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Planning, Accounting, and Ledger Management Project

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Executive Summary

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

- The Florida PALM IV&V Team has continued to measure progress against the baselined Florida PALM Project Schedule since an extension to the Florida PALM Project timeline (Amendment 12) was executed on 3/3/25, which falls outside the scope of the February reporting period.
- The overall Florida PALM Project Risk Rating remains a High Risk due to ongoing delays in Build and Mock Conversions.
- The Risk Rating for the Development Focus Area remains a High Risk but is decreasing (improving) from High Red to Low Red. Delays in Build Segment IV are expected to impact the baselined targeted completion of System Testing and pose a risk to meeting Stage Gate 3 – Ready to Begin User Acceptance Testing (UAT), but the pace of drafting Application Development (AD) documents is improving.
- The Risk Rating for the Data, Conversion, and Interfaces Focus Area remains a High Risk due to ongoing delays that have impacted the start of Mock Conversion 2.
- The Florida PALM IV&V Team has observed a continued decrease in the initial failure rate for Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW) -related Test Scripts (Finding 15) since December, indicating that the quality of RICEFW Items being released to the System Testing environment may be improving.
- System Testing Segment II was completed on 2/25/25 with an overall Pass Rate of 92%. Seventy-seven percent of the Segment II Test Scripts were related to RICEFW Items, with an initial run failure rate of approximately 40% and an overall pass rate of 92%.
- The Risk Rating for the Agency Project Management Focus Area remains a Medium Risk but has increased (worsened) from a Low Yellow to a Medium Yellow due to delays in Readiness Workplan (RW) Task completion and the Florida PALM IV&V Team's observations regarding inconsistencies in the Agencies' Risk and Issue management process.

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 | High | No Change | <p>The overall Florida PALM Project Risk Rating remains High Risk due to ongoing delays in Build Segment IV and the Mock Conversions.</p> <p>An amendment to the SSI Vendor's contract, which extends the Development and System Testing completion dates, delays the start of Interface Testing and UAT, removes the overlap between System Testing and UAT, aligns Data Warehouse (DW)/Business Intelligence (BI) with System Testing and UAT, and shifts Go-Live to July 2026, was approved by the Executive Steering Committee (ESC) on 2/26/25. The amendment also includes an additional Stage Gate that would allow the ESC to vote on implementing a contingency Go-Live in January 2027. This amendment was executed on 3/3/25, which falls outside the scope of the February reporting period. Following its execution, the Florida PALM IV&V Team will assess the impacts on the Focus Areas due to the extended timeline.</p> |
| Florida PALM Project Management | Medium | Medium | No Change | <p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>The Schedule Performance Indicator (SPI) decreased from .90 in January to .87 in February. This indicates that the Florida PALM Project is continuing to progress behind the planned pace. While this poses a risk to the Florida PALM Project's timely completion against the baselined Florida PALM Project Schedule, the approved extended timeline will likely improve the SPI.</p> <p>The number of Delayed tasks increased from 401 in January to 579 in February, representing a 44% increase. Most of these delays continue to pertain to D654 – Completion of Build Segment IV.</p> |

| Focus Area | Last Month Indicator | Current Month Indicator | Trend | Update Summary |
|---|----------------------|-------------------------|-----------|--|
| Florida PALM Organizational Change Management | Medium | Medium | No Change | <p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>The Florida PALM IV&V Team observed that the Florida PALM Project Team conducted an Agency Training Plan Survey and provided recommendations on how this information can be used to enhance Agency buy-in, improve user adoption and knowledge, and strengthen stakeholder confidence.</p> <p>Finding 17, which highlights the overlapping timing of UAT, Training activities, and Year End Closing (YEC) tasks as a potential resource constraint that may impact the effectiveness of Training delivery, remains a Risk. Additionally, the Florida PALM IV&V Team observed that some Readiness Coordinators (RCs) have implemented recommendations from previous Florida PALM IV&V Monthly Assessment Reports to enhance Resistance Mitigation Strategies during their engagements with Agencies.</p> |
| Florida PALM Requirements and Design | Low | Low | No Change | <p>The Risk Rating for this Focus Area remains a Low Risk.</p> <p>The Florida PALM Project Team has started conducting Design discussions focused on underlying Project Change Request (PCR) 121 requirements. The Florida PALM IV&V Team observed that some Design changes are not identified until the Build meetings and recommends that these changes, such as updating file layouts for Interfaces, be identified and reviewed prior to the Build meetings to avoid additional rework.</p> |
| Florida PALM Development | High | High | Improving | <p>Based on the projected completion date for Development and the ongoing impact of this delay on System Testing, the Risk Rating for this Focus Area remains a High Risk but is decreasing (improving) from High Red to Low Red due to the increased pace of drafting AD documents.</p> |

| Focus Area | Last Month Indicator | Current Month Indicator | Trend | Update Summary |
|---|----------------------|-------------------------|-----------|--|
| | | | | As of 2/28/25, 121 of the 122 Segment III AD documents have been approved, and 89 of the Segment IV AD documents have been drafted. The pace of drafting the AD documents improved from an average of 7.8 per week in January to 9 per week in February. Based on the average pace of drafting AD documents over the last month and accounting for the expected review and approval, the Florida PALM IV&V Team estimates that Build Segment IV will be completed by 4/21/25. This is approximately 6.5 weeks behind the baselined targeted end date of 3/6/25. |
| Florida PALM Testing | Medium | Medium | No Change | <p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>System Testing Segment II has concluded with a 92% pass rate for the 795 Test Scripts executed. A total of 510 Test Scripts (400 Deferred, 80 Canceled) have been marked for removal from Test Segment II, pending approval of Florida PALM Project Decision DE360 – Removal of Test Scripts from D656 Completion of System Testing Segment II.</p> <p>At the conclusion of Segment II, 24 unresolved System Investigation Requests (SIRs) with a Business Criticality of Level 2 – High remained. Per the Exit Criteria in D643 – Updated System Testing Plan, these SIRs must be resolved or have an agreed-upon disposition before starting UAT.</p> <p>The State Quality Assurance (QA) Team continues to conduct quality reviews of the SSI Vendor's Test Scripts. Additionally, the State QA Team is executing tests on both the SSI Vendor's Test Scripts and newly developed Test Scripts created by the State QA Team.</p> |
| Florida PALM Data, Conversion, and Interfaces | High | High | No Change | <p>The Risk Rating for this Focus Area remains a High Risk.</p> <p>Finding 16, which tracks the ongoing delays to Mock Conversion 0 and 1,</p> |

| Focus Area | Last Month Indicator | Current Month Indicator | Trend | Update Summary |
|---------------------------------------|----------------------|-------------------------|-------|--|
| | | | | remains an Issue. The six unresolved High-priority and four Medium-priority SIRs from Mock Conversion 1 continue to delay the start of Mock Conversion 2, impacting Interface Testing Cycle 2, Mock Conversion 3, and UAT. |
| 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 | Worsening | <p>The Risk Rating for this Focus Area remains a Medium Risk but is increasing (worsening) from Low Yellow to Medium Yellow.</p> <p>The Florida PALM IV&V Team has not observed any changes in RW Tasks being Verified as Complete, starting at RW Task 512. Of the 76 RW Tasks due before 2/28/25, 41% have been fully submitted by all Agencies and Verified as Complete by the Florida PALM Project Team. Of the 32 Tasks with a Direct Impact on the Florida PALM Project, 59% have been fully submitted and Verified as Complete, maintaining the same percentage as observed in January.</p> |
| Florida PALM Agency Readiness | Medium | Medium | No Change | <p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>The Florida PALM IV&V Team observed that Agencies may be facing challenges with business process redesign, which could be necessary to maximize operational benefits from Florida PALM.</p> <p>A biweekly Multi-Agency Project Management Liaisons (PML)-Change Management Liaisons (CML) Standup Meeting is now being facilitated by Agency PMLs and CMLs. The first two meetings focused on determining the need for the meeting and establishing the intended approach. The group has since published a charter and created a Teams site with access instructions for interested Agencies. This collaboration provides a forum to proactively identify and address issues before they escalate, fosters collaborative problem-solving through diverse perspectives, and helps support Agencies in addressing their unique concerns.</p> |

| Focus Area | Last Month Indicator | Current Month Indicator | Trend | Update Summary |
|---|----------------------|-------------------------|-----------|--|
| Agency Requirements and Design | Medium | Medium | No Change | <p>The Risk Rating for this Focus Area is a Medium Risk.</p> <p>Thirty-three Florida PALM Design updates were documented in the Florida PALM Knowledge Center, with the Report Catalog seeing the most impact, accounting for 22 of the changes. Agencies often first learned about these changes during Readiness Touchpoints. To improve communication, the Florida PALM Project Team introduced a new process for notifying Agencies about Interface changes via email. The Florida PALM IV&V Team recommends that Agencies establish a regular cadence for reviewing updates published in the Florida PALM Knowledge Center.</p> |
| Agency Testing | Medium | Medium | No Change | <p>The Risk Rating for this Focus Area is a Medium Risk.</p> <p>Agencies are preparing for Interface Testing and UAT by completing RW Tasks related to internal business system testing, developing UAT plans, and remediating Agency business systems. RCs, in collaboration with technical Subject Matter Experts (SMEs), are engaging with Agencies to provide guidance, answer questions, and offer feedback more efficiently. Agencies are progressing at varying levels, and most express confidence in their readiness to begin Interface Testing.</p> |
| Agency Data, Conversion, and Interfaces | Medium | Medium | No Change | <p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>The Florida PALM Project Team made a positive step to enhance communication regarding Interface updates by initiating regular emails with detailed Interface change information. This approach helps reduce confusion and minimizes the time Agencies need to spend researching interface changes.</p> |

| Focus Area | Last Month Indicator | Current Month Indicator | Trend | Update Summary |
|---------------------------------|----------------------|-------------------------|-------|--|
| | | | | Agencies are continuing to address Interface changes and the resulting business system remediation rework during Readiness Touchpoints. The Florida PALM IV&V Team noted that 16 updates have been documented in the Interface Catalog since 1/1/25. Additional research is planned, and Agency meetings are scheduled for March to assess the extent of the impact and explore potential remediation strategy recommendations for the Agencies. |
| Agency Implementation Readiness | NA | NA | NA | The Florida PALM IV&V Team will begin reporting progress once Agency Implementation efforts begin. |

New Findings

No new Findings were opened in this reporting period.

Open Findings

Finding # and Title: **Finding 14** – Issue that delays in application Build are impacting the completion of System Testing and the start of UAT.

| | | |
|---|-------------------------------------|-------------------------|
| Date Opened: 3/29/24 | | |
| Finding Description: When Finding 14 was opened, Build Segment I activities were seven weeks behind schedule, and Build Segment II was approximately three weeks behind schedule. There was a risk identified by both the Florida PALM IV&V Team (Finding 14) and the Florida PALM Project Team (Risk #8) that if these delays continued into subsequent Build Segments, the completion of System Testing or Stage Gate 3 – Ready to Begin UAT could be affected. Since Build Segments III and IV involve more Development activities than Segments I or II, ongoing delays could have a much larger and cumulative impact on the subsequent Build Segments. | | |
| Current Impact: Significant | Previous Impact: Significant | Trend: Improving |
| Current Probability: Likely | Previous Probability: Likely | Trend: Improving |
| Current Priority: High | Previous Priority: High | Trend: Improving |

Status Update: The Florida PALM IV&V Team observed that the pace of drafting the Build Segment IV AD documents has improved. Based on this improved pace, the Florida PALM IV&V Team estimates that Development will be completed by 4/21/25, which is approximately 6.5 weeks behind the baselined target date of 3/6/25. While the Impact, Probability, and Priority trends are improving, this Finding remains an Issue due to the continued delays to Build on the baselined Florida PALM Project Schedule. The approved extended timeline will shift the completion date for Development to 5/31/25, which would accommodate the current delay.

Recommendation #1: The SSI Vendor should re-evaluate and update the Staffing Plan to demonstrate how offshore and onshore Development staff will be adjusted to accommodate the increased scope and complexity of subsequent Build Segments.

Status: In Process

Update: Since June 2024, the SSI Vendor has consistently added additional Development staff to mitigate the delays in Build. The Florida PALM IV&V Team observed a continued increase in the pace of drafting AD documents, from an average of five per week in December to 7.8 in January and nine per week in February. Based on the progress so far, additional staffing does appear to have an impact on the pace of Development. The impact of added staff is not immediate, with approximately a two-month delay before the pace increases, which aligns with the expected learning curve.

Recommendation #2: The Florida PALM Project Team should review and reassign Application Design review activities, when possible, to other staff not supporting Segment IV Design or other overlapping activities.

Status: In Process

Update: The Florida PALM Project Team has tried to shift review responsibilities to other staff or contractors, when possible, but due to the expertise and prior knowledge gained from working on FDs, this approach has not been consistently feasible. The average time from when an AD document is drafted to when it is approved is approximately 32 business days and includes multiple review and update cycles.

Recommendation #3: The SSI Vendor should continue with the current approach to providing existing functional resources to work with the Development team to clarify the FDs.

Status: In Process

Update: At the start of each Build, the Development team conducts a pre-Build meeting with the SSI Vendor Functional staff to review the FDs and clarify questions about the Design. All the Pre-Build meetings for Build Segment IV have been completed.

Finding # and Title: **Finding 15** – Risk that high failure rate for RICEFW-related Test Scripts may impact Stage Gate 3.

| | | |
|--|-------------------------------------|-------------------------|
| Date Opened: 10/31/24 | | |
| Finding Description: Although System Testing execution is progressing, the Florida PALM IV&V Team has identified an initial failure rate of approximately 76% for Test Scripts associated with the RICEFW Items. As of 10/31/24, the failure rate for the second and third runs for RICEFW Items that failed initial execution is also high, with 30% failing during the second run and 38% failing on the third run. Compared to other types of Test Scripts, the failure rate of RICEFW-related Test Scripts for first, second, and third runs is substantially higher. | | |
| Current Impact: Moderate | Previous Impact: Significant | Trend: Improving |
| Current Probability: Possible | Previous Probability: Likely | Trend: Improving |
| Current Priority: Medium | Previous Priority: High | Trend: Improving |

Status Update: While this Finding remains a Risk, the Florida PALM IV&V Team has seen an improvement in the initial failure rate of RICEFW-related Test Scripts since December 2024. Initial failure rates went from an average of 68% in October through November to an average of 39% from December through February. The Florida PALM IV&V Team will continue to evaluate, but initiatives implemented by the SSI Vendor appear to be yielding positive results.

Recommendation #1: The SSI Vendor should assign SIRs back to the original Developer that built the failed RICEFW Item.

Status: In Process

Update: Based on a review of Developers assigned to resolve SIRs, it does appear that most are being assigned back to the original Developer.

Recommendation #2: The SSI Vendor should add additional Development staff to focus on the remaining items for Build Segment IV.

Status: In Process

Update: Additional Development staff have been added to the Florida PALM Project starting in June 2024 and additional staffing is expected through June 2025.

Recommendation #3: The SSI Vendor should prioritize Test Scripts to facilitate early testing of the most critical business functionality.

Status: In Process

Update: Test Scripts are being prioritized and coordinated with the Development Team based on what is available. The Florida PALM IV&V Team has not observed System Testing resources trying to test functionality that is still in Build. A total of 400 Test Scripts from System Testing

Segment II have been deferred to Segment III, with most of these deferred due to delays in Build Segment IV.

Recommendation #4: The SSI Vendor should document and standardize approaches to maintain consistency in configuration, application security roles, and settings across different environments.

Status: In Process

Update: The percentage of SIRs with a defect type of “configuration,” “application security,” “migration,” or “not a defect” have been gradually reducing since December. These defect types accounted for 38.5% of SIRs in December, 24.5% in January, and 15.8% in February. Overall, process improvements have increased consistency and reduced unnecessary SIRs.

Recommendation #5: The SSI Vendor should enhance smoke testing performed on Builds migrated to the System Testing environments using automated Test Scripts. Smoke testing is intended to assess the stability and functionality of new code when it is released in a new environment.

Status: No Change

Update: Although some smoke testing is performed, the Florida PALM IV&V Team is not aware of any increase in the smoke tests being performed or that any of the tests are being automated. The Florida PALM IV&V Team continues to recommend that additional automated smoke testing scripts be developed and utilized.

Recommendation #6: The SSI Vendor should continue existing meetings and processes between the Development and Testing Teams to coordinate the availability of RICEFW Items for System Testing and identify any dependencies among RICEFW Items.

Status: In Process

Update: The SSI Vendor Development and Testing teams are in frequent contact to coordinate the testing of RICEFW Items based on availability. The Florida PALM IV&V Team has not observed any instances where testing was attempted on a RICEFW Item that had not been completed.

Recommendation #7: The SSI Vendor should continuously log and review the root causes of SIRs with testers to minimize future identification of SIRs that are not valid defects.

Status: In Process

Update: Root causes are now consistently being added to SIRs. Approximately 98% of the closed or canceled SIRs have a root cause entered.

Recommendation #8: The SSI Vendor should develop a burn-up chart based on the Stage Gate 3 Entry Criteria and track performance against it.

Status: No Change

Update: The Florida PALM IV&V Team has not observed the creation of a burn-up chart for System Testing Segment III based on the Stage Gate 3 criteria that can be used to determine

whether the trajectory of progress is sufficient to meet the criteria. The Florida PALM IV&V Team continues to recommend that this type of burn-up chart be created.

Finding # and Title: **Finding 16** – Compounding delays in Mock Conversion 0 and 1 have led to a compressed timeline for Mock Conversion 2 and have the potential to impact multiple downstream activities, such as Interface Testing, future Mock Conversions, and UAT.

| | | |
|---|---------------------------------------|-------------------------|
| Date Opened: 11/29/24 | | |
| Finding Description: Mock Conversion 0B has been delayed due to delays with the development of critical Payroll Conversion interfaces, pushing the anticipated completion date of Mock Conversion 0B beyond November. As of 11/30/24, the Florida PALM Project Team completed Conversion activities for 10 out of the 14 interfaces for Mock Conversion 0B. Three of the remaining Conversion interfaces are 50% complete, and one is 25% complete. Additionally, there are two open High-priority SIRs, with one remaining unresolved since October, and 10 Medium-priority SIRs. These delays have pushed the completion of Mock Conversion 1B to early December, but Mock Conversion 1B cannot be finalized until Mock Conversion 0B is complete. Mock Conversion 1A has been reopened and new SIRs have been logged as a result. | | |
| Current Impact: Critical | Previous Impact: Critical | Trend: No Change |
| Current Probability: Probable | Previous Probability: Probable | Trend: No Change |
| Current Priority: High | Previous Priority: High | Trend: No Change |

Status Update: Mock Conversion 1 (originally scheduled for early September through November) is now 12 weeks behind schedule and remains incomplete as of 2/28/25. There are 10 unresolved SIRs (six High-priority and four Medium-priority) that are impacting the start of Mock Conversion 2, which was targeted for completion in late December in the baselined Florida PALM Project Schedule. Given the timeframe required to complete previous Mock Conversions, the current four-week timeline for Mock Conversion 2 (originally planned for six weeks) is likely insufficient to complete the execution of conversion scripts and address any new High-priority defects that may arise. The delay to Mock Conversion 2 has impacted subsequent Mock Conversions and the Interface Testing timeline on the baselined Florida PALM Project Schedule. As a result, this Finding remains an Issue. The approved extended timeline will shift the start date of Interface Testing Cycle 2 to 6/2/25, which would allow for more time to complete Mock Conversion 2 activities.

Recommendation #1: Prioritize the resolution of SIRs from Mock Conversions 0B and 1B and finalize Mock Conversion 0B activities to prevent further delays to Mock Conversion 1B. The Florida PALM Project Team should review completion dates for the remaining Mock Conversions and consider mitigation strategies such as allocating additional resources or extending work hours to realign the Mock Conversion timeline and promptly address new SIRs

Status: In Process

Update: The Florida PALM IV&V Team has observed that the Florida PALM Project Team is continuing to prioritize the resolution of SIRs from prior Mock Conversions before starting Mock Conversion 2. Six High-priority and four Medium-priority SIRs from Mock Conversion 1 remain unresolved. The Florida PALM IV&V Team continues to recommend that the Florida PALM Project Team work with the SSI Vendor to establish firm deadlines for resolving these SIRs, complete execution of the remaining scripts, and complete State Validation for prior Mock

Conversions. This approach will provide a structured timeline for addressing SIRs and completing outstanding tasks.

Finding # and Title: **Finding 17** – The overlapping timing of UAT, Training activities, and YEC tasks can create resource constraints, potentially reducing the effectiveness of Training delivery.

| | | |
|--|-------------------------------------|-------------------------|
| Date Opened: 11/29/24 | | |
| Finding Description: Agency SMEs and end users will depend on UAT and Training to gain the familiarity needed to perform their job functions in Florida PALM. The concurrent timelines for UAT, Training, and YEC activities may strain Agency resources and divide their focus across these overlapping efforts. | | |
| 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: This Finding remains a Risk, with no new developments. Agencies continue to express concerns about the baselined Florida PALM Project Schedule, the pace of UAT and training material production, and the need for more information on Build and Design. Agencies have continued to hire resources to support their Florida PALM readiness efforts.

Recommendation #1: Agencies should plan to increase resources – potentially through staff augmentation – to better support their staff during these parallel activities before beginning UAT. The Florida PALM IV&V Team also recommends that the Florida PALM Project Team track Training readiness through defined Key Performance Indicators (KPIs), surveys, and other metrics (i.e., SME and end-user participation in UAT, UAT progress, Training participation, completion rates, and knowledge transfer evaluations).

Status: In Process

Update: The Florida PALM IV&V Team observed numerous Agencies discuss staff augmentation in Agency Readiness Meetings and through updates to readiness tracking metrics used by the Florida PALM Project Team. These staff augmentation efforts include new personnel to lead and facilitate Training efforts at the individual Agencies. The Florida PALM IV&V Team continues to recommend the creation of surveys and metrics to track UAT and training readiness.

Recommendation #2: Consider additional support mechanisms during this period, such as setting up support labs, offering office hours, and hosting targeted workshops to address learning gaps and technical issues during UAT and Training. While the Florida PALM Project Team is already considering some of these measures, they could be especially effective through early engagement to identify specific Training needs and gaps, which can then be incorporated into the Training materials.

Status: In Process

Update: The Florida PALM Project Team is planning additional workshops and office hours to support Agencies in understanding Florida PALM Design and Build and applying this knowledge to develop Agency UAT and Training materials.

Finding # and Title: **Finding 18** – The current pace of System Test execution by the SSI Vendor and the addition of Test Scripts as Build Segments are completed could delay the completion of System Testing and increase the overlap with UAT.

| | | |
|--|---------------------------------------|-------------------------|
| Date Opened: 12/29/24 | | |
| Finding Description: As of 12/31/24, 1,507 Test Scripts need to be executed in the seventeen weeks remaining for System Testing. At the current average execution rate of 56 Test Scripts per week, the Florida PALM IV&V Team projects that System Testing may not be completed until the beginning of July 2025, which represents an approximately nine-week delay. | | |
| Current Impact: Significant | Previous Impact: Significant | Trend: Improving |
| Current Probability: Possible | Previous Probability: Possible | Trend: No Change |
| Current Priority: Medium | Previous Priority: Medium | Trend: No Change |

Status Update: While the Impact remains significant, the Trend is improving due to a decreased delay in the Florida PALM IV&V Team’s projected timeframe for System Testing completion and decreased overlap with UAT. The SSI Vendor’s System Testing execution pace increased to an average of 65 Test Scripts per week compared to 61 Test Scripts executed per week in January and 56 Test Scripts per week in December. Based on the current pace of Test Script execution, the Florida PALM IV&V Team projects that the remaining 770 Test Scripts in the Test Script Work Unit Tracker (TSWUT) may not be completed until 5/21/25. This represents a potential three-week delay to the baselined System Testing completion date of 4/30/25 and a seven-week overlap between System Testing and UAT, exceeding the currently approved one-month overlap. Due to this, the Finding remains a Risk. The Figure below shows the current pace and the projected completion date for System Testing.

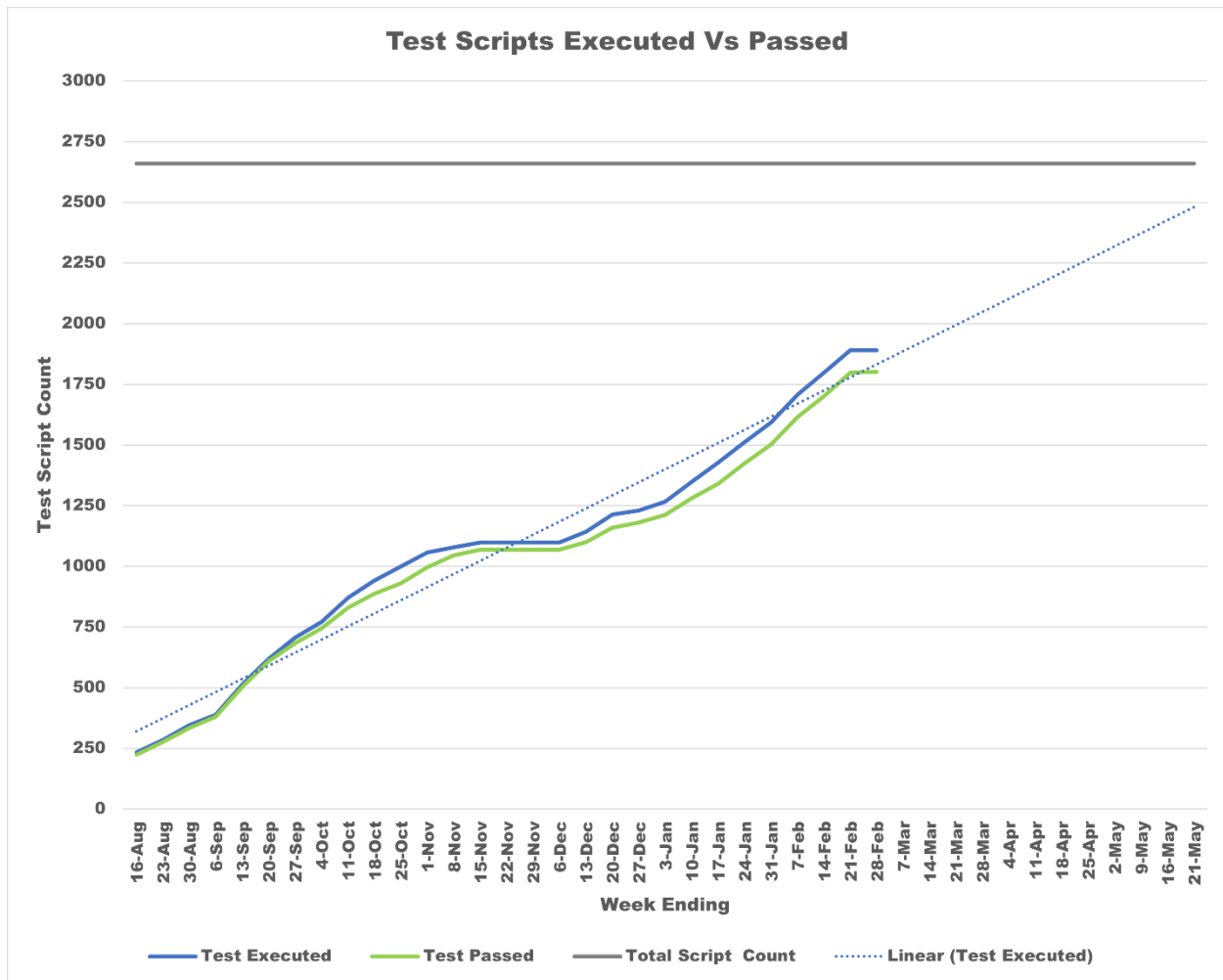


Figure 1: Total Test Scripts Executed versus Passed

Recommendation #1: To meet the baselined System Testing completion date of 4/30/25, the Test Script execution pace must increase to at least 88 Test Scripts per week. If new Test Scripts are added to the TSWUT, the execution rate should be reassessed, and additional resources allocated to ensure the timely completion of System Testing efforts.

Status: In Process

Update: The Florida PALM IV&V Team still estimates that an average of 88 Test Scripts per week must be executed over the next eight weeks to complete System Testing by 4/30/25. The projection is based solely on point-in-time data as of 2/28/25 and does not assume subsequent events that could impact the overall execution rate, such as added, deferred, or canceled Test Scripts, the time needed to resolve SIRs, or an extension to the timeline.

Recommendation #2: The SSI Vendor should continue to develop and migrate high-quality, adequately tested code to the System Test environments to reduce the number of new SIRs being logged and decrease the need for multiple re-runs.

Status: In Process

Update: The Florida PALM IV&V Team observed continued improvement in the overall pass percentage of RICEFW-related Test Scripts (Finding 15) and a high overall pass percentage on all Test Script types executed for Test Segment II.

Recommendation #3: The Florida PALM Project Team should develop the projected burndown rate for System Testing Segment III. These charts should account for additional Test Scripts included in System Testing execution and provide a clear plan for achieving the pace required to complete System Testing on schedule.

Status: No Change

Update: The Florida PALM IV&V Team has observed no change to the type of inputs used to generate the Segment II burndown chart. The TSWUT currently includes approximately 770 Test Scripts for System Testing Segment III and will continue to be monitored for additional inputs that may improve the accuracy of burndown reporting.

Finding # and Title: **Finding 19** – The Florida PALM Project could benefit from increased adherence and updates to the Risk and Issue Management process, promoting additional clarity and transparency regarding open Risks and Issues.

| | | |
|--|---------------------------------------|-------------------------|
| Date Opened: 1/31/25 | | |
| Finding Description: The Florida PALM IV&V Team has observed that Florida PALM Project Risk statuses and mitigation strategies have not been updated or escalated in a timely manner per the Changes, Risks, Action Items, Decisions, and Lessons Learned (CRAIDL) management process outlined in the Florida PALM Project Management Plan (PMP). The Florida PALM IV&V Team began reporting on the CRAIDL process in the November and December 2024 Florida PALM IV&V Monthly Assessment Reports, emphasizing the need for a more proactive approach to Risk and Issue management for a project of this scale. | | |
| Current Impact: Significant | Previous Impact: Significant | Trend: No Change |
| Current Probability: Probable | Previous Probability: Probable | Trend: No Change |
| Current Priority: High | Previous Priority: High | Trend: No Change |

Status Update: The Florida PALM IV&V Team has not yet observed increased adherence or updates to the Risk and Issues Management process.

Recommendation #1: Update the CRAIDL management process in the PMP to include a provision allowing exceptions in cases where extenuating circumstances prevent the Florida PALM Project Team from following the standard process for escalating Risks and documenting mitigation strategies that involve changes to scope, cost, and/or schedule.

Status: No Change

Update: The Florida PALM IV&V Team reviewed the PMP, including drafts, and the language has not yet been updated.

Recommendation #2: Where possible, create distinct entries for individual Risks in the CRAIDL log and develop detailed mitigation plans specific to each Risk, rather than using broad, high-level descriptions to cover multiple Risks. For example, Risk #8, which was originally opened to track the overlap between System Testing and UAT, also includes scope expansion due to additional work related to the DW/BI and delays in the Financials and Payroll Build Segment IV. Separating these into individual Risks would provide greater clarity and more targeted mitigation strategies.

Status: No Change

Update: The Florida PALM IV&V Team has not yet observed changes in the Risk documentation to create distinct entries or changes to the mitigation plans to provide more targeted strategies.

Recommendation #3: Refine the process for reviewing and tracking Risk status updates to include:

- Action items
- Assigned resource for Action Item
- Expected Time of Completion (ETC) for each Action Item
- Chronological status history
- Current status of Action items providing visibility into mitigation efforts

Status: No change

Update: The Florida PALM IV&V Team reviewed Risk #10, "Failure to Timely Execute Amendment 12." The Mitigate or Monitor Plan and Resolution states that if the Risk is not resolved, the Florida PALM Project Team will create an Issue and define appropriate Action Plans for resolution. The Florida PALM IV&V Team recommends proactively documenting Mitigation and Action Plans for logged Risks, even when the chosen mitigation strategy is Risk acceptance.

Recommendation #4: Specify whether a Risk is being Mitigated, Accepted, or Avoided in the mitigation plan.

Status: No change

Update: The Florida PALM IV&V Team has not yet observed updated language in logged Risks to support this recommendation.

Recommendation #5: Include standardized reporting practices in the PMP to provide greater clarity regarding Florida PALM Project Risks and Issues in the Monthly Status Report and ESC Meetings.

Status: No change

Update: The Florida PALM IV&V Team reviewed the PMP, including drafts, and the language has not yet been 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 the Florida PALM IV&V Team identified. No new Findings were opened this month, and there are six open Findings and two closed Findings.

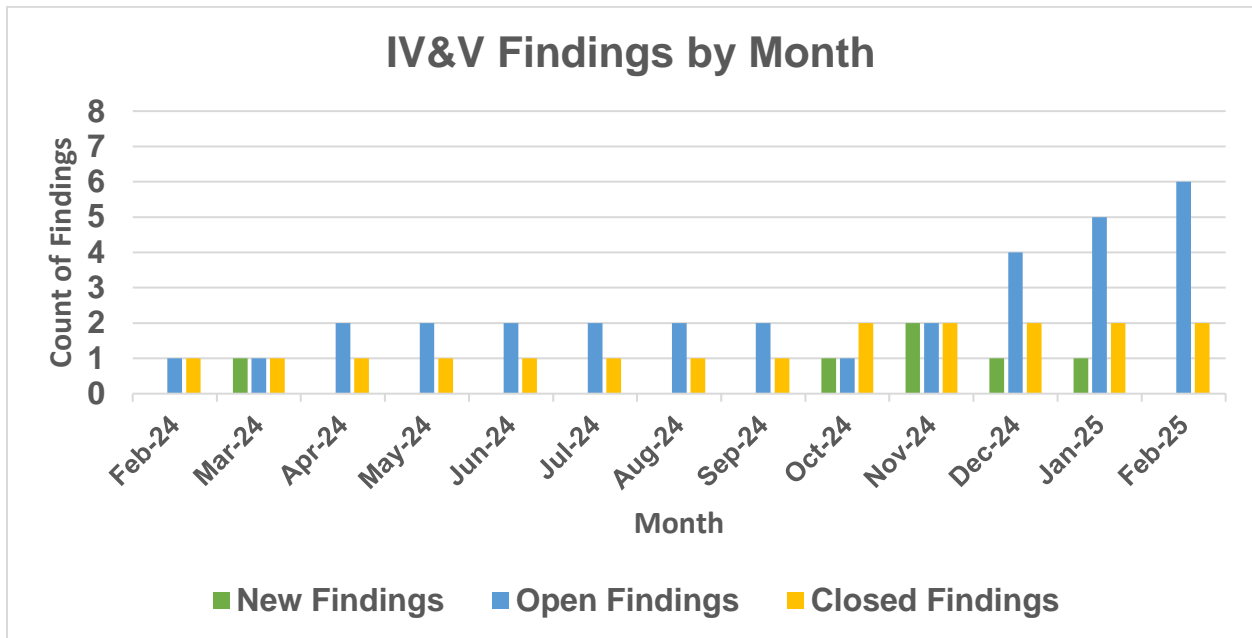
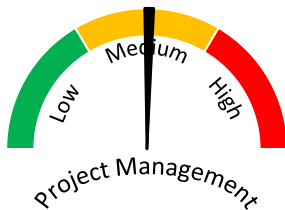


Figure 2: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator¹



Trend: No Change

Florida PALM Project Management Updates

The Florida PALM IV&V Team uses SPI and Delayed Tasks from the Florida PALM Project Schedule to evaluate the effectiveness of the Florida PALM Project Team's Schedule Management processes and evaluate the overall health of the Florida PALM Project. SPI measures how efficiently the Florida PALM Project is progressing relative to the planned schedule. Delayed Tasks highlight specific areas where the Florida PALM Project may be experiencing roadblocks or potential issues. The Florida PALM IV&V Team uses Steelray Project Analyzer to calculate the SPI and Delayed Tasks based on the End of Month (EOM) Florida PALM Project Schedule.

Florida PALM Project SPI

Utilizing the Florida_PALM_Project_ScheduleEOM.mpp file, which has a status date of 2/28/25, the SPI has decreased from .90 in January to .87 in February. An SPI of .87 indicates that the Florida PALM Project is progressing at 87% of the planned pace, which is behind schedule. While this poses a risk to the Florida PALM Project's timely completion against the baselined Florida PALM Project Schedule, the approved extended timeline will likely improve the SPI.

Florida PALM Project Delayed Tasks

The Florida PALM Project Delayed Tasks have increased from 401 at the end of January to 579 at the end of February. This represents a 44% increase in Delayed Tasks. Steelray defines a Delayed Task as one that should have started or finished but has yet to be completed. The Florida PALM IV&V Team continues to group these tasks into the following categories:

- Configuration.
- Deliverables.
- Administrative (Admin), which are tasks that support the Florida PALM Project but do not affect the Critical Path (e.g., reporting tasks, audits, budget tasks, documenting Florida PALM Project metrics).

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

- Work Products (WP).
- Internal Work Products (I-WP).

The Figure below shows the breakdown of these tasks.

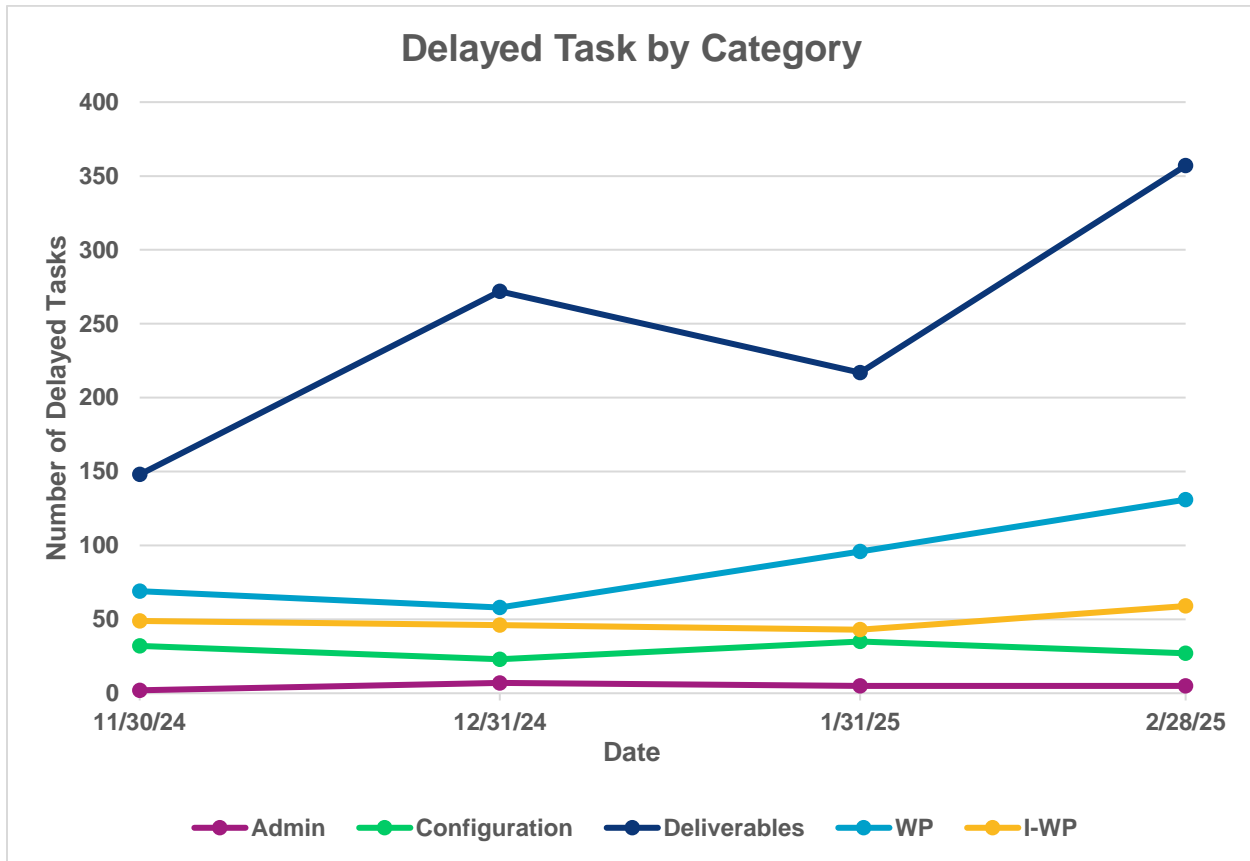


Figure 3: Delayed Tasks by Category

D654 – Completion of Build Segment IV continues to contain the largest number of Delayed Tasks.

In September 2024, the Florida PALM IV&V Team recommended adjusting the Start and Finish dates for delayed tasks in the Florida PALM Project Schedule based on estimates provided by the Florida PALM Project teams and tracking the variance from baseline Start and Finish dates for late tasks. The Florida PALM IV&V Team observed that new columns for actual Start and Finish dates have been added to the RADAR report, and the PMP has been updated to include a process for tracking variances in these dates based on the RADAR report updates, but the execution of a new timeline has taken precedence over the full implementation of this new process.

Florida PALM Project Decisions

The Florida PALM IV&V Team observed a decrease in the number of Florida PALM Project Decisions submitted. The Figure below shows the trend of approvals in the last four months.

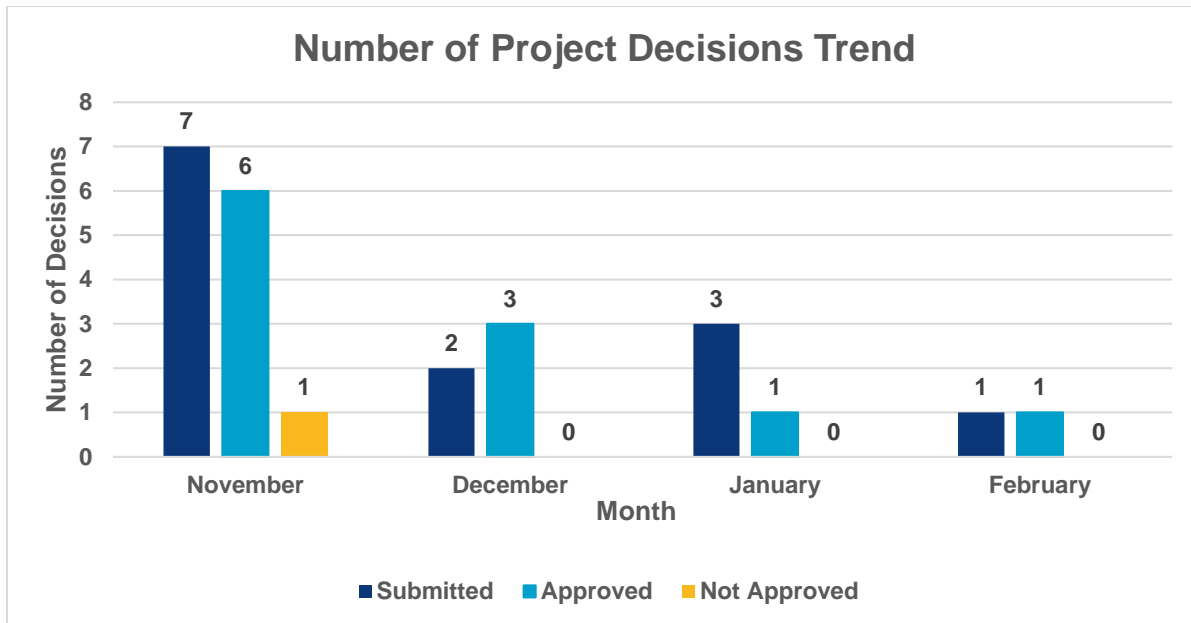


Figure 4: Project Decisions Trend

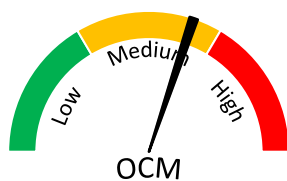
One Decision was submitted, and one was approved by Florida PALM Project leadership. The approved Decision, DE359 – Project Schedule Task Updates for DW/BI ENV Tasks, introduced new tasks for establishing Production and Disaster Recovery environments for DW/BI. The rationale behind DE359 was to address concerns about tracking the progress of the environment buildout and technical validation.

The pending Decision, DE360 – Removal of Test Scripts from D656 Completion of System Testing Segment II, proposed removing Test Scripts that had been canceled or deferred to Segment III. Per the approved DED for D656, the removal of Test Scripts identified for execution in System Testing Segment II requires a Decision before D656 can be approved by the Florida PALM Project Team.

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

RCs' engagement with the Agencies is progressing with their scheduled touchpoints, and the Florida PALM IV&V Team has observed improvements in their preparation. Some RCs are now engaging in more detailed discussions regarding Risks, Issues, questions, and RW Tasks. RCs have been reviewing RW Tasks in real-time with Agency staff, updating them to ensure their completeness, responding to or taking back questions where appropriate, and bringing in Florida PALM Project technical SMEs to discuss more complicated aspects of the Florida PALM Project, like Interfaces, with their Agency counterparts.

RCs have been proactively encouraging Agencies to visit the Florida PALM Knowledge Center and Florida PALM Readiness webpage for more information. They have also emphasized the importance of logging questions to benefit other Agencies experiencing similar issues. Additionally, Agencies are encouraged to check the Public Questions Log for answers. While emphasizing the importance of completing various RW Tasks is a key aspect of the RC role, promoting a positive culture around change will enable Agencies to be more ready and accepting of Florida PALM. The Florida PALM IV&V Team has observed RCs implementing various recommendations from previous Florida PALM IV&V Monthly Assessment Reports, including resistance mitigation strategies, like:

- Acknowledging and validating concerns showing their understanding of Agencies' worries.
- Celebrating small wins.
- Publicly acknowledging Agencies' successes.
- Transitioning monthly in-person touchpoints to quarterly and upon request, shifting the other monthly touchpoints during the quarter to a virtual platform and providing more flexibility for Agency participation.

RCs have been recognizing Agencies' improved communication, their efforts with updating RW Tasks, and some improvements in writing Risks and mitigation strategies. One Agency directly attributed Risk writing improvements to the Risk Writing Workshop held on 11/6/24. Agencies have expressed interest in additional workshops. Based on this positive feedback for the Risk Writing Workshop and UAT User Story Training, additional workshops would be well received.

In the Florida PALM IV&V October Monthly Assessment Report, the Florida PALM IV&V Team recommended that the Florida PALM Project Team conduct a Training Needs Assessment or Survey to identify trends in Agencies' Training needs. This assessment was intended to guide the overall Training strategy, including decisions on the Train-the-Trainer (TTT) Program. The Florida PALM IV&V Team observed that the Florida PALM Project Team deployed a Training survey on 1/17/25, collecting responses through 1/31/25. Of the 35 Agencies, 27 (77%) responded, providing valuable insight into their Training plan progress.

Most Agencies anticipate challenges in defining a Training timeline and identifying specific Training needs. They also highlighted the importance of Training topics, templates/materials/screenshots, and access to the UAT system as beneficial resources. The Florida PALM Project Team can use this feedback to refine their Training approach. Effectively communicating these efforts fosters stakeholder engagement, supports user adoption, and helps mitigate resistance. Additional benefits include:

- Increased buy-in – RW Tasks may garner additional progress and/or completion due to Agencies being assured that their Training needs will be met.

- Increased commitment – When stakeholders feel their Training needs are heard and valued, it may result in greater investment in the Florida PALM Project’s success and more attention to RW Tasks.
- More informed decision-making – If Agencies have a clear understanding of what the Florida PALM Project Team will provide and how their Training needs will be supported, they can make comprehensive decisions early.
- Increased user knowledge – It is imperative Agencies understand the Florida PALM functionality and can demonstrate knowledge retention. Iterative feedback loops allow for continuous learning and improvement.
- Increase in Stakeholder Confidence – Creating regular feedback loops can help build trust and confidence among stakeholders, including project sponsor team members and end users.

Using insights from the Training Plan survey to develop a tailored Training approach will help the Florida PALM Project achieve its objectives while staying within scope, budget, and timeline. This approach fosters stakeholder confidence, enhances understanding, builds trust and commitment, and strengthens communication. As a result, teams can collaborate more effectively, leading to increased productivity throughout the Florida PALM Project.

The Florida PALM IV&V Team recommends that the Florida PALM Project Team leverage the information learned from the Training Survey in the following ways:

- Engage early on with Agency-led Training groups, providing access to Florida PALM Training, Agency readiness, and technical and functional staff.
- Tailor the training approach based on feedback received from the Training survey.
- Provide Agencies with guidance and support in developing and determining a Training timeline.
- Communicate Florida PALM Training topics and collateral information such as, but not limited to, templates, materials, and screenshots.
- Guide Agencies in developing their own success metrics and KPIs for training and ensuring alignment with the Florida PALM Project’s metrics/KPIs.
- Leverage the CCN to identify and dispel misinformation.
- Encourage the Agencies’ CCNs to collaborate to share their Training and UAT approaches.
- Provide consistent feedback loops for Agencies to encourage continuous improvement of Training planning.
- Deploying regular surveys and incorporate the results in future communications, plans, and activities.
- Assist the Agencies in their development of defining scope by determining the objectives of Agency-led Training groups.
- Continue to provide routine check-ins, office hours, or workshops with Agency-led Training groups.

The Florida PALM IV&V Team has observed that an informal, Agency-led Training group, consisting primarily of Agency Change Champion Network (CCN) Training Liaisons, is being developed to assist in Agency Training development and to promote the sharing of ideas on Training strategies and planning. The Florida PALM IV&V Team acknowledges that the Florida PALM Project Team intends to support this group, while simultaneously fostering their autonomy to develop their Agency-specific Training plans independently. With some Agencies expressing concern about Training planning, the involvement of the Florida PALM Project Team in providing support to the Agency-led Training group will be beneficial. The following are some additional

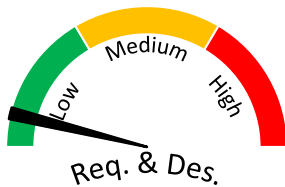
ways the Florida PALM Project Team could provide additional support to the Agency-led Training group:

- Assist with a kickoff meeting to align objectives and expectations.
- Provide a structured approach to guiding meetings and conversations, including incorporating elements of specific methodologies like PMBOK and Prosci®. This could include incorporating documentation of meeting agendas, action items, lessons learned, and other best practices.
- Provide guidance in developing a structured learning path for Agencies to leverage that aligns with the Florida PALM Project Team’s Training development phases.

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

Florida PALM Requirements and Design

Focus Area Indicator



Trend: No Change

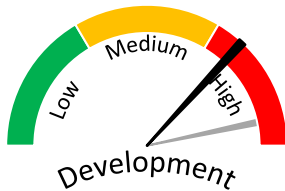
Florida PALM Requirements and Design Updates

The Florida PALM IV&V Team participated in Design discussions related to PCR 121 – Employee Self-Service (e.g., SDE025 and SDE026), which are progressing as expected, as well as Build review meetings covering the technical aspects of ESS. The Florida PALM IV&V Team observed that some Design changes are not identified until the Build meetings and recommends that these changes, such as updating file layouts for Interfaces, be identified and reviewed prior to the Build meetings to avoid additional rework.

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

Florida PALM Development

Focus Area Indicator



Trend: Improving

Florida PALM Development Updates

Build Segments III and IV

Build Segment III is nearly complete with 121 of the 122 AD documents approved as of 2/28/25. All Build Segment III AD documents were originally targeted for approval by 9/27/24. This represents more than a five-month delay from the baselined target date. The Florida PALM IV&V Team has observed several root causes that have contributed to the delays in Build Segment III, including:

- Development staff misunderstanding content in the Functional Designs (FDs), leading to rework.
- Development staff need to make multiple rounds of updates to AD documents based on feedback and clarifications from the Florida PALM Project Team.
- Onboarding newly added Development staff that do not have background knowledge of the Florida PALM Project.
- Initial underestimation of the scope and complexity of Build Segment III.

To mitigate delays in drafting the AD documents, the SSI Vendor has consistently added Development staff since July 2024. The changes to Development staffing levels are shown in the Figure below.

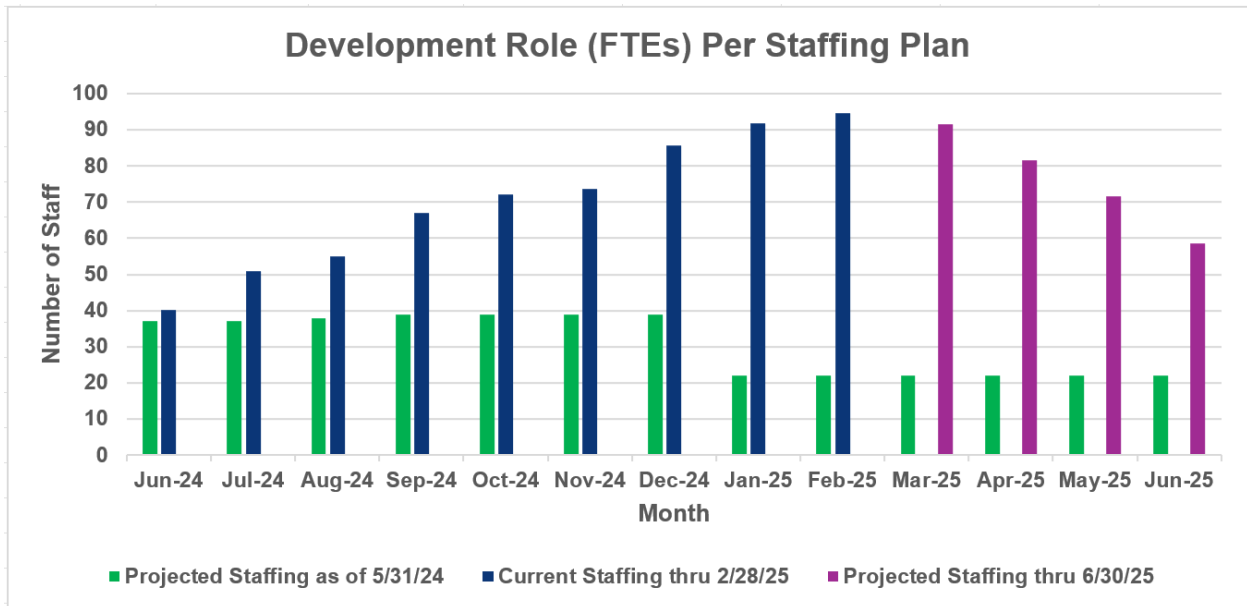


Figure 5: Changes in Development Staffing

Build Segment IV is underway and is behind the baselined Florida PALM Project Schedule. Eighty-nine of the planned 112 Segment IV AD documents have been drafted as of 2/28/25. The Florida PALM IV&V Team has observed that the pace of drafting Build Segment IV AD documents has increased from an average of 5 AD documents per week in December to 9 per week in February. This trend can be seen in the Figure below.

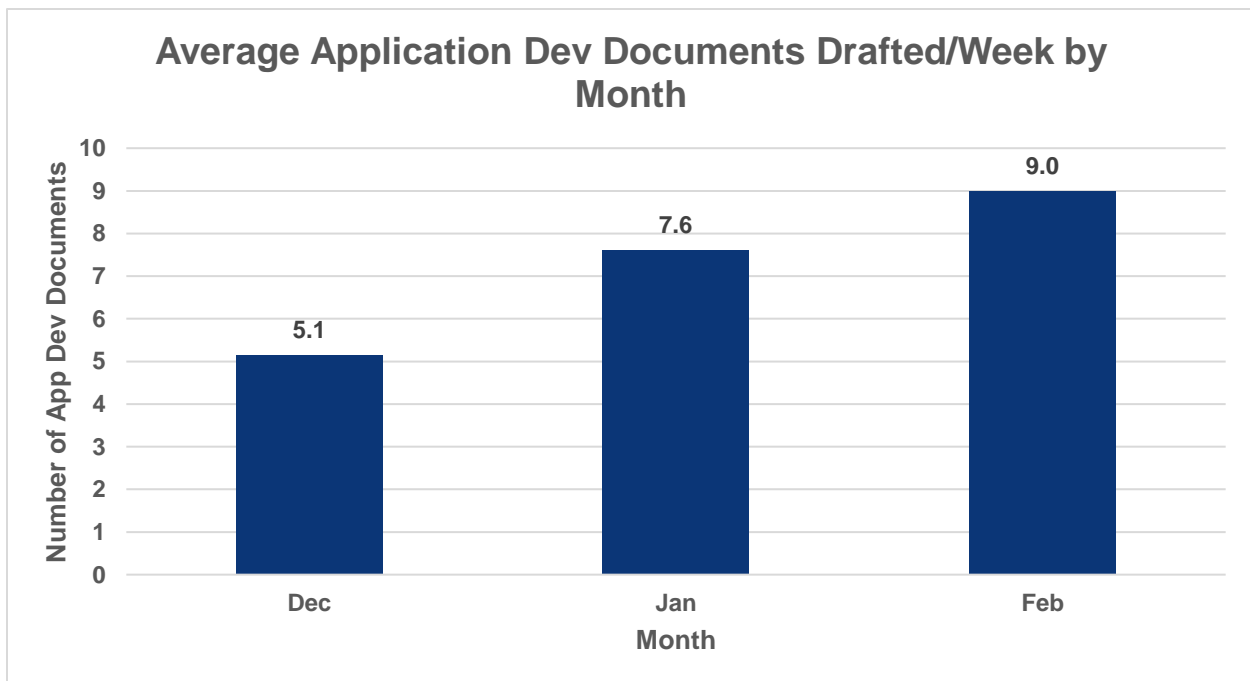


Figure 6: Average Segment IV AD Documents Drafted/Week by Month

The increased pace of drafting the AD documents indicates that the added staff is improving performance, but the impact of this staffing boost is not immediate, with about a two-month delay between adding staff and the noticeable increase in pace. Even at the improved pace, the Florida PALM IV&V Team estimates that Build Segment IV will not be completed until 4/21/25. This is approximately 6.5 weeks behind the baselined target date of 3/6/25. This includes the average time for the Florida PALM Project Team to review and approve the AD documents, which is 31.6 business days. The review timeframe usually includes multiple rounds of review and update cycles for the AD documents. The Florida PALM IV&V Team has found that the review process performed by the Florida PALM Project Team is thorough, complete, and yields high-quality AD documents.

Overall, the delays in Build Segment IV will impact the baselined targeted completion of System Testing (4/30/25) and result in a delay to the Start of UAT.

SIR Resolution

The Figure below shows the count of Active SIRs over time, categorized by their assigned priority in Jira (None to Highest).

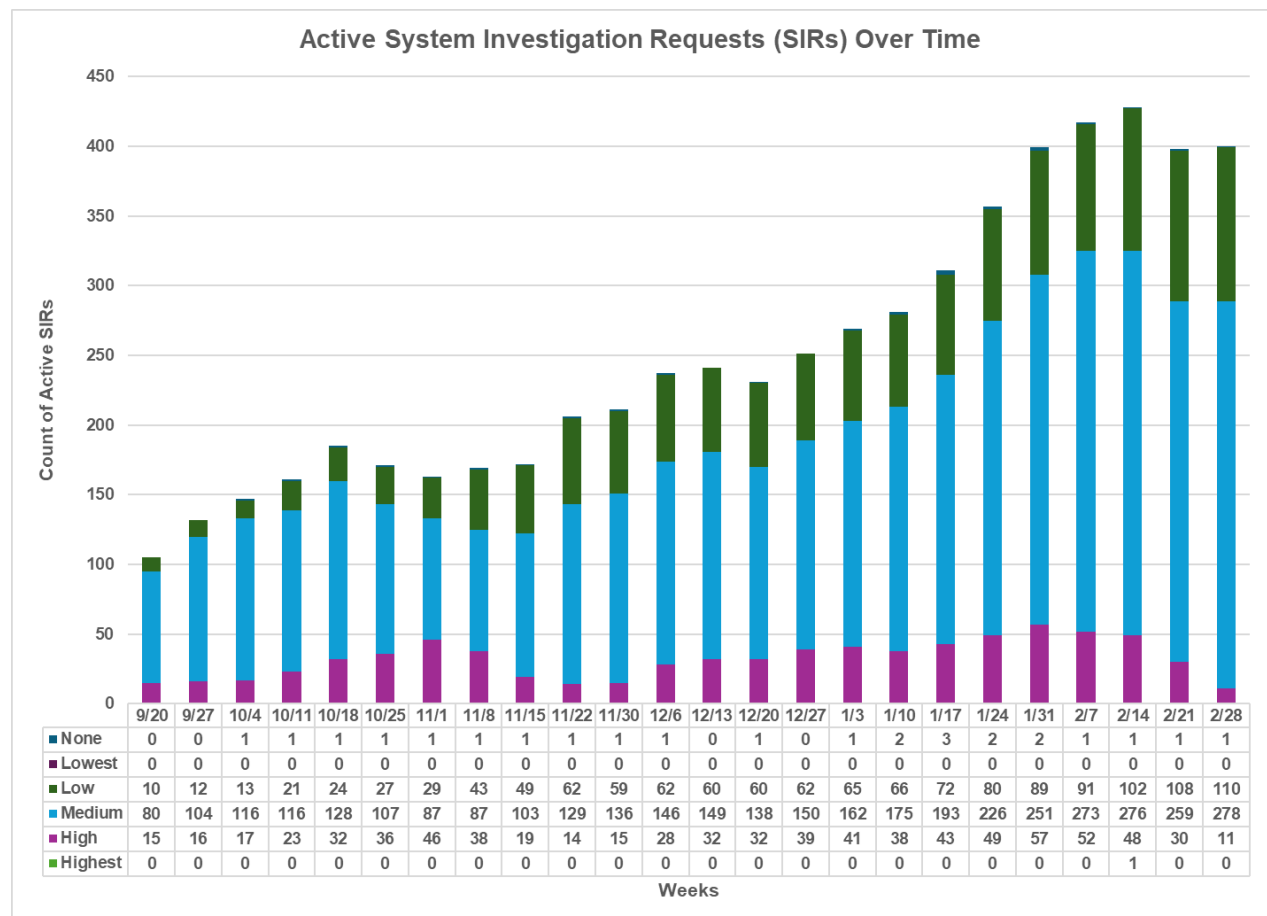


Figure 7: Active SIRs over Time

The number of active Medium-priority SIRs continued to increase until mid-February. In the last two weeks of February, the Florida PALM IV&V Team then observed a decrease in this number due to the conclusion of System Testing Segment II. Execution of Segment III has not yet begun.

The Florida PALM IV&V Team also observed that the initial failure rate for RICEFW-related Test Scripts from December 2024 through February 2025 has continued to show improvement when compared to October and November 2024. This trend is visible in the Figure below:

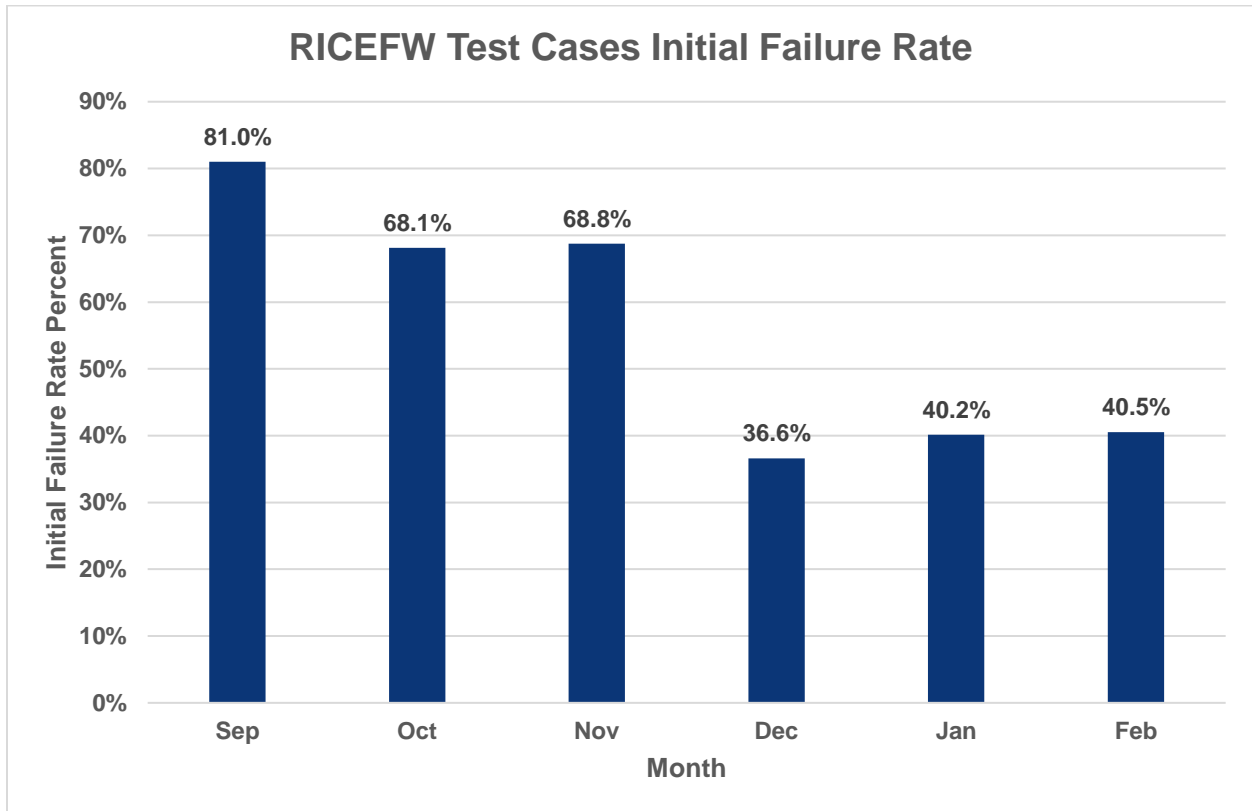


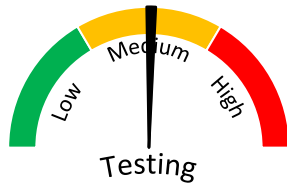
Figure 8: Monthly Initial Failure Rate for RICEFW-related Test Scripts

It appears that initiatives put in place by the SSI Vendor and the Florida PALM Project Team are improving the initial failure rate, resulting in fewer SIRs being identified for RICEFW Items.

The continued delays in Build Segment IV make the System Testing completion date (4/30/25) on the baselined Florida PALM Project Schedule unachievable and will also impact UAT. Due to this, the Risk Rating for this Focus Area remains High but is decreasing (improving) from a High Red to a Low Red due to the increase in the pace of drafting AD documents. The approved extension to the timeline will shift the end of Development to 5/31/25, shift the end of System Testing to 6/30/25, and eliminate the overlap between System Testing and the start of UAT.

Florida PALM Testing

Focus Area Indicator



Trend: No Change

Florida PALM Testing Updates

System Testing Segment II

System Testing Segment II was completed on 2/25/25 with 100% of the planned Test Scripts (795) executed and an overall Pass Rate of 92%. Seventy-seven percent of the Segment II Test Scripts were related to RICEFW Items, with an initial run failure rate of approximately 40% and an overall pass rate of 92%. This reflects an improvement from previous months, as shown in Figure 9 in the Development section above.

The initial plan for Segment II included 816 Test Scripts, as outlined in D656 – Completion of System Testing Segment II. The SSI Vendor submitted Florida PALM Project Decision DE360 on 2/21/25, proposing the removal of 439 Test Scripts – 54 marked for cancellation and 385 for deferral. DE360 is scheduled for approval on 3/5/25, which is after the completion of Segment II, as reflected in the Test Execution Tracker (TEXT).

Of the deferred Test Scripts, approximately 220 are related to Inter/Intra Unit functionality due to dependencies on Build Segment IV, which is delayed per the baselined Florida PALM Project Schedule.

In addition to the Test Scripts documented in D656, the SSI Vendor planned to execute approximately 400 additional Test Scripts in Segment II, some of which were also deferred or canceled, increasing the total Deferred Test Scripts to 430 and Canceled Test Scripts to 80. The Florida PALM IV&V Team will review DE360 and follow up with the Project Team as needed. Additionally, the Florida PALM IV&V Team will assess any potential impacts these deferred and canceled Test Scripts may have on Segment III and the overall System Test schedule.

Outstanding SIRs

Per the SIR Management process defined in D643 – Updated System Testing Plan, SIRs will have both a Business Criticality and Priority assigned to them in Jira. Priority reflects a SIR's impact on testing progress and the urgency of fixing it, while business criticality represents its potential impact on business operations or end users if deployed to the Production environment.

While all SIRs with a Business Criticality of Level 1 – Critical have been resolved upon conclusion of System Testing Test Segment II, there are 24 unresolved SIRs with a Business Criticality of Level 2 – High. D643 defines a Business Criticality of Level 2 – High as a “Partial failure of multiple business process areas within Florida PALM, resulting in a major business impact. No workaround exists or workaround is not sustainable.”

The Table below shows the Defect Type of the unresolved High Business Criticality SIRs from System Testing Segment II.

Table 3: Defect Types of Unresolved High Business Criticality SIRs

| Defect Type | Code | Configuration | Clarification | Application Security | Technical Design | Total |
|-------------|------|---------------|---------------|----------------------|------------------|-------|
| Count | 16 | 2 | 3 | 2 | 1 | 24 |

The Figure below shows the age of these SIRs.

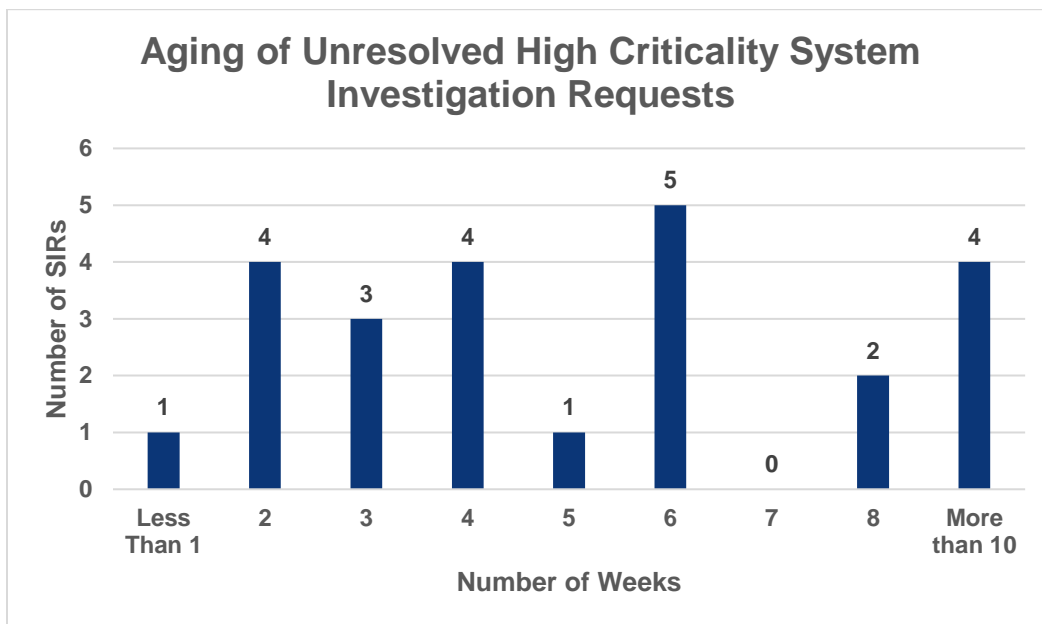


Figure 9: Aging of Unresolved High Criticality SIRs

Upon completion of System Testing Test Segment II, there were 274 unresolved Medium-priority SIRs, as seen in the Figure below.

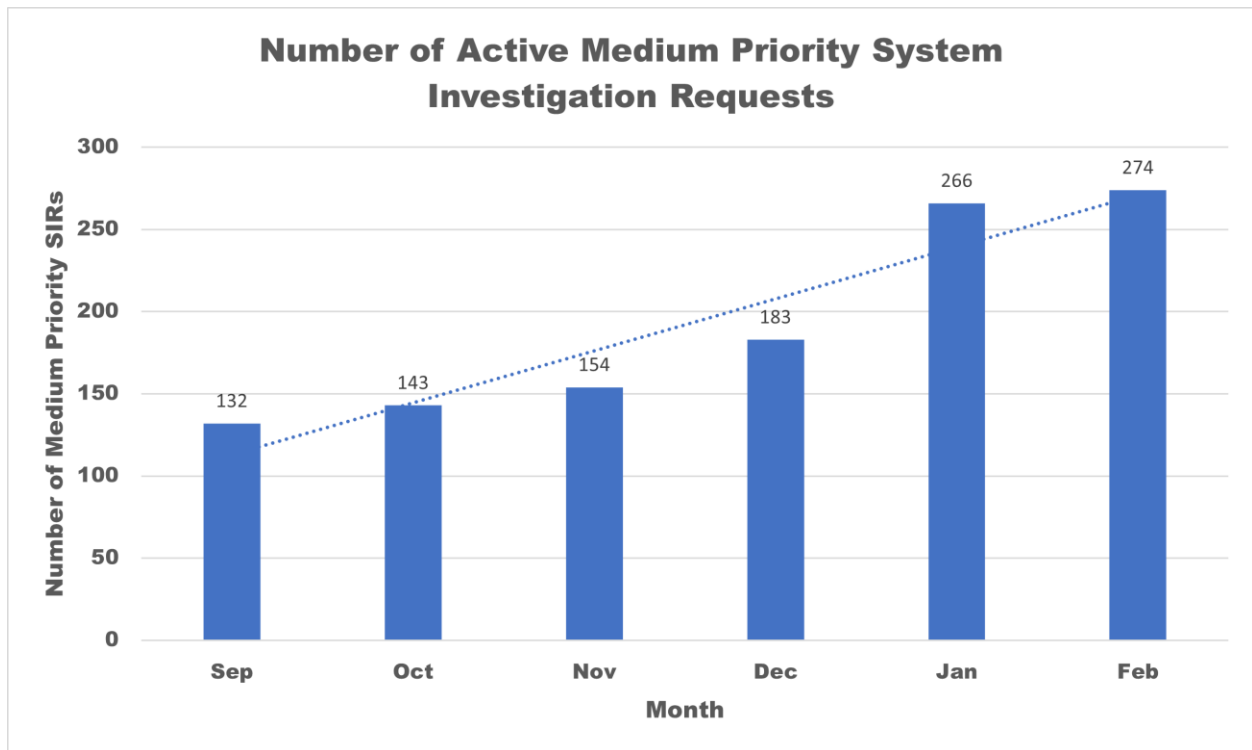


Figure 10: Number of Active Medum-priority SIRs

The Florida PALM IV&V Team observed that the average number of days required to resolve a Medium-priority SIR increased from 11.25 days to 12.53 days, as seen in the Figure below.

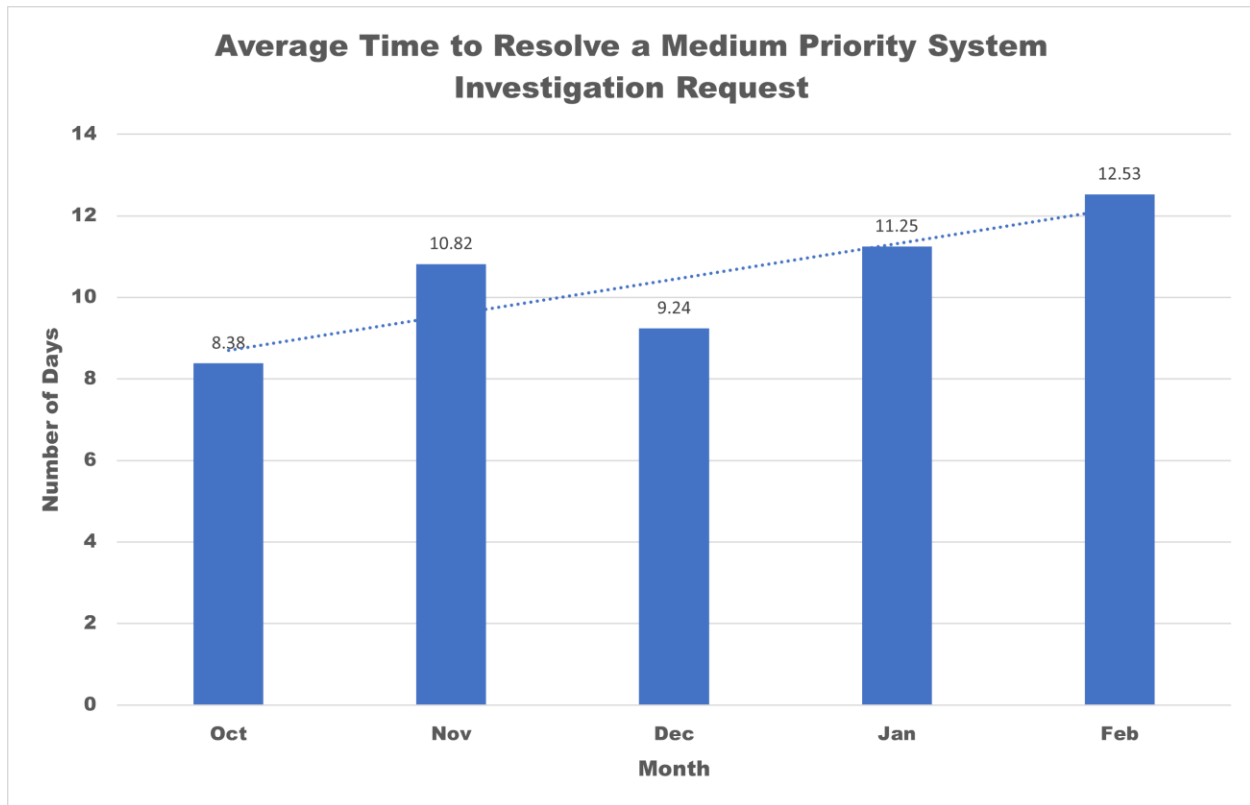


Figure 11: Open Medium-priority SIR Backlog

Once System Testing Segment III begins, the Florida PALM IV&V Team will continue to monitor the trend in resolving both the Criticality Level 2 – High and Medium-priority SIRs (those brought forward from Test Segment II and those newly logged in Test Segment III) and the impacts that a high number of SIRs could have on the overall quality of the application being delivered to UAT and the end user testing experience.

The Table below provides a snapshot of the execution status upon completion of System Testing Segment II.

Table 4: Test Execution Status for System Testing Segment II

| Test Execution Status for Test Segment II (As of 2/28/25) | | | | | | | | |
|---|--------------------------|------------------------------|------------------------------|------------------------------------|------|------|----------------------------|----------------------------|
| Cycle | Total No of Test Scripts | No. of Test Scripts Canceled | No. of Test Scripts Deferred | Actual No of Test Scripts Executed | Pass | Fail | Pass % (based on executed) | Fail % (based on executed) |
| Cycle 0 | 18 | 2 | 1 | 15 | 11 | 4 | 79% | 21% |
| Cycle 1 | 9 | 1 | 0 | 8 | 8 | 0 | 100% | 0% |
| Cycle 2 | 632 | 52 | 208 | 372 | 337 | 35 | 91% | 9% |
| Cycle 3 | 356 | 12 | 113 | 231 | 215 | 16 | 93% | 7% |

| Test Execution Status for Test Segment II (As of 2/28/25) | | | | | | | | |
|---|--------------------------|------------------------------|------------------------------|------------------------------------|------------|-----------|----------------------------|----------------------------|
| Cycle | Total No of Test Scripts | No. of Test Scripts Canceled | No. of Test Scripts Deferred | Actual No of Test Scripts Executed | Pass | Fail | Pass % (based on executed) | Fail % (based on executed) |
| Cycle 4 | 82 | 9 | 38 | 35 | 34 | 1 | 97% | 3% |
| Cycle 5 | 123 | 2 | 11 | 110 | 106 | 4 | 96% | 4% |
| Cycle 6 | 45 | 2 | 34 | 9 | 8 | 1 | 89% | 11% |
| Cycle 7 | 27 | 0 | 13 | 14 | 12 | 2 | 86% | 14% |
| Cycle 9 | 13 | 0 | 12 | 1 | 1 | 0 | 100% | 0% |
| Grand Total | 1305 | 80 | 430 | 795 | 732 | 63 | 92% | 8% |

The SSI Vendor is expected to continue drafting Test Scripts concurrently with System Testing execution. The Florida PALM IV&V Team observed that the number of Test Scripts drafted for Test Cycles 2 and above has slightly increased. As Build Segment IV progresses, it is anticipated that additional Test Scripts will be identified, drafted, and added to the various cycles of System Testing. Cycle 2 – Financials Module Specific Processing of System Testing has the highest number of Test Scripts identified and drafted compared to the other System Testing Cycles.

Review of SSI Vendor System Test Scripts

The Florida PALM IV&V Team reviewed the System Testing execution results by analyzing the attributes, fields, and tabs within the individual Test Script workbooks for Segment II. The Florida PALM IV&V and State QA Teams have reported inconsistencies in Test Script workbooks, including blank fields, inaccurate data, missing screenshots, test status discrepancies, and incorrect Segment assignments. In response, the SSI Vendor has provided clarifications, updated Test Scripts, and noted the observations for future revisions.

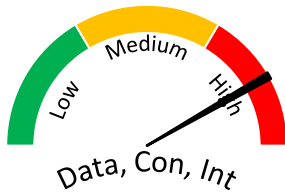
Review of State QA Test Scripts and Execution

The Florida PALM IV&V Team observed that the State QA Team is conducting testing alongside the SSI Vendor’s System Testing. In addition to re-executing the SSI Vendor’s Test Scripts, the State QA Team has created additional Test Scenarios and Test Scripts, documented as ‘Gaps/State Finding Scenarios’ in the Florida PALM SharePoint. The Florida PALM IV&V Team is reviewing the State QA Team’s execution results and ongoing documentation of these additional Test Scenarios. As of 2/28/25, approximately 500 SIRs have been logged in Jira based on their execution.

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

Conversions

The Florida PALM Project Team made progress on Mock Conversion 1 by resolving 27 outstanding SIRs and reducing the average closure time from 17 days to 11. Delays in Mock Conversion 1 have postponed the start of Mock Conversion 2, originally targeted for completion in December. Six High-priority and four Medium-priority SIRs remain unresolved. This delay has impacted Interface Testing and subsequent Conversion activities (Finding 16).

Nine new SIRs were opened in Jira for Mock Conversion 1A. The SSI Vendor closed 17 SIRs, leaving two High-priority SIRs unresolved as of 2/28/25. The Figure below shows the priority and status of SIRs for Mock Conversion 1A as of 2/28/25.

Table 5: Status of SIRs for Mock Conversion 1A

| Priority | Jira Status | | |
|--------------|-------------|----------|-----------|
| | Resolve | Re-test | Closed |
| High | 2 | 0 | 7 |
| Medium | 0 | 0 | 10 |
| Low | 0 | 0 | 0 |
| Total | 2 | 0 | 17 |

Note: A Jira status of Resolve indicates the SIR has been assigned to the appropriate Development staff and a fix is being worked on. A Jira status of Re-test indicates a resolution for the SIR has been loaded into the Testing environments and is ready for re-test. A Jira status of Closed indicates that the SIR resolution has passed a re-test and has been closed.

The Florida PALM Project Team opened eight new SIRs for Mock Conversion 1B. The SSI Vendor closed 10 SIRs, leaving 4 High-priority SIRs unresolved as of 2/28/25.

Table 6: Status of SIRs for Mock Conversion 1B

| Priority | Jira Status | | |
|--------------|-------------|----------|-----------|
| | Resolve | Re-test | Closed |
| High | 4 | 0 | 3 |
| Medium | 3 | 1 | 5 |
| Low | 2 | 0 | 2 |
| Total | 9 | 1 | 10 |

Interfaces

In January, Interface Testing Cycle 1 – Connectivity Testing was pending for one enterprise partner, four Agencies, and one third-party application, with completion originally planned for December 2024. As of 2/28/25, the Florida PALM Project Team has completed connectivity testing for three Agencies, and the testing for the enterprise partner is in progress. While Interface Connectivity Testing Cycle 1 has experienced some delays, these do not have an impact on Interface Testing Cycle 2.

Delays to Mock Conversion 2 have impacted the start of Interface Testing Cycle 2, originally scheduled for 2/1/25, as it depends on data from Mock Conversion 2. The Florida PALM IV&V Team continues to recommend that the Florida PALM Project Team request expected resolution dates for the remaining Mock Conversion 1 SIRs from the SSI Vendor and prioritize unresolved High-priority SIRs before proceeding with Mock Conversion 2. The approved extended timeline will shift the start dates for both Mock Conversion 2 and Interface Testing Cycle 2 to account for these delays.

The Florida PALM Project Team continued to review Interface inventories submitted by Agencies and provide feedback to address incomplete or inaccurate information. Once the Interface list is finalized, the Florida PALM Project Team will evaluate the need for additional Connectivity testing.

Data Warehouse/Business Intelligence

For DW/BI Build Segment II, 10 of the 12 originally planned reports were delivered. The remaining two reports, APR064 Clearance Pattern Report and GLR112 Agency Balance Sheet Report, were moved to DW/BI Build Segment III. APR064 was deferred due to its dependency on data from the Human Capital Management and Cash Management Modules that need to be setup in the Data Warehouse and is contingent on work included in Financials and Payroll Build Segments III and IV. GLR112 was deferred to allow for additional stakeholder reviews. These changes were documented in Florida PALM Project Decision DE357 – D659 DW/BI Solution Design Changes.

DW/BI Build Segment III is in progress, with nine AD documents drafted as of 2/28/25, which is approximately two weeks behind the planned target date. This segment includes 18 reports and is scheduled for approval by 4/21/25. The delay is not expected to impact the baselined Florida PALM Project Schedule.

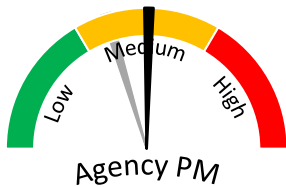
Florida PALM Implementation Readiness Updates

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: Worsening

Agency Project Management Updates

The Florida PALM IV&V Team attends Agency Monthly Readiness Touchpoints, RDNS/RW meetings, Readiness Team meetings, and Thursday Task Talks to assess each Agency's progress. The Florida PALM IV&V Team has observed challenges with Agencies completing RW Tasks and continues to evaluate these Tasks to identify potential Risks and Issues that could impact each Agency's overall readiness.

Overall Task Completion

The Florida PALM IV&V Team analyzed the RW to assess Agency performance across all Tasks. Data was compiled for RW Tasks starting with Task 512, with deadlines before 2/28/25. A total of 76 Tasks were included in this analysis.

Table 7: Submission Totals by Florida PALM Project Impact

| Task Status | Project Impact Totals | | | |
|---------------------------------------|-----------------------|----------|-----------|-----------|
| | Direct | Indirect | N/A | Total |
| Verified as Complete | 19 | 5 | 7 | 31 |
| Submission Incomplete | 12 | 4 | 21 | 37 |
| N/A (No Task Rubric for Verification) | 1 | 0 | 7 | 8 |
| Total | 32 | 9 | 35 | 76 |

While five additional Tasks with a Direct Impact on the Florida PALM Project have been released since January, the percentage of Direct Impact Tasks completed by Agencies and Verified as Complete by the Florida PALM Project Team remains at 59%. Similarly, the completion rate for Indirect Tasks has held steady at 56%. This data indicates that Agencies remain behind schedule for RW Task completion despite extensions to the completion dates.

Tasks Verified as Complete

The Figure below shows eight RW Tasks due before 2/28/25 and the percentage of Agencies that have been Verified as Complete by the Florida PALM Project Team. Verified as Complete indicates that Agencies have submitted 100% of the required information or data, and the

submissions have been reviewed and validated by the Florida PALM Project Team against the Task Rubric. The Florida PALM Project Team does not review Agency submissions to validate the accuracy of data or information against current Agency business processes and systems. Submissions deemed insufficient or incomplete, requiring resubmission by the Agencies, are excluded. This distinction underscores the importance of achieving “Verified as Complete” to ensure readiness and alignment with Florida PALM Project objectives.

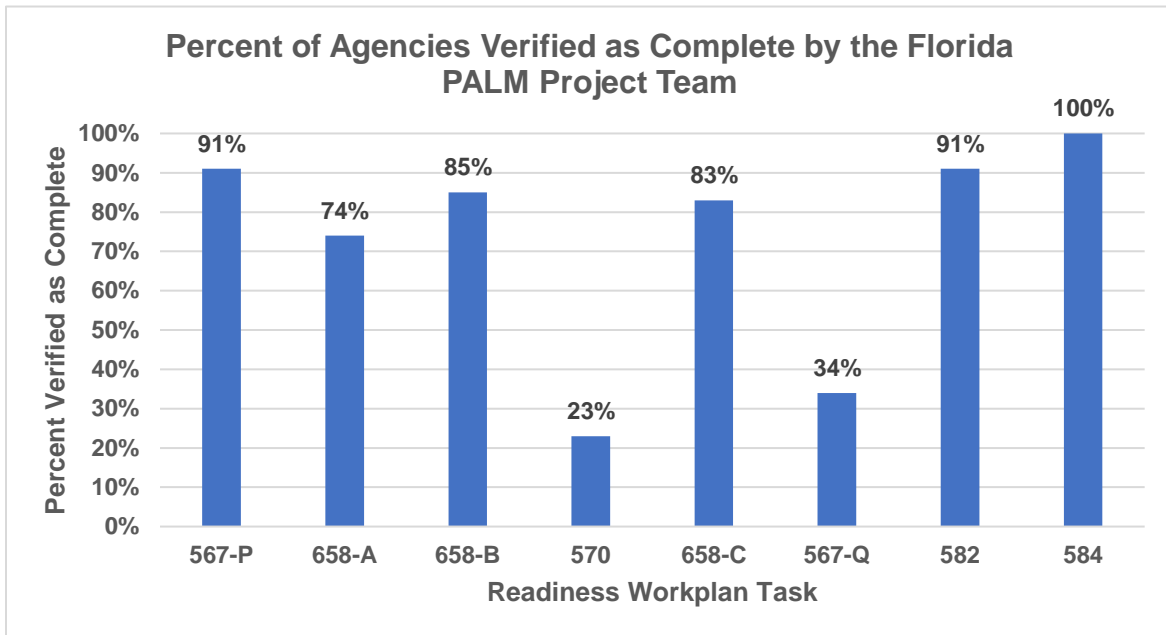


Figure 12: Tasks Verified as Complete by the Florida PALM Project Team

Of the eight tasks, there are five with a Direct Impact on the Florida PALM Project:

- 567P-Q Share, Review, and Update Configuration Workbooks – ensures that Agency-specific configuration values are loaded correctly for testing rather than generic Florida PALM configuration data. Additionally, the data from this Task will support the completion of 657 Submit Updated Configuration Workbooks and 622 Review and Confirm Updated Configuration Workbooks.
- 658A-C Submit Data Field Mapping – ensures accurate conversion results for each Agency based on mapping of FLAIR Organization Codes to Florida PALM Organization IDs, including the Organization ChartField for the following:
 - AMC001 – Assets and Property
 - ARC002 – Open Accounts Receivable
 - POC001 – Open Encumbrances
 - GLC001 – Ledger

The Florida PALM IV&V Team recommends the following for the Agencies:

- Actively engage with RCs before meetings to update discussion topics, ensuring timely resolution of questions and guiding future discussions to assess whether meeting frequency should be adjusted. This also helps ensure meaningful discussions on

necessary topics. If Agencies do not provide input when RCs reach out, the agenda template defaults to the standard version, which may not effectively address key discussion points, potentially leading to ineffective communication.

- Continue to evaluate available resources and redistribute Tasks to ensure a balanced workload and that the proper training and tools are available to complete the Tasks.
- Continue to engage with the RCs as soon as it is realized that the due date for a particular Task will not be met. A mitigation strategy should also be created to resolve the potential delay and immediately notify the Florida PALM Project Team if the resolution is outside of the Agency’s control.
- Continue to seek collaboration with other Agencies. This can leverage different skills and perspectives, improve efficiency, and provide support and motivation.

Agency Risk and Issue Analysis

The Florida PALM IV&V Team observed a slight increase in the number of open Issues and a decrease in the number of open Risks reported by the Agencies since January. The Agencies self-report and self-assess Issues and Risks. The Table below shows the running total of open Risks and Issues reported by the Agencies each month.

Table 8: Agency Risks and Issues

| Issues | Oct-24 | Nov-24 | Dec-24 | Jan-25 | Feb-25 | Risks | Oct-24 | Nov-24 | Dec-24 | Jan-25 | Feb-25 |
|-------------------------|---------------|---------------|---------------|---------------|---------------|-----------------------|---------------|---------------|---------------|---------------|---------------|
| Open Issues | 86 | 94 | 76 | 78 | 83 | Open Risks | 313 | 331 | 325 | 327 | 324 |
| Critical or High | 64 | 68 | 61 | 64 | 66 | Risks Score 6+ | 154 | 162 | 170 | 167 | 155 |

The Florida PALM IV&V Team performed an in-depth analysis of the open Issues that are Critical or High, and the open Risks scored 6 or higher. The Risks and Issues are categorized as given below.

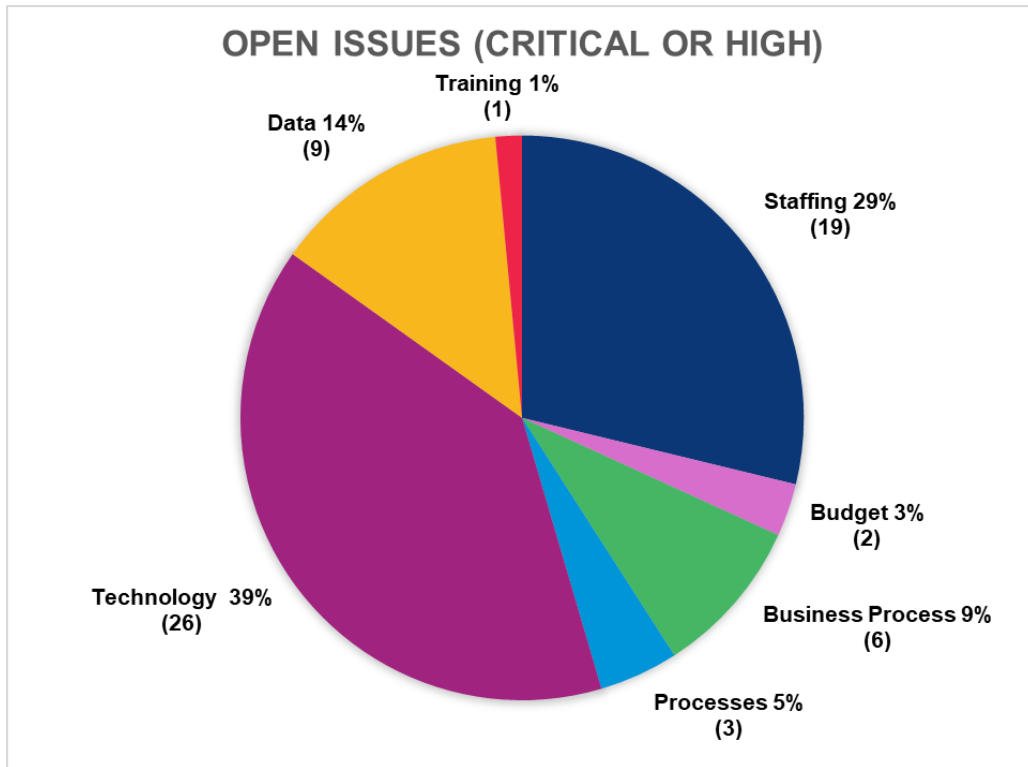


Figure 13: Open Agency Issues by Category

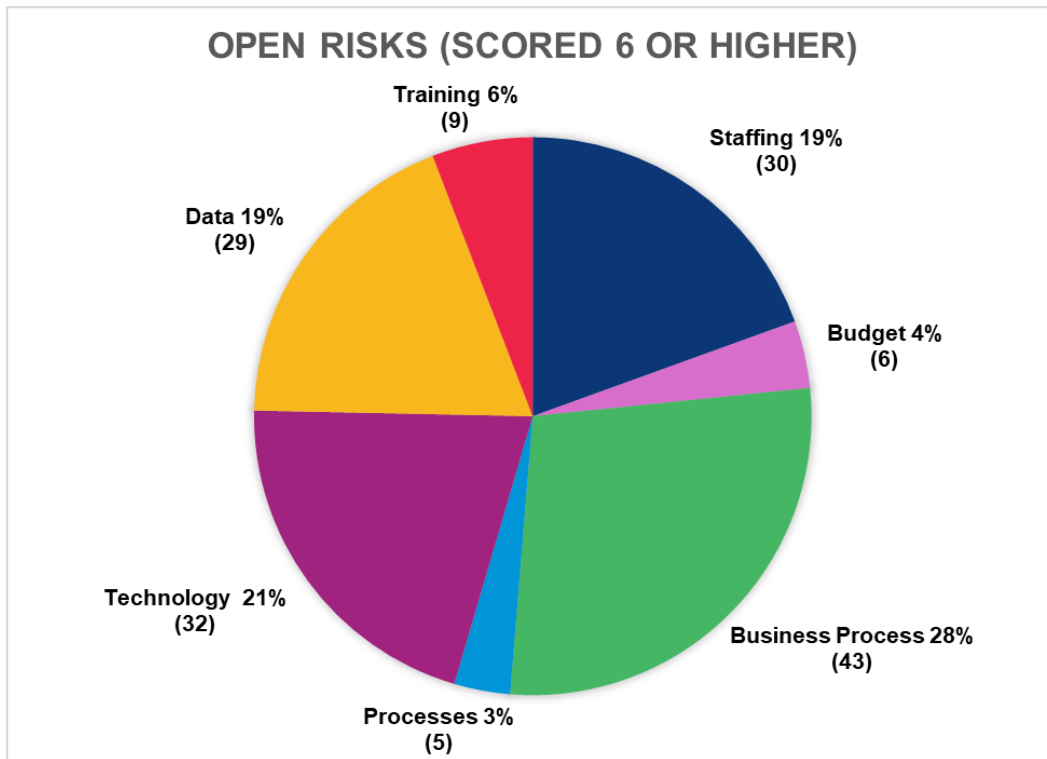


Figure 14: Open Agency Risks by Category

Note: A business process consists of activities or tasks related to an Agency's transactional processes or business systems, such as financial reporting, budget management, payroll processing, and procurement. For example, Agencies need to determine how the Trial Balance, Schedule of Allotment Balances, year-end closing processes, and Schedule processes will be completed using the Account field, which combines the current FLAIR General Ledger Code and Object Code.

Processes refer to general Florida PALM Project-related activities such as communication, Task instructions, and clarifications. For example, changes to system scope (such as shifting certain features to post-implementation after Go-Live) may reduce core processing functions needed for operational efficiency.

The Florida PALM Project Team provided the Agencies with RW Task 502 Supplemental Risk and Issue Guide, which outlines the expectations for Agency Risk and Issue management. The Florida PALM Project Team also facilitated two Risk Management workshops in collaboration with Florida Digital Systems (FL[DS]) to guide Agencies toward a unified process.

Despite available guidance and training, inconsistencies in Risk and Issue management may pose challenges to Florida PALM Project alignment and effective decision-making. The Florida PALM IV&V Team observed the following:

- Agency Risks do not have sufficient detail in their documentation of the Risk, including clear descriptions, potential impacts, and mitigation strategies.
- Agencies appear to not consistently review Risk scores to reassess the impact of mitigation plans or workarounds, resulting in outdated risk assessments.
- Delayed updates to Risk analysis hinder Agency project managers, the Florida PALM Project Management Office (PMO) Team and leadership, and stakeholders from making informed decisions based on current data.
- Issues should reflect active events affecting Florida PALM Project Tasks. Some Issues are incorrectly logged as potential future occurrences.
- The criteria for rating Issues as Critical, High, or Medium are not uniformly applied across Agencies.
- Risks are not categorized correctly as Monitoring or Mitigating, per RW Task 502 Supplemental Risk & Issue Guide, affecting the accuracy of risk reporting.
- The Florida PALM IV&V Team has not observed regular collaborative Risk review meetings between Agencies and the Florida PALM Project Team outside of the Readiness Touchpoints, limiting opportunities for joint problem-solving and shared accountability.

The gaps appear to stem from the following factors:

- Agencies are not uniformly following the Florida PALM Project's Risk and Issue management guidelines.
- Risk scores and mitigation plans are not regularly reassessed.
- Risk discussions during monthly Readiness Meetings are often rushed or omitted due to time constraints, with no dedicated collaborative review sessions observed.
- The process for escalating Agency-level Risks to the enterprise level is undermined by inconsistent documentation and review practices.

- Agencies are not uniformly following the Florida PALM CCN Roles and Responsibilities documentation for Risk and Issue Management.

Inconsistent Risk and Issue management across Agencies can potentially result in:

- Inaccurate reporting or misleading Risk and Issue metrics in project status reports.
- Misalignment due to limited coordination between Agencies and the Florida PALM Project Team.
- Missed opportunities for joint mitigation of shared Risks.
- Limited Accountability due to inadequate escalation pathways, increasing the likelihood of delays and cost impacts.

The Florida PALM IV&V Team recommends that Agencies take the following actions to strengthen Risk and Issue management:

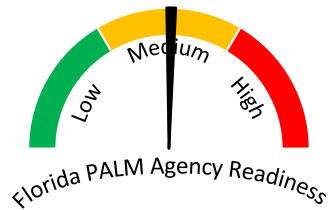
- Adhere to CCN Roles and Responsibilities - The Florida PALM CCN was created to assist Agencies in transitioning to Florida PALM. The Florida PALM CCN Roles and Responsibilities documentation provides clear guidance on which CCN members are responsible for identifying, understanding, reporting, and monitoring Agency Risks, Issues, and mitigation plans to promote a successful transition to Florida PALM. Agencies should follow the CCN guidelines for identifying, reporting, and monitoring Risks and Issues to support a successful transition to Florida PALM.
- Regular Risk and Issue Reviews - Conduct periodic reviews to reassess Risk scores and update mitigation strategies, integrate Risk and Issue discussions into inter-Agency meetings (e.g., PML-CML Standup Meeting) to identify cross-Agency impacts, and regularly review the Master Agency Risks and Issues Reports to detect shared or emerging risks.
- Collaborative Risk Management - Schedule joint Risk review meetings with Agency representatives and the Florida PALM Project Team to promote alignment and shared accountability.
- Standardize Risk Management Practices - Align Agency practices with the Florida PALM Project Team's Risk and Issue management training and RW Task 502 Supplemental Risk and Issue Guide.

By adopting these recommendations, Agencies can strengthen their Risk and Issue management processes, support Florida PALM Project-level oversight, and enhance outcomes through improved collaboration, consistency, and accountability.

Due to the delays in RW Task completion and the Florida PALM IV&V Team's observations regarding the Agencies' Risk and Issue management process, the Risk Rating for this Focus Area has increased (worsened) from a Low Yellow to a Medium Yellow.

Florida PALM Agency Readiness

Focus Area Indicator



Trend: No Change

Florida PALM Agency Readiness Updates

Agencies continued to work toward existing RW Task due dates, encouraged by their respective RCs to align with the Florida PALM implementation timeline.

Florida PALM Functionality

Most Agencies continue to struggle with understanding Florida PALM requirements and workflows that differ from their current processes. In late February, the Florida PALM IV&V Team observed that some Agencies are facing challenges related to their business process redesign. The Florida PALM IV&V Team continues to recommend the following for the Agencies:

- Utilize the workflow documentation on the Florida PALM website and the Florida PALM Knowledge Center to identify process flows. Design documentation can assist in identifying business processes and creating user stories, which will be vital for UAT preparation.

Communication

The Florida PALM IV&V Team attended the Multi-Agency PML-CML Standup Meeting facilitated by Agency PMLs and CMLs. The intent of this group is to function as an inter-Agency collaboration workgroup, and the first meeting was held in late January 2025. The Florida PALM IV&V Team observed a structured approach, including the development of a Charter and a Teams site made available to Agencies interested in this collaboration.

The goals identified for the Multi-Agency PML-CML Standup Meeting include:

- Facilitate connection to address common challenges, topics, and issues by leveraging the experience of other workgroup members to share solutions, templates, and best practices.
- Ensure a consistent and accurate flow of information to manage false narratives and misinformation.
- Provide a forum that can facilitate the Agency and enterprise UAT coordination of targeted to and from test case activities.

During Agency Readiness Touchpoints, the Florida PALM IV&V Team observed that Agencies were informed about the collaboration workgroup, which may provide additional information and

support for their needs. The PML – CML Collaboration Workgroup meetings are held bi-weekly on Friday from 9:00 AM to 11:00 AM or until all discussion is completed, whichever comes first.

This enhanced communication and collaboration strengthens alignment between the Agencies, the Florida PALM Project Team, and change management efforts. It promotes a consistent message being delivered to Agencies, reducing confusion and encouraging knowledge sharing around challenges, solutions, and best practices. This collaboration creates a forum for identifying and addressing issues before they escalate, fostering problem-solving through diverse perspectives. It also supports Agencies in addressing their unique concerns and fosters a sense of collaboration.

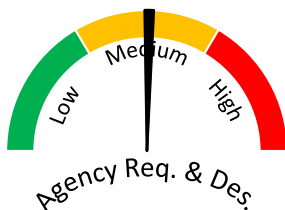
The Florida PALM IV&V Team continues to recommend the following for the Agencies:

- Consistently utilize the Questions Log as the primary mechanism for documenting all questions to enhance communication and improve the efficiency of addressing inquiries.
 - The Florida PALM IV&V Team observed during the monthly Readiness Touchpoints that some RCs requested their Agencies send questions to them via email while others recommended their Agencies add questions directly to the Questions Logs. It was also observed during the Readiness Touchpoints that some Agencies are still sending questions via email to the Florida PALM Project Team, primarily technical team members, and not to their assigned RCs.
- Actively participate in existing Florida PALM and cross-Agency collaboration meetings and activities, fostering collaboration and engagement. An active and collaborative approach will facilitate quicker question resolution, provide opportunities to share insights, and promote a more unified understanding of Florida PALM Project objectives and challenges.

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 noted 33 updates documented in the Florida PALM Knowledge Center. The updates impacted the following areas: Business Process, Report Catalog, Interface Catalog, and Configuration Data Values.

Table 9: System Design Updates Published to the Knowledge Center in February

| Knowledge Center Updates in February | | | | |
|--------------------------------------|----------------|-------------------|--------------------|---------------------------|
| Business Process | Report Catalog | Interface Catalog | Conversion Catalog | Configuration Data Values |
| 5 | 22 | 5 | 0 | 1 |

The Florida PALM IV&V Team observed that Agencies previously received communications about Florida PALM design updates through the Florida PALM Knowledge Center. While updates are regularly published there, Agencies were often learning about Design changes for the first time during monthly Readiness meetings. To improve clarity and communication efficiency regarding Interface updates, the Florida PALM Project Team recently implemented a new email process to reduce confusion and enhance timely information sharing.

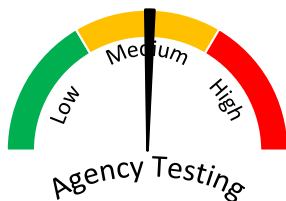
The Florida PALM IV&V Team recommends the following for the Agencies:

- Establish a cadence to frequently check the Florida PALM Knowledge Center to stay informed about Florida PALM Design changes.

The Risk Rating for this Focus Area remains Medium.

Agency Testing

Focus Area Indicator



Trend: No Change

Agency Testing Updates

Agencies are preparing for Interface Testing and UAT by completing RW Task 576 Internal Agency Business System Test, RW Task 536C Developing UAT Plans, and other RW Tasks related to remediating Agency business systems to align with Florida PALM. RCs, in collaboration

with Technical SMEs, continue to engage with Agencies, providing guidance and addressing outstanding questions related to Interface submissions and technical requirements. Agencies are also working on:

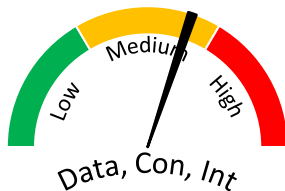
- UAT planning by defining test scenarios, expected outcomes, and acceptance criteria.
- SME assignments by identifying and designating SMEs to support Testing efforts.
- Florida PALM preparation by verifying internal business systems are ready for integration with Florida PALM.

Agencies are progressing at different paces, with some facing greater challenges in completing required Tasks due to resource constraints, competing priorities, or business system dependencies that are still being resolved. Most Agencies express confidence in their readiness to begin Interface Testing.

The Risk Rating for this Focus Area remains Medium.

Agency Data, Conversion, and Interfaces

Focus Area Indicator



Trend: No Change

Agency Data, Conversion, and Interfaces Updates

Agencies continue to express uncertainty about Interface selection and the ability to update or correct Interface inventories in the future. Agencies also reported unresolved Interface layout and configuration issues that require Florida PALM Project Team clarification or business system remediation rework. The Florida PALM IV&V Team observed that 16 updates have been documented in the Interface Catalog since 1/1/25. Additional research is planned, and Agency meetings are being scheduled in March to evaluate the breadth of the impact and potential remediation strategy recommendations for the Agencies.

The Florida PALM Project Team made a positive step toward improving communication about Interface updates. A new process was implemented, wherein an email with details about specific Interface changes will be sent to the Agencies. The Florida PALM IV&V Team evaluated the contents of the notification email, and it contains easily identifiable details that will reduce the time Agencies have been spending researching Interface changes in the Florida PALM Knowledge Center. Additionally, the RCs displayed and explained this communication change in the Readiness Touchpoint meetings with the Agencies.

The Risk Rating for this Focus Area remains a Medium 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.

Key Metrics or Analysis

This section provides metrics the Florida PALM IV&V Team uses to assess processes or activities.

Development Metrics

Build Segment III Final Approval

The Figure below shows the targeted number of AD documents for final approval versus the actual approved count for Build Segment III. As of 2/28/25, the Florida PALM Project Team has approved 121 of the 122 AD documents. All 122 Segment III AD documents were targeted to be approved by 9/27/24.

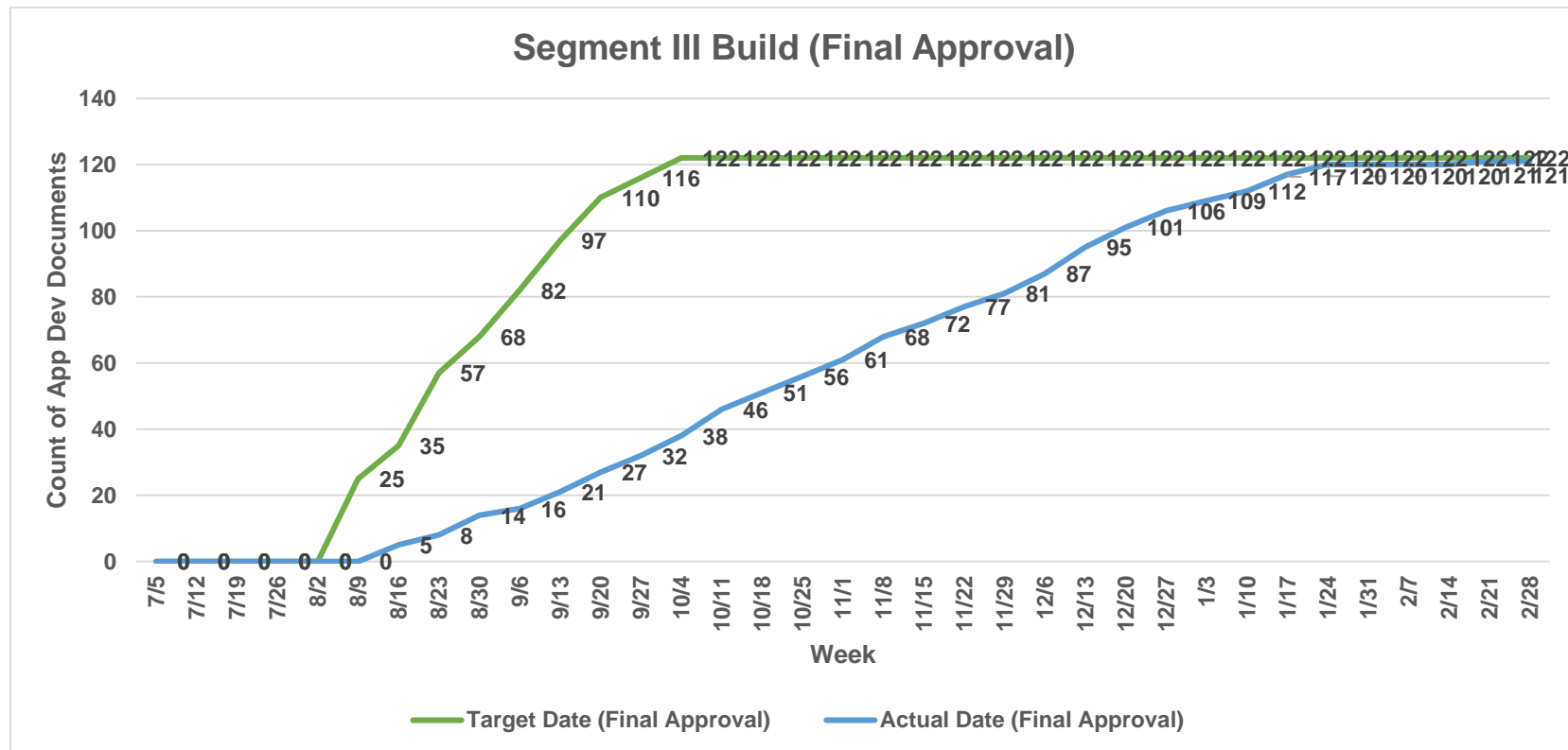


Figure 15: Segment III AD Documents – Final Approval

Build Segment IV Draft

The Figure below shows the targeted number of AD documents to be drafted versus the actual count for Build Segment IV. As of 2/28/25, 89 of the 112 AD documents have been drafted. All 112 Segment III AD documents were targeted to be approved by 3/6/24.

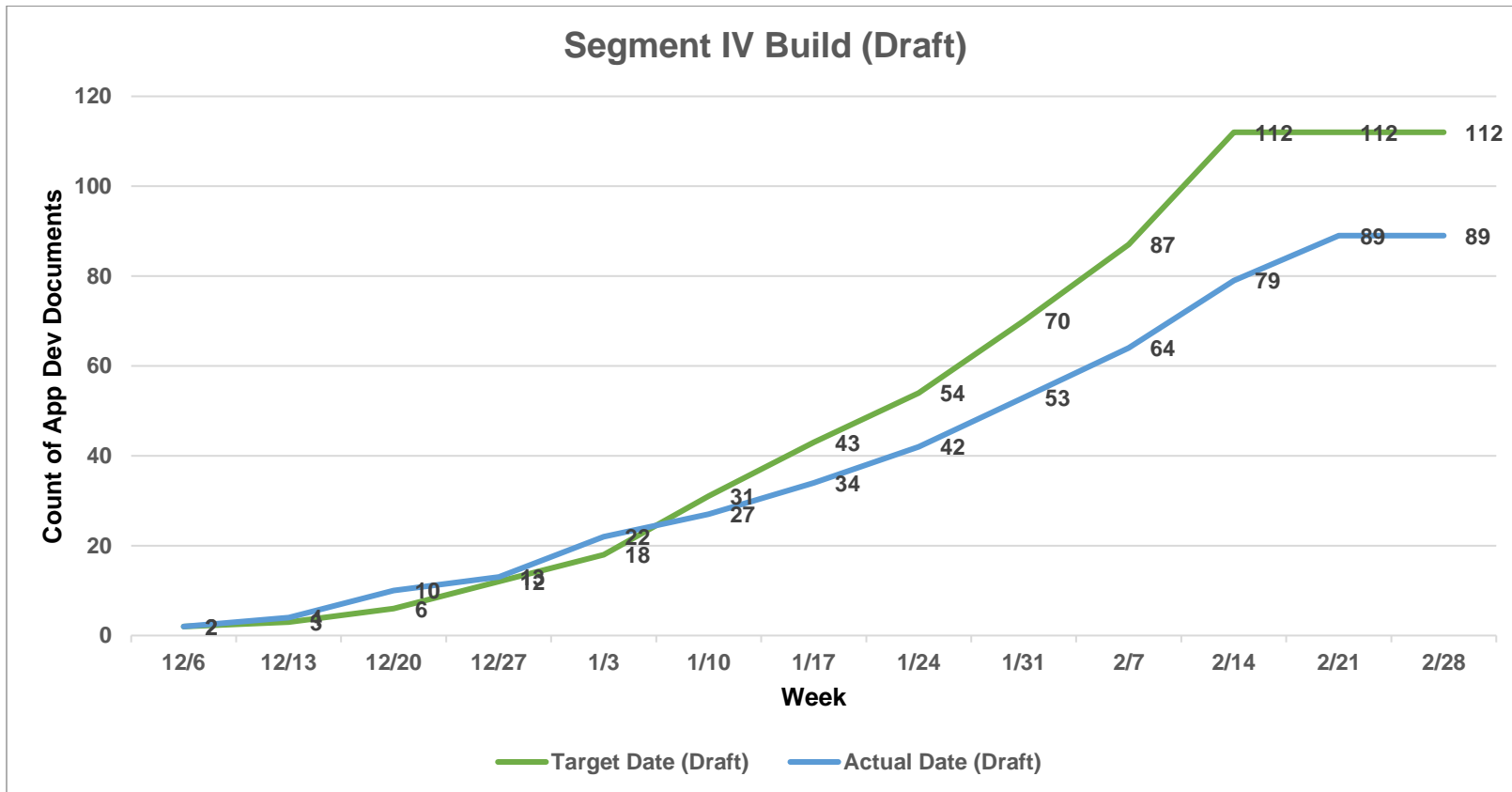


Figure 16: Segment IV AD Documents – Draft

Build Segment IV Team Manager Review

The Figure below shows the targeted number of AD documents that were expected to complete team manager review versus the actual count completed. As of 2/28/25, 29 of the 112 AD documents have completed manager review. All 112 Segment III AD documents were targeted for approval by 3/6/24.

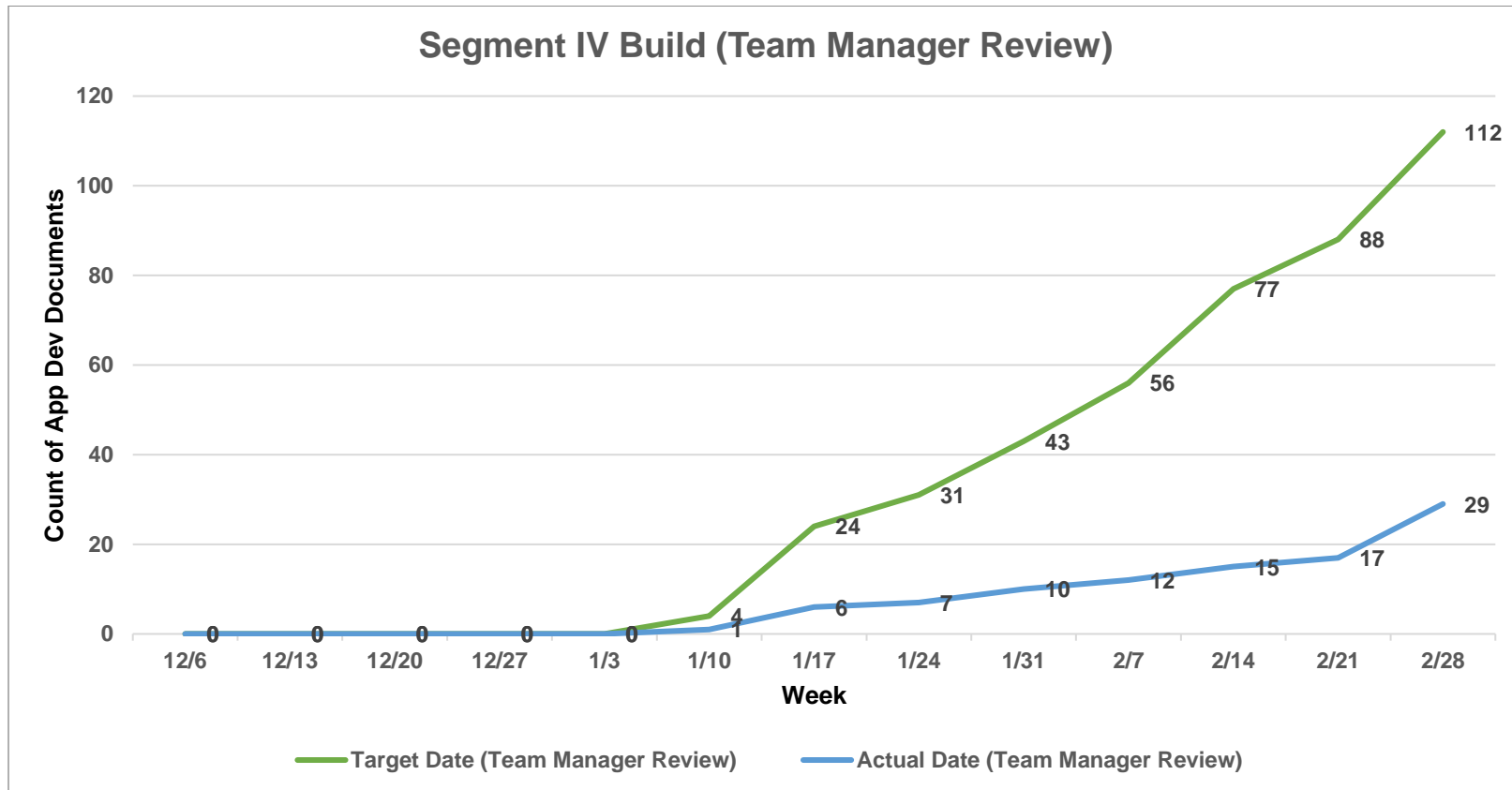


Figure 17: Segment IV AD Documents – Team Manager Review

DW/BI Build Segment II Final Approval

The Figure below shows the targeted number of AD documents for final approval versus the actual approved count for DW/BI Build Segment II. As of 2/28/25, the Florida PALM Project Team has approved all 10 AD documents.

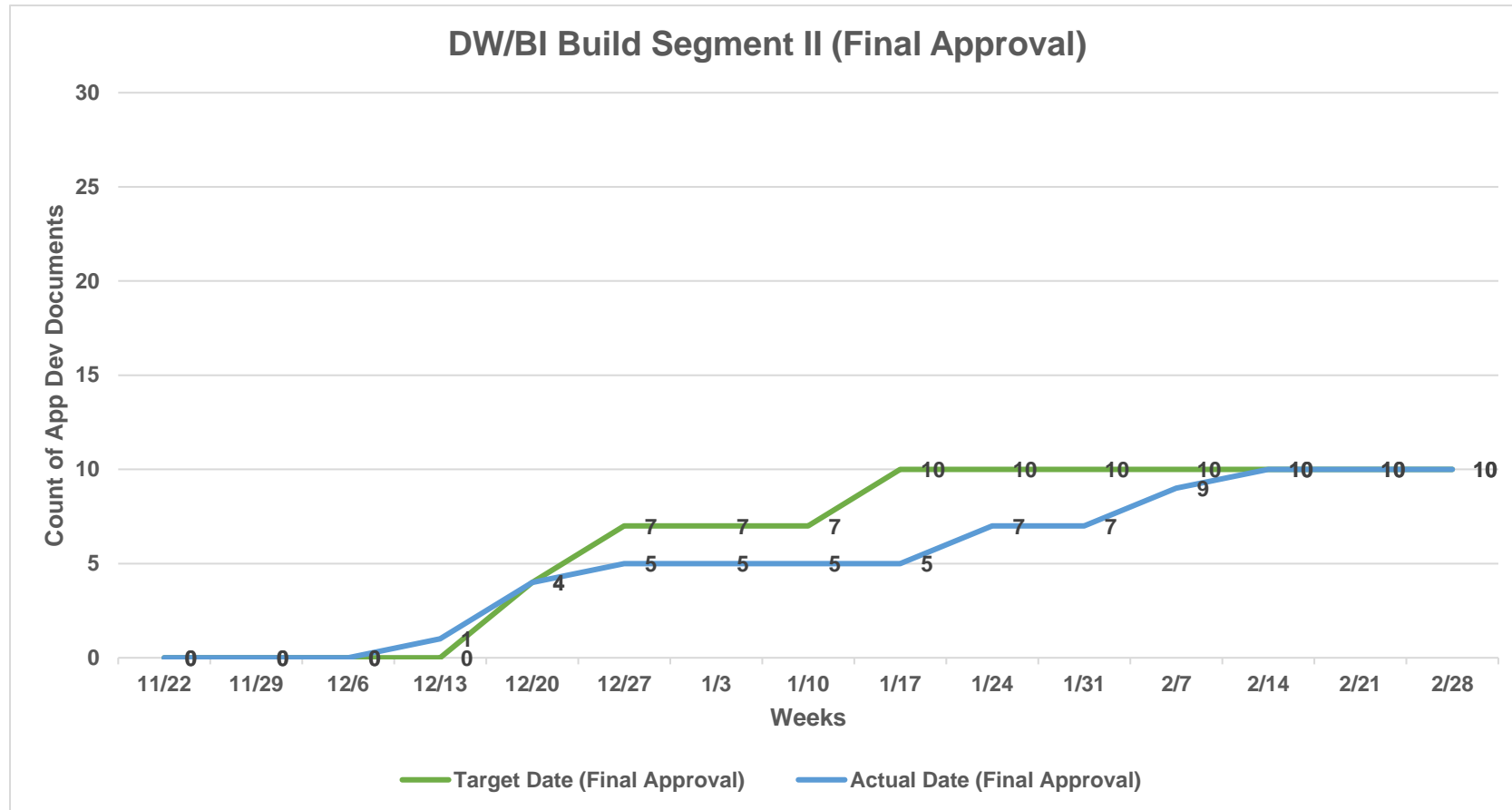


Figure 18: DW/BI Build Segment II – Final Approval

DW/BI Build Segment III Draft

The Figure below shows the targeted number of AD documents that were expected to be drafted versus the actual. As of 2/28/25, 16 AD documents were expected to be drafted, but 9 have actually been drafted. There are a total of 18 AD documents for DW/BI Build Segment III.

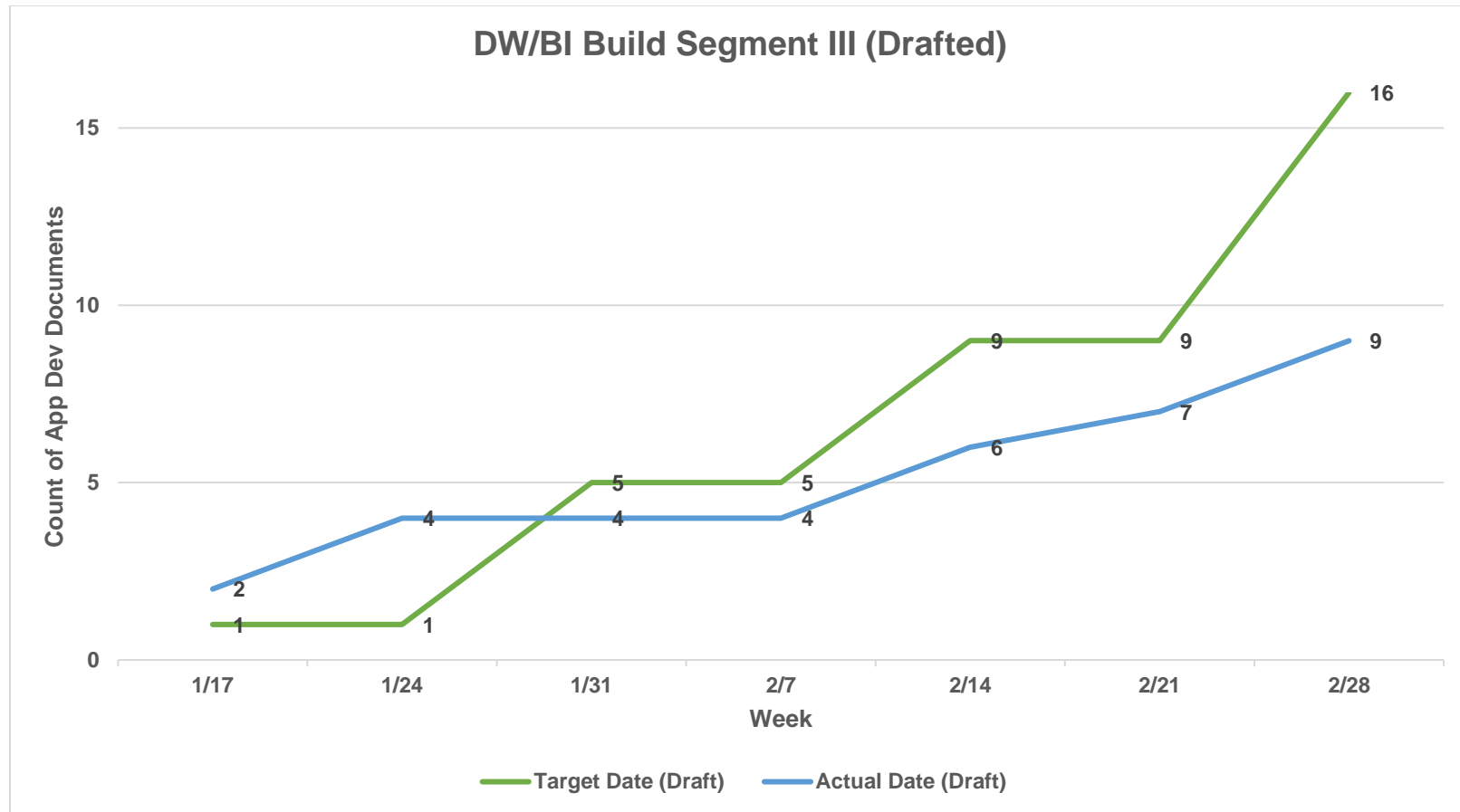


Figure 19: DW/BI Build Segment III – Drafted

Testing Metrics

Test Scripts Drafted Planned versus Actual for All Cycles

The Figure below shows the number of planned versus actual Test Scripts drafted by the SSI Vendor for all System Testing Cycles as of 2/28/25.

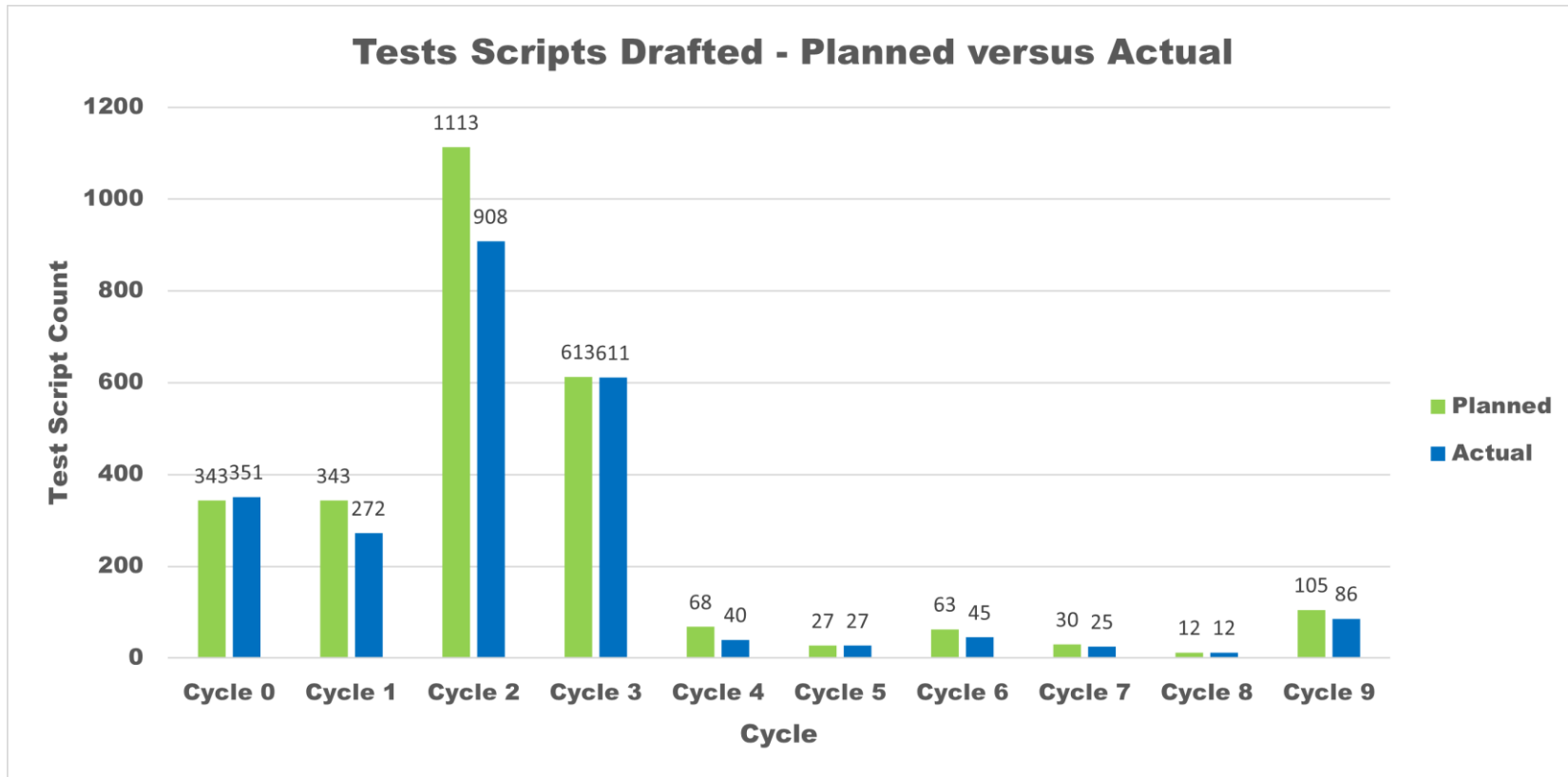


Figure 20: Planned and Actual Test Scripts Drafted

Test Scripts Peer Reviewed Planned versus Actual for All Cycles

The Figure below shows the number of planned versus actual Test Scripts Peer Reviewed for all Cycles as of 2/28/25.

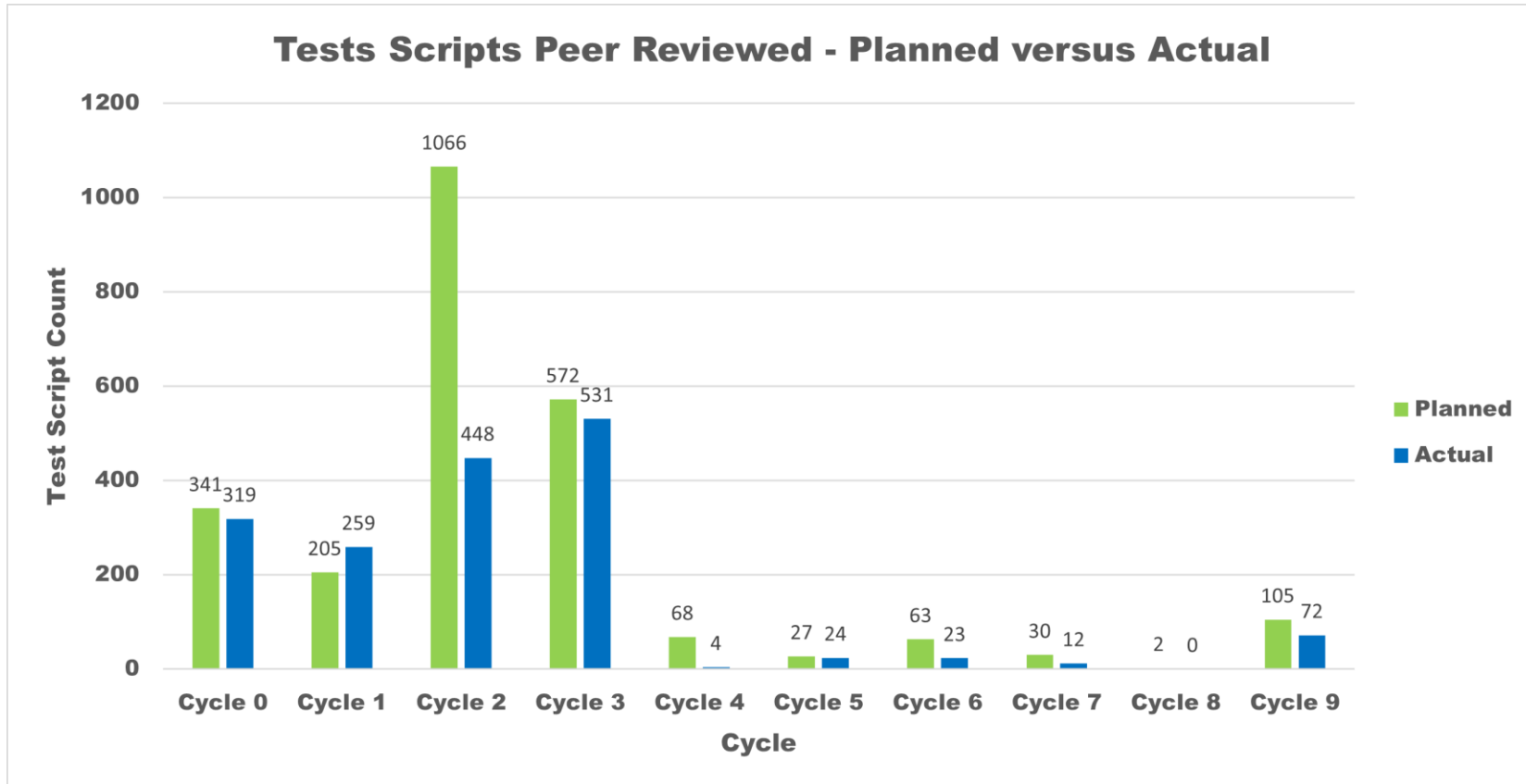


Figure 21: Planned and Actual Test Scripts Peer Reviewed

Test Scripts Executed Planned versus Actual for All Cycles

The Figure below shows the number of planned versus actual Test Scripts executed for all Cycles as of 2/28/25 by the SSI Vendor.

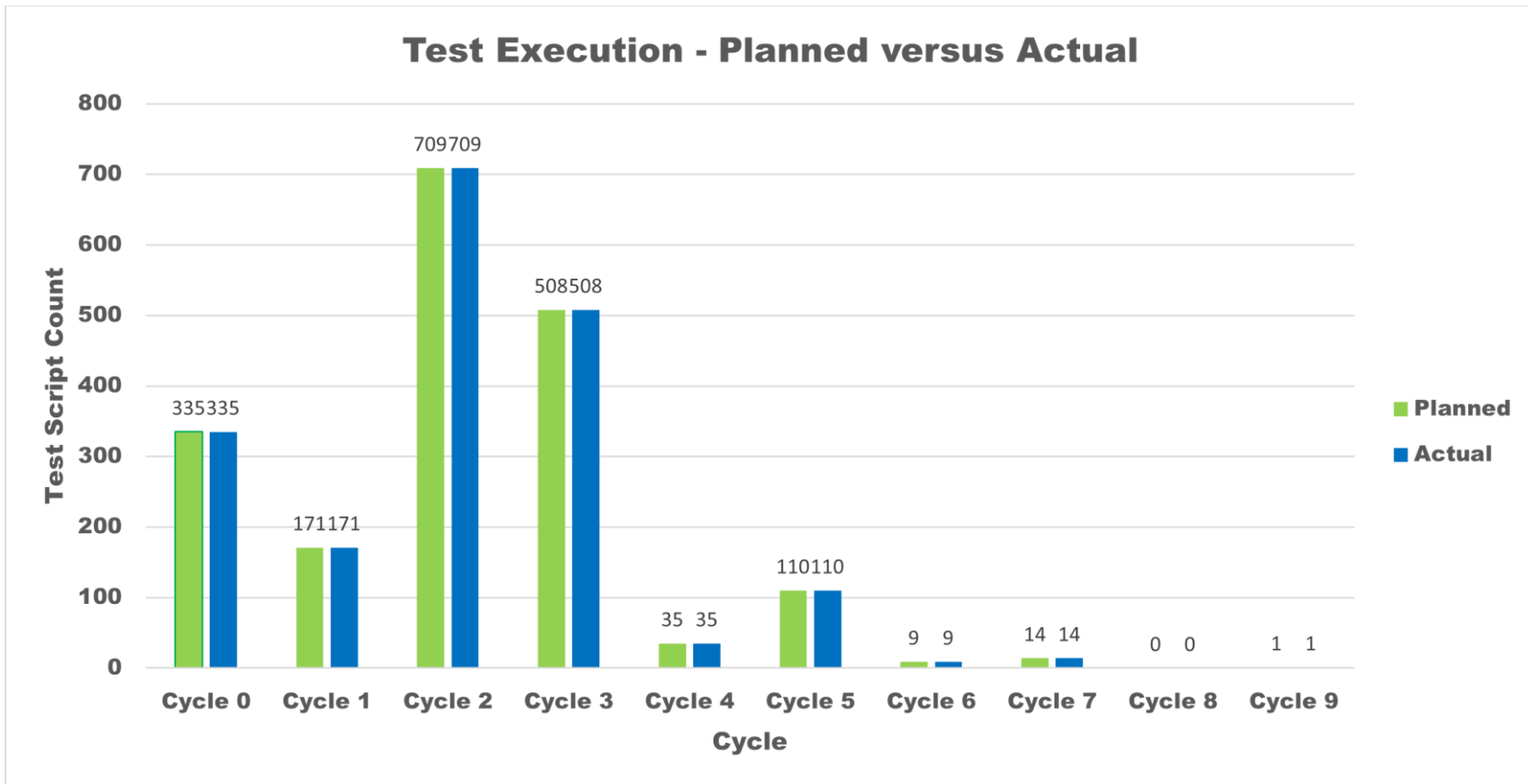


Figure 22: Planned and Actual Test Scripts Executed

Project Management Metrics

SPI Trend for the Florida PALM Project Schedule

The Figure below shows the SPI trend for the Florida PALM Project Schedule over the last 6 months. The SPI measures schedule efficiency as the ratio of earned and planned value. The data represents the relative number of tasks that are behind or ahead of schedule. The SPI of .87 means the Florida PALM Project is progressing at 87% of the planned pace, indicating it is behind schedule. An SPI of .87 does fall within the range of a defined Risk to the Florida PALM Project, as shown in Appendix A – Risk Priority Matrix. The interpretation of SPI is 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.

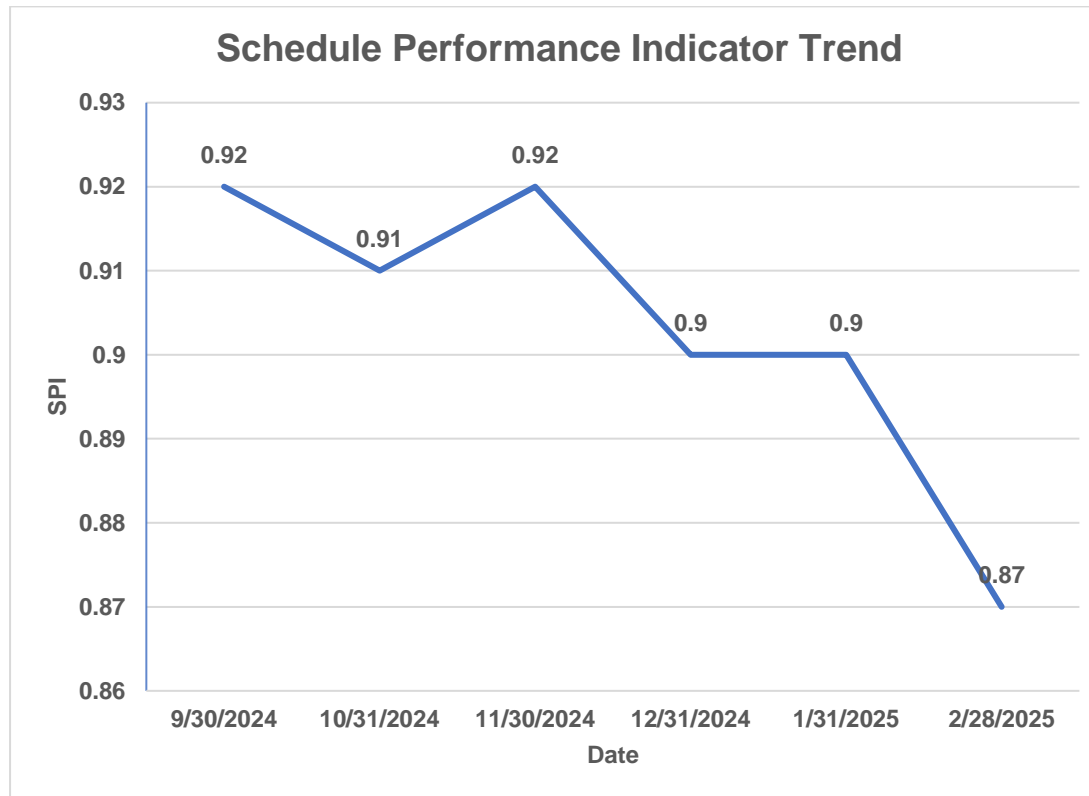


Figure 23: SPI Trend for the Florida PALM Project Schedule

Delayed Tasks Trend for the Florida PALM Project Schedule

The Figure below shows the trend of Delayed Tasks for the Florida PALM Project Schedule over the last six months. Delayed Tasks are defined as tasks that were scheduled to Start or Finish but have not yet been completed.

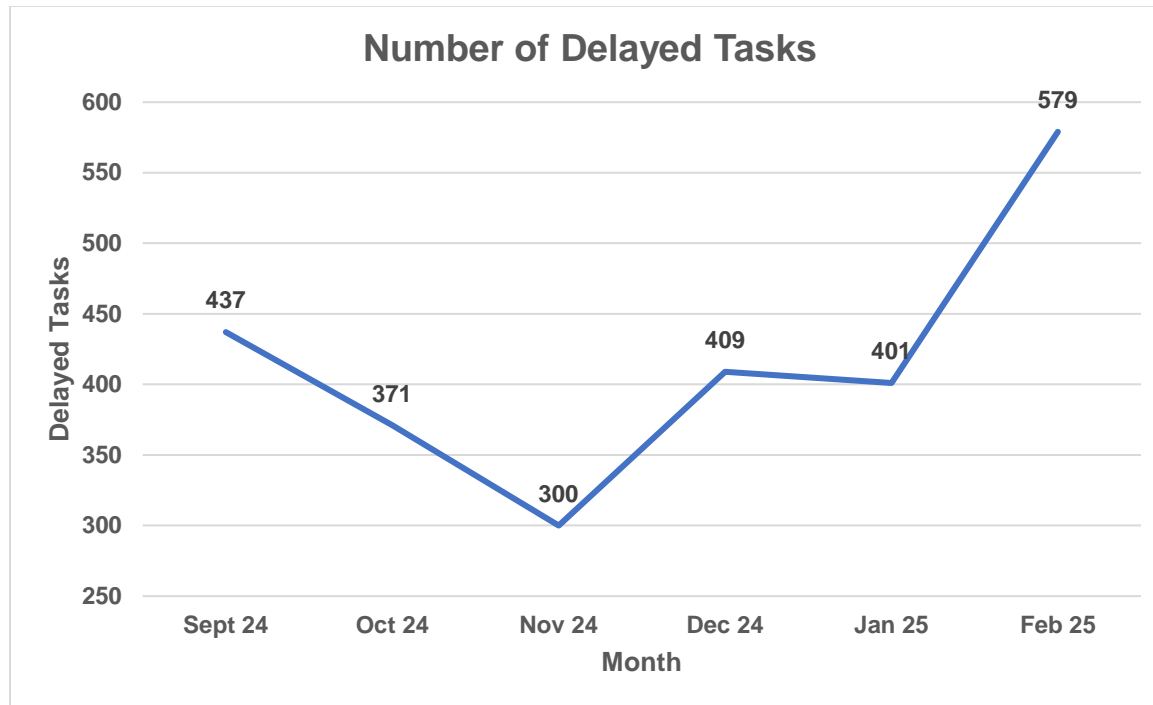


Figure 24: Delayed Task Trend for the Florida PALM Project Schedule

IV&V Information Requests

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

Table 10: 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 11: 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 12: 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 13: Risk Priority Ratings

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

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

Table 14: 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. |