

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

Independent Verification & Validation
December 2023 Mid-Month Progress Report

Reporting Period December 1 - 15, 2023

December 20, 2023

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Executive Summary

The Florida PALM IV&V Mid-Month Progress Report will act as a progress report and is not intended to be an in-depth assessment. This report will capture trends and keep the Florida PALM Project Team and Stakeholders apprised of any developing Findings and IV&V progress between IV&V Monthly Assessment Report submissions.

For the Mid-Month Progress Report period of 12/1/23 through 12/15/23, the following lists the key items the Florida PALM IV&V Team has reviewed:

- The overall risk trend of the Florida PALM Project has remained stable during this reporting period.
- The Florida PALM Project Schedule is seeing an increase in the number of delayed tasks for a total of 176 delayed tasks. One hundred and five of the 176 delayed tasks are related to D640 - Development of the Master Data Configuration Workbooks.
- The Florida PALM Project Team has included functional and technical resources in various Readiness Touchpoints to answer Agency questions on Florida PALM, which continues to be positive for the Agencies.
- The Florida PALM IV&V Team reviewed D637- Completion of Solution Design (Requirements) Segment II along with the associated Functional Designs (FDs) and the Requirements Traceability Matrix (RTM). The Florida PALM IV&V Team also attended the Business Process Model (BPM) review sessions that were conducted with the Agencies between 12/5/23 and 12/7/23.
- The Florida PALM IV&V Team is also monitoring the approval of the change order for the People First Vendor.

Please Note: The Florida PALM IV&V Team received an update that the People First Contract Change Order was executed on 12/18/23.

Focus Area Summary

The table below summarizes the Florida PALM IV&V Team’s updates for the various Focus Areas for the reporting period 12/1/23 to 12/15/23. These preliminary updates may continue to evolve as information becomes available for the next Florida PALM IV&V Monthly Assessment Report. This section intends to be a summary only; a more detailed capture regarding these Focus Areas is provided in this document’s Focus Area Update Details section further below. Some Focus Areas may be marked as Not Applicable (NA) as they have not started or there is no significant activity during this reporting period.

Table 1: Focus Area Summary

Focus Area	Last Month’s Indicator	Mid-Month Risk Trend	Rationale
Overall Project Indicator	Low	Unchanged	The overall risk trend of the Florida PALM Project has remained stable during this reporting period. The Florida PALM IV&V team will continue monitoring the Medium Risk associated with requirements and design, and the two open Findings documented in the Open Findings section of this report. Both have

Focus Area	Last Month's Indicator	Mid-Month Risk Trend	Rationale
			the potential to impact the overall risk trend for the Florida PALM Project in future reports.
Project Management	Low	Unchanged	The Florida PALM Project Schedule demonstrates a steady SPI at .90. However, there is an increase in the total number of delayed tasks and activities. The risk rating for the Project Management Focus Area remains unchanged for this reporting period.
Organizational Change Management	Low	Unchanged	The Florida PALM Project Team has been including functional and technical resources in Readiness Touchpoints and other meetings to answer Agency questions on Florida PALM. This is a positive step that may allow Agencies to better complete their Readiness Workplan tasks because of additional information on Florida PALM. The Florida PALM Project Team is also developing a tool to allow Agencies to log open questions in Smartsheet.
Requirements and Design	Medium	Unchanged	<p>The Florida PALM IV&V Team reviewed D637-Completion of Solution Design (Requirements) Segment II along with the associated Functional Designs (FDs) and the Requirements Traceability Matrix (RTM). As with the Segment I FDs, the Segment II FDs are well-written and complete. One inconsistency was noted between the RTM and D637, which was corrected prior to acceptance.</p> <p>The Florida PALM IV&V Team also attended the Business Process Model (BPM) review sessions that were conducted with the Agencies between 12/5/23 and 12/7/23. The review sessions effectively provided information to the Agencies and received and responded to their comments and questions. The Agencies came well-prepared with specific questions about the Florida PALM Project business processes and specific examples of their current business processes.</p> <p>The Florida PALM IV&V Team also monitors the approval of the change order for the People First Vendor. Until the change order is approved, the Vendor is no longer engaging in design discussions about the People First/PALM Interfaces, which could impact subsequent design, development, and testing of these critical interfaces that are required for go-live.</p> <p><i>Please Note: The Florida PALM IV&V Team received an update that the People First Contract Change Order was executed on 12/18/23.</i></p>

Focus Area	Last Month's Indicator	Mid-Month Risk Trend	Rationale
Development	Low	Unchanged	The 52 FDs selected for Build Segment I are being provided to the development team so that the additional technical data can be added, and development can start. This effort is ahead of schedule since the Ready to Start Build Stage Gate was approved early.
Testing	NA	NA	<p>Until the Florida PALM Project Team begins their testing activities, a risk rating will not be reported for this Focus Area.</p> <p>The Florida PALM IV&V Team reviewed the test scenarios within all the Functional Design documents for Segment II and included the results in the review of D637. The Florida PALM IV&V Team has started work on drafting test scenarios for Segment I based on the Business Process Models (BPMs) as a part of the independent testing efforts.</p>
Conversion	NA	NA	For Segment II, there were four conversion FDs reviewed by the Florida PALM IV&V Team as part of the DAR for D637. There have been two conversion design reviews thus far for Segment III, for which the Florida PALM IV&V Team participated. The information covered to date indicates positive work in this space. A risk rating will be reported for this Focus Area once the Florida PALM Project Team begins its scheduled conversion activities.
Implementation Readiness	NA	NA	The Florida PALM IV&V Team will begin reporting progress once implementation readiness efforts start.
Production Support	Low	Unchanged	No significant risks or issues have been identified for the production support area. The ServiceNow ticket INC38993588, which involved an outgoing \$251 Million interbank transfer in January 2022 from a Wells Fargo account with no offsetting debit transaction recorded, had a fix applied to the production environment on 12/8/23.

Potential New Findings

There are no new findings to report during this period.

Open Findings

Finding Number and Statement: Finding 12 – Inconsistency in Requirements Traceability.

Impact Update: Medium (Unchanged)

Probability Update: Medium (Unchanged)

Priority Update: Medium (Unchanged)

Status Update: Additional cross-checks were implemented to avoid future inconsistencies between the RTM and FDs. The Florida PALM IV&V Team reviewed traceability between D637-Completion of Solution Design (Requirements) Segment II, the RTM, and the requirements information in the individual FDs. The Florida PALM IV&V Team identified one inconsistency between the RTM and D637 that was corrected before the acceptance of D637. The IV&V Team also identified that there is additional supporting requirement information that is included in the FD but not in the RTM. Since the additional supporting requirement information is not directly related to the FDs, the Florida PALM Project Team has elected to remove the supporting requirements from future FDs, eliminating the need to maintain the information in the RTM.

Finding Number and Statement: Finding 13 – People First vendor unable to participate in design discussions.

Impact Update: Significant (Unchanged)

Probability Update: Medium (Unchanged)

Priority Update: High (Unchanged)

Status Update: The Florida Department of Management Services (DMS) is working on the change order for the People First Vendor's contract and Florida PALM leadership is working to address and mitigate the risk. The Florida PALM IV&V Team will continue to track the risk trends and any updates toward the mitigation.

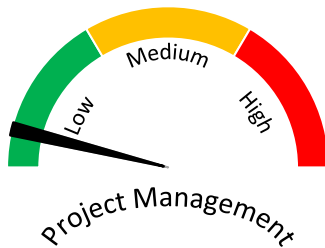
Please Note: The Florida PALM IV&V Team received an update that the People First Contract Change Order was executed on 12/18/23.

Potential Findings Closing

No findings were closed during this reporting period.

Focus Area Update Details

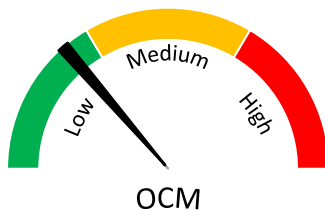
Project Management



The Florida PALM IV&V Team continues to assess the Florida PALM Project Schedule and is monitoring the late tasks. The overall SPI for the Project Schedule continues to stabilize but has slightly declined to 0.9 as of mid-December. The Florida PALM IV&V Team also analyzed the details of the Mid-month Schedule, and the total number of delayed tasks has increased to 176. Many of these tasks were from D640 and D641, which are on the critical path. One hundred and five of the 176 delayed tasks belong to D640 – Development of the Master Data Configuration Workbooks. The Florida PALM PMO Team is aware, and these tasks will run late as they will not trigger a Service Level Expectation (SLE). The

Florida PALM IV&V Team will continue to track and monitor to ensure no potential impacts. Also, the Florida PALM PMO Team is aware of and needs to reconcile Stage Gate 2 in the Florida PALM Project Schedule, which has a projected finish date of May 2024 and a baseline of August 2024. The increased delayed tasks and a stable SPI will keep the overall risk rating unchanged at a Low Green level. The Florida PALM IV&V will continue to monitor this activity. If the increase in delayed tasks continues and there is a decrease in SPI in the next report, this could impact the overall risk rating.

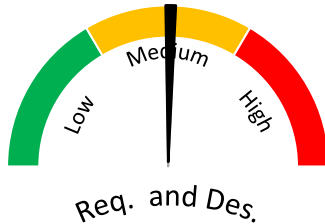
Organizational Change Management



The Florida PALM Project Team is implementing several process improvements to Agency Readiness Touchpoints and communications. First is the inclusion of functional and technical resources in Agency Readiness Touchpoints as applicable, such as aiding the selection of interfaces for Segment I to allow for more timely decision-making. These team members answer Agency questions about specific Florida PALM functions and data in real time instead of waiting for messages or in group forums.

Additionally, the Florida PALM Project Team is developing a section in Smartsheet for Agencies to log questions for the Florida PALM Project. This section will serve both as a repository for open questions and allow the Florida PALM Project Team to submit responses. Improved communication and timeliness in answering questions are the hoped-for outcomes of this change. The Florida PALM IV&V Team will continue to assess the changes that the Florida PALM Project Team is implementing to improve Agency Readiness activities and communications.

Requirements and Design



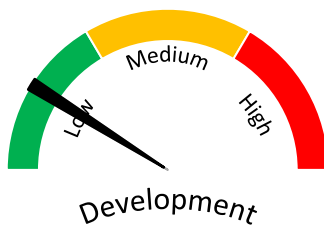
The Florida PALM IV&V Team reviewed D637 - Completion of Solution Design (Requirements) Segment II along with the associated Functional Designs (FDs) and the Requirements Traceability Matrix (RTM). As with the Segment I FDs, the Segment II FDs are well written and complete. One inconsistency was noted between the RTM and D637 but that was corrected prior to acceptance. Additionally, there were related requirements identified in Section 2 of the RTM Cross Reference in each FD that are not included in the working RTM. Since these requirements are not directly related to the FD, the Florida PALM Project has elected to remove Section 2 from future FDs which will eliminate inconsistencies with the RTM.

The Florida PALM IV&V Team also attended the Business Process Model (BPM) review sessions that were conducted with the Agencies between 12/5/23 and 12/7/23. The review sessions effectively provided information to the Agencies and received and responded to comments and questions from them. The Agencies came prepared with specific questions related to Florida PALM Project business processes and specific examples of their current business processes.

The Florida PALM IV&V Team also monitors the approval of the change order for the People First Vendor. Until the change order is approved, the Vendor is no longer engaging in design discussions about the People First/PALM Interfaces, which could impact subsequent design, development, and testing of these critical interfaces that are required for go-live. The Florida PALM IV&V Team formally identified a new Finding (Finding 13) in the November IV&V Monthly Report about the People First Vendor no longer participating in design activities and recommended that DMS accelerate approval of the change order as much as possible.

Please Note: The Florida PALM IV&V Team received an update that the People First Contract Change Order was executed on 12/18/23.

Development



The 52 Functional Designs (FDs) selected for Segment I Build are being transferred to the development team to add detailed technical information and start development. The updated FDs become the Application Design documents and include the functional and technical information and the unit test results. As of 12/15/23, 20 FDs are currently being reviewed and updated by the development team. Eight Application Design documents are scheduled to be drafted by 12/31/23. The development effort will be able to start early since the Ready to Start Build Stage Gate was approved ahead of schedule. The Florida PALM IV&V Team considers this to be a Low-Risk Focus Area.

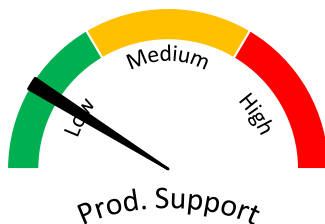
Testing

The Florida PALM Project Team will conduct testing activities after the Ready to Begin System Testing Stage Gate in 2024. As such, the Florida PALM IV&V Team will not yet report a risk rating for this section as the rating depends on the Florida PALM Project Team’s work. In the meantime, the Florida PALM IV&V Team has completed its review of the “General Guidelines for Testing” section of all Functional Design documents in Segment II and has captured recommendations in the DAR for D637 which will be shared with the Florida PALM Project Team. The IV&V Team is also writing preliminary test scenarios based on the Business Process Models from Segment I as part of the Florida PALM IV&V Team’s independent testing effort.

Conversion

The Florida PALM IV&V Team completed a review of the Segment II Functional Designs (FDs), including conversion design that is focused on Asset and Property, Customer, Grant Information, and Encumbrances data and feedback is included in the Deliverable Assessment Report (DAR) for Deliverable D637, which will be shared with the Florida PALM Project Team. The Florida PALM IV&V Team observed that the conversion-specific design documents are well-written and cover the required conversion criteria, such as field mapping, data volume, and the error handling of the conversion interfaces. As part of the ongoing conversion-related design discussions, the Florida PALM IV&V Team attended two design sessions for Segment III.

Production Support



There are no significant risks or issues identified for the production support area.

ServiceNow ticket INC38993588 involved an outgoing \$251 Million interbank transfer in January 2022 from a Wells Fargo account. There was no offsetting debit transaction recorded, leading to an unreconciled amount. A solution was identified and confirmed with the Division of Treasury. Validation in the production environment occurred on 12/8/23, and the Treasury successfully implemented the solution on 12/11/23. The Florida PALM IV&V Team will review the testing process performed for this ticket.

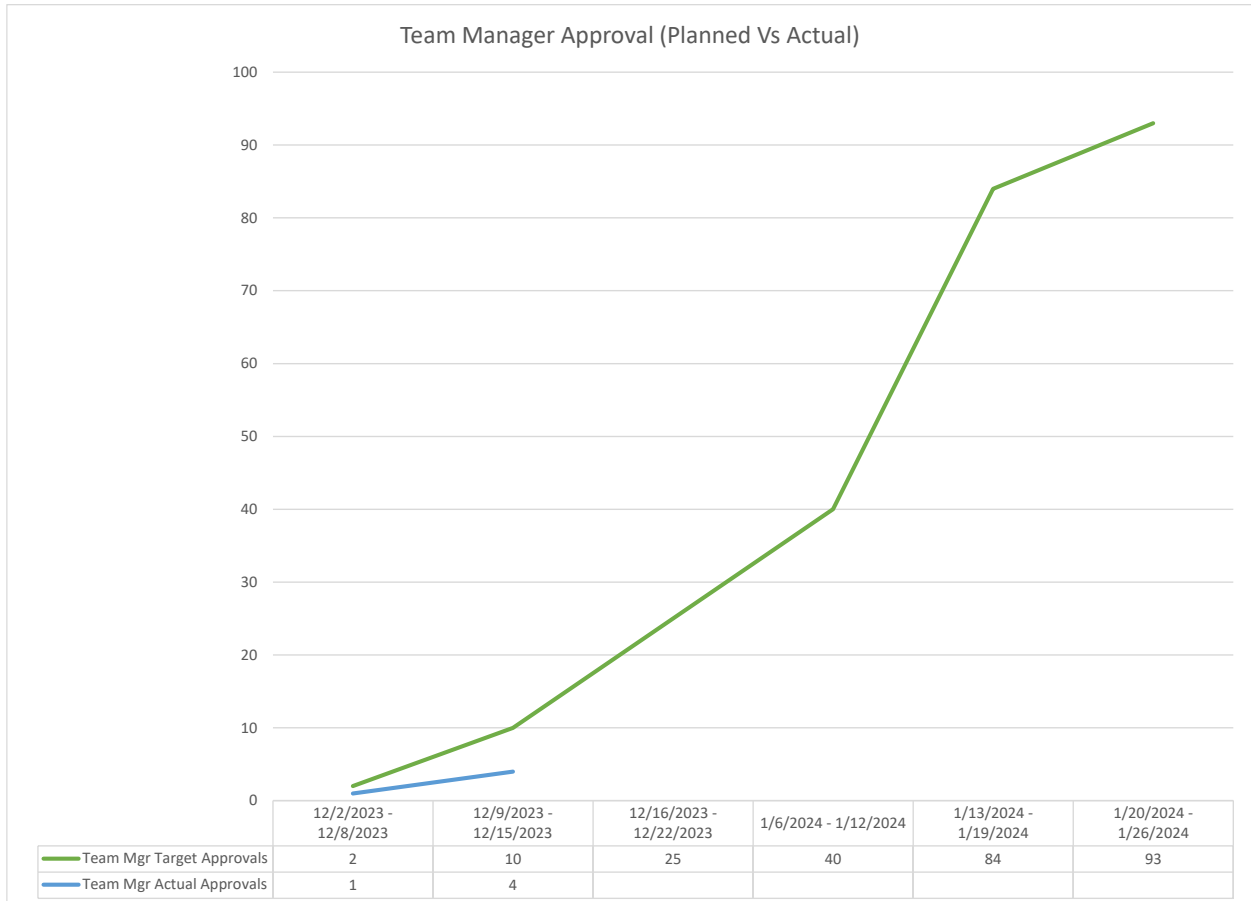
Key Metrics or Analysis

This section provides metrics used by the Florida PALM IV&V Team to assess processes and activities.

Planned versus Actual Segment III Team Manager Approvals

The diagram in Figure 1 shows the planned and actual count of Functional Designs (FDs) that have been approved by the Team managers as of 12/15/23. It shows that all the Segment III FD Team manager approvals are slightly behind schedule. It also shows there is a peak in expected approvals in the second week of January. This peak will need to be monitored to ensure approvals do not fall further behind.

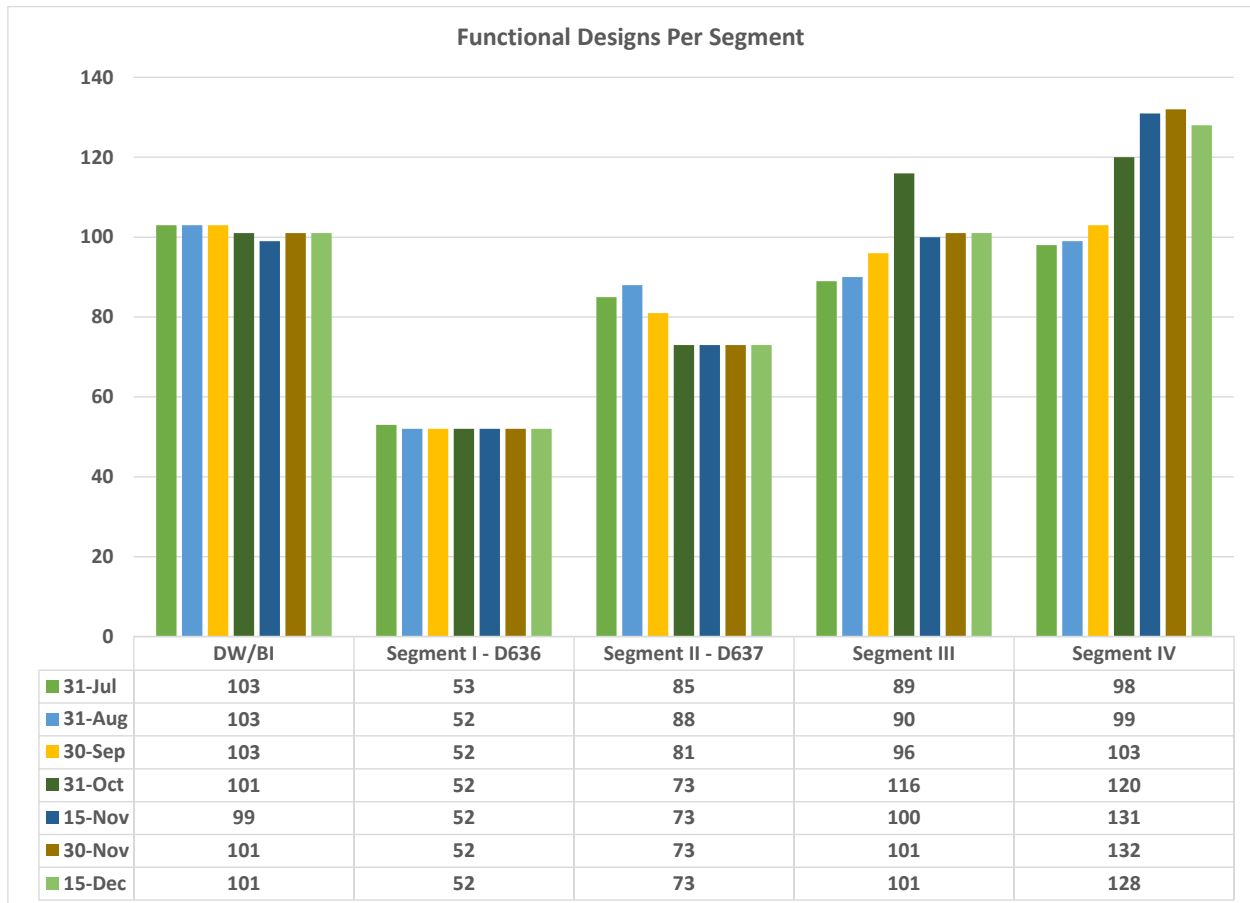
Figure 1: Planned versus Actual Segment III Approvals



Changes to Counts of Functional Designs Per Segment

The diagram in Figure 2 shows the expected counts for each of the design segments and how they have changed over time. The projected count of FDs for Segment III and especially Segment IV has been increasing over time as some have shifted from earlier segments and new FDs have been identified. Fourteen of the FDs in Segments III or IV will require Project Change Request (PCR) approval by either the Project Director or the Executive Steering Committee (ESC) since they are extensions and 4 are identified as “decision pending.”

Figure 2: Changes to Counts of Functional Designs Per Segment

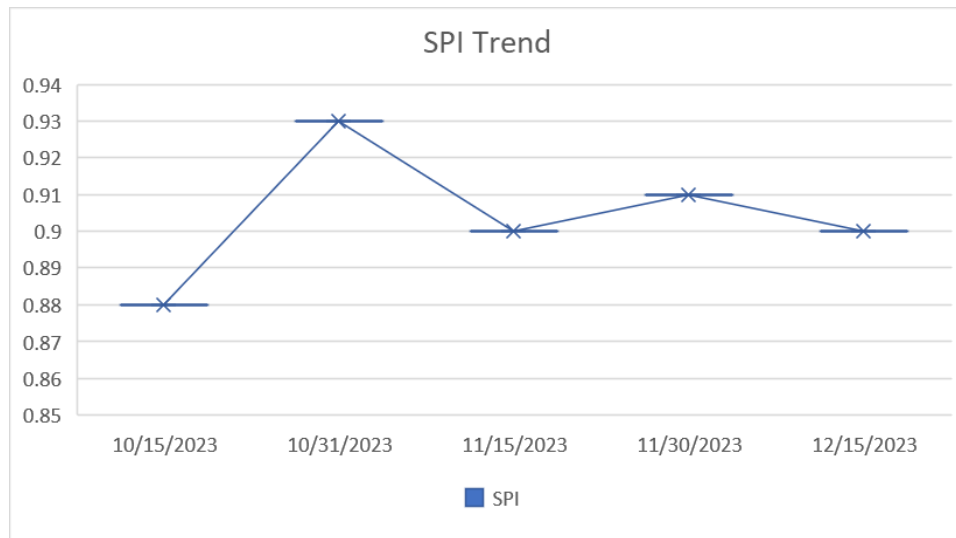


SPI Trend for the Florida PALM Project Schedule

The diagram in Figure 3 shows the Schedule Performance Index (SPI) trend for the Florida PALM Project Schedule over the last two months. The SPI measures schedule efficiency expressed as the ratio of earned value and the planned value. The data represents the relative number of tasks that are behind or ahead of schedule. The interpretation of SPI is as follows:

- If SPI = 1, the project is on schedule.
- If SPI < 1, the project is behind schedule.
- If SPI > 1, the project is ahead of schedule.

Figure 3: SPI Trend for the Florida PALM Project Schedule



IV&V Upcoming Schedule Activities

Project Management

- Ongoing assessment of the Florida PALM Project Schedule SPI and schedule variances, including potential impacts of late tasks to the Critical Path.
- Review and analyze the Florida PALM Agency's participation data regarding RW Tasks 500, 501, 502, and 503 and any potential impacts on the readiness plan.

Organizational Change Management

- The Florida PALM IV&V Team will review changes to the Florida PALM Updated Readiness Plan.

Requirements and Design

- Participate in Segment II Design Workshops.
- Review D640 - Development of the Master Data Configuration Workbooks.
- Continue review and analysis of Design Work Unit Tracker, RICEFW Inventory, and RTM.
- Participate in Functional Design Sessions.
- Review Functional Design Specifications.

Testing

- Continue writing scenarios based on the BPMs for Segment I and Functional Designs for Segment I.
- Continue attending Functional Design Sessions.

IV&V Information Requests

The table below includes the status of the outstanding Florida PALM IV&V Team information requests from the Florida PALM Project Team.

Table 2: IV&V Information Requests

Information Request	Responsible Party	Date of Request	Status
NA	NA	NA	NA

Appendix A – Documents Reviewed

The table below shows documents the Florida PALM IV&V Team reviewed during the period.

Table3: IV&V Documents Reviewed

Document Name	Date	Version
Bimonthly Agency Readiness Status Report	12/1/23	1.0
RTM Working	12/1/23	NA
RICEFW Inventory Working	12/1/23	NA
Design Work Unit Tracker	12/1/23	NA
RTM Working	12/8/23	NA
RICEFW Inventory Working	12/8/23	NA
Design Work Unit Tracker	12/8/23	NA
RTM Working	12/15/23	NA
RICEFW Inventory Working	12/15/23	NA
Design Work Unit Tracker	12/15/23	NA
Florida PALM Project Schedule	Weekly	NA
RADAR - Report	Weekly	NA
Florida CRAIDL Logs	Weekly	NA
Project Performance Measures.xlsx	12/18/23	NA
Florida PALM Monthly Performance Report.xlsx	12/18/23	NA
Florida PALM Project Management Plan	Weekly	NA
Readiness Workplan	12/14/23	NA
Attachment 1 – Statement of Work_unredacted.pdf	12/6/23	NA
Florida PALM Monthly Status Report	12/15/23	November

Appendix B – IV&V Documents Delivered

The table below shows documents the Florida PALM IV&V Team delivered during the period.

Table 4: IV&V Documents Delivered

Document Name	Date	Version	Delivered Date	Follow Up Required
Florida PALM IVV Monthly Assessment Report November 2023	12/12/23	1.0	12/12/23	None
Florida PALM IV&V IVV4-D2 IV&V Schedule 12112023	12/15/23	NA	12/11/23	None

Appendix C – Risk Priority Matrix

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

Table 5: Risk Probability Rating

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

Table 6: Risk Impact Rating

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.

Table 7: Risk Probability vs Impact

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

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

Table 8: Risk Rating Definition

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.