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Planning, Accounting, and Ledger Management Project

Independent Verification and Validation  
Monthly Assessment Report  
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## Executive Summary

The following list summarizes the key items from the Florida PALM IV&V Team Focus Area details in the Monthly Assessment Report for February 2026:

- The overall Florida PALM Project Risk Rating remained a Medium Risk due to:
  - The start of All Agency User Acceptance Testing (UAT) as planned on 2/2/26.
  - The completion of Interface Testing Cycle 2 for D663 scope on 2/4/26.
  - Effectiveness of guided support sessions hosted by the Florida PALM Project Team and Agency progress for test execution during the first month of All Agency UAT.
  - Delay to the completion of Regression Event 2 and a decline in the execution of Agency Interface Tests for Interface Testing Cycle 2.
  - Limited evidence of system testing, change impact analysis, and traceability of Design changes.
- Three new Findings were opened:
  - Finding 32 documents a Risk that the completion date of 3/13/26 for Regression Event 2 may not be met.
  - Finding 33 documents a Preliminary Concern that a decline in execution of Agency Interface Tests for Interface Testing Cycle 2 may delay their completion in Interface Testing Cycle 3 and impact their ability to Go Live with Florida PALM.
  - Finding 34 documents a Preliminary Concern regarding potential challenges in confirming Design changes have been validated, impacts on Florida PALM have been assessed, and Regression Test Scripts have been updated due to limited evidence of system testing, change impact analysis, and traceability of Design changes.
- Finding 29, which documented an Issue that the completion date of 10/24/25 for Interface Testing Cycle 2 was not met, has been closed because all Interface Testing Cycle 2 Exit Criteria was met as of 2/4/26.
- The Florida PALM Project Management Focus Area Risk Rating has improved from a Medium to a Low Risk based on improvement in the Schedule Performance Index (SPI), decrease in Delayed Tasks, and improvement in Planned versus Actual progress in February.
- The Florida PALM Requirements and Design Focus Area Risk Rating remained a Low Risk but has worsened from Low Green to High Green based on delays in finalizing six new Extensions from Amendment 13.
- The Florida PALM Testing Focus Area Risk Rating has worsened from a Medium to a High Risk based on the delay to the completion of Regression Event 2 and postponed regression testing of Payroll-specific functionality until the next Regression Event in June 2026.
- The Florida PALM Data, Conversion, and Interfaces Focus Area Risk Rating has improved from a High to a Medium Risk based on the completion of Interface Testing Cycle 2 and the Biweekly Parallel Payroll 1 Mini Mock Conversion.
- The Agency Data, Conversion, and Interfaces Focus Area Risk Rating remained a High Risk based on the delay to completing Agency Interface Tests for Interface Testing Cycle

2 and potential challenges completing data cleansing activities related the GLC001 (General Ledger) conversion.

- An assessment of the Florida PALM Fourth Quarter Budget Release Request has been included in Appendix A.

## Focus Area Updates

The Table below summarizes the Florida PALM IV&V Team’s updates for the various Focus Areas since the last Monthly Assessment Report. Detailed updates regarding these Focus Areas are provided in this document’s Focus Area Updates section. Some Focus Areas may be marked as Not Applicable (NA) as they have not started, or if there is no activity during this reporting period. Descriptions for each Focus Area will be incorporated into each Monthly Assessment Report.

### Florida PALM Project Focus Areas:

**Table 1: Florida PALM Project Focus Areas**

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Overall Project Indicator	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>All Agency UAT began as planned on 2/2/26, marking a shift in responsibility for the success of the Florida PALM Project to the Agencies. Guided support sessions hosted by the Florida PALM Project Team have helped Agencies become familiar with the system’s functionality, identify and resolve issues, and connect with Florida PALM Project staff. Agency participation and engagement in these guided support sessions, office hours, and independent testing will be critical for the success of All Agency UAT.</p> <p>Finding 29, which documented an Issue regarding the completion of Interface Testing Cycle 2 for D663 scope, has been closed since all Exit Criteria were met as of 2/4/26. Other testing efforts are continuing for both the Florida PALM Project Team and the Agencies. New Findings have been opened to document a delay in Regression Event 2 (Finding 32) and a decline in execution of Agency Interface Tests for Interface Testing Cycle 2 (Finding 33).</p> <p>An analysis of Design-related System Investigation Requests (SIRs) has revealed limited evidence of system testing, change impact analysis, and traceability of Design changes. Finding 34 has been opened to document this preliminary concern.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Florida PALM Project Management	Medium	Low	Improving	<p>The Risk Rating is improving from a Medium Risk to a Low Risk.</p> <p>The SPI indicates that the Florida PALM Project is operating at 98% of the planned pace and Delayed Tasks have decreased from 64 in January to 32 in February, with critical path items for performance and regression testing among the count. Planned versus Actual Progress improved to 94% in February, up from 88% in January, with seven tasks behind schedule as of 2/28/26.</p> <p>Approval of a Florida PALM Project Decision enabled accurate tracking of Interface testing, and no new Risks or Issues were logged, though ongoing resolution is needed for a delayed Interface with the Purchase Card (PCard) Works Vendor.</p>
Florida PALM Organizational Change Management	Low	Low	No Change	<p>The Risk Rating remains a Low Risk.</p> <p>The Florida PALM Agency Readiness Team continued to support Agencies through Thursday Tasks Talks and Readiness &amp; Development Network Session (RDNS) meetings, and by remaining available for guidance. February's Touchpoints were canceled to prioritize All Agency UAT guided support sessions. The Florida PALM Agency Readiness Team is collecting feedback from the sessions to inform targeted Organizational Change Management (OCM) strategies.</p>
Florida PALM Requirements and Design	Low	Low	Worsening	<p>The Risk Rating remains a Low Risk but is worsening from Low Green to High Green.</p> <p>Six new Extensions were added to the Florida PALM Project with the approved Amendment 13. While all were originally scheduled for completion by 2/27/26, several have not yet been approved. As of 2/28/26, four Extensions were in draft review, one was in final review, and one was completed. Although there have been delays in finalizing these FDs, they are not expected to affect the overall Florida</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				PALM Project timeline or major milestones.
Florida PALM Development	NA	NA	NA	Development efforts for the six Extensions added with Amendment 13 have not yet started, and the Florida PALM IV&V Team does not have any updates to report. Development of the six Extensions is expected to start in early March 2026 and be completed by the end of April 2026.
Florida PALM Testing	Medium	High	Worsening	<p>The Risk Rating is worsening from a Medium Risk to a High Risk.</p> <p>The Florida PALM Project Team supported All Agency UAT with 16 guided support sessions focused on critical functional areas such as Cash and Budget Processing, Payroll, Supplier Payments, and Project Management. Weekly Office Hours and daily ticket triage meetings addressed Agency questions and issues, while updates on system changes and known defects were shared via multiple communication tools, though the volume of information may make it challenging for Agencies to determine actionable insights.</p> <p>The SIR backlog increased with the start of All Agency UAT, with a higher portion of SIRs tied to Clarification and Access Requests.</p> <p>Regression Event 2 remains behind schedule (Finding 32), and the deferral of Payroll Test Scripts indicates that formal validation of Payroll will be postponed until the next Regression Event planned for June 2026. Disaster Recovery Cycle 2 was completed as planned, though Performance Testing Cycle 1 is delayed with one remaining Test Script to be executed and two remaining High-impact SIRs to be resolved.</p>
Florida PALM Data, Conversion, and Interfaces	High	Medium	Improving	<p>The Risk Rating is improving from a High Risk to Medium Risk.</p> <p><i>Data</i></p> <p>Initial data has been successfully migrated to the Data Warehouse/Business</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>Intelligence (DW/BI) production environment and fully validated. The Systems Integrator (SSI) Vendor continues to resolve SIRs while also conducting performance tuning for batch loads and refining security configurations.</p> <p><i>Conversion</i></p> <p>The Florida PALM Project Team completed the Biweekly Parallel Payroll 1 Mini Mock Conversion on 2/2/26. The SSI Vendor continues to resolve SIRs and conduct environment preparation activities for Dry Run #1, including code migration and validation.</p> <p><i>Interfaces</i></p> <p>All 469 Interface tests in scope for D663 were executed as of 2/28/26, and the Florida PALM Project Team has achieved a 96.5% pass rate. Thirteen Interface tests are under review, and six Interface tests are undergoing partner retesting to address data-related issues. Interface Testing Cycle 2 for D663 scope has been completed and Finding 29 has been closed.</p> <p>Seventy-two Interface tests are in scope for Work Product (WP) 441 and were planned to begin execution in February. As of 2/28/26, 24 Interface tests had been executed, representing 33.3% of the planned scope. The remaining 48 Interface tests have not yet started execution.</p> <p>As of 2/28/26, there were 39 open SIRs for Interface testing, all of which are classified as Medium or Low-priority.</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 remains a Medium Risk.</p> <p>As of 2/28/26, 25 Agencies are behind on Readiness Work (RW) Task 579 – Complete Data Cleansing based on Mock Conversion 4, which is due 3/13/26, though they remain confident in meeting the deadline and may be further along than reported based on an analysis of data cleansing activities.</p> <p>The number of open Agency Risks and Issues, including those rated as Critical or High, has remained stable since July 2025, with new items balanced by resolutions. Recent Risks and Issues are primarily tied to All Agency UAT, concerns about the cutover timeline, Go Live Readiness, and delays in Agency Interface Tests for Interface Testing Cycle 2.</p>
Florida PALM Agency Readiness	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>Agencies are gradually expanding user testing and increasing Prerequisite Training completion, with 76.5% overall completion for Agency SMEs as of 2/28/26. Some Agencies cited challenges regarding training and user confidence due to limited resources or lack of dedicated Training Liaisons. The Florida PALM IV&amp;V Team recommends participation in guided support sessions and early training completion to mitigate risks and build readiness. Agencies should also review and enhance their OCM strategies, communication plans, and resistance mitigation efforts to ensure alignment with Florida PALM Project goals and successful adoption.</p>
Agency Requirements and Design	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>Florida PALM Knowledge Center updates focused on improving Payroll guidance, testing, and role governance. Agencies cited inconsistencies with approximately 10 process steps, particularly around navigation and outdated information.</p> <p>Agencies that had a heavier reliance on legacy FLAIR practices when initially</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				documenting new business processes and user stories may face greater challenges as testing reveals the need for business process reengineering. The Florida PALM IV&V Team recommends timely updates to Agencies' internal documentation, policies, and user stories as Florida PALM adoption advances.
Agency Testing	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. Agencies demonstrated some progress in All Agency UAT, with approximately half of the planned test cases for this month executed and notable system activity occurring outside guided support sessions. While participation in guided support sessions aided testing, varying user preparedness and access challenges, particularly related to user roles and security, contributed to slower progress and inconsistent coverage. To streamline troubleshooting, support onboarding, and minimize future risks, the Florida PALM IV&V Team recommends that Agencies create and maintain clear, standardized documentation of roles and access during All Agency UAT.
Agency Data, Conversion, and Interfaces	High	High	No Change	<p><i>Data</i></p> <p>Guided support sessions for DW/BI Self-Service reports are scheduled to start on 4/28/26. As part of testing their business processes, Agencies plan to review the developed DW/BI reports associated with those business processes, but not enough new data has been entered yet to test the reports with. Agencies are eager to review and test DW/BI reports, and the Florida PALM IV&amp;V Team expects additional feedback on DW/BI reports as UAT continues and more data is entered into the system.</p> <p><i>Conversion</i></p> <p>Most Agencies are on track to complete Mock Conversion 4 data cleansing by the 3/13/26 deadline, with 15 Agencies over 75% finished and 3 fully complete. The main challenge remains the GLC001 (General Ledger) conversion, where fund-level transaction imbalances are causing delays for seven Agencies, requiring further</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>collaboration with the Florida PALM Project Team and Accounting and Auditing (A&amp;A) to resolve these issues before Go Live. If unresolved, unposted General Ledger transactions may persist after Go Live, necessitating ongoing corrective actions.</p> <p><i>Interfaces</i></p> <p>The execution pace of Agency Interface Tests for Interface Testing Cycle 2 decreased in February, likely due to resource constraints from concurrent All Agency UAT activities, with 72 Interface Tests remaining and completion now projected for 4/11/26 (Finding 33). Interface Testing Cycle 3 has begun for Interfaces that have completed Interface Testing Cycle 2. Early results show a higher percentage of testing performance rated by the Agencies as Inadequate, though it is too soon to determine whether this reflects actual performance issues or typical early-stage testing challenges.</p>
Agency Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

## New Findings

**Finding Type:** Risk

**Impact:** Moderate

**Probability:** Likely

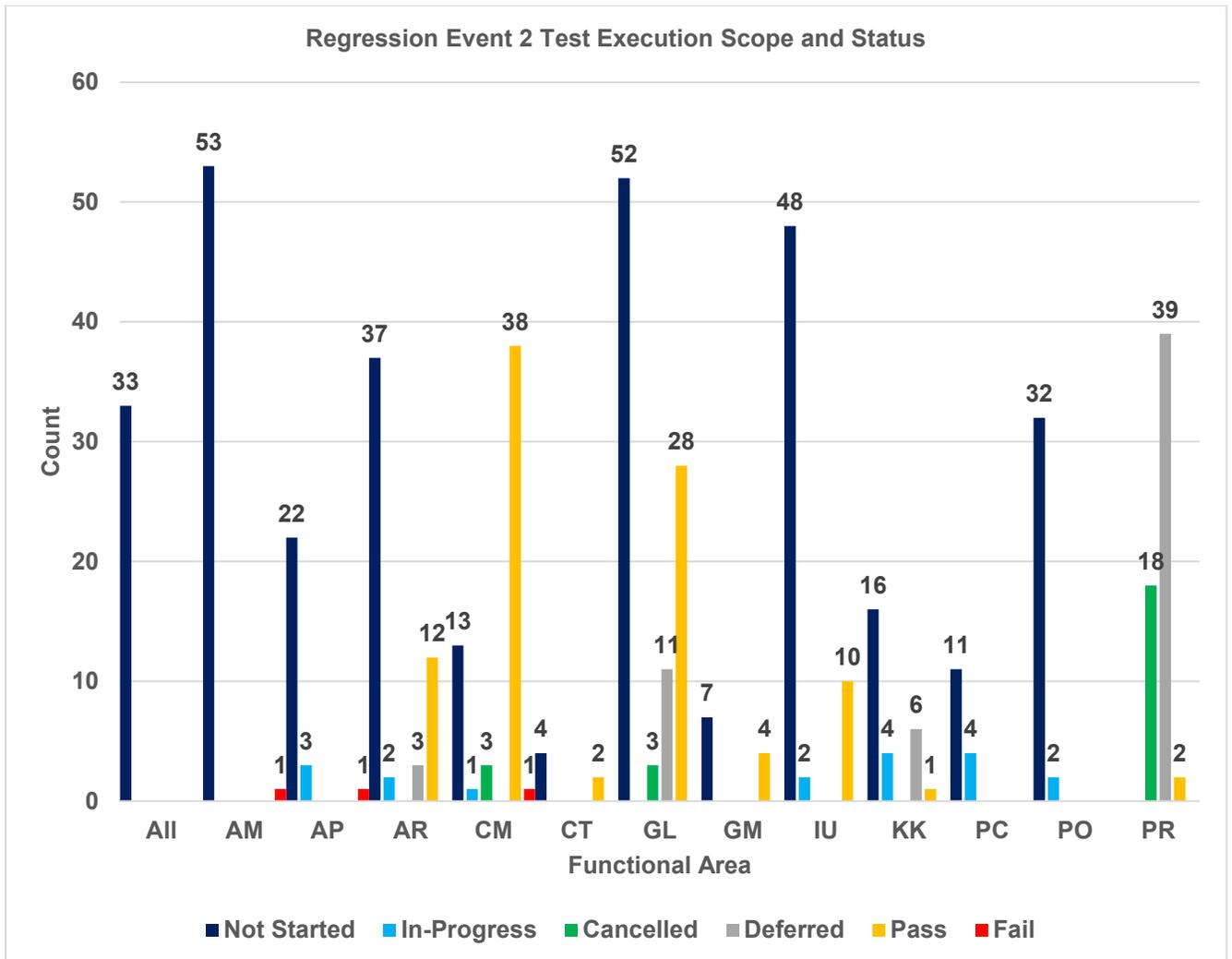
**Priority:** Medium

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

**Finding Description:** Regression Event 2 is scheduled for completion by 3/13/26. Progress is behind schedule, and the Florida PALM Project is unlikely to meet the targeted completion date based on current test execution trends. Regression Event 2 was planned to provide full regression validation of functionality impacted by changes introduced during or after System Testing and at the point when the Interface Cycle 2 pass rate was 70%.

**Criteria:** Per the Exit Criteria in WP409 – Regression Testing Plan, all approved Test Scripts must be executed and at least 90% of executed Test Scripts must pass for Regression Event 2 to be considered complete. Analysis by the Florida PALM IV&V Team indicates that, based on the current pace of execution, not all Tests Scripts may be executed and the required 90% pass rate is unlikely to be achieved by the targeted completion date.

**Cause:** As of 2/28/26, the Florida PALM IV&V Team observed in the Regression Test Execution Tracker (ReTEXT) that the average weekly execution rate is approximately nine Test Scripts. With 346 Test Scripts not yet started, the SSI Vendor would need to execute approximately 121 Test Scripts per week to meet the planned completion date of 3/13/26. The Figure below shows the status of Regression Event 2 Test Execution as of 2/28/26.



**Figure 1: Regression Event 2 Test Execution Scope and Status**

**Effect:** Delays in executing Regression Test Scripts could hinder timely verification that recent changes have not affected previously validated functionality during All Agency UAT and business process validation. Additionally, delays to Regression testing can reduce visibility into the status of critical system functions, increasing the risk that defects or unintended consequences from updates remain undetected for longer periods. This can lead to greater remediation efforts later in the Florida PALM Project timeline and may cause potential disruptions to business operations.

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

1. Review current staffing levels and assess whether additional resources are needed to accelerate the execution of Regression Test Scripts.
2. Reassess Regression testing order and priorities to ensure that all Critical and High-impact functionality is validated first.

**Finding Type:** Preliminary Concern

**Impact:** Moderate

**Probability:** Possible

**Priority:** Medium

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

**Finding Description:** The Florida PALM IV&V Team observed a decline in the completion of the remaining Agency Interface Tests for Interface Testing Cycle 2. If this pace continues, then some Agency Interface Tests may not be completed until 4/11/26, which could delay the completion of their testing in Interface Testing Cycle 3 (End-to-End Interface testing) and result in those Interfaces not going live with Florida PALM.

**Criteria:** Agency Interfaces must complete Interface Testing Cycle 2 Interface Testing before proceeding with Interface Testing Cycle 3, which is intended to mirror to the extent possible how the Interfaces will perform in production.

**Cause:** In January, approximately 4.6% of Agency Interface Tests were completed each week (based on 893 total Interface Tests in Smartsheet), but this rate declined to 1.3% per week in February. According to the Cycle 2 Technical Interface Testing Smartsheet, 72 Interface tests remain incomplete. These tests may include multiple impacted Agency Business Systems (ABSs). For example, if one Interface affects four ABSs, it is counted as four separate tests. The delay to Interface Testing Cycle 2 for Agencies can be attributed to:

- Multiple rounds of testing for some Interfaces due to defects, missing data, or data errors (some Interfaces have needed up to seven rounds of testing).
- Delays in updating certain ABSs to support the Interfaces.
- Pending design updates for some Florida PALM Interfaces.
- Dependencies on delayed upstream Interfaces (e.g., an inbound Interface delay prevents completion of the associated outbound Interface, or vice versa).
- Agency resource conflicts between Interface Testing Cycle 2, Interface Testing Cycle 3, and All Agency UAT.

**Effect:** There are 72 Agency Interface Tests for Interface Testing Cycle 2 that need to be completed. Of these, approximately half are with the Florida PALM Project Team for action, and the other half are with the Agencies. This count represents a point in time assessment as of the 2/28/26, the status of Interfaces and who is currently taking action on them changes frequently as files move back and forth between the Florida PALM Project and the Agencies. Interfaces that do not complete Interface Testing Cycle 2 cannot move into Interface Testing Cycle 3 and are at risk of not being able to Go Live with Florida PALM in January 2026.

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

1. Regularly check their Smartsheet for the latest updates on file availability and review the Managed File Transfer folders each day to determine if new files are ready for processing.

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

2. Conduct weekly joint meetings with Agencies that have remaining tests for Interface Testing Cycle 2 to review status, discuss any outstanding SIRs related to the Interfaces, and any barriers to completing testing.
3. Review and update Interface partner status in the Interface Test Execution Tracker (ITEXT) to ensure it is consistent with each Agency's Smartsheet.

**Finding Type:** Preliminary Concern

**Impact:** Moderate

**Probability:** Possible

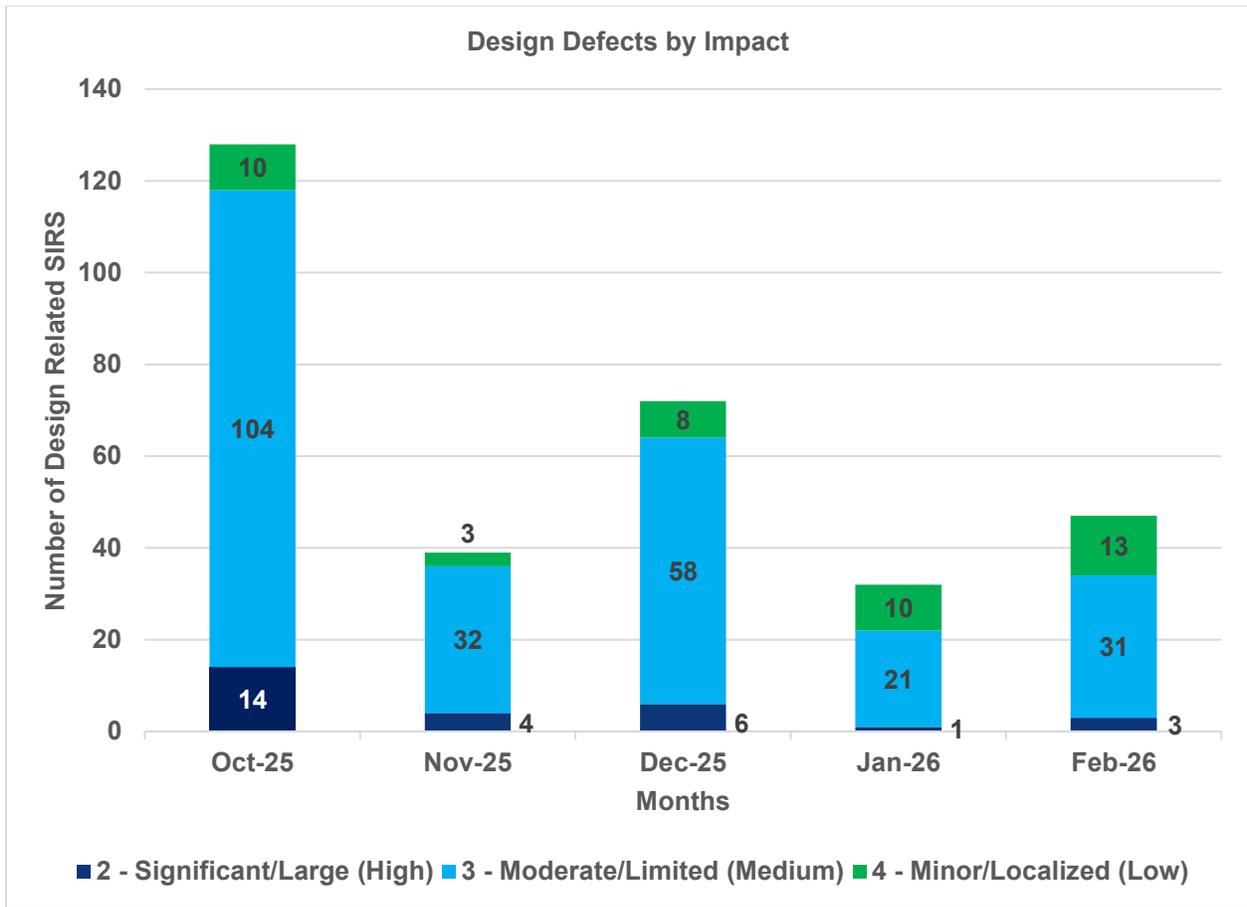
**Priority:** Medium

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

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

**Criteria:** All Design changes should be analyzed for potential impacts and tested prior to migration to higher level testing environments such as the UAT environments. Documentation should be maintained on the results of the impact analysis and system testing associated with the Design change, so that the Florida PALM Project Team can determine if a Regression Test Script needs to be updated.

**Cause:** The Figure below shows the count of new SIRs categorized as Design Defect per month and their associated impact rating. Many of these SIRs have resulted in Design updates to the approved AD documents.



**Figure 2: Design Related SIRS**

The Table below shows the number of Design changes to AD documents since their approval during the Development phase.

**Table 3: AD Document Updates Since Approval**

Wave	Number of Design Updates
<b>Financial</b>	<b>246</b>
Conversion	11
Enhancement	59
Form	8
Interface	90
Report	54
Workflow	24

Wave	Number of Design Updates
<b>Payroll</b>	<b>115</b>
Conversion	11
Enhancement	35
Interface	37
Report	32
<b>Total</b>	<b>361</b>

Additionally, Design changes continue to occur as part of responding to SIRs that are logged. This can be seen in the Table below that tracks the last update date for the AD documents from October 2025 to February 2026.

**Table 4: AD Document Updates Since October 2025**

Wave	10/25	11/25	12/25	1/26	2/26	Total
<b>Financial</b>	14	5	15	8	16	58
<b>Payroll</b>	8	8	4	6	7	33
<b>Total</b>	<b>22</b>	<b>13</b>	<b>19</b>	<b>14</b>	<b>23</b>	<b>91</b>

Most Design changes are moderate or administrative, but there are cases where several modifications have been made to the same Design over time. While Design-related SIRs are reviewed during the triage process, a formal impact analysis is only conducted if a Project Change Request (PCR) is required. Although the Florida PALM Project Team updates and reviews the applicable AD document, there is limited evidence of system testing recorded in the corresponding SNow tickets. Additionally, the absence of documented analysis on potential change impacts and traceability to System Test Scripts can make it difficult to ensure that relevant Regression Test Scripts are properly updated.

**Effect:** Limited documented evidence of system testing and traceability to applicable System Test Scripts within the SNow ticket and the lack of a consolidated log for tracking Design changes can make it difficult to confirm that all updates have been properly validated or to assess the overall impact of multiple Design changes on Florida PALM. This limited traceability also complicates the evaluation of how Design changes might affect Regression testing and whether all affected functionalities have been thoroughly tested.

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

1. Develop a consolidated log to track all Design changes to AD documents after approval that includes the magnitude of the change, date of the change, summary of the change, and associated SIRs. This could be done using either the existing Design Work Unit

Tracker (DWUT) or the Report, Interface, Conversion, Extension, Form, Workflow (RICEFW) Inventory.

2. Ensure that evidence of system testing to validate Design changes and any applicable references to System Test Scripts are documented within the SNow ticket, and update applicable Regression Tests Scripts based on the results of system testing.

## Open Findings

**Finding Number and Title:** **Finding 31** – Unconfirmed testing dates for the PCard Works Interfaces may delay completion of testing and potentially impact End-to-End Interface Testing and All Agency UAT.

<b>Date Opened:</b> 11/30/25		
<p><b>Finding Description:</b> As of 11/28/25, testing has not started on three PCard Works Interfaces that provide critical functionality for a majority of the Agencies. These Interfaces are included in scope for WP441, which is scheduled to be tested between December 2025 and April 2026. The PCard Works Vendor has not yet confirmed specific testing dates for these Interfaces and has had minimal engagement with the Florida PALM Project Team. As a result, these Interfaces may not be ready for the start of End-to-End Interface Testing in February 2026.</p> <p>Additionally, multiple Agencies have expressed concerns about the unconfirmed testing dates for the PCard Works Interfaces and the availability of PCard Works data. Current limitations in the data provided by the PCard Works Interfaces will require Agencies to create specific Speedkeys, but they are unable to test these until the Interfaces are available.</p>		
<b>Current Impact:</b> Significant	<b>Previous Impact:</b> Significant	<b>Trend:</b> No Change
<b>Current Probability:</b> Likely	<b>Previous Probability:</b> Likely	<b>Trend:</b> No Change
<b>Current Priority:</b> High	<b>Previous Priority:</b> High	<b>Trend:</b> No Change

**Status Update:** The PCard Works Vendor provided an updated file for testing on 2/13/26, which is under review by the Florida PALM Project Team. The file was generated manually rather than from the PCard Works system since the Vendor is continuing to remediate the Interface. On 1/22/26, The PCard Works Vendor conducted a kickoff meeting with Agencies that have PCard Works administrators in January, but there is no new information on when or how Agencies will be able to test with PCard Works.

**Recommendation #1:** Continue working with the PCard Works Vendor to establish and confirm specific testing dates for the PCard Works Interfaces.

**Status:** In Process

**Update:** A new Inbound Interface file (API058-Inbound PCard Disbursement) was received from the PCard Works Vendor on 2/13/26, but the file was manually generated file while the PCard Works Vendor continues to remediate the Interface.

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

**Status:** In Process

**Update:** Testing is progressing based on new interface files being provided, but updates to the PCard Works system are still in development. It is not clear when the PCard Works system updates will be completed.

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

**Status:** In Process

**Update:** A&A conducted an initial kickoff meeting with Agencies that have Pcard Works administrators, but no date for Agency testing with the PCard Works system has been defined yet.

## Closed Findings

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

**Date Opened:** 9/30/25

**Date Closed:** 2/27/26

**Rationale for Closing:** As of 2/4/26, all Exit Criteria for Interface Testing Cycle 2 have been met. All 469 Interface tests in scope for D663 have been executed, and a 96.5% pass rate has been achieved. There are also no open Critical or High-priority SIRs remaining.

## Metrics Related to Findings

The Figure below shows the open, closed, and new Findings identified by the Florida PALM IV&V Team. Three new Findings were opened this month. There is one open Finding and 18 closed Findings.

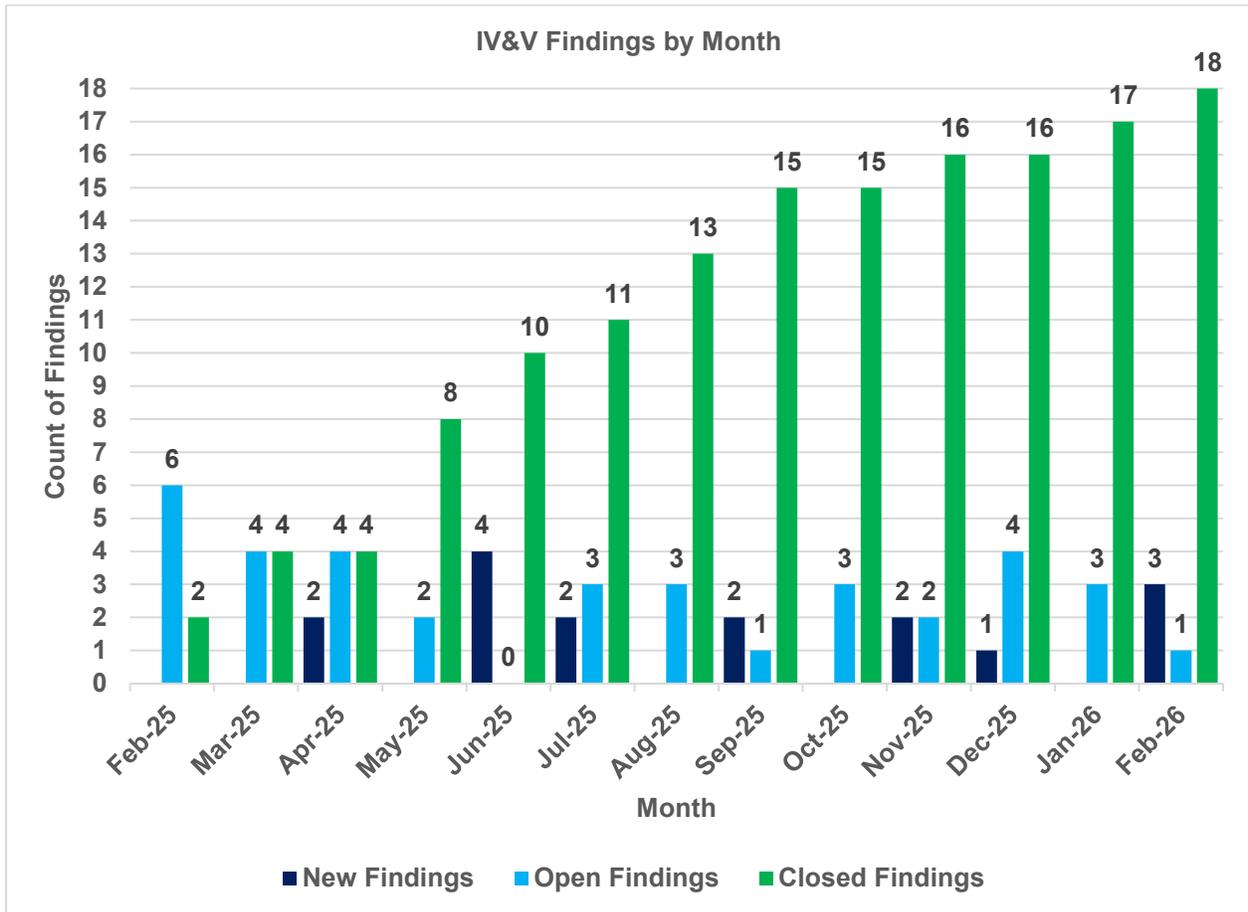


Figure 3: Florida PALM IV&V Findings by Month

# Florida PALM Project Focus Area Updates

## Florida PALM Project Management

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



Trend: Improving

### Florida PALM Project Management Updates

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

#### *Schedule Performance Indicator*

The Florida PALM IV&V Team reviewed the Florida\_PALM\_Project\_ScheduleEOM.mpp file as of 2/28/26 and observed that the SPI has remained at 0.98 since January. SPI measures schedule efficiency as the ratio of earned value to planned value. The data also represents the relative number of tasks that are behind or ahead of schedule. An SPI of 0.98 indicates that the Florida PALM Project is progressing at 98% of the planned pace, which is behind schedule. An SPI of 0.98 does not fall within the range of a defined Risk to the Florida PALM Project, as shown in Appendix C – Risk Priority Matrix. The Project Management Institute (PMI) defines SPI as follows:

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

#### *Delayed Tasks*

The Florida PALM IV&V observed that Delayed Tasks decreased from 64 at the end of January to 32 at the end of February. Four of these tasks are related to D675 – Completion of Performance Testing, and two are related to WP416 – Completion of Regression Testing. These tasks are on the Critical Path and could impact the Florida PALM Project's overall completion.

The remaining Delayed Tasks not on the critical path included fifteen for I-WP112 – End User Manual and three for I-WP129 – Develop Extract Transform Load (ETL) Technical Specifications,

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

Programs, and Unit Test Plans. Although the delays are not expected to impact Go Live, timely completion of these tasks will help preserve valuable schedule contingency, sustain momentum, reinforce effective schedule management practices, and reduce the likelihood of future impacts on critical path activities as the Florida PALM Project progresses.

### *Planned vs Actual Progress*

The Florida PALM IV&V Team monitors Planned Versus Actual progress to determine how much scheduled work is proceeding as expected. In February, out of 113 tasks (not including summary tasks) that were set to start or finish, 106 were on schedule and 7 were behind. This resulted in a 94% progress rate, which represented an improvement from 88% in January. The tasks that are behind fall into the following categories:

- AD PRE051 – Update Pay Calendar Paysheets Run with one task.
- I-WP129 – Develop ETL Technical Specifications, Programs, and Unit Test Plans with two tasks
- D667 – Complete Dry Run #1 – Refresh ADAPALM with one task.
- RW674 and RW673 – Release RW Task with two tasks.
- One task related to SharePoint Access Control.

These outstanding tasks will be carried over to next month. Ongoing monthly monitoring of these items will provide early warning if unfinished work starts to accumulate, which could affect the Florida PALM Project Team's ability to complete future tasks on time.

### *Decisions*

Florida PALM Project Decision, DE378 – Completion of Interface Testing Segment I was submitted in January and approved in February. DE378 confirms the final list of connections for inclusion in D663 – Completion of Interface Testing Segment I, and identifies connections deferred to WP441 – Additional Interface Testing and added to Additional Work Effort activities. Approval of DE378 enabled the Florida PALM Project Team to complete Interface Testing Cycle 2 in February and more accurately track Interface tests and their statuses for WP441 and Additional Work Efforts.

### *Risks and Issues*

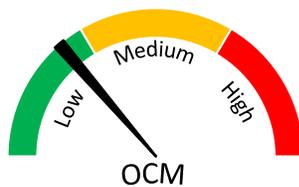
The Florida PALM Project Team did not log any new Risks or Issues in February.

Updates were made to the description for Issue #38 – Bank of America (BoA) Delayed Interface Testing, which was originally opened in January and corresponds with the Florida PALM IV&V Team's Finding #31. A manual file was generated by the PCard Works Vendor to test API058, since remediation of the Interface by the Vendor is in progress. Several issues requiring resolution from both the PCard Works Vendor and the Florida PALM Project Team were identified. The PCard Works Vendor and the Florida PALM Project Team also met to discuss file size limitations related to API131. The Vendor requested that the files be divided into multiple transmissions and the Florida PALM Project Team is developing a process to split the files by Business Unit and send only the 7-series account header information.

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

## Florida PALM Organizational Change Management

### Focus Area Indicator



Trend: No Change

### Florida PALM Organizational Change Management Updates

While Agency Readiness Touchpoints were canceled in February to allow UAT participants more time and resources for guided support sessions, the Florida PALM Agency Readiness Team remained available to Agencies upon request. The Florida PALM Agency Readiness Team also conducted their regular Thursday Tasks Talks with the Agencies and internal RDNS meetings. Additionally, the Florida PALM IV&V Team conducted the IV&V Monthly OCM Touchpoint with the Florida PALM Agency Readiness and TED teams on 2/19/26 to obtain feedback on progress of All Agency UAT and application of Agency feedback on the guided support sessions, Florida PALM Knowledge Center, ticket management, and other UAT resources. Key observations include:

- Attendance at the Supporting Your Agency’s UAT Workshop was lower than expected among Agency Identity Provider (IdP) SMEs, Security Access Managers (SAM), and UAT Coordinators.
- Agency participants showed varying levels of preparedness for the guided support sessions. The Florida PALM IV&V Team observed some last-minute adjustments to a few support session agendas, but the previously provided guidance on session topics and which Agency SMEs should attend remained unchanged.
- The Florida PALM Agency Readiness Team is analyzing aggregated feedback from All Agency UAT to develop data-driven and actionable OCM mitigation strategies.

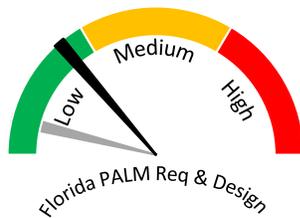
The Florida PALM Agency Readiness Team could consider implementing the following recommendations:

- Engage with specific Agency Change Champion Network (CCN) to address the need for improved coordination and communication, particularly when user feedback indicates a lack of awareness about Florida PALM resources, incorrect staff attending guided support sessions, or SMEs appearing unprepared during the support sessions. Each CCN member should understand their responsibility for managing internal communications and readiness, ensuring their staff is fully prepared to implement Florida PALM.
- Develop an OCM “best practices” guide for Agencies based on common gaps or communication deficiencies identified by users participating in the guided support

sessions. Including generally recommended or specific OCM interventions or tactics applied by successful Agencies could help all Agencies better prepare their end users for Go Live.

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

### Florida PALM Requirements and Design



Trend: Worsening

### Florida PALM Requirements and Design Updates

Six new Extensions were added to the Florida PALM Project with the approved Amendment 13. While all were originally scheduled for completion by 2/27/26, several have not yet been approved. As of 2/28/26, four Extensions were in draft review, one was in final review, and one was completed. Although there have been delays in finalizing these FDs, they are not expected to affect the overall Florida PALM Project timeline or major milestones.

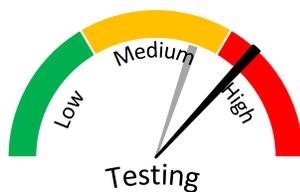
The Risk Rating for this Focus Area remains a Low Risk but is worsening from Low Green to High Green.

### Florida PALM Development

Development efforts for the six Extensions added with Amendment 13 have not yet started, and the Florida PALM IV&V Team does not have any updates to report. Development of the six Extensions is expected to start in early March 2026 and complete by end of April 2026.

### Florida PALM Testing

#### Focus Area Indicator



Trend: Worsening

## Florida PALM Testing Updates

### *Support for All Agency UAT*

The Florida PALM Project Team provided support for All Agency UAT by conducting 16 guided support sessions, during which Agency users were guided through online manual entry and spreadsheet upload processes (when applicable) within Florida PALM. February guided support topics included the following functional areas:

- Ready the System for Processing and Supporting Cash and Budget Needs.
- Processing Payroll (Bi-Weekly).
- Paying Supplier Obligations.
- Working with Projects.

In addition to the guided support sessions, the Florida PALM Project Team hosted weekly Office Hours for up to two hours to address Agency participants' questions and resolve issues. Daily ticket triage meetings were also held, involving approximately 70 Florida PALM Project Team and SSI Vendor members.

To keep Agencies updated on changes and open SIRs that may impact their testing, several communication tools are actively maintained by the Florida PALM Project Team, such as the Florida PALM Knowledge Center Change Catalog Smartsheet, the Agency Known Issues and Enhancements List (KIEL), and the UAT Message Board. Agencies were encouraged to subscribe to automated emails for UAT updates and Florida PALM Knowledge Center notifications, which were triggered with each update.

As of 2/28/26, 130 changes were logged in the Florida PALM Knowledge Center Change Catalog, and 73 items in the KIEL. The Florida PALM Project Team maintains the KIEL updates once a week to communicate SIRs that have been opened or that are ready for retest. Items included on the KIEL represent defects or system behaviors identified during testing that are expected to impact a broad set of users or testing activities, allowing Agencies to remain informed of known issues during UAT.

While the Florida PALM Project Team's timely information sharing is helpful, the volume of updates may make it difficult for Agencies to identify actionable impacts. Adding structured release notes or consolidated summaries of system changes, along with more targeted communications, could help improve usability. The Florida PALM Project Team recognizes this need and is working to refine its communication approach to provide clearer, more actionable information for Agencies.

### SIR Trends

As of 2/28/26, an overall total of 884 new SIRs were opened, while 699 SIRs were closed (excluding SNow Monitoring Alerts/Events and Data Issues). This led to an increase in the SIR backlog, which was expected with the start of All Agency UAT as more users began testing in the system. Of the newly created tickets, 63% were related to UAT testing stage, and approximately 42% of these UAT tickets were classified as clarification and access requests.

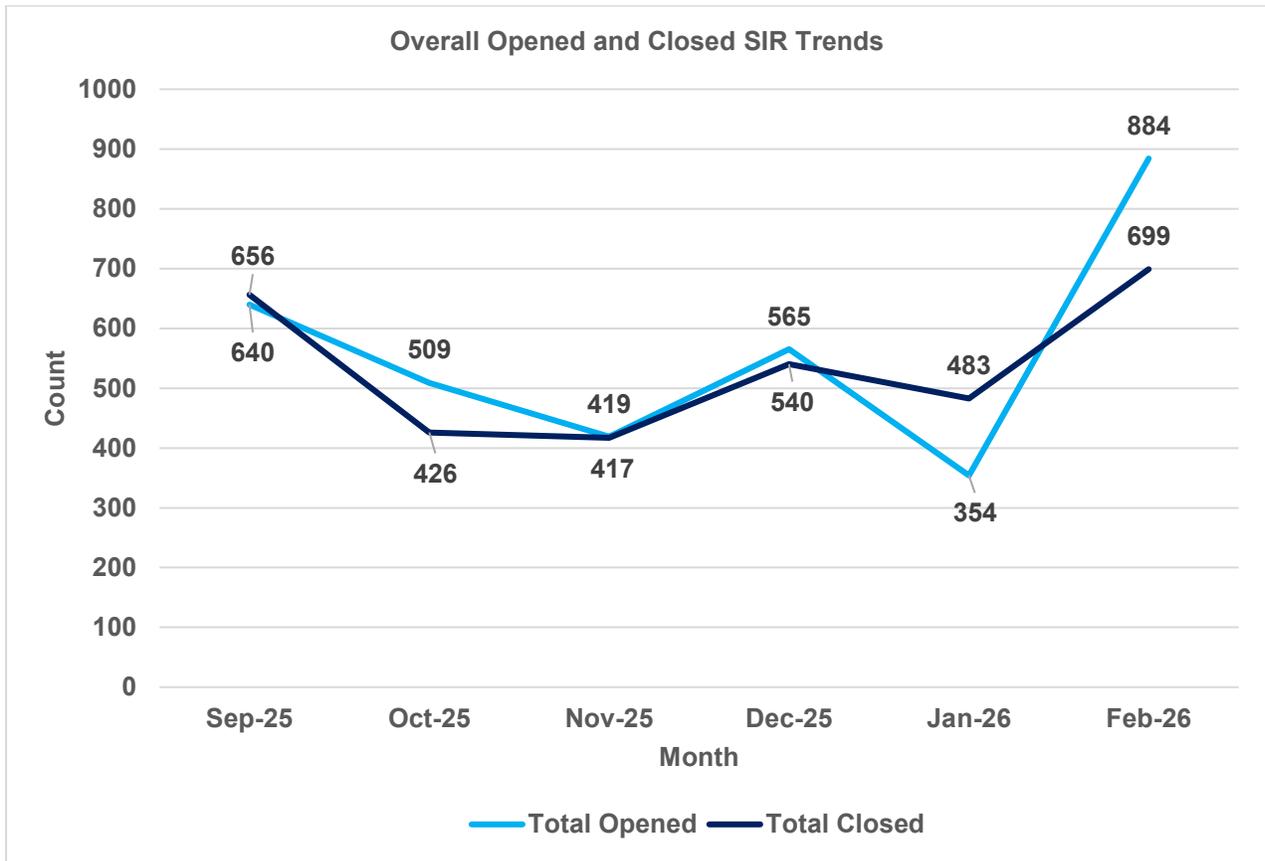


Figure 4: Overall Opened and Closed SIR Trends

There are approximately 717 open SIRs in the backlog, reflecting continued issue identification as system familiarity, testing, and business process validation activities progress. Of these, 35 have been classified as High-impact, representing an increase.

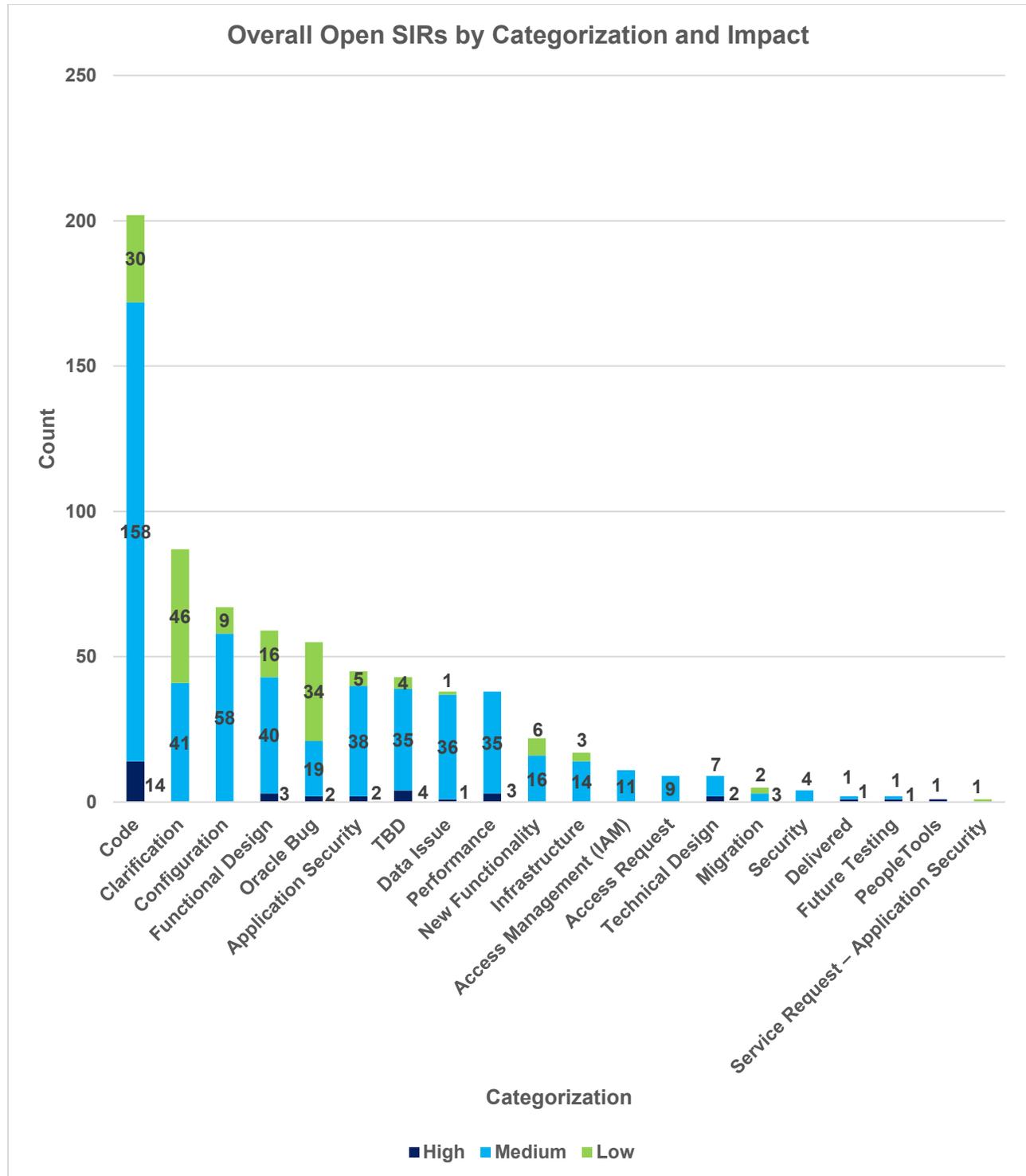


Figure 5: Overall Open SIRs by Categorization and Impact

The highest concentration of all open SIRs includes:

- Code (28%).
- Functional, Technical Design and New Functionality (combined 13%).
- Configuration (9%).
- Oracle Bug (8%).

While the identification of Functional/Technical Design and New Functionality issues commonly emerge during user testing, the volume of items in this category indicates that some design interpretations or workflow considerations continue to be discovered and tested.

The Figure below shows all active SIRs, organized by module, across all Testing teams (excluding SNOW Monitoring Alerts/Events and Inbound data issues).

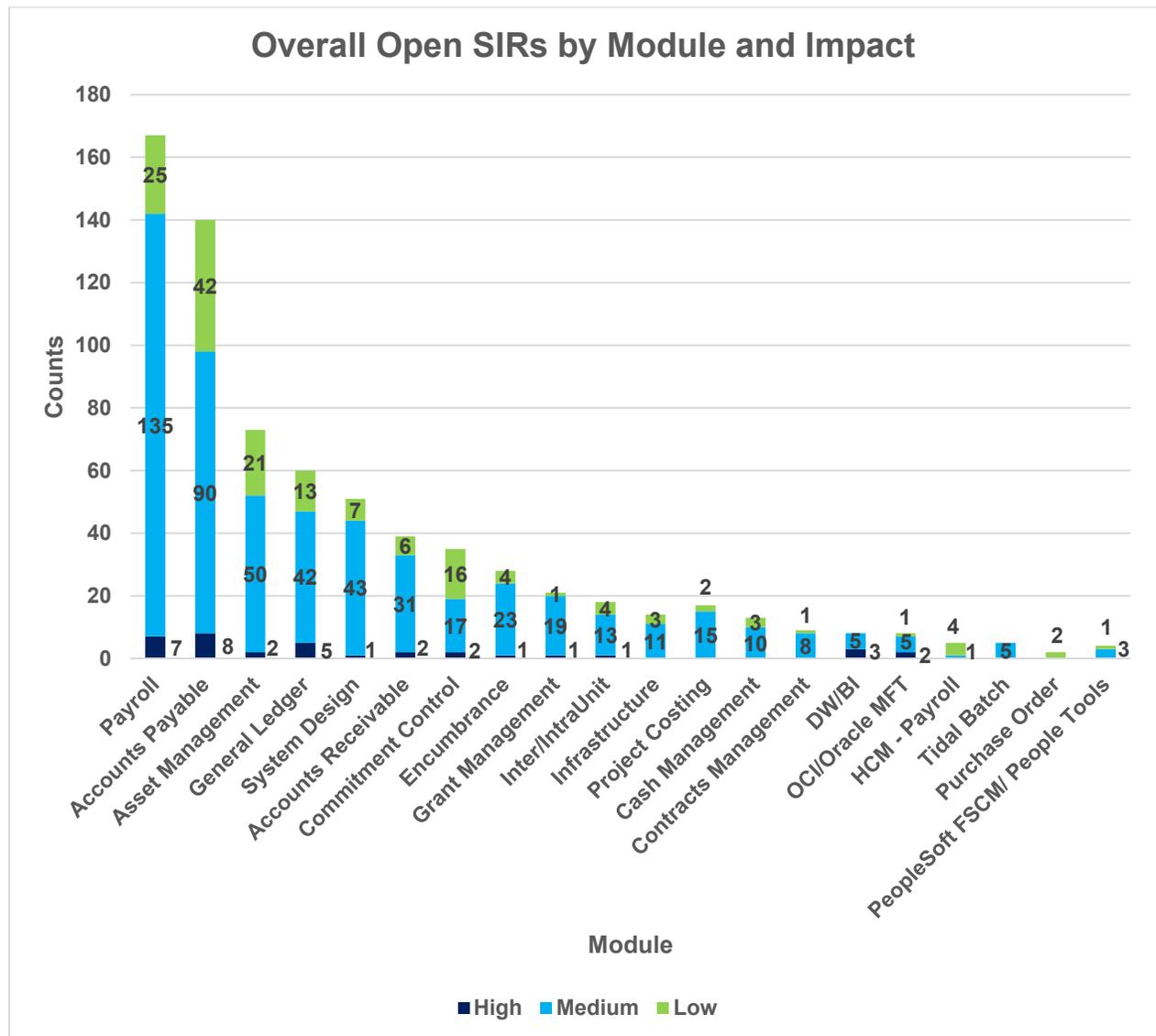


Figure 6: Overall Open SIRs by Module and Impact

The Table below compares the number of all open SIRs by function for the prior and current reporting periods to illustrate trends in SIR concentration.

**Table 5: SIR Concentration**

Function	January Open SIRs	February Open SIRs	Change
Payroll	98	167	+69
Accounts Payable	95	140	+45
Asset Management	66	72	+6

The volume and increase in open SIRs within these functions could indicate that Agency testing of applicable functionality may be impacted.

*Regression Testing Event 2*

Regression Event 2 began on 12/15/25 and was originally scheduled to be completed by 3/13/26. As indicated in Finding 32, Regression Event 2 is behind schedule with 70% in-scope scripts remaining to be completed.

As reported in the January IV&V Monthly Assessment Report, Regression Event 2 Test Scripts initially lacked a business-critical rating, as required by WP409 – Regression Test Plan. In February, the SSI Vendor created the artifact named “Regression Test-Business Criticality” tracker to classify Test Scripts and support regression analysis. The SSI Vendor defined business criticality ratings as follows:

- 1 – Business critical (impacts entire module).
- 2 – Important but not necessary (impacts a single object, such as error tests).
- 3 – Low impact if not in the initial regression suite (impacts a single user).

Using this classification, a subset of 737 System Testing Test Scripts were identified as 1 – Business Critical (BC-1), representing the highest-priority Test Script impact. The Regression Event 2 Test Scripts were jointly identified by the State Functional and SSI Vendor teams based on functionality affected by system changes or defect remediation activities. There a total of 529 originally planned Regression Event 2 Test Scripts. The Florida PALM IV&V Team reviewed the BC-1 classifications, compared them to the Regression Event 2 Test Script IDs, and identified a subset of 422 BC-1 Test Script matches.

The Table below summarizes the subset Test Scripts classified as BC-1 and of those shows the remaining in-scope regression tests to be executed.

**Table 6: BC-1 Subset of System Testing and Regression Event 2 Comparison**

Function	BC-1		Comparison		BC-1 Regression Scope Status		
	System Testing Count	Regression Event 2 Original Count	% BC-1 Original Regression Coverage	% BC-1 Modified Scope Regression Coverage	Deferred	Canceled	To be Completed
<b>All</b>	149	27	18%	No change	0	0	17
<b>AM</b>	76	53	70%	No change	0	0	40
<b>AP</b>	18	13	72%	No change	0	0	6
<b>AR</b>	74	50	68%	64%	2	0	29
<b>CM</b>	12	12	100%	75%	0	3	6
<b>CT</b>	20	6	30%	30%	0	0	4
<b>GL</b>	135	69	51%	42%	7	5	9
<b>GM</b>	32	11	34%	No change	0	0	7
<b>IU</b>	74	59	80%	No change	0	0	27
<b>KK</b>	32	23	72%	59%	4	0	6
<b>PC</b>	20	12	60%	55%	1	0	8
<b>PO</b>	41	34	83%	No change	0	0	26
<b>PR</b>	54	53	98%	4%	36	15	0
<b>Total</b>	<b>737</b>	<b>422</b>	<b>57%</b>	<b>47%</b>	<b>50</b>	<b>23</b>	<b>185 (53%)</b>

Of the 737 BC-1 System Test Scripts, approximately 422 were initially included in the Regression Event 2 test suite. Following the cancellation of 23 Test Scripts and deferral of 50 Test Scripts, the BC-1 regression coverage scope for this event was reduced to approximately 47%. Comments associated with Canceled Test Scripts indicated they were duplicates, out of scope, lacked required configurations, or were covered elsewhere.

Deferred Regression Test Scripts are primarily concentrated within Payroll. The deferral of Payroll Regression testing has extended into a second consecutive regression cycle and is postponed until Regression Event 3 (scheduled for June-July 2026), resulting in an extended period without formal validation or comprehensive visibility into potential impacts on Payroll functionality.

### Disaster Recovery

Disaster Recovery (DR) Cycle 2 was completed on 2/22/26 as scheduled. A total of six SIRs were identified during testing, one of which was categorized as High Impact and the remaining five as Medium Impact. The High Impact SIR is related to a licensing dependency issue for Tidal Batch, a software that schedules and manages batch processes, that has been resolved. Disaster Recovery Cycle 3 is planned to occur later in the year following completion of the PeopleTools 8.6.2 upgrade.

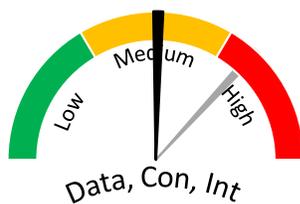
### Performance Testing

Performance Testing Cycle 1 was scheduled to be completed by 2/27/26. Of the 45 total Test Scripts planned for execution, 42 have passed, 2 remained in progress, and one has not yet been started. During execution, four SIRs were logged and categorized as High-priority, with two remaining open as of 2/28/26. The open SIRs involve a permission issue related to a user role and a Florida PALM error that occurs when adding a SpeedKey value.

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

### Florida PALM Data, Conversion, and Interfaces

#### Focus Area Indicator



Trend: Improving

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

#### Data

The initial data has been successfully migrated to the DW/BI production environment, validated, and reconciled. The SSI Vendor continues to resolve SIRs while also conducting performance tuning for batch loads and refining security configurations.

**Table 7: Business Criticality and Status of DW/BI SIRs**

Business Criticality	Closed	Open	Resolved (Ready for Retest)	Total
High	3	1	0	4
Medium	15	17	2	34
Low	0	2	0	2
<b>Total</b>	<b>18</b>	<b>20</b>	<b>2</b>	<b>40</b>

### Conversion

Biweekly Parallel Payroll Mini Mock Conversion Testing was completed on 2/2/26, and the SSI Vendor is working to resolve the remaining SIRs.

**Table 8: Priority and Status of Conversion SIR**

Priority	Closed	Open	Resolved (Ready for Retest)	Total
High	1	0	0	1
Medium	29	4	5	38
Low	1	1	0	2
<b>Total</b>	<b>31</b>	<b>5</b>	<b>5</b>	<b>41</b>

Environment preparation activities for Dry Run #1, including code migration and validation, remain on track for completion in early March. The SSI Vendor is also addressing performance issues identified in earlier Mock Conversions prior to Dry Run #1, which is scheduled to begin on 3/16/26. Additionally, the APC001 and GMC001 conversions for Dry Run #1 have been completed ahead of schedule in the FINCNV2 environment.

### Interfaces

All 469 Interface tests in scope for D663 were executed as of 2/28/26. Of the Interface tests executed, 453 have been reviewed and approved by the State, resulting in a 96.5% pass rate. Thirteen Interface tests are under review, and six Interface tests are undergoing partner retesting to address data-related issues. There are no open Critical or High-priority SIRs for Interface Testing Cycle 2.

For WP441, 72 Interface tests are in scope and were planned to begin execution in February. As of 2/28/26, 24 Interface tests had been executed, representing 33.3% of the planned scope. Of these:

- Twelve have passed.
- Two have failed.
- Six are with the partner for retesting.
- Four are in progress.
- Seven are under review.

The remaining 48 Interface tests had not yet started execution.

As of 2/28/26, there were 39 open SIRs for Interface testing, all of which are classified as Medium or Low-priority.

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

### Florida PALM Implementation Readiness

#### Florida PALM Implementation Readiness Updates

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

# Florida PALM Agency Focus Area Updates

## Agency Project Management

### Focus Area Indicator



Trend: No Change

### Agency Project Management Updates

There were no RW Tasks with a Direct Impact due in February and one RW Task with a Direct Impact, 579 – Complete Data Cleansing based on Mock Conversion 4, is due 3/13/26. The Table below shows Agency progress for this RW Task as of 2/28/26.

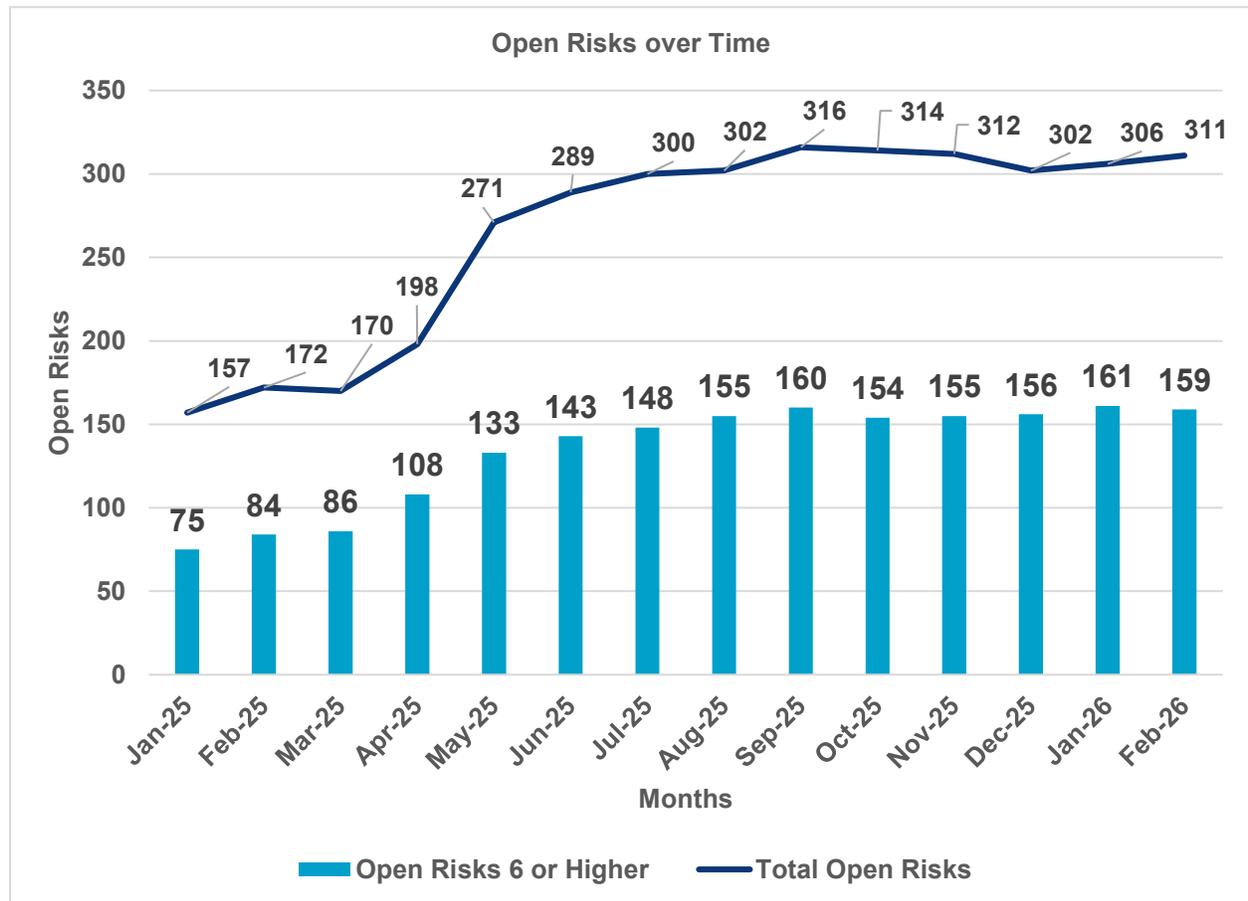
**Table 9: RW Direct Impact Tasks**

RW Task	Start	Finish	Number of Agencies per Status				
			0%	25%	50%	75%	100%
579- Complete Data Cleansing Based on Mock Conversion 4	1/12/26	3/13/26	9	4	12	7	3

RW Task 579 began on 1/12/26, and 47 of the 60 scheduled days have elapsed, meaning Agencies should be 75% complete to stay on track. Although approximately 71% of Agencies appear behind schedule, Agencies with less than 75% completion have indicated in the Florida PALM IV&V Monthly Touchpoints that they remain confident they will finish on time. Additionally, the Florida PALM IV&V Team’s analysis of data cleansing activities indicates that Agencies are further along than what they have reported for RW Task 579 progress. Additional details on the data cleansing analysis can be found in the Agency Data, Conversion, and Interfaces Focus Area.

**Risks and Issues**

The total number of open Risks, as well as those with a score of 6 or higher assessed by the Agencies, has remained steady since July 2025. While Agencies continue to identify new Risks, these are balanced by the resolution and closure of existing ones. The Figure below illustrates the trend of open Risks over time.



**Figure 7: Open Risks Trend**

Similarly, the overall count of open Issues, including those classified as Critical or High by the Agencies, has remained steady since July 2025. Although Agencies continue to report new Issues, these are balanced by the resolution and closure of existing ones.

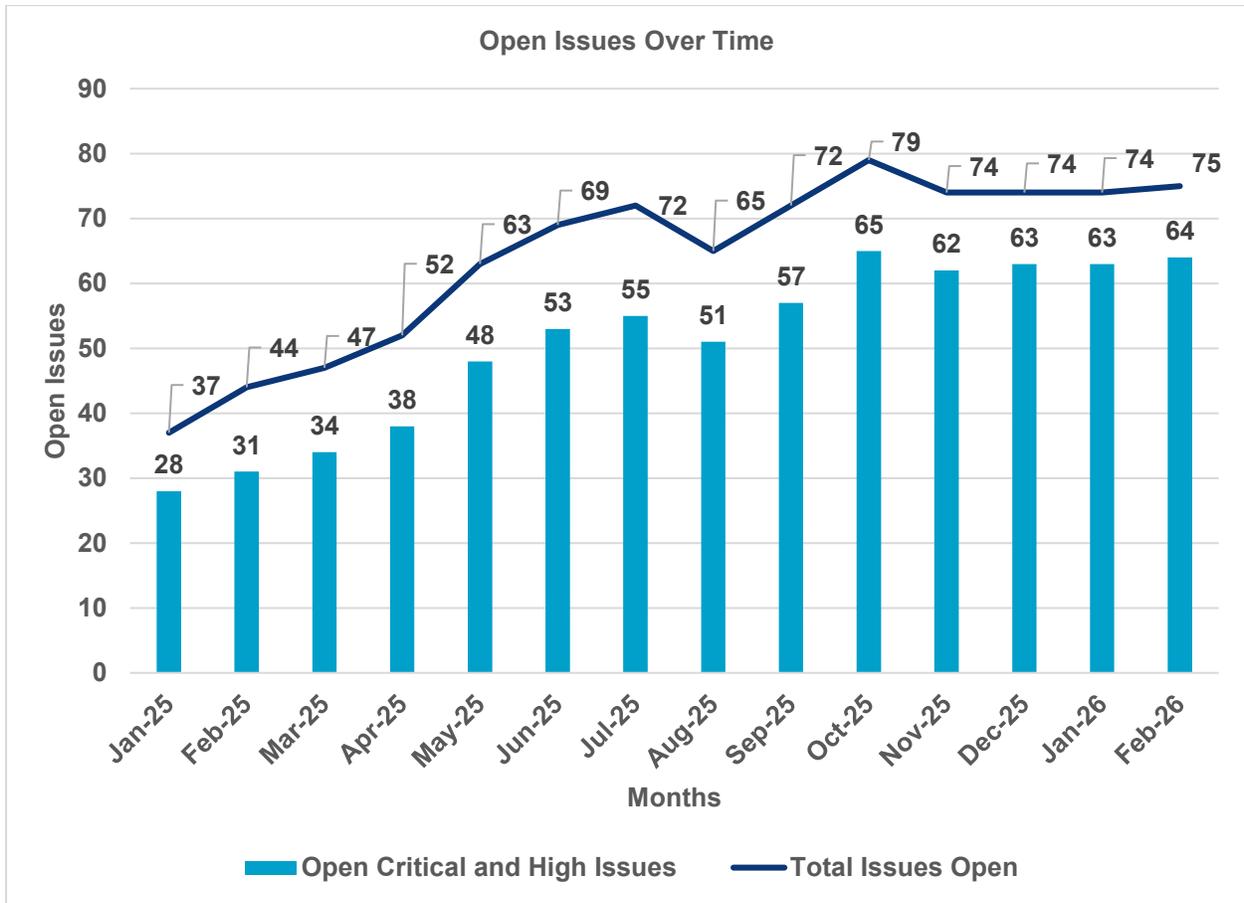


Figure 8: Open Issues Trend

The Florida PALM IV&V Team also analyzed the types of new Issues and Risks that have been identified over the last three months. Most of the newly identified Issues and Risks are related to All Agency UAT, concerns about Cutover timelines and Go Live Readiness, and impacts due to Interface Testing Cycle 2 delays. The Table below shows the count of new Issues and Risks by category.

**Table 10: Newly Identified Risks and Issues by Category**

Category	Issues			Risks		Total
	Critical	High	Low	6 or Higher	Less Than 6	
User Acceptance Testing	0	1	0	4	3	8
Deployment/Cutover	0	1	0	2	3	6
Interface (Testing Delays)	0	2	1	1	1	5
Business Process Change	0	1	0	1	1	3
Staffing/Resource Availability	0	1	0	1	0	2
Conversion/Configuration	0	0	0	0	1	1
Agency Business System (Remediation/Testing)	0	0	0	0	1	1
Role Mapping	0	0	0	0	1	1
Training	0	0	0	1	0	1
<b>Total</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>10</b>	<b>11</b>	<b>28</b>

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

**Florida PALM Agency Readiness**

**Focus Area Indicator**



Trend: No Change

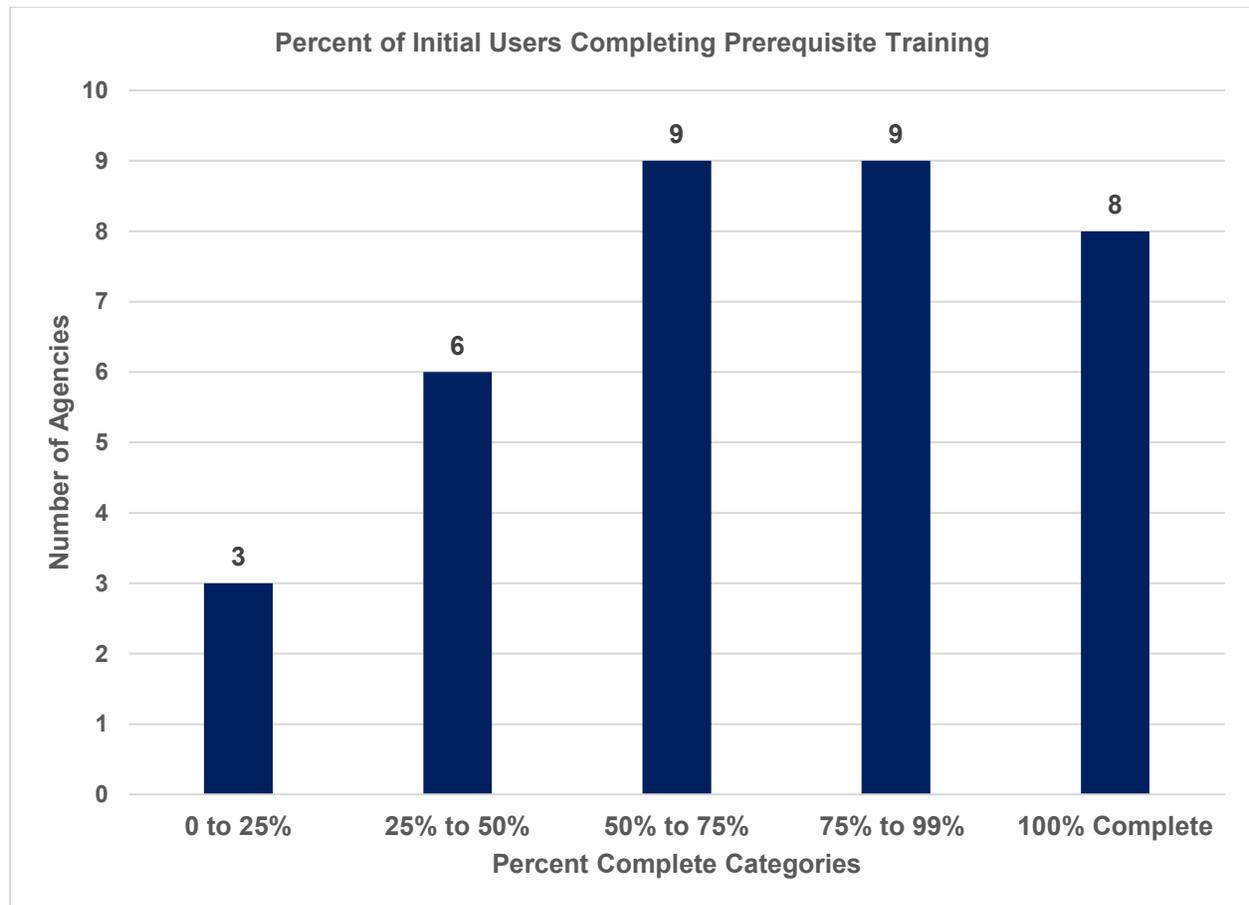
## Florida PALM Agency Readiness Updates

### Prerequisite and Agency Training

Some Agencies have started testing with a small group of SMEs and plan to gradually involve more users as testing progresses. While all users are expected to finish Prerequisite Training before joining guided support sessions and taking part in testing, completing the training was not required for user provisioning. Since January, the SME training completion rate has risen by 8.9%. As of 2/28/26, the overall completion rate is 76.5% and approximately 58% of Agencies have achieved a completion rate of 75% or higher.

**Table 11: Percent Complete of Assigned Prerequisite Training by SMEs**

Number of SMEs	Total Assigned Prerequisite Training	Total Training Complete	% Complete
609	2,936	2,247	76.5%



**Figure 9: Percent of Provisioned Users Completing Prerequisite Training**

Agencies are responsible for entering and updating data on Prerequisite Training completion for both users included in the initial UAT load and all users in Smartsheet. The Florida PALM IV&V Team reviewed this data to determine the average weekly completion increase as of 2/28/26 and to estimate when all users may finish the prerequisite training.

The Table below presents the average weekly completion rate for provisioned users and provides a projected timeline for when all users expected to participate in Florida PALM testing during All Agency UAT may complete their training, based on current trends.

**Table 12: Projected Prerequisite Training Completion Timeline**

	Percent Over Time Completion		Variance
	As of 2/28/26	As of 1/31/26	
<b>Average Completion Per Week (Provisioned Users)</b>	3.72%	4.06%	-0.34%
<b>Projected Completion</b>	5/14/26	5/1/26	+13 Days
<b>Average Completion Per Week (All Users)</b>	3.11%	3.73%	-0.62%
<b>Projected Completion</b>	6/15/26	5/10/26	+35 Days

The Florida PALM IV&V Team observed the projected completion for all users has been pushed out by 36 days since January. Additionally, the Florida PALM IV&V Team observed there were two Agencies where the completion rate for both the provisioned users and all users was zero. These Agencies also had users that participated in guided support sessions.

Agencies have reported in the Florida PALM IV&V Monthly Touchpoints that completion rates and confidence levels vary. Some Agencies indicated that initial training efforts were challenging, especially in areas with staff turnover or limited resources. Some Agencies also lack a dedicated Training Liaison, leading to inconsistent communication and reinforcement with end users.

The Florida PALM IV&V Team recommends that the Agencies consider implementing the following:

- Ensuring users complete all prerequisite training and become familiar with navigating Florida PALM as early as possible. This will help:
  - Identify issues that specifically impact their business processes.
  - Provide more time to address problems and reduce resource challenges if unexpected absences occur.
  - Build user confidence and lower resistance to change.
  - Improve system quality while adjustments and fixes are still feasible.
- Update Smartsheet promptly and ensure all metrics are accurate. This enables Agencies to receive necessary support and demonstrate true Go Live readiness.

Agencies that regularly participated in Florida PALM office hours and guided support sessions reported greater understanding and confidence. For Agencies with lower participation, the Florida PALM IV&V Team recommends designating the appropriate staff to attend as many guided support sessions as possible. These sessions have shown to help Agencies accelerate their testing efforts and readiness.

*Agency OCM*

Given the diversity of Agency size, maturity, and operational complexity, it may be appropriate at this stage to formally evaluate key components of each Agency’s OCM strategy to ensure the respective strategies are comprehensive and aligned with program outcomes. This includes updating their training plan/tool and potentially deploying a user readiness survey. The Agency-hosted OCM and Training Workshop series can provide Agency CCNs with additional tools and knowledge they can employ in the review of training and resistance mitigation materials.

Effective communication helps raise awareness and increase participation during User UAT. Agencies should customize their communication methods to fit the needs of different stakeholder groups. According to the Prosci ADKAR model, building Awareness and Desire is key to successful adoption. Prosci also highlights that resistance is a normal part of change and should be addressed proactively throughout all UAT phases. IEEE training standards (1062 and 12207) further recommend providing role-based, task-specific materials to support testing and adoption. The Florida PALM IV&V Team recommend that Agencies consider implementing the following:

- Review Agency communication plans to ensure frequency, messaging, and audiences are appropriate for each phase of the Florida PALM Project. Communication materials should document the expectations, timelines, and required participation.
- Identify likely resistance factors, such as workload, process changes, and technology limitations.
- Evaluate mitigation strategies, feedback loops, and contingency plans.
- Ensure leaders and supervisors are prepared to reinforce participation expectations.
- Verify that Agency-specific training aligns with updated business processes and system functions.

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

### Agency Requirements and Design

#### Focus Area Indicator

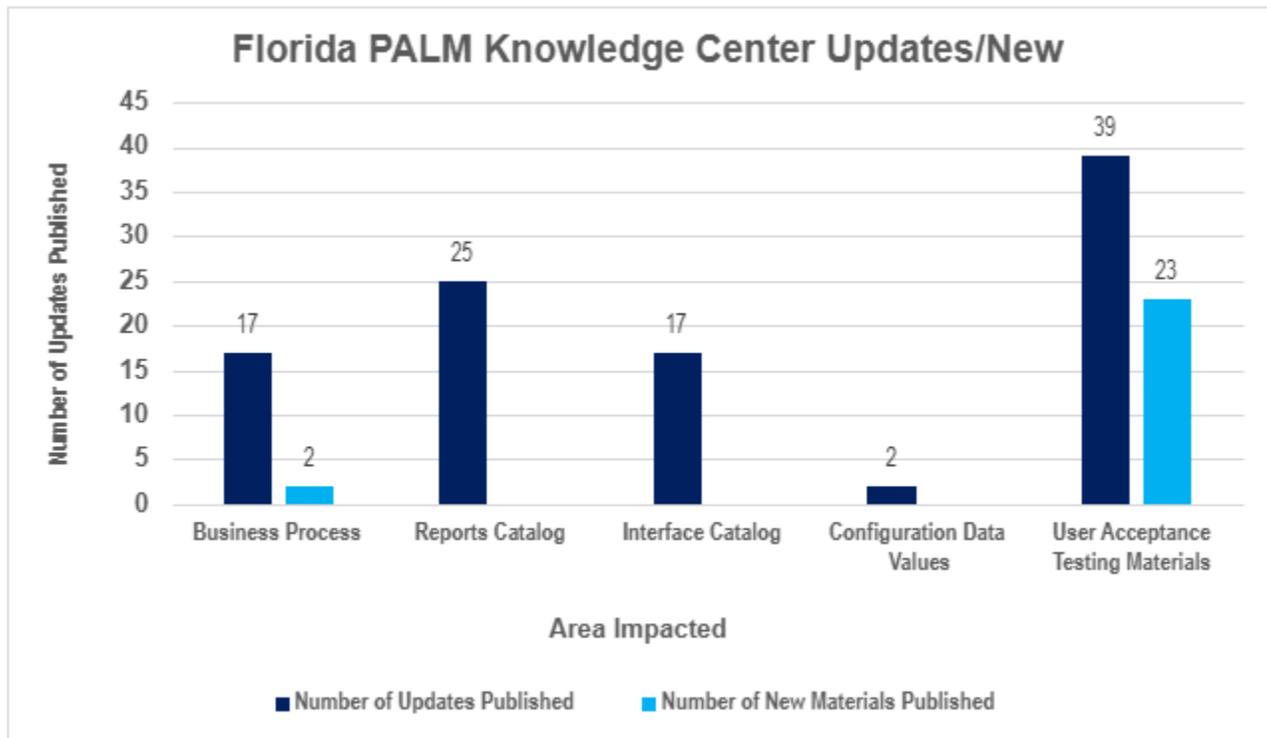


Trend: No Change

#### Agency Requirements and Design Updates

##### *Florida PALM Knowledge Center Updates*

February updates in the Florida PALM Knowledge Center included Payroll execution guidance, expanded UAT materials, and improved role governance. These updates are intended to improve Agency clarity and readiness, especially in Payroll Management, with enhanced training, reporting, and Interface materials to make testing and operations more efficient, simplify resource navigation, and help Agencies with adoption of Florida PALM processes.



**Figure 10: Florida PALM Knowledge Center Updates**

While these updates are intended to provide greater clarity, Agencies reported inconsistencies with approximately 10 process steps, particularly relating to navigation and outdated information, when compared to execution during the guided support sessions.

The Florida PALM IV&V Team recommends the Agencies maximize updates in the Florida PALM Knowledge Center by:

- Establishing or maintaining an intake process to triage changes by training, procedure, access, or technical impact.
- Prioritizing refresher training for Payroll, Budget, Accounts Receivables, and ChartField users affected by documentation changes.
- Updating internal aids, desk guides, and training materials with new steps and screenshots.
- Reviewing user roles to ensure responsibilities match updated functions and learning paths.
- Ensuring users handling revised processes have correct role assignments.
- Reinforcing separation-of-duties awareness where roles or conflicts were clarified.

These recommendations can help Agencies keep staff informed, maintain consistent processes, and reduce operational risks.

### *Business Process Reengineering*

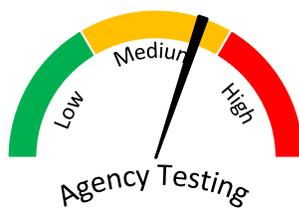
The Florida PALM IV&V Team has observed that business process reengineering for Agencies is ongoing, with All Agency UAT frequently serving as the primary mechanism for identifying potential misalignment between Agencies documented processes and Florida PALM functionality.

Specifically, nine agencies based their processes and user stories largely on legacy FLAIR practices and workarounds. While all agencies should update their process documentation and user stories as testing reveals changes, those relying most on current FLAIR practices may face greater challenges and resource constraints when updating documentation alongside testing. Fourteen Agencies have also indicated a need to re-evaluate internal policies, approval flows, and data usage practices as part of Florida PALM adoption.

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

## Agency Testing

### Focus Area Indicator



Trend: No Change

### Agency Testing Updates

Agencies displayed varying levels of testing maturity by the end of February. Many reported that guided support sessions accelerated testing by offering direct coaching and assistance with identifying and resolving issues. The effectiveness of some sessions varied based on participating users' level of preparation. Differences in readiness among users sometimes affected the overall pace of testing during the sessions. Despite these challenges, Agencies noted several positive outcomes, including greater familiarity with system workflows and growing confidence throughout the testing process.

### UAT Test Execution Progress

To assess testing progress across Agencies, the Florida PALM IV&V Team reviewed UAT test execution metrics.

**Table 13: UAT Test Execution Progress**

Metric	Count	% of Planned Tests
Total Tests Planned This Month	5,799	100%
Total Tests Executed	2,766	47.7%
Remaining Planned Tests (Not Yet Executed)	3,033	52.3%
Total Tests Planned for Next Month	7,048	N/A

As of 2/28/26, Agencies have executed 2,766 of 5,799 planned UAT test cases for February, resulting in an overall execution rate of 47.7 percent.

Several Agencies have made measurable progress in executing test cases, while others have reported limited or no test execution to date. Agencies have also identified 7,048 additional tests planned for the upcoming month, indicating that testing activity is expected to ramp up.

**UAT Participation Metrics**

Participation in the guided support sessions is an important component of effective testing. Florida PALM IV&V reviewed attendance data to assess tester engagement and preparedness, as shown in the Table below. Across all Agencies, 848 guided support session registrations were recorded, with 727 participants attending the sessions as of 2/28/26. Overall, this represents an 85.7% attendance rate for the guided support sessions.

**Table 14: UAT Training Participation**

Category	Count
Registered Session Attendances	848
Actual Session Attendances	727
Guided Support Session Vacancies	121

The guided support sessions are intended to provide Agency testers with guidance on how to execute test scenarios, validate business workflows, and navigate the system. Attending these sessions is essential for ensuring testers are fully prepared, but Agencies should also expect to execute tests and validate workflows outside of these organized sessions.

To better understand participation and engagement trends, the Florida PALM IV&V Team also reviewed available system login metrics. As shown in the Table below, system login metrics demonstrate that Agencies recorded 12,142.56 total hours of system activity in the UAT environment during February. Approximately 27.2% of login activity occurred during scheduled guided support sessions, while 72.8% occurred outside the sessions. This indicates that Agencies are engaging in testing activities beyond facilitated sessions, demonstrating continued testing efforts outside structured support periods.

**Table 15: UAT Participation Hours (System Login Metrics – February 2026)**

Category	UAT Hours	% of Total Hours
Logged During Guided Support Sessions	3,299.52	27.2%
Logged Outside Guided Support Sessions	8,843.04	72.8%
Total UAT Login Hours	12,142.56	100%

The Florida PALM IV&V Team has observed that some testers are spending more time troubleshooting access issues during All Agency UAT, resulting in delays to test execution and inconsistent test coverage. This challenge stems from Agencies' limited understanding of user role assignments, security settings, and permission dependencies. Because of these challenges, testers may rely on undocumented workarounds to address access issues, increasing the risk of recurring problems, knowledge gaps, and difficulties onboarding new users as Agencies move toward broader adoption. The Florida PALM IV&V Team anticipates that troubleshooting related

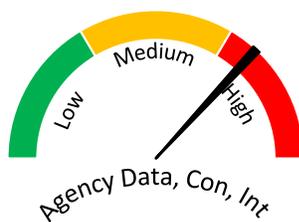
to user roles, permissions, and security configurations will decrease over time as users become more familiar with Florida PALM.

To help resolve confusion and track changes to security roles, the Florida PALM IV&V Team recommends that Agencies update their role mapping whenever changes to user roles and security permissions are identified during testing. This can help make testing more efficient, support consistent onboarding, and ensure smoother operations after Go Live, while also reducing potential testing delays later in All Agency UAT and minimizing future risks associated with lost knowledge.

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

### Agency Data, Conversion, and Interfaces

#### Focus Area Indicator



Trend: No Change

#### Agency Data, Conversion, and Interfaces Updates

##### Data

Guided support sessions for DW/BI Self-Service reporting are scheduled to start on 4/28/26. As part of testing their business processes, Agencies plan to review developed DW/BI reports associated with those business processes, but not enough new data has been entered to test these reports with yet. Agencies are eager to review and test DW/BI reports, and the Florida PALM IV&V Team expects additional feedback on DW/BI reports as UAT continues and more data is entered into the system.

##### Conversion

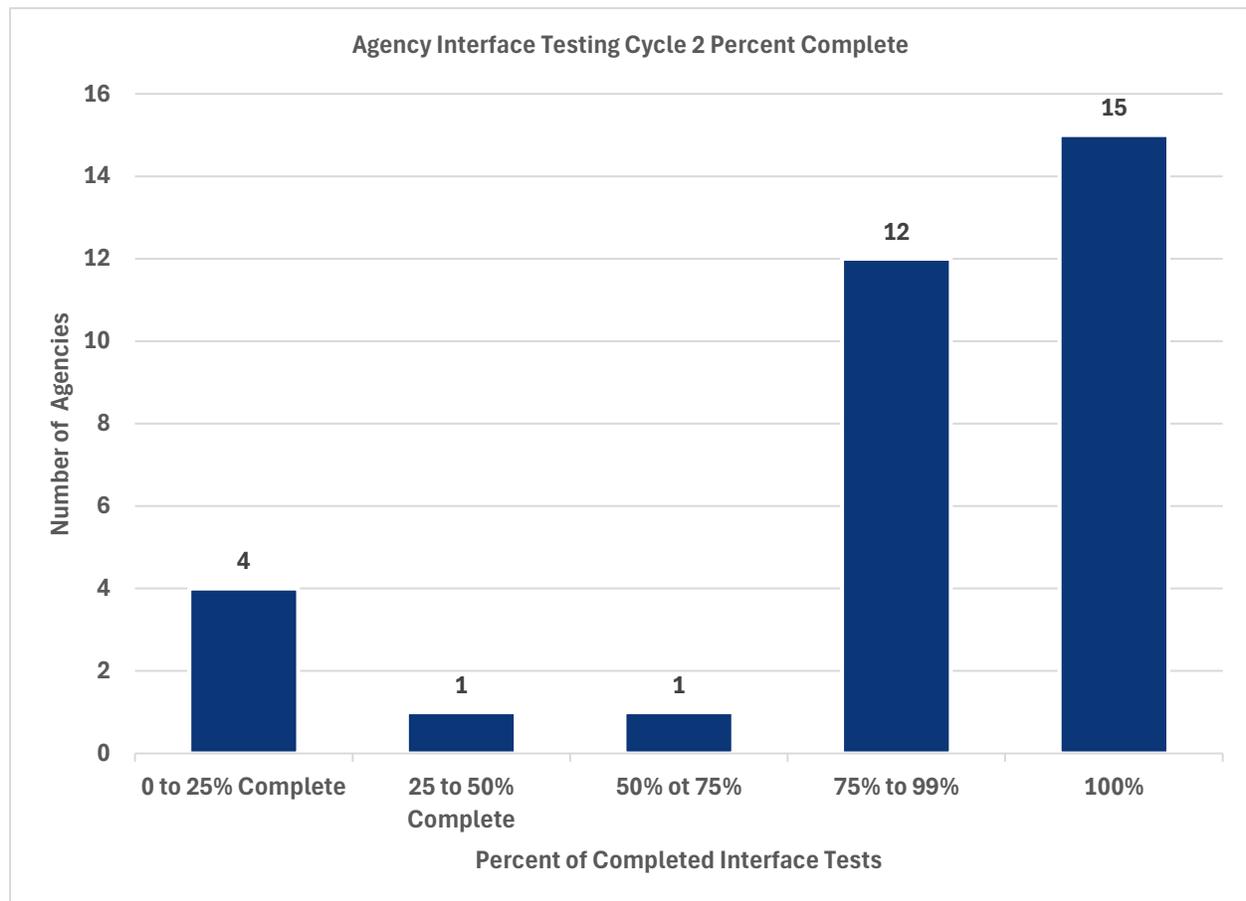
Agencies are working on data cleansing associated with Mock Conversion 4. This is part of RW Task 597, which is scheduled to be completed on 3/13/26. The Florida PALM IV&V Team evaluated the progress of Mock Conversion 4 data cleansing by reviewing the status of each Agency's conversion program and observed that 15 Agencies are over 75% complete with Mock Conversion 4 data cleansing and 3 are 100% complete. Based on this progress and feedback from Agencies in the Florida PALM IV&V Monthly Touchpoints, most Agencies appear on track to complete Mock 4 data cleansing on time.

The main obstacle Agencies face in their data cleansing efforts is the GLC001 (General Ledger) conversion. Seven agencies have completed less than 75% of their GLC001 conversions,

primarily due to fund-level transaction imbalances. For instance, if a fund with 20,000 records does not balance, all records result in errors. Resolving these imbalances before Go Live will require additional effort. If not addressed, some General Ledger transactions may remain unposted after Go Live, necessitating further updates. To resolve this, several Agencies are collaborating with the Florida PALM Project Team and Accounting and Auditing (A&A) to fix underlying data issues, while one Agency is considering posting balances as part of cutover activities. Additionally, the SSI Vendor could consider exploring ways to identify and correct unbalanced transactions, including entering offsetting transactions during conversion to achieve fund balance.

*Interfaces*

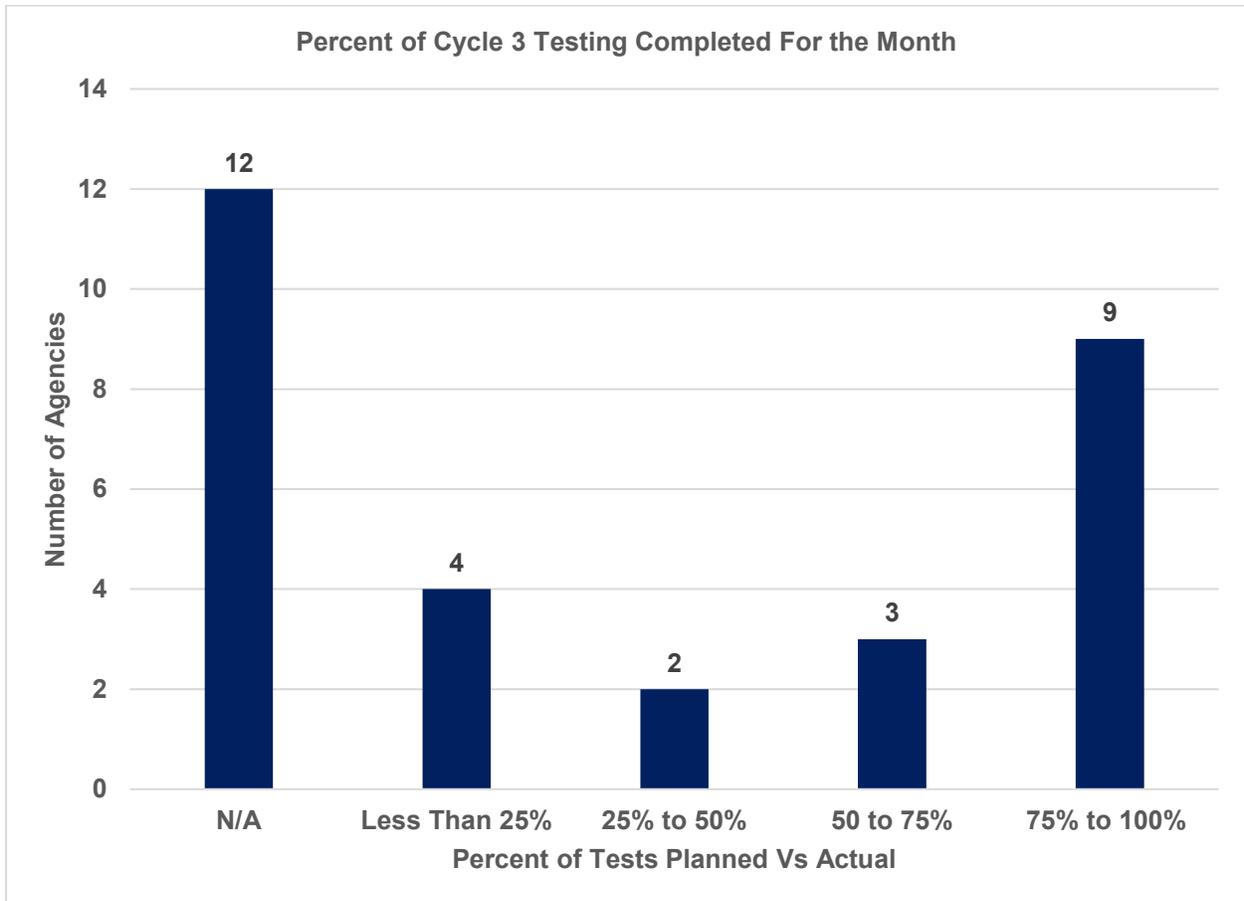
As documented in Finding 33, the weekly pace of execution for Agency Interface Tests in Interface Testing Cycle 2 saw a reduction in February, likely due to competing resource needs now that UAT has started. Seventy-two Interface tests remain to be completed, with an updated projected finish date of 4/11/26. The Figure below indicates how many Agencies are at each stage of Interface Testing Cycle 2.



**Figure 11: Agency Interface Testing Cycle 2 Percent Complete**

Interface Testing Cycle 3 has begun for Interfaces that successfully completed Interface Testing Cycle 2. This round of testing is running concurrently with All Agency UAT, and the Interfaces are

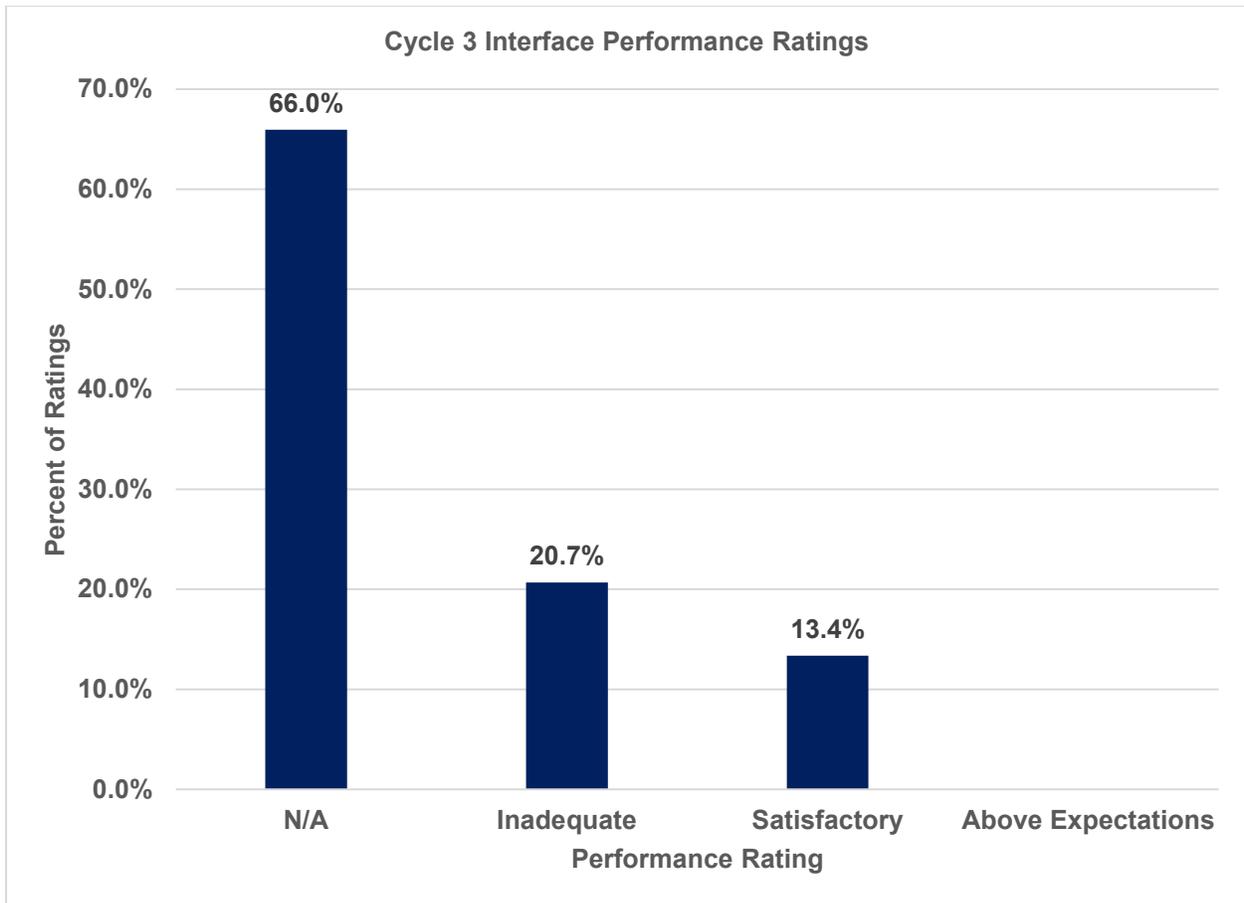
being processed and transferred as they would be in a live production environment, using scheduled batch jobs. A limited amount of testing has occurred since it is early in the testing timeline. The number of Interface Tests varies by Agency, as can be seen in the Figure below.



**Figure 12: Agency Interface Testing Cycle 3 Planned Vs Actual**

Note: N/A indicates there was no planned testing for that Interface.

In addition to tracking the planned versus actual number of Interface Tests completed for Interface Testing Cycle 3, the Agencies also assess testing performance by assigning ratings of Above Expectations, Satisfactory, or Inadequate. Because the testing process is in its early stages, many tests are marked as N/A, indicating that testing has not yet been scheduled. Of the tests that have been conducted so far, the percentage rated as Inadequate is higher than those rated Satisfactory, as shown in the Figure below.



**Figure 13: Cycle 3 Interface Performance Ratings**

At this stage in Interface Testing Cycle 3, it is too soon to determine whether the higher rate of Inadequate ratings is due to underlying performance or testing issues, or if these challenges are typical to beginning a new phase of testing phase, such as adjusting file processing timings or resolving bugs in automated file handling. The Florida PALM IV&V Team will continue to monitor and analyze results as Interface Testing Cycle 3 progresses.

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

### Agency Implementation Readiness

#### Agency Implementation Readiness Updates

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

## IV&V Information Requests

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

**Table 16: IV&V Information Requests**

Information Request	Date of Request	Status
None	NA	NA

## Appendix A – Florida PALM Project Fourth Quarter Budget Release Assessment

### Introduction

The Florida PALM IV&V Team has developed this assessment for the Florida PALM Project Fourth Quarter Budget Release. The Florida PALM IV&V Team is including in this report a focus on the following assessed areas:

- A review to determine if sufficient detail is provided to justify the release of funds.
- A review to determine if costs align with the Spend Plan.
- A review to determine if the requested funds align with the FY 25/26 Legislative Budget Request (LBR).

The intent of the Fourth Quarter Budget Release is to release funds approved in the FY 25/26 LBR to cover the projected Fourth Quarter Florida PALM Project costs. The sections below provide additional details regarding the results and recommendations.

### Review Results and Recommendations

Overall, the Florida PALM IV&V Team's review of the Fourth Quarter Budget Release found that the release is justified and substantiated by the projected costs within the Florida PALM Project Spend Plan. The budget release also aligns with the funding approved in the FY 25/26 LBR.

#### *Is sufficient detail provided to justify the release of funds?*

Sufficient detail is provided to justify the release of funds. The Florida PALM IV&V Team reviewed the projected payment timeframes and amounts defined in the Florida PALM Spend Plan, as well as the amounts defined in the SSI Vendor Contract, and the dates for acceptance of the payment milestones in the Florida PALM Project Schedule. This information was compared to the Fourth Quarter Budget Release to ensure they aligned both from a timing and amount perspective, and no variances were observed.

#### *Recommendation*

The Florida PALM IV&V Team does not have any further recommendations for the Florida PALM Project Team.

#### *Does the cost align with the Spend Plan?*

The amounts in the Fourth Quarter Budget Release aligned with the projected costs in the Florida PALM Project Spend Plan, as well as the amount in the SSI Vendor Contract for the paid deliverables and projected costs for other support services.

#### *Recommendation*

The Florida PALM IV&V Team does not have any further recommendations for the Florida PALM Project Team.

#### *Does the request funding align with the FY 25/26 LBR?*

The Florida PALM IV&V Team compared the Fourth Quarter Budget Release to the funding defined in the FY 25/26 LBR. The Florida PALM IV&V Team found the Fourth Quarter Budget Release was consistent with the previously released and unreleased funds identified in the FY 25/26 LBR. It should be noted that the Spend Plan, the Florida PALM Project Schedule, and the Fourth Quarter Budget Release were updated to reflect approval of Amendment 13 to the SSI

Vendor Contract. This Amendment included schedule changes and moved the Go Live date from July 2026 to January 2027. This resulted in a shift to several SSI Vendor Deliverables from FY25/26 to FY26/27 and is the primary reason for the reduction in requested funding that is currently held in reserve.

*Recommendation*

The Florida PALM IV&V Team does not have any further recommendations for the Florida PALM Project Team. The FY26/27 budget will need to be adjusted based on the updated Florida PALM Project Schedule and the shift in Deliverable due dates and payments from FY25/26 to FY26/27.

## Appendix B – 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 17: 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 18: 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 19: Risk Priority Ratings**

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

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

**Table 20: Risk Priority Definitions**

<b>Rating</b>	<b>Definition</b>
<b>High</b>	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.
<b>Medium</b>	The possibility of moderate impact on product quality, manageability, cost, or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
<b>Low</b>	The possibility of a slight impact on product quality, manageability, cost, or schedule. Minimal disruption is likely, and some oversight is needed to ensure that it remains low. Mitigation strategies should be evaluated and considered for implementation when possible.