

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

Independent Verification and Validation  
Monthly Assessment Report  
March 2026

April 13, 2026

Contract: 80101507-21-STC

Engagement: C59CE1



**PUBLIC**  
CONSULTING GROUP

## Table of Contents

<b>Table of Contents</b> .....	<b>i</b>
<b>Executive Summary</b> .....	<b>3</b>
<b>Focus Area Updates</b> .....	<b>4</b>
<b>New Findings</b> .....	<b>11</b>
<b>Open Findings</b> .....	<b>13</b>
<b>Closed Findings</b> .....	<b>17</b>
<b>Metrics Related to Findings</b> .....	<b>18</b>
<b>Florida PALM Project Focus Area Updates</b> .....	<b>19</b>
<b>IV&amp;V Information Requests</b> .....	<b>53</b>
<b>Appendix A – Risk Priority Matrix</b> .....	<b>54</b>

The information contained in this document may constitute confidential information that is exempt from disclosure under Florida or Federal law including, but not limited to, section 119.0725, Florida Statutes. The information is intended only for the addressee(s) indicated herein. If you are not the intended recipient, you are hereby notified that any disclosure, dissemination, distribution, copying or taking of any action in reliance on the content within is strictly prohibited. If you have received this document in error, please notify Public Consulting Group LLC immediately by email at [nsuvada@pcgus.com](mailto:nsuvada@pcgus.com) and [scrouch@pcgus.com](mailto:scrouch@pcgus.com) and follow instructions thereafter.

## 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 March 2026:

- The overall Florida PALM Project Risk Rating is worsening to a High Risk due to:
  - Lack of Agency-reported testing progress for All Agency User Acceptance Testing (UAT).
  - Agencies' decision to not expose end-users to the system until the final months of All Agency UAT may impact readiness and stability of the system prior to Go-Live.
  - Rate of Agency progress for Interface Testing Cycle 2 has slowed, with a projected finish date in June.
  - Missed completion dates for Regression Event 2 and Payroll Parallel Testing for Bi-Weekly Cycle 1.
  - Go-Live Dry Run 1 is delayed by three days, and GLC001 load success rate is unavailable due to record fallout and incomplete data cleansing.
- Two new Findings were opened:
  - Finding 35 documents a Preliminary Concern regarding limited Agency-reported execution of Test Cases for All Agency UAT, which may lead to incomplete validation of Agency-specific business processes in Florida PALM.
  - Finding 36 documents a Preliminary Concern that Agencies' decision to not expose end users to the system until July or August increases the risk to effective testing execution and overall operational readiness.
- The Florida PALM Testing Focus Area Risk Rating remained a High Risk based on delays to Regression Event 2, deferred Payroll-related regression testing, and the continued identification of High-Impact Tickets during All Agency UAT.
- The Agency Testing Focus Area Risk Rating worsened from a Medium to a High Risk based on low Agency-reported test execution progress and Agencies limiting exposure to Florida PALM for end users until later in All Agency UAT.
- The Agency Data, Conversion, and Interfaces Focus Area Risk Rating remained a High Risk based on delayed completion of Agency Interface Testing Cycle 2 and ongoing challenges related to GLC001 (General Ledger) data cleansing and conversion activities.

## 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	High	Worsening	<p>The Risk Rating worsened from a Medium to a High Risk.</p> <p>Limited Agency-reported progress on test execution for All Agency UAT increases the risk of incomplete validation of Agency-specific business processes in Florida PALM. Some Agencies are also planning to not expose their end users to the system until July or August. Postponing end-user engagement until the last few months of All Agency UAT can compromise end-user readiness and confidence, reduce the effectiveness of training and the quality of testing feedback, and increase the likelihood of generating more support tickets after Go-Live.</p> <p>The projected finish date for Agency Interface Tests for Interface Testing Cycle 2 has been pushed back to June, with several Agencies facing the risk that their Agency Business Systems (ABS) will not be ready to Go Live with Florida PALM in January 2027. Some Agency test cases are also dependent on the availability of Interface files for Interface Testing Cycle 3 in the UAT environment, further increasing the risk that validation of certain Agency-specific business processes may not be completed by the end of All Agency UAT, or that Agencies may need to develop manual workarounds.</p> <p>Regression Event 2 was not completed by the scheduled date of 3/13/26, due to ongoing execution challenges. The targeted completion date for Payroll Parallel Testing for Bi-Weekly Cycle 1 on</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>3/30/26 was also missed, primarily due to unresolved garnishment and Conversion issues.</p> <p>Go-Live Dry Run 1 is approximately 3 days behind schedule, though there is still time in the schedule to catch up. The load success rate for the General Ledger Conversion file (GLC001) is not yet available, as it experienced a large record fallout during Mock Conversion 4, and data cleansing activities were not completed by some Agencies before Go-Live Dry Run 1 began.</p>
Florida PALM Project Management	Low	Low	No Change	<p>The Risk Rating remained a Low Risk.</p> <p>The Schedule Performance Index (SPI) indicates that the Florida PALM Project is operating at 98% of the planned pace, and Delayed Tasks increased to 55 in March from 32 in February. Planned versus Actual Progress decreased from 94% in February to 90% in March, with 14 tasks behind schedule as of 3/31/26.</p> <p>No new Florida PALM Project Risks or Issues were logged, and one Florida PALM Project Decision was approved.</p>
Florida PALM Organizational Change Management	Low	Low	No Change	<p>The Risk Rating remained a Low Risk.</p> <p>The Agency Readiness Touchpoints occurred again in March, and the Florida PALM Agency Readiness Team has issued several communications to help Agencies prepare for All Agency UAT. Additionally, the Florida PALM Agency Readiness Team is gathering survey responses from Agencies to guide future communications and activities.</p>
Florida PALM Requirements and Design	Low	Low	No Change	<p>The Risk Rating remained a Low Risk.</p> <p>The six Functional Designs (FDs) that were added as part of Amendment 13 have all been approved. An additional three FDs were added due to an approved Florida PALM Decision and are targeted for completion by 5/11/26. These additional FDs are not expected to impact the All Agency UAT timeline or Florida PALM Project Schedule.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Florida PALM Development	NA	Low	NA	<p>The Risk Rating is a Low Risk.</p> <p>Development on the six FDs added as part of Amendment 13 started two to three weeks late due to delays in approving the FD, but is expected to be finished by the scheduled completion date of 4/27/26.</p>
Florida PALM Testing	High	High	No Change	<p>The Risk Rating remained a High Risk.</p> <p>The number of ServiceNow (SNow) tickets logged rose by approximately 23% compared to February, due to several simultaneous testing streams. There are 863 open tickets in the backlog. Of these, 4% are High Impact, 75% are Medium Impact, and 21% are Low Impact.</p> <p>Regression Event 2 Testing was not finished by the targeted completion date of 3/13/26 (Finding #32), with approximately 17% of Test Scripts remaining to be executed by 4/10/26. Most of the Test Scripts were executed in the System Testing environment rather than the Interface Testing environment, as planned, due to conflicts with ongoing Interface testing.</p> <p>Parallel Payroll Cycle 1 was also not finished by the targeted completion date of 3/30/26 due to issues with Conversion data and Garnishments.</p>
Florida PALM Data, Conversion, and Interfaces	Medium	Medium	No Change	<p>The Risk Rating remained a Medium Risk.</p> <p><i>Data</i></p> <p>The Florida PALM Project Team has resolved approximately 75 Data Warehouse (DW)/Business Intelligence (BI) access request tickets, ensuring Agency testers receive the reporting access they need before the DW/BI workshops on 4/28/26 and 4/29/26. Supporting materials for these workshops have also been published. Additionally, the Florida PALM Project Team continues to work on Self-Service reporting updates and performance tuning for the nightly data uploads.</p> <p><i>Conversion</i></p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>As of 3/31/26, 85% of Conversions were loaded and 60% had passed State Team validation for Go-Live Dry Run 1. Most completed Conversions have load success rates above 95%, but a load success rate for the General Ledger file (GLC001) has not yet been reported. Processing times for the Conversion files vary, but the sequential run time of all files does not extend beyond the current cutover window.</p> <p><i>Interfaces</i></p> <p>The majority of Interfaces included in D663 for Interface Testing Cycle 2 have been executed successfully and have completed State Review. Remaining activities are primarily focused on final review and retesting with partners. Testing for Work Product (WP) 441 and AWE Interfaces is behind schedule, with approximately 66% of the planned tests completed so far.</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	Medium	Medium	No Change	The Risk Rating remained a Medium Risk. Seventeen new maintenance tasks related to Configuration, Conversion, and Role Mapping have been added to the Readiness Workplan (RW). These tasks are designed to help Agencies monitor and complete key project activities, supporting effective governance. By tracking these tasks, Agencies will have clear, verifiable evidence to make informed decisions about their readiness and progress.
Florida PALM Agency Readiness	Medium	Medium	No Change	The Risk Rating remained a Medium Risk. Agency training activities are in progress, but completion rates, consistency, and user confidence vary significantly. Participation is often limited to a small group of subject matter experts (SMEs), creating dependency risks. Training materials and plans continue to evolve alongside All Agency UAT and process decisions, while staffing constraints and competing priorities limit broader engagement. Interactive support sessions (e.g., guided support sessions and Florida PALM UAT Office Hours) are viewed by the Agencies as effective.
Agency Requirements and Design	Medium	Medium	No Change	This Risk Rating remained a Medium Risk. The Florida PALM Knowledge Center had 227 updates primarily focused on refining existing content. Additionally, seven new All Agency UAT articles were introduced. Main enhancements included removing RECORD.FIELD mapping columns from several modules and the revision of role documentation. Agencies should revalidate their assigned user roles, update training records, and review separation-of-duties (SOD) matrices to ensure compliance.
Agency Testing	Medium	High	Worsening	The Risk Rating worsened from a Medium to a High Risk. As documented in Finding #35, reported testing progress was limited, with multiple Agencies citing ongoing structural and capacity issues, such as competing

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>workloads, concurrent Interface testing, data cleansing, and reliance on a few SMEs for the bulk of testing and training.</p> <p>Test coverage rose from 8.76% in February to 22.55% in March, and login activity was steady. Although guided support session hours fell in March due to fewer scheduled sessions, independent testing hours increased, indicating that Agencies continued to use the system.</p> <p>Although most of the users initially loaded are participating in testing, a large portion of the overall end-user group has not yet been in the system. This gap can affect Go-Live readiness, since end users who have not interacted with the system before cutover may struggle to learn it and will likely need extra support, as described in Finding #36.</p> <p>As of 3/31/26, three Agencies have not submitted any SNow tickets, which may indicate that they have not started testing, or issues found during testing are not being recorded in SNow.</p>
Agency Data, Conversion, and Interfaces	High	High	No Change	<p>The Risk Rating remained a High Risk.</p> <p><i>Data</i></p> <p>Most Agencies are waiting to test DW/BI functionality and reports until after the Guided Sessions which start on 4/28/26.</p> <p><i>Conversion</i></p> <p>Twenty-seven Agencies were able to complete Mock 4 data cleansing by the due date of 3/13/26. Data cleansing activities for GLC001 are ongoing, and at least one Agency has discussed an alternative approach to address fallout.</p> <p><i>Interfaces</i></p> <p>The rate of Interface Tests executed by the Agencies for Interface Testing Cycle 2 has slowed, and may not be complete until 6/19/26 (Finding #33).</p> <p>Interface Cycle 3 Testing is progressing, but the pace varies across Agencies. Additionally, the performance for 50% of the tests executed is identified as Inadequate.</p>

<b>Focus Area</b>	<b>Last Month Indicator</b>	<b>Current Month Indicator</b>	<b>Trend</b>	<b>Update Summary</b>
Agency Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

## New Findings

**Finding Type:** Preliminary Concern

**Impact:** Moderate

**Probability:** Likely

**Priority:** Medium

**Finding Number and Title:** **Finding 35** – Limited Agency-reported execution of Test Cases for All Agency UAT may lead to incomplete validation of Agency-specific business processes in Florida PALM.

**Finding Description:** According to the User Story Inventory and Change Impact Analysis spreadsheet, as of 3/31/26, 27.4% of all User Story activities have been tested. In many instances, the same User Story activity has been tested multiple times, with different data conditions applied each time. If testing continues at the current rate, Florida PALM IV&V projects that all User Story activities may not be completed until approximately 9/17/26.

**Criteria:** All User Story activities should be tested at least once before the All Agency UAT data refresh begins on 8/7/26, so that testing after the data refresh can focus primarily on end-to-end testing and testing of Year-End Closure (YEC) activities.

**Cause:** Testing progress in All Agency UAT has been slow to ramp up due to the following factors:

- Agencies are postponing their independent testing efforts of specific functionality until they have participated in the applicable guided support session. For instance, staff members will not begin testing InterUnit (IU) features until they have attended the IU Guided Sessions.
- Because the navigation and user interface of Florida PALM are significantly different from those of FLAIR, Agency testers have needed time to become comfortable with the new system.
- Ongoing conflicts between operational workload and UAT responsibilities continue to create competing priorities for testing resources.

This is typical of large implementation projects, but could lead to delays if the pace of testing execution does not accelerate over the next few months.

**Effect:** If Agency-specific business processes are not tested during All Agency UAT, Agencies may encounter critical issues once Florida PALM goes live, potentially preventing them from performing essential business tasks. Additionally, with YEC activities starting soon, testing resources will be stretched even further due to competing demands.

**Recommendations:** Agencies could consider implementing the following Florida PALM IV&V Team recommendations:

1. Develop a forward-looking plan that outlines specific User Story activities for the next several months, leading up to the start of the All Agency UAT data refresh. This plan should also consider any upcoming operational priorities that may compete for resources.
2. Collaborate with Sponsors to set clear expectations for All Agency UAT. This could include establishing a target number of hours per week to be dedicated to All Agency UAT and ensuring this information is communicated to both testers and their supervisors.
3. Partner with Sponsors to acknowledge and recognize individuals who are contributing to UAT efforts in addition to their regular operational duties.

**Finding Type:** Preliminary Concern

**Impact:** Moderate

**Probability:** Probable

**Priority:** Medium

**Finding Number and Title:** **Finding 36** – Agencies' phased approach to testing has end-users not exposed to Florida PALM until July or August.

**Finding Description:** Florida PALM has been available in the UAT environment since February, but Agency participation varies. Some Agencies have decided not to allow end-users access until after the YEC in July or following the All Agency UAT data refresh in August. Given that Agencies have previously reported the lack of a demo environment as challenging for anticipating business process impacts and adequately preparing for testing, not providing end users with access to the system at this stage does not appear to be a reasonable approach.

**Criteria:** Industry best practices (Prosci®, ADKAR®, PMBOK®) emphasize early and iterative end-user involvement during UAT to:

- Build awareness, knowledge, and ability.
- Identify usability and process issues earlier.
- Reduce UAT and cutover risks.
- Provide objective evidence of readiness to support informed go-live decisions.

**Cause:** Agencies are relying heavily on SMEs to gain sufficient familiarity with the system in order to train end users before they engage in testing. This is based on the assumption that end users must be fully trained in the system before they can make valuable contributions to testing activities.

**Effect:** Not providing end users with access to the system limits the amount of time available for end users to become familiar with the business processes they will use in production. This may reduce their readiness and confidence at Go-Live, shorten and lessen the effectiveness of training, decrease the quality of testing feedback, and lead to more support tickets. Additionally, withholding access prevents users from identifying and submitting critical tickets early enough for them to be properly addressed before Go-Live. If there is insufficient time left in the schedule for All Agency UAT, Agencies cannot expect urgent issues to be resolved prior to implementation, which may impact the overall success of the rollout.

**Recommendations:** Agencies could consider implementing the following Florida PALM IV&V Team recommendations:

1. Provide end users with earlier access to the system to help them become familiar with it. This approach could include coordinating with Agency Organizational Change Management (OCM) and leadership to address workload challenges and deploying internal triage teams to answer questions. These steps can also help inform improvements to the Agencies' testing and training processes.
2. Encourage end-users who are unfamiliar with Florida PALM to intentionally try to break the system as a way to discover weaknesses. While it's important to test standard business processes, users should also experiment with unusual or unexpected workflows, which may reveal issues that following only prescribed procedures might miss.

## Open Findings

**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.

<b>Date Opened:</b> 11/30/25		
<p><b>Finding Description:</b> 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>		
<b>Current Impact:</b> Significant	<b>Previous Impact:</b> Significant	<b>Trend:</b> No Change
<b>Current Probability:</b> Likely	<b>Previous Probability:</b> Likely	<b>Trend:</b> No Change
<b>Current Priority:</b> High	<b>Previous Priority:</b> High	<b>Trend:</b> No Change

**Status Update:** PCard Works testing for Interface Testing Cycle 2 is ongoing using mock files as updates to the PCard Works system have been delayed. Testing of the final Interface file is planned to begin on 5/4/26.

**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:** Testing continues with mock files to help identify potential issues early.

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

**Status:** In Process

**Update:** Updates to the Pcard Works system are not expected to be completed until early May, with testing of the last Interface expected to start on 5/4/26.

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

**Status:** No Change

**Update:** The initial kickoff meeting between the PCard Works vendor and the Agencies took place in January. Since then, there have been no further updates to provide to the Agencies.

**Finding Number and Title: Finding 32** – The completion date of 3/13/26 for Regression Event 2 is at risk of not being met.

<b>Date Opened:</b> 2/27/26		
<b>Finding Description:</b> Regression Event 2 is scheduled for completion by 3/13/26. Progress is behind schedule, and the Florida PALM Project is unlikely to meet the targeted completion date based on current test execution trends. Regression Event 2 was planned to provide full regression validation of functionality impacted by changes introduced during or after System Testing and at the point when the Interface Cycle 2 pass rate was 70%.		
<b>Current Impact:</b> Significant	<b>Previous Impact:</b> Moderate	<b>Trend:</b> Worsening
<b>Current Probability:</b> Probable	<b>Previous Probability:</b> Likely	<b>Trend:</b> Worsening
<b>Current Priority:</b> Medium	<b>Previous Priority:</b> Medium	<b>Trend:</b> No Change

**Status Update:** Regression Event 2 was not completed as scheduled on 3/13/26, and the updated target completion date is 4/10/26. Three hundred and fifty-five of the 428 Test Scripts in scope have been executed, with 333 passing and 22 failing. With 77 Test Scripts pending execution, completion of Regression Event 2 by the revised deadline may not be achieved. The SSI Vendor reported the following challenges impacting execution:

- Security access and role-based permission issues.
- Ongoing Interface Testing Cycle 2 in the Interface Testing environment, limiting coordination of parallel efforts.
- Limited availability of test data for certain scenarios.
- Test Scripts (manually and automated) have not been updated to reflect functional design changes.

**Recommendation #1:** Review current staffing levels and assess whether additional resources are needed to accelerate the execution of Regression Test Scripts.

**Status:** In Process

**Update:** The SSI Vendor has allocated additional resources and will conduct the remainder of Regression Event 2 in the System Testing environments rather than in the fully integrated Interface Testing environment as originally planned. As of 3/31/26, approximately 17% of the Test Scripts need to be completed by the updated target date of 4/10/26.

**Recommendation #2:** Reassess Regression testing order and priorities to ensure that all Critical and High-impact functionality is validated first.

**Status:** In Process

**Update:** The SSI Vendor has reinstated five previously deferred Payroll Test Scripts for Regression Event 2. Thirty-four Payroll Test Scripts remain deferred due to ongoing test data setup issues. These Test Scripts are scheduled for execution during the next regression cycle in June 2026, which could increase the likelihood of identifying defects affecting critical business processes later in the testing lifecycle.

**Finding Number and Title: Finding 33** – Decline in execution of Agency Interface Tests for Interface Testing Cycle 2 may delay their completion in Interface Testing Cycle 3 and their ability to Go Live with Florida PALM.

<b>Date Opened:</b> 2/27/26		
<b>Finding Description:</b> The Florida PALM IV&V Team observed a decline in the completion of the remaining Agency Interface Tests for Interface Testing Cycle 2. If this pace continues, then some Agency Interface Tests may not be completed until 4/11/26, which could delay the completion of their testing in Interface Testing Cycle 3 (End-to-End Interface testing) and result in those Interfaces not going live with Florida PALM.		
<b>Current Impact:</b> Moderate	<b>Previous Impact:</b> Moderate	<b>Trend:</b> No Change
<b>Current Probability:</b> Likely	<b>Previous Probability:</b> Possible	<b>Trend:</b> Worsening
<b>Current Priority:</b> Medium	<b>Previous Priority:</b> Medium	<b>Trend:</b> No Change

**Status Update:** The rate of Interface Tests executed by the Agencies for Interface Testing Cycle 2 has slowed, with 12 of 65 remaining tests completed in March. At this pace, all Cycle 2 Interface Tests may not finish until 6/19/26. During the Executive Steering Committee (ESC) meeting held on 3/25/26, Florida PALM Project leadership emphasized that inbound Cycle 2 Interface Tests must be completed by the end of April, and outbound Cycle 2 Interface tests should be finished by the end of July.

**Recommendation #1:** Agencies should regularly check their Smartsheet for the latest updates on file availability and review the Managed File Transfer folders each day to determine if new files are ready for processing.

**Status:** In Process

**Update:** Agencies are checking Smartsheet for file availability, but the pace of the remaining Cycle 2 Interface Tests has continued to slow, with little progress observed in March. Some required files are pending from the Florida PALM Project Team, who are addressing technical issues, while others are needed from Agencies, who are working to resolve data errors.

**Recommendation #2:** Conduct weekly joint meetings with Agencies that have remaining tests for Interface Testing Cycle 2 to review status, discuss any outstanding System Investigation Requests (SIRs) related to the Interfaces, and any barriers to completing testing.

**Status:** In Process

**Update:** While no weekly joint meetings have been scheduled with all Agencies that have remaining Cycle 2 Interface Tests, individual meetings have been held with specific Agencies and the Florida PALM Project Team on the status of their remaining Cycle 2 Interface Tests.

**Recommendation #3:** Review and update Interface partner status in the Interface Test Execution Tracker (ITEXT) to ensure it is consistent with each Agency’s Smartsheet.

**Status:** In Process

**Update:** Processes are in place to update the Interface partner status in ITEXT based on the Agencies’ updates in Smartsheet, but there are instances where the status appears inconsistent.

**Finding Number and Title: Finding 34** – Limited evidence of system testing, change impact analysis, and traceability of Design changes presents challenges confirming updates have been validated, assessing impacts on Florida PALM, and ensuring Regression Test Scripts are updated.

<b>Date Opened:</b> 2/27/26		
<b>Finding Description:</b> Since October 2025, a total of 318 SIRs have been classified as either Functional/Technical Design issues or identified as having a root cause of Design Defect, and new SIRs related to Design Defects continue to emerge. While documentation for these Design changes and Unit Test results are recorded in the working version of the Application Design (AD) document, there is limited evidence of system testing results in many instances and no change impact analysis to determine what, if any, additional functionality may be impacted by the Design change included in the corresponding SNow ticket. Additionally, there is no consolidated list of Design changes across all AD documents, so each document must be reviewed individually to determine if a change was made and what that change entailed		
<b>Current Impact:</b> Moderate	<b>Previous Impact:</b> Moderate	<b>Trend:</b> No Change
<b>Current Probability:</b> Possible	<b>Previous Probability:</b> Possible	<b>Trend:</b> No Change
<b>Current Priority:</b> Medium	<b>Previous Priority:</b> Medium	<b>Trend:</b> No Change

**Status Update:** The Florida PALM IV&V Team reviewed SNow tickets linked to Design changes and found some evidence of testing, such as screenshots. The documentation included in the tickets is inconsistent and does not reference specific System Test Scripts that were re-executed or updates made to applicable Regression Test Scripts.

**Recommendation #1:** Develop a consolidated log to track all Design changes to Application Development (AD) documents after approval that includes the magnitude of the change, date of the change, summary of the change, and associated SIRs. This could be done using either the existing Design Work Unit Tracker (DWUT) or the Report, Interface, Conversion, Extension, Form, Workflow (RICEFW) Inventory.

**Status:** Not Started

**Update:** No tracker has been developed to provide a consolidated view of the Design changes, the associated SIRs, and the status of the change.

**Recommendation #2:** Ensure that evidence of System Testing to validate Design changes and any applicable references to System Test Scripts are documented within the SNow ticket, and update applicable Regression Test Scripts based on the results of System Testing.

**Status:** In Process

**Update:** Some evidence is provided in the SNow tickets that testing was performed, but it's in the form of emails or screenshots and doesn't reference specific Test Scripts, updates to Test Scripts, or Regression Test Scripts that need to be updated.

## **Closed Findings**

No Findings were closed in this reporting period.

## Metrics Related to Findings

The Figure below shows the open, closed, and new Findings identified by the Florida PALM IV&V Team. Two new Findings were opened this month. There are four open Findings and 18 closed Findings.

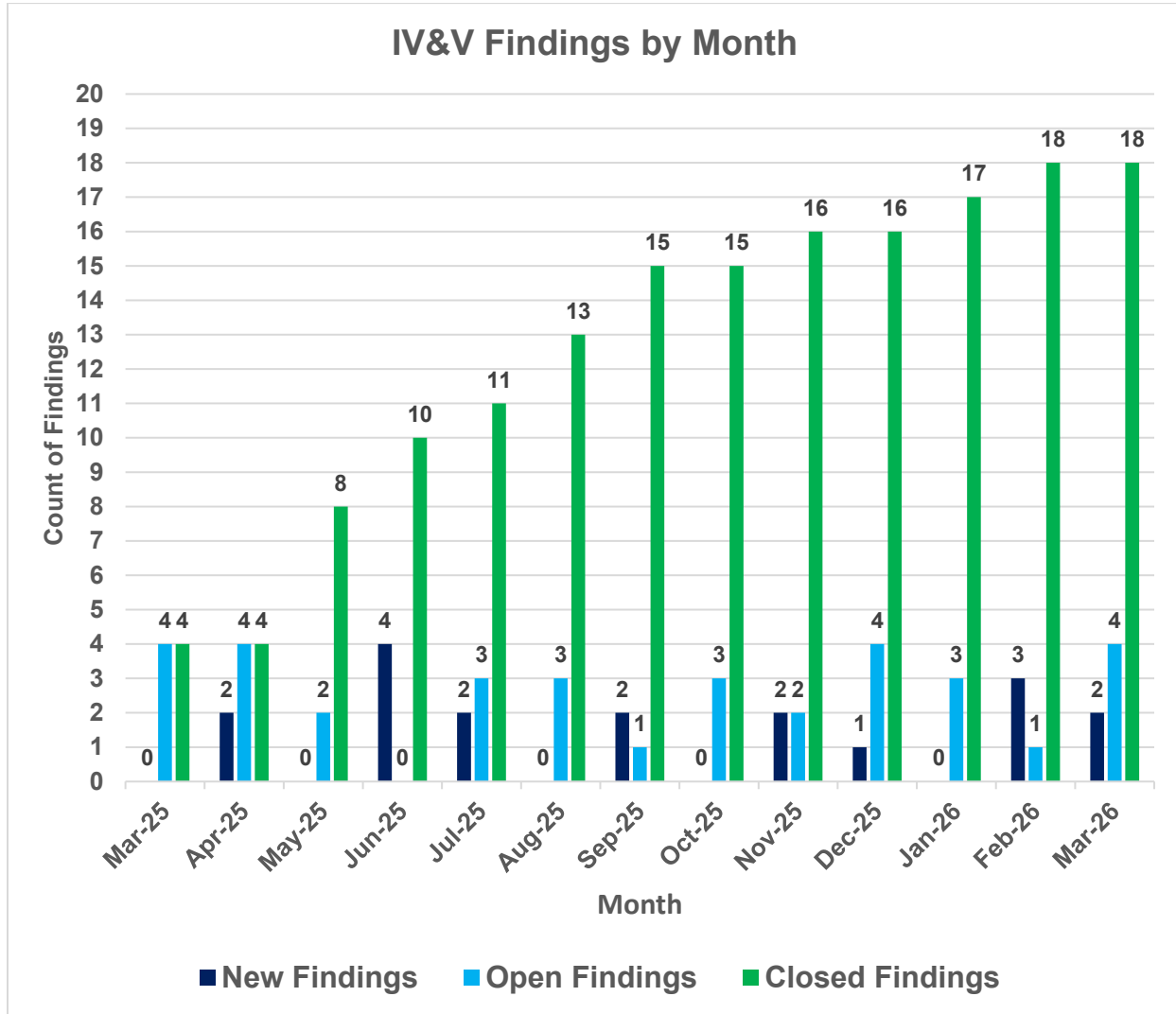
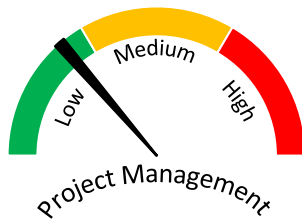


Figure 1: Florida PALM IV&V Findings by Month

# Florida PALM Project Focus Area Updates

## Florida PALM Project Management

### Focus Area Indicator<sup>1</sup>



Trend: No Change

### Florida PALM Project Management Updates

The Florida PALM IV&V Team evaluates key performance indicators, including the SPI, Delayed Tasks, and Planned vs Actual Task Progress, to assess the Florida PALM Project's progress against the planned timeline and identify potential opportunities for improvement. Additionally, the Florida PALM IV&V Team reviews Florida PALM Project Decisions, Risks, and Issues, as these factors can affect the overall schedule and performance metrics.

#### *Schedule Performance Indicator*

The SPI in the Florida\_PALM\_Project\_ScheduleEOM.mpp file has remained consistent at 0.98 since January. 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 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 Project Schedule experienced an increase in delayed tasks during March. There were 55 delayed tasks reported for the month, a 52.9% increase from the end of February. The main categories contributing to these delays were:

- I-WP112 – End User Manual with 15 delayed tasks.
- D675 – Completion of Performance Testing with 14 delayed tasks.
- D667 – Dry Run #1 (Execute Conversion) with nine delayed tasks.

<sup>1</sup> 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.

The Florida PALM Project Management Team could consider implementing the following recommendations:

- Track patterns in delayed tasks, such as recurring issues within similar work types or owner groups. Use trend analysis to identify systemic problems needing management attention, rather than repeatedly addressing individual task delays. For example, tasks like I-WP112 – End User Manual and D675 – Completion of Performance Testing have been carried over since February, with the number of outstanding tasks remaining the same or increasing.
- Assess if delayed tasks need additional or specialized resources. Consider temporarily reallocating staff or increasing coverage to address bottlenecks and keep the schedule on track.

### *Planned vs Actual Progress*

The Florida PALM IV&V Team tracks Planned Versus Actual progress to determine how much schedule work is proceeding as expected. In March, of the 144 tasks (excluding summary tasks) scheduled to start or finish, 130 were on schedule, and 14 were behind. This resulted in a 90% progress rate, which is a decrease of 4% from February. The tasks that are behind fall into the following categories:

- Go-Live Dry Run 1 with eight tasks.
- UAT – Additional System Testing with one task.
- I-WP102 – Data Inventory with one task.
- Four Readiness Workplan tasks.

These tasks, while not on the Critical Path, will be carried over into the next month. Continued monitoring will help ensure that any accumulation of unfinished work is identified early and does not impact future schedule performance.

### *Decisions*

Florida PALM Project Decision, DE379 – Solution Design RICEFW and Schedule Task Updates, was submitted and approved in March. This decision outlines multiple updates and changes to RICEFW Items and the Florida PALM Project Schedule resulting from design changes, implementation decisions, and the removal of redundant elements within the Financials Wave. Key updates include:

- Resolving access requirements for CME007 and GLF001 forms through a unified solution.
- Updating outbound wage data Interfaces, specifically PRI008 and PRI063, by modifying existing interfaces and adding new ones.
- Developing new extensions and APIs to improve organizational security access and Payroll configuration capabilities.
- Eliminating several legacy transparency-related RICEFW Items, as they are now merged under GLI088.

### *Florida PALM Risks and Issues*

The Florida PALM Project Team did not log any new Risks or Issues in March.

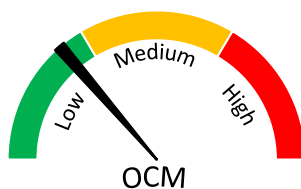
The risk rating for Florida PALM Project Risk #4 – Agencies' ability to fully participate and engage may affect their readiness has shifted from stable to increasing. The revised mitigation plan now includes reviewing Agency metrics and status reports to identify trends and potential difficulties. Tracking Agency participation in All Agency UAT supports Go Live readiness by providing objective evidence that users are actively testing critical business processes and identifying readiness gaps early, enabling targeted mitigation before deployment.

The Florida PALM IV&V Team met with the Florida PALM Project Management Team to discuss a recommended improvement to the Florida PALM Risks and Issues logs in Smartsheet. The Florida PALM Project Team holds biweekly CRAIDL meetings to discuss Florida PALM Project Risks and Issues, during which detailed notes on the status of Risks, Issues, and mitigation plans are recorded in the agendas, but the Recent Status field in the Risks and Issues log in Smartsheet is only updated to reflect major changes. To enhance transparency, the Florida PALM Project Management Team could either summarize the main discussion points from each CRAIDL meeting in the Recent Status field, or provide a reference to the CRAIDL meeting agenda, which contains comprehensive notes. This change would make it easier for stakeholders to track updates and stay informed.

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

### Florida PALM Organizational Change Management

#### Focus Area Indicator



Trend: No Change

#### Florida PALM Organizational Change Management Updates

The Florida PALM Agency Readiness Touchpoints were conducted again for March, while UAT Office Hours, Thursday Task Talks, and internal RDNS meetings continued. The Florida PALM IV&V Team held the Monthly OCM Touchpoint with the Florida PALM Agency Readiness and TED teams on 3/19/26 to discuss how All Agency UAT survey data can inform targeted OCM mitigation strategies. The Florida PALM Agency Readiness Team worked with Agencies to strengthen coordination and communication, boost awareness of Florida PALM resources, and enhance preparation for All Agency UAT, all of which is strongly encouraged by the Florida PALM IV&V Team.

The Florida PALM Agency Readiness Team disseminated multiple communications, including a new PALMcast, the Q3 Florida PALM Quarterly Newsletter, and emails. These communications direct Agencies and their leadership to important information, artifacts, training, and supporting materials to assist Agencies with All Agency UAT, including how to navigate the Florida PALM Knowledge Center, access UAT testing materials, troubleshoot, and find knowledge articles and process steps. The Florida PALM Agency Readiness Team also published multiple banners on the Florida PALM Homepage that direct Agencies to a UAT Checklist, announce UAT Office Hours that encourage participation, and include a link to the UAT Communication message board in the Florida PALM Knowledge Center.

The Florida PALM IV&V Team observed the following during March in response to the Florida PALM Agency Readiness Team's OCM efforts:

- The UAT Mid-Point Survey had a low response rate from Agency participants at the in-person guided support sessions, with some Agencies having no responses submitted. Prior to the Florida PALM UAT Office Hours scheduled on 3/24/26, approximately 100 responses had been received, representing 20% participation, which was lower than the Florida PALM Agency Readiness Team expected. After the Florida PALM Project Team highlighted this in the Florida PALM UAT Office Hours on 3/24/26, the response count for the Mid-Point Survey on SharePoint more than doubled.
- Agencies are not providing topics and questions in advance of the UAT Office Hours. The Florida PALM Agency Readiness Team also called attention to this during the UAT Office Hours on 3/24/26.
- According to responses from the Mid-Point Survey, 57% of respondents have not attended All Agency UAT Office Hour sessions.
- Agency SMEs do not always complete the required pre-requisite training prior to attending specific guided support sessions.
- The Florida PALM Agency Readiness Team is using survey data to shape communications for formal ESC and Advisory Council meetings, which then inform channels like Thursday Task Talks and Agency Readiness Touchpoints. The Florida PALM TED Team plans to use this data to monitor training and knowledge transfer.
- The Florida PALM Agency Readiness Team indicated they may soon conduct one-on-one interventions with Agencies struggling with readiness, resource challenges, or staff attrition.

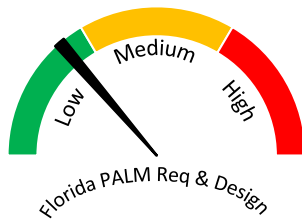
The Florida PALM Agency Readiness Team could consider implementing the following recommendations:

- Ensure Readiness Coordinators emphasize expectations regarding participation in UAT Office hours, such as submitting discussion topics in advance, and the importance of feedback for process improvement. Agencies should complete surveys to help the Florida PALM Team identify barriers, issues, and questions that will support ongoing enhancements.
- Share communication about the Agency Information Exchange Library, which offers extensive documentation to support both All Agency UAT and OCM activities. Resources include the Florida PALM UAT End-User Handbook, OCM Checklist for UAT and Go-Live, Change Management best practices, and insights from guided support sessions on lessons learned and tips from Agency testers.

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

## Florida PALM Requirements and Design

### Focus Area Indicator



Trend: No Change

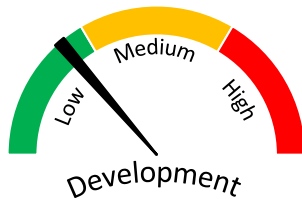
### Florida PALM Requirements and Design Updates

The FDs for the six Extensions added with Amendment 13 have been approved. Additionally, three more FDs were introduced with the approval of Florida PALM Decision 379 on 3/18/26 and are scheduled for completion by 5/11/26. These newly added FDs are not expected to impact All Agency UAT or the Florida PALM Project Schedule.

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

### Florida PALM Development

#### Focus Area Indicator



Trend: NA

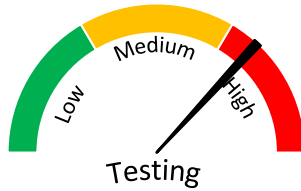
### Florida PALM Development Updates

Development for the six approved Extensions began two to three weeks later than planned because of delays in approving the FDs, but is still expected to finish on schedule by 4/27/26. For the three FDs associated with Florida PALM Decision 379, Development will begin on 5/12/26 after approval is received for the FDs, with a targeted completion date of 7/3/26.

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

## Florida PALM Testing

### Focus Area Indicator



Trend: No Change

### Florida PALM Testing Updates

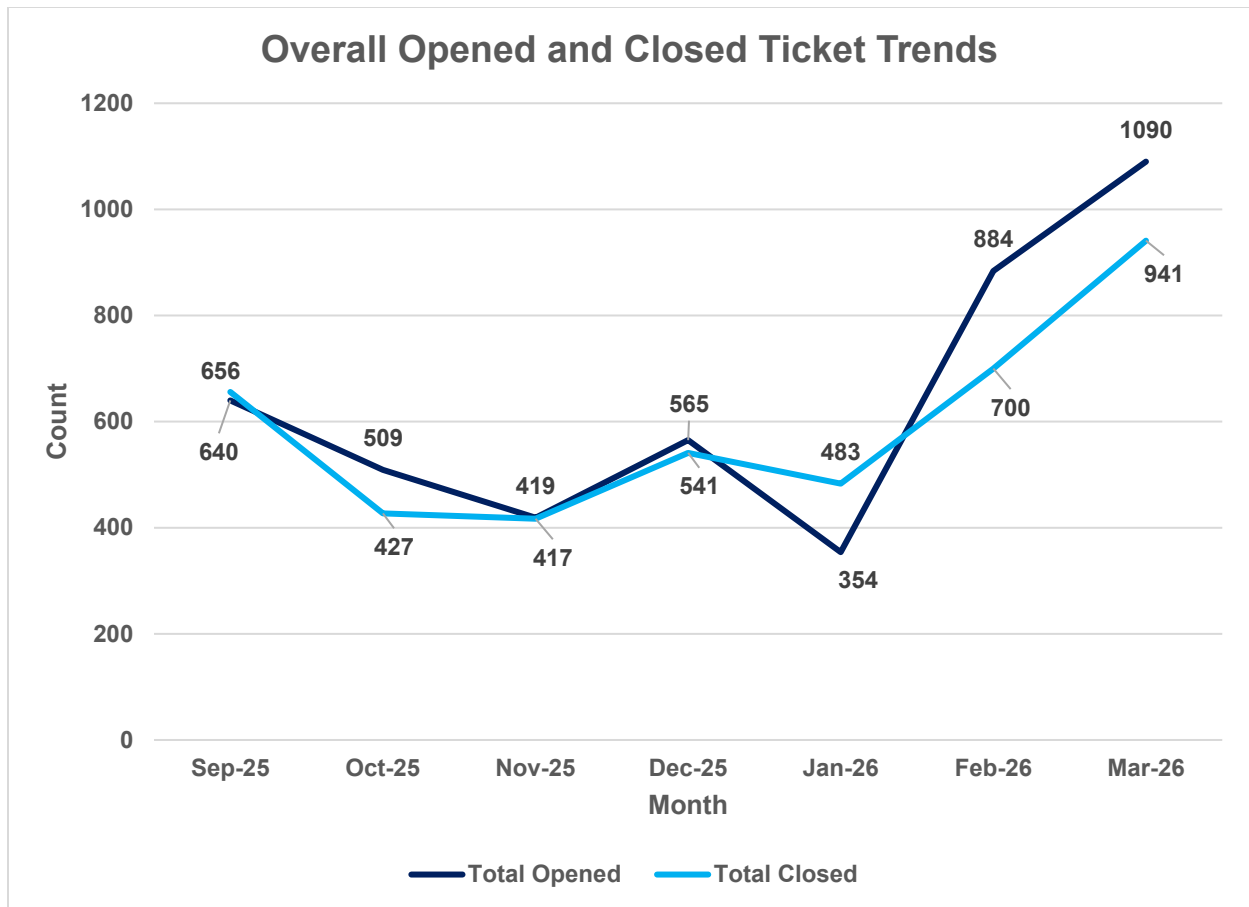
The Florida PALM Project Team provided support for All Agency UAT by conducting nine guided support sessions in March, during which Agency users were guided through online manual entry and spreadsheet upload processes (when applicable) within Florida PALM. Topics included:

- Biweekly and Monthly Processing Transactions Within & Across State Agencies.
- Working with Projects.
- Managing Customers & Receivables.

The Agency Known Issues and Enhancements list was migrated to Smartsheet, and the Florida PALM Project Team is providing daily updates on changes and open SNow tickets that could affect Agency testing. This ensures Agencies stay informed about any known issues during All Agency UAT.

#### *SNow Ticket Trends*

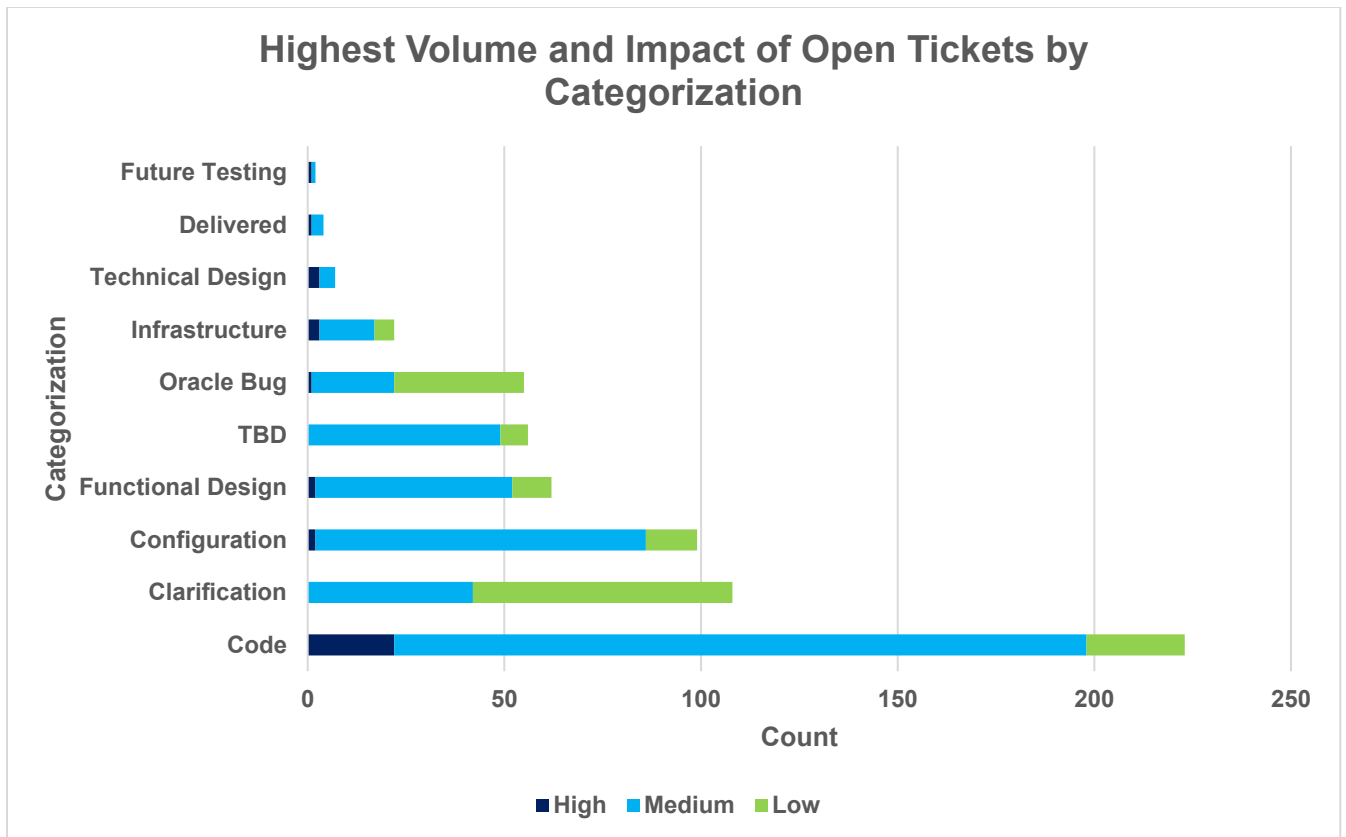
Approximately 1,090 new SNow tickets have been opened, while 941 were closed (excluding Monitoring Alerts and Agency Data Issues) as of 3/31/26. This represents a 23% increase in SNow tickets logged since February.



**Figure 2: Overall Opened and Closed Ticket Trends**

At the end of March, 863 tickets remained open in the backlog, representing a 20.4% increase from the previous month. This rise is expected as All Agency UAT for the Florida PALM Project continues, with business users now validating end-to-end processes using real operational scenarios and data. The increase was primarily driven by newly opened Medium and Low Impact SNow tickets.

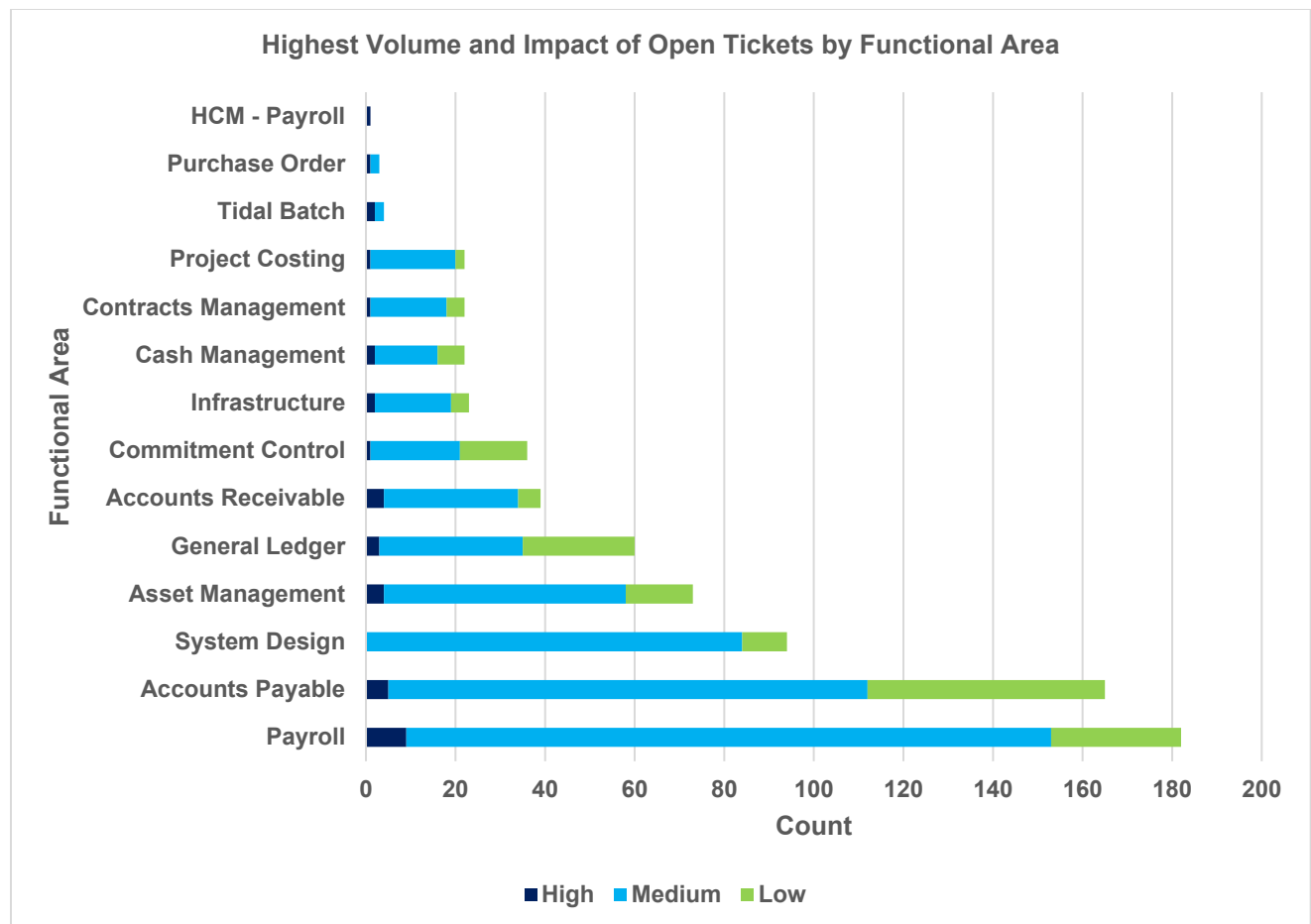
The Figure below shows a subset of open SNow tickets, focusing on the categories with the highest volumes and the tickets with the greatest impact in each category. Most open tickets within this subset are categorized as Code, Clarification, Configuration, and Functional Design, with Code defects being the most prevalent.



**Figure 3: Highest Volume and Impact of Open Tickets by Categorization**

High Impact SNow tickets account for approximately 4% of the backlog, and 37 new unique High Impact tickets were opened in March. Although it's not uncommon to see Code-related defects UAT for projects that are similar in size and complexity, the concentration of SNow tickets categorized as Code may indicate that further stabilization may be needed.

The Figure below represents a subset of open Tickets by functional area highlighting the highest-volume areas and highest-impact areas rather than the full population of 863 open Tickets (excluding SNow Monitoring Alerts/Events and Inbound data issues).



**Figure 4: Highest Volume and Impact of Open Tickets by Functional Area**

Payroll accounts for the largest number of open SNow tickets within this group, including 22 classified as High Impact. Unlike other functional areas in Florida PALM, Payroll encompasses an entire system of operations. If Payroll is excluded, most of the open ticket backlog is found in Accounts Payable, System Design, Asset Management, General Ledger, and Accounts Receivable. The distribution of High Impact tickets across these key functional areas indicates that essential operational and financial processes may still need remediation and validation. Although the number of High Impact tickets is not large, their presence in multiple areas indicates ongoing efforts to stabilize critical business processes.

*Ticket Triage Process*

The Florida PALM IV&V Team has observed improvements in the Ticket Management process, including consistent daily triage and more organized SNow report groupings. These improvements have optimized initial response times and helped triage staff organize tasks more efficiently. The Florida PALM IV&V Team has also observed that tickets often keep their original triage category, such as Code, Migration, Configuration, Design, or Clarification, until they are closed, even if this category doesn't match the final root cause. Although root cause codes are captured for analysis, they are used differently from the categorization field, which identifies the functional area of the issue.

Additionally, system issues are recorded as new SNow tickets each time, but this approach does not distinguish between issues discovered for the first time, often due to expanded data sets or

new business processes, and functional regressions, in which previously stable features fail. It is important to differentiate between problems caused by new data or business processes and those resulting from failures in established functionality. Tracking repeat issues enables better predictions of the system's reliability. While total ticket counts indicate the amount of work left, a declining regression rate reflects genuine system reliability and signals readiness for Go-Live. If recurring failures are not consistently linked to prior defect history, traceability may be lost, making it difficult to conduct a thorough root-cause analysis. This can lead to repeated, surface-level fixes instead of permanent solutions.

The Florida PALM Project Team could consider implementing the following recommendations:

- Enforce the process to update ticket categorization before closing tickets to align with the root cause. This will help improve metric accuracy and ensure alignment with the UAT Ticket Management Procedures and SNow ticket resolution processes.
- Establish a process to distinguish between new issues and recurring failures in areas that were previously functioning as expected. For recurring failures, link additional tickets to the original Test Script or ticket to highlight cases where earlier fixes did not hold. This data can be used to track the "Regression Rate" as a key metric for assessing build maturity and overall risk.

*Regression Event 2*

As indicated in Finding #32, the targeted completion date of 3/13/26 for Regression Event 2 was not met, and a new target date of 4/10/26 has been identified. The Table below shows the execution status for Regression Event 2 based on the ReTEXT.

**Table 3: Regression Testing Event 2 Execution Status**

Area	Original Planned	Deferred	Canceled	In-Scope	Executed	Pass	Fail	% Executed (From In-Scope)
All	33	0	3	30	24	17	7	80%
Asset Mgmt.	54	0	4	50	31	29	2	62%
Accounts Payable	26	2	3	21	7	6	1	33%
Accounts Receivable	54	0	1	53	39	39	0	74%
Cash Mgmt.	56	0	8	48	48	47	1	100%
Contract Mgmt.	6	0	2	4	4	4	0	100%
General Ledger	94	9	8	77	77	77	0	100%
Grants Mgmt.	11	0	0	11	11	9	2	100%
Inter/IntraUnit Transfer	60	0	1	59	54	54	0	92%

Area	Original Planned	Deferred	Canceled	In-Scope	Executed	Pass	Fail	% Executed (From In-Scope)
Commitment Control	27	4	2	21	21	21	0	100%
Project Costing	15	1	1	13	11	11	0	85%
Purchase Order	34	0	0	34	26	17	9	74%
Payroll System	59	34	18	7	2	2	0	29%
Total	529	50	51	428	355	333	22	83%

*Payroll Parallel Testing Cycle 1*

The targeted completion date of 3/30/26 for Payroll Parallel Testing for Bi-Weekly Cycle 1 was not met due to garnishment and Conversion issues. Approximately 68,000 records have been processed, achieving a 70% match rate. Initial analysis of the 30% mismatch rate indicates it may be primarily due to design changes, such as record splitting and mapping differences. The Florida PALM IV&V Team has not yet observed SNow tickets related to the garnishment issues, but analysis and comparison of the testing results are in progress.

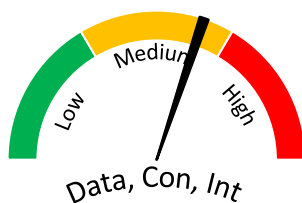
*Performance Testing*

A total of five High-priority and 2 Medium-priority SIRs were reported during Performance Testing Cycle 1, which was scheduled for completion by 2/27/26. As of 3/31/26, two High-priority and one Medium-priority SIRs remain unresolved. The open SIRs include clearing outdated data, resolving a database deadlock, and fixing problems with AP Payments not displaying. Performance Testing Cycle 2 Peak Load Testing is in progress, using the highest forecasted production load, and is set to finish by 5/29/26.

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

**Florida PALM Data, Conversion, and Interfaces**

**Focus Area Indicator**



Trend: No Change

**Florida PALM Data, Conversion, and Interface Updates**

**Data**

The Florida PALM Project Team has resolved approximately 75 DW/BI access request tickets, ensuring Agency testers receive the reporting access they need before the DW/BI workshops start on 4/28/26. Supporting materials for these workshops have also been published. Additionally, the Florida PALM Project Team continues to work on Self-Service reporting updates and performance tuning for the nightly data uploads. The Table below shows the number of DW/BI tickets by impact and status.

**Table 4: DW/BI Tickets by Impact and Status**

Impact	Closed	Open	Resolved (Ready for Retest)	Awaiting Info	Total
High	0	0	0	1	1
Medium	113	18	7	3	141
Low	9	6	0	0	15
Total	122	24	7	4	157

**Conversion**

Go-Live Dry Run 1 experienced a slow start in February as early efforts focused on processing APC001 and GMC001. Progress ramped up during the latter half of March, as shown in the Table below.

**Table 5: Conversion Files Completed Over Time**

Stage	% of Files Completed per Stage						
	2/16/26	2/23/26	3/2/26	3/9/26	3/16/26	3/23/26	3/30/26
Data Files Received From State	4.17%	6.25%	6.25%	6.25%	20.83%	85.42%	87.50%
Loaded to Staging Tables	2.08%	6.25%	6.25%	6.25%	20.83%	58.33%	81.25%
Loaded to Target Tables	2.08%	6.25%	6.25%	6.25%	18.75%	58.33%	85.42%
DVR Validation	2.08%	2.08%	6.25%	6.25%	14.58%	35.42%	70.83%
State ETL Team Conversion and Documentation Validation	0.00%	0.00%	6.25%	6.25%	6.25%	31.25%	60.42%

If the pace of execution observed during the last two weeks of March continues, Go-Live Dry Run 1 is projected to finish by 4/13/26, three days later than the original target of 4/8/26.

Most completed Conversions have achieved a success rate above 95%, except for the Project file (PCC001), Grants Catchup file (GMC001), and PRC005 file for Highline. The Table below shows the Conversion load rates for each file.

**Table 6: Conversion Files Load Percentages**

Work Unit	Description	Dry Run 1 Load % per file	Mock Conv 4 Load % per file
APC001	Agency (Small)	100.00%	100.00%
APC001	Agency (Main)	99.96%	99.90%
APC001	Agency (Main Catchup)	97.91%	98.43%
ARC001	Agency (1)	100.00%	100.00%

Work Unit	Description	Dry Run 1 Load % per file	Mock Conv 4 Load % per file
CTC001	Contracts	97.57%	93.96%
KKC001	Budgets	99.98%	100.00%
PCC001	Projects	90.85%	97.86%
GMC001	Grants	97.13%	87.93%
GMC001	Grants Catchup	85.55%	48.26%
AMC001	Assets and Property	97.63%	98.45%
ARC002	Open Accounts Receivable	100.00%	99.99%
PCC002	Project Life-to-Date Balances	100.00%	100.00%
POC001	FLAIR Open Encumbrances	99.28%	94.64%
POC001	MFMP Open Encumbrances	99.12%	98.02%
PRC018	PF - Job Code	100.00%	100.00%
PRC018	Highline - Job Code	100.00%	100.00%
PRC008	PF - Position	100.00%	100.00%
PRC008	Highline - Position	100.00%	98.19%
PRC005	PF - Personal Data and Privacy	100.00%	100.00%
PRC005	Highline - Personal Data and Privacy	87.84%	87.96%
PRC005	Agency - Personal Data and Privacy	99.78%	99.71%
PRC006	PF - Job and Payroll Data	99.99%	99.99%
PRC006	Highline - Job and Payroll Data	99.67%	98.92%
PRC006	Agency - Job and Payroll Data	99.98%	99.91%
PRC001	W-4 Data and Lock in Letter	99.98%	99.99%
PRC002	Employee ACH Information	99.98%	99.99%
PRC010	PF - Retirement Benefit Data	99.98%	99.89%
PRC010	Highline - Retirement Benefit Data	95.72%	98.06%
PRC003	Employee Payroll Balance – Check YTD	99.98%	99.96%
PRC003	Employee Payroll Balance – Deductions	99.98%	99.99%
PRC003	Employee Payroll Balance – Earnings	99.99%	99.97%
PRC003	Employee Payroll Balance – Taxes	99.98%	99.97%
PRC021	W2_AMT	97.55%	97.52%
PRC021	W2_DATA	97.26%	97.23%
PRC021	W2_EE	97.26%	97.23%
PRC021	W2C_AMT	99.73%	99.68%
PRC021	W2C_DATA	99.41%	99.40%
API127	Inbound Retiree Supplier Load	100.00%	99.89%

The success rate for GLC001 is not yet available because it had a significant number of records fallout during Mock Conversion 4, and data cleansing for it was not completed by all Agencies prior to the start of Go-Live Dry Run 1.

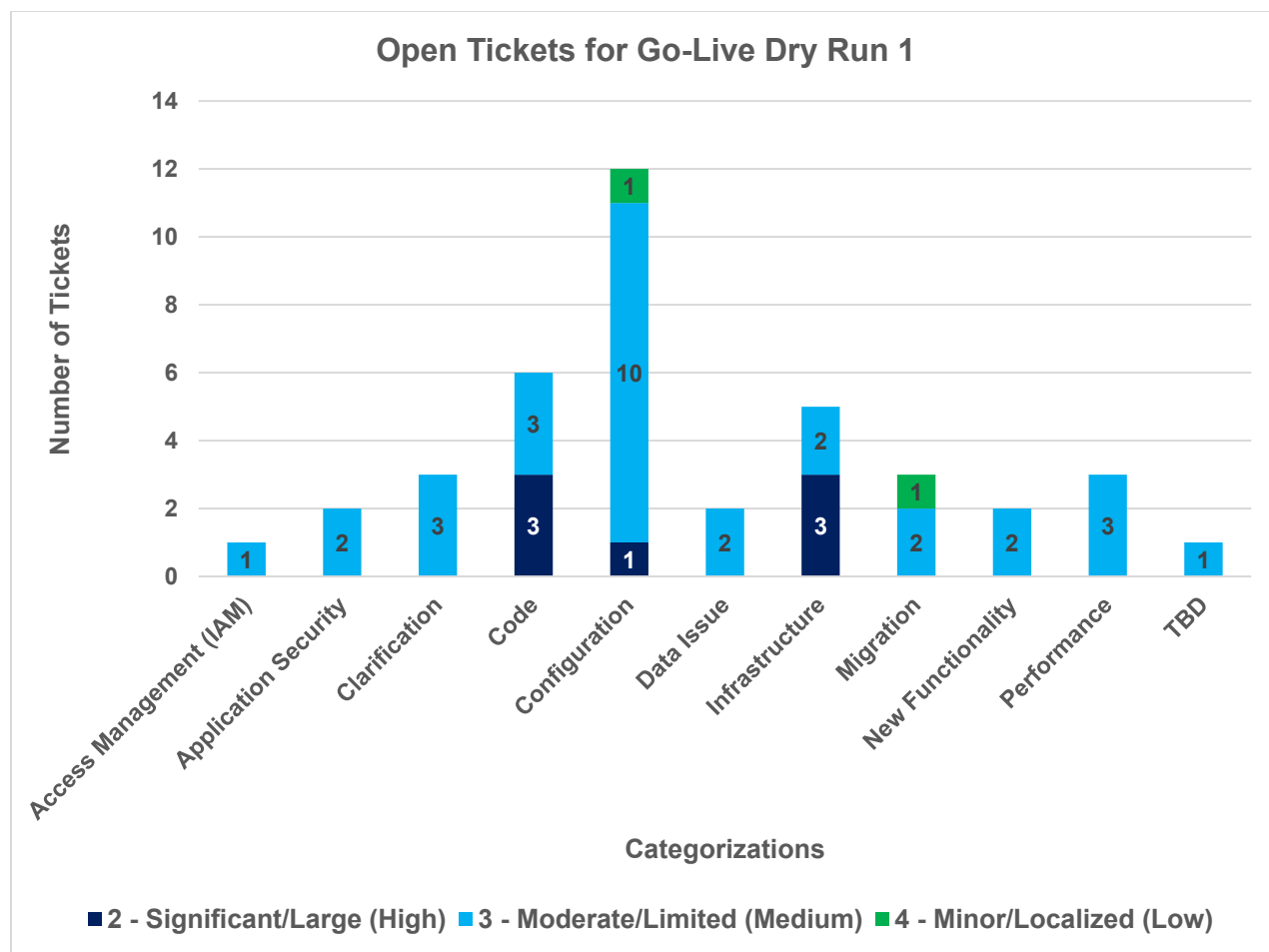
The run times for Go-Live Dry Run 1 vary based on the size and complexity of each transformation process. For Conversion files completed as of 3/31/26, the shortest run time to both the Staging Tables and Target Tables is less than one minute, while the longest is 17 hours and 34 minutes. If all Conversion files were executed one after another, the total combined run time would be 86

hours and 27 minutes. It is important to note that this combined run time will likely grow as it does not include Conversion files that have not yet been processed. Given the projected cutover window is from mid-December to early January, the current run times are not expected to impact the overall cutover schedule. The Table below provides the run times for each Conversion file.

**Table 7: Conversion Files Run Times**

Conversion Items	Run Time to Staging	Run Time to Target	Total Time
APC001 - Suppliers - Delta Load	00:01:57	00:04:14	00:06:11
APC001 - Suppliers - Main File	01:00:25	03:12:25	04:12:50
APC001 - Suppliers - Small File	00:00:19	00:00:48	00:01:07
ARC001 - Customers	00:58:13	00:00:59	00:59:12
ARC002 - Open Accounts Receivable	01:13:19	06:58:55	08:12:14
CTC001 - Contracts (for Accounting Purposes)	01:41:39	01:23:35	03:05:14
GMC001 - Grants (for Accounting Purposes) - Delta Load	00:00:44	00:00:14	00:00:58
KKC001 - Budgets	00:14:29	00:17:45	00:32:14
PRC005 - Personal Data and Privacy Indicators	2:07:00	15:27:00	17:34:00
PRC008 - Position Data	0:02:41	3:47:45	3:50:26
PRC010 - Retirement Benefit Data	3:32:04	5:29:10	9:01:14
PRC018 – Job code Conversion	0:01:45	0:28:02	0:29:47
PRC005 - Personal Data and Privacy Indicators	0:00:43	0:02:16	0:02:59
PRC008 - Position Data	0:00:30	0:03:12	0:03:42
PRC010 - Retirement Benefit Data	0:02:44	0:06:48	0:09:32
PRC018 – Job code Conversion	0:00:14	0:00:44	0:00:58
PRC001 - W-4 Data and Lock-In-Letter Data	1:20:35	10:44:33	12:05:08
PRC002 - Employee ACH Information	0:06:30	3:42:18	3:48:48
PRC005 - Personal Data and Privacy Indicators	0:00:44	1:05:34	1:06:18
W2 Employee (W2_EE)	3:48:33	0:49:56	4:38:29
W2 Data (W2_DATA)	3:25:53	0:49:39	4:15:32
W2 Amounts (W2_AMT)	2:59:13	0:49:12	3:48:25
W2C Data (W2C_DATA)	0:01:08	0:47:41	0:48:49
W2C Amounts (W2C_AMT)	0:00:43	0:47:40	0:48:23
API127 - FRS Inbound Employee Supplier load	0:54:50	5:49:44	6:44:34
Total	23:36:55	62:50:09	86:27:04

As of 3/31/26, there were 41 open SNow tickets related to Go-Live Dry Run 1. Most of the tickets are related to configuration, which can be mitigated in future Go-Live Dry Runs. The Figure below shows the breakdown of the tickets by Category and Impact.



**Figure 5: Dry Run Tickets**

Most Go-Live Dry Run 1 tickets have been identified in the last few weeks. Seven are High Impact, indicating critical defects that must be addressed before Go-Live Dry Run 1 can be successfully completed. Florida PALM IV&V will continue to analyze tickets and results as additional Conversion files are run.

*Interfaces*

Interface Testing Cycle 2 for D663 is mostly complete, with 466 of 468 in-scope Interfaces executed and one Interface not yet started. Of the executed Interfaces, 460 have achieved a status of Passed – State Review Complete, while five Interfaces are under review, five are having partners retest to resolve data issues, and one is in a failed status. Remaining efforts are focused on completing outstanding reviews, resolving data issues, and completing Interfaces that have not yet achieved Passed – State Review Complete.

Across combined WP441 and AWE Interfaces, actual execution does not align with planned execution starts. Forty-two Interfaces have not yet started, indicating that planned execution has not been realized across a portion of the scope. Among the Interfaces that have started, 27 have achieved a status of Passed – State Review Complete, while 14 are in progress, in review, or in resolution, including those resolving data issues or in failed status. This reflects that execution activity is occurring for a subset of Interfaces, but many have not yet progressed to Passed – State Review Complete.

As of 3/31/26, there were 39 open SNow tickets for Interface testing. One is a High-priority, 33 are Medium-priority, and five are Low-priority. The High-priority ticket is related to a failure in the Outbound batch process for Accounts Payable. Resolution efforts are focused on making necessary code and configuration changes based on input from the Florida PALM Project Team and affected Agency business requirements.

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

### **Florida PALM Implementation Readiness**

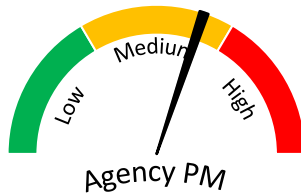
#### **Florida PALM Implementation Readiness Updates**

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

# Florida PALM Agency Focus Area Updates

## Agency Project Management

### Focus Area Indicator



Trend: No Change

### Agency Project Management Updates

One RW Task with a Direct Impact, 579 – Complete Data Cleansing based on Mock Conversion 4, was scheduled for completion by 3/13/26. As of 3/31/26, 27 Agencies had been Verified as Complete by the Florida PALM Project Team, two Agencies had started, and one Agency was at 50% completion.

**Table 8: RW Direct Impact Tasks**

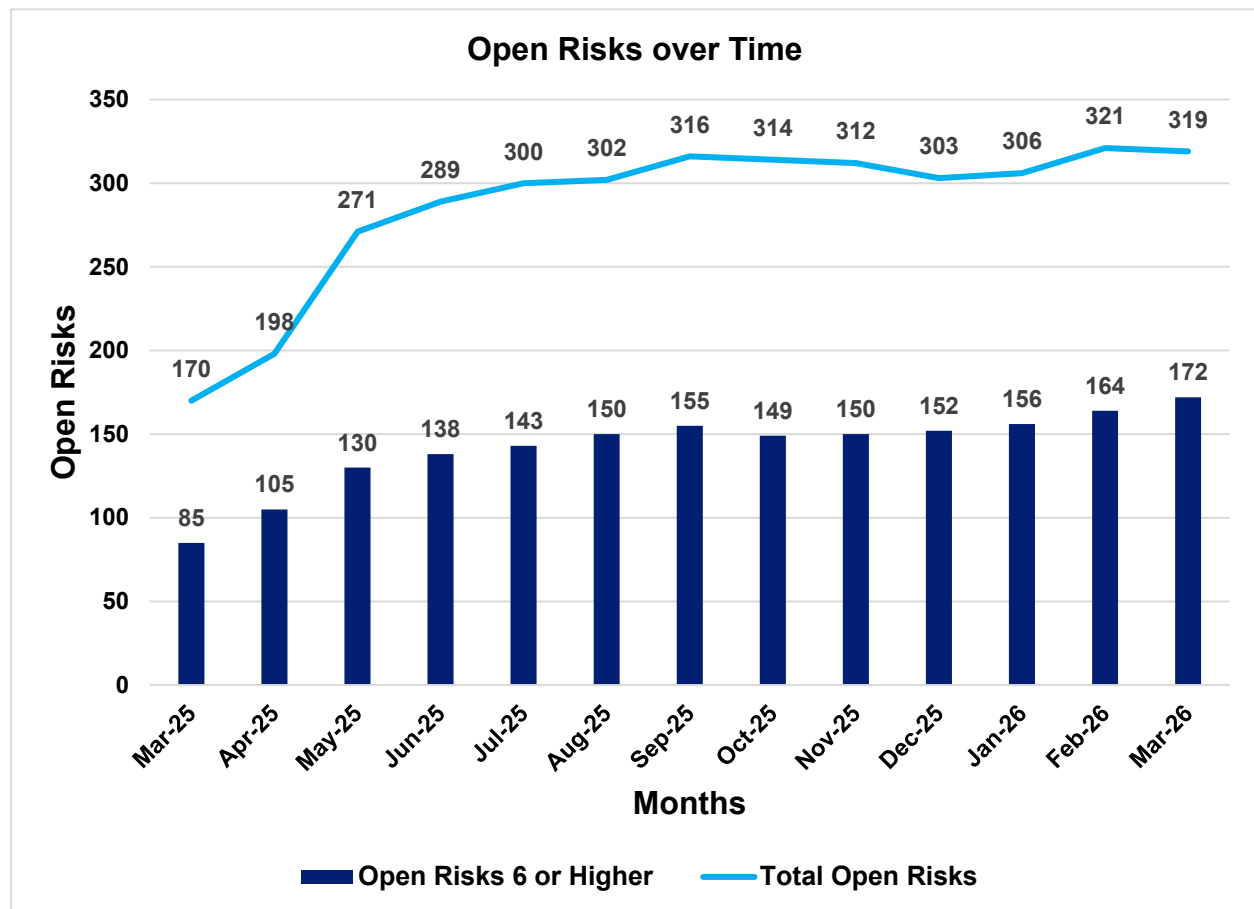
RW Task	Start	Finish	Number of Agencies per Status					Verified as Complete
			0%	25%	50%	75%	100%	
597 – Complete Data Cleansing Based on Mock Conversion 4	1/12/26	3/13/26	2	0	1	0	32	27

Data that was not cleansed by the due date may affect the load success rate for Go-Live Dry Run 1. Additional details regarding Agency data cleansing efforts can be found in the Agency Data, Conversion, and Interfaces Focus Area.

The Florida PALM IV&V Team observed the addition of 17 new Tasks to the RW to assist Agencies in tracking and managing activities in alignment with the Florida PALM Project Schedule. These Tasks cover areas such as maintaining the Configuration & Conversion and Role Mapping worksheets. The inclusion of these Tasks was prompted by Agencies' requests to support ongoing management of activities related to processes dependent on the Florida PALM Project.

### Agency 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. The Figure below illustrates the trend of open Risks over time.



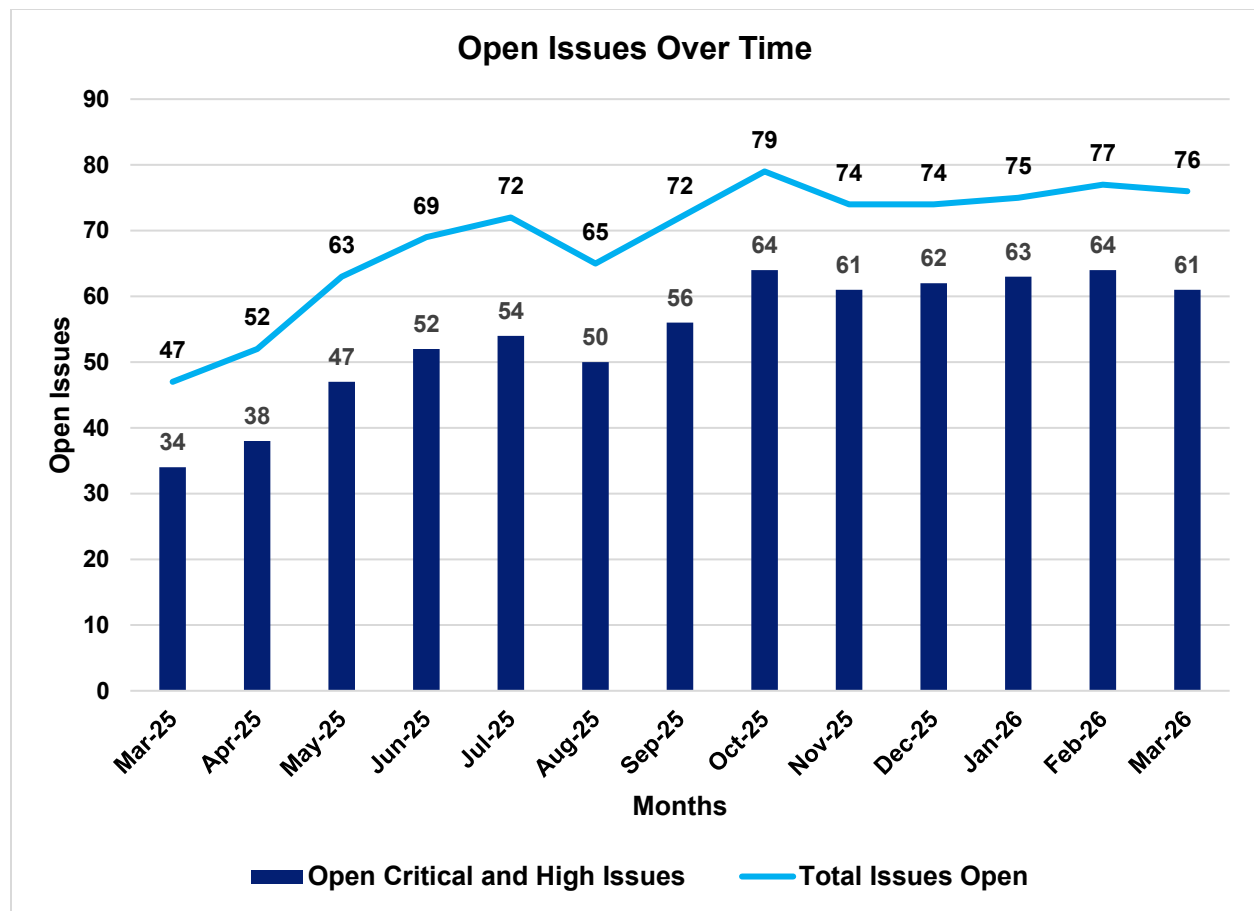
**Figure 6: Open Risks Trend**

While Agencies review their current Risks at least every other month, the following observations have been made:

- 23 Agencies have not identified any new Risks in the past 3 months.
- Of these, 13 Agencies have not identified a new Risk in the past 6 months.

Given that risks are inherent to any project, no documented evidence of new risks within this time frame may indicate that these Agencies are not practicing robust risk management processes, which could hinder their ability to mitigate risks effectively

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 7: Open Issues Trend**

The Florida PALM IV&V Team analyzed the types of new Risks and Issues that have been identified over the last three months. Most of the newly identified Risks and Issues are related to All Agency UAT, Interface Testing delays, staff availability, or Deployment/Cutover timeframes. The Table below shows the count of new Risks and Issues by category.

**Table 9: Newly Identified Risks and Issues by Category**

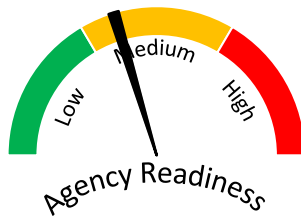
Category	Issues			Risks		Total
	Critical	High	Low	6 or Higher	Less Than 6	
User Acceptance Testing	0	1	0	11	5	17
Interface (Testing Delays)	0	2	1	4	3	10
Staffing/Resource Availability	0	3	2	4	0	9
Deployment/Cutover	0	0	0	7	1	8
Conversion/Configuration	0	0	2	2	1	5
Training	0	0	0	2	0	2
Business Process Change	0	0	0	0	1	1

Category	Issues			Risks		Total
	Critical	High	Low	6 or Higher	Less Than 6	
Agency Business System (Remediation/Testing)	0	0	0	0	1	1
Role Mapping	0	0	0	1	0	1
<b>Total</b>	<b>0</b>	<b>6</b>	<b>5</b>	<b>31</b>	<b>12</b>	<b>54</b>

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

### Florida PALM Agency Readiness

#### Focus Area Indicator



Trend: No Change

#### Florida PALM Agency Readiness Updates

##### Prerequisite Training

Many Agencies have started testing with a small group of SMEs and plan to gradually involve more users. Although all users are expected to complete prerequisite training before joining guided support sessions and participating in testing, training completion was not required for initial user provisioning. An additional course was recently added to the All End-User training path, causing users who previously completed the path to now appear incomplete. The Florida PALM IV&V Team has updated its metrics and analysis to reflect these changes and provide an accurate assessment of prerequisite training. The Table below shows the SME training completion rate for March and tracks the month-to-month trend.

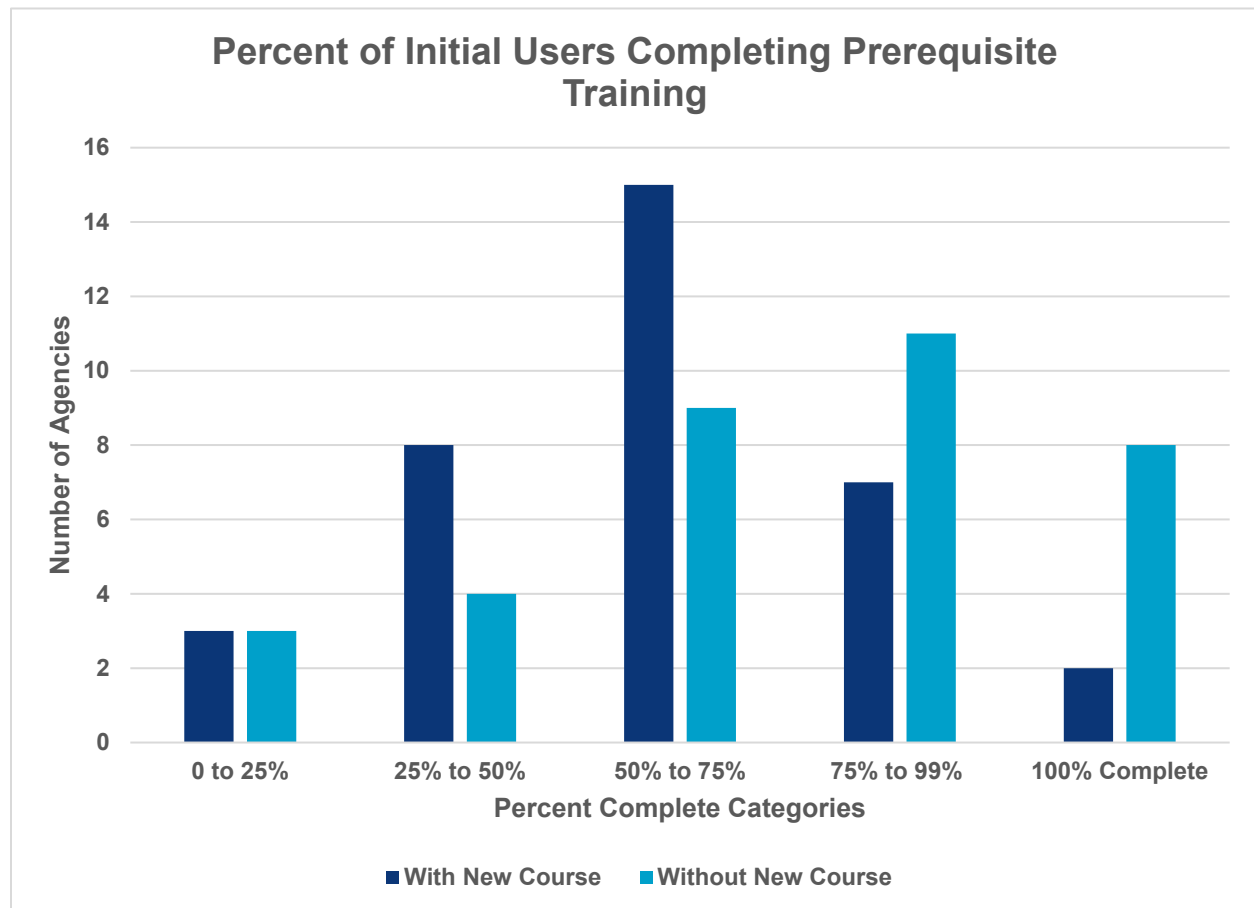
**Table 10: Percent Complete of Assigned Prerequisite Training by SMEs**

	February EOM	March EOM	Variance from February
Number of SMEs	609	599	-10
Total Assigned Prerequisite Training	2936	2929	-7
Total Training Complete	2247	2317*	70
% Complete	76.50%	79.1%*	2.6%

\*Total trainings completed, excluding new All End-User training course.

The Florida PALM IV&V Team observed a 2.6% increase in the number of users who had completed training. The relatively small increase in reported completion, combined with declining weekly averages, suggests one or more of the following may be occurring:

- Efforts to complete training are not keeping pace with All Agency UAT demands.
- Completion of training is being deprioritized in favor of active testing or operational responsibilities.
- Training data is not being updated consistently or in a timely manner in Smartsheet, limiting visibility into actual readiness levels.



**Figure 8: Percent of Provisioned Users Completing Prerequisite Training**

The Table below shows the average weekly completion rate for provisioned users and provides a projected timeline for when all users who are expected to participate in testing will complete their training.

**Table 11: Projected Prerequisite Training Completion Timeline**

	Percent Over Time Completion		Variance
	As 3/31/26	As of 2/28/26	
Average Completion Per Week (Provisioned Users)	3.25%	3.72%	-0.47%
Projected Completion	6/3/26	5/14/26	+15 Days

Percent Over Time Completion			
	As 3/31/26	As of 2/28/26	Variance
Average Completion Per Week (All Users)	2.79%	3.11%	-0.32%
Projected Completion	7/4/26	6/15/26	+15 Days

Although training completion continues to progress, the decline in the weekly training completion rate has pushed projected finish dates back by 15 business days for both provisioned users and all users. Provisioned users’ average weekly completion rate dropped from 3.72% to 3.25%, moving the expected completion date from 5/14/26 to 6/4/26. Although these users already have system access, delayed training increases the risk of testing without sufficient preparation, leading to more tickets (particularly for Clarifications), slower testing, and greater dependence on support for basic tasks or roles.

To mitigate risks associated with delayed prerequisite training completion and declining completion rates, the Agencies could consider the following recommendations:

- Emphasize the importance of completing prerequisite training to users before starting testing activities. Prerequisite training completion should be viewed by users as essential for readiness, not just a simultaneous activity.
- Clearly designate responsibility for tracking training completion and maintaining Smartsheet records.
- Evaluate completion rates by role, function, or division to identify individuals or groups with consistently low progress.

### *Agency-Specific Training*

Many end-users are currently undergoing Agency-specific training, with most Agencies depending on a small group of SMEs to guide participation and comprehension. As All Agency UAT progresses and processes become more defined, Agencies’ training materials and schedules are being revised. While live support options, including guided support sessions and office hours, have proven helpful in clarifying system functionality and addressing questions, Agencies have cited in Florida PALM IV&V Touchpoints that competing operational demands and limited staffing restrict the time available for formal training.

Agencies could consider implementing the following recommendations:

- Define and track minimum training completion targets by role, including criteria for demonstrating readiness prior to Go-Live.
- Document primary and backup coverage for critical roles and processes.
- Establish a cadence for updating training materials (versioning and a single source of truth) aligned with business processes and role mapping.
- Formalize internal interactive support sessions (office hours/guided labs) and capture recurring issues to inform job aids and targeted refresher training.

### *Business Process Re-Engineering*

The Florida PALM IV&V Team observed that successful Business Process Re-Engineering (BPR) depends less on technical skills and more on strong governance, clear ownership, and early definition of the future state. Florida PALM IV&V Touchpoints with Agencies revealed challenges when upstream and downstream impacts are not clearly defined, especially for processes that

cross multiple Agencies or partners. Agencies that have begun All Agency UAT without a finalized future-state workflow often face more rework, clarification requests, and lower testing efficiency.

BPR results must be closely connected to organizational change management, training, and role design efforts. If redesigned processes are not reflected in role expectations, training materials, and job aids, readiness for adoption may be limited. When BPR outputs and training plans are not aligned promptly, it can create risks for downstream readiness.

Agencies could consider implementing the following recommendations:

- Appoint specific process owners with the authority to make end-to-end BPR decisions. This helps resolve cross-functional issues efficiently and prevents delays during testing. When ownership is unclear, Agencies often face setbacks in role design, approval workflows, and SOD decisions.
- Treat BPR as a fundamental process activity, not just a security or access configuration task. Industry best practices recommend identifying and addressing SOD conflicts during process redesign, with clear mitigation strategies, rather than postponing resolution to later testing phases.
- Establish governance, metrics, and feedback mechanisms that connect process quality to readiness indicators. Systematically reviewing All Agency UAT feedback, defect patterns, and clarification requests can serve as early signals of process maturity and potential adoption risks.

### *Cross Agency Impediments*

During the Florida PALM IV&V Touchpoint discussions, several recurring readiness challenges were identified across multiple Agencies that could impact training, All Agency UAT, and overall confidence. Agencies face difficulties allocating sufficient time to training, testing, and readiness activities due to competing priorities and limited staffing. Reliance on a small group of SMEs poses risks to continuity and sustainability, while inconsistent role mapping and unclear guidance on access, responsibilities, and training requirements create confusion.

Agencies could consider implementing the following recommendations:

- Document strategies to address the concentration of subject matter expertise, such as cross-training staff, assigning backup roles, and creating knowledge-transfer materials like job aids and walkthrough recordings.
- Enhance governance of role assignments and access management by establishing authoritative documentation, controlling changes effectively, and setting issue resolution timelines to minimize rework and prevent late-stage access problems.
- Treat ongoing dependencies on Enterprise Partners as explicit readiness risks. Assign owners, set due dates, and define escalation procedures to reduce uncertainty and avoid schedule delays.

### *Agency Organizational Change Management*

Agency-level OCM execution is a key component for improving testing quality and end-user readiness through the duration of the Florida PALM Project. Differences in how prepared Agencies are for change continues to present a potential challenge if not addressed proactively, but internal Agency communications have improved since the start of All Agency UAT. Surveys for the guided support sessions in February and March have shown an increase in the number of SMEs feeling prepared for them. This coincides with an increase in clearly communicated

expectations from Agency leadership regarding All Agency UAT, though part of this change may also be attributable to increased exposure to Florida PALM.

Using UAT not only to explore the system but also to validate Agency business processes, refine training plans, and strengthen end-user buy-in is an important part of the change journey that is not yet fully realized. Florida PALM TED Team and peer resources, including checklists, templates, and guides, are being produced to help Agencies adopt these practices. The Agency-hosted OCM/Training Workshop: Training Basics on 3/24/26 gave CCN members an overview of effective training methods and offered steps to improve preparedness.

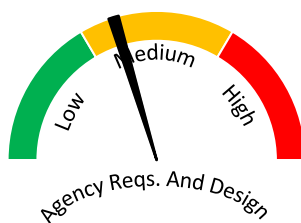
Agencies should strengthen their internal OCM roles by integrating them with testing, Interface, and Conversion activities, rather than treating them as separate initiatives. Agency leadership should set clear expectations for what constitutes success. To achieve this, Agencies could consider implementing the following recommendations:

- Provide controlled early Florida PALM access to a broader group of end users, not just SMEs. This allows Agencies to assess readiness for adoption over time and helps clarify roles and workflows.
- Encourage active participation in feedback mechanisms such as guided support session surveys, Florida PALM Office Hours, internal communication forums, and other channels to gather input and improve processes.
- Explore the Agency Information Exchange Library, which contains a plethora of documentation to assist with All Agency UAT and OCM activities, including the Florida PALM UAT End User Handbook, OCM Checklist for UAT and Go-Live, Change Management best practices, and In-Person Session Tips about lessons learned from guided support session attendees.

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

### Agency Requirements and Design

#### Focus Area Indicator

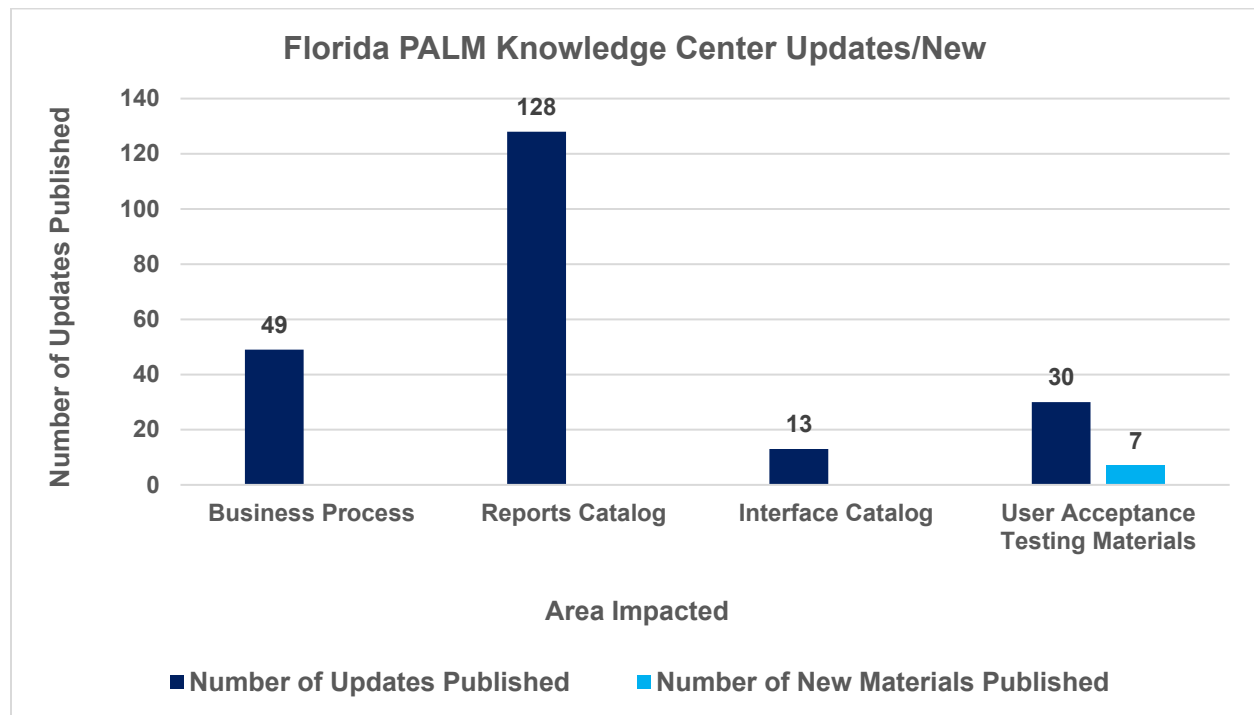


Trend: No Change

#### Agency Requirements and Design Updates

The Florida PALM IV&V Team observed 227 updates to the Florida PALM Knowledge Center, resulting in a 55% increase from February. Most changes improved existing documentation, while seven new articles about All Agency UAT were added. March updates to the Florida PALM Knowledge Center focus on improving documentation rather than changing scope. Key risks at this stage include how well end users understand the updates, how they interpret configuration details, and whether their roles are clearly defined. If Agencies do not communicate these

changes effectively to their end users, it may cause problems with Agency role mapping, training accuracy, and validating SOD.



**Figure 9: Florida PALM Knowledge Center Updates**

The majority of updates removed columns from Florida PALM RECORD.FIELD mappings in report layouts. This change impacted Accounts Payable (AP), Accounts Receivable (AR), Asset Management (AM), Cash Management (CM), and General Ledger (GL) modules. Agencies should update data-extraction processes that rely on these columns to avoid failures or incomplete results.

Role-related updates included changes to Role Functions, Learning Paths, and Conflict with Other Roles Tables. Agencies should review role assignments and SOD matrices to ensure compliance with internal controls. These changes affected AM, AR, CM, GL, Grants Management (GM), Contracts Management (CT), Commitment Control (KK), and InterUnit Transactions (IU) modules.

Agencies could consider implementing the following recommendations:

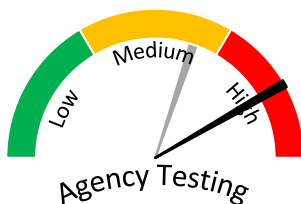
- Review the updated Report Catalog articles, focusing on General Ledger (GL), Payroll, Commitment Control (KK), and Inter-Unit (IU) sections.
- Add new articles and updated screenshots to training materials as appropriate.
- Perform a user role-assignment audit, referencing the latest documentation to ensure accuracy.
- Use the spreadsheet upload templates directly from the Florida PALM Knowledge Center, rather than downloading and saving copies, to ensure users are working with the most up-to-date versions.
- Confirm that auto-assigned GL Reporter and GL Reviewer roles for IU are consistent with access-control policies.
- Revise internal procedures to account for the addition of the Agency AM Sensitive Asset Processor role.

- Review and update SOD conflict matrices as necessary.

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

### Agency Testing

#### Focus Area Indicator



Trend: Worsening

#### Agency Testing Updates

The Florida PALM IV&V Team reviewed Agencies’ test execution metrics, system login data, guided support session attendance, and qualitative feedback gathered to assess testing progress. As documented in Finding #35, Agency-reported testing progress was limited, with multiple Agencies citing ongoing structural and capacity issues, such as competing workloads, concurrent Interface testing, data cleansing, and reliance on a few SMEs for the bulk of testing and training. Discrepancies in Agency role mapping required some users to resolve access issues before they could start testing.

#### UAT Test Execution Coverage

The Florida PALM IV&V Team tracked whether each User Story in scope for All Agency UAT has been executed at least once, assessing the breadth of coverage across Agencies. The Table below shows how Agencies are distributed across coverage tiers.

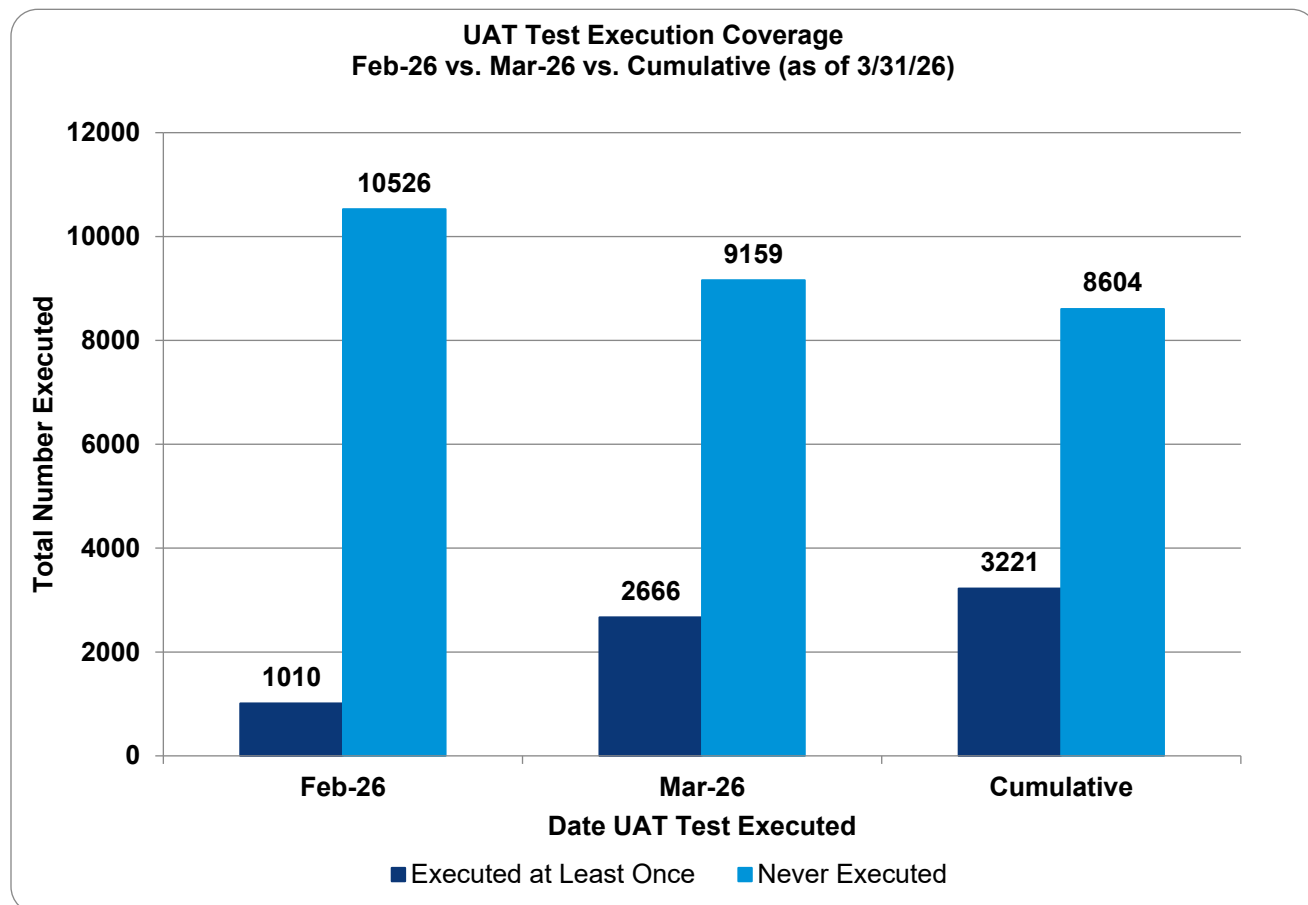
**Table 12: Agency Execution Coverage Distribution for February and March**

Coverage Tier	Feb-26	Feb-26	Mar-26	Mar-26	Change
	# of Agencies	% of Agencies	# of Agencies	% of Agencies	# of Agencies
0% (Never Executed)	13	37.1%	2	5.7%	-11
1% to 25%	13	37.1%	15	42.9%	+2
26% to 50%	6	17.1%	11	31.4%	+5
51% to 75%	3	8.6%	6	17.1%	+3
76% to 99%	0	0.0%	0	0.0%	No Change
100% (Fully Executed)	0	0.0%	1	2.9%	+1
Total	35	100%	35	100%	N/A

Execution coverage expanded from 8.76% in February to 22.55% in March. Agencies with incomplete Interface Tests for Interface Testing Cycle 2 may face constraints on the breadth of

User Stories they can validate, as some business processes are dependent on the availability of Interface files for Interface Testing Cycle 3 in the UAT environment.

The Florida PALM IV&V Team will monitor whether coverage continues to expand in April, particularly for the two Agencies that recorded zero execution as of 3/31/26. The Figure below illustrates the monthly and cumulative trends for test execution coverage.



**Figure 10: UAT Test Execution Coverage Cumulative and Monthly Trends**

*Performance Ratings for Agency Test Cases*

As part of All Agency UAT, Agencies assign performance ratings to executed test cases to indicate whether system behavior met expectations. As defined by the Cycle 3 Interface Full Integration Testing Worksheet Supplemental Document, the available rating categories are:

- Above Expectations if testing of the Interface has been successful and exceeded Agency expectations, with little to no room for improvement.
- Satisfactory if testing of the Interface was executed as planned. There may still be room for process improvements, minor remediations, and/or training opportunities.
- Inadequate if testing did not go as well as expected, and many improvements are required.

The Table below summarizes the overall performance rating totals for March. Where performance has been rated Inadequate, the Agencies provide comments to explain their reasoning. Common reasons for an Inadequate rating include system errors (such as SNow tickets), insufficient data, the need to retest, or reports not fulfilling expected business requirements.

**Table 13: UAT Test Performance Rating Summary**

Metric	Above Expectations	Satisfactory	Inadequate	Total Rated
Count	22	2,494	87	2,603
% of Rated Tests	0.8%	95.8%	3.3%	100%

*Agency System Logins*

The Florida PALM IV&V Team reviewed system login metrics to assess Agency engagement in the UAT environment. Login hours are categorized into guided support session hours (time spent in facilitated sessions with the Florida PALM Project Team) and independent testing hours (time Agencies spent testing on their own outside of scheduled sessions).

**Table 14: UAT System Login Hours Summary**

Category	February	March
Guided Support Session Hours	3,034.3	1,861.0
Independent Testing Hours	5,231.8	5,679.4
Total UAT Login Hours	8,266.1	7,540.3

Login activity stayed fairly consistent from month to month. Although guided support session hours went down due to fewer sessions scheduled in March, independent testing hours increased. This suggests that Agencies continued to use the UAT environment independently, outside the scheduled support sessions.

*All Agency UAT Participation and End User Coverage*

The Florida PALM IV&V Team reviewed user participation relative to both the initial end-user load and each Agency’s total end-user population. Agencies approached the initial end-user load differently, with some choosing to load only a subset of SMEs to begin testing while others loaded their full end-user population from the outset. Participation rates, therefore, reflect both actual engagement levels and each Agency’s individual loading strategy.

Although most of the initially loaded end users are participating in testing, the data shows that a large part of the overall end-user group has not yet been in the system. This gap can affect Go-Live readiness, since end users who have not interacted with the system before cutover may struggle to learn it and will likely need extra support, as described in Finding #36.

**Table 15: UAT Tester Participation and End User Coverage**

Metric	Coverage
Total Logged In Testers	1,035
Total Initial UAT Load	1,815
Total End Users	3,434
Active Testers as % of Initial UAT Load	57.02%
Active Testers as % of Total End Users	30.14%

*Agency Attendance in Guided Support Sessions*

Guided support session attendance remained stable at 86.3% in March, while total registrations and attendance both grew. The increase in no-shows from 121 to 192 warrants monitoring by

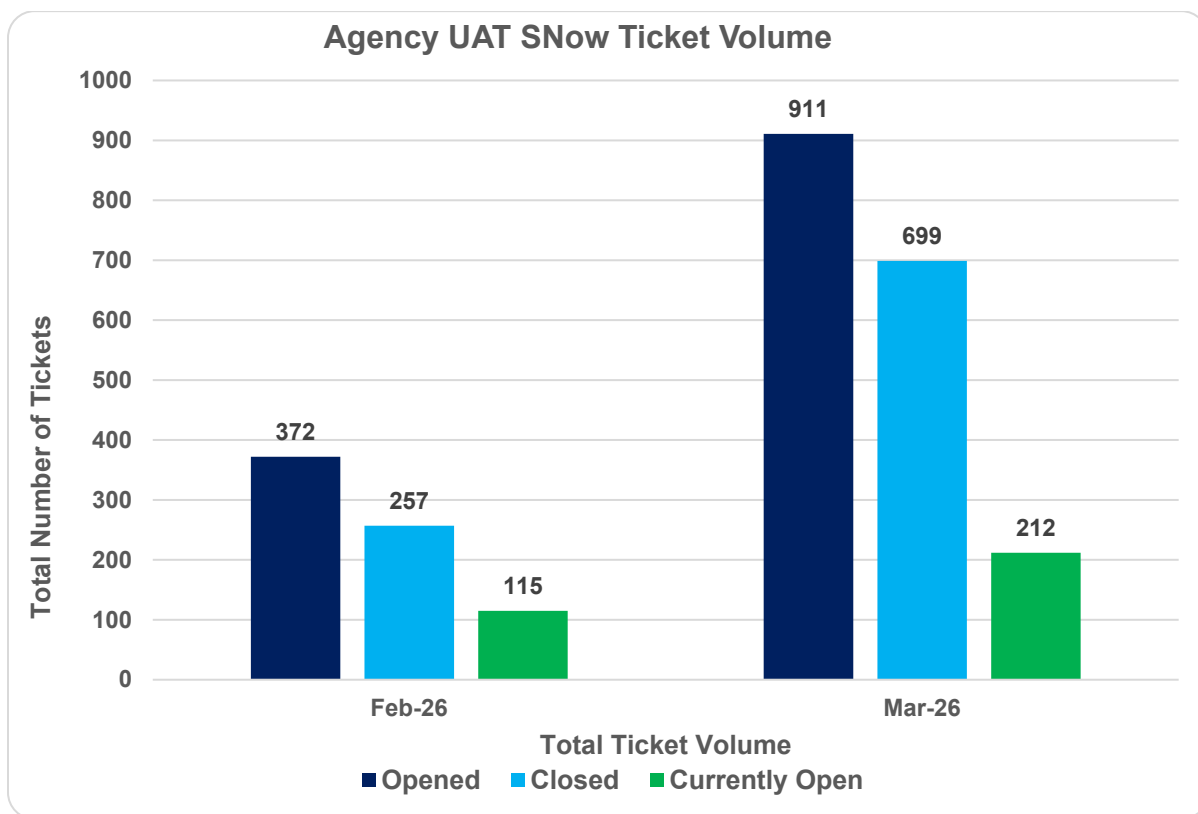
both the Agencies and the Florida PALM Agency Readiness Team to ensure the right staff are participating in sessions.

**Table 16: Agency Participants Registered and Attended**

Metric	February	March
Registered Agency Participants	848	1,401
Attended Agency Participants	727	1,209
Did Not Attend (Registered but Absent)	121	192
Overall Attendance Rate	85.7%	86.3%

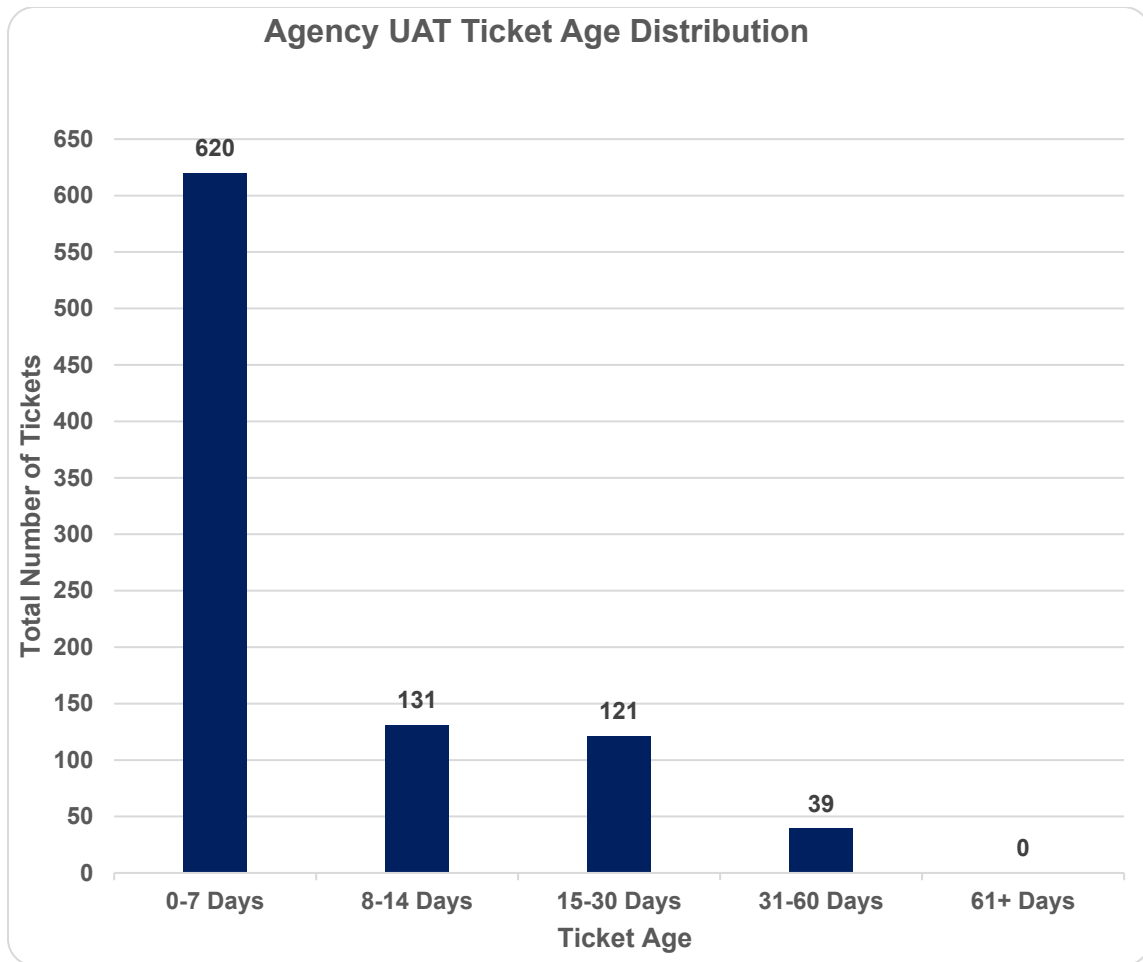
*Agency SNow Ticket Activity*

The Florida PALM IV&V Team reviewed Agency SNow ticket submissions to assess issue identification activity and responsiveness of the Florida PALM Project Team. As shown in the Figure below, total ticket volume increased month over month, while the Florida PALM Project Team's resolution rate improved in March.



**Figure 11: Agency UAT SNow Ticket Volume**

The Figure below shows the age distribution of all Agency SNow tickets submitted since the start of All Agency UAT in February. Most tickets were resolved within a short timeframe, while a small portion remained unresolved for more than 30 days. These older tickets, which contain a mix of Clarifications and defects for Security, Configuration, and Code, present the greatest readiness risk within the current ticket population, as unresolved issues that persist limit the time available for validation and remediation before Go-Live.



**Figure 12: Agency UAT SNow Ticket Aging**

As of 3/31/26, three agencies have not submitted any SNow tickets. It should be noted that a lack of ticket submissions does not mean the system is free of issues. All Agency UAT is intended to identify issues, validate business processes, and confirm system readiness by encouraging active testing and formal documentation of defects. If an Agency has not submitted any tickets, it may indicate that they have not started testing, or any issues found during testing are not being recorded in SNow.

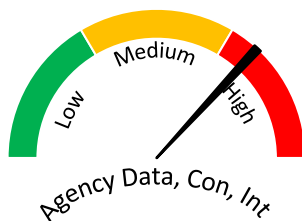
The Agencies could consider implementing the following recommendations:

- Agencies with low overall test coverage should focus on expanding their testing in April, ensuring that all critical business processes are tested at least once.
- Maintain communication with Enterprise Partners to address and resolve any outstanding issues or gaps for Interface testing.
- Agencies that have not submitted a ServiceNow ticket should work with their internal teams and the Florida PALM Project Team to confirm their testing status, resolve any barriers to submitting tickets, and ensure that all issues found during All Agency UAT are formally documented in SNow.

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

## Agency Data, Conversion, and Interfaces

### Focus Area Indicator



Trend: No Change

### Agency Data, Conversion, and Interfaces Updates

#### Data

Some Agencies have begun reviewing DW/BI reports as part of their testing, but most plan to test DW/BI after the guided support sessions, which are scheduled to begin on 4/28/26. These guided support sessions will focus primarily on Self-Service reporting, so Agencies should not view the sessions as blockers to executing test cases related to pre-built reports.

#### Conversion

As of 3/31/26, three Agencies had not finished data cleansing for Mock Conversion 4, which was due by 3/13/26. For most of the remaining data cleansing tasks, no major impact on Dry Run 1 is expected, except for GLC001. The Table below summarizes key details about the five Agencies that had either not submitted or who's submissions were not Verified as Complete.

**Table 17: Status of Remaining Mock 4 Data Cleansing**

Conversion	Total Records	Errored Records	Complete	In Progress	Not Applicable
AMC001 - Asset and Property	140577	1185	2	3	1
CTC001 - Contracts	8702	217	2	2	2
GLC001 - Ledger	499441	311930	1	5	0
GMC001 - Grants	2915	198	0	3	3
PCC001 - Projects	274	1	0	1	5
PCC002 - Projects Life-To-Date Balances	1694	0	1	0	5
POC001 - Open Encumbrances (FLAIR)	10461	1433	3	3	0
POC001 - Open Encumbrances (MFMP)	65922	527	1	4	0

There are a large number of error records for GLC001, most of which are concentrated in one Agency and result from transactions balancing at the fund level but not at the sub-fund level. The Agency has met with the Florida PALM Project Team and is exploring alternative methods to enter balances at cutover from their source system, rather than relying on converted balances.

#### Interfaces

The progress of Agency testing for Interface Testing Cycle 2 has continued to decline since the end of January, as documented in Finding #32. Several factors are contributing to the slower pace, including:

- Some Interfaces require multiple rounds of testing due to defects, missing data, or data errors.
- Updates to some ABS have been delayed, which affects their ability to support the Interfaces.
- Design updates for some Florida PALM Interfaces are still pending.
- Testing progress is dependent on upstream Interfaces. Delays in Inbound Interfaces can prevent completion of related Outbound Interfaces, and vice versa.
- Agency resources have competing priorities, as teams are balancing Interface Testing Cycle 2, Interface Testing Cycle 3, and All Agency UAT.

The Figure below shows the total number of completed Agency Interface Tests for Cycle 2. Even as the number of Interface Tests left to execute has decreased, the number completed per month has also decreased. Twelve tests were completed in March, compared with 39 in February. As of 3/31/26, 65 Agency Interface Tests remain to be completed.

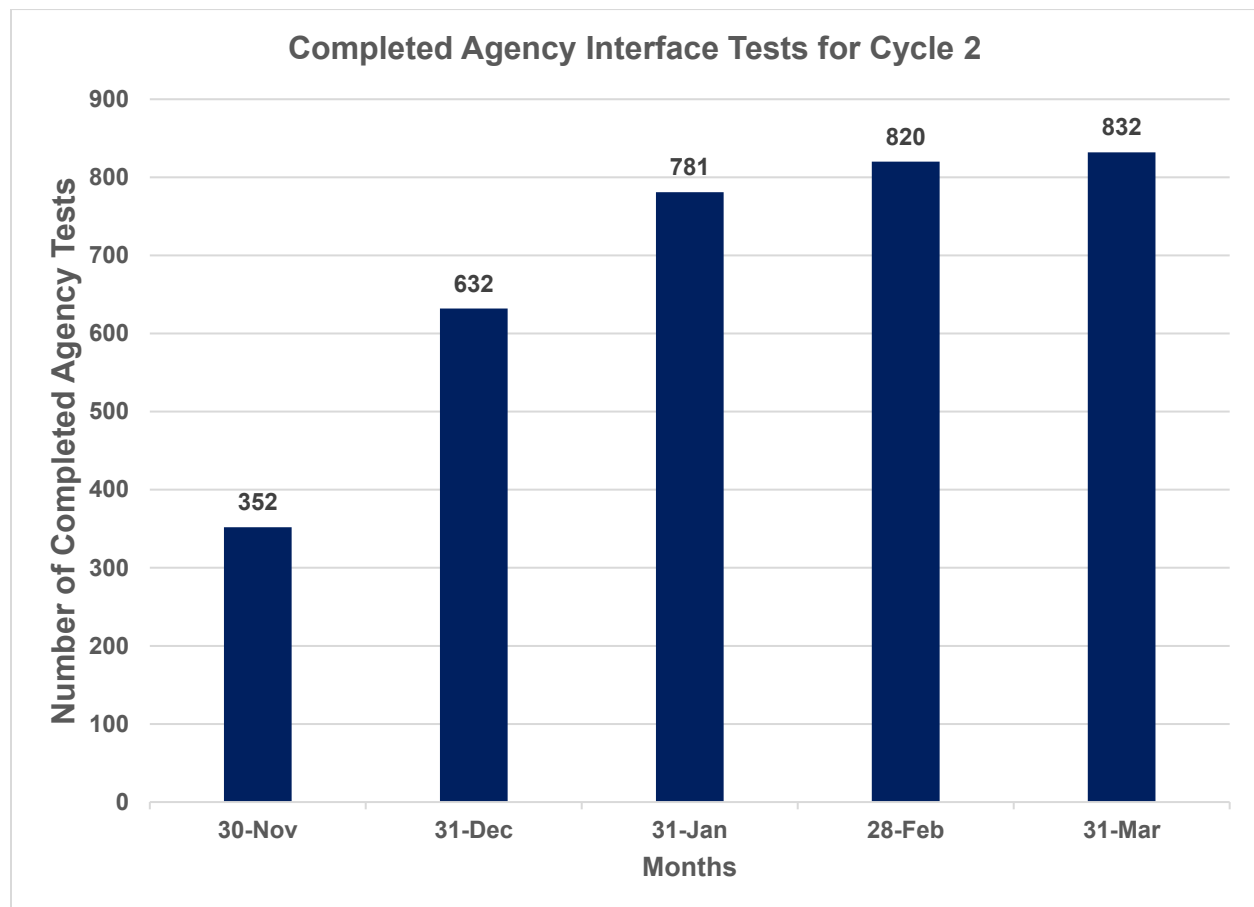


Figure 13: Completed Agency Interface Tests for Cycle 2

Based on the pace of test completion since February, Cycle 2 may not be complete until 6/19/26. During the ESC meeting on 3/25/26, the Florida PALM Project Team outlined the need to complete all Inbound Interface Tests for Cycle 2 by the end of April and all Outbound Interface Tests for Cycle 2 by the end of July. As of 3/31/26, there are 25 Inbound Agency Interface Tests and 40 Outbound Agency Interface Tests for Cycle 2 remaining. The Table below shows the number of Agencies associated with the Inbound and Outbound Interface Tests.

**Table 18: Status of Remaining Agency Cycle 2 Interface Tests**

Agency Criteria	Inbound Interfaces	Outbound Interfaces
Number of Agencies/Enterprise Partners with Remaining Tests	13	11
Number of Agencies/Enterprise Partners with only 1 remaining test	9	8
Number of Agencies/Enterprise Partners with 2 to 4 remaining tests	3	0
Number of Agencies/Enterprise Partners with 5 or more remaining tests	1	3

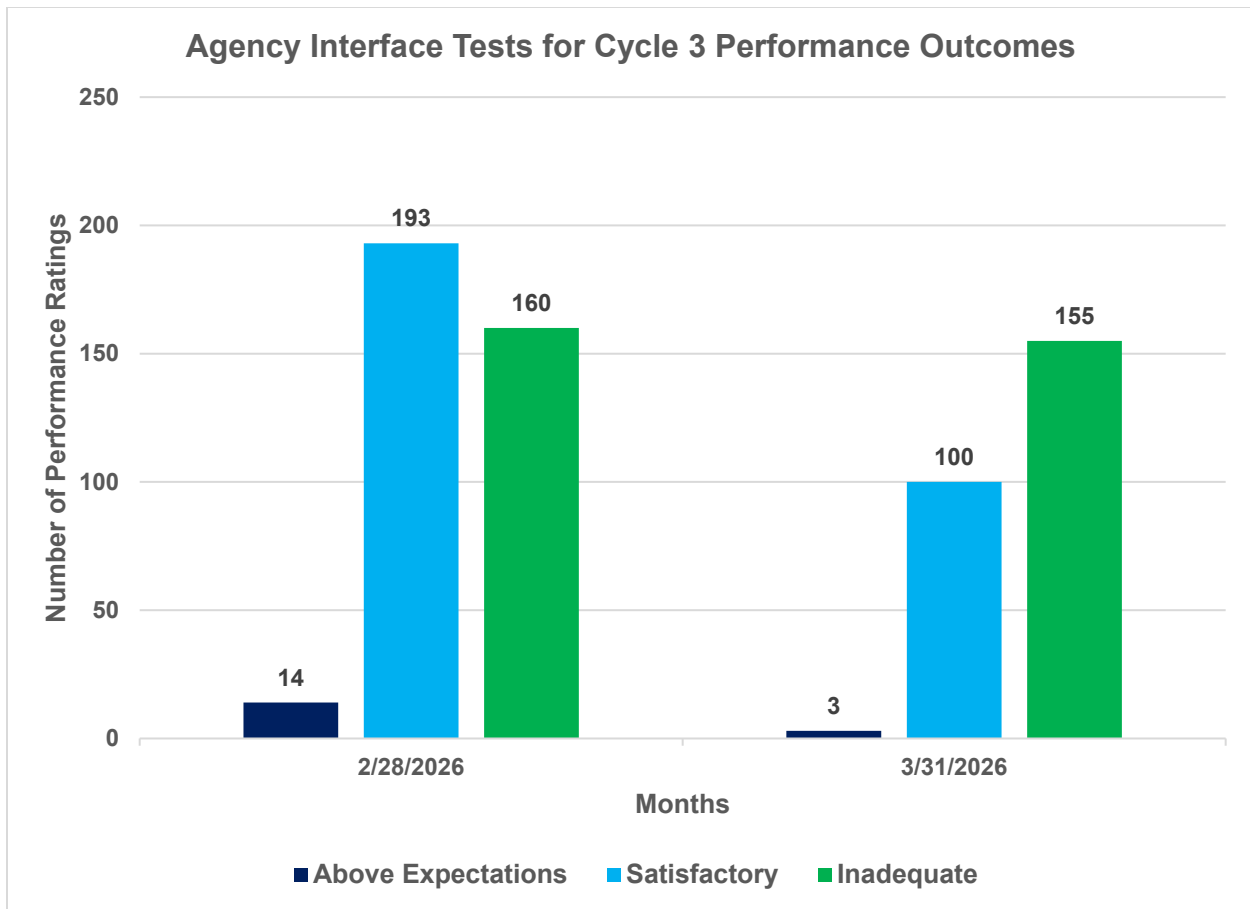
The Agencies should prioritize any remaining Inbound Interface testing as much as possible and provide weekly updates on the progress of ABS remediation activities needed for Cycle 2 Interface Testing. Additionally, the Florida PALM Project Team could consider scheduling a weekly meeting with all Agencies that still have Interface testing tasks for Cycle 2, to provide status updates and better coordinate testing activities.

Once Interfaces finish Cycle 2, they can move into Interface Testing Cycle 3, which takes place in the UAT environment alongside All Agency UAT. According to Smartsheet data from the various Agencies that have moved into Cycle 3, some progress is being made. While some Agency Interface Tests for Cycle 3 have been run multiple times, the Florida PALM IV&V Team’s analysis focuses only on whether an Interface Test has been executed at least once, not how many times it was performed. As of 3/31/26, 52% of Cycle 3 Interface Tests have been executed at least once, but there are differences among Agencies regarding the percentage of Cycle 3 Tests completed. The Table below displays the number of Agencies grouped by the percentage of tests they have executed at least once.

**Table 19: Status of Agency Interface Tests for Cycle 3**

Criteria	Count of Agencies
0 to 25% of Interfaces Executed	14
25% to 50% of Interfaces Executed	4
50% to 75% of Interfaces Executed	4
75% to 100% of Interfaces Executed	8

Based on the current pace of execution, Agency Interface Tests for Cycle 3 are projected to be executed at least once by 5/22/26. This projection includes only those Interface Tests that are ready for Cycle 3. The number of Agency Interface Tests for Cycle 3 is expected to grow as additional Agency Interface Tests from Cycle 2 are completed. Additionally, there is a large volume of Interface Tests for which Agencies have indicated performance is Inadequate, as shown in the Figure below.



**Figure 14: Agency Interface Tests for Cycle 3 Performance Outcomes**

Of the 625 Agency Interface Tests executed for Cycle 3 between February and March, approximately 50% of test execution performance was identified as Inadequate by the Agencies. This may indicate ongoing issues with data in the Interface files or with the scheduling and timing of the files.

The Florida PALM Project Team should review comments associated with the Inadequate system performance for Cycle 3 to determine the primary root causes and issues and identify a mitigation approach. Additionally, the Florida PALM Project Team could consider conducting Cycle 3 test review meetings weekly with all Agencies to identify issues encountered and the actions being taken to resolve them.

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 begin reporting progress once implementation-readiness 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 20: 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 21: 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 22: 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 23: Risk Priority Ratings**

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

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

**Table 24: 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.