Florida Department of Financial Services

Planning, Accounting, and Ledger Management Project

Independent Verification and Validation

Monthly Assessment Report

October 2025

November 13, 2025

Contract: 80101507-21-STC

Engagement: C59CE1

PUBLIC CONSULTING GROUP

Table of Contents

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 and 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 October 2025:

- The overall Project Risk Rating is improving from a High Risk to a Medium Risk due to the Florida PALM Project's successful execution of Pre-User Acceptance Testing (UAT) and anticipated schedule updates tied to Go-Live in January 2027, which will likely alleviate current delays.

- Pre-UAT began on 10/20/25, marking a key achievement for the Florida PALM Project and a shift in responsibility as Agencies now play a more central role in the success of the Florida PALM Project. Agencies participating in Pre-UAT are expected to stay actively engaged, conduct thorough testing, and communicate their experiences with other Agencies.

- Finding 29, which initially documented a Risk of not meeting the 10/24/25 completion date for Interface Testing Cycle 2, has now been escalated to an Issue because the scheduled deadline was missed. As part of negotiations to push the Go-Live date to January 2027, the completion date for Interface Testing Cycle 2 is likely to be extended to 12/19/25.

- The Risk Rating for the Agency Requirements and Design Focus area has worsened from a Low to a Medium Risk based on Agencies' varying abilities to manage Florida PALM Knowledge Center updates and incorporate them into their documentation or designs.

- The Risk Rating for the Agency Testing Focus Area remains a Medium Risk but is improving from High Yellow to Medium Yellow because Agency Subject Matters Experts (SMEs) have started executing User Stories and strengthening their understanding of Florida PALM using requirements, technical documentation, and training materials.

- The Risk Rating for both the Florida PALM and Agency Data, Conversion, and Interfaces Focus Areas remains a High Risk as 155 Interfaces need to be passed with six weeks remaining.

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	High	Medium	Improving	The overall Project Risk Rating is improving from a High Risk to a Medium Risk. Negotiations based on the decision to push Go-Live from July 2026 to January 2027 are anticipated to alleviate current delays to milestones such as Interface Testing and UAT, if approved. The anticipated timeline is tight and does not allow for additional delays or slippage. The start of Pre-UAT on 10/20/25 marks a pivotal achievement for the Florida PALM Project. For the first time, some Agencies have access to a working version of the system, allowing them to interact with and evaluate the results of the collective efforts from earlier phases. This hands-on opportunity not only validates the technical progress made to date but also boosts stakeholder engagement, as Agencies can see tangible outcomes and begin to envision how the new system will support their operations. This stage also signifies a transition in responsibility. Agencies now play a more central role in the success of the Florida PALM Project. Their active participation becomes critical, as they must rigorously test core business processes and functionality, and promptly identify and report any issues.
Florida PALM Project Management	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. As of 10/31/25, 79% of all Florida PALM Project tasks are complete. Previous delays to Data Warehouse (DW)/Business Intelligence (BI), and current delays to the

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				start of UAT and Interface Testing have contributed to a rise in Delayed Tasks, which can compound and present a potential risk that tasks currently on schedule may also become delayed.
				The Schedule Performance Indicator (SPI) has improved to 0.93, indicating the Florida PALM Project is progressing at 93% of the planned pace.
				An approved Decision has shifted key milestones related to Mock Conversion 4 and UAT and updated Deliverables pertaining to Pre-UAT to align with the revised Go-Live timeline. Additionally, the Florida PALM Project Team opened an Issue with filling the Procurement-to-Payment Co-Lead position, citing impacts to testing and support activities.
Florida PALM Organizational Change Management	Low	Low	No Change	The Risk Rating remains a Low Risk. The Florida PALM IV&V Team evaluated Organizational Change Management (OCM) efforts at both the Florida PALM Project and Agency levels by participating in meetings, interviews, and document reviews. Analysis focused on the impacts of Pre-UAT, varying levels of change fatigue, and engagement across Agencies. After discussions with the Florida PALM Agency Readiness Team, the Florida PALM IV&V Team gained clarity on strategic decisions and adapting plans for OCM during Pre-UAT. The Florida PALM IV&V Team provided recommendations that the Florida PALM Agency Readiness Team could consider to help Agencies enhance their OCM planning and strategies in the detailed Focus Area.
Florida PALM Requirements and Design	NA	NA	NA	Requirements and Design have been completed, and there are no updates to report for this Focus Area.
Florida PALM Development	Low	NA	NA	Development has been completed, and there are no updates to report for this Focus Area.
Florida PALM Testing	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. As of 10/31/25, there were 169 open System Investigation Requests (SIRs) in the

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				UAT environment, with over a third related to code defects and several classified as High Business Criticality. The overall number of open SIRs has remained unchanged, as new SIRs are being opened at the same rate that SIRs are being resolved. This persistent volume of SIRs may impact the availability of functionality during Pre-UAT testing and could affect stakeholder confidence.
				Sixty-six SIRs scheduled for resolution in "Pre-UAT Week 1 and 2" in the Known Issues List remained unresolved, indicating the SSI Vendor missed the targeted resolution date. These unresolved SIRs will carry over into future Pre-UAT weeks, increasing the risk of delays for other scheduled resolutions.
				In the System Testing environments, 131 SIRs were open, including 21 classified as High Business Criticality. Separating SIRs by testing environment helps prioritize fixes, with UAT issues typically requiring faster resolution.
Florida PALM Data, Conversion, and Interfaces	High	High	No Change	The Risk Rating remains a High Risk. *Data* Development and initial smoke testing for the Self-Service reports have been completed, while System Testing and State DW/BI Team testing are in progress. The SSI Vendor is currently working through challenges related to moving the updated code from the Development environment into the UAT environment. Batch testing for DW/BI, including both full and incremental load plans, has also been completed. *Conversion* Preparations for Mock Conversion 4 are ongoing and include setting up and configuring the necessary environments, validating these setups, conducting smoke tests for both Payroll and Financials, and working to resolve any outstanding SIRs. Mock Conversion 4 is scheduled to begin 11/6/25. *Interfaces*

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				The scheduled completion date of 10/24/25 for Interface Testing Cycle 2 was not met (Finding 29). As part of negotiations to push Go-Live to January 2027, the completion date for Interface Testing Cycle 2 will likely be extended to 12/19/25. Since 6/2/25, an average of 13 tests has been passed each week. To achieve the 90% pass rate by the anticipated completion date of 12/19/25, the testing pace needs to increase to 26 tests passed per week for the next six weeks. As of 10/31/25, 202 Interface SIRs were closed, representing an increase from 114 in September, reflecting intensified issue resolution efforts.
Florida PALM Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

Florida PALM Agency Focus Areas

Table 2: Florida PALM Agency Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Project Management	High	High	No Change	The Risk Rating remains a High Risk. While some Agencies are making progress on critical Readiness Workplan (RW) Tasks for UAT, including documentation, User Story alignment, and role mapping, a few Agencies have reported 0% progress for these RW Tasks. They have indicated that this is a result of prioritizing the actual work over updating the status in Smartsheet, rather than a lack of effort. The Florida PALM IV&V Team continues to recommend consistent status updates to ensure visibility into progress and to identify areas where additional support or clarification may be needed. With the anticipated removal of Online UAT for Agency SMEs, the timely and accurate completion of each of these RW Tasks becomes more critical to the success of UAT. The Florida PALM IV&V Team assessed the Aging of Open Issues and Risks that are over 10 months old and observed that several Agency Issues and Risks that have been open for at least 10 months now appear less critical based on the progress made since the Risk or Issue was opened. As Agency-specific concerns are resolved or no longer present the same level of impact, the associated priority levels or risk scores should be reassessed.
Florida PALM Agency Readiness	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. The Florida PALM IV&V Team observed in Agency OCM meetings that the level of change readiness and engagement among Agency CCNs and Sponsors varies, reflecting differing attitudes toward Florida PALM change efforts. Additionally, OCM planning quality is inconsistent; while some Agencies have robust, current

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				workforce readiness plans, others rely on outdated or less comprehensive strategies.
				Pre-UAT offers all Agencies a valuable chance to enhance their OCM efforts. Agencies have previously expressed the need to see Florida PALM in action to shift their perspective from viewing it as an abstract idea to recognizing it as an imminent change. Many Agencies plan to hold internal demonstrations of the system for their staff, which the Florida PALM IV&V Team strongly supports.
Agency Requirements and Design	Low	Medium	Worsening	The Risk Rating worsened from a Low to a Medium Risk.
				The Florida PALM IV&V Team observed 108 published updates in the Florida PALM Knowledge Center, including new documents, across five key areas: Business Processes, Reports Catalog, Interface Catalog, Conversion Catalog, Configuration Data Values, and UAT Materials. Over half of these updates focused on User Acceptance Testing Materials, detailing process steps for Budget Management and Cash Control, Accounts Receivables, and Systems Access and Controls. These resources provide Agencies with deeper understanding of Florida PALM business processes, enabling them to improve User Stories and test cases.
				The Florida PALM IV&V Team observed that an Agency's capacity to keep up with Florida PALM Knowledge Center updates varies based on its size and number of end-users. Some bookmark only relevant updates, while others assign staff to filter and share important information. Some Agencies plan to wait until UAT to update documentation. Delaying updates could hinder Agencies' testing effectiveness and create conflicting priorities.

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Testing	Medium	Medium	Improving	The Risk Rating remains a Medium Risk but is improving from a High Yellow to Medium Yellow. Florida PALM Pre-UAT began on 10/20/25, with approximately 48 testers from 16 Agencies, as well as participants from Accounting and Auditing (A&A) and Treasury. Agency SMEs are executing User Stories and strengthening their understanding using requirements, technical documentation, and training materials. The Florida PALM Agency Readiness Team created the Pre-UAT SharePoint to share training presentations, ServiceNow instructions, and key resources. Known issues identified during testing are documented, updated after each SIR Triage meeting, and shared to support issue tracking and resolution. During monthly IV&V Touchpoints, Agencies reported positive experiences with Pre-UAT training, with most indicating increased confidence in Florida PALM and encouraged internal knowledge sharing.
Agency Data, Conversion, and Interfaces	High	High	No Change	*Data* System Testing for DW/BI reports was recently completed, and System Testing for Self-Service reports will need to be completed before DW/BI can proceed to UAT. Therefore, there are no updates regarding Agency readiness or progress related to DW/BI. *Conversion* Agencies have made progress in cleansing Mock Conversion 3 data as part of RW Task 587-A, successfully resolving most of the major conversion errors that led to significant data fallout. During Mock Conversion 3, a considerable number of records encountered errors in certain conversions, primarily affecting a small group of Agencies. *Interfaces*

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				Agencies continue to work through Interface Testing Cycle 2, with both the Florida PALM Project Team and Agencies addressing challenges related to unresolved SIRs, design changes, and data issues (such as missing elements or incorrect file formats) to maintain progress.
				As of 10/31/25, testing has begun on 610 out of the 814 Interface Cycle 2 tests for Agency Business Systems. Each Interface may have multiple connections per Agency and multiple Agency Business Systems to be tested. All tests are expected to have started by 12/7/25, but multiple attempts may be needed to pass, so not all may be completed by the anticipated completion date of 12/19/25.
Agency Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

New Findings

No new Findings were opened in this reporting period.

Open Findings

Finding Number and Title: Finding 27 – Preliminary concern that remediation of My Florida Marketplace (MFMP) Interfaces may be delayed, which could impact Interface Testing and UAT.

Date Opened: 7/31/25		
Finding Description: During the Changes, Risks, Action Items, Issues, Decisions, and Lessons Learned (CRAIDL) Meeting on 7/24/25, the Florida PALM Project Team discussed a possible risk to the ongoing Ariba On-Demand remediation efforts for the MFMP Interfaces. If remediation of the MFMP Interfaces is delayed, MFMP may not be able to complete Interface Testing Cycle 2 or proceed to End-to-End Interface Testing with the Agencies. The Florida PALM Project Team is involved in discussions with MFMP and other State teams to discuss possible workarounds if remediation is delayed to keep progress on the Florida PALM Project moving forward.		
Current Impact: High	**Previous Impact:** High	**Trend:** No Change
Current Probability: Unlikely	**Previous Probability:** Unlikely	**Trend:** No Change
Current Priority: Low	**Previous Priority:** Low	**Trend:** No Change

Status Update: While the amendment related to Ariba On-Demand remediation has not yet been executed, progress continues on the MFMP Interfaces remediation efforts, and testing remains on track.

Recommendation #1: All parties should continue to work to reach a mutually agreed approach that ensures the Ariba on Demand remediation work is completed within the timelines needed to support Interface Testing and UAT.

Status: In Process

Update: The Florida PALM IV&V Team observed that an amendment for the Ariba On-Demand remediation efforts is pending execution, and that testing efforts have not been impacted.

Recommendation #2: The Florida PALM Project Team should continue weekly meetings to identify mitigation strategies or workarounds that will allow the continuation of MFMP remediation and testing activities.

Status: In Process

Update: MFMP and the Florida PALM Project continue to have weekly meetings to review and update the status of Interface Testing Cycle 2. So far, the pace of Interface Testing with MFMP has not been impacted by the Ariba on Demand remediation risk.

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

Date Opened: 9/30/25
Finding Description: Since the State Functional Team's Testing began in the UAT environment on 9/9/25, a total of 167 SIRs has been logged, including 2 Critical, 39 High, and 126 Medium Business Criticality SIRs. This does not include SIRs related to items other than defects, such as service requests. The State Functional Team has averaged approximately 55 new SIRs opened per week, which indicates potential system quality issues that could impact the availability of some functionality at the start of Pre-UAT. Careful management of the testing scope and timing by the Florida PALM Project could help reduce the potential impact these SIRs on Pre-UAT. The Florida PALM IV&V Team also observed that approximately 45 of the SIRs show a misalignment between the initially assigned Defect Type and the actual root cause.

Current Impact: Significant	**Previous Impact:** Significant	**Trend:** No Change
Current Probability: Likely	**Previous Probability:** Likely	**Trend:** No Change
Current Priority: High	**Previous Priority:** High	**Trend:** No Change

Status Update: While SIR resolution is in progress, 169 SIRs identified in the UAT environment remain open as of 10/31/25. Of these, one is classified as Critical Business Criticality and 29 as High Business Criticality. Code defects account for approximately 36% of the open SIRs, which indicates potential system quality issues that could impact the availability of some functionality during Pre-UAT.

Recommendation #1: Communicate known issues from open SIRs and the related impacted functionality to testers before they receive access to the UAT environment. Continue to share updates as additional issues or impacts are identified throughout UAT testing.

Status: In Process

Update: During the Pre-UAT Kick-off meeting, the Florida PALM Project Team provided an on-screen review of UAT Known Issues and established a dedicated Pre-UAT workspace in SharePoint containing the Known Issues list.

Recommendation #2: Conduct root cause analysis to determine whether process improvements are needed in areas such as code promotion, environment setup, or test coverage.

Status: In Process

Update: During the Review of UAT Issues – Improvements Opportunities, Agency UAT Readiness, Etc. on 10/7/25 and 10/8/25, key topics discussed included enhancements to the migration process for code promotion, batch scheduling, SIR resolution, known issues, lessons learned, and testing limitations related to coverage. While a detailed root cause analysis was not

observed, the sessions focused on identifying historical issues, new processes, and action items for improvement.

Recommendation #3: Consider assigning lead resource(s) to oversee code deployment across environments to reduce discrepancies between the lower and higher environments.

Status: Complete

Update: During the Review of UAT Issues – Improvements Opportunities, Agency UAT Readiness, Etc. on 10/7/25 and 10/8/25, the SSI Vendor informed the Florida PALM Project Team of a new migration process. This process included designating lead point persons to conduct migration code reviews.

Recommendation #4: Consider additional SIR defect type classifications and root cause alignment to isolate SIRs, such as code deployment items, so that needed process improvements can be identified swiftly and easily. This supports efficient resolution and resource allocation, and helps distinguish between logic errors and environment deployment/migration issues.

Status: In Process

Update: The Florida PALM IV&V Team observed in a review of SIRs that the root cause code field is used to capture standardized categories. A few closed SIRs do not have a root cause code assigned. The Florida PALM IV&V Team will continue to monitor root cause assignment, and if additional codes are developed to track root cause for future SIRs.

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

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

Status Update: As of 10/31/25, 292 Interfaces have successfully passed according to the ITEXT, with 155 Interfaces remaining to fulfill the 90% exit criteria. As a result, the scheduled completion date of 10/24/25 for Interface Testing Cycle 2 was not met, and this Finding has been escalated from a Risk to an Issue. As part of negotiations to push the Go-Live date to January 2027, the completion date for Interface Testing Cycle 2 is likely to be extended to 12/19/25.

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

Status: In Process

Update: As of 10/31/25, 18 High-priority SIRs remain for Interface Testing Cycle 2, representing a decrease from 63 at the end of September. The Florida PALM Project Team should continue to work with the SSI Vendor to prioritize and resolve any new High-priority SIRs.

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

Status: No Change

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

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. No new Findings were opened this month. There are three open Findings and 15 closed Findings.
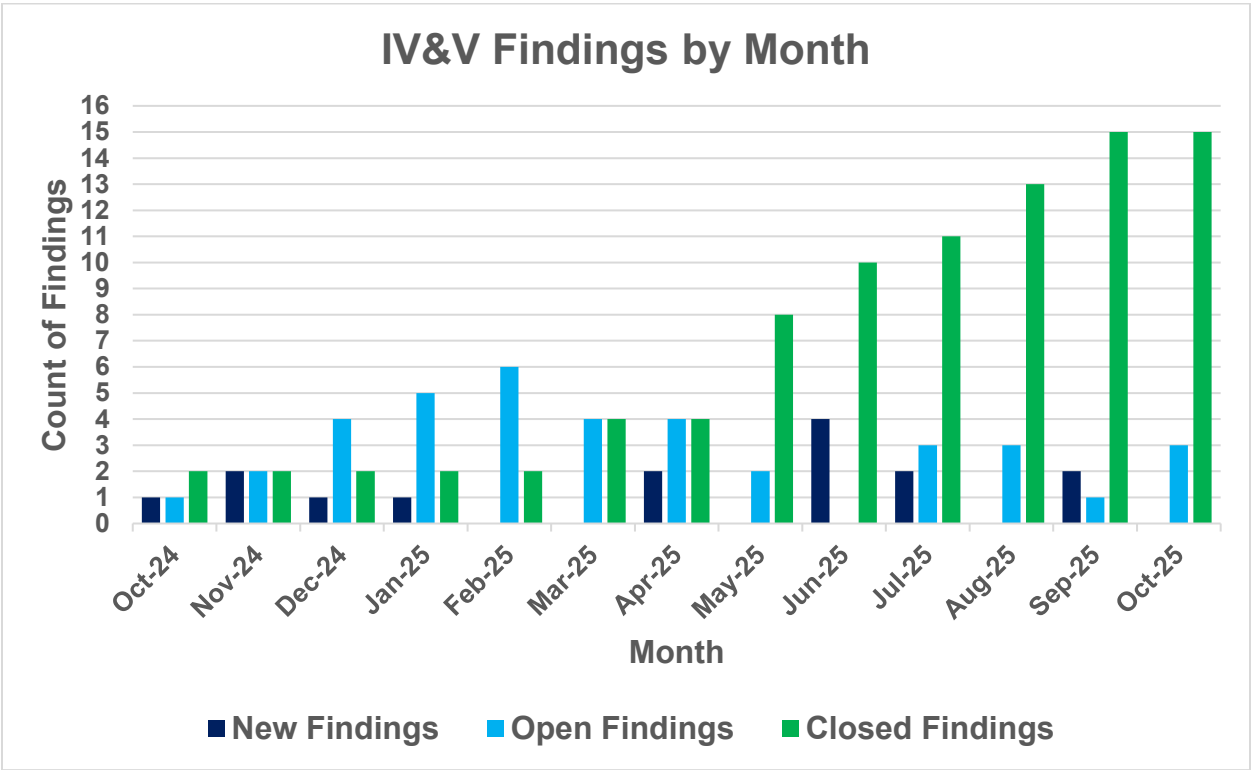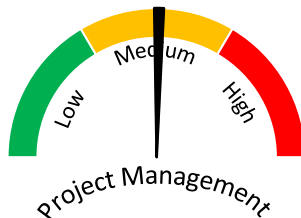

Figure 1: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator[1]

Trend: No Change

Florida PALM Project Management Updates

During the weekly Florida PALM Project Management Office (PMO) Touchpoint, the Florida PALM PMO Team indicated that the anticipated timeline for Amendment 13 does not allow for any delays to Critical Path items, and the January 2027 Go-live date is firm. Additionally, the Florida PALM PMO Team emphasized that any delayed tasks in the Radar Report lacking a valid reason and mitigation strategy will be promptly investigated, and immediate clarification will be required to reduce any risk to the Florida PALM Project timeline. The Florida PALM IV&V Team supports this approach and recommends that Task Coordinators be proactive in escalating potential date slippages to the Florida PALM PMO Team.

Overall Schedule Metrics

The Florida PALM IV&V Team continues to review several key metrics, such as SPI, Delayed Tasks, and Overall Tasks Completion to help determine how well the Florida PALM Project is progressing against the planned timeline and to help identify areas for potential improvement. The Florida PALM IV&V also reviews Florida PALM Project Decisions, which can have an impact on the overall schedule metrics.

The October End of Month (EOM) Florida PALM Project Schedule contains 12,906 tasks (excluding Summary tasks). The Table below provides a snapshot of the work completed versus remaining, helping Florida PALM Project Team members and stakeholders better understand the status of the Florida PALM Project.

---

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

Table 3: Florida PALM Work Completed and Remaining

Status	Number of Tasks	Percent
Complete	10,151	79%
Future	2420	19%
Late[1]	292	2%
On Schedule	43	<1%
Total	12,906	100%

[1]Microsoft Project considers a task late if the % complete value is less than the expected % complete as of the Status date, which is different from how the Florida PALM Project Team calculates Delayed Tasks. The current date will be used if a status date is not set. For example, if a task should be 50% complete by the status date but is 25% complete, it will be marked as late.

The Florida PALM IV&V Team observed that 275 tasks within the Florida PALM Project Schedule had a scheduled finish date in October. Of these, 111 tasks were not completed as of 10/31/25, contributing to the overall count of late tasks shown in the Table above. Key contributing factors include the previous delay to DW/BI, the delay to the start of UAT, and the delay to Interface Testing Cycle 2, which impacted the Florida PALM Project Team's ability to complete several Deliverables and Work Products (WPs) by the scheduled dates. Late tasks have a compounding effect in that they overlap with work on current tasks, which increases the risk that tasks currently on schedule may also become delayed. If an updated schedule is approved, the Florida PALM IV&V Team anticipates that some of the late tasks will be adjusted.

Delayed Tasks

There were 232 Delayed Tasks, which include the 111 tasks above that had a scheduled finish date in October but were not completed. This represents an increase from 196 at the end of September. The Florida PALM IV&V Team defines Delayed Tasks as those that were scheduled to start or finish but remain incomplete. The Delayed Tasks were distributed fairly evenly across the following categories:

- I-WP111 – UAT Training Materials and I-WP112 – End User Manual with 33 Delayed Tasks due to previous delays in System Testing and the delay to the start of UAT.
- Readiness Workplan with 25 Delayed Tasks due to previous delays with Mock Conversion and the delay to the start of UAT.
- State Functional Team Testing with 14 Delayed Tasks.
- D662 – Completion of Mock Conversion 4 with 10 Delayed Tasks due to previous delays in Mock Conversion.
- D670 – Completion of Payroll Parallel Testing with 10 Delayed Tasks.

Schedule Performance Indicator

The Florida PALM IV&V reviews the Florida_PALM_Project_ScheduleEOM.mpp file with a status date of 10/31/25. The SPI increased from .92 in September to .93 at the end of October. SPI measures schedule efficiency as the ratio of earned and planned value. The data also represents the relative number of tasks that are behind or ahead of schedule. The SPI of .93 means the Florida PALM Project is progressing at 93% of the planned pace, indicating it is behind schedule. An SPI of .93 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

Decisions

There was one Florida PALM Project Decision approved in October. Decision 375 – Mock Conversion 4, Pre-UAT and Other Schedule Updates, which reflects adjustments based on the revised Go-Live date of January 2027 and includes several key schedule changes:

- Mock Conversion 4 start date moved to 11/6/25.
- UAT schedule shifted and Pre-UAT activities were added.
- D666 – Support of UAT Segment I was revised for the SSI Vendor to provide support for Pre-UAT activities and document Pre-UAT support results.
- Additional configurations were added for the Financial Wave design.

A schedule comparison showed that the baseline start and finish dates were updated for 461 tasks, and 10 tasks had their baseline finish dates extended.

Risks and Issues

The Florida PALM Project Team opened Issue #37 – Difficulty Filling the Procurement-to-Payment (P2P) Co-Lead Position, stemming from Risk #1 regarding potential negative impacts due to insufficient staffing or onboarding delays. Despite multiple recruitment efforts, the Florida PALM Project Team has not yet found qualified candidates, which has affected State System Testing, timely completion of Interface Testing and Conversion tasks, and the ability to respond promptly to Agency questions and support activities for Florida PALM Project implementation, according to the Issue documentation.

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

Florida PALM Organizational Change Management

Focus Area Indicator

Trend: No Change
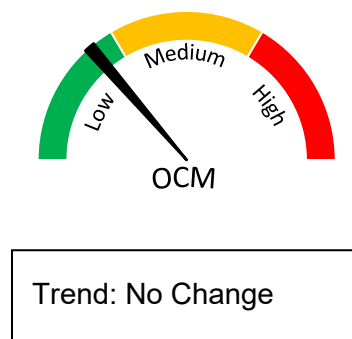
Florida PALM Organizational Change Management Updates

The Florida PALM IV&V Team reviewed OCM activities at both the Florida PALM Project Team and Agency levels by observing meetings, conducting interviews, and examining documentation. Key observations about Agency OCM, such as the impact of Pre-UAT, varying levels of change fatigue, and engagement across organizational levels, were discussed with the Florida PALM Agency Readiness Team. These conversations included brainstorming ways the Florida PALM Agency Readiness Team could provide additional support to the Agencies. The Florida PALM IV&V Team also received clarification from the Florida PALM Agency Readiness Team about strategic decisions and gained insight on how they plan to adapt their OCM approach during Pre-UAT. Based on these conversations and the diverse levels of readiness and perceptions among Agencies regarding Florida PALM, the Florida PALM IV&V Team provides the following recommendations that the Florida PALM Agency Readiness Team could consider to help Agencies strengthen their OCM planning and strategies.

- Host an Agency Sponsor Summit before Full UAT begins. As Agency Sponsors set the tone and climate for change, they need to be engaged as leaders of the CCN and internal efforts for the Florida PALM implementation. Focus could be given to show progress since the CMS Wave and resetting expectations for engagement during the remainder of the Florida PALM Project.
- Produce PALMcasts focused on specific topics and invite Agencies with strong OCM practices to host and share what strategies have been effective for them. Agency SMEs involved in Pre-UAT could also be called on to discuss recommendations for non-participating Agencies on how to prepare before Full UAT. These PALMcasts could keep Agency staff informed about the current progress of the Florida PALM Project and help foster greater interest and readiness for upcoming changes.
- Provide logistical support, such as securing host locations and coordinating attendance through the Florida PALM mailing list, to help facilitate Pre-UAT demonstrations led by participating Agencies. This approach can encourage inclusivity and boost buy-in by giving non-participating Agencies greater visibility and access to information. As a result, non-participants will be better informed and can receive feedback on which UAT planning documents they may want to improve before Full UAT. Additionally, this support can help reduce the perception that the PALM Solution is conceptual.
- Increase deployment of routine surveys to gauge people's readiness and elicit their feedback, like the *Participation Observations for Weeks 1-2 - "Transacting in Florida PALM"* that was disseminated on 10/30/25. Surveys should be coordinated around key Florida PALM Project milestones, like Pre-UAT, Full UAT, and Training.

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

Florida PALM Requirements and Design

Florida PALM Requirements and Design Updates

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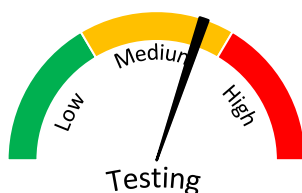
Florida PALM Development

Florida PALM Development Updates

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

Florida PALM Testing

Focus Area Indicator

Trend: No Change

Florida PALM Testing Updates

State Functional Team Testing began in early September, followed by Pre-UAT Testing with Agency Council members on 10/20/25, both targeting validation of key financial processes in the UAT environment. The Florida PALM IV&V Team's review of UAT SIR metrics shows 169 open SIRs, combining issues from Pre-UAT testers and State Functional Team Testing. Of these, approximately 36% are code-related, with 13 labeled as High Business Criticality, highlighting ongoing concerns about development quality as documented in Finding 28.

Additionally, the total number of open SIRs has remained steady, which shows that although defects are being addressed and some progress is being made, there has not been a notable decrease in the number of open SIRs. This steady volume of SIRs may limit available functionality for Pre-UAT and could potentially impact stakeholder confidence.

The Figure below highlights the UAT environment areas with the highest defect counts by impact, offering a view of where the most critical issues are currently concentrated.
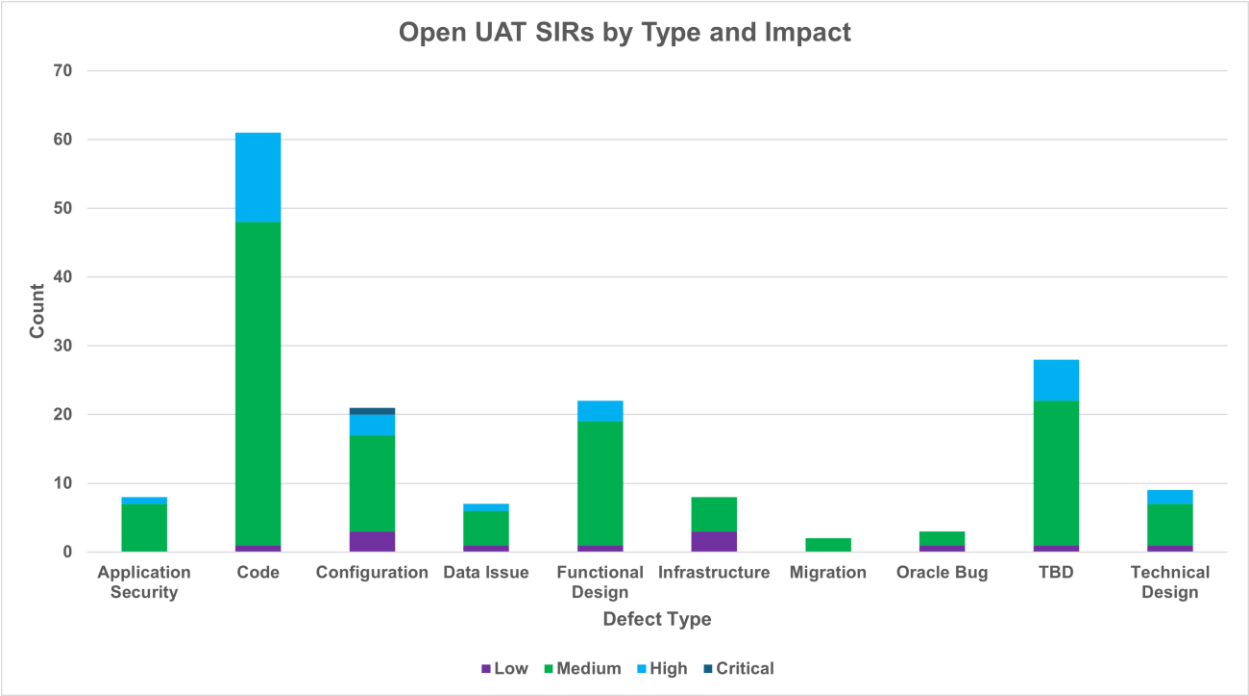
Figure 2: Open UAT SIRs by Type and Impact

The Florida PALM IV&V Team recommends that the Florida PALM Project Team closely monitor defect trends and ensure resources are available for timely SIR resolution.

The Known Issues and Enhancement List serves as the basis for determining agreed-upon resolution timeframes during SIR Triage. Several SIRs were assigned to the "Pre-UAT Week 1 and 2" timeframe. Following the completion of Pre-UAT Week 2, 66 SIRs remained unresolved, indicating the SSI Vendor did not meet the targeted resolution date. These unresolved SIRs will cascade into subsequent Pre-UAT weeks, which increases the risk that SIRs targeted for future resolution dates may be delayed.

Table 4: Pre-UAT SIR Estimated Time of Resolution

Estimated Time of Resolution	
Pre-UAT Week 1 and 2	# Open Defects
High Business Criticality	19
Medium Business Criticality	46
Low Business Criticality	1
Grand Total	**66**

Additionally, testing continues in the System Testing environments. SIRs from System Testing are tracked separately from UAT SIRs. This separation is important because it helps prioritize fixes effectively, as UAT SIRs typically carry higher urgency for resolution. There are 131 SIRs in

the System Testing environments, including 21 classified as High Business Criticality. There were no Critical Business Criticality SIRs in the System Testing environments as of 10/31/25.
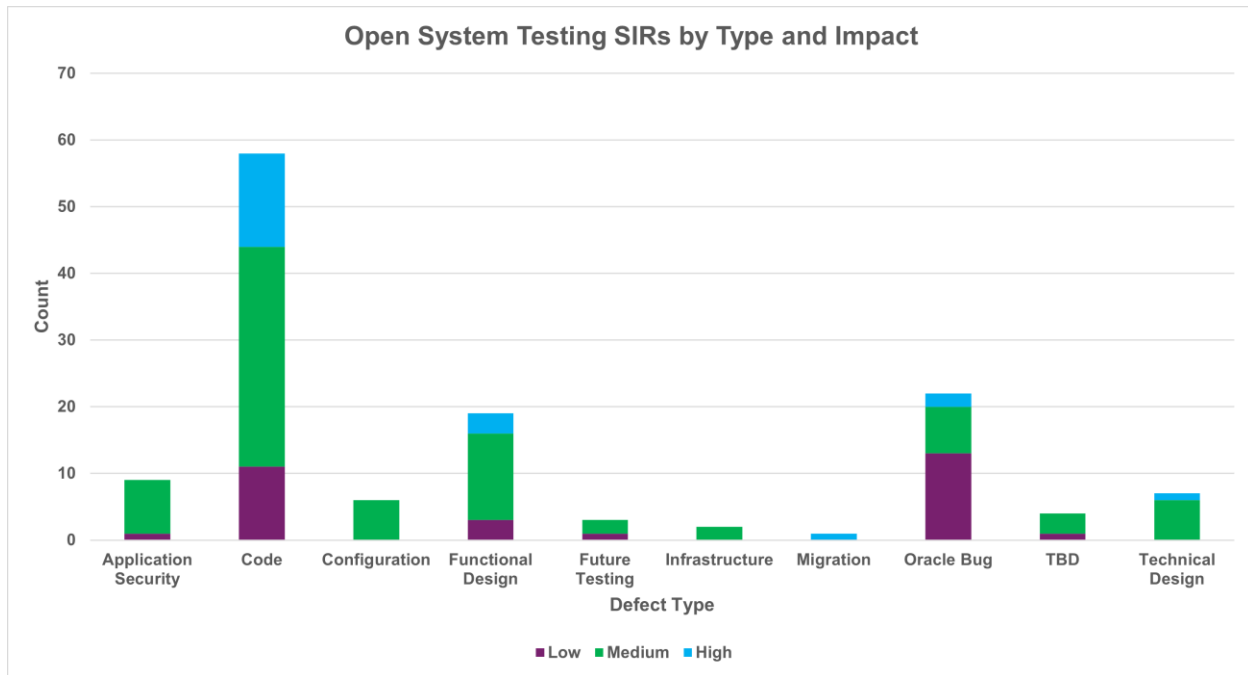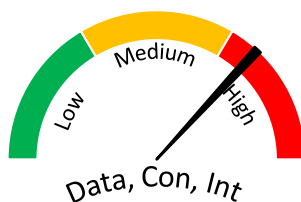

Figure 3: Open System Testing SIRs by Type and Impact

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

Florida PALM Data, Conversion, and Interfaces

Focus Area Indicator

Trend: No Change

Florida PALM Data, Conversion, and Interface Updates

Data

Development and initial smoke testing for the Self-Service reports have been completed, while System Testing and State DW/BI Team testing are in progress. The SSI Vendor is currently working through challenges related to moving the updated code from the Development

environment into the UAT environment. Batch testing for DW/BI, including both full and incremental load plans, has also been completed.

Conversion

Preparations for Mock Conversion 4 are ongoing and include setting up and configuring the necessary environments, validating these setups, conducting smoke tests for both Payroll and Financials, and working to resolve any outstanding SIRs. Mock Conversion 4 is scheduled to begin 11/6/25.

Interfaces

As documented in Finding 29, the scheduled completion date of 10/24/25 for Interface Testing Cycle 2 was not met. As part of negotiations to push the Go-Live date to January 2027, the completion date for Interface Testing Cycle 2 will likely be extended to 12/19/25. Progress was made in reducing the Interface SIR backlog, with 202 SIRs closed in October, which represents an increase from 114 in September. These closures included 71 High-priority, 123 Medium-priority, and 8 Low-priority SIRs. This increase reflects a concentrated effort to resolve issues in the final months of Interface Testing Cycle 2. The Figure below shows the monthly Interface SIR backlog by severity through 10/31/25.
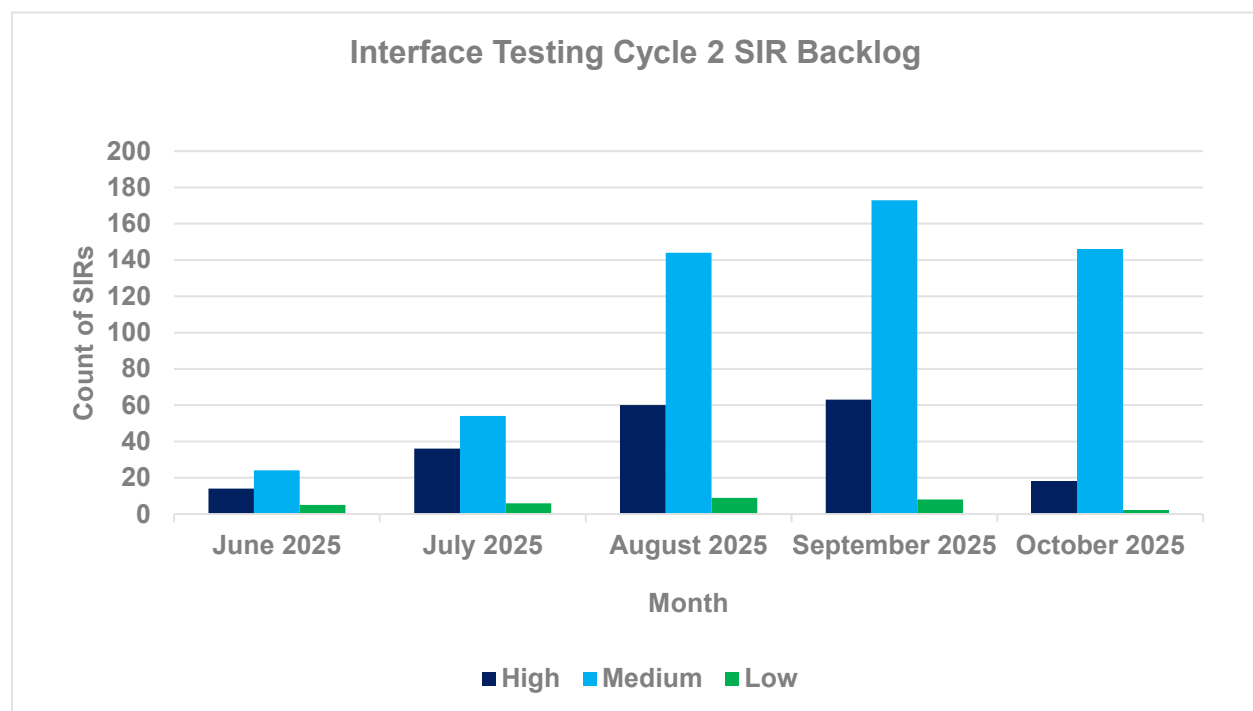

Figure 4: Interface Testing Cycle 2 SIR Backlog

The pace of test execution slowed in October, with an average of 7.5 tests passed per week, down from 8 tests per week in September. From the start of Interface Testing Cycle 2 on 6/2/25, through 10/31/25 (a span of approximately 21 weeks) the overall average was 13 tests passed per week. With six weeks left until the anticipated completion date of 12/19/25, the rate of execution will need to increase to 26 tests passed per week in order to achieve the 90% completion goal. The Figure below displays three key metrics for Interface Testing Cycle 2: the

actual pass percentage of 58.8% achieved as of 10/31/25, the required pass percentage needed each week to reach the 90% exit criterion by the anticipated completion date of 12/19/25, and a trend line showing when the 90% threshold might be met if the current rate of progress continues.
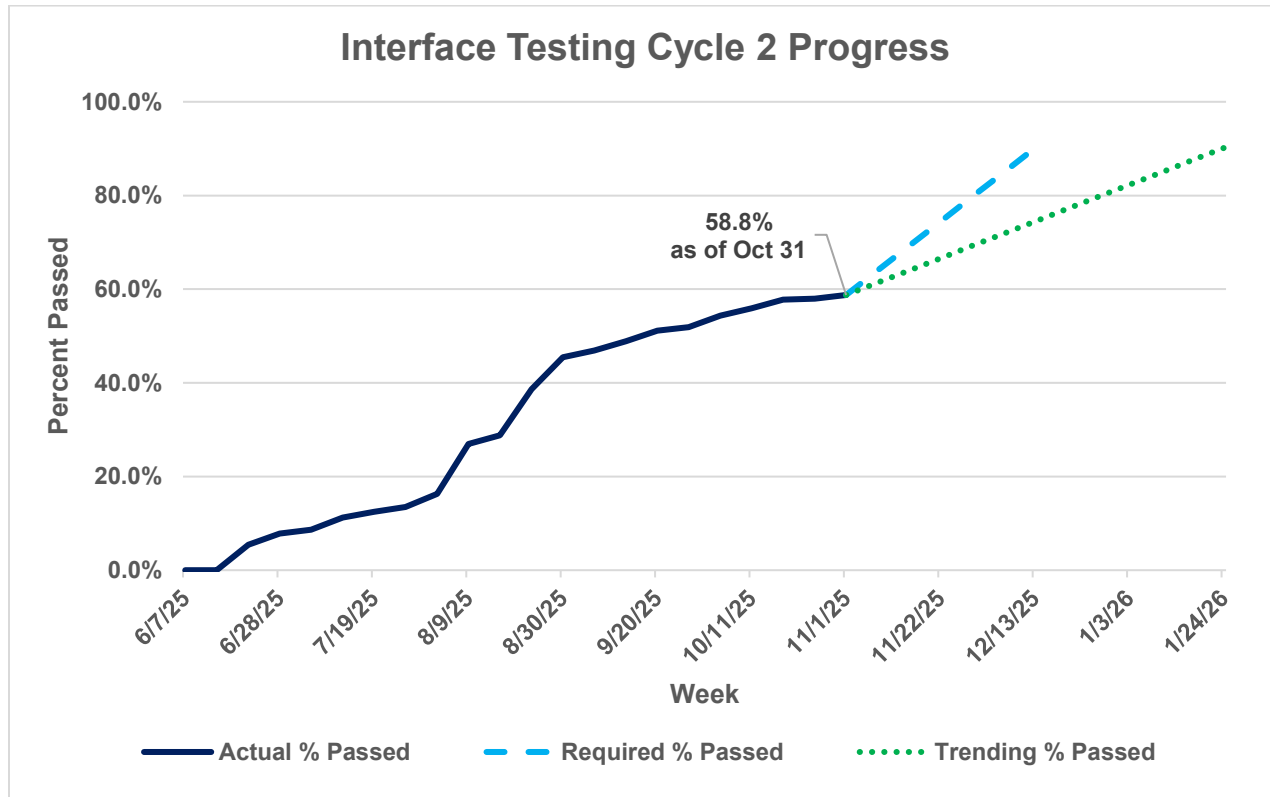

Figure 5: Interface Testing Cycle 2 Progress

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

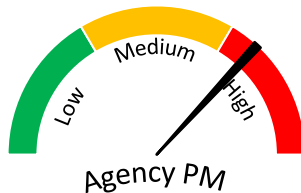## Florida PALM Implementation Readiness

Florida PALM Implementation Readiness Updates

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

Florida PALM Agency Focus Area Updates

Agency Project Management

Focus Area Indicator

Trend: No Change

Agency Project Management Updates

Agency RW Task Completion

The Florida PALM IV&V Team continues to review the RW Tasks related to preparing for UAT and Mock Conversion 3 activities. As demonstrated in the Table below, some Agencies have reported 0% progress against the RW Tasks as of 10/31/25.

Table 5: Agency RW Tasks-Preparing for UAT and Mock Conversion 3 Progress

RW Task	Category	Start	Finish	0%	25%	50%	75%	100%
573-B Complete and Submit End User Role Mapping Worksheet for Remaining End Users	People	7/14/25	12/19/25	3	3	13	12	4
574 Prepare Documentation for User Acceptance Testing	People	6/2/25	12/19/25	0	4	7	17	7
587-A Complete Data Cleansing Based on Mock Conversion 3	Data	8/11/25	11/7/25	1	3	5	15	10
587-C Complete Data Cleansing Based on Mock Conversion 3 - PCC001	Data	8/11/25	10/29/25	0	0	1	0	17
662 Submit Updated Configuration Workbooks	Data	8/11/25	11/5/25	3	1	6	15	7
661 Update Conversion Field Mapping	Data	8/11/25	11/5/25	2	2	8	13	7

During monthly IV&V Touchpoints, Agencies with 0% reported progress did not express concerns about completing these RW Tasks since they were focusing on doing the work rather than updating their status in Smartsheet. The Florida PALM IV&V Team continues to recommend that Agencies regularly update their progress in Smartsheet, as a lack of reported progress may indicate the need for further clarification or support if challenges in Task completion exist.

Agencies are working on RW Task 574 – Prepare Documentation for UAT by creating and aligning User Stories with Florida PALM Topics and Activities. With the deadline extended to 12/19/25, Agencies plan to use insights from pre-UAT to improve the quality and completeness of these User Stories. This ongoing process promotes better alignment between Agency procedures and Florida PALM functionality, supporting overall UAT readiness. Many Agencies are also mapping User Stories to the Florida PALM Project Recommended Standard Activities workbook in Smartsheet. As of 10/31/25, approximately 71% of Agencies have mapped at least 75% of their User Stories to these Recommended Standard Activities. For Agencies with fewer mapped User Stories, challenges pertain to updating the workbook rather than a lack of progress. The Figure below shows a breakdown by percentage of User Stories mapped to the Recommended Standard Activities.
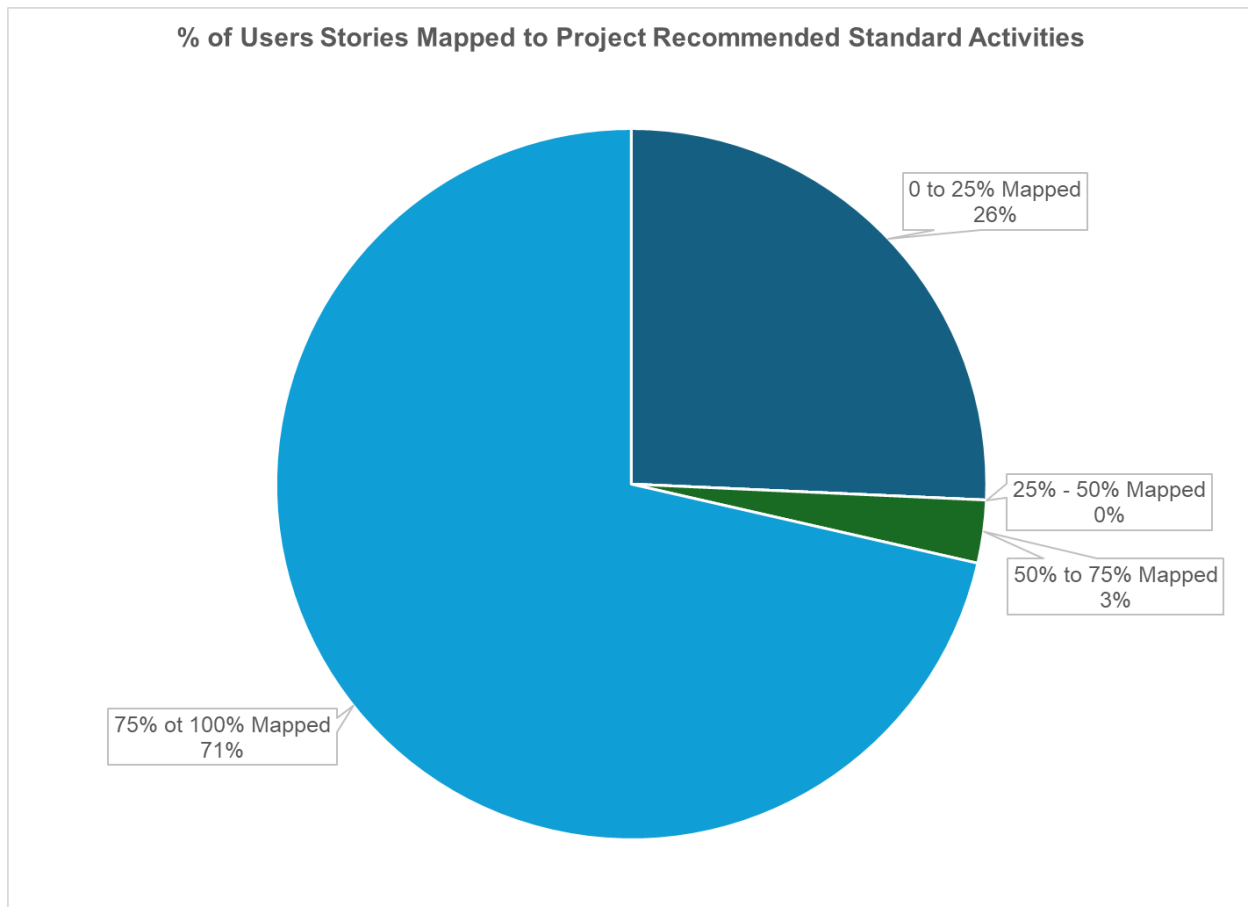

% of Users Stories Mapped to Project Recommended Standard Activities

- 0 to 25% Mapped 26%
- 25% - 50% Mapped 0%
- 50% to 75% Mapped 3%
- 75% ot 100% Mapped 71%

Figure 6: Percent of User Stories Mapped to Recommended Standard Activities

RW Task 573-B – Complete and Submit the End User Role Mapping Worksheet for Remaining End Users is needed to enable testers to log in to Florida PALM and execute test cases during UAT. This Task also ensures that end users have a comprehensive understanding of their roles, responsibilities, and the functions they will be testing and validating throughout UAT. If Agencies do not submit this worksheet or if it is not completed accurately, their Security Access Manager (SAM) will need to add them during UAT, and testers may be unable to perform necessary processes in Florida PALM.

RW Tasks 661 – Update Conversion Field Mapping and 662 – Submit Updated Configuration Workbooks will be closed after 11/5/25, and no further updates can be made in Smartsheet until maintenance mode is available, which will allow necessary changes. The information submitted for RW Task 661 will be used to validate future Mock Conversion results, while the data from RW Task 662 will help ensure that Agencies can accurately conduct transactions in Florida PALM during Full UAT. If workbooks are not submitted on time or contain errors, the related data will not be loaded for Mock Conversion 4 and will be unavailable at the start of Full UAT. This could impact Agencies' ability to process transactions in Florida PALM or execute test cases efficiently if data fields in FLAIR have not been accurately mapped to Florida PALM.

As part of the decision to push Go-Live to January 2027, Online UAT is being removed, and Full UAT is anticipated to start 2/2/26. Because Agency SMEs will no longer have a dedicated period in the UAT environment to determine new processes in real time or evaluate the comprehensiveness and accuracy of their RW Task submissions, the timely and accurate completion of each of these Tasks becomes more critical to the success of UAT. To support and motivate the Agencies in meeting the required deadlines and objectives, the Florida PALM IV&V Team observed during the RDNS/RW weekly meetings that the Florida PALM Team is planning a communication campaign focused on Role Mapping, Pre-UAT and UAT Planning, and preparing for the upcoming Readiness Certification #2. Communication efforts may include new PALMcasts, continued use of Thursday Task Talks, and collaboration with the Florida PALM Communications Team to engage Agencies through more formal communication channels.

The Florida PALM IV&V Team continues to recommend that Agencies not involved in Pre-UAT collaborate with those that are, actively participate in various cross-agency groups, and make use of the Information Exchange Library. These actions will help Agencies enhance their understanding of the Florida PALM solution, access diverse perspectives and expertise, help identify where user stories or role mapping may need to be updated, and identify where additional training materials may be needed.

Although not included in the current RW Tasks, the Florida PALM IV&V Team recommends that Agencies review their UAT Plans to assess whether updates are required in preparation for the transition to Full UAT, when all users will be integrated into the UAT environment. Additionally, the Florida PALM IV&V Team recommends that Agencies assess their staffing plans to ensure sufficient personnel and backup resources are in place to cover key positions. These measures will help prevent delays in meeting critical milestones associated with the extended Go-Live timeline.

Cross-Agency Risk Management

At the Florida PALM Advisory Council Meeting on 10/15/25, a Cross-Agency Risk Management representative explained the purpose, scope, and recommended participants for the Cross-Agency Risk Management Team. Currently, 15 Agencies are actively involved, and the Agency Risk Management Team has identified six risks affecting multiple Agencies. Their work is intended to help Agencies avoid overlooking impactful risks and increase the likelihood of their success on the Florida PALM Project. Participation should involve Agency staff who are able to identify risks early, develop mitigation strategies, and take corrective action.

The Cross-Agency Risk Management Team's next steps are to ensure each Agency impacted by any of the six cross-Agency risks develops at least one mitigation plan. Additional cross-Agency risks will be reviewed and assessed to determine their relevance to other Agencies. Risks will be

further categorized based on whether they require collaboration solely among the Agencies or may need support from the Florida PALM Project Team.

UAT Agency Collaboration Group

The UAT Agency Collaboration Group met to review progress on consolidating standard testing activities and test cases for UAT preparation. Agencies demonstrated efforts to merge and align their individual testing scenarios into a unified format. While the collaboration has produced shared assets and promoted knowledge exchange, several challenges have been observed:

- High volume of scenarios.
- Inconsistent interpretations and application of Florida PALM documentation within Agencies' User Stories and test cases.
- Uncertainty regarding the value and practicality of including screenshots.

There was also discussion about developing sample test cases for smaller Agencies, exploring alternatives such as job aids, and identifying opportunities for process standardization. Agencies will continue to work internally, merging and formatting test cases, and creating process/checklist documents to be discussed internally. The UAT Agency Collaboration Group will reconvene on 11/5/25 to align on a common solution.

Risk and Issue Analysis

The Florida PALM IV&V Team observed that the volume and criticality of Agency-reported Risks and Issues continued to remain stable since September 2025. The Table below shows the running total of open Risks and Issues reported by the Agencies each month.

Table 6: Monthly Counts of Agency Open Risks and Issues

Issues	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Risks	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25
Open Issues	75	75	74	79	80	Open Risks	275	28	302	306	310
Critical or High	59	58	58	64	64	Risks Score 6+	140	14	155	149	145

The specific updates to the Agency-reported Risks and Issues as of 10/31/25 include:

- Four new Issues were opened, and three Issues were closed.
- 13 new Risks were opened, and nine Risks were closed.
- 41 open Issues and 128 open Risks were marked as "Confirmed" by the Agencies, indicating the specific Issues and Risks have been assessed by the Agency as applicable for the September–October 2025 Bimonthly reporting period.

The Florida PALM IV&V team assessed the Aging of Open Issues and Risks that are over 10 months old, as shown in the Figures below.
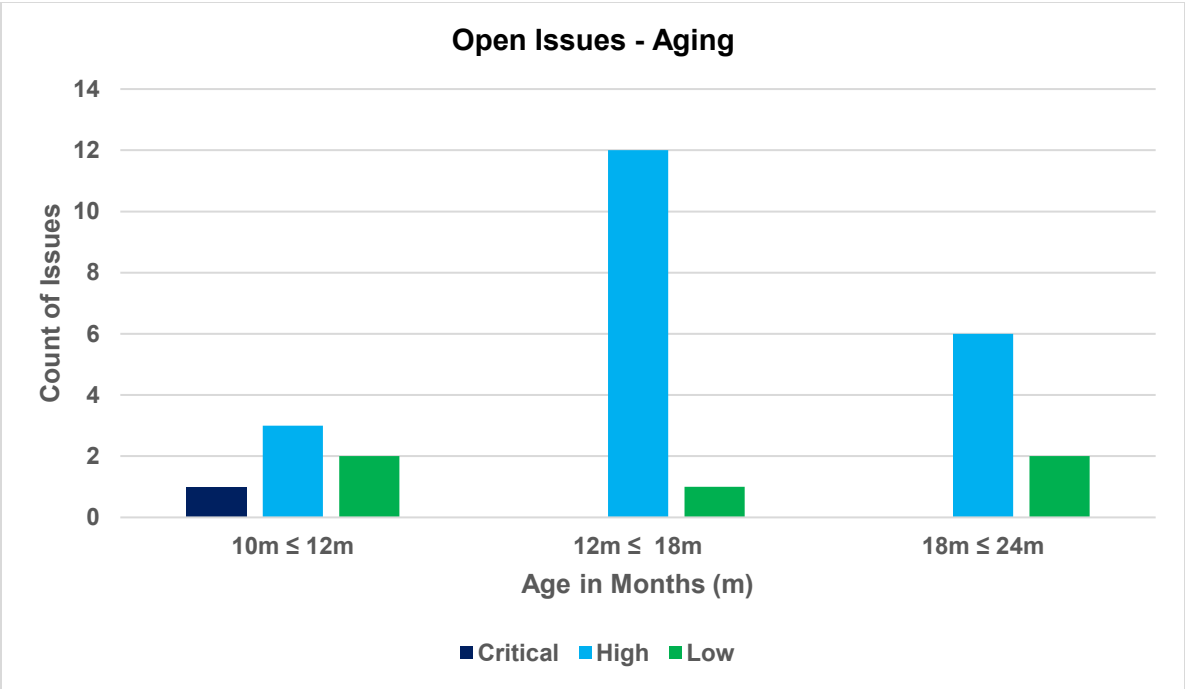
Open Issues - Aging

Figure 7: Open Issues Aging Over 10 Months
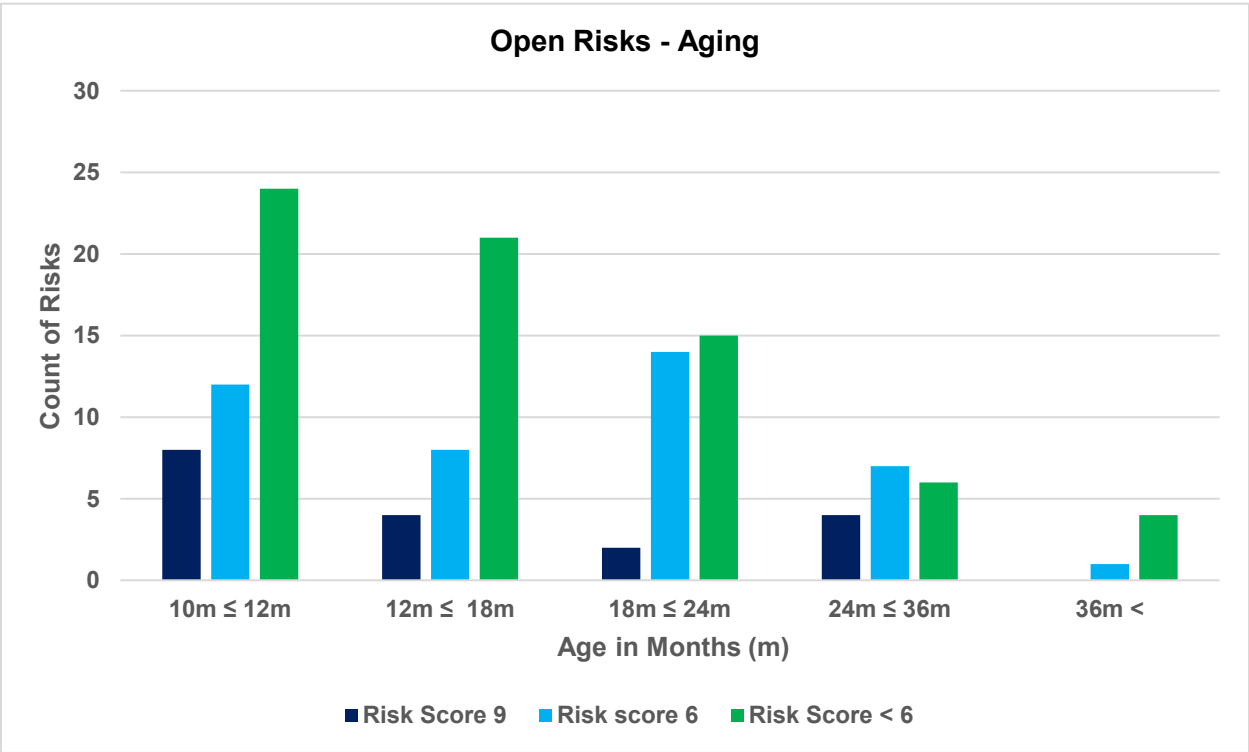
Open Risks - Aging

**Figure 8: Open Risks Aging Over 10 Months**

The Florida PALM IV&V Team observed that several Agency Issues and Risks that have been open for at least 10 months now appear less critical based on the progress made since the Risk or Issue was opened. As Agency-specific concerns are resolved or no longer present the same level of impact, the associated priority levels or risk scores should be reassessed and potentially lowered. For instance, some Agencies have updated their remediation plans to align with the RW, which has reduced uncertainty around the approach for readiness tasks. Additionally, necessary funding for certain Agency systems has been secured, lowering previously identified financial risks. The Florida PALM IV&V Team also observed that "Reporting Period comments" for several Issues and Risks are either blank or have not been updated for more than six months.

The Florida PALM IV&V Team recommends that Agencies review their open Issues and Risks to confirm their current validity, reassess the associated priority or score, and ensure that mitigation plans and reporting comments are current and complete.

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

Florida PALM Agency Readiness

Focus Area Indicator
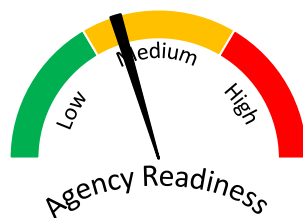
Trend: No Change

Florida PALM Agency Readiness Updates

Organizational Change Management

The Florida PALM IV&V Team continued to meet with Agencies to review their OCM approaches and challenges. Several key observations include:

- Some Agency staff, especially those not participating in Pre-UAT activities, indicated that gaining hands-on experience with Florida PALM would help them better connect their preparation efforts with the actual system.
- Agency CCNs and Agency Sponsors show varying levels of change appetite and engagement regarding the Florida PALM Project Team and overall change initiatives.
- The quality of internal OCM planning and strategies among Agencies varies significantly; while some have strong, up-to-date plans, others have outdated or less comprehensive workforce readiness strategies.

Many Agencies have indicated they are taking advantage of the additional time before Full UAT to address business system remediation and technical readiness, but it is also critical to continue

focusing on people readiness efforts. While awareness of Florida PALM exists, there is still an opportunity to strengthen staff motivation and understanding of the coming changes.

Pre-UAT offers all Agencies, regardless of Pre-UAT access, a valuable chance to enhance their OCM efforts. Agencies have previously expressed the need to see Florida PALM in action to shift their perspective from viewing it as an abstract idea to recognizing it as an imminent change. Many Pre-UAT Agencies plan to hold internal demonstrations of the system for their staff, which the Florida PALM IV&V Team strongly supports. The Florida PALM IV&V Team also recommends the following for the Agencies:

- Agency Sponsors and Liaisons should attend Florida PALM-specific meetings, including Agency Readiness Touchpoints, Advisory Council meetings, and Executive Steering Committee meetings.
- Based on their roles, CCN members should participate in applicable Agency-led working groups. For example, the Project and Change Management Liaisons should be attending the PML-CML Standup Meetings.
- Agencies with less OCM experience should collaborate with those that have more experience. Through these partnerships, they can learn effective OCM strategies, discover best practices that have proven successful, and strengthen their overall approach to OCM.
- Pre-UAT Agencies should consider hosting sessions where SMEs could demonstrate Florida PALM to staff who are not participating in pre-UAT.
- Encourage Agency staff who may need to strengthen foundational skills relevant to Florida PALM, such as accounting principles, manipulating data in Excel, and other core competencies, to take advantage of available training opportunities that will support their readiness for Go-Live.
- Regularly review and revise Workforce Readiness Plans to ensure they effectively address people readiness needs, incorporating additional strategies as necessary.

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

Agency Requirements and Design

Focus Area Indicator

Trend: Worsening
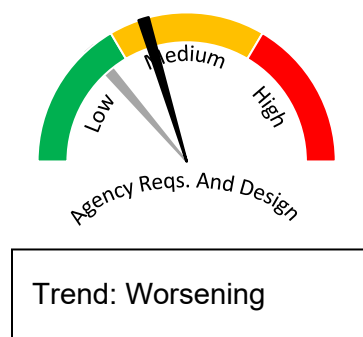
Agency Requirements and Design Updates

The Florida PALM IV&V Team observed that the Florida PALM Project Team published 108 updates, including new documents, in the Florida PALM Knowledge Center. These updates can

be categorized into five critical areas: Business Processes, Reports Catalog, Interface Catalog, Conversion Catalog, Configuration Data Values, and UAT Materials, as illustrated in the Figure below:
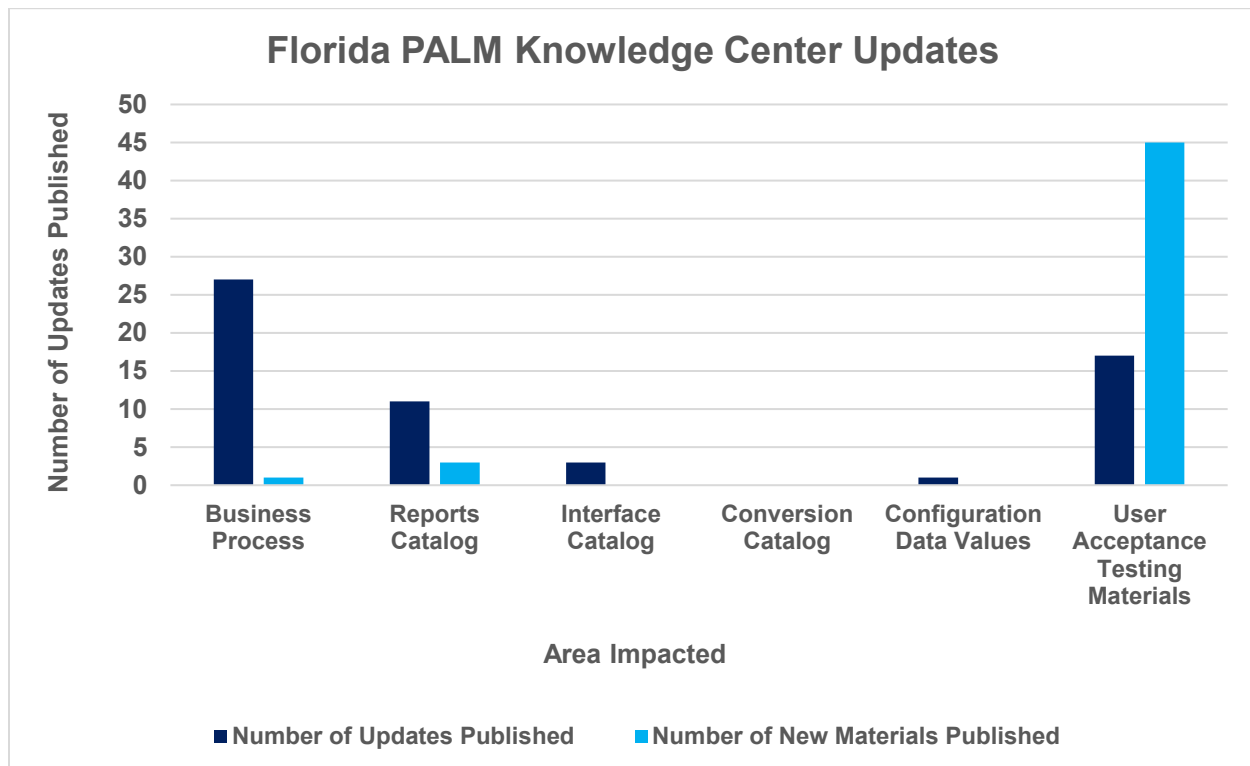

Figure 9: Florida PALM Knowledge Center Updates

More than half of the updates are attributed to the User Acceptance Testing Materials category, which included process steps for the following Florida PALM functional components: Budget Management and Cash Control, Accounts Receivables, and Systems Access and Controls. These process steps help the Agencies gain additional insights regarding how Florida PALM business processes will work, which can help them further refine User Stories and test cases.

During Florida PALM IV&V Touchpoints, Agencies described how they manage the volume and frequency of Florida PALM Knowledge Center updates. The Florida PALM IV&V Team observed that an Agency's capacity to keep up with these updates varies based on its size and number of end-users. Some Agencies bookmark and review only the updates that directly impact their User Stories, while others have designated staff to filter, interpret, and share relevant updates internally. Several Agencies plan to delay updating their documentation until UAT to avoid rework from ongoing changes in guidance or design. To ensure User Stories, test cases, and business processes reflect the most accurate information, Agencies should develop structured processes or resources to capture and incorporate updates regularly, rather than postponing these updates until UAT. Delaying updates could hinder Agencies' testing effectiveness and create conflicting priorities.

To address challenges with tracking updates, participants in the Multi-Agency UAT Prereq Collaboration session have developed an Excel index that maps process steps, reports, upload instructions, and configuration data directly to their respective Florida PALM Knowledge Center locations. This tool, which is available in the Agency Exchange Library, includes direct links for

quicker access and reduced search time. The Multi-Agency UAT Prereq Collaboration group also plans to follow up with the Florida PALM Project Team to explore potential improvements to indexing, structure, and update notifications, if feasible.

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

Agency Testing

**Focus Area Indicator**
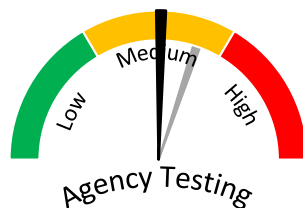
Trend: Improving

Pre-UAT

Florida PALM Pre-UAT began on 10/20/25, involving approximately 48 testers from 16 Agencies, as well as participants from A&A and Treasury. Participating Agency SMEs plan to execute relevant User Stories and strengthen their knowledge using previous Requirements and Technical documentation, along with training session materials. To facilitate this process, the Florida PALM Project Team has created a Pre-UAT SharePoint, where they share Training presentations, materials, ServiceNow instructions, and other important resources. Known issues identified during testing have been documented and shared with participating Agencies to support effective issue tracking and resolution. The Known Issues list is updated after every SIR Triage meeting.

During the monthly IV&V Touchpoints, Agencies reported a largely positive perception of Pre-UAT Training activities, with most participants indicating the overall experience was valuable. Agencies reported feeling more confident in the future of Florida PALM and showed enthusiasm for sharing the lessons they learned internally to help facilitate knowledge transfer and training within their organizations.

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

Agency Data, Conversion, and Interfaces

Focus Area Indicator
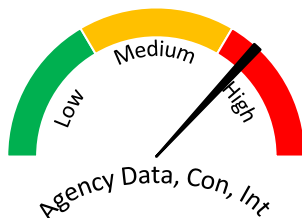
Trend: No Change

Agency Data, Conversion, and Interfaces Updates

Data

System Testing for DW/BI reports was recently completed, and System Testing for Self-Service reports will need to be completed before DW/BI can proceed to UAT. Therefore, there are no updates regarding Agency readiness or progress related to DW/BI

Conversion

Agencies have made progress in cleansing Mock Conversion 3 data as part of RW Task 587-A, successfully resolving most of the major conversion errors that led to significant data fallout. During Mock Conversion 3, a considerable number of records encountered errors in certain conversions, primarily affecting a small group of Agencies. The Table below provides an overview of the approximate number of erroneous records and the current status of resolution by each Agency.

Table 7: Erroneous Conversion Records

Conversion Name	Approx. # of Erroneous Records	# of Agencies with More Than 1,000 Errored Records	IV&V Comments
GLC001 - Ledger	580,143	11 Agencies	This was mainly due to a timing issue with when the extract was taken, which resulted in all records associated with any unbalanced funds being rejected
AMC001 - Asset and Property	28,346	5 Agencies	All impacted Agencies are reporting 100% completion with data cleansing.
POC001 - Open Encumbrances (FLAIR)	12,602	4 Agencies	Of the four Agencies impacted, two are reporting 100% complete with data cleansing, and two are in progress.
CTC001 - Contracts	4,580	1 Agency	The impacted Agency is reporting data cleansing as in progress and 75% complete.

Conversion Name	Approx. # of Erroneous Records	# of Agencies with More Than 1,000 Errored Records	IV&V Comments
POC001 - Open Encumbrances (MFMP)	4,447	1 Agency	The impacted Agency is reporting 100% complete.
PCC001 - Projects	1,570	1 Agency	The impacted Agency is reporting 100% complete.

The Mock 4 Conversion extract is scheduled to begin on 11/7/25. The Florida PALM IV&V Team recommends that the Agencies:

- Prioritize any remaining data cleansing on conversions that had the largest volume of records fallout.
- Work with the Florida PALM Project Team to develop scripts that can correct records within the source systems when feasible.
- Ensure funds are in balance to avoid any substantial fallout associated with the General Ledger Conversion (GLC001).

Interfaces

Agencies continue to work through Interface Testing Cycle 2, with both the Florida PALM Project Team and Agencies addressing challenges related to unresolved SIRs, design changes, and data issues (such as missing elements or incorrect file formats) to maintain progress.

There are a total of 814 individual Interface Cycle 2 tests with Agencies and their Business Systems. Because some Interfaces are used by multiple Agency Business Systems, a single Interface for an Agency may have several connections associated with one file. As of 10/31/25, 610 Interface Cycle 2 tests have begun. At the current pace, all tests are expected to begin by 12/7/25. Many Interface tests require more than one attempt to pass, so all of them may not be completed successfully by the anticipated completion date of 12/19/25. In addition, some tests cannot be completed until applicable SIRs have been closed by either the Agency or the Florida PALM Project Team. The Table below provides the SIR counts.

Table 8: Monthly Counts of Agency Open Risks and Issues

Resolving Team	Number of SIRS	Number of Interfaces Impacted	Number of Agencies Impacted
Agency	63 Medium	18 Unique Interfaces	19 Unique Agencies
Florida PALM	1 Critical 7 High 35 Medium 1 Low	20 Unique Interfaces	5 Enterprise Partners 28 Agencies

Agencies have expressed the need for greater visibility into Interface processing delays and updates. The Florida PALM IV&V Team reviewed Interface testing status data in both the ITEXT and each Agency's individual Smartsheet, identifying discrepancies where the Interface testing status reported by the Agencies did not match the status in the ITEXT. Because the SSI Vendor is required to satisfy specific exit criteria regarding the overall Interface Testing pass rate as

outlined in WP412 – Interface Testing Plan, the SSI Vendor should review and address any discrepancies in testing status between the ITEXT and Agencies' Smartsheet.

While monthly Agency Readiness meetings with each Agency include reviews of outstanding Interface testing activities, the Florida PALM IV&V Team recommends that the Florida PALM Project Team consider:

- Including Agencies in other currently scheduled Florida PALM Project Interface meetings that are held more frequently.
- Distributing weekly reports that provide a snapshot of open Interface defects or dependencies.
- Provide anticipated dates for providing new outbound files.

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

Agency Implementation Readiness

Agency Implementation Readiness Updates

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

IV&V Information Requests

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

Table 9: IV&V Information Requests

Information Request	Date of Request	Status
None	NA	NA

Appendix A – Risk Priority Matrix

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

Table 10: Risk Probability Rating

Risk Probability Rating	Probability of Occurrence	Probability Description
1	Improbable	Risk has between a 1%-19% likelihood of occurring.
2	Unlikely	Risk has between a 20%-39% likelihood of occurring.
3	Possible	Risk has between a 40%-59% likelihood of occurring.
4	Likely	Risk has between a 60%-79% likelihood of occurring.
5	Probable	Risk has between an 80%-99% likelihood of occurring.

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

Table 11: Risk Impact Criteria

Risk Impact Rating	Magnitude of Impact	Impact Description
1	Negligible	Risk will have an impact so small that it can be ignored when studying the larger effect.
2	Minor	Risk will have a small impact on the Project that should not be ignored when studying the larger effect.
3	Moderate	Risk will have a noticeable impact on the Project.
4	Significant	Risk will have a significant impact on the Project
5	Critical	Risk will have a significant impact and may jeopardize the success of the Project.

The Table below outlines the Risk Priority Ratings for a Finding based on a combination of impact and probability of occurrence.

Table 12: Risk Priority Ratings

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

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

Table 13: Risk Priority Definitions

Rating	Definition
High	The possibility of substantial impact on product quality manageability cost or schedule. Major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
Medium	The possibility of moderate impact to 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 to 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.