



Florida PALM Project
IV&V Assessment Report - October 2019
Deliverable IVV2.2

Presented by:

Information Services Group Public Sector

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1 IV&V Monthly Assessment

1.1 Executive Summary

ISG began independent verification and validation (IV&V) services for the Design, Development and Implementation phase (DDI) of the Florida PALM Project (Project) with the July 2018 reporting period. IV&V observations are made by participating in project meetings and deliverable review processes, examining project work products, and conducting IV&V specific interviews with the Project Team and stakeholders.

October 2019 IV&V Summary

Overall, with few exceptions, IV&V continues to observe the Project producing work products and deliverables according to plan with results reflecting the collaborative efforts of State and Accenture resources.

IV&V continued to observe the ongoing transition of Project Deputy Director duties to two Track Managers, an effort that continues to be effective in maintaining continuity. During October, the Project began to make reassignments and internal promotions to fill Track Manager positions by making some internal promotions and reassignments. This should address excess demand for capacity in these critical management roles.

Engagement with state agencies and partner organizations remains frequent, regular, and productive. The Project recognizes the need to provide all organizations involved with the implementation with clear, complete and definitive information as quickly as possible to enable estimating, planning and analytical activities. IV&V has observed an appropriate sense of urgency and commitment of resources to produce detailed information and distribute it when quality has been assured. During October, the Project began to deliver interface design details including current state analyses and sample future layout specifications to Pilot agencies and partner system organizations. IV&V has observed that the information has been well received by those organizations.

As reported last period, the Time Management component of the standardized IV&V assessment is rated a yellow status pending the confirmation of project schedule milestones for testing by partner system organizations who represent important integrated elements of the Florida PALM solution. This status is described further in in this report.

A few deliverables, directly relating to each other, were rescheduled earlier this year. These deliverables identify complete and definitive information on functionality, data structures, and interfaces for both the standardized Florida PALM solution and the interim Florida PALM solution meant to serve agencies not included in Pilot until their respective Wave implementations are completed. Some of these deliverables are mentioned in the FY 19-20 General Appropriation Act proviso, are presently planned to be completed by the end of the second quarter. The timing of these appear to be a contributing factor in the delay of budget amendment release requested in September.

Late in October, the State team and Accenture agreed to a forthcoming transition in the role of Accenture Project Manager. Transitions in key positions is addressed as a risk in Section 2 of this report.

Emerging Risk to Project Release Flow

The Project began Fiscal Year 2019-2020 planning for a quarterly budget amendment release schedule as prescribed by the General Appropriation Act (GAA). The GAA proviso language also includes “the budget amendments for the release of funds shall include the completed contract deliverables for Organizational Readiness Assessment, Data Conversion and Mitigation Strategy, Standardized Business Process Models, and Interface and Integration Strategy.” In early September, the Project submitted a request for the second quarter release with one of the four deliverables completed, understanding that the remaining three deliverables cited in the proviso language were to be complete throughout the fiscal year. As of the end of October, the second quarterly release had not been approved. The Project estimates that the presently available release will be exhausted in December.

As of the end of October, IV&V observed:

- *Standardized Business Process Models (D054) was completed on July 30, 2019.*
- *The Organizational Readiness Assessment (D040) was completed as of October 17, 2019.*
- *Interface and Integration Strategy (D059) is work in progress, scheduled to be completed November 13, 2019.*
- *Data Conversion and Migration Strategy (D047) is work in progress, presently scheduled to be completed December 11, 2019.*

The Florida PALM project schedule and contract with Accenture contain deliverable due dates that are based on the State’s approach to implementing the system statewide over multiple years. The methodology used to develop the delivery dates is based on typical industry practices to assure the timeliness and quality of delivery and fulfillment of State requirements. This means that deliverables and the obligations to pay for them occur when they are planned to best suit implementation needs and are not set on a regular chronological frequency throughout the project. This risk is discussed further in Section 2 of this report.

Florida PALM Dependencies on other Enterprise Applications

During October, the Project continued to focus attention on emerging risks related to key dependencies on integration with FFMIS systems in the present schedule and on the completion of interim solution analysis to confirm and provide essential information to FFMIS partners and all State organizations.

IV&V observed the Project and DFS OIT continue to work closely to manage Florida PALM activities in parallel with OIT activities to identify and analyze FLAIR modifications needed to support the hybrid interim solution. These efforts were initially organized separately. The Project and DFS OIT continue to work on linking the project schedules to streamline management and improve Project and OIT visibility into critical dependencies.

Similarly, the Project continues regular engagement with DMS teams to analyze the designs and timelines for interfacing with MyFloridaMarketPlace, People First, and Statewide Travel Management System (STMS). The Project also continues to work closely with the LAS/PBS team.

As reported last period, IV&V observed leadership from DMS attended meetings in September to provide direction and express a commitment to work toward the Florida PALM objective of being ready to begin testing interfaces by August 2020. LAS/PBS leadership continues to affirm a commitment to work toward developing interfaces using the new Florida PALM standards as of July 2021.

Interfaces and Schedule Risks

As reported last month, the Project recognizes that the level of effort needed to complete necessary changes with interfacing systems will vary and may be substantial. This creates urgency to arrive at definitive specifications as quickly as possible for enterprise systems for FFMIS partners and Pilot organizations where work has begun and will need to continue within the current budget cycle. FLAIR interfaces are essential to the Project's interim solution design. Other enterprise system interfaces, such as the FMMIS partners, are also fundamental to the interim and long-term standardized solution that will eventually serve all state organizations.

As part of the interfacing approach, the Project plans to develop interfaces that use legacy-like data structures in addition to standardized (end-state) interfaces. The legacy-like interfaces will be designed to facilitate the exchange of data between Florida PALM and organizations not yet fully implemented. The process of interfacing legacy-like data will require the Project to translate inbound interface data from source systems into Florida PALM and vice versa for outbound interfaces. The temporary use of legacy-like interfaces will support business operations as organizations transition to the Florida PALM standardized solution.

IV&V continues to observe Project teams engaging with partner system teams and Pilot agency representatives to share information, analyze questions and design implications, and work collaboratively and productively toward reaching mutually agreeable conclusions. Finalized designs at agencies and partner systems remain dependent on the confirmed specifications to be provided by the Project. At this time, the interactions have not elicited demand for legacy-like interfaces that would affect the designs reviewed for interim business processes or Florida PALM standardized processes.

IV&V observes the project objective to begin testing in August 2020 is regularly shared at meetings without incurring strong negative reactions or outright objections. IV&V has observed that most participants are reserving hard commitments to the schedule until definitive specifications are confirmed. In the meantime, IV&V observes that work continues at a reasonable and productive pace.

IV&V observes the current project implementation approach is designed to mitigate some risk by taking an incremental approach to the implementation of state organizations. This will enable the project to schedule later implementations for organizations that need more time to prepare and execute any technical changes they may require to function with Florida PALM. IV&V has observed engagement with stakeholders wherein all parties recognize the approach does include both the standard Florida PALM solution and the interim Florida PALM solution becoming operational in July 2021. In other words, organizations are aware and demonstrate an understanding that changes planned to occur in 2021 will affect them whether they are Pilot or Wave organizations.

If FFMS and other enterprise systems and associated interfaces are unable to be modified in time to begin testing in August 2020, the Project should exercise the flexibility built into the long-term project schedule to assess alternatives, including the rescheduling of testing activities and assess any implications to the 2021 implementation date.

Engagement Activities

During October the Project continued chart of accounts agency engagement activities with FFMS and all Pilot and Wave organizations. A series of collaborative workshops with DFS Divisions, FFMS partners, and Pilot/Wave organizations was conducted to present the proposed budget structures (which present now changes to current budget structures) and PeopleSoft chartfields and to consider participant reactions, questions and input on how budgetary and financial controls will be managed and financial transactions will be recorded. The proposed Florida PALM chart of accounts structure was presented along with its bi-directional crosswalk relationships to the existing FLAIR account code data elements.

IV&V observes clear relationships between the FLAIR and Florida PALM chart of accounts data elements. The Project's proposed chart of accounts accommodates all data elements of the present state accounting code used in FLAIR. Additionally, the standard functionality available in PeopleSoft will provide the state and individual organizations with expanded capabilities to support enterprise-level and agency-specific reporting needs.

As reported previously, this type of transition is always complicated and challenging. By leveraging the delivered PeopleSoft chart of accounts functionality and not attempting to customize it to match the legacy-FLAIR structures, the State is simplifying the implementation and avoiding many risks.

The Project continues to conduct regular face-to-face meetings with representatives of Pilot and Wave organizations to manage activities contained in the Master Readiness Workplan (MRW). The MRW is a standardized plan of activities and deadlines developed by the Project and provided to each organization. The MRW can be added to and expanded in other ways by each organization to facilitate internal organization practices. The standardized aspects of the MRW enable the Project to readily combine metrics into a single, statewide status for agency readiness. The MRW milestones sync to the overall project schedule. Together these make up the Project's comprehensive statewide project plan.

IV&V continues to observe the Project engage regularly with the five Pilot organizations to identify technical changes required in interfaces and agency-based business systems as well as to execute general readiness activities prescribed in the Master Readiness Workplan.

Technical Activities

During October the SDS Team worked on the Data Conversion and Migration Strategy (D047) and Interface and Integration Strategy (D059) deliverables. The Data Conversion and Migration Strategy and Interface and Integration Strategy deliverables establish the approach for defining the Conversion Extract Layouts (D075) and Published Interface Layouts (D076) deliverables as well as the RICEFW Inventory deliverable (D064).

The Conversion and Interface Squads worked directly with DFS OIT and A&A to identify and analyze the design criteria and specifications for the interim interface inventory. The conversion team began presenting the results of the Current State Data Analysis (IWP-05).

The interface team continued to distribute proposed mapping of legacy FLAIR interfaces to PALM interfaces and used those interactions to gather interface design details from Pilot and Wave organizations and partner system organizations.

IV&V observed thorough review of interface design details by the organizations with responses identifying and refining requirements of interfaces that may no longer be needed, identification of potential additional interfaces, and confirmation of planned PALM interfaces to legacy FLAIR interfaces.

During October, the Accenture SDS team continued efforts to complete the Oracle Cloud Infrastructure (OCI) Non-production Infrastructure Installation (D071) environment build readying non-production environments for preliminary application configuration and development efforts that begin in January 2020. These activities also include efforts in staging infrastructure for production environments and the related Technical Architecture Documentation (D080) deliverable. During the build out process, the Project has consulted with Oracle-based OCI staff and other Accenture teams implementing OCI to learn about and consider leading practices, lessons learned and evolving OCI infrastructure improvements.

Through these inquiries, Accenture identified two changes to OCI infrastructure configuration that provide improved high availability (HA) and disaster recovery capabilities. One change takes advantage of recent OCI HA improvements within each data center (Phoenix and Ashburn), improving application performance and high availability. The other change takes advantage of OCI investments and improvements in the data connection bandwidth between data centers providing the ability to maintain a near real-time data sync between data center regions. This allows for all disaster recovery failover to occur from Ashburn to Phoenix with improved Recovery Time (RTO) and Recovery Point (RPO) Objectives.

These positive infrastructure changes may impact the project schedule by delaying the non-production environment build completion.

IV&V observed Accenture presenting the information to the Project and DFS OIT stakeholders and teams using meetings to confirm assumptions, explore alternatives, and develop answers to questions in support of the decision-making process. The participants were thorough in their approach to understanding the factors involved in each recommendation and mindful of the projected benefits to be realized by the Florida PALM solution by incorporating these newly identified technical infrastructure changes. The Project has complied with the Project Management Plan protocols for documenting and communicating the changes.



The work to modify the infrastructure is not expected to adversely impact the downstream schedule or critical path, as the schedule change is taking advantage of existing time within the schedule between previously planned non-production environment build completion date and the planned need for preliminary application configuration and development efforts beginning in January 2020.

Continued on next page.

The following pages contain the IV&V monthly assessment in which ISG provides independent observations using an evidence-based rating method applied to fifteen standard project areas listed in the following table. Further information regarding ISG’s IV&V methodology can be found in deliverable IVV2.1, the Florida PALM IV&V Management Plan.

Project Areas		
General Project Management	Project Scope Management	Project Time Management
Project Cost Management	Project Quality Management	Project Human Resources
Project Communications	Project Change Control	System Capability
Project Stakeholder Management	Project Risk & Issue Management	Project Procurement
System and Acceptance Testing	Project Vendor Management	Project Training

The ratings are calculated using a five-point scoring range designed to objectively assess conditions in each project area based on evidence observed and examined. Each assessment is given a score between 1 and 5 with 1 being the highest severity and 5 to indicate no notable findings. Ratings are applied to multiple tasks or deliverables in each project area to calculate an average score for the area. The resulting score for each area is used to determine a status based on the commonly used scale of green, yellow, or red, as defined in the table below and indicated by an icon for each project area in the IV&V Dashboard.

Color	Icon	Description
Green		The assessment category or area is on track without material issues. The Project Team should consider any recommendation offered by the IV&V Team as process improvement opportunities only.
Yellow		The assessment category or area faces a challenge or set of challenges that could, if left unmanaged, negatively impact the Project’s outcome in terms of schedule, cost, or quality in the future. The Project Team should prioritize corrective action.
Red		The assessment category or area faces a challenge or set of challenges that threatens the Project’s outcome in terms of schedule, cost, or quality. The Project Team should take corrective action immediately.
White		During the project life cycle some project areas may not have activities underway. Project areas not assessed will be reported using a white icon.

When a project area is assessed and rated as red or yellow, ISG will provide a detailed description including status and actions taken, recommendations on potential solutions and contingency plans to resolve issues and reduce risk.

1.2 IV&V Overall Risk Summary

Overall Status			
Current Period	Prior Period	Overall Trend	Observations <i>Based on standardized IV&V scoring</i>
			<ul style="list-style-type: none"> • The DDI Phase continues to progress according to plan. • The Project regularly conducts proactive communications to stakeholders, including partner system organizations such as FFMIS, Pilot agencies, and Wave agencies. • Activities are allotted reasonable time to complete provided Project secures commitment from partner system organizations and Pilot agencies to fulfill critical dependencies. Otherwise, there is a risk to the schedule. • Risks and Issues are being managed proactively and with an appropriate sense of urgency. • The project’s managerial and reporting structure supports staff development, process definition, quality assurance, and other functions necessary for project success. • Resource allocation is monitored closely by Track Managers and PMO. • PMO demonstrates consistent and strong cost management practices. • Quality control, financial control, and vendor processes are established and consistently executed. • An effective organizational structure combined with positive morale among staff continues to foster a collaborative environment. • Collaboration between the State Project Team and Accenture Team continues to produce acceptable results. • The Project trend is stable as work toward executing the statement of work and producing deliverables is proceeding according to plan with some schedule variation that presently does not affect milestones.

1.3 IV&V Monthly Assessment Dashboard

IV&V Dashboard			C U R R E N T	P R I O R
	PROJECT AREA	PROJECT AREA DESCRIPTION	Rating	
1	General Project Management	Consistent and effective project management processes are being used and coordinated within the Project and with Project participants to achieve desired results.		
2	Project Scope Management	Effective scope management practices are evident.		
3	Project Time Management	The Project is effectively managing completion of the activities according to the project schedule. However, based on the planned completion of dependent specifications, some critical partner systems may lack sufficient time to complete necessary accommodations to begin testing in accordance with the current project schedule.		
4	Project Cost Management	The Project is routinely estimating, budgeting, managing, and controlling costs. The quarterly budget amendment release process is experiencing a delay that, if not resolved during next reporting period, potentially poses a risk to cash flow and expenditure management.		
5	Project Quality Management	The Project has defined quality measures and uses continuously improving processes to achieve intended results. The State expresses clear and thorough expectations for quality. Accenture responds positively to address concerns.		
6	Project Stakeholder Management	The Project has identified key individuals, groups or organizations that could impact/be impacted by the Project and uses consistent outreach strategies to ensure stakeholder engagement on Project decisions, effective governance, and productive sponsorship participation.		
7	Project Communications Management	The Project team routinely identifies internal and external stakeholders and supports timely, appropriate and accessible communications.		
8	Project Risk & Issue Management	The Project is effectively identifying, analyzing, prioritizing, and controlling project risks and issues.		
9	Project Procurement Management	The Project is appropriately managing the acquisition of products and services needed from outside the project team and is effectively managing the resulting contracts over the life of the contract.		
10	Project Vendor Management	The Project is monitoring vendors and subcontractors to confirm they meet all requirements and managing performance where needed.		
11	Project Human Resource Management	The Project is acquiring, developing and managing appropriately skilled and adequately staffed project teams.		
12	Project Change Control	The Project is appropriately managing the change request process and potential impacts on project scope, project objectives and goals, and implications to the overall project plan.		
13	System Capability Management	The Project is effectively communicating technical process and security requirements (and changes to requirements), managing configuration/development activities, controlling software and environments to support project life cycle.		
14	Project System and Acceptance Testing	The Project has begun to identify use cases to support the development of test scripts to evaluate and accept the system and supporting deliverables.		
15	Project Training Management	The Project has begun to develop the training needs assessment to inform the creation and delivery of end user training to successfully prepare employees for use of the new system.		

2 IV&V Detail Reporting

2.1 Project Risks

As reported earlier, Risk 172 was logged to acknowledge the risk to project execution that arises when any key position goes unfilled. Project leadership typically mitigates this risk by assigning interim resources to act in the unfilled role.

IV&V has observed the State Deputy Project Director’s resignation in August is being addressed by a transition plan designed to mitigate the loss, preserve continuity and fulfill responsibilities. IV&V has not observed any adverse impacts stemming from this transition. As of October, the Project has assessed workload capacity and has begun to reassign resources to track team positions to ensure sufficient resources are available to manage track activities.

Late in October, the State team and Accenture agreed to a forthcoming transition in the role of Accenture Project Manager. This action requires State Project Director approval. Accenture introduced potential candidates for replacement and, after an evaluation by the State, the decision to proceed was made. The Project has planned a multi-week transition process that includes onsite support of both the incumbent and successor Accenture Project Directors. This type of transition is not uncommon on projects of similar duration. The timing in this case does not appear to present any specific challenges to Florida PALM.

As described in Section 1 of this report, the ratings in two areas of the standard IV&V scorecard are rated yellow this period:

	PROJECT AREA	PROJECT AREA DESCRIPTION	Rating	
3	Project Time Management	The Project is effectively managing completion of the activities according to the project schedule. However, based on the planned completion of dependent specifications, some critical partner systems may lack sufficient time to complete necessary accommodations to begin testing in accordance with the current project schedule.		
4	Project Cost Management	The Project is routinely estimating, budgeting, managing, and controlling costs. The quarterly budget amendment release process is experiencing a delay that, if not resolved during next reporting period, potentially poses a risk to cash flow and expenditure management.		

The Project Time Management area is rated yellow due to the risk to the project schedule presented by the timing of final specifications for interfaces and system modifications required to implement Pilot and the interim solution, has changed the assessment score in the area of Project Time Management.

The Project Cost Management area is rated yellow due to the emerging risk of budget amendment release timing.

A rating of yellow indicates a challenge that could, if left unmanaged, negatively impact the Project’s outcome in terms of schedule, cost, or quality. The Project Team has prioritized corrective action, as described below.

In the case of Project Time Management, IV&V has observed continuous collaboration between the Project and partner system organizations. The project has begun to share specification details, including sample standard layouts to support preliminary interface designs. This work should continue using the best information available. As details and specifications are finalized, all parties should recognize that development efforts may need to adjust. Delaying action until every detail is finalized would only increase the risk to the project schedule. To reduce this risk and improve this assessment, the Project needs to confirm commitments from all FFMS and other partner system organizations whose systems are integral to the Florida PALM solution.

In the case of Project Cost Management, IV&V has observed track managers are engaged in the scheduling process and comply with procedures and deadlines for updates. Overall, the project schedule is a sufficiently detailed tool that is demonstrably used throughout the project team.

The two deliverables mentioned in proviso language that may be affecting this situation are:

- The Interface and Integration Strategy (D059) addresses both the standardized future-state Florida PALM solution and the interim-state hybrid solution involving FLAIR and other temporary interfacing designs. As such, its completion relies on information developed through the collaborative engagement activities ongoing with partner system organizations.*
- The Conversion and Migration Strategy (D047) may be further informed by the finalized chart of accounts design. As such, its completion should follow the completion of the review and input workshops conducted by the Project through October.*

While the Project has not experienced disruption of operations due to delays in release, IV&V observes that the request-to-release cycle is somewhat longer than typical for a project of this nature. Rather than attempting to spread releases evenly across the calendar year, IV&V recommends the Project work closely with budget authorities to align the request-to-release process closely with planned delivery of services, including contractually obligated, date-certain major deliverables as well as interim deliverables. This will help to avoid risk to liquidity and to create the ability to commit resources to mid-term and long-term objectives with greater confidence.

Risk 178 acknowledges the critical interdependency for alignment of the Florida PALM project schedule and DFS OIT's schedule to develop FLAIR modifications for the interim solution. If the timing of development, testing, and delivery of the two systems are not in sync, the Project's planned implementation date for Pilot and beyond will be at risk of delays.

IV&V has observed the Project and OIT continue to work collaboratively to merge project schedules while analyzing needs and coordinating activities in working meetings and at leadership meetings.

Risk 177 recognizes that State organizations with technical dependencies on Florida PALM, including agencies and FFMS partners, may not have enough time to ensure full preparedness for testing of data interfaces and any other potential integrations by the Project's scheduled start date for testing in August 2020.

IV&V has observed the Project continue to develop the information needed to identify technical dependencies, explain designs, and establish and share schedules for organizations to use to plan and prepare for implementation.

2.2 Project Issues

The Project had no open issues logged during this reporting period.

IV&V did not observe any other issues requiring action.

2.3 Other IV&V Activities

During this period, IV&V observed and participated in activities involving the following deliverables as part of our ongoing role in the quality assurance process.

Subject	Activities	Description
D007	Review and periodic quality control analysis	Project Schedule
D040	Review and observations on deliverable	Organizational Readiness Assessment
D047	Review and observations on deliverable	Conversion Strategy
D048	Review and observations on deliverable	Conversion Inventory
D049	Review and observations on deliverable	Requirements Traceability Matrix
D050	Review and observations on deliverable	Gap Inventory
D055	Review and observations on deliverable expectations document	Application Configuration and Development Strategy
D059	Review and observations on deliverable	Interface and Integration Strategy
D062	Review and observations on deliverable	Workforce Transition Plan
D064	Review and observations on team activities	RICEFW Inventory
D065	Review and observations on deliverable expectations document and deliverable	Interim Business Process Models
D066	Review and observations on deliverable	Chart of Accounts Design
D069	Review and observations on deliverable expectations document and deliverable	Testing Strategy
D071	Review and monitor build schedule; attend status and working build sessions	Non-production Infrastructure Build
D075	Review and observations on deliverable expectations document	Conversion Extract Layouts
D076	Review and observations on deliverable expectations document	Publish Interface Layouts
D088	Review and observations on deliverable expectations document	Master Data Configuration Workbooks

Subject	Activities	Description
D127	Review and observations on deliverable expectations document	Production Support Strategy
D169	Review and observations on deliverable	Business Benefits
I-WP06	Review and observations on internal work product	Current State Interface Research & Analysis
I-WP010	Review and observations on internal work product	Interfaces and Connections Inventory
I-WP012	Review and observations on internal work product	Reporting Inventory
I-WP016	Review and observations on internal work product and squad activities	Functional Design Specifications
I-WP296	Review and observations on internal work product	Interim Business Process Models

3 IV&V Contact Information

ISG (Information Services Group) (NASDAQ: III) is a leading global technology research and advisory firm. A trusted business partner to more than 700 clients, including 75 of the top 100 enterprises in the world, ISG is committed to helping corporations, public sector organizations, and service and technology providers achieve operational excellence and faster growth. The firm specializes in digital transformation services, including automation, cloud and data analytics; sourcing advisory; managed governance and risk services; network carrier services; technology strategy and operations design; change management; market intelligence and technology research and analysis. Founded in 2006, and based in Stamford, Conn., ISG employs more than 1,300 professionals operating in more than 20 countries—a global team known for its innovative thinking, market influence, deep industry and technology expertise, and world-class research and analytical capabilities based on the industry’s most comprehensive marketplace data.

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