

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

Independent Verification & Validation
Monthly Assessment Report
April 2024

May 10, 2024

Contract: 80101507-21-STC

Engagement: C213E8



PUBLIC
CONSULTING GROUP

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Executive Summary

The following list summarizes the key items the Florida PALM IV&V Team details in the Monthly Assessment Report for April 2024:

- The overall Project risk rating remains a High Risk for this reporting period due to the increased risk rating for the Requirements and Design Focus Area, overlap between Test Cycles 8 and 9 from System Testing with the start of User Acceptance Testing (UAT), and continued delays to Build Segment I.
- The risk rating for the Requirements and Design Focus Area is increasing to High Risk for this reporting period due to continued delays in both drafting and reviewing the Functional Designs (FDs).
- As of 4/30/24, the number of Delayed Tasks on the Project Schedule has increased from 158 at the end of March to 228 for the month of April, and the Schedule Performance Indicator (SPI) has decreased to .91, signifying that the Florida PALM Project is progressing behind the planned pace.
- The release of a significant number of new tasks presents an increased challenge for Agencies in areas such as staffing, recruitment, retention, and Task completion.

Focus Area Update Summary

The table below summarizes the Florida PALM IV&V Team’s updates for the various Focus Areas since the last monthly assessment report. Detailed updates regarding these Focus Areas are provided in this document’s Focus Area Updates section 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 Updates

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
Overall Project Risk Indicator	High Risk	High Risk	<p>The overall Project risk rating remains a High Risk. Several contributing factors include an increased risk rating for the Requirements and Design Focus Area, primarily due to delays that could impact Stage Gate 2 if they continue. Additionally, the Florida PALM Project Team’s decision to overlap Test Cycles 8 and 9 from System Testing with the start of User Acceptance Testing (UAT) poses a risk of insufficient time for comprehensive testing by both the Florida PALM Project Team and the Agencies.</p> <p>Additionally, the Florida PALM IV&V Team is continuing to monitor IV&V Finding 14, which pertains to delays to Build Segment I. If the delays continue to persist into Build Segments II-IV, they could impact System Testing, Stage Gate 3 – Ready to Begin UAT, and the Mock Conversion scheduled for September 2024. Significant resource constraints between Segment IV Design and the Build Segments contribute to the likelihood that these delays will persist into Build Segments II-IV.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>The Florida PALM IV&V Team distributed the Florida PALM IV&V Assessment of Project Change Requests (PCRs) for Segment IV Payroll Customizations prior to the ESC Meeting on 4/24/24, at which the ESC voted to pass PCR 116.</p>
Project Management	Low Risk	Low Risk	<p>As of 4/30/24, the number of Delayed Tasks on the Project Schedule has increased from 158 to 228. D644 – Completion of Solution Design (Requirements) Segment IV accounts for the majority of these, with 158 delayed tasks.</p> <p>The March End-of-Month (EOM) Florida PALM Project Schedule SPI has decreased to .91, signifying that the Florida PALM Project is progressing at 91% of the planned pace.</p> <p>The risk rating for the Project Management Focus Area remains unchanged for the month of March.</p>
Organizational Change Management	Medium Risk	Medium Risk	<p>Florida PALM IV&V Team’s analysis of Smartsheet metrics, Agency reports and risks, and meeting feedback continue to reveal Agency challenges in staffing, recruitment, retention, and timely work completion. These challenges will continue with the release of a significant number of new/additional tasks. Due to this, the risk rating for this Focus Area remains at a Medium Risk.</p> <p>It is important to note that while the risk rating remains unchanged, the Florida PALM Project Readiness Team has continued (and in some areas increased) their Organizational Change Management (OCM) efforts to provide high levels of Agency support. The Readiness Team provided activities such as increased Agency Readiness Touchpoints, new Task explanations and documentation, Task Talks, risk reviews, and technical support for added Agency support.</p>
Requirements and Design	Medium Risk	High Risk	<p>Segment IV continued to fall further behind schedule in April, both in terms of drafting and reviewing the FDs. As of 4/30/24, 100 of the planned 135 FDs have been drafted, and 54 of those have completed the initial Team Review. In total, there are 145 FDs that are part of Segment IV, and as of 4/30/24, 27 have been Approved. The targeted Final Approval date for all the Segment IV FDs is 5/31/24. The current finish date in the Florida PALM Project Schedule for Segment IV is 7/3/24. This represents a 5-week delay from the baseline scheduled date of 5/31/24. Based on the average pace of the last three weeks, the Florida PALM IV&V Team estimates that the last Segment IV FDs will be complete by 7/10/24.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>The Florida PALM Project Team has also identified Risk #7, which is associated with the ongoing resource contention between Application Development and Segment IV Design. At this time, the Florida PALM IV&V Team does not see any impact to Stage Gate 2 – Ready to Begin System Test based on the current projected delays to Segment IV design, as Stage Gate 2 is still scheduled for 8/30/24.</p> <p>The Florida PALM Project Team continues to meet with Enterprise Partners to discuss and finalize Interface and Conversion designs associated with other systems such as People First, MyFloridaMarketPlace (MFMP), and the Florida Retirement System (FRS). These meetings are progressing well and provide a solid understanding of the design between the Florida PALM Project, Enterprise Partners, and the Vendors that support the other Enterprise Systems.</p> <p>Due to the projected delays in completing Segment IV Design and the potential impact on Stage Gate 2, if the delays persist, the risk rating for this Focus Area is increasing to a High Risk.</p>
Development	High Risk	High Risk	<p>Application Designs associated with Segment I Build were originally targeted for approval by 3/20/24. However, as of 4/30/24, 46 of the planned 52 Application Designs have been approved. Based on the pace of approval over the last three weeks, the Florida PALM IV&V Team projects that the remaining Segment I Application Designs will be completed in early May. This represents about a 7-week delay from the original projected Approval date. This delay by itself does not impact either Stage Gate 2 – Ready to Begin System Testing or Stage Gate 3 – Ready to Begin UAT. However, if the current delays continue into the other Build Segments, which are much larger than Segment I, they could pose a risk to Stage Gate 3 and Completion of System Testing for Segment II. The Florida PALM Project Team has developed and is implementing mitigation strategies to address any further delays as part of Risk #8.</p> <p>Segment II Build started in mid-April and is still in the early stages. As of 4/30/24, 2 of the planned 8 Application Designs have been drafted. There are a total of 76 Application Designs for Segment II Build, which are scheduled to be Approved by 6/28/24. This will overlap with the Review and Approval of the remaining Segment IV FDs. At this point, there is not sufficient data to project any delays to Segment II</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>Build. The Florida PALM IV&V Team will closely monitor progress on Segment II Build and provide projected finish dates when more data is available.</p> <p>Due to the delays in Segment I Build, and the overlap of work between Segment IV FDs and Build Segment II, the risk rating for this Focus Area remains a High Risk for this reporting period.</p>
Testing	NA	NA	<p>The SSI Vendor drafted 313 System Test Scripts for Cycle 0 – Configuration Validation as part of Work Product (WP) 408 – System Testing Scripts during the month of April. To track Test Script creation and review efforts, the SSI Vendor also created the Test Script Work Unit Tracker (TSWUT) described in D643 – Updated System Testing Plan. The SSI Vendor updates this tracker frequently to show the progress made on the Test Scripts.</p> <p>The Florida PALM Project Team has opened Risk #9 regarding the SSI Vendor’s proposal to overlap Segment 2 of System Testing with the start of UAT. The Florida PALM IV&V Team reviewed the documentation associated with Risk #9 and submitted questions and feedback to the Florida PALM Project Team on 4/24/24. The Florida PALM IV&V Team is currently reviewing the subsequent responses and additional information shared by the Florida PALM Project Team. An update will be provided by the Florida PALM IV&V Team in a future report.</p> <p>The Florida PALM IV&V Team has completed a first draft of test scenarios based on the FDs for Segment II.</p>
Conversion	Low Risk	Low Risk	<p>In April, the Florida PALM IV&V Team conducted an initial review of WP431 – Update Data Management Plan. The approval of WP431 is behind schedule and has resulted in additional updates to WP406 – Mock Conversion Testing Plan. The Florida PALM IV&V Team has reviewed the subsequent updates to WP406 and will provide comments for both WPs to the Florida PALM Project Team.</p> <p>The Florida PALM IV&V Team participated in Interface and Conversion Design Reviews in April, where the Florida PALM Project Team, the Agencies, and the SSI Vendor discussed the initial designs and configuration for several Interfaces. The Florida PALM Project Team also continues to work on the outstanding Open issues from FDs for Segments II-IV.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			The risk rating for this Focus Area remains unchanged for this reporting period. However, The Florida PALM IV&V Team will closely monitor the delay to Segment IV Design and the resource constraints with Build Segment I as they can potentially impact the Mock Conversion scheduled for September 2024.
Implementation Readiness	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts start.
Production Support	Low Risk	Low Risk	<p>The Florida PALM IV&V Team is actively monitoring Open Production Incidents. In April, 83 new Incidents were opened, most of which were Low and Moderate priority. Of these, 50 have been marked as Closed or Resolved.</p> <p>The Florida PALM IV&V Team reviewed additional information provided by the Florida PALM Project Team about the High-priority ticket INC41749719 opened in March. On 4/30/24, the Florida PALM IV&V Team sent additional questions to the Florida PALM Project Team. An update will be provided in a future report.</p>

New Findings

No new findings were opened in this reporting period.

Open Findings

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

Date Opened: 9/15/23

Impact Update: Moderate (Unchanged)

Probability Update: Possible (Unchanged)

Priority Update: Medium (Unchanged)

Status Update: The Florida PALM IV&V Team had originally noted inconsistencies between the FDs and the RTM during the review of the Segment I Designs. The inconsistencies primarily stem from manual updates needing to be made across multiple Excel spreadsheets used to trace requirements to different RICEFW items and Functional Designs, leading to discrepancies due to the lack of synchronization among these spreadsheets. The Florida PALM Project Team incorporated additional cross-checks to avoid future inconsistencies between the RTM and FDs. Subsequently, the Florida PALM IV&V has performed an analysis of requirement traceability as part of the review of D637 – Completion of Solution Design (Requirements) Segment II and D641 – Completion of Solution Design (Requirements) Segment III. These reviews identified inconsistencies during the Collaborative Review and Update phase, but these inconsistencies were addressed before deliverable acceptance. The Florida PALM IV&V Team will perform a similar analysis for D644 – Completion of Solution Design (Requirements) Segment IV. The Florida PALM IV&V Team recommends implementing a Lifecycle Management Tool that can be used to trace requirements to Design and Testing and to track and report on test execution and defect resolution. The Florida PALM IV&V Team has provided information on various available Lifecycle Management Tools to the Florida PALM Project Team.

Finding Number and Statement: **Finding 14** – Risk that Delays in Application Build Could Impact Completion of System Testing and Start of UAT

Date Opened: 3/29/24

Impact Update: Significant (Unchanged)

Probability Update: Likely (Unchanged)

Priority Update: High (Unchanged)

Status Update: As of 4/30/24, 46 of the total 52 Application Designs for Segment I Build have been approved. The remainder is expected to be approved by early May. Overall, this represents about a 7-week delay from the targeted Approval date of 3/20/24. Current delays in Segment I Build alone will not impact Stage Gate 2 – Ready to Begin System Testing or Stage Gate 3 – Ready to Begin UAT, but if delays continue to persist for subsequent Builds, then Completion of System Testing – Segment II and Stage Gate 3 could be impacted. Segment II Build started in mid-April and includes 76 Application Designs, with a target Approval date of 6/28/24. As of 4/30/24, 2 of the planned 8 Application Designs have been drafted. Since this effort just started, there is not sufficient data to project if there will be any impact on the Segment II Build completion date. Segment II Build will also continue to overlap with Segment IV Functional Design, and there may still be contention for the same resources for both efforts. The table below provides an overview of the key dates associated with Development, System Testing, and Stage Gate 3.

Table 2: Key Build Segment Counts and Dates

Segment	Count	Scheduled Start	Scheduled Finish	Estimated Finish
Segment I	52	12/1/23	3/20/24	Early May 2024
Segment II	76	4/12/24	6/28/24	Insufficient Data
Segment III	As of 4/30/24, 224 Application Designs would need to be completed between Build Segments III and IV (average of 112 per Segment).	8/12/24	10/4/24	Insufficient Data
Segment IV		11/12/24	1/6/25	Insufficient Data
Segment IV Functional Design		2/12/24	5/31/24	Early July 2024
Stage Gate 2 – Ready to Begin System Testing		8/31/24	8/31/24	Late August 2024
System Testing - Segment II		11/4/24	1/29/25 ¹	April 2025
Stage Gate 3 – Ready to Begin UAT (Milestone)		3/28/25	3/28/25	Late March 2025

¹ The Scheduled Finish date for System Testing is being updated to April 2025 based on D643 – Updated System Testing Plan, but this change has not been reflected in the schedule.

The Florida PALM Project Team has also identified a risk related to delays in Application Build (Risk #8) and has developed and is implementing mitigation strategies. The mitigation activities being implemented by the Florida PALM Project Team include:

- Onboarding additional Application Development staff to supplement the existing staff.
- Holding daily Build update meetings to discuss the current progress of Build activities, including any delays.
- Increasing the involvement of Enterprise Resource Planning (ERP) Support Services team members to speed up reviews of Application Development documentation.
- Reducing the number of reviewers for each Application Development document.

The Florida PALM IV&V Team concurs with the mitigation actions defined in Risk #8 and further recommends that the SSI Vendor provide an updated staffing plan that shows changes to Development team staffing levels based on the count and complexity of Application Designs associated with the future Build Segments.

Closed Findings

No findings were closed in this reporting period.

Findings Metrics

The following shows the metrics related to the Florida PALM IV&V Findings per month from July 2023.

IV&V New and Closed Findings by Month

Figure 1 shows the Florida PALM IV&V Team Findings Opened or Closed by month since July 2023. The Florida PALM IV&V Team will monitor progress as additional Findings are identified and whether the Florida PALM Project Team is actively addressing the Findings and recommendations in the future.

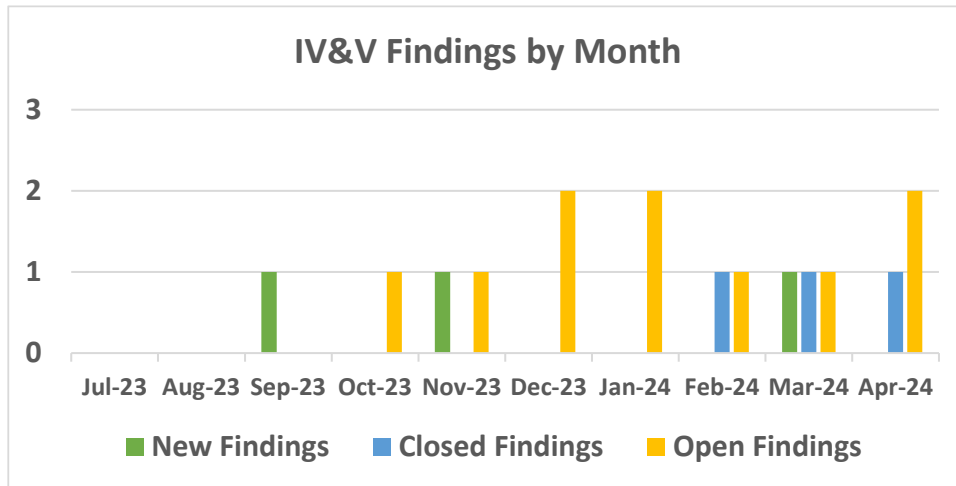
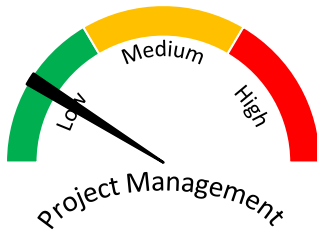


Figure 1: Florida PALM IV&V Team Findings by Month

Focus Area Updates

Project Management

Florida PALM Project Team Project Management



The Florida PALM IV&V Team continues to monitor the Florida PALM Project Schedule, including SPI and Delayed Tasks, closely to review and understand the variances.

The SPI for the Florida PALM Project, calculated using the Florida_PALM_Project_ScheduleEOM.mpp project file as of 4/30/24, is 0.91. This represents a decrease from the end of March when it was 0.95, which indicates that the Florida PALM Project is falling further behind the planned pace. The .04 variance in the SPI can be attributed to several factors:

- The reported progress against D644 – Completion of Solution Design (Requirements) Segment IV and schedule impacts from Decision (DE320) Segment IV Design Schedule, which extended the D644 timeframe.
- D648 – Completion of Build Segment I, which, according to the Florida PALM Project Schedule, represents 15,778 hours of project work. It has 32 tasks and trending late which has a greater impact on the overall SPI than smaller work packets.

The number of Delayed Tasks increased from 158 to 228. Steelray defines a task as delayed when it should have started or finished but hasn't yet. The majority of the delayed tasks are in D644 – Completion of Solution Design (Requirements) Segment IV, which has increased to 158 delayed tasks from 89 at the end of March. The next most significant delays are in D648 – Completion of Build Segment II, with 32 delayed tasks.

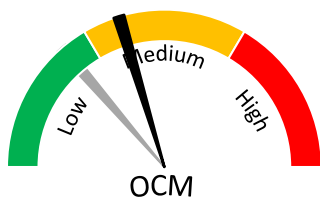
The Florida PALM IV&V Team is diligently monitoring the Florida PALM Project Risk #7, which addresses potential impacts on the Florida PALM Project Schedule due to the scope and duration of Design Segment IV. Despite the substantial workload of FDs in Design Segment IV, the Florida PALM IV&V Team anticipates that the Florida PALM Project Team will complete all FDs by 7/10/24. The current Florida PALM Project Schedule has a finish date of 7/3/24 as opposed to the baselined finish date of 5/31/24. Given the projected completion dates, it will not disrupt the overall Florida PALM Project Schedule, particularly Stage Gate 2 – Ready to Start System Test, which is still on track for 8/30/24.

The Florida PALM IV&V Team continues to monitor Finding #14 – Risk that Delays in Application Build Could Impact the Completion of System Testing and Start of UAT, which is similar to the Florida PALM Project Team Risk #8. At present, there is not enough data to do a What-If analysis to determine if there will be any impacts on the Segment II Build completion date. The Florida PALM IV&V Team will continue to review the mitigation strategy set by the Florida PALM Project Team. If these delays are not mitigated, there is a significant risk to Stage Gate 3 and the Completion of System Testing Segment II.

The Florida PALM IV&V Team also reviewed Risk #9, Overlap of System Testing with the Start of UAT, and sent several questions to the Florida PALM Project Team. The Florida PALM Project Team has responded to those questions, and the Florida PALM IV&V Team is reviewing those responses to determine if further discussion is needed.

Although the risk rating for this Focus Area remains unchanged for this reporting period, the Florida PALM IV&V Team will continue to monitor the Florida PALM Project Risks and Finding #14, recognizing their potential impact on the overall Florida PALM Schedule in the future.

Organizational Change Management



During the month of April, the Florida PALM IV&V Team continued to focus on Readiness Plan task progress and completion by Agencies, newly released Readiness Tasks, activities in the area of Agency Risks and Issues evaluation, and Agency Readiness Touchpoints. Progress reported in Smartsheet and from Agency Readiness Touchpoint Meetings provided information on Agency progress, concerns, and overall efforts to maintain pace with Florida PALM Project work. It was observed that some Agencies have made progress with securing staff and onboarding and are now integrating key Change Champion Network (CCN) roles, such as Agency Florida PALM Project managers, in Florida PALM Task

work and updates.

Despite the Readiness Team's ongoing efforts and adjustments to actively engage and support Agencies, the risk level for this area is increasing to a Medium Risk due to the progress of Agency Tasks, Risks and Issues, and concerns raised regarding workload. The Florida PALM IV&V Team will continue to monitor the Readiness Team's efforts for OCM and Agency progress on Florida PALM work.

Agency Readiness Task Completion

The Florida PALM IV&V Team reviewed the Readiness Tasks to look for Risks, Issues, and trends. Data extracted from Smartsheet below focused on Tasks scheduled for completion on or before 3/1/24.

- For Tasks 500-503, approximately 23% of Agencies still show their tasks as Submission Incomplete in Smartsheet. This is a 2% improvement from last month's report.
- For Tasks 504-512, 28% of Agencies still show their Tasks as Submission Incomplete in the Completeness Verification column (for Tasks prior to 512) in Smartsheet. This is a 4% improvement from last month's report.

Based on an analysis of these Tasks, the Florida PALM IV&V Team has identified the following observations:

- Readiness Touchpoints in April continued to discuss these incomplete Tasks and concerns about those Agencies' ability to catch up.
- The Agencies' staffing/resource challenges, including the absence of a dedicated Project Manager and a shortage of skilled staff familiar with Florida PALM's technical requirements, are key factors affecting their ability to complete these Tasks. A few Agencies report they have or will hire the appropriate staff in the coming months to help complete these Tasks.
- Several Agencies reported concerns that the Task Completion Rubric does not match their true position/status. Several Agencies also reported a misunderstanding of the Task Completion Rubric. The Readiness Team is working with these Agencies to resolve this, and the Florida PALM IV&V Team will continue to monitor these tasks.

The Florida PALM IV&V Team reviewed the progress of Tasks 513-522 and observed the following:

- Task 513 – Complete Configuration Workbooks for Segments I and II, which is due by 5/10/24 and has a 13-week duration. This task has a direct impact on the Project. Using Agency Reported Task Progress information in Smartsheet, the Agencies should be paced at 8% a week or 88% by week 10 as of 4/30/24. The Agencies, on average, are trending at only 44% or roughly a 6-week variance. The Agencies’ average completion rate was calculated by adding all the Agency Reported Task Progress percent complete for each Agency and dividing by the 35 Agencies.

The Florida PALM IV&V Team used the data from Smartsheet to calculate the Agencies Project Verification of Completeness, which indicates that the Task has been verified by the Readiness Team as having met the criteria established in the Readiness Tasks instructions. The table below outlines the Florida PALM IV&V Teams observations for Tasks 514-518, which had a finish date of 4/12/24.

Table 3: Agencies Project Verification of Completeness

Task Number	Description	Finish Date	Verified as Complete %
514	Complete Data Readiness Analysis and Data Cleansing Activities for Segments I and II,	4/12/24	34%
515	Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II	4/12/24	31%
516	Update Agency Business System Documentation for Segment II	4/12/24	57%
517	Update Florida PALM Conversion Inventory for Segment II	4/12/24	86%
518	Update Florida PALM Interface Inventory for Segment II	4/12/24	91%

Task 519 – Remediate Agency Business Systems based on Segment I, which has a finish date of 6/28/24, is reporting 39% Complete on average for the Agencies.

Eight new tasks were introduced to the Agencies in April, Tasks 523-524 and 526-531. Seven of those Tasks have a finish date in June or later. The Agencies are beginning to report on these tasks, and the Florida PALM IV&V Team will continue to monitor and report on the progress throughout May.

Based on the observations listed above, the Agencies continue to fall behind as more Tasks are introduced and will struggle to keep up with the pace. This is particularly evident in critical tasks like Task 513 – Complete Configuration Workbooks for Segments I and II, which is currently experiencing a six-week delay in Agency completion. The Florida PALM IV&V Team recommends that the Agencies have essential discussions with their internal teams and leadership on how to mitigate the growing gap, since the resolution of the issues will lie beyond what the Florida PALM Project Team and the RC’s can provide.

New/Additional Agency Readiness Tasks Released

In addition to monitoring previously released tasks, the Florida PALM IV&V Team reviewed the 8 new/additional tasks released to Agencies in April. Tasks and Task information/documentation

were released in a manner consistent with the release of previous Tasks, with thorough and complete information on Task descriptions and completion instructions. Although this was a large number of tasks to release to Agencies at one time, the Readiness Team mitigated this by providing early warnings to Agencies through Agency Readiness Touchpoint meetings (in February and March) and spent time in meetings reviewing Task instructions and checking on Agency progress. April Task Talks covered newly released Tasks, providing information and recommendations for Agencies to tackle new work and encouraged engaging additional resources and team members to share the work.

The Readiness Team made an effort to inform, engage, and support Agencies, however, it was discussed in many Agency Readiness Touchpoints that Agency teams are concerned about the amount of work currently underway and the increased workload to come in the months ahead. The number of additional tasks expected through July is especially concerning to Agencies, as it coincides with Agency operational year-end closeout processes and work. In many Readiness Touchpoint Meetings, additional tasks and the timing of these tasks are of concern, especially for Agencies that already find themselves behind in previous tasks and work.

Readiness Coordinators (RCs) were well prepared with talking points and messaging to help Agencies that are behind with tasks and struggling to complete work. RCs continued to provide Agencies with suggestions for staffing, workload balance, and planning and encouraged Agencies to plan for the months ahead by getting work done early if possible. They also discussed how critical it would be to stay on schedule with Florida PALM work to support upcoming Florida PALM Project activities.

The Florida PALM IV&V Team recommends that the Florida PALM Project Team, Executive Steering Committee (ESC), and leadership continue to closely track Agency Task completion rates and consider the impact on the overall Florida PALM Project and Schedule.

Readiness Tasks released in April are included in the table below.

Table 4: April Released Readiness Tasks

Task ID	Project Impact	Task Planned Start Date	Task Planned End Date	Critical Operational Element	Task Name
523	N/A	04/08/24	04/19/24	People	Share Florida PALM Updates
524	N/A	04/15/24	06/14/24	People	Complete and Submit End User Readiness Survey Analysis
526	N/A	04/29/24	07/12/24	Data	Complete Data Readiness Analysis and Data Cleansing Activities for Segment III
527	N/A	04/15/24	07/12/24	Processes	Identify Change Impacts and Update Agency Business Process Documentation for Segment III
528	N/A	04/15/24	07/12/24	Technology	Update Agency Business System

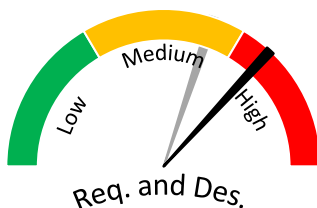
Task ID	Project Impact	Task Planned Start Date	Task Planned End Date	Critical Operational Element	Task Name
					Documentation for Segment III
529	Indirect	04/29/24	07/12/24	Technology	Update Florida PALM Conversion Inventory for Segment III
530	Indirect	04/15/24	07/12/24	Technology	Update Florida PALM Interface Inventory for Segment III
531	N/A	04/29/24	09/27/24	Technology	Remediate Agency Business Systems based on Segment II

Agency Risks and Interviews

In reviewing Agency risks and issues, several process questions arose, leading to an interview with the Florida PALM Project Readiness Team leadership. This interview, conducted in mid-April, focused on the Florida PALM Project Team’s processes to capture, track, and report Agency risks. Agency risks are consistently shared in a “roll-up” format in Florida PALM Project meetings such as the ESC Meeting. The Florida PALM IV&V Team recommends that this practice continue and that the Florida PALM Project Team also continue to carefully consider not only Agency task progress and completion rates but also Agency Risk trends and impacts.

Agency interview efforts have been planned as a second phase of the Florida PALM IV&V Team’s evaluation of Agency Risks and Issues, with the initial interview scheduled to begin in early May. Additional information and observations from Agency interviews on Risks and Issues will be provided in future reports. In addition to Agency interviews, the Florida PALM IV&V Team will continue to look at the overall process for reporting, communicating, and escalating risks, and observations, and recommendations will be provided in future reports.

Requirements and Design



The Segment IV FDs continued to fall further behind schedule in April both in terms of drafting and reviewing the FDs. As of 4/30/24, 100 of the planned 135 FDs have been drafted and only 54 of those have completed the initial Team Review. In total, there are 145 FDs that are part of Segment IV, and as of 4/30/24, 27 have been Approved. All the Segment IV FDs were originally targeted for Final Approval by 5/31/24. The current Florida PALM Project Schedule finish date for Segment IV is 7/3/24, which represents a 5-week delay from the baselined finish date of 5/31/24. The Florida PALM IV&V Team estimates that the last Segment IV FDs will be complete by 7/10/24, which is within one week of the updated finish date in the schedule.

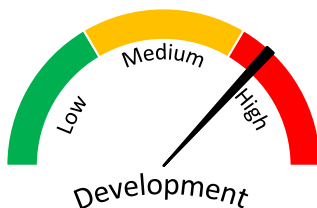
At this time, the Florida PALM IV&V Team does not see any impact to Stage Gate 2 – Ready to Begin System Test based on the current projected delays to Segment IV Design, as Stage Gate 2 is still scheduled for 8/30/24. The Florida PALM Project has also identified and provided mitigation strategies for Risk #7, which is associated with the ongoing resource contention between Application Development and Segment IV design. The Florida PALM Project Team has identified mitigation steps that include:

- Extend non-build and non-design tasks when possible to avoid resource overlap.
- Shift additional Application Development documentation review responsibilities to the Department's Enterprise Resource Planning (ERP) Support Services Team.
- Identify and prioritize critical FDs to be completed first.
- Coordinate the planned reviews of FDs and Application Development documentation to reduce and minimize overlap among all team members.
- Continue existing Design and Build Blocker processes, and if needed, expand Design Disposition meetings.
- Actively manage resources to ensure each team member is effectively prioritizing their work and maximizing their ability to complete multiple concurrent tasks.
- Maximize the additional 4 weeks added to Design Segment IV to provide additional time for FD review cycles.
- Move lower-priority designs to Optional services.
- Increase the speed of creating FDs in Segment IV.

In addition to Segment IV Functional Design, the Florida PALM Project Team continues to meet with Enterprise Partners to discuss and finalize Interface and Conversion designs associated with other systems such as People First, MFMP, and FRS. These meetings are progressing well and provide a solid understanding of the design between the Florida PALM Project, Enterprise Partners, and the Vendors that support the other Enterprise Systems.

Due to the projected delays in completing Segment IV Design, the risk rating for this Focus Area is increasing to a High Risk.

Development



Application Designs associated with Segment I Build were originally targeted for Approval by 3/20/24. However, as of 4/30/24, 46 of the planned 52 Application Designs have been Approved. Based on the pace of Approvals over the last three weeks, the Florida PALM IV&V Team projects that the remaining Segment I Application Designs will be Approved by early May. Overall, this represents about a 7-week delay from the original projected Approval date. This delay by itself does not impact either Stage Gate 2 – Ready to Begin System Testing or Stage Gate 3 – Ready to Begin UAT. However, if the current delays continue into the other Build Segments, which are much larger than Segment I, then they could

pose a risk to Stage Gate 3 and Completion of System Testing Segment II. The Florida PALM Project Team has developed and is implementing mitigation strategies for further delays as part of Risk #8. These mitigation steps include:

- Onboard additional Application Development staff to supplement the existing staff.
- Hold daily Build update meetings to discuss the current progress of Build activities, including any delays.
- Increase the involvement of ERP Support Services team members to speed up reviews of Application Development documentation.

- Reduce the number of reviewers for each Application Development document.

Segment II Build started in mid-April and is still in the early stages. As of 4/30/24, 2 of the planned 8 Application Designs have been drafted. There are a total of 76 Application Designs for Segment II Build, and the last of these are planned for Approval by 6/28/24. This will overlap with the review and Approval of the remaining Segment IV FDs. At this point, there is not sufficient data to project any delays to Segment II Build. The Florida PALM IV&V Team will closely monitor progress on Segment II Build and provide projected finish dates when more data is available. Due to the delays in Segment I Build and the continued overlap between Segment IV FDs and Build Segment II, the risk rating for this Focus Area will remain High Risk.

Testing

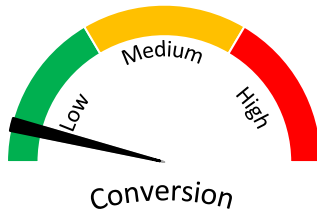
As of 4/30/24, all 313 planned System Test Scripts have been drafted by the SSI Vendor and are undergoing review at various stages according to the Test Script Work Unit Tracker (TSWUT), which is frequently updated by the SSI Vendor to track progress and activity on the Test Scripts. These Test Scripts will undergo a peer review by the SSI Vendor and a review by the Florida PALM Project Team as stipulated in D643 – Updated System Testing Plan. According to the TSWUT, 19 of these Test Scripts are currently in Peer Review, while the remaining 294 are in In-State Review. According to the Florida PALM Project Schedule, all Cycle 0 Test Scripts were scheduled to be finished with the In-State review by 5/3/24, but as of 4/30/24, none of the Test Scripts have been reviewed by the Florida PALM Project Team.

Decision DE324 – Segment IV Solution Design Changes was approved by the Florida PALM Project Team on 4/23/24 and included changes made to one Configuration Item and the addition of 5 new Configuration Items. The approval of DE324 led to the addition of 6 new Test Scripts to Cycle 0, which were not originally included in the 313 planned for this cycle. Placeholder entries for the 6 new Test Scripts related to the modified and newly added Configuration Items have been included in the TSWUT. The drafting of Test Scripts for the remaining 9 cycles of System Testing will occur during the Test Preparation Phase, as outlined in the Test Schedule in D643. This will be an ongoing and cumulative effort until System Testing starts.

D643 indicates that the last two cycles of System Testing, Cycle 8 – Financials Year End Close Processing and Cycle 9 – Payroll Year End Close Processing, will coincide with User Acceptance Testing (UAT). This overlap prompted the Florida PALM Project Team to open a new risk (Risk #9) to closely monitor and mitigate any potential negative consequences resulting from this overlap. The Florida PALM IV&V Team reviewed the risk documentation and submitted follow-up questions to the Florida PALM Project Team on 4/24/24. The Florida PALM Project Team has provided responses, which the Florida PALM IV&V Team is currently reviewing. Upon completion of the review, an update will be included in a future report.

The Florida PALM IV&V Team has completed a first draft of test scenarios based on the FDs for Segment II.

Conversion

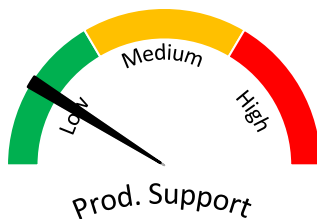


The Florida PALM IV&V Team has conducted an initial review of WP431 – Data Management Plan, which is currently delayed and has resulted in changes to WP406 – Mock Conversion Testing Plan. The Florida PALM IV&V Team has also completed an initial review of updates to the Confirm Test Cycles and Entry and Exit Criteria, Update and Finalize the Mock Conversion Testing Plan, Create the initial Conversion Runbook, and Department QC Activity sections in WP406. Feedback from these WP reviews will be shared with the Florida PALM Project Team.

The Florida PALM IV&V Team observed that the Florida PALM Project Team continues to work on outstanding items for source data analysis in FD meetings and resolve Open Issues in the FDs related to D637 – Completion of Solution Design (Requirements) Segment II, D641 – Completion of Solution Design (Requirements) Segment III, and D644 – Completion of Solution Design (Requirements) Segment IV (which has not yet been Approved by the Florida PALM Project Team). Many of the remaining Open issues relate to previous discussions concerning Agency-specific data workflows that are based on their current business processes. The Florida PALM IV&V Team also participated in 2 Interface and Conversion Design review sessions, which focused on the initial stages of design and configuration for several Interfaces. Questions and concerns raised by both the Florida PALM Project Team and various Agencies were addressed by the SSI Vendor before the conclusion of each session.

The risk rating for this Focus Area will remain unchanged for this reporting period. However, the Florida PALM IV&V Team will closely monitor the delay to Segment IV Design and the resource constraints with Build Segment I as they have the potential to impact the Mock Conversion currently scheduled for September 2024.

Production Support



The Florida PALM IV&V Team is actively monitoring Open Production Incidents. In April, 83 new Incidents were Opened, most of which were Low and Moderate-priority incidents. Of these, 50 have been marked as Closed or Resolved.

The Florida PALM IV&V Team received additional information regarding Incident INC41749719, which was caused by the implementation of the Federal Information Processing Standards (FIPS) Security mode in the Production Managed File Transfer (MFT). The Florida PALM IV&V Team reviewed the new information provided by the Florida PALM Project Team and submitted follow-up questions. An update will be provided by the

Florida PALM IV&V Team in a future report.

Key Metrics and Analysis

This section provides metrics the Florida PALM IV&V Team uses to assess processes or activities.

Requirement and Design Metrics

RICEFW Counts Over Time

The diagram in Figure 2 compares snapshots of the Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW) inventory over time. It is based on the RICEFW inventory working file. Overall, there have not been any significant increases in the number of RICEFW items. The total count of RICEFW items has decreased by 3.9% since the end of May 2023. This indicates that the scope of the RICEFW items is well controlled. Most of the recent decrease has been due to the cancellation of several DW/BI reports that were not needed. Currently, there are 3 extensions that are in a pending PCR status and will be brought forward to the ESC for approval.

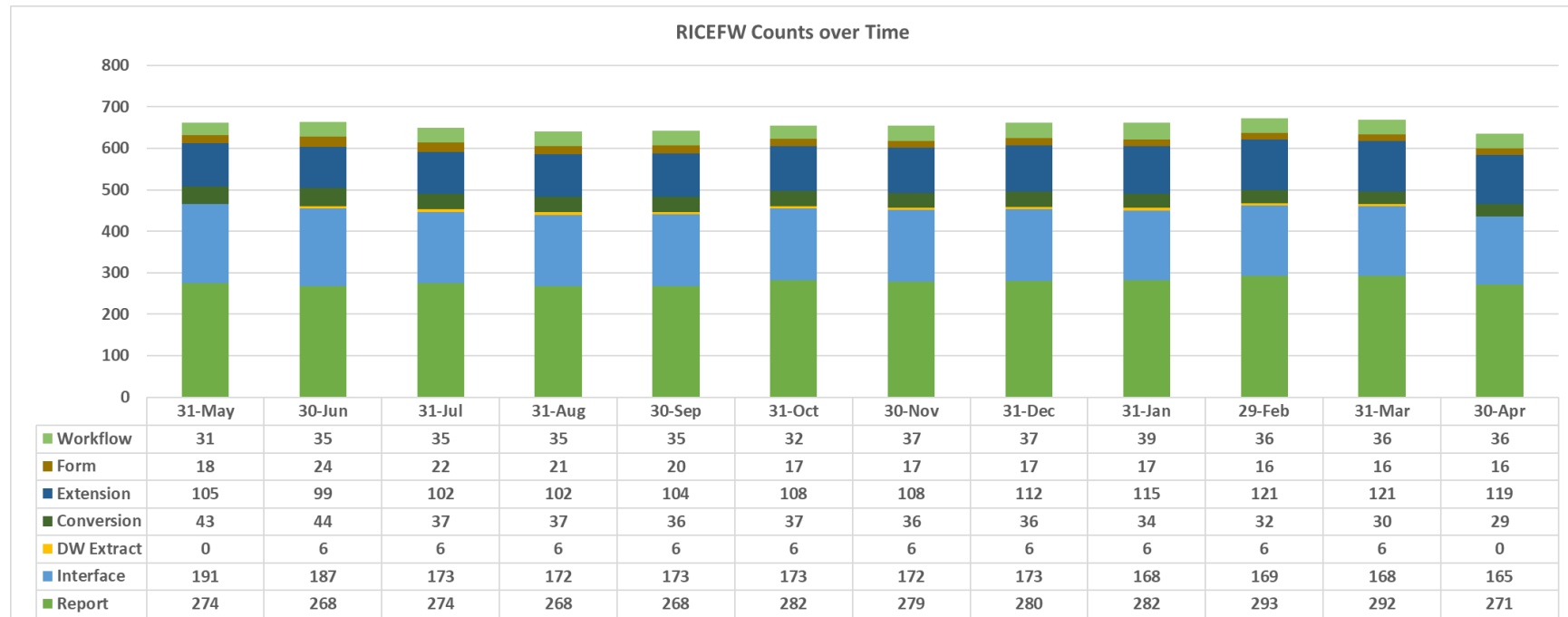


Figure 2: RICEFW Counts Over Time

Changes to Counts of Functional Designs Per Segment

The diagram in Figure 3 compares the expected count of Functional Designs in each Segment and how they have changed over time. This shows that the number of Functional Designs decreased in Segment III. The total number of FDs for Segment IV has gone down as some FDs have been canceled. However, there are still 3 extensions in a Pending PCR status that may increase the total. Segment IV is by far the largest segment, and the finish date in the Florida PALM Project Schedule is currently 7/3/24. This represents about a 5-week delay from the baselined finish date of 5/31/24.

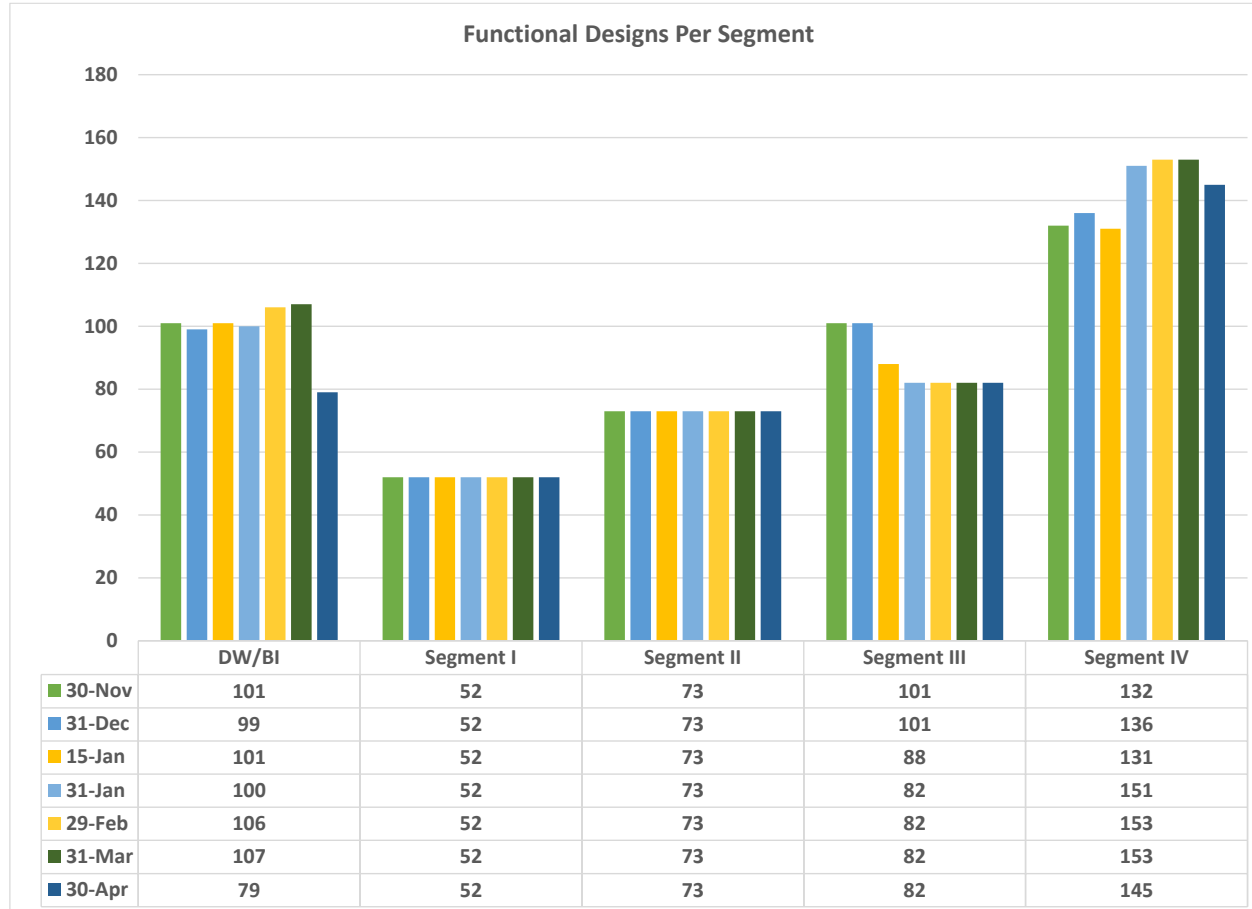


Figure 3: Changes to Count of Functional Designs Per Segment/

Financials Versus Payroll Wave Functional Designs for Segment IV

The diagram in Figure 4 shows how many Functional Designs for Segment IV are associated with Payroll or Financials. Most of the Functional Designs for Segment IV represent increasingly complex functionality. Additional Payroll and Financial-related extensions were approved as part of PCRs 112 – 116, and there are 3 extensions that are currently listed as Pending PCR approval.

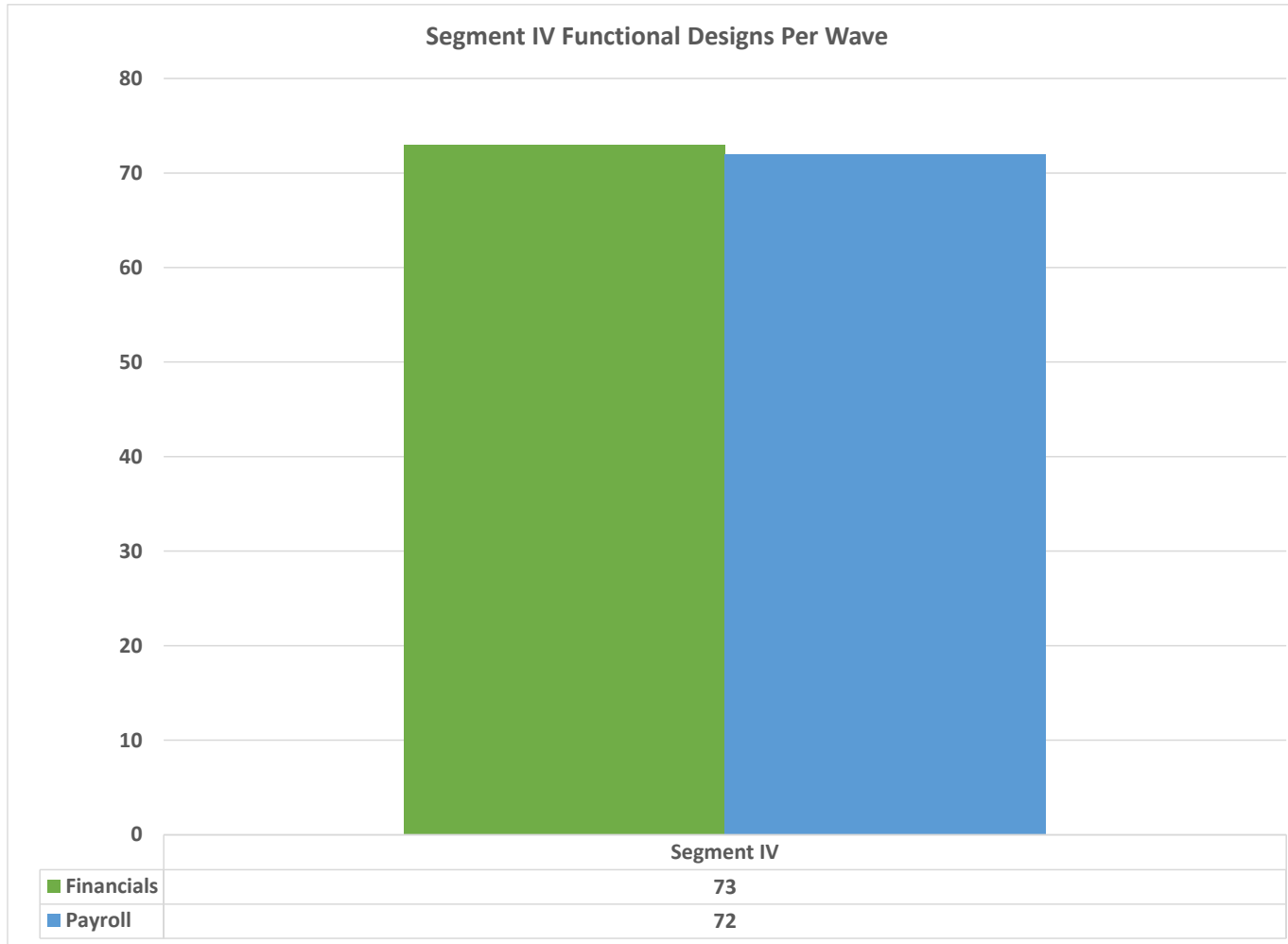


Figure 4: Financials Versus Payroll Functional Designs for Segment IV

Segment IV Functional Design (FD) Draft Complete

The diagram in Figure 5 shows the targeted count of FDs to be drafted per week versus the actual count completed. As of 4/30/24, 100 of the 135 FDs have been drafted. There are a total of 145 FDs planned for Segment IV. Based on the pace over the last three weeks, the rest of the FDs will be drafted by 5/24/24.

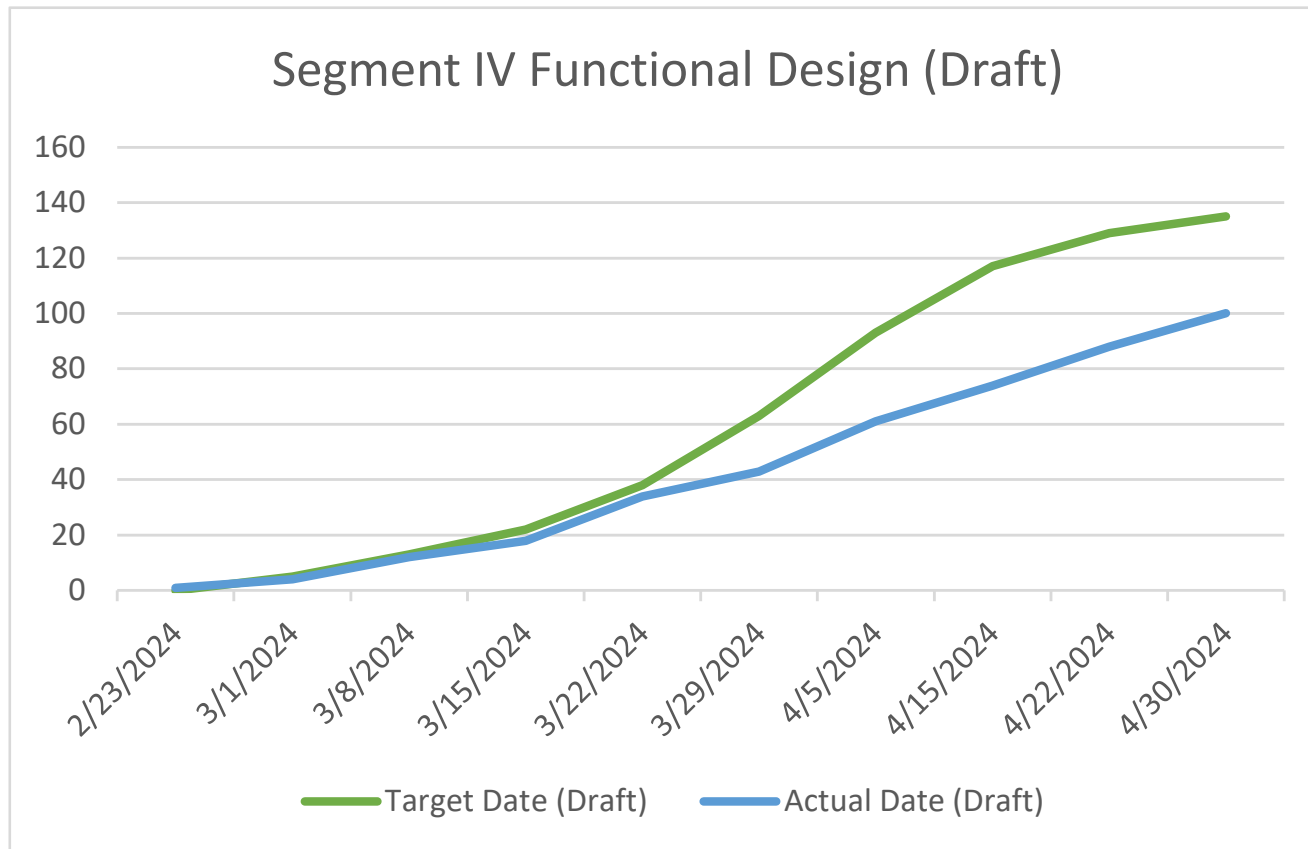


Figure 5: Segment IV Functional Design Draft Complete

Segment IV Functional Design (FD) Initial Review

The diagram in Figure 6 shows the targeted count of FDs to complete initial review per week versus the actual count completed. As of 4/30/24, 54 of the planned 124 FDs have completed initial review. Based on the current pace over the last three weeks, the remaining initial reviews will be completed by 6/26/24. Factoring in an additional two weeks to finalize the remaining reviews (Team Manager, Architect, and Project Director Reviews), the Florida PALM IV&V Team projects that all Segment IV FDs will not be approved until 7/10/24. The current finish date in the Florida PALM Project Schedule for Segment IV is 7/3/24. This represents about a 5-week delay from the baselined finish date of 5/31/24. The projected delays are not expected to impact Stage Gate 2 – Ready to Begin System Testing which is targeted for 8/31/24.

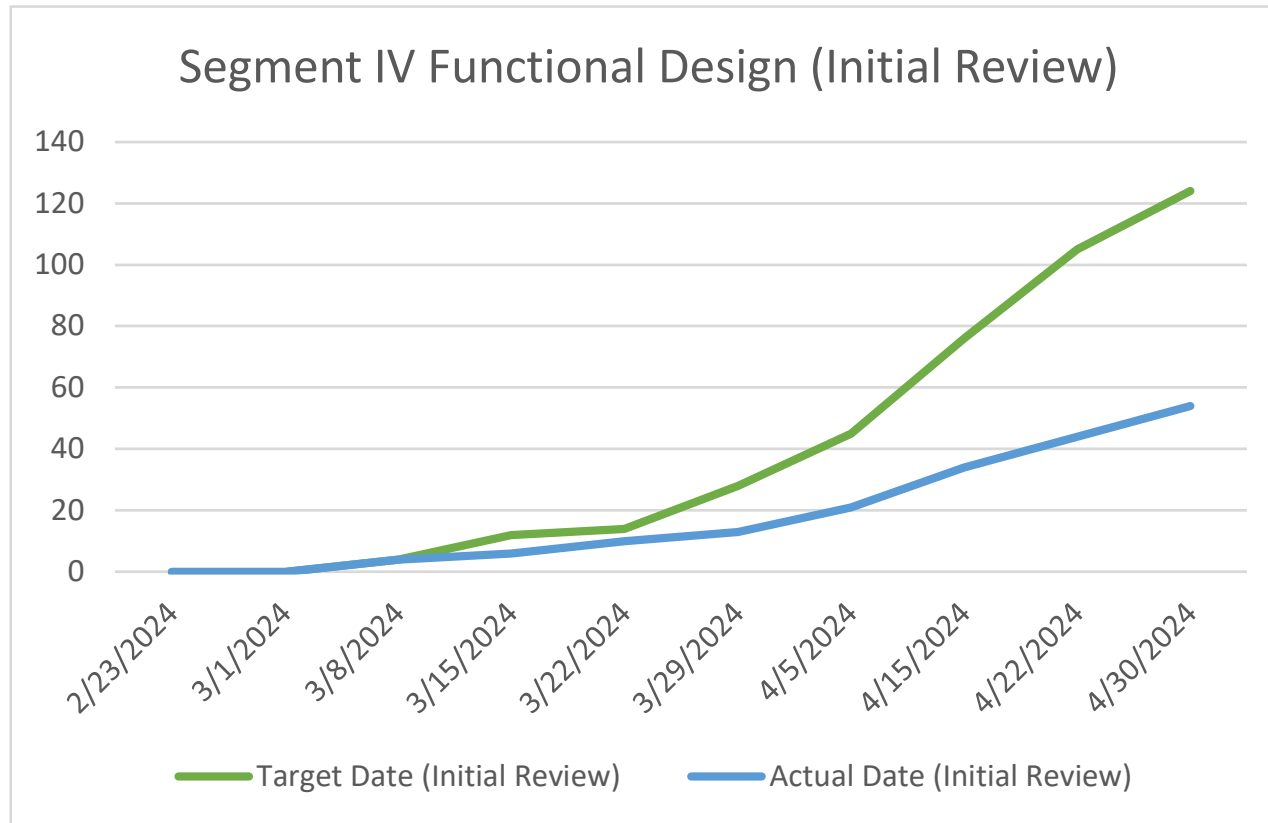


Figure 6: Segment IV Functional Design Initial Review Complete

Segment I Build Final Approval

The diagram in Figure 7 shows the targeted Final Approval count of the Application Builds versus the completed count. All Application Designs were scheduled to be completed by 3/20/24. As of 4/30/24, 46 of the 52 Application Designs have been Approved. The remaining Application Designs for Segment I are expected to be Approved by early May. Overall, this represents about a 7-week delay from the original schedule.

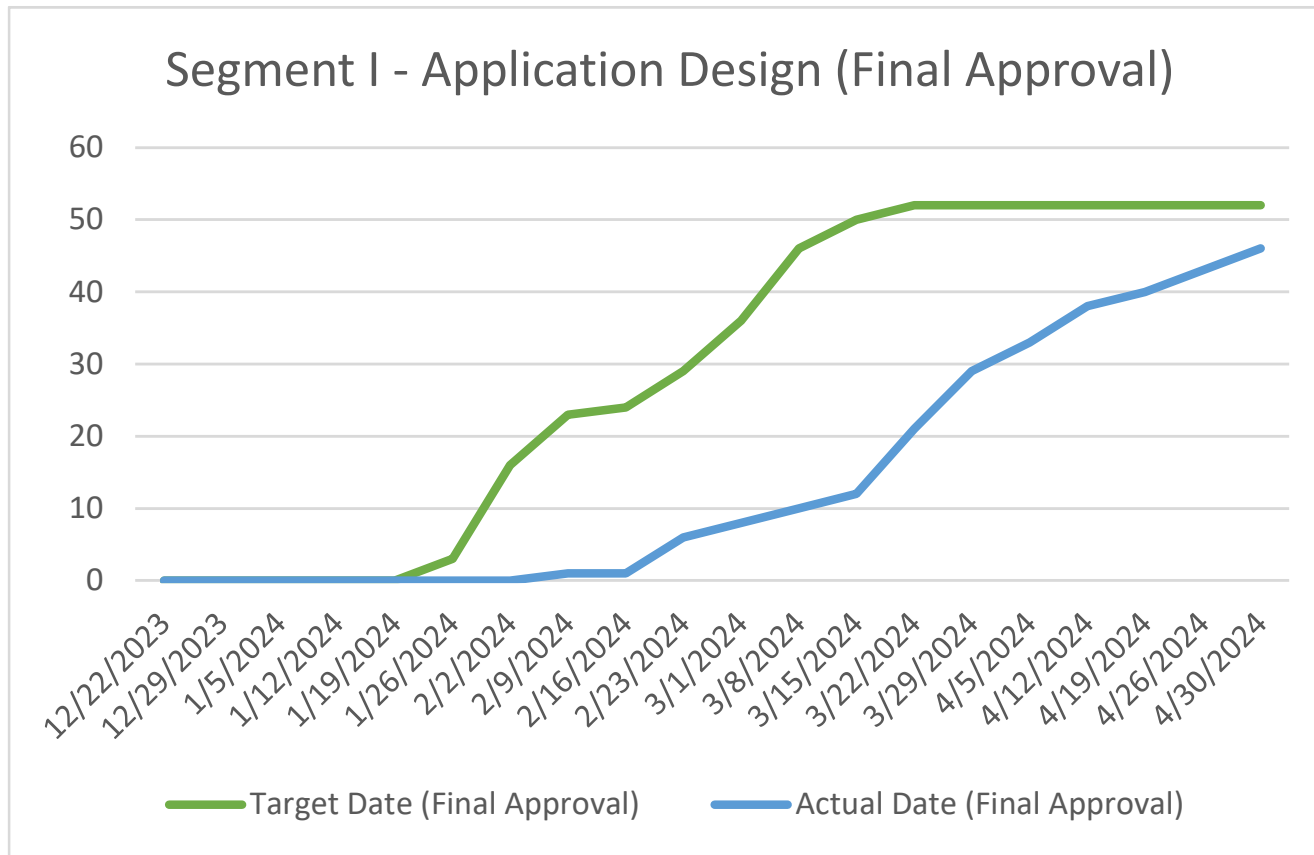


Figure 7: Segment I Build – Final Approval

Segment II Build Draft

The diagram in Figure 8 shows the targeted count of drafted Application Builds versus the completed count. As of 4/30/24, 2 of the 8 planned Application Designs have been drafted. There are a total of 76 Application Designs planned for Segment II. Since Segment II Build started in the middle of April, there is not sufficient data to project any completion dates.

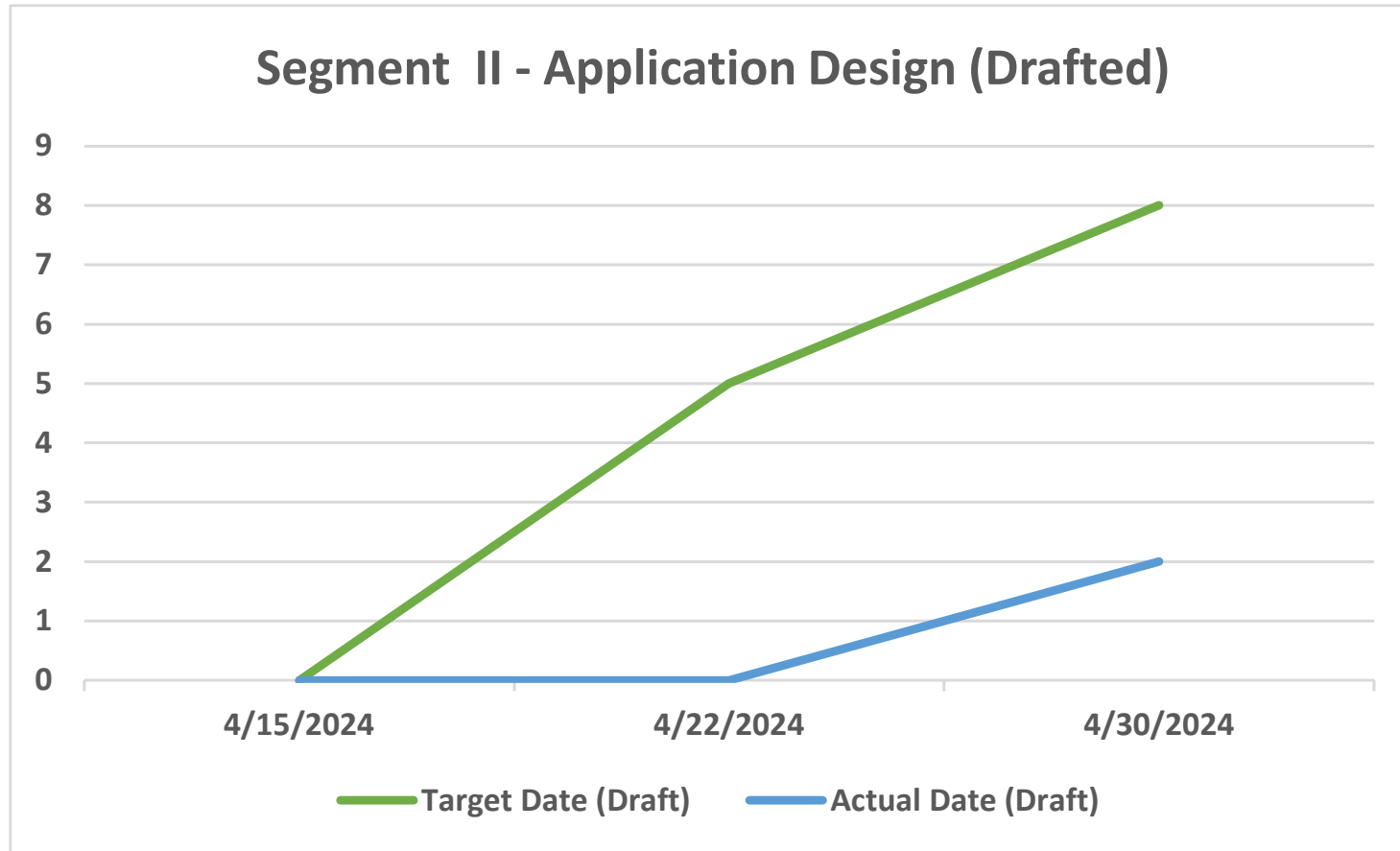


Figure 8: Segment I Build – Final Approval

SPI Trend for the Florida PALM Project Schedule

Figure 9 shows the SPI trend for the Florida PALM Project Schedule over the last 4 months. The SPI measures schedule efficiency 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 SPI of .91 means the Project is progressing at 91% of the planned pace, indicating it is slightly behind schedule. The Florida PALM IV&V Team does not consider this a risk to the Florida PALM Project. 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.

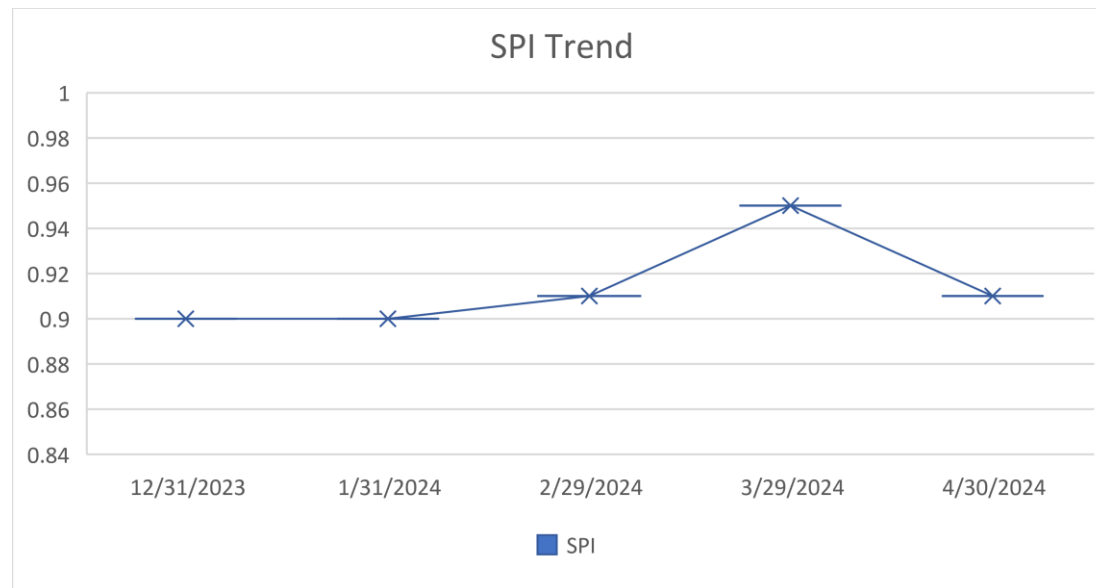


Figure 9: SPI Trend for the Florida PALM Project Schedule

System Test Scripts Creation Planned versus Actual

The diagram in Figure 10 shows the number of planned versus actual System Test Scripts drafted for Cycle 0 of System Testing. As of 4/30/24, all 313 Test Scripts have been drafted, as seen in TSWUT.

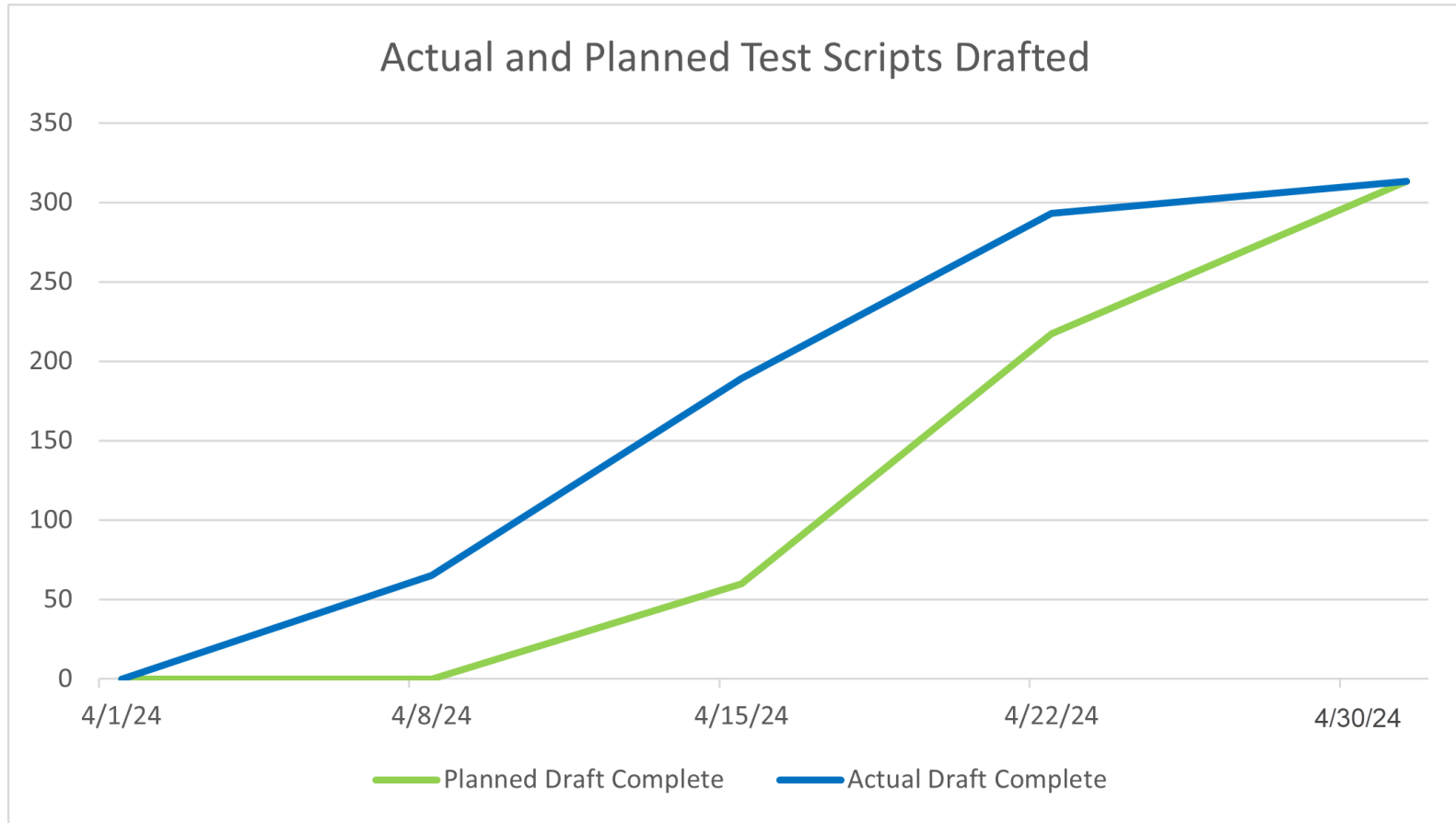


Figure 10: Actual and Planned Test Scripts Drafted

System Test Scripts Peer Review Planned versus Actual

The diagram in Figure 11 shows the number of planned versus actual System Test Scripts peer-reviewed for Cycle 0 of System Testing. As of 4/30/24, 294 Test Scripts have been peer-reviewed, which is 19 Test Scripts less than the target of 313 planned, as seen in the TSWUT.

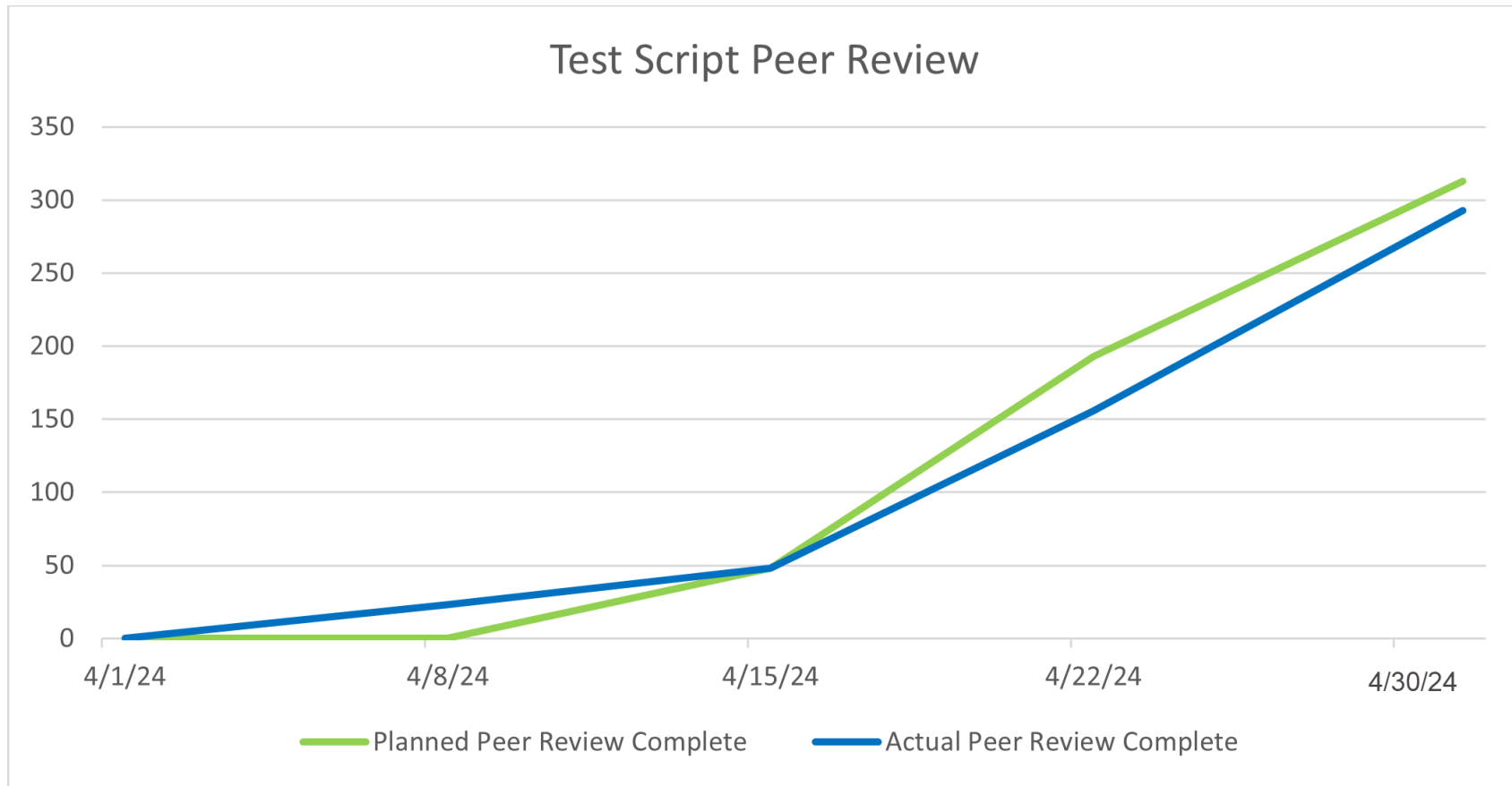


Figure 11: Test Script Peer Review

IV&V Upcoming Schedule of Activities

Project Management

- Continue to assess the Florida PALM Project Schedule SPI, schedule variances, and potential impacts of Delayed Tasks to the Critical Path and Stage Gates.
- Continue reviewing at the Agency level for completeness of all Project Management Readiness Workbook (RW) Tasks in progress, monitoring Agency trends, risks, and issues, and uncovering potential completion barriers for the Florida PALM Project Schedule and their impact on Agency Readiness.
- Continue to review the upcoming Decisions, PCRs, and Risks to determine their impact on the Florida PALM Project.

Organizational Change Management

- Finish outreach to selected Agencies regarding Agency Risk Management and RW Task completion.
- Review the March – April 2024 Agency Bimonthly Readiness Status Reports.
- Continue to monitor and analyze Agency Readiness Task progress and completion rates.
- Continue to review OCM practices, processes, and procedures of the Readiness and the Florida PALM Project Teams and present recommendations and suggestions as identified.

Requirements and Design

- Continue to review and analyze the Design Work Unit Tracker, RICEFW Inventory, and RTM.
- Continue development and updates of metrics to track Segment IV Design.
- Participate in Functional Design sessions.
- Review Functional Design Specifications.
- Review Cycle 0 Test Scripts.

Development

- Continue reviewing and analyzing the Design Work Unit Tracker for Application Development and review.
- Participate in Pre-Build Review Sessions.
- Participate in Application Development Review Meetings.
- Review Application Designs.
- Review mitigation actions associated with Project Risk #8.
- Review WPED WP430 – Protected Data Inventory Plan.
- Review D646 – Completion of Application Development Segment I.

Testing

- Continue monitoring testing-related activities for System Testing.
- The Florida PALM IV&V Team will begin writing a first draft of Test Scenarios based on the BPMs for Segment III.
- Attend meetings for upcoming testing-related tasks, discussions, and Design Workshops for Segment III.
- Begin the review of Cycle 0 System Test Scripts.

Conversion

- Continue to attend Conversion Design Meetings.
- Continue to review WP406 – Mock Conversion Testing Plan, which is scheduled for update and Approval in May.
- Continue to review approved FDs for Finance and Payroll.

Production Support

- Continue to review support tickets as they are reported.
- Continue to attend meetings that pertain to Issue resolutions and changes to Production functionality.
- Review the Florida PALM Team and SSI Vendor responses to the follow-up questions regarding INC41749719 and share any results in a future report.

IV&V Information Requests

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

Table 5: IV&V Information Requests

Information Request	Date of Request	Status
Follow up Questions on the information received on P2 INC41749719 and related Change Requests	4/30/24	Awaiting further Florida PALM Project Team responses

Appendix A – Meetings Attended

The table below shows the meetings the Florida PALM IV&V Team attended during the period.

Table 6: IV&V Meetings Attended

Meeting Name	Date	Start Time	End Time	Location
PYRL Data not in IW - Follow-up Discussion	4/1/2024	10:00 AM	10:30 AM	Online
Functional Leads Touchpoint	4/1/2024	10:30 AM	11:30 AM	Online
People First / Florida PALM Overpayment Scenario Meeting	4/1/2024	11:00 AM	12:30 PM	Online
Functional Operational Team Meeting	4/1/2024	1:00 PM	2:00 PM	Online
TRP Working Session	4/1/2024	2:05 PM	4:00 PM	Online
PRI037 - Outbound Collections Website Garnishment Remit File	4/2/2024	9:00 AM	10:00 AM	Online
Conversion and Cutover	4/2/2024	10:00 AM	12:00 PM	Online
AP/PO Carry Forward Events and Accounting	4/2/2024	1:00 PM	1:30 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	4/2/2024	1:30 PM	3:00 PM	Online
PMO Weekly Touchpoint	4/2/2024	3:00 PM	4:00 PM	Online
SCS/FL PALM Readiness Touchpoint Meeting	4/2/2024	3:00 PM	4:00 PM	Online
Segment III Design Workshop	4/3/2024	9:00 AM	5:00 PM	Online
APC001 - Suppliers Source Data Analysis Meeting 4	4/3/2024	11:00 AM	12:00 PM	Online
Payroll Working Session	4/3/2024	2:00 PM	4:00 PM	Online
People First / Florida PALM Weekly Meeting V5	4/5/2024	8:30 AM	11:15 AM	Online
Segment III Design Workshop	4/4/2024	9:00 AM	5:00 PM	Online
Ticket Triage Meeting	4/4/2024	9:30 AM	10:30 AM	Online

Meeting Name	Date	Start Time	End Time	Location
AMC001 Source Data Analysis Meeting 7	4/4/2024	1:00 PM	2:00 PM	Online
IW Schema Review	4/4/2024	2:00 PM	3:00 PM	Online
RDNS/RW Meeting	4/5/2024	8:45 AM	9:55 AM	Online
Payroll Pre-FD/FD/Config Meeting	4/5/2024	8:30 AM	10:30 PM	Online
Cross Team Collaboration	4/5/2024	1:00 PM	2:30 PM	Online
Design Disposition Discussions	4/5/2024	2:30 PM	5:00 PM	Online
APC001 - Suppliers Source Data Analysis Meeting 5	4/5/2024	2:30 PM	3:30 PM	Online
Payroll Design Dispositions -	4/8/2024	11:00 AM	1:00 PM	Online
DFS/ FL PALM Monthly Readiness Touchpoint Meeting	4/8/2024	11:00 AM	12:00 PM	Online
Functional Operational Team Meeting	4/8/2024	1:00 PM	2:00 PM	Online
FWC Readiness Touchpoint	4/8/2024	1:00 PM	2:00 PM	Online
Payroll Working Session	4/8/2024	2:00 PM	4:30 PM	Online
TRP Working Session	4/8/2024	2:05 PM	4:00 PM	Online
PSC/Florida PALM Readiness Touchpoint Meeting	4/9/2024	11:00 AM	12:00 PM	Online
APC001 - Suppliers Source Data Analysis Meeting 6	4/9/2024	11:00 AM	12:00 PM	Online
Project Director Design Dispositions	4/9/2024	1:00 PM	3:30 PM	Online
PMO Weekly Touchpoint	4/9/2024	3:00 PM	4:00 PM	Online
API030 and APE009	4/9/2024	3:30 PM	4:30 PM	Online
GLE014 - Financial Reporting Ledger	4/10/2024	8:30 AM	9:30 AM	Online
Financial Reporting Design Sessions	4/10/2024	9:30 AM	12:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Florida PALM/OFFE Training Touchpoint	4/10/2024	11:00 AM	12:00 PM	Online
CRAIDL Meeting	4/10/2024	11:00 AM	12:00 PM	Online
AMC001 Source Data Analysis Meeting 8	4/10/2024	1:00 PM	2:00 PM	Online
AHCA/PALM Monthly Touchpoint	4/10/2024	1:00 PM	2:00 PM	Online
GR Revenue Refunds	4/10/2024	2:00 PM	3:00 PM	Online
People First / Florida PALM Weekly Meeting V7	4/11/2024	9:30 AM	11:15 AM	Online
Financial Reporting Design Sessions	4/11/2024	9:30 AM	12:00 PM	Online
MFMP/STMS-COA Discussion	4/11/2024	1:00 PM	2:00 PM	Online
Overpayment Extension Solution Design	4/11/2024	1:00 PM	4:00 PM	Online
DOL Manual Payment Discussion	4/11/2024	2:00 PM	3:00 PM	Online
IW Schema Review	4/11/2024	2:00 PM	3:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	4/11/2024	3:00 PM	4:00 PM	Online
RDNS/RW Meeting	4/12/2024	8:45 AM	9:55 AM	Online
Payroll Team Meeting	4/12/2024	11:00 AM	12:00 PM	Online
Cross Team Collaboration	4/12/2024	1:00 PM	2:30 PM	Online
Design Disposition Discussions	4/12/2024	2:30 PM	5:00 PM	Online
FD Review Discussion: POE002 & POI005	4/15/2024	8:00 AM	9:30 AM	Online
Functional Operational Team Meeting	4/15/2024	1:00 PM	2:00 PM	Online
TRP Working Session	4/15/2024	2:05 PM	4:00 PM	Online
Payroll Working Session	4/15/2024	2:00 PM	4:30 PM	Online
MFMP-Supplier Discussion	6/16/2024	9:00 AM	10:00 AM	Online

Meeting Name	Date	Start Time	End Time	Location
POI002/POC001 Pre-Build Meeting	4/16/2024	8:00 AM	9:00 AM	Online
Payroll Pre-FD/FD/Config Meeting	4/16/2024	8:30 AM	10:30 AM	Online
LMC Weekly Round Up	4/16/2024	9:30 AM	11:00 AM	Online
AP/PR/CM Cross team discussions	4/16/2024	10:30 AM	11:30 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	4/16/2024	1:00 PM	3:00 PM	Online
DW/BI Report Assets	4/16/2024	3:00 PM	4:00 PM	Online
PMO Weekly Touchpoint	4/16/2024	2:00 PM	4:00 PM	Online
DW/BI Report Assets	4/17/2024	9:00 AM	11:00 AM	Online
Pre-FD IUE003 Payroll Reclassification	4/17/2024	11:00 AM	12:00 PM	Online
IU FD Meeting	4/17/2024	2:00 PM	4:00 PM	Online
Supplier Discussion: Unique Entity Identifier	4/17/2024	2:00 PM	3:00 PM	Online
DW/BI Report Assets	4/17/2024	2:30 PM	4:30 PM	Online
EPA Team: CME001 Navigation Detail Review	4/17/2024	3:00 PM	4:00 PM	Online
CTC001/PCE002 Pre-Build Meeting	4/18/2024	8:00 AM	9:00 AM	Online
MFMP/STMS - Encumbrance Discussion	4/18/2024	9:00 AM	10:00 AM	Online
Readiness Thursday Task Talk	4/18/2024	10:00 AM	10:30 AM	Online
FLHSMV Florida PALM Touchpoint	4/18/2024	11:00 AM	12:00 PM	Online
Payroll Team Meeting	4/18/2024	1:00 PM	2:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	4/18/2024	2:00 PM	4:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	4/18/2024	2:00 PM	4:00 PM	Online
RDNS/RW Meeting	4/19/2024	8:45 AM	9:55 AM	Online

Meeting Name	Date	Start Time	End Time	Location
Pre-FD Review Discussion: APR126 Cash Check Errors (WorkCenter)	4/19/2024	9:00 AM	10:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	4/19/2024	9:00 AM	10:30 AM	Online
Cross Team Collaboration	4/19/2024	1:00 PM	2:30 PM	Online
AMC001/AMI006 Pre-Build Meeting	4/19/2024	1:00 PM	2:00 PM	Online
FDACS/FL PALM Monthly Readiness Touchpoint Meeting	4/19/2024	1:00 PM	2:00 PM	Online
Design Disposition Discussions	4/19/2024	2:30 PM	5:00 PM	Online

Appendix B – Meetings Conducted

The table below shows the Florida PALM IV&V Team’s meetings conducted during the period.

Table 7: IV&V Meetings Conducted

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
FL PALM DMS SharePoint IV&V Materials Overview	4/4/2024	1:30 PM	2:00 PM	Online	DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch Sebastian Lende
Florida PALM IV&V Weekly Status Meeting	4/5/2024	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Contract Director DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Anne Frost Sebastian Lende
Florida PALM IV&V OCM/Agency Readiness Interview - Risk/Issue Process	4/10/2024	2:30 PM	3:00 PM	Online	Florida PALM Deputy Project Director Florida PALM Readiness Team Lead Nicolle Suvada Christi Jella Sebastian Lende
Florida PALM IV&V Weekly Status Meeting	4/12/2024	9:00 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Contract Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Anne Frost

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
March Monthly Assessment Report Review	4/12/2024	1:00 PM	2:00 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Anne Frost
Florida PALM IV&V April Mid-Month Report Review	4/18/2024	2:30 PM	3:30 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Sebastian Lende
PCR 116 IV&V Assessment Review	4/19/2024	4:30 PM	5:00 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Nicolle Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Sujith Vanga Sebastian Lende
Florida PALM IV&V Weekly Status Meeting	4/26/2024	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Preethi Kembhavi Anne Frost Sebastian Lende

Appendix C – Documents Reviewed

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

Table 8: IV&V Documents Reviewed

Document Name	Date	Version
Smartsheet	Daily	Working
Florida_PALM_Project_Schedule.mpp	Weekly	Working
RADAR-Report	Weekly	Working
Design Work Unit Tracker	Weekly	Working
RICEFW Inventory Working	Weekly	Working
RTM Working	Weekly	Working
Florida CRAIDL Logs	Weekly	Working
Florida_PALM_Project_Schedule.mpp	Weekly	Working
RADAR-Report	Weekly	Working
Design Work Unit Tracker	Weekly	Working
RICEFW Inventory	Weekly	Working
RTM	Weekly	Working
Project Schedule QC Checklists	Weekly	Working
Project Management Plan	Weekly	5.0
WP406 – Mock Conversion Testing Plan	Weekly	Draft
WP431 – Data Management Plan	Weekly	Draft
Project Schedule QC Checklists	Weekly	Working
Florida PALM Open Risks Log	Weekly	Working
D645 – Updated Deployment Strategy	4/4/24	1.0
Project Risk #7	4/5/24	Working
Project Risk #8	4/5/24	Working
Project Risk #9	4/5/24	Working
DED D650 – Completion of Solution Design (Requirements) DW/BI	4/5/24	1.0
PCR-114-Segment IV Customization and Requirements Updates	4/11/24	1.0
PCR-115-Additional Resource Requirements Segment IV Payroll Redistributions Customizations	4/11/24	1.0
DE322 – New Work Products Requests.docx	4/11/24	Draft
WP408 – System Test Scripts	4/15/24	Draft
Test Script Work Unit Tracker (TSWUT)	4/15/24	Working

Document Name	Date	Version
DE323 – Addition of Exit Transition PlanTasks	4/15/24	Draft
D645 – Deployment Strategy Deliverable	4/22/24	1.0
WP-412 – Interface Testing Plan	4/23/24	1.0
PCR 116 - Segment IV Payroll Customizations	4/12/24	NA
PCR-116-Additional Resource Requirements Segment IV Payroll Customizations	4/12/24	NA
WPED WP412 Interface Testing Plan	4/22/24	NA

Appendix D – IV&V Documents Delivered

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

Table 9: IV&V Documents Delivered

Document Name	Date	Version	Delivered Date	Follow Up Required
Florida PALM IV&V Monthly Assessment Report March 2024	4/10/24	1.0	4/12/24	None
Florida PALM IV&V April 2024 Mid-Month Progress Report	4/18/24	1.0	4/18/24	None
Florida PALM IV&V Assessment of PCR 116 for Segment IV Payroll Customizations	4/19/24	1.0	4/19/24	None
Florida PALM IV&V ESC Update 04242024	4/19/24	1.0	4/19/24	None
Florida PALM IV&V D642 – Updated Technical Architecture Design Deliverable Assessment Report	4/26/24	1.0	4/26/24	None

Appendix E – 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 10: Risk Priority Matrix

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 11: Risk Rating Impact

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 12: Risk Priority Rating

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		Medium		High	
Unlikely 2				Medium	High
Improbable 1		Medium			High

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

Table 13: Risk Rating Definition

Rating	Definition
High	The possibility of substantial impact on 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.