

FloridaP^{ALM}

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

JANUARY 21, 2026



ADMINISTRATIVE

JULIAN GOTREAU



Administrative Budget

FY 2025-2026 Spend Plan Summary as of December 31, 2025				
Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
FLAIR System Replacement	\$17,703,578	\$17,470,409	\$26,439,659	\$11,324,038
SSI Implementation Services	\$8,153,285	\$8,063,016		
Facilities and Maintenance	\$207,846	\$207,846		
Production Support	\$5,278,329	\$5,278,329		
Additional Facilities	\$119,771	\$119,771		
Production Support Administration	\$57,320	\$52,697		
Oracle Software and Maintenance	\$856,866	\$831,580		
Project Administration	\$196,948	\$153,121		
Florida PALM-UAT	\$0	\$0		
ERP Support Services	\$1,900,023	\$1,859,897		
QA Support Services	\$933,190	\$904,152		
Data Processing Services	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0
Salaries & Benefits	\$5,338,514	\$5,109,101	\$12,735,387	\$7,626,286
HR Transfer and Risk Management Insurance	\$28,377	\$28,377	\$42,181	\$13,804
Total:	\$23,070,469	\$22,607,887	\$39,217,227	\$18,964,128



Administrative

Risks and Issues

- ▶ Two issues closed and one issue open
 - Issue 36 – DW/BI Readiness for UAT - **Closed**
 - Issue 37 – Difficulty Filling Procurement-to-Payment (P2P) Co-Lead Positions – **Closed**
 - Issue 38 – BOA Delayed Interface Testing - **Opened**
- ▶ Five open risks with a score of 6 or greater
 - Four with a score of 6
 - Risk 1 – Insufficient staffing or delays in onboarding – *Stable*
 - Risk 2 – External stakeholders and agencies expectations – *Stable*
 - Risk 5 – Timing and efficiency of information sharing – *Increasing*
 - Risk 6 – Execution of contracts and procurement activity outside of the Project – *Increasing*
 - One with a score of 9
 - Risk 4 – Agency engagement – *Stable*
- ▶ One risk closed
 - Risk 11 – Delays in or extended duration of interface testing with Enterprise Partners



Administrative Schedule

- ▶ The updated schedule has been approved and finalized
- ▶ The new SPI is .99
- ▶ Updated > 2500 tasks
- ▶ 13,188 total tasks in the schedule
- ▶ Updates include:
 - New go-live
 - New deliverables
 - Updated stage gates
 - Updated tasks dates and durations
 - New UAT timing



STAGE GATE 3

PRESENTATION, DISCUSSION, & VOTE

JIMMY COX, STEVEN FIELDER,
PCG REPRESENTATIVE, ANGIE ROBERTSON,
STACEY TERRY



Stage Gate 3 - IV&V Update

Assessment Summary

- ▶ Criteria #1: Design and Development Complete has been met.
- ▶ Criteria #2: System Testing 90% Complete has been met.
- ▶ Criteria #3: UAT Environment Is Ready for Testing is likely to be met.
 - Mock Conversion 4 Data has been loaded into UAT environments.
 - Smoke testing on track to be completed on 1/20/26.
- ▶ Florida PALM IV&V recommends approval of Stage Gate 3.

Stage Gate 3 – Ready to Begin UAT

- ▶ The following activities have been **Completed** in preparation for the start of All Agency UAT (UAT):
 - ✓ Financials and Payroll application environments have been built with Mock 4 converted data
 - ✓ Catch-up migration of code, technical configuration, security, and converted data
 - ✓ Execution of DW/BI full ETLs
 - ✓ Defined, configured and documented Batch Schedule
 - ✓ Smoke testing and functional validations of converted data
 - ✓ Financials application downstream processing
- ▶ The following activities are **In Progress** (per plan) in preparation for the start of UAT:
 - ❑ State team smoke testing of Financials, Payroll and DW/BI environments
- ▶ The following are **Post Stage Gate 3 Approval** (per plan) activities for the start of UAT:
 - ❑ Load Cash Basis Ledger and Financial Reporting Ledger
 - ❑ Enable Agency SAMs to provision UAT access
 - ❑ Enable Financials, Payroll and DW/BI Batch schedule
 - ❑ Unlock accounts for users to access the UAT environments



Stage Gate 3 – Ready to Begin UAT

► Purpose of Stage Gate 3:

- Get end-users into the UAT environment to start testing system functionality and familiarizing themselves with the system
- Support agencies refinement of their agency business processes by having access to the test environment

► Not Included in Stage Gate 3:

- Cycle 2 or 3 Interface Testing
- While integrated interface testing will occur in the UAT environment, this is **not** part of Stage Gate 3
- Where testing has been completed, interfaces for agency business systems, enterprise systems and third-party systems will be included in the UAT environment
- For systems and interfaces that are not ready, they will be added in the UAT environment to conduct cycle 3 testing, approximately 2-weeks after completing cycle 2 testing

Stage Gate 3 – Ready to Begin UAT

What are the 13 Readiness Criteria trying to ascertain?

People

- Have your end users been role mapped for the start of UAT?
- Do your end users have what they need to begin UAT?
- Has your agency's plan been updated to reflect your key players roles and responsibilities?

Processes

- Are your agency's test scenarios (e.g., user stories) ready for end users use at the start of testing?
- Have you updated your agency's plan for how it will manage its user acceptance testing processes?

Technology

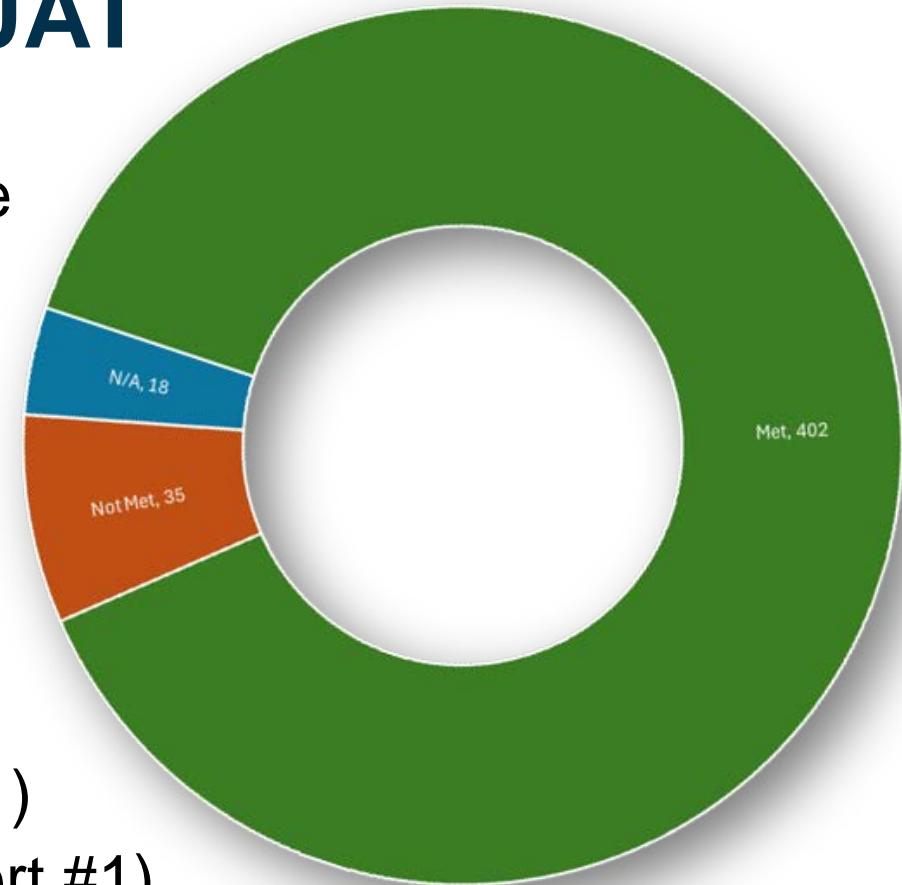
- Are you ready to begin end-to-end interface testing?
- Is your agency's technical documentation current, based on testing results to-date?
- Are your end users enabled in your agency's identity provider?

Data

- Do you have the supporting materials ready for your end users at the start of testing?
- Have you cleansed your Mock 3 data?
- Have you completed your workbooks (config and mapping) in preparation for Mock 4?

Stage Gate 3 – Ready to Begin UAT

- ▶ 33 of 35 Agency Sponsors submitted by due date
 - Remaining 2 have since been submitted
- ▶ 13 Readiness Criteria for each agency
 - 88% were noted as “Met”
 - 8% were noted as “Not Met”
 - 4% were noted as “N/A”
- ▶ Confidence Level - Overall
 - High Confidence: 13 agencies (+7 from Cert #1)
 - Moderate Confidence: 21 agencies (-7 from Cert #1)
 - Low Confidence: 1 agency (no change, DLA)



*Agency Readiness Criteria
Met/Not Met*

[Agency Readiness Certification #2 Webpage](#)

Stage Gate 3 – Ready to Begin UAT

#	Stage Gate	Purpose	Criteria	Approval Level	Planned Decision
1	Ready to Start Build	Confirm readiness to build	Design Segment I has been completed and Design Segment II is at least 50% complete	Project Director (ESC Awareness)	November/December 2023 (COMPLETE)
2	Ready to Begin System Testing	Confirm readiness to begin project and conversion testing	Design is at least 95% complete and Build Segment I is complete	Project Director (ESC Awareness)	July/August 2024 (COMPLETE)
3	Ready to Begin UAT	Confirm readiness to begin UAT	<p>Design and Build are complete; Contractor System Test is at least 90% complete; or as mutually agreed to based on ESC direction; and the UAT environment is ready for testing.</p> <p>Excludes PCRs and other work that are mutually agreed to have a different timeline.</p>	ESC	January 21, 2026

Stage Gate 3 – Ready to Begin UAT

- ▶ Request for public comment
- ▶ Voting action for Stage Gate 3 – Ready to Begin UAT



INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

CONTENT PROVIDED BY
PUBLIC CONSULTING GROUP



IV&V Update

Overall Project Risk Rating Trend

- ▶ Overall Project Risk Rating in December: Medium
- ▶ Trending to remain the same based on:
 - Status of Interface Testing (Finding 29 and Finding 31).
 - Lack of engagement by participating Agencies in Pre-UAT may indicate a lack of engagement in All Agency UAT (Finding 30).
 - Concurrent Florida PALM activities that will need to be managed alongside All Agency UAT.
 - SIR Backlog, anticipated increase in SIRs for All Agency UAT, and planned reduction in Development resources may impact timely SIR resolution.

IV&V Update

Interfaces

- ▶ Finding 29 – Completion date for Interface Testing Cycle 2 is at risk of not being met.
 - Pass rate is 86.3% as of 1/16/26 in ITEXT.
 - Average pace of 13 Interfaces passed per week.
 - 17 additional passed Interfaces needed to meet Exit Criteria.
 - All High-priority SIRs resolved.
- ▶ Finding 31 – Unconfirmed testing dates for the PCard Works Interfaces may delay completion of testing and potentially impact End-to-End Interface Testing and All Agency UAT.
 - One Interface tested in December using mocked data to implement Design updates; will require retesting with system-generated file.
 - Planned testing dates for remaining 2 Interfaces not yet confirmed.

IV&V Update

Agency Readiness

- ▶ Finding 30 – Lack of engagement during Pre-UAT may be an indicator of engagement levels during All Agency UAT.
 - All participating Agencies had some representation during Pre-UAT Trainings on 12/3/25 and 12/4/25.
 - Attendance at Office Hours on 12/9/25 and 12/16/25 consistent with previous sessions.
 - Participation noticeably declined during Office Hours on 12/12/25 and 12/18/25.
 - Approximately 8 participants had not logged into Florida PALM to perform independent testing since October or November.
 - 282 SIRs opened by Agency Testers (not including categorization of Clarification or Monitoring Alerts).



IV&V Update

Additional Considerations for All Agency UAT

- ▶ Support for SIR Volume and Backlog:
 - 5 High and 288 Medium Business Criticality SIRs marked as “Needed by UAT,” with Payroll and Accounts Payable modules most impacted.
 - Volume of new SIRs anticipated to increase.
 - Planned resource reductions may impact resolution rates.
- ▶ IV&V Recommendations:
 - Establish review checkpoints between leadership at start of All Agency UAT and on a weekly basis to evaluate staffing levels against volume of SIRs and resolution timeframes.
 - Develop process for determining priority of SIRs and implement tiered approach to SIR Triage efforts.

IV&V Update

Additional Considerations for All Agency UAT

- ▶ Concurrent Florida PALM Project Efforts:
 - For Agencies: Higher data cleansing and Interface Testing Cycle 2 execution efforts; execution of Interface Testing Cycle 3.
 - For Florida PALM Project Team: Regression Testing Event 2 in progress until March; Interface Testing Cycle 3, Conversion Dry Run, and Payroll Parallel Testing scheduled to begin on or soon after All Agency UAT starts.
- ▶ IV&V Recommendations:
 - For Agencies:
 - Prioritize activities based on urgency, impact, and/or effort.
 - Determine if tasks can be automated.
 - Analyze staff assignments and shift operational tasks where possible; add resources if needed.
 - Identify periods when staff may be unavailable (i.e., Year-End Closure) and proactively plan for additional support.
 - For Florida PALM Project Team: Assess resource assignments and workload against testing progress and timelines; retain or add more resources if needed.



IV&V Update

Additional Considerations for All Agency UAT

► Agency Readiness:

- 22 Agencies assessed confidence level below “Very or Extremely Confident” due to multiple factors:
 - Limited hands-on experience
 - Uncertainty about schedule or materials for in-person UAT sessions
 - Ongoing Interface testing
 - Limited familiarity with DW/BI, Payroll, and Enterprise systems
- Approximately 89% of Agency Readiness criteria have been met across all Agencies.
- No critical blockers impacting ability to begin testing when All Agency UAT starts.

► IV&V Recommendations:

- Complete Prerequisite Training and mapping of User Stories to Florida PALM Recommended Standard Activities prior to All Agency UAT.

IV&V Update

Expectations for All Agency UAT

- ▶ UAT is *supposed* to find issues. It is a normal part of the process and should not discourage Agencies from continuing to test.
- ▶ Occasional slowdowns may occur due to the complexity of the system and the volume of tests being performed.
- ▶ Tester availability and capacity will likely be the biggest constraint and will need to be managed closely before delays can occur.

INTERFACE TESTING

JIMMY COX



Interface Testing

Agency Status

Agency Files	Inbound	Outbound	Total
Completed	121	238	359
Cancelled	4	2	6
Agency's Court			
In Progress	7	31	38
Not Started	21	16	37
PALM's Court			
In Progress	11	2	13
Not Started		1	1
Total for Agencies	164	290	454

- ▶ Cancelled – 11 connections cancelled or deferred by the agency
- ▶ Agency's Court
 - Inbound In Progress – Pending creation of a new file
 - Inbound Not Started – Future testing
 - Outbound In Progress – Pending processing of file provided
 - Outbound Not Started – Outbound provided to agency, pending processing
- ▶ PALMs Court
 - Inbound In Progress – Pending processing of file received
 - Outbound In Progress – New file being created for agency
 - Outbound Not Started – Future Testing (FLIPS)

Interface Testing

Enterprise Partner Status

Enterprise Partner Files	Inbound	Outbound	Total
Completed	24	25	49
PALM's Court			
In Progress		3	4
Not Started		10	10
Enterprise Partner's Court			
In Progress	2	5	6
Not Started	1	1	2
Total for Enterprise Partners	27	44	71

▶ PALMs Court

- Outbound In Progress – New file being created for Partner
- Outbound Not Started – Build in progress (LAS/PBS); Future Testing (FLIPS)

▶ Enterprise Partner's Court

- Inbound In Progress – Resolving connection issue
- Inbound Not Started – Future testing (People First refund file)
- Outbound In Progress – Pending processing of file provided
- Outbound Not Started – Future testing (People First refund file)

Interface Testing

Third-Party Status

Third-Party Files	Inbound	Outbound	Total
Completed	2	6	8
PALM's Court			
In Progress	3	5	8
Not Started			0
Third-Party's Court			
In Progress			0
Not Started			0
Total for Third-Party	5	11	16

► PALMs Court

- Inbound In Progress – Processing/Validating files
- Outbound In Progress – Retesting files before sending to third-party vendor

NEXT 12 MONTHS

JIMMY COX



Next 12-Months

Next Two Weeks

- ▶ January 26 and 28 – Kick Off Workshops for all identified participants
- ▶ January 27 – “Supporting Your Agency’s UAT” Workshop for Identity Provider (IdP) Subject Matter Experts (SMEs), Security Access Managers (SAMs), and UAT Coordinators
- ▶ February 2:
 - All 35 state agencies will be given access to the UAT environment
 - Interfaces with a status of Completed for Cycle 2 will be activated in the UAT environment to start Cycle 3 testing
 - Project-hosted All Agency UAT sessions begin



Next 12-Months

February – July 2026

- ▶ Agencies are expected to start testing of all downstream processes and downstream system integrations during this period
- ▶ February thru May – Project-hosted UAT sessions for agency SMEs
 - Materials have been published to the Knowledge Center (Process Steps and Pre-Materials) to support agency end user understanding – Updates will be made throughout UAT
- ▶ Beginning in May – Agency SMEs are expected to host Agency UAT sessions to bring other agency users into the UAT environment
- ▶ June 26 – Agency Certification #3 will be due
- ▶ Agencies will maintain their production configuration workbooks
 - Will be used for Dry Runs with Dry Run 2 seeding the UAT refresh in August
- ▶ Agencies cleanse their data conversion errors from Mock 4 and dry runs
 - Agencies should change their production process to keep data cleansed



Next 12-Months

August – UAT Refresh

- ▶ August 8 – 23:
 - UAT environment not available for testing while the UAT refresh occurs
 - PeopleTools Upgrade applied
 - UAT refresh using Dry Run 2 data applied
 - All prior agency test transactions will be wiped
 - All Separation of Duties (SOD) conflicts must be resolved for user roles
 - Agencies will confirm their FLAIR balances

Next 12-Months

August – October 2026

- ▶ Agencies are expected to finalize (i.e., complete) all downstream processes and downstream system integrations during this period
- ▶ Agencies are expected to finalize ALL testing in Florida PALM
- ▶ Agency SMEs will continue to host Agency UAT sessions to bring other agency users into the UAT environment
- ▶ October – Year-end testing will be conducted to include Project-hosted sessions
- ▶ October 2 – Interface testing concludes for all but year-end testing
- ▶ October 5 – Project hosted training sessions begin
- ▶ Agency unique training needs should have been identified and development started



Next 12-Months

November – December 2026

- ▶ Project-hosted and agency-hosted training sessions will occur
- ▶ Agencies will finalize their readiness and begin cutover for their People, Process, Technology and Data
- ▶ November 6 – UAT concludes and Agency Certification #4 will be due
 - UAT environment will be available through go-live to support agency training efforts
- ▶ November 18 – Stage Gate 4 – ESC vote on Agency Readiness for go-live
- ▶ December 1 – Pre-Cutover activities begin
- ▶ December 16 – Stage Gate 5 – ESC vote on Florida PALM readiness to begin deployment
- ▶ December 18 (COB) – Florida PALM Cash Management System comes offline
- ▶ December 19 thru 31 – Florida PALM Cutover Activities occur
- ▶ December TBD – FLAIR comes offline or goes into read only mode



Next 12-Months

January 2027

- ▶ January 1 thru 3 – Cutover activities continue
- ▶ January 4:
 - Stage Gate 6 Project Director decision on continuing deployment or falling back to legacy systems
 - Following Stage Gate 6 “Go” notification, agencies begin their cutover for their business systems
 - Biweekly payroll processing begins (pay date of January 8)
- ▶ January 5 – 10
 - Finalize and distribute payroll
 - Complete cutover activities
 - Complete catch-up processing



Next 12-Months

January 2027

- ▶ January 11 – Stage Gate 7 ESC vote to open Florida PALM up for all agencies to start using
- ▶ January 12:
 - Agency users are activated
 - Batch processes are activated
 - Daily interface workflow streams are activated
 - Florida PALM system opened for agency use
 - Hypercare Begins

NEXT MEETING

FEBRUARY 25, 2026
DEPARTMENT OF TRANSPORTATION



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