

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

Independent Verification & Validation
Monthly Assessment Report
January 2025

February 13, 2025

Contract: 80101507-21-STC

Engagement: C3CDCF

Table of Contents

Table of Contents.....	2
Executive Summary	4
Focus Area Updates	4
New Findings	10
Open Findings.....	13
Closed Findings	25
Metrics Related to Findings.....	25
Florida PALM Project Focus Area Updates	26
Florida PALM Agency Focus Area Updates	42
Key Metrics or Analysis.....	49
IV&V Information Requests	57
Appendix A – Risk Priority Matrix	58

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

Executive Summary

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

- For this Monthly Assessment Report, the Florida PALM IV&V Team has continued to measure progress against the current established Florida PALM Project Schedule since an extension to the Florida PALM Project timeline (Amendment 12) is pending approval.
- The overall Florida PALM Project Risk Rating remains a High Risk due to ongoing delays in Build and Mock Conversions.
- The Florida PALM IV&V Team has opened a new Finding (Finding 19) to emphasize the need for improved adherence and updates to the Changes, Risks, Action Items, Issues, Decisions, and Lessons Learned (CRAIDL) management process, providing greater clarity and transparency in tracking and updating open Risks and Issues.
- The Risk Rating for the Development Focus Area remains a High Risk. Delays in Build Segments III and IV are expected to affect the current targeted completion of System Testing and pose a risk to meeting Stage Gate 3 – Ready to Begin User Acceptance Testing (UAT).
- The Risk Rating for the Data, Conversion, and Interfaces Focus Area remains a High Risk but has increased (worsened) from a Low Red to a Medium Red 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) in December and January, indicating that the quality of RICEFW Items being released to the System Testing environment may be improving. The overall pass percentage for Test Scripts executed in System Testing has also improved to 78%.

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. If approved, an updated timeline would extend the Florida PALM Project timeline and System Testing the completion dates, delaying the start of Interface Testing and UAT. This adjustment would provide additional time to complete Florida PALM Project activities, such as Development and Testing.</p> <p>The Florida PALM IV&V Team also opened Finding 19 regarding the Florida PALM Project Team’s CRAIDL management process and timely escalation of Risks. An Issue regarding the Florida PALM Project’s current timeline was opened with a mitigation strategy of extending the timeline the day before Amendment 12, which included cost, scope, and schedule changes, was submitted to the Executive Steering Committee (ESC) for review.</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) remained at .90. This indicates that the Florida PALM Project is continuing to progress slightly behind the planned pace.</p> <p>The number of Delayed tasks has decreased from 409 in December to 401 in January, representing a 2% decrease. A majority of these delays continue to pertain to D654 – Completion of Build Segment IV.</p>
Florida PALM Organizational Change Management	Medium	Medium	No Change	<p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>Finding 17 remains a Risk without development or change in January. With an updated timeline for the Florida PALM Project pending approval, the Agencies</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				continued to voice concerns about UAT and Training timelines coinciding with Year End Closure (YEC) activities, and staffing resource constraints. The Florida PALM IV&V Team continues to recommend strategies to mitigate resistance to change and task fatigue.
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 participated in these Design meetings and did not have any additional concerns or questions for the Florida PALM Project Team.</p>
Florida PALM Development	High	High	No Change	<p>The Risk Rating for this Focus Area remains a High Risk based on the delay in Build Segment IV and the current dates for completion of System Testing and Stage Gate 3 – Ready to Begin UAT. Should an updated timeline be approved, the Florida PALM IV&V Team will reevaluate based on the revised schedule.</p> <p>As of 1/31/25, 120 of the 122 Application Development (AD) documents for Build Segment III have been approved. All AD documents were originally targeted for approval by 9/27/24.</p> <p>Build Segment IV is also behind schedule with 49 of the planned 70 draft AD documents completed by 1/31/25. There are 112 AD documents planned for Build Segment IV. Based on the average pace over the last month, the Florida PALM IV&V Team estimates that the Build Segment IV AD documents will not be approved until 5/4/25. They are currently targeted for approval by 3/6/25.</p>
Florida PALM Testing	Medium	Medium	No Change	<p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>System Testing for Test Segment II is in progress, and the SSI Vendor is approximately 12% behind the planned</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				pace of execution. While the Florida PALM IV&V Team has observed a high Initial Failure Rate (approximately 43%) for Test Scripts related to RICEFW Items, the overall pass percentage improved to 78%. The number of active Medium-priority System Investigation Requests (SIRs) has grown consistently, and the average number of days required to resolve them has also increased.
Florida PALM Data, Conversion, and Interfaces	High	High	Worsening	<p>The Risk Rating for this Focus Area remains a High Risk and is increasing from Low Red to Medium Red.</p> <p>Finding 16, which was opened to track the compounding delays to Mock Conversion 0 and 1, has been escalated from a Risk to an Issue. This is due to the unresolved nine High-priority and 13 Medium-priority SIRs from Mock Conversion 1 delaying the start of Mock Conversion 2, which will impact Interface Testing Cycle 2, Mock Conversion 3, and UAT.</p> <p>As of 1/31/25, Mock Conversion 0B is complete with all SIRs resolved.</p>
Florida PALM Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

Florida PALM Agency Focus Areas

Table 2: Florida PALM Agency Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Project Management	Medium	Medium	No Change	<p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>Starting with Readiness Workplan (RW) Task 512, the Florida PALM IV&V Team observed that 43% of the 69 RW Tasks due before 1/31/25 have been fully submitted by all 35 Agencies and Verified as Complete by the Florida PALM Project Team. Of the 27 Tasks with a Direct Impact on the Florida PALM Project, 59% have reached full submission and have been Verified as Complete.</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 no major changes in Agency Readiness during January. The Florida PALM Project Team extended due dates for some RW Tasks, which allows Agencies more time to complete the Tasks or reopen, validate, or correct Tasks like the Agency-Specific UAT Plan (Task 536C) and the Change Analysis Tool (Task 560).</p>
Agency Requirements and Design	Medium	Medium	No Change	<p>The Risk Rating for this Focus Area is a Medium Risk.</p> <p>There are eight Agencies with open Risks or Issues and eleven Agencies with open questions related to data contained in Interfaces connected to internal Agency business systems or third-party applications. Changes in the Interface data workbooks cause downstream rework for the Agencies. Agencies continue to express concerns about the limited visibility into Enterprise System data processing and the unstable nature of the Interface workbooks. If approved, an updated timeline for the Florida PALM Project may allow additional time for business system remediation.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Testing	Medium	Medium	No Change	<p>The Risk Rating for this Focus Area is a Medium Risk.</p> <p>Agencies are actively preparing for Interface Testing and UAT RW Tasks. Agencies have submitted Interface inventories for Interface Testing Cycle 2 Technical Testing and are engaged in remediation efforts while finalizing UAT plans and preparing their systems for integration. Concerns have been raised regarding potential delays in internal and third-party system remediation, competing priorities with YEC activities, and uncertainties in Enterprise System interactions.</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 IV&V Team gathered additional Agency feedback, which highlighted ongoing concerns regarding Interface inventory selections, pending Interface designs, and the need for Florida PALM Project Team approvals. Agencies continue to face challenges with Interface selections, Interface inventory updates, and uncertainty surrounding third-party vendor participation in Interface testing.</p> <p>Agencies also reported difficulties in tracking Interface changes due to the lack of a centralized update repository, requiring dedicated staff for monitoring. The reintroduction of a master workbook, previously used for Interface tracking, was suggested as a potential solution to improve visibility and update management.</p>
Agency Implementation Readiness	NA	NA	NA	<p>The Florida PALM IV&V Team will begin reporting progress once Agency Implementation efforts begin.</p>

New Findings

Finding Type: Risk

Impact: Significant

Probability: Probable

Priority: High

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.

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 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

Florida PALM Project Risks #8 (Scope and timing of Build Segments may impact the Project's ability to meet Stage Gate 3 and several Critical Path Items) and #9 (Overlap of System Testing with the Start of UAT may result in a delay of UAT and higher defects and issues) were escalated to an Issue on 1/28/25, with the proposed mitigation strategy of extending the implementation timeline via Amendment 12. Prior to escalation, both Risks had a score of 6 and a status of Mitigating until 1/17/25, when the Risk score for both Risks was increased to 9. An amendment was not identified as a mitigation strategy in the CRAIDL log for either Risk. The Florida PALM Project Team presented Amendment 12, which included scope, cost, and schedule changes, to the ESC for approval on 1/29/25.

Criteria: According to the Project Management Body of Knowledge (PMBOK) standards, a software project's schedule delays and cost increases should be identified, documented, and managed through well-defined risk and issue-tracking processes. PMBOK aligns with the International Organization for Standardization (ISO) 31000 risk management principles and guidelines to help organizations manage risks effectively across all strategic, operational, and project-specific levels. Project management best practices provide criteria and a foundation for evaluating the effectiveness of risk and issue management plans and practices, identifying gaps, and ensuring alignment with industry best practices to support the project's success.

Section 11 of the Florida PALM PMP defines an Issue as the realization of a Risk or problem that negatively impacts project scope, schedule, or cost, necessitating a resolution plan to minimize adverse effects.

“An Issue is the realization of a Risk or problem creating a negative impact on Project scope, schedule, or cost and, therefore, will have a resolution plan to minimize or prevent negative effects on the Project. Issues are Project focused (e.g., missing an implementation deadline, insufficient resources)”

Negotiations for Amendment 12 began before the Issue was formally opened, suggesting that schedule impacts were recognized in advance but updated in the CRAIDL log 1/28/25. A more diligent approach to Risk and Issue management can promote better transparency, improve Risk and Issue identification, and timely governance of mitigation strategies.

Cause: The Florida PALM Project Team has to follow specific instructions and processes during negotiations and, therefore, was not at liberty to discuss specific details of Amendment 12 during its negotiation. This limited their ability to escalate Risks #8 and #9 to an Issue or document a timeline extension as a mitigation strategy per the PMP until negotiations reached a certain point in the negotiations process.

On 1/17/25, the Risk score for Risks #8 and #9 increased from 6 to 9 as Amendment 12 negotiations neared completion. On 1/28/25, they were combined and escalated to a single Issue after Amendment 12 was finalized. The Issue's Action Plan includes "Negotiate, approve, and execute an amendment to the SSI contract," marking the first documented reference to an amendment as a strategy for addressing the realized risks.

The Florida PALM IV&V Team has also observed that some Risk entries in the CRAIDL log consolidate multiple Risks into a single description, which may obscure their individual impact on the Project and limit the clarity of specific mitigation strategies.

Effect: Increased adherence and updates to the Risk and Issue Management processes can prevent the following impacts:

- Missed Risks – The failure to identify and address potential threats could lead to unforeseen obstacles that disrupt project progress through missed risks.
- Escalated Costs – Unmitigated risks, or mitigation strategies that are not well documented, can result in unplanned expenses, including costly last-minute fixes or resource reallocation, inflating the project's budget.
- Project Delays – Ineffective risk management can cause schedule disruptions as unforeseen issues arise, impacting critical milestones and the overall Project timeline.
- Scope creep – Without proper oversight, risks related to unclear or evolving requirements can lead to uncontrolled changes in project scope, straining resources and timelines.
- Lack of Stakeholder Confidence – Persistent issues caused by poor risk management erode trust and confidence among stakeholders, including project sponsor team members and end users.
- Increased Non-compliance Risks – Failure to address regulatory, legal, or contractual obligations may expose the project to compliance violations, resulting in penalties or reputational damage.
- Reduced project value – Ultimately, unmanaged risks can compromise a project's ability to deliver its intended outcomes, reducing its value and long-term effectiveness.

An effective risk management framework is critical to identifying, assessing, and mitigating these potential impacts, ensuring the Florida PALM Project achieves its objectives within scope, budget, and timeline while maintaining the confidence of its stakeholders.

Recommendations: The Florida PALM IV&V Team recommends a review and enhancement of the Risk and Issue Management process defined in the PMP to incorporate the following updates:

- 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.

- 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 Data Warehouse and Business Intelligence (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.
- 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
- Specify whether a Risk is being Mitigated, Accepted, or Avoided in the mitigation plan.
- 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.

Implementing these improvements will enhance Risk and Issue management, helping to mitigate future impacts on the Florida PALM Project's scope, schedule, and cost while also improving stakeholder awareness.

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: No Change
Current Probability: Likely	Previous Probability: Likely	Trend: No Change
Current Priority: High	Previous Priority: High	Trend: No Change

Status Update: Of the 122 Build Segment III AD documents, 120 have been approved. All Build Segment III AD documents were targeted for approval by 9/27/24. Build Segment IV started in November, and 49 of the 70 draft AD documents planned for 1/31/25 are complete. The current target date for approval of all Segment IV AD documents is 3/6/25. Over the last month, an average of 6.8 AD documents were drafted weekly. Based on this average, the Florida PALM IV&V Team estimates that all Segment IV AD documents will not be approved until 5/4/25, which represents an approximate delay of eight and a half weeks. This delay is directly impacting on the completion of System Testing.

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. Based on progress so far, the additional staffing does not appear to have a substantial impact on the pace of development (an average of 6.8 AD documents drafted per week, which was similar to the pace for Build Segment III in December). The Florida PALM IV&V Team will continue to assess the pace of drafting AD documents and our projected completion dates against that pace.

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. Due to the expertise and prior knowledge gained from working on Functional Designs (FDs), this approach has not been consistently feasible. Also, based on delays in drafting Segment IV AD documents, there is a growing workload of AD documents that would need to be reviewed in February 2025 to meet the current projected date for completion of Build Segment IV (3/6/25). If a new timeline is introduced, then review activities could be realigned to provide a more reasonable pace for review and approval.

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. Numerous Pre-Build meetings for Build Segment IV were conducted in November, December, and January. In January, several Build review meetings were also held with the SSI Vendor and Florida PALM Project Team to review the AD documentation and discuss the results of unit testing.

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: Significant	Previous Impact: Significant	Trend: Improving
Current Probability: Likely	Previous Probability: Likely	Trend: Improving
Current Priority: High	Previous Priority: High	Trend: Improving

Status Update: Although the cumulative RICEFW-related initial failure rate remains high (61.1%), the Florida PALM IV&V Team has seen improvement in December and January. The initial failure rate was 40.2% in December 2024 and 43.2% in January 2025, as opposed to 68% in October and November 2024. 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 March 2025 through the completion of Development, which may be extended to the end of May 2025 if the timeline extension is approved.

Recommendation #3: The SSI Vendor should prioritize Test Scripts to ensure the most critical business functionality is tested as soon as possible.

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 has not observed System Testing resources trying to test functionality that is still in Build.

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 deployment process has been improved to be more consistent. During January, approximately 11% of SIRs were identified as an “application security” defect type, 9% were identified as a “configuration” defect type, and 4% were identified as a “migration” defect type. Overall, the January defect types represent improvements from previous months.

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 93% 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 and maintenance of a burn-up chart 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: Worsening
Current Probability: Probable	Previous Probability: Probable	Trend: Worsening
Current Priority: High	Previous Priority: High	Trend: Worsening

Status Update: Mock Conversion 1 (originally scheduled for early September through November) is now eight weeks behind schedule and remains incomplete as of 1/31/25. There are 22 unresolved SIRs (nine High-priority and 13 Medium-priority) that are impacting the execution of Mock Conversion 2, which was targeted for completion in late December in the current schedule. Given the average age of High-priority defects (17 days) and the timeframe required to complete previous Mock Conversions, the current four-week timeline for Mock Conversion 2 (originally planned for 6 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 will impact subsequent Mock Conversions and the Interface Testing timeline on the current schedule. As a result, this Finding has been raised from a Risk to an Issue. If an updated timeline is approved, it would push the start date of Enterprise Systems Interface Testing to 6/2/25, which would allow for more time to complete Mock Conversion 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 prioritizing the resolution of SIRs from prior Mock Conversions before starting Mock Conversion 2. All SIRs have been resolved for Mock Conversion 0. Nine High-priority and 13 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 for Mock

Conversion 1B, and complete State Validation for Mock Conversion 0B and 1B. 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 Subject Matter Experts (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: Due to the condensed timeline for the publication of UAT Training materials and the start of UAT associated with Florida PALM Project Decision DE356, this Finding remains a Risk with no new developments in January. Agencies continue to express general concerns about competing Florida PALM Project UAT, Training, and YEC activities.

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., Subject Matter Expert ‘SME’ and end-user participation in UAT, UAT progress, Training participation, completion rates, and knowledge transfer evaluations).

Status: No Change

Update: The Florida PALM IV&V Team has not observed an increase in staff augmentation across the Agencies based on discussions in Agency Readiness Meetings or metrics to track Training readiness by the Florida PALM Project Team. The Florida PALM IV&V Team continues to recommend the creation of KPIs, surveys, and other metrics to track Training readiness. The Florida PALM IV&V Team also recommends that Agencies continue to explore funding for staff augmentation to hire resources that could focus solely on the Florida PALM Project, who do not need to have direct Agency operations or FLAIR experience. Examples of positions that may be considered could include Training Leads, Managers or Coordinators, and UAT testers, who would benefit Agencies by allowing specific roles to concentrate on these respective efforts. At the same time, SMEs and other Agency staff can focus on YEC activities and UAT and help coordinate training efforts.

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 considering adding several workshops with Agencies in the coming months to enhance collaboration and address key project areas, such as Training. While the additional workshops will be helpful for the Agencies at a high level, the Florida PALM IV&V Team continues to recommend increased engagement with the Agencies to identify their specific Training needs and gaps.

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: High	Previous Impact: High	Trend: No Change
Current Probability: Possible	Previous Probability: Possible	Trend: No Change
Current Priority: Medium	Previous Priority: Medium	Trend: No Change

Status Update: The SSI Vendor’s System Testing execution pace increased to an average of 61 Test Scripts executed per week compared to 56 Tests Scripts executed per week in December. Based on the current pace of Test Script execution, the Florida PALM IV&V Team projects that the remaining 1,197 Test Scripts in the Test Script Work Unit Tracker (TSWUT) may not be completed until 6/16/25. This represents a potential seven-week delay to the scheduled System Testing completion date of 4/30/25 and an 11-week overlap between System Testing and UAT, exceeding the currently approved one-month overlap.

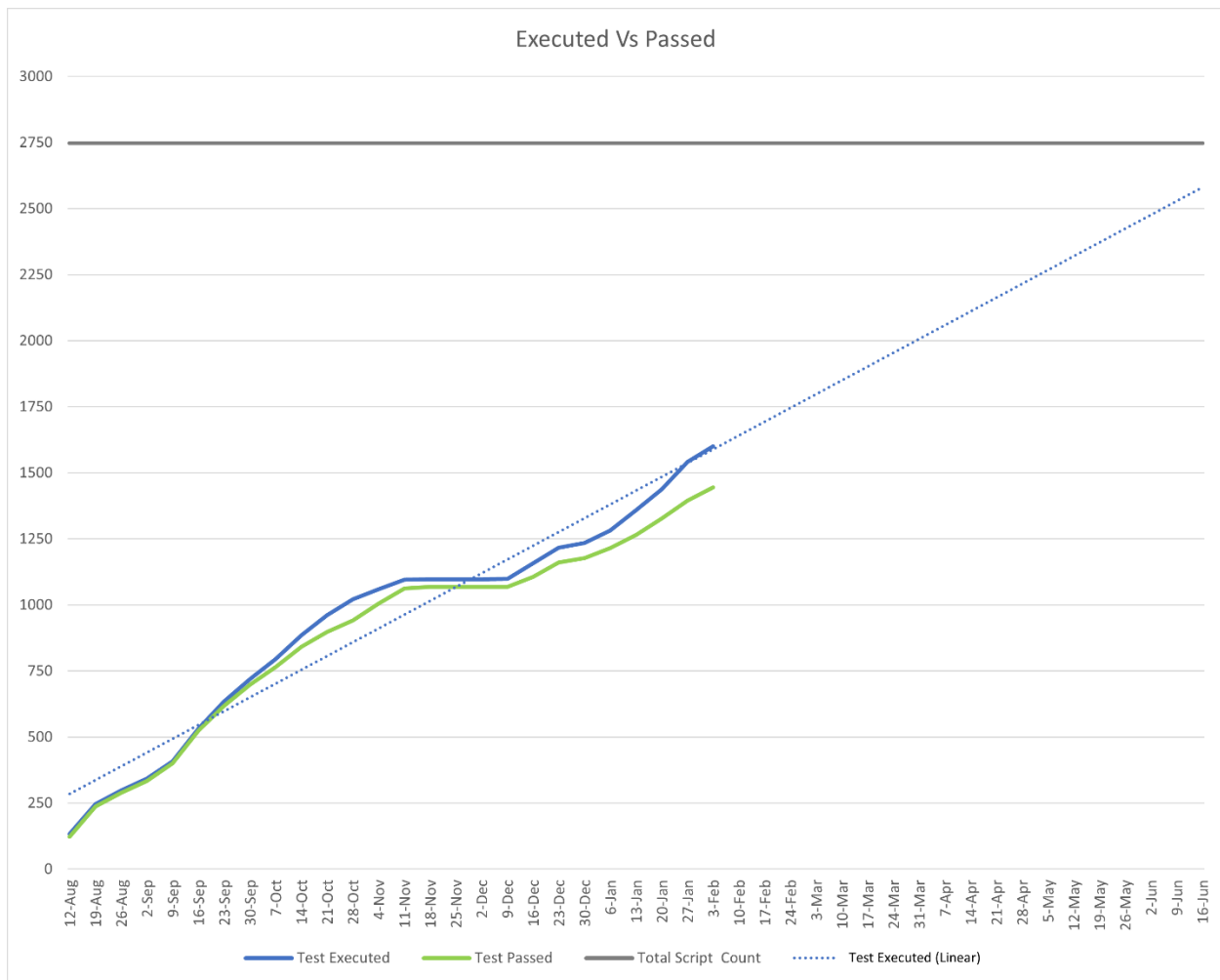


Figure 1: Total Test Scripts Executed versus Passed

To complete System Testing execution by 4/30/25, the Florida PALM IV&V Team estimates the weekly Test Script execution rate would need to increase to an average of 94 Test Scripts executed per week for the remaining 13 weeks. The projection is based solely on point-in-time data as of 1/31/25 and does not assume subsequent events that could impact on the overall execution rate, such as added, deferred, or canceled Test Scripts or additional time needed to address high failure rates of RICEFW Items (Finding 15).

Recommendation #1: To meet the current 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 average Test Script execution pace increased to 61 Test Scripts per week, which remains below the minimum required pace of 94 Test Scripts per week that the Florida PALM

IV&V Team now estimates is necessary to meet the 4/30/25 System Testing completion date since there are 13 weeks remaining in the current schedule.

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 an improvement in the overall pass percentage of RICEFW-related Test Scripts and will continue to monitor the initial and the overall pass rates as System Testing progresses.

Recommendation #3: The Florida PALM Project Team should update the current System Testing Segment II burndown chart and 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 590 Test Scripts for System Testing Segment III and will continue to be monitored for additional inputs that may improve the accuracy of burndown reporting.

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. One new Finding was opened this month, with five open Findings and two closed Findings.

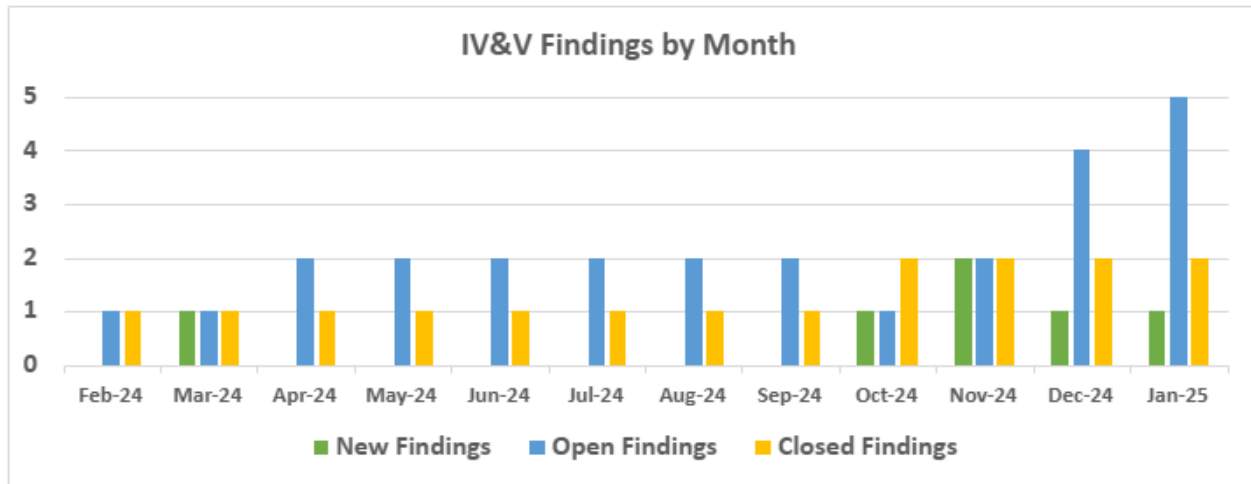
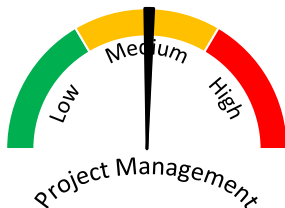


Figure 2: Florida PALM IV&V Findings by Month

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 help determine 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 1/31/25, the Florida PALM Project Schedule SPI has remained constant at .90 since December. An SPI of .90 indicates that the Florida PALM Project is progressing at 90% of the planned pace, which is slightly behind schedule. The Florida PALM IV&V Team expects the SPI will improve if a timeline extension is approved and a new baseline is established.

Florida PALM Project Delayed Tasks

The Florida PALM Project Delayed Tasks have decreased from 409 at the end of December to 401 at the end of January. 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:

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.

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

The Figure below shows the breakdown of these tasks.

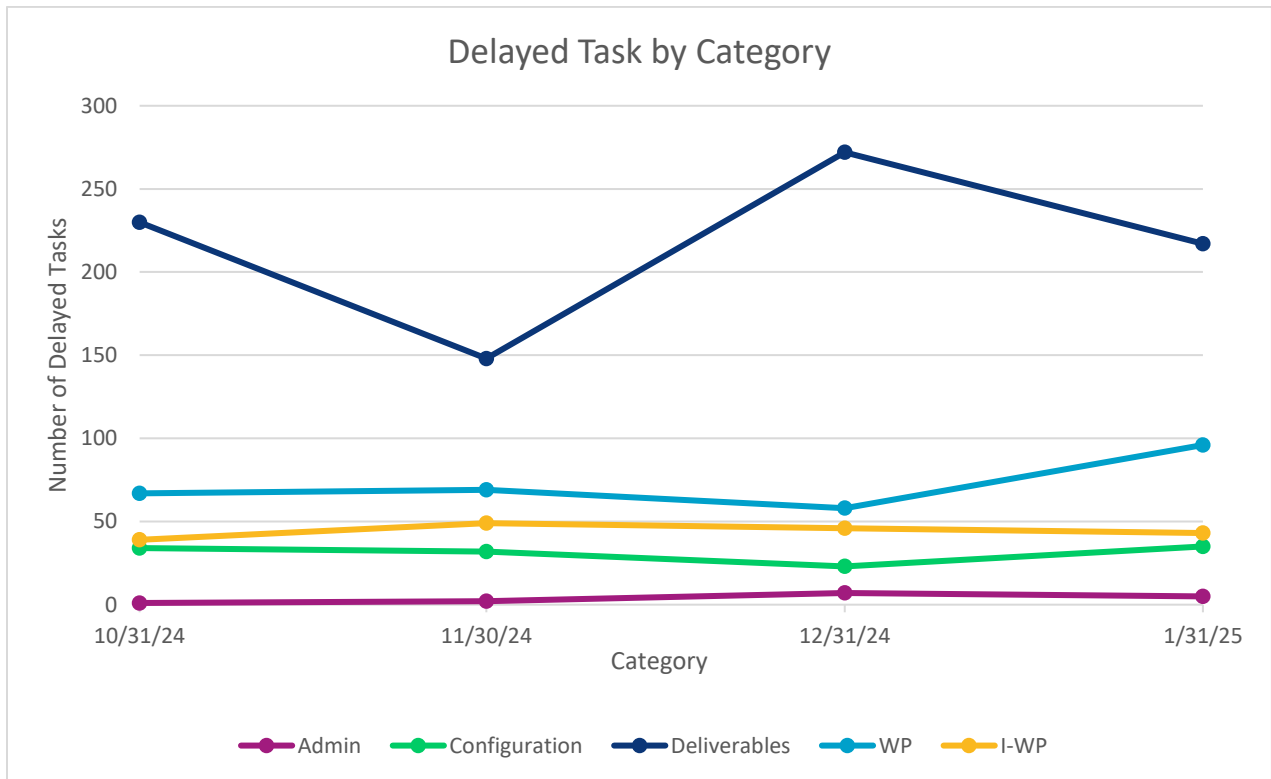


Figure 3: Delayed Tasks by Category

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

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

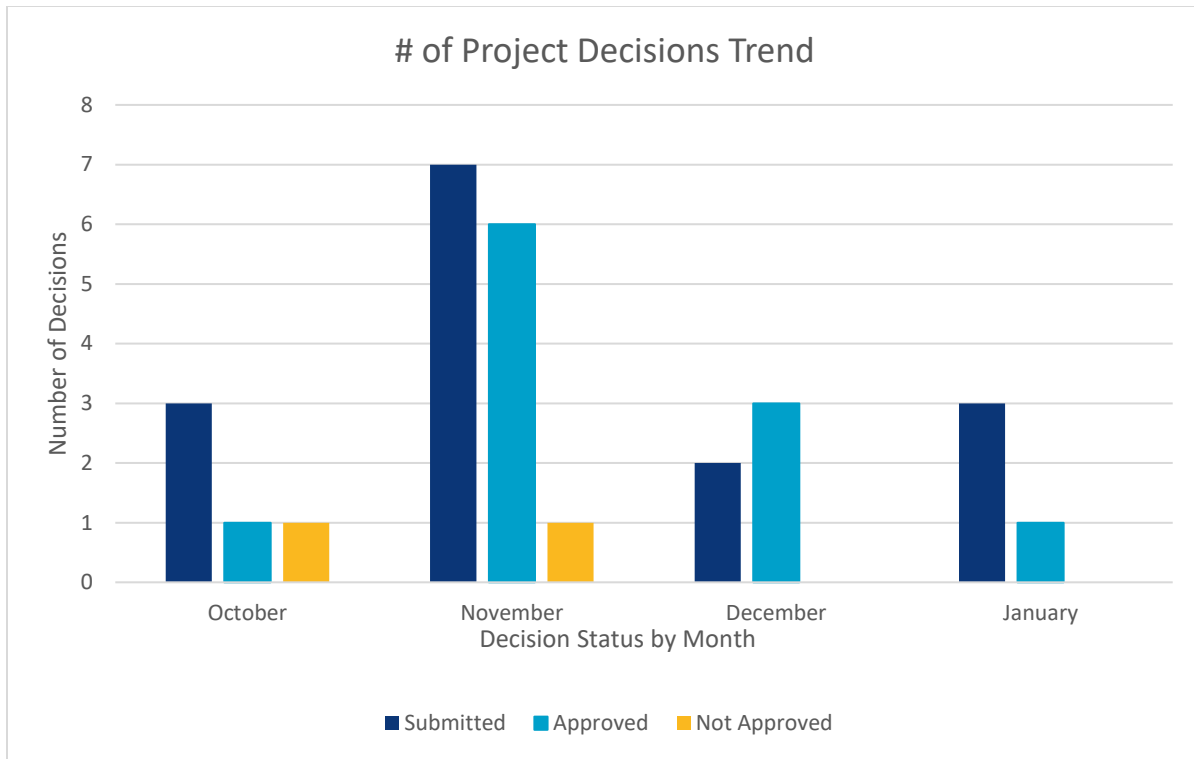


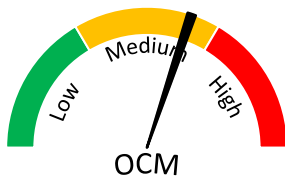
Figure 4: Project Decisions Trend

Three Decisions were submitted, and one Decision was approved by Florida PALM Project leadership in January. The approved decision deferred an AD Build work unit from D649 – Completion of Build Segment III to D654 – Completion of Build Segment IV.

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

Extensions were granted for several RW Tasks due to State office closures due to inclement weather. Organizational Change Management (OCM), UAT, and Training support remain critical to ensure a smooth transition for the Florida PALM Project. As such, the Florida PALM Project

Team may consider keeping resource gaps as a general Risk for Agencies. Finding 17 has associated recommendations for this concern, including exploring opportunities for staff augmentation that can solely focus on the Florida PALM Project, including Training Leads, Managers or Coordinators, and UAT testers.

During the January Florida PALM IV&V Team Agency Interviews, some Agencies raised the concern that some questions did not receive timely answers. Agencies also expressed that listening to recordings of in-person meetings or workshops was not always beneficial because of poor quality audio. These two general observations can be factors that contribute to Agency uncertainty about receiving updates and the perception that this causes delays.

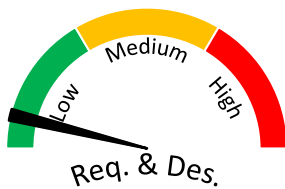
To address these two general observations, the Florida PALM IV&V Team recommends the following:

- Reiterate the proper protocol and instructions for the Agency Questions Logs.
- Continue to encourage participation in live training and meetings with virtual options to accommodate Agencies not physically located in Tallahassee, Florida.
- Adopt Resistance Mitigation Strategies for Agencies experiencing this by continuing to:
 - Encourage Readiness Coordinators (RCs) to acknowledge and validate concerns to show understanding.
 - Encourage RCs to celebrate small wins, demonstrating success.
 - Publicly acknowledge Agencies for their successes in touchpoints and other public forums, using their cases as an example.
 - Leverage Change Champions to provide them with the tools needed to promote change internally in their Agencies.

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 Project Team has started Design discussions focused on Employee Self Service and PCR 121 requirements. In addition, Design discussions for AME006 – Asset Management Physical Inventory File Path, PCE004 – Inter/IntraUnit and Receipt Accrual Cost Collection, SDE020 – Employee Self-Service Login and Password Reset, SDE026 – Employee Self-Service Registration and SDE028 – Employee Self-Service User Maintenance were

conducted in January. The Florida PALM IV&V Team participated in these Design meetings and has no additional concerns or questions for the Florida PALM Project Team.

The Risk Rating for this Focus Area continues to remain a Low Risk.

Florida PALM Development

Focus Area Indicator



Trend: No Change

Florida PALM Development Updates

Build Segments III and IV

Build Segment III is nearly complete with 120 of the 122 AD documents approved as of 1/31/25. All Build Segment III AD documents were originally targeted for approval by 9/27/24. This represents more than a four-month delay from the current 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 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.

Build Segment IV is underway and is behind the current schedule. Forty-nine of the planned 70 Segment IV AD documents have been drafted as of 1/31/25. Over the last month, an average of 6.8 AD documents were drafted weekly. Based on this average and allowing time for review and approval, the Florida PALM IV&V Team estimates that Build Segment IV will not be completed until 5/4/25. The original target for the completion of Build Segment IV was 1/6/25, and the current targeted date is 3/6/25.

Additionally, based on the current review and approval dates in the Design Work Unit Tracker (DWUT) and accounting for current delays, the Florida PALM Project Team will need to review and approve 94 AD documents in February, more than in any other month so far. The Figure below shows the number of AD documents approved by month versus the projected number that needs to be approved in future months.

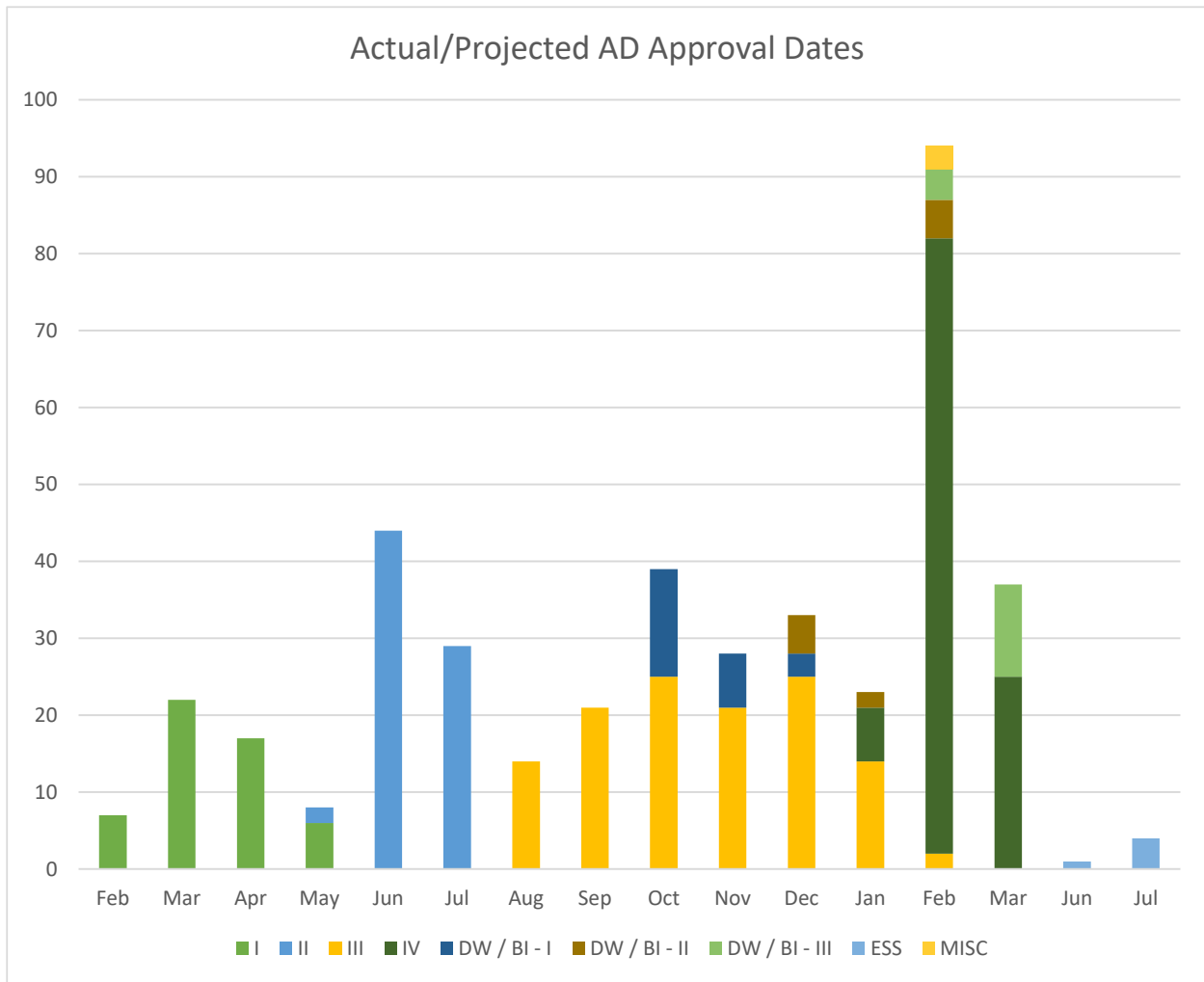


Figure 5: Actual and Projected AD Approvals by Month

The pace needed for the review and approval of AD documents in February would place a large strain on key dates for the Florida PALM Project Team and is unrealistic based on the effort and intensity required for these reviews. Review and approval of AD documents will spill over into March and April, extending the completion date for Build Segment IV.

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 Table below.

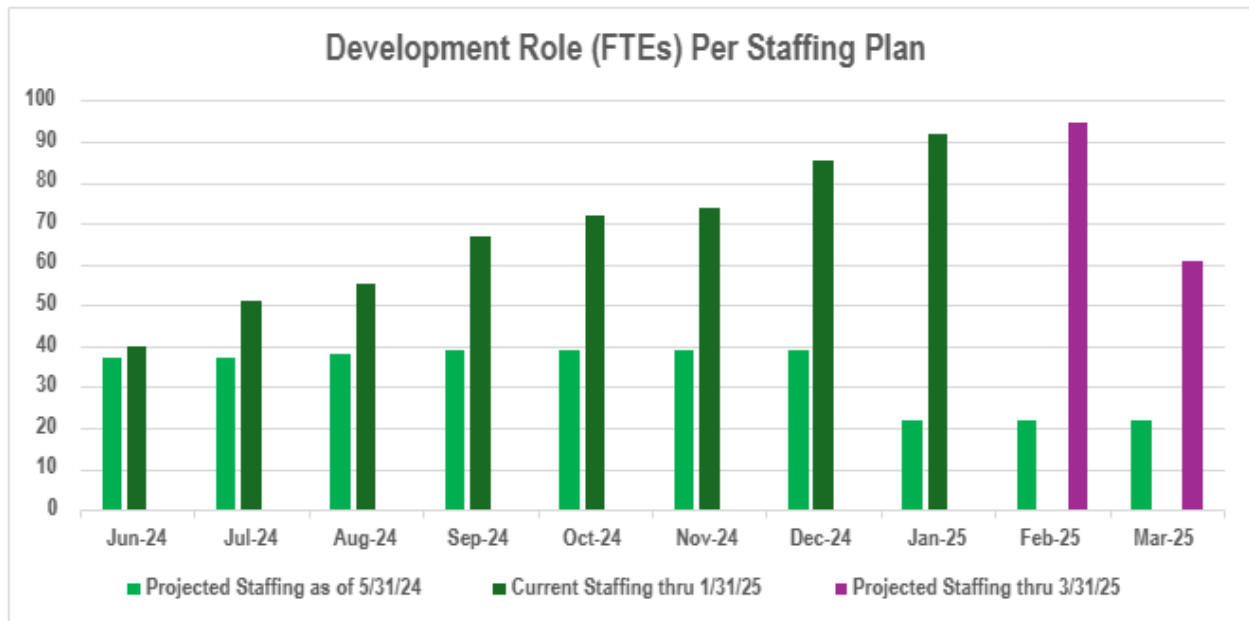


Figure 6: Changes in Development Staffing

Although the pace of drafting AD documents for Build Segment III increased beginning in October 2024, the pace of Build Segment IV has not experienced additional increases. This suggests that the additional Development staff are not providing a commensurate improvement in the pace of Build. On average, 6.8 AD documents were drafted per week in January, compared to 6.6 per week for Build Segment III.

The current scheduled dates for completion of System Testing and Stage Gate 3 – Ready to Begin UAT are no longer realistic based on the continued delays to Build Segments III and IV.

DW/BI Build Segments II and III

As of 1/31/25, all 12 AD documents for DW/BI Build Segment II have been drafted, and seven have been approved. All of the DW/BI Build Segment II AD documents were targeted for approval by 1/28/25. Although review and approval are slightly behind target, the delays are not expected to impact downstream testing activities.

Concurrently, DW/BI Build Segment III has also started with three of the planned four AD documents drafted as of 1/31/25. DW/BI Build Segment III includes another 16 DW/BI reports, which are currently targeted for approval by 4/21/25.

SIR Resolution

In addition to the ongoing Development efforts, the SSI Vendor needs to allocate Development staff to resolve SIRs identified during System Testing. The growing number of SIRs being opened and the increasing number of unresolved SIRs present a potential bottleneck that may require additional Development staff to provide timely resolutions. The Figure below shows the count of unresolved SIRs over time, categorized by their assigned priority in Jira (None to Highest).

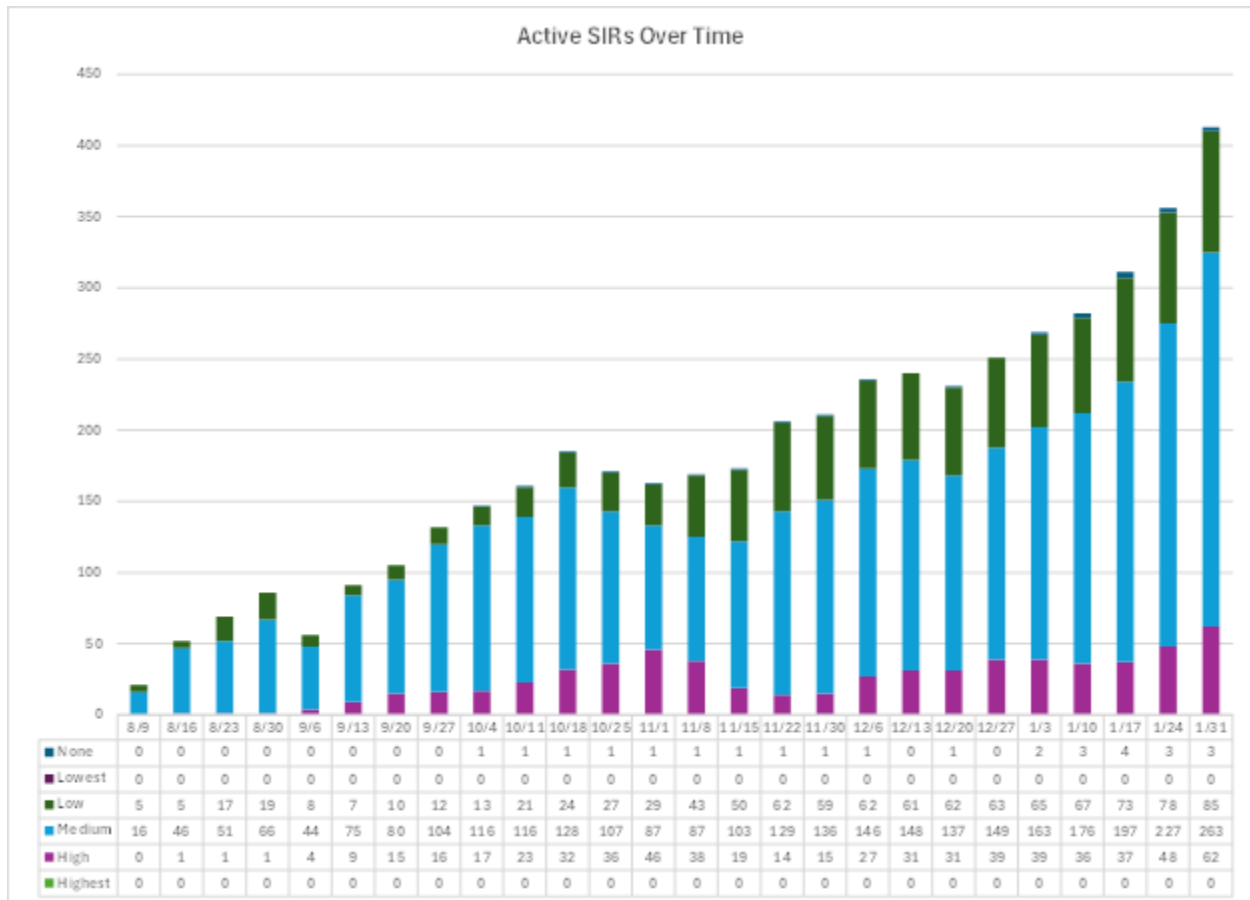


Figure 7: Active SIRs over Time

The number of active Medium-priority SIRs has been steadily increasing over time, and the number of active High-Priority SIRs has experienced a slight increase in January. Initial executions also have a relatively high failure rate, especially for RICEFW-related Test Scripts (61.1% fail the initial test run). The Figure below shows the cumulative failure rate for each type of Test Script across multiple test runs.

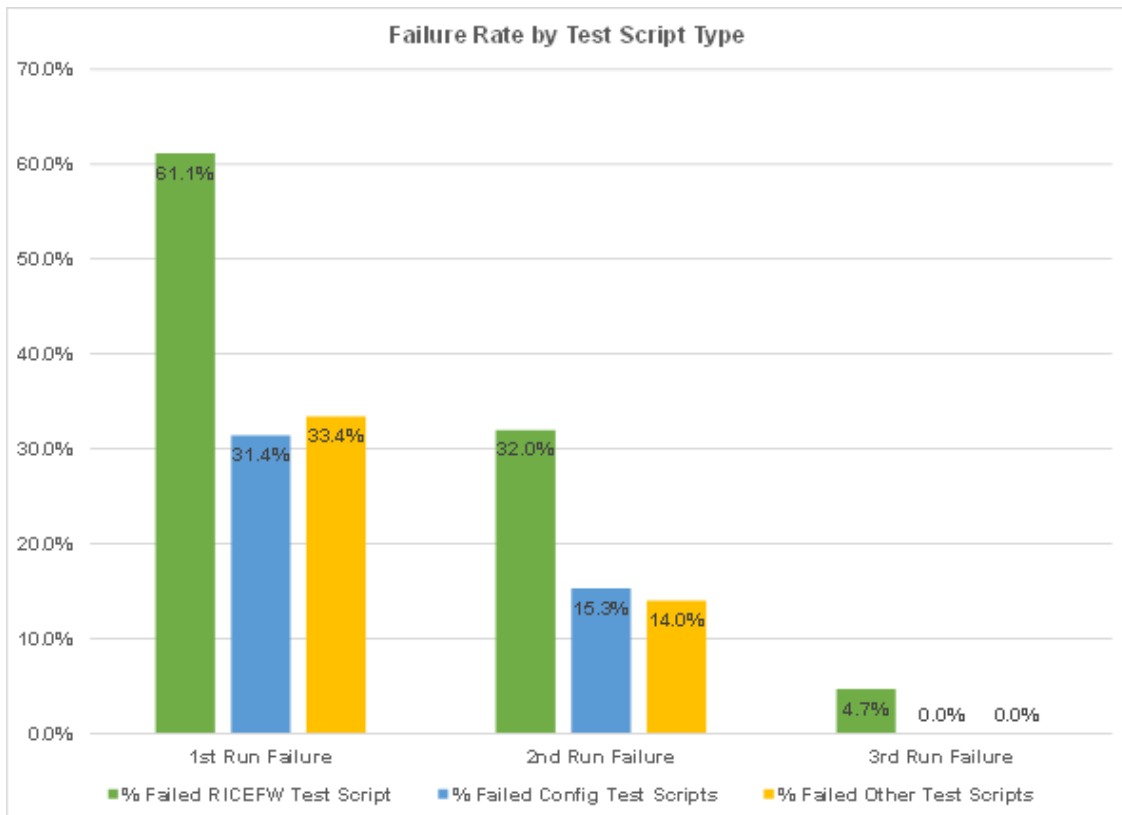


Figure 8: Failure Rates Per Test Type

The Florida PALM IV&V Team did observe a continued decrease in the initial failure rate for RICEFW-related Test Scripts in both December 2024 and January 2025. This trend is visible in the Figure below:

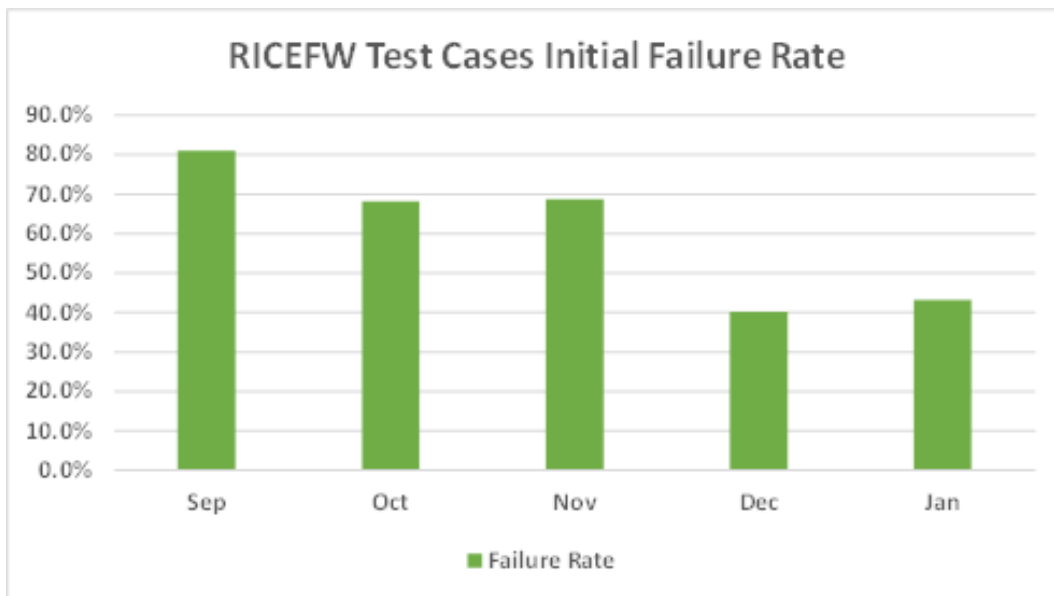


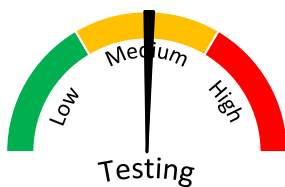
Figure 9: Weekly Initial Failure Rate for RICEFW-related Test Scripts

Overall, 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. While the initial failure rate for RICEFW-related Test Scripts is improving, the continued increase in active SIRs may impact the current System Testing timeline and Stage Gate 3 – Ready to Begin UAT.

Due to continued delays in Build Segment III and the concurrent need to support SIR resolution and Build Segment IV, the Risk Rating for this Focus Area remains High.

Florida PALM Testing

Focus Area Indicator



Trend: No Change

Florida PALM Testing Updates

The SSI Vendor is 12% behind planned execution for Test Segment II, with 432 of the planned 524 Test Scripts executed as of 1/31/25. Seventy-six percent of the Test Scripts executed were related to RICEFW Items, of which 44% failed the initial execution run. The overall Pass percentage was 78%.

According to the TSWUT, 1,197 Test Scripts are scheduled for execution during the remaining 13 weeks of System Testing in the current Florida PALM Project Schedule. With the average test execution pace increasing from 56 to 61 Test Scripts per week, the Florida PALM IV&V Team projects a System Test completion date of 6/16/25, reflecting a seven-week delay beyond the current target of 4/30/25 (Finding #18).

A Medium priority is assigned to a SIR that “moderately impacts test progress on the overall planning level. Testing can continue in many areas. Acceptable workarounds exist.” The Florida PALM IV&V Team reviewed a sample of Medium-priority SIRs and found that, overall, SIR priorities were being accurately assigned. Additionally, the Florida PALM IV&V Team has observed in SIR Triage Meetings that SIR priority assignments are discussed and updated when needed, further reinforcing accurate categorization.

The Florida PALM IV&V Team observed an increase in the number of active Medium-priority SIRs and an increase in resolution times, as depicted in the following 3 figures. There were 266 active Medium-priority SIRs as of 1/31/25.

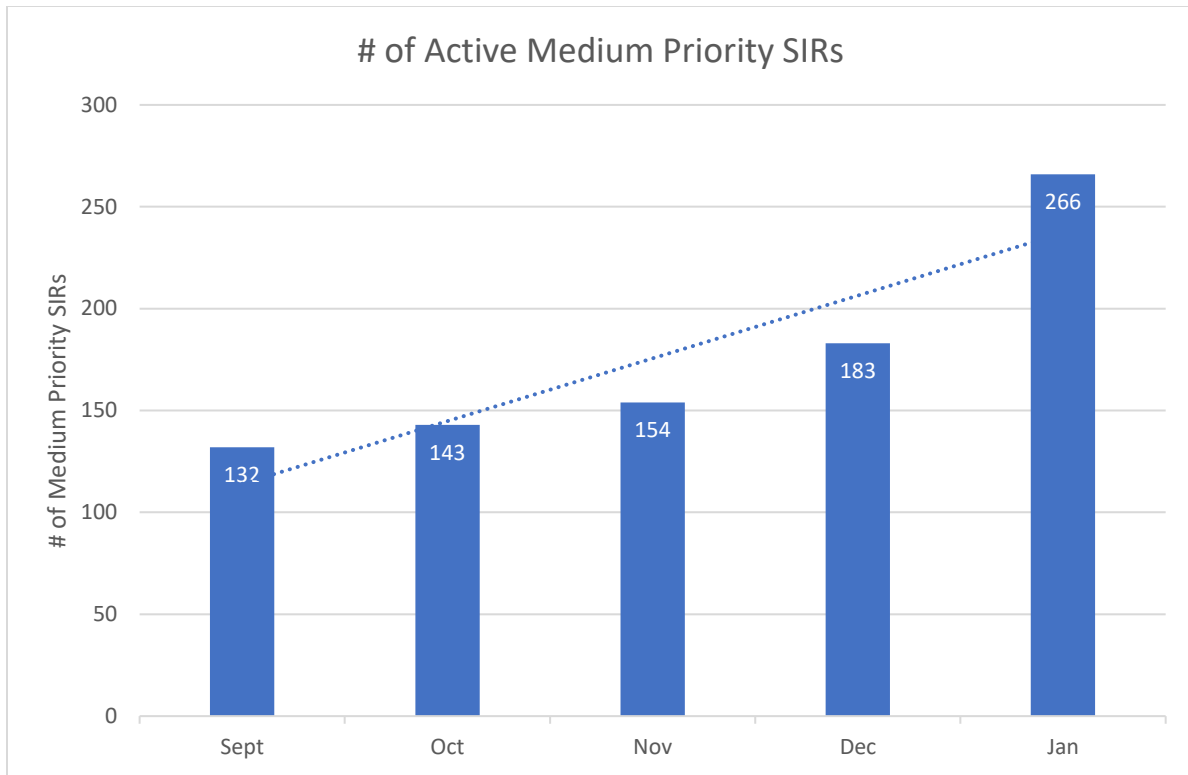


Figure 10: Open Medium Priority SIR Backlog

Figure 11 **Error! Reference source not found.** shows that the gap between the total number of Medium-priority SIRs and the number of Medium-priority SIRs resolved increased, indicating a decreased resolution rate compared to prior months.

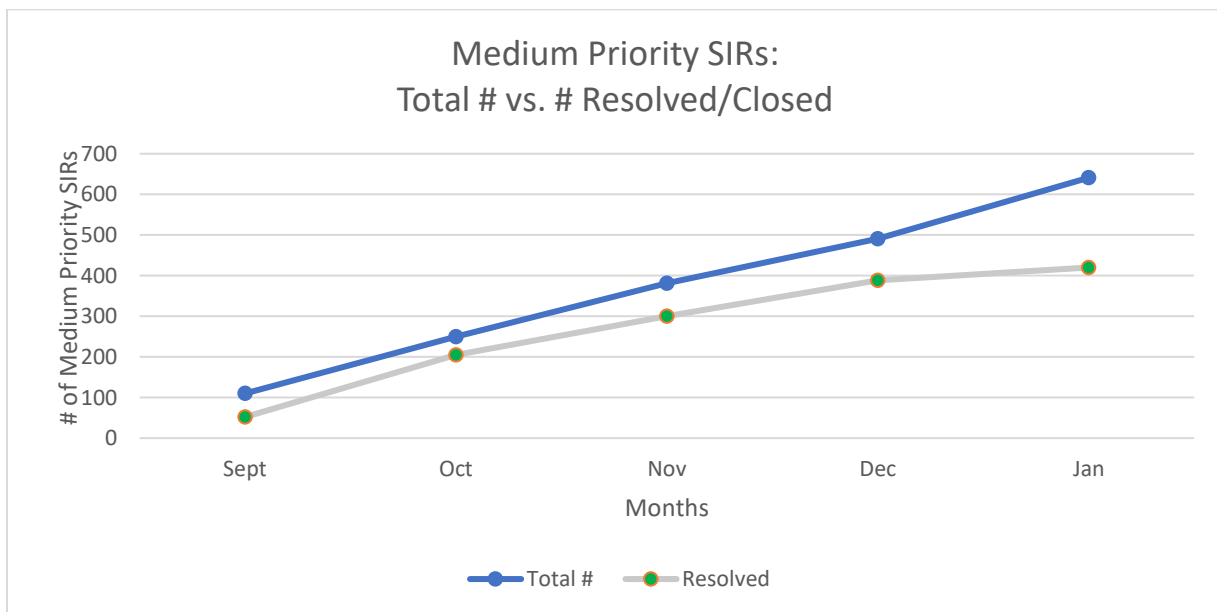


Figure 11: Total # Medium Priority SIRs vs. Resolved

The Florida PALM IV&V Team also observed that the average number of days required to resolve a Medium-priority SIR increased from 9.24 days at the end of December to 11.25 days in January.

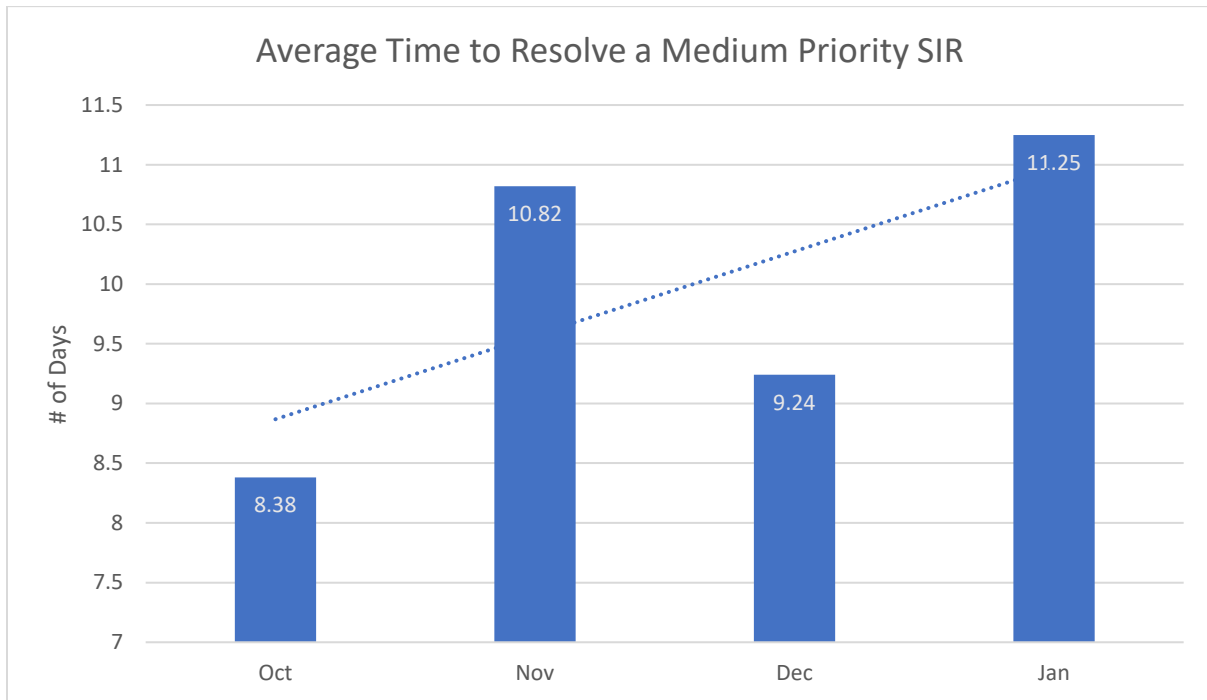


Figure 12: Medium SIR Resolution Time

The Exit Criteria outlined in D643 – Updated System Testing Plan do not require Medium Priority SIRs to be fixed prior to the completion of System Testing. The Florida PALM IV&V Team will continue to monitor active Medium-priority SIRs and their potential impacts on the overall quality of the application being delivered for UAT and end-user testing experience.

The Table below gives a snapshot of the execution status of System Testing for Segment II as of 1/31/25.

Table 3: Planned and Actual Number of Test Scripts - System Test Segment II

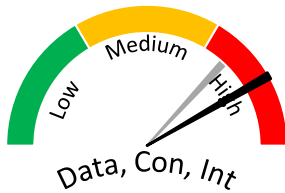
Cycle	Total No of Test Cases	No. of Test Cases Canceled	No. of Test Cases Deferred	Actual No of Test Cases Executed	Pass	Fail	Pass % (based on executed)	Fail % (based on executed)
Cycle 0	19	0	1	8	4	4	50%	50%
Cycle 1	9	0	0	9	7	2	78%	22%
Cycle 2	595	32	190	226	172	54	76%	24%
Cycle 3	318	3	85	122	96	26	79%	21%
Cycle 4	65	4	21	26	25	1	96%	4%
Cycle 5	102	1	4	72	56	16	78%	22%
Cycle 6	47	1	22	4	3	1	75%	25%
Cycle 7	17	0	7	5	3	2	60%	40%
Cycle 9	17	0	12	1	1	0	100%	0%
Grand Total	1189	41	342	473	367	106	78%	22%

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 delayed Build Segments are completed, 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.

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

Florida PALM Data, Conversion, and Interfaces

Focus Area Indicator



Trend: Worsening

Florida PALM Data, Conversion, and Interface Updates

Conversions

The Florida PALM Project Team continued to make progress in January by resolving all Mock Conversion 0 SIRs and working to complete Conversion activities for Mock Conversion 1.

Delays in Mock Conversion 1 have continued to postpone the start of Mock Conversion 2, which was targeted for completion in December. Nine High-priority and 13 Medium-priority SIRs remain unresolved for Mock Conversion 1, including two that were reopened due to extended runtimes and error log generation issues.

The delay to Mock Conversion 2 will impact Interface Testing and subsequent Conversion activities, resulting in the escalation of Finding 16 from a Risk to an Issue.

The Figure below shows the priority and status of SIRs for Mock Conversion 1A as of 1/31/25.

Table 4: Status of SIRs for Mock Conversion 1A

Priority	Jira Status		
	Resolve	Re-test	Closed
High	2	2	7
Medium	2	1	6
Low	0	0	0
Total	4	2	13

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 one new and reopened two previously closed SIRs for Mock Conversion 1A in January. The SSI Vendor closed 13 SIRs, leaving two High-priority SIRs unresolved as of 1/31/25.

Table 5: Status of SIRs for Mock Conversion 1B

Priority	Jira Status		
	Resolve	Re-test	Closed
High	2	0	3
Medium	11	0	3
Low	0	0	0
Total	13	0	6

The Florida PALM Project Team opened 11 new SIRs for Mock Conversion 1B in January. The SSI Vendor closed six SIRs, leaving five High-priority SIRs unresolved as of 1/31/25.

Interfaces

The Florida PALM Project Team has completed most of the connectivity testing for Cycle 1 Interface Testing originally scheduled for completion in December 2024, except for one Enterprise Partner and 3 Agencies that are still pending. Testing with the remaining Enterprise Partner requires specific IP addresses, which their vendor does not provide. The Florida PALM Project Team and the Enterprise Partner have agreed to a workaround and will finalize the approach to determine the next steps for completing testing in the next few weeks.

For the remaining Agencies requiring Managed File Transfer (MFT) connectivity testing:

- One Agency is working with their vendor to upgrade their servers, which is expected to be completed by 2/10/25. Connectivity testing with the Florida PALM Project Team is expected to commence after that.
- One Agency had a change freeze with their vendor until 1/17/25. The Florida PALM Project Team is handling the preliminary setup, including creating the MFT folder, whitelisting IP addresses, and sharing credentials and will schedule the connectivity test in the coming weeks.
- The Florida PALM Project Team is working with the remaining Agency to set up the MFT folder and schedule connectivity testing over the next few weeks.

Although these delays are not expected to impact subsequent activities, the Florida PALM IV&V Team did not observe any firm completion dates for pending connectivity tests. The Florida PALM IV&V Team recommends establishing a firm plan and schedule to complete the remaining testing to ensure diligent monitoring and prevent any downstream impacts.

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.

Interface Testing is impacted by the delay in Mock Conversion 2 because it relies on the availability of the resulting data. Interface Testing Cycle 2 will not be able to begin on 2/2/25 as currently planned, which will impact subsequent testing activities on the current timeline.

Data Warehouse/Business Intelligence

The Florida PALM IV&V Team attended weekly DW/BI status meetings, working sessions, and Build-and-Review meetings for DW/BI Build Segment II.

During DW/BI Build Segment II, the original scope of 12 reports was updated. Seven reports are complete as of the end of January. Two reports will be deferred to DW/BI Build Segment III as soon as DE357 is approved. Additionally, three Reports are currently pending final approvals for completion.

The Risk Rating for this Focus Area remains a High Risk and is increasing to mid-Red based on the escalation of Finding 16 (Delays to Mock Conversion) from a Risk to an Issue.

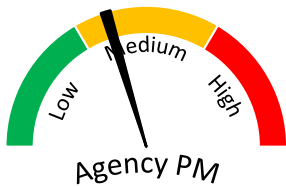
Florida PALM Implementation Readiness Updates

The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

Florida PALM Agency Focus Area Updates

Agency Project Management

Focus Area Indicator



Trend: No Change

Agency Project Management Updates

The Florida PALM IV&V Team attended Agency Monthly Touchpoints, RDNS/RW meetings, Readiness Team meetings, and Thursday Task Talks. The Florida PALM IV&V Team also analyzed RW Tasks with a Direct Impact on the Florida PALM Project to identify potential Risks and Issues that could affect overall Agency readiness. Additionally, the Florida PALM IV&V Team tracked the completion of other RW Tasks with an Indirect Impact or N/A, which still play a critical role in helping Agencies plan and strategize for their implementation activities.

Overall Task Completion

The Florida PALM IV&V Team analyzed the overall RW to assess Agency performance across all Tasks. Data was compiled for RW Tasks starting with Task 512, with deadlines before 1/31/25. A total of 69 Tasks were included in this analysis.

Table 6: Submission Totals by Florida PALM Project Impact

Task Status	Project Impact Totals					
	Direct	% of Total	Indirect	% of Total	N/A	% of Total
Verified as Complete	16	59%	5	56%	9	27%
Submission Incomplete	10	37%	4	44%	18	55%
N/A (No Task Rubric for Verification)	1	4%	0	0%	6	18%
Total	27	100%	9	100%	33	100%

Of the RW Tasks with a Direct Impact on the Florida PALM Project, 59% of the Tasks have been submitted by all 35 Agencies and Verified as Complete by the Florida PALM Project Team. This is an increase from 50% in December. For Indirect Tasks, five of the nine were submitted by all 35 Agencies and Verified as Complete by the Florida PALM Project Team. There were Tasks such as 536C – Create Agency Specific User Acceptance Plan, 560 – Submit Change Analysis Tool, and 658B – Submit Data Mapping Field where the due date was extended, allowing more time for the Agencies to complete them. While there has been a decrease in the backlog of Tasks that the Agencies have not completed before the scheduled due dates (37% for Direct Tasks, 44% for Indirect Tasks, and 55% for Tasks marked as N/A for Impact), the data shows the Agencies are still behind in completing RW Tasks in all categories.

The Florida PALM IV&V Team continues to recommend that the Agencies and the Florida PALM Project Team work together to implement mitigation strategies as soon as it is realized that the Task completion date will be missed.

Tasks Verified as Complete

The Figure below shows five RW Tasks due before 1/31/25 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. 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.

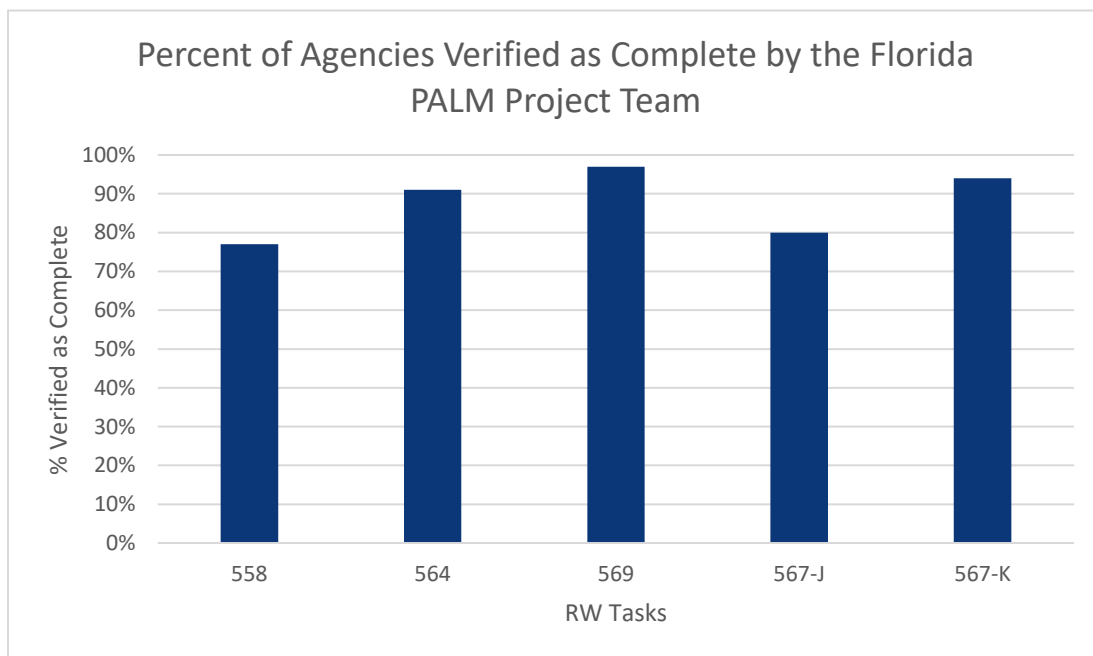


Figure 13: Tasks Verified as Complete by the Florida PALM Project Team

Of the five tasks, there are two with a Direct Impact on the Florida PALM Project, 567J and K – Share, Review, and Update Configuration Workbooks (AR – Distribution Code and CM – Consolidated Revolving Account). The information from these Tasks will be used for future Tasks such as 567L and O – Share, Review, and Update Configuration workbooks beginning in March 2025. If the Tasks are delayed, this could result in sample data not being loaded for testing purposes.

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

- Actively engage with the RCs before meetings to update discussion topics to promote timely resolution of questions, help guide future discussions to determine if meeting frequency should change and offer an opportunity to ensure quality discussions of the necessary topics. If Agencies do not respond when RCs reach out for topics before meetings, the agenda template is the standard tool available which may not be the most effective guide for the topics to be discussed, contributing to ineffective communication.
- Continue to evaluate available resources and redistribute Tasks to ensure a balanced workload and the proper training and tools are available to complete the Tasks.
- Continue proactively reviewing and refining Agency-specific Risks and Issues to ensure they are relevant and timely. This includes any remediation strategy, including the reason for the delay and a recovery plan. Risks and Issues that the Agency cannot resolve without the Florida PALM Project Team’s assistance should be escalated as appropriate with the Agency’s designated RC.
- Continue to seek collaboration with other Agencies. This can leverage different skills and perspectives, improve efficiency, and provide support and motivation.

Risk Management

The Florida PALM IV&V Team noted a slight increase in the number of open Issues and Risks reported by the Agencies since December. 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 7: Agency Risks and Issues

Issues	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Risks	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25
Open Issues	91	86	94	76	78	Open Risks	288	313	331	325	327
Critical or High	70	64	68	61	64	Risks Score 6+	142	154	162	170	167

Open Issues increased by 2.5%, and Open Risks increased slightly by 0.6%. Critical and High-priority Issues increased by 5%. Risks scored 6 or higher decreased by 2%.

The Florida PALM IV&V Team observed that six new Issues were opened, and four Issues were closed. Additionally, ten new Risks were identified, and 8 Risks were closed. Of the six newly opened Issues, all were categorized as Critical or High priority. Similarly, four out of ten new Risks were assigned a Risk Score of 6 or higher. The Critical and High-priority Issues and Risks with scores of 6 or higher include:

- Challenges related to the availability of staff and SMEs.
- Lack of funding to complete the remediation activities.
- Delays in identification and remediation of Agency business systems that require remediation.

Several of these high-impact Issues and Risks, shared across multiple Agencies, have the potential to affect the Florida PALM Project's schedule and quality.

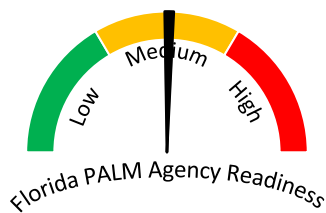
The Florida PALM IV&V Team recommends the following actions for Agencies:

- Consider temporary staffing or contracting resources to assist with tasks such as Training and Testing during UAT.
- Implement staggered scheduling to prevent over-commitment, especially during periods of overlapping priorities like UAT.
- Prioritize the identification and finalization of Agency business systems requiring remediation.
- Proactively update RCs on the status of pending Agency business system activities.

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

Florida PALM Agency Readiness

Focus Area Indicator



Trend: No Change

Florida PALM Agency Readiness Updates

The Florida PALM IV&V Team observed no major changes in Agency Readiness during the month of January. There were fewer business days due to office closures for a holiday and inclement weather. The Florida PALM Project Team extended due dates for some RW Tasks, which allows Agencies more time to complete Tasks or reopen, validate, or correct Tasks like the Agency-Specific UAT Plan (Task 536C) and the Change Analysis Tool (Task 560).

Florida PALM Functionality

Most Agencies still report difficulties in understanding Florida PALM requirements and workflows that deviate from current essential processes.

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 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 did not observe a notable change in the communication patterns within the Florida PALM Project. This is not unusual, given the challenges presented by the reduced number of business days in January.

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

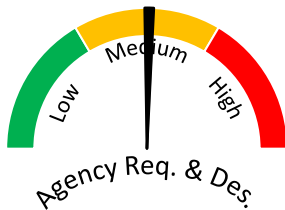
- Consistently utilize the Questions Log as the primary mechanism for documenting all questions to enhance communication and improve the efficiency of addressing inquiries.
- Actively participate in Florida PALM and cross-Agency collaboration meetings and activities, fostering collaboration and engagement. 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 Florida PALM IV&V Team continues to recommend that the Florida PALM Project Team proactively schedule additional RC meetings with Agencies that need more engagement to expedite the resolution of inquiries.

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

Agency Requirements and Design

Focus Area Indicator



Trend: No Change

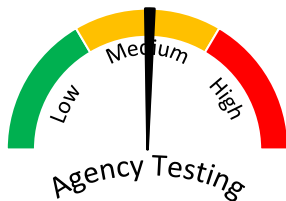
Agency Requirements and Design Updates

There are eight Agencies with open Risks or Issues and eleven Agencies with open questions related to data contained in Interfaces connected to internal Agency business systems or third-party applications, creating potential integration challenges. The changes in the Interface data workbooks cause downstream rework for Agency business systems. Agencies continue to express concerns about the limited visibility into Enterprise System data processing and the unstable nature of the Interface workbooks. Agencies depend on Enterprise System data from outbound Interfaces and reports for analysis and decision-making, but some of this information will not be available until UAT, increasing the risk of testing issues, rework, and potential delays to the Florida PALM Project schedule. Stabilizing the data fields, e.g., finalizing the Interface data field workbooks, is vital to ensure the additional time is productive.

The Risk Rating for this Focus Area remains Medium.

Agency Testing

Focus Area Indicator



Trend: No Change

Agency Testing Updates

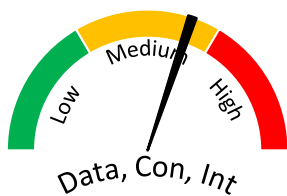
Florida PALM Agencies are actively preparing for Interface Testing and UAT through RW Tasks 557 and 536. Agencies have submitted their respective Interface inventories for Interface Testing Cycle 2 Technical Testing and are engaged in remediation efforts. RCs, in collaboration with Technical SMEs, are conducting discussions with Agencies to address outstanding questions related to Interface submissions. Agencies are also working on finalizing their UAT plans, assigning SMEs, and preparing their systems for integration.

Agencies raised concerns about their readiness due to potential delays in remediating internal and third-party business systems, competing priorities between UAT and YEC activities, and uncertainties regarding Enterprise System interactions with Agency interfaces.

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

The Florida PALM IV&V Team gathered additional feedback from Agency interviews, highlighting ongoing concerns regarding Interface inventories, pending Interface designs, and configurations that require clarification or approval from the Florida PALM Project Team. Agencies continue to

express confusion about Interface selection and uncertainty regarding their ability to update or correct Interface inventories in the future.

Agencies are still reporting unresolved Interface design and configuration issues that require Florida PALM Project Team clarification or approval.

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

The Figure below shows the targeted number of AD documents for final approval versus the actual approved count for Build Segment III. As of 1/31/25, the Florida PALM Project Team has approved 120 of the 122 AD documents. All 122 Segment III AD documents were targeted to be approved by 9/27/24.

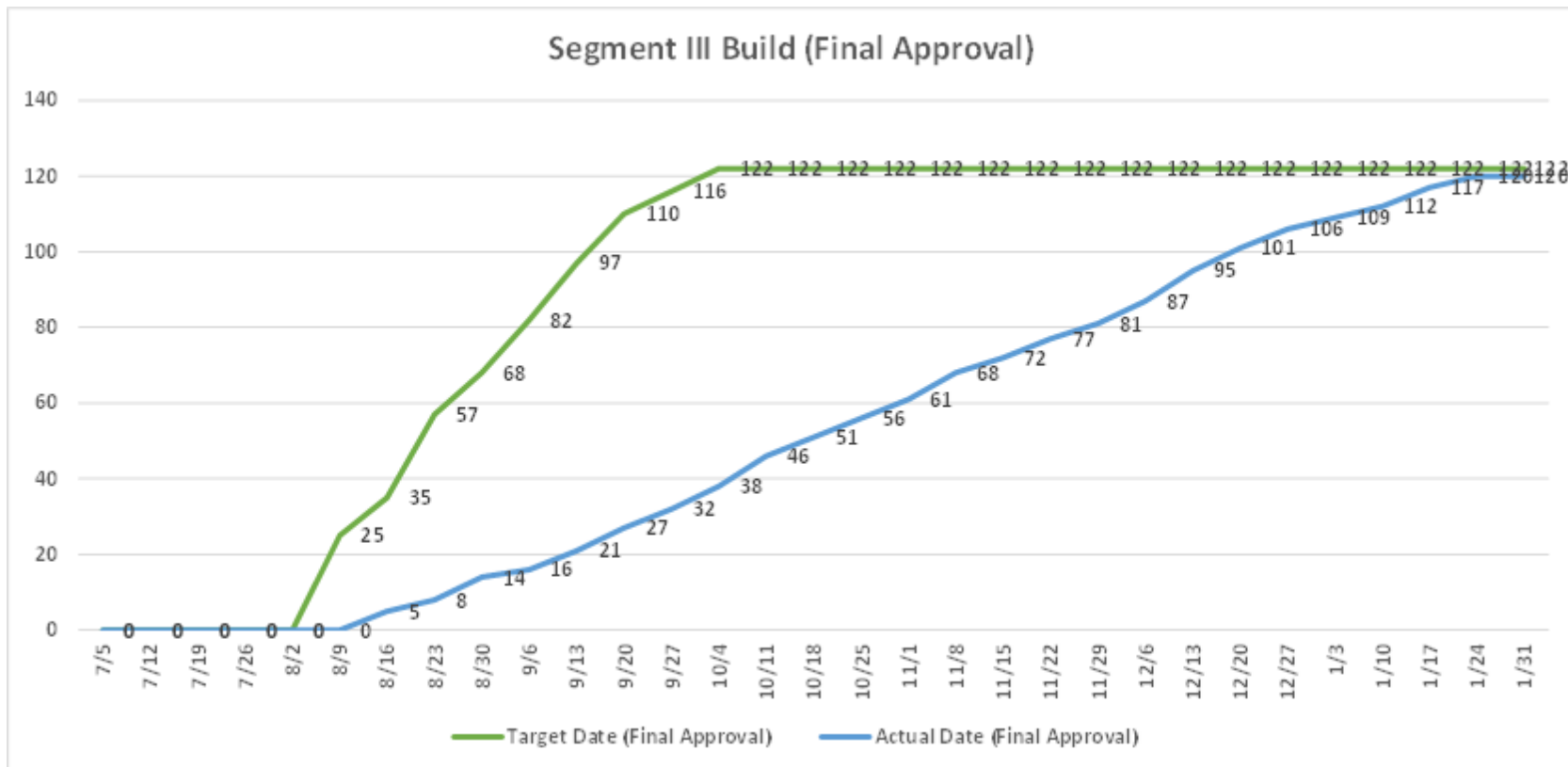


Figure 14: Segment III AD Documents – Final Approval

DW/BI Build Segment II Draft

The Figure below shows the targeted number of drafted AD documents versus the completed count for DW/BI Build Segment II. As of 1/31/25, the Florida PALM SSI Vendor has drafted all 12 of the planned AD documents.

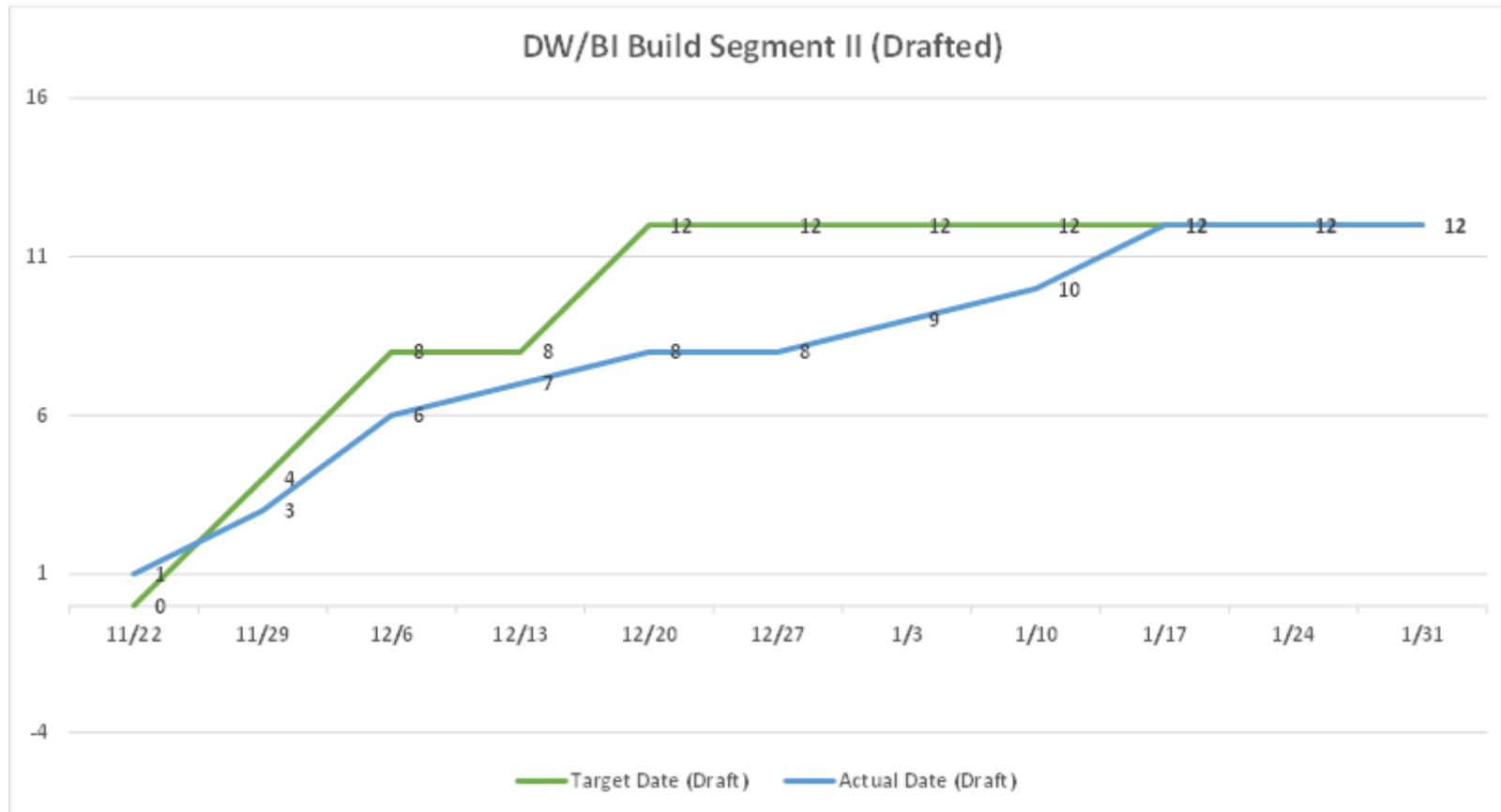


Figure 15: DW/BI Build Segment II – Drafted

Build DW/BI 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 1/31/25, the Florida PALM Project Team has approved seven of the 12 planned AD documents.

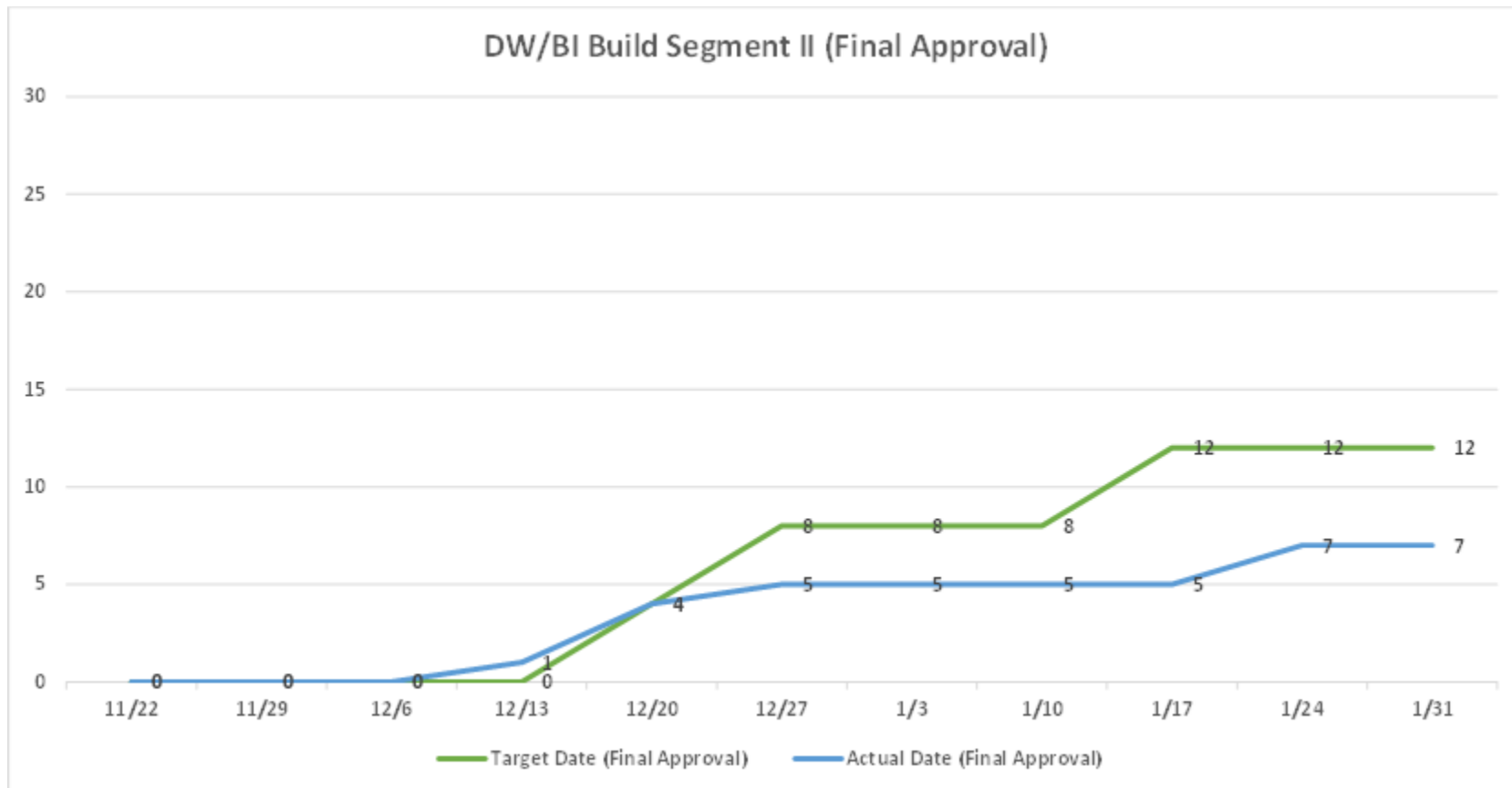


Figure 16: DW/BI Build Segment II – Final Approval

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 1/31/25.

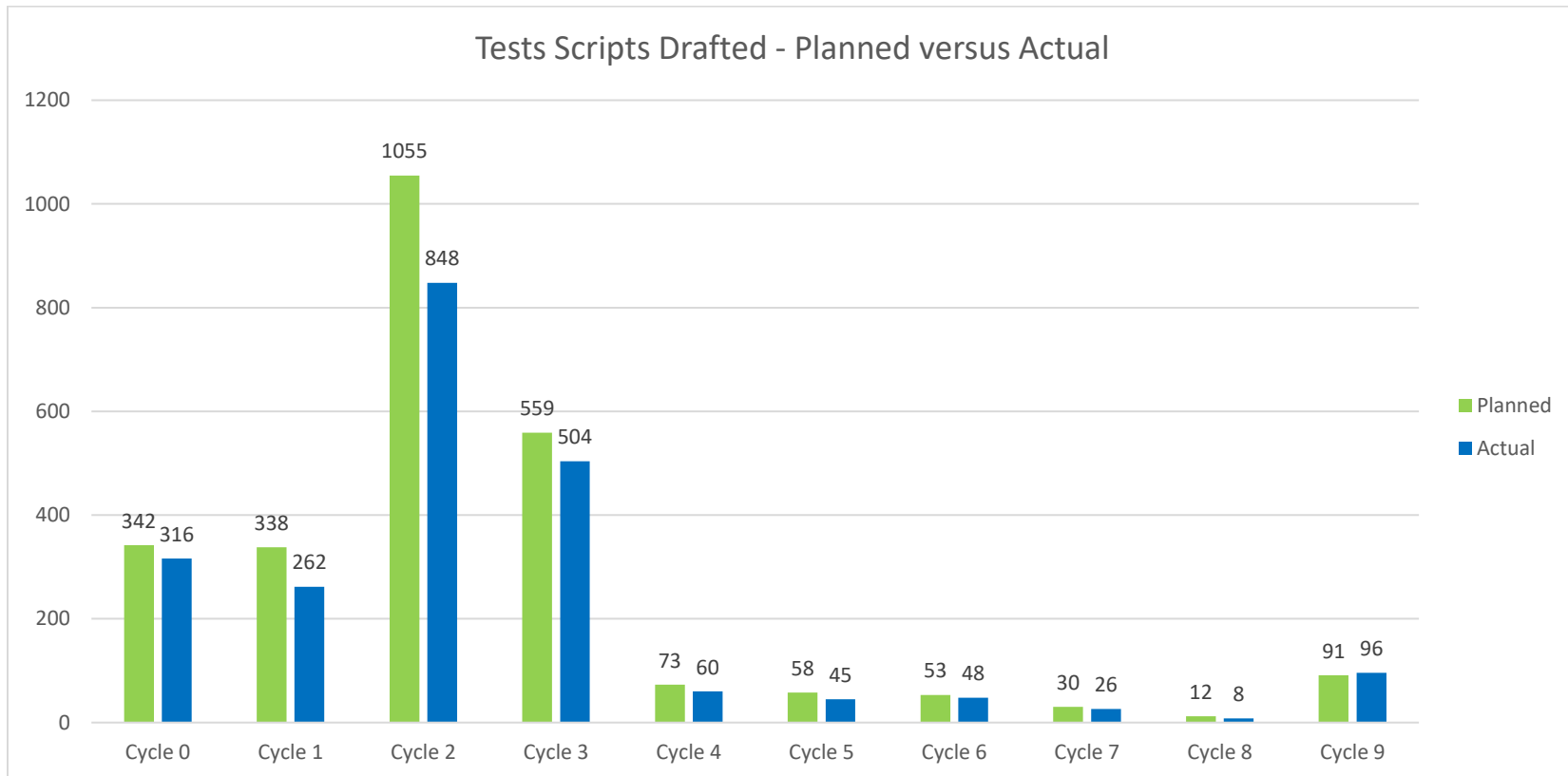


Figure 17: Planned and Actual Test Scripts Drafted

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 1/31/25.

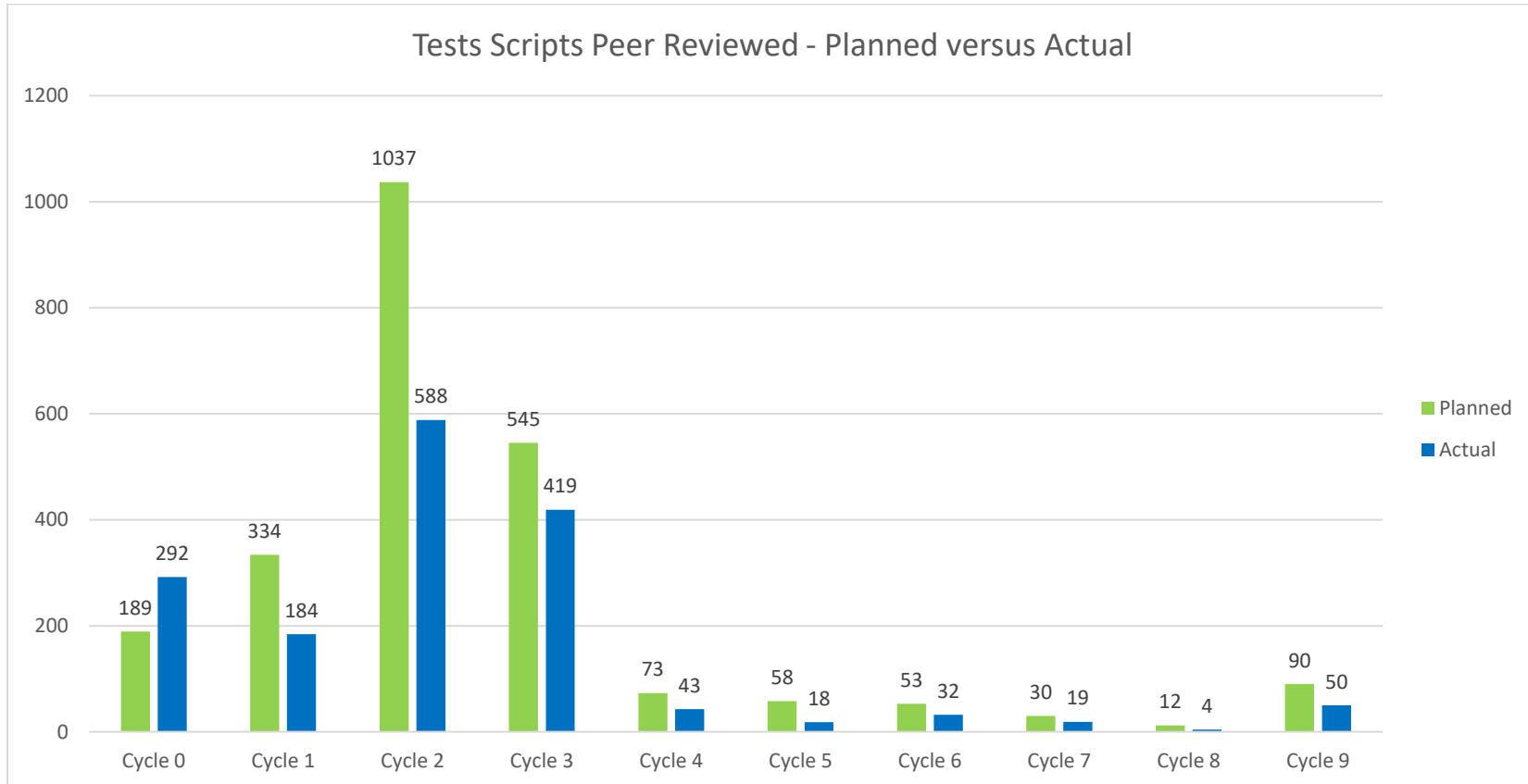


Figure 18: Planned and Actual Test Scripts Peer Reviewed

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 1/31/25 by the SSI Vendor.

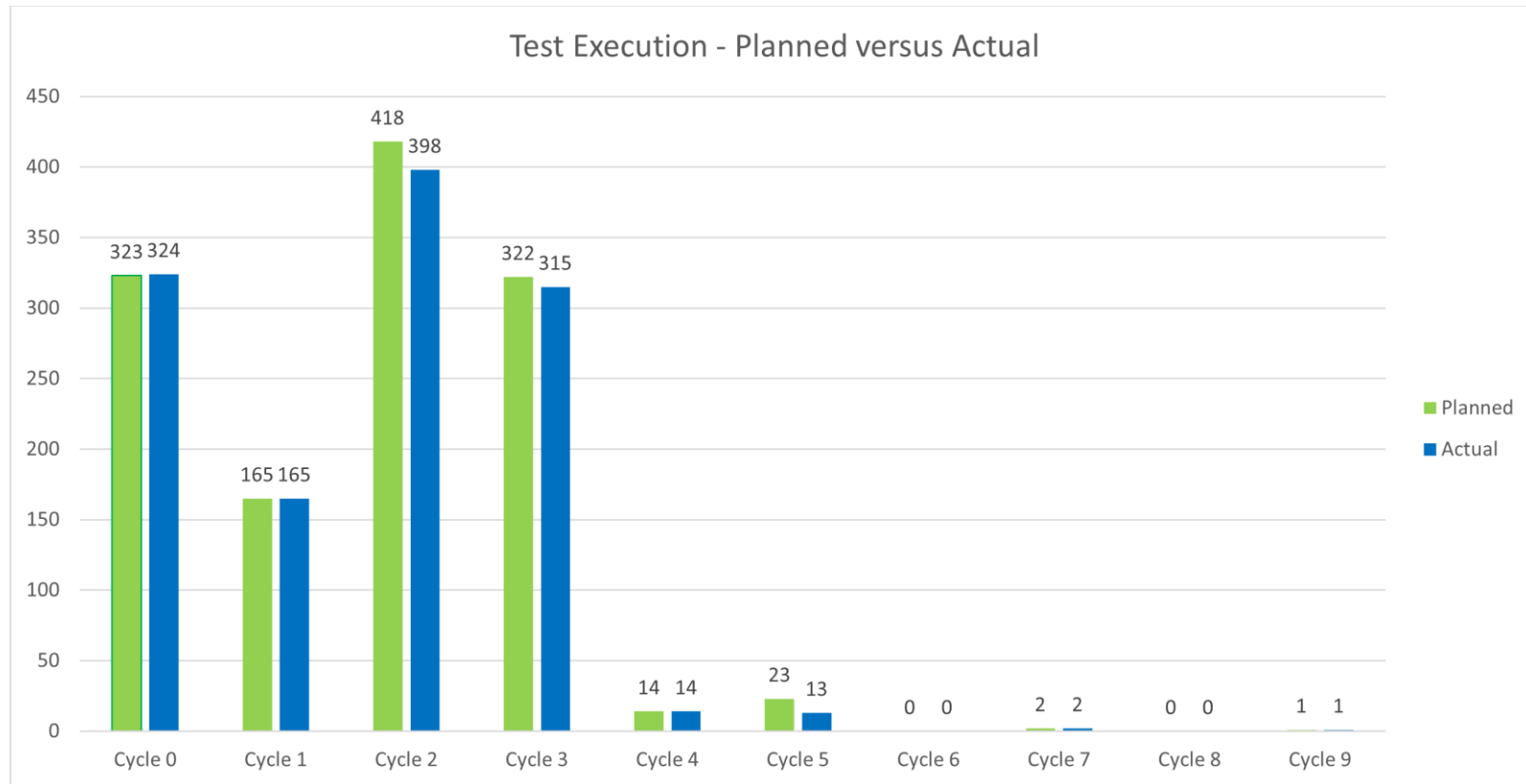


Figure 19: Planned and Actual Test Scripts Executed

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 .90 means the Florida PALM Project is progressing at 90% of the planned pace, indicating it is slightly behind schedule. An SPI of .90 does not 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.

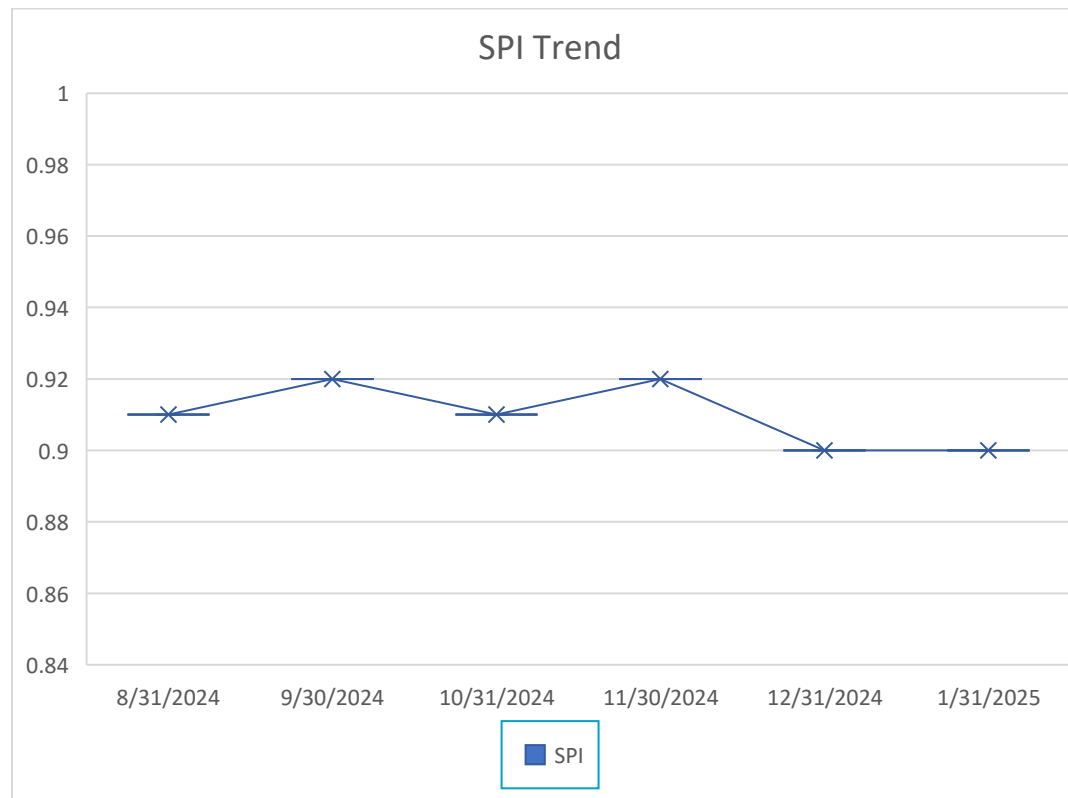


Figure 20: SPI Trend for the Florida PALM Project Schedule

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.

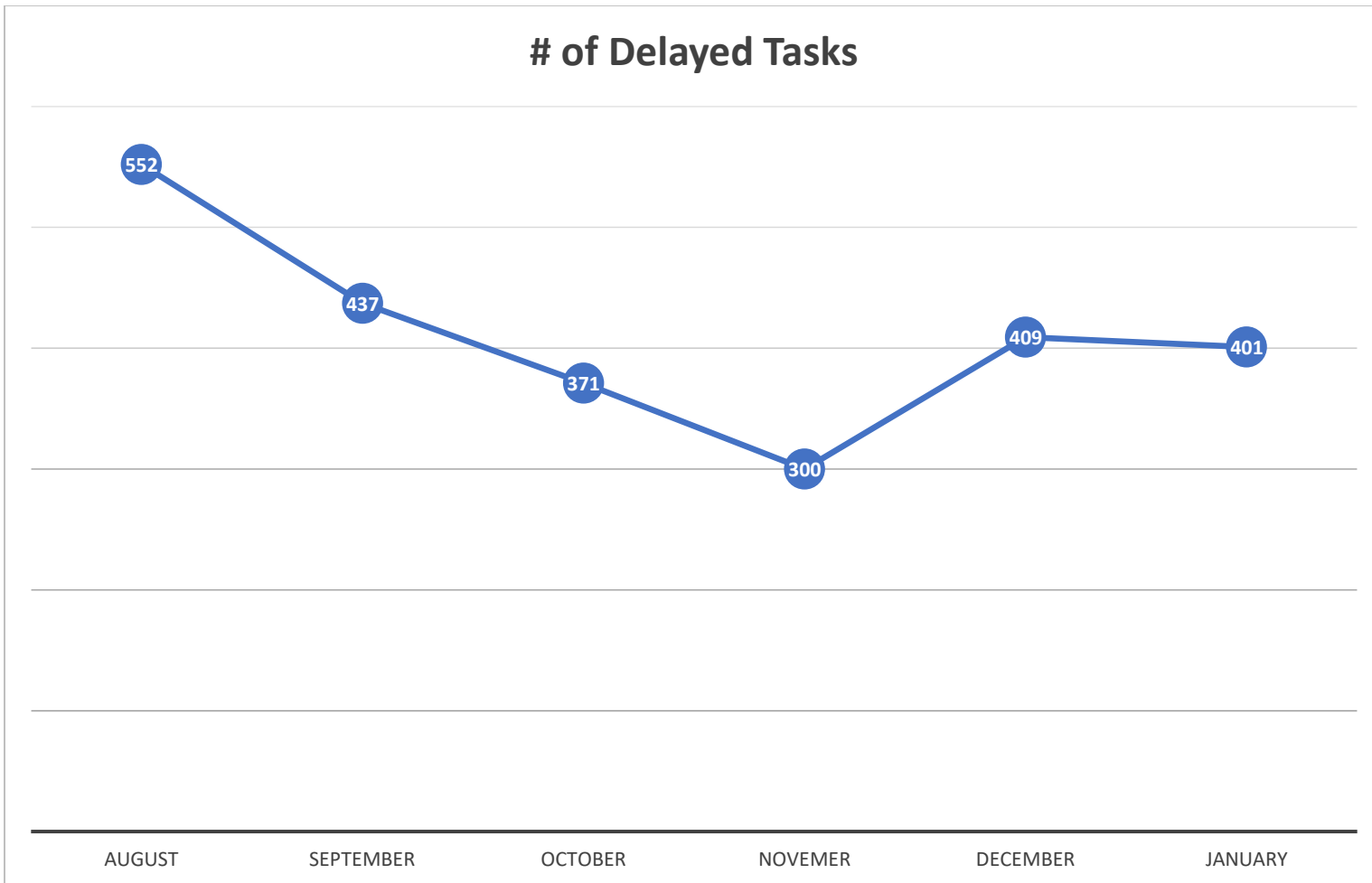


Figure 21: Delayed Task Trend for the Florida PALM Project Schedule

IV&V Information Requests

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

Table 8: 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 9: 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 10: 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 11: 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		Medium		High	
Unlikely 2	Low		Medium		High
Improbable 1		Low	Medium		High

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

Table 12: 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.