

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

IV&V Monthly Assessment Report Reporting Period November 2022

December 12, 2022

Contract: 80101507-IVV-15-1

Engagement: P0055466

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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	11/01/22 – 11/30/22

Project Health Summary

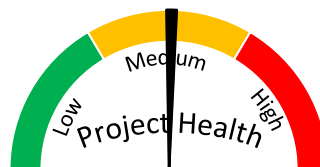
The Florida PALM Independent Verification & Validation (IV&V) Team assessed the overall health of the Florida PALM Project as remaining at Medium Risk (Yellow) during November 2022. The Schedule and Scope are in a Medium Risk (Yellow) range, and Resources are in a Low Risk (Green) range.

IV&V views the risk level as remaining unchanged for November. During November, the Florida PALM Project Team continued requirements review sessions and Personalized Agency Working Sessions (PAWS) to identify FLAIR functionality that will need to be considered for the upcoming Financials and Payroll Waves. The associated Florida PALM IV&V Finding #10, on Agency engagement with PAWS, remains open while IV&V completes its review. In this report, the Florida PALM IV&V Team provides consensus and recommendations from our interviews with Agencies for their feedback on their PAWS. Those interviewed reported the Florida PALM Project Team effectively presented the scope and purpose of the PAWS meetings and Agencies generally understood the importance of preparing for these sessions.

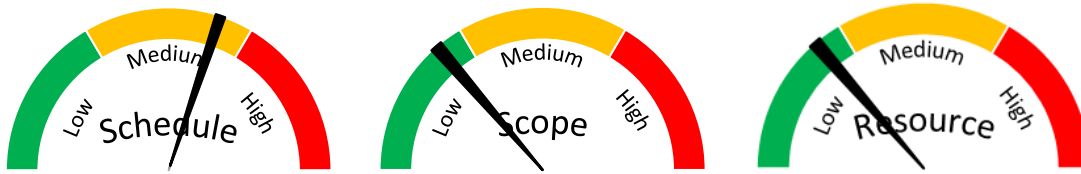
Regarding the Project Schedule, the Florida PALM Project Financials and Payroll Waves' non-administrative tasks are pending Amendment 8 to the SSI Vendor contract before they are added to the Florida PALM Project Schedule. Amendment 8 is scheduled for Executive Steering Committee (ESC) review during February and March 2023.

On 11/18/22, IV&V completed the DAR for the WP293 Penetration Testing Work Product performed by the SSI Vendor. IV&V has also assessed the deliverable provided monthly by the SSI Vendor for Documentation and Agency Assistance Services as documented in Amendment 7. IV&V is scheduled to have this DAR delivered in December 2022.

Overall Risk



The Florida PALM IV&V Team assessed the overall Risk to the Florida PALM Project remains consistent with the Risk levels in October. For November, it continues 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 as remaining at Medium Risk (Yellow). The Florida PALM Project Team updated Issue 27, “Schedule delays prevented a Fully Committed Project Schedule,” with Action Items added to define the Florida Project Schedule tasks for Fiscal Year 2022/2023 Quarter 3. The Florida PALM Project Team has begun identifying Project Schedule tasks for Financials and Payroll Waves and created Action Item 1534 to track the work. Three steps were added to the action plan on Action Item 1534. The steps are for gathering, identifying, and adding Project Schedule tasks from the Florida PALM Project Director, Deputy Director, and Architects. The Action Item 1534 planned completion date is 12/16/22.

Scope

The Florida PALM IV&V Team assesses the overall Florida PALM Project Scope Risk rating as remaining at Low Risk (Green). The Florida PALM Project Team is defining the scope for the upcoming Financials Wave through requirements, business process review, and design sessions. The Florida PALM IV&V Team understands that confirmation of requirements related to the Financials wave will occur with the Division of Accounting and Auditing (A&A), Office of Information Technology (OIT), and Division of Treasury in December 2022. The Florida PALM PMO Team has defined internal Work Product I-WP23-Update Functional and Technical Requirements in the Florida PALM Project Schedule. The Florida PALM Project Team will meet with stakeholders to confirm the requirements with the enterprise partners. Based on these sessions' outcome, the Financials wave's scope will be identified and documented. The Florida PALM Project Team will then perform and complete reassessing the “How Met” for each requirement in January 2023. The Florida PALM IV&V Team will attend the working sessions associated with these actions in the next monthly reporting period.

Resources

In November, the Florida PALM IV&V Team maintained the Florida PALM Project Resource Risk rating at Low Risk (Green). During November, the SSI Vendor provided resources and a dedicated on-site presence for the PAWS and requirements analysis and reviews. The SSI Vendor's services provided are reported in the Documentation and Agency assistance monthly services deliverable. The Florida PALM IV&V Team has completed an assessment 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 November.

Updated Findings

ID	Date Opened	Status	Priority	Type
10	9/23/22	Open	Medium	Risk
<p>Summary</p>		<p>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.</p> <p>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 created a variety of 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:</p> <ul style="list-style-type: none"> • 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. <p>Update 11/30/22</p> <p>The Florida PALM IV&V Team completed discussions with four Agencies in November to understand their perceptions of the PAWS meetings. We provide an initial overview of the portion of the assessment that includes the Agency responses in the Change Readiness and Department Engagement section of this report. IV&V will provide the summary of our analysis and closure for Finding #10 in the December Monthly Assessment Report.</p>		

Closed Findings

No findings were closed in the month of November.

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 of the activity.

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
Checkpoint - KK	PAWS checkpoint between the Organizational Change Management Track Manager and Knowledge Transfer and Training Team Manager.	11/01/22 11:00 AM – 12:00 PM
FDACS – Personalized Agency Working Session	Working Session with the Florida Department of Agriculture and Consumer Services (FDACS) to understand the Agency’s unique business processes.	11/01/22 1:00 PM – 2:00 PM
SCS / Florida PALM Touchpoint	A recurring Florida PALM touchpoint meeting between the State Court System (SCS) and Change Champion Network (CCN) to review and discuss Florida PALM implementation activities.	11/01/22 3:00 PM – 4:00 PM
FDLE – Personalized Agency Working Session	Working Session with the Florida Department of Law Enforcement (FDLE) to understand the Agency’s unique business processes.	11/02/22 9:00 AM – 10:00 AM
LMC Weekly Round-Up	A recurring meeting to address topics impacting GL/KK module, implementation, Functional, Training, Technical, Reports & Conversions, and MRW/Communication	11/04/22 9:30 AM – 11:00 AM
Tech Team Review	Weekly meeting with leads from the Tech Team to discuss project plan tasks/dates.	11/04/22 10:00 AM – 10:30 AM
FLAIR Functions/Subfunctions	Standing meeting to discuss topics related to FLAIR.	11/04/22 1:30 PM – 3:30 PM
FLAIR Functions / Subfunctions Meeting	Standing meeting to discuss topics related to FLAIR.	11/07/22 1:00 PM – 3:00 PM

Meeting Subject/Name	Purpose	Date/Time
PMO Weekly Touchpoint	Weekly meeting with PMO Leads.	11/08/22 10:00 AM – 11:00 AM
Monthly SLE Discussion	Review of adherence to SLEs for October and exceptions.	11/08/22 2:00 PM – 3:00 PM
PGM Survey Analysis	Discussion of the Projects and Grants Survey results.	11/10/22 9:00 AM – 11:00 AM
PMO State Team Weekly Checkpoint	PMO State weekly meeting on Schedule and Reporting, Status of current projects, Upcoming projects, Roadblocks, and impediments.	11/10/22 1:35 PM – 2:30 PM
Stakeholder Team	Readiness and Training Team planning activities for January – March 2023	11/14/22 2:30 PM – 3:30 PM
FLAIR Functions/Subfunctions	Review of FLAIR functionality and comparison to PeopleSoft	11/14/22 2:00 PM – 4:00 PM
Checkpoint – KK	PAWS checkpoint between the Organizational Change Management Track Manager and Knowledge Transfer and Training Team Manager.	11/15/22 11:00 AM – 11:30 AM
PMO Weekly Meeting	Weekly meeting with PMO Leads.	11/15/22 3:00 PM – 4:00 PM
Advisory Council Meeting	Advisory Council Monthly Meeting	11/16/22 10:00 AM – 12:00 PM
Florida PALM Executive Steering Committee Meeting	Florida PALM Executive Steering Committee Monthly Meeting	11/16/22 2:00 PM – 4:00 PM
FLAIR Functions/Subfunctions	Review of FLAIR functionality and comparison to PeopleSoft	11/18/22 1:30 PM – 3:30 PM
Stakeholder Team Standup	Engaging Stakeholders Readiness and Training Team planning activities for January – March 2023	11/21/22 2:30 PM – 3:30 PM
Personalized Agency Working Sessions Checkpoint	Agencies who have already had PAWS present on their preparation process and Lessons Learned.	11/28/22 11:00 AM – 11:30 AM
CRAIDL Meeting	Review of Change Requests, Risks, Action Items, Issues, Decisions, and Lessons Learned.	11/28/22 1:00 – 2:00 PM

Meeting Subject/Name	Purpose	Date/Time
FLAIR Functions/Subfunctions	Review of FLAIR functionality and comparison to PeopleSoft	11/28/22 2:00 PM – 4:00 PM
FSDB/ PALM Monthly Touchpoint	Monthly PALM touchpoint meeting with the Florida School for the Deaf and Blind	11/29/22 2:00 – 3:00 PM
PMO Weekly Meeting	Weekly meeting with PMO Leads.	11/29/22 3:00 PM – 4:00 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
D620 Documentation & Agency Assistance Services	Discussing the Documentation and Agency Assistance Services (monthly starting July 2022) deliverable, the SSI Vendor is providing as agreed in Amendment 7.	11/03/22 2:30 PM – 3:00 PM	Florida PALM Contract Manager DMS Contract Manager Nicolle Suvada Kimberly Nichols
IV&V Review – Draft Weekly Status Report	Review the draft of the 11/4/22 Weekly Status Report.	11/04/22 9:30 AM – 10:00 AM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Nicolle Suvada Kimberly Nichols
IV&V Review – Draft Monthly Assessment Report	Review the draft of the October Monthly Assessment Report.	11/09/22 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 11/11/22 Weekly Status Report	11/14/22 4:30 PM – 5:00 PM	Florida PALM Project Director Florida PALM Contract Manager DMS Contract Manager Kimberly Nichols Sebastian Lende
Florida PALM PAWS IV&V Follow-up - DCF	Discuss aspects of the PAWS with the Agency	11/15/22 2:00 PM – 3:00 PM	Matthew Christovich, DCF Tony Lloyd, DCF Rick Owen, DCF Nicolle Suvada Sebastian Lende

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
Florida PALM IV&V Review – Deliverable Assessment Report for the Penetration Testing Execution	Review of the Deliverable Assessment Report for the Penetration Testing Execution with Florida PALM	11/16/22 3:40 PM – 4:15 PM	Florida PALM Project Director Rajat Kunwar Nicolle Suvada Fahad Ahmed
Florida PALM PAWS IV&V Follow-up - DOT	Discuss aspects of the PAWS with the Agency	11/17/22 3:30 PM – 4:15 PM	Lisa Evans, DOT Sara Dugger, DOT Josephine Jones, DOT Mark Rissinger, DOT David Williams, DOT Nicolle Suvada Sebastian Lende
IV&V Review – Draft Weekly Status Report	Review draft of 11/18/22 Weekly Status Report	11/18//22 9:30 AM – 10:00 AM	DMS Deputy Secretary of Workforce Operations DMS Contract Manager Florida PALM Project Director Florida PALM Contract Manager Nicolle Suvada Kimberly Nichols Sebastian Lende
Florida PALM IV&V Amendment 8 Draft Feedback Review	Review IV&V's feedback on the Amendment 8 documents provided to date	11/17/22 3:30 PM – 5:00 PM	DMS Deputy Secretary of Workforce Operations DMS Contract Manager DFS Chief Business Officer Florida PALM Project Director Florida PALM Contract Manager Nicolle Suvada Jeff Hellzen

Meeting Subject/Name	Purpose	Date/Time	IV&V Attendees
Florida PALM PAWS IV&V Follow-up - DJJ	Discuss aspects of the PAWS with the Agency	11/18/22 3:00 PM – 4:00 PM	Amanda Gaddis, DJJ Jay Nayana, DJJ Evelyn Jacobs, DJJ Letetia Wiley, DJJ Marcia Haye, DJJ Nicolle Suvada Sebastian Lende
Florida PALM IV&V Review – Deliverable Assessment Report for the Documentation and Agency Assistance Deliverable	Review observations and questions regarding the Documentation and Agency Assistance Services Deliverable.	11/28/22 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
Florida PALM IV&V Team PAWS Follow-up Discussion – DEO	Discuss the PAWS with agencies	11/29/22 2:00 PM – 3:00 PM	Denise Reeder, DEO Lemuel Toro, DEO Allyce Moriak, DEO Lisa Simpson, DEO Sebastian Lende

IV&V Deliverables Submitted

Deliverable Name	SOW ID	Date Submitted
Florida PALM IV&V Weekly Status Report 110422	IV&V3-D6	11/04/22
Florida PALM IV&V Monthly Assessment Report for October 2022	IV&V3-D7	11/10/22
Florida PALM IV&V Weekly Status Report 111122	IV&V3-D6	11/14/22
Florida PALM IV&V Penetration Testing Assessment	IV&V3-D10	11/18/22
Florida PALM IV&V Weekly Status Report 111822	IV&V3-D6	11/18/22
Florida PALM IV&V Review of Amendment 8 to the SSI Vendor Contract and Attachment 10 – Service Level Agreement	IV&V3-D11	11/18/22

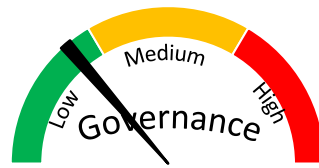
Project Documentation Reviewed

During November, 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 activities completed and details the documentation and agency assistance services, as documented in Amendment 7, provided by the SSI Vendor. 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.
Penetration Testing	Florida PALM Project Management Plan Florida PALM Project Schedule	The Florida PALM PMP provides relevant artifacts for tracking Project Governance and Schedule of Penetration Testing tasks.

Subject	Document in Review	Description
	D122 – Penetration Testing Plan	The D122 -Penetration Testing Plan describes the processes, scope, tools, and metrics utilized to perform the Penetration Test.
	WP293 Completion of Penetration Testing	The WP293 Penetration Testing Work Product includes the Penetration Testing results and recommendations.

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 November. There have not been significant changes in the Governance structure for the Project and the effectiveness of the Advisory Council and the Executive Steering Committees remains positive.

Executive Steering Committee Suggestions

In response to the Florida PALM Chief Business Manager’s request for suggestions to assist with ESC effectiveness (made in the 10/26/22 Florida PALM ESC meeting), the Florida PALM IV&V Team has conducted research on ESC best practices and has these suggestions.

ESC Suggestion	Details
SSI Vendor Presentation	The Florida PALM IV&V Team recommends that the SSI Vendor present at each ESC meeting. As the vendor providing the Florida PALM solution, the SSI Vendor presenting a status of their deliverables, with associated slides, and answering any related questions would give ESC a greater understanding of the Florida PALM Project’s current and future waves.
Monthly Open & Closed Tickets Report	IV&V suggests that the Florida PALM Project Team add a summary of the month’s PALM-related tickets to the ESC presentation, which includes the criticality of open tickets and reports on the tickets closed that month. The capture of open tickets could include the date opened, aged period, planned delivery and notice of critical items. This provides the ESC an overview of the volume and impact of Florida PALM in-process Issues and requests.
ESC Summary Status Slide	For the ESC presentation slides, IV&V proposes that the Florida PALM Project Team create an introductory slide with color-coded graphics which present the health of the Overall Project, Scope, Schedule, and Governance. These graphics could provide the ESC with an “at-a-glance” view of the Project’s status, which can add perspective to the more detailed slides in the ESC presentation. Each graphic’s color would indicate overall health. The green end of the spectrum would show good health and Low Risk, followed by a yellow Medium

ESC Suggestion	Details
	Risk range, and finish in the red range, indicating High Risk and health concerns.

Penetration Testing

On 11/18/22, the Florida PALM IV&V Team submitted the DAR for the Penetration Testing Execution. The SSI Vendor performed this Testing for Florida PALM from 8/22/22 to 9/26/22. The Florida PALM IV&V Team reviewed the approach, testing principles, and results of the Penetration Testing execution.

In the DAR, the Florida PALM IV&V Team identified two (2) observations regarding the penetration testing execution. The first observation notes that the toolset used to complete the penetration testing is not specified. Disclosure of the toolset is needed to perform a fully detailed analysis of the tools used and the outcomes achieved. The second observation recommends increasing the categorization of an item identified as a Potential Risk up to a Risk, due to the type of vulnerability specified. The detailed analysis of these observations is documented in IV&V's report for the Penetration Testing Execution.

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 November 2022.

The Florida PALM IV&V Team Finding #10, opened on 9/23/22, identifies the Risk of Agencies' not fully engaging with the Florida PALM Project and missing functionality for the upcoming Financials and Payroll Waves. Concerning IV&V Finding #10, the Florida PALM IV&V Team discussed with several Agencies in November the perceptions and outcomes of the PAWS meetings. The Florida PALM Project Team continued engaging Agencies in post-PAWS actions and preparing for the upcoming Financials and Payroll waves.

The Florida PALM IV&V Team also reviewed the Design Disposition Log in November, which tracks the requirements and provides suggestions and recommendations.

The SSI Vendor continues to provide Documentation and Agency Assistance Services monthly to support the upcoming Financials and Payroll waves (as documented in Amendment 7). In November, Florida PALM IV&V completed our review of this monthly deliverable. This DAR is in final validation and verification and will be distributed in December 2022.

Requirements Review and Personalized Agency Working Sessions

The Florida PALM IV&V Team's review of agency engagement in the Florida PALM PAWS is a direct product of Finding #10 noted above. Finding #10 was opened after a discussion with the Florida PALM Project Team where a concern was raised about Agencies engaging fully with the PAWS and whether or not Agencies were understanding the tasks given to them. IV&V attended and observed several PAWS sessions throughout September, October, and November to see how Agencies were approaching the task. Additionally, IV&V attended review and debrief meetings where the Florida PALM Project Team assessed proposed Agency agendas for their PAWS and outcomes of the sessions held during the week.

During the October ESC meeting, IV&V spoke with the Florida PALM Chief Business Manager where he raised interest in understanding how Agencies were approaching the PAWS. IV&V met with several Agencies in November to discuss their perceptions on PAWS and preparations conducted leading up to the meetings. All outreach was completed 11/29/22, and the list of

meetings and attendees are described below. Questions for the Agencies were informed in part by the discussions during the PAWS.

The following table identifies attendees from each Agency:

Department	Interview Date	Attendees
Department of Children and Family Services (DCF)	11/15/22 2:00 PM – 3:00 PM	Matthew Christovich, DCF Tony Lloyd, DCF Rick Owen, DCF Nicolle Suvada Sebastian Lende
Department of Transportation (DOT)	11/17/22 3:30 PM – 4:15 PM	Lisa Evans, DOT Sara Dugger, DOT Josephine Jones, DOT Mark Rissinger, DOT David Williams, DOT Nicolle Suvada Sebastian Lende
Department of Juvenile Justice (DJJ)	11/18/22 3:00 PM – 4:00 PM	Amanda Gaddis, DJJ Jay Nayana, DJJ Evelyn Jacobs, DJJ Letetia Wiley, DJJ Marcia Haye, DJJ Nicolle Suvada Sebastian Lende
Department of Economic Opportunity (DEO)	11/29/22 2:00 PM – 3:00 PM	Denise Reeder, DEO Lemuel Toro, DEO Allyce Moriak, DEO Lisa Simpson, DEO Sebastian Lende

To help guide the conversation with Agencies, the Florida PALM IV&V Team prepared several questions found in the table below. The conversation did not strictly stay on these topics, however. Any discussion that arose organically was pursued to better understand the Agency perspectives on the PAWS.

Interview Questions
When and how were you first introduced to the PAWS meetings and the Florida PALM Project's intent to conduct requirements reviews?
What steps did your Agency take to prepare for the PAWS, and how did your preparations change as you received more information about the purpose?

Interview Questions
Did you feel sufficiently prepared for your session and that the Florida PALM Project Team supported these preparation efforts?
How do you feel your PAWS meetings went, and what positive/negative takeaways do you have to share?
What follow-up from your session do you expect from the Florida PALM Project Team and/or SSI Vendor?

Insights and outcomes of the Florida PALM IV&V Team’s discussions with the Agencies are compiled and addressed in the Weekly Status Report for the week ending 12/09/22. Although it is outside of this November reporting period, the Florida PALM IV&V Team includes in this report that it has closed Finding #10 as of 12/09/22. IV&V will provide the summary of our analysis and closure for Finding #10 in the December Monthly Assessment report.

Design Disposition Log

The Florida PALM Project Design Disposition Log (DDL) is a decision-making tool and process established by the Florida PALM Project Team to facilitate the capture, tracking, development, and sharing of design options in a collaborative setting. Items entered into the DDL will guide solution design for future waves. PAWS meetings and the requirements review activities provide most of the material the Florida PALM Project Team is entering into the DDL. Items entered as a result of PAWS, or the requirements reviews will undergo assessment once those activities have concluded.

IV&V Team reviewed the DDL and supporting material in late October and November to assess its utility for the Florida PALM Project Team and provide suggestions for improvement. The Florida PALM Project Team may consider implementing a process chart to show how the DDL feeds into requirements and modules for the PALM solution. Doing so would benefit the collective understanding of the review process for the Florida PALM Project Team.

Amendment 8

The Florida PALM IV&V Team reviewed Amendment 8 Amended and Restated SSI Vendor Contract General Terms and Conditions and Attachment 10 – Service Level Agreement between 11/08/22 and 11/18/22. Comments, questions, and recommendations were reviewed in a meeting with DMS and DFS and then submitted to the same group on 11/18/22. The review periods for the rest of Amendment 8 are in IV&V Activities Planned for Future Periods in this report.

Items Reviewed	IV&V Review Dates
Amended and Restated SSI Vendor Contract General Terms and Conditions	11/08/22 – 11/18/22
Attachment 10 – Service Level Agreement	11/08/22 – 11/18/22

Documentation and Agency Assistance Services Deliverable Acceptance Report

In November, the Florida PALM IV&V Team reviewed the SSI Vendor monthly deliverable, Documentation and Agency Assistance Services, as defined in Amendment 7. The SSI Vendor

provides the monthly report of the documentation and assistance tasks the SSI Vendor completed that month as required by the deliverable. These include attending meetings, reviewing supporting materials, reviewing requirements, identifying how the requirements are met in Florida PALM, and completing follow-up activities.

IV&V reviewed this deliverable for compliance with Deliverable Acceptance Criteria (DAC) in Amendment 7, and the associated D620 Deliverable Expectations Document (DED), and has consolidated research and feedback into a DAR.

IV&V is completing the final verification and validation for this DAR. The Florida PALM IV&V Team is scheduled to walk through the draft of this DAR with the DMS and DFS staff in December.

Deliverable Acceptance Criteria

The Amendment 7 DAC that the SSI Vendor must meet for this deliverable is as follows:

- Monthly report that summarizes the activities completed;
- List of FLAIR requirements reviewed and how the requirements are met (or not met) in Florida PALM requirements;
- List of meetings and Agencies attended;
- List of supporting materials reviewed; and
- List and status of follow-up activities.

Materials 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

The Florida PALM Project Team is working on the Amendment 8 to the SSI Vendor’s contract. The Florida PALM IV&V Team will review the Amendment 8 documents as they are made available to IV&V per the anticipated 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.*

Schedule Review

The Florida PALM Project Team will update the Florida PALM Project Schedule based on the planned dates identified in Action Item #1534, “Research and Create FY22/23 Q3 Project Schedule Tasks.” The Florida PALM PMO will work with the Florida PALM Project Team to define durations and resources. Action Item #1534 is planned to complete by 12/16/22. The Florida PALM Project Schedule updates will be reviewed by the Florida PALM IV&V Team as they are completed.

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	Low	Medium	High		
Likely 4			Medium	High	
Possible 3		High			
Unlikely 2		High			
Improbable 1		High			

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.