

Respondent shall provide a well-conceived Work Plan and IV&V methodology that will become part of the prospective contract.

The Work Plan and IV&V methodology will be evaluated using the following scoring methodology:

Work Plan and IV&V Methodology

KPMG will bring broad experience to IV&V projects. This experience will enable our team to provide effective and value-added services to the State. The IV&V staff will evaluate the specific project elements to document evaluations and assessments throughout the project lifecycle based on several success criteria including but not limited to:

- *Adherence to standards* – Based on guidance provided in KPMG’s IV&V approach and relevant industry standards, such as IEEE and PMBOK, to assess whether the project element adheres to the established standards.
- *Known industry leading practice* – Where the IEEE or PMBOK standard is silent, assess whether the project element conforms to industry leading practices.
- *Initiative Goals* – Review the extent to which the project element supports the achievement of project goals on time and under budget.
- *Compliance* – Assess to what degree the element supports a system that will comply with state and federal funding stream and other requirements.
- *Risk* – Review whether the element introduces, or potentially increases, risk within the project.
- We are committed to continuous improvement. Our firm’s focus on quality service as an organization is a cornerstone of our approach to delivery of IV&V engagements. We will value and solicit input and feedback throughout the life of the project so that we can tailor our services to meet the specific needs of the IV&V projects.

Work Plan

Our IV&V work products include a work plan which will be reviewed by state agencies as part of our project planning period and updated periodically throughout the engagement. The planning process begins with a Work Breakdown Structure (WBS), which defines the activities needed to complete the project scope of work and the associated deliverables. For each activity we assess the effort, any predecessor or successor activities and the skills required to execute. We then organize activities sequentially into a project schedule, level the schedule for staff availability and refine the sequence and assignment to arrive at baseline plan that satisfies the needs of the IV&V project.

Our IV&V Work Breakdown Structure has been constructed to be deliverable based in alignment with the defined scope of work for the Information Technology Independent Verification and Validation, State Term Contract No. 80101507-IVV-15-1. The WBS levels are defined in our Work Plan as follows:

WBS Level

- 0 – Project
 - 1 – Phase
 - 2 – Sub-Phase
 - 3 – Activity or Work Package (Deliverable/Work Product)

Depicted below is the IV&V Work Plan that serves as the basic high level Work Breakdown Structure (WBS) for IV&V services provided to the State of Florida, including review and quality assurance steps. Specific task start and finish dates, durations and resource assignments will be tailored to the needs of state agencies to meet the needs of individual projects. Recurring deliverables can be repeated as necessary to align with project needs.

WBS	Task Name
0	STC 80101507-IVV-15-1 Project
1	Initiation
1.1	Initiate IV&V Work
1.1.1	Perform IV&V Initiate Tasks
1.1.1.1	Review Project Charter and Stakeholder Analysis
2	Planning
2.1	Plan IV&V Work
2.1.1	Develop IV&V Management Plan

WBS	Task Name
2.1.1.1	Draft IV&V Management Plan and Perform Internal Quality Review
2.1.1.2	Submit and Incorporate Agency feedback for IV&V Management Plan
2.1.2	Develop IV&V Schedule
2.1.2.1	Draft IV&V Schedule and Perform Internal Quality Review
2.1.2.2	Submit and Incorporate Agency feedback for IV&V Schedule
3	Execution
3.1	Perform Project Assessment
3.1.1	Develop Initial Project Assessment Report
3.1.1.1	Plan Initial Assessment
3.1.1.2	Assess Initial Documents
3.1.1.3	Analyze Initial Documents
3.1.1.4	Report on Initial Documents
3.1.1.4.1	Draft Initial Project Assessment Report and Perform Internal Quality Review
3.1.1.4.2	Submit and Incorporate Project Team feedback for Initial Project Assessment Report
3.1.2	Develop IV&V Monthly Assessment Report(s)
3.1.2.1	Perform Weekly Project Assessment
3.1.2.2	Assess Monthly Project Artifacts
3.1.2.3	Analyze Monthly Project Artifacts
3.1.2.3.1	Develop Monthly Document Observations, Risks, Deficiencies and Recommendations
3.1.2.3.2	Document Lessons Learned for the Month
3.1.2.4	Report on Monthly Project Progress
3.1.2.4.1	Draft Monthly Report and Perform Internal Quality Review
3.1.2.4.2	Submit and Incorporate Agency feedback for Monthly Assessment
3.1.3	Develop Verification and Validation of Project Deliverables
3.1.3.1	Plan Verification and Validation of Project Deliverables
3.1.3.1.1	Refine Verification and Validation of Project Deliverables Approach
3.1.3.2	Assess Project Deliverables
3.1.3.3	Analyze Project Deliverables
3.1.3.4	Report on Project Deliverables
3.1.3.4.1	Draft Verification and Validation of Project Deliverables and Perform Internal Quality Review
3.1.3.4.2	Submit and Incorporate Project Team feedback for Verification and Validation of Project Deliverables
3.1.4	Develop Review of Solicitation and Procurement Documentation
3.1.4.1	Plan Review of Solicitation and Procurement Documentation
3.1.4.1.1	Refine Review of Solicitation and Procurement Documentation Approach
3.1.4.2	Assess Solicitation and Procurement Documentation
3.1.4.3	Analyze Solicitation and Procurement Documentation
3.1.4.4	Report on Solicitation and Procurement Documentation
3.1.4.4.1	Draft Review of Solicitation and Procurement Documentation and Perform Internal Quality Review
3.1.4.4.2	Submit and Incorporate Project Team feedback for Review of Solicitation and Procurement Documentation
3.1.5	Develop Phase Gate Assessment Report(s)
3.1.5.1	Draft Phase Gate Assessment Report and Perform Internal Quality Review
3.1.5.2	Submit and Incorporate Agency feedback for Phase Gate Assessment Report
3.1.6	Develop Project Lessons Learned
3.1.6.1	Compile Project Lessons Learned and Perform Internal Quality Review
3.1.6.2	Submit and Incorporate Agency feedback for Project Lessons Learned
4	Monitor and Control
4.1	Monitor and Control IV&V Work
4.1.1	Perform IV&V Monitoring and Controlling Activities
5	Closing
5.1	Close IV&V Work
5.1.1	Develop IV&V Closeout Report
5.1.1.1	Draft IV&V Closeout Report and Perform Internal Quality Review
5.1.1.2	Submit and Incorporate Agency feedback for IV&V Closeout Report

IV&V Methodology

To perform the activities of an IV&V, the KPMG team will leverage specific approaches from KPMG's Independent Verification and Validation (IV&V) Methodology to meet the needs of state agencies. This methodology is a combination of knowledge, skills, tools, and techniques developed and updated by KPMG's professionals across the US:

- **Verification:** focused on whether the software and its associated products and processes conform to requirements, satisfy standards, practices and conventions during life cycle processes, and successfully complete each life cycle activity and satisfy all the criteria for initiating succeeding life cycle activities

- **Validation:** focused on whether the software and its associated products and processes satisfy system requirements allocated to software at the end of each life cycle activity, solve the right problem, and satisfy intended use and user needs

Independent Verification and Validation	
<p>Key aspects of IV&V:</p> <ul style="list-style-type: none"> • Independence: IV&V provider should be independent of the project team • Participation: IV&V can be conducted as a periodic assessment or ongoing 	<p>Benefits of IV&V:</p> <ul style="list-style-type: none"> • Provides management with an enhanced view into the project • Provides project team with additional insight and a “fresh look” approach • Identifies areas of potential risk early • Improves project artifact quality

How do our IV&V services help make projects successful?

- **Focus on Strategy and Stakeholder Requirements:** Focus on strategy and stakeholder requirements as the guiding purpose for project activities and artifacts/deliverables
- **Proactive Review:** Proactive review of governance, project management, and product development to determine whether the processes needed to deliver the project successfully are in place
- **Measurement of Outcomes:** Measurement of project outcomes to improve project processes and outcomes. Do artifacts meet industry standards and stakeholder requirements? Is the project on-time, within budget, delivering the required scope? Are the expected business outcomes and benefits being achieved?
- **Risk Based:** Identify conditions within the project that might cause problems in the future and bring them to the attention of management so they can be addressed before they impact the project
- **Forward Looking:** Seek to identify problems before they occur and help the project team identify the right path forward

Characteristics of our IV&V Service:

- Risk based and forward looking which enables the identification and mitigation of risks before they negatively impact the project
- Contains an approach, methods, and tools that are structured but flexible which can be applied to off-the-shelf or customized applications and small or large projects
- Enhances the effectiveness and efficiency of the project by focusing on the quality of the project’s practices and the resulting deliverables
- Comprehensive in scope: addresses strategy and governance, project management, technology integration, operational processes, and organization change management
- Utilizes concepts from well-known project management disciplines, and is closely aligned with the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK®).

As part of the IV&V engagement, assessment methods are applied for:

- Gathering performance data regarding project processes, artifacts, and risks
- Analyzing the data to formulate performance improvement guidance to the project
- Providing continuous improvement feedback to the project to enable it to meet its performance objectives

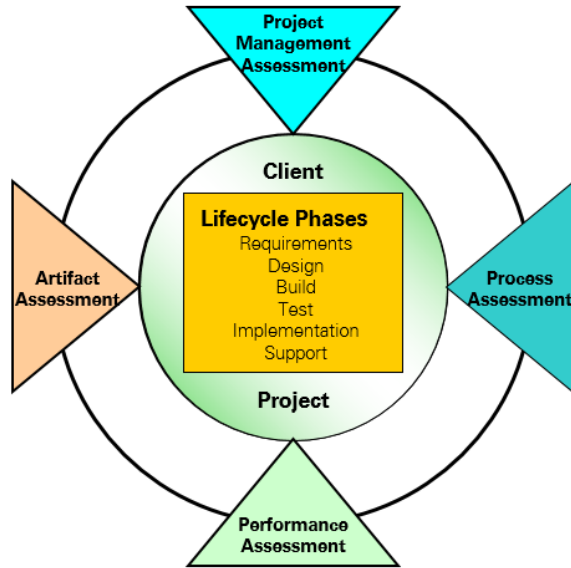
A flexible and collaborative assessment approach is needed to integrate identified deficiencies, risks and recommendations for improvement over the entire project lifecycle. Integrated across lifecycle phases, assessment of project management, project processes, artifacts and performance will provide situational awareness to project decision makers in support of meeting the project objectives:

Project Management Assessment
 Reviewing the methods, practices, and tools used by the project management team to plan, execute, monitor, and control the project in order to complete the project on time, on budget, while meeting the project goals and business requirements. The project's practices are compared with leading industry practices.

Process Assessment
 Examining the methods being used by the project team to execute product development (business process development, organizational change, technology integration, and internal controls) by using industry standards to guide our examination.

Artifact Assessment
 Examining the specific results of project artifacts by focusing on the adherence to project requirements, industry standard processes, and industry technical standards for each artifact.

Performance Assessment
 Conducting project status reviews and assisting our clients in using industry standard practices to measure the outcomes of project performance.



In order to achieve a comprehensive baseline assessment of the project, and execute a repeatable process on a weekly and monthly basis as the project progresses to continuously provide an up to date assessment of project health, a defined and logical assessment process is utilized.

Phase	High-Level Objectives	Step Overview	Outputs
1.0 Plan	Gain an understanding and agreement with the project team regarding the scope and objectives of the process analysis project.	Refine Project Approach (1.1) → Engagement Kick-Off (1.2) → Define IV&V Process (1.3) → Conduct Quality Planning (1.4)	<ul style="list-style-type: none"> Documented IV&V Process Quality Standards Initial Risk Assessment IV&V Project Plan
2.0 Assess	Assess project management, process and inspect artifacts. Identify, quantify and provide structure to prioritize observations and recommendations.	Collect Information (2.1) → Assess Current State (2.2)	<ul style="list-style-type: none"> Analysis of gaps Validated project management methodology Validated project management baseline criteria Performance measure assessment
3.0 Analyze	Analyze the results from sub teams within the IV&V engagement structure to identify common risks, findings, and recommendations across the entire client project.	Analyze Results (3.1)	<ul style="list-style-type: none"> Variance root cause analysis Impact analysis Corrective and preventive action recommendations
4.0 Report	Report findings and lessons learned to the client.	Draft Report and Review (4.1) → Issue Report (4.2)	<ul style="list-style-type: none"> Draft IV&V Assessment Report Project Team Presentation Final IV&V Assessment Report

Plan Phase Overview: Refine the engagement work plan, schedule, and budget. Gain a high-level understanding of the current processes and artifacts and perform an optional initial risk assessment to determine where the key project risks are and to focus the upcoming assessment efforts.

Assess Phase Overview: Continue to expand our understanding of the client's project throughout the development lifecycle. Based on the quality standards defined in the Plan phase, assess the project's artifacts, project management practices,

processes and performance measures. Finally we identify root causes and assist the client to prioritize the opportunities for performance improvement.

Analyze Phase Overview: Once the Assess phase is complete the Analyze phase begins. At this stage, the IV&V engagement team members meet to review the outcomes of the assessment and prepare potential findings, risks, and recommendations across the project. Some follow-up work will be completed and the results will be documented in the Project Assessment. For each Assessment Area or project artifact reviewed, the following information will be compiled:

- **Approach:** Summary of the approach taken by the project team for the assessment area or artifact
- **Observations:** Comments on artifacts reviewed, including positive review results and strengths as well as fact based identification of gaps
- **Risks:** Uncertain events or conditions that if they were to occur would have a positive or negative effect on the project; recommended risk priority for the project will be determined using the IV&V risk analysis process, however the project team will utilize approved project analysis processes to determine the Agency priority for risks identified by the IV&V
- **Deficiencies:** Project processes or conditions that are the sources of risk
- **Recommendations for Improvement:** Actions recommended by the IV&V to be undertaken by the Project Team to resolve identified deficiencies and risks to project success. The Project Team may determine an alternative course of action to resolve identified deficiencies and risks, which will be reviewed by the IV&V team as part of ongoing assessment and reporting

Report Phase Overview: The primary objective of reporting is to effectively communicate the results of the IV&V engagement to the client. Reporting occurs through formal documentation and respective meetings with the stakeholders of the project.

IV&V Approach tailored for the State of Florida

To align with planned activities and requirements of State of Florida projects, the overall IV&V approach has been tailored to involve the following repeatable steps for the assessment process:

- Interview key stakeholders
- Review project artifacts
- Observe project processes and evidence of process execution
- Assess and analyze artifacts and observations against process standards
- Identify project risks
- Identify deficiencies that are the sources for project risks
- Develop recommendations for improvement to address identified deficiencies
- Review assessment information with the Project Team
- If the assessment is being conducted as part of a content review for a project draft deliverable, feedback will be submitted to the project team using the approved project approach so that potential deficiencies and related risks may be resolved prior to deliverable approval by the Agency
- Develop and submit assessment report(s), beginning with this initial baseline assessment
- Evaluate project progress toward addressing deficiencies, and document in ongoing weekly status reports to be rolled up into monthly comprehensive reports