Florida Department of Financial Services

Planning, Accounting, and Ledger Management Project

Independent Verification & Validation

Monthly Assessment Report

May 2024

June 12, 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 May 2024:

- The overall Project risk rating remains a High Risk for this reporting period due to the increasing delay to Build Segment II, potential resource contention between the remaining Build Segments and the newly defined Segment V Design (further referenced below), the proportion of Medium or Higher Risks and Issues reported by the Agencies, and the potential for risk that the Florida PALM Project will have insufficient time for comprehensive testing due to the 1-month overlap between System Testing and the start of User Acceptance Testing (UAT).
- A new Design Segment (Segment V) has been defined by the Florida PALM Project Team in order to handle the Project Change Requests (PCRs) for new extensions and other new FDs identified near the end of Segment IV Design. Segment V includes 14 FDs and a potential completion date of July 2024.
- As of 5/31/24, the number of Delayed Tasks on the Project Schedule has decreased from 228 at the end of April to 170 at the end of May, and the SPI also increased from .91 to .94, signifying that the Florida PALM Project is progressing closer to the planned pace.
- Agencies have a high number of reported Risks and Issues related to staffing, technical knowledge, funding, and key Agency Florida PALM Project resources balancing Project responsibilities with their normal operational tasks.

# 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 | The overall Project risk rating remains a High Risk. Several contributing factors include the increasing delay to Build Segment II, potential resource contention between the remaining Build Segments and the newly defined Segment V Design, the proportion of Medium or Higher Risks and Issues reported by the Agencies, and the potential for risk that the Florida PALM Project will have insufficient time for comprehensive testing due to the overlap between Test Cycles 8 and 9 from System Testing and the start of UAT. Per D643 – Updated System Testing |

| Focus Area | Last Month Indicator | Current Month Indicator | Update Summary |
|---|---|---|---|
| | | | Plan, the overlap between System Testing and UAT is approximately 1 month, but any additional delays to Build Segments III and IV could result in an increase in this overlap. |
| | | | Additionally, the Florida PALM IV&V Team is continuing to monitor IV&V Finding 14, which pertains to delays in Build Segments I and II. The Florida PALM IV&V Team is projecting that these delays will continue to persist into Build Segments III and IV, which could impact System Testing, Stage Gate 3 – Ready to Begin UAT, and the Mock Conversion scheduled for September 2024. |
| | | | The Florida PALM IV&V Team distributed the Florida PALM IV&V Assessment of Project Change Request (PCR) 117 for Segment IV Financials and Payroll Customizations prior to the ESC Meeting on 5/22/24, at which the ESC voted to pass PCR 117. |
| Project Management | Low Risk | Low Risk | The Delayed Tasks for the Florida PALM Project Schedule decreased from 228 at the end of April to 170 at the end of May. The decrease can be primarily attributed to the completion of D644 – Completion of Solution Design (Requirements) Segment IV and the approval of Florida PALM Project Decision DE331 to implement a new Design segment.

The May End-of-Month (EOM) Florida PALM Project Schedule SPI also increased from .91 in April to .94, indicating that the Florida PALM Project is progressing at 94% of the planned pace.

The risk rating for the Project Management Focus Area remains a Low Risk. |
| Organizational Change Management | Medium Risk | Medium Risk | Florida PALM Project Readiness Coordinators (RCs) continued to meet regularly with Agencies to provide support, feedback, |

| Focus Area | Last Month Indicator | Current Month Indicator | Update Summary |
|---|---|---|---|
| | | | guidance, and information. Agendas for these meetings continue to focus on current and upcoming Tasks, specifically work around Readiness Workplan (RW) Task 513 – Configuration Workbooks for Segments I and II. RCs are reviewing Smartsheet updates, providing guidance to Agencies on Task completion/submission and providing information on Tasks to be released in the coming months, encouraging Agencies to plan to balance Florida PALM Project work with fiscal year-end activities. The Readiness Team is also continuing with Task Talks, providing RW Task completion instructions and directions, and continually updating information on the Florida PALM Knowledge Center to support Agencies. |
| | | | The Florida PALM Agencies have been actively working to complete RW Tasks and collaborating with the Florida PALM Project Team to address open Risks and Issues that are recorded in Smartsheet. Florida PALM IV&V Interviews with a selection of Agencies revealed shared challenges in managing the workload due to staffing support issues. Additionally, Agencies have reported Risks and Issues related to technical knowledge, funding, and key Florida PALM Project resources at the Agency level balancing Project responsibilities with operational tasks. |
| | | | Given the high proportion of Medium or Higher severity Risks and Issues reported by the Agencies and the number of Agencies trending behind schedule for Tasks due on 6/1/24, the Risk Rating for this Focus Area remains a Medium Risk but will shift to Mid-Yellow. |
| Requirements and Design | High Risk | Medium Risk | The Florida PALM Project Team made progress on Segment IV |

| Focus Area | Last Month Indicator | Current Month Indicator | Update Summary |
|---|---|---|---|
| | | | Functional Designs (FDs). The last of the Segment IV FDs were approved on 5/31/24. This is on schedule with the completion of the Segment IV Design milestone. A total of 133 FDs were included in Segment IV Design. The Florida PALM Project Team has recently defined a new Design segment, Segment V, due to Project Change Requests (PCRs) for new extensions and other new FDs identified near the end of Segment IV Design. Segment V includes 14 FDs, and the Florida PALM Project Team anticipates it will be completed by July 2024. Initial Design meetings for Segment V are planned to start in the first week of June. The Florida PALM IV&V Team will continue to monitor progress to Segment V and any potential resource contentions between Design and Build. |
| | | | The Florida PALM IV&V Team is also currently reviewing the Data Warehouse and Business Intelligence (DW/BI) FDs, primarily focusing on areas such as data security, data sharing, data conversion, reports performance and concurrency, environment building, and provisioning of DW/BI platforms. |
| | | | It is noteworthy that the SSI Vendor has taken proactive steps based on the recommendations provided by the Florida PALM IV&V Team. Specifically, they have integrated Data Lineage, which traces the origin and movement of data throughout its lifecycle. |
| | | | The Risk Rating for this Focus Area remains a High Risk due to the introduction of a new Design Segment, which could cause resource contention and delay ongoing Segment II Build review activities. |

| Focus Area | Last Month Indicator | Current Month Indicator | Update Summary |
|---|---|---|---|
| Development | High Risk | High Risk | The final Segment I Application Design was approved on 5/10/24. This represents approximately a 7-week delay from the planned completion date of 3/20/24. The Segment II Build is also behind schedule in both drafting and reviewing the Application Designs. As of 5/31/24, the plan was to have drafted 66 of the 75 Segment II Application Designs, but 46 have been drafted. The pace of completing the initial review of the Application Designs has increased, but as of 5/31/24, 25 of the 46 drafted Application Designs had completed the initial review.<br><br>The current Florida PALM Project Schedule includes the completion of Segment III Application Designs by 10/8/24 and the completion of Segment IV Application Designs by 1/6/25. Based on the SSI Staffing Plan and the effort required to complete Segment II Build so far, the Florida PALM IV&V Team conducted a trend analysis that indicates the current schedule for Segment III and IV Build may be at risk of not finishing until March 2025. Stage Gate 3 - Ready to Begin UAT is scheduled for 3/28/25. According to the approved System Testing Plan (D643), Test Cycles 8 and 9 of System Testing will overlap with UAT, and System Testing is planned to be completed by April 2025, resulting in a one-month overlap with UAT. If Development is delayed until March 2025, the target for completing System Testing in April may also be at risk, potentially increasing the overlap between System Testing and UAT.<br><br>Based on the delays in Build Segments I and II and the level of Development staffing, the Risk Rating for this Focus Area remains High. |

| Focus Area | Last Month Indicator | Current Month Indicator | Update Summary |
|---|---|---|---|
| Testing | NA | NA | According to the Test Script Work Unit Tracker (TSWUT), the Florida PALM SSI Vendor has drafted a total of 323 System Test Scripts for Cycle 0 – Configuration Validation and 121 System Test Scripts for Cycle 1 – Security Validation as part of Work Product (WP) 408 – System Testing Scripts. To track Test Script creation and review efforts, the SSI Vendor created and maintains the TSWUT as described in D643 – Updated System Testing Plan. The SSI Vendor updates this tracker frequently to show the progress made on the Test Scripts.<br><br>The Florida PALM IV&V Team has completed a first draft of test scenarios based on the BPMs for Segment III. |
| Conversion | Low Risk | Low Risk | The Florida PALM IV&V Team participated in Design review sessions with the Florida PALM Project Team and the People First System Vendor, focusing on Conversion files related to the effective date, Conversion date, and data collected for different pay cycles. The Florida PALM IV&V Team also attended Interface and Conversion Design reviews, where the Florida PALM Project Team, Agencies, and the SSI Vendor discussed the initial designs and configuration for Interfaces.<br><br>The Florida PALM IV&V Team has reviewed the FDs for Customer Conversion and Conversion of Active Projects for Accounting Purposes in D644 – Completion of Solution Design (Requirements) Segment IV and observed that the Conversion-specific Design documents are well-written and cover the required Conversion criteria, such as field mapping, data volume, and error handling. The Florida PALM Project Team also continues to work on the |

| Focus Area | Last Month Indicator | Current Month Indicator | Update Summary |
|---|---|---|---|
| | | | outstanding Open issues from FDs for Segments II-IV. |
| | | | The Risk Rating for this Focus Area remains a Low Risk. The Florida PALM IV&V Team will closely monitor potential resource constraints with Build Segments II-IV and Segment V Design 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 | The Florida PALM IV&V Team is actively monitoring Open Production Incidents. Forty-eight new incidents were opened, all of which were Low or Moderate priority. Of these, 36 have been marked as Closed or Resolved. |
| | | | The Florida PALM IV&V Team completed the review of the High-priority ticket INC41749719, prompting a deeper look at the Production Support Configuration Management Process documented in D141. |
| | | | The Florida PALM Project Team conducted a mock Disaster Recovery (DR) test on 05/12/24 in preparation for the Annual DR Test in June 2024. The Florida PALM IV&V Team will request to review the results of the Annual DR Test once they have been made available. Due to the confidentiality of the information, the results will be shared directly with the Florida PALM Project Team. |
| | | | The Risk Rating for the Focus Area remains a Low Risk. |

# 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 observed 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 also conducted a similar analysis on D646 – Completion of Build Segment I and found no inconsistencies between the requirements listed in the Deliverable, the RTM, and those in the individual Application Designs.

The Florida PALM IV&V Team recommends implementing a Lifecycle Management Tool that can be used to trace requirements to Design and Testing and 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:** The last Application Design for Build Segment I was approved on 5/10/24. This is approximately 7 weeks behind the targeted Approval date of 3/20/24. Segment II Build started in mid-April and includes 75 Application Designs, with a targeted Approval date of 6/28/24. Of the 66 Application Designs that were supposed to be drafted by 5/31/24, 46 have been completed. Although the pace of reviewing Application Designs has improved, 25 of the 46 have completed the initial review. Based on the current pace, the Florida PALM IV&V Team projects Segment II Build will not be completed until 7/19/24. The table below provides an overview of the key dates associated with Development, System Testing, and Stage Gate 3.

**Table 2: Key Design and Build Segment Counts and Dates**

| Segment | Count | Scheduled Start | Scheduled Finish | IV&V Estimated Finish |
|---|---|---|---|---|
| Segment I Build | 52 | 12/1/23 | 3/20/24 | 5/10/24 (Actual completion date) |
| Segment II Build | 75 | 4/12/24 | 6/28/24 | 7/19/24 |
| Segment III Build | 131 | 8/12/24 | 10/4/24 | Mid-December 2024 |
| Remaining Build (Segment IV and V) | 96 | 11/12/24 | 1/6/25 | Mid-March 2025 |
| Segment IV Functional Design | | 2/12/24 | 5/31/24 | 5/31/24 (Actual completion date) |
| Segment V Functional Design | | 6/3/24 | July 24 | July 24 |
| Stage Gate 2 – Ready to Begin System Testing | | 8/31/24 | 8/31/24 | 8/31/24 |
| 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 | 3/28/25 |

[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 Florida PALM Project Schedule.

The Florida PALM Project Team has also identified a risk related to delays in Application Build (Risk #8) and is implementing mitigation strategies which 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 strategies 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 future Build Segments. Although Development staffing levels have increased since January 2024 there do not appear to be increases planned to accommodate the additional scope associated with Segment III or Segment IV Build.

# 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.
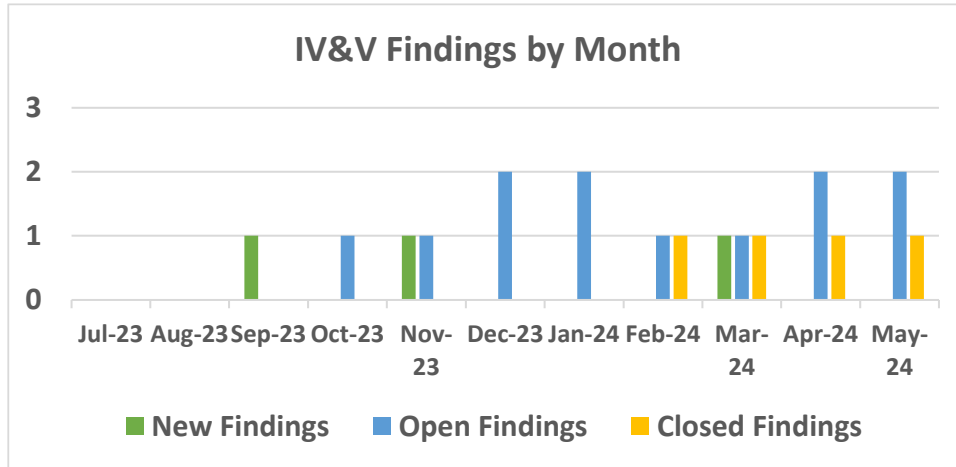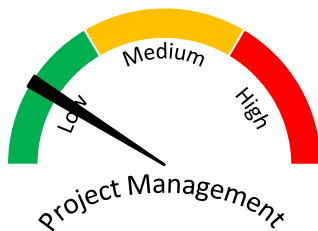


**Figure 1: Florida PALM IV&V Team Findings by Month**

# Focus Area Updates

## Project Management

The Florida PALM IV&V Team continues to monitor the SPI and Delayed Tasks. The SPI is calculated using the Florida_PALM_Project_ScheduleEOM.mpp file with a status date of 5/31/24. Delayed Tasks are tracked using Steelray Project Analyzer with the same Florida PALM Project Schedule.

The SPI for the Florida PALM Project has increased from .91 in April to .94, indicating the Project is progressing at 94% of the planned pace, but it is still slightly behind schedule. The Delayed Tasks (which Steelray defines as a task delayed when it should have started or finished but hasn't yet) have decreased from 228 in April to 170 in May.

The variance in the SPI and Delayed Tasks can be attributed to the following factors:

- There was progress made by the Florida PALM Project Team to finish D644 – Completion of Solution Design (Requirements) Segment IV by 5/31/24.

- The Executive Steering Committee (ESC) approved PCR #117 Segment IV Financials and Payroll customizations, which canceled two FDs related to Customization C81.

- The Florida PALM Project Team implemented Project Decision DE329 – Segment IV FD and Configuration Changes, which removed 9 FDs and canceled 3 FDs from Segment IV Design.

- The Florida PALM Project Team approved Project Decision DE331 – Design Segment V and Configuration Updates on 5/30/24, which established a new Work Product Completion of Solution Design (Requirements) Segment V. This decision removed FDs that were tracking late in the Florida PALM Project Schedule from D644 and moved them to the new Segment V.

The Florida PALM IV&V Team also continues to monitor 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. On 5/30/24, the Florida PALM Project Team approved DE331 – Design Segment V and Configuration Updates, which moves 14 of the Functional Designs out of Segment IV to a new Segment V. Since Segment IV Design has been completed as of 5/31/24, the Florida PALM IV&V recommends canceling or modifying this risk.

The Florida PALM IV&V Team also reviewed Risk #9 – Overlap of System Testing with the Start of UAT and provided the Florida PALM Project Team with feedback. The Project Team responded, and the IV&V Team is currently reviewing those responses. An evaluation of Risk #9 will be provided in a future report.

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, review mitigation strategies, and report potential impacts to the overall Florida PALM Schedule in upcoming Build Segments and Stage Gates.

## Organizational Change Management



OCM
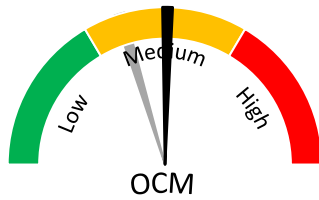
May Agency Readiness Touchpoint meetings focused on Agency Task progress, questions, and guidance for the current group of Tasks for Agency work, which is included in the table below. Task 532 was for the submission of the Bi-Monthly Agency Readiness Status Reports, which was due 5/13/24. Most of these Tasks were released in April, and Agencies know that work needs to be completed and associated timelines. Task 519 – Remediation Efforts for Segment I and Task 526 – Data Cleansing for Segment III were High priority discussion items in Readiness Meetings for Agencies that have not completed these Tasks. RCs also asked Agencies for their plan and target completion dates to encourage timelines and completion efforts.

Task 524 for End-User Readiness Surveys was also an area of focus in the Agency Touchpoint meetings, with Agencies discussing their progress analyzing the survey results. This is an important Organizational Change Management (OCM) Task and an indicator of end-user awareness and engagement. Reviewing the results in June will be an important activity for the Readiness Team and the Florida PALM Project Team.

**Table 3: Current Readiness Workplan Tasks for Readiness Touchpoint Discussion**

| Task ID | Task Name | Project Impact | Critical Operational Element | Task Planned Start Date | Task Planned End Date |
|---|---|---|---|---|---|
| 519 | Remediate Agency Business Systems based on Segment I | N/A | Technology | 01/29/24 | 06/28/24 |
| 524 | Complete and Submit End User Readiness Survey Analysis | N/A | People | 04/15/24 | 06/14/24 |
| 526 | Complete Data Readiness Analysis and Data Cleansing Activities for Segment III | N/A | Data | 04/29/24 | 07/12/24 |
| 527 | Identify Change Impacts and Update Agency Business Process Documentation for Segment III | N/A | Processes | 04/15/24 | 07/12/24 |
| 528 | Update Agency Business System Documentation for Segment III | N/A | Technology | 04/15/24 | 07/12/24 |
| 529 | Update Florida PALM Conversion Inventory for Segment III | Indirect | Technology | 04/29/24 | 07/12/24 |

| Task ID | Task Name | Project Impact | Critical Operational Element | Task Planned Start Date | Task Planned End Date |
|---------|-----------|----------------|------------------------------|------------------------|----------------------|
| 530 | Update Florida PALM Interface Inventory for Segment III | Indirect | Technology | 04/15/24 | 07/12/24 |
| 531 | Remediate Agency Business Systems based on Segment II | N/A | Technology | 04/29/24 | 09/27/24 |
| 533 | Manage Agency Specific Implementation Schedule, Risks and Issues | N/A | N/A | 05/01/24 | 06/28/24 |

RCs continue to stress the next group of Tasks and work to come in June and July to ensure Agencies are planning for resources to balance Florida PALM Project work with fiscal-year end or operational responsibilities. Agencies have raised concerns about the timing of Tasks during this period. RCs are continuing to explain to Agencies the importance of also meeting Florida PALM Project milestones and deadlines so that they will be ready for important testing activities to come.

In addition to reviewing current and past due Tasks, RCs also discuss Smartsheet entries, encouraging Agency leads to present their reviews of Tasks and questions during Agency Readiness Touchpoint meetings. Agencies have shared their appreciation for the review of upcoming meetings and tasks, as well as new communications and training offerings. The Agency Readiness area on the Florida PALM Knowledge Center appears to be regularly used by the Agency Change Champion Network (CCN), and the Task instructions are valued. Agency Risks and Issues are also reviewed in the Touchpoint meetings as a part of Task 522 (due on 4/30/24 to support the Bi-Monthly Agency Readiness Status Reports) and Task 532 (the submission of Bimonthly Agency Readiness Status Reports, which was due on 5/13/24). As a part of both Tasks, RCs and Readiness leadership reviewed Agency Risks and Issues and provided feedback for RCs to follow up with Agencies. This review provided Agencies with actionable feedback and direction on questions. RCs dedicated time to assisting Agencies improve and refine risks and issues. A report on Agency Risks and Issues was provided to the ESC as a part of the monthly meeting.

Overall, OCM and Readiness Team efforts are organized and comprehensive, covering industry-standard OCM areas (Readiness Tasks/Schedule, clear Task instructions, communications, training, CCNs, Agency and end-user engagement, and organizational change support), as identified by the industry-recognized Prosci organization for OCM. Florida PALM Agency Readiness Touchpoint Meetings continue with regularity as an important mechanism for communication, explanation, guidance, and support. In the coming months, The Florida PALM IV&V Team will continue to observe and review OCM areas and processes such as the Readiness Workplan and Tasks and the Agency Risks and Issues management process, as well as the connection between Florida PALM readiness processes and the Florida PALM Project.

## Agency Readiness Task Completion

The Florida PALM IV&V Team continues to review the Readiness Tasks from the Project Management lens to look for risks and trends that could affect the overall Florida PALM Project and the Agencies' ability to be ready. Data extracted from Smartsheet on 5/31/24 by the Florida PALM IV&V Team focused on Tasks scheduled for completion on or before 6/1/24. The table below breaks down the Tasks, due dates, how many Agencies have reported Task progress in each of the percent categories, and how many have not been Verified as Completed by the Florida PALM Project Team. The "Not Verified as Complete by the PALM Project" column contains the total count of Agency submissions that have not been verified by the RCs and Agencies that have not submitted their Tasks for review.

**Table 4: Agency Task Completion and Verification Rate due before 6/1/24**

| Task ID | Task Name | Task Planned Start Date | Task Planned End Date | Task Progress as Reported by the Agencies | | | | | Not Verified as Complete by the PALM Project |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 0% | 25% | 50% | 75% | 100% | |
| 500 | Create Agency Specific Project Charter | 10/02/23 | 12/15/23 | 1 | 1 | 0 | 0 | 33 | 9 |
| 501 | Create Agency Specific Implementation Schedule | 10/09/23 | 12/15/23 | 1 | 1 | 0 | 0 | 33 | 8 |
| 502 | Create Agency Specific Risks and Issues Management Plan | 10/09/23 | 12/15/23 | 1 | 1 | 0 | 0 | 33 | 8 |
| 503 | Create Workforce Readiness Plan | 10/16/23 | 12/15/23 | 1 | 1 | 0 | 0 | 33 | 9 |
| 504 | Update Agency Business System Documentation for Segment I | 10/30/23 | 01/12/24 | 0 | 0 | 1 | 1 | 33 | 12 |
| 505 | Update Florida PALM Interface Inventory for Segment I | 10/30/23 | 01/12/24 | 0 | 0 | 0 | 0 | 35 | 5 |
| 507 | Manage Agency Specific Implementation Schedule, Risks and Issues | 11/01/23 | 12/27/23 | 0 | 1 | 0 | 0 | 34 | 3 |

| Task ID | Task Name | Task Planned Start Date | Task Planned End Date | Task Progress as Reported by the Agencies | | | | | Not Verified as Complete by the PALM Project |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | | | 0% | 25% | 50% | 75% | 100% | |
| 512 | Identify Future Florida PALM End Users | 01/16/24 | 03/01/24 | 0 | 0 | 0 | 0 | 35 | 0 |
| 513 | Complete Configuration Workbooks for Segments I and II | 02/12/24 | 05/13/24 | 0 | 1 | 2 | 4 | 28 | 10 |
| 514 | Complete Data Readiness Analysis and Data Cleansing Activities for Segments I and II | 01/29/24 | 04/12/24 | 0 | 0 | 8 | 3 | 24 | 15 |
| 515 | Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II | 01/29/24 | 04/12/24 | 2 | 2 | 7 | 3 | 21 | 19 |
| 516 | Update Agency Business System Documentation for Segment II | 01/29/24 | 04/12/24 | 0 | 1 | 2 | 2 | 30 | 7 |
| 517 | Update Florida PALM Conversion Inventory for Segment II | 01/29/24 | 04/12/24 | 0 | 0 | 0 | 0 | 35 | 1 |
| 518 | Update Florida PALM Interface Inventory for Segment II | 01/29/24 | 04/12/24 | 0 | 1 | 0 | 1 | 33 | 3 |
| 522 | Manage Agency Specific Implementation Schedule, Risks and Issues | 03/01/24 | 04/30/24 | 2 | 0 | 1 | 0 | 32 | 0 |
| 523 | Share Florida PALM Updates | 04/08/24 | 04/19/24 | 0 | 0 | 0 | 1 | 34 | 2 |

The Florida PALM IV&V Team has observed the following based on this data, as well as Agency Readiness Touchpoint meetings:

- For Tasks 500-512, there has been little movement or updates in the number of Tasks that have completed the verification process since April. Based on the notes in these Tasks, it appears the Agencies need to resubmit updated/corrected information for verification to the Florida PALM Project Team. The Florida PALM IV&V Team will review this information in the upcoming month to better understand this gap.

- The Readiness Coordinators in the RDNS/RW meetings recognize there is a challenge to get the Agencies to manage their own Risks and Issues.

- Agencies still have staffing/resource challenges despite the hiring of Project Managers and Business Process Consultants.

- For Task 513 – Complete Configuration Workbooks for Segments I and II, there are 10 Agencies not Verified as Complete. Since this has a direct impact on the Florida PALM Project, it is vital this information is complete and accurate to ensure the Agencies are able to conduct business transactions during UAT and after Go-live. The Florida PALM IV&V Team observed the following in meetings:

  o In the Agency Readiness Touchpoint meetings, Agencies stated they would not submit their data until they were sure they would be able to correct it if needed after submission. A few Agencies that submitted the Task were still in the process of validating the data against FLAIR. The RCs continue to review them and ask good follow-up questions to ensure the information and Tasks are done correctly.

  o In the May ESC meeting, the Florida PALM Project Team stated that the Florida PALM Project will not stop for these Agencies, and default configuration data will be used. The Florida PALM IV&V Team will continue to monitor and report on the impact to the Florida PALM Project if default configuration data is used and/or if Agencies fail to complete these Tasks.

  o Overall, the RCs generally completed their review of this Task within their 5-day window. The Florida PALM IV&V Team will continue to monitor and report on the timeliness of these reviews.

The table below provides a similar breakdown and analysis for Tasks that are due after 6/1/24.

**Table 5: Agency Task Completion and Verification due after 6/1/24**

| Task ID | Task Name | Task Planned Start Date | Task Planned End Date | Task Progress as Reported by the Agencies | | | | |
|---------|-----------|------------------------|----------------------|------|------|------|------|------|
| | | | | 0% | 25% | 50% | 75% | 100% |
| 519 | Remediate Agency Business Systems based on Segment I | 01/29/24 | 06/28/24 | 7 | 6 | 12 | 2 | 8 |
| 524 | Complete and Submit End User Readiness Survey Analysis | 04/15/24 | 06/14/24 | 9 | 1 | 16 | 6 | 3 |
| 526 | Complete Data Readiness Analysis and Data | 04/29/24 | 07/12/24 | 18 | 9 | 7 | 0 | 1 |

| Task ID | Task Name | Task Planned Start Date | Task Planned End Date | Task Progress as Reported by the Agencies | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | 0% | 25% | 50% | 75% | 100% |
| | Cleansing Activities for Segment III | | | | | | | |
| 527 | Identify Change Impacts and Update Agency Business Process Documentation for Segment III | 04/15/24 | 07/12/24 | 18 | 9 | 7 | 0 | 1 |
| 528 | Update Agency Business System Documentation for Segment III | 04/15/24 | 07/12/24 | 17 | 8 | 7 | 0 | 3 |
| 529 | Update Florida PALM Conversion Inventory for Segment III | 04/29/24 | 07/12/24 | 19 | 6 | 6 | 2 | 2 |
| 530 | Update Florida PALM Interface Inventory for Segment III | 04/15/24 | 07/12/24 | 17 | 6 | 7 | 2 | 3 |
| 531 | Remediate Agency Business Systems based on Segment II | 04/29/24 | 09/27/24 | 18 | 9 | 6 | 1 | 1 |
| 533 | Manage Agency Specific Implementation Schedule, Risks and Issues | 05/01/24 | 06/28/24 | 19 | 7 | 8 | 1 | 0 |

Although Agencies have shown progress over the last two months, many are trending past the due date with Tasks that have not been submitted or Verified as Complete. These Tasks are important for Florida PALM Project planning, which sets the foundation for the Agencies to prepare for the Florida PALM Go-live.

### Agency Readiness Interviews

The Florida PALM IV&V team analyzed the Bi-Monthly Agency Readiness Status Reports and interviewed a few select Agencies. The Agency interviews sought direct feedback and information related to Readiness Workplan (RW) Task completion, Agency Risk and Issue management, communication processes, sponsor support, and Florida PALM Project progress.

The interviewed Agencies shared the challenge of staffing support in managing and completing the Florida PALM Project Tasks in addition to their Agency-specific activities and responsibilities. The Agencies were also worried about the timeliness of clarifications for the technical and non-technical questions posted to the Florida PALM Project Team.

Due to the Florida PALM Project's segmentation approach, Agencies were concerned about not being able to view the full scope of requirements. They stated that this could result in additional rework of the Tasks in the later phases of the Florida PALM Project.

The Florida PALM IV&V Team observed that the Agencies interviewed were reporting Risks to the Florida PALM Project Team and discussing them at the monthly CCN meetings. Despite this, they lacked a fully defined Risk Management process to track, monitor, and mitigate Risks.

Essential information, such as roles and responsibilities, Risk mitigation processes, Risk reporting, and Risk monitoring, was missing despite Task 502 – Agency Specific Risk and Issue Management Plan being marked complete. The Florida PALM IV&V Team assessed that of the 70 total Open issues reported by the Agencies, 81% of them were marked as Critical or High severity. Of the 245 Open Risks reported by the Agencies, 77% of the Open Risks had Medium to High impact and probability of occurrence. This pattern, if it continues, could potentially evolve into a risk for the Florida PALM Project.

Given the high proportion of Medium or Higher severity Risks and Issues reported by the Agencies and the number of Tasks due on 6/1/24 or later that are trending behind schedule, the Risk Rating for this Focus Area remains a Medium Risk but will shift to Mid-Yellow.

## Requirements and Design
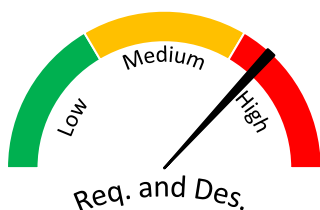


The Florida PALM Project Team made progress on Segment IV Functional Designs (FDs), with the last of the Segment IV FDs approved on 5/31/24. This is on schedule with the completion of the Segment IV Design milestone.  A total of 133 FDs were included in Segment IV Design. The number of FDs in Segment IV varied over time, with as many as 153 being included at one point. The Florida PALM Project Team developed an efficient methodical approach to manage the scope of Segment IV and eliminate the need for FDs when possible.

Due to PCRs for new extensions and additional FDs identified near the end of Segment IV Design, the Project Team has defined a new Segment V Design. Segment V includes 14 FDs, and the Florida PALM Project Team anticipates completing it by July 2024.  Of the 14 FDs in Segment V Design, 9 are extensions, 3 are Interfaces, 1 is Conversion, and 1 is a report. Eight of the Segment V FDs are for Payroll, and 6 are for the Financials Wave. Initial Design meetings for Segment V are planned to start in the first week of June. The Florida PALM IV&V Team will continue to monitor progress to Segment V and any potential resource contentions between Design and Build.

The Florida PALM IV&V Team also attended meetings and reviewed FDs related to IW Data Migration, Data Conversion, Data Security, Reporting Strategy, and BI/DW environment provisioning. Documents reviewed by the Florida PALM IV&V Team include D647 – Establish DW BI Environments, WP406 – Mock Conversion Testing Plan, and D646 – Completion of Build Segment I.

The review of D647 focused on whether the suggested installation and configuration methods adhere to industry standards and software practices, such as Continuous Integration & Continuous Development. The Florida PALM IV&V confirmed with the Florida PALM Project Team that DW/BI products, including ODI (Oracle Data Integrator), Oracle Autonomous Databases, Oracle Autonomous Data Warehouse, and OBIEE versions comply with Oracle Certification Matrix. The Certification Matrix comprises documents that verify the compatibility of various Oracle products when used together.

Additionally, the Florida PALM IV&V Team's review of WP406 focused on data integrity, data validation, and data verification in the post-Conversion environment. The Florida IV&V Team provided feedback to the Florida PALM Project Team and is currently reviewing their responses. One of the recommendations provided by the Florida PALM IV&V Team was the validation of data integrity through hashing mechanisms. Hashing is one of the methods used to validate data migration, and it involves comparing the hash values of the source and destination tables. If the hashes of the source and destination tables are equal, then the data migration was successful.

It is worth noting that the SSI vendor has taken proactive steps to have integrated Data Lineage, which traces the origin and movement of data throughout its lifecycle, based on another recommendation provided by the Florida PALM IV&V Team. Data Lineage helps by providing a clear understanding of where data comes from, how it is transformed, and where it is stored. This enables organizations to ensure data quality, integrity, compliance, and governance and to analyze the impact of changes to data sources or processes. The Florida PALM IV&V will conduct a broader review of Data Governance policies in the coming months, which will include Data Dictionaries, Data Ownership, Metadata Management, Data Compliance and Regulatory Requirements, Data Security and Privacy, and Data Quality Management.

Sharing data assets is crucial for the productivity of Florida PALM and the Agencies. It also poses security risks if data is inadvertently shared and not audited or monitored regularly. The Florida PALM IV&V Team is currently in the process of verifying the steps to be taken by the Florida PALM Project Team to audit and monitor data consumption by users other than the owners, as documented in WP431 – Updated Data Management Plan.

The Risk Rating for this Focus Area remains a High Risk due to the introduction of a new Design Segment, which could cause resource contention and delay the ongoing Segment II Build review activities.

## Development
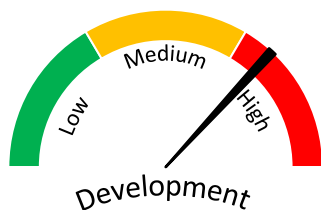


The final Segment I Application Design was approved on 5/10/24. This represents approximately a 7-week delay from the planned completion date of 3/20/24. The Segment II Build is also behind schedule both in terms of drafting and reviewing the Application Designs. As of 5/31/24, the plan was to have drafted 66 of the 75 Segment II Application Designs, but 46 have been drafted. The pace of completing the initial review of the Application Designs has increased, but as of 5/31/24, 25 of the 46 drafted Application Designs have completed the initial review.

The Florida PALM Project Team has developed and is implementing mitigation strategies to prevent further delays as part of Risk #8. These mitigation strategies 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.

The Florida PALM IV&V Team reviewed the Development staffing roles in the SSI Vendor Staffing Plan to analyze the projected effort for subsequent Segment III and IV Builds. Table 6 below shows the staffing levels by Developer role and month from January 2024 to March 2025.

**Table 6: Developer Staffing**

| Role | Jan-24 | Feb-24 | Mar-24 | Apr-24 | May-24 | Jun-24 | Jul-24 | Aug-24 | Sep-24 | Oct-24 | Nov-24 | Dec-24 | Jan-25 | Feb-25 | Mar-25 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Dev (RICEFW) | | | | | | | | | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| Developer | 23.0 | 22.0 | 24.1 | 31.3 | 40.2 | 41.0 | 41.0 | 41.0 | 38.0 | 38.0 | 38.0 | 38.0 | 21.0 | 21.0 | 21.0 |
| Dev-Integration Developer | | | | | | | | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Dev-RICEFW 1 | 0.2 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Total FTE by Month | 23.2 | 23.0 | 25.1 | 32.3 | 41.2 | 42.0 | 42.0 | 43.0 | 44.0 | 44.0 | 44.0 | 44.0 | 27.0 | 27.0 | 27.0 |

Although Development staffing increased from January to May, per the SSI Staffing Plan, the Development resources remain relatively stable until January 2025. Build Segment II started in mid-April and is still experiencing delays even with the higher staffing levels. Table 7 below shows the dates for each of the Build Segments from the Florida PALM Project Schedule and their relative size in terms of Application Design counts.

**Table 7: Developer FTE and Segment Comparison**

| Segment | Count | Scheduled Start | Scheduled Finish | Average Development FTEs/Month |
|---|---|---|---|---|
| Segment I Build | 52 | 12/1/23 | 5/10/24 | 25.9 |
| Segment II Build | 75 | 4/12/24 | 6/28/24 | 38.5 |
| Segment III Build | 131 | 8/12/24 | 10/4/24 | 43 |
| Remaining Build (Segment IV and V) | 96 | 11/12/24 | 1/6/25 | 44 |

Based on the SSI Staffing Plan and the effort required to complete Segment II Build so far, the Florida PALM IV&V Team conducted a trend analysis that indicates the current schedule for Segment III and IV Build may be at risk of not finishing on time, given the relative number of Application Designs associated with the remaining Segment Builds. For example, there is a 75% increase in the number of Segment III Application Designs versus Segment II but a 12% increase in Development staffing.

According to the Florida PALM Project Schedule, Segment III Application Designs should be completed by 10/8/24, and Segment IV Application Designs should be completed by 1/6/24. The Florida PALM IV&V Team is currently estimating that Segment IV and V Application Designs may not be completed until March 2025. Stage Gate 3 – Ready to Begin UAT is scheduled for 3/28/25. According to the approved System Testing Plan (D643), Test Cycles 8 and 9 of System Testing will overlap with UAT, and System Testing is planned to be completed by April 2025, resulting in a one-month overlap with UAT. If Development is not complete until March 2025, the target for completing System Testing in April may also be at risk, potentially increasing the overlap between System Testing and UAT. The Florida PALM IV&V Team recommends that the SSI Vendor review the scope and schedule for Segment III and IV Builds and update staffing levels based on the increased scope of these Build segments. An updated staffing plan reflecting changes to staffing levels should be provided to the Florida PALM Project Team.

Based on the delays in Segments I and II Build and the level of Development staffing, the Risk Rating for this Focus Area remains a High Risk.

## Testing

According to the TSWUT, all 313 planned System Test Scripts for Test Cycle 0 – Configuration Validation drafted by the SSI Vendor were approved by the Florida PALM Project Team as of 5/31/24. The Florida PALM Project Team also added 121 Test Scripts for Cycle 1 – Security Validation of System Testing. All of them have a status of "In-Progress."

The Florida PALM Project Team uploads and maintains the System Test Script Inventory in the WP408 System Test Scripts folder under the Work Product Library. While the actual Test Scripts are maintained in the WP408 folder, the SSI vendor tracks and frequently updates all the activity and the progress on these Test Scripts in the TSWUT.

Florida PALM Project Decision DE324 – Segment IV Solution Design Changes, which was approved by the Florida PALM Project Team on 4/23/24, includes an update to 1 Configuration Item and the addition of 5 new Configuration Items for a total of 6 new Test Scripts added to Test Cycle 0. As of 5/31/24, 5 of the 6 Test Scripts for the new Configuration Items added are in an "In-State Review" Status, and the remaining 1 Test Script has been identified as a duplicate to be removed in the TSWUT.
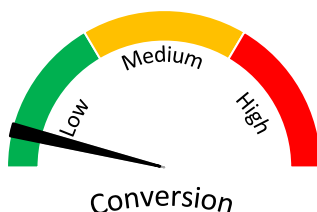
Similarly, Florida PALM Project Decision DE329 – Segment IV FD and Configuration Updates, which was approved by the Florida PALM Project Team on 5/16/24, includes the addition of 4 new Configuration Items and subsequent Test Scripts to Test Cycle 0. As of 5/31/24, all 4 Test Scripts for the new Configuration Items have a status of "In-State Review" as observed in the TSWUT.

With the addition of these 5 Test Scripts per DE324 and the 4 Test Scripts per DE329, the total number of Test Scripts for Cycle 0 of System Testing is now 322, which is 9 more than the originally planned 313 for this cycle.

The Florida PALM IV&V Team observed that 82 Test Scripts for Cycle 2 – Financials Module Specific Processing of System Testing have been added to the WP408 folder but are not listed in the TSWUT. The Florida PALM IV&V Team followed up with the Florida PALM Project Team about these discrepancies and additional details will be provided in a future report once the Florida PALM Project Team provides a response.

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

## Conversion



The Florida PALM IV&V Team participated in Design review sessions with the Florida PALM Project Team and the People First System Vendor, focusing on Conversion files related to the effective date, Conversion date, and data collected for different pay cycles. The Florida PALM IV&V Team also attended Interface and Conversion Design Reviews, where the Florida PALM Project Team, Agencies, and the SSI Vendor discussed the initial designs and configuration for Interfaces.

The Florida PALM IV&V Team has reviewed the FDs for Customer Conversion and Conversion of Active Projects for Accounting Purposes in D644 – Completion of Solution Design (Requirements) Segment IV before it was sent to the Development team and observed that the Conversion-

specific Design documents are well-written and cover the required Conversion criteria, such as field mapping, data volume, and error handling of the Interfaces. The Florida PALM Project Team also continues to work on the outstanding Open issues from FDs for Segments II-IV.

The Risk Rating for this Focus Area remains a Low Risk. The Florida PALM IV&V Team will closely monitor potential resource constraints between Build Segments II-IV and the new Design Segment V as they have the potential to impact the Mock Conversion currently scheduled for September 2024.

## Production Support
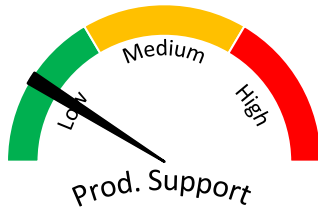
The Florida PALM IV&V Team is actively monitoring Open Production Incidents. Forty-eight new Incidents were opened, all of which were Low or Moderate-priority incidents. Of these, 36 have been marked as Closed or Resolved.

After completing the review of the high-priority ticket INC41749719, the Florida PALM IV&V Team met with the Florida PALM Project Team on 5/12/24 to discuss the incident, which prompted a deeper look at the Production Support Configuration Management Process documented in D141. Upon review of all provided material, the Florida PALM IV&V Team observed a requirement that all test results associated with a Change Request (CRQ) should be included with the CRQ and that nonstandard CRQs needed to be approved through the Change Advisory Board (CAB). In addition to the CAB meeting being canceled leading up to the approval of the CRQ for CHG1046566, the Florida PALM IV&V Team was unable to find test results. Without viewing the test results, the Florida PALM IV&V Team was unable to validate the depth and breadth of testing performed. The Florida PALM IV&V Team will continue to monitor incident reports to verify adherence to the documented process.

The Florida PALM Project Team conducted a mock Disaster Recovery (DR) test (CHG1077997) on 5/12/24 in preparation for the Annual DR Test in June 2024. The Florida PALM IV&V Team will request to review the results of the Annual DR Test once they have been made available. Due to the confidentiality of the information, the results will be shared directly with the Florida PALM Project Team.

The Risk Rating for the Focus Area remains a Low Risk.

# 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 2.6% since the end of May 2024. This indicates that the scope of the RICEFW items is well controlled. Most of the recent decrease has been due to the cancellation of DW/BI reports that were not needed. Currently, there are 2 extensions that are in a pending PCR status and will be brought forward to the ESC for approval.

**RICEFW Counts over Time**

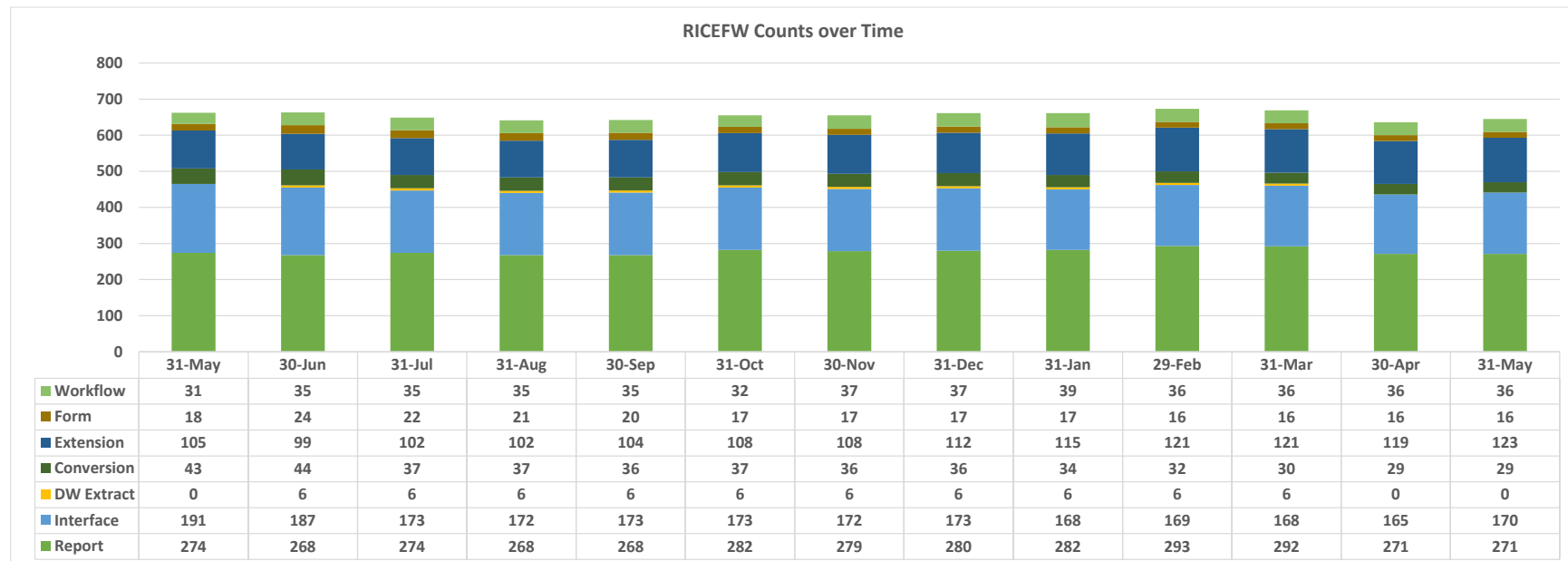| | 31-May | 30-Jun | 31-Jul | 31-Aug | 30-Sep | 31-Oct | 30-Nov | 31-Dec | 31-Jan | 29-Feb | 31-Mar | 30-Apr | 31-May |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Workflow | 31 | 35 | 35 | 35 | 35 | 32 | 37 | 37 | 39 | 36 | 36 | 36 | 36 |
| Form | 18 | 24 | 22 | 21 | 20 | 17 | 17 | 17 | 17 | 16 | 16 | 16 | 16 |
| Extension | 105 | 99 | 102 | 102 | 104 | 108 | 108 | 112 | 115 | 121 | 121 | 119 | 123 |
| Conversion | 43 | 44 | 37 | 37 | 36 | 37 | 36 | 36 | 34 | 32 | 30 | 29 | 29 |
| DW Extract | 0 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 0 | 0 |
| Interface | 191 | 187 | 173 | 172 | 173 | 173 | 172 | 173 | 168 | 169 | 168 | 165 | 170 |
| Report | 274 | 268 | 274 | 268 | 268 | 282 | 279 | 280 | 282 | 293 | 292 | 271 | 271 |

**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 at the end of Segment IV as FDs were canceled. The Florida Project Team did define a new Segment V, which includes 14 FDs that were identified in the later parts of Segment IV.

**Functional Designs Per Segment**

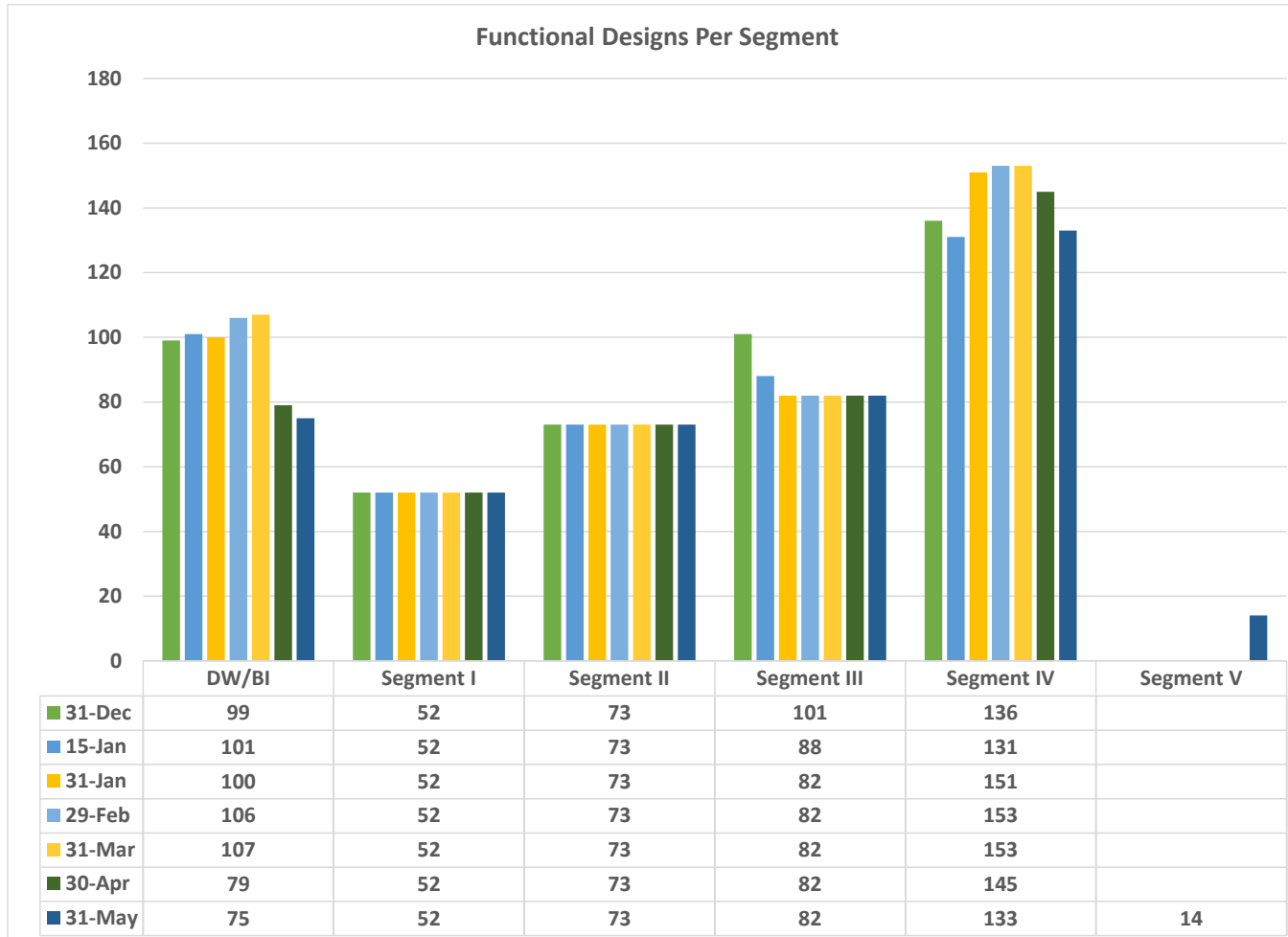|  | DW/BI | Segment I | Segment II | Segment III | Segment IV | Segment V |
|---|---|---|---|---|---|---|
| 31-Dec | 99 | 52 | 73 | 101 | 136 | |
| 15-Jan | 101 | 52 | 73 | 88 | 131 | |
| 31-Jan | 100 | 52 | 73 | 82 | 151 | |
| 29-Feb | 106 | 52 | 73 | 82 | 153 | |
| 31-Mar | 107 | 52 | 73 | 82 | 153 | |
| 30-Apr | 79 | 52 | 73 | 82 | 145 | |
| 31-May | 75 | 52 | 73 | 82 | 133 | 14 |

**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 Segments IV and V are associated with Payroll or Financials. Most of the Functional Designs for Segment IV represented increasingly complex functionality and have been completed since 5/31/24. Additional Payroll and Financial-related extensions that were approved as PCRs later in the Segment IV Design are also included in the Segment V FDs.

**Segment IV Functional Designs Per Wave**

| | Segment IV | Segment V |
|---|---|---|
| Financials | 65 | 6 |
| Payroll | 68 | 8 |
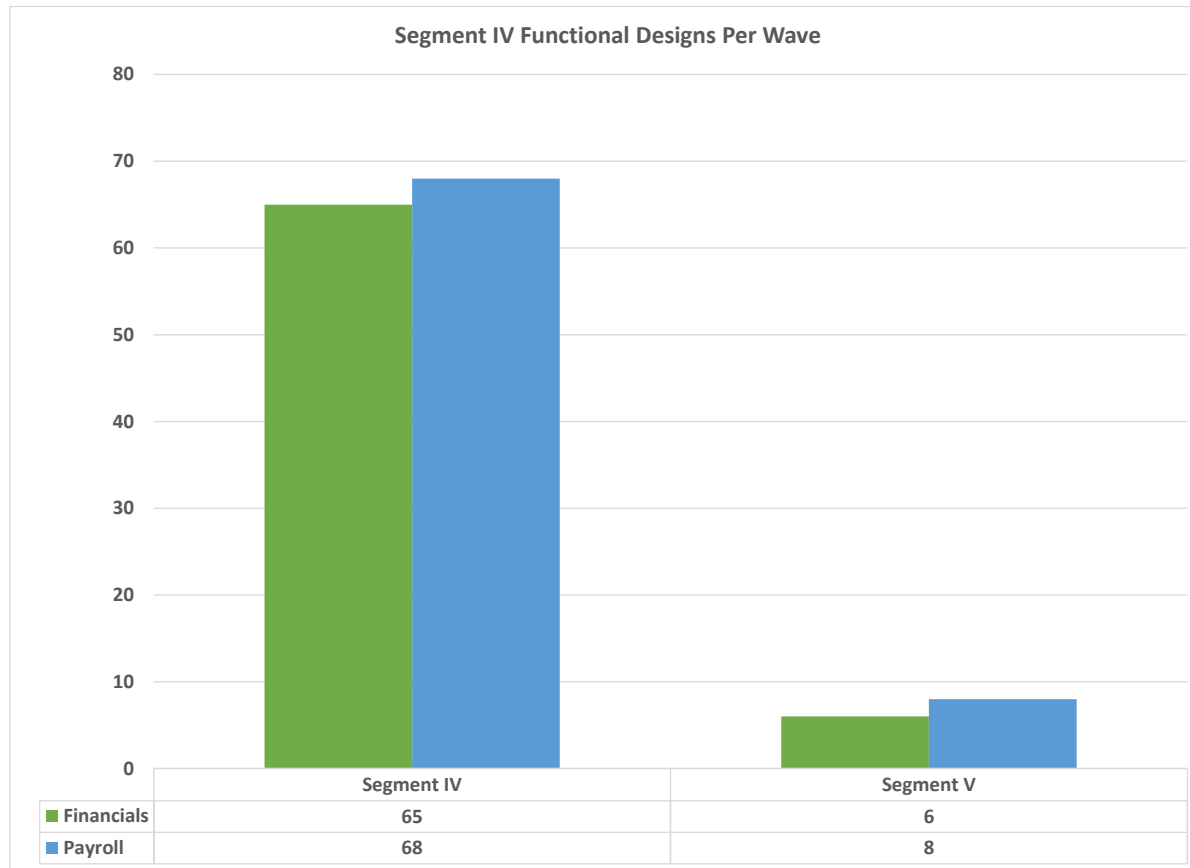
**Figure 4: Financials Versus Payroll Functional Designs for Segment IV**

*Segment IV Functional Design (FD) Final Approval*

The diagram in Figure 5 shows the targeted count of FDs to be approved per week versus the actual count completed. The Florida PALM Project Team made tremendous progress to review and approve FDs. As of 5/31/24, all 133 FDs have been approved. There are 14 FDs that are part of the newly created Segment V, and those are scheduled to be approved in July 2024.
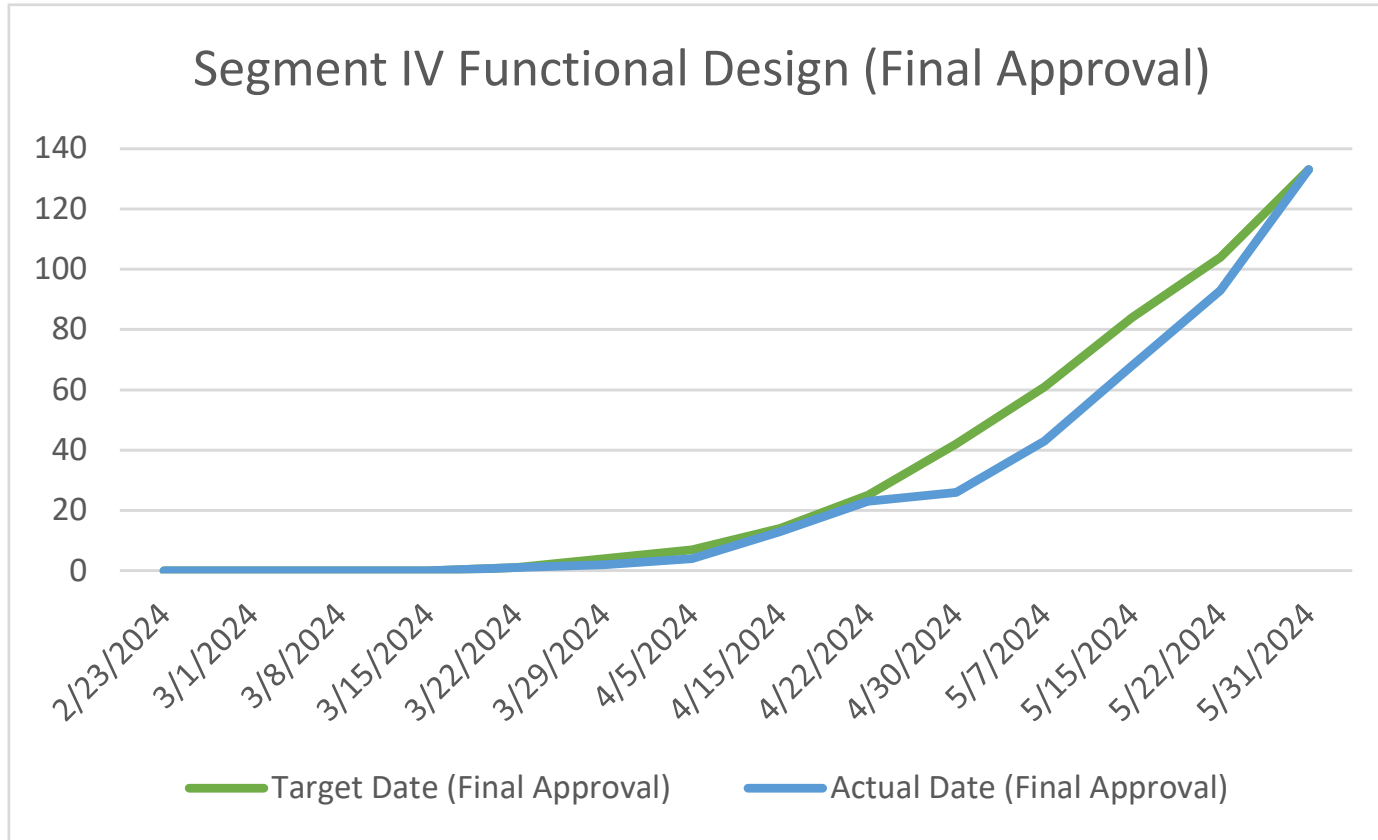


**Figure 5: Segment IV Functional Design Final Approval**

### Segment I Build Final Approval

The diagram in Figure 6 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. The last of the Segment I Application Designs were approved on 5/10/24. Overall, this represents about a 7-week delay from the original schedule.
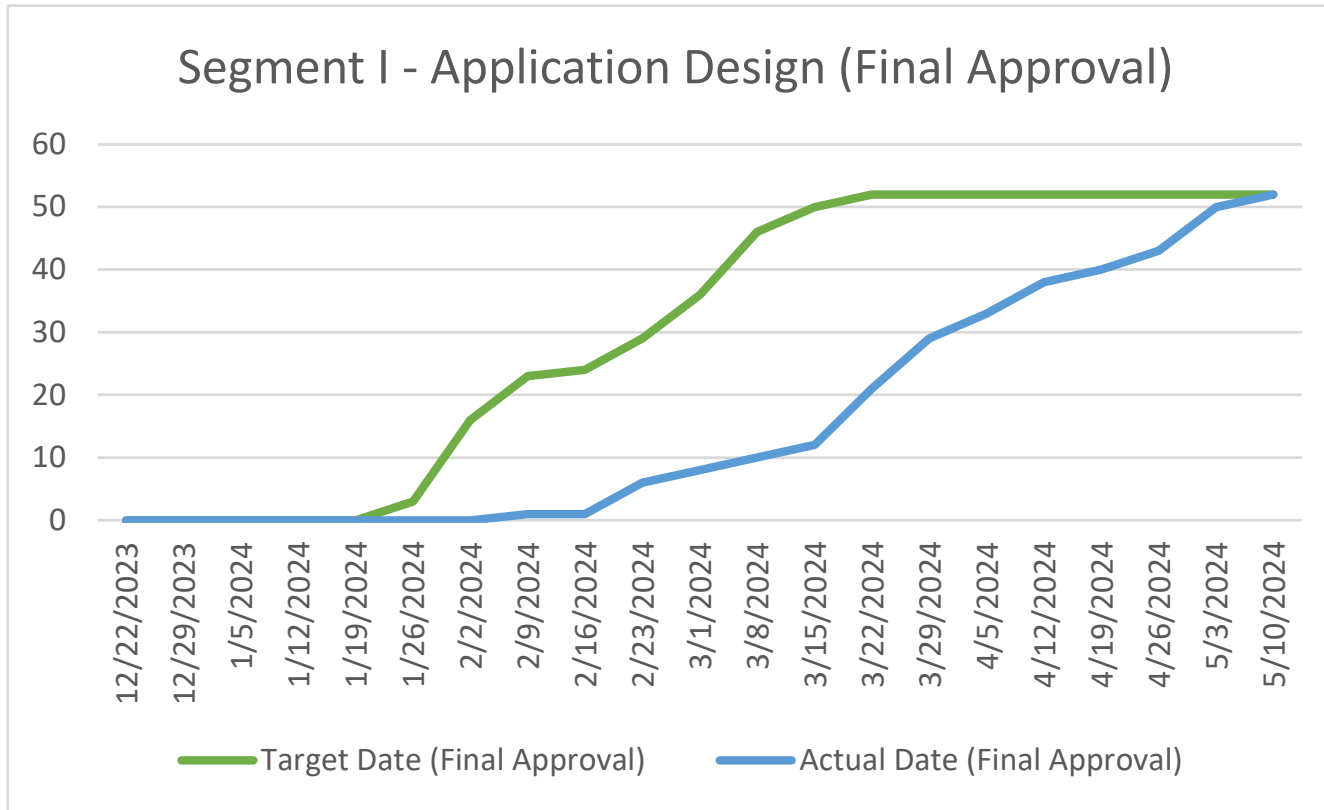


**Figure 6: Segment I Build – Final Approval**

## Segment II Build Draft

The diagram in Figure 7 shows the targeted count of drafted Application Builds versus the completed count for Segment II Build. As of 5/31/24, 46 of the 66 planned Application Designs have been drafted. There are a total of 75 Application Designs planned for Segment II.
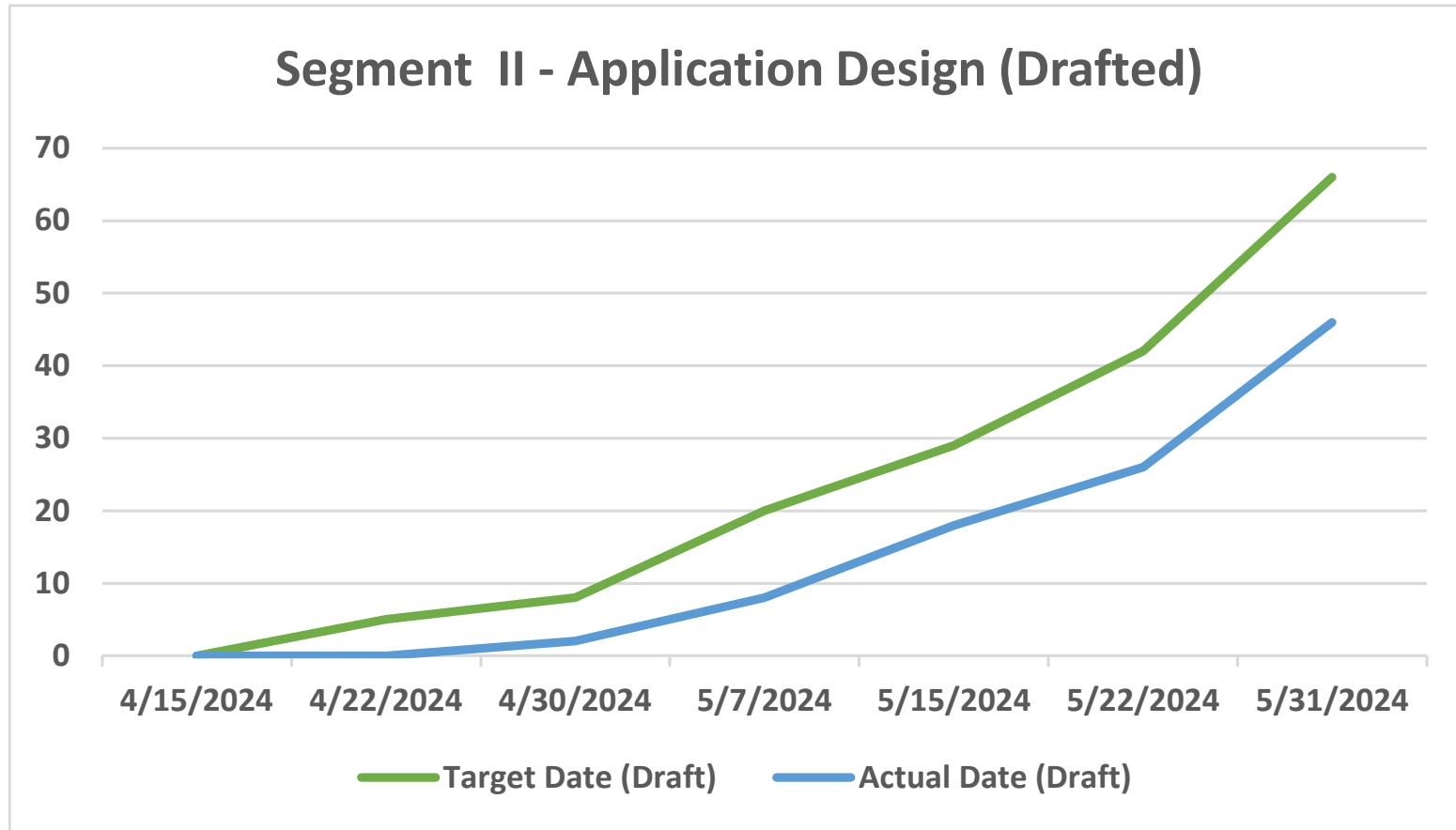


**Figure 7: Segment II Build – Draft**

*Segment II Build – Initial Review*

The diagram in Figure 8 shows the targeted count of Application Builds that should have completed initial review versus the completed count for Segment II Build. As of 5/31/24, 25 of the 52 planned Application Designs have completed initial review. There are a total of 75 Application Designs planned for Segment II. Although substantial progress has been made over the last two weeks, the Florida PALM IV&V Team projects (based on the current pace) that all the Segment II Application Designs would not be approved until 7/19/24.
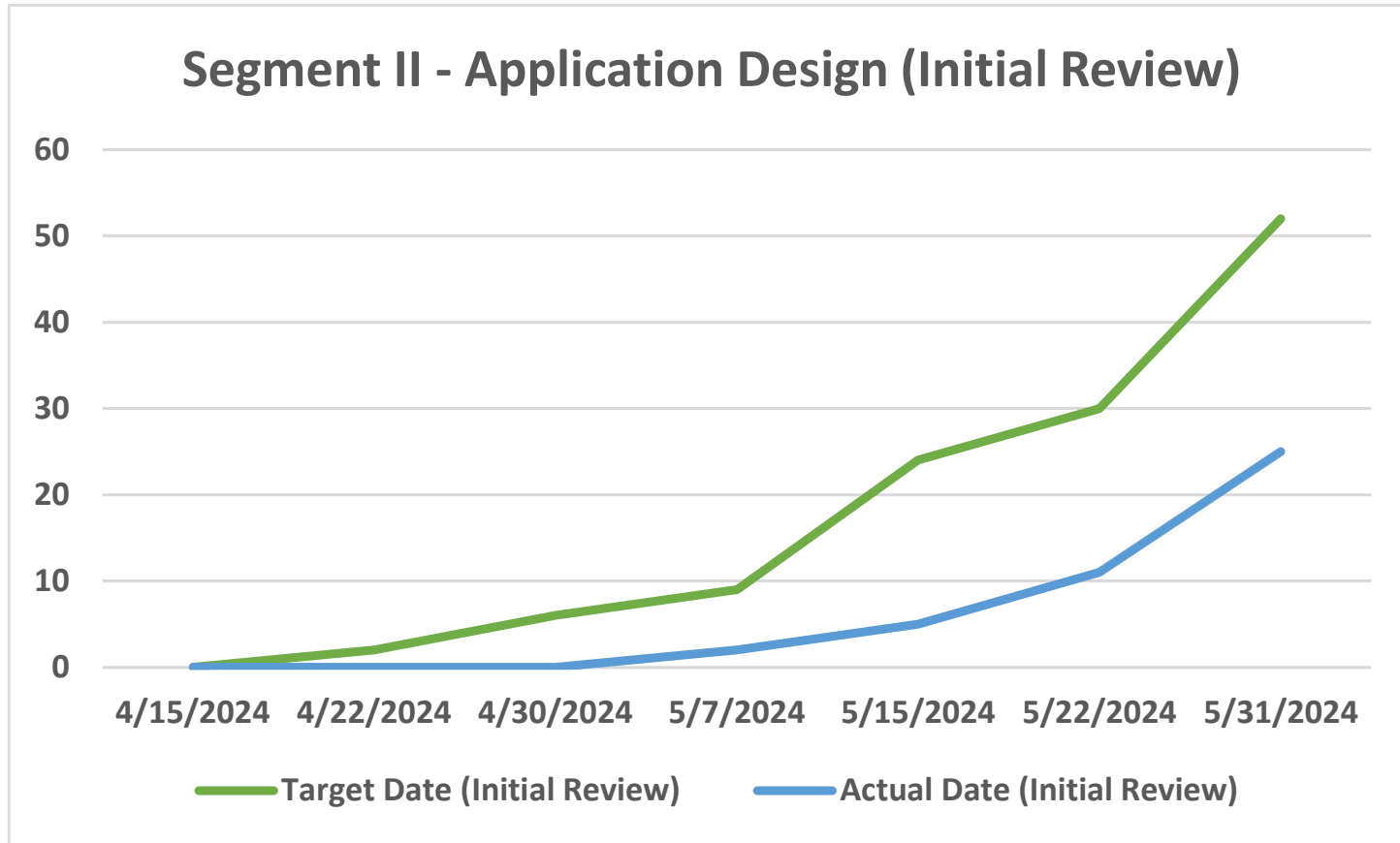


**Figure 8: Segment II Build – Initial Review**

*SPI Trend for the Florida PALM Project Schedule*

Figure 9 shows the SPI trend for the Florida PALM Project Schedule over the last 6 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 .94 means the Florida PALM Project is progressing at 94% 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.
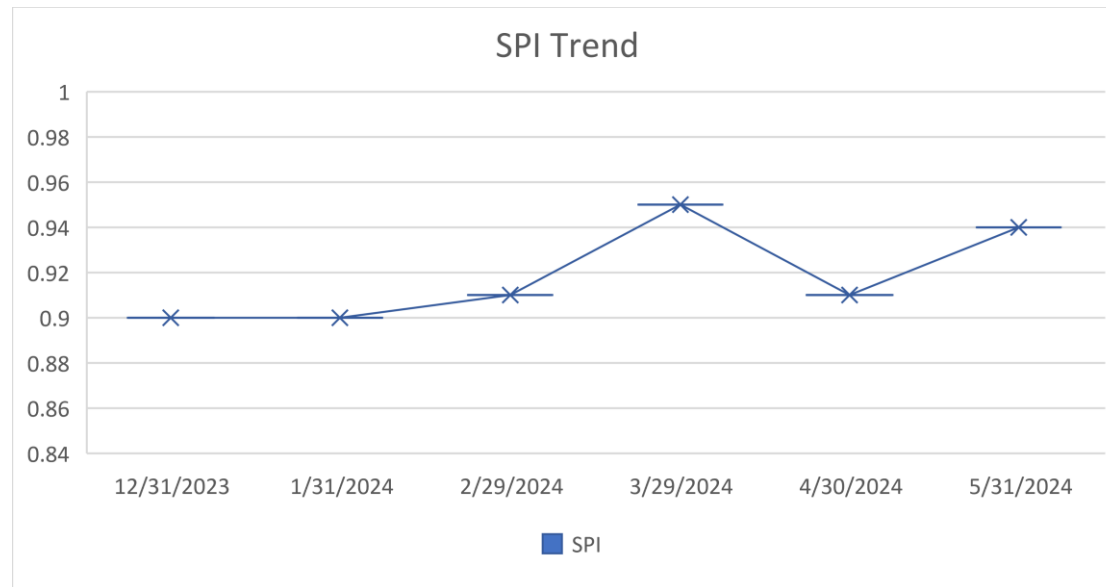


**Figure 9: SPI Trend for the Florida PALM Project Schedule**

*System Test Scripts Creation Planned versus Actual*

The diagram in Figure 10 shows the number of planned versus actual System Test Scripts drafted for Test Cycle 0 of System Testing. As of 5/31/24, 322 Test Scripts have been drafted, 9 more than planned.



**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 Test Cycle 0 of System Testing. As of 5/31/24, 321 Test Scripts have been peer-reviewed, which is eight Test Scripts more than the target of 313 planned, as seen in the TSWUT.
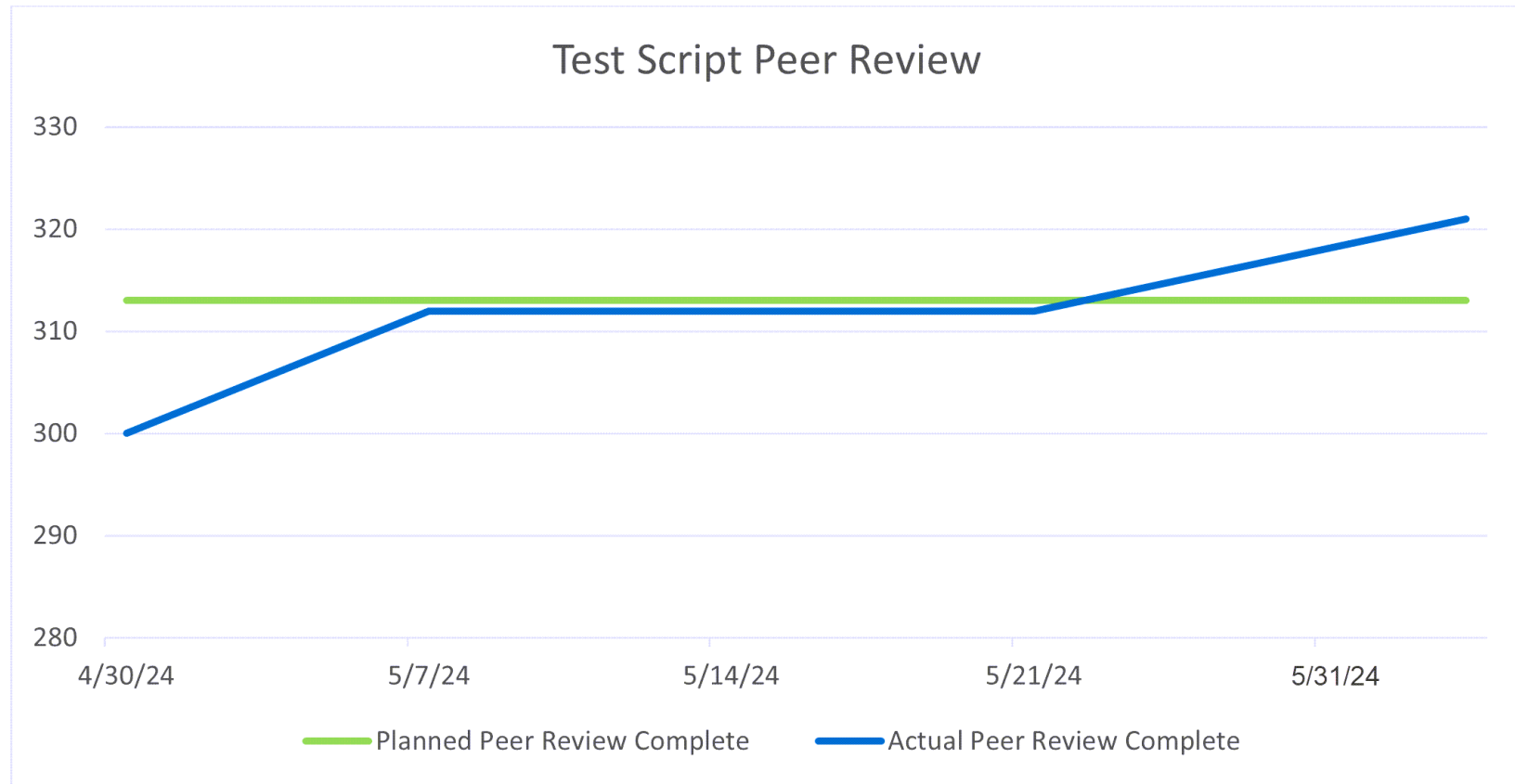


**Figure 11: Test Script Peer Review**

# IV&V Upcoming Schedule of Activities
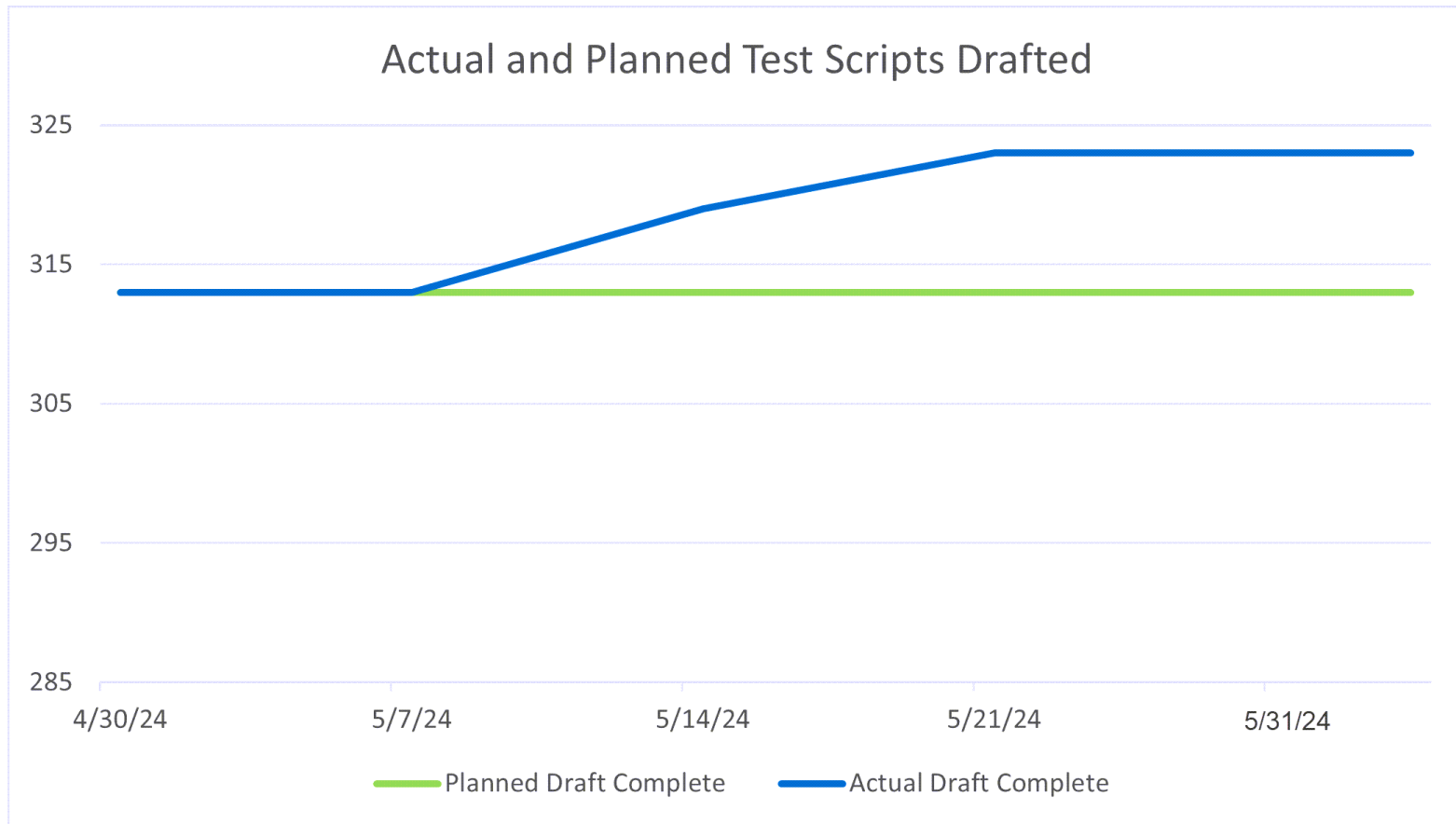
## Project Management

- Continue to assess the Florida PALM Project Schedule SPI, schedule variances, and potential impacts of Delayed Tasks to the Critical Path and Stage Gates.

- Review upcoming changes to the Florida PALM Project Management Plan.

- Continue to review upcoming Florida PALM Project Decisions, PCRs, and Risks to determine their impact on the Florida PALM Project.

## Organizational Change Management

- Continue reviewing the completeness of all Project Management RW Tasks in progress at the Agency level, 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 RW Task 513 and potential risks to the overall Florida PALM Schedule.

- Continue to monitor and analyze the Florida PALM Readiness Workplan, Agency Readiness Task releases, instructions/documentation, Task Talks, and Readiness Team support.

- 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 V Design.

- Participate in Functional Design sessions.

- Review Functional Design Specifications.

- Review Cycle 1 Test Scripts.

- Review D644 – Completion of Solution Design (Requirements) Segment IV.

- Review WP WP402 – RTM for Solution Design (Requirements) Segment IV.

- Review WP403 – RICEFW Inventory.

## 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 the effectiveness of mitigation strategies associated with Project Risk #8.

- Review D646 – Completion of Application Development Segment I.

## Testing

- Continue monitoring testing-related activities for System Testing.

- Begin drafting Test Scenarios based on the FDs for Segment III.

- Attend meetings for upcoming testing-related tasks, discussions, and Design Workshops for Segment III.

- Continue the review of the System Test Scripts as and when they get developed.

- Review WP408 – System Test Scripts for Test Cycle 1.

- Review WP408 – System Test Scripts for Test Cycle 2.

## Conversion

- Participate in Pre-Build Review Sessions.

- Continue to attend Conversion Design Meetings.

- 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 Monthly Performance report and monitor the approval of CRQs in CAB against the established process.

# IV&V Information Requests

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

**Table 8: IV&V Information Requests**

| Information Request | Date of Request | Status |
|---|---|---|
|  |  |  |

# Appendix A – Meetings Attended

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

**Table 9: IV&V Meetings Attended**

| Meeting Name | Date | Start Time | End Time | Location |
|---|---|---|---|---|
| DFS/Florida PALM Supplier Discussion | 5/1/24 | 10:30 AM | 11:30 AM | Online |
| Financial Reporting Design sessions | 5/1/24 | 9:30 AM | 1200 OM | Online |
| Readiness Team | 5/1/24 | 11:00 AM | 12:00 PM | Online |
| Payroll Working Session | 5/1/24 | 1:00 PM | 3:00 PM | Online |
| DOH - Focused Dialog | 5/1/24 | 1:00 PM | 2:30 PM | Online |
| HCM Security and PRE005 Discussion | 5/1/24 | 3:00 PM | 4:30 PM | Online |
| People First / Florida PALM Weekly Meeting V3 | 5/2/24 | 9:00 AM | 11:00 AM | Online |
| Readiness Thursday Task Talks | 5/2/24 | 9:30 AM | 11:00 AM | Online |
| DW/BI Report Assets | 5/2/24 | 9:30 AM | 10:30 AM | Online |
| Thursday Task Talk | 5/2/24 | 10:00 AM | 10:30 AM | Online |
| DOR/Florida PALM Monthly Readiness Touchpoint | 5/2/24 | 11:00 AM | 12:00 PM | Online |
| IW Schema Review | 5/2/24 | 2:00 PM | 3:00 PM | Online |
| Payroll Team Meeting | 5/2/24 | 1:00 PM | 2:00 PM | Online |
| Florida PALM Disposition Discussions with A&A/OIT/Treasury | 5/2/24 | 2:00 PM | 4:00 PM | Online |
| API022/API059/APR033 Pre-Build Meeting | 5/3/24 | 8:30 AM | 10:00 AM | Online |

| Meeting Name | Date | Start Time | End Time | Location |
|---|---|---|---|---|
| Tech Team weekly meeting | 5/3/24 | 0930 AM | 10:00 AM | Online |
| Design Disposition Discussions | 5/3/24 | 2:30 PM | 5:00 PM | Online |
| DMS Pulse Check | 5/3/24 | 9:00 AM | 9:30 AM | Online |
| CME012-Pre-FD Discussion | 5/6/24 | 9:00 AM | 10:30 AM | Online |
| DW/BI Report Assets | 5/6/24 | 10:30 AM | 12:00 PM | Online |
| Payroll Working Session | 5/6/24 | 2:00 PM | 4:30 PM | Online |
| TRP Working Session | 5/6/24 | 2:05 PM | 4:00 PM | Online |
| STMS - Supplier Discussion | 5/7/24 | 11:00 AM | 12:00 PM | Online |
| Payroll Pre-FD/FD/Config Meeting | 5/7/24 | 2:00 PM | 4:00 PM | Online |
| FD Review Discussion:  APR126 Cash Check Errors (WorkCenter) | 5/7/24 | 2:00 PM | 3:30 PM | Online |
| PMO Weekly | 5/7/24 | 3:00 PM | 4:00 PM | Online |
| Project Director Design Dispositions | 5/7/24 | 3:00 PM | 5:00 PM | Online |
| ARC001 Build Meeting | 5/8/24 | 8:30 AM | 9:00 AM | Online |
| Security Roles Matrix - IU | 5/8/24 | 9:00 AM | 10:30 AM | Online |
| Financial Reporting Design Sessions | 5/8/24 | 9:30 AM | 12:00 PM | Online |
| DW/BI  Report Assets | 5/8/24 | 10:30 AM | 11:00 AM | Online |
| Security Roles Matrix - IU | 5/8/24 | 9:00 AM | 10:30AM | Online |

| Meeting Name | Date | Start Time | End Time | Location |
|---|---|---|---|---|
| CRAIDL Meeting | 5/8/24 | 11:00 AM | 12:00 PM | Online |
| AHCA/PALM Monthly Touchpoint | 5/8/24 | 1:00 PM | 2:00 PM | Online |
| InterUnit Team Meeting - InterUnit Processing and IU Accounting | 5/8/24 | 2:00 PM | 4:00 PM | Online |
| Payroll Working Session | 5/8/24 | 2:00 PM | 4:00 PM | Online |
| DW/BI Report Assets | 5/8/24 | 3:00 PM | 4:30 PM | Online |
| AME001/AMI003 Pre-Build Meeting | 5/9/24 | 9:30 AM | 10:30 AM | Online |
| Thursday Task Talk | 5/9/24 | 10:00 AM | 10:30 AM | Online |
| Payroll Team Meeting | 5/9/24 | 1:00 PM | 2:00 PM | Online |
| Florida PALM Disposition Discussions with A&A/OIT/Treasury | 5/9/24 | 2:00 PM | 4:00 PM | Online |
| Salary Detail File | 5/9/24 | 2:00 PM | 3:30 PM | Online |
| FRS/Florida PALM Design Review Working Session | 5/13/24 | 9:00 AM | 11:00 AM | Online |
| TRP Working Session | 5/13/24 | 2:05 PM | 4:00 PM | Online |
| Payroll Pre-FD/FD/Config Meeting | 5/14/24 | 8:30 AM | 10:30 AM | Online |
| MFMP/STMS - Voucher/Payment Discussion | 5/14/24 | 9:00 AM | 10:00 AM | Online |
| Florida PALM Interfaces Review - LAS/PBS | 5/14/24 | 10:00 AM | 12:00 PM | Online |
| Property Transfers | 5/14/24 | 11:00 AM | 12:00 PM | Online |
| DW/BI Report Assets | 5/14/24 | 1:00 PM | 3:00 PM | Online |

| Meeting Name | Date | Start Time | End Time | Location |
|---|---|---|---|---|
| Payroll Pre-FD/FD/Config Meeting | 5/14/24 | 2:00 PM | 4:00 PM | Online |
| Weekly PMO | 5/14/24 | 3:00 PM | 4:00 PM | Online |
| Project Director Design Dispositions | 5/14/24 | 3:00 PM | 5:00 PM | Online |
| GLW002/GLF002 Build Meeting | 5/15/24 | 10:00 AM | 11:00 AM | Online |
| ARI007 Field Values | 5/15/24 | 2:00 PM | 2:30 PM | Online |
| MFMP/Florida PALM Carry Forward Discussion | 5/15/24 | 2:30 PM | 4:00 PM | Online |
| GLI011 Build Meeting | 5/16/24 | 9:30 AM | 10:00 AM | Online |
| Thursday Task Talk | 5/16/24 | 10:00 AM | 10:30 AM | Online |
| Payroll Team Meeting | 5/16/24 | 1:00 PM | 2:00 PM | Online |
| Florida PALM Disposition Discussions with A&A/OIT/Treasury | 5/16/24 | 2:00 PM | 4:00 PM | Online |
| Florida PALM Interfaces Review - LAS/PBS | 5/16/24 | 2:00 PM | 4:00 PM | Online |
| Weekly Tech Team meeting | 5/17/24 | 9:30 AM | 10:00 AM | Online |
| CTI002/PCE001 Build Meeting | 5/17/24 | 10:00 AM | 11:00 PM | Online |
| Project Touchbase SSI Vendor & IV&V | 5/17/24 | 11:30 AM | 1:00 PM | Online |
| Cross Team Collaboration | 5/17/24 | 1:00 PM | 2:30 PM | Online |
| Design Disposition Discussions | 5/17/24 | 2:30 PM | 5:00 PM | Online |
| GLR115/GLW001 Pre-Build Meeting | 5/20/24 | 0830 AM | 9:30 AM | Online |

| Meeting Name | Date | Start Time | End Time | Location |
|---|---|---|---|---|
| FRS/Florida PALM Design Review Working Session: Supplier Conversion | 5/20/24 | 9:00 AM | 11:00 AM | Online |
| DW/BI Report Assets | 5/20/24 | 10:30 AM | 12:00 PM | Online |
| Functional Operational Team Meeting | 5/20/24 | 1:00 PM | 2:00 PM | Online |
| Payroll Working Session | 5/20/24 | 2:00 PM | 4:30 PM | Online |
| TRP Working Session | 5/20/24 | 2:05 PM | 4:00 PM | Online |
| CTC001/CTI001 Build Meeting | 5/21/24 | 8:00 AM | 9:00 AM | Online |
| Payroll Pre-FD/FD/Config Meeting | 5/21/24 | 8:30 AM | 10:30 AM | Online |
| LMC Weekly Round Up | 5/21/24 | 9:30 AM | 11:00 AM | Online |
| DEM Florida PALM Touchpoint | 5/21/24 | 11:00 AM | 12:00 PM | Online |
| STMS - COA Discussion | 5/21/24 | 8:30 AM | 09:30AM | Online |
| APC001 - Suppliers Source Data Analysis Meeting 7 | 5/21/24 | 11:00 AM | 12:00 PM | Online |
| Florida PALM Disposition Discussions with A&A/OIT/Treasury | 5/21/24 | 1:00 PM | 3:00 PM | Online |
| DCF Florida PALM Touchpoint | 5/21/24 | 1:00 PM | 2:00 PM | Online |
| DW/BI Report Assets | 5/21/24 | 1:00 PM | 3:00 PM | Online |
| PMO Weekly Touchpoint | 5/21/24 | 3:00 PM | 4:00 PM | Online |
| Project Director Design Dispositions | 5/21/24 | 3:00 PM | 5:00 PM | Online |
| AMI006/AMR045 Build Meeting | 5/22/24 | 8:00 AM | 9:00 AM | Online |

| Meeting Name | Date | Start Time | End Time | Location |
|---|---|---|---|---|
| Matching Review | 5/22/24 | 1:00 PM | 2:00 PM | Online |
| FDOT readiness meeting | 5/22/24 | 2:00 PM | 3:00 PM | Online |
| Florida PALM Executive Steering Committee Meeting | 5/22/24 | 2:00 PM | 4:00 PM | Onsite |
| Payroll Working Session | 5/22/24 | 2:00 PM | 4:00 PM | Online |
| PCE002 Build Meeting | 5/23/24 | 8:30 AM | 9:00 AM | Online |
| GLE013 Build Meeting | 5/23/24 | 9:00 AM | 9:30 AM | Online |
| People First / Florida PALM Weekly Meeting | 5/23/24 | 9:00 AM | 11:00 AM | Online |
| RDNS/RW Meeting | 5/23/24 | 1:00 PM | 2:00 PM | Online |
| GLE009 - Collaborative FD Review | 5/23/24 | 2:00 PM | 3:00 PM | Online |
| Budget Close/Reversion | 5/23/24 | 3:00 PM | 5:00 PM | Online |
| Weekly Tech Team meeting | 5/24/24 | 9:30 AM | 10:00AM | Online |
| Payroll Pre-FD/FD/Config Meeting | 5/24/24 | 8:30 AM | 10:30 AM | Online |
| AMC001 Build Meeting | 5/28/24 | 8:30 AM | 9:00 AM | Online |
| LMC Weekly Round Up | 5/28/24 | 9:30 AM | 11:00 AM | Online |
| AP/PR/CM Cross team discussoin | 5/28/24 | 10:30AM | 11:30 AM | Online |
| Florida PALM Disposition Discussions with A&A/OIT/Treasury | 5/28/24 | 1:00 PM | 3:00 PM | Online |
| DW/BI Report Assets | 5/28/24 | 1:00 PM | 3:00 PM | Online |

| Meeting Name | Date | Start Time | End Time | Location |
|---|---|---|---|---|
| PMO Weekly Touchpoint | 5/28/24 | 3:00 PM | 4:00 PM | |
| Project Director Design Dispositions | 5/28/24 | 3:00 PM | 5:00 PM | Online |
| FD Review with BOSP - PRE038 Overpayment Extension | 5/29/24 | 9:00 AM | 11:00 AM | Online |
| DW/BI Reports | 5/29/24 | 10:00 AM | 12:30 PM | Online |
| DW/BI Group | 5/29/24 | 1:00 PM | 2:00 PM | Online |
| Payroll Working Session | 5/29/24 | 2:00 PM | 4:00 PM | Online |
| DW/BI Report Assets | 5/29/24 | 3:00 PM | 4:30 PM | Online |
| Ticket Triage Meeting | 5/30/24 | 9:30 AM | 10:30 AM | Online |
| Supplier Approach Discussion | 5/30/24 | 9:00 AM | 11:00 AM | Online |
| Retainage Discussion | 5/30/24 | 11:00 AM | 12:00 PM | Online |
| Payroll Team Meeting | 5/30/24 | 1:30 PM | 2:30 PM | Online |
| API008/APR014 Build Meeting | 5/31/24 | 10:00 AM | 11:00 AM | Online |
| FGCC/FL PALM Monthly Readiness Touchpoint Meeting | 5/31/24 | 10:00 AM | 11:00 AM | Online |

# Appendix B – Meetings Conducted

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

**Table 10: IV&V Meetings Conducted**

| Meeting Name | Date | Start Time | End Time | Location | Attendee(s) |
|---|---|---|---|---|---|
| Florida PALM IV&V Agency Tasks and Risks Outreach | 5/1/24 | 9:00 AM | 10:00 AM | Online | Agency Staff Members<br>Sarah Crouch<br>Ravi Peri<br>Letticia Ruderman<br>Sebastian Lende |
| Florida PALM IV&V Weekly Status Meeting | 5/3/24 | 9:30 AM | 10:00 AM | Online | Florida PALM Project Director<br>Florida PALM Deputy Project Director<br>Florida PALM Contract Manager<br>DMS IV&V Contract Manager<br>Sarah Crouch<br>Anne Frost<br>John Gunnufsen<br>Preethi Kembhavi<br>Sebastian Lende |
| Florida PALM IV&V Agency Tasks and Risks Outreach | 5/3/24 | 3:00 PM | 4:00 PM | Online | Agency Staff Members<br>Sarah Crouch<br>Rahul Rai<br>Letticia Ruderman<br>Sebastian Lende |

| Meeting Name | Date | Start Time | End Time | Location | Attendee(s) |
|---|---|---|---|---|---|
| Florida PALM IV&V D641 DAR Review | 5/6/24 | 1:30 PM | 2:00 PM | Online | Florida PALM Project Director<br>Florida PALM Deputy Project Director<br>Florida PALM Contract Manager<br>Sarah Crouch<br>John Gunnufsen<br>Sebastian Lende |
| Florida PALM IV&V Agency Tasks and Risks Outreach | 5/8/24 | 4:00 PM | 5:00 PM | Online | Agency Staff Members<br>Sarah Crouch<br>Rahul Rai<br>Letticia Ruderman<br>Sebastian Lende |
| Florida PALM IV&V April Monthly Report Review | 5/10/24 | 2:30 PM | 3:30 PM | Online | Florida PALM Project Director<br>Florida PALM Deputy Project Director<br>Florida PALM Contract Manager<br>Nicolle Suvada<br>Sarah Crouch<br>John Gunnufsen<br>Preethi Kembhavi<br>Anne Frost<br>Sebastian Lende |
| Florida PALM IV&V Agency Tasks and Risks Outreach | 5/14/24 | 2:00 PM | 3:00 PM | Online | Agency Staff Members<br>Rahul Rai<br>Letticia Ruderman<br>Sebastian Lende |
| Florida PALM IV&V Agency Tasks and Risks Outreach | 5/15/24 | 2:00 PM | 3:00 PM | Online | Agency Staff Members<br>Rahul Rai<br>Letticia Ruderman<br>Sebastian Lende |

| Meeting Name | Date | Start Time | End Time | Location | Attendee(s) |
|---|---|---|---|---|---|
| Florida PALM IV&V Weekly Status Meeting | 5/17/24 | 9:30 AM | 10:00 AM | Online | Florida PALM Project Director<br>Florida PALM Deputy Project Director<br>Florida PALM Contract Manager<br>Nicolle Suvada<br>Sarah Crouch<br>John Gunnufsen<br>Preethi Kembhavi<br>Anne Frost<br>Sebastian Lende |
| Response to Q's on P2 INC41749719 | 5/20/24 | 11:30 AM | 12:30 AM | Online | Florida PALM Project Director<br>Florida PALM Deputy Project Director<br>Florida PALM Contract Manager<br>SSI Vendor Project Manager<br>Florida PALM Operations Manager<br>Florida PALM Solutions Center Manager<br>Nicolle Suvada<br>Courtney Goslin<br>Rahul Rai<br>Sebastian Lende |
| Florida PALM IV&V Mid-Month Report Review | 5/20/24 | 3:30 PM | 4:30 PM | Online | Florida PALM Project Director<br>Florida PALM Deputy Project Director<br>Florida PALM Contract Manager<br>Nicolle Suvada<br>Sarah Crouch<br>John Gunnufsen<br>Preethi Kembhavi<br>Anne Frost<br>Sebastian Lende |

| Meeting Name | Date | Start Time | End Time | Location | Attendee(s) |
|---|---|---|---|---|---|
| Florida PALM IV&V Weekly Status Meeting | 5/31/24 | 9:30 AM | 10:00 AM | Online | Florida PALM Project Director<br>Florida PALM Deputy Project Director<br>Florida PALM Contract Manager<br>Nicolle Suvada<br>Sarah Crouch<br>John Gunnufsen<br>Preethi Kembhavi<br>Srikanth Durvasula<br>Sebastian Lende |

# Appendix C – Documents Reviewed

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

**Table 11: Documents Reviewed**

| Document Name | Date | Version |
|---|---|---|
| AD_AMR042 - Asset Staging Report.docx | 5/16/24 | Draft |
| AD_APE004 - Prompt Pay Dates, Interest Calculation and Interest Voucher Creation Extension.docx | 5/16/24 | Draft |
| AD_APE009 - Supplier Banking Security.docx | 5/16/24 | Draft |
| AD_APE015 - Restrict Bank Account Access on Vouchers.docx | 5/16/24 | Draft |
| AD_API026 - Inbound DOR Supplier Levy Flag.docx | 5/16/24 | Draft |
| AD_API030 - Inbound Authorized Bank Titles.docx | 5/16/24 | Draft |
| AD_APR024 - Prompt Payment Report.docx | 5/17/24 | Draft |
| AD_APR112-Supplier Authorized Banks Exceptions and Updates Report.docx | 5/17/24 | Draft |
| AD_ARE002_Same Day Deposit Verification Approval Extension.docx | 5/17/24 | Draft |
| AD_ARE003 - Agency Deposit Number Extension.docx | 5/17/24 | Draft |
| AD_ARE006 - Asset ID.docx | 5/17/24 | Draft |
| AD_ARE007 - Supplier ID.docx | 5/17/24 | Draft |
| AD_ARI006 - Inbound Customer Spreadsheet Upload.docx | 5/17/24 | Draft |
| AD_ARI007 - Inbound Deposit Data.docx | 5/17/24 | Draft |
| AD_ARI009- Inbound Customer Data.docx | 5/20/24 | Draft |
| AD_ARI010 – Inbound Deposit Spreadsheet Upload.docx | 5/20/24 | Draft |
| AD_ARI020 - Outbound Returned Items Data.docx | 5/20/24 | Draft |
| AD_ARI022 - Inbound Returned Item Check Data.docx | 5/20/24 | Draft |
| AD_ARI033- Inbound NIC Return Deposit Data.docx | 5/20/24 | Draft |
| AD_ARR007 - Deposit Report.docx | 5/20/24 | Draft |
| AD_ARR020 – Reconciled Deposits Report.docx | 5/20/24 | Draft |
| AD_ARR021-Unreconciled Deposits Report.docx | 5/20/24 | Draft |
| AD_ARR024 - Debit Memo.docx | 5/20/24 | Draft |
| AD_ARR070 - DOR Agency Deposit Report.docx | 5/20/24 | Draft |
| AD_ARW002-Direct Journal Workflow.docx | 5/20/24 | Draft |
| AD_CMF003-E-Payment Request Form.docx | 5/22/24 | Draft |

| Document Name | Date | Version |
|---|---|---|
| AD_CMF004 - CRA Stop Payment Cancellation Request Form.docx | 5/22/24 | Draft |
| AD_CMF006 - Order Supplies Form.docx | 5/22/24 | Draft |
| AD_CMF007-Research Request Reconciliation Assistance.docx | 5/22/24 | Draft |
| AD_GLF001 - Fund Questionnaire.docx | 5/22/24 | Draft |
| AD_GLI001 - Outbound ChartField Values.docx | 5/22/24 | Draft |
| AD_GLI002 - Outbound Actuals Extract.docx | 5/23/24 | Draft |
| AD_GLI004 - Inbound Budgetary Code Values.docx | 5/23/24 | Draft |
| AD_GLI006 - Inbound Journal Entry.docx | 5/23/24 | Draft |
| AD_GLI017 - Outbound ChartField Combination Extract.docx | 5/23/24 | Draft |
| AD_GLI039 - ChartField Mass Spreadsheet Upload.docx | 5/23/24 | Draft |
| AD_GLI051 - Outbound Detail GL Journal.docx | 5/23/24 | Draft |
| AD_GLR083 - Investment Activity Report.docx | 5/23/24 | Draft |
| AD_GLW003-Fund Questionnaire Workflow.docx | 5/24/24 | Draft |
| AD_KKE002 - Commitment Control Inquiry Page Field Relabeling.docx | 5/24/24 | Draft |
| AD_KKF001 - Override Request Form.docx | 5/24/24 | Draft |
| AD_KKI001 - Inbound Budget Journal.docx | 5/24/24 | Draft |
| AD_KKI002 - Inbound Appropriation Budget Ledger Reconciliation.docx | 5/24/24 | Draft |
| AD_KKI009 - Outbound Budget Detail Extract.docx | 5/24/24 | Draft |
| AD_KKI012- Inbound Budget Journal Spreadsheet Upload.docx | 5/24/24 | Draft |
| AD_KKR019 - Budget Detail Activity Report.docx | 5/28/24 | Draft |
| AD_KKR022-Appropriations Budget Ledger Balances Reconciliation.docx | 5/28/24 | Draft |
| AD_KKW001 - Budget Journal Workflow.docx | 5/28/24 | Draft |
| AD_KKW002 - Override Request Workflow.docx | 5/28/24 | Draft |
| AD_POW001 - Encumbrance Workflow.docx | 5/28/24 | Draft |
| AD_SDE008 - Enforce System Generated Transaction ID Numbers.docx | 5/28/24 | Draft |
| AD_SDE009 - Edit Interface Transactions.docx | 5/28/24 | Draft |
| D646 - Completion of Build Segment I | 5/16/24 | Draft |
| DE331 Design Segmen V and Configuration Updates_Attachment A | 5/31/24 | Final |
| DE331 Design Segment V and Configuration Updates | 5/31/24 | Final |
| DED D649 - Completion of Build Segment III | 5/23/24 | Draft |

| Document Name | Date | Version |
|---|---|---|
| Design Work Unit Tracker | Weekly | Working |
| Florida CRAIDL Logs | Weekly | Working |
| Florida PALM Open Risks Log | Weekly | Working |
| Florida_PALM_Project_Schedule.mpp | Weekly | Working |
| Florida_PALM_Project_Schedule.mpp | Weekly | Working |
| I-WP108 - Training Curriculum | 5/17/24 | Draft |
| PCR-117-Segment IV Financials and Payroll Customization | 5/30/24 | Final |
| Project Management Plan | Weekly | 5.0 |
| Project Risk #7 | Weekly | Working |
| Project Risk #8 | Weekly | Working |
| Project Risk #9 | Weekly | Working |
| Project Schedule QC Checklists | Weekly | Working |
| RADAR-Report | Weekly | Working |
| RICEFW Inventory Working | Weekly | Working |
| RTM Working | Weekly | Working |
| RW513 Task instruction | 5/21/24 | Working |
| Smartsheet | Daily | Working |
| WP408 - System Test Scripts Cycle 0 | 5/08/24 | Draft |
| WPED WP437 – Update Payroll Wave Business Process Models | 5/30/24 | Draft |

# Appendix D – IV&V Documents Delivered

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

**Table 12: IV&V Documents Delivered**

| Document Name | Date | Version | Delivered Date | Follow Up Required |
|---|---|---|---|---|
| Florida PALM IV&V Monthly Assessment Report April 2024 | 5/10/24 | 1.0 | 5/10/24 | None |
| Florida PALM IV&V May 2024 Mid-Month Progress Report | 5/20/24 | 1.0 | 5/20/24 | None |
| Florida PALM IV&V Assessment of PCR 117 for Segment IV Financials and Payroll Customization | 5/17/24 | 1.0 | 5/17/24 | None |
| Florida PALM IV&V ESC Update 0522024 | 5/17/24 | 1.0 | 5/17/24 | None |
| D641 - Completion of Solution Design Segment III Deliverable Assessment Report (DAR) | 5/1/24 | 1.0 | 5/6/24 | 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 13: 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 14: 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 15: Risk Priority Rating**

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

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

**Table 16: 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. |