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Planning, Accounting, and Ledger Management Project

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Monthly Assessment Report
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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 January 2026:

- The overall Florida PALM Project Risk Rating remains a Medium Risk due to several factors:
 - Approval to begin All Agency User Acceptance Testing (UAT) by the Executive Steering Committee (ESC) on 1/21/26, signaling a major milestone for the Florida PALM Project and increased Agency responsibility for the success of Florida PALM.
 - Exit Criteria for Interface Testing Cycle 2 have not been fully met until two remaining High-priority System Investigation Requests (SIRs) have been marked as Closed, which is anticipated to occur in early February.
 - Not yet confirmed availability of Enterprise Partner and Third-Party vendor testing environments and timelines for Interface Testing Cycle 3.
 - Limited opportunities to address fund-balancing issues and conversion of the General Ledger file prior to Go-Live.
- The Risk Rating for the Florida PALM and Agency Data, Conversion, and Interfaces Focus Areas remained a High Risk due to two remaining SIRs that had not yet been Closed as of the contingency completion timeframe for Interface Testing Cycle 2. Agency testing progress when All Agency UAT begins may be hampered by concurrent efforts to complete Interface testing and data cleansing activities.
- The Risk Rating for the Florida PALM Project Management Focus Area remained a Medium Risk but improved from a Medium to Low Yellow due to finalizing Florida PALM Project Schedule updates based on the approved Amendment 13 and the introduction of new metrics in the RADAR report to help with proactive timeline management.
- The Risk Rating for the Agency Project Management Focus Area improved from a High Risk to a Medium Risk due to an observed increase in Readiness Workplan (RW) Task completion rates in January as Agencies prepare for All Agency UAT.

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>The Florida PALM Project achieved a major milestone with ESC approval of Stage Gate 3 on 1/21/26, authorizing the start of All Agency UAT on 2/2/26, and marking a significant shift as Agencies now play a larger role in the success of Florida PALM. It will be critical for Agencies to remain engaged and raise challenges early to avoid downstream delays. To support readiness and testing efforts, the Florida PALM Project Team has scheduled workshops, guided testing, and in-person sessions during the first months of All Agency UAT, giving Agencies increased opportunities to collaborate with each other and increased access to SSI Vendor support staff and Florida PALM Project leadership.</p> <p>While the Florida PALM Project Team achieved a 95.1% pass rate, Interface Testing Cycle 2 Exit Criteria have not been fully met until two remaining High-priority SIRs have been marked as Closed, which is anticipated to occur in early February. Agency testing of Interfaces is behind schedule, with approximately one-third of Agencies yet to complete their tests for Interface Testing Cycle 2. Agencies will not be able to test Interfaces in Interface Testing Cycle 3 (End-to-End testing) that have not been completed for Interface Testing Cycle 2. Additionally, Enterprise Partners and Third-Party vendors have not yet confirmed availability of testing environments or timelines for Interface Testing Cycle 3, which is planned to begin in early February.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>Mock Conversion 4 data has been loaded into the UAT environments in preparation for All Agency UAT, but General Ledger (GL) conversion success rates were lower than expected, with several Agencies having less than 75% of data successfully loaded due to fund-balancing issues. Limited opportunities to address these issues remain before Go-Live, increasing the risk of additional reconciliation efforts.</p>
<p>Florida PALM Project Management</p>	<p>Medium</p>	<p>Medium</p>	<p>Improving</p>	<p>The Risk Rating remains a Medium Risk but is improving from Medium to Low Yellow.</p> <p>The Florida PALM Project Schedule updates for the approved Amendment 13 were finalized in early January, and the Florida PALM Project Management (PMO) Team has developed new RADAR report metrics to proactively manage timelines. The End-of-Month Florida PALM Schedule had 64 Delayed Tasks and a Schedule Performance Index (SPI) of 0.98, indicating that the Florida PALM Project is progressing at 98% of the planned pace. The Florida PALM IV&V Team observed that 88% of January's planned tasks were on track, with 19 tasks carried over to next month.</p> <p>Decision DE378 was submitted to finalize Interfaces for D663 – Completion of Interface Testing Segment I and support tracking for additional testing efforts. A new Florida PALM Project Issue regarding delays to testing for PCard Works Interfaces was opened, while another Florida PALM Project Issue regarding staffing challenges for procurement-to-payment roles has been resolved. Six Florida PALM Project Risks remain open, with statuses for two Risks improving from increasing to stable.</p>
<p>Florida PALM Organizational Change Management</p>	<p>Low</p>	<p>Low</p>	<p>No Change</p>	<p>The Risk Rating remains a Low Risk.</p> <p>Regular Agency Readiness Touchpoints and Readiness (RDNS) Meetings were conducted in January, with most Agencies meeting deadlines and communicating effectively with Readiness Coordinators (RCs). To prioritize testing, the Florida PALM Agency Readiness Team will pause regular</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>Agency meetings in February and April, but support will remain available as needed.</p> <p>All Agency UAT Kickoff meetings and the Identity Providers (IdPs) and Security Access Managers (SAMs) workshop addressed key UAT topics, including expectations, timelines, testing guidance, and ticketing. Florida PALM Project leadership also highlighted the challenges involved with large transitions and resources that would be available to the Agencies, using change management best practices. Agency participants reviewed critical concepts like Chart of Accounts and Commitment Control, both essential for effective financial tracking and budget management in Florida PALM.</p>
Florida PALM Requirements and Design	NA	Low	NA	<p>The Risk Rating is a Low Risk.</p> <p>As part of the approved Amendment 13, six new Extensions have been added to the Florida PALM Project. These Extensions are at different stages in the Functional Design process and are on track to be completed by 2/27/26.</p>
Florida PALM Development	NA	NA	NA	<p>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.</p>
Florida PALM Testing	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>The Florida PALM Project Team has reduced the SIR backlog by 31% as of 1/31/26, with most remaining SIRs being of Medium or Low Business Criticality, though the Payroll module contained eight High Business Criticality SIRs. As the Florida PALM Project enters All Agency UAT, the Florida PALM Project Team will continue to deploy SIR fixes regularly to support system stabilization and the timely validation of Agency business processes.</p> <p>As of 1/31/26, 15% of Test Scripts for Regression Event 2 have been executed, with primary attention given to the CM, GL, and GM modules. To meet the planned completion date of 3/20/26, the execution rate will need to increase. Approximately 95% of Payroll Regression Test Scripts have been deferred, which could result in</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				incomplete testing coverage and increase the likelihood of late-emerging issues. It will be critical to provide targeted regression testing and closely monitor Payroll-related scenarios to maintain system stability.
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 SSI Vendor and State Data Warehouse (DW)/Business Intelligence (BI) teams continued to resolve DW/BI SIRs, update documentation, and established support processes to prepare for All Agency UAT. Additionally, the SSI Vendor completed full-load batch job tests in various environments, transferred data for both initial and repeated loads, and is now optimizing batch processing performance.</p> <p><i>Conversions</i></p> <p>The Florida PALM Project Team kicked off a Mini Mock Conversion for Payroll in January to confirm the payroll parallel testing environment, ensure data readiness, complete true-ups, and apply tax updates prior to the first biweekly Payroll Parallel test cycle. In addition, the SSI Vendor continued to resolve Conversion SIRs, support Interface Testing, and finalize documentation for D662 – Mock Conversion IV.</p> <p><i>Interfaces</i></p> <p>As indicated in Finding 29, the Florida PALM Project Team achieved a 95.1% pass rate for Interface Testing Cycle 2, but two remaining High-priority SIRs had not yet been marked as Closed. Of the 23 remaining Interfaces in scope for Interface Testing Cycle 2, 20 are under review, and three are pending SIR resolutions.</p>
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	Medium	Improving	<p>The Risk Rating is improving from a High Risk to a Medium Risk.</p> <p>All Agencies completed RW Task 606 – Update Agency Readiness Certification #2 in January, though two submissions were late. This Certification included status updates for 11 other RW Tasks, with several Agencies showing incomplete submissions for related tasks in People, Processes, Technology, and Data categories. Incomplete tasks may impact Agency readiness for All Agency UAT and effective testing.</p> <p>The number of open Risks and Issues reported by the Agencies has remained steady since July 2025. Newly identified Risks and Issues are balanced by the resolution of existing ones as the Florida PALM Project progresses and new or updated information becomes available.</p>
Florida PALM Agency Readiness	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>As of 1/31/26, 67% of Agency Subject Matter Experts (SMEs) have completed Prerequisite training, which is lower than anticipated. SMEs are critical for validating system functionality and supporting testing, and Agencies may face testing gaps, missed scenarios, increased rework, delayed issue resolution, and challenges preparing users for Go-Live if Prerequisite training is not completed before All Agency UAT. The Florida PALM IV&V Team projects that all other users may not complete Prerequisite training until May, based on the weekly pace of completion since December. The Florida PALM IV&V Team recommends that Agencies prioritize Prerequisite training for SMEs and users provisioned for the initial Florida PALM load, and begin testing promptly in February to minimize risks.</p> <p>All Agency UAT plays a crucial role in engaging users and preparing them for Florida PALM, helping them adapt to new workflows and reinforcing key project benefits. Agencies should use this period to</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				refine their documentation and engagement strategies based on prior lessons learned. Participating in upcoming Agency-hosted OCM workshops will help Agencies enhance readiness and maintain project momentum as they approach Go-Live.
Agency Requirements and Design	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. Updates for almost all modules were published in January, including changes to process documentation, interface designs, user roles, and reporting layouts to improve clarity, security, and system alignment. The Florida PALM IV&V Team recommends that Agencies review the revised January 2026 guides and update their templates, training materials, and automated processes to prevent errors and ensure compliance. New procedures and enhanced reports may require additional staff training, and the Agencies should communicate these changes to testers to minimize confusion.
Agency Testing	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. While Agencies reported concerns about staffing bandwidth for testing, no blockers for All Agency UAT were identified. Agencies made progress drafting test scripts, with some already complete, and plan to update them as All Agency UAT progresses. The Florida PALM IV&V Team recommends regular meetings among Agency Change Champion Network (CCN) members, leadership, and testers, as well as well-organized testing plans to enhance coordination and address challenges during All Agency UAT.
Agency Data, Conversion, and Interfaces	High	High	No Change	The Risk Rating remains a High Risk. <i>Data</i> The Florida PALM Project procured 100 licenses for Projects and 200 for Payroll for Self-Service Reporting in DW/BI. Agencies were asked to update their license requests, and allocations were made based on Agency size and system usage. Agencies have expressed concern that the current license allocation may limit their ability to meet future reporting needs after Go-Live. Some

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>licenses have been reserved for Production Support staff, which can be used to help Agencies with new reporting requirements as they arise.</p> <p><i>Conversion</i></p> <p>Twelve Agencies had GLC001 (General Ledger) conversion success rates below 95%, with most errors caused by unbalanced fund transactions. Addressing these issues will require additional reconciliation efforts before Go-Live, and unresolved items may need to be posted after Go-Live. The Florida PALM IV&V Team recommends that Agencies collaborate with Accounting and Auditing (A&A) to identify higher-level reconciliation methods and suggests that the SSI Vendor explore other ways to analyze and offset unbalanced transactions during conversion.</p> <p><i>Interfaces</i></p> <p>Approximately one-third of Agencies have not completed testing for Interface Testing Cycle 2, and completion may be further delayed due to overlapping resource needs for All Agency UAT starting on 2/2/26. End-to-End business process testing may also be affected, as no timeline has yet been established for when Enterprise Partners and Third-Party vendors will provide an environment for Agencies to test in.</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: Minor	Previous Impact: Moderate	Trend: Improving
Current Probability: Probable	Previous Probability: Probable	Trend: No Change
Current Priority: Medium	Previous Priority: High	Trend: Improving

Status Update: As of 1/31/26, 445 of 468 Interface tests in scope for Interface Testing Cycle 2 were approved by the Florida PALM Project Team, achieving a 95.1% pass rate and exceeding the 90% required to meet the Interface Testing Cycle 2 Exit Criteria.

The Exit Criteria also require that all Critical and High-priority SIRs are resolved. As shown in the Table below, two High-priority SIRs had been marked as Resolved and successfully tested as of 1/31/26, but had not yet been closed. The Florida PALM IV&V does not consider this Exit Criteria for Interface Testing Cycle 2 met until these SIRs are marked as Closed, which is anticipated to occur in early February.

Table 3: Interface Testing Cycle 2 High-Priority SIRs

SIR Number	Related Interface	Short Description	Priority	State	Need by
UAT0007851	POI002	DOE - AWA file not picked	High	Resolved	Interface Cycle 2
UAT0007800	API002	Voucher data not getting loaded into staging tables	High	Resolved	Interface Cycle 2

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: High-priority SIRs decreased from 28 at the end of December to two by the end of January, demonstrating focused and effective remediation efforts.

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 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: Likely	Previous Probability: Possible	Trend: Worsening
Current Priority: High	Previous Priority: Medium	Trend: Worsening

Status Update: The PCard Works Vendor sent an Inbound file for API058 for processing in Florida PALM, which resulted in SIRs for the Florida PALM Project Team and PCard Works Vendor to resolve. Additionally, the Florida PALM Project Team discovered that the PCard Works Vendor had manually created the Inbound file rather than generating it through their system. A new system-generated file will need to be produced and resubmitted to Florida PALM for processing before the Interface test can be completed.

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: The Florida PALM Project Team meets regularly with the PCard Works Vendor to set specific testing dates for the PCard Works Interfaces and to arrange testing access for the Agencies. As of 1/31/26, planned testing dates have not been finalized, and the PCard Works Vendor is estimating that Interface remediation efforts may not be completed until late March.

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 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: No finalized dates have been provided for when PCard Works testing will occur, so there are no updates to provide to the Agencies.

Closed Findings

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

Date Closed: 1/30/26

Rationale for Closing: No Agency testing took place in January as Pre-UAT concluded in December, and All Agency UAT is not scheduled to begin until 2/2/26. By the end of Pre-UAT, the Florida PALM IV&V Team observed some process improvements in testing execution and Office Hours preparation, and lessons learned are being shared with all Agencies. While most participating Agencies had some level of representation at Training sessions and Office Hours, approximately 8 provisioned testers had not logged into Florida PALM for independent testing one to two months before Pre-UAT ended on 12/19/25.

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 two open Findings and 18 closed Findings.

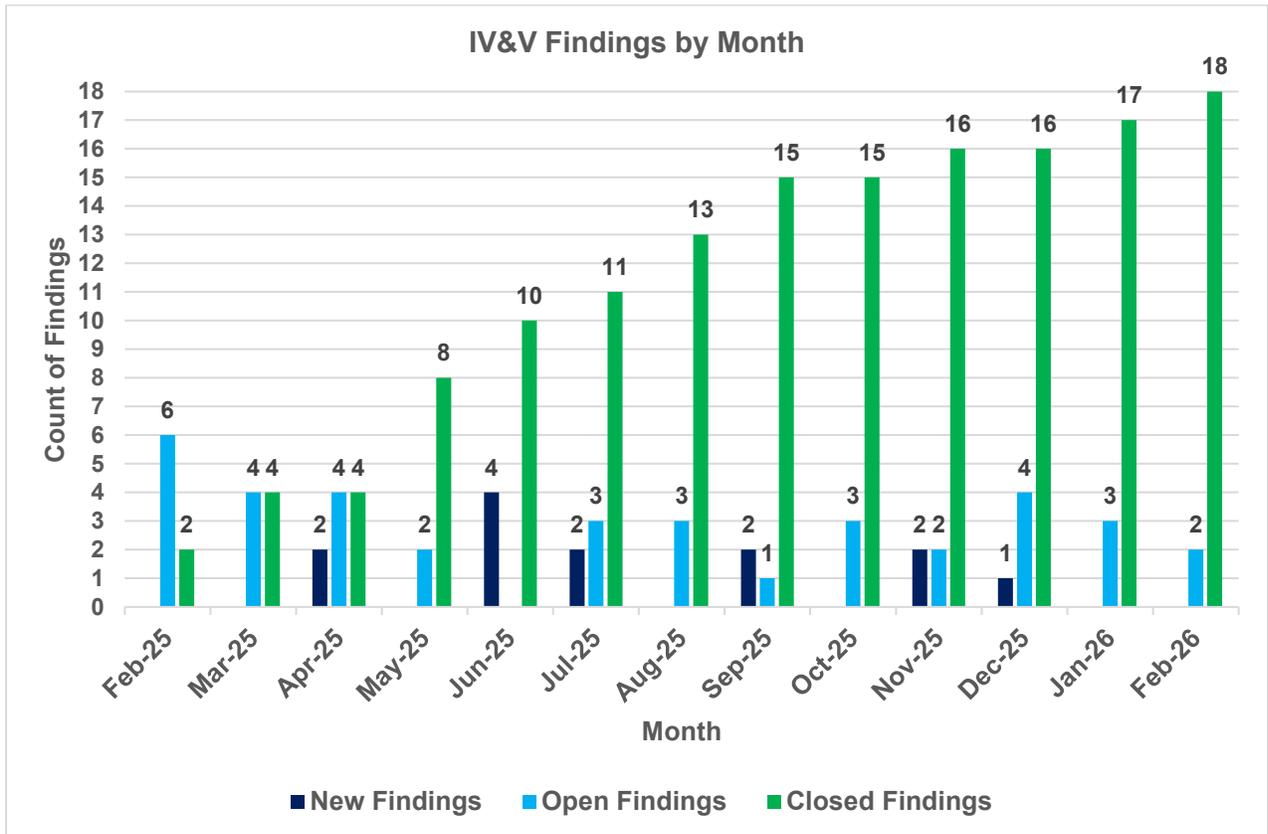


Figure 1: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator¹



Florida PALM Project Management Updates

The Florida PALM PMO Team has developed new RADAR report metrics, such as all overdue tasks, overdue tasks on the Critical Path sorted by Task Coordinator, and schedule dependency impacts, to proactively manage timelines. These enhancements will help Task Coordinators, Team Leads, and other Florida PALM Project team members better visualize workloads for prioritization, planning, forecasting, and accountability. Tasks that have trended late at least 3 times relative to the anticipated start or finish dates are flagged and may be escalated as needed. The Florida PALM PMO Team uses meetings such as the Tech Team Weekly Touchpoint and PMO Weekly Touchpoint to educate and emphasize the importance of keeping the Florida PALM Project Schedule on track. The Florida PALM IV&V Team considers these metrics proactive, and engaging teams on these changes is vital for process adoption. The Florida PALM IV&V Team recommends that the Florida PALM PMO Team consider escalating any Critical Path tasks overdue for more than a week, given the tight timeline.

The Florida PALM IV&V Team has resumed its analysis and reporting of schedule metrics now that the Florida PALM Project Schedule has been updated to reflect the approved Amendment 13. These metrics are intended to provide clearer insights for decision-making and to help keep the Florida PALM Project on track for its Go-Live in January 2027.

Schedule Performance Indicator

The Florida PALM IV&V Team reviewed the Florida_PALM_Project_ScheduleEOM.mpp file with a status date of 1/31/26 and found the SPI to be 0.98. SPI measures schedule efficiency as the ratio of earned value to planned value. The data also represents the relative number of tasks that are behind or ahead of schedule. An SPI of 0.98 indicates that the Florida PALM Project is progressing at 98% of the planned pace, which is behind schedule. An SPI of 0.98 does not fall

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

within the range of a defined Risk to the Florida PALM Project, as shown in Appendix C – Risk Priority Matrix. The Project Management Institute (PMI) defines SPI as follows:

- If SPI = 1, the project is on schedule
- If SPI < 1, the project is behind schedule
- If SPI > 1, the project is ahead of schedule

Delayed Tasks

The Florida PALM IV&V Team observed 64 Delayed Tasks in the January End-of-Month Florida PALM Project Schedule. Nine of these are related to D671 – Completion of Interface Testing Segment II, which is on the Critical Path and could directly impact the Florida PALM Project's overall completion.

Although the remaining Delayed Tasks aren't on the critical path, they could strain resources and create bottlenecks, raising the risk of rework or quality issues. While they may not immediately affect the Go-Live date, they could reduce buffer time and increase the chance of impacting the Critical Path if delays compound. The Delayed Tasks include:

- Internal Work Product (I-WP) 112 – End User Manual with 15 Delayed Tasks.
- Additional Design for Payroll with eight Delayed Tasks.
- Work Product (WP) 403 – RICEFW Inventory with five Delayed Tasks.

Planned vs Actual Progress

In January, the Florida PALM IV&V Team tracked Planned Versus Actual progress to evaluate how much scheduled work was not proceeding as planned. Out of 164 tasks scheduled to start or finish (excluding summary tasks), 145 were on track, while 19 were not, resulting in an 88% progress rate. The tasks that fell behind will be carried over to the next month. Monitoring the volume of tasks carried over each month helps identify potential risks. An increase in carried-over tasks month after month may signal challenges in meeting future deadlines. This metric is designed to provide early warning if unfinished work begins to accumulate, which could affect the Florida PALM Project Team's ability to complete upcoming tasks on time.

The Florida PALM PMO Team could consider using similar metrics, in combination with those from the RADAR report, to strengthen oversight of the Florida PALM Schedule. By leveraging both sets of metrics, the Florida PALM Project Team could gain greater visibility into schedule risks and be better equipped to proactively develop strategies to address them.

Decisions

There was one Decision, DE378 – Completion of Interface Testing Segment I, submitted in January to confirm the final list of connections for inclusion in D663 – Completion of Interface Testing Segment I, as well as to identify connections deferred to WP441 – Additional Interface Testing and added to Additional Work Effort activities. Approval of DE378 will enable the Florida PALM Project Team to complete Interface Testing Cycle 2 and accurately track Interface tests and their statuses for WP441 and Additional Work Efforts.

Risks and Issues

Issue #38 – Bank of America (BoA) Delayed Interface Testing was opened in January by the Florida PALM Project Team because testing of the Pcard Works Interfaces was not executed within the expected timeframe for Interface Testing Cycle 2. The delay was caused by the late execution of a contract amendment, which prevented BoA from assigning resources and

completing their business requirements for the remediation of the PCard Works Interfaces. This Florida PALM Project issue is related to the Florida PALM IV&V Team’s Finding 31 – Unconfirmed testing dates for the PCard Works Interfaces may delay testing completion and could affect End-to-End Interface Testing and All Agency UAT.

Issue #37 – Difficulty Filling Procurement-to-Payment (P2P) Co-Lead Positions was closed by the Florida PALM Project Team in January after the necessary staff were successfully hired and onboarded.

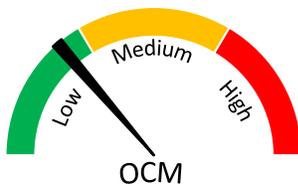
No new Risks were opened or closed by the Florida PALM Project Team. A total of six Risks remained open, with statuses for the following Risks improving from Increasing to Stable:

- Risk #4 – Agencies’ ability to adequately engage and participate may affect overall Agency readiness.
- Risk #5 – The timing and efficiency of information sharing between enterprise partners, Agencies, and the Project may influence project outcomes.

The Risk Rating for this Focus Area remains a Medium Risk but is improving from Medium to Low Yellow.

Florida PALM Organizational Change Management

Focus Area Indicator



Trend: No Change

Florida PALM Organizational Change Management Updates

The Florida PALM Agency Readiness Team hosted regular Agency Readiness Touchpoints and RDNS meetings in January, as well as several UAT-focused workshops to help Agencies prepare for All Agency UAT, starting in February. Most Agencies completed their RW Tasks on time and maintained strong communication with their RCs. While the Florida PALM Agency Readiness Team will be pausing Agency Readiness Touchpoints in February and April to provide Agencies with additional time for testing activities, RCs will be available to address any Agency questions, and meetings between RCs and Agencies can be scheduled as needed.

Florida PALM Project leadership organized a workshop with IdPs and SAMs to review how the Florida PALM Project Team, Enterprise Partners, and Agencies themselves will support participants during All Agency UAT. In addition, two All Agency UAT Kick Off meetings were held with Agency SMEs to present the following key topics:

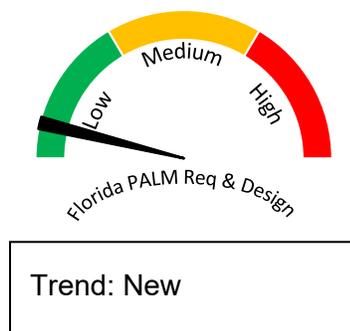
- An overview of what to expect.
- A detailed timeline of planned events.
- Recommendations on how Agencies should test.
- Expectations around ticket creation and management for all stakeholders.
- Chart of Accounts and Budgets overviews.

The All Agency UAT Kick Off Meetings set clear expectations for Agencies and SMEs, highlighting that change may be challenging, especially with a new accounting system implementation that is very different from FLAIR. The meetings addressed that participants may experience strong emotions, face setbacks, and encounter both technical issues and user errors. Florida PALM leadership followed Prosci® and ADKAR® practices by first recognizing these emotional responses as normal and manageable, then discussing the logic, benefits, and details of the new PALM solution and UAT tasks. Florida PALM leadership also clearly communicated the range of support and resources available to assist Agencies as they navigate All Agency UAT and any future changes.

The meetings also incorporated other important OCM elements, such as giving participants a chance to share feedback to improve future sessions and conducting knowledge checks after presenting Florida PALM-specific overviews of the Chart of Accounts and Commitment Control (KK). These two fundamental concepts are crucial for participants to grasp before moving forward with All Agency UAT. The Chart of Accounts provides the framework for tracking and recording financial transactions in Florida PALM, while KK provides the control, management, and reporting of Agency budgets.

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

Florida PALM Requirements and Design



Florida PALM Requirements and Design Updates

As part of the approved Amendment 13, six new Extensions have been added to the Florida PALM Project. These Extensions are at different stages in the Functional Design (FD) process:

- One is pending FD approval by the Florida PALM Project Team.
- Five are under draft review.

All six Extensions are currently on track to be completed by 2/27/26.

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

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



Trend: No Change

Florida PALM Testing Updates

Florida PALM Project testing efforts in January were primarily directed toward retesting SIR resolutions and continued testing in the System Testing environments in preparation for All Agency UAT. Both the State Functional Testing Team and the SSI Vendor focused on validating SIR fixes and ensuring the Florida PALM functionality is working as intended. The combination of fewer new SIRs reported and a steady rate of resolving existing SIRs reduced the SIR backlog, signaling progress toward system stabilization.

The Figure below shows the total number of opened and closed SIRs between September and January (excluding automated SNow monitoring alerts and data issues), demonstrating the decline in the SIR backlog.

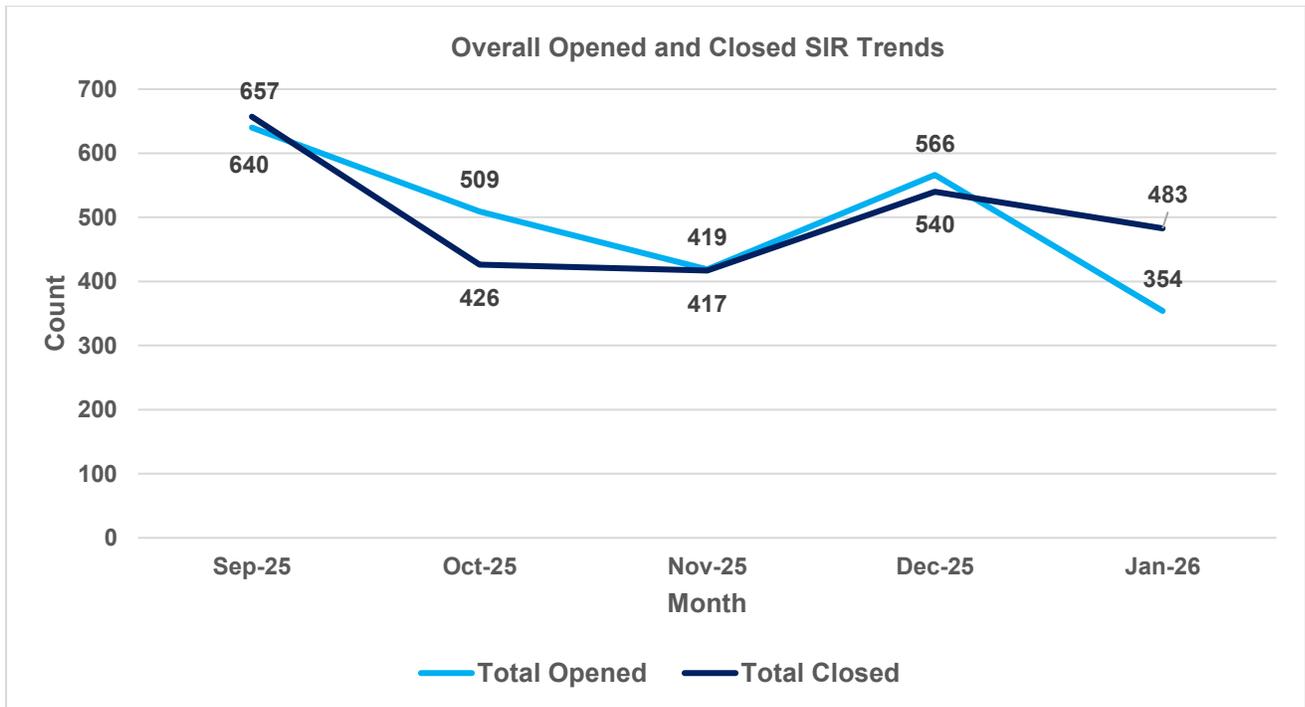


Figure 2: Overall Opened and Closed SIR Trends

As of 1/31/26, the SIR backlog contained 451 open SIRs, reflecting a 31% reduction since December. The Florida PALM Project Team used the period between the end of Pre-UAT and the start of All Agency UAT to focus on reducing the backlog and preparing for the expanded functionality that All Agency UAT will bring to testing.

The Figure below shows the distribution of open SIRs by module and Business Criticality as of 1/31/26.

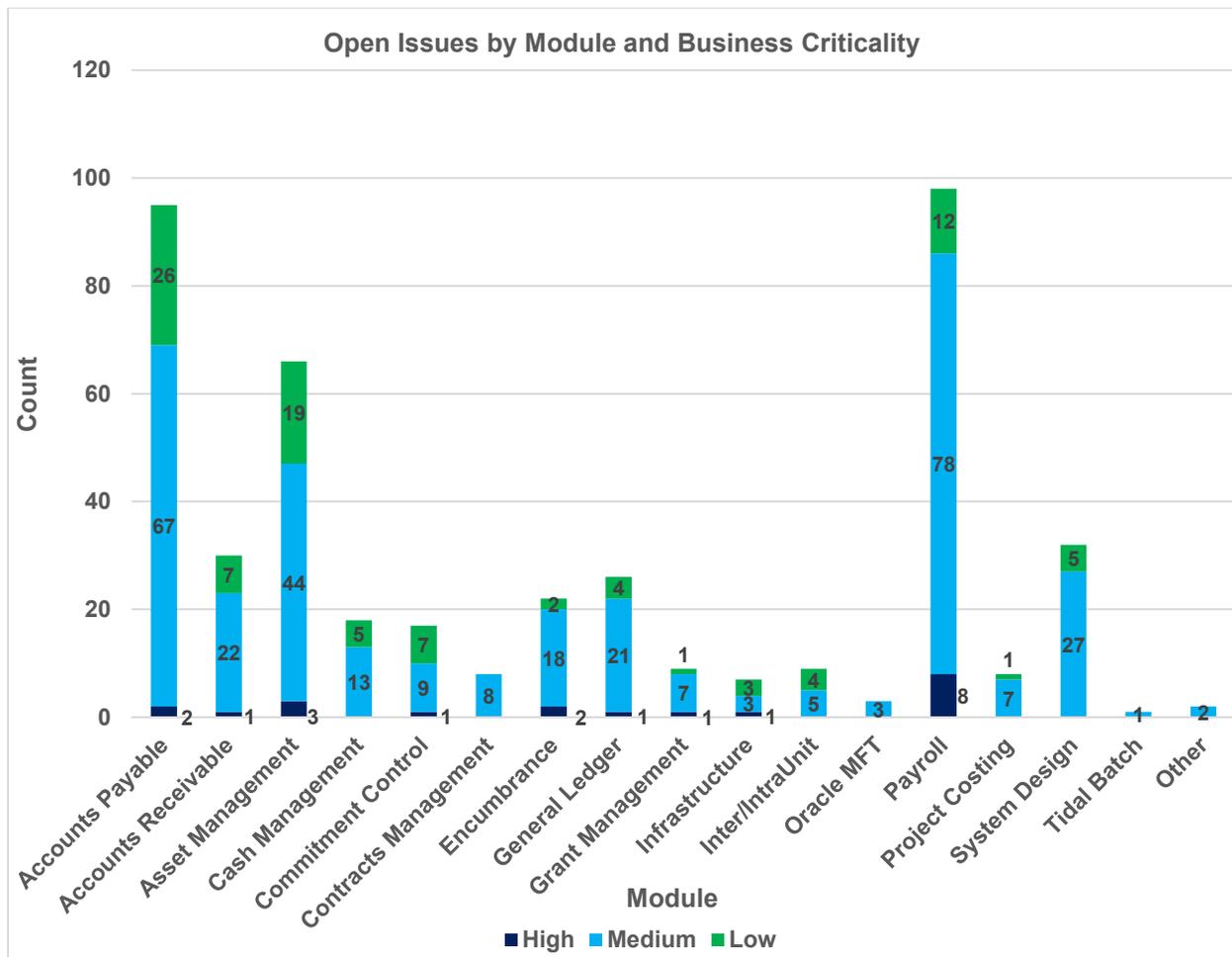


Figure 3: Open Issues by Module and Business Criticality

Most remaining SIRs are of Medium or Low Business Criticality, indicating that Florida PALM continues to undergo testing and stabilization activities. Although the current SIR backlog reflects significant progress toward system stability for a project of this size, eight of the 20 remaining High Business Criticality SIRs reside in the Payroll module. This concentration highlights Payroll as a critical area that should continue to receive focused attention during ongoing testing.

The Figure below shows the overall distribution of SIRs by Category and Business Criticality.

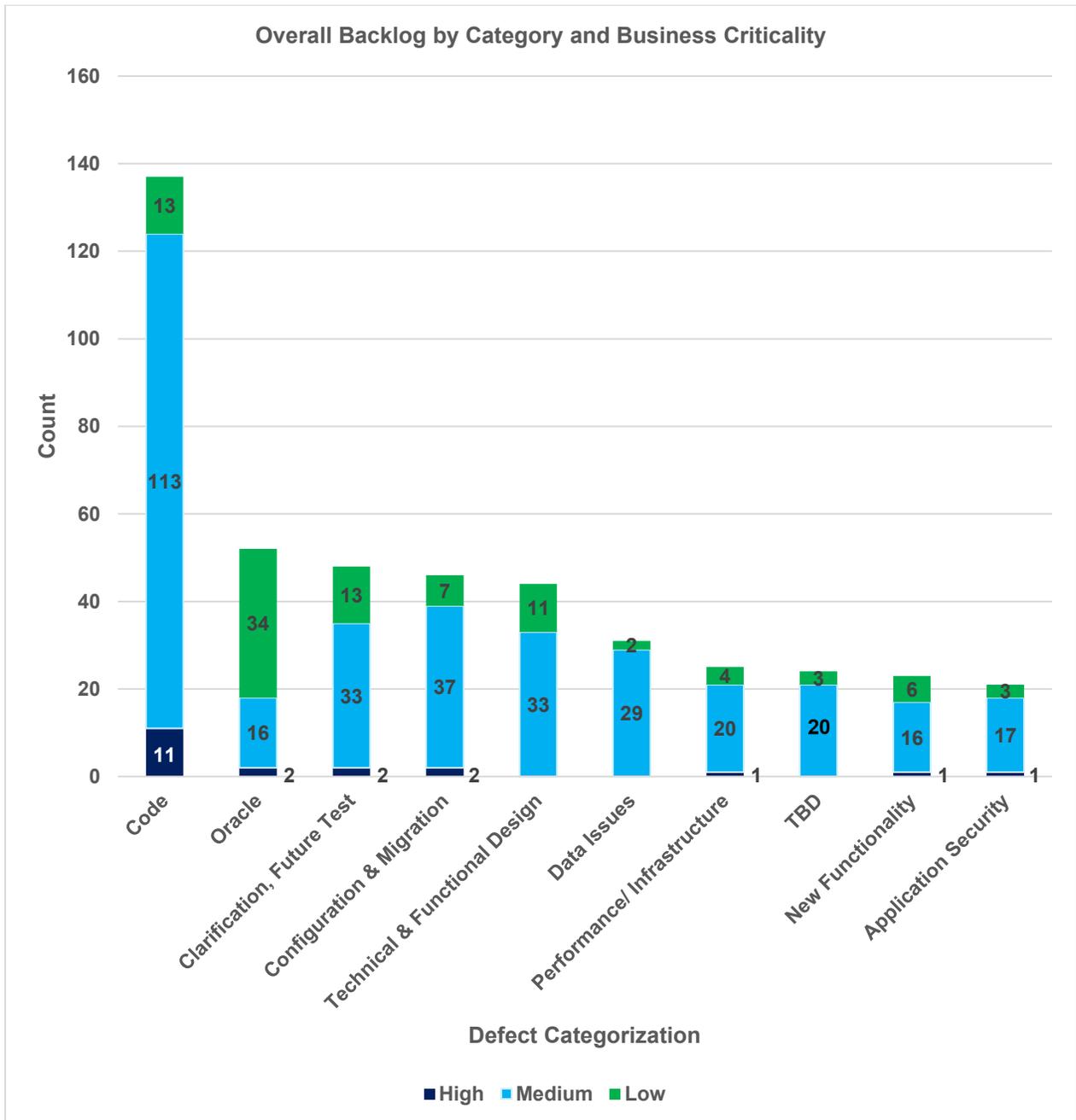


Figure 4: Overall Open Issues by Defect Categorization and Business Criticality

The highest concentration of open SIRs includes:

- Code-related issues (30%)
- Oracle (12%)
- Configuration & Migration (11%)
- Technical & Functional Design (10%).

This indicates that, while Florida PALM is sufficiently mature to enter All Agency UAT, continued stabilization and refinement efforts are expected throughout testing. All Agency UAT will serve as both a validation of Agency business processes and a continued stabilization phase, requiring strong triage and fix verification for components impacted by delivery changes.

The Florida PALM Project Team conducted UAT Kickoff and Supporting UAT meetings on 1/26/26-1/28/26 prior to the start of All Agency UAT. Florida PALM training is being conducted in weekly phases, with Agencies guided through core system concepts and activities. During the Kickoff meetings, the Florida PALM Project Team provided supporting materials, including reference documents with quick links to resources and videos, to assist with testing. All UAT-related information and communication have been made available in the Florida PALM Knowledge Center on dedicated UAT Materials and Communications webpages. These pages include sections on future meetings, presentation materials, biweekly and monthly Agency updates, Florida PALM Office Hours, and resources for testers, as well as a Known Issues List that highlights issues testers may encounter. The Florida PALM Project Team will update the Known Issues and Enhancements-All Agency UAT list on a weekly basis to support testing by identifying issues likely to affect multiple users.

Defect fixes will be deployed more frequently and are intentionally scheduled to coincide with the Florida PALM Project Team’s recommended activities during All Agency UAT. This approach allows Agencies to become familiar with the system while simultaneously validating business processes. The goal is to support ongoing system stabilization as Agencies gain hands-on experience. The Florida PALM Project Team plans to release fixes several times per week throughout All Agency UAT. As these fixes are implemented, Agencies will benefit from immediate resolution of SIRs, awareness of newly discovered issues, and updates on impacted areas so they can re-verify any previously tested workflows or pause testing for functions affected by new issues. This strategy is likely to improve testing efficiency and reduce the risk of duplicate SNow tickets.

Regression Event 2

Regression Event 2 began 12/15/25 and is scheduled to be completed by 3/20/26. As of 1/31/26, approximately half of the planned regression window has elapsed, with 15% of in-scope regression Test Scripts executed. Testing has been primarily focused on the CM, GL, and GM modules, with several other modules at or below 5% execution. As a result, overall regression quality assessment is limited at this stage, and execution progress will continue to be monitored. While WP409 – Regression Test Plan defines the Priority field as an indicator of core functionality to support testing and identification of critical functionality early in the testing cycle, Test Scripts for Regression Event 2 are assigned Medium or Low-priority, with no High-priority indicators observed by the Florida PALM IV&V Team.

The Table below summarizes Regression Event 2 test execution according to the ReTEXT by module, including the number of tests executed and status as of 1/31/26.

Table 4: Regression Event 2 Test Execution

Module	Original Planned	Deferred	Canceled	In Scope	Executed (Total)	Pass	Fail	% Executed
All	33	0	0	33	0	0	0	0%
AM	54	0	0	54	1	0	1	2%
AP	26	0	0	26	1	0	1	4%
AR	54	3	0	51	10	10	0	19%

Module	Original Planned	Deferred	Canceled	In Scope	Executed (Total)	Pass	Fail	% Executed
CM	56	0	1	55	27	26	1	48%
CT	6	0	0	6	1	1	0	17%
GL	94	11	2	81	21	21	0	22%
GM	11	0	0	11	4	4	0	36%
IU	60	0	0	60	1	1	0	2%
KK	27	6	0	21	1	1	0	4%
PC	15	0	0	15	0	0	0	0%
PO	34	0	0	34	0	0	0	0%
PR	59	39	18	2	1	1	0	2%
Total	529	59	21	449	68	65	3	NA

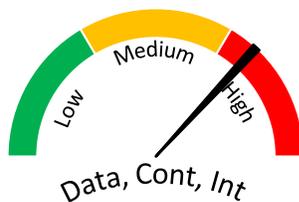
Note: % Execution = Executed ÷ In Scope tests. Canceled and Deferred Test Scripts are excluded from In Scope.

The current execution pace poses a potential risk to the planned completion date of 3/20/26 for Regression Event 2. Out of the 59 original Payroll Test Scripts, two were executed (with one failing), 18 were canceled, and 39 have been deferred to a future Regression Event. Although there will be a separate Payroll Parallel testing effort, this will not provide the same comprehensive regression coverage. Because Payroll has not yet undergone full formal regression testing, further delaying its regression coverage in this event could widen the testing gap. This may lead to issues being discovered when there is limited time to resolve them, or issues being reintroduced and causing unexpected downstream effects as fixes or design changes are implemented and broader Agency scenarios are tested during All Agency UAT. It will be essential for the Florida PALM Project Team to provide focused, comprehensive regression coverage and closely monitor Payroll-related scenarios and cross-module impacts to maintain system stability and functionality during All Agency UAT.

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

Both the SSI Vendor and the State DW/BI teams continued to make progress resolving DW/BI SIRs. In addition, the Florida PALM Project Team updated DW/BI documentation within the Florida PALM Knowledge Center and established support processes to ensure readiness for All Agency UAT.

The Table below shows the Business Criticality and status of all DW/BI SIRs.

Table 5: Business Criticality and Status of DW/BI SIRs

Business Criticality	Canceled	Closed	Open	Resolved	Total
High	0	2	1	0	3
Medium	0	27	14	5	46
Low	0	16	10	3	29
Total	0	45	25	8	78

The SSI Vendor successfully completed full-load tests of batch jobs across multiple environments. These batch loads involve transferring data to DW/BI and include both Initial and Repeated Loads. Following these successful tests, the SSI Vendor has been working on performance tuning to further optimize batch processing for All Agency UAT.

Conversions

In January, the Florida PALM Project Team conducted a Mini Mock Conversion for Payroll to confirm the payroll parallel testing environment, ensure data readiness, complete true-ups, and apply tax updates prior to the first biweekly Payroll Parallel test cycle. The Mini Mock Conversion is scheduled to finish in early February. In addition, the SSI Vendor continued to resolve Conversion SIRs, support Interface Testing, and finalize documentation for D662 – Mock Conversion IV.

The Table below shows the Priority and status of all Conversion SIRs.

Table 6: Priority and Status of Conversion SIRs

Priority	Closed	New	Awaiting Info	Resolved	Open	Total
Critical	1	0	0	0	0	1
High	1	0	0	0	0	1
Medium	16	1	9	7	53	86
Low	0	0	0	0	2	2
Total	18	1	9	7	55	90

Interfaces

Of the 512 Interface tests initially planned for Interface Testing Cycle 2, 44 were either deferred, canceled, or moved to WP441, leaving 468 tests within scope. As of 1/31/26, 23 Interface tests remain to be completed. Twenty are under review with the Florida PALM Project Team, and 3 are awaiting SIR resolutions before they can be re-executed. The three failed Interfaces correspond to one High and two Medium-priority SIRs, as shown in the Table below.

Table 7: SIRs for Remaining Interface Tests

SIR Number	Related Interface	Short Description	Priority	State	Need by
UAT0007820	KKI011	Interface not reflecting data in the correct FCO budget period	High	Open	Fix Before UAT Full – FIN
UAT0007571	CMI001	Processing issue (Data issue with JPM File)	Medium	Open	Interface Cycle 2
UAT0007777	CMI006	NACHA Layout	Medium	Open	Interface Cycle 2

The High-priority SIR related to KKI011 does not affect the criteria for completing Interface Testing Cycle 2, since its resolution is required for the Florida PALM system rather than for the Interface. While the resolution is not needed for Interface Testing Cycle 2, the Florida PALM Project Team has indicated that it is needed by All Agency UAT.

As the Florida PALM Project Team wraps up efforts for Interface Testing Cycle 2, preparations for Interface Testing Cycle 3 have begun.

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

Florida PALM Implementation Readiness

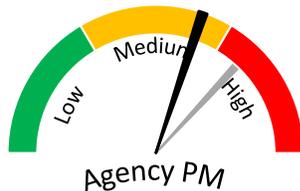
Florida PALM Implementation Readiness Updates

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: Improving

Agency Project Management Updates

Agency RW Task Completion

One Direct Impact RW Task, 606 – Update Agency Readiness Certification #2, was due 1/9/26, ahead of the Stage Gate 3 vote planned for 1/21/26. While all Agencies completed the Task in January, two Agency submissions occurred after the due date. The Certification incorporated Agency-reported statuses for 11 other RW Tasks, including three Indirect Impact RW Tasks that were also due in January. The Table below shows that several Agencies had not yet completed the related RW Tasks for the People, Processes, Technology, and Data readiness categories as of 1/31/26. Because these RW Tasks were intended to help Agencies prepare for All Agency UAT, incomplete submissions may impact Agencies' ability to conduct effective testing.

Table 8: Percent Complete for Agency Readiness Certification #2 by Critical Element

Critical Operational Element	Related RW Task or Project Activity	# of Agencies Less Than 100% Submitted	# of Agencies Pending Resubmission	# of Agency Submissions Not Verified
People	Task 573-B – Complete and Submit End User Role Mapping Worksheet	0	6 (Task submission is closed)	0
	Task 688 – Update UAT Plan	0	3	0
Processes	Task 574 – Prepare Documentation for User Acceptance Testing	1	2	1
	Task 688 – Update UAT Plan	0	3	0
Technology	Task 592 – Agency IdP SMEs Add End Users to Agency's Identity Provider	0	0	0
	Submit Monthly Progress Reports – Testing	2	3	9

Critical Operational Element	Related RW Task or Project Activity	# of Agencies Less Than 100% Submitted	# of Agencies Pending Resubmission	# of Agency Submissions Not Verified
			(Task submission is closed)	
Data	Task 574 – Prepare Documentation for User Acceptance Testing	1	2	1
	Task 587-A – Complete Data Cleansing Based on Conversion 3	0	3 (Task submission is closed)	0
	Task 587-B – Complete Data Cleansing Based on Mock Conversion 3 for APC001 Suppliers	0	0	0
	Task 587-C – Complete Data Cleansing Based on Mock Conversion 3 for PCC001 Projects	0	0	0
	Task 662 – Submit Updated Configuration Workbooks	0	9 (Task submission is closed)	0
	Task 662-A – Submit Updated Configuration Workbooks for State Program Selection for Budget Allotments	0	0	0
	Task 661 – Update Conversion Field Mapping	1	6 (Task submission is closed)	0

Agencies were also responsible for completing two RW Tasks related to Florida PALM activity updates:

- RW Task 670 – Share Florida PALM Updates, which required Agencies to communicate Florida PALM updates and readiness activities to their internal stakeholders. This task supports ongoing OCM efforts, provides valuable feedback, and enables data-driven decisions before implementation. Three Agencies had not yet submitted their reports, and four Agency submissions were pending RC verification as of 1/31/26.
- RW Task 671 – Submit Bimonthly Agency Readiness Status Report, which required Agency Sponsors to validate and submit bimonthly updates on key implementation elements, schedules, Risks and Issues, and overall readiness. All Agencies completed this task by the end of January, though four Agency submissions were received after the due date of 1/14/26. These reports are essential for informing legislative stakeholders about Agency challenges, supporting budget requests, tracking readiness progress, and communicating status to leadership groups such as the ESC and Agency leadership.

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.

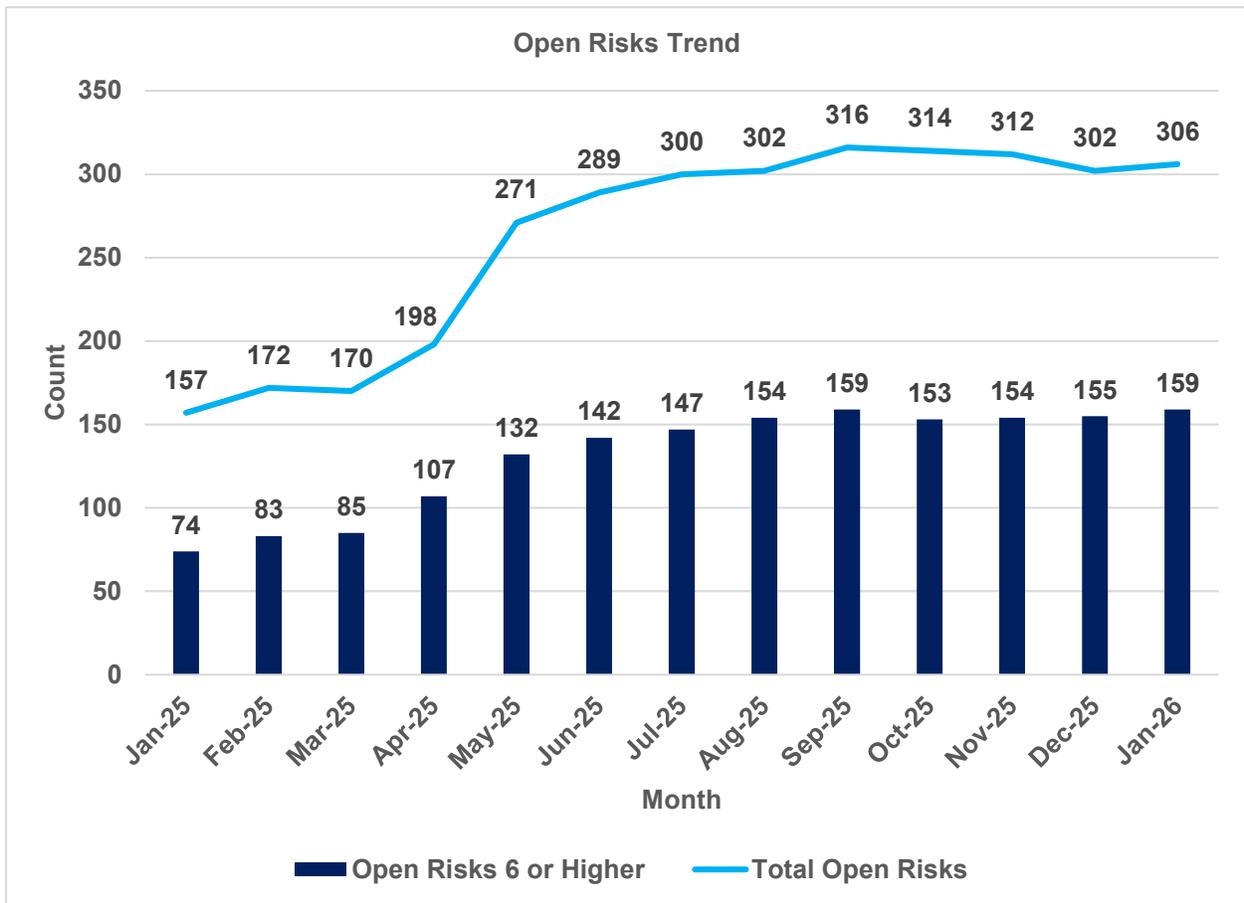


Figure 5: Open Risks Trend

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.

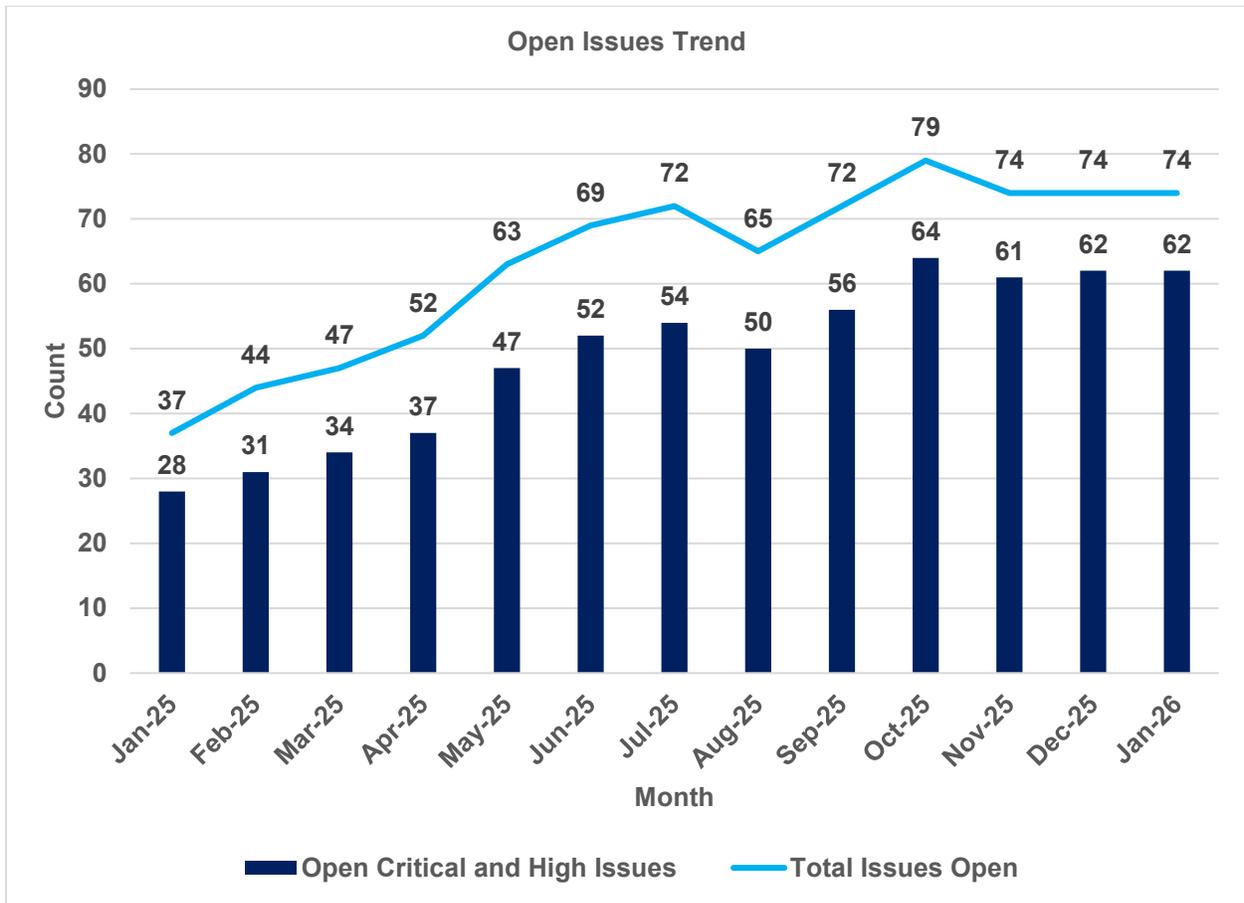


Figure 6: Open Issues Trend

The Florida PALM IV&V Team also analyzed the types of new Issues and Risks that have been identified over the last three months. Most of the newly identified Issues and Risks are related to impacts due to Interface Testing Cycle 2 delays and concerns about resource availability and the start of All Agency UAT.

The Table below shows the count of new Issues and Risks by category.

Table 9: Newly Identified Risks and Issues by Category

Category	Issues			Risks		Total
	Critical	High	Low	6 or Higher	Less Than 6	
Interface (Testing Delays)	0	2	1	3	1	7
User Acceptance Testing	0	0	0	3	2	5
Business Process Change	0	1	0	2	0	3
Conversion/Configuration	0	1	0	1	1	3
Deployment/Cutover	0	1	0	2	0	3
Staffing/Resource Availability	0	1	0	1	1	3
Agency Business System (Remediation/Testing)	0	0	0	0	1	1
Role Mapping	0	0	0	0	1	1
Training	0	0	0	0	0	0
Total	0	6	1	12	7	26

The Risk Rating for this Focus Area is improving from a High Risk to a Medium Risk.

Florida PALM Agency Readiness

Focus Area Indicator



Trend: No Change

Florida PALM Agency Readiness Updates

UAT Prerequisite Training

Some Agencies informed the Florida PALM Project and IV&V Teams that, while they are provisioning all users for the UAT environments, they plan to start testing with a small group of SMEs and gradually involve more users as testing progresses. Although all users are expected to complete Prerequisite training before participating in testing, completion was not necessary for user provisioning. The Florida PALM IV&V Team observed that Prerequisite training completion rates were higher for SMEs than for other provisioned users, since SMEs plan to start testing at the beginning of All Agency UAT, but lower than anticipated. As of 1/31/26, the overall completion rate for SMEs was 67%.

Table 10: Percent Complete of Assigned Prerequisite Training by SMEs

Number of SMEs	Total Assigned Prerequisite Training	Total Training Complete	% Complete
611	2918	1973	67.6%

SMEs are critical Agency resources for validating system functionality and Agency business requirements, supporting testing, and preparing users. Because approximately one-third of SMEs have not yet completed Prerequisite training before the start of All Agency UAT, Agencies may experience:

- Gaps in testing, missed scenarios, and extra rework.
- Delays in testing, issue resolution, and confirming requirements.
- Difficulty supporting change management and preparing users for Go-Live.

The Florida PALM IV&V Team recommends that SMEs complete Prerequisite training prior to the start of All Agency UAT to help ensure effective test execution, confirm Agency business processes, and prepare users thoroughly for Florida PALM.

The Figure below represents the number of Agencies and the percentage of users provisioned for the initial load who have completed Prerequisite training.

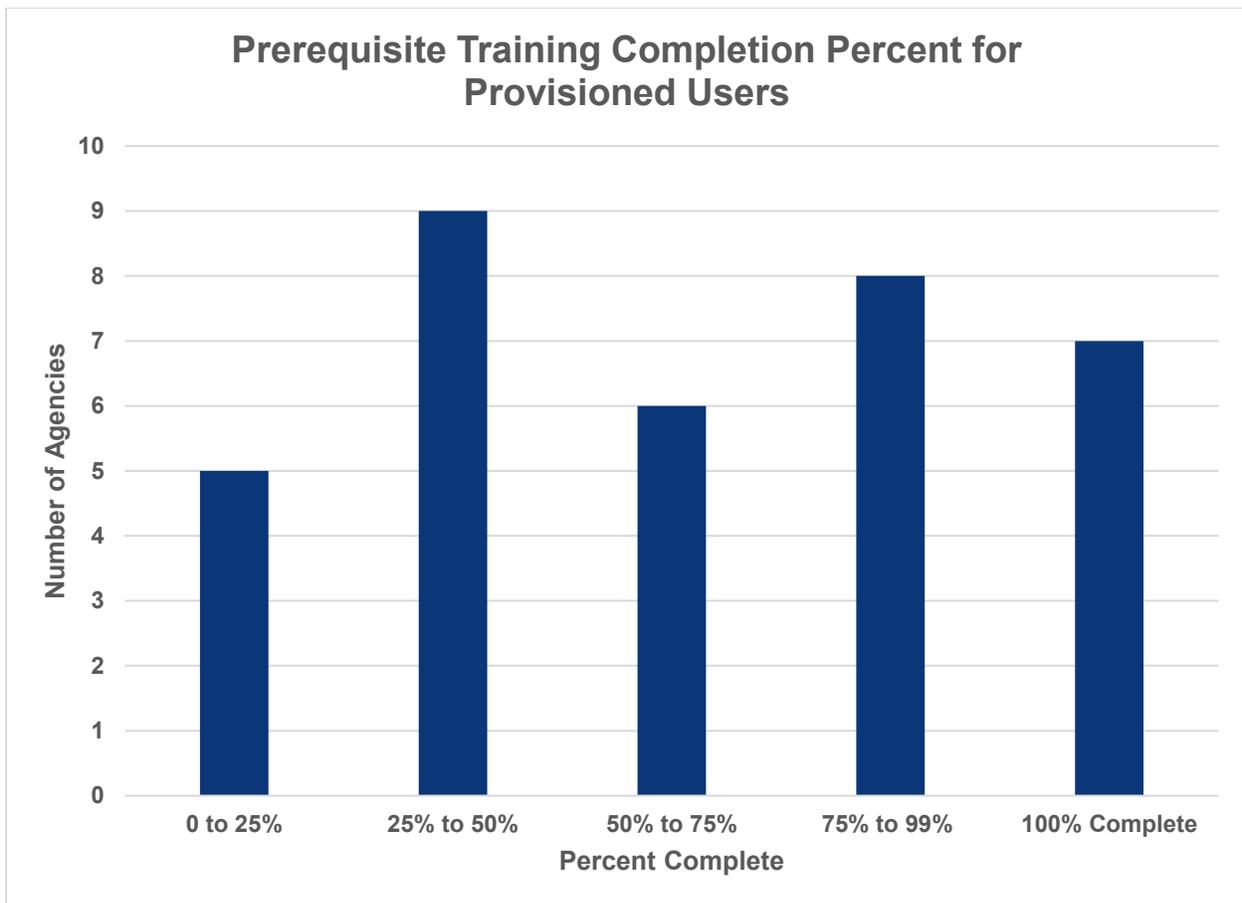


Figure 7: Percent of Provisioned Users Completing Prerequisite Training

Some Agencies chose not to provision all users during the initial load. Instead, these Agencies will have their SAMs manually add users to Florida PALM when they are ready to start testing. Since 12/26/25, the Florida PALM IV&V Team has tracked the percentage of Prerequisite training completed each week, both for users provisioned for the initial UAT load and for all users, using the Agencies’ Smartsheet. This data was used to calculate the average weekly increase in completion as of 1/31/26 and estimate when all users may be finished with Prerequisite training. The Table below shows the average weekly completion rate for provisioned users and the projected timeline for all users expected to participate in Florida PALM testing during All Agency UAT, based on this trend.

Table 11: Projected Completion Timeline using Current Completion Pace for Prerequisite Training

Percent Over Time Completion	
Average Completion Per Week (Provisioned Users)	4.06%
Projected Completion	5/1/26
Average Completion Per Week (All Users)	3.73%
Projected Completion	5/10/26

Although All Agency UAT runs from February to October, early readiness and testing are essential. Lower completion rates could lead to delayed participation, limited coverage, and

shorter testing periods. If users do not complete Prerequisite training on time, Agencies may face:

- Difficulty testing and validating business processes if completion is not achieved between February and April.
- Reduction in the quality of testing and limited opportunities to catch up, if completion is not achieved by May.
- Reduction in issue identification and timely fixes, which could affect integration and impact the overall timeline if completion is delayed beyond May.

Because timing is crucial to ensuring training aligns with testing topics and activities, the Florida PALM IV&V Team recommends that Agencies prioritize completion of Prerequisite training for SMEs and initial users, and begin testing as soon as possible to reduce potential risks.

Agency OCM

As emphasized during the UAT Kickoff meetings in January, All Agency UAT is vital for engaging and preparing end users. Adapting to new workflows requires time and emotional commitment from all stakeholders. All Agency UAT will showcase Florida PALM's benefits and reinforce previously shared information. SMEs with early access should become process experts and support other users within their Agency.

The transition into All Agency UAT also presents an opportunity for Agencies to refine existing documentation and plans based on lessons learned since initial submissions. Agencies should also consider whether a different or more targeted level of engagement is needed to support readiness and sustain momentum moving forward. Taking advantage of the Agency-hosted OCM workshops in February and March can provide Agencies with new strategies and perspectives to incorporate as they make these refinements.

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 that nearly every Florida PALM module received updates, including newly added articles, modified process steps, Interface design changes,

updated roles, and enhanced reports. These updates are intended to enhance clarity and align with current system standards. Improvements included clearer role definitions for better security, standardized Interfaces and rules for consistency, and support for Agencies in preparing for All Agency UAT.

Agencies should review the January 2026 process documentation for Receivables, Disbursements, Assets, Projects, Grants, and IU Transactions, as there have been changes to steps and screenshots, and using outdated guides could lead to errors. Additionally, new procedures, such as budget pre-checks, edit-check corrections, and IU workflows, may require additional training or refresher sessions.

Recent updates to GLR164, KKR010, AMR014, PCR008, PRR069, and IU WorkCenter reports include new layouts, additional prompts, and enhanced accessibility features. Training materials should be updated accordingly, and previously saved filters or favorites may no longer function. Users will notice revised sample layouts, so Agencies should review these changes before critical reporting periods. If any reports have been removed, impacted users will need to identify alternative solutions.

The UAT documentation has been comprehensively updated to include new and revised articles in several key process areas. These areas include managing encumbrances, processing deposits and accounts receivable, supplier registration and requests, asset transfers and disposal, various IU transactions, project and grant procedures from initiation to closeout, and contract management activities.

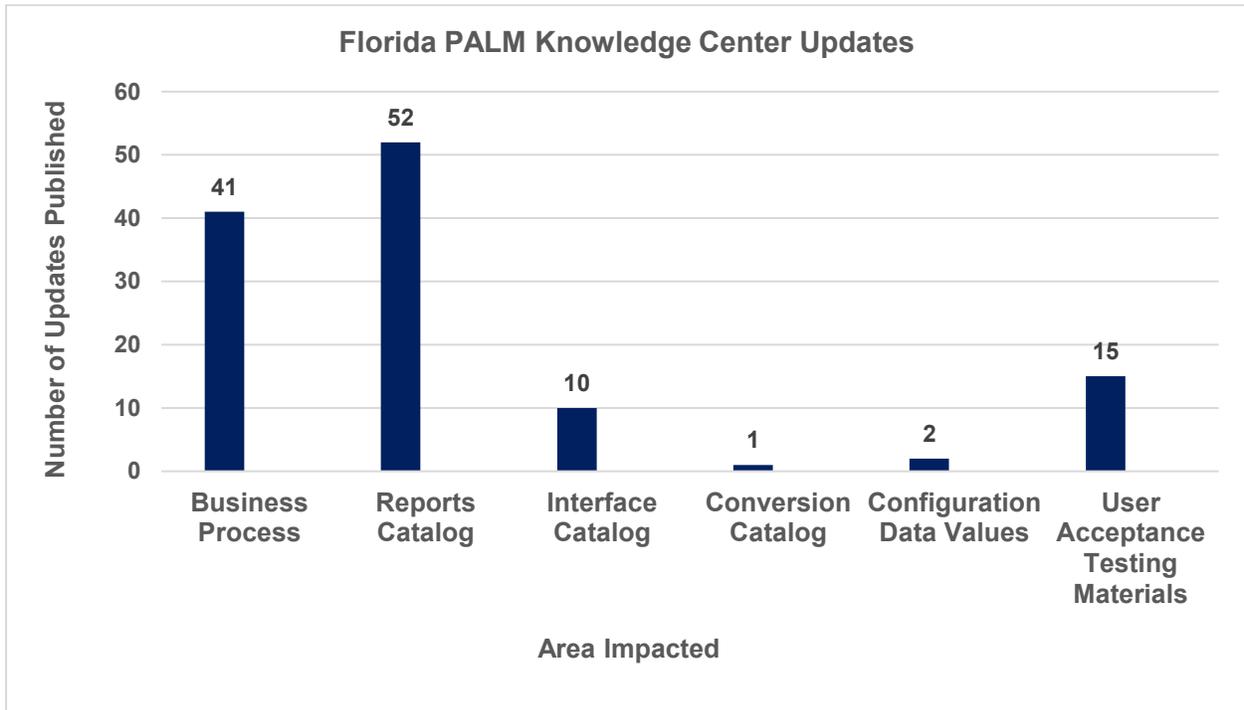


Figure 8: Florida PALM Knowledge Center Updates

To ensure a smooth transition and compliance with recent processes and system updates, the Florida PALM IV&V Team strongly recommends that Agencies consider implementing the following:

- Use the spreadsheet upload templates directly from the Florida PALM Knowledge Center, rather than downloading and saving copies, to ensure testers are working with the most up-to-date versions.
- Review the updated UAT and business process documentation for all relevant modules.
- Check updated staff roles to confirm that team members maintain correct access levels.
- Revise training materials and Standard Operating Procedures (SOPs) that reference outdated steps or screenshots.
- Communicate any reporting changes to staff to prevent confusion during period close.
- Revalidate automated processes, including macros, scripts, and forms, that may depend on prior data layouts or values.

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

Agency Testing

Focus Area Indicator



Trend: No Change

Agency Testing Updates

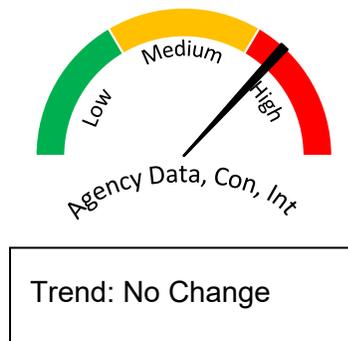
Agencies in Florida PALM IV&V Touchpoints report having enough converted data to test their specific business processes, even as data cleansing efforts continue. While no blockers for All Agency UAT were identified, staffing bandwidth remains the biggest reported risk. While each Agency’s approach to testing varies, based on the number of end users and complexity, a common initial step is confirming that all users can log in to Florida PALM to address access issues early and quickly. The Florida PALM IV&V Team recommends that Agencies conduct regular meetings with their CCN, leadership, and testers to discuss testing updates, identify potential challenges or roadblocks, and track progress throughout All Agency UAT.

Agencies have made notable progress on their test scripts and scenarios ahead of all Agency UAT, with some Agencies reporting that their scripts and user stories are complete. Some Agencies have also indicated that they plan to update test scripts and scenarios as All Agency UAT progresses and new information emerges from the Florida PALM Knowledge Center. The Florida PALM IV&V Team expects Agency testing activities to ramp up quickly once All Agency UAT begins in February and recommends that Agencies keep testing plans, processes, and reference materials well organized and easily accessible to testers. This will help improve coordination and reduce confusion during All Agency UAT.

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

Agency Data, Conversion, and Interfaces

Focus Area Indicator



Agency Data, Conversion, and Interfaces Updates

Data

The Florida PALM Project has procured 100 licenses for Projects and 200 licenses for Payroll to support Self-Service Reporting in DW/BI. As a result, Agencies were asked to update their original license requests. The Table below shows both the initial license requests and the revised allocations.

Table 12: DW/BI Self-Service Reporting License Requests

Functionality	# of Licenses Requested	# of Licenses Allocated	% Reduction
Payroll	476	179	62%
Project	460	88	81%
Total	936	267	71%

The Florida PALM Project Team allocated the available licenses based on the size of the Agencies and their use of the Payroll or Project functionality. The Florida PALM Project then provided the allocated license count to each Agency and requested that they identify who would use the licenses.

Agencies have expressed concern that the current license allocation may hinder their ability to address new internal or external reporting requirements after Go-Live. The Florida PALM Project Team plans to retain some licenses for Production Support staff, which can be used to assist Agencies in creating new reports as needed. Some Agencies are also considering or developing the following strategies to mitigate potential challenges:

- Purchasing their own licenses, though there is currently no established process for integrating these licenses into the DW/BI solution.
- Acquiring their own DW/BI solution, which may involve significant costs.
- Evaluating the standardized reports already available in DW/BI during All Agency UAT to see if these meet their reporting requirements.

Conversion

There were some isolated conversions from Mock Conversion 4 for specific Agencies with low success rates, and nine Agencies had at least one conversion with a success rate of less than 25%. Despite this, none of the Agencies indicated in Florida PALM IV&V Touchpoints that these low conversion rates would negatively impact their testing efforts or prevent completion of Mock Conversion 4 data cleansing, which is scheduled to finish by 3/13/26.

Some Agencies did express concerns about low conversion rates for GLC001 (General Ledger). Specifically, 12 Agencies had success rates below 95%, with seven Agencies below 75%. Most errors were caused by transactions that did not balance at the fund level. For example, if a fund has 20,000 records and the total transactions do not balance, all 20,000 records will result in errors. Reconciling these funds before Go-Live will require more effort from some Agencies. If unresolved, General Ledger transactions may remain unposted after Go-Live, requiring additional updates afterward to complete the postings. The Florida PALM IV&V Team recommends that Agencies that have not yet done so collaborate with Accounting and Auditing (A&A) to identify whether exceptions or alternative reconciliation methods are available at a higher level, rather than at the sub-fund level. Additionally, the SSI Vendor could consider exploring methods to analyze and identify which General Ledger transactions are causing the unbalanced fund condition, and if offsetting transactions can be entered during the conversion process to force fund balances.

Interfaces

While progress was made on Interface Testing Cycle 2 in January, approximately one-third of the Agencies have yet to finish all their Interface testing. The Figure below indicates how many Agencies are at each stage of Cycle 2 Interface Testing.

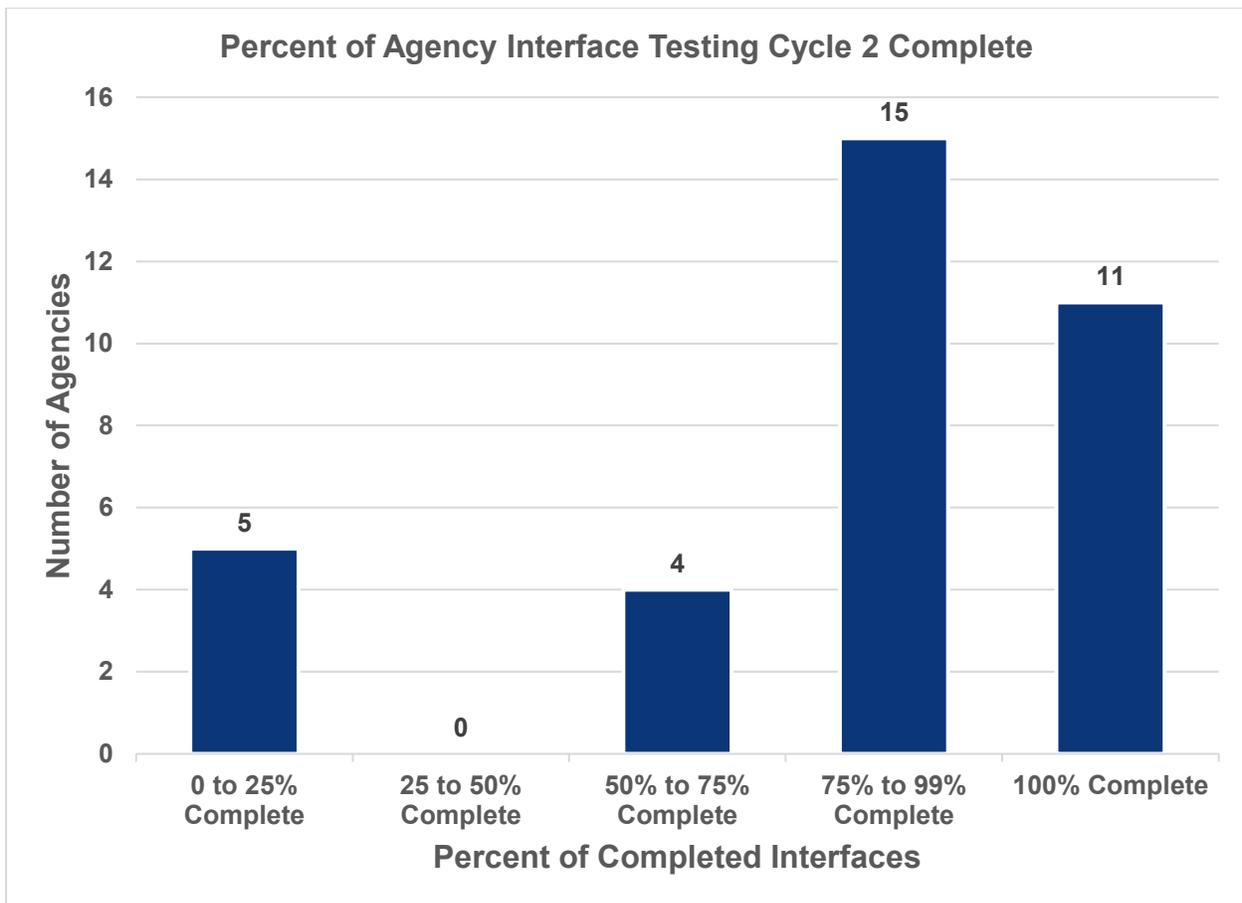


Figure 9: Agency Interface Testing Cycle 2 Percent Complete

Based on the average weekly percentage of tests completed, the Florida PALM IV&V Team projects that all Interface Testing Cycle 2 tests may not be completed until 2/21/26. Completion could be further delayed due to the start of All Agency UAT on 2/2/26, as the same resources may be needed to support both efforts. If Interface Testing is not finished, the related Interfaces will not be available for end-to-end business process testing during Interface Testing Cycle 3. The Florida PALM IV&V Team recommends that the Agencies consider:

- Providing timely status updates for outbound files and notifications when new inbound files are available to their assigned Florida PALM Technical RC.
- Review resource needs to support All Agency UAT, Interface Testing Cycles 2 and 3, and reallocate or hire new resources if possible.

The Florida PALM Project Team could also consider scheduling weekly progress meetings with Agencies that have incomplete Interface Testing Cycle 2 tasks.

Several Agencies raised concerns in Florida PALM IV&V Touchpoints, the Advisory Council, and the ESC about limited communication with Enterprise Partners and Third-Party vendors regarding when Agencies can expect to have access to environments for submitting data, observing data integration with Florida PALM, and validating data flows back to their Agency Business Systems (ABS). Although some coordination efforts have started, such as MFMP appointing UAT liaisons,

many dependencies remain unresolved. As of 1/31/26, there was no established timeline for when each Enterprise Partner or Third-Party system would provide an environment for Agencies to input data and complete end-to-end testing. Without these systems, Agencies cannot fully test their business processes. Enterprise Partners and Third-Party vendors should establish and communicate dates for when their testing environments will be available to Agencies. After these dates are established, the Florida PALM IV&V Team recommends that the Florida PALM Project Team develop and distribute a comprehensive timeline showing when each system will be accessible. Agencies should then review this timeline and adjust their testing schedules and resource planning to ensure complete end-to-end business process testing.

Despite these challenges, Agencies generally feel ready to begin All Agency UAT but recognize that uncertainty around Enterprise Partner readiness may create risks, especially for processes involving Contracts, Grants, Suppliers, Encumbrances, and Payroll. As a result, some Agencies plan to start testing within Florida PALM using manual workarounds until Enterprise Partner systems are available.

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 13: IV&V Information Requests

Information Request	Date of Request	Status
None	NA	NA

Appendix A – 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 14: 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 15: 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 16: Risk Priority Ratings

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

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

Table 17: 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.