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

IV&V Monthly Assessment Report Reporting Period January 2023

February 10, 2023

Contract: 80101507-IVV-15-1

Engagement: P0055466

PUBLIC CONSULTING GROUP

Table of Contents

Executive Overview

IV&V Services Start Date	IV&V Services End Date	IV&V Reporting Period
09/03/2021	6/30/2023	1/01/23 – 1/31/23

Project Health Summary

For January 2023, the Florida PALM Independent Verification & Validation (IV&V) Team assessed the overall health of the Florida PALM Project continuing at Medium Risk (Yellow). Schedule remained at Medium Risk (Yellow), Scope remained at Low Risk (Green), and Resource continued at Medium Risk (Yellow).

IV&V did not adjust the Risk Registers rating for January. This reflects that no actions were completed in January that significantly altered the Project's Risk state. In January, the Florida PALM Project continued Amendment 7 actions preparing for the upcoming PALM Waves but did not take further action because Amendment 8 is not yet confirmed.

Amendment 8 will confirm the scope and resources for the upcoming Florida PALM Financial and Payroll Waves, allowing the Florida PALM Project Team to move forward with several aspects of the Project, including solution design and updating the Project Schedule to reflect the confirmed scope.

IV&V opened no new Findings in January and no Findings remained open.

During January, while Amendment 8 negotiations and reviews continued, the Florida PALM Project Team continued preparation for the upcoming Project Waves. The Florida PALM Project Team and Agencies prepared for the Advisory Council's Business Requirements review, which begins 2/1/23. The Florida PALM Project Team also released an initial Project Timeline, providing projected milestones for the upcoming Financials and Payroll Waves.

IV&V completed a review of the Florida PALM Monthly Status Report this month and verified its content was accurate and current. IV&V also began reviewing the Florida PALM Readiness Workplan, which the Project Team uses to guide Agencies through tasks for the upcoming Florida PALM Waves. In addition, IV&V reviewed Gartner's Florida PALM Data Warehouse Assessment and its potential impact on the Project schedule and cost.

Overall Risk
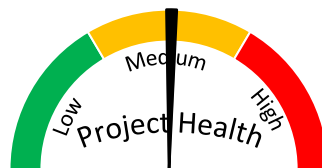
The Florida PALM IV&V Team assessed the overall Risk to the Florida PALM Project remains at Medium Risk (Yellow). Consistent with the Florida PALM Project IV&V Management Plan, the Medium Risk rating is the possibility of a moderate impact on product quality, manageability, cost, or schedule.
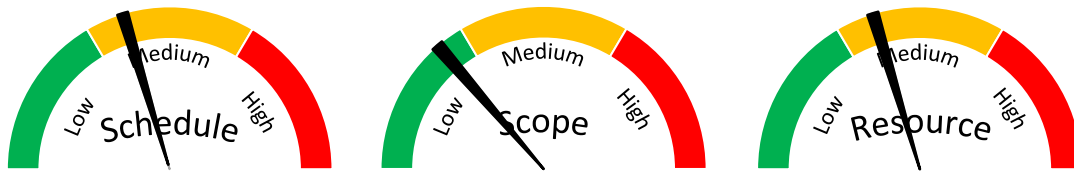
How to Interpret Risk Rating Dials

Each month, the Florida PALM IV&V Team will rate the Florida PALM Project's Risk in terms of its respective Schedule, Scope, and Resources. The dials include an intuitive Green-Yellow-Red spectrum, where Green indicates a positive status or "Low" Risk rating, Yellow represents "Medium" Risk, and Red indicates a "High" Risk rating. A black hand on the dial represents the IV&V's current monthly rating. Any grey hand on the dial shows that IV&V has changed its rating (increased or decreased) compared to the previous month.

Schedule

IV&V assesses the overall Florida PALM Project Schedule Risk rating as remaining Medium Risk (Yellow). There were no significant changes to the schedule in January, but the lack of a confirmed schedule for Amendment 8 still leaves some risk for the Florida PALM Project. This month's PMO Team updates on the Project Schedule focused on administrative tasks since Amendment 8 approval is needed before adding tasks reflecting the scope of the future Financials and Payroll Waves to the Project Schedule.

Scope

The Project Scope Risk Register remained at Low Risk (Green) in January, which reflects the Florida PALM Project Team's continued progress and completion of Amendment 7 items. The Scope Risk Register remains close to the Medium Risk (Yellow) border to reflect the remaining scope uncertainty for the Financials and Payroll Waves. The scope for these upcoming Waves is pending Amendment 8 approval before it can be fully defined. The current Amendment 8 review status is provided on page 18.

In January, the Florida PALM Project Team completed business requirements for the Advisory Council review, which will begin on 2/1/23, and continued preparing the Design Disposition Log to make future design decisions for elements to be included in the Financials and Payroll Waves scope.

Resources

IV&V maintained the Resource Risk Register at Medium Risk (Yellow) this month to reflect the staffing challenges which Agencies communicated in December. IV&V observed evidence that these Agency resource challenges shared in December continued through January. Agency resource gaps potentially impact the upcoming Florida PALM Implementation waves since they could hinder Agencies' ability to complete their project dependencies.

In January, the SSI Vendor continued to provide resources for requirements review and analysis, design disposition, attending meetings, and PeopleSoft expertise. These SSI Vendor services are defined in the Amendment 7 *Documentation and Agency Assistance Services* monthly deliverable.

Findings

The Florida PALM IV&V Team uses its proprietary Eclipse IV&V® methodology to define the types of Findings used in our IV&V practice:

- **Issue:** an event or condition that has already happened and has impacted, or is currently impacting, the project objectives. There is no uncertainty or probability aspect associated with an issue. The issue probability rating is automatically set to the value five as the issue, by definition, has already occurred.

- **Risk:** an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives such as scope, schedule, cost, or quality.

- **Preliminary Concern:** a condition, based on observations, where the Florida PALM IV&V Team has concerns but may have "limited visibility" of the subject area. More analysis and a better understanding of the Concern are necessary before classifying the item as a Risk or Issue and assessing the potential impact. This Finding may serve as notice of a concern the Florida PALM IV&V Team is researching.

Readers can find the definitions for probability, impact, and priority rating in Appendix A of this document and the IV&V Project Management Plan (PMP).

New Findings

No new findings were opened in January.

Updated Findings

No Findings remained open at the end of January.

Closed Findings

No Findings were closed in the month of January.

IV&V Activities Completed

This section discusses the activities performed by the Florida PALM IV&V Team during the reporting period. This is not intended to be an exhaustive detailing of the activities but a high-level description.

Meetings Attended

This section contains the meetings the Florida PALM IV&V Team attended, detailing the event's subject, purpose, and timing during the reporting period.

Note: The Florida PALM IV&V Team attendees will only be tracked for meetings the Florida PALM IV&V Team has conducted.

Meeting Subject/Name	Purpose	Date/Time
Design Disposition Review and Planning	Review of entries in the Design Disposition Log to discuss an issue that needs addressing.	1/3/23 10:30 AM – 11:30 AM
PMO Weekly Touchpoint	Weekly meeting with PMO Leads.	1/3/23 3:00 PM – 4:00 PM
CRAIDL	Review of Change Requests, Risks, Action Items, Issues, Decisions, and Lessons Learned.	1/4/23 11:00 AM – 12:00 PM
PMO State Weekly Touchpoint	Weekly Meeting to discuss Schedule and Reporting, Status of current projects, Upcoming projects, Roadblocks, and impediments.	1/5/23 1:35 PM – 2:30 PM
Treasury PAWS	PAWS Working Session with the Treasury to understand the agency's unique business processes	1/6/23 9:00 AM – 12:00 PM
RDNS/RW Meeting	Organizational Change Management (OCM) Status and Readiness Workplan meeting.	1/6/23 1:00 PM – 2:00 PM
TRP – Requirements Review	Review of TRP Requirements and How-Mets.	1/9/23 1:00 PM – 3:00 PM
PMO Weekly Touchpoint	Weekly PMO meeting touchpoint.	1/10/23 1:30 PM – 1:30 PM
FLAIR Functions Meeting	Review of FLAIR Warrant Printing and Cash Checking Functions.	1/10/23 2:00 PM – 3:30 PM
Design Disposition Planning (Architects and Managers)	Review of Audit Logging Presentation with Jimmy for closing out DD0076 Review of items marked for Jimmy's review (Collaborative Review).	1/10/23 3:30 PM – 4:00 PM

Meeting Subject/Name	Purpose	Date/Time
Reports and Data Working Session	Discussion of Reporting and Data Warehouse (DW) options for the PALM solution.	1/11/23 9:00 AM – 11:00 AM
JAC Monthly Touchpoint	Florida PALM Readiness Coordinator to review and discuss Florida PALM implementation activities with the Agency.	1/11/23 10:00 AM – 11:00 AM
TRP – Requirements Review	Review of TRP Requirements and How-Mets.	1/11/23 1:00 PM – 3:00 PM
Design Disposition Planning (Architects and Managers)	Review and planning of the design disposition log items.	1/11/23 3:30 PM – 5:00 PM
Functional Leads Touchpoint	Meeting with the Functional Leads.	1/12/23 1:00 PM – 2:00 PM
PMO State Team Weekly Check-Point	Weekly PMO State Meeting to discuss Schedule, Roadblocks, and Impediments.	1/12/23 1:35 PM – 1:30 PM
Design Disposition Planning (Architects and Managers)	Review and planning of the design disposition log items.	1/12/23 2:00 PM – 3:00 PM
Cross Team Collaboration	FLAIR to PALM edit dispositioning.	1/13/23 10:30 AM – 12:00 PM
Design Disposition Planning (Architects and Managers)	Review and planning of the design disposition log items.	1/13/23 3:30 PM – 4:00 PM
Cross Team Collaboration	Team collaboration on FLAIR Functionality to PALM revisions.	1/17/23 9:00 AM – 11:00 AM
DMS/Florida PALM Readiness Touchpoint Meeting	Review and discuss Florida PALM implementation activities.	1/17/23 9:30 AM – 10:30 AM
FLAIR Functions	Review of FLAIR functionality.	1/17/23 2:00 PM – 3:30 PM
CRAIDL Meeting	Review of open Florida PALM Project CRAIDL items.	1/18/23 11:05 AM – 12:00 PM
Advisory Council January Meeting	Monthly meeting of the Advisory Council.	1/18/23 9:00 AM – 12:00 PM

Meeting Subject/Name	Purpose	Date/Time
Design Disposition Review and Planning	Review of Design Disposition Log items.	1/18/23 1:00 PM – 2:00 PM
PPA Team Meeting	Requirements confirmation sessions with business stakeholders for the PPA Team.	1/18/23 1:00 PM – 5:00 PM
TRP Requirements Meeting	Discussion of the requirements in preparation for the upcoming requirements reviews.	1/18/23 1:15 PM - 3:15 PM
LMC Working Meeting	Requirements confirmation sessions with business stakeholders for the LMC Team.	1/18/23 2:00 PM – 2:30 PM
Change Champion Network Town Hall	Project status updates and resources available to Agencies.	1/19/23 9:00 AM – 12:00 PM
AC Planning	Review Advisory Council Working Report.	1/19/23 1:35 PM – 2:30 PM
Expenditure Refund	Review of Accounts Receivable functionality.	1/19/23 3:00 PM – 3:30 PM
Florida PALM Change Advisory Board (CAB) Meeting	Review of Florida PALM Project.	1/19/23 3:30 PM – 4:00 PM
RDNS/RW Meeting	Updating Readiness Workplan items.	1/20/23 10:00 AM – 11:00 AM
Cross Team Collaboration	Team collaboration on FLAIR Functionality to PALM revisions.	1/20/23 1:00 PM – 2:30 PM
Design Disposition Planning (Architects and Managers)	Review of Design Disposition Log.	1/20/23 3:30 PM – 5:00 PM
LMC Working Meeting	LMC review of Florida PALM requirements.	1/23/23 2:00 PM – 3:00 PM
Expenditure Refund Options	Discussion of the Expenditure Refund PALM solution options.	1/23/23 3:00 PM – 4:00 PM
Tuesday Task Talk	Interactive Training of Readiness Workplan 325.	1/24/23 10:00 AM – 10:30 AM
DOAH TP w/ Ph #	DOAH Check-In.	1/24/23 11:00 AM – 12:00 PM

Meeting Subject/Name	Purpose	Date/Time
PMO Weekly Touchpoint	Weekly meeting with PMO Leads.	1/24/22 3:00 PM – 4:00 PM
FLAIR Functions	Review of FLAIR functionality.	1/24/23 2:00 – 3:30 PM
Design Disposition Review and Planning	Review of Design Disposition Log items.	1/25/22 9:30 AM – 11:30 AM
Florida PALM Executive Steering Committee Meeting	Florida PALM Executive Steering Committee Meeting.	1/25/22 2:00 PM – 4:00 PM
Design Disposition Review and Planning	Review of Design Disposition Log items.	1/26/23 9:30 AM – 11:30 AM
Comms/Readiness Check-in	CCN discussed communicating with Agencies and other parties on Florida PALM's upcoming waves.	1/26/23 2:30 PM – 3:00 PM
Disposition Meeting	Review of Design Disposition Log.	1/27/23 9:30 AM – 10:30 AM
Cross Team Collaboration	Team collaboration on FLAIR Functionality to PALM revisions.	1/27/23 1:00 PM – 2:30 PM
Design Disposition Review	Review of Design Disposition Log items and preparation for upcoming Agency Requirements Review meetings.	1/30/23 9:30 – 10:30 AM
LMC Working Meeting	LMC review of Florida PALM requirements.	1/30/23 2:00 PM – 5:00 PM
Florida PALM Requirements Review – Kickoff Meeting	Kickoff of Advisory Council workgroup reviews.	1/31/23 11:00 AM – 12:00 PM

Meetings Conducted

This section contains the meetings Florida PALM IV&V Team conducted during the reporting period.

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
IV&V Review – Draft Weekly Status Report	Review draft of the 01/06/23 Weekly Status Report.	1/6/23 3:30 PM – 4:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Nicolle Suvada Kimberly Nichols Sebastian Lende
Florida PALM December IV&V Monthly Assessment Report Review	Review of the December Monthly Assessment Report.	1/11/23 4:00 PM – 4:30 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Nicolle Suvada Kimberly Nichols Sebastian Lende
IV&V Review – Draft Weekly Status Report	Review draft of the 01/06/23 Weekly Status Report.	1/6/23 3:00 PM – 3:30 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Nicolle Suvada Sebastian Lende

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
LBR and Agency Staffing Discussion with IV&V	Discussion of Florida PALM Project Team perspective on Agency LBR and staffing issues.	1/17/23 3:00 PM – 4:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Nicolle Suvada Kimberly Nichols Sebastian Lende
IV&V Review – Draft Weekly Status Report	Review draft of the 01/20/23 Weekly Status Report.	1/20/23 11:30 AM – 12:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Nicolle Suvada Sebastian Lende
IV&V Review – Draft Weekly Status Report	Review draft of the 01/27/23 Weekly Status Report.	1/27/23 2:30 PM – 3:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Kimberly Nichols Sebastian Lende
Florida PALM Agency Readiness Workplan	The Florida PALM IV&V review of the Florida PALM Project Readiness Workplan.	1/27/23 3:00 – 4:00 PM	Florida PALM Project Director Florida PALM Project Deputy Director DMS Contract Manager Kimberly Nichols

IV&V Deliverables Submitted

| Deliverable Name	SOW ID	Date Submitted
Florida PALM IV&V Weekly Status Report 010623	IV&V3-D6	1/6/23
Florida PALM IV&V Weekly Status Report 011323	IV&V3-D6	1/13/23
Florida PALM IV&V Monthly Assessment Report for December 2022	IV&V3-D7	1/13/23
Florida PALM IV&V Weekly Status Report 012023	IV&V3-D6	1/20/23
Florida PALM IV&V Weekly Status Report 012723	IV&V3-D6	1/27/23

Project Documentation Reviewed

During January, IV&V reviewed the following documents.

Subject	Document in Review	Description
Project Status Reports	Florida PALM Monthly Status Reports	The PMO Team develops a Monthly Status Report utilizing the Division for State Technology (FDS) Form DMS-F-0505B. The report is developed a month in arrears and displays overall Project status, including key milestones, significant tasks, progress toward readiness for Executive Steering Committee (ESC) approved Go/No-go decisions, risks with a risk score of 15 or higher, and issues (PMP, page 12). The Florida PALM IV&V Team reviewed Project Monthly Status reports for September, October, and November of 2022.
	Project Schedule	Current Florida PALM Project Schedule.
	Design, Development, and Implementation (DDI) Project Management Plan (PMP)	The PMP details the processes to be used during the Project's Design, Development, and Implementation (DDI) phases for all work identified in the Project Charter and supporting strategies, plans, contracts, and scope documents.
	Florida PALM FY 2022 - 2023 Spend Plan Summary FYTD	Department of Financial Services Florida PALM FY 2022 - 2023 Spend Plan Summary FYTD.
	Project Change Requests	PCR-91 – CMS Enhancements Part 3 PCR-92 – CMS Enhancements Part 4 PCR-93 – Interface with Investment Accounting Solution PCR-94 - Simplify Disinvestment Journal PCR-95 - B2B Page and Re-reconcile Warrants / PCR-95 Additional Resource Requirements CME010_APE011.
	Work Products	I-WP23 Update Functional and Technical Requirements

Subject	Document in Review	Description
		I-WP25 Personalized Agency Workgroup Session.
Readiness Workplan	Readiness Workplan	The Readiness Workplan (RW) is a list of Agency activities needed to support your transition to Florida PALM. Agency Change Champion Network (CCN) should use the RW to view and plan for upcoming and current tasks.
	RW Job Aid	The RW Job Aid provides examples for filtering the Readiness Workplan and identifying Readiness Workplan tasks specific to each Agency.
	Project Schedule	Current Florida PALM Project Schedule.
	Task 324 Instructions	Instructions for *Task 324 – Complete FLAIR Data Elements Inventory*.
	Task 324 Resource: Smartsheet Columns Instructions	This document is provided as a resource when completing *Task 324: Complete FLAIR Data Elements Inventory*. It describes each column of information in the Smartsheet provided to guide Agency's activities and to capture the requested information.
	Task 324 FLAIR Data Elements Inventory Working File	Sample of the FLAIR Data Elements Inventory Working File for Agencies' use. This Excel file provides sample data element inventory and proposed format.
	Tuesday Task Talk 12/13/22	The Change Champion Network provided interactive training on Readiness Workplan *Task 324 FLAIR Data Elements Inventory Working File* via a Tuesday Task Talk on 12/13/22. This Task Talk was recorded for Agencies' future use.
	Task 325 – Complete Data Security and Access Survey Task Instructions	Instructions for *Task 325 – Complete Data Security and Access Survey*.
	Task 325 – Data Security and Access Survey Questions	This document was created to assist team collaboration. Survey questions are grouped by the systems: Departmental, Central, PYRL, RDS/NASSAM, IW/MRE/WebFocus, and Agency Reporting Data Warehouse (e.g., FLAIR@, FIS).

Subject	Document in Review	Description
	Tuesday Task Talk 1/24/23	The Change Champion Network provided interactive training on Readiness Workplan *Task 325 – Data Security and Access Survey Questions* via a Tuesday Task Talk on 1/24/23. This Task Talk was recorded for Agencies' future use.
Amendment 8	Attachment 1, Statement of Work	Provides a high-level overview of the work the SSI Vendor will be doing in the Florida PALM Project
	Attachment 6, Definitions	Definitions of important Amendment 8 and SSI Vendor contract terminology

Project Governance Assessment
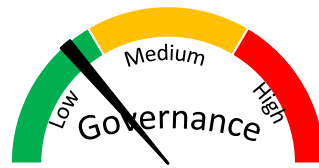
Project Governance Risk Rating

Project Governance Risk Assessment

IV&V assessed the Florida PALM Project governance as remaining Low Risk (Green) during January. The Florida PALM Project Team released further Amendment 8 Attachments to IV&V for review, with feedback to be provided in February. IV&V also completed the second stage of review on the Florida PALM Monthly Status Report, finding the content to be accurate and consistent with other Project documentation. IV&V also began looking at the Data Warehouse Assessment and the next steps. No significant changes to the governance structure of the Florida PALM Project occurred this month.

Amendment 8

IV&V participated in the review of Amendment 8 to the SSI Vendor Contract and associated material. A review of the revised SSI Contract and Attachment 10, Service Level Agreement, was completed in November 2022. The next stage of the Amendment 8 review process began in January after Attachment 1, Statement of Work, and Attachment 6, Definitions, were received by IV&V on 1/23/23. IV&V reviewed the materials and is discussing the results of the review with the Florida PALM Project Team representatives and DMS during the week of 2/6/23.

Attachments	IV&V Received Date
Florida PALM SSI Contract	11/8/22
Attachment 10: Service Level Agreement	11/8/22
Attachment 1: Statement of Work	1/23/23
Attachment 6: Definitions	1/23/23
Attachment 8: Deliverable Acceptance Criteria	TBD
Attachment 2: Payment Schedule	TBD
Attachment 5: Business Requirements	TBD

Project Monthly Status Reports

In January, IV&V completed its assessment of the Florida PALM Monthly Status Report, which the PMO Team distributes to internal and external stakeholders. This report communicates the overall Project status, key milestones, major tasks, progress toward ESC decisions, Risks with a Risk score greater than 15, and Issues (Project Management Plan - PMP 8.4.1.4 Monthly Status Report, page 12).

IV&V completed this assessment in two phases: In December, IV&V verified the reports complied with all Project Management Plan (PMP) requirements. Details of this verification were provided in the 12/23/22 IV&V Weekly Status Report. In January, IV&V reviewed the accuracy of the reports' content. IV&V found the report content was accurate and consistent with values in the Project Schedule, PCRs, WPs, Issues, Risks, and deliverables. IV&V provided the results in the 1/6/23 IV&V Weekly Status report.

IV&V gave these suggestions in the Monthly Status Report review:

- Add verbiage to the Monthly Status Reports stating that the report only includes approved PCRs, clarifying expectations for readers.

- All tasks listed in the Monthly Status Report should include the associated WPs or deliverable(s). This association will help readers identify tasks with their source and easily find the task's details.

In addition to the Florida PALM Monthly Status report, which provides overall project status, the Florida PALM Project provides an Agency Monthly Status report. The Agency Monthly Status report consolidates Agencies' statuses on their interface and application tasks required for deploying Florida PALM functionality. In February, IV&V will review the Florida PALM Project Agency Monthly Status report for compliance with Project reporting guidelines, best practices, and content quality.

Data Warehouse

The Florida PALM Data Warehouse is intended to replace the legacy FLAIR Information Warehouse as part of the Florida PALM Project, providing a repository where users can access legacy FLAIR information and Florida PALM data, and perform analysis using business intelligence tools. IV&V Team reviewed Gartner's Florida PALM Data Warehouse Assessment and associated documentation to understand the scope of the assessment better, why Gartner put forth specific recommendations, and to better understand the ongoing discussions surrounding the future of the Data Warehouse.

The Data Warehouse was addressed in the SOW. Additional details provided in this document explained in parts how the Florida PALM Project Team and SSI Vendor envision integrating the Data Warehouse into the Florida PALM Project's scope, as well as the potential impact on schedule and cost. IV&V will provide commentary on the Data Warehouse with the rest of the Amendment 8 feedback in February.

Change Readiness and Department Engagement Initiatives Assessment

Change Readiness And Department Engagement Risk Ranking

Change Readiness and Department Engagement Risk Assessment

The Change Readiness and Department Engagement Risk level remains at Medium Risk (Yellow) in January 2023. IV&V observed the Florida PALM Project Team and Agencies making progress this month in preparing for the upcoming Financials and Payroll waves. IV&V also observed Agencies continue experiencing challenges with retaining resources which has a potential impact on the Agencies' preparation tasks for the forthcoming Financial and Payroll waves.

In January, the Florida PALM Project Team worked with Agencies on preparing for the Advisory Council's review of the Business Requirements and two Readiness Workplan tasks for Agencies to analyze their FLAIR Data Elements and Data Security. IV&V is assessing the Readiness Workplan tasks and Agency collaboration with the Florida PALM Project Team on completing Florida PALM Project activities.

Agency Legislative Budget Requests and Resources

An essential aspect of every project is ensuring that users are well-prepared to execute readiness activities and support implementation. Agencies have voiced concerns and made requests in various forums about two interrelated topics for the Florida PALM Project that directly impact the Agencies' ability to engage with the Florida PALM Project: the approval of LBRs for Florida PALM-related activities and the need for resources to accomplish the activities.

Agency resource gaps may impact the upcoming Florida PALM Financials and Payroll Waves. Agency SMEs are needed to support the forthcoming Agencies' transition from FLAIR to Florida PALM. Agencies have customized their FLAIR system and processes over time, and documentation on these customized FLAIR Agency systems is limited. Therefore, communicating current Agency FLAIR processes depends on Agencies' SMEs. Part of utilizing this resource expertise involves the LBRs funding Florida PALM-related activities and positions.

Portions of the LBRs related to Florida PALM, whether funding new roles or supporting existing efforts, are still in process, which leaves Agencies without the funding to retain additional resources. One influencing factor is that Agencies may not know how much money to request or activities to project forward since the scope, overall timeline, and user roles for future Florida PALM Project Waves still need to be defined and made available to the Agencies.

The Florida PALM Project Team expressed that they have two main goals related to LBRs and Agency resources. The first is to support Agencies within the capacity of the Florida PALM Project (e.g., advocating in the Legislature or providing guidance on LBR completion), while the second is ensuring Agencies have the tools and knowledge necessary to support the Agencies' preparation and implementation activities. The Florida PALM Project Team is engaging with Agencies through the Advisory Council, the Change Champion Network, and individual Agency touchpoints. IV&V suggests that the Florida PALM Project Team assist Agencies in establishing a strategic readiness and implementation plan if they are not sure how to approach readiness. Meanwhile, Agencies should take this long-term planning into consideration when developing LBRs and allocating resources to foster readiness and redundancy in the Agency to minimize disruptions.

Readiness Workplan

One of the Florida PALM Project's means of engaging Agencies is via its Readiness Workplan. The Florida PALM Readiness Workplan assigns Agencies tasks to provide their current Project status and analyze their current FLAIR processes to prepare for the Florida PALM Financials and Payroll Waves. For each task it assigns Agencies, the Florida PALM Project Team provides interactive training sessions, written instructions, and additional templates and support materials as needed. Agencies also receive direct support regarding their tasks via their assigned Florida PALM Change Champion Network (CCN) coordinator, who meets with each Agency regularly to determine progress and provide assistance.

Agencies are currently working on two Readiness Workplan tasks assessing their FLAIR-related processes: 1) *Task 324 – Complete FLAIR Data Elements Inventory* and 2) *Task 325 – Complete Data Security and Access Survey*. Florida Palm will assign more Readiness Workplan tasks later this year.

IV&V is reviewing the Florida PALM Project Readiness Workplan to discern the task work the Agencies are required to complete, the support provided to the Agencies, and if the Agencies have the resources to achieve these assigned tasks before the tasks' due date. IV&V met with the Florida PALM Project Director and Deputy Project Director on 1/27/23 to better understand the Florida PALM Project Team's processes to develop and use the Readiness Workplan.

In January, IV&V reviewed the Florida PALM Readiness Workplan instructions, templates, and training materials the Florida PALM CCN provides Agencies to support their Readiness Workplan tasks. These materials can be found in *Project Documentation Reviewed* on page 15.

Advisory Council

In the 1/18/23 Advisory Council meeting, IV&V observed the Florida PALM Project Team communicating Project information to the Agencies and receiving Agencies' input, questions, and Project concerns. This is consistent with the Advisory Council's purpose to gather and discuss Project information and provide Agency input and advocacy on the Project (DFS Advisory Council Overview, page 1). This month's meeting included discussing Lessons Learned from a relevant project and preparing Agencies for the upcoming Requirements Review sessions.

Lessons Learned

In the 1/18/23 Advisory Council meeting, representatives from the MyFloridaMarketPlace (MFMP) eProcurement system Next Generation Project shared Lessons Learned from their completed

releases with the Advisory Council.[1] IV&V considers the MFMP Project's Lessons Learned helpful in the anticipated challenges in the upcoming FLAIR to PALM transition. Applying Lessons Learned from relevant projects is also a standard best practice for identifying how project events should be addressed in the future to improve future projects' performance (PMBOK, pages 16, 46, and 242).

MFMP Project's Lessons Learned of particular applicability to the Florida PALM Project include:

- **Transitioning from a customized to a standardized system:** The MFMP Project replaced a highly customizable system with a standard system. The MFMP representatives shared they experienced challenges with user expectations when transitioning from the previous system, which was very customizable, to a standard system and identifying when a custom feature in the new system was warranted. This is parallel to the Florida PALM project, which will replace a highly customized FLAIR system with a standard Peoplesoft system.

- **Unscripted user testing:** MFMP representatives shared that they realized after go-live that having users test with only the test scripts provided by the Project Team had not been sufficient. They had underestimated the importance of users' completing unscripted testing and performing testing of their job responsibilities. Until users try to do their jobs in the new system, they won't fully understand if the testing is sufficient.

- **Allowing sufficient time for user testing**: The MFMP project timeline had not allowed users adequate time to test the new system. This limited opportunities to identify user concerns before go-live and contributed to users' unfamiliarity with the new system after implementation.

- **Sufficient go-live support:** Immediately after go-live, the MFMP Support Desk was overwhelmed with requests and did not have enough resources to answer questions and resolve issues. This Support resource deficiency continued for several months.

Upcoming Agency Requirements Review

In the 1/18/23 meeting, the Advisory Council also discussed their upcoming Requirements Review meetings. In this series of meetings, the Advisory Council's Agency Workgroups and Florida PALM Project Team representatives will review requirements, grouped by subject. To prepare for these upcoming review meetings, the Florida PALM Project Team is grouping the requirements to review by topic. The Advisory Council is creating Workgroups of Subject Matter Experts (SMEs) with expertise in each requirements topic. Each Agency provides a list of selected SMEs for each Workgroup. These meetings are scheduled from 2/1/23 until 2/14/23.

IV&V views the Advisory Council Requirements Review meetings as important to the upcoming Florida PALM Waves. In these meetings, the Advisory Council's workgroups of Agency SMEs validate that the requirements include the functionality Agencies need in Florida PALM. Since requirements define the scope of the upcoming Florida PALM solution, well-defined and verified requirements prevent uncertainty, and future scope creep. The Advisory Council will share input with the ESC before ESC's scheduled Business Requirements vote.

---

[1] The MyFloridaMarketPlace (MFMP) project is transitioning the MFMP eProcurement solution to a cloud-based platform. It is being completed in a series of releases, with the latest release completed in November 2022.

IV&V Activities Planned for Future Periods

Amendment 8

IV&V will review the Amendment 8 documents as they are made available to IV&V. The anticipated Amendment 8 review schedule is provided below.

Attachments	IV&V Received Date
Florida PALM SSI Contract	11/8/22
Attachment 10: Service Level Agreement	11/8/22
Attachment 1: Statement of Work	1/23/23
Attachment 6: Definitions	1/23/23
Attachment. 8: Deliverable Acceptance Criteria	TBD
Attachment. 2: Payment Schedule	TBD
Attachment. 5: Business Requirements	TBD

**IV&V review dates are determined based on the direction from the Florida PALM Contract Manager that the IV&V review will take place after the wrap-up of the negotiation with the SSI Vendor and before the documents are submitted to the ESC for review.*

Readiness Workplan

IV&V is reviewing the Florida PALM Project Readiness Workplan, to discern the actions Agencies complete for their assigned Readiness Workplan tasks, and the ways the Florida PALM Project team supports Agencies in these tasks. In February, IV&V will interview several Agencies for their perspective on the Readiness Workplan. When IV&V has completed all conversations with both the Florida PALM Project Team and selected Agencies, as well as reviewed materials related to the Florida PALM Project Readiness Workplan, IV&V will provide insights in February.

Agency Monthly Status Reports

In accordance with Proviso language for FY 22/23, the Florida PALM Project is providing a monthly report of Agencies' statuses on their progress and the cost of each system interface and agency application remediation tasks required for deployment of Florida PALM functionality. In February, IV&V will review the Florida PALM Project Monthly Status report and its function in reporting Agency responsibilities and engagement with the Florida PALM Project. This review will be provided in a subsequent report.

Documentation/Information Requests

The Florida PALM IV&V Team has no pending Information requests.

Appendix A: Risk Priority Matrix

The Florida PALM IV&V Analysts will use the following table to assign a Risk probability rating to each identified Risk.

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 that the Florida PALM IV&V Analysts will use to assign a Risk impact rating to each identified Risk are described in the table below.

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.

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

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

Rating	Definition
High	The possibility of substantial impact to 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.