

Florida PALM

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES
JANUARY 21, 2026



ADMINISTRATIVE

JULIAN GOTREAUX



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?

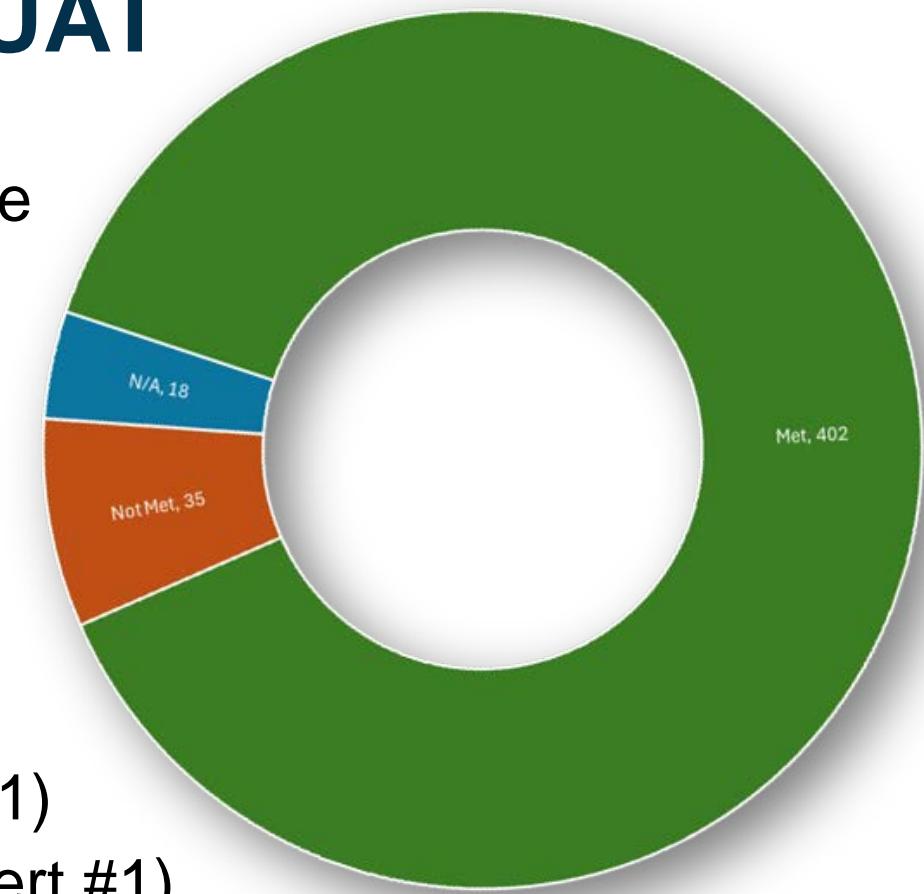
Data

- 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](#)

FloridaPALM
Planning, Accounting, and Ledger Management



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	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. Excludes PCRs and other work that are mutually agreed to have a different timeline.	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



BLAISE INGOGLIA
CHIEF FINANCIAL OFFICER



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



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Interface Testing

Agency Status

24

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

25

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

26

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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