work through Cash Management incidents.	7/27/22 2:00 PM – 3:00 PM
FDC and FCOR Readiness Touchpoint Meeting	Review and discuss Florida PALM Project implementation activities.	7/27/22 3:00 PM – 4:00 PM
Reconciliation Analysis	Meeting between DM and CM Teams, reviewing incidents and resolution.	7/27/22 4:00 PM – 5:00 PM
Review GL Requirements	Walking through current GL requirements and identifying linkages to FLAIR functions.	7/27/22 11:00 AM – 12:30 PM
Review GL Requirements	Walking through current GL requirements and identifying linkages to FLAIR functions.	7/28/22 10:30 AM – 12:00 PM

Meeting Subject / Name	Purpose	Date / Time
FLAIR Functions / Subfunctions	Examining FLAIR agency adaptability and layout of information.	7/28/22 2:00 PM – 3:30 PM
Florida PALM QA Testing and Change Control	Status and Discussion of Florida PALM INC tickets in progress and testing.	7/28/22 3:30 PM – 4:00 PM
Reconciliation Analysis	TRN / ALLTRN comparison and remaining reconciliation differences.	7/28/22 4:00 PM – 5:00 PM
Technical Retrospective	RADAR updates, migration schedule for incidents.	7/29/22 9:30 AM – 10:15 AM
RP / RW Meeting	Review Agency status, with focus on upcoming Agency Working Sessions.	7/29/22 9:30 AM – 10:00 AM
CMS Remediation	<ul style="list-style-type: none"> ○ Walkthrough deleting Journal 77000/0000503730 ○ Analyze transactions for INC28133012 - Unamortized amount is not properly calculating for Partial Sale ○ BV: INC30150461 - Interest and Amortization Accrual accounting entries creating after the sale of the Deal ○ FD Review: INC30766997 - Book to Bank Discrepancy Report (CMR030) ○ Treasury Portfolio Opening Balances for GLR090 on CMS Option page ○ Closing Cash Management for FY22 	7/29/22 1:00 PM – 2:00 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 Review – Draft Weekly Status Report	Review draft of the Florida PALM IV&V 7/1/22 Weekly Report.	7/5/22 3:00 PM – 3:30 PM	Florida PALM Project Director DMS Contract Manager Nicolle Suvada Tricia Shaffer Kimberly Nichols

Meeting Subject / Name	Purpose	Date / Time	IV&V Attendees
IV&V – Project Schedule Discussion	Review the findings of the Florida PALM Project Schedule.	7/7/22 12:00 PM – 12:30 PM	Tommy Werner Gabriela Gibson Joy Schneider Jay Guevarra Fahad Ahmed
IV&V Review – Draft Weekly Status Report	Review draft of the Florida PALM IV&V 7/1/22 Weekly Report.	7/8/22 3:00 PM – 3:30 PM	Florida PALM Project Director DMS Contract Manager Nicolle Suvada Tricia Shaffer Kimberly Nichols
Testing Processes with PCG	Meeting with the SSI Vendor about Florida PALM Testing Processes.	7/11/22 3:00 PM – 3:45 PM	Florida PALM Contract Manager Matthew Cole Mary Puntty (CMS Testing Lead) Bryan Sohayda (Production Support Lead) Sharon Studley Nicolle Suvada Fahad Ahmed Tyler Cain
IV&V Review – Draft Weekly Status Report	Review draft of the Florida PALM IV&V 7/8/22 Weekly Report.	7/12/22 1:30 PM – 2:00 PM	DMS Deputy Secretary of Workforce Operations Sarah Hamilton (DMS) Florida PALM Contract Manager Nicolle Suvada Tricia Shaffer
IV&V Discussions	Questions and Answers on the MEC and YEC processes with the Florida PALM Project Team.	7/12/22 2:00 PM – 3:00 PM	Jennifer Reeves (DFS) Deana Metcalf (DFS) Kimberly Nichols
IV&V Discussions	Meeting to discuss IV&V progress.	7/12/22 4:00 PM – 4:30 PM	Florida PALM Contract Manager Nicolle Suvada
IV&V Updates and Discussions	Meeting to discuss status of IV&V activities.	7/13/22 10:30 AM – 11:35 AM	Bruce Topp Michelle Mullins Nicolle Suvada Tricia Shaffer Kimberly Nichols

Meeting Subject / Name	Purpose	Date / Time	IV&V Attendees
IV&V Updates and Discussions	Meeting to discuss status of IV&V activities.	7/13/22 11:35 AM – 12:05 PM	DMS Deputy Secretary of Workforce Operations Sarah Hamilton (DMS) Nicolle Suvada Tricia Shaffer Kimberly Nichols
Testing Processes with PCG	Part 2 of a conversation with the SSI Vendor about Florida PALM Testing Processes.	7/14/22 2:00 PM – 3:00 PM	Florida PALM Contract Manager Matthew Cole, SSI Vendor Bryan Sohayda (SSI Vendor, Production Support Lead) Sharon Studley, SSI Vendor Nicolle Suvada Fahad Ahmed Tyler Cain
IV&V Review of Draft Reports	Review draft documents as follows: <ul style="list-style-type: none"> • Draft Weekly Status Report • Draft Monthly Assessment Report • ESC Supplemental Report 	7/15/22 3:00 PM – 4:00 PM	DMS Deputy Secretary of Workforce Operations Sarah Hamilton (DMS) Florida PALM Project Director Nicolle Suvada Tricia Shaffer Tyler Cain
IV&V Discussion on Project Schedule (IV&V Issue #3 and #4, and IV&V Risk #5)	To discuss the Florida PALM Project Schedule IV&V Issue #3 and Issue #4, and IV&V Risk #5 with Florida PALM PMO.	7/19/22 3:00 PM – 3:30 PM	Tommy Werner Julian Gotreaux Joy Schneider Nicolle Suvada Jay Guevarra Fahad Ahmed
IV&V Project Status Follow Up Questions	Meeting with Florida PALM Contract Manager.	7/22/22 4:00 PM – 4:30 PM	Florida PALM Contract Manager Nicolle Suvada

Meeting Subject / Name	Purpose	Date / Time	IV&V Attendees
IV&V Review – Draft Weekly Status Report	Review draft of the Florida PALM IV&V 7/22/22 Weekly Report.	7/22/22 3:00 PM – 4:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Nicolle Suvada Tricia Shaffer
IV&V Review – Draft Weekly Status Report	Review draft of the Florida PALM IV&V 7/29/22 Weekly Report.	7/29/22 3:00 PM – 4:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Tricia Shaffer Kimberly Nichols

IV&V DELIVERABLES SUBMITTED

Deliverable Name	SOW ID	Date Submitted
Florida PALM IV&V Weekly Status Report 070122	IV&V3-D6	7/5/22
Florida PALM IV&V Weekly Status Report 070822	IV&V3-D6	7/12/22
Florida PALM IV&V Weekly Status Report 071522	IV&V3-D6	7/15/22
Florida PALM IV&V Monthly Assessment Report June 2022	IV&V3-D7	7/15/22
Florida PALM IV&V Executive Steering Committee Review Report Supplemental Resource	IV&V3-D10	7/15/22
Florida PALM IV&V Weekly Status Report 072222	IV&V3-D6	7/22/22
Florida PALM IV&V Weekly Status Report 072922	IV&V3-D6	7/29/22

PROJECT DOCUMENTATION REVIEWED

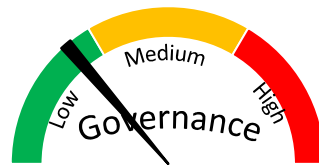
During July, the Florida PALM IV&V Team reviewed the following documents:

MONTH-END AND YEAR-END CLOSING DOCUMENTS REVIEWED

Document Name	Description
Florida PALM Year End Close Tracker	YEC Action tracker spreadsheet with tasks, subtasks, assigned responsible parties and start and end dates.
CMS Remediation Action List - Month-End Close	MEC Action tracker spreadsheet for all FY22 periods, including tasks, subtasks, assigned responsible parties and start and end dates.
Florida PALM Cash Balance Guide	The Florida PALM Cash Balance Guide (Guide) provides information, guidance, and a directory of resources for the DFS stakeholders to manage cash balances in Florida PALM and support operations for CMS Wave (I-D22).
DOR YEC Production Plan	Action Tracker spreadsheet with tasks, subtasks, and dates for Department of Revenue (DOR) FY22 YEC tasks.
2021-2022 Fiscal Year End Activities	A living document that outlines the tasks required by the A&A and Office of Information Technology (OIT) to successfully close the current fiscal year and open a new fiscal year
Florida PALM RADAR Report	The Florida PALM RADAR report provides status of the tasks in the Project.
Year-End Summary	Overview of Florida PALM Activities to Support Central FLAIR FY22 Close and Open Actions

FLAIR PALM YE Interface Schedule	This spreadsheet lists and gives details of the interfaces used to support FY22 YEC, including scheduled dates and frequency.
Treasury Assistance Task Log	Detailed spreadsheet logging Treasury Reconciliation actions for FY22 reconciliation.

PROJECT GOVERNANCE ASSESSMENT



Project Governance Risk Rating

Project Governance Risk Assessment

The Florida PALM IV&V Team assesses the Florida PALM Project governance as remaining at a Low risk (Green) rating in the month of July. The Florida PALM Project Team welcomed several new ESC members in July and provided them with various resources to help them acclimate to their roles. IV&V commends the Florida PALM Project Team for providing the new ESC members with the ESC Charter, a Florida PALM Project History document, and access to the Readiness Workplan and End User Training (among other resources). IV&V considers this action a positive step for offering a consistent onboarding experience for members involved in the highest level of Florida PALM Project governance structure and ensuring all ESC members understand their individual and collective responsibilities. Additionally, IV&V observed the Florida PALM Project offering operational information – including MEC and YEC status updates – to the new ESC members to acquaint them with the Project’s current state.

EXECUTIVE STEERING REVIEW REPORT SUPPLEMENTAL RESOURCE

After the delivery of the ESC Review Report on 6/10/22, the Florida PALM Project Team asked the Florida PALM IV&V Team for additional resources or industry standards related to providing and preparing ESC members with the right level of detail and information prior to major votes or discussions. IV&V worked on this request and provided a supplemental document to the Florida PALM Project Team. IV&V consulted the following sources to compile the supplemental document:

1. The Institute of Electrical and Electronics Engineers (IEEE);
2. Project Management Body of Knowledge (PMBOK);
3. Case Studies (Previous or Current Projects) from Public Consulting Group’s Project Repository; and
4. Project Management Institute Peer-Reviewed Article Library.

IV&V compiled an array of resources to stimulate further discussion and support the Florida PALM Project Team in creating an applicable set of standards. The Florida PALM IV&V Team provided two case studies in the Executive Steering Committee Review Report Supplemental Resource that utilize subgroups and a customized governance structure to support their corresponding ESC:

1. A State Government Medicaid Management Information System (MMIS) Replacement Project; and
2. A Health and Human Services Transformation Project with a technical review board (TRB) and a business review board (BRB) where Project changes are assessed before reaching the ESC.

The Florida PALM IV&V Team also provided excerpts from four Project Management Institute articles and best practices for consideration. IV&V summarized each article highlighting potential areas in meeting approach, decision making, control measures, and Project monitoring for the Florida PALM ESC to consider.

The Florida PALM IV&V Team delivered the ESC Review Report Supplemental Resource to the standard Florida PALM IV&V distribution list recipients on 7/15/22.

Documents Reviewed for ESC Review Report Supplemental Resource:

Title of Resource	Source
Project Management Body of Knowledge (PMBOK)	Project Management Institute (PMI)
The Top Management Project Steering Committee, Part I	Knutson, J. (1994). The Top Management Project Steering Committee. PM Network, 8(1), 25–26
The Top Management Project Steering Committee, Part II	Knutson, J. (1994). The top management Project steering committee: part II. PM Network, 8(2), 11–12.
The Top Management Project Steering Committee, Part III	Knutson, J. (1994). The top management Project steering committee: part III. PM Network, 8(3), 11–12.
The Top Management Project Steering Committee, Part IV	Knutson, J. (1994). The top management Project steering committee: part IV. PM Network, 8(4), 11–12.
Building Executive Support -- Keys to Project Success	Bucero, A. & Englund, R. L. (2007). Building executive support—keys to Project success. Paper presented at PMI® Global Congress 2007—EMEA, Budapest, Hungary. Newtown Square, PA: Project Management Institute.
Steering Committees and Multiple Sponsors	James, V. M. (2011). Project sponsorship: a collaborative journey. Paper presented at PMI® Global Congress 2011—North America, Dallas, TX. Newtown Square, PA: Project Management Institute.
Staging a Project--Are You Setting Your Project Up for Success?	Elenbaas, B. (2000). Staging a Project—are you setting your Project up for success? Paper presented at Project Management Institute Annual Seminars & Symposium, Houston, TX. Newtown Square, PA: Project Management Institute.

PROJECT CHANGE REQUEST

This month the Florida PALM Project Team submitted their first Project Change Request (PCR) requesting enhancements since the beginning of the CMS Wave Remediation. This Project Change Request PCR87 requests four Cash Management System (CMS) enhancements and was requested 7/6/22. The enhancements included in this PCR are:

Ticket Number	Interface/Report Impacted	Requested Enhancement
INC29954487	API107	Year End File Processing Change
INC28881121	GLI067	Outbound Treasury Investment Balances Interface – Provides GR and Trust Fund beginning balance and summary transactional data to Central FLAIR annually to assist in producing budget and trust fund annual reporting,
INC28575093	GLI066	Daily Interface to FLAIR Agency Doc Number change
INC27788462	API107 / APE010	Long-term solution – Missing stale-dated and escheated warrant cancellations and Incorrect accounting classification for prior year warrant cancellations

The Florida PALM IV&V Team is monitoring this PCR as it actively progresses through the Change Request process. IV&V is reviewing relevant project documentation and interviewing PALM Project Team members to better understand the PCR’s objective and adherence to PCR methodology defined in the Florida PALM PMP, state requirements, and best practices.

DATA DICTIONARY

Potential Content Expansion of the Data Dictionary and Functional Definitions

IV&V observed a Data Dictionary meeting on 7/20/22 in which the Florida PALM Reporting and Data Team discussed potentially adding new columns to the Data Dictionary Work Product (and potentially to the corresponding Functional Definitions) that identify all the CMS Wave interfaces with which each data element is associated. There was also discussion about expanding the added information/columns to not only include which CMS Wave interfaces data elements/fields are associated with, but also which screens, reports, and queries the data elements appear within.

IV&V acknowledges the Reporting and Data Team’s suggestion to potentially expand the Data Dictionary’s content would enhance the utility of the resource and enrich the end user’s understanding of the document. IV&V will continue to monitor this developing conversation.

As a follow-up, the Florida PALM IV&V Team reviewed the initial Data Dictionary Work Product (WP21_Data Dictionary_CMS Wave Delivered Records_v1.0, 1/29/21) along with the following documents for any references to the historical intent of, and the requirements associated with, the initial Data Dictionary Work Product provided by the SSI Vendor during the CMS Wave:

- Attachment 1 – Statement of Work Contract #: FP004-Florida PALM SSI, Amendment #:5;
- Attachment 8-A3 – Deliverable Acceptance Criteria Contract #: FP004-Florida PALM SSI, Amendment #: 5; and the
- Data Governance Plan (WP318).

IV&V reached out to the Florida PALM Contract Manager on 7/27/22 to clarify and confirm the source(s) for where requirements related to the Data Dictionary could be found. IV&V also had a conversation with two members of the Florida PALM Project Team (Data Management Team Manager and Technical Architect) during a Technical Retrospective meeting on 7/29/22 regarding expectations related to the development and approval of Work Products.

In August, IV&V will continue reviewing any relevant existing requirements for the Data Dictionary Work Product.

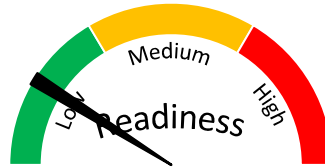
Data Dictionary as a Resource to Mitigate Inconsistent Terminology

During the same Data Dictionary meeting on 7/20/22, IV&V also observed a discussion of inconsistent terminology used between Divisions, as well as across systems and within reports. To illustrate, a Reporting and Data team member used the word and concept of “cash,” and demonstrated how there are different perceptions of what “cash” means both between internal DFS divisions (A&A vs. the Florida State Treasury), as well as across systems and organizations. Specifically, banks may have a different definition for “cash,” and this could differ from what the Florida PALM system recognizes as “cash.” Moreover, the Florida PALM System’s interpretation and usage of the term “cash” may diverge from the interpretations of “cash” used in Central FLAIR and Departmental FLAIR.

The Florida PALM IV&V Team clarified in a follow-up Data Dictionary Analyses meeting on 7/21/22 that the Data Dictionary and corresponding Functional Definitions are intended to serve as resources to help standardize terminology across the Florida PALM system user base to mitigate instances of inconsistent terminology.

In the 7/22/22 Weekly Status Report, IV&V also suggested that members of the Reporting and Data Team could be proactively and holistically integrated into the requirements planning discussions for the Financials Wave to provide guidance on how to standardize terminology and concepts across the Florida PALM system user base.

CHANGE READINESS AND DEPARTMENT ENGAGEMENT INITIATIVES ASSESSMENT



Change Readiness And Department Engagement Risk Ranking

Change Readiness and Department Engagement Risk Assessment

The change readiness and department engagement risk level remains at a Low (Green) status in the month of July. The first Florida PALM Advisory Council meeting under the current Proviso occurred on July 12th with positive feedback. The SSI Vendor continues to support Agencies and DFS in remediating the CMS solution, including the process to eventually transition MEC and YEC reconciliation activities to end users. July saw the kick-off of the requirements review activities. Many moving parts exist in the review that require significant collaboration between the Florida PALM Project Team, SSI Vendor, and Agency end users.

FLORIDA PALM ADVISORY COUNCIL MEETING

The Florida PALM Project Team led the monthly Florida PALM Advisory Council Meeting on July 12th. The meeting included an overview of the Project, with topics including CMS Remediation update, Requirements Review, Personalized Agency Workgroup Sessions, Information Warehouse, Project Schedule, Other Initiatives, and Agency Monthly Report Feedback.

During the Florida PALM Advisory Council Meeting the upcoming Personalized Agency Working Sessions was a primary area of focus. These Personalized Agency Working Sessions will be scheduled with all Agencies to communicate on FLAIR functions and ensure all requirements for Florida PALM Project are gathered.

The Florida PALM Advisory Council provides the Florida PALM Project with an additional channel for supporting Organizational Change Management. This meeting provides a recurring opportunity to engage on the Florida PALM Project in a structured format, orchestrating conversations between senior leaders and the Florida PALM Project team. The Project Management Institute (PMI) identifies this as beneficial for producing valued organizational changes, enabling a culture of change, and fostering organization-wide support for benefits-focused change. (*PMBOK, 7th edition, Focusing on Critical Initiatives and Encouraging and Enabling a Culture of Change, page 214*).

RECONCILIATION STABILIZATION TRANSITION TO FY23

The Florida PALM Project continues in its scheduled Stabilization Period through July; in this period, Florida PALM Project Team directly supports the departments and users performing the MEC and YEC processes, while simultaneously training the A&A, Treasury, and Agencies on these reconciliation processes.

In July, the Florida PALM Project Team began compiling Lessons Learned from FY22 and applying these to their discussions on eventually ending the Stabilization Period and transitioning A&A, Treasury, and Agencies to full MEC and YEC responsibility for Fiscal Year 2023 (FY23).

In the 7/29/22 IV&V Weekly Status Report, the Florida PALM IV&V Team provided recommendations to support a clear transition of FY23 MEC and YEC from the Florida PALM Project Team to the resources who will be responsible for them in FY23. Recommendations include:

- Transition MEC and YEC Action Trackers (*spreadsheets outlining tasks for MEC and YEC*) to the resources who will manage FY23 MEC and YEC;
- Add actions to transition MEC and YEC to FY23 resources as Stabilization Period sub-tasks in the Project Schedule;
- Define completion criteria for transitioning MEC and YEC to FY23 resources;
- Provide a FY23 MEC and YEC Transition Meeting for those receiving FY23 MEC and YEC responsibilities; and
- Confirm transfer of FY23 MEC and YEC with new responsible parties.

BUSINESS TRANSFORMATION

The Florida PALM IV&V Team is supporting the Florida PALM Project's transition into Florida PALM by providing additional information and analysis of successful Business Transformation processes. The Florida PALM IV&V Team is obtaining the presentation package from the 2022 Healthcare IT Connect Conference, to share information with the Florida PALM Project Team from the North Carolina Department of Health and Human Services (NC DHHS). NC DHHS presented details on a successful Business Transformation Project, which we anticipate will provide additional recommendations, Best Practices, and Lessons Learned to the Florida PALM Project Team.

The Florida PALM IV&V Team commended the Florida PALM Project Team for a forward-thinking recommendation proposed during a Reporting and Data Team Meeting on 7/13/22. A member of the Reporting and Data Team indicated it may be beneficial to recruit a State personnel resource with PeopleSoft reporting expertise to 1) expand the professional capabilities of the team, 2) help ensure the Florida PALM Project Team is reducing the replication of pre-existing reports when it could be maximizing the opportunity to transform operations during Florida PALM system adoption. If the Florida PALM Project Team chooses to implement suggestions like this, it will help develop a State team committed to the success of business transformation efforts.

The Florida PALM IV&V Team has scheduled a meeting with a PCG resource with significant knowledge of a California Statewide financial system project to discuss potential recommendations for the Florida PALM Business Transformation effort based. Important insights can be gained from the California Statewide financial system project Business Transformation

Lessons Learned as the effort is a comparable PeopleSoft implementation to the Florida PALM Project, with the same SSI Vendor. IV&V plans to meet with representatives from PCG's Organizational Change Management (OCM) Service Line during the upcoming weeks.

TESTING ANALYSIS

The Florida PALM IV&V Team continued its Testing Analysis review during the month of July and arranged a series of meetings with the SSI Vendor (7/11/22 and 7/14/22) to further understand the testing processes used within the Florida PALM Project.

Within the first meeting on 7/11/22, the SSI Vendor provided the Florida PALM IV&V Team with an overview of the various phases and distinct types of testing ("Testing Services") used to resolve incident tickets. The SSI Vendor Production Support Lead and the SSI Vendor CMS Testing Lead primarily facilitated the discussion. The SSI Vendor also provided a helpful diagram of the types of testing they perform, depending on the type of item being tested.

The follow-up meeting on 7/14/22 focused primarily on two different tickets as use cases to explore their respective testing processes and the handoffs that occurred among the SSI Vendor, the Florida PALM Project Team, and end users performing User Acceptance Testing (UAT) during incident resolution. The two use cases included:

- INC25647322 (Cash Balance by Fund Report is not reflecting balances within the cash in the Treasury node.); and
- INC28578657 (New Index on PS_FLP_CALIU_STG - ARI007 IU job failed in production with dead lock error).

The Florida PALM IV&V Team selected these two use cases from a sample to represent the testing processes for recently implemented functionality. The first use case was deemed a service request enhancement, and the second ticket was deemed a bug/defect (an "application code change" incident type).

The discussion during the 7/14/22 meeting included identifying the resources involved during each stage, the tests that are performed, and where relevant information documenting the progression through the testing process is captured. IV&V also discussed the general concepts of release scheduling and the approval process for enhancement determination with the SSI Vendor.

The Florida PALM IV&V Team plans to meet with members of the Florida PALM Project Team in August to obtain their perspective of the testing processes related to the aforementioned use cases/incident tickets.

REQUIREMENTS REVIEW AND PERSONALIZED AGENCY WORKING SESSIONS

The Florida PALM Project Team and SSI Vendor kicked off the Florida PALM Requirements Review and the associated Personalized Agency Working Sessions in July. The Florida PALM Requirements Review is an activity required by the FY23 General Appropriations Act, Specific Appropriation 2394, to review and update all functional and technical system requirements for the replacement of FLAIR functionality. The review process is comprised of preliminary internal

reviews with the Florida PALM Project Team and SSI Vendor, validating original requirements and reviewing them against existing FLAIR functionality, and the Personalized Agency Working Sessions. During the preliminary reviews, teams will be examining each individual requirement, answering whether it covers a FLAIR functionality, and if so, whether the functionality is already addressed in the CMS solution. The initial reviews are planned for completion by the end of August 2022.

Personalized Agency Working Sessions will use the completed requirements checklist as a guide for discussing solution customization with Agencies and FLAIR end users, as well as confirming ambiguous requirements where a matching FLAIR functionality cannot be determined for certain by the Florida PALM Project Team or SSI Vendor. Sessions are planned to run between September and December 2022. The Florida PALM IV&V team will monitor the progress of these activities as they occur and provide recommendations, if needed, to ensure that the requirements review adheres to best practices.

IV&V ACTIVITIES PLANNED FOR FUTURE PERIODS

TESTING ANALYSIS AND SOFTWARE DEVELOPMENT LIFE CYCLE REVIEW

As mentioned in the Testing Analysis report section above, the Florida PALM IV&V Team plans to meet with members of the Florida PALM Project Team in August to obtain their perspective of the testing processes related to two use cases/incident tickets.

IV&V will also be reaching out to both the SSI Vendor and the Florida PALM Project Team seeking to arrange a separate (though related) meeting regarding INC29170684 (Date Tolerance Field is inheriting the Date Tolerance from previous line) and its associated ticket with the same description, INC282268243, to better understand the full Software Development Life Cycle (SDLC) of the Florida PALM Project. Using this incident as a use case, IV&V will facilitate discussions to trace an incident ticket from its original submission through its respective resolution.

DATA DICTIONARY AND INDUSTRY BEST PRACTICE REVIEW

In August, IV&V will conduct a comparison between the Florida PALM Project initial Data Dictionary Work Product (WP21_Data Dictionary_CMS Wave Delivered Records_v1.0, 1/29/21) and industry best practices. IV&V will be primarily sourcing information from Institute of Electrical and Electronics Engineers (IEEE) and the international Data Management Association (DAMA) and will provide updates regarding this industry best practice review in a subsequent report.

STANDARDIZED BUSINESS PROCESS MODELS DELIVERABLE ASSESSMENT REPORT

The Florida PALM IV&V Team resumed reviewing selected Florida PALM Project Standardized Business Process Models (BPMs) of CMS Wave and Financials Wave. This analysis had been on hold while the Florida PALM IV&V Team focused on the ESC Review Report, monitoring CMS Remediation actions, and FY22 Reconciliation.

The Florida PALM IV&V Team BPM observations and recommendations are being updated in consideration of the Florida PALM Project Team's Requirements Review and upcoming Personalized Agency Working Sessions that began this month. These support the reassessment of functionality requirements for the replacement of FLAIR functionality, required by the FY23 General Appropriations Act, Specific Appropriation 2394 [Proviso in House and Senate Appropriations and Implementing Bills for FY 2022 - FY 2023](#).

DOCUMENTATION / INFORMATION REQUESTS

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

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 will be used by the Florida PALM IV&V Analysts 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 (80-90%)	Low	Medium	High		
Likely 4 (60-79%)			Medium	High	
Possible 3 (40-59%)		High			
Unlikely 2 (20-39%)		High			
Improbable 1 (1-19%)		High			

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

Rating	Definition
High	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.
Medium	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.
Low	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.