

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

Independent Verification & Validation
Monthly Assessment Report - Updated
February 2024

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Revision History

Version	Date	Author	Comment
1.0	3/12/24	Florida PALM IV&V Team	Final for Distribution.
1.1	3/15/24	Florida PALM IV&V Team	Updated language in Closed Finding 13. Changes are in blue font.

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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 February:

- The risk rating for the overall Project during this reporting period has increased to Medium (Yellow). This is primarily attributed to the scope increase in the count of Functional Designs (FDs) for Segment IV (153 for Segment IV compared to 82 for Segment III), the increased risk rating for Development due to delays caused by the number of review cycles and updates required for some of the Application Designs, and the increase in Delayed Tasks on the Florida PALM Project Schedule.
- The Florida PALM IV&V Team distributed the Florida PALM IV&V Assessment of PCRs for Segment IV Payroll and Finance Customizations prior to the Executive Steering Council (ESC) Meeting on 2/28/24, where the ESC voted to pass Project Change Requests (PCRs) 112 and 113.
- The Florida PALM Project Schedule experienced an increase in Delayed Tasks from 113 at January month's end to 168 at the end of February. The Schedule Performance Indicator (SPI) experienced a slight increase to .91, indicating the Project is progressing at 91% of the planned pace.
- Monthly Agency meetings with Readiness Coordinators focused on the tasks (512 – 519) assigned in January, due between March and June 2024. These tasks represent an increase in Agency workload for the next several months. Agencies varied in readiness; some strongly understood expected work, while others reported staffing and workload integration challenges. Readiness Coordinators provided support via Readiness Touchpoints, Thursday Task Talks, and the Change Champion Network Town Hall held on 2/29/24.
- As of 2/29/24, there were 153 FDs planned for Segment IV, compared to 82 FDs in Segment III. Among them, 22 FDs required a PCR, with the majority included in PCRs 112 and 113, both of which have been approved.
- There have been regularly scheduled meetings between the Florida PALM Project Team and the People First Vendor to review interface designs. These meetings are going well, and the People First Vendor actively engages in these discussions. As such, the Florida PALM IV&V has closed Finding 13.
- Of the 52 FDs selected for Build Segment I, 36 have been drafted as of 2/29/24, compared to the expected 52. This indicates a 3-week delay from the original plan. Additionally, 19 out of 50 Application Designs scheduled for review have completed their initial review by the end of the month, reflecting a 5.5-week delay. Due to these escalating delays and the need for significant updates to some Application Designs, the Florida PALM IV&V Team has raised the risk level in the Development Focus Area to Medium.

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	Low Risk	Medium Risk	<p>The Florida PALM IV&V Team raises the risk rating for the overall Project during this reporting period to Medium. This is primarily attributed to the scope increase in the count of FDs for Segment IV (153 for Segment IV compared to 82 for Segment III), the increased risk rating for Development due to delays caused by the number of review cycles and updates required for some of the Application Designs, and the increase in Delayed Tasks on the Florida PALM Project Schedule.</p> <p>The Florida PALM IV&V Team distributed the Florida PALM IV&V Assessment of PCRs for Segment IV Payroll and Finance Customizations prior to the ESC Meeting on 2/28/24, where the ESC voted to pass PCRs 112 and 113.</p>
Project Management	Low Risk	Low Risk	<p>The number of Delayed Tasks on the Florida PALM Project Schedule has increased to 168 at the end of February. Many of these tasks are for DEL646 - Completion of Build Segment I.</p> <p>The Florida PALM End-of-Month (EOM) Project Schedule SPI increased from .90 to .91 at month's end, which means the Project is progressing at 91% of the planned pace.</p> <p>Due to the increase in Delayed Tasks and some Agencies failing to complete critical project management tasks on time, the risk rating will increase within the Low Risk rating from Low-Green to Mid-Green for this reporting period.</p>
Organizational Change Management	Low Risk	Low Risk	<p>Readiness Touchpoint with Agencies and Thursday Task Talks continue to be effective and important environments for Agencies to discuss and share task progress, risks, resource challenges, technical requests/questions, and gain an overall understanding of Readiness Tasks. This significance was particularly notable in February, given the introduction of new tasks (Task 512 – 519, detailed in the OCM Section of this report) and the workload scheduled from February through June 2024. Agencies were focused on understanding new assignments and developing plans for upcoming tasks, workloads, and resource allocation.</p> <p>Technical documentation, explanations, access to information, and responsive answers to questions continued to be important for Agencies, particularly concerning interfaces, account codes, and data cleanup. The addition of technical resources/liaisons in Readiness Touchpoints starting in March and the</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>ongoing technical discussions at the Agency level should provide additional technical support to Agencies requesting and needing help in technical areas.</p> <p>Staffing/Resources continue to be challenging for some Agencies as work increases; specifically, balancing the Florida PALM Project and operational work can be difficult. Agencies continue to report risks, issues, and assumptions with Readiness Coordinators and their Bimonthly Agency Readiness Status Reports, encouraging ongoing updates to entries in this area.</p> <p>Managing and monitoring task progress, staffing, risks, and issues will be critical from February through June 2024. The ability of Agencies to keep pace with tasks and workload will impact overall Agency readiness and Florida PALM Project progress.</p> <p>At the end of February, the Readiness Team delivered the Change Champion Network Town Hall. This event was well attended, and positive feedback was received from agencies that appreciated the information and strategies from the Readiness Team and other Agencies.</p>
Requirements and Design	Medium Risk	Medium Risk	<p>All 82 FDs planned for Segment III have been approved on schedule. The Florida PALM IV&V Team is reviewing D641 Completion of Solution Design (Requirements) - Segment III and the associated FDs to ensure the quality of the documents remains high and that the FDs consistently trace to requirements.</p> <p>Planning for Segment IV FDs is currently in progress. As of 2/29/24, there were 153 FDs planned for Segment IV, a notable increase from the 82 FDs in Segment III. Among these, 22 FDs required a PCR, with the majority included in PCRs 112 and 113, approved on 2/28/24. There are currently three extensions listed as pending PCR approval. The Florida PALM IV&V Team reviewed PCR 112 and 113 and provided an assessment report to the ESC prior to the 2/28/24 meeting.</p> <p>There have been regularly scheduled meetings between the Florida PALM Project Team and the People First Vendor to review interface designs. These meetings are going well, and the People First Vendor actively engages in these discussions. Also, the Florida PALM IV&V Team attended the People First – Florida PALM Design Discussions held on</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>2/7/24 and 2/8/24. Discussions covered several topics, such as conversion and interfaces.</p> <p>The Florida PALM IV&V Team also attended the BPM Design Workshops on 2/12/24 and 2/13/24. During these sessions, the Agencies actively asked questions and provided examples of their specific processes. The Florida PALM Project Team responded to questions and is actively reviewing follow-up items.</p> <p>It is important to note that the same Project resources involved in Segment IV FDs will also be engaged in concurrent efforts to review Application Design documents for Build Segment I. The Florida PALM IV&V Team will monitor and evaluate the progress of the Segment IV FDs, but the risk rating will remain unchanged for this Focus Area during this reporting period.</p>
Development	Low Risk	Medium Risk	<p>The 52 FDs selected for Build Segment I have been provided to the Software and System Integration (SSI) Vendor Development team, with 36 drafted as of 2/29/24, compared to the expected 52. This represents a 3-week delay from the original plan.</p> <p>Reviewing several of the build Application Designs is also taking longer than expected. Thirteen of the Application Designs have been in review for over three weeks with multiple cycles of updates. The multiple revisions are based on the build not functioning as expected and limitations in the technical designs that were not known when the Functional Design was developed.</p> <p>As of 2/29/24, 19 of the 50 Application Designs planned for review have completed the initial review. This represents an additional 2.5 weeks of delay from the original plan.</p> <p>The SSI Vendor has added additional development staffing in response to the delays in drafting and reviewing the build application designs.</p> <p>Due to the 5.5 weeks total of delays and the level of update required for some of the Application Designs, the Florida PALM IV&V Team has increased the risk level in this Focus Area to Medium.</p>
Testing	NA	NA	<p>The Florida PALM Project Team met in February to begin discussing System Testing, and the D643 - Updated System Test Plan Overview PowerPoint presentation for the Financial and Payroll Waves was reviewed. A risk rating for this Focus Area will be provided as discussions about testing-related</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>activities on the Florida PALM Project continue and updates to D643 - System Test Plan have generally concluded.</p> <p>For the independent testing activities, the Florida PALM IV&V Team has completed a first draft of the test scenarios based on the Business Process Models (BPMs) for Segment II.</p>
Conversion	Low Risk	Low Risk	<p>The Florida PALM IV&V Team reviewed approved FDs related to conversion in D641 and continues participating in the conversion design discussions for Financials and Payroll. The information reviewed indicates that positive work is being done in this area, so the risk rating will remain unchanged.</p>
Implementation Readiness	NA	NA	<p>The Florida PALM IV&V Team will begin reporting progress once implementation readiness efforts start.</p>
Production Support	Low Risk	Low Risk	<p>The Florida PALM IV&V Team continues to monitor Open production incidents. February shows 76 newly Opened incidents (Low and Moderate Priority), with 55 marked as Closed or Resolved.</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: Additional cross-checks were implemented to avoid future inconsistencies between the RTM and FDs. The Florida PALM IV&V had previously performed an analysis of requirement traceability as part of review D637 – Completion of Solution Design (Requirements) Segment II. The analysis identified a few inconsistencies that the Florida PALM Project Team corrected before deliverable acceptance. The Florida PALM IV&V Team has started reviewing the traceability of requirements for the Segment III Functional Designs (FDs). The review will include bi-directional traceability between the individual FDs, the Requirements Traceability Matrix (RTM), and Table 2 in D641 - Completion of Solution Design (Requirements) Segment III. Results of the traceability assessment will be provided to the Florida PALM Project Team for review and update as needed.

Closed Findings

Finding Number and Statement: Finding 13 – People First [System](#) Vendor unable to participate in design discussions.

Date Opened: 12/15/23

Date Closed: 2/29/24

Final Impact Rating: Significant

Final Probability Rating: Medium

Final Priority Rating: High

Status Update: [Between October and mid-December 2023, the People First System Vendor was not able to participate in interface and conversion discussions with the Florida PALM Project while awaiting change order approval. During that period, the People First Team continued to participate in design discussions, but since the People First System Vendor had specific and extensive knowledge of the People First solution, the Florida PALM Project Team had to make assumptions and the design could not be finalized until the People First System Vendor could participate. Subsequently, the change order for the People First System Vendor was approved in mid-December, and the People First System Vendor started re-engaging with the Florida PALM Project.](#)

The Florida PALM Project Team, the People First Team, and the People First System Vendor convened in January to identify design discussion topics and develop a meeting schedule around the interfaces and conversion data. Since then, meetings have been regularly scheduled between the Florida PALM Project Team, the People First Team, and the People First System Vendor to review interface designs. The Florida PALM IV&V has elected to close this finding but will continue to monitor the People First System Vendor's adherence to the Florida PALM Project timeline.

Reason for Closure: The regularly scheduled meetings between the Florida PALM Project Team, the People First Team, and the People First System Vendor are proceeding, with both the People First Team and the People First System Vendor actively participating in design discussions.

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.

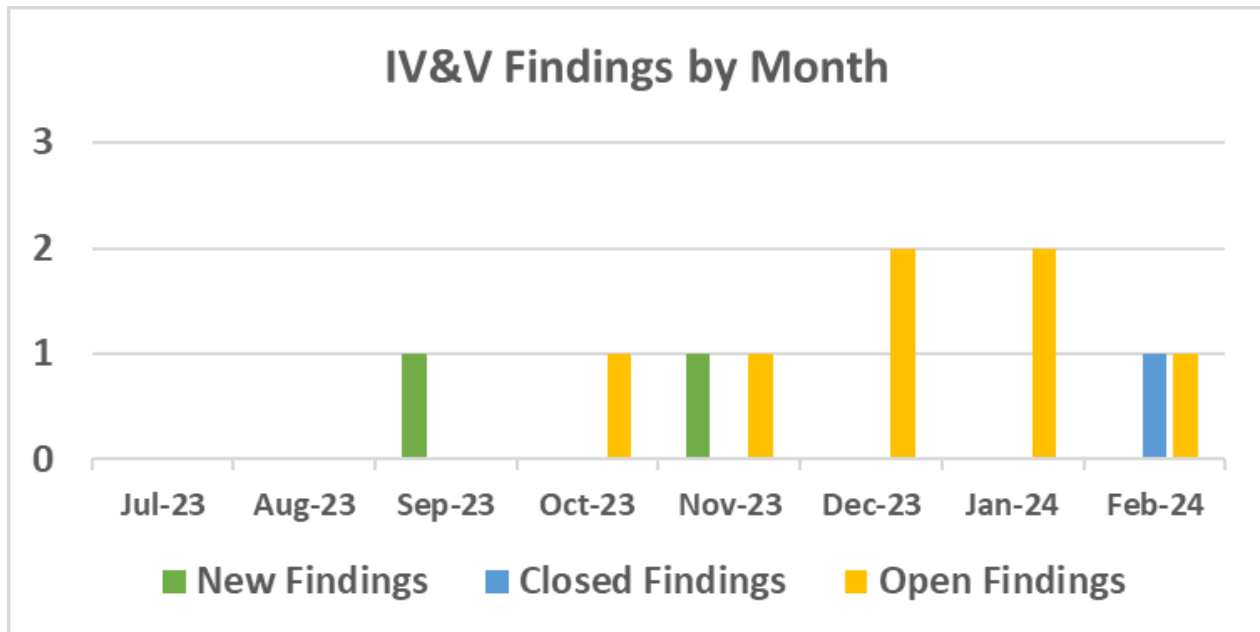
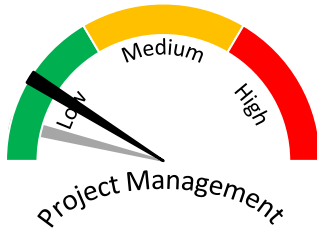


Figure 1: Florida PALM IV&V Team Findings by Month

Focus Area Updates

Project Management¹

Florida PALM's Project Team Project Management



The Florida PALM IV&V Team continues to monitor and analyze the Florida PALM Project Schedule. These areas include Schedule Performance Indicator (SPI) and Delayed Tasks.

The SPI for the Florida PALM IV&V Monthly Assessment Report is obtained from the Florida_PALM_Project_ScheduleEOM.mpp project file. The Florida PALM IV&V Team includes the SPI and the Status Date obtained from the project file in the report as a reference point. The Florida PALM IV&V Monthly Assessment Report will report the SPI and Delayed Tasks metrics and the full analysis of the SPI data.

Based on the February End of Month (EOM) Florida PALM Project Schedule with a status date of 2/29/24, the Schedule Performance Index (SPI) stands at 0.91, showing improvement from 0.90 at the end of January. However, the overall SPI remains less than 1, indicating that the Florida PALM Project is trending behind the planned schedule.

The Delayed Tasks have increased from 113 to 168 tasks at the end of February. This data was extracted from the Florida_PALM_Project_ScheduleEOM.mpp file with a status date 2/29/24 and run against Steelray Project Analyzer. Out of the 168 Delayed Tasks, the majority were from D646 - Completion of Build Segment I at 114. This is an increase of 48 tasks from the January Monthly Assessment Report. Other areas include I-WP129 - Develop ETL Technical Specifications, Programs, and Unit Test Plans with 11 and I-WP106 - Interface Catalog with ten contributing to the 168 Delayed Tasks.

To provide clarity for how the SPI can show improvement while the Project Schedule simultaneously indicates an increase in delayed tasks, IV&V provides the following information previously reported in the January 2024 IV&V Assessment Report:

Although there's been a positive increase in the Schedule Performance Index (SPI), there's also been a simultaneous increase in the number of delayed tasks. To clarify, the SPI measures the ratio of the budgeted cost of work performed (BCWP) to the budgeted cost of work scheduled (BCWS). The BCWP represents the total value of work completed, while the BCWS represents the planned cost of the work up to a certain point.

*For instance, consider a task with a planned duration of 4 days and a budget of \$100. After 2 days, according to the plan, 50% of the work should be completed, amounting to a BCWS of \$50 (50% * \$100) and an SPI of 1. However, if a project resource or team was able to complete 60% of the task in 2 days, the actual progress at this point is 60% completed, amounting to a BCWP of \$60 (60% * \$100). In this scenario, the SPI would be calculated as 1.2 (60 BCWP / 50 BCWS), which indicates that this task is progressing ahead of schedule.*

Since there are approximately 6,200 tasks in the schedule, and each task is calculated using this same SPI formula, 168 delayed tasks may not significantly impact the overall Project SPI. The Florida PALM IV&V Team monitors these delayed tasks to determine if the delayed tasks are on the critical path or are dependencies elsewhere in the Florida PALM Project Schedule.

¹ The dial would include this month's indicator as well as a shadow that shows the previous indicator rating, similar to what is provided in the current monthly assessment report template.

Agency Florida PALM Project Management

The Florida PALM IV&V Team has participated in numerous Agency Readiness/Touchpoint meetings to observe, from a Project Management perspective, Agencies' progress in completing tasks and ensuring adherence to best practices. The complete list of meetings the IV&V Team has attended can be found in Appendix A – Meetings Attended. Approximately 25% of Agencies have not completed Project Management tasks RW 500-502, which involve the Agency Project Charter, Project Schedule, and Risks and Issues Management Plan due 12/15/23. According to the notes provided in SmartSheet as of 2/27/24, several examples of why Agencies had these tasks listed as incomplete include:

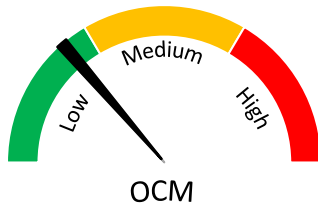
- Lack of a dedicated Project Manager – Several Agencies are looking to hire a Project Manager and intend to update these tasks once the Project Manager has been onboarded.
- Failure to attach the required documents, such as Agency Specific Project Charters, Agency Specific Implementation Schedules, and Agency Specific Risks and Issues Management Plan to Smartsheet – It is unclear in the task notes in Smartsheet if the Agencies did not understand how to attach the documents, failed to complete the requirements or a combination of both.
- Unable to meet the specific criteria contained in the task instruction document provided to the Agencies by the Readiness Team – A few of the criteria mentioned were missing, such as no tasks or resources in the schedule, no Agency-specific plan for managing potential risks and issues, and lack of Agency-specific scope.

According to the PMBOK, these planning documents are essential for defining the Project's scope, objectives, stakeholders, resources, risks, and timeline. While Agencies have other Readiness tasks to complete for the Project's success, the Florida PALM IV&V Team recommends completing these fundamental tasks as they are essential for establishing a solid baseline for each Agency's individual Project's success.

For February, these Project Management activities for the Florida PALM Project Team and the Agencies have been considered and combined into a single risk rating dial, with further information described below. However, in future assessment reports, the Florida PALM IV&V Team may separate these Project Management activities so that the Florida PALM Project Team and the Agencies will each have an individualized risk rating specific to their Project Management area.

The risk rating will increase to Mid-Green for this reporting period due to the increase in Delayed Tasks and some Agencies failing to complete critical project management tasks on time. These issues collectively have the potential to impact the Florida PALM Project. The Florida PALM IV&V Team will continue to monitor both upcoming and overdue RW tasks related to Project Management to verify that Agencies are effectively implementing the prescribed processes, methods, and instructions to ensure their readiness for Florida PALM implementation.

Organizational Change Management



While the risk rating for Organizational Change Management remains unchanged for February, the Florida PALM IV&V Team will be taking a closer look at Agency task progress and completion in the coming reporting periods. The Florida PALM IV&V Team will report any factors, Findings, and changes pertaining to risk level concerning the series of new tasks issued in January 2024, scheduled for implementation from February through June 2024 (as identified below). The Florida PALM IV&V Team acknowledges that the Readiness Team provides a complete and comprehensive report to executive leadership on tasks and risks. The Florida PALM IV&V Team’s aim is not to duplicate this effort but to add additional insights to Agency-related successes, lessons learned,

risk area trends, and challenges.

In February, Agencies participated in monthly Agency Touchpoint/Readiness Meetings with Readiness Coordinators. Readiness Touchpoints and Thursday Task Talks focused primarily on the newly released series of Readiness tasks. The new tasks released at the end of January cover a diverse range of areas, described in the table below, and will be the focus of upcoming Agency work.

Table 2: OCM Tasks

Task #	Task Description
Task 512	Identify Future Florida PALM End Users (started in January, scheduled to wrap up at the end of February)
Task 513	Complete Configuration Workbooks for Segments I and II
Task 514	Complete Data Readiness Analysis and Data Cleansing Activities for Segments I and II.
Task 515	Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II.
Task 516	Update Agency Business System Documentation for Segment II
Task 517	Update Florida PALM Conversion Inventory for Segment II
Task 518	Update Florida PALM Interface Inventory for Segment II
Task 519	Remediate Agency Business Systems Based on Segment I

At the Agency Touchpoint Meetings in February, several Agencies expressed concerns about the volume of work in the coming months and balancing work with current operational responsibilities. Both Agencies that requested funds for resources/staffing and those that have staff in place to meet demand are realizing the value of early planning and resourcing. It is worth noting that a few Agencies added staff in January and February and are actively onboarding and training to meet demands. However, several Agencies still need help finding, hiring, and onboarding staff to balance the Florida PALM Project and operational demands. The increased workload may impact the timeliness of task completion and overall readiness preparations. The Florida PALM IV&V Team will monitor this area.

Consistent with the OCM industry standard, Prosci ADKAR® Model, the Readiness Team/Coordinators continue to utilize regular meetings and support mechanisms to encourage Agency engagement and facilitate status reporting. The term “ADKAR” is an acronym for the five outcomes an individual (or, in this case, Agency and Agency staff) needs to achieve for a change to be successful: Awareness, Desire, Knowledge, Ability, and Reinforcement. There has been a clear emphasis on the Knowledge and Ability stages through the Readiness Team’s support activities. In February, the following observations were made from meetings, support calls, and task training.

- **Detailed Task Explanations, Discussion, and Support** – February meetings focused on detailed reviews and support for the new series of tasks. Some Agencies were more up to date on recently assigned tasks, with plans on how to address them. However, some Agencies were still reading, reviewing, and just starting to form plans to break down this work. Readiness Coordinators articulated the need to start tasks and work as soon as possible, as many tasks and areas are work-intensive and require an early start.

The Florida PALM IV&V Team will continue to monitor and review task progress and reporting, as incremental progress will be critical to meeting deadlines through June 2024. The Florida PALM IV&V Team will also examine the connection to project management task completion and support of the overall Florida PALM Project Schedule, as well as OCM and readiness impacts at the Agency level.

In addition to regular discussions during Readiness Touchpoints, emphasis was placed on the significance of holding regular meetings with Readiness Coordinators, providing technical support, and facilitating internal meetings within Agencies. With the amount of work and newly released tasks, the Florida PALM IV&V Team supports more frequent meetings to ensure tasks progress as planned. Both the PMBOK and Prosci highlight the importance of regular and expanded communication and thorough task and workload breakdowns. These recommended practices should be emphasized to Agencies for effective project management and Organizational Change Management.

- **SmartSheet Navigation, Task/Status Updates, Comments, and Documentation** – Readiness Coordinators have prioritized transitioning Agencies to present their SmartSheet and tasks during Readiness Touchpoints. While many Agencies have successfully made this transition, several still face challenges in presenting Agency status during meetings and providing regular updates in SmartSheet. Readiness Coordinators are actively monitoring and encouraging Agencies that have fallen behind in maintaining SmartSheet updates, comments, and task completeness in areas such as risks and issues.

The Florida PALM IV&V Team will be reviewing Agency risks and issues, as well as Agencies updating tasks in Smartsheet specifically, as this is a critical Agency activity in subsequent reporting periods.

- **Agency Risks, Issues, and Assumptions** – As in previous months, Readiness Coordinators continue to emphasize the importance of Agencies entering risks, issues, and assumptions and keeping these areas updated regularly. Several Agencies shared strong processes in place for regular Agency-level reviews of risks, issues, and assumptions. However, some Agencies have not yet reviewed, updated, added, or removed issues in SmartSheet.

Additional Readiness Coordinator support was readily offered, but Agencies need to understand the importance of owning and completing this task – especially at this critical point in the Florida PALM Project when understanding Agency-level risks and issues is important for the PALM Project Team to consider. The Florida PALM IV&V Team will continue to focus on understanding the delays from these Agencies.

- **Dashboard Updates** – Readiness Coordinators reviewed the changes to Agency Dashboards and stressed the importance of keeping SmartSheet areas up to date. It was shared that Sponsors and executive staff regularly review Dashboards. Dashboards and Dashboard findings will (and should) continue to have a strong presence in executive meetings and in assessing Agency progress.
- **Technical Meetings and Upcoming Technical Resource Integration** – One area of focus and concern for Agencies is technical support, documentation, and access to answers/information, particularly regarding interfaces. Some Agency Readiness Touchpoints discuss technical/design concepts between and within Agencies. Readiness Coordinators continue to collect and share technical questions with the Florida PALM Project Team.

It was shared that in March 2024, technical support liaisons will join Readiness Touchpoint Meetings to address technical Agency questions directly or connect Agencies with the right team for support. Agencies value this connection because newly released tasks contain critical technical components that require prompt addressing and provision of answers and information to ensure timely completion by the Agencies.

- **Knowledge Center** – Readiness Coordinators continue to encourage Agencies to use the Knowledge Center for various technical and functional documentation to support Agency activities. Agencies have a mixed response to using Knowledge Center; some integrate this tool into their work, while others have not had the time or opportunity to incorporate it into their work and teams. The Florida PALM IV&V Team will assess the Agency's use of this tool and present Findings (if any) and recommendations to continue communicating and growing this important tool.

The February Readiness Touchpoint Meetings also included a discussion about incomplete tasks with past due deadlines. Alongside the tasks released in January, some Agencies are still working on prior tasks (504 – 508), raising concerns and risks related to staffing/resources and their capacity to complete the assigned tasks.

- The average completion rate for tasks 504 – 508 is 79%. However, this completion rate is not evenly distributed among the tasks.
- Tasks 506 – 508 have a high completion rate, whereas tasks 504 and 505 have lower completion rates. Tasks 504 (Update Agency Business System Documentation for Segment I) and 505 (Update Florida PALM Interface Inventory for Segment I) were originally due to be completed by 1/12/24.

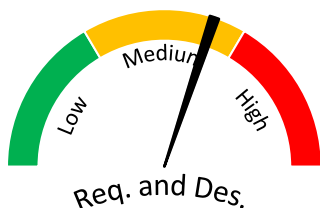
Participation in these activities is crucial for the progress of the Florida PALM Project. The inventories and documentation produced are vital references for design work, test planning, and development activities to ensure that the needs of each Agency are properly understood and addressed. Stressing the importance of completing overdue tasks is a recommended practice, as work will continue to build up and increase the risk of Agencies falling behind.

In addition to regular Readiness Touchpoint Meetings and Thursday Task Talks, the Change Champion Network Town Hall was presented at the end of February. This was an opportunity for Change Champions and those in similar roles to gather in person with Readiness Coordinators for an afternoon of learning and sharing Agency readiness activities and strategies. Registration and attendance were encouraged in Readiness Touchpoint Meetings, and a high level of attendance and participation was reported. Readiness Coordinators shared materials and strategies and had a few Agencies speak on specific concepts and share success stories. Initial feedback has been positive, and Agencies are working to incorporate what they learned to help balance and address tasks and work ahead.

The Bimonthly Agency Readiness Status Reports continue to provide insights into how Agencies are approaching the Florida PALM Project, and the information therein is supported by the metrics that the Agencies and Florida PALM Project Team track in Smartsheet. The amount of information provided has grown as Agencies use the format more. When released, the Florida PALM IV&V Team will analyze the January – February 2024 Bimonthly Agency Readiness Status Reports to see how Agency information has evolved.

The Florida PALM IV&V Team recognizes that project planning and management tasks are critical to the success of any project. It is recommended that the Readiness Coordinators persist in following up to ensure the completion of these tasks and escalate risks and issues when necessary if tasks continue to go undone.

Requirements and Design



All 82 Functional Designs (FDs) planned for Segment III have been approved on schedule. The Florida PALM IV&V Team is reviewing D641 Completion of Solution Design (Requirements) - Segment III and the associated FDs to ensure the quality of the documents remains high and that the FDs consistently trace to requirements.

Planning for Segment IV FDs is currently in progress. As of 2/29/24, there were 153 FDs planned for Segment IV, a notable increase from the 82 FDs in Segment III. Among these, 22 FDs required a Project Change Request (PCR), with the majority included in PCRs 112 and 113, both approved on 2/28/24. Currently, three

extensions are pending PCR approval.

The Florida PALM IV&V Team conducted a review of PCRs 112 and 113. The review focused on the following items:

- Ensuring the extensions were required and could not be met by core PeopleSoft functionality,
- Reviewing the business need for customizations, and
- Reviewing the estimated cost for reasonability.

The Florida PALM IV&V Team distributed the Florida PALM IV&V Assessment of PCRs for Segment IV Payroll and Finance Customizations prior to the ESC Meeting on 2/28/24, where the ESC voted to pass PCRs 112 and 113.

Regular meetings have been scheduled between the Florida PALM Project and the People First vendor to review interface designs. These meetings are going well, and the People First vendor is actively engaged in these discussions. Also, the Florida PALM IV&V Team attended the People

First – Florida PALM Design Discussions held on 2/7/24 and 2/8/24. Discussions covered several topics, including conversion and interfaces.

The Florida PALM IV&V Team also attended the BPM Design Workshops on 2/12/24 and 2/13/24. During these sessions, the Agencies actively asked questions and provided examples of their specific processes. The Florida PALM Project Team responded to the questions and actively reviewed follow-up items.

It is important to note that the same Project resources involved in Segment IV FDs will also be engaged in concurrent efforts to review Application Design documents for Build Segment I. The Florida PALM IV&V Team will monitor and evaluate the progress of the Segment IV FDs, but the risk rating will remain unchanged for this Focus Area during this reporting period.

Development



The SSI Vendor Development team has received the 52 FDs designated for Build Segment I. As of 2/29/24, they have drafted 36 FDs, falling short of the expected 52, indicating a 3-week delay from the initial plan.

Additionally, the review of several of the build Application Designs is taking longer than expected. 13 of the Application Designs have been in review for over three weeks with multiple cycles of updates. The multiple revisions are based on the build not functioning as expected and limitations in the technical designs that were not known when the Functional Design was developed.

As of 2/29/24, 19 of the 50 Application Designs planned for review have completed the initial review. This represents an additional 2.5 weeks of delay from the original plan.

As a response to the delays in drafting and reviewing the build application designs, the SSI vendor has added some additional development staff.

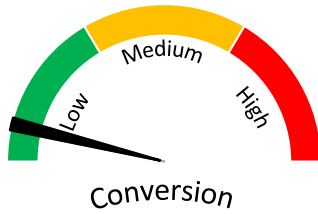
Due to the 5.5 weeks total of delays and the level of update required for some of the Application Designs, the Florida PALM IV&V Team has increased the risk level in this Focus Area to Medium.

Testing

The Florida PALM Project Team met in February to begin discussing System Testing, and the D643 - Updated System Test Plan Overview PowerPoint presentation for the Financial and Payroll Waves was reviewed. A risk rating for this Focus Area will be provided as discussions about testing-related activities on the Florida PALM Project continue and updates to D643 - System Test Plan have generally concluded.

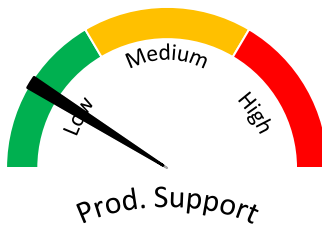
For the independent testing activities, the Florida PALM IV&V Team has completed a first draft of the test scenarios based on the Business Process Models (BPMs) for Segment II as part of the independent testing efforts.

Conversion



In February, the Florida PALM IV&V Team reviewed approved conversion FDs from Segment III, which includes Job Data, Personal Data, Position Data, Payroll Balances, Retirement Benefit, Employee ACH Information, Supplier, Open Account Receivables and will continue to do so as design documents for conversion interfaces are provided. The IV&V Team also participated in discussions related to conversion and noted the design team's efforts to address open issues within the functional design. Currently, the Florida PALM IV&V Team does not perceive a risk to the Project and will remain actively engaged in conversion design discussions.

Production Support



For February 2024, there were 76 tickets newly opened (Low and Medium priority), and 55 have been Resolved or Closed. The Hyper care period from the recent PeopleSoft Update Manager 47 in January 2024 has concluded.

Key Metrics or 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 increased by 1.7% since the end of May 2023. This indicates that the scope of the RICEFW items is well controlled. Most of the recent increase is associated with the approval of PCR 112 and 113, which approved additional extensions associated with Payroll functionality.

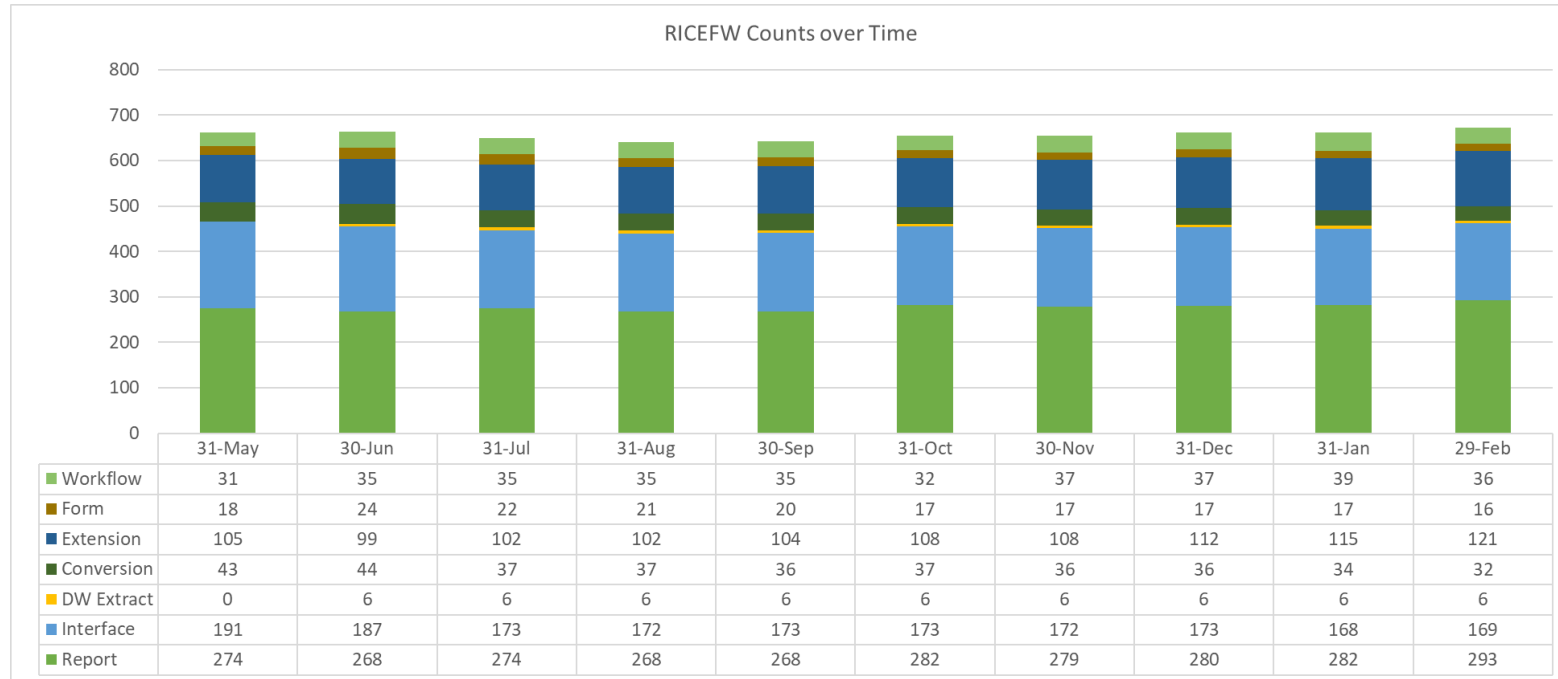


Figure 2: RICEFW Counts Over Time

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 (FDs) decreased in Segment III but has dramatically increased in Segment IV. As of 2/29/24, there are 153 FDs associated with Segment IV, representing a substantial increase in workload, especially since Segment I build is underway. After approval of PCR 112 and 113, 3 extensions are still pending a PCR.

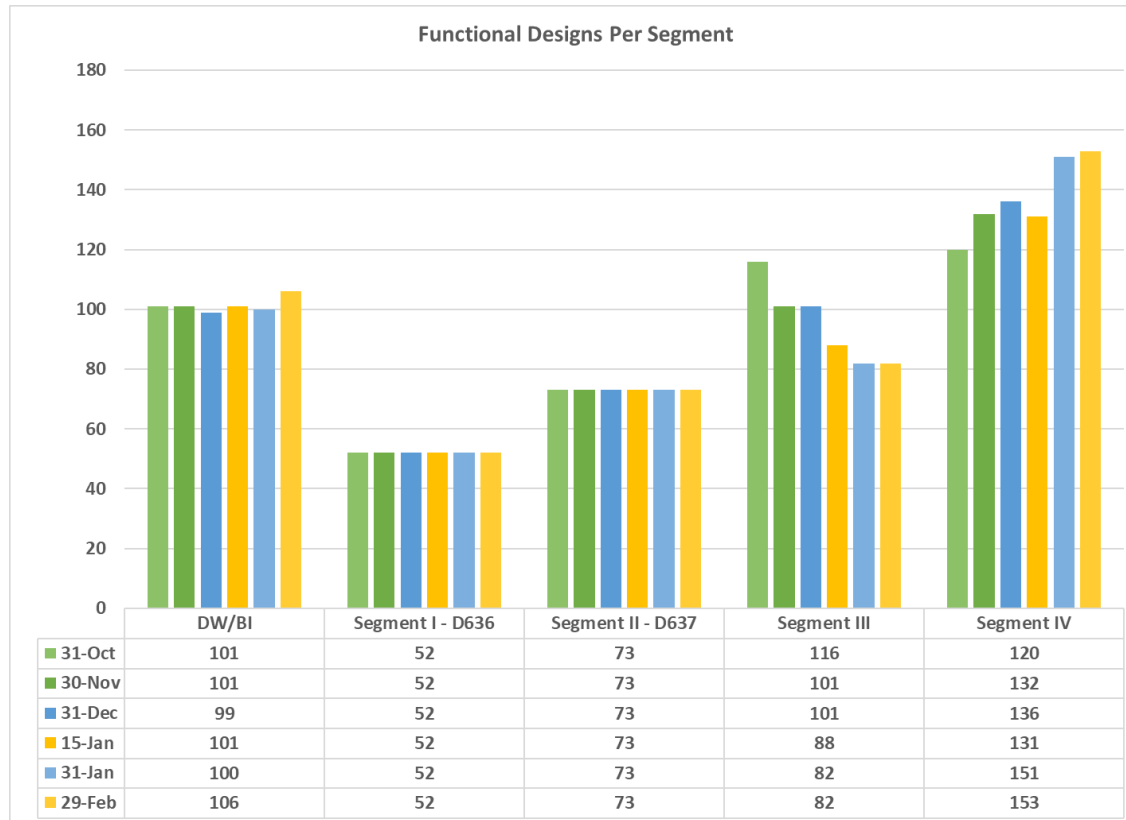


Figure 3: Changes to Count of Functional Designs Per Segment

Financials Versus Payroll Wave Functional Designs for Segment III and IV

The diagram in Figure 4 shows how many Functional Designs for Segments III and IV are associated with Payroll or Financials. Most of the Functional Designs for Payroll will be in Segments III and IV and represent increasingly complex functionality. Also, additional Payroll-related extensions were approved as part of PCRs 112 and 113.

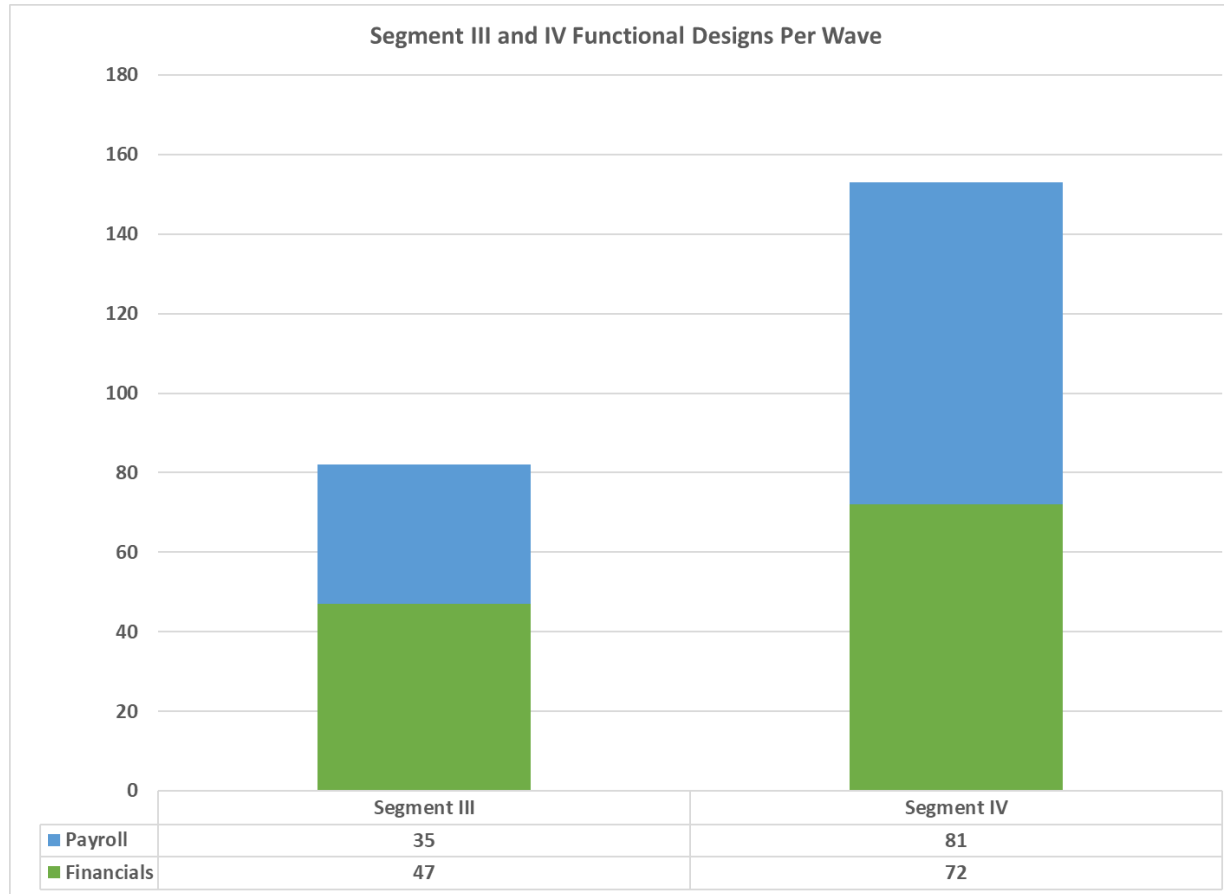


Figure 4: Financials Versus Payroll Functional Designs for Segments III and IV

Segment III Functional Design (FD) Approval

The diagram in Figure 5 shows the targeted count of FDs to complete Project Director approval versus the actual count that has been completed. As of 2/29/24, all the Segment III FDs had been approved on schedule, with the last being approved on 2/5/24. The Florida PALM IV&V Team is reviewing the Segment III FDs in detail as part of D641 - Completion of Solution Design (Requirements) Segment III to ensure they continue to be high-quality, thorough, and complete.

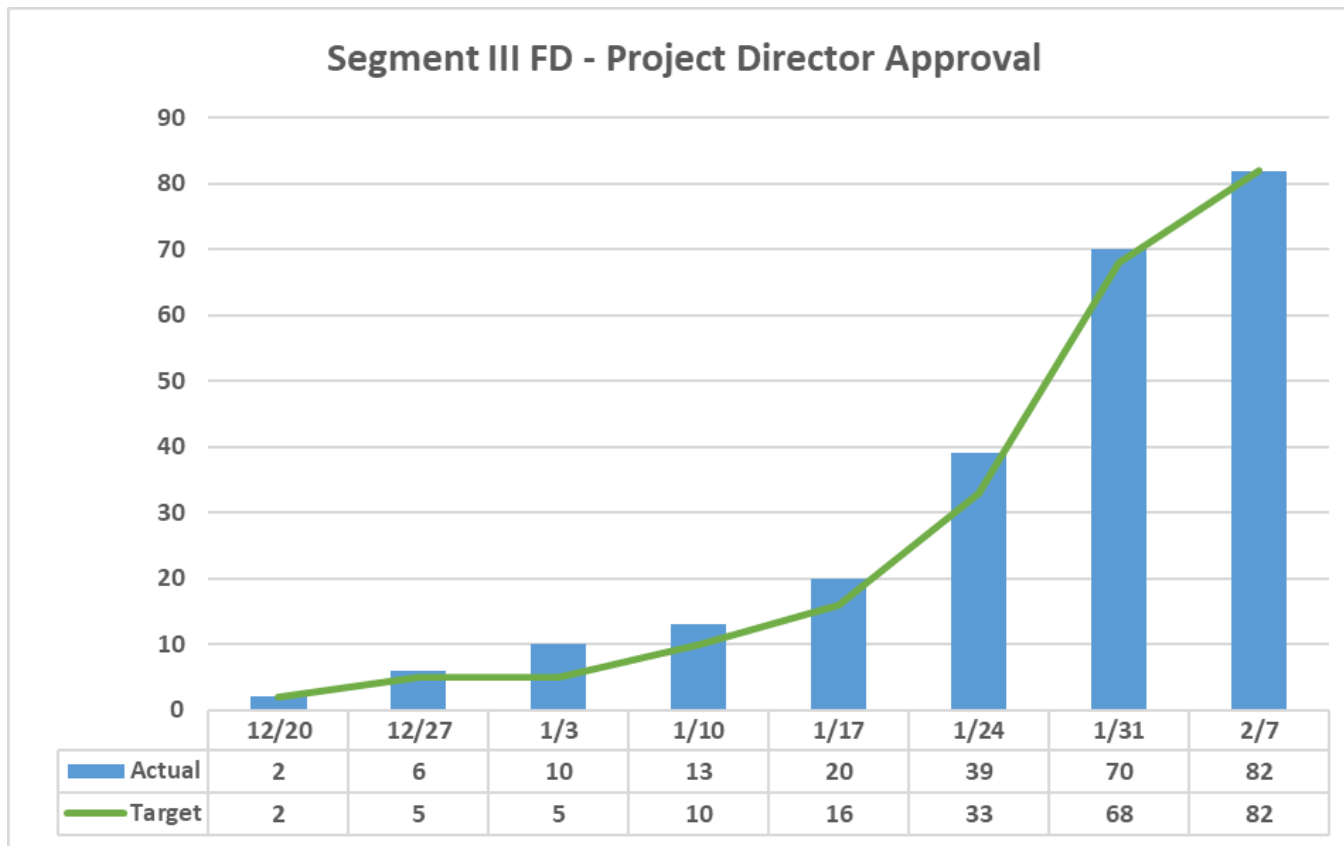


Figure 5: Segment III Functional Design Approval

Segment I Application Build

The diagram in Figure 6 shows the targeted count of application builds versus the actual count drafted. This effort is behind the planned target dates. Thirty-six of the scheduled 52 application designs have been drafted, representing a 3-week delay from the original plan. The SSI Vendor has identified additional staff to support the Segment I build activities and ensure FDs incorporate any potential technical design limitations.

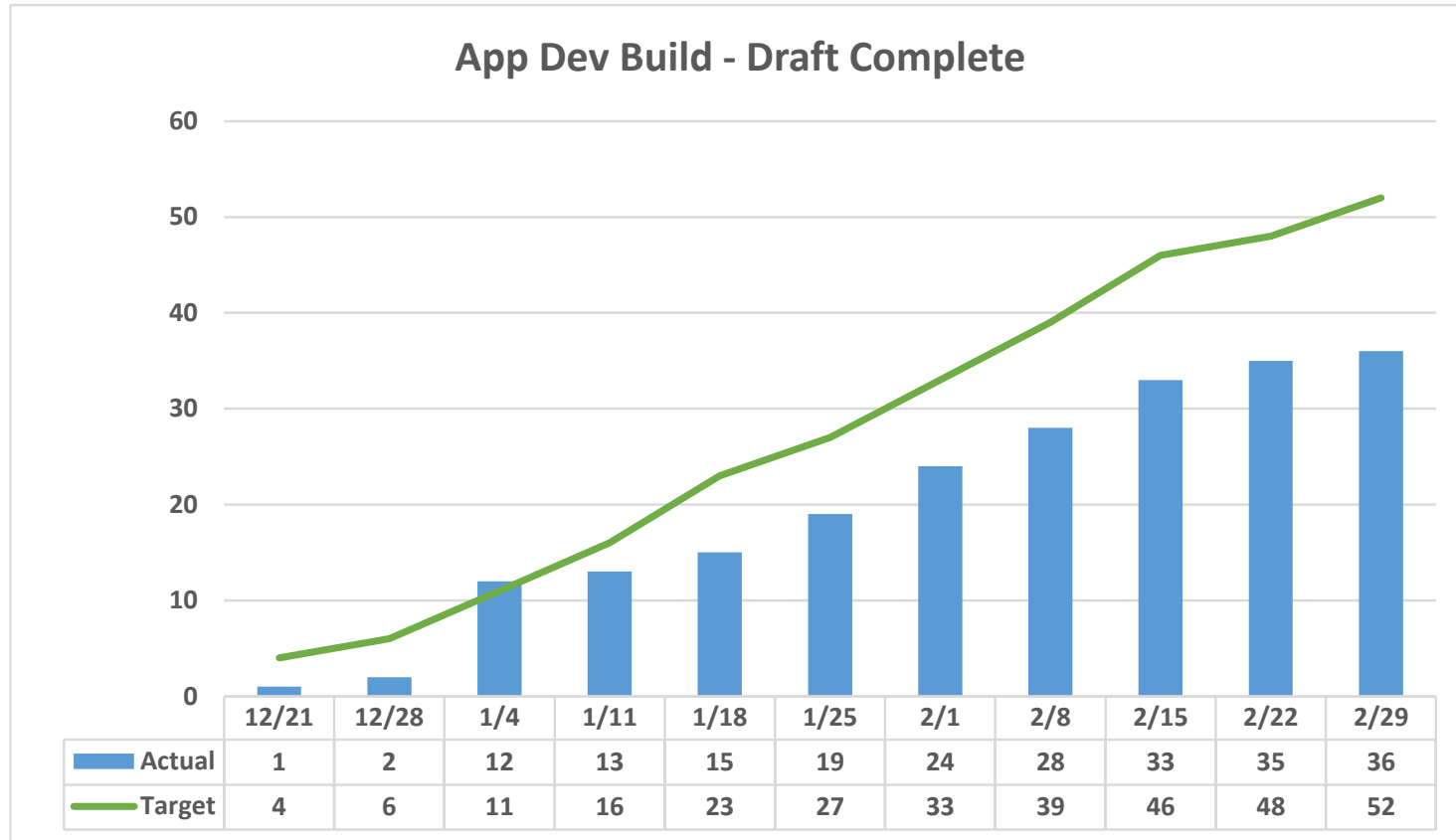


Figure 6: Segment I Application Build

Segment I Build Initial Review

The diagram in Figure 7 shows the targeted count of initial reviews for application builds versus the completed count. Currently, the initial reviews are behind schedule (about 5.5 weeks). This delay can be attributed to delays in receiving the draft Applications Designs and the need for multiple revisions and updates to the application designs. The need for multiple revisions is driven by technical design limitations that were not known when FDs were written and functionality not working as expected.

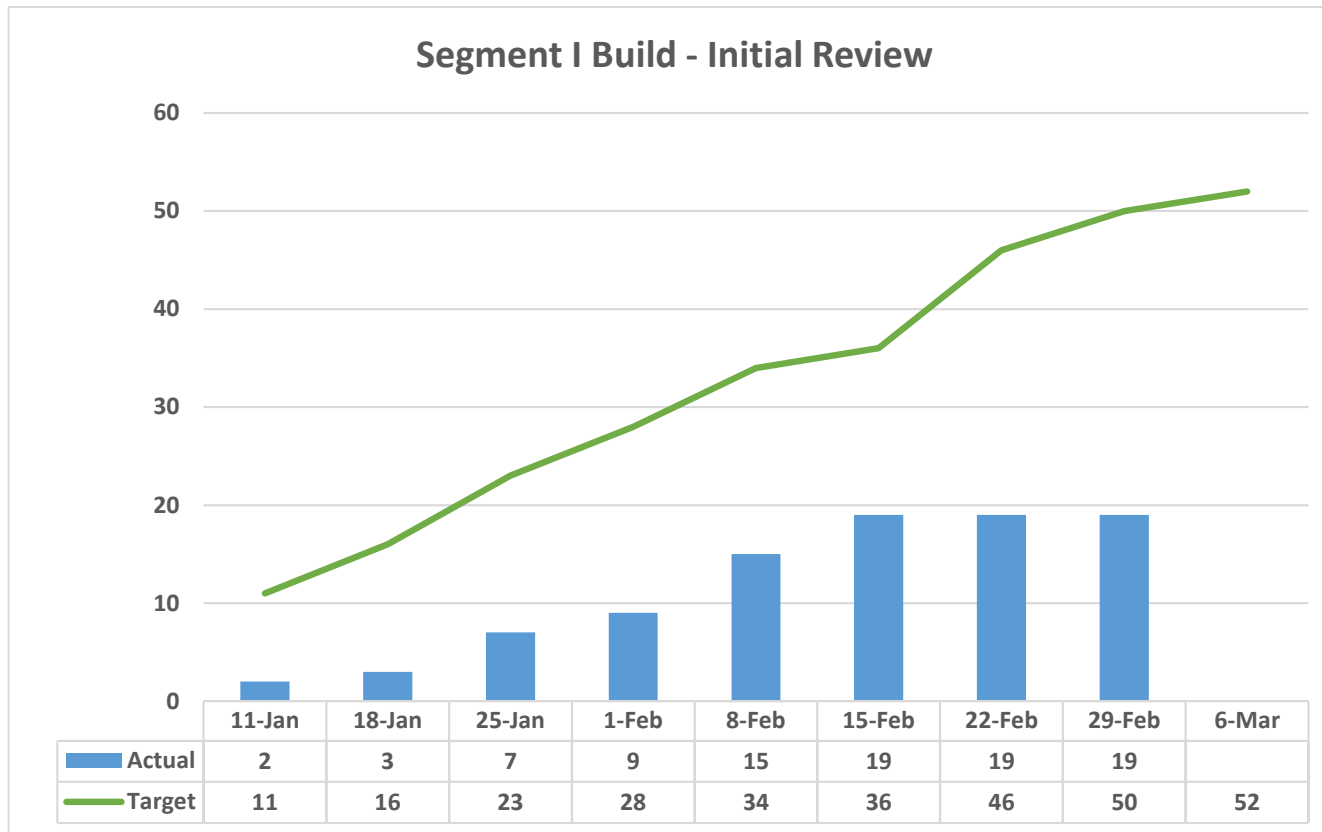


Figure 7: Segment I Build – Initial Review

SPI Trend for the Florida PALM Project Schedule

Figure 8 shows the Schedule Performance Index (SPI) trend for the Florida PALM Project Schedule over the last three 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.

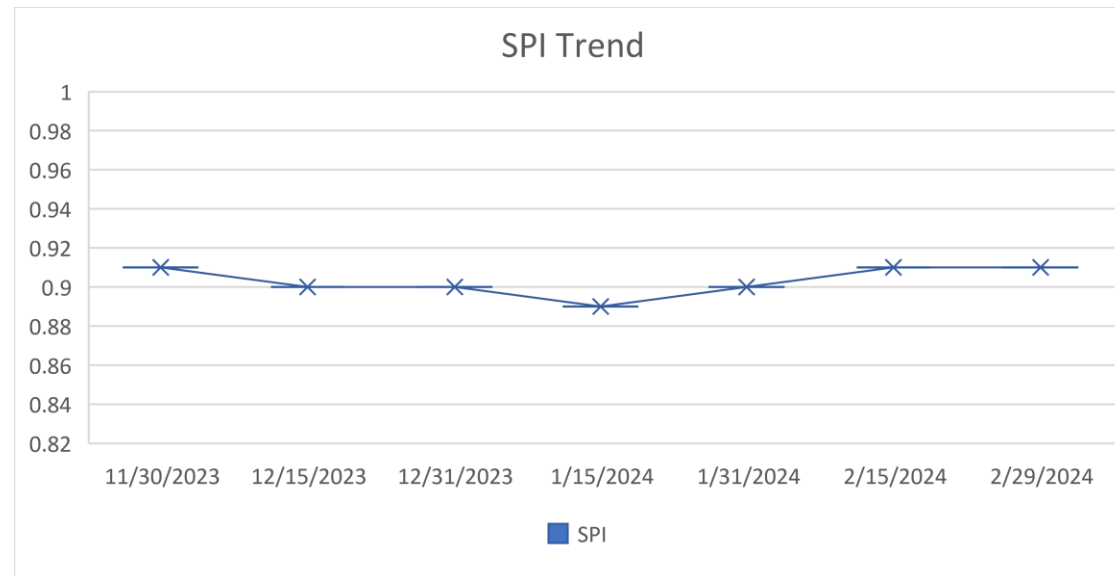


Figure 8: SPI Trend for the Florida PALM Project Schedule

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.
- Assist the Florida PALM PMO Team by providing Steelray reports and monitoring/advising on the impacts on the Florida PALM Project Schedule.
- Continue attending readiness meetings, review at the Agency level for completeness of all RW Tasks in progress, monitor Agency trends, risks, and issues, and uncover potential completion barriers for the Florida PALM Project Schedule and impact on the Agency Readiness.

Organizational Change Management

- Review Tasks 510, 512 – 519 released as of 1/29/24 and due in the coming months (March – June 2024). Tasks will be reviewed and monitored for both impacts on the Florida PALM Project Schedule as well as the impact on Agency Readiness.
- Review Bimonthly Agency Readiness Status Reports and potential risks and impacts to Delayed Tasks and Readiness.
- Review Agency risks, issues, and assumptions to identify trends and common areas/challenges, such as staffing/resources. The Florida PALM IV&V Team will also examine the Agency risk/issue escalation process.
- Monitor Agency requests for staffing/resources needs.

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.
- Compile a list of Lifecycle Management tools to streamline requirements management, test preparation, and execution activities.
- Complete review of D641 - Completion of Solution Design (Requirements) Segment III.
- Attending Segment III Design Workshops.

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.

Testing

- Continue monitoring any testing-related activities for System Testing and participate in reviewing D643 - Updated System Testing Plan, Attachment B of the test plan (high-level test scenarios), and the WPED WP408 - System Test Scripts.
- Begin writing test scenarios based on the Interface FDs for Segment II as a part of the independent testing efforts.
- Attend meetings for upcoming testing-related tasks and discussions.

Conversion

- Continue to attend the design meetings.
- Continue to review approved Functional Designs for Finance and Payroll.

Production Support

- Continue to review support tickets as they are reported.
- Attend meetings that pertain to issue resolutions and changes to production functionality.

IV&V Information Requests

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

Table 3: IV&V Information Requests

Information Request	Date of Request	Status
None	None	None

Appendix A – Meetings Attended

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

Table 4: IV&V Meetings Attended

Meeting Name	Date	Start Time	End Time	Location
People First / Florida PALM February 1st Meeting	2/1/24	8:30 AM	11:30 AM	Online
Payroll Team Meeting	2/1/24	1:00 PM	2:00 PM	Online
IW Schema Review Meeting	2/1/24	3:00 PM	4:00 PM	Online
Pre-Build ARI006/ARI009 & CMF003 Build Meeting	2/2/24	8:00 AM	9:30 AM	Online
Payroll Pre-FD/FD/Config Meeting	2/2/24	8:30 AM	10:00 AM	Online
Tech Team Weekly Touchpoint	2/2/24	9:30 AM	10:00 AM	Online
Review Segment III BPMs	2/2/24	10:30 AM	12:00 PM	Online
Design Disposition Discussions	2/2/24	2:30 PM	5:00 PM	Online
Functional Leads Touchpoint	2/5/24	10:30 AM	11:30 AM	Online
Functional Operational Team Meeting	2/5/24	1:00 PM	2:00 PM	Online
EPA Team Weekly Meeting	2/5/24	2:00 PM	4:00 PM	Online
TRP Working Session	2/5/24	2:05 PM	4:00 PM	Online
Payroll Working Session	2/5/24	3:00 PM	5:20 PM	Online
Payroll Conversions	2/6/24	8:00 AM	10:00 AM	Online
CMF004/CMF007 Build Meeting	2/6/24	8:00 AM	9:00 AM	Online
LMC Weekly Round Up	2/6/24	9:30 AM	11:00 AM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	2/6/24	1:00 PM	3:00 PM	Online
AMC001 Task Source Data Analysis - Continuation One More Time	2/6/24	1:00 PM	2:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Supplier Discussion	2/6/24	2:00 PM	4:00 PM	Online
PMO Weekly Touchpoint	2/6/24	3:00 PM	4:00 PM	Online
Project Director Design Dispositions	2/6/24	3:00 PM	5:00 PM	Online
Pre-Build GLI006/GLR083 Meeting	2/7/24	8:00 AM	9:00 AM	Online
People First / Florida PALM Conversion Meeting	2/7/24	9:00 AM	5:00 PM	Online
Readiness Team	2/7/24	11:00 AM	12:00 PM	Online
InterUnit Team Meeting	2/7/24	2:00 PM	4:00 PM	Online
AD KKF001/KKI001/KKR022 Build Review Meeting	2/8/24	8:00 AM	9:30 AM	Online
People First / Florida PALM Conversion Meeting	2/8/24	9:00 AM	5:00 PM	Online
Room Reservation for Readiness Thursday Task Talks	2/8/24	9:30 AM	11:00 AM	Online
IW Schema Review	2/8/24	1:00 PM	2:00 PM	Online
Florida PALM Change Advisory Board (CAB) Meeting	2/8/24	3:30 PM	4:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	2/9/24	8:30 AM	10:00 AM	Online
RDNS/RW Meeting	2/9/24	8:45 AM	9:55 AM	Online
FRS Segment III Design Review Working Session	2/9/24	9:00 AM	11:00 AM	Online
Citrus Readiness Touchpoint Meeting	2/9/24	10:00 AM	11:00 AM	Online
Cross Team Collaboration	2/9/24	1:00 PM	2:30 PM	Online
Design Disposition Discussions	2/9/24	2:30 PM	6:00 PM	Online
Ticket Triage Meeting	2/9/24	3:00 AM	3:30 AM	Online
DOAH Readiness Touchpoint	2/9/24	3:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Segment III Business Process Models Review	2/12/24	8:30 AM	12:00 PM	Online
Segment III Business Process Models Review	2/12/24	1:30 PM	5:00 PM	Online
Payroll Team Meeting	2/12/24	2:00 PM	4:00 PM	Online
TRP Working Session	2/12/24	2:05 PM	4:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	2/13/24	8:30 AM	10:00 AM	Online
Segment III Business Process Models Review	2/13/24	8:30 AM	12:00 PM	Online
PMO Weekly Touchpoint	2/13/24	1:00 PM	2:00 PM	Online
Segment III Business Process Models Review	2/13/24	1:30 PM	5:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	2/13/24	2:00 PM	4:00 PM	Online
Payroll Pre FD	2/13/24	2:00 PM	4:00 PM	Online
SDE008 Build Meeting	2/14/24	8:30 AM	9:00 AM	Online
DEP/Florida PALM Touchpoint Meeting	2/14/24	9:00 AM	10:00 AM	Online
LMC Weekly Round Up	2/14/24	9:00 AM	10:00 AM	Online
GLC001 - Ledger Conversion Pre-FD Meeting	2/14/24	10:10 AM	11:10 AM	Online
PGM Touchpoint	2/14/2023	10:30 AM	12:00 PM	Online
Florida PALM/OFFE Training Touchpoint	2/14/24	11:00 AM	12:00 PM	Online
Financial Reporting & Cash Basis Ledger Internal Discussion	2/14/24	11:00 AM	12:00 PM	Online
AHCA/PALM Monthly Touchpoint	2/14/24	1:00 PM	2:00 PM	Online
Enterprise Transactions	2/14/24	1:00 PM	2:30 PM	Online
Security Roles Matrix	2/14/24	2:00 PM	3:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
InterUnit Team Meeting	2/14/24	2:00 PM	4:30 PM	Online
Payroll Team Meeting	2/16/24	4:00 PM	5:00 PM	Online
DOH Readiness Touchpoint	2/15/24	9:00 AM	10:00 AM	Online
People First / Florida PALM Weekly Meeting	2/15/24	8:30 AM	11:00 AM	Online
Readiness Thursday Task Talks	2/15/24	9:30 AM	11:00 AM	Online
FLHSMV Florida PALM Touchpoint	2/15/24	10:30 AM	11:30 AM	Online
EPA Segment III Design Workshop Planning	2/15/24	10:30 AM	11:30 AM	Online
DFS Florida PALM Touchpoint	2/15/24	11:00 AM	12:00 PM	Online
IW Schema Review	2/15/24	1:00 PM	2:00 PM	Online
DLA Florida PALM Touchpoint	2/15/24	1:00 PM	2:00 PM	Online
DOS/ FL PALM Monthly Readiness Touchpoint Meeting	2/15/24	2:00 PM	3:00 PM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	2/15/24	2:00 PM	4:00 PM	Online
Florida PALM Change Advisory Board (CAB) Meeting	2/15/24	3:30 PM	4:00 PM	Online
Payroll Team Meeting	2/15/24	4:00 PM	5:00 PM	Online
ARI022/CMF006 Build Meeting	2/16/24	8:00 AM	9:00 AM	Online
Payroll Pre-FD/FD/Config Meeting	2/16/24	9:00 AM	10:30 AM	Online
RDNS/RW Meeting	2/16/24	8:45 AM	9:55 AM	Online
Tech Team Weekly Touchpoint	2/16/24	9:30 AM	10:00 AM	Online
TRP Pre-FD Discussion (PCC001)	2/16/24	10:00 AM	11:00 AM	Online
FWC Readiness Florida PALM Readiness Touchpoint	2/16/24	10:30 AM	11:30 AM	Online

Meeting Name	Date	Start Time	End Time	Location
API130 Outbound Non-Cash Payments	2/16/24	10:30 AM	12:00 AM	Online
DBPR/FL PALM Monthly Readiness Touchpoint Meeting	2/16/24	11:00 AM	12:00 PM	Online
HCM to AP Voucher Integration	2/16/24	1:00 PM	2:30 PM	Online
Cross Team Collaboration	2/16/24	1:00 PM	2:30 PM	Online
FDACS Readiness Touchpoint	2/16/24	1:00 PM	2:00 PM	Online
DOR Readiness Touchpoint	2/16/24	1:00 PM	2:00 PM	Online
Design Disposition Discussions	2/16/24	2:30 PM	5:00 PM	Online
Payments and Assets Team Planning Meeting	2/19/24	8:30 AM	9:00 AM	Online
Payroll Working Session	2/19/24	2:00 PM	4:30 PM	Online
Prep for Pre-FD/FD/Config Meetings	2/19/24	2:00 PM	4:00 PM	
TRP Working Session	2/19/24	2:05 PM	4:00 PM	Online
Pre- FD Discussion - SDE023 - Attachment Size Validation	2/19/24	4:30 PM	5:00 PM	Online
Pre -FD Discussion - KKC001 - Budgets Conversion	2/20/24	8:00 AM	9:30 AM	Online
TRP Pre-FD Discussion (PCC002)	2/20/24	8:30 AM	9:30 AM	Online
STMS/Florida PALM Readiness Touchpoint	2/20/24	9:00 AM	10:00 AM	Online
LMC Weekly Round Up	2/20/24	9:30 AM	11:00 AM	Online
Commerce Florida PALM Readiness Touchpoint meeting	2/20/24	11:00 AM	12:00 PM	Online
DMS/Florida PALM Readiness Touchpoint Meeting	2/20/24	11:00 AM	12:00 PM	Online
DOL/Florida PALM Readiness Touchpoint Meeting	2/20/24	1:00 PM	2:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Florida PALM Disposition Discussions with A&A/OIT/Treasury	2/20/24	1:00 PM	3:00 PM	Online
LEG/Florida PALM Readiness Touchpoint Meeting	2/20/24	1:00 PM	2:00 PM	Online
PMO Weekly Touchpoint	2/21/24	3:00 PM	4:00 PM	Online
Project Director Design Dispositions	2/20/24	3:00 PM	5:00 PM	Online
Pre-FD Review Discussion: API058,API131, API132	2/21/24	9:00 AM	10:30 AM	Online
Weekly Project Status Update Meetings (ACN & State Project Leadership)	2/21/24	10:00 AM	11:00 AM	Online
Readiness Team	2/21/24	11:00 AM	12:00 PM	Online
DOL Manual Payment Process Discussion	2/21/24	1:00 PM	2:00 PM	Online
CRAIDL Meeting	2/21/24	1:00 PM	2:00 PM	Online
TRP Working Session cont. Security Roles Matrix	2/21/24	1:00 PM	3:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	2/21/24	2:00 PM	4:00 PM	Online
InterUnit Team Meeting	2/21/24	2:00 PM	4:00 PM	Online
Solution Design Discussion	2/21/24	2:00 PM	4:00 PM	Online
Pre- FD Discussion - SDE006 - Audit Trail/Audit Logging (Cont'd)	2/22/24	8:00 AM	9:30 AM	Online
People First / Florida PALM Weekly Meeting	2/22/24	9:00 AM	11:00 AM	Online
e-FD Discussion: APE018 Default Asset Profile ID	2/22/24	9:00 AM	10:30 AM	Online
DOEA/PALM Monthly Touchpoint	2/22/24	10:00 AM	11:00 AM	Online
IW Schema Review	2/22/24	1:00 PM	2:00 PM	Online
APD Readiness Touchpoint	2/22/24	2:00 PM	3:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Payroll Pre-FD/FD/Config Meeting	2/23/24	8:30 AM	10:30 AM	Online
Payroll Edits Discussion	2/23/24	10:30 AM	12:00 PM	Online
Cross Team Collaboration	2/23/24	1:00 PM	2:30 PM	Online
Design Disposition Discussions	2/23/24	2:30 PM	5:00 PM	Online
FRS Segment III Design Review Working Session	2/26/24	9:00 AM	11:00 AM	Online
FGCC/FL PALM Monthly Readiness Touchpoint Meeting	2/26/24	9:00 AM	10:00 AM	Online
Functional Operational Team Meeting	2/26/24	1:00 PM	2:00 PM	Online
EPA Team Weekly Meeting	2/26/24	2:00 PM	4:00 PM	Online
TRP Working Session	2/26/24	2:05 PM	4:00 PM	Online
DJJ/Florida PALM Readiness Touchpoint Meeting	2/26/24	2:30 PM	3:30 PM	Online
GLE012 - Cash Basis Ledger PreFD Discussion (con't)	2/27/24	8:00 AM	9:30 AM	Online
FDLE/FL PALM Monthly Readiness Touchpoint Meeting	2/27/24	9:00 AM	10:00 AM	Online
Pre-FD Review Discussion: APE012 Automate AP Pay Cycles	2/27/24	9:00 AM	10:30 AM	Online
LMC Weekly Round Up	2/27/24	9:30 AM	11:00 AM	Online
Pre-FD GLR084 - Discussion	2/27/24	11:00 AM	12:00 AM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	2/27/24	1:00 PM	3:00 PM	Online
DMA Readiness Touchpoint with Florida PALM	2/27/24	1:00 PM	2:00 PM	Online
PMO Weekly Touchpoint	2/27/24	3:00 PM	4:00 PM	Online
FDC & FCOR Readiness Touchpoint Meeting-Microsoft Teams Meeting added	2/27/24	3:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Project Director Design Dispositions	2/27/24	3:00 PM	5:00 PM	Online
Payroll Pre-FD/FD/Config Meeting	2/28/24	8:30 AM	11:00 AM	Online
JAC Monthly Readiness Touchpoint	2/28/24	9:00 AM	10:00 AM	Online
Configuration Audit Logging Review	2/28/24	11:00 AM	12:00 PM	Online
Payroll Working Session	2/28/24	2:00 PM	4:00 PM	Online
Florida PALM Executive Steering Committee Meeting	2/28/24	2:00 PM	4:00 PM	Online
STMS/Florida PALM Readiness Touchpoint	2/28/24	2:00 PM	3:00 PM	Online
FDOT/Florida Palm Readiness Touchpoint	2/28/24	2:00 PM	3:00 PM	Online
MFMP/Florida PALM Readiness Touchpoint	2/28/24	3:00 PM	4:00 PM	Online
DVA Readiness Touchpoint	2/28/24	3:00 PM	4:00 PM	Online
Pre-FD KKI005 Outbound Tentative and Reversion Balances	2/28/24	4:00 PM	5:00 PM	Online
People First / Florida PALM Weekly Meeting	2/29/24	9:00 AM	11:00 AM	Online
Pre-FD Review Discussion: API128 Inbound 1099 Spreadsheet Upload	2/29/24	9:00 AM	11:00 AM	Online
Readiness Thursday Task Talk	2/29/24	10:00 AM	10:30 AM	Online
PCard Internal Planning Discussion	2/29/24	10:30 AM	12:00 PM	Online
AM Segment III Workshop Planning	2/29/24	1:00 PM	2:00 PM	Online
Payroll Team Meeting	2/29/24	1:00 PM	2:00 PM	Online
IW Schema Review	2/29/24	2:00 AM	3:00 AM	Online
Florida PALM Disposition Discussions with A&A/OIT/Treasury	2/29/24	2:00 PM	4:00 PM	Online

Appendix B – Meetings Conducted

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

Table 5: IV&V Meetings Conducted

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Florida PALM IV&V Weekly Status Meeting	2/2/24	9:30 AM	10:00 AM	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 Srikanth Durvasula Preethi Kembhavi Bill Patton Anne Frost Sebastian Lende
Florida PALM IV&V Weekly Status Meeting	2/9/24	9:30 AM	10:00 AM	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 Srikanth Durvasula Preethi Kembhavi Bill Patton Anne Frost Sebastian Lende

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Florida PALM IV&V January Monthly Report Review	2/12/24	4:00 PM	4:40 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Interim DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Srikanth Durvasula Preethi Kembhavi Bill Patton Anne Frost Sebastian Lende
Florida PALM IV&V January Monthly Report Review	2/12/24	4:00 PM	4:40 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Interim DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Srikanth Durvasula Preethi Kembhavi Bill Patton Anne Frost Sebastian Lende

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Team Review Florida PALM IV&V Weekly Report	2/15/24	12:00 PM	1:00 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Interim DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Srikanth Durvasula Preethi Kembhavi Bill Patton Anne Frost Sebastian Lende
Florida PALM IV&V February Mid-Month Report Review	2/20/24	2:00 PM	2:45 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager DMS IV&V Contract Manager Interim DMS IV&V Contract Manager Nicolle Suvada Sarah Crouch John Gunnufsen Srikanth Durvasula Bill Patton Sebastian Lende

Appendix C – Documents Reviewed

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

Table 6: IV&V Documents Reviewed

Document Name	Date	Version
Florida_PALM_Project_Schedule.mpp	Weekly	Working
RADAR-Report	Weekly	Working
Design Work Unit Tracker	Weekly	Working
D640 – Master Data Configuration Workbook	2/2/24	V1.0
Florida PALM Monthly Status Report	2/2/24	NA
Florida PALM Monthly Performance Report	2/2/24	NA
Project Schedule QC Checklists	Weekly	Working
Stage Gate Timing	2/5/24	V2.0
Attachment 5.1 - Business Requirements_Unredacted	2/12/24	NA
Attachment 5.2 - Customizations	2/12/24	NA
Attachment 1 – Statement of Work_Unredacted	2/12/24	NA
Agency Risks Report	Weekly	V21.0
SOP_08.01_Change_Process_Management	2/13/24	V5.0
Florida PALM Open Risks Log	Weekly	Working
Project Management Plan	Weekly	5.0
RICEFW Inventory Working	2/13/24	Working
RTM Working	2/13/24	Working
Payroll Extensions Solution Information 02-01-2024	2/12/24	Working
Florida CRAIDL Logs	Weekly	Working
PCR 112 - Segment IV Financials Customizations and Requirements	2/23/24	NA
PCR 113 - Segment IV Payroll Customizations and Requirements	2/23/24	NA
D641 – Completion of Solution Design (Requirements) Segment 1	2/7/24	Draft
RW500-503-task-instructions.pdf	2/15/24	NA
RW506-and507-task-instruction.pdf	2/15/24	NA
AMI004-Sample Data.csv	2/20/24	Draft
AMI004-Outbound Asset Physical Inventory CSV File Extract-Layout.xlsx	2/20/24	Draft
AMI004_FD-Outbound Asset Physical Inventory CSV File Extract.docx	2/20/24	Draft
AMI004_FD-Outbound Asset Physical Inventory CSV File Extract.docx	2/20/24	Draft
AMI008-Sample CSV saved in Text Format.txt	2/20/24	Draft
AMI008-Sample CSV saved in Excel Format.csv	2/20/24	Draft
AMI008-Inbound Asset Physical Inventory CSV File Load-Layout.xlsx	2/20/24	Draft

Document Name	Date	Version
AMI008_FD - Inbound Asset Physical Inventory CSV Load.docx	2/20/24	Draft
AMI008_FD - Inbound Asset Physical Inventory CSV Load.docx	2/20/24	Draft
AMI009-Sample Data.txt	2/20/24	Draft
AMI009-Outbound Asset Physical Inventory Scanner File Extract-Layout.xlsx	2/20/24	Draft
AMI009_FD-Outbound Asset Physical Inventory Scanner File Extract.docx	2/20/24	Draft
AMI009_FD-Outbound Asset Physical Inventory Scanner File Extract.docx	2/20/24	Draft
AMI010-Sample Data.txt	2/20/24	Draft
AMI010-Inbound Asset Physical Inventory Scanner File Extract-Layout.xlsx	2/20/24	Draft
AMI010_FD - Inbound Asset Physical Inventory Scanner File Load.docx	2/20/24	Draft
AMI010_FD - Inbound Asset Physical Inventory Scanner File Load.docx	2/20/24	Draft
APE017_FD-Retiree Payment Remittance.docx	2/20/24	Draft
APE017_FD-Retiree Payment Remittance.docx	2/20/24	Draft
APE017 - Sample Pay Stub.pdf	2/20/24	Draft
APE017 - RP240 & RP260 - Monthly Warrant File Process File Layout.docx	2/20/24	Draft
API005-Sample File.txt	2/20/24	Draft
API005-Outbound Positive Pay File-Layout.xlsx	2/20/24	Draft
API005_FD-Outbound Positive Pay File.docx	2/20/24	Draft
API015-Inbound Supplier Load_Layout.xlsx	2/20/24	Draft
API015_FD Inbound Supplier Load.docx	2/20/24	Draft
API015_FD Inbound Supplier Load.docx	2/20/24	Draft
API015 - Sample data.txt	2/20/24	Draft
API016_FD - Inbound W-9 Systems Update.docx	2/20/24	Draft
API016 - Sample Data.txt	2/20/24	Draft
API016 - Inbound W-9 Systems Update -Layout.xlsx	2/20/24	Draft
API020-Sample File.txt	2/20/24	Draft
API020-FD Outbound Supplier Data-Layout.xlsx	2/20/24	Draft
API020_FD Outbound Supplier Data.docx	2/20/24	Draft

Document Name	Date	Version
API020_FD Outbound Supplier Data.docx	2/20/24	Draft
API022-Inbound Employee Load_Data Map.xlsx	2/20/24	Draft
API022_FD Inbound Employee Load.docx	2/20/24	Draft
API022_FD Inbound Employee Load.docx	2/20/24	Draft
API038-Sample Data.txt	2/20/24	Draft
API038-Outbound FRS Retiree Information-Layout.xlsx	2/20/24	Draft
API038_FD-Outbound FRS Retiree Information.docx	2/20/24	Draft
API038 - FRS RP504 - Return Direct Deposit File Layout.docx	2/20/24	Draft
API038 - FRS RP260 - Monthly Warrant File Process File Layout.docx	2/20/24	Draft
API059-Sample Data.txt	2/20/24	Draft
API059-Outbound Employee Extract-Layout.xlsx	2/20/24	Draft
API059_FD-Outbound Employee Extract.docx	2/20/24	Draft
API059_FD-Outbound Employee Extract.docx	2/20/24	Draft
API059_FD-Outbound Employee Extract.docx	2/20/24	Draft
API127-Sample Data.txt	2/20/24	Draft
API127-Inbound Retiree Supplier Load-Layout.xlsx	2/20/24	Draft
API127_FD-Inbound Retiree Supplier Load.docx	2/20/24	Draft
API127 - FRS RP503 - Direct Deposit Daily Load File Layout.docx	2/20/24	Draft
API127 - FRS RP501 - Daily Retirement SSN File Layout.docx	2/20/24	Draft
API129-Sample Data.txt	2/20/24	Draft
API129-Inbound Retiree Payment Load File-Layout.xlsx	2/20/24	Draft
API129_FD-Inbound Retiree Payment Load.docx	2/20/24	Draft
API129 - FRS RP240 - Monthly Warrant File Process File Layout.docx	2/20/24	Draft
ARI008-Sample Data.xls	2/20/24	Draft
ARI008-Inbound AR Data Spreadsheet Upload Interface-Layout.xlsx	2/20/24	Draft
ARI008_FD-Inbound AR Data Spreadsheet Upload.docx	2/20/24	Draft
ARI011-Sample Data.txt	2/20/24	Draft
ARI011_FD - Inbound AR Data.docx	2/20/24	Draft
ARI011 - Inbound AR Data-Layout.xlsx	2/20/24	Draft
ARI024_FD - Outbound Deposit Data.docx	2/20/24	Draft

Document Name	Date	Version
ARI024-Outbound Deposit Data-Layout.xlsx	2/20/24	Draft
ARI024_FD - Outbound Deposit Data.docx	2/20/24	Draft
ARI024 - Sample Data.txt	2/20/24	Draft
ARI034-Sample Data.txt	2/20/24	Draft
ARI034_FD - Outbound AR Data.docx	2/20/24	Draft
ARI034 - Outbound AR Data - Layout.xlsx	2/20/24	Draft
CMI001-Inbound ACH EFT Return Payment File -Sample.txt	2/20/24	Draft
CMI001_FD-Inbound ACH_EFT Return Payment.docx	2/20/24	Draft
CMI001_FD-Inbound ACH_EFT Return Payment.docx	2/20/24	Draft
CMI006-Inbound ACH EFT Acknowledgement_Sample file 997.txt	2/20/24	Draft
CMI006-Inbound ACH EFT Acknowledgement_Sample file 824.txt	2/20/24	Draft
CMI006_FD-Inbound ACH EFT Acknowledgement.docx	2/20/24	Draft
CTI003-Outbound Contract Expenditures Data-Layout.xlsx	2/20/24	Draft
CTI003-Outbound Contract Expenditures Data Sample Data.txt	2/20/24	Draft
CTI003 FD - Outbound Contract Expenditures.docx	2/20/24	Draft
GLI012-Sample-Response Message.json	2/20/24	Draft
GLI012-Sample-Request Message.json	2/20/24	Draft
GLI012-Inbound Combo Edit Validation Web Service-Layout.xlsx	2/20/24	Draft
GLI012_FD - Inbound Combo Edit Validation Web Service.docx	2/20/24	Draft
PCE001_FD - Project Costing Total Amount.docx	2/20/24	Draft
PCE002_FD - Project Costing Period Date.docx	2/20/24	Draft
PCE002_FD - Project Costing Period Date.docx	2/20/24	Draft
POI003-Sample-Response Message.json	2/20/24	Draft
POI003-Sample-Request Message.json	2/20/24	Draft
POI003-Inbound Encumbrance Web Service-Layout.xlsx	2/20/24	Draft
POI003_FD-Inbound Encumbrance Web Service.docx	2/20/24	Draft
D643- Updated System Testing Plan Overview.pptx	2/27/24	Working

Appendix D – IV&V Documents Delivered

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

Table 7: IV&V Documents Delivered

Document Name	Date	Version	Delivered Date	Follow Up Required
Florida PALM IVV Monthly Assessment Report January 2024	2/12/24	1.0	2/12/24	None
Florida PALM IVV Mid Month Progress Report February 2024	2/20/24	1.0	2/20/24	None
Payroll PCR IVV Questions	2/15/24	NA	2/15/24	Yes
Florida PALM IV&V Assessment of PCRs for Segment IV Payroll and Finance Customizations	2/28/24	1.0	2/28/24	None
Florida PALM IV&V IVV4-D2 IV&V Schedule 02052024	2/5/24	NA	2/5/24	None
Florida PALM IV&V IVV4-D2 IV&V Schedule 02122024	2/12/24	NA	2/12/24	None
Florida PALM IV&V IVV4-D2 IV&V Schedule 02192024	2/19/24	NA	2/19/24	None
Florida PALM IV&V IVV4-D2 IV&V Schedule 02262024	2/26/24	NA	2/26/24	None
Florida PALM IVV Schedule SPI and Delayed Tasks Metrics	2/1/24	1.0	2/1/24	Yes
Florida PALM IVV Schedule SPI and Delayed Tasks Metrics	2/29/24	2.0	2/29/24	None
Florida PALM IV&V ESC Update 02282024	2/28/24	NA	2/28/24	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 8: 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 9: 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 10: 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		Low			Medium	
Improbable 1		Low			Medium	

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

Table 11: 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.