

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

Independent Verification & Validation
Monthly Assessment Report
October 2024

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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 October 2024:

- The overall Florida PALM Project Risk Rating has increased (worsened) to a High Risk due to the new Finding 15, the increased (worsening) Risk Rating for the Conversion Focus Area, and the unchanged High Risk Rating for the Development Focus Area during this reporting period. Current delays to Build are now affecting other critical areas of the Florida PALM Project, including Interface Testing and Mock Conversion. Further delays to Build could increase the overlap between Development and System Testing, affecting the planned execution of Test Scripts for System Testing, which could lead to additional overlap between the System Testing and User Acceptance Testing (UAT) timelines or delay the start of UAT.
- The Florida PALM IV&V Team has opened a new Finding (Finding 15) based on a risk that the high failure rate of Test Scripts for Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW) Items, along with the need for multiple re-runs to pass these Scripts, may affect the Florida PALM Project Team's ability to meet the entry criteria for Stage Gate 3 – Ready to Begin UAT.
- The Florida PALM IV&V Team closed Finding 12 – Inconsistency in Requirements Traceability as the Data Warehouse (DW)/Business Intelligence (BI) Functional Designs (FDs) have been approved on schedule as of 10/3/24. The Florida PALM IV&V Team has reviewed D650 – Completion of Solution Design (Requirements) DW/BI and provided feedback to the Florida PALM Project Team regarding the results of the traceability analysis and questions related to the FDs. All FDs related to Deliverables have been approved, but a few isolated Designs, Design updates, and Designs associated with Project Change Request (PCR) 121 will need to be completed.
- As of 10/31/24, 122 of the 129 targeted Application Development (AD) documents for Build Segment III have been drafted. The targeted completion date for Build Segment III was 9/30/24. The Florida PALM IV&V Team did observe an increase in the pace of drafting AD documents during October, which appears to be due to the additional Development staff becoming more familiar with the Florida PALM Design and increased interaction with the Florida PALM Project Team. Despite this, The Florida PALM IV&V Team is projecting that Development may not be completed until late February 2025 (about 8 weeks behind schedule). Due to this, the new Build effort associated with PCR 121, and the concurrent need to support System Investigation Request (SIR) resolutions from System Testing, the Risk Rating for the Development Focus Area remains a High Risk.
- The DW/BI Build Segment I is behind schedule, with 18 of 28 total planned AD documents drafted as of 10/31/24. The Florida PALM IV&V Team is not projecting that the current delays will impact the 12/6/24 targeted completion date.
- Mock Conversion 0B – Financials and Payroll was delayed due to the delays to Build and the need to resolve High Priority SIRs from both Mock Conversions 0B and 1A, resulting in postponement of the start of Mock Conversion 1B – Payroll. Due to this, The Risk Rating for the Conversion Focus Area has increased (worsened) to a Medium Risk.
- The Florida PALM IV&V Team reviewed Amendment #10 to the Florida PALM SSI Vendor Contract and provided an assessment. The Florida PALM IV&V Team supported the

proposed changes, recommended the approval of Amendment #10, and included several recommendations for the Florida PALM Project Team based on the review findings.

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 about 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	Medium Risk	High Risk	<p>The overall Florida PALM Project Risk Rating has increased (worsened) to a High Risk due to the new Finding 15 regarding the high failure rate of RICEFW-related Test Cases and the risk it poses to the start of UAT, the increased (worsening) Risk Rating for the Conversion Focus Area, and the unchanged High Risk Rating for the Development Focus Area during this reporting period.</p> <p>Current delays to Build are now affecting other critical areas of the Florida PALM Project, including Interface Testing and Mock Conversion. The start of Interface Testing for Enterprise Partners and Agencies has been postponed, with Agency testing now scheduled to start concurrently with UAT. Additionally, Mock Conversion has been delayed due to dependencies on code still under development in Build Segment III.</p> <p>Further delays to Build could increase the overlap between Development and System Testing, affecting the timely availability of RICEFW Items for scheduled Testing. If SIRs for RICEFW Items continue to rise or if repeated executions are required to pass RICEFW-related Test Cases in future System Testing Cycles, this could impact the System Testing timeline, leading to additional overlap with UAT or delay the start of UAT.</p> <p>The Florida PALM IV&V Team reviewed Amendment #10 to the Florida PALM SSI Vendor Contract. In the assessment, the Florida PALM IV&V Team supported the proposed changes and recommended the approval of Amendment #10. The assessment included several recommendations for the</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			Florida PALM Project Team based on the review findings.
Project Management	Medium Risk	Medium Risk	<p>The Delayed Tasks have decreased by 16% from 437 in September to 371 in October. The Delayed Tasks primarily occur within activities related to Florida PALM Project Deliverables, Work Products (WPs) and Internal Work Products (I-WPs).</p> <p>The Schedule Performance Indicator (SPI) decreased from .92 at the end of September to .91 at the end of October. This indicates that the Florida PALM Project is progressing slightly behind the planned pace.</p> <p>Florida PALM Project Leadership reviewed the Schedule Management recommendations from the Florida PALM IV&V Team presented in September and intends to implement several changes to their schedule management process and discuss these changes in a future Executive Steering Committee (ESC) Meeting.</p> <p>The Risk Rating for this Focus Area remains a Medium Risk.</p>
Organizational Change Management	Medium Risk	Medium Risk	<p>In October, routine Florida PALM Project meetings continue to facilitate productive sessions with Agencies, having meaningful conversations about Readiness Workplan (RW) Tasks updates and status, newly released Tasks, Training discussions, UAT, and resource concerns primarily about staffing and the Testing timeline.</p> <p>The Florida PALM IV&V Team identified some inconsistencies in RW Task completion between Agency submissions in Smartsheet and the Task Rubric for Task 526. The Florida PALM Project Readiness Team made similar observations and have provided Readiness Coordinators (RCs) with instruction on how to correctly update the Smartsheet and Task Rubrics. The RCs plan to revisit these Tasks with the Agencies during their November Agency Touchpoints to ensure corrections are made and the Tasks are completed.</p> <p>Agencies are increasingly focused on Training and UAT, with some expressing confusion. The Florida PALM Project Readiness Team is</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>addressing questions to provide clarity, and further discussions on Training are planned for November.</p> <p>The Florida PALM IV&V Team provided the Florida PALM Project Team with a Change Impact Analysis document containing insights and tools to help Agencies create and manage user stories. The Florida PALM Project is scheduled to release their Change Impact Tool on 12/9/24.</p> <p>The Florida PALM IV&V Team observed a slight decrease in open Agency reported Issues, and a slight increase in open Agency reported Risks compared to September. Agencies expressed concerns about the Florida PALM Testing schedule coinciding with UAT and end-of-year fiscal activities, which may result in constraints.</p> <p>The Risk Rating for this Focus Area remains a Medium Risk.</p>
Requirements and Design	Low Risk	Low Risk	<p>As of 10/3/24, the DW/BI FDs have been approved on schedule. All FDs related to Design Deliverables have been approved, but a few isolated Designs, Design updates, and Designs associated with PCR 121 will need to be completed. The Florida PALM IV&V Team is currently reviewing D650 – Completion of Solution Design (Requirements) DW/BI. This review includes performing a traceability analysis between the FDs and the Requirements Traceability Matrix (RTM) as well as review of the individual FDs for quality and completeness.</p> <p>The Risk Rating for this Focus Area remains a Low Risk. The Florida PALM IV&V Team will monitor future design efforts associated with PCR 121.</p>
Development	High Risk	High Risk	<p>Build Segment III remains behind schedule. As of 10/31/24, 122 of the 129 targeted AD documents have been drafted. The targeted completion date for Build Segment III was 9/30/24. While the Florida PALM IV&V Team did observe an increase in the pace of drafting AD documents during October, 60 of the AD documents have been approved and several AD documents have required multiple update</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>cycles to address reviewer comments. The Florida PALM IV&V Team is projecting that all the Segment III AD documents will not be approved until 12/11/24.</p> <p>Additionally, Build Segment IV will have another 103 AD documents that need to be developed, and the Florida PALM IV&V Team is projecting those may not be completed until late February 2025 (about 8 weeks behind schedule). PCR 121 added 5 complex extensions that will need to be incorporated into a future Build. The Florida PALM IV&V Team's projected completion of the Development effort poses a considerable risk to the overall System Testing timeline as it corresponds with the start of the final Cycle of System Testing.</p> <p>The DW/BI Build Segment I is behind schedule, with 18 of 28 total planned AD documents drafted as of 10/31/24. The Florida PALM IV&V Team is not projecting that the current delays will impact the 12/6/24 targeted completion date.</p> <p>In addition to the ongoing Development efforts, the high failure rate of RICEFW-related Test Scripts, the increasing number of SIRs being identified, and the number of unresolved SIRs presents a potential bottleneck that may require additional Development staff to ensure timely resolutions. Based on this risk, the Florida PALM IV&V Team has opened Finding 15.</p> <p>Due to the continued delays in Build Segment III, the new effort associated with PCR 121, and the concurrent need to support SIR resolutions, the Risk Rating for this Focus Area remains a High Risk.</p>
Testing	Medium Risk	Medium Risk	<p>System Testing Cycle 2 – Financials Module Specific Processing and Cycle 3 – Financials Interface Programs Validation are in progress, according to the Florida PALM SSI Vendor's Test Execution Tracker (TEXT). Additionally, the SSI Vendor is concurrently drafting Test Scripts for the remaining System Testing Cycles, as shown in the Test Script Work Unit Tracker (TSWUT).</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>Ninety percent of the Test Scripts for Cycles 2 and 3 are tied to RICEFW Items, which have shown a high failure rate in executed Test Scripts. Resolving the SIRs associated with these failures that have a root cause of “Code” has required multiple re-runs. If this trend continues for future System Testing Cycles, the System Testing timeline may be impacted.</p> <p>Due to the increasing number of SIRs as System Testing progresses, the fail rate for Test Scripts related to RICEFW Items, and the overlapping responsibilities of the Development staff with Build activities and SIR resolution, the Risk Rating for this Focus Area remains a Medium Risk.</p>
Conversion	Low Risk	Medium Risk	<p>The Florida PALM IV&V Team participated in Design review sessions with the Florida PALM Project Team, Enterprise Partners, and the Florida PALM SSI Vendor for Conversion files related to various areas. The Florida PALM IV&V Team continues to review WP407 – Mock Conversion Scripts as new Mock Conversion Test Scripts are added and will provide feedback to the Florida PALM Project Team.</p> <p>The Florida PALM IV&V Team observed that Mock Conversion 0B – Financials and Payroll was delayed due to Build delays and the need to resolve High Priority defects, which in turn postponed the start of Mock Conversion 1B – Payroll. As of 10/31/24, Mock Conversion 0B has 10 unresolved SIRs and Mock Conversion 1A – Financials has 9 unresolved SIRs.</p> <p>Due to the delays to Mock Conversions 0B and 1B, the Risk Rating for this Focus Area has increased (worsened) to a Medium Risk.</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>Forty-one new Production Incidents were reported during October. All Incidents were marked as P3 (Medium Priority) or P4 (Low Priority). Of these, 34 have been Closed or Resolved.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Update Summary
			<p>The Florida PALM IV&V Team reviewed the September Monthly Performance Report and verified that the SSI Vendor met all Service Level Expectations (SLEs). Additionally, the Florida PALM IV&V Team reviewed the Annual Disaster Recovery (DR) Test. The documented results met all expectations, indicating a successful DR Test run.</p> <p>The Risk Rating for the Focus Area remains a Low Risk.</p>

New Findings

Finding Number and Statement: **Finding 15** – Risk That High Failure Rate For RICEFW-Related Test Scripts May Impact Stage Gate 3.

Date Opened: 10/31/2024

Impact Update: Significant

Probability Update: Likely

Priority Update: High

Finding Description: Although System Testing execution is progressing, the Florida PALM IV&V Team has identified an initial failure rate of approximately 76% for Test Scripts associated with the RICEFW Items. As of 10/31/24, the failure rate for the 2nd and 3rd runs for RICEFW Items that failed initial execution is also high, with 30% failing during the 2nd run and 38% failing on the 3rd run. The Figure below shows the failure rate for RICEFW-related Test Scripts compared to other types of Test Scripts, which demonstrates that 1st, 2nd, and 3rd failure rates for RICEFW-related Test Scripts are substantially higher than those for other types of Test Scripts.

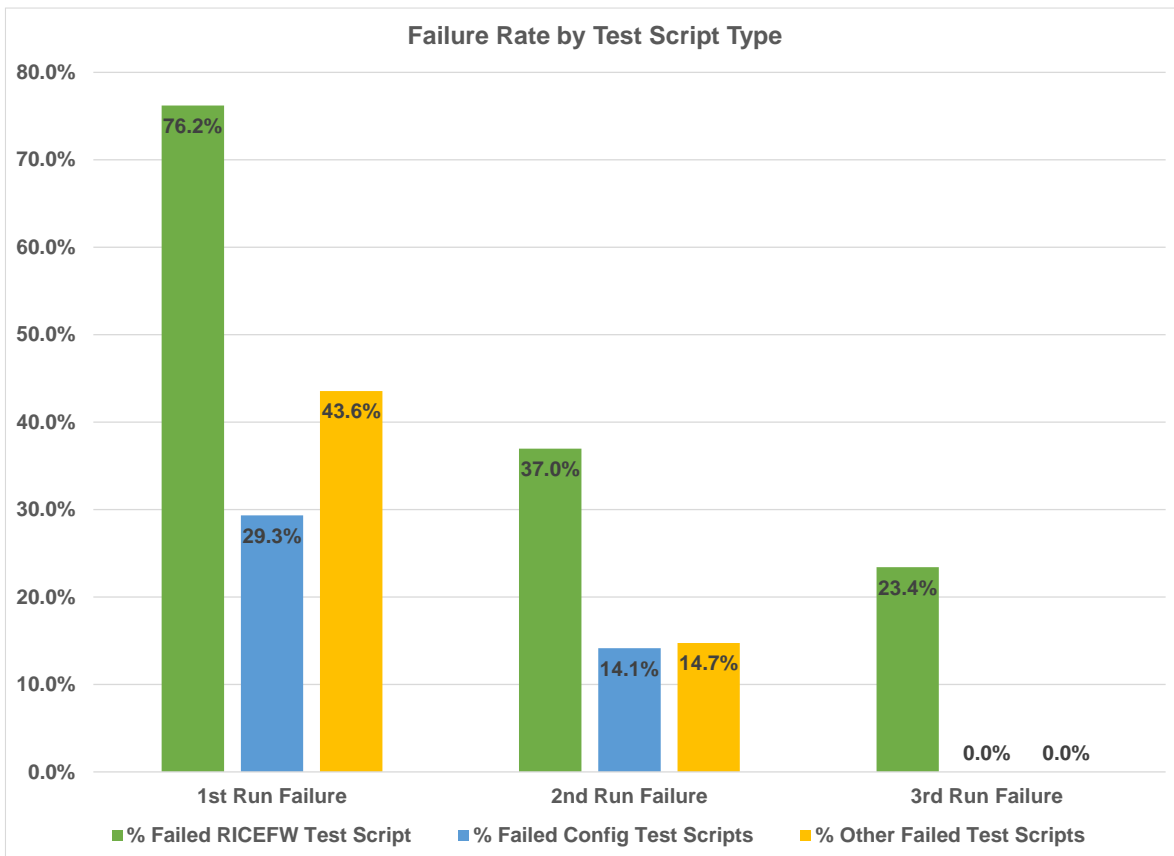


Figure 1: Failure Rate by Test Type

Note: The 2nd run Failure rate is based on Test Scripts that failed the 1st run and require retesting. For example, of the 76.3% of RICEFW Test Scripts that failed the 1st run, 30.2% also failed the 2nd run. Additionally, 1st run, 2nd run, and 3rd run do not correlate to System Testing Cycles 1, 2, and 3.

Most of the remaining Test Scripts identified in the TSWUT are related to RICEFW Items, which can be seen in the Figure below.

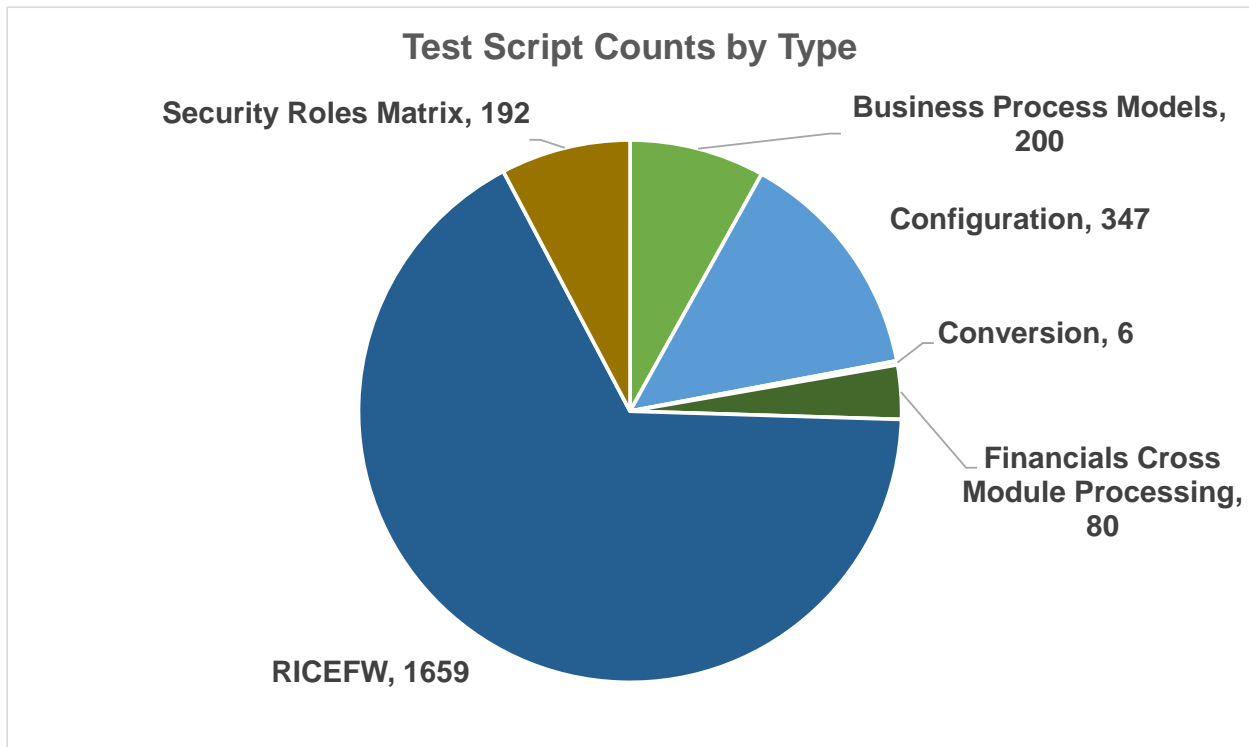


Figure 2: Count of Test Scripts by Type

If the current failure rate for RICEFW Test Scripts continues, each Script would need to be executed approximately 2.1 times for it to pass. This equates to 3,484 execution attempts that would be needed to complete the 1,659 RICEFW-related Test Scripts for Items that are currently in Development, with the possibility of an increase as additional Test Scripts are identified.

In October, approximately 57% of SIRs logged in Jira were categorized as "Code" defects, indicating that the code from the Build Segments may be of low quality. Other factors have contributed to the high failure rate of RICEFW-related Test Scripts. For instance, 9% of SIRs were marked as "Not a Defect" and included issues like data inconsistencies, Build migration errors, or Test Script execution mistakes. Additionally, 34% of October's SIRs were associated with non-code issues, such as configuration or application security concerns.

The high failure rate for RICEFW Items and the need for multiple test runs to pass RICEFW-related Test Scripts could impact the Florida PALM Project's ability to meet the Stage Gate 3 – Ready to Begin UAT criteria as scheduled. Achieving Stage Gate 3 requires 90% completion of

System Testing for the Combined Financials and Payroll Major Implementation and 100% of Development must be complete.

In order to mitigate potential delays to Stage Gate 3 – Ready to Begin UAT and reduce the time needed to pass RICEFW-related Test Scripts, the Florida PALM IV&V Team recommends:

- Prioritizing the resolution of SIRs by the Development staff that built the failed RICEFW Item.
- Adding additional Development staff to focus on the remaining items for Build Segment IV.
- Prioritizing Test Scripts to ensure the most critical business functionality is tested as soon as possible.
- Documenting and standardizing approaches to maintain consistency in configuration, application security roles, and settings across different environments.
- Enhancing smoke testing performed on Builds migrated to the System Testing environments using automated Test Scripts.
- Continuing existing meetings and processes between Development and Testing teams to coordinate the availability of RICEFW Items for System Testing, and to identify and manage any dependencies among RICEFW Items.
- Continuously logging and reviewing root causes of SIRs with testers to minimize future identification of SIRs that are not valid defects.
- Developing a burn-up chart based on the Stage Gate 3 Entry Criteria and tracking performance against it. A burn-up chart is a visual representation of work completed in the Development and Testing phases relative to the total scope required to meet the Stage Gate 3 Entry Criteria. This chart would help provide insight into Florida PALM Project progress and identify when adjustments to mitigation strategies may be needed.

Open Findings

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)

Finding Description: At the time Finding 14 was opened, Build Segment I activities were 7 weeks behind schedule, and Build Segment II was approximately 3 weeks behind schedule. There was a risk identified by both the Florida PALM IV&V Team (Finding 14) and the Florida PALM Project Team (Risk #8) that if these delays continued into subsequent Build Segments, the completion of System Testing or Stage Gate 3 – Ready to Begin UAT could be affected. Since Build Segments III and IV involve more Development activities than Segments I or II, ongoing delays could have a much larger and cumulative impact on the subsequent Build Segments.

Status Update: The pace of drafting Segment III AD documents continues to be well below target. All the Segment III AD documents were targeted for approval by 9/30/24. As of 10/31/24, 122 of the 129 AD documents have been drafted. In October, the Florida PALM IV&V Team observed an increase in the pace of drafting AD documents, with an average of 9.6 being drafted per week as opposed to 7.6 in previous weeks. The addition of Development staff by the Florida PALM SSI Vendor appears to be improving the pace of Build activities as they become more familiar with the Florida PALM Solution and collaborate with the Florida PALM Project Team. Despite the increased pace, the Florida PALM IV&V Team projects that Build Segment III may not be completed until 12/11/24, with Build Segment IV projected to conclude by 2/25/25. This represents an 8-week delay to the planned date completion date of 1/6/25 for Development in the Florida PALM Project Schedule. The Table below shows the actual or scheduled dates for key Development and System Testing timeframes, as well as the current Florida PALM IV&V Team projections.

Table 2: Key Design and Build Segment Counts and Dates

Segment	Count	Scheduled Finish	Actual Finish	IV&V Estimated Finish ¹
Segment I Build	52	3/20/24	5/10/24	NA
Segment II Build	75	6/28/24	7/22/24	NA
Segment III Build	129	9/30/24	NA	12/11/24
Remaining Build (Segment IV)	103	1/6/25	NA	2/25/25
System Testing - Segment II		1/29/25 ²	NA	Apr 25
Stage Gate 3 – Ready to Begin UAT (Milestone)		3/28/25	NA	Late Mar 25

¹ Based on SSI Vendor Development Staffing Plan and projected completion of Segment III Build

² 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.

Delays in Build Segments III and IV pose risks to both the System and Interface Testing timelines. Interface Testing with Enterprise Partners has been shifted from January to February 2025, and with Agencies from February to April 2025. Given the current delays in Build Segment III, the Florida PALM IV&V Team's projected delays to Build Segment IV, and the postponed start dates for Interface Testing, there is a significant risk that System and Interface Testing may not be completed on time. This could result in an increased overlap between System Testing, Interface Testing, and UAT or a delay to Stage Gate 3 – Ready to Begin UAT. Additionally, with the overlap between System Testing, Interface Testing, and Development, careful coordination and management of all concurrent work streams and required resources will be necessary during the planning and execution of System and Interface Testing.

Closed Findings

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

Date Opened: 9/15/23

Date Closed: 10/31/24

Finding Description: The Florida PALM IV&V Team had originally observed inconsistencies between the FDs and the RTM during the review of the Segment I Design. The inconsistencies primarily stemmed from manual updates that needed to be made across multiple Excel spreadsheets to trace requirements to different RICEFW Items and FDs. This led to discrepancies due to the need for more synchronization among these spreadsheets. The Florida PALM Project Team incorporated additional cross-checks to avoid future inconsistencies between the RTM and FDs.

Rationale for Closing: The Florida PALM IV&V Team has reviewed D650 – Completion of Solution Design (Requirements) DW/BI. The review involved conducting a traceability analysis between the FDs and the RTM, along with assessing each FD for quality and completeness. The Florida PALM IV&V Team provided feedback to the Florida PALM Project Team regarding both the results of the traceability analysis and questions related to the FDs. Previous traceability inconsistencies identified by the Florida PALM IV&V Team have been corrected by the Florida PALM Project Team prior to Deliverable approval. As this is the last Design Deliverable in the Florida PALM Project Schedule, the Florida PALM IV&V Team is closing this Finding.

Findings Metrics

This section contains metrics related to the Florida PALM IV&V Findings.

IV&V Findings by Month

The Figure below shows a cumulative total of New, Open, and Closed Findings by month for the last year. The Florida PALM IV&V Team did identify one new Finding and closed one Finding in this month's report.

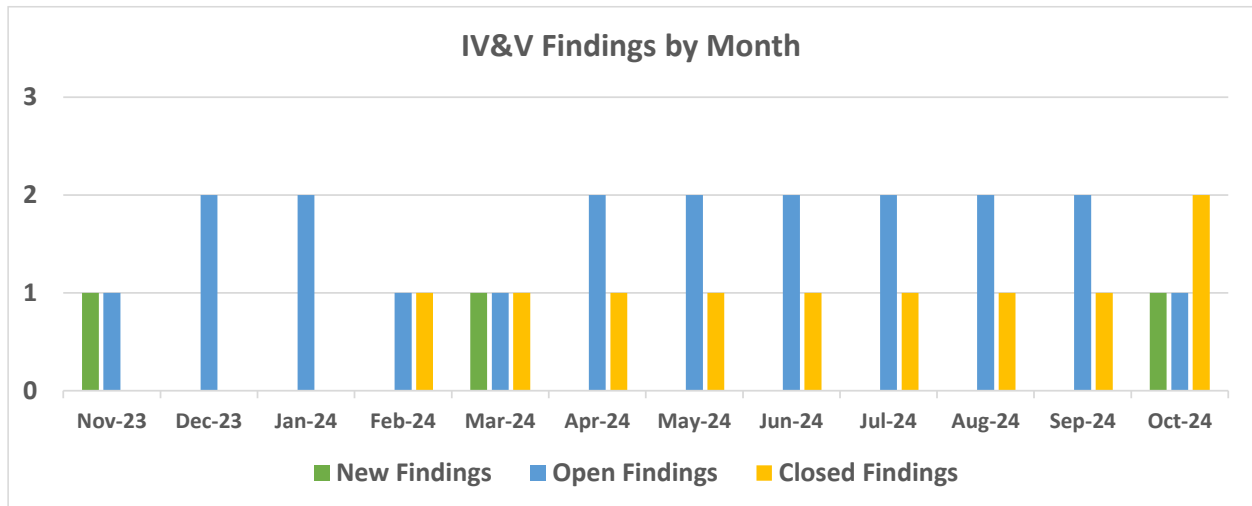
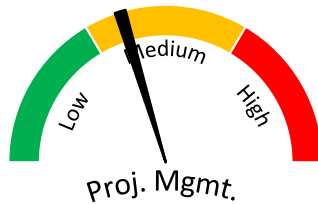


Figure 3: Florida PALM IV&V Team Cumulative Findings by Month

Focus Area Updates

Project Management



The Florida PALM IV&V Team tracks changes to the SPI and the Delayed Tasks on the Florida PALM Project Schedule to evaluate the effectiveness of the Florida PALM Project Team's task management processes and the overall health of the Florida PALM Project. SPI measures how efficiently the Florida PALM Project is progressing relative to the planned schedule while Delayed Tasks highlights specific areas where the Florida PALM Project may be experiencing roadblocks or potential issues. To calculate the SPI and Delayed Tasks, the Florida PALM IV&V Team inputs the End of Month (EOM) Florida PALM Project Schedule into Steelray Project Analyzer.

Florida PALM Project Schedule Performance Indicator

Based on the Florida_PALM_Project_ScheduleEOM.mpp file with a status date of 10/31/24, the Florida PALM Project Schedule SPI decreased from .92 at the end of September to .91 at the end of October. An SPI of .91 indicates that the Florida PALM Project is progressing at 91% of the planned pace, which is slightly behind schedule.

Florida PALM Project Delayed Tasks

The Florida PALM Project Schedule experienced a 16% decrease in the number of Delayed Tasks, with 371 Delayed Tasks at the end of October as opposed to 437 Delayed Tasks at the end of September. Steelray defines a Delayed Task as one that should have started or finished but has yet to be completed. The Florida PALM IV&V Team has grouped all Delayed Tasks into the following categories:

- Configuration.
- Deliverables.
- Administrative (Admin), which are tasks that support the Florida PALM Project, but do not affect the Critical Path (e.g., reporting tasks, audits, budget tasks, documenting Florida PALM Project metrics).
- Work Products (WP).
- Internal Work Products (I-WP).
- Work Product Expectation Documents (WPED).

Activities related to Florida PALM Project Deliverables represent approximately 62% of the total number of Delayed Tasks, as seen in the Figure below.

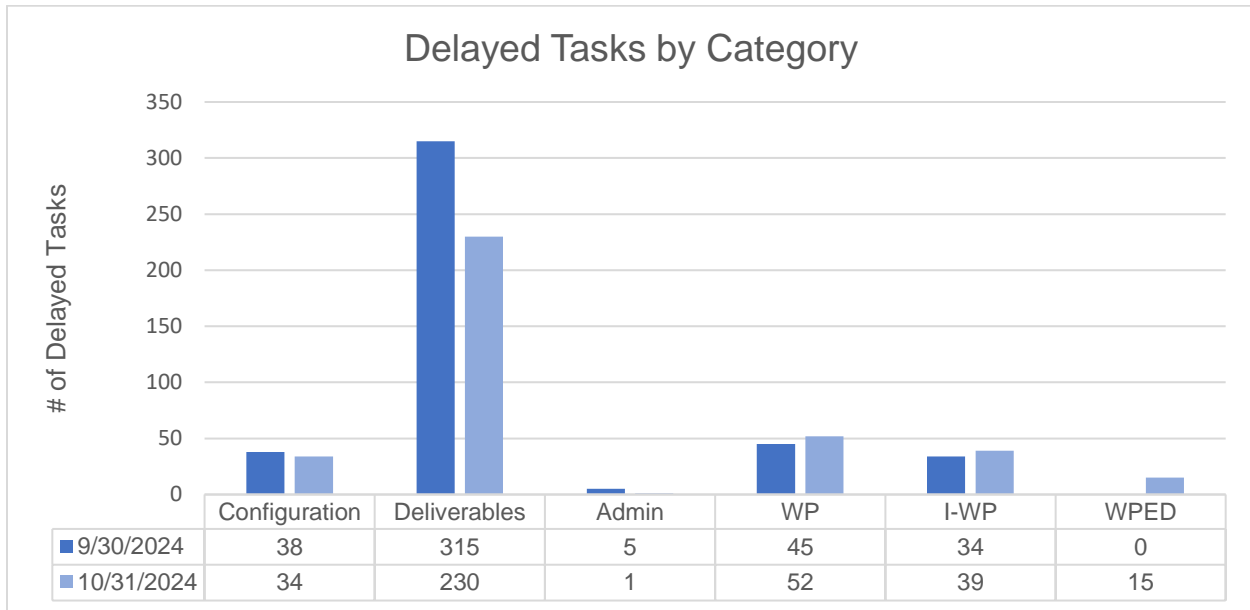


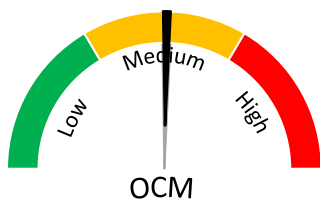
Figure 4: Delayed Tasks by Category

The Delayed Tasks in the Deliverables category primarily fall within D649 – Completion of Build Segment III and D653 – Completion of Build Segment I DW/BI. D649 had 173 Delayed Tasks at the end of October, which represents a decrease of 250 (approximately 36%) from September. This can be attributed to the addition of Florida PALM SSI Vendor Development staff and the recent increased pace in drafting and approving AD documents for Build Segment III. D653 had 24 Delayed Tasks at the end of October, which represents a decrease of 50 from September. This decrease was due to the approval of Florida PALM Project Decision DE347, which canceled four AD documents from the scope of work for the DW/BI Build.

The Delayed Tasks for the WP category include activities related to WP408 – System Test Scripts. The Florida PALM SSI Vendor is behind schedule for the execution of System Testing Cycles 0-3, and the Test Scripts related to RICEFW Items in Cycles 2 and 3 have had high failure rates leading to multiple executions for those Test Scripts. If multiple re-runs are needed to pass Test Cases in the upcoming System Testing Cycles, it may have an impact on the System Testing timeline, which could increase the overlap between System Testing and UAT or delay the start of UAT.

Although the number of Delayed Tasks decreased in October, the Florida PALM IV&V Team is monitoring Finding 14, Finding 15, and the risks related to Build delays, which is reflected in the Deliverable Delayed Tasks and accounts for more than half of the total Delayed Tasks. Due to this, the Risk Rating for this Focus Area remains a Medium Risk.

Organizational Change Management



The Florida PALM Project Team's Organizational Change Management (OCM) efforts supported Agency Readiness initiatives through a structured series of weekly meetings. The Readiness Team Meetings prepared RCs for their Agency Touchpoints, while the Thursday Task Talks and recordings kept Agencies informed about new Tasks. The Friday RW meetings provided RCs with a forum to discuss challenges related to Task completion, Agency resources, Training needs, and the impacts of change across People, Processes, Technology, and Data. This consistent meeting cadence forms a strategic approach to OCM engagement, facilitating knowledge sharing and preparing

Agencies for upcoming changes.

Florida PALM Organizational Change Management

The Project Manager Liaison (PML) Forum held on 10/30/24 was an opportunity for Agency Change Champion Network (CCN) members – including Agency Project Managers, Change Managers, and Liaisons – to discuss hot topics and how to navigate challenges they are facing associated with Florida PALM Project activities and Tasks. The PML Forum intended to give Agency CCNs an opportunity to network with their counterparts, exchange information, and share effective strategies and best practices.

The Florida PALM IV&V Team observed the following in October:

- **Agency Touchpoint Meetings and RC Preparedness:** Agencies reported varying resource needs, progress on Tasks, concerns about Training, and staffing challenges in the Agency Touchpoints. In the Readiness Team meeting on 10/29/24, it was brought to the Florida PALM Project Readiness Team's attention that some Tasks that had been marked as complete on the Task Rubric were not complete in Smartsheet. The RCs plan to revisit these Tasks with the Agencies during their November Agency Touchpoints to ensure corrections are made and the Tasks are completed.
- **Agency RW Tasks Completion, Rubrics and Instructions:** The Florida PALM IV&V Team reviewed the Florida PALM Project Readiness Team's process and independently verified Agencies' submissions for RW Task 526 against the instructions and Task Rubric. The Florida PALM IV&V Team discussed the following observations with the Florida PALM Project Team on 10/25/24:
 - There were inconsistencies in the information submitted by Agencies for RW Task 526.
 - There were inconsistencies in how RCs fill out the Task Rubrics as part of the verification process.
 - There were RCs verifying Tasks as complete when the Agency submission does not follow the Task instructions.

The Table and Figure below illustrate these inconsistencies in Task 526, where the Task Rubric has been marked as complete, yet the corresponding Agency submission in Smartsheet remains incomplete, with inconsistent data reporting. Although the Task was Verified as Complete by the Florida PALM Project Readiness Team according to the

Task Rubric, the Current-State Data Readiness Status column still indicates that two conversions are in progress.

Table 3: Key Design and Build Segment Counts and Dates

Conversion Needed	Data Cleansing Plan	Current-State Data Readiness Status
Yes	In Progress	Data Cleanup Required - In Progress 25%
Yes	Complete	Data Cleanup Required - In Progress 50%

Initial Submission Date: 07/12/2024
Resubmission Date:
Project Verification: Complete

Table 1: Completion Verification

Task Completion Rubric	Complete	Comments
The Data Cleansing Plan column status indicates either "Not Applicable", if the Conversion Needed is "No", or "Complete", if the Conversion Needed is "Yes".	☑	
The Current-State Data Readiness Status column indicates status of either "Not Applicable", if the Conversion Needed is "No", or "Data Clean Up Complete and Being Monitored for Conversion", if the Conversion Needed is "Yes".	☑	

Overall Comments:

Figure 5: Task 526 Marked Complete in the Task Rubric

Inaccurate reporting of required Agency activities for RW Task completion could lead to downstream impacts on Interface Testing, Mock Conversion, or UAT. The Florida PALM IV&V Team will analyze and monitor additional RW Tasks to identify trends related to the verification process and discuss any questions or concerns with the Florida PALM Project Team.

- Training and Readiness:** The Florida PALM IV&V Team reviewed the Florida PALM Project Team’s Training efforts and Agency needs, attending discussions on Training and the Train-the-Trainer (TTT) Program during Agency Readiness Touchpoints. Task 549 – Submit Training Survey aimed to gauge Agency interest in the TTT program without requiring a commitment to participate. Among the Agencies that completed Task 549, eight expressed an interest but did not explicitly commit to joining the program. The Training, Education, and Development (TED) Lead attended several Agency Readiness Touchpoints, providing valuable clarity and addressing questions about Training and the TTT Program. The Florida PALM Readiness Team started meeting with Agencies on TTT in October and will meet with the others in November to discuss the Agencies’ need to participate in the program and more detailed expectations. The Florida PALM IV&V Team recommends that the Florida PALM Project Readiness Team conduct a Training Needs Assessment or Survey to gather and analyze trends regarding Agencies’ Training needs. This assessment could inform the direction and strategy for the Florida PALM Project Team’s overall Training delivery, including decisions regarding the TTT Program.

Agencies have expressed concerns about the timeline for preparing Agency-specific training, particularly for processes and systems that will change with the new Florida PALM solution. As reported by the Agencies, one of the biggest hurdles to

understanding and preparing for Florida PALM has been the lack of a full system Design. The Florida PALM Project Team has made Design and Build information available to Agencies through various channels as the Florida PALM Project Segments were completed and continues to host Design Review workshops to discuss important aspects of the Florida PALM solution. This concern should diminish now that the Design Segments are complete. The RW Task for creating Agency-specific training runs from May through September 2025, after initial exposure to UAT. To mitigate resistance and support readiness after go-live, there is a focus on hyper-care using hands-on workshops and establishing support channels for immediate guidance. Agencies will have access to the UAT environment up until go-live to continue training and practice, after which a Sandbox environment will be made available. The Florida PALM IV&V Team will monitor the Florida PALM Project Team’s efforts to create a robust framework in support of Agency training and provide feedback when applicable.

- Change Impact Analysis:** At the request of the Florida PALM Project Team, the Florida PALM IV&V Team developed a Change Impact Analysis document with insights and recommended tools to help Agencies create and manage user stories that capture changes to their existing business processes. The document was delivered to the Florida PALM Project Team on 10/11/24 after a meeting was conducted to elaborate on the importance and effectiveness of user stories as a means to record current business process, document potential changes, and eventually develop test cases.

Agency Task Completion

The Figure below shows the number of Agency submissions by Task that had a completion date on or before 10/31/24 and that have been Verified as Complete by the Florida PALM Project Team. Tasks Verified as Complete are those where an Agency has reported 100% progress, and the submitted information or data has been verified by the Florida PALM Project Team as complete against the Task Rubric. RW Tasks where all 35 Agencies have been Verified as Complete are not represented in this Figure. RW Tasks where the Florida PALM Project Team has reviewed the submission and determined it to be insufficient or incomplete, requiring resubmission by the Agency, are also not included in the Figure.

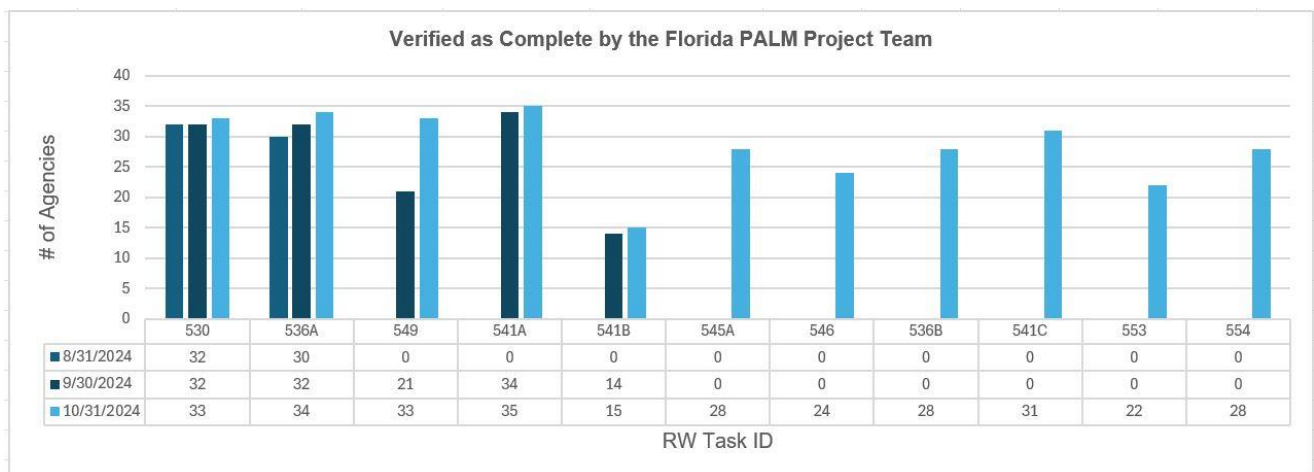


Figure 6: Tasks Verified as Complete by the Florida PALM Project Readiness Team

The Florida PALM IV&V Team observed the following based on data extracted from Smartsheet as of 10/31/24:

- Task 549 – Submit Training Survey, which was used to identify TTT participants, had 12 more Agencies complete the Survey from the previous month. Despite this increase in Agency submissions, there has been no change to the number of Agencies expressing interest in the TTT Program. Agencies are continuing to state limited resources and time to participate in this program, given all the upcoming activities affecting RW Tasks.
- Of the 7 remaining Agencies that have not been Verified as Complete for Task 545A – Update and Finalize Florida PALM Conversion Inventory for Segment IV, 3 have reported 100% Task progress and are waiting on verification, 1 has reported 50% Task progress and cannot be verified yet, and the remaining three Agencies do not have active project records in FLAIR and are excluded from the Task. This Task is important for the remaining Agencies to complete because it is final confirmation of all the Conversions needed for Florida PALM.
- Task 546 – Update Florida PALM Interface Inventory for Segment IV is critical for the remaining Agencies to complete, as the selected Interfaces will inform planning for Interface testing in early 2025 and UAT in mid-2025.
- Task 541C – Complete Configuration Workbooks for Segment IV is a Task which has a direct impact on the Florida PALM Project. It provides the specific configurations needed for SpeedKey and Payroll functionality. Agencies that do not complete this Task risk having sample configuration values loaded for Testing instead of Agency-specific values. Using sample data could impact Mock Conversion, and potentially affect UAT and go-live activities.
- Task 554 – Participate in Connectivity Testing for Cycle 1 Interface Testing. This Task will need to be completed by all Agencies before Cycle 2 Interface Testing can start. The Florida PALM IV&V Team is encouraged to see that 97% of Agencies have completed this Task so far.

Below are the Tasks that have start dates in October and due dates on or after 11/1/24. Tasks where the Project Impact has been marked as “N/A” are not included.

Table 4: Tasks Due 11/1/24 or Later

Task ID	Task Name	Project Impact	Task Planned Start Date	Task Planned End Date	Task Progress as Reported by the Agencies					Verified as Complete by the Florida PALM Project
					0%	25%	50%	75%	100%	
541-D	Complete Configuration Workbooks for Segment IV- General Ledger (GL)	Direct	10/7/24	11/01/24	3	3	4	3	20	13
555-A	Complete Data Cleansing	Direct	10/7/24	11/22/24	10	6	8	3	8	6

Task ID	Task Name	Project Impact	Task Planned Start Date	Task Planned End Date	Task Progress as Reported by the Agencies					Verified as Complete by the Florida PALM Project
					0%	25%	50%	75%	100%	
	Based on Mock Conversion 1 – Projects (PCC001)									
555-B	Complete Data Cleansing Based on Mock Conversion 1	Direct	10/28/24	11/22/24	23	10	1	0	1	0

As of 10/31/24, 43% of Agencies have not yet achieved 100% submission for Task 541D – Complete Configuration Workbooks for Segment IV-General Ledger (GL), which was due by 11/1/24. If this Task is not completed, Florida PALM will be loaded with default data, which may lead to issues with the setup of accounting entries and how interest and funds are assigned.

There were several RW Tasks related to change analysis, UAT planning, and end user updates where the dates were shifted to align with the Design Recap and Test Preparation Workshop on 11/12/24-11/14/24 and the Florida PALM Project Training curriculum. Agency participation in Interface Testing Cycle 2 has been moved from February 2025 to April 2025. This shift has decreased the time the Agencies have to conduct Interface Testing prior to the start of UAT. To allow the Agencies more time to prepare, five Tasks originally slated to start in November have been pushed out to December.

The Florida PALM IV&V Team recommends the continued inclusion of Florida PALM Project Technical Liaisons in the Agency Touchpoints. The Florida PALM Project Team should also continue to make Technical SMEs available in specific instances where the Technical Liaison is unable to resolve specific questions or issues, and the Agency has requested to speak with a Technical SME. The Florida PALM Project Readiness Team should continue monitoring Tasks with a direct impact on the Florida PALM Project and plan to discuss mitigation strategies early with the Agencies that are falling behind to avoid further delays.

Agency Readiness and Risks/Issues

The Florida PALM IV&V Team has observed a decrease in Open Issues and an increase in Open Risks reported by the Agencies since September.

Table 5: Agency Risks and Issues

Issues	Jul-24	Aug-24	Sep-24	Oct-24	Risks	Jul-24	Aug-24	Sep-24	Oct-24
Open Issues	80	88	91	86	Open Risks	253	283	288	313
Critical or High	64	68	70	64	Risks Score 6+	136	142	142	154

Open Risks and Risks scoring 6 or higher increased by over 8% since September. The Agencies self-report and self-assess Risks and Issues.

The Florida PALM IV&V Team conducted a review of Critical and High-severity Issues and Risks with a score of 6 or higher that were Closed or newly Opened by the Agencies in October. Below are the Florida PALM IV&V Team’s observations:

- Approximately 31% of new Risks recorded this month relate to Security and Compliance but the Risks were not documented in alignment with standard risk management practices. Specifically, the Risk Description field lacks sufficient details regarding the challenges Agencies face and the potential impacts. Some examples include “Data Breach,” “Unauthorized Access,” or “Regulatory Non-compliance,” and do not elaborate further on the nature of these Risks.
- Agencies have raised concerns that the updated start of Interface Testing will coincide with the start of UAT and overlap with fiscal year-end activities, which could potentially impact their ability to complete testing within the required timeframe. In addition to these concerns being documented as Risks and Issues, they were discussed in recent Agency Touchpoints.
- Agencies continue to document Risks and Issues related to Technology and Data across various areas. These include questions about the availability of Interfaces and Interface layouts in the Florida PALM solution, the mapping and Conversion of specific Agency fields from FLAIR to Florida PALM, as well as DW and reporting requirements.

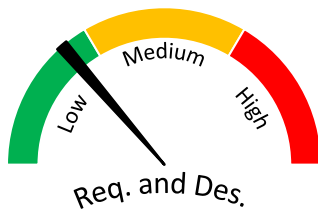
The Florida PALM IV&V Team recommends that:

- Agencies should document Risks and Issues with detailed information that describes the specific challenges and potential impacts if left unresolved. This level of detail supports the Florida PALM Project Team and Agencies in making informed prioritization decisions.
- Agencies should proactively engage with RCs and other Agencies to gain insight into strategies that have been successfully implemented to resolve staffing shortages. Cross-communication can provide Agencies with alternative approaches or solutions that may have previously been unexplored or overlooked.
- RCs and the Agencies should prioritize and discuss any scheduling conflicts between Florida PALM Testing activities and fiscal year-end activities. Early identification and discussion of these Risks enable the Florida PALM Project Team to provide guidance and allows the Agencies to implement necessary mitigation measures, helping to minimize disruptions to both UAT and year-end priorities

- Agencies should use Agency Touchpoints to discuss any outstanding critical Technology and Data dependencies and constraints, working with technical SMEs when present to develop timely solutions to address Risks or Issues.

The Risk Rating for this Focus Area remains a Medium Risk.

Requirements and Design

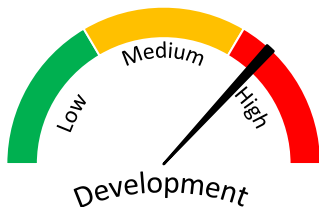


As of 10/3/24, the DW/BI FDs have been approved on schedule. All FDs related to Deliverables have been approved, but a few isolated Designs, Design updates, and Designs associated with PCR 121 will need to be completed. The Florida PALM IV&V Team will monitor these future Design efforts and provide feedback to the Florida PALM Project Team when applicable.

The Florida PALM IV&V Team is currently reviewing D650 – Completion of Solution Design (Requirements) DW/BI. This review includes performing a traceability analysis between the FDs and the RTM as well as a review of the individual FDs for quality and completeness. Previous reviews of the Segment I-V FDs have shown them to be complete and of high quality, and traceability inconsistencies identified by the Florida PALM IV&V Team have always been identified and corrected by the Florida PALM Project Team prior to Deliverable approval.

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

Development



Build Segments III and IV

Build Segment III remains behind schedule. As of 10/31/24, 122 of the 129 targeted AD documents have been drafted. The targeted completion date for Build Segment III was 9/30/24. The Florida PALM IV&V Team observed an increase in the pace of drafting AD documents during October. This appears to be due to the increased Florida PALM SSI Vendor Development staff becoming more familiar with the Florida PALM Design and increased interaction with the Florida PALM Project Team. The Florida PALM IV&V Team has observed several root causes that have contributed to the

delays in Build Segment III, including:

- Development staff misunderstanding content in the FDs, leading to rework.
- Development staff needing to make multiple rounds of updates to AD documents based on feedback and clarifications from the Florida PALM Project Team.
- Onboarding newly added Development staff that do not have background knowledge of the Florida PALM Project.
- Initial underestimation of the scope and complexity of Build Segment III.

The Florida PALM IV&V Team is projecting that all the Segment III ADs will not be approved until 12/11/24.

Additionally, Build Segment IV will add another 103 AD documents to be developed, and the Florida PALM IV&V Team is projecting those may not be completed until late February 2025 (about 8 weeks behind schedule). Additionally, PCR 121 added 5 complex extensions that will need to be incorporated into a future Build.

In response to the delays in Build Segment III and potential delays to Build Segment IV, the Florida PALM SSI Vendor has continued to add Development staff to the Florida PALM Project since July 2024. The Development staff has gradually increased compared to the original projections in the SSI Vendor staffing plan from June 2024. For October 2024, the actual number of Development staff was 47% higher than initially projected in June. The Table below shows this gradual increase in Development staff from June to October.

Table 6: Changes Between Projected and Actual Development Staff

SSI Staffing Plan	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Development Staff (FTEs) June Staffing Plan	46	47	49	49	49	49	25	25	25
Development Staff (FTEs) July Staffing Plan	52.5	55	57	57	57	57	32	32	32
Development Staff (FTEs) Aug Staffing Plan	52.5	56	61	61	61	61	34	34	34
Development Staff (FTEs) Sept Staffing Plan	51	55.1	66.9	72	72	72	68	68	36
Development Staff (FTEs) Oct Staffing Plan	51	55.1	66.9	72.1	73	73	69	69	37
% Difference	10.9%	17.2%	36.5%	47.1%	49.0%	49.0%	176.0%	176.0%	48.0%

Previously, the Florida PALM IV&V Team had not observed a corresponding increase in the pace of Build Segment III or in drafting the AD documents based on the additional Development staff. In October, the pace of Build activities and AD document drafting increased, with an average of 9.6 AD documents drafted per week compared to the previous 7.6 (representing a 26% increase). The additional Development staff now appear to be positively impacting Build progress as they gain familiarity with the Florida PALM solution and increase interactions with the Florida PALM Project Team.

The Florida PALM IV&V Team’s projected completion of Development poses a considerable risk to the overall System Testing timeline as it corresponds with the start of the final Cycle of System Testing. Additionally, the delays in Build have impacted the Interface Testing timeline. Interface Testing with Enterprise Partners, originally scheduled for January 2025, has been pushed back to February 2025, while Interface Testing with Agencies has been moved from February to April

2025. This revised timeline increases the overlap with UAT, reducing the available time for Agency Interface Testing.

DW/BI Build

The DW/BI Build Segment I is behind schedule, with 18 of 28 total planned AD documents drafted as of 10/31/24. Fourteen of the 18 AD documents have been approved. The Florida PALM IV&V Team is not projecting that the current delays will impact the targeted completion date of 12/6/24.

SIR Resolution

In addition to the ongoing Development efforts, there is a need for the Florida PALM SSI Vendor to allocate Development staff for the resolution of SIRs identified during System Testing. The number of SIRs being identified and the increasing number of unresolved SIRs present a potential bottleneck that may require additional Development staff to provide timely resolutions. The Figure below shows the count of unresolved SIRs over time.

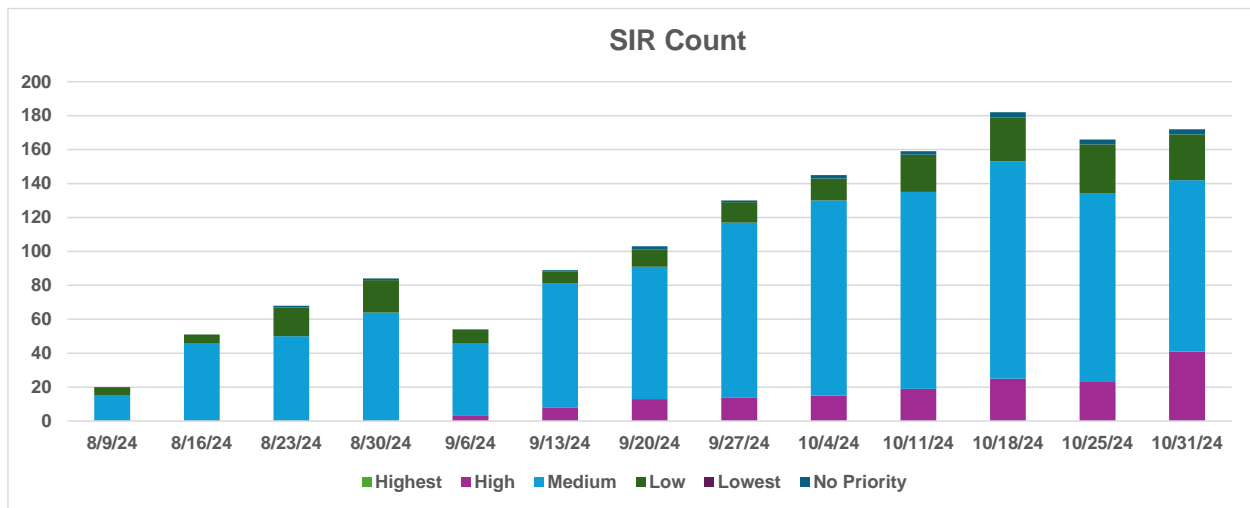


Figure 7: Unresolved SIRs over Time

There is an increasing number of Medium Priority SIRs that need to be resolved and retested. This indicates that although the Development staff are able to keep pace with the High Priority SIRs, they are not able to keep pace with the number of new Medium Priority SIRs that are being identified. Additionally, a growing number of Test Scripts related to RICEFW Items are failing initial execution, as well as subsequent retests. Figure 1 in the New Findings section shows the failure rate for various types of Test Scripts across multiple test runs. If the current failure rate continues, the number of new SIRs and the amount of retesting required will continue to increase as System Testing moves further into current and future Cycles.

The Figure below shows the percentage of new SIRs by defect type over time based on the week the SIR was created. This data represents a snapshot as of 10/31/24. Fifty-seven percent of the SIRs created in October were identified as “Code” defects and required Development staff to resolve, indicating potential quality concerns for developed RICEFW Items.

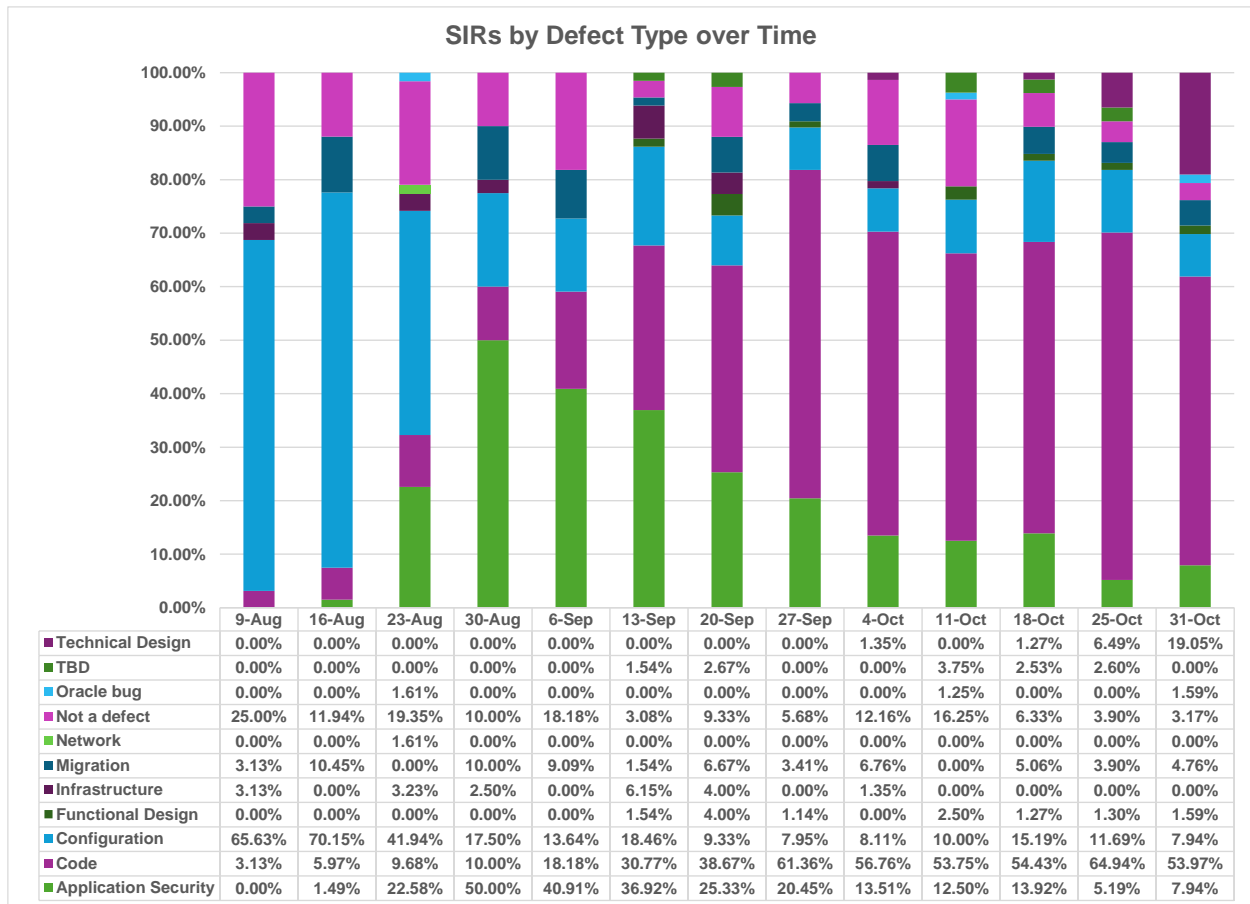
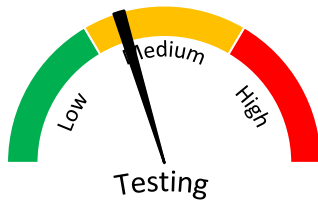


Figure 8: Percent of Defect Type Over Time

Based on the high failure rate for RICEFW-related Test Scripts, the increasing number of Medium Priority SIRs, and the high percentage of “Code” defects, the Florida PALM IV&V Team has identified a new Finding (Finding 15 – Risk That High Failure Rate For RICEFW-Related Test Scripts May Impact Stage Gate 3). The Florida PALM IV&V Team’s recommendations to mitigate the impact of these items on Stage Gate 3 – Ready to Begin UAT are also included in Finding 15.

Due to continued delays in Build Segment III and the concurrent need to support an increasing number of SIRs being identified, the Risk Rating for this Focus Area remains a High Risk.

Testing



As of 10/31/24, the Florida PALM SSI Vendor is slightly behind schedule for execution of System Testing Cycles 0-3. As noted in the Development Focus Area, the Florida PALM IV&V Team observed that Test Scripts related to RICEFW Items in Cycles 2 and 3 had a high initial fail rate (77%) and a higher fail rate on the 2nd and 3rd runs than other types of Test Scripts. Most of the failures were attributed to “Code” issues as seen in the Root Cause field for the SIRs in Jira. This suggests that the RICEFW Items developed so far may be of low quality, that Development staff may not fully understand the functionality outlined in the FDs, or that Unit Testing may not have been sufficiently comprehensive before

releasing code into the System Testing environments.

The Florida PALM IV&V Team observed that the High Priority SIRs and the SIRs with a Root Cause of “Code” were being resolved promptly but the overall number of SIRs continue to grow. This will require greater involvement from the Development staff to address the growing number of SIRs while they simultaneously work on delayed Build activities, as reflected in the Florida PALM Project Schedule. The number of Test Scripts related to RICEFW Items are likely to increase for the current and future System Testing Cycles as the remaining Build Segments are completed. If the high failure rate of Test Scripts for RICEFW Items persists alongside the growing volume of RICEFW-related Test Scripts, the need for multiple re-runs and resolution of the resulting SIRs poses a risk to the current System Testing timeline, potentially increasing the overlap with UAT or delaying its start.

The Table below gives a snapshot of the execution status for all 4 System Testing Cycles as of 10/31/2024.

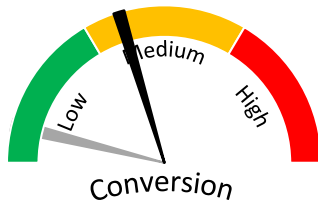
Table 7: Planned and Actual Number of Test Cases

Cycle	Planned No of Test Cases for Execution	Actual No of Test Cases Executed	Pass	Fail	Pass % (based on executed)	Fail % (based on executed)
Cycle 0	320	317	316	1	100%	>1%
Cycle 1	163	163	162	1	99%	>1%
Cycle 2	327	310	225	85	73%	27%
Cycle 3	236	226	153	73	68%	32%
Grand Total	1046	1016	856	160	84%	16%

The Florida PALM SSI Vendor is expected to continue drafting Test Scripts for other Cycles concurrently with System Testing execution, as seen in the TSWUT.

The Risk Rating for this Focus Area remains a Medium Risk. The Florida PALM IV&V Team will monitor ongoing Development and System Testing activities, Test Script execution, and SIR resolution and make recommendations to the Florida PALM Project Team when applicable.

Conversion



The Florida PALM IV&V Team participated in Design review sessions with the Florida PALM Project Team, Enterprise Partners, and the Florida PALM SSI Vendor for Conversion files related to various areas, including Retirement Benefit Data, W-4 Data and Lock-In-Letter Data, Employee Payroll Balances, Employee ACH Information, Department Budget Position Funding Load, Garnishments and Ledger Balance. The Florida PALM Project Team continues to address outstanding issues from Design Segments II-IV during Build while drafting the associated AD documents.

The Florida PALM IV&V Team continues to review the Test Scripts for Mock Conversion 1 as part of WP407 – Mock Conversion Scripts and will provide feedback to the Florida PALM Project Team when applicable.

The Florida PALM IV&V Team observed that Mock Conversion 0B – Financials and Payroll, originally scheduled to finish in early October, was delayed due to the delayed development of Payroll Conversion Interfaces in Build. The Figure below shows the Priority and status of SIRs for Mock Conversion 0B in October.

Table 8: Status of SIRs for Mock Conversion 0B

Priority	Jira Status		
	Resolve	Re-test	Closed
High	1	0	2
Medium	8	0	14
Low	1	0	0
Total	10	0	16

Note: A Jira status of Resolve indicates the SIR has been assigned to the appropriate Development staff and a fix is being worked on. A Jira status of Re-test indicates a resolution for the SIR has been loaded into the Testing environments is ready for re-test. A Jira status of Closed indicates that the SIR resolution has passed re-test and has been closed.

Three high-priority SIRs were identified for Position data, with root causes documented in Jira as "Technical Migration Issues," "Code," and "Performance Challenges." Two of the High Priority SIRs were Closed and the 1 remaining SIR with a root cause of "Performance Challenges" is in Resolve status. Of the 8 Medium Priority SIRs still in Resolve status, one requires additional time and support from Oracle to provide a resolution.

For Mock Conversion 1A – Financials, a total of 18 SIRs were logged in October, including 4 High Priority SIRs related to Open Accounts Receivable, Assets and Property Conversion, and Open Encumbrance Data. The root causes documented for these SIRs in Jira include "Code" errors related to duplicate rows and "Performance Challenges." The Figure below shows the Priority and status of SIRs for Mock Conversion 1A.

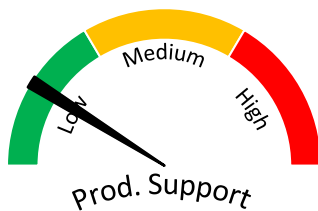
Table 9: Status of SIRs for Mock Conversion 1A

Priority	Jira Status		
	Resolve	Re-test	Closed
High	1	0	3
Medium	7	1	6
Low	0	0	0
Total	8	1	9

The Florida PALM IV&V Team observed that Mock Conversion 1A had 8 remaining SIRs in a status of Resolve as of 10/31/24, including 1 High Priority SIR with a root cause of “Performance Challenges.”

Delays in Mock Conversion 0B, caused by the delays in Build and the remaining unresolved High and Medium Priority defects from Mock Conversions 0B and 1A (particularly those tied to "Performance Challenges"), have postponed the start of Mock Conversion 1B to early or mid-November. The Florida PALM IV&V Team will monitor the potential downstream impacts of this delay on the Florida PALM Project Schedule. Due to this delay, the Risk Rating for this Focus Area has increased to a Medium Risk.

Production Support



Forty-one new Production Incidents were reported during October. All Incidents were marked as P3 (Medium Priority) and P4 (Low Priority). Of these, 34 have been Closed or Resolved. Service requests accounted for 59% of these Incidents, while minor data, batch processing, and connectivity issues made up the remaining 41%.

The Florida PALM IV&V Team reviewed the September Monthly Performance Report which demonstrated that the Florida PALM SSI Vendor was within acceptable parameters for System availability, batch processing time, defect resolution, response time, and other performance parameters defined in the SLEs.

The Florida PALM IV&V Team reviewed the 2024 Annual DR Test results, the DR Plan, and the Domain Name System (DNS) server log screenshots and observed that the DR Test was successfully completed. The Recovery Time Objective (RTO) was achieved in 1 hour and 41 minutes, well within the target of 2 hours. Additionally, the Recovery Point Objective (RPO) was met with no data loss, demonstrating successful data protection and recovery capabilities. Although the DR Plan outlined the roles of the participants, neither the DR test results nor the Production Change Request (CRQ) CHG1133605 for the DR Test specified the individuals involved. The Florida PALM IV&V Team recommends including the names of the participating resources in either the CRQ or the DR Test results to ensure clear accountability and tracking.

The Risk Rating for this 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 Figure below compares snapshots of the RICEFW Inventory over time. It is based on the RICEFW Inventory working file. The total count of RICEFW Items has decreased by 3.9% since the end of May 2023. This indicates that the scope of the RICEFW Items is well controlled. Most of the recent decrease has been due to the cancellation of DW/BI reports that were not needed.

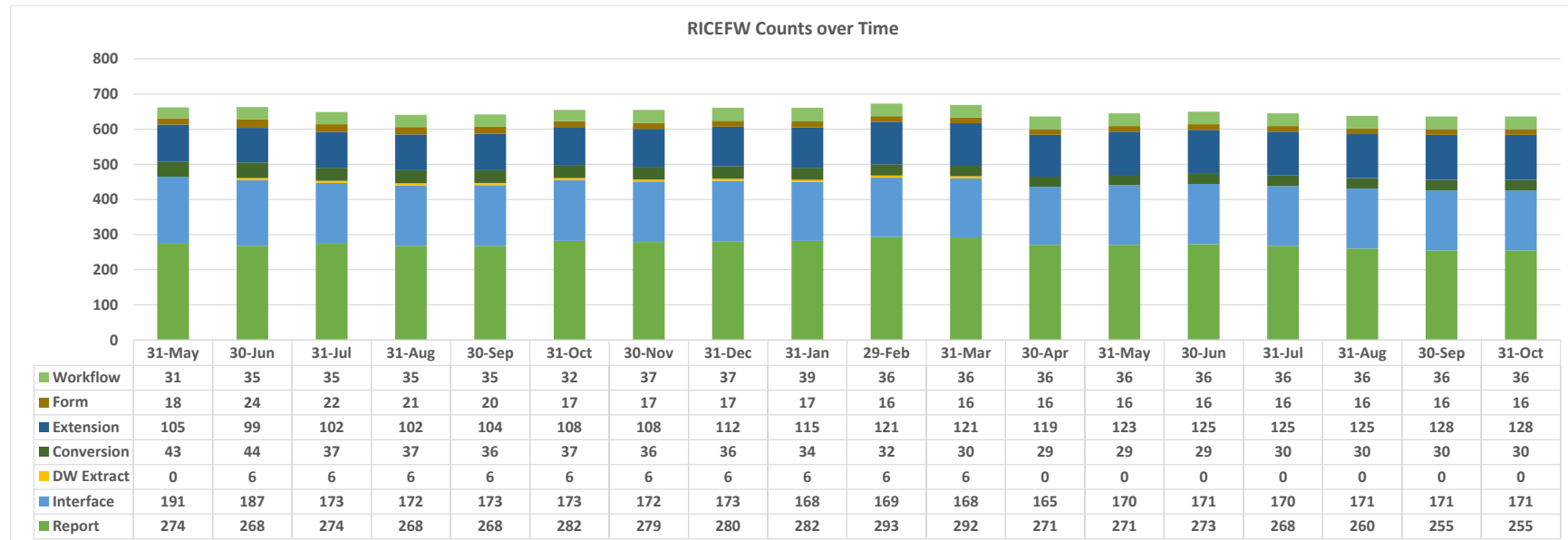


Figure 9: RICEFW Counts Over Time

Changes to Counts of Functional Designs Per Segment

The Figure below compares the expected count of FDs in each Segment and how they have changed over time. This shows that the number of FDs decreased at the end of Segment IV as FDs were canceled. All the FDs for DW/BI have been approved on schedule. All FDs related to Design Deliverables have been approved, but a few isolated Designs, Design updates, and Designs associated with PCR 121 will need to be completed.

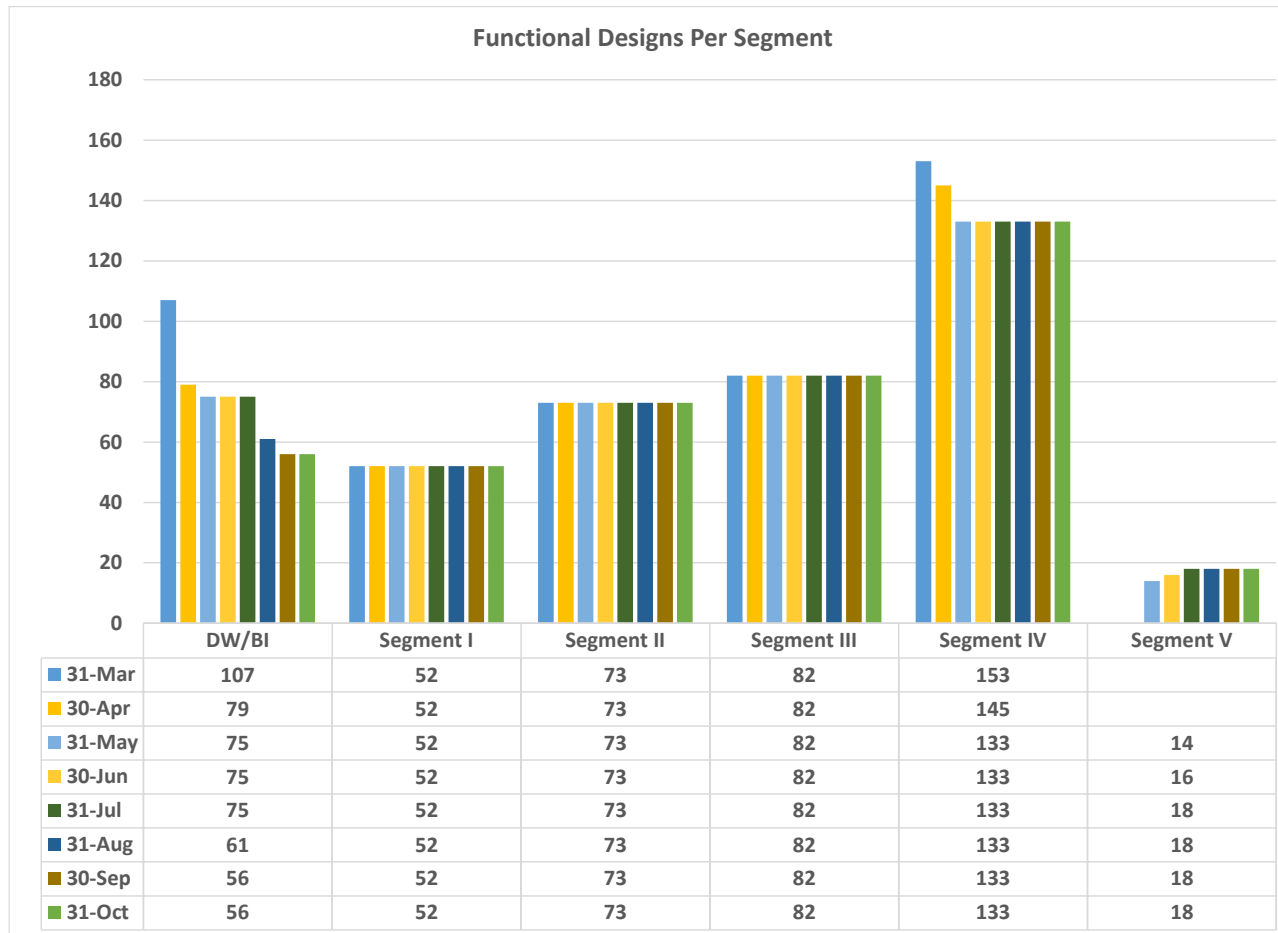


Figure 10: Changes to Count of FDs Per Segment

Design Metrics

DW/BI Design

The Figure below shows the targeted number of approved FDs versus the actual count for DW/BI Design. As of 10/3/24, all 56 of the FDs for DW/BI have been approved on schedule.

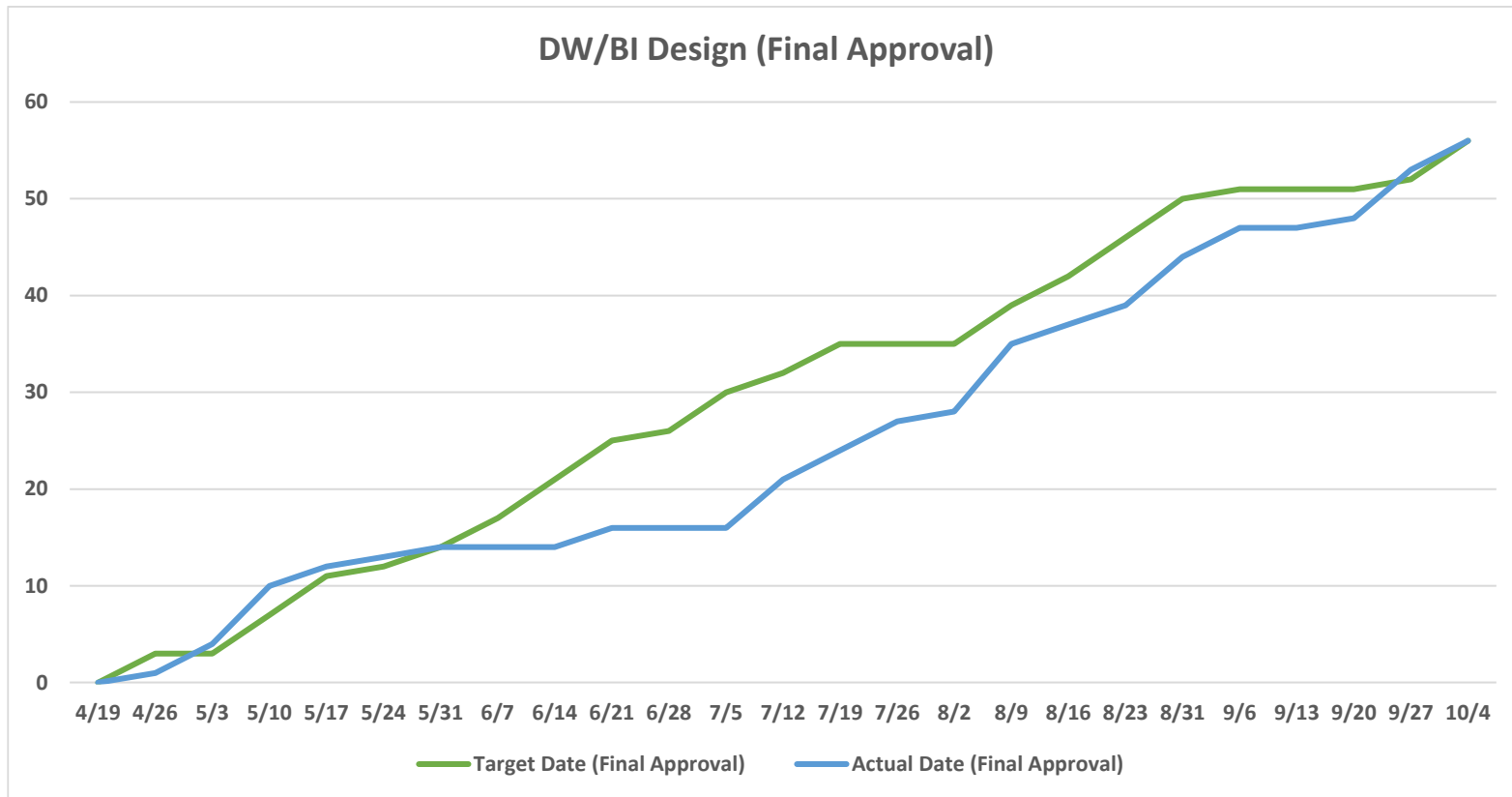


Figure 11: DW/BI Design – Final Approval

Development Metrics

Build Segment III Draft

The Figure below shows the targeted number of drafted AD documents versus the completed count for Build Segment III. As of 10/31/24, the Florida PALM SSI Vendor has drafted 122 of the 129 AD documents. All 129 Segment III AD documents were targeted to be approved by 9/30/24.

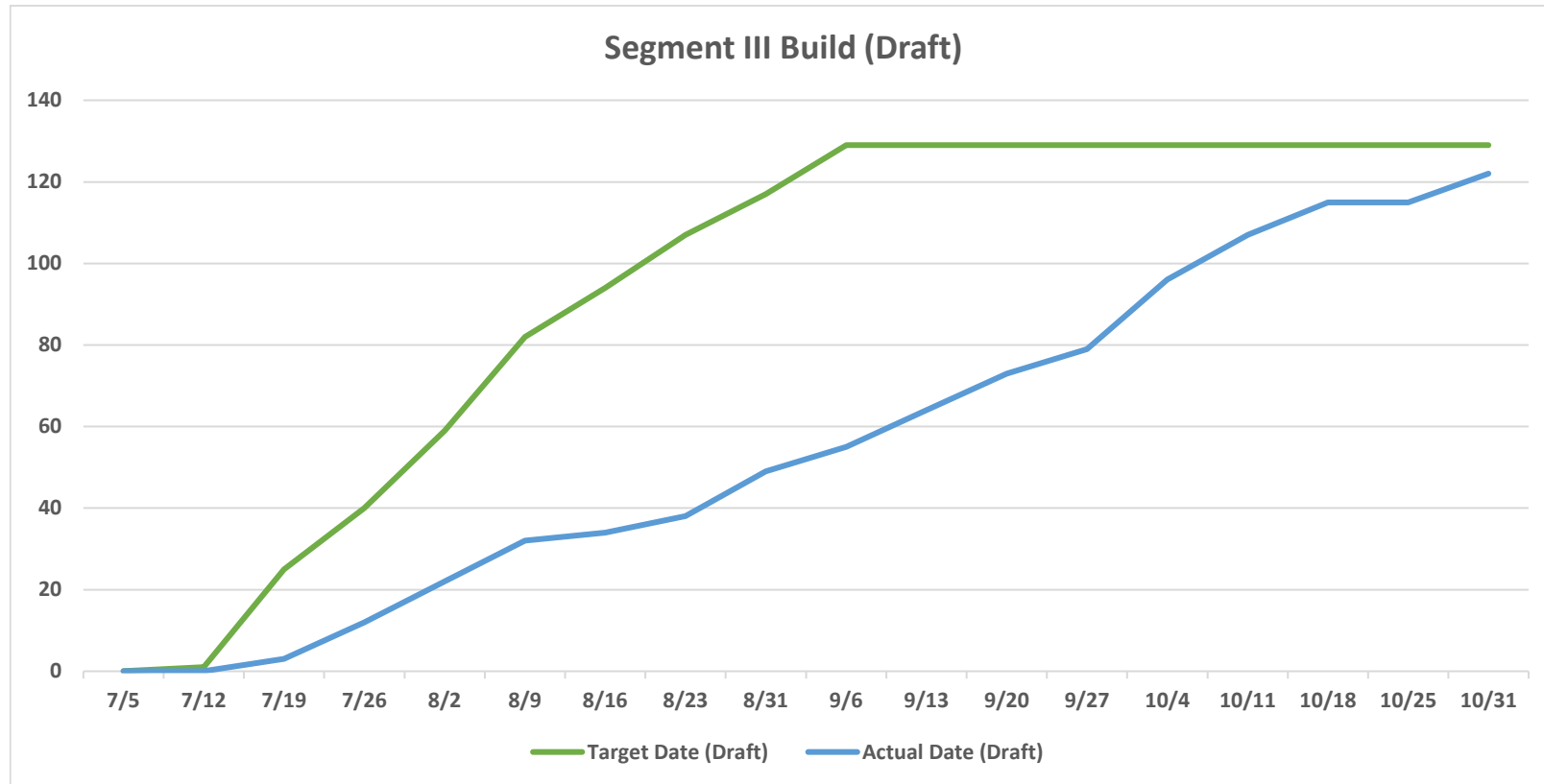


Figure 12: Segment III AD Documents – Draft

Build Segment III Final Approval

The Figure below shows the targeted number of AD documents for final approval versus the actual approved count for Build Segment III. As of 10/31/24, the Florida PALM Project Team has approved 60 of the 129 AD documents. All 129 Segment III AD documents were targeted to be approved by 9/30/24.

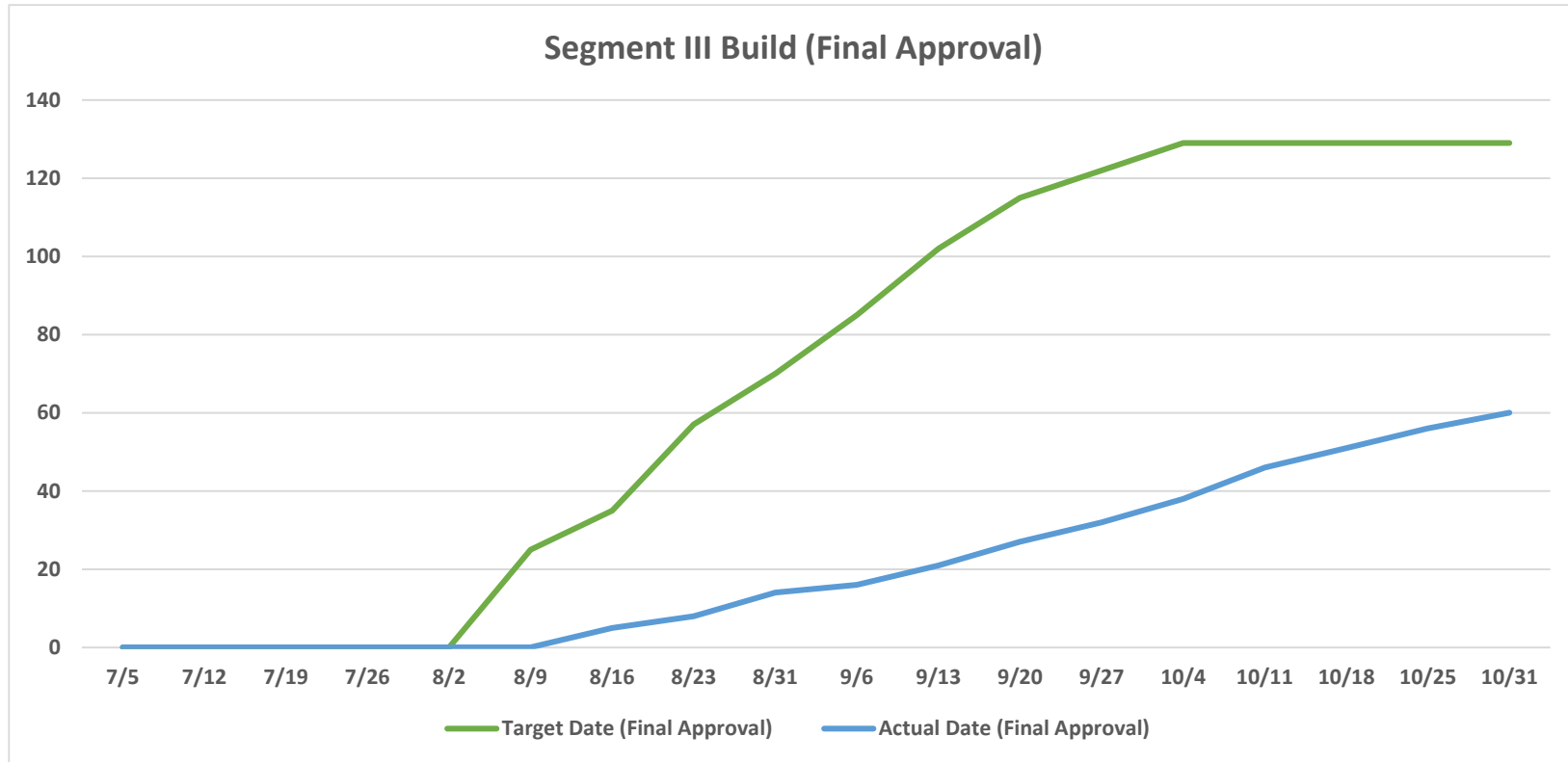


Figure 13: Segment III AD Documents – Final Approval

DW/BI Build Segment I Draft

The Figure below shows the targeted number of drafted AD documents versus the completed count for DW/BI Build Segment I. As of 10/31/24, the Florida PALM SSI Vendor has drafted 18 of the 28 planned AD documents. There are 28 AD documents planned for DW/BI Build Segment I.

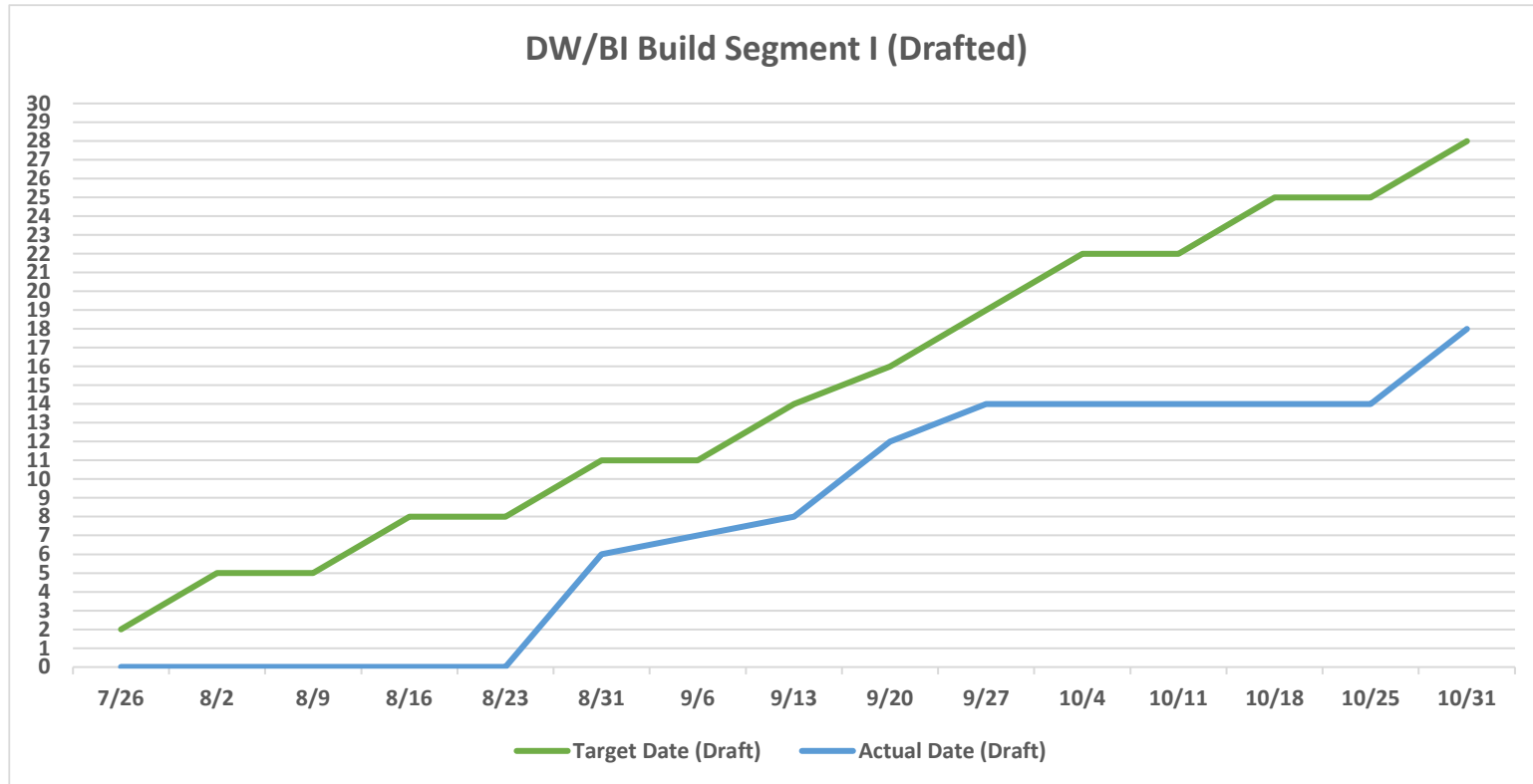


Figure 14: DW/BI Segment I AD Documents – Drafted

SPI Trend for the Florida PALM Project Schedule

The Figure below 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 and planned value. The data represents the relative number of tasks that are behind or ahead of schedule. The SPI of .91 means the Florida PALM Project is progressing at 91% of the planned pace, indicating it is slightly behind schedule. An SPI of .91 does not fall within the range of a defined risk to the Florida PALM Project, as shown in Appendix E – Risk Priority Matrix. 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.

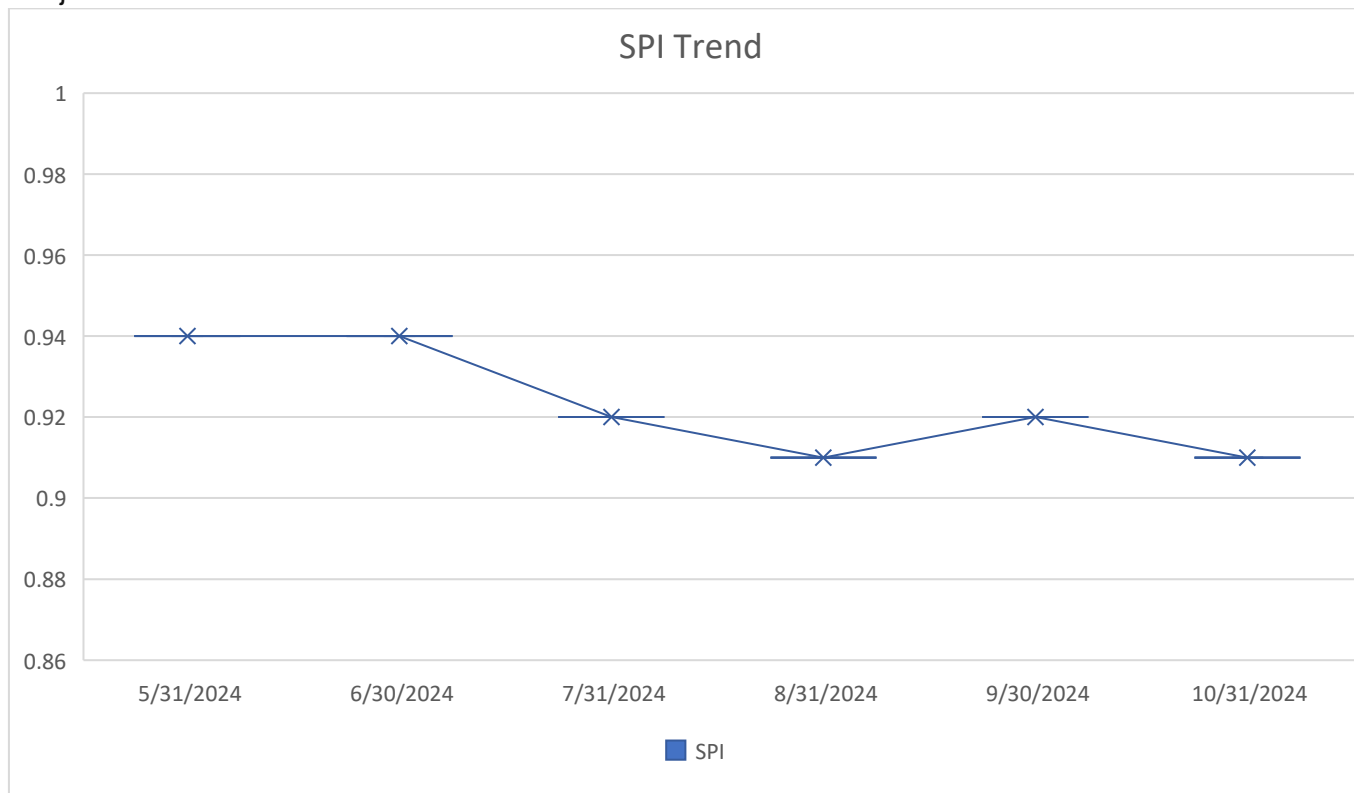


Figure 15: SPI Trend for the Florida PALM Project Schedule

Delayed Tasks Trend for the Florida PALM Project Schedule

The Figure below shows the trend of Delayed Tasks for the Florida PALM Project Schedule over the last 6 months. Delayed Tasks are defined as tasks that were scheduled to Start or Finish but have not yet been completed.

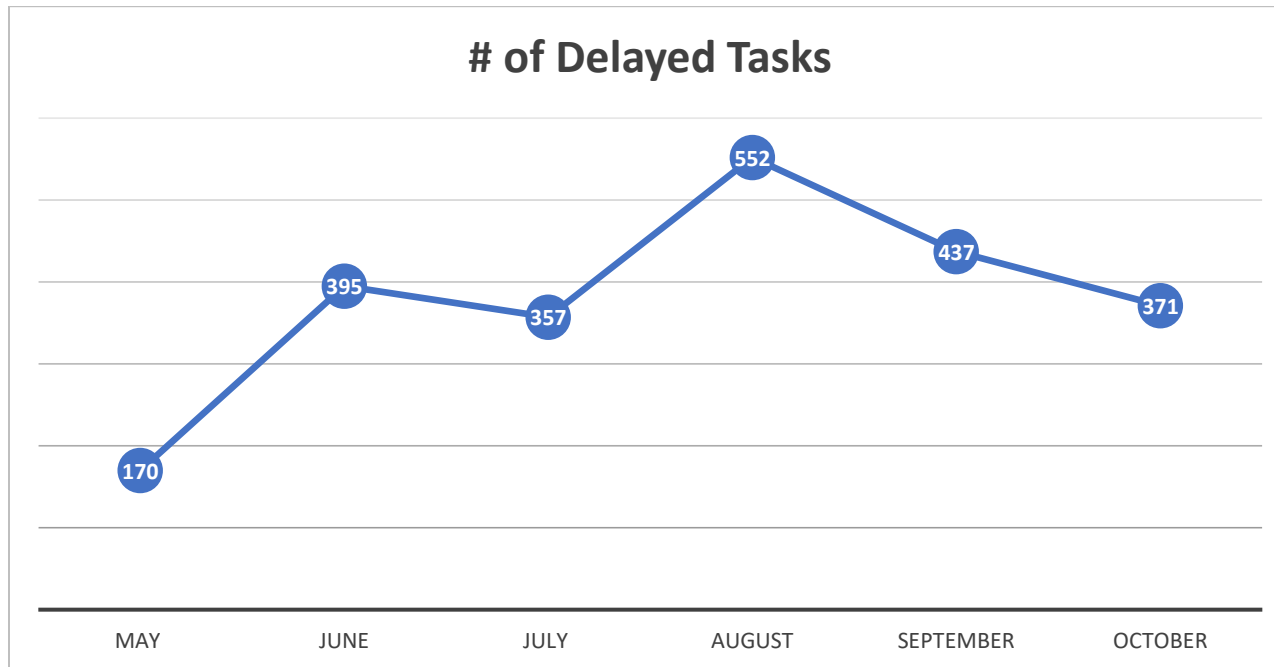


Figure 16: Delayed Task Trend for the Florida PALM Project Schedule

Agency Open Issues Trend

The Figure below shows the total number of Open Issues versus Critical or High-severity Issues since May 2024. Issues are self-reported and self-assessed by the Agencies.

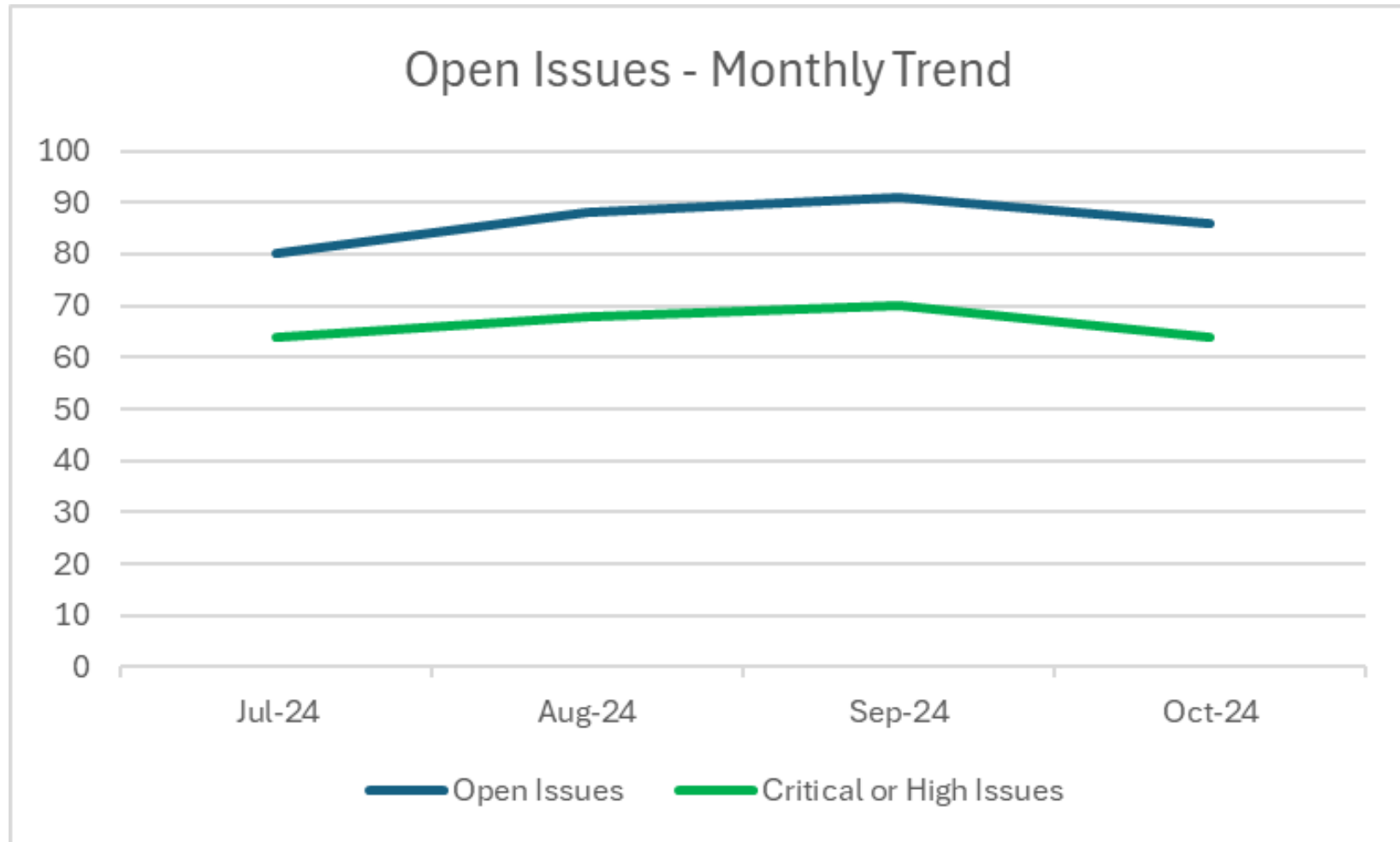


Figure 17: Open Issues Trend for the Florida PALM Project Schedule

Agency Open Risks Trend

The Figure below shows the total number of Open Risks versus the Risks with scores of 6 or higher since May 2024. Risks are self-reported and self-assessed by the Agencies.

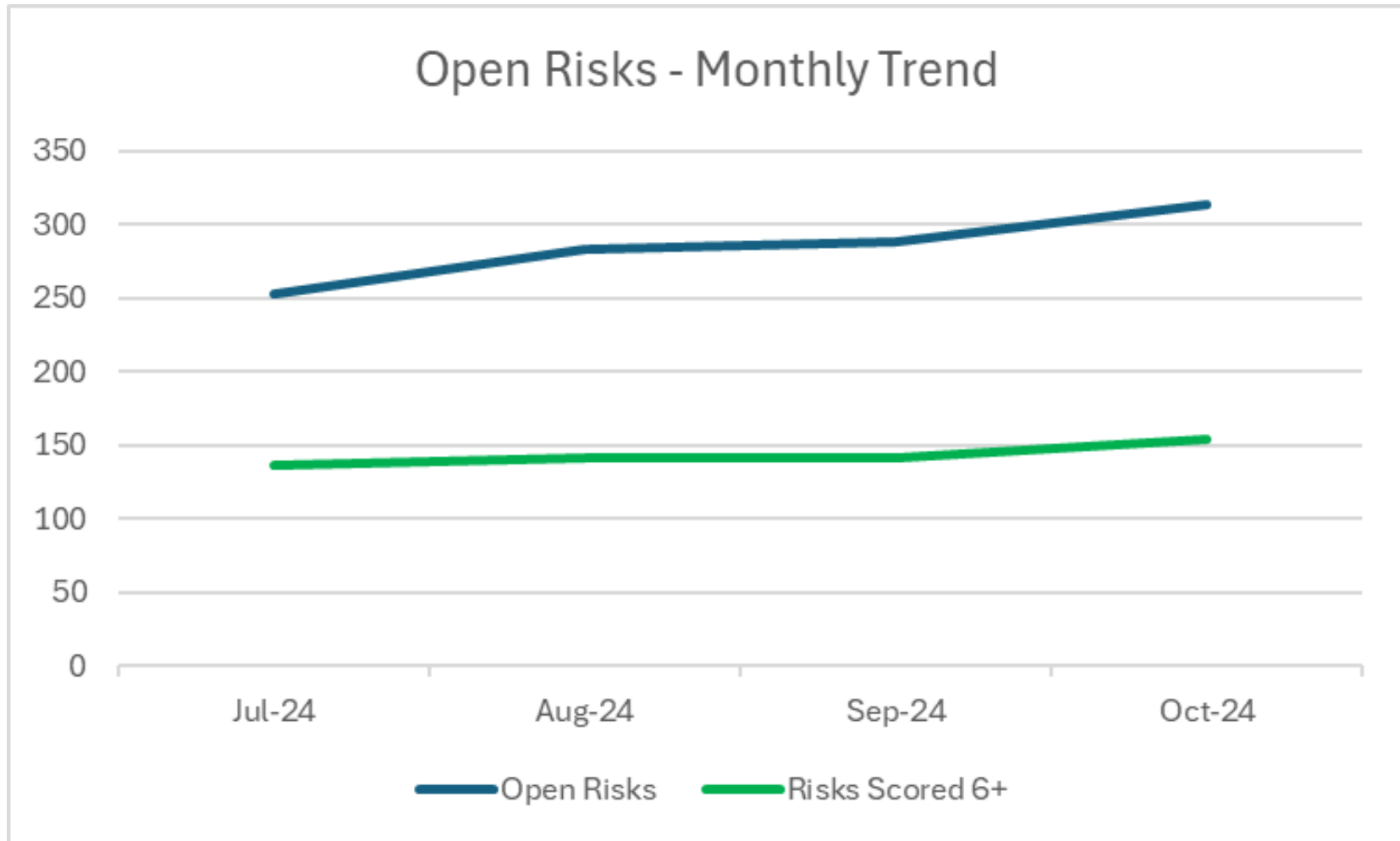


Figure 18: Open Risks Trend for the Florida PALM Project Schedule

System Testing Cycle 2 Test Scripts Drafted Planned versus Actual

The Figure below shows the number of planned versus actual Test Scripts drafted for Cycle 2 of System Testing. As of 10/31/24, the Florida PALM SSI Vendor had drafted 708 Test Scripts, which is 280 fewer than planned.

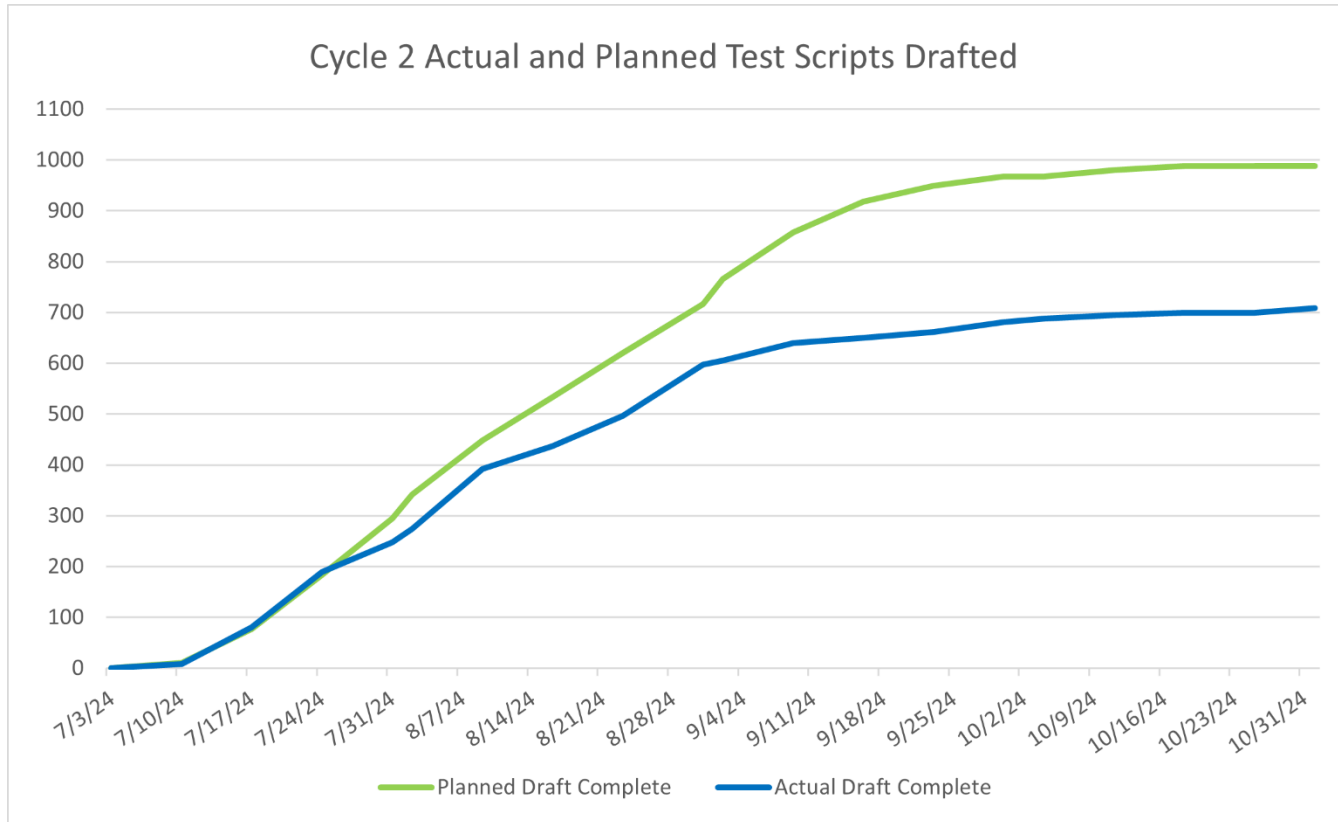


Figure 19: Cycle 2 Actual and Planned Test Scripts Drafted

System Testing Cycle 3 Test Scripts Drafted Planned versus Actual

The Figure below shows the number of planned versus actual Test Scripts drafted for Cycle 3 of System Testing. As of 10/31/24, the Florida PALM SSI Vendor had drafted 502 Test Scripts, which is 10 fewer than planned.

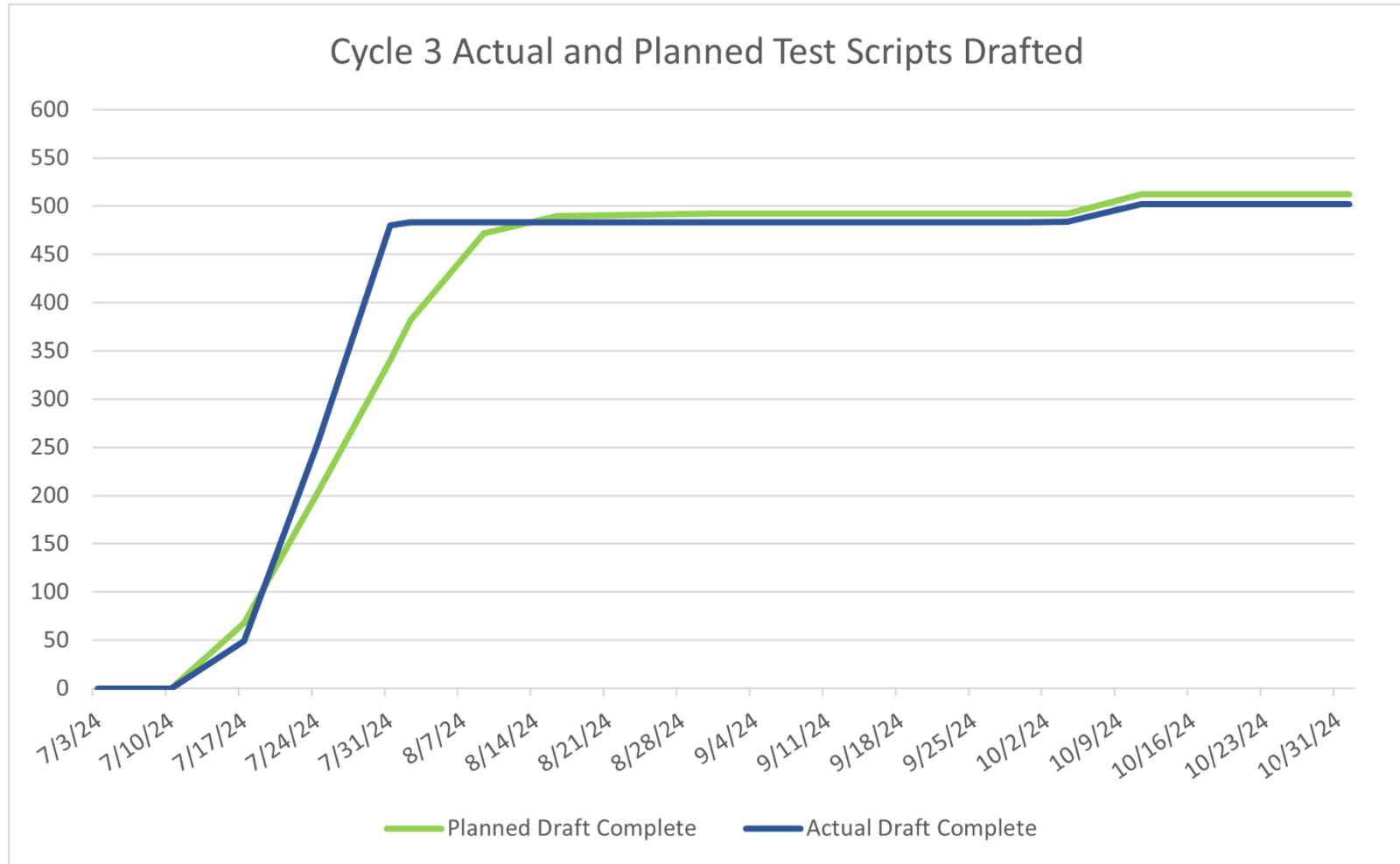


Figure 20: Cycle 3 Actual and Planned Test Scripts Drafted

System Testing Cycle 2 Test Scripts Peer Review Planned versus Actual

The Figure below shows the number of peer-reviewed planned versus actual Test Scripts for Cycle 2 of System Testing. As of 10/31/24, the Florida PALM Project Team has peer-reviewed 399 Test Scripts, which is 589 fewer than planned.

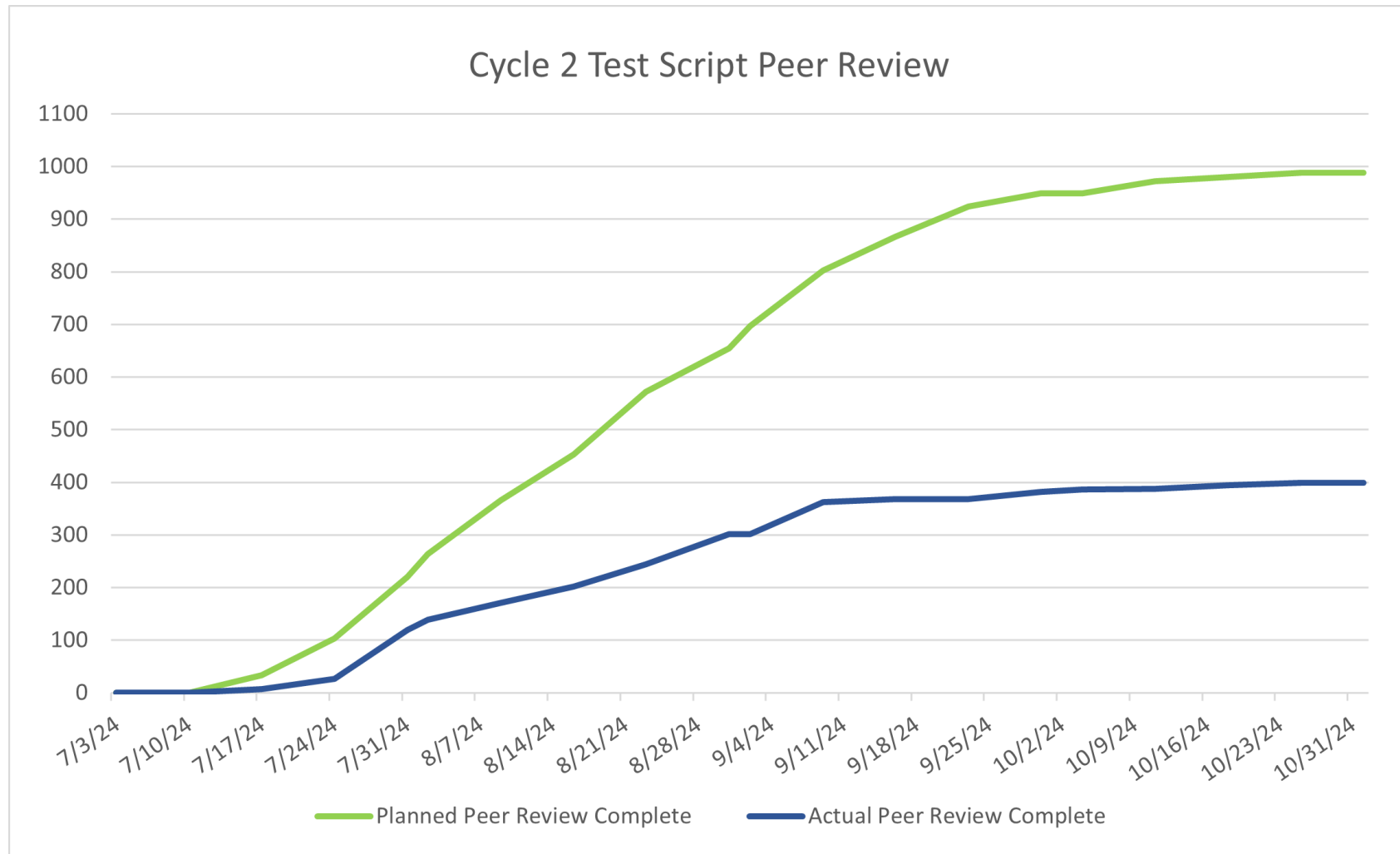


Figure 21: Cycle 2 Test Script Peer Review

System Testing Cycle 3 Test Scripts Peer Review Planned versus Actual

The Figure below shows the number of peer-reviewed planned versus actual Test Scripts for Cycle 3 of System Testing. As of 10/31/24, the Florida PALM Project Team had peer-reviewed 481 Test Scripts, which is 11 fewer than planned.

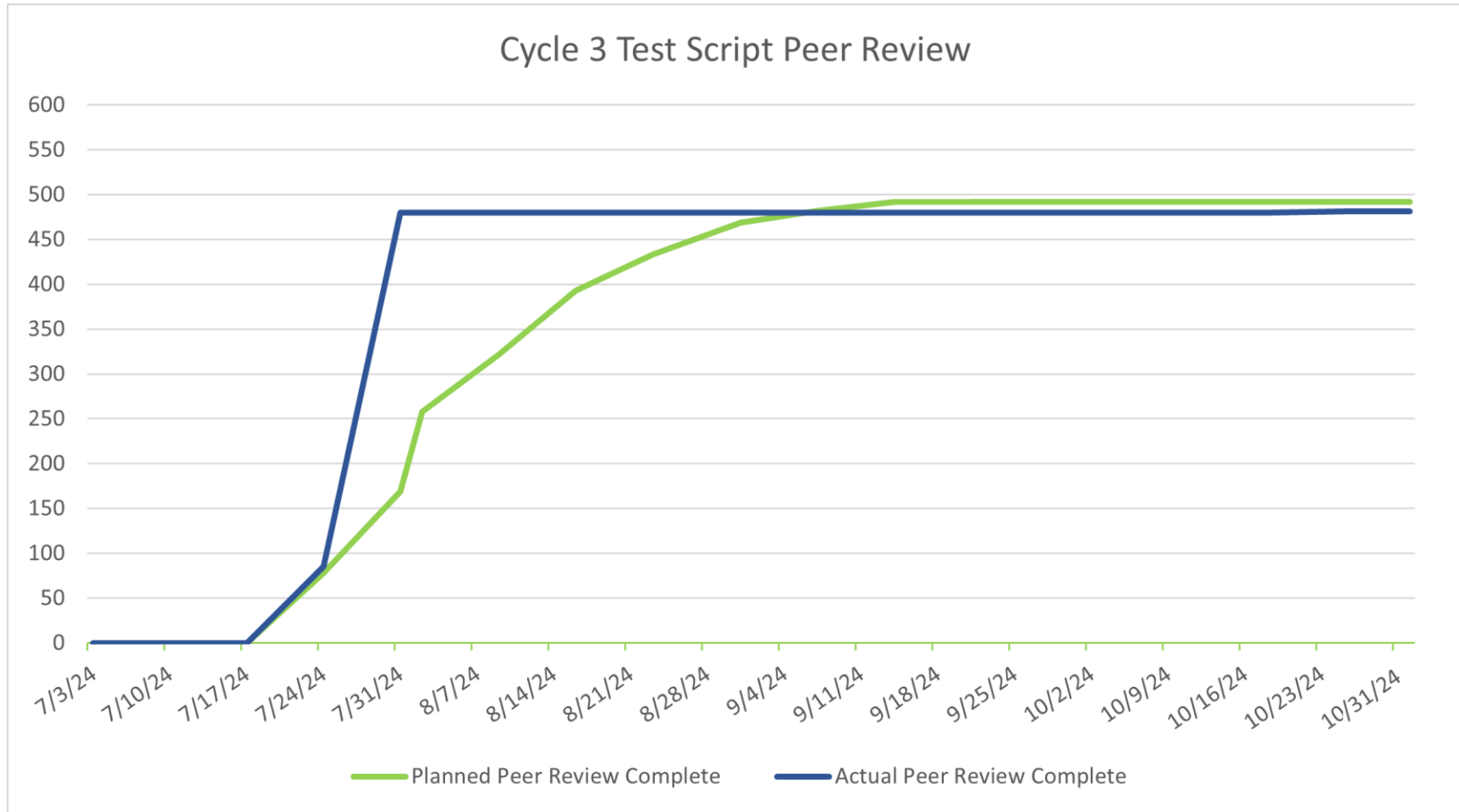


Figure 22: Cycle 3 Test Script Peer Review

System Testing Cycle 0 Test Scripts Executed Planned versus Actual

The Figure below shows the number of planned versus actual Test Scripts executed for Cycle 0 of System Testing. As of 10/31/24, the Florida PALM SSI Vendor had executed 317 Test Scripts, which is 3 fewer than planned.

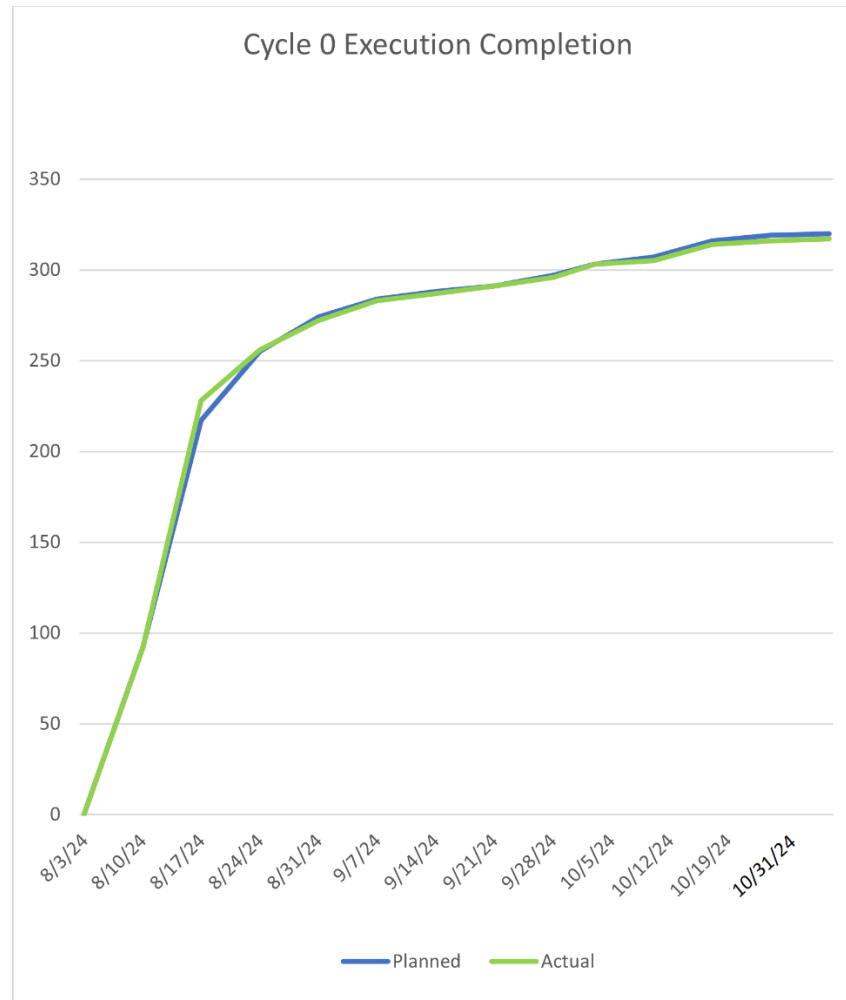


Figure 23: Cycle 0 Test Scripts Executed Planned versus Actual

System Testing Cycle 1 Test Scripts Executed Planned versus Actual

The Figure below shows the number of planned versus actual Test Scripts executed for Cycle 1 of System Testing. As of 10/31/24, the Florida PALM SSI Vendor had executed all 163 tests planned.

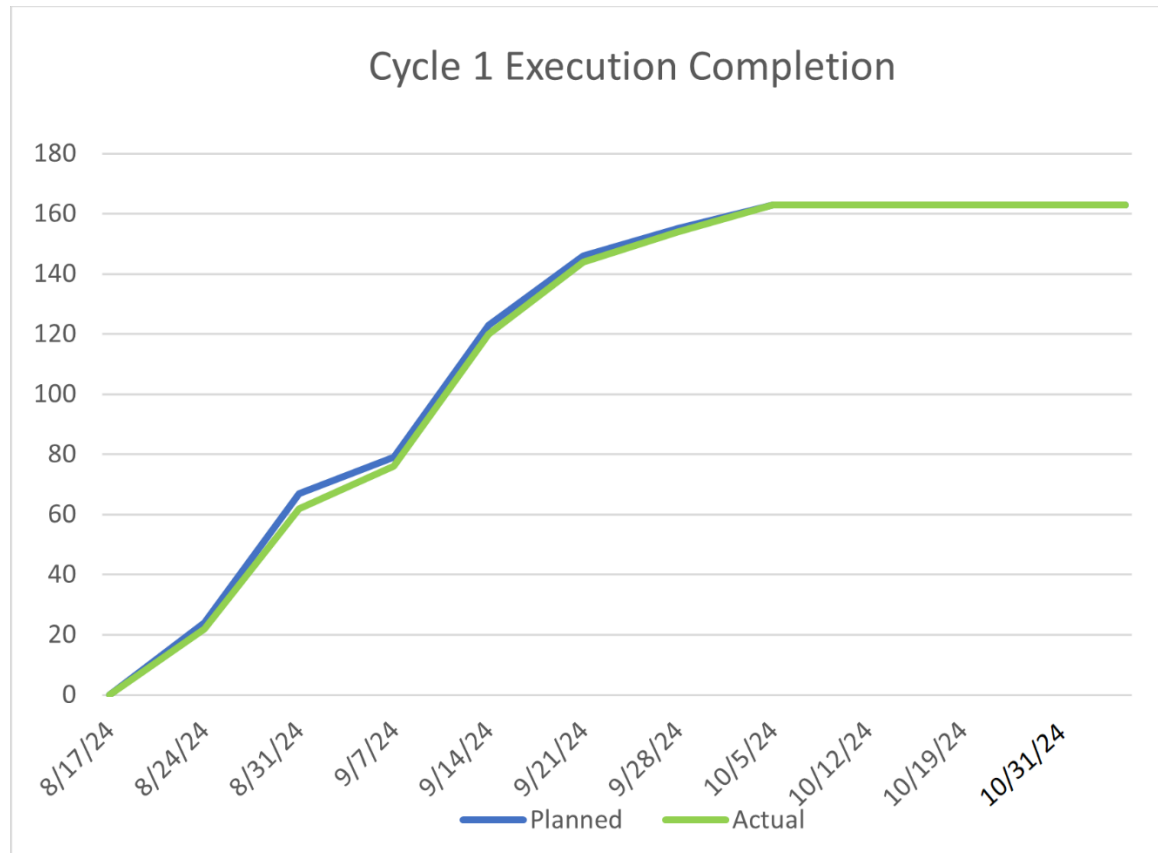


Figure 24: Cycle 1 Test Scripts Executed Planned versus Actual

System Testing Cycle 2 Test Scripts Executed Planned versus Actual

The Figure below shows the number of planned versus actual Test Scripts executed for Cycle 2 of System Testing. As of 10/31/24, the Florida PALM SSI Vendor had executed 311 tests, which is 6 fewer than planned.

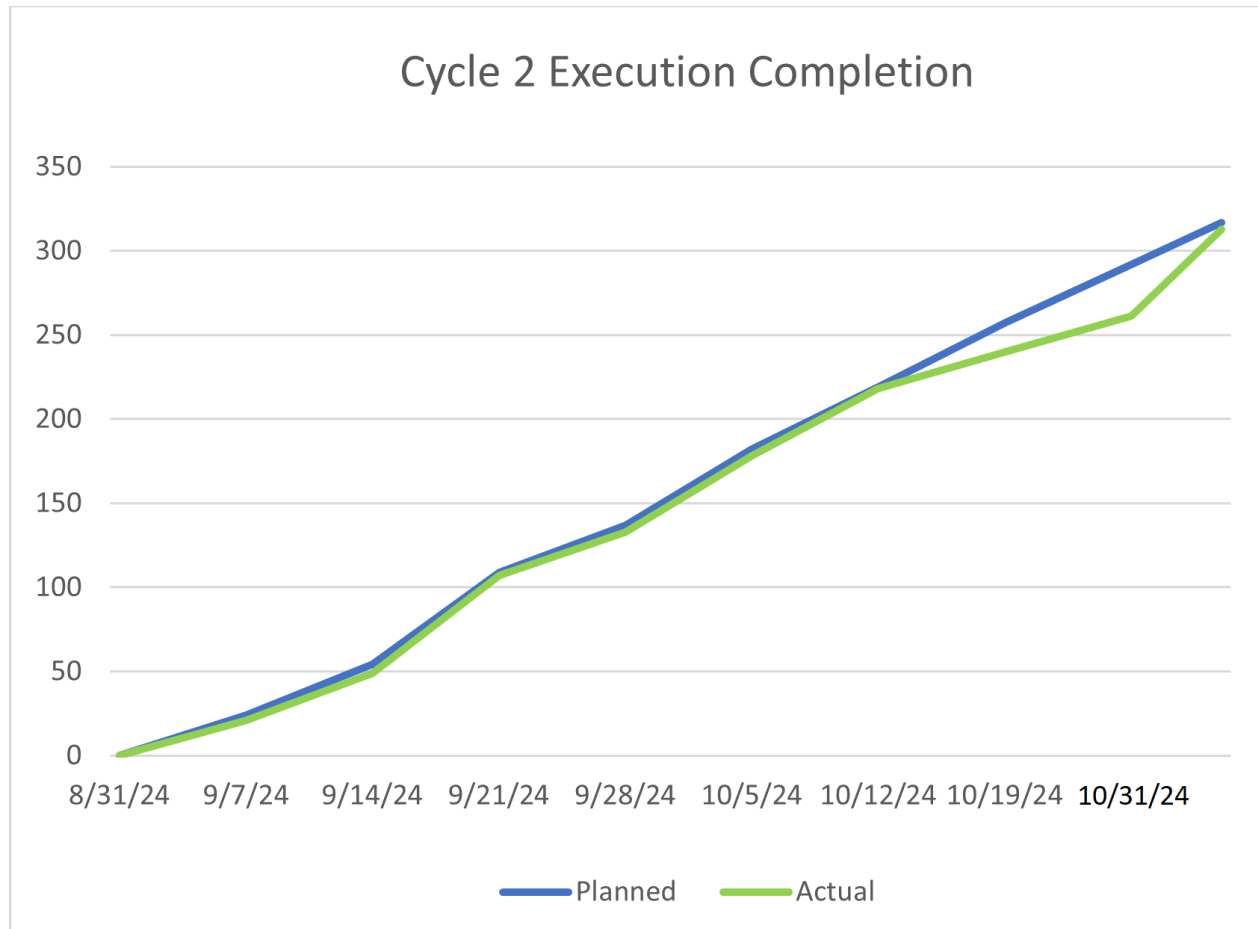


Figure 25: Cycle 2 Test Scripts Executed Planned versus Actual

System Testing Cycle 3 Test Scripts Executed Planned versus Actual

The Figure below shows the number of planned versus actual Test Scripts executed for Cycle 3 of System Testing. As of 10/31/24, the Florida PALM SSI Vendor had executed 226 tests, which is 10 fewer than planned.

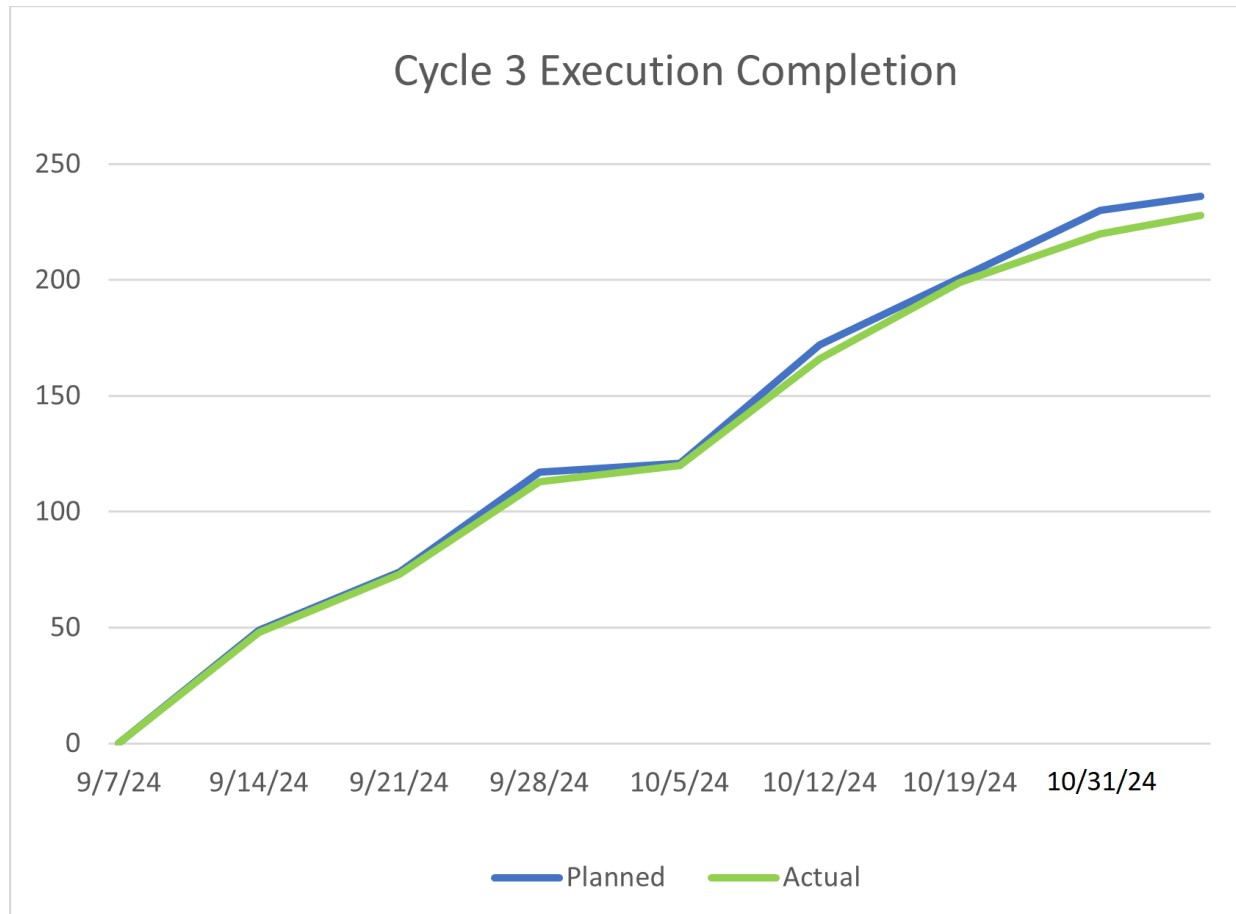


Figure 26: Cycle 3 Test Scripts Executed Planned versus Actual

IV&V Upcoming Schedule of Activities

Project Management

- Continue to assess the Florida PALM Project Schedule SPI, schedule variances, and potential impacts of Delayed Tasks to the Critical Path and Stage Gates.
- Continue to review upcoming Florida PALM Project Decisions, PCRs, and Risks/Issues to determine their impact on the Florida PALM Project.
- Continue to review the Florida PALM Project Schedule for PMI Schedule Management best practices.

Organizational Change Management

- Continue to review the Florida PALM Project Team's OCM practices, processes, and procedures and present recommendations and suggestions as needed.
- Continue to monitor and analyze the Florida PALM Project RW, Task releases, Task instructions/documentation, Task Talks, and Florida PALM Project Readiness Team support.
- Continue to review the Florida PALM Readiness Team's process and work to review/validate Agency Tasks for completion using Task Rubrics.
- Review the Florida PALM Readiness Team's UAT and Training preparation efforts, including changes to WPs and RW Task timelines.
- 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 and their impact on Agency Readiness.

Requirements and Design

- Attend the Design Recap and Test Preparation Workshop.
- Complete the review of D650 – Completion of Solution Design (Requirements) DW/BI.

Development

- Continue to review and analyze the Design Work Unit Tracker for Application Development and review.
- Monitor and track SIR resolution metrics.
- Participate in Pre-Build review sessions.
- Participate in Application Development review meetings.
- Review AD documents.
- Review the effectiveness of mitigation strategies associated with Project Risk #8.
- Review D649 – Completion of Build Segment III.
- Review D653 – Completion of Build Segment I (DW/BI).

Testing

- Continue to monitor System Testing execution activities of the Florida PALM SSI Vendor.
- Continue to sequence and develop end-to-end business process in preparation for the IV&V Independent Testing effort.
- Attend SIR Triage and other meetings for ongoing System Testing-related tasks.
- Continue to review the System Testing execution results in the D652 folder on the Florida PALM SharePoint.
- Continue to monitor the SIR logging and resolution activities in Jira and the Test Execution and SIR Triage Reports.

Conversion

- Participate in Pre-Build review sessions.
- Continue to attend Conversion Design meetings.
- Continue to review WP407 – Mock Conversion Scripts.

Production Support

- Continue to review Production 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 for October.
- Monitor the approval of Change Requests (CRQs) 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 10: IV&V Information Requests

Information Request	Date of Request	Status
None	NA	NA

Appendix A – Meetings Attended

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

Table 11: IV&V Meetings Attended

Meeting Name	Date	Start Time	End Time	Location
API006/API038 Build Meeting	10/1/2024	8:30 AM	10:00 AM	Online
PRC010 Build Meeting	10/1/2024	9:00 AM	9:30 AM	Online
Payroll Working Session	10/1/2024	9:30 AM	11:00 AM	Online
LMC Weekly Round Up	10/1/2024	9:30 AM	11:00 AM	Online
DW/BI Build meeting	10/4/2024	1:00 PM	2:00 PM	Online
STMS / Florida PALM Weekly meeting	10/1/2024	2:00 PM	3:00 PM	Online
SIR Triage Meeting	10/1/2024	3:00 PM	4:00 PM	Online
FGCC/FL PALM Monthly Readiness Touchpoint Meeting	10/2/2024	9:00 AM	10:00 AM	Online
PMO Weekly Touchpoint	10/2/2024	9:00 AM	10:00 AM	Online
APR003 Build Meeting	10/2/2024	9:00 AM	9:30 AM	Online
Readiness Team	10/2/2024	11:00 AM	12:00 PM	Online
MFMP/Florida PALM Weekly Meeting	10/2/2024	1:00 PM	2:30 PM	Online
DOH Readiness Touchpoint (September Reschedule)	10/2/2024	2:00 PM	3:30 PM	Online
Payroll Working Session	10/2/2024	2:00 PM	4:00 PM	Online
PCI006 Build Meeting	10/3/2024	8:30 AM	9:00 AM	Online
Pre-FD Review: APR012 Payment Performance Report	10/3/2024	9:00 AM	10:30 AM	Online
Ticket Triage Meeting	10/3/2024	9:30 AM	10:00 AM	Online
GLC001 - Conversion Discussion	10/3/2024	10:00 AM	12:00 PM	Online
People First/Florida PALM Weekly Meeting	10/3/2024	10:00 AM	11:00 AM	Online

Meeting Name	Date	Start Time	End Time	Location
DW/BI Build Assets report	10/3/2024	11:00 AM	12:00 PM	Online
Payroll Team Meeting	10/3/2024	1:00 PM	2:00 PM	Online
Payroll Working Session	10/3/2024	3:00 PM	4:00 PM	Online
PRI003/PRI012 Build Meeting	10/4/2024	8:30 AM	9:30 AM	Online
RDNS/RW Meeting	10/4/2024	8:45 AM	9:55 AM	Online
Cross Team Collaboration	10/4/2024	1:00 PM	2:00 PM	Online
SIR Triage Meeting	10/4/2024	2:00 PM	3:00 PM	Online
Design Disposition Discussions	10/4/2024	3:00 PM	5:00 PM	Online
API002 Build Meeting Part 2	10/7/2024	8:30 AM	10:30 AM	Online
PRC001/PRI053 Build Meeting	10/7/2024	8:30 AM	9:30 AM	Online
Pre-FD Discussion - KKR043 - Carry Forward/Certified Forward Variance Reports	10/7/2024	9:00 AM	10:30 AM	Online
FWC Readiness Touchpoint	10/7/2024	11:00 AM	12:00 PM	Online
PF Back Dated Transactions Discussion	10/7/2024	2:30 PM	4:00 PM	Online
DLA / Florida PALM Technical Team	10/7/2024	3:00 PM	4:00 PM	Online
GLC001 Planning Discussion	10/7/2024	3:30 PM	4:30 PM	Online
Payroll Working Session	10/8/2024	9:00 AM	10:00 AM	Online
LMC Weekly Round Up	10/8/2024	9:30 AM	11:00 AM	Online
API002 File Questions	10/8/2024	10:00 AM	11:00 AM	Online
PMO Weekly Touchpoint	10/8/2024	11:00 AM	12:00 PM	Online
PSC/Florida PALM Readiness Touchpoint Meeting	10/8/2024	11:00 AM	12:00 PM	Online
GL Configuration Workbook Video Recording	10/8/2024	1:00 PM	2:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
PR Training Curriculum Comments Discussion	10/8/2024	2:00 PM	2:30 PM	Online
STMS/Florida PALM Weekly Meeting	10/8/2024	2:00 PM	3:00 PM	Online
Executive Steering Committee	10/8/2024	2:00 PM	5:00 PM	Onsite
SIR Triage Meeting	10/8/2024	3:00 PM	4:00 PM	Online
DOAH Readiness Touchpoint	10/8/2024	3:00 PM	4:00 PM	Online
API041/APW002 Build Meeting	10/9/2024	8:30 AM	10:00 AM	Online
PRI006/PRI039 Build Meeting	10/9/2024	8:30 AM	9:30 AM	Online
DEP/Florida PALM Touchpoint Meeting	10/9/2024	9:00 AM	10:00 AM	Online
TRP Working Session	10/9/2024	9:30 AM	11:00 AM	Online
CRAIDL Meeting	10/9/2024	11:00 AM	12:00 PM	Online
Readiness Team	10/9/2024	11:00 AM	12:00 PM	Online
MFMP/Florida PALM Weekly Meeting	10/9/2024	1:00 PM	2:30 PM	Online
AHCA/PALM Monthly Touchpoint	10/9/2024	1:00 PM	2:00 PM	Online
DOR/Florida PALM Monthly Readiness Touchpoint	10/9/2024	2:00 PM	3:00 PM	Online
Florida PALM Payroll Calendar Discussion	10/9/2024	2:00 PM	4:00 PM	Online
FDOT/FL PALM Readiness Touchpoint	10/9/2024	3:00 PM	4:00 PM	Online
SDE003 Build Meeting	10/10/2024	8:00 AM	8:30 AM	Online
DW/BI Document review	10/9/2024	10:00 AM	11:00 AM	Online
People First/Florida PALM Weekly Meeting	10/10/2024	9:00 AM	11:00 AM	Online
Ticket Triage Meeting	10/10/2024	9:30 AM	10:30 AM	Online
Thursday Task Talk	10/10/2024	10:00 AM	10:30 AM	Online

Meeting Name	Date	Start Time	End Time	Location
DW / BI Build Meeting	10/10/2024	1:00 PM	2:00 PM	Online
Payroll Working Session	10/10/2024	2:00 PM	4:00 PM	Online
DOH Readiness Touchpoint	10/10/2024	2:00 PM	2:45 PM	Online
Citrus Readiness Touchpoint Meeting	10/10/2024	3:00 PM	4:00 PM	Online
PCI001 Build Meeting	10/11/2024	8:00 AM	8:30 AM	Online
PRI043/PRI056 Build Meeting	10/11/2024	8:30 AM	9:30 AM	Online
RDNS/RW Meeting	10/11/2024	8:45 AM	9:55 AM	Online
Design Wrap Up Checkpoint	10/11/2024	1:00 PM	2:00 PM	Online
SIR Triage Meeting	10/11/2024	2:00 PM	3:30 PM	Online
September Reschedule DOS/FL PALM Monthly Readiness Touchpoint Meeting	10/11/2024	3:00 PM	4:00 PM	Online
Design Disposition Discussions	10/11/2024	3:30 PM	5:00 PM	Online
Florida PALM/FRS InterUnit and AR Follow-up Discussion	10/14/2024	9:00 AM	10:30 AM	Online
Payroll Working Session	10/14/2024	2:00 PM	3:00 PM	Online
TRP Working Session	10/14/2024	2:05 PM	4:00 PM	Online
EPA Team Weekly Meeting	10/14/2024	3:00 PM	4:00 PM	Online
SDI008 Build meeting	10/15/2024	8:00 AM	8:30 AM	Online
SDE011 Build Meeting	10/15/2024	8:30 AM	9:30 AM	Online
Payroll Working Session	10/15/2024	9:00 AM	11:00 AM	Online
AP/PR/CM Cross team discussions	10/15/2024	10:30 AM	11:30 AM	Online
PALM DW/BI Meeting	10/15/2024	11:00 AM	12:00 PM	Online
DCF Florida PALM Touchpoint	10/15/2024	1:00 PM	2:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
PRC002 Build Meeting	10/15/2024	1:30 PM	2:00 PM	Online
STMS/Florida PALM Weekly Meeting	10/15/2024	2:00 PM	3:00 PM	Online
KK Configuration Discussion	10/15/2024	2:00 PM	3:00 PM	Online
DLA Readiness	10/15/2024	2:30 PM	3:30 PM	Online
LEG/Florida PALM Readiness Touchpoint Meeting	10/15/2024	2:30 PM	3:30 PM	Online
SIR Triage Meeting	10/15/2024	3:00 PM	4:00 PM	Online
PMO Weekly Touchpoint	10/15/2024	3:00 PM	4:00 PM	Online
Project Director Design Dispositions	10/15/2024	4:00 PM	5:00 PM	Online
AHCA Pulse Check	10/16/2024	8:30 AM	9:00 AM	Online
APE016 Build Meeting	10/16/2024	8:30 AM	9:00 AM	Online
GLE009 Build Meeting	10/16/2024	9:00 AM	9:30 AM	Online
Readiness Team	10/16/2024	11:00 AM	12:00 PM	Online
Master Balance File	10/16/2024	1:00 PM	2:30 PM	Online
MFMP/Florida PALM Weekly Meeting	10/16/2024	1:00 PM	2:30 PM	Online
Payroll Working Session	10/16/2024	2:30 PM	4:00 PM	Online
DMA Readiness Touchpoint with Florida PALM	10/16/2024	2:00 PM	3:00 PM	Online
API007 Build Meeting	10/17/2024	8:30 AM	9:00 AM	Online
People First/Florida PALM Weekly Meeting	10/17/2024	9:00 AM	11:00 AM	Online
Thursday Task Talk	10/17/2024	10:00 AM	10:30 AM	Online
FLHSMV Florida PALM Touchpoint	10/17/2024	11:00 AM	12:00 PM	Online
Legislature/FLP Conversion-Parallel Testing Discussion	10/17/2024	1:00 PM	3:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Continuing Appropriations/Reversions and Processing Vouchers	10/17/2024	1:00 PM	2:00 PM	Online
PALM DW/BI Meeting	10/17/2024	2:00 PM	3:00 PM	Online
DOEA/PALM Monthly Touchpoint	10/17/2024	3:00 PM	4:00 PM	Online
SDE006 Build Meeting	10/18/2024	8:30 AM	9:00 AM	Online
API023/API128 Build Meeting	10/18/2024	8:30 AM	9:30 AM	Online
RDNS/RW Meeting	10/18/2024	8:45 AM	9:55 AM	Online
DBPR/FL PALM Monthly Readiness Touchpoint Meeting	10/18/2024	11:00 AM	12:00 PM	Online
Design Wrap Up Checkpoint	10/18/2024	1:00 PM	2:00 PM	Online
FDACS/FL PALM Monthly Readiness Touchpoint Meeting	10/18/2024	1:00 PM	2:00 PM	Online
SIR Triage Meeting	10/18/2024	2:00 PM	3:30 PM	Online
SDI004/SDI007/SDW004 Build Meeting	10/21/2024	8:30 AM	10:00 AM	Online
TRP Working Session	10/21/2024	2:05 PM	4:00 PM	Online
DMS/Florida PALM Readiness Touchpoint Meeting	10/21/2024	3:00 PM	4:00 PM	Online
Payroll Working Session	10/21/2024	3:30 PM	4:30 PM	Online
SDE007 Build Meeting	10/22/2024	8:30 AM	9:30 AM	Online
Payroll Working Session	10/22/2024	9:30 AM	11:30 AM	Online
Commerce - Florida PALM Readiness Touchpoint Meeting	10/22/2024	10:00 AM	11:00 AM	Online
FDC/FCOR Agency Sponsors Train-the-Trainers Interest Meeting	10/22/2024	11:00 AM	12:00 PM	Online
PALM DW/BI Meeting	10/22/2024	11:00 AM	12:00 PM	Online
EOG Readiness Touchpoint	10/22/2024	1:00 PM	2:00 PM	Online
Payroll ChartFields Working Session	10/22/2024	1:00 PM	2:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Payroll Working Session	10/22/2024	2:00 PM	3:30 PM	Online
STMS/Florida PALM Weekly Meeting	10/22/2024	2:00 PM	3:00 PM	Online
DW/BI Working Session	10/22/2024	2:00 PM	3:00 PM	Online
SIR Triage Meeting	10/22/2024	3:00 PM	4:00 PM	Online
PMO Weekly Touchpoint	10/22/2024	3:00 PM	4:00 PM	Online
Project Director Design Dispositions	10/22/2024	4:00 PM	5:00 PM	Online
PRE034 Build Meeting	10/23/2024	8:30 AM	9:00 AM	Online
FD Review: APR012 Payment Performance Report	10/23/2024	9:00 AM	10:30 AM	Online
APD Readiness Touchpoint	10/23/2024	10:00 AM	11:00 AM	Online
Readiness Team	10/23/2024	11:00 AM	12:00 PM	Online
MFMP/Florida PALM Weekly Meeting	10/23/2024	1:00 PM	2:30 PM	Online
Payroll Conversion-Parallel Testing Discussion	10/23/2024	2:00 PM	5:00 PM	Online
DOS/FL PALM Monthly Readiness Touchpoint Meeting	10/23/2024	2:00 PM	3:00 PM	Online
MFMP/Florida PALM Readiness Touchpoint	10/23/2024	3:00 PM	4:00 PM	Online
API015 Build Meeting	10/24/2024	8:30 AM	9:30 AM	Online
API023/API128 Build Meeting Part 2	10/24/2024	9:30 AM	10:30 AM	Online
People First/Florida PALM Weekly Meeting	10/24/2024	9:00 AM	11:00 AM	Online
Financial Reporting - Working Discussions	10/24/2024	10:30 AM	12:00 PM	Online
Thursday Task Talk	10/24/2024	10:00 AM	10:30 AM	Online
Payroll Team Meeting	10/24/2024	1:00 PM	2:00 PM	Online
Design Wrap Up Presentation	10/24/2024	2:00 PM	3:30 PM	Online

Meeting Name	Date	Start Time	End Time	Location
DOH Focused Dialog [PLACEHOLDER]	10/24/2024	2:00 PM	3:30 PM	Online
FSDB/PALM Monthly Touchpoint Meeting	10/24/2024	2:00 PM	3:00 PM	Online
API022 Build Meeting	10/25/2024	8:30 AM	9:00 AM	Online
PRC017 Build Meeting	10/25/2024	8:30 AM	9:00 AM	Online
Agency Interface Selection Review	10/25/2024	10:00 AM	12:00 PM	Online
FGCC/FL PALM Monthly Readiness Touchpoint Meeting	10/25/2024	10:00 AM	11:00 AM	Online
DLA/FL PALM - Project Discussion	10/25/2024	11:00 AM	12:00 PM	Online
SIR Triage Meeting	10/25/2024	2:30 PM	3:30 PM	Online
Design Disposition Discussions	10/25/2024	3:30 PM	5:00 PM	Online
Design Wrap Up Day 1 Dry Run	10/28/2024	8:30 AM	5:00 PM	Online
DW/BI full team working session	10/28/2024	2:00 PM	3:00 PM	Online
DEM/FL PALM Monthly Readiness Touchpoint	10/28/2024	2:00 PM	3:00 PM	Online
DJJ/Florida PALM Readiness Touchpoint Meeting	10/28/2024	2:30 PM	3:30 PM	Online
Payroll Working Session	10/28/2024	3:30 PM	4:30 PM	Online
AHCA Pulse Check	10/29/2024	8:30 AM	9:00 AM	Online
Design Wrap Up Day 2 Dry Run	10/29/2024	8:30 AM	5:00 PM	Online
PALM DW/BI Meeting	10/29/2024	11:00 AM	12:00 PM	Online
PRC004 SIR Discussion	10/29/2024	1:30 PM	3:00 PM	Online
SIR Triage Meeting	10/29/2024	3:00 PM	4:00 PM	Online
FDLE/FL PALM Monthly Readiness Touchpoint Meeting	10/29/2024	3:00 PM	4:00 PM	Online
PMO Weekly Touchpoint	10/29/2024	3:00 PM	4:00 PM	Online

Meeting Name	Date	Start Time	End Time	Location
Project Director Design Dispositions	10/29/2024	4:00 PM	5:00 PM	Online
Readiness Team	10/29/2024	1:00 PM	2:00 PM	Online
Interface Touchpoint	10/30/2024	10:00 AM	11:00 AM	Online
DEP/Florida PALM Touchpoint Meeting	10/30/2024	1:00 PM	2:00 PM	Online
MFMP/Florida PALM Weekly Meeting	10/30/2024	1:00 PM	2:30 PM	Online
Payroll Working Session	10/30/2024	2:00 PM	4:00 PM	Online
Florida PALM Executive Steering Committee Meeting	10/30/2024	2:00 PM	5:00 PM	Onsite
TRP Working Session-Rescheduled for Design Session Dry Run conflict	10/30/2024	2:05 PM	4:00 PM	Online
PRE036 Build Meeting	10/31/2024	8:30 AM	9:00 AM	Online
Design Wrap Up Day 3 Dry Run	10/31/2024	8:30 AM	5:00 PM	Online
Thursday Task Talk	10/31/2024	10:00 AM	10:30 AM	Online
Payroll Working Session	10/31/2024	2:00 PM	4:00 PM	Online
DLA FL Train The Trainer	10/31/2024	3:00 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 12: IV&V Meetings Conducted

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
Florida PALM IV&V Weekly Status Meeting	10/4/2024	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Florida PALM General Counsel Keenan Bynum John Gunnufsen Preethi Kembhavi Bill Patton Srikanth Durvasula Sebastian Lende Rahul Rai
Florida PALM IV&V Weekly Status Meeting	10/11/2024	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Florida PALM General Counsel Nicolle Suvada Keenan Bynum Sarah Crouch John Gunnufsen Preethi Kembhavi Bill Patton Srikanth Durvasula Sebastian Lende Rahul Rai Ravi Peri

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
IV&V September 2024 Monthly Assessment Report On-screen Review	10/11/2024	2:00 PM	3:00 PM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Florida PALM General Counsel Nicolle Suvada Keenan Bynum Sarah Crouch John Gunnufsen Preethi Kembhavi Srikanth Durvasula Sebastian Lende Rahul Rai Hal Peters Ravi Peri
Florida PALM IV&V Weekly Status Meeting	10/18/2024	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Florida PALM General Counsel Nicolle Suvada Keenan Bynum Sarah Crouch John Gunnufsen Preethi Kembhavi Bill Patton Srikanth Durvasula Sebastian Lende Rahul Rai

Meeting Name	Date	Start Time	End Time	Location	Attendee(s)
IV&V A10 Review Meeting	10/21/2024	8:30 AM	10:00 AM	Online	DFS Chief Business Officer Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Florida PALM General Counsel Nicolle Suvada Keenan Bynum Sarah Crouch John Gunnufsen Albert Peters Marie Stinnett Dianna Brandl Courtney Goslin Srikanth Durvasula Sebastian Lende Rahul Rai
Florida PALM IV&V Weekly Status Meeting	10/25/2024	9:30 AM	10:00 AM	Online	Florida PALM Project Director Florida PALM Deputy Project Director Florida PALM Contract Manager Florida PALM General Counsel Nicolle Suvada Keenan Bynum Sarah Crouch John Gunnufsen Preethi Kembhavi Dianna Brandl Albert Peters Srikanth Durvasula Sebastian Lende Rahul Rai

Appendix C – Documents Reviewed

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

Table 13: Documents Reviewed

Document Name	Date	Version
Florida CRAIDL Logs	Weekly	Working
Florida PALM Project Schedule.mpp	Weekly	Working
Project Management Plan	Weekly	5.0
Project Risk #7	Weekly	Working
Project Risk #8	Weekly	Working
Project Risk #9	Weekly	Working
Smartsheet (Various reports and Agencies status)	Weekly	Working
Project Schedule QC Checklists	Weekly	Working
RADAR Report	Weekly	Working
DWUT	Weekly	Working
RICEFW Inventory Working	Weekly	Working
RTM Working	Weekly	Working
TEXT	Weekly	Working
TSWUT	Weekly	Working
JIRA Defect Log	Weekly	Working
DED D663 Completion of Interface Testing Segment I	10/21/24	Draft
D650 – Completion of Solution Design (Requirements) DW/BI	10/21/24	Draft
AMR006 - FDTD Asset Improvement Report.docx	10/21/24	Draft
AMR007 - FDTD Asset Report by User and Location.docx	10/21/24	Draft
AMR013 - FDTD Asset Acquisition by PO or Supplier Report.docx	10/21/24	Draft
AMR060 - FDTD Incomplete Asset Profile Report.docx	10/21/24	Draft
AMR062 - FDTD Asset Replacement Cost by Asset Category Type.docx	10/21/24	Draft
AMR068 - FDTD Summary of Assets.docx	10/21/24	Draft
AMR069 - FDTD Detailed Asset Listing Report.docx	10/21/24	Draft
AMR017 - FDTD Asset Summary Depreciation Report.docx	10/22/24	Draft
AMR019 - FDTD Asset Register Report.docx	10/22/24	Draft
AMR020 – FDTD Asset Physical Inventory Report.docx	10/22/24	Draft

Document Name	Date	Version
AMR039 - FDTD Asset Physical Reconciliation Report.docx	10/22/24	Draft
AMR047 - FDTD Asset Statewide Rollup Report.docx	10/22/24	Draft
AMR048 - FDTD Building Contents and Values Detail with Accumulated Depreciation.docx	10/22/24	Draft
APR001 - FDTD Prompt Payment Compliance Report.docx	10/22/24	Draft
APR002 - FDTD Prompt Pay Interest Paid Report.docx	10/22/24	Draft
APR006 - FDTD Supplier Payments Report.docx	10/22/24	Draft
APR009 - FDTD Voucher Detail.docx	10/22/24	Draft
APR018 - FDTD Outstanding Warrants Report.docx	10/22/24	Draft
APR021 – FDTD Payment Register Report.docx	10/22/24	Draft
APR021 – FDTD Payment Register Report.docx	10/22/24	Draft
APR025 - FDTD Travel Expense Report.docx	10/22/24	Draft
APR027 - FDTD Payment Summary.docx	10/22/24	Draft
APR032 – FDTD Payment Detail Report.docx	10/22/24	Draft
APR036 - FDTD 1099 Detail Report.docx	10/22/24	Draft
APR046 - FDTD 1099 Mismatch Report.docx	10/22/24	Draft
APR047 - FDTD Employee Suppliers Report.docx	10/22/24	Draft
APR047 - FDTD Employee Suppliers Report.docx	10/22/24	Draft
APR051 – FDTD Contract Expenditures Report.docx	10/22/24	Draft
APR055 - FDTD Employee Reimbursement Report.docx	10/22/24	Draft
APR064 - FDTD Clearance Pattern Report.docx	10/22/24	Draft
AMR014 - FDTD Asset Disposition Report.docx	10/23/24	Draft
IUR004 – FDTD IU Encumbrance and Accrual Activity Report.docx	10/23/24	Draft
KKR010 - FDTD Spend Plan Report.docx	10/23/24	Draft
KKR023 - FDTD Revenue Report.docx	10/23/24	Draft
PCR008 – FDTD Project Expenditures Report.docx	10/23/24	Draft
PRR004 – FDTD Salary Adjustments Report.docx	10/23/24	Draft
PRR004 PDF mock up.xlsx	10/23/24	Draft
PRR037 - FDTD Beneficiary Payment Report.docx	10/23/24	Draft
PRR046 - FDTD Payroll Funds Transferred to Unclaimed Property and Funds Exempt from Transfer to Unclaimed Property Report.docx	10/23/24	Draft

Document Name	Date	Version
PRR069 – FDTD Annual Leave Payments Report.docx	10/23/24	Draft
APR068 – FDTD Supplier Detail Report.docx	10/24/24	Draft
APR069 - FDTD Duplicate Suppliers Report.docx	10/24/24	Draft
APR103 – FDTD 1099 Updates Report.docx	10/24/24	Draft
APR104 - FDTD 1099 Summary Report.docx	10/24/24	Draft
APR118 – FDTD Payment Lifecycle Report.docx	10/24/24	Draft
APR140 – FDTD Funds Transferred to Unclaimed Property and Funds Exempt from Transfer to Unclaimed Property Report.docx	10/24/24	Draft
GLR080 - FDTD Cash Balance by Fund Type.docx	10/24/24	Draft
GLR086 – FDTD Revenue CAP Report.docx	10/24/24	Draft
GLR088 - FDTD Trust Fund Report.docx	10/24/24	Draft
GLR112 - FDTD Agency Balance Sheet Report.docx	10/24/24	Draft
GLR160 - FDTD Annual Budgetary Basis Expenditures Report.docx	10/24/24	Draft
GLR161 – FDTD Trust Funds Terminations Report.docx	10/24/24	Draft
GLR163 - FDTD Census Bureau Detailed Expenditures and Revenues Report.docx	10/24/24	Draft
GLR164 – FDTD Equity Comparison by Fund.docx	10/24/24	Draft
GLR168 - FDTD Multi-Year Project, Contract or Grant Activity Summary Report.docx	10/24/24	Draft
GLR172 - Cash Balances Reconciliation Report.docx	10/24/24	Draft
GMR001 - FDTD Expense and Revenue by ALNCSFA Report.docx	10/24/24	Draft
IUR002 – FDTD GR Service Charge Report.docx	10/24/24	Draft
IUR003 - Inter-IntraUnit Transaction Reconciliation Report.docx	10/24/24	Draft

Appendix D – IV&V Documents Delivered

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

Table 14: IV&V Documents Delivered

Document Name	Date	Version	Delivered Date	Follow Up Required
Florida PALM IVV Monthly Assessment Report September 2024	10/11/24	1.0	10/11/24	None
DED D663 Completion of Interface Testing Segment I Deliverable Assessment Report	10/21/24	1.0	10/21/24	None
Florida PALM IV&V Assessment of Amendment 10	10/23/24	1.0	10/23/24	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 15: 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 16: 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 17: Risk Priority Rating

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

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

Table 18: 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.