

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

Independent Verification and Validation Monthly Assessment Report December 2025

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Executive Summary

The following list summarizes the key items from the Florida PALM IV&V Team Focus Area details in the Monthly Assessment Report for December 2025:

- The overall Florida PALM Project Risk Rating remains a Medium Risk due to several factors:
 - Completion of Pre-User Acceptance Testing (UAT) and the insights gained.
 - Ongoing Interface Testing Cycle 2, which has continuing past its intended finish date of 12/19/25.
 - Scalability of the Florida PALM Project's System Investigation Request (SIR) prioritization and triage process given the current backlog and expected rise in new SIRs during All Agency UAT.
 - Concurrent activities that may impact Agencies' ability to prepare for All Agency UAT.
- Participating Agencies completed Pre-UAT on 12/19/25, marking a key activity in readiness for All Agency UAT and gaining early hands-on experience with Florida PALM, which improved their preparation efforts.
- The Risk Rating for the Florida PALM and Agency Data, Conversion, and Interfaces Focus Areas remained a High Risk. The revised completion date of 12/19/25 for Interface Testing Cycle 2 was not met, with 44 Interfaces that need to be executed and 28 High Business Criticality SIRs that must be resolved in order to satisfy the Exit Criteria. A contingency plan has been established to finish in late January 2026.
- Mock Conversion 4 was completed on 12/31/25, approximately two weeks later than the originally planned date of 12/19/25. This delay is not expected to impact remaining preparation activities for the UAT environment but some Agencies with lower conversion success rates may have limited data available for certain modules, which may impact their testing activities or require increased manual data entry.
- The Risk Rating for the Agency Project Management Focus Area remained a High Risk. Approximately 33% of Agencies have reported 0% progress on Readiness Workplan (RW) Task 606 – Update Agency Readiness Certification #2, which will be used by the Executive Steering Committee (ESC) to inform their Stage Gate 3 vote scheduled on 1/21/25. Limited progress was also observed on other RW Tasks due in early January.
- An assessment of the Third Quarter Budget Review has been included in Appendix A.

Focus Area Updates

The Table below summarizes the Florida PALM IV&V Team's updates for the various Focus Areas since the last Monthly Assessment Report. Detailed updates regarding these Focus Areas are provided in this document's Focus Area Updates section. Some Focus Areas may be marked as Not Applicable (NA) as they have not started or if there is no activity during this reporting period. Descriptions for each Focus Area will be incorporated into each Monthly Assessment Report.

Florida PALM Project Focus Areas:

Table 1: Florida PALM Project Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Overall Project Indicator	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>Pre-UAT was completed on 12/19/25, yielding valuable insights into Florida PALM processes and lessons learned, which Agencies can use to prepare for All Agency UAT. This phase also served as a valuable indicator of how SIR volume may increase as more testers are given access to Florida PALM. To support readiness, the Florida PALM Project Team has increased opportunities for Agency engagement, which will continue in the coming months, through the planned start of All Agency UAT on 2/2/26.</p> <p>Interface Testing Cycle 2 did not meet the revised completion target of 12/19/25, but a contingency plan has been established to finish in late January 2026. This contingency is achievable if the current average rate of test execution continues and all High-priority SIRs are addressed.</p> <p>As Agencies prepare for the planned start of All Agency UAT, they may encounter challenges due to concurrent activities. Factors that may impact their ability to ramp up testing efforts during All Agency UAT include delays in completing Interface testing and data cleansing efforts based on the results from Mock Conversion 4.</p> <p>There is a high backlog of SIRs from previous testing and Pre-UAT, with about 70% marked as "Needed By UAT." The Florida PALM Project Team will keep prioritizing and migrating SIRs into the UAT environments to enhance Agencies' experience during All Agency UAT. The SIR backlog and the anticipated increase in new SIRs may require a</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				reassessment of current Florida PALM Project SIR prioritization and triage processes.
Florida PALM Project Management	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>The Florida PALM IV&V Team is not providing Florida PALM Project Schedule metrics while the schedule is being updated to reflect changes from Amendment 13. Reporting will resume once the revised schedule is finalized, supporting improved monitoring and communication. The Florida PALM IV&V Team recommends re-baselining to better track progress and forecast costs.</p> <p>A Decision was approved to align Interface Testing Segment I dates with the updated completion target of 12/19/25. No new Florida PALM Project Risks or Issues were opened, and some existing Risks, such as staffing and stakeholder expectations, have improved. The trend for the Florida PALM Project Risk regarding Agency engagement has worsened as the Florida PALM Project approaches All Agency UAT in February.</p>
Florida PALM Organizational Change Management	Low	Low	No Change	<p>The Risk Rating remains a Low Risk.</p> <p>The Florida PALM Agency Readiness Team has maintained consistent communication and Florida PALM Project leadership hosted the Agency Sponsor Summit to provide Agencies with essential resources and insights for change management and All Agency UAT readiness. Agencies were encouraged to apply lessons learned from Pre-UAT to their UAT and Training Plans to ensure end users are sufficiently prepared.</p> <p>To sustain engagement and support Agency leadership, an additional virtual Agency Sponsor Summit is planned for January, ahead of the Agency Readiness Certification deadline. Feedback indicates that direct, targeted communication with Agency Sponsors has enhanced engagement and message retention.</p>
Florida PALM Requirements and Design	NA	NA	NA	Requirements and Design have been completed, and there are no updates to report for this Focus Area.
Florida PALM Development	NA	NA	NA	Development has been completed, and there are no updates to report for this Focus Area.

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Florida PALM Testing	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>As of 12/31/25, there were 650 open SIRs, mostly classified as Medium Business Criticality. While High Business Criticality SIRs have decreased, the overall backlog remains steady as new SIRs are being opened faster than they are resolved. Of the open SIRs, 459 are marked as "Needed By UAT," with 8.3% classified as High Impact and 82.4% as Medium Impact. If these SIRs are not resolved by the targeted resolution timeframes, they could disrupt end-to-end testing and reduce Agency confidence and learning during All Agency UAT.</p> <p>A planned 10.6% reduction in SSI Vendor staffing from December 2025 to January 2026 may slow SIR resolution. As the number of testers increases, it is expected that more new SIRs will be opened, which could further strain the SSI Vendor's ability to resolve them promptly. In addition, SIR triage sessions are likely to experience added pressure due to overlapping testing activities.</p>
Florida PALM Data, Conversion, and Interfaces	High	High	No Change	<p>The Risk Rating remains a High Risk</p> <p><i>Data</i></p> <p>The State Data Warehouse (DW)/Business Intelligence (BI) Team continued to review both static and Self-Service Report functionality. Incremental load automation for batch testing has been completed, and performance tuning efforts are in progress. As of 12/31/25, 51 SIRs remain open for DW/BI.</p> <p><i>Conversion</i></p> <p>Mock Conversion 4 was completed on 12/31/25, approximately two weeks later than the originally planned date of 12/19/25. Two conversions that did not meet the targeted 95% load rate were given discretionary approval.</p> <p><i>Interfaces</i></p> <p>As of 12/31/25, 81% of Interface tests have been passed and reviewed by the Florida PALM Project Team. With 44 Interface tests remaining to meet the Interface Testing Cycle 2 Exit Criteria, the revised targeted completion date of 12/19/25 was missed. Progress has improved due to fixes such as resolving an</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				Oracle CSV bug, making the contingency completion in January 2026 feasible, but the SSI Vendor must resolve 28 High Business Criticality SIRs.
Florida PALM Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

Florida PALM Agency Focus Areas

Table 2: Florida PALM Agency Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Project Management	High	High	No Change	<p>The Risk Rating remains a High Risk.</p> <p>As of 12/31/25, approximately 33% of Agencies have reported 0% progress on RW Task 606 – Update Agency Readiness Certification #2, which is due on 1/9/26. The ESC will use this information to inform their Stage Gate 3 vote scheduled for 1/21/26. All Agencies have completed RW Task 573-B – Complete and Submit End User Role Mapping Worksheet for Remaining End Users, which was due 12/19/25, and have expressed minimal concerns about meeting upcoming RW Task deadlines. Progress on completing RW Tasks and submitting status updates may have slowed due to limited staff availability during the holiday season.</p> <p>The total number of open Agency Risks and Issues has remained steady since July 2025. Agencies identified new Risks and Issues in December, primarily related to delays in Interface Testing Cycle 2 and ongoing remediation needs for Agency Business Systems, but these have been offset by the resolution and closure of existing ones.</p>
Florida PALM Agency Readiness	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>Participating Agencies have reported that Pre-UAT has been instrumental in strengthening readiness for the upcoming All Agency UAT, and increased engagement opportunities with the Florida PALM Project Team through both in-person and office hour formats has enabled participants to gain early familiarity with Florida PALM, clarify Training needs, and deepen understanding of system workflows.</p> <p>Feedback regarding Training progress has been mixed. While some Agencies actively monitor and report Prerequisite Training completion via Smartsheet and internal tools, others have experienced delays, often due to recent additions to the UAT participant pool or changes in role assignments. The Florida PALM IV&V Team recommends that Agencies supplement required Training with</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>role-based walkthroughs, peer mentoring, and competency checks to ensure true readiness.</p> <p>Agencies are collaborating on a series of workshops scheduled through March to address toolkits, strategies, and best practices relevant to the implementation of Florida PALM. These sessions will be valuable for all Agencies with varying levels of project-related Organizational Change Management (OCM) experience, fostering a network for sharing ideas and ensuring a smooth transition. Agencies are encouraged to attend these workshops to build skills and support their teams effectively.</p>
Agency Requirements and Design	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>The Florida PALM IV&V Team observed an increase in updates to the Florida PALM Knowledge Center, mainly in the areas of Business Processes, Interface Catalogs, and UAT Materials.</p> <p>These improvements are essential to boost operational efficiency, safeguard regulatory compliance, and uphold data integrity across Agencies. While these updates may present additional challenges for the Agencies to review and ensure applicable changes have been made to their processes and documentation, addressing them remains critical.</p>
Agency Testing	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>Participating Agencies completed Pre-UAT on 12/19/25, marking a key activity in readiness for All Agency UAT. This early hands-on exposure to the Florida PALM system enabled Agencies to better understand the upcoming changes to business processes and system functionality, leading to improvements in their UAT preparation materials and plans.</p> <p>While every participating Agency had representation in the Pre-UAT Training sessions, the level of engagement and involvement differed among them. Some testers had limited engagement during Florida PALM Project Office Hours and conducted minimal independent testing. To ensure the ongoing success of the Florida PALM Project,</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>it is critical that Agencies prioritize testing activities and maintain active involvement throughout All Agency UAT.</p> <p>To further support All Agency UAT efforts, the Florida PALM Project procured a Software Quality Assurance (QA) Vendor in December. This Vendor will focus on providing standardized UAT and automation testing plans, identifying common Agency Test Scripts, developing compliance reports, deploying automated regression tests, and delivering a final assessment. These outputs rely on information supplied by the Agencies and will be made available to them after the data refresh for All Agency UAT. The Software QA Vendor plans to start one-on-one sessions with Agencies in January 2026, which Agencies should factor into their preparation for All Agency UAT and upcoming data cleansing activities.</p>
Agency Data, Conversion, and Interfaces	High	High	No Change	<p>The Risk Rating remains a High Risk.</p> <p><i>Data</i></p> <p>As is common with DW solutions, development and testing typically occur after the core system functionality has been completed and tested. This standard approach, along with previous delays in System Testing for DW/BI and Self-Service reporting, has created some concerns among Agencies regarding when they will be able to test the reporting features of the DW/BI solution. To address these concerns, the Florida PALM Project Team has communicated that the DW/BI solution will be available for testing at the start of All Agency UAT and could consider additional follow-up by the RCs to confirm that this information has been received and understood.</p> <p><i>Conversion</i></p> <p>Although 80% of all conversion files reached the target threshold of 95% load success, nine Agencies had at least one conversion file with a load success rate below 25%. The modules most affected by these low rates were General Ledger (GLC001), Projects (PCC001), Grants (GMC001), and Contracts (CTC001).</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>Data from Mock Conversion 4 will be loaded into the UAT environments. Agencies with lower conversion success rates may have less data available for certain modules, which may impact their testing activities or require increased manual data entry. Full implications remain uncertain as conversion results are not planned to be provided to Agencies until 1/12/25 when RW Task 597 for data cleansing activities begins. Additionally, Agencies with higher volumes of error records may find their data cleansing efforts particularly demanding, as it must be managed concurrently with All Agency UAT, continued Interface Testing Cycle 2, and preparations for Interface Testing Cycle 3.</p> <p><i>Interfaces</i></p> <p>As of 12/31/25, 68% of Agency Interface connection tests have been completed. Based on recent trends, full completion of Agency Interface testing may not occur until early February 2026. The revised completion date for Interface Testing Cycle 2 was 12/19/25, with contingency planning extending into late January 2026. Several challenges have contributed to these delays, including SIRs requiring Oracle support for resolution, dependencies on Inbound and Outbound files to test with, a high volume of SIRs, and the need for additional data cleanup to ensure successful file loads. In addition, some interfaces have required multiple rounds of testing to achieve successful completion.</p>
Agency Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

New Findings

No new Findings were opened in this reporting period.

Open Findings

Finding Number and Title: **Finding 29** – The completion date of 10/24/25 for Interface Testing Cycle 2 is at risk of not being met.

Date Opened: 9/30/25		
Finding Description: Interface Testing Cycle 2 is scheduled for completion by 10/24/25. Progress is behind schedule, and the Florida PALM Project Team is unlikely to meet the targeted completion date based on current test execution trends. Interface Testing Cycle 2 builds on Connectivity Testing and focuses on validating file exchanges, ensuring Florida PALM can process files from Interface Partners and vice versa.		
Current Impact: Moderate	Previous Impact: Moderate	Trend: No Change
Current Probability: Probable	Previous Probability: Probable	Trend: No Change
Current Priority: High	Previous Priority: High	Trend: No Change

Status Update: The revised targeted completion date for Interface Testing Cycle 2 was not met, but a contingency plan has been established to finish in late January 2026. To exit Interface Testing Cycle 2, 90% of the 476 Interfaces must pass, and all Critical and High-priority SIRs must be resolved.

As of 12/31/25, 80.7% of Interfaces have passed, leaving 44 more needed to reach the 90% targeted pass rate. The average weekly test pass rate improved from 5 in November to 18.25 in December but will need to average approximately 19 per week to meet the contingency deadline. Additionally, 28 High-priority SIRs are open, which represents an increase from 24 at the end of November. To stay on track, at least 7 of the High-priority SIRs must be resolved weekly.

Recommendation #1: Prioritize resolution of High-priority SIRs and other blockers to ensure critical functionality is available for testing and to minimize delays.

Status: In Process

Update: The Oracle CSV handling bug was resolved in December, unblocking 25 Interfaces and contributing to the increased Interface testing pass rates. The number of High-priority SIRs increased in December, indicating the need for an increase in the rate of resolution and maintaining focus on addressing Critical- and High-priority SIRs as a top priority.

Recommendation #2: Trace root cause issues across all entities to identify bottlenecks and determine where targeted support or coordinated improvements may help solve the issues and keep the testing moving.

Status: No Change

Update: No documentation has been found to indicate that a root cause analysis has been conducted to identify trends that may impact multiple Interfaces. The root cause for individual SIRs continues to be documented in ServiceNow (SNow).

Finding Number and Title: Finding 30 – Lack of engagement during Pre-UAT may be an indicator of engagement levels during All Agency UAT, which could lead to insufficient testing and issue reporting.

Date Opened: 11/30/25		
<p>Finding Description: Advisory Council Agencies were granted access to the Financials UAT environment in Florida PALM for Pre-UAT testing. Pre-UAT is intended to help Agencies prepare themselves and support the preparation efforts of other Agencies ahead of All Agency UAT. Each participating Agency was permitted to register up to three testers, with the guidance that these individuals should be SMEs who possess relevant business process expertise and have availability to prioritize testing during Pre-UAT.</p> <p>Although every participating Agency has had some level of representation in the Pre-UAT Training sessions, not all testers have joined the Florida PALM Project Office Hours or performed independent testing between Training sessions. This lack of engagement during Pre-UAT may indicate that Agency testers could remain disengaged during All Agency UAT, potentially resulting in insufficient testing.</p>		
Current Impact: Moderate	Previous Impact: Moderate	Trend: No Change
Current Probability: Possible	Previous Probability: Possible	Trend: No Change
Current Priority: Medium	Previous Priority: Medium	Trend: No Change

Status Update: All participating Agencies had some representation during the Pre-UAT Training sessions held on 12/3/25 and 12/4/25. Attendance at the scheduled Office Hours on 12/9/25 and 12/16/25 was consistent with previous sessions, but participation noticeably declined during the Office Hours on 12/12/25 and 12/18/25. Additionally, approximately eight participants had not logged into Florida PALM to perform independent testing since October or November.

Recommendation #1: Prepare and document detailed examples of transactions, specific error messages, and related issues prior to scheduled Office Hours to facilitate more focused and effective discussions.

Status: In Process

Update: Some testers in attendance at the December Office Hours came prepared with documentation and specific examples to facilitate more effective and efficient discussion of their specific challenges or questions.

Recommendation #2: Block time on calendars to collaborate with other testers to review testing outcomes, submit tickets, and document any questions for the Florida PALM Project Team.

Status: In Process

Update: Some testers participating in Pre-UAT have scheduled times to demonstrate test procedures and results to others within their Agency, helping end users to better understand how Florida PALM operates.

Recommendation #3: Schedule dedicated group planning sessions with testers to collaborate on test script drafting and assignments, review relevant documentation and the ticket submission process, and develop internal triage processes.

Status: In Process

Update: Some testers involved in Pre-UAT have organized dedicated planning sessions within their Agency to collaboratively review test scripts for specific business processes. These sessions have been integrated into their test script review and approval process.

Recommendation #4: Collaborate with Agency leadership and/or other staff to temporarily reassign operational responsibilities so that testers can dedicate sufficient time and attention to testing activities.

Status: In Process

Update: Some Agencies have prioritized testing activities for the remainder of Pre-UAT. In several cases, Agency Leadership or Sponsors have also become more actively involved in Florida PALM Project activities.

Finding Number and Title: **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.

Date Opened: 11/30/25		
<p>Finding Description: As of 11/28/25, testing has not started on three PCard Works Interfaces that provide critical functionality for a majority of the Agencies. These Interfaces are included in scope for WP441, which is scheduled to be tested between December 2025 and April 2026. The PCard Works Vendor has not yet confirmed specific testing dates for these Interfaces and has had minimal engagement with the Florida PALM Project Team. As a result, these Interfaces may not be ready for the start of End-to-End Interface Testing in February 2026.</p> <p>Additionally, multiple Agencies have expressed concerns about the unconfirmed testing dates for the PCard Works Interfaces and the availability of PCard Works data. Current limitations in the data provided by the PCard Works Interfaces will require Agencies to create specific Speedkeys, but they are unable to test these until the Interfaces are available.</p>		
Current Impact: Significant	Previous Impact: Significant	Trend: No Change
Current Probability: Possible	Previous Probability: Possible	Trend: No Change
Current Priority: Medium	Previous Priority: Medium	Trend: No Change

Status Update: One PCard Works Interface was tested in December using mocked data, but this Interface will require retesting with a system-generated file once Design updates are complete. The Florida PALM Project Team has been coordinating with the PCard Works Vendor to schedule testing for the remaining two Interfaces. The Inbound Interface is expected to be tested in mid-

January 2026. After the Inbound Interface is successfully loaded, the corresponding Outbound Interface can be prepared for testing.

Recommendation #1: Continue working with the PCard Works Vendor to establish and confirm specific testing dates for the PCard Works Interfaces.

Status: In Process

Update: Design updates for one Interface are being implemented so that a new system generated file can be provided for testing with the PCard Works Vendor. The Florida PALM Project Team is working with the PCard Works Vendor to identify dates for testing the remaining Interfaces.

Recommendation #2: Assess potential impacts on downstream testing phases and determine the latest date by which testing for the PCard Works Interfaces must be completed.

Status: Not Started

Update: Updated testing dates for two of the PCard Works Interfaces have not been defined and the impact on subsequent activities cannot yet be determined.

Recommendation #3: Provide timely and appropriate status updates regarding the PCard Works Interfaces to all Agencies as information becomes available.

Status: Not Started

Update: Although testing for one Interface is anticipated to take place in mid-January 2026, the dates have not yet been confirmed, so there are no updates to share with the Agencies at this time.

Closed Findings

Finding Number and Title: **Finding 28** – The volume and type of SIRs identified in the UAT environment may impact the availability of some functions during Pre-UAT.

Date Opened: 9/30/25

Date Closed: 12/31/25

Rationale for Closing: Pre-UAT was completed on 12/19/25 and the backlog of open Financial SIRs in the UAT environment increased from 195 SIRs at the end of November to 200 SIRs as of 12/31/25. Of these, 17 are High Impact, which represent a decrease from 24 in November. As All Agency UAT and other testing activities increase operational demands, enhancements to the current SIR triage approach may be needed to manage higher SIR volumes and maintain effective collaboration and governance.

Metrics Related to Findings

The Figure below shows the open, closed, and new Findings identified by the Florida PALM IV&V Team. No new Findings were opened this month. There are three open Findings and 17 closed Findings.

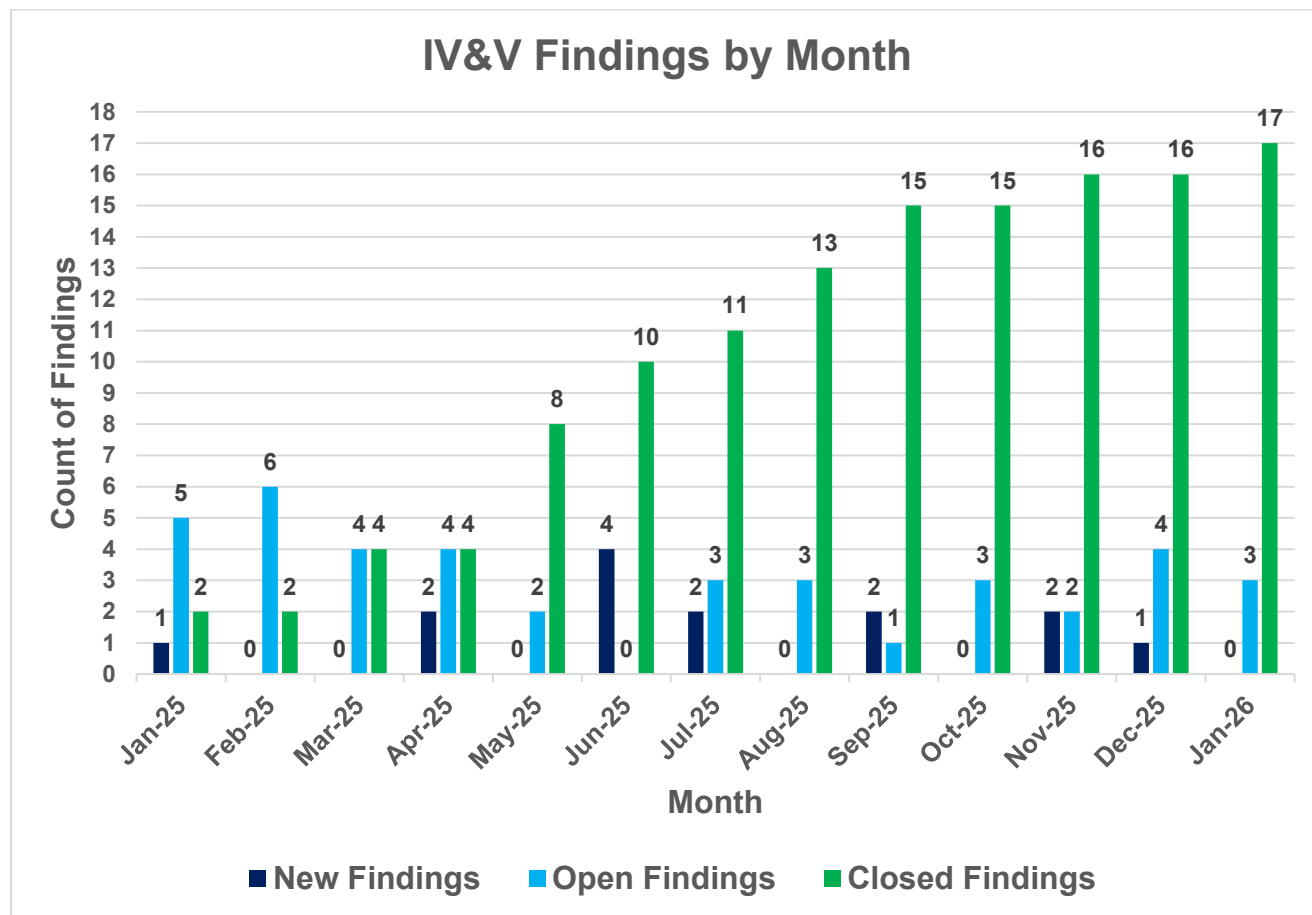
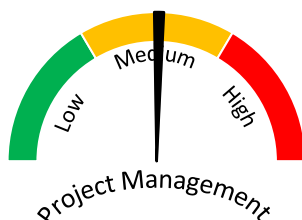


Figure 1: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator¹



Trend: No Change

Florida PALM Project Management Updates

Overall Schedule Metrics

Because the Florida PALM Project Schedule is being updated to reflect changes from Amendment 13, the Florida PALM IV&V Team will not include schedule metrics in this report. Reporting metrics before these updates are complete could misrepresent the Florida PALM Project's overall status and health. Once the revised schedule is finalized, the Florida PALM IV&V Team will resume tracking and reporting key indicators, such as the Schedule Performance Indicator (SPI), delayed tasks, completion status, and related analyses. The Florida PALM IV&V Team continues to recommend that the Florida PALM Project Team re-baseline the entire Florida PALM Project Schedule after incorporating Amendment 13 updates. Setting a new baseline will help the Florida PALM Project Team to track milestones and metrics against the revised timeline, supporting more accurate progress monitoring, better forecasting of costs and deadlines, earlier identification of delays or resource constraints, and clearer communication with stakeholders.

Decisions

There was one Florida PALM Project Decision Approved in December:

- D663 – Completion of Interface Testing Segment I Date Alignment, which re-baselined all future and ongoing tasks related to D663 to reflect a completion date of 12/19/25. Task dates and durations were adjusted to align with the updated finish date of Interface Testing Segment I. This adjustment ensures that the Florida PALM Project Schedule accurately reflects the updated timeline for Interface Testing Segment I and avoids the reporting of incorrect information.

¹ Indicator includes this month's indicator as well as a show that shows what the previous indicator rating was similar to what is provided in the current Monthly Assessment Report template.

Risks and Issues

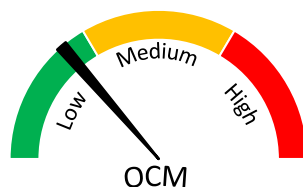
No new Florida PALM Project Risks or Issues were identified in December. Several existing Risks were updated in the December Changes, Risks, Assumptions, Issues, and Decisions (CRAIDL), including:

- Risk #1: The likelihood of negative impacts from insufficient staffing or onboarding delays has decreased (probability lowered to 2, risk score from 9 to 6, trend now stable). This improvement is due to progress in filling key vacancies, including Readiness Coordinator, Tech Readiness, and Procurement to Payment roles.
- Risk #2: The probability of misaligned expectations among external stakeholders and Agencies regarding Florida PALM's cost, schedule, or scope has been reduced to 2, with the trend now stable.
- Risk #4: The risk that Agencies may not be adequately engaged or able to participate, potentially affecting agency readiness, has an increasing trend. As Pre-UAT concludes and the Florida PALM Project prepares for full UAT in February (pending ESC approval of Stage Gate 3 – Ready to Begin UAT), Agency engagement remains essential to deliver a compliant, functional, and user-friendly system, reducing risk and supporting smooth adoption.

The Risk Rating for this Focus Area remains a Medium Risk.

Florida PALM Organizational Change Management

Focus Area Indicator



Trend: No Change

Florida PALM Organizational Change Management Updates

The Florida PALM Agency Readiness Team focused on preparing Agencies for the upcoming All Agency UAT in February by maintaining regular communication through Florida PALM emails, weekly Thursday Task Talks, routine touchpoints, and the Agency Sponsor Summit held on 12/10/25. RCs also shared documents covering change management, UAT procedures, end user roles, and Agency Readiness Certification criteria in these touchpoints.

At the Agency Sponsor Summit, Florida PALM Project leadership presented key insights based on Advisory Council Agencies' experiences during Pre-UAT, providing other Agencies with an early look at Florida PALM before All Agency UAT. They shared lessons learned with Agencies that had not participated in Pre-UAT and placed a strong emphasis on people-centered change

management. Florida PALM Project leadership encouraged Agencies to foster openness to change, address resistance and anxiety, and begin preparing for new skills, workflows, and responsibilities, as Florida PALM will introduce changes to many legacy FLAIR processes.

Florida PALM Project leadership also highlighted ongoing challenges with collaboration, communication, participation, and information sharing among some Agencies. They stressed the need for Agency Change Champion Networks (CCNs) to eliminate these barriers and empower staff to seek support and improve communication with their respective stakeholders. This approach aims to facilitate more direct dialogue, enabling Agencies to share challenges and receive timely, accurate Florida PALM Project updates. Agencies were encouraged to update their UAT plans and Training materials using lessons learned from Pre-UAT, as they are responsible for ensuring their end users are properly trained and prepared for Florida PALM Go-Live.

To maintain engagement, an additional virtual Agency Sponsor Summit has been scheduled in January before Agency Readiness Certifications are due, further involving Agency Sponsors and leadership as the Florida PALM Project advances to its next phase.

Some Agencies communicated that holding the Agency Sponsor Summit in December enabled Florida PALM Project leadership to communicate directly and effectively with Agency Sponsors, a group that needed to receive these messages firsthand rather than through intermediaries. This approach increased attendee engagement, and it was suggested that ongoing, targeted communication at various levels, especially for specific CCN roles, may continue to benefit Agencies.

The Risk Rating for this Focus Area remains a Low Risk.

Florida PALM Requirements and Design

Florida PALM Requirements and Design Updates

Requirement and Design efforts for the Florida PALM Project are complete at this time, and the Florida PALM IV&V Team does not have any updates to report.

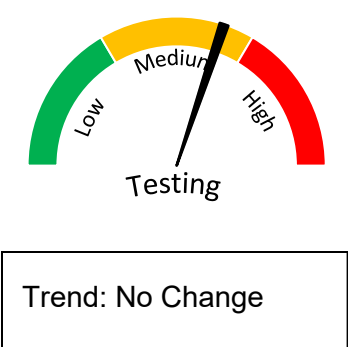
Florida PALM Development

Florida PALM Development Updates

Development efforts for the Florida PALM Project are complete at this time, and the Florida PALM IV&V Team does not have any updates to report.

Florida PALM Testing

Focus Area Indicator



Florida PALM Testing Updates

As of 12/31/25, there were 650 open SIRs across all defect types. The Figure below shows SIRs from all testing activities and environments and excludes SIRs related to Inbound Interface data and SNow monitoring alerts/events.

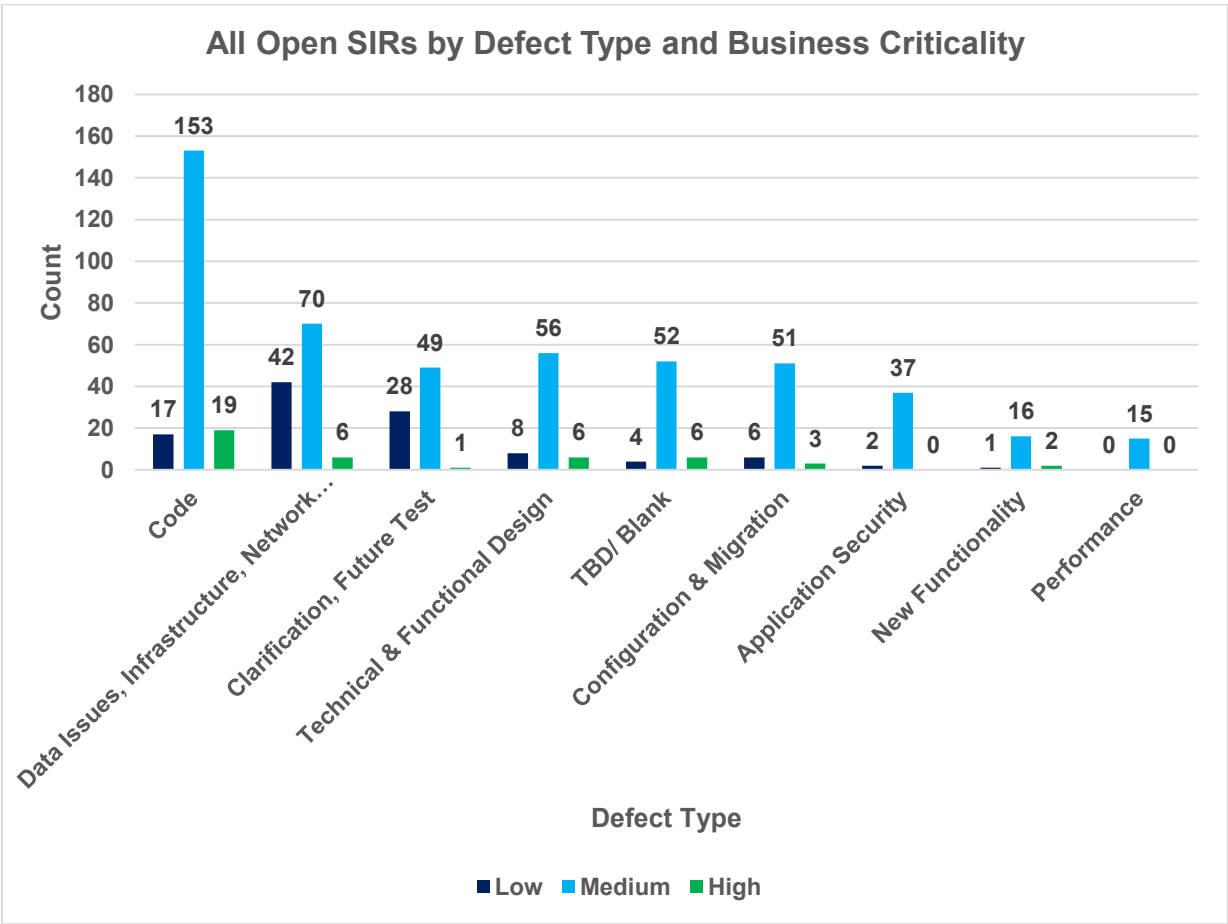


Figure 2: All Open SIRs by Defect Type and Business Criticality

Of all open SIRs, 7% are categorized as High Business Criticality, down from 13% in November, indicating positive progress. The backlog of SIRs remained constant as overall volume of new SIRs opened outpaced the volume of SIRs resolved.

Approximately 77% of open SIRs are classified as Medium Business Criticality. While these SIRs typically do not halt ongoing testing, they could impact system behavior, data processing, or the overall user experience as testing continues. Most of the SIRs are related to code defects, and their distribution may indicate that Florida PALM is undergoing stabilization as various components are integrated and tested across multiple scenarios.

Testing effectiveness and user experience during All Agency UAT will rely on maintaining a steady pace of SIR resolution, conducting thorough regression testing, and ensuring Development staff can address both open and newly identified SIRs. The SSI Vendor Staffing Plan as of 12/31/25 shows a planned reduction of 10.6% across Functional and Technical staffing between December 2025 and January 2026. The Table below shows the specific planned reductions between November 2025 and March 2026.

Table 3: SSI Vendor Staffing

Category	11/30/25	12/31/25	1/31/26	2/28/26	3/31/26
Functional Staff	78.1	80.1	77.1	76.1	73.1
Technical Staff	88.8	87.9	74.8	73.3	72.3
Total Staff	166.9	168	151.9	149.4	145.4
% Change (Functional)		2.56%	-3.75%	-1.30%	-3.94%
% Change (Technical)		-1.01%	-14.90%	-2.01%	-1.36%
% Change (Total)		0.7%	-10.6%	-1.7%	-2.8%

Given that approximately 3,000 testers have been registered for All Agency UAT, it is likely that a large volume of SIRs may be identified and these SSI Vendor staffing reductions may impact timely SIR resolution. The Table below represents the monthly volume of SIRs opened against the resolution velocity from 7/1/25 to 12/31/25.

Table 4: Average Change in Backlog

Category	Avg. SIRs Opened/ Month	Avg. SIRs Closed/ Month	Net Change in Backlog/ Month
Financials	88	39	+49
Payroll	19	5	+14
Interfaces	108	83	+25
Reports	10	4	+6
TBD/Blank	62	83	-21
Total	287	214	73

To illustrate how the backlog might grow, the Florida PALM IV&V Team created several scenarios by increasing the number of SIRs opened between 7/1/25 and 12/31/25, while keeping resolution capacity consistent with the historical pace. The baseline scenario reflects observed historical resolution velocity, while the elevated and high backlog scenarios show what could happen in the short term as testing activity increases. These scenarios are not precise predictions but are meant to give a general idea of how the backlog could change if more SIRs are opened during All Agency UAT.

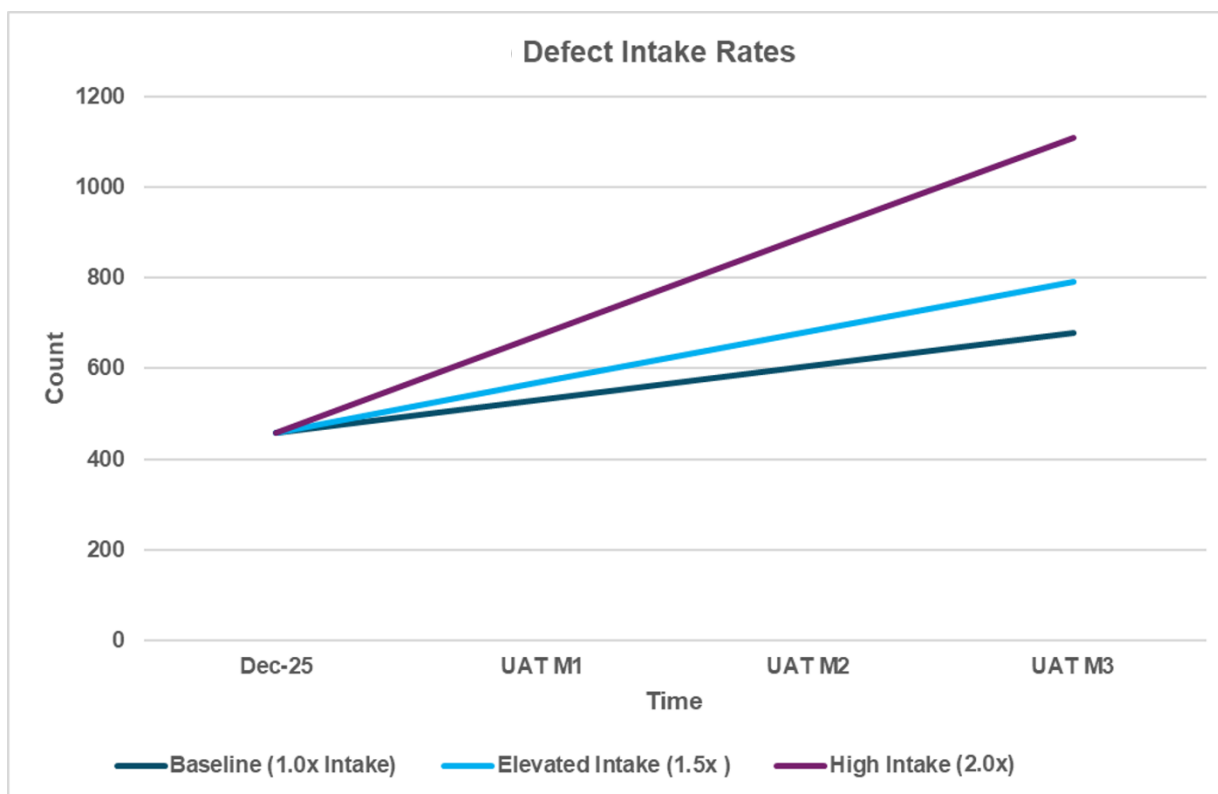


Figure 3: Defect Intake Rates

Open SIRs Prioritized for All Agency UAT

Pre-UAT of Financials functionality by participating Agencies was completed on 12/19/25, after which the State Functional Team continued testing in the Training environment. As shown in the Figure below, approximately 208 new SIRs were opened in December for Financials functionality.

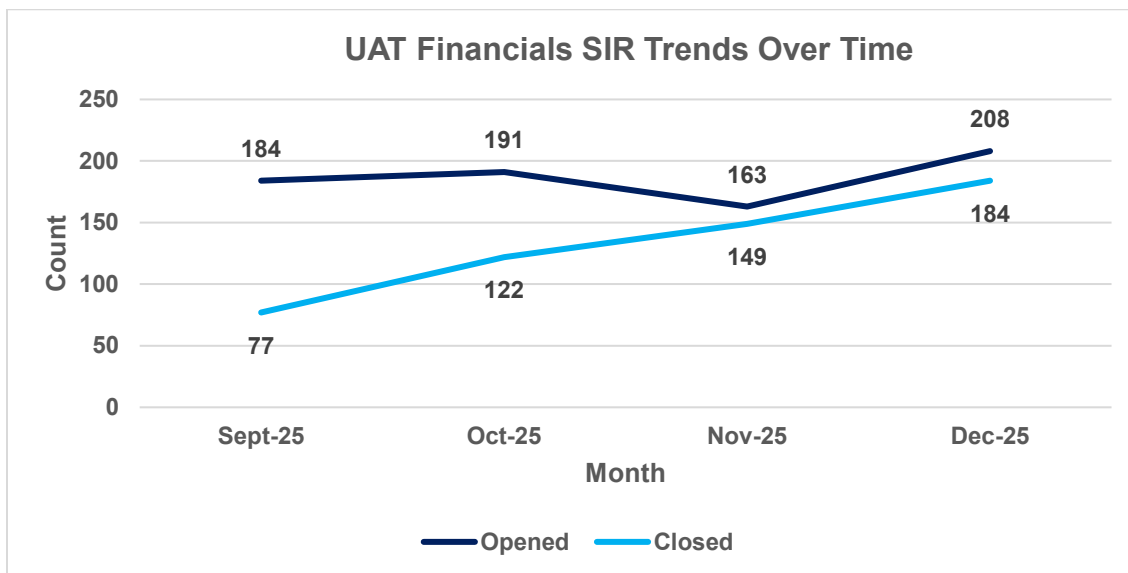


Figure 4: UAT Financials Opened and Closed Ticket Trend Over Time

The Florida PALM IV&V Team assessed all the open SIRs targeted for resolution before or during All Agency UAT. The following Figure shows SIRs across all environments, including monitoring alerts with assigned “Needed By” dates, and excludes Agency Inbound Interface Data Issues and Clarifications.

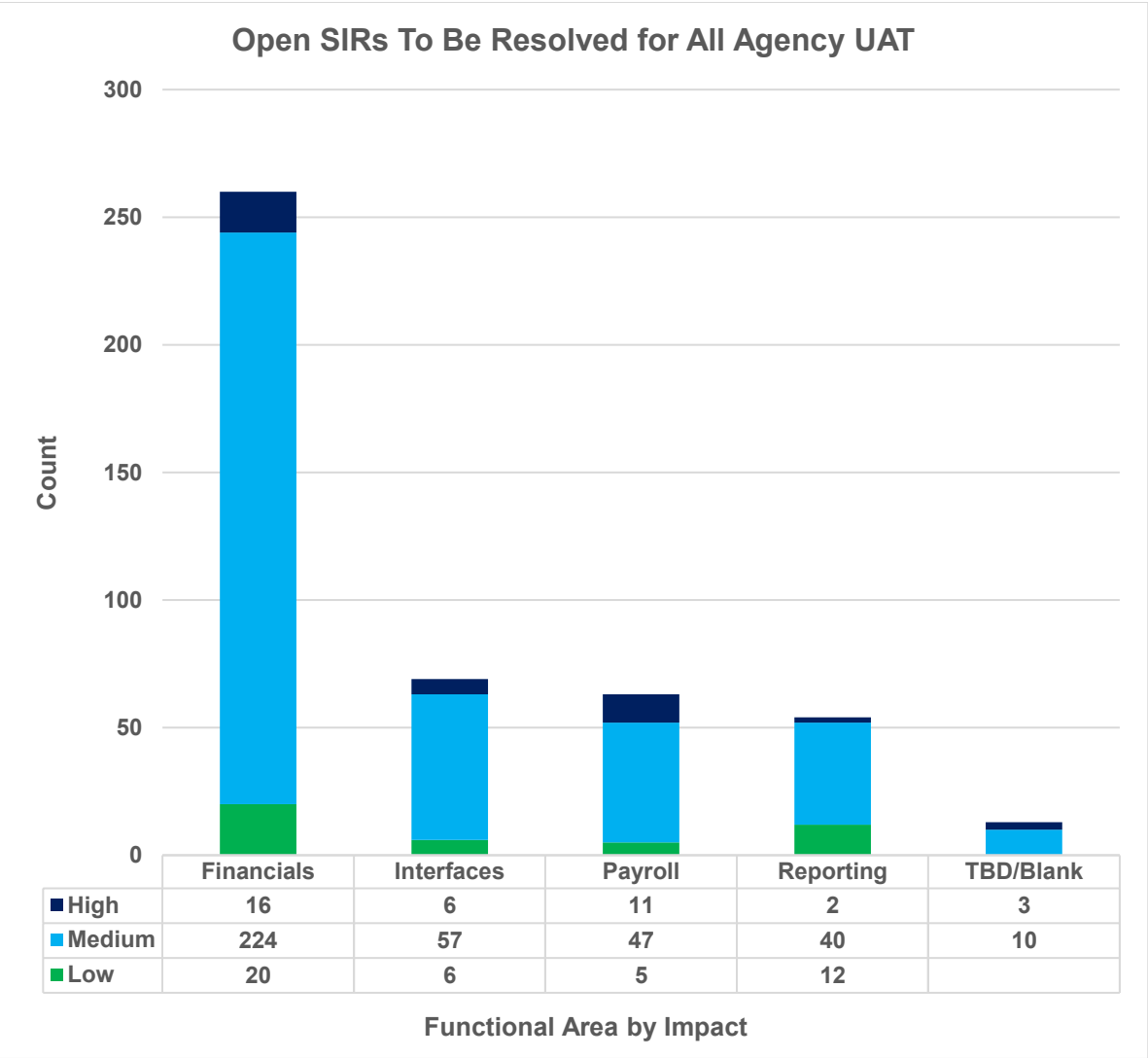


Figure 5: Open SIRs To Be Resolved for All Agency UAT

There are 459 open SIRs marked as “Needed By” UAT. Of these, 8.3% are classified as High Impact and 82.4% as Medium Impact. All Agency UAT will serve as both a validation of Agency business processes and a training opportunity, enabling Agencies to become familiar with Florida PALM operations while SIRs are being addressed. High Impact SIRs and the high concentration of Medium Impact SIRs within core Financial and Payroll areas may increase the risk of disruptions or incomplete testing of end-to-end scenarios. This may hamper learning and potentially undermine Agency confidence in Florida PALM.

Regression Event 2 Testing

Regression Event 2 started in December and includes a complete regression of System Testing Segment III, along with a partial regression of the Regression Test Suite within the Interface Testing environments. The Florida PALM IV&V Team noted that, to date, none of the 529 Test Scripts in the ReTEXT have been designated as High Priority, which is defined in WP409 –

Regression Testing Plan as essential and core business functions. The Figure below represents the Regression Event 2 Modules coverage, and the execution status as of 12/31/25.

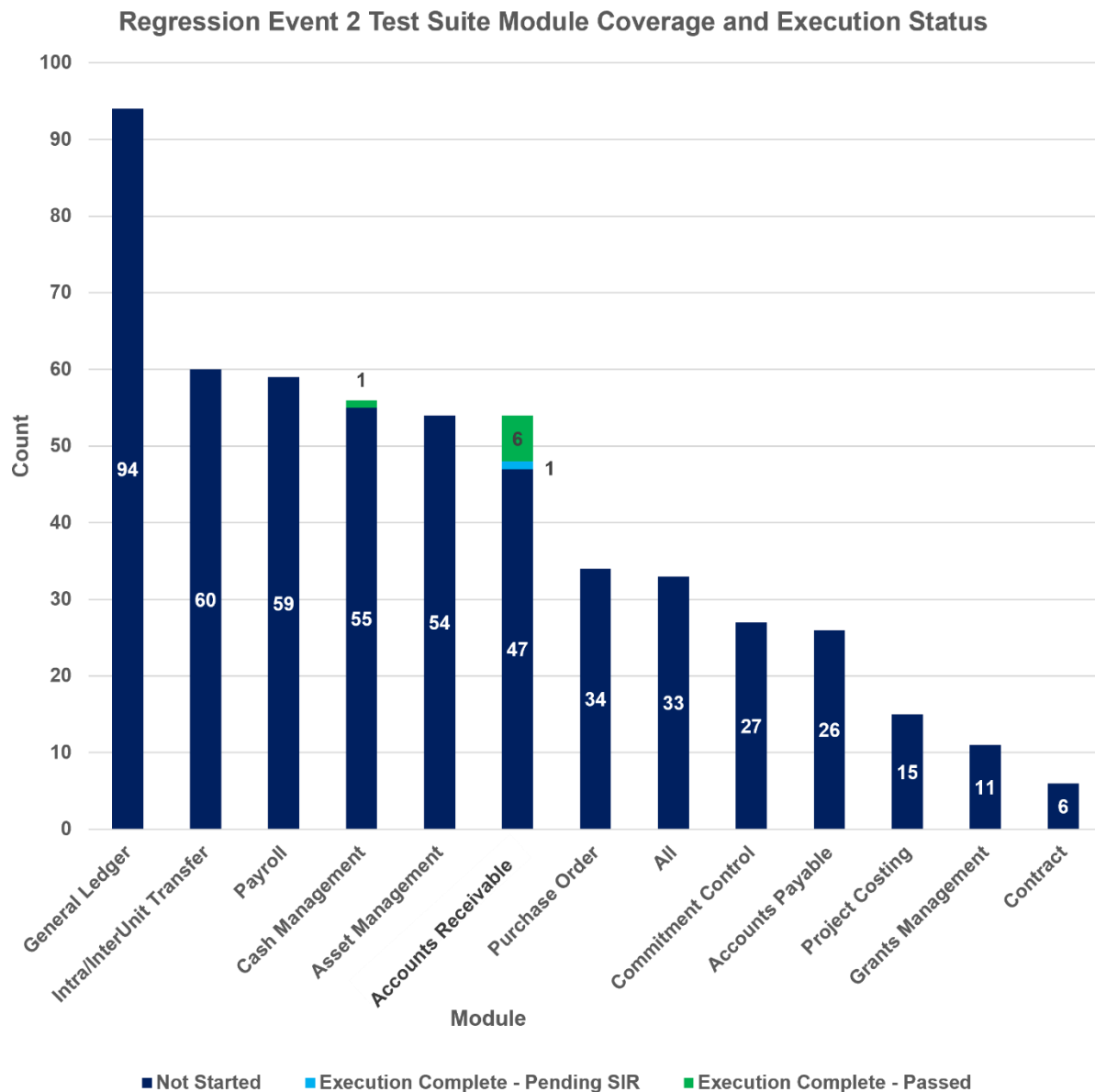


Figure 6: Regression Event 2 Module Coverage and Execution Status

SIR Triage

The Florida PALM Project Team plans to hold daily UAT Ticket Triage meetings beginning in February to review and prioritize SIRs resulting from All Agency UAT. Previously, SIR Triage sessions were conducted three times a week, each lasting up to two hours. While this is expected given the size and complexity of the Florida PALM Project, the upcoming nine-month All Agency UAT, overlapping with other testing activities, such as Regression Event 2, Payroll Parallel Testing, and Mock Conversion Dry Runs, will likely increase both the number and complexity of

SIRs opened. As operational demands rise, the SIR Triage process may need additional enhancements to effectively address the higher SIR volume and maintain collaboration and governance.

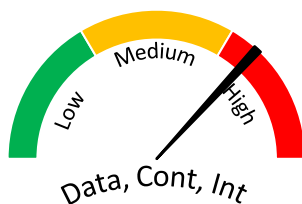
The Florida PALM IV&V Team also observed that target resolution timeframes are assigned without consistent consideration of the Development staff's demonstrated delivery capacity and historical resolution velocity. As additional SIRs are introduced and priorities evolve, previously assigned timeframes may require reevaluation to maintain alignment between commitments and available capacity. To strengthen efficiency and support sustained triage operations as testing activities scale, the Florida PALM Project Team could consider the following recommendations:

- Introduce capacity-informed delivery timeframe assignments and checkpoint(s) in the SIR triage process to reassess prioritization and delivery commitments.
- Monitor early All Agency UAT trends to validate participation effectiveness, role understanding, and functionality comprehension, and inform triage process adjustments as needed.

The Risk Rating for this Focus Area remains a Medium Risk.

Florida PALM Data, Conversion, and Interfaces

Focus Area Indicator



Trend: No Change

Florida PALM Data, Conversion, and Interface Updates

Data

The State DW/BI Team continued to review both static and Self-Service Report functionality. Incremental load automation for batch testing has been completed, and performance tuning efforts are in progress. As of 12/31/25, 51 SIRs remain open for DW/BI, as shown in the Table below.

Table 5: Open DW/BI SIRs

Business Criticality	Cancelled	Closed	Open	Resolved	Total
Low	0	0	11	2	13
Medium	0	1	38	4	43
High	0	0	2	0	2
Critical	0	0	0	0	0
Total	0	1	51	6	58

Conversions

Mock Conversion 4 was completed on 12/31/25, approximately two weeks later than the originally planned date of 12/19/25. This delay is not expected to impact remaining preparation activities for the UAT environment. Two conversions that did not meet the targeted load of 95% load rate were given discretionary approval. The SSI Vendor continues to prepare for All Agency UAT and upcoming Mock Conversion Dry Runs by resolving outstanding conversion SIRs and prepping the UAT environments.

Interfaces

Interface Testing Cycle 2 continued to progress, with 81% of Interface tests passed and reviewed by the Florida PALM Project Team as of 12/31/25. Although the updated target completion date of 12/19/25 was missed, a contingency remains in place through the end of January 2026. The average weekly pass rate in December improved to 18 Interfaces, compared to 5 per week in November, leaving 44 Interface tests outstanding. This improvement was due in part to the resolution of an Oracle CSV handling bug, which unblocked 25 Interfaces. At the current pace, completion by late January appears achievable, but the resolution of 28 High Business Criticality SIRs will be essential before the SSI Vendor can meet the exit criteria for Interface Testing Cycle 2.

The Risk Rating for this Focus Area remains a High Risk.

Florida PALM Implementation Readiness

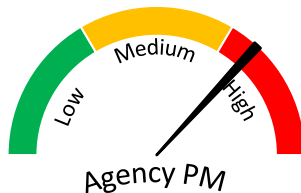
Florida PALM Implementation Readiness Updates

The Florida PALM IV&V Team will begin reporting progress once implementation readiness efforts have begun.

Florida PALM Agency Focus Area Updates

Agency Project Management

Focus Area Indicator



Trend: No Change

Agency Project Management Updates

Agency RW Task Completion

The Table below represents progress as of 12/31/25 on RW Tasks to help prepare Agencies for All Agency UAT with completion dates in December 2025 or January 2026.

Table 6: Agency RW Tasks-Preparing for All Agency UAT

RW Task	Start	Finish	Number of Agencies per Status				
			0%	25%	50%	75%	100%
573-B Complete and Submit End User Role Mapping Worksheet for Remaining End Users	7/14/2025	12/19/2025	0	0	0	0	35
574 Prepare Documentation for User Acceptance Testing	6/2/2025	1/9/2026	0	3	6	21	5
592 Agency IdP SMEs Add End Users to Agency's Identity Provider	12/8/2025	1/9/2026	7	2	4	7	15
688 Update UAT Plan	12/8/2025	1/9/2026	10	3	10	11	1
606 Update Agency Readiness Certification #2	12/8/2025	1/9/2026	11	5	16	3	0

The ESC will use the Task 606 – Update Agency Readiness Certification #2 to inform their Stage Gate 3 vote. With just over a week remaining until the due date, approximately one-third of Agencies reported that they have not started this RW Task as of 12/31/25. It is critical for all Agencies to complete this RW Task by 1/9/26 so the ESC has the necessary information to make an informed decision.

All Agencies have completed Task 573-B and reported minimal concerns about meeting remaining RW Task deadlines during Florida PALM IV&V Touchpoints. While there has been progress, the Florida PALM IV&V Team anticipates staff's availability during the holiday period may have affected both the status and speed of RW Task completion. The Florida PALM IV&V

Team continues to recommend that Agencies provide timely updates for RW Tasks and prioritize activities essential for supporting All Agency UAT.

Risks and Issues

The total number of open Risks, as well as those with a score of 6 or higher assessed by the Agencies, has remained steady since July 2025. While Agencies continue to identify new Risks, these are balanced out by the resolution and closure of existing ones. The Figure below illustrates the trend of open Risks over time.

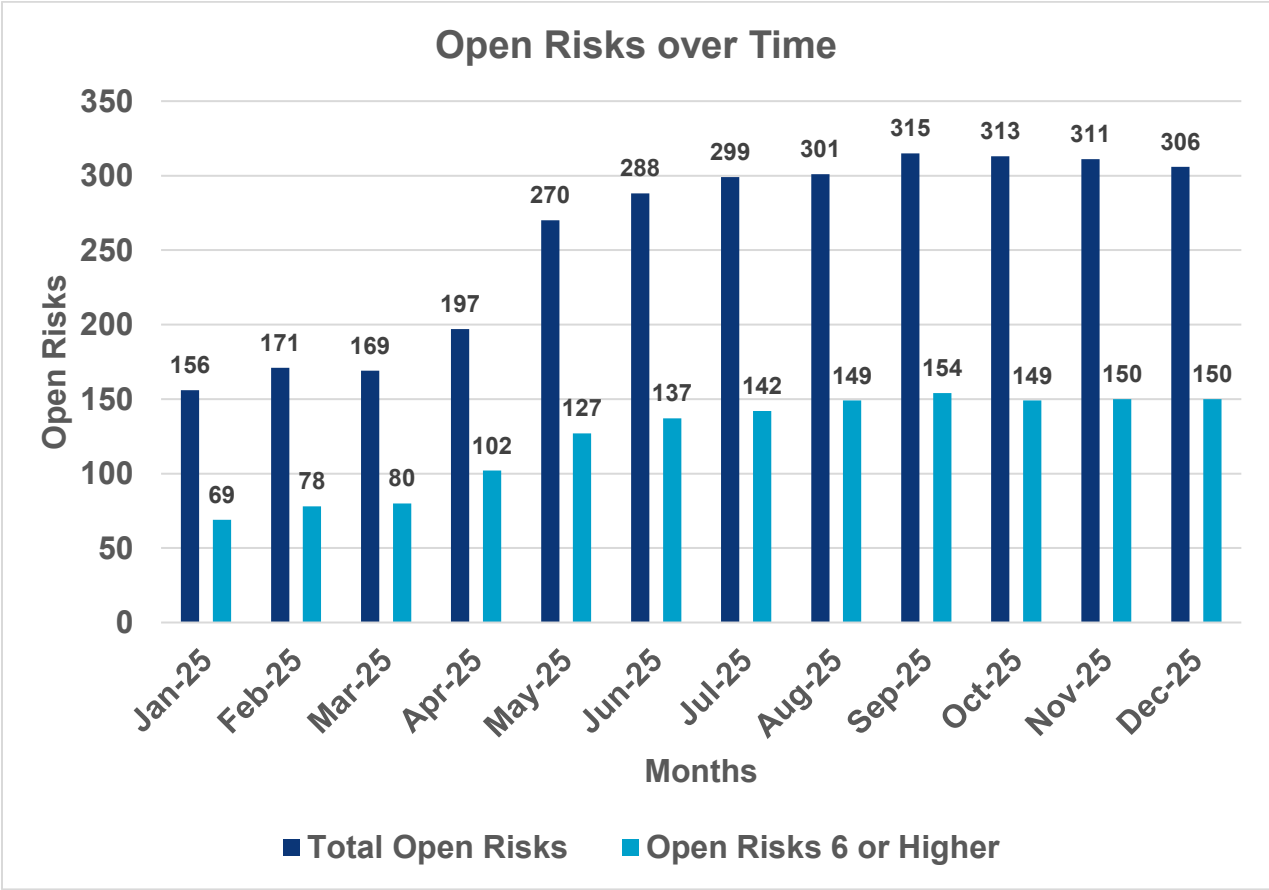


Figure 7: Risks over Time

Similarly, the overall count of open Issues, including those classified as Critical or High by the Agencies, has remained steady since July 2025. Although Agencies continue to report new Issues, these are balanced by the resolution and closure of existing ones.

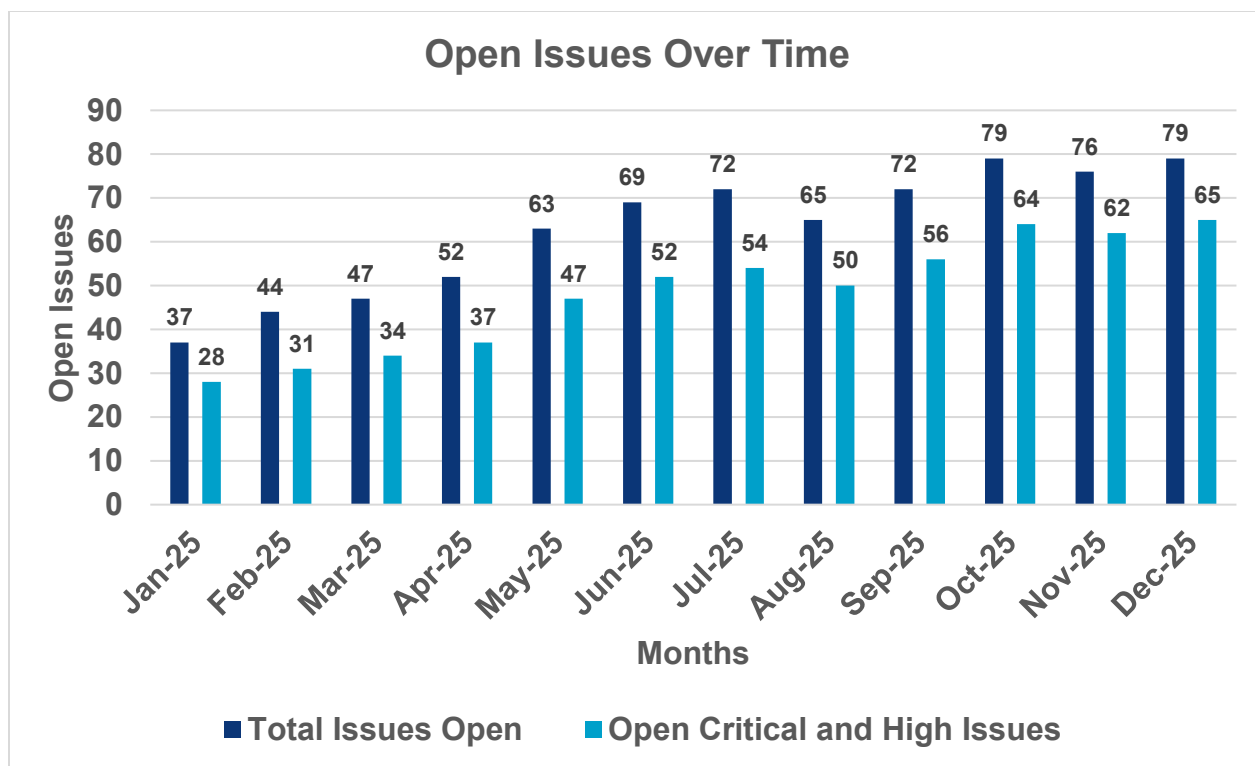


Figure 8: Issues over Time

The Florida PALM IV&V Team also analyzed the types of new Issues and Risks that have been identified over the last three months. The Table below shows the count of new Issues and Risks by category.

Table 7: Newly Identified Risks and Issues By Category

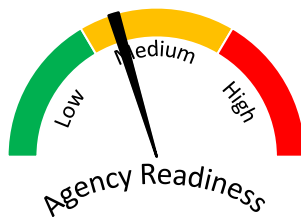
Category	Issues			Risks		Total
	Critical	High	Low	6 or Higher	Less Than 6	
Interface (Testing Delays)	0	4	1	4	3	12
Agency Business System (Remediation/Testing)	4	0	0	1	1	6
Business Process Change	0	2	0	2	1	5
Conversion/Configuration	0	2	0	2	1	5
User Acceptance Testing	0	1	0	3	0	4
Deployment/Cutover	0	1	0	1	1	3
Staffing/Resource Availability	0	1	0	0	1	2
Training	0	0	0	0	1	1
Total	4	11	1	13	9	38

Most of the newly identified Issues and Risks are related to delays in Interface Testing Cycle 2 and the ongoing need for remediation or additional testing with Agency Business Systems (ABS) to reflect changes in Interface designs.

The Risk Rating for this Focus Area remains a High Risk.

Florida PALM Agency Readiness

Focus Area Indicator



Trend: No Change

Florida PALM Agency Readiness Updates

Agency Participation in Pre-UAT

Agencies participating in Pre-UAT consistently shared that Pre-UAT was a valuable and informative experience that strengthened their readiness for upcoming testing. Participants appreciated the increased engagement, the structure of in-person and Office Hour sessions, and the opportunity to explore Florida PALM in advance of All Agency UAT. This early exposure helped Agencies clarify Training needs, deepen understanding of system workflows, and identify areas for additional focus. Many Agencies also expressed confidence that the lessons learned during Pre-UAT will enable them to enter All Agency UAT better prepared and more familiar with key processes and indicated that continued collaboration through Office Hours, knowledge-sharing sessions, and targeted documentation may help reinforce user confidence and proficiency.

Training

Agencies shared mixed feedback with the Florida PALM IV&V Team regarding their experience with monitoring and reporting Prerequisite Training progress in Smartsheet. In some cases, trainers or coordinators actively track completion, regularly cross-checking internal records with the Prerequisite Tracking worksheet to resolve any discrepancies. Some Agencies noted low completion rates, stating that Smartsheet accurately reflects their current status, though this does not represent their final readiness. These delays are often attributed to the recent addition of participants to the All Agency UAT or changes in role assignments following Pre-UAT activities. To address this, Agencies plan to prioritize Training for new users, aiming for completion by February. Agencies have clarified that many individuals who have not completed Training are not primary system users, which reduces the immediate impact on overall readiness.

To supplement Smartsheet, several Agencies have developed internal tracking tools that monitor completion rates by SME or role. While these Agencies have not been required to provide formal updates beyond Smartsheet, they engage in proactive strategies such as regular reporting, weekly reviews, and reminders to ensure Training aligns with assigned roles. Agencies could also consider the following recommendations:

- Supplement prerequisite modules with role-based walkthroughs, sample scenarios, and troubleshooting guidance before All Agency UAT starts.
- Pair newer end users with more experienced staff for buddy-shadowing early in All Agency UAT to reinforce understanding.
- Incorporate knowledge checks or brief competency assessments to ensure readiness beyond completion tracking.

Agency OCM

Agencies organized a series of workshops focused on OCM and Training to prepare for Florida PALM. These Agency-led sessions are scheduled for January, February, and March, with multiple Agencies collaborating on workshop content. The workshops will address toolkits, techniques, strategies, and task lists that Agencies can use in their own OCM efforts. Agencies without prior project-related OCM experience can build essential skills, while experienced Agencies can gain fresh insights tailored to Florida PALM. Maintaining these collaborative networks for sharing ideas and making decisions is crucial for successful OCM. Agencies not directly involved in organizing should attend these workshops to enhance their knowledge and support a smooth transition to Florida PALM.

As the Florida PALM Project approaches All Agency UAT, it is increasingly important for Agencies to review and update their Training Plans. Updates should reflect the most recent guidance provided by the Florida PALM Project Team and lessons learned or insights gained from Agencies that participated in Pre-UAT. Training plans serve as a critical readiness tool and help establish a strong foundation to ensure staff are prepared to effectively support implementation. When Training Plans are incomplete or outdated, Agencies may experience inconsistent knowledge transfer, reduced system adoption, and increased reliance on post-Go-Live support.

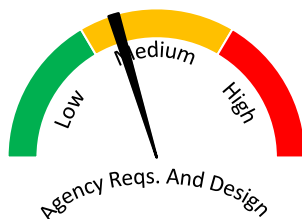
To be effective, Training Plans should include:

- Clear, measurable objectives aligned with organizational goals and ideally written using the Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) framework.
- An understanding of participants' needs, experience levels, and learning requirements.
- Comprehensive, relevant, and engaging Training content and materials.
- Appropriate instructional methods that accommodate a range of learning styles.
- A realistic Training schedule and timeline with defined milestones.
- Multiple assessment methods with clearly defined success criteria to support evaluation and continuous improvement.
- A plan for post-Training support and follow-up to reinforce learning and address ongoing needs.

The Risk Rating for this Focus Area remains a Medium Risk.

Agency Requirements and Design

Focus Area Indicator



Trend: No Change

Agency Requirements and Design Updates

The Florida PALM IV&V Team observed an increase in the number of updates to the Florida PALM Knowledge Center, primarily within Business Processes, Interface Catalogs, and UAT Materials. These updates included the following:

- Renaming and removing user roles (e.g., changing "Agency AR Deposit Reporter" to "Agency AR Reporter" and removing roles such as Exception Handler, Payroll Viewer, and Agency Banking Reporter). The End User Role Conflict Matrix was also migrated to Smartsheet and linked within relevant articles.
- Updating various inbound and outbound Interface templates, including modifications to required fields, processing rules, and file layouts (e.g., POI004-Inbound Encumbrance Spreadsheet Upload, CMI004 Outbound Bank Transaction, ARI012 Outbound ACH NOC Deposit Data, ARI020 Outbound Returned Items Data).
- Revising interface layouts and descriptions (e.g., Outbound Bank Deposit Transactions, Inbound Voucher Spreadsheet Upload, Asset Physical Inventory CSV File Extract) to meet updated standards and regulatory requirements.
- Publishing new step-by-step guides for key processes such as Asset Transfers, Voucher Processing, and Exception Handling and updating navigation instructions and process steps for Deposits, Encumbrances, and Asset Management.
- Modifying configuration data values in the General Ledger, Asset Management, and Payroll modules to align with new design standards and compliance requirements.
- Removing several reports due to changes in enterprise functionality, and enhancing or adding others (e.g., Salary Adjustments Report, Asset Staging Report, Encumbrance Activity Report).

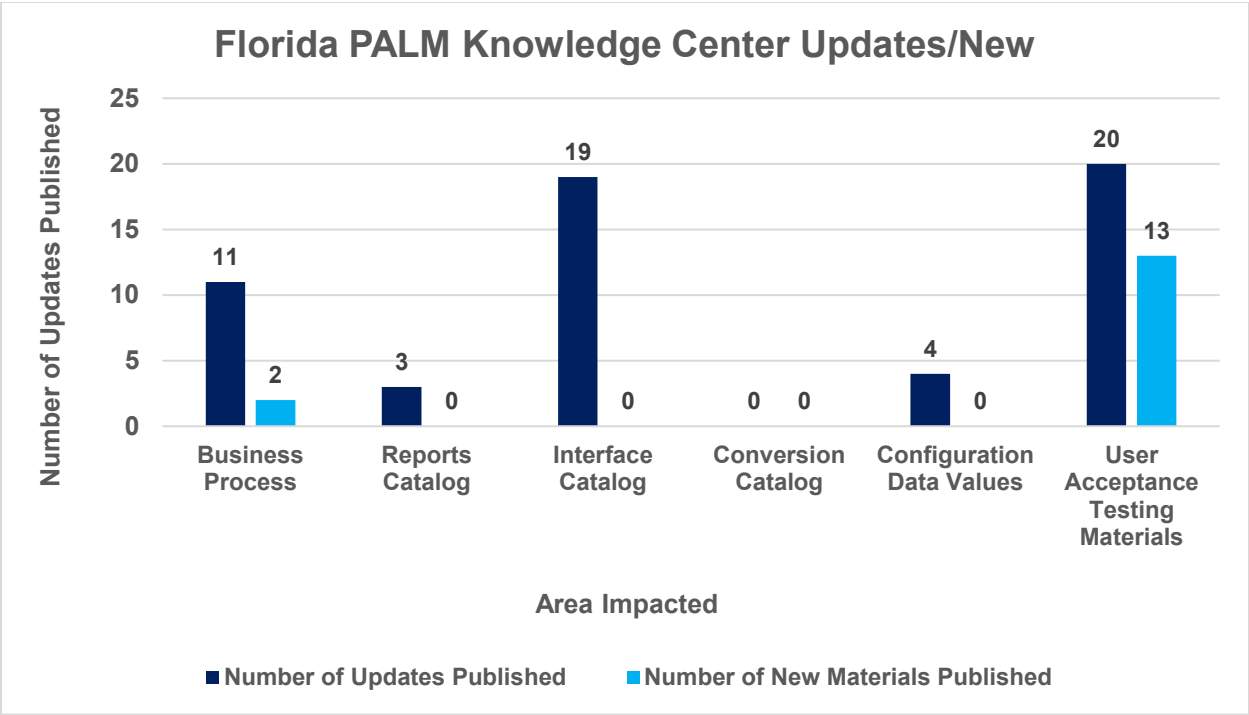


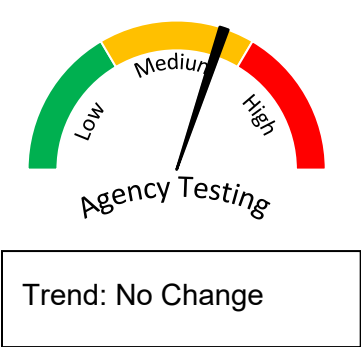
Figure 9: Florida PALM Knowledge Center Updates

These improvements are essential to boost operational efficiency, safeguard regulatory compliance, and uphold data integrity across Agencies. While these updates may present additional challenges for the Agencies to review and ensure applicable changes have been made to their processes and documentation, addressing them remains critical.

The Risk Rating for this Focus Area remains a Medium Risk.

Agency Testing

Focus Area Indicator



Agency Testing Updates

Participating Agencies completed Pre-UAT on 12/19/25, marking a key activity for All Agency UAT readiness. This early exposure to Florida PALM helped Agencies better understand changes to business processes and system functionality, improving their UAT preparation materials and

plans. Overall feedback was positive, as system exposure enhanced Agencies' knowledge of Florida PALM and improved UAT preparation through refinements to User Stories, but some Agencies experienced system performance issues that affected testing activities and user experience during Pre-UAT.

As noted in Finding #30, although all Agencies participated in Pre-UAT Training sessions, the level of hands-on engagement varied. Some testers showed limited attendance and engagement in Florida PALM Project Office Hours and conducted minimal independent testing. To ensure the success of the Florida PALM Project, it is essential that testing activities are prioritized and Agencies remain actively involved during All Agency UAT.

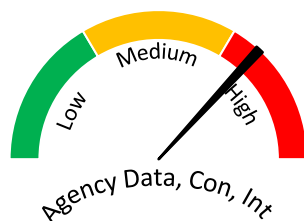
Software QA Support Vendor

To further support All Agency UAT efforts, the Florida PALM Project procured a Software QA Vendor in December. This Vendor will focus on providing standardized UAT and automation testing plans, identifying common Agency Test Scripts, developing compliance reports, deploying automated regression tests, and delivering a final assessment. These outputs rely on information supplied by the Agencies and will be made available to them after the data refresh for All Agency UAT. The Software QA Vendor plans to start one-on-one sessions with Agencies in January 2026, which Agencies should factor into their preparation for All Agency UAT and upcoming data cleansing activities.

The Risk Rating for this Focus Area remains a Medium Risk.

Agency Data, Conversion, and Interfaces

Focus Area Indicator



Trend: No Change

Agency Data, Conversion, and Interfaces Updates

Data

As is common with DW solutions, development and testing typically occur after the core system functionality has been completed and tested. This standard approach, along with previous delays in System Testing for DW/BI and Self-Service reporting has created some concern among Agencies regarding when they will be able to test the reporting features of the DW/BI solution. Some Agencies have considered or are also developing their own DW solutions to address specific reporting requirements. The Florida PALM Project Team has communicated in public forums, such as the Advisory Council, and on the Florida PALM public website that the DW/BI

solution will be available for testing at the start of All Agency UAT. To reinforce this message, the Florida PALM Project Team could also consider having RCs follow up with their respective Agencies to confirm that this information has been received and understood.

Conversion

Although 80% of all Conversion files reached the target threshold of 95% load success, nine Agencies had at least one conversion file with a load success rate below 25%. The Table below shows the number of Agencies that had at least one conversion file in each success rate. It is important to note that an Agency may appear in multiple categories if they had Conversion files that met each criteria. For instance, if an Agency had one file with a 50%–75% success rate and another file with a 25%–50% success rate, that Agency would be counted in both categories.

Table 8: Agency Conversion File Success Rates

Conversion Success Criteria	Number of Agencies
At least one conversion file had a success rate of between 50% and 75%	10
At least one conversion file had a success rate of between 25% and 50%	8
At least one conversion file had a success rate of less than 25%	9

Because Mock Conversion 4 data will be loaded into the UAT environments, some Agencies with lower conversion success rates may have a limited amount of converted data for certain modules. The conversions with the lowest success rates for some Agencies include:

- GLC001 – General Ledger
- PCC001 – Projects
- GMC001 – Grants
- CTC001 – Contracts

The Conversion results are not scheduled to be shared with Agencies until 1/12/25 as part of RW Task 597 for Mock Conversion 4 data cleansing. The Florida PALM IV&V Team plans to explore how the lower Conversion rates may impact testing activities or lead to more manual data entry with the Agencies in January, once the Conversion results have been shared. Six Agencies had more than 10,000 records that errored out. For these Agencies, data cleansing may be a challenging task that must be managed alongside All Agency UAT activities, continued Interface Testing Cycle 2, and planning for Interface Testing Cycle 3.

Interfaces

As of 12/31/25, 68% of Agency Interface connection tests have been completed. An analysis of the average completion rate from the past two months indicates that all Agency Interface testing may not be finished until early February 2026. Interface Testing Cycle 2, which covers the Interfaces in scope for D663 – Completion of Interface Testing Segment I, had an updated completion date of 12/19/25, with a contingency completion date in late January 2026. The Figure below illustrates the percentage of Agency Interface testing completed over time and provides a forecast for when all testing may be finalized.

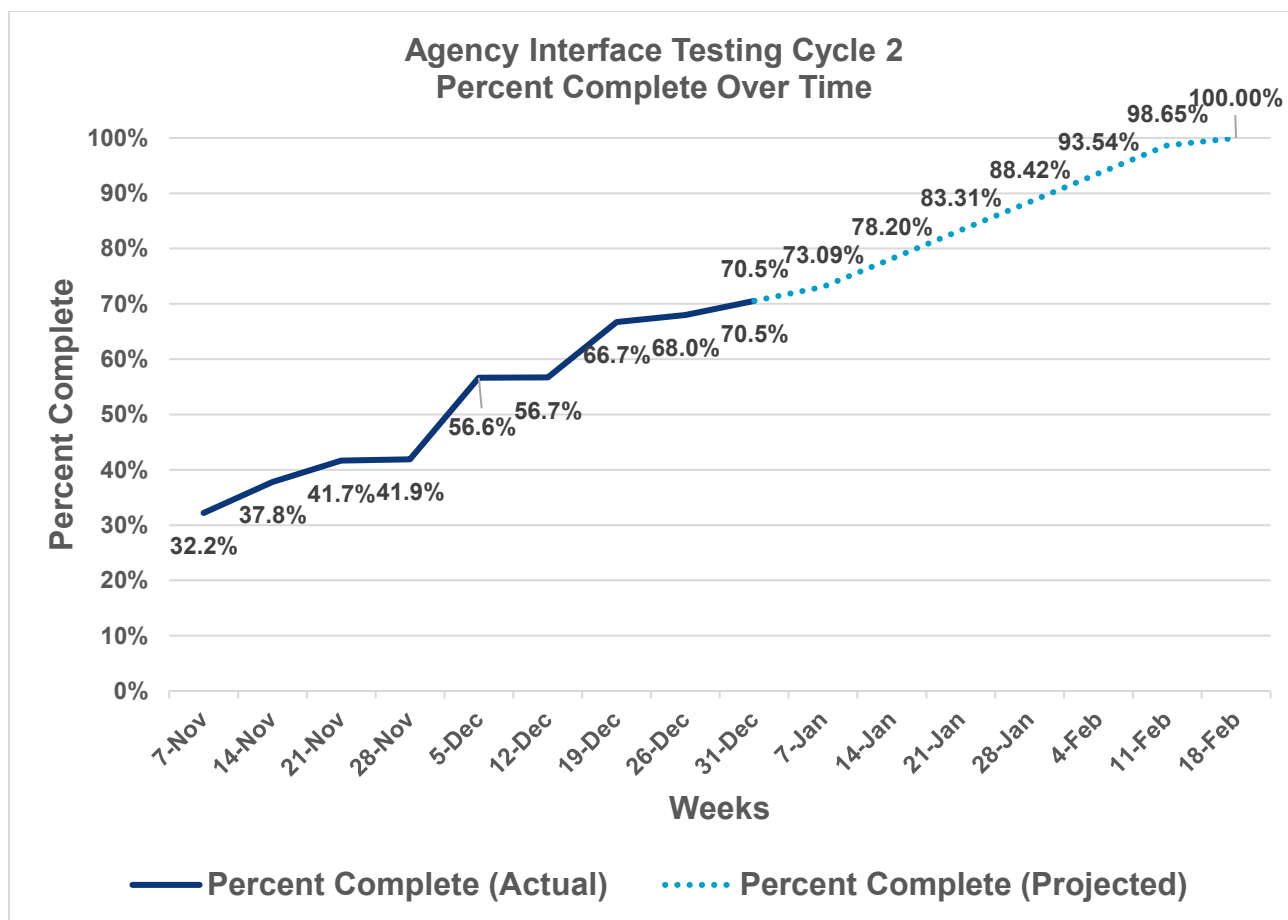


Figure 6: Agency Cycle 2 Interface Testing

Several factors have contributed to the delays in Agencies completing Interface Testing Cycle 2 by the targeted deadline. These factors include:

- Delays in completing remediation for some of the Agency Business Systems (ABS).
- Oracle software issues that required resolution and were outside the control of the Florida PALM Project Team and the Agencies.
- Interdependencies between Inbound and Outbound files, which have caused testing delays when one part of the Interface is not ready.
- A higher than anticipated number of SIRs (some Interfaces had more than 10 SIRs opened) and additional data clean up required in the Interface files to get them to load correctly.
- Multiple runs of Interface testing with some Interfaces requiring six or seven runs to complete testing successfully.

As a result, some Agency Interfaces may not be ready when All Agency UAT begins as some Interface connections may be in progress for Interface Testing Cycle 2.

The Risk rating for this Focus Area remains a High Risk.

Agency Implementation Readiness

Agency Implementation Readiness Updates

The Florida PALM IV&V Team will report progress in this Focus Area once Agency Implementation efforts begin.

IV&V Information Requests

The Table below includes the outstanding Florida PALM IV&V Team information requests from the Florida PALM Project Team.

Table 9: IV&V Information Requests

Information Request	Date of Request	Status
None	NA	NA

Appendix A – Florida PALM Project Third Quarter Budget Release Assessment

Introduction

The Florida PALM IV&V Team has developed this assessment for the Florida PALM Project Third Quarter Budget Release. The Florida PALM IV&V Team is including in this report a focus on the following assessed areas:

- A review to determine if sufficient detail is provided to justify the release of funds.
- A review to determine if costs align with the Spend Plan.
- A review to determine if the requested funds align with the FY 25/26 Legislative Budget Request (LBR).

The intent of the Third Quarter Budget Release is to release funds approved in the FY 25/26 LBR to cover the projected Third Quarter Florida PALM Project costs.

The sections below provide additional details regarding the results and recommendations.

Review Results and Recommendations

Overall, the Florida PALM IV&V Team's review of the Third Quarter Budget Release found that the release is justified and substantiated by the projected costs within the Florida PALM Project Spend Plan. The budget release also aligns with the funding approved in the FY 25/26 LBR.

Is sufficient detail provided to justify the release of funds?

Sufficient detail is provided to justify the release of funds. The Florida PALM IV&V Team reviewed the projected payment timeframes and amounts defined in the Florida PALM Spend Plan with the amounts defined in the SSI Vendor Contract, as well as the dates for acceptance of the payment milestones in the Florida PALM Project Schedule. This information was compared to the Third Quarter Budget Release to ensure they aligned both from a timing and amount perspective and no variances were observed.

Recommendation

The Florida PALM IV&V Team does not have any further recommendations for the Florida PALM Project Team.

Does the cost align with the Spend Plan?

The amounts in the Third Quarter Budget Release aligned with the projected costs in the Florida PALM Project Spend Plan, as well as the amount in the SSI Vendor Contract for the paid deliverables and projected costs for other support services.

It should be noted that significant schedule changes associated with Amendment 13 to the SSI Vendor Contract had not been incorporated into the Florida PALM Project Schedule when this review was conducted, and that the Florida PALM Spend Plan had also not been updated based on Amendment 13. As a result, there may be additional changes to the Fourth Quarter Budget

Release to reflect the schedule changes associated with Amendment 13 to the SSI Vendor Contract.

Recommendation

The Florida PALM IV&V Team does not have any further recommendations for the Florida PALM Project Team, but the Florida PALM Project Team needs to complete updates to the Florida PALM Project Schedule. Updates to the Spend Plan based on Amendment 13 have been completed. These updates have shifted funding needs between Fiscal Years, which will necessitate updates to the Fourth Quarter Budget Release and the LBR for 26/27.

Does the request funding align with the FY 25/26 LBR?

The Florida PALM IV&V Team compared the Third Quarter Budget Release to the funding defined in the FY 25/26 LBR. The Florida PALM IV&V Team found the Third Quarter Budget Release was consistent with the previously released and unreleased funds identified in the FY 25/26 LBR.

Recommendation

The Florida PALM IV&V Team does not have any further recommendations for the Florida PALM Project Team.

Appendix B – Risk Priority Matrix

The Florida PALM IV&V Analysts will use the following Table to assign a Risk probability rating to each identified Risk.

Table 10: Risk Probability Rating

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 the Florida PALM IV&V Analysts will use to assign a Risk impact rating to each identified Risk are described in the Table below.

Table 11: Risk Impact Criteria

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 significant impact on the Project
5	Critical	Risk will have a significant 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.

Table 12: Risk Priority Ratings

Probability of Occurrence	Magnitude of Impact				
	Negligible 1	Minor 2	Moderate 3	Significant 4	Critical 5
Probable 5	Low		High		
Likely 4					
Possible 3		Medium			
Unlikely 2					
Improbable 1					

The Table below defines the levels of the Risk Priority Ratings.

Table 13: Risk Priority Definitions

Rating	Definition
High	The possibility of substantial impact on 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 on 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 on 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.