



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

Presented by:

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TABLE OF CONTENTS

1	IV&V MONTHLY ASSESSMENT	1
1.1	Executive Summary	1
1.2	IV&V Overall Risk Summary.....	10
1.3	IV&V Monthly Assessment Dashboard.....	11
2	IV&V DETAIL REPORTING	11
2.1	Project Risks.....	11
2.2	Project Issues.....	12
2.3	Other IV&V Activities.....	13
3	IV&V CONTACT INFORMATION.....	14

1 IV&V Monthly Assessment

1.1 Executive Summary

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

November 2019 IV&V Summary

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

The Project completed and accepted the Requirements Traceability Matrix (D49) and Gap Inventory (D50) deliverables in November. Each of these represents an important component leading to the forthcoming Go/No Go Decision (D67) deliverable scheduled to occur at the end of February 2020.

- D49 establishes the tool, criteria and protocols to be used to account for the fulfillment of the State's 3566 business requirements as stipulated first in the original ITN and managed through subsequent evaluations, analyses, and successive deliverables detailing the way the Florida PALM solution will meet expectations.*
- D50 identifies where the State's business requirements cannot be met simply through configuration of the baseline Peoplesoft application. In such cases, the Project explored alternatives including other ways to use Peoplesoft products to fulfill business requirements, amendment of requirements, cancellation of requirements, and if no other satisfactory disposition was available, the modification of Peoplesoft to meet the requirements was considered. Such modifications are referred to as extensions.*

What is remarkable about the completion of these deliverables is the comparatively very low number of extensions (21) identified, analyzed, validated, and approved for inclusion in the RICEFW Inventory (D64) to be developed for Florida PALM.

Exceptions mentioned above include:

- The final design details of the interim business processes to be used by Wave organizations between the implementation of Pilot and the completion of Wave 2 remain in progress. Following presentation to Pilot and Wave organizations for input and feedback on the practicability of the processes that temporarily rely on a hybrid solution of FLAIR and Florida PALM.*
- The painstaking approach to the analysis of current business processes and dependencies on data from FLAIR/CMS has delayed the completion inventory of reports, interfaces, conversions, extensions, forms and workflows to be developed for the Florida PALM solution. The approach has been labor-intensive and some activities have taken longer than expected to complete. The Project has adjusted to leverage existing information to*

expedite the completion of the RICEFW Inventory and help Pilot and Wave organizations clarify expectations and understand what agency business systems will be able to be replaced by Florida PALM functionality or kept in service, and what data needs to be exchanged between Florida PAM and agency business systems. The holiday season is likely to contribute to schedule pressure.

Engagement with state agencies and partner organizations continued in large group settings and on a one-to-one basis. The exchange of information at these meetings is productive as insights are developed and awareness of the business process and expected data changes continues to grow. Further implications for business operations and technical systems within state organizations are also being realized. The Project recognizes the need and demonstrates commitment to provide organizations with clear, complete and definitive information as quickly as possible to enable estimating, planning and analytical activities. IV&V has observed an appropriate sense of urgency and deployment of resources to produce detailed information and distribute it when quality has been assured.

Of note: in the course of presenting Florida PALM standardized business processes and gathering input from Pilot and Wave organizations, the topic of encumbrances has drawn attention as the State's use of the term "encumbrances" is contrasted with common industry encumbrance functionality. Presently encumbrance functionality used by state organizations does not automatically limit encumbrance transactions based on appropriated budget limits. Some organizations use the present functionality to facilitate multi-vendor service agreements wherein the organization is able to manage purchases to a select group of authorized vendors for a specific purpose. In this case the encumbrance transaction establishes a system-based relationship along with accounting data for employees to use when processing transactions related to the respective program, the present functionality does not automatically prevent cumulative encumbrances for the same accounting data to exceed appropriated budget amounts. It is important to note that the present expenditure functionality is controlled by automated budget balances. The management of financial controls is reportedly executed manually.

Typical encumbrance transaction functionality is developed and configured to reserve or consume budget balances upon processing. In this way, multiple encumbrances referencing the same accounting data will not individually or cumulatively be allowed to exceed budgeted amounts by use of automated system edits.

Guidance from State budget authorities indicates that full encumbrance functionality that automatically enforces budgetary limits on each transaction is mandated by law.

To be determined is what impacts to agency business practices will be caused by the implementation of typical standard encumbrance functionality?

During the prior period, the Project completed the final round of presentations to all the Florida PALM Chart of Accounts (D066) and the changes it represents to the State's current chart of accounts data structure. Feedback from agencies was received throughout November via written responses and participation in follow-up office hours sessions conducted by the Business Process Standardization (BPS) Team. The information gathered is being analyzed to determine if any changes to the design or other considerations need to be addressed.

The Project completed detailed presentations of Interim Business Process Models at multi-day workshops to which all state organizations were invited. The presentations provided details on processes to be used beginning at Pilot implementation by Wave organizations not yet fully implemented. Such organizations will need to operate using both FLAIR and Florida PALM for certain types of accounting transactions. This is due to Florida PALM replacing Central FLAIR and DFS Treasury's Cash Management System statewide upon Pilot implementation scheduled for July 2021. Workshop feedback indicates an increasing awareness of the complexities involved, especially when conducting interagency business.

IV&V continued to observe the orderly transition of Accenture's Project Director duties from the incumbent to his successor. Other key positions have turned over recently and the staffing plan presented by Accenture includes near-term and mid-term transitions in other management roles. To avoid loss of productivity and risks to continuity in project execution, it is very important for Accenture to take steps to ensure that adequate and capable resources are maintained at sufficient levels to fulfill leadership roles.

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

Risk to Time Management Associated with Project and Agency Fiscal Cycles

As organizations learn the process model details and schedule for implementation, each must assess the internal impact of changes to be brought by Florida PALM. These changes will entail business process procedures, automation of improved internal controls, and transformation of selected data. The implications can be far reaching, especially for organizations with technical dependencies on legacy FLAIR data.

As Florida PALM presents new data elements and structures in these situations, organizations with internal business systems utilizing FLAIR data may require modifications to remain in service using Florida PALM data. These organizations may need to organize their own projects to accomplish the technical changes as well as deciding to pursue funding via appropriations to support such work.

The Project's implementation schedule has been organized to pursue the implementation according to an industry standard sequence of activities. It is not designed to sync directly with the fiscal year cycle of budget requests. However, the Project is planned to implement incrementally by organization over multiple waves. This partially mitigates timing risks for agencies that need to seek additional funding.

IV&V observes the Project continually provides information to state organizations to describe the scope of business to be affected and to contrast the differences between current processes and those to be implemented. This is also true as the analysis and design of the chart-of-accounts proceeded to determine the definition and structure of Florida PALM data.

While the final design details are not expected to be confirmed until early 2020, the information developed over the past year-and-a-half has been consistently shared with organizations in workshops to obtain input and feedback and many aspects have not incurred significant changes along the way. The works-in-progress documents have also been provided to organizations for review, scrutiny, and to inform.

At times organizations express a reluctance to undertake internal analysis, estimations, and planning until final design requirements are received from the Project. The details provided should enable organizations to begin internal analysis, estimations, and planning for eventual implementation of Florida PALM. IV&V has observed Project attempts to encourage organizations to act on the information available. Nevertheless, for organizations planning to implement fully upon Pilot in 2021, the fiscal timing may require them to shift to a later Wave implementation. For FFMS partner system organizations facing the same situation, the potential impact to the overall Florida PALM Project timeline is greater because the integration of these systems is essential to constitute a complete Florida PALM solution.

Florida PALM Dependencies on other Enterprise Applications

The Project team continued to focus attention on key integration dependencies in the present schedule for FFMS systems and on the completion of interim solution analysis to confirm and provide essential information to FFMS partners and all state organizations.

During November, IV&V observed the Project and DFS OIT continue to work closely to manage Florida PALM activities in parallel with OIT activities to identify and analyze FLAIR modifications needed to support the hybrid interim solution. The Project and DFS OIT continue to work on merging the project schedules to streamline management and improve Project and OIT visibility into critical dependencies.

Additionally, the Project maintains regular engagement with DMS teams to analyze the business requirements and timelines for interfacing with MyFloridaMarketplace, People First, and the Statewide Travel Management System (STMS). Additionally, the Project works closely with the LAS/PBS team representing state budget systems.

IV&V observed the leadership and team staff from each of these entities remains engaged, cooperative and collaborative during working meetings. Communications between meetings are evident and indicative of progress towards the respective objectives. IV&V will continue to monitor and assess these efforts, identifying when explicit commitments are attained to work toward the Florida PALM objective of being ready to begin testing interfaces by August 2020.

Update on Budget Amendment Release Risk

It was reported last period that the Project incurred a risk to cash flow based on a delay in quarterly budget amendment release processing as prescribed by the General Appropriation Act (GAA). During November the Project continued to assess this situation and prepared for potential interruptions to select services to conserve funds and avoid costs unsupported without the next release. As of the end of November, the requested release was in consultation at the Legislature. At the time of this report, the requested release has been processed and funds are available to the Project.

The GAA proviso language includes “the budget amendments for the release of funds shall include the completed contract deliverables for Organizational Readiness Assessment, Data Conversion and Mitigation Strategy, Standardized Business Process Models, and Interface and Integration Strategy.”

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

- *Standardized Business Process Models (D054) was completed on July 30, 2019.*
- *The second of four planned Organizational Readiness Assessments (D040) was completed as of October 17, 2019.*
- *Data Conversion & Migration Strategy (D047) was submitted for acceptance and is under review.*
- *Interface and Integration Strategy (D059) was submitted for acceptance and is under review.*

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

Interfaces and Schedule Risks

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

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

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

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

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

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

Engagement Activities

During November the Project conducted Interim Business Process Model workshops. All organizations were invited to participate, ask questions, provide input, and give feedback. Representatives from organizations were provided copies of the design documents to take into their respective offices and share with internal stakeholders. The Project requested written feedback by mid-December. Open call office hours were held to assist organizations as they review the materials and develop their responses.

IV&V observed well-attended workshops that generated dialogue and, in some cases, immediate feedback from state agencies on the practicality of certain interim process model designs. The materials produced to explain the interim processes are designed to be read alongside the comprehensive Standard Business Process Models published earlier this year. The interim documents cross-reference the standard models and focus on what will work differently from standard during the interim period.

The Project recognizes the comprehensive business process model documents, while containing a very high level of detail, may be require more time and attention than affordable for some readers who could benefit from the information. IV&V has observed project leadership reaching consensus that alternative approaches in communications will be developed to provide the wider audience with easy to understand process descriptions as part of Organizational Change Management activities.

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

Technical Activities

During November the SDS Team submitted the Data Conversion and Migration Strategy (D047) and Interface and Integration Strategy (D059) deliverables for final review by project management. The Interface and Integration Strategy (D059) deliverable is currently in review by project management. Acceptance of D059 and D047 is expected in early December.

IV&V observed State and Accenture SDS management work to make changes in Accenture staff assignments and improve communication of deliverable expectations throughout the deliverable creation process. This provided the SDS team with strong guidance that produced improvements in SDS deliverable quality while also adhering to the project schedule deadline for the Interface and Integration Strategy submission. These improvements are evident in fewer quality findings and cycles to resolve management review comments.

During November, the SDS team continued efforts to complete the Oracle Cloud Infrastructure (OCI) Non-production Infrastructure Installation (D071) for preliminary application configuration and development efforts scheduled to begin in January 2020. Efforts included preparation for implementation of improvements to OCI infrastructure configuration, initially presented to project management during October, that provide improved high availability (HA) and disaster recovery capabilities.

These improvements leverage recent OCI HA improvements within each data center and OCI improvements to bandwidth connecting the data centers. This will provide the ability to maintain a near real-time data sync between data centers, collectively improving application performance, high availability and disaster recovery failover with improved Recovery Time (RTO) and Recovery Point (RPO) Objectives. The proposed changes, subsequent review and anticipated approval by project management and sponsors are documented and tracked as Project Change Request (PCR) 36. PCR 36 is pending approval in early December.

IV&V observed concerted PALM SDS team progress during November. Accenture confirmed the initial non-production environment in Phoenix is intended to be available for and undergo environment validation during December with the remaining non-production environments being completed and validated during January, meeting scheduled expectations in preparation for preliminary application configuration and development efforts beginning in January 2020.



In evaluating Oracle Cloud Infrastructure (OCI) tool capabilities, the PALM Project Team identified the proposed Security Information Event Management (SIEM) software in the contracted Statement of Work will not facilitate the Florida PALM State's needs. This is because the software cannot be used by the State SDS Team to monitor/maintain the software configuration and operational activity while Accenture is managing these services under the contract. The SIEM software is also incapable of transmitting log data to DFS OIT security logging repositories as defined as a requirement within the State Security Plan. During November Accenture proposed an alternative solution based on hosted OCI capabilities, compatible 3rd party solutions, and DFS OIT recommendations to PALM and DFS OIT leadership. Consideration of this and a final decision is logged as Project Decision #154

IV&V observed the Accenture facilitated analysis considered Project requirements and State Security Plan requirements as well as DFS OIT input, DFS operational transition, and integrations with the combined PALM/DFS-OIT operational solution as they relate to scope, cost and schedule management of overall project quality. Strengths and weakness of multiple options were thoroughly presented identifying functionality and operational opportunity and adverse risk. Project finalization of this decision is expected in December 2020.

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

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

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

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

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

1.2 IV&V Overall Risk Summary

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

1.3 IV&V Monthly Assessment Dashboard

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

2 IV&V Detail Reporting

2.1 Project Risks

As reported last period and described in Section 1 of this report, the assessment score for Project Time Management has been adjusted to reflect the risk to the project schedule presented by the timing of confirmed design details for interfaces and system modifications required to implement Pilot and the interim solution, including iFLAIR.

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

	PROJECT AREA	PROJECT AREA DESCRIPTION	Rating	
3	Project Time Management	The Project is effectively managing completion of the activities according to the project schedule. However, based on the planned completion of dependent specifications, some critical partner systems may lack sufficient time to complete necessary accommodations to begin testing in accordance with the current project schedule.		

IV&V has observed continuous collaboration between the Project and partner system organizations. The project has begun to share design details, including sample standard layouts to support preliminary interface. This work should continue using the best information available. As details are finalized, all parties should recognize that development efforts may need to adjust. To take no action until every detail is finalized would only increase the risk to the project schedule. To reduce this risk and improve this assessment, the Project needs to confirm commitments from all FFMS and other partner system organizations whose systems are integral to the Florida PALM solution.

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

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

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

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

2.2 Project Issues

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

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

2.3 Other IV&V Activities

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

Subject	Activities	Description
D047	Review and observations on deliverable	Conversion Strategy
D048	Review and observations on deliverable	Conversion Inventory
D049	Review and observations on deliverable	Requirements Traceability Matrix
D050	Review and observations on deliverable	Gap Inventory
D055	Review and observations on deliverable expectations document	Application Configuration and Development Strategy
D059	Review and observations on deliverable	Interface and Integration Strategy
D062	Review and observations on deliverable	Workforce Transition Plan
D064	Review and observations on squad activities	RICEFW Inventory
D065	Review and observations on deliverable expectations document and deliverable	Interim Business Process Models
D066	Review and observations on deliverable	Chart of Accounts Design
D069	Review and observations on deliverable expectations document and deliverable	Testing Strategy
D071	Review and monitor build schedule; attend status and working build sessions	Non-production Infrastructure Build
D075	Review and observations on deliverable expectations document	Conversion Extract Layouts
D076	Review and observations on deliverable expectations document	Published Interface Layouts
D088	Review and observations on deliverable expectations document	Master Data Configuration Workbooks
D127	Review and observations on deliverable expectations document	Production Support Strategy
D169	Review and observations on deliverable	Business Benefits
I-WP06	Review and observations on internal work product	Current State Interface Research & Analysis
I-WP010	Review and observations on internal work product	Interfaces and Connections Inventory
I-WP012	Review and observations on internal work product	Reporting Inventory
I-WP016	Review and observations on internal work product and squad activities	Functional Design Specifications
I-WP296	Review and observations on internal work product	Interim Business Process Models



3 IV&V Contact Information

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

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