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

IV&V Monthly Assessment Report Reporting Period December 2022

January 12, 2022

Contract: 80101507-IVV-15-1

Engagement: P0055466

PUBLIC CONSULTING GROUP

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Executive Overview

IV&V Services Start Date	IV&V Services End Date	IV&V Reporting Period
09/03/2021	6/30/2023	12/01/22 – 12/31/22

Project Health Summary

The Florida PALM Independent Verification & Validation (IV&V) Team assessed the overall health of the Florida PALM Project as remaining at Medium Risk (Yellow) during December 2022. Schedule remained at Medium Risk, Scope remained at Low Risk (Green), and Resource rose to Medium Risk.

IV&V closed Finding #10 on 12/09/22 after interviewing selected Agencies on their Personalized Agency Working Sessions (PAWS) experiences and outcomes. Agencies expressed general satisfaction with how the Florida PALM Project Team engaged in preparation for and during PAWS. No new Findings were opened in December, and no Findings remained open.

The Florida PALM IV&V Team assessed the Schedule as Medium Risk (Yellow). IV&V lowered this Risk after verifying that the Florida PALM Project Team added FY22/23 Q3 tasks to the Florida PALM Project Schedule this month. Adding these tasks helps to mitigate Florida PALM Issue 27, "Schedule delays prevented a Fully Committed Project Schedule." Though the Schedule Risk was lowered this month, it remains in the Medium range, reflecting that the Florida PALM Project Schedule non-Administrative Financials and Payroll tasks are not yet defined. These tasks are pending Amendment 8 to the SSI Vendor Contract to define the upcoming wave of the Florida PALM Project.

Scope remained at Low Risk as a reflection of the Florida PALM Project Team's continued work on Amendment 7 items. PAWS was completed in December, a large step in the requirements-gathering process, and will help feed into the design for future waves. Continued discussions for Amendment 8 continue to define the scope for Financials and Payroll Waves.

IV&V adjusted Resource from Low to Medium Risk to reflect Agency communications of staffing challenges that potentially impact upcoming Florida PALM Implementation waves.

In December, the Florida PALM IV&V Team reviewed the Florida PALM Monthly Status Report and verified that it complies with the Project's requirements, as outlined in the PMP.

IV&V finalized its review of Agency engagement with PAWS in December. To do so, IV&V reviewed material and preparations that the Florida PALM Project Team made before and during Agency PAWS. IV&V found that the Florida PALM Project Team took seriously the task of preparing Agencies for PAWS and improving their engagement processes.

IV&V distributed the Documentation and Agency Assistance Services Deliverable Assessment Report (DAR) on 12/21/22 after a review with the Florida PALM Project Team members. This deliverable is a report on SSI Vendor Services, such as meetings attended and requirements reviewed. IV&V found that the deliverable met its associated deliverable acceptance criteria. A full assessment may be found in the DAR.

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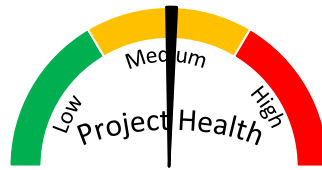
The Florida PALM IV&V Team assessed the overall Risk to the Florida PALM Project remains at Medium Risk (Yellow). Consistent with the Florida PALM Project IV&V Management Plan, the Medium Risk rating is the possibility of a moderate impact on product quality, manageability, cost, or schedule.
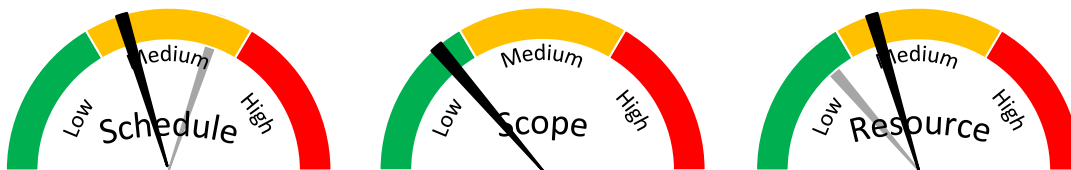
How to Interpret Risk Rating Dials

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 indicates that IV&V has changed its rating (increased or decreased) compared to the previous month.

Schedule

The Florida PALM IV&V Team assesses the overall Florida PALM Project Schedule Risk rating in Medium Risk (Yellow). IV&V lowered the Schedule Risk this reporting period after verifying Florida PALM Project Team completed Action Item 1534, "Research and Create FY22/23 Q3 Project Schedule Tasks," on 12/22/22. Action Item 1534 added the FY22/23 Q3 tasks to the Florida PALM Project Schedule. This Action Item is associated with the Florida PALM Issue 27 "Schedule delays prevented a Fully Committed Project Schedule" resolution steps.

While the Schedule Risk rating was lowered this month, it remains in the Medium Risk (Yellow) range. This reflects that Florida PALM Project Schedule non-Administrative Financials and Payroll tasks still need to be defined. These are pending Amendment 8 to the SSI Vendor Contract to

define the upcoming wave of the Florida PALM Project. The Florida PALM Issue 27 remains active with a planned Issue Resolution date of 3/31/23.

Scope

The Florida PALM IV&V Team assessed the overall Florida PALM Project Scope Risk rating as remaining Low Risk (Green). In December, the Florida PALM Project Team continued to define the scope for the upcoming Financials and Payroll Waves through activities such as requirements and business process reviews, as well as preparing the Design Disposition Log to make future design decisions for the Financials and Payroll Waves. PAWS finished in December in support of the previous activities, granting an increased understanding of Agency business systems. While the Florida PALM Project Team continues to address its Amendment 7 Scope, the future scope still needs to be determined. The Florida PALM Project Team is documenting this scope via Amendment 8. ESC Reviews of Amendment 8 are scheduled to be completed by the end of March. The current Amendment 8 review schedule is provided in Amendment 8 on page 22 of this document.

Resources

This month the Florida PALM IV&V Team shifted the Florida PALM Project Resource Risk rating from Green to within the Medium Risk (Yellow) range. IV&V made this adjustment to reflect Agency communications in December of staffing challenges that potentially impact upcoming Florida PALM Implementation waves.

Agency Resource Challenges

In the December Advisory Council and Executive Steering Committee (ESC) Meetings, Agencies communicated challenges in obtaining and retaining Agency resources with the necessary knowledge of current FLAIR processes and accounting expertise for the upcoming Financials and Payroll Waves. Agencies require Agency Subject Matter Experts (SMEs) knowledge for communicating their customized processes in the current FLAIR system, which is almost 40 years old and has limited documentation. Agency SMEs will also be needed for validating the upcoming Florida PALM solution.

SSI Vendor Documentation and Agency Assistance Resources

In December, the SSI Vendor continued to provide resources and a dedicated on-site presence for the PAWS and requirements analysis and reviews. This service is as agreed on in Amendment 7's Documentation and Agency assistance monthly services deliverable. The Florida PALM IV&V Team provided a DAR of this deliverable, outlined in this report on page 21.

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 December.

Updated Findings

No Findings remained open at the end of December. Finding #10 was revised in December and closed, as noted in the following section, Closed Findings.

Closed Findings

ID	Date Opened	Status	Priority	Type
10	9/23/22	Closed	Medium	Risk

Summary	The Florida PALM Project may be at risk of needing additional remediation work during the implementation of the Financials and Payroll Waves due to Agencies' not fully defining their needs or not engaging fully in communicating their current FLAIR business processes. If Agency needs are not built into the initial functional and technical requirements of the Florida PALM Project, there is a potential for unnecessary re-work after implementation to address the missed functionality that Agencies need to conduct business operations. Robust Agency involvement is critical to define needs for the Florida PALM solution functionality proactively. Interviews with the Readiness and Training Team revealed that during the CMS Wave, Agencies did not always submit materials in a timely manner, or requested materials were incomplete. In response, the Florida PALM Project Team createdvariousf new outreach programs to Agencies or enhanced existing programs. These included more robust monthly touchpoints, more Agency involvement in quarterly Town Halls, and the creation of the Advisory Council for more direct Agency input when discussing business and functional aspects of the Florida PALM Project. However, while many Agencies are responding to tasks and questions to a satisfactory degree, there is still a risk that lack of overall buy-in and cooperation from all Agencies will result in incomplete requirements definition and a solution design that lacks the required functionality the Agencies depend on. Examples include: • Agency-created agendas for Personalized Agency Working Sessions (PAWS) that do not address the requirements gathering needs of the Florida PALM Project; as well as • Agencies expressing a lack of understanding of PAWS until after the meetings were scheduled. **Recommendations** The Florida PALM IV&V Team recommends that the Florida PALM Project Team continue performing outreach to Agencies, encouraging full engagement with the Florida PALM Project, as well as supporting Agencies in whatever questions they have or tasks they may need to accomplish in providing relevant information on their existing processes in FLAIR and needs for the upcoming Financials and Payrolls waves PALM system. On the opposite side, Agencies are also responsible for engaging consistently with the Florida PALM Project. If they fail to stay abreast of changes in the Florida PALM Project and do not seek clarification for points of confusion, Agencies will be unable to correctly complete change readiness activities. **Update 01/12/22** IV&V closed Risk #10 on 12/09/22 after completion of all discussions with selected Agencies on the PAWS meetings and subsequent review of answers and outcomes. Analysis of the assessments and a final write-up may be found below. IV&V will monitor any additional follow-up that the Florida PALM Project Team conducts for PAWS.

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
RDNS/RW Meeting	Organizational Change Management (OCM) Status and Readiness Workplan meeting.	12/02/22 10:00 AM – 11:00 AM
Disposition Meeting	Overview of upcoming disposition action items and meetings	12/02/22 9:30 AM – 10:30 AM
Week-end Checkpoint	Meeting to review: 1. Key Meetings for the Week 2. CMS Remediation Efforts 3. A-7 Updates 4. A-8 Items Solution Center Update	12/02/2022 10:30 AM – 12:00 PM
Business Process Design Weekly Touchpoint	Review of business process design activities and design disposition log.	12/02/22 1:00 PM – 2:00 PM
FLAIR Functions/Subfunctions	Review of FLAIR functionality and comparison to PeopleSoft	12/02/22 2:00 PM – 4:00 PM
PAWS Agenda Review	Review of PAWS agendas for the upcoming week	12/02/22 2:00 PM – 3:00 PM
DOH – PALM PAWS PM Session	Working Session with the Florida Department of Health (DOH) to understand the Agency's unique business processes.	12/06/22 10:00 AM – 11:00 AM
PMO Weekly Touchpoint	Weekly meeting with PMO Leads.	12/06/22 3:00 PM – 4:00 PM
Treasury Production Support	Review of outstanding production support items for the Division of Treasury	12/07/22 2:00 PM – 3:00 PM

Meeting Subject/Name	Purpose	Date/Time
DOH – PALM PAWS PM Session	Working Session with the Florida Department of Health (DOH) to understand the Agency's unique business processes.	12/07/22 2:30 PM – 3:30 PM
PMO State Team Weekly Checkpoint	PMO State weekly meeting on Schedule and Reporting, Status of current projects, Upcoming projects, Roadblocks, and impediments.	12/08/22 1:30 PM – 2:30 PM
PPA Team Requirements Review - HCM/Payroll	Review and confirm Human Capital Management and Payroll requirements.	12/09/22 9:00 AM – 11:00 AM
Business Process Design Weekly Touchpoint	Review of business process design activities and design disposition log.	12/09/22 1:00 PM – 2:00 PM
CRAIDL	Review of Change Requests, Risks, Action Items, Issues, Decisions, and Lessons Learned.	12/12/22 10:30-11:00 AM
Florida PALM Executive Steering Committee Meeting	Florida PALM Executive Steering Committee Meeting. Agenda included Information Warehouse (IW), Amendment 8 Attachment 10, and the SSI Contract.	12/12/22 2:00 PM – 4:00 PM
FDC/FCOR – Personalized Agency Working Sessions	PAWS Working Session with the Florida Department of Corrections (FDC) and Florida Commission on Offender Review (FCOR) to understand the Agency's unique business processes	12/13/22 9:30 -11:30 AM
PMO Weekly Touchpoint	Weekly meeting with PMO Leads.	12/13/22 3:00 PM – 4:00 PM
Florida PALM Advisory Council Meeting	Monthly meeting with the Florida PALM Advisory council.	12/14/22 9:00 AM – 10:00 AM
Treasury Production Support	Weekly meetings to review Treasury Production Support items.	12/14/22 2:00 PM – 3:00 PM
Florida PALM Executive Steering Committee Meeting	Monthly meeting of Florida PALM Executive Steering Committee.	12/14/22 2:00 PM – 4:00 PM
Florida PALM Custom Entry File (GLI006) Follow-up	The purpose of this meeting is to discuss the follow-up questions posed by Clearwater related to the data being provided in the GLI006 file.	12/14/22 4:00 PM – 5:00 PM

Meeting Subject/Name	Purpose	Date/Time
AHCA – Personalized Agency Working Session	Working Session with the Florida Agency for Health Care Administration (AHCA) to understand the Agency's unique business processes.	12/15/22 9:00 AM – 10:00 AM
PMO State Team Weekly Checkpoint	PMO State weekly meeting on Schedule and Reporting, Status of current projects, Upcoming projects, Roadblocks, and impediments.	12/15/22 1:30 PM – 2:30 PM
Readiness and Training Touchpoint/RADAR	To provide an opportunity for the Change Champion Networks and Project Team to collaborate.	12/15/22 3:00 PM – 4:00 PM
Florida PALM QA Testing and Change Control	Weekly meeting to review QA Testing and Change Control topics	12/15/22 3:30 PM – 4:00 PM
Business Process Design Weekly Touchpoint	Review of business process design activities and design disposition log.	12/16/22 1:00 PM – 2:00 PM
Tech Team Review	Review project plan tasks/dates and discuss any open items that are not in the plan but are being addressed.	12/17/22 10:00 AM – 10:30 AM
DFS - Personalized Agency Working Session (Bureau of Fiscal Services)	PAWS Working Session with the Florida Office of Finance & Budget (OFB) to understand the Agency's unique business processes	12/20/22 9:00 -10:00 AM
PMO Weekly Touchpoint	Weekly meeting with PMO Leads.	12/20/22 3:00 PM – 4:00 PM
Business Process Design Weekly Touchpoint	Review of business process design activities and design disposition log.	12/21/22 9:30 AM – 11:00 PM
Disposition Meeting	Dispositioning Florida PALM requirements and design for upcoming waves.	12/22/22 10:30 AM – 11:30 AM
PMO State Weekly Touchpoint	Weekly Meeting to discuss Schedule and Reporting, Status of current projects, Upcoming projects, Roadblocks, and impediments.	12/22/22 1:35 PM – 2:30 PM
LMC Weekly Round-Up	Recurring meeting to address topics impacting GL/KK module implementation	12/23/22 9:30 AM – 11:00 AM

Meeting Subject/Name	Purpose	Date/Time
Payments and Assets Team Planning Meeting	Meeting to discuss Payments and Assets Team Planning Meeting	12/23/22 10:30 AM – 11:00 AM

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 the draft of the 12/2/22 Weekly Status Report	12/02/22 9:30 AM – 10:00 AM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Nicolle Suvada Kimberly Nichols
Florida PALM Projects Review	Review of PCG project progress for IV&V and the Comprehensive Assessment with the new DMS Contract Manager	12/05/22 10:00 AM – 11:30 AM	DMS Contract Manager Nicolle Suvada Hanna Sorber Sebastian Lende
IV&V Review – Draft Monthly Assessment Report	Review the draft of the November Monthly Assessment Report	12/09/22 3:30 PM – 4:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Nicolle Suvada Kimberly Nichols
IV&V Review – Draft Weekly Status Report	Review the draft of the 12/9/22 Weekly Status Report	12/09/22 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

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
IV&V Review – Draft Weekly Status Report	Review the draft of the 12/16/22 Weekly Status Report.	12/16/22 9:30 AM – 10:30 AM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Nicolle Suvada Kimberly Nichols
Florida PALM Documentation & Agency Assistance Services DAR	Reviewing the draft of the Florida PALM Documentation & Agency Assistance Services DAR with DFS and DMS Staff.	12/21/22 11:00 AM ET – 12:00 PM ET	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Fred Forrer Kimberly Nichols
IV&V Review – Draft Weekly Status Report	Review the draft of the 12/23/22 Weekly Status Report.	12/22/22 4:30 PM – 5:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Interim DMS Contract Manager Kimberly Nichols Fahad Ahmed

IV&V Deliverables Submitted

| Deliverable Name	SOW ID	Date Submitted
Florida PALM IV&V Weekly Status Report 120222	IV&V3-D6	12/02/22
Florida PALM IV&V Weekly Status Report 120922	IV&V3-D6	12/09/22
Florida PALM IV&V Monthly Assessment Report for November 2022	IV&V3-D7	12/12/22
Florida PALM IV&V Weekly Status Report 121622	IV&V3-D6	12/16/22
Florida PALM Documentation and Agency Assistance Services Deliverable Assessment Report	IV&V3-D10	12/21/22
Florida PALM IV&V Weekly Status Report 122322	IV&V3-D6	12/22/22

Project Documentation Reviewed

During December, the Florida PALM IV&V Team reviewed the following documents.

Subject	Document in Review	Description
Documentation and Agency Assistance Services page 5	D622_Appendix_FLAIR Functions and Subfunctions D623_Appendix_FLAIR Functions and Subfunctions	The FLAIR Functions and Subfunctions Appendix provides the FLAIR requirements being reviewed by the SSI Vendor and how the requirements are met (or not met) in Florida PALM requirements.
	D622_Deliverable Review Form D623_Deliverable Review Form D624_Deliverable Review Form	The Deliverable Review Form documents outline the review of the Documentation and Agency Assistance Services Monthly reports.
	DEL622_Documentation and Agency Assistance Services (August 2022) DEL623_Documentation and Agency Assistance Services (September 2022) DEL624_Documentation and Agency Assistance Services (September 2022)	The Documentation and Agency Assistance Services monthly report summarizes the SSI Vendor's activities completed and details the documentation and Agency assistance services, as documented in Amendment 7. This includes reviewing functional and technical system requirements for the replacement of FLAIR functionality to confirm all requirements needed are included in the Florida PALM system; participating in meetings, walkthroughs, and sessions to fully understand FLAIR functionality, business processes, and assumptions; developing and reviewing supporting materials and documenting action or follow-up items.

Subject	Document in Review	Description
Personalized Agency Working Sessions and Agency Engagement	Understanding Agency Unique Processes	This document provides questions for Agencies preparing for the Personalized Agency Working Sessions to assist in identifying unique processes to be shared with the Florida PALM Project team during the meeting(s). They are to serve as discussion points within the Agency to expose areas for later discussion with the Project team during the Personalized Agency Working Sessions. These questions may also support internal Agency activities to prepare for Florida PALM implementation.
	Personalized Agency Workgroup Sessions Kickoff	This meeting described the purpose of the Personalized Agency Working Sessions, expectations, and the next steps in preparing for these discussions.
	PAWS Planning and Execution	A Florida PALM Project Team internal PowerPoint with guidance and directions for how the Team should deal with various aspects of PAWS.
	Agency Prep_Talking Points	A guiding document with talking points for Readiness Coordinators to discuss with Agencies as they prepared for PAWS.
	PAWS_Update_10-3	The presentation made for the 10/03/22 PAWS update, and includes an overview of challenges that the Florida PALM Project Team have encountered, items that need to be clarified, and suggestions to Agencies on how to prepare for their PAWS.
Florida PALM Monthly Status Report Validation	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, major tasks, progress toward readiness for 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

Subject	Document in Review	Description
		strategies, plans, contracts, and scope documents.
	Department of Financial Services Florida PALM Style Guide	The Florida PALM Style Guide is a set of standards used to establish a consistent approach to communication. The Style Guide should be used when creating content and includes items such as style considerations, writing mechanics, formatting instructions, and document standards. The Style Guide is updated bi-annually, and any Project Team member may submit suggestions to the Project's Communications Team. It is located on SharePoint under Reference Materials in the Standards folder.

Project Governance Assessment
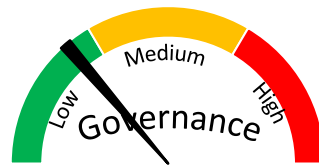
Project Governance Risk Rating

Project Governance Risk Assessment

The Florida PALM IV&V Team assesses the Florida PALM Project governance as remaining within the Low Risk (Green) rating during December. There have not been significant changes in the Governance structure for the Project and the effectiveness of the Advisory Council was observed in the December Advisory Council and ESC Meetings. In December, IV&V began a review of the Florida PALM Monthly Status reports, which provide an overview of the Project status to internal and external stakeholders. IV&V assessed the reviewed Status reports comply with all PMP requirements.

Advisory Council

Florida PALM IV&V Team continues to attend the Florida PALM Advisory Council meetings. The Advisory Council was compiled to advise the ESC on pending decisions and communicate Agency input for the upcoming PALM Project Financials and Payroll waves.

Advising Executive Steering Committee

This month was the first time the Advisory Council formally advised the ESC on an upcoming decision. In the 11/16/22 Advisory Council monthly meeting, the Florida PALM Project Team presented two proposed options for Florida PALM Projects and Grants Management in the upcoming Financials and Payroll waves. After reviewing both options, the Advisory Council advised the ESC which option they believed was best for the Project in the 12/14/22 ESC meeting. The ESC agreed to incorporate the Advisory Council's recommended option into the Amendment 8 Statement of Work (SOW). (The ESC will review this SOW on the DFS-scheduled dates in 2023.)

IV&V views this as the Advisory Council working as intended by providing Agency knowledge to the ESC on pending decisions. In interviews earlier this year (March-April 2022), ESC members expressed they had insufficient understanding of their votes' impact *(Florida PALM IV&V Executive Steering Committee Review Report, Insights #4 and #5, pages 13-15).* This Advisory Council presentation to the 12/14/22 ESC addresses this by giving Agency expertise to the ESC before ESC voting.

In the 12/14/22 Advisory Council Meeting Agencies communicated challenges in retaining resources with the FLAIR and accounting expertise needed for the upcoming Financials and

Payroll Waves. These resources are in high demand and Agencies cannot compete with the salaries being offered by other parties.

Losing Agency resources with expertise in their Agency's current FLAIR processes has a significant potential impact on this Project. FLAIR is a 40-year legacy system customized by each Agency with limited documentation, creating a dependency on Agency Subject Matter Experts (SMEs). Agency resource turnover also has the potential to impact User Acceptance Testing, which relies on Agency SMEs validating the delivered functionality.

IV&V understands the Florida PALM Project Team and Agencies are actively pursuing methods to address this. To assist with mitigating Agency resource concerns, the Advisory Council has provided a Workgroup which can advise Agencies on maintaining human and financial resources needed to support the Florida PALM Financials and Payroll Waves.

Project Monthly Status Reports

The Florida PALM PMO Team distributes a Status Report monthly to internal and external stakeholders. This report communicates the overall Project status, including 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).

In December, the Florida PALM IV&V Team reviewed the Florida PALM Monthly Status Report to verify conformance to the PMP. The IV&V Team reviewed and assessed the selected Monthly Status Report for the following items: 1) met PMP criteria, 2) had formatting, verbiage, and content consistent with the Florida PALM Style Guide, and 3) were tracked in the Florida PALM Project schedule. Details of this validation are in the 12/23/22 Florida PALM IV&V Weekly Status Report.

The Florida PALM IV&V Team will provide validation of the Monthly Status Report content accuracy in January 2023 reporting periods.

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 December 2022.

The Florida PALM IV&V Team closed Finding #10 regarding Agency Engagement in PAWS on 12/09/22 after completing discussions with Agencies on their PAWS experience and subsequent review of supporting documents and the outcomes of the discussions. IV&V found that, despite some difficulties with the preparation process, the Florida PALM Project Team directed much effort to enable Agencies to conduct their PAWS effectively.

IV&V also reviewed the Florida PALM Documentation and Agency Services deliverable in December, a deliverable that outlines the services the SSI Vendor completed each month in support of Florida PALM Project activities. Feedback was collected into a DAR and distributed to the IV&V distribution group on 12/21/22.

Personalized Agency Working Sessions

IV&V has attended and examined Agency and Florida PALM Project Team engagement in the PAWS as part of addressing IV&V's Finding #10. This Finding, as seen in the above Findings section, notes that the Risk of insufficient Agency engagement with PAWS could lead to an incomplete inventory of Agency business systems and how they interact with FLAIR. Incompleteness here could potentially result in missed requirements. The DFS Chief Business Manager expressed an interest in better understanding Agency perspectives on PAWS during the October ESC Meeting on 10/26/22, which led to IV&V opening Finding #10. IV&V met with Agencies in November to discuss their preparation processes for PAWS, their takeaways from the meetings, and additional feedback they wanted to share with IV&V.

Several themes arose organically in these conversations, summarized below. A fuller address of the discussions may be found in the 12/09/22 Weekly Report: 1) The Florida PALM Project Team and SSI Vendor effectively presented the scope and purpose of PAWS; 2) Agencies had different levels of preparedness for their PAWS because of competing priorities. As explored in previous IV&V Monthly Assessment Reports, Year-End Close activities occupied many Agency resources when Agencies were asked to examine their systems; 3) An appreciation of the Florida PALM Project Team and SSI Vendor's engagement and attentiveness during PAWS.

IV&V conducted additional follow-up in December that involved examining preparations and communications that the Florida PALM Project Team produced and distributed to support the PAWS effort. IV&V also attended several weekly PAWS debrief and planning meetings that the Florida PALM Project Team held, which provided IV&V insight into how the Florida PALM Project Team adjusted activities over the course of PAWS. The Florida PALM Project Team provided Agencies with questions – through documents such as "Understanding Agency Unique Process," which covers a range of topics from Chart of Accounts to Data & Interfaces - that would help Agencies properly assess and document their business systems and FLAIR utilization. Questions covered many aspects of business systems and how they interacted with different FLAIR modules; for example, what FLAIR reports are used by end users or roles?

The Florida PALM Project Team also produced material for and coordinated speakers for the monthly PAWS Checkpoint meetings. These monthly meetings were forums for Agencies to ask questions on how to better prepare for PAWS. Agencies who had completed their PAWS presented how they prepared for and conducted their sessions. The Florida PALM Project Team also provided their perspective on the sessions and any additional material that would be released for Agencies to utilize.

It is important to remember that PAWS was a learning experience for the Florida PALM Project Team as it was for the Agencies. Lessons learned after each PAWS led to updates to the materials the Florida PALM Project Team distributed and revisions to recommended Agency preparations. The Florida PALM Project Team debriefed on the week's PAWS every Friday to discuss improvements to how meetings are conducted and the outcomes of the meetings. Thus, not all Agencies may have been exposed to any PAWS update material at the same point in their preparation processes. Overall, the Florida PALM Project Team invested considerable time in helping Agencies prepare for their PAWS and made improvements as time continued.

Documentation and Agency Assistance Services Deliverable Acceptance Report

The Florida PALM Documentation and Agency Services deliverable is a report the SSI Vendor provides outlining the services the SSI Vendor completed each month to support the project. For any given month, these services may include attending meetings, reviewing supporting materials, reviewing requirements, identifying how the requirements are met in Florida PALM, and completing follow-up activities, as outlined in Florida PALM SSI Vendor Amendment 7 contract.

IV&V reviewed this deliverable for compliance with Deliverable Acceptance Criteria in Amendment 7 and its associated D620 Deliverable Expectations Document. IV&V's research and feedback are consolidated into a DAR.

On 12/21/22, the Florida PALM IV&V Team met with the Florida PALM Project Team to review the draft DAR of the Documentation and Agency Assistance Services deliverable. IV&V distributed this DAR on 12/21/22. For the months reviewed, IV&V assessed that the Deliverable Acceptance Criteria were met in the Reports and that the Florida PALM Project Team reviewed each Report against its Deliverable Acceptance Criteria before acceptance.

Documentation Reviewed

The documents included in the Florida PALM IV&V Team's review of this deliverable are listed in Project Documents Reviewed on page 15.

IV&V Activities Planned for Future Periods

Amendment 8

In December, the Florida PALM Project Team progressed on Amendment 8 to the SSI Vendor's contract and associated Attachments. The Florida PALM IV&V Team did not review Amendment 8 documentation in December since no documentation was released for review this month. IV&V will review the Amendment 8 documents as they are made available to IV&V.

The anticipated Amendment 8 schedule the Florida PALM Project Team provided below.

Attachments	IV&V Review Dates**	To ESC for Review	ESC Vote
Attachment. 1: Statement of Work Attachment. 6: Definitions	01/17/23 – 02/02/23	2/3/23	2/27/23
Attachment. 8: Deliverable Acceptance Criteria	01/30/23 – 02/09/23	2/10/23	2/27/23
Attachment. 2: Payment Schedule	02/01/23 – 02/09/23	2/10/23	2/27/23
Attachment. 5: Business Requirements	02/27/23 – 03/03/23	3/6/23	3/22/23

***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.*

Data Warehouse Assessment

Per section 122 of the 2022-23 General Appropriations Act, the Florida PALM Project procured an independent assessment of a Data Warehouse (DW) solution that would include FLAIR historical reporting data, FLAIR DW data, and Florida PALM data. Gartner conducted this assessment and produced a report with three recommendations for a DW and Business Intelligence reporting solution. Gartner gave an overview of this report in the ESC meeting on December 14, 2022. This Florida PALM Data Warehouse Assessment report will support decisions for the upcoming DW and BI solution. The Florida PALM IV&V Team will review this report in upcoming reporting periods.

Legislative Budget Requests

In the December Advisory Council Meeting and ESC meetings, Agencies discussed their need for resources to allocate to the Florida PALM Project. Agencies communicated that their Legislative Budget Requests (LBR) for Florida PALM-related activities and resources have yet to be approved. The Chief Business Manager responded that these LBRs are pending Amendment 8. The Legislature needs the definition Amendment 8 will provide for approval. IV&V will speak with Agencies and the Florida PALM Project Team to better understand the processes for LBRs related to Florida PALM Agency resources.

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.