Florida Department of Financial Services

Planning, Accounting, and Ledger Management Project

Independent Verification and Validation

Monthly Assessment Report

September 2025

October 16, 2025

Contract: 80101507-21-STC

Engagement: C59CE1

PUBLIC CONSULTING GROUP

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Executive Summary

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

- The overall Florida PALM Project Risk Rating remains a High Risk based on the following factors:
  - Challenges in the User Acceptance Testing (UAT) environment indicate that some Florida PALM functionality may not be working as expected prior to the start of Pre-UAT.
  - The targeted completion date of 10/24/25 for Interface Testing Cycle 2 is unlikely to be met.
  - Some Agencies are reporting 0% progress on critical Readiness Workplan (RW) Tasks, such as Mock 3 data remediation, with only 13 business days remaining. If these Tasks are not completed, Agencies may encounter difficulties validating outcomes during UAT.
- The Florida PALM Project Team announced a decision to move the Go Live date for the Financials, Payroll, and Data Warehouse (DW)/Business Intelligence (BI) waves from July 2026 to January 2027 to allow sufficient time for planning, process re-engineering, and testing.
- Two new Findings have been opened:
  - Finding 28 regarding a Risk that the volume and type of System Investigation Requests (SIRs) identified in the UAT environment may impact the availability of some functionality during Pre-UAT.
  - Finding 29 regarding a Risk that the completion date of 10/24/25 for Interface Testing Cycle 2 will likely not be met.
- Two Findings have also been closed:
  - Finding 23 regarding the pace of System Testing DW/BI execution has been closed as all Test Scripts have been executed by the SSI Vendor and the State DW/BI Team.
  - Finding 24 regarding the high failure rate of DW/BI Test Scripts has been closed as all Test Scripts executed by the SSI Vendor have passed and 2 Test Scripts executed by the State DW/BI Team remain in a Failed status.
- The Agency Data, Conversion, and Interfaces Focus Area is worsening from a Medium Risk to a High Risk due to the risk to the scheduled completion of Interface Testing Cycle 2 and Agency-reported challenges Agencies remediating data containing special characters.
- The Florida PALM IV&V Team's assessments of the Florida PALM Project second quarter Budget Release and the Legislative Budget Request (LBR) for Fiscal Year (FY) 26/27 have been included in Appendix A and B, respectively.

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	The overall Florida PALM Project Risk Rating remains a High Risk. The Florida PALM Project Team has made notable progress for System Testing DW/BI. All Test Scripts have been executed by both the SSI Vendor and the State DW/BI Team, with only two failed Test Scripts pending re-execution. To support a successful transition, a decision was communicated by the Florida PALM Project Team to move the Go Live date for Financials, Payroll, and DW/BI from July 2026 to January 2027. This adjustment allows more time to plan, complete process re-engineering, and conduct thorough testing. While these developments reflect positive progress for the Florida PALM Project, the UAT environment is experiencing issues, some of which appear to stem from promoting builds and code from lower environments into UAT. Combined with a growing number of SIRs related to code defects, these observations indicate that testing of some Florida PALM functionality during Pre-UAT may be impacted, which is scheduled to begin on 10/20/25. Additionally, the targeted completion date of 10/24/24 for Interface Testing Cycle 2 is unlikely to be met, and some Agencies have not reported progress on their data remediation RW Tasks. Completing these Tasks is critical to

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				ensure Agencies have accurate and comprehensive data for UAT.
Florida PALM Project Management	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. Previous delays to DW/BI and the delay to the start of UAT is affecting the timely completion of several Deliverables and Work Products (WPs), which impacted the Florida PALM Project Team's ability to complete approximately 34% of the tasks scheduled for completion in September. The Florida PALM IV&V Team anticipates updates to the Florida PALM Project Schedule based on the decision to shift the Go Live date from July 2026 to January 2027. The Schedule Performance Index (SPI) decreased slightly from 0.93 in August to 0.92 in September, indicating the Florida PALM Project is progressing at 92% of the planned pace. This is a slightly slower pace than the previous month.
Florida PALM Organizational Change Management	Low	Low	No Change	The Risk Rating remains a Low Risk. The Florida PALM Project Team partnered with Florida Digital Services (FL[DS]) to host two change management workshops focused on Agency leadership's role in organizational change and practical application strategies. These sessions helped Agencies strengthen their organizational change management (OCM) activities. The Florida PALM Agency Readiness Team is addressing change fatigue reported by some Agencies through ongoing communications, training, and workshops. Additional opportunities may be considered to develop targeted strategies for the Change Champion Networks (CCNs) and Subject Matter Experts (SMEs) to manage change fatigue and incorporate more emotional support approaches to build trust and engagement. The upcoming Pre-UAT, which will give a limited number of Advisory Council

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				Agency testers access to the UAT environment, presents an opportunity to strengthen stakeholder engagement by having these participants serve as peer ambassadors to share their experiences and encourage broader adoption across the Agency community.
Florida PALM Requirements and Design	Low	NA	NA	Design and Requirement efforts for the Florida PALM Project are complete currently; the Florida PALM IV&V does not have any updates to report.
Florida PALM Development	Low	Low	Improving	The Risk Rating remains a Low Risk but is improving from a High Green to a Low Green. Of the 17 Miscellaneous Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW) Items, one remaining Application Development (AD) document is in draft review and is expected to be approved by the end of October. Four have begun System Testing, and 12 have passed System Testing.
Florida PALM Testing	Medium	Medium	Worsening	The Risk Rating remains a Medium Risk but is worsening from a Medium Yellow to a High Yellow. Since 9/9/25, the State Functional Team has been conducting testing in the UAT environment, identifying and documenting SIRs to support early detection of issues and strengthen overall validation ahead of Pre-UAT. The number and type of SIRs identified in the UAT environment may indicate system quality concerns that could impact the availability of some functionality for the start of Pre-UAT, as documented in Finding 28. The Florida PALM Project Team has created a testing timetable to guide Pre-UAT for a limited group of testers.
Florida PALM Data, Conversion, and Interfaces	High	High	Improving	The Risk Rating remains a High Risk but is improving from a Medium Red to a Low Red. *Data*

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				The SSI Vendor and the State DW/BI Team have completed System Testing DW/BI and have shifted focus to updating related documentation. Finding 23 regarding the pace of execution and Finding 24 regarding the number of SIRs for DW/BI have been closed. *Conversions* Preparations for Mock Conversion 4 continue with new execution dates being established based on the Florida PALM Project Team's decision to move Florida PALM Go Live from July 2026 to January 2027. *Interfaces* As of 9/30/25, 209 Interfaces have been marked as passed in the Interface Testing Execution Tracker (ITEXT), while 234 remain in the backlog and must be completed to meet the targeted end date of 10/24/25. Finding 29 has been opened to document the likelihood that this date will not be met based on the current pace of execution. Despite the increase of Interface SIR backlog from 205 in August to 230 in September, the pace of growth has slowed. This is due to a decrease in new SIRs combined with an increase in SIR closures, indicating improved issue resolution efforts.
Florida PALM Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

Florida PALM Agency Focus Areas

Table 2: Florida PALM Agency Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Project Management	High	High	No Change	The Risk Rating remains a High Risk. As of 9/30/25, Agencies have 13 business days remaining to complete RW Tasks related to Mock Conversion 3 data remediation and UAT preparation. Several Agencies have reported 0% progress on these Tasks. The Florida PALM IV&V Team continues to recommend that Agencies prioritize completion to ensure sufficient, accurate data is available for testing once a new UAT start date is identified. Delays in completing these Tasks could make it difficult for Agencies to validate outcomes during UAT and allow sufficient time for remediation of identified issues. The Florida PALM IV&V Team observed that approximately 38% of newly opened Risks by the Agencies lack sufficient detail and recommends that Agencies review and update their Risk documentation to ensure each entry includes clear background, impact, and mitigation information for accurate assessment.
Florida PALM Agency Readiness	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. The UAT Collaboration Meeting, a subgroup of Agency UAT Coordinators, Business Liaisons, and SMEs, was established from the multi-Agency Project Management Liaison (PML)-Change Management Liaison (CML) meetings to enhance collaboration and problem-solving around UAT readiness. In September, participants focused on building a shared understanding of key data fields and aligning configurations like ChartField values to ensure consistency across systems, User Stories, and testing scenarios. The Florida PALM IV&V Team conducted interviews in September to

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				assess Agency OCM practices. A key theme was the importance of internal communication, with a noticeable split in approach: some CCNs engage proactively across all levels of their organizations using tailored strategies, while others rely on reactive communication methods like email and infrequent meetings. Agencies with infrequent communication between their CCNs and end users could benefit from implementing the proactive strategies outlined in the detail section to strengthen end-user engagement and identify areas where additional information is needed to support readiness.
Agency Requirements and Design	Low	Low	No Change	The Risk Rating remains a Low Risk. The Florida PALM IV&V Team observed 28 updates published by the Florida PALM Project Team in the Knowledge Center, covering Business Processes, Configuration Data Values, and the Reports, Interface, and Conversion. These updates are critical to keeping Agencies aligned with the most current information and reducing reliance on outdated materials. New Business Process Steps for Revenue Accounting, Accounts Receivable, Banking, and Project Management were also added to the UAT Materials in the Florida PALM Knowledge Center. During the September Agency UAT Collaboration meeting, participants noted that increased collaboration among Agencies would help them use the Business Process Steps and UAT Test Cases provided by the Florida PALM Project Team more effectively. The Florida PALM IV&V Team also recommends that additional Agencies participate in future meetings to support the development of User Stories for RW Task 574 – Prepare Documentation for UAT and Agency-specific Test Cases.

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Testing	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. Some Agencies are developing User Stories based on their current FLAIR processes instead of using the updated business processes developed in prior RW Tasks based on documentation in the Florida PALM Knowledge Center. User Stories should describe who performs the process, what activities are done, and why—rather than serve as detailed Test Cases. While additional business process documentation published by the Florida PALM Training and Education Development (TED) Team provides helpful context, Agencies should have sufficient available materials to complete their User Stories. Agencies also noted they may need to update their User Stories during UAT as their understanding of new business processes evolves.
Agency Data, Conversion, and Interfaces	Medium	High	Worsening	The Risk Rating is worsening from a Medium Risk to a High Risk. *Data* There are no updates pertaining to Agency readiness or progress related to DW/BI as System Testing DW/BI was recently completed and Self-Service reports will need to complete Development and System Testing before DW/BI can move into UAT. *Conversion* Some Agencies are facing challenges remediating data containing special characters, which, while accepted by Florida PALM, cause errors in downstream processes and become unreadable in some third-party systems. To reduce the volume of these errors, the Florida PALM Project Team is developing scripts to convert special characters where feasible and preparing guidance to help Agencies address large data volumes. Agencies will need to remediate specific

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				ChartField values that must align with legacy data to prevent conversion conflicts. *Interfaces* As documented in Finding 29, Interface Testing Cycle 2 relies on coordinated participation across all partners, and delays from one group can affect others. As of 9/30/25, 46% of Agency Test Scenarios have passed according to the ITEXT, and limited time remains to execute tests, produce files, and resolve potential issues for the remaining 54% of Agency Test Scenarios.
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: Significant

Probability: Likely

Priority: High

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

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

Criteria: The Florida PALM IV&V Team analyzed the recent increase in SIRs identified in the UAT environment, comparing them against common challenges and risks outlined in the Capability Maturity Model Integration for Development (CMMI-DEV) Process and Product Quality Assurance (PPQA) standards. This analysis suggests that the issues may reflect insufficient defect containment within lower environments and potential process deficiencies related to Build migration or configuration management.

Cause: The Table below shows a breakdown of the 167 Critical, High, and Medium Business Criticality SIRs identified in UAT as of 9/30/25:

Table 3: Florida PALM Work Completed and Remaining

Defect Type	Number of SIRs	Percent of Total
Code	67	40%
Migration and Configuration	30	18%
Application Security	20	12%
Functional or Technical Design	19	11%
Cause TBD (under analysis)	15	9%
Other (Infrastructure, Data, and Oracle Defects)	16	10%
Total	167	100%

This distribution highlights that over half of the SIRs opened in the UAT environment are due to code-related defects and migration and configuration issues. The code-related SIRs may indicate potential gaps in previous testing activities. Migration and configuration issues point to inconsistencies in environment setup or deployment/migration practices, which may be impacting system behavior in UAT.

Effect: While the early identification of SIRs in the UAT environment is beneficial and contributes to the overall system quality, the volume and severity of these SIRs could impact the testability of some functionality at the start of Pre-UAT. This may constrain the scope of testing, influencing testers' perception of Florida PALM's overall quality.

Additionally, SIRs stemming from inconsistencies between environments or migration issues may lead to rework, potentially extending testing timelines and obscuring the true quality of the underlying code. The discrepancy between Defect Type and Root Cause classification could also impact trend analysis and obscure systemic issues, hindering more effective triage.

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

1. Communicate known issues from open SIRs and the related impacted functionality to testers before they receive access to the UAT environment and continue to share updates as additional issues or impacts are identified throughout UAT testing.
2. Conduct root cause analysis to determine whether process improvements are needed in areas such as code promotion, environment setup, or test coverage.
3. Consider assigning lead resource(s) to oversee code deployment across environments to reduce discrepancies between the lower and higher environments.
4. Consider additional SIR defect type classifications and root cause alignment to isolate SIRs such as code deployment items so that process improvement needs can be identified swiftly and easily. This supports efficient resolution and resource allocation and helps distinguish between logic errors and environment deployment/migration issues.

Finding Type: Risk

Impact: Moderate

Probability: Likely

Priority: Medium

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

Finding Description: Interface Testing Cycle 2 is scheduled for completion by 10/24/25. Progress is behind schedule, and the Florida PALM Project is unlikely to meet the targeted completion date based on current test execution trends. Interface Testing Cycle 2 builds on Connectivity Testing and focuses on validating file exchanges, ensuring Florida PALM can process files from Interface Partners and vice versa.

Criteria: Per Exit Criteria #1 in WP412 – Interface Testing Plan, at least 90% of test steps must pass for Interface Testing Cycle 2 to be considered complete. If this threshold is not met, the Florida PALM Project Director may still deem Cycle 2 complete, depending on the nature of the outstanding items and the existence of an approved action plan to address unresolved SIRs. Analysis by the Florida PALM IV&V Team indicates that, based on the current pace of execution, the required 90% pass rate is unlikely to be achieved by the targeted completion date.

Cause: As of 9/30/25, data from the ITEXT indicates that Interface Testing Cycle 2 is behind schedule. Of the 498 total planned Interfaces, 209 have been marked as passed. An additional 239 additional test steps must be passed to meet the 90% threshold with less than four weeks remaining. This would require an average pace of approximately 60 test steps passed per week, which is significantly higher than what has been achieved to date.

Interface Testing Cycle 2 is a collaborative effort involving Florida PALM Project resources, the SSI Vendor, Agencies, Enterprise Partners, and Third Parties such as banks. Success depends on timely coordination and active participation from all parties. Because each participant's progress affects the overall timeline for Interface Testing Cycle 2, delays from any one partner could impact all others. Therefore, the cause of the Finding stems from cumulative delays across all these areas.

Effect: Delays in completing Interface Testing Cycle 2 could impact the start of Interface Testing Cycle 3, which is full integration testing between Enterprise Partners, Florida PALM, and Agency business systems. The decision to shift Go Live from July 2026 to January 2027 may offer additional time to complete Cycle 2 before these impacts are realized, but it is not yet clear how this revised timeline will affect scheduling and dependencies for Interface Testing Cycle 3.

Recommendations: The Florida PALM Project Team may consider the following Florida PALM IV&V Team recommendations:

1. Prioritize resolution of High-priority SIRs and other blockers to ensure critical functionality is available for testing and to minimize delays.
2. Trace root cause issues across all entities to identify bottlenecks and determine where targeted support or coordinated improvements may help solve the issues and keep the testing moving.

Open Findings

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

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

Status Update: While the amendment related to Ariba On-Demand remediation has not yet been executed, progress continues on the MFMP Interfaces remediation efforts, and testing remains on track. Per the ITEXT, as of 9/30/25:

- Two test scenarios are delayed by approximately one week due to a pending Build and associated System Testing.
- One test scenario is delayed by approximately 10 weeks due to a design change, which is awaiting upstream processing.
- One test scenario cannot be re-executed until a related SIR is resolved by MFMP.
- The remaining eight test scenarios have passed and have either been reviewed by the State or are ready for State review.

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

Status: In Process

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

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

Status: In Process

Update: The Florida PALM Project Team and MFMP continue to meet as needed to review and resolve any issues associated with Interface Testing Cycle 2. To date, potential concerns with the Ariba On-Demand remediation have not impacted Interface Testing Cycle 2.

Closed Findings

Finding Number and Title: Finding 23 – Preliminary concern that the current pace of System Testing DW/BI execution and defect retesting by the SSI Vendor may delay the completion of System Testing DW/BI and potentially impact the start of UAT.

Date Opened: 6/30/25

Date Closed: 9/30/25

Rationale for Closing: Both the SSI Vendor and State DW/BI Team have executed all planned Test Scripts for System Testing DW/BI. Of the Test Scripts executed by the State DW/BI Team, two remain in a failed status as of 9/30/25 and will need to be re-executed once the corresponding SIRs have been resolved.

Finding Number and Title: Finding 24 – Risk that the high failure rate of DW/BI Test Scripts may indicate potential quality issues related to the DW/BI environment, data, or configuration.

Date Opened: 6/30/25

Date Closed: 9/30/25

Rationale for Closing: Per the Test Execution Tracker (TEXT), all Test Scripts executed by the SSI Vendor have passed and the failure rate for Test Scripts executed by the State DW/BI Team has decreased to 1.7%.

Metrics Related to Findings

The Figure below shows the open, closed, and new Findings identified by the Florida PALM IV&V Team. Two new Findings were opened this month. There is one open Finding and 15 closed Findings.

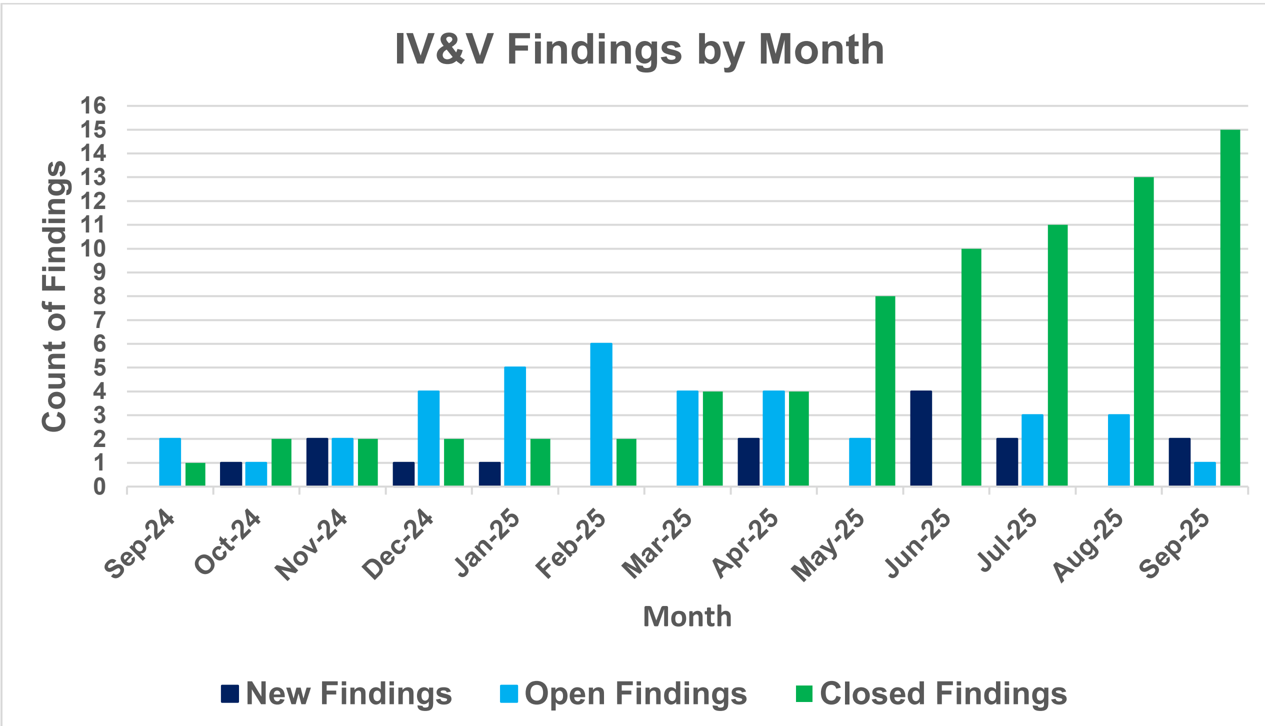
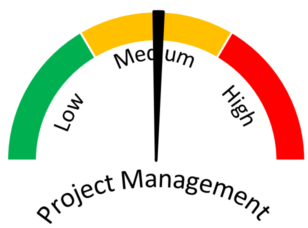


Figure 1: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator[1]



Trend: No Change

Florida PALM Project Management Updates

The Florida PALM IV&V Team reviews several key metrics, such as SPI, Delayed Tasks, and Overall Tasks Completion to help determine how well the Florida PALM Project is progressing against the planned timeline and helps identify areas for potential improvement.

Overall Task Completion

The September End of Month (EOM) Florida PALM Project Schedule contains 12,912 tasks (excluding Summary tasks). The Table below provides a snapshot of the work completed versus remaining, helping Florida PALM Project team members and stakeholders better understand the status of the Florida PALM Project.

Table 4: Florida PALM Work Completed and Remaining

Status	Number of Tasks	Percent
Complete	9,885	**77%**
Future	2,608	**20%**
Late[1]	265	**2%**
On Schedule	54	**<1%**
Total	**12,912**	**100%**

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

Of the 250 tasks scheduled for completion in September, 166 (66%) were completed. Key contributing factors include the previous delay to DW/BI and the delay to the start of UAT, which

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

impacted the Florida PALM Project Team's ability to complete several Deliverables and WPs by the scheduled dates. The Florida PALM IV&V Team anticipates that the Florida PALM Project Schedule will be updated to reflect the decision communicated on 9/30/25 to push back the Go Live date from July 2026 to January 2027.

SPI

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 Florida PALM IV&V reviews the Florida_PALM_Project_ScheduleEOM.mpp file with a status date of 9/30/25 and the SPI decreased from .93 in August to .92 at the end of September. The SPI of .92 means the Florida PALM Project is progressing at 92% of the planned pace, indicating it is slightly behind schedule. An SPI of .92 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) interprets 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

There was minimal change in the number of delayed tasks from August (197) to September (196). The Florida PALM IV&V Team defines delayed tasks as those that were scheduled to start or finish but remain incomplete or have had schedule adjustments applied. Key contributors to delays include:

- D666 – Execute and Support UAT Testing Segment I with 27 delayed tasks due to the delayed start of UAT.
- State Team Testing Work Packet with 24 delayed tasks, primarily due to pending UAT environment testing and the Florida PALM Project Team's focus on retesting SIRs.

Decisions

There were two Decisions approved in the month of September.

- Decision 372 – Mock Conversion 4, Dry Runs 1-3, and other Schedule Tasks updates, which adjusts the steps for completing D662 – Mock Conversion 4 to better reflect how previous conversions were carried out. Tasks that are no longer needed have been removed, and new tasks have been added to include KKC002 processing, which happens after the conversion and is not part of D662. Additionally, the sequence of tasks for Dry Runs 1–3 has been updated to match the revised process for D662. Tasks related to PRC022 have been removed following the cancellation of that component.
- Decision 373 – Update Tasks and the Work Product Expectation Document (WPED) for Data Resources, which requests updates to the Florida PALM Project Schedule and related documentation for data resources, specifically Internal Work Product (I-WP) 102 – Data Inventory and WP417 – Data Dictionary. These changes reflect a shift in focus toward supporting Florida PALM and DW/BI Build, Testing, and UAT activities. As a result, the timeline for publishing Data Dictionary articles has moved from 8/21/25, to 6/11/26. Delaying publication allows the final product to incorporate real-world feedback from testing and ensures the data definitions accurately reflect how the business uses the data.

Risks and Issues

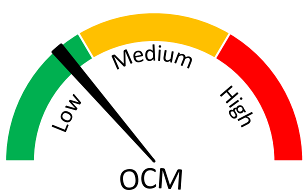
The Florida PALM IV&V Team participates in CRAIDL meetings and regularly reviews the Risks and Issues log. Risk #4 – Agency engagement and readiness and Risk #5 – Timing and efficiency of information sharing have recently improved to a Stable trend. This indicates that current mitigation and monitoring plans are effectively reducing risk at this stage of the Florida PALM Project.

In contrast, Risk #11 – Delays or extended duration of Interface Testing with Enterprise Partners during Cycle 2 has been marked as increasing by the Florida PALM Project Team. This risk could impact resource allocation and the timing of future testing activities, such as Interface Testing Cycle 3 and UAT. This risk is similar to the Florida PALM IV&V Team's Finding 29.

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

Florida PALM Organizational Change Management

Focus Area Indicator



Trend: No Change

Florida PALM Organizational Change Management Updates

The Florida PALM Agency Readiness Team collaborated with FL[DS] to host two workshops in September: Leading Through Change and An Applied Organizational Change Management Case Study. These sessions provided valuable opportunities for CCNs, Agency Sponsors, and Change Management Liaisons to deepen their understanding of leadership's role in OCM and to enhance their Agency OCM planning documents and activities for end-users and impacted business units.

While the Florida PALM Agency Readiness Team continues to engage Agencies through regular OCM activities, some Agencies have expressed signs of change fatigue in Readiness Touchpoints with the RCs and in the Florida PALM IV&V Team interviews, which is common on large, complex projects, particularly during replanning or timeline changes. Mitigating change fatigue and preparing end users for change is a shared responsibility between the Florida PALM Project Team and the Agencies, with the success of OCM activities relying on active participation from both parties. The Florida PALM IV&V Team observed that the Florida PALM Agency Readiness Team is responding to this through the various mitigation strategies, such as Readiness Touchpoints, training materials, communications, and workshops. To further support Agency CCNs, particularly during key milestone events, the Florida PALM Agency Readiness Team could also consider implementing the following recommendations:

- Develop targeted strategies for CCNs and SMEs to address change-related challenges and support adoption. The strategies could include how to recognize change fatigue or loss of momentum, explore its underlying causes, and define proactive steps the Florida PALM Project can take to address or prevent it.
- Incorporate emotional support strategies by acknowledging and validating the concerns of CCNs during engagements. Demonstrating empathy helps build trust and shows that their perspectives are valued. This can be done through Readiness Touchpoints, one-on-one conversations, or broader forums such as town halls.

The Advisory Council Pre-UAT Testing presents an opportunity for the Florida PALM Agency Readiness Team to strengthen stakeholder engagement by leveraging the peer influence of participating Agencies. These participants can serve as communication ambassadors, sharing their experiences with Florida PALM and promoting it to other Agencies. As the pilot group, they can help shape positive perceptions by communicating their experiences with Florida PALM to Agency leadership, CCNs, SMEs, and end-users.

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

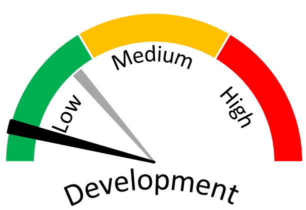
Florida PALM Requirements and Design

Florida PALM Requirements and Design Updates

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

Florida PALM Development

Focus Area Indicator



Trend: Improving

Florida PALM Development Updates

One remaining AD document (API134 – Inbound Supplier Certification and Unique Entity Identifier) needs to be approved by the Florida PALM Project Team. The AD document is currently in draft review and is expected to be approved by the end of October. Additionally, of the 17 Miscellaneous RICEFW Items that were identified after completion of Segment IV Development, 12 passed System Testing and three have started System Testing but have not completed it yet. One of the Miscellaneous RICEFW Items is a conversion (APC002 – 1099 Balances), which is currently being tested as part of Conversion testing. Approval of API134 will represent the end of the Development phase. The Table below shows the status of all 17 of the Miscellaneous RICEFW Items.

Table 5: Miscellaneous RICEFW Development and Testing Status

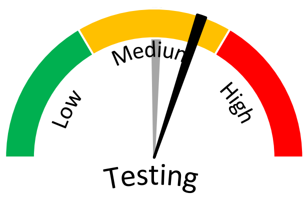
Name	AD Status	Final Approval Target Date	Final Approval Actual Date	System Test Status
AME006 - AM Physical Inventory File Path	6 - Complete	5/16/25	5/6/25	Passed
APC002 - 1099 Balances	6 - Complete	8/25/25	9/4/25	In Process (Conversion Testing)
API133 - Outbound Voucher and Payment Extract Error Detail	6 - Complete	7/21/25	7/20/25	In Process
API134 - Inbound Supplier Certification and Unique Entity Identifier	3 - Draft In Review	9/17/25	10/21/25[2]	Not Started
APR012 - Payment Monitoring Report	6 - Complete	5/9/25	5/14/25	Passed
GLE011 - Cash and Investment Thresholds	6 - Complete	6/20/24	6/14/24	Passed
GLI037 - Inbound Investment Activity	6 - Complete	7/1/25	7/9/25	Passed
GLI078 - Run Outbound ACFR Data with Blank File for Single Business Unit	6 - Complete	9/18/25	9/8/25	In Process
KKR041 - Operating/FCO Agency Recap Report	6 - Complete	5/9/25	5/15/25	Passed
KKR043 - Carry Forward Variance Report	6 - Complete	5/16/25	5/28/25	Passed
PCE004 - Inter/IntraUnit and Receipt Accrual Cost Collection	6 - Complete	5/16/25	5/19/25	Passed
PCI009 - Inbound Project Costing Budget Load	6 - Complete	6/20/25	7/3/25	Passed
PRC022 - Historical Paycheck Details	Pending Cancel	Pending Cancel	Pending Cancel	Pending Cancel
PRE050 - Overpayment Updates to PYRL Issued Payments	Pending Cancel	Pending Cancel	Pending Cancel	Pending Cancel
SDE020 - Employee Self-Service Login and Password Reset	6 - Complete	7/7/25	8/13/25	Passed
SDE025 - Employee Self-Service System Maintenance	6 - Complete	7/7/25	8/17/25	In Process
SDE026 - Employee Self-Service Registration	6 - Complete	7/21/25	8/13/25	Passed
SDE027 - Employee Self-Service Administrator Maintenance	6 - Complete	7/14/25	8/13/25	Passed
SDE028 - Employee Self-Service User Maintenance	6 - Complete	7/14/25	8/17/25	Passed

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

[2] Estimated date based on typical review timeframes for AD documents

Florida PALM Testing

Focus Area Indicator



Trend: Worsening

Florida PALM Testing Updates

Since 9/9/25, the State Functional Team has been testing business processes and scenarios in the UAT environment, similar to how Agencies will conduct testing during UAT. Their proactive testing has played a pivotal role in identifying and documenting issues within the UAT environments. These efforts have already led to the early discovery of SIRs, enabling timely root cause analysis and resolution, ultimately strengthening the overall validation process prior to Pre-UAT.

The volume and type of SIRs identified in the UAT environment by the State Functional Team may be indicative of system quality challenges, which could impact the availability of some functionality at the start of Pre-UAT. The Florida PALM Project Team has developed a testing timetable detailing the specific types of functionalities to be tested during the first five weeks of Pre-UAT for the limited number of users who will be given early access to the UAT environment.

The Figure below shows the 167 Critical, High, and Medium Business Criticality SIRs logged in the UAT environment, categorized by what caused the defect or Defect Type. The “Code” category accounts for the highest number of defects.

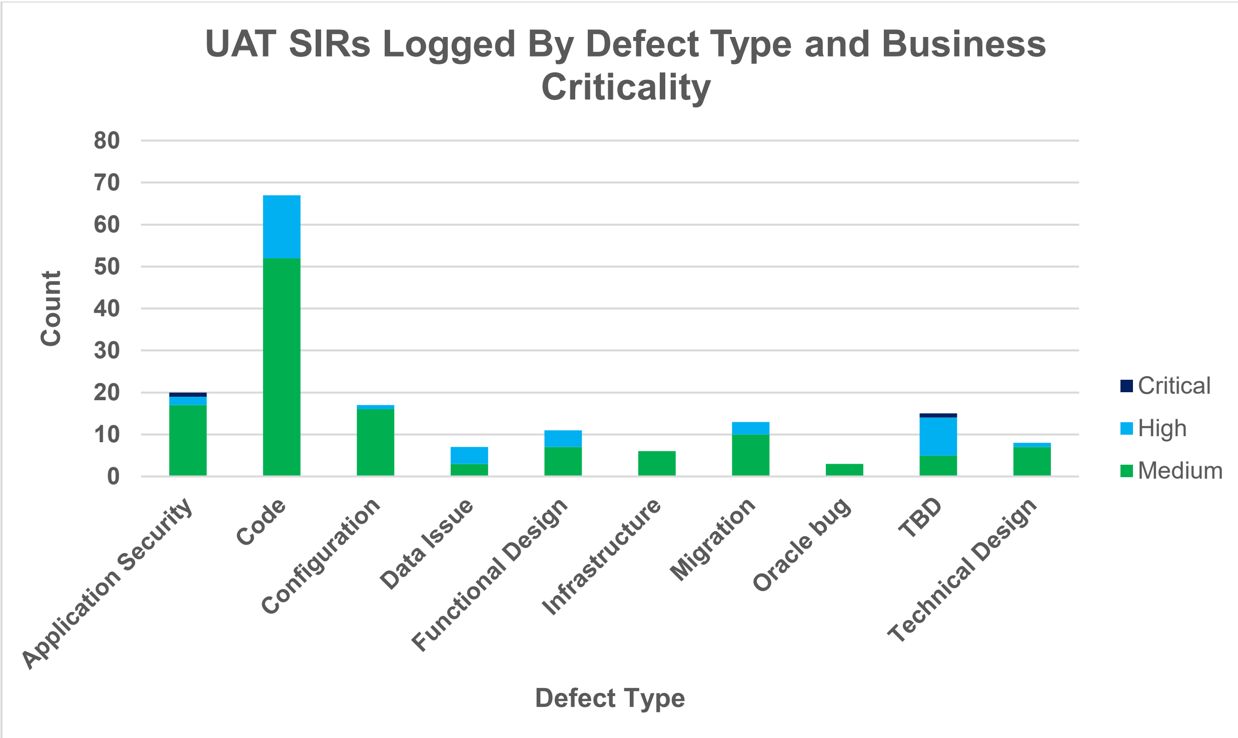
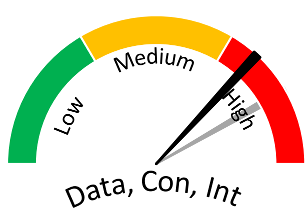


Figure 2: UAT SIRs Logged by Defect Type and Business Criticality (excludes Low)

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

Florida PALM Data, Conversion, and Interfaces

Focus Area Indicator



Trend: Improving

Florida PALM Data, Conversion, and Interface Updates

Data

System Testing DW/BI has been completed by both the SSI Vendor and the State DW/BI Team. The SSI Vendor has passed all Test Scripts, and the State DW/BI Team has achieved test execution failure rates below 1.7%. All the High Business Criticality SIRs have been closed, and there are 64 open SIRs with a Business Criticality of either Medium or Low. The State DW/BI Team is currently focused on Self-Service reports and documentation.

Conversions

Preparations continue for Mock Conversion 4. The Florida PALM Project Team's decision to move Florida PALM Go Live from July 2026 to January 2027 has also resulted in an updated timeline for Mock Conversion 4. Early processing is expected to start mid-October, with the formal kickoff in early November. The anticipated completion date is early December, with results shared with Agencies in January 2026. Data will be pulled on 11/8/25 to populate the UAT environment.

Interfaces

While the Interface SIR backlog increased from 205 in August to 230 in September, the pace of growth has slowed compared to previous months. For example, the backlog rose from 84 to 150 between July and August. The slower growth in September is attributed to a decrease in new SIRs (146 in September versus 150 in August) and an increase in closures (121 in September versus 36 in August). The Figure below shows how the SIR backlog has changed over time, broken out by severity level. It highlights the increase in Medium and High-priority SIRs during Interface Testing Cycle 2.

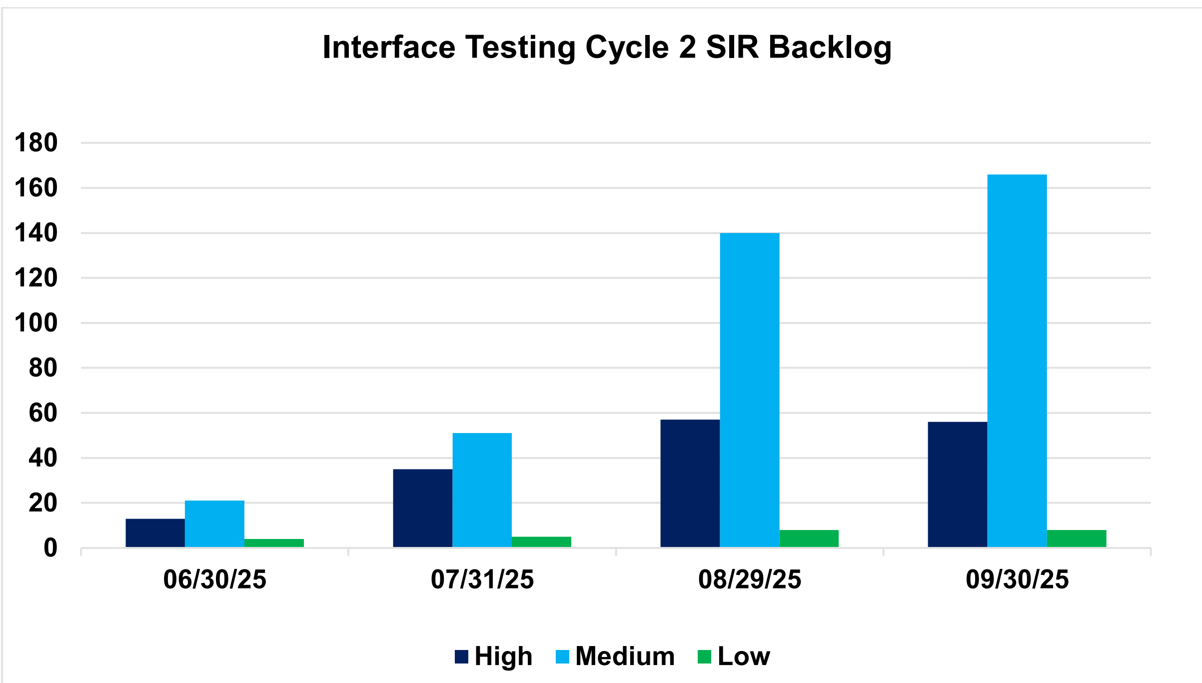


Figure 3: Interface Testing Cycle 2 SIR Backlog

As indicated in Finding 29, Interface Testing Cycle 2 is at risk of not meeting the targeted completion date of 10/24/25. As of 9/30/25, the Florida PALM IV&V Team has observed 209 Interfaces marked as passed in the ITEXT, and a backlog of 234 Interfaces will need to be passed to meet the targeted completion date.

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

Florida PALM Implementation Readiness

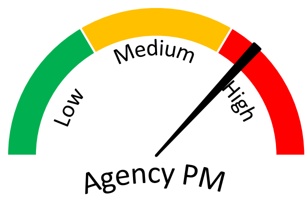
Florida PALM Implementation Readiness Updates

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

Florida PALM Agency Focus Area Updates

Agency Project Management

Focus Area Indicator



Trend: No Change

Agency Project Management Updates

Agency RW Task Completion

The Florida PALM IV&V Team reviewed the RW Tasks related to Preparing for UAT and Mock Conversion 3 activities. As demonstrated in the Table below, some Agencies have reported 0% progress against the RW Tasks related to these two milestones as of 9/30/25. Based on the remaining timeframe left to complete these Tasks, Agencies should be reporting approximately 75% complete for each RW Task.

Table 6: Agency RW Tasks-Preparing for UAT and Mock Conversion 3 Progress

RW Task	Category	Start	Finish	0%	25%	50%	75%	100%
573-B Complete and Submit End User Role Mapping Worksheet for Remaining End Users	People	7/14/25	10/17/25	4	4	16	9	2
587-A Complete Data Cleansing Based on Mock Conversion 3	Data	8/11/25	10/17/25	3	6	14	6	4
587-B Complete Data Cleansing Based on Mock Conversion 3	Data	8/11/25	10/17/25	2	1	4	9	14
587-C Complete Data Cleansing Based on Mock Conversion 3 - PCC001	Data	8/11/25	10/17/25	1	2	8	5	2
662 Submit Updated Configuration Workbooks	Data	8/11/25	10/17/25	6	4	17	5	3
662-A Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	Data	9/15/25	10/17/25	11	1	9	3	10
661 Update Conversion Field Mapping	Data	8/11/25	10/17/25	6	5	17	5	2

The Florida PALM IV&V Team continues to recommend that Agencies prioritize these RW Tasks to support a successful Mock Conversion 4 and ensure they have sufficient and accurate data available for testing when a new UAT start date is confirmed. Without completion of these Tasks, Agencies may face challenges in validating outcomes during UAT.

The Florida PALM IV&V Team reviewed responses to RW Task 574 – Prepare Documentation for User Acceptance Testing Midpoint Check-In, with a focus on challenges reported by Agencies regarding User Story development. Key themes from the responses include limited experience among some SMEs in creating and documenting User Stories and conflicting operational priorities. Agencies are taking mitigation steps, including hiring additional staff, conducting brainstorming sessions with their SMEs and end users to verify all relevant business processes that have been captured, and participating in cross-Agency workgroups to leverage the knowledge and experience of other SMEs. Early engagement with end users also helps promote greater engagement and adoption of Florida PALM.

Training Progress

The Florida PALM IV&V Team observed an increase in the number of Agency SMEs completing the Business Process Group Role Learning Path, from 241 completions at the end of August to 315 by the end of September. During the September Executive Steering Committee (ESC) meeting, it was announced that the 16 Agencies on the Advisory Council will receive early access to the Florida PALM UAT environment. The Florida PALM IV&V Team expects training participation to continue rising among these Agencies.

These trainings are designed to help users better understand Florida PALM during UAT, which can improve test quality, reduce rework, and ensure real issues are identified. They also support change management by preparing users for new processes, helping them understand how their work will change, and reducing resistance to system adoption.

Risk and Issue Analysis

The Florida PALM IV&V Team observed that the volume and criticality of Agency-reported Risks and Issues in September demonstrated relative stability compared to August. The Table below shows the running total of open Risks and Issues reported by the Agencies each month.

Table 7: Monthly Counts of Agency Open Risks and Issues

Issues	May 25	Jun25	Jul 25	Aug 25	Sep 25
Open Issues	62	75	75	74	79
Critical or High	50	59	58	58	64

Risks	May 25	Jun 25	Jul 25	Aug 25	Sep 25
Open Risks	260	275	289	302	306
Risks Score 6+	127	140	149	155	149

Fourteen new Issues were opened, and nine Issues were closed, while 26 new Risks were opened, and 22 Risks were closed. As of 9/30/25, the Florida PALM IV&V team observed that six open Issues and 40 open Risks were marked as “Confirmed” by the Agencies, indicating the specific Issues and Risks have been assessed by the Agency as applicable for the September–October 2025 Bimonthly reporting period.

The Florida PALM IV&V Team observed that approximately 38% of newly opened Risks lack sufficient detail regarding background, impact, and mitigation plans. The Florida PALM IV&V Team recommends that Agencies review and update their Risk documentation to ensure each entry includes adequate information for accurately assessing the Risk’s significance and potential impact.

Cross-Agency Risk Management

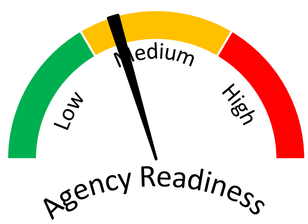
The Cross-Agency Risk Management subgroup currently includes participation from ten Agencies, though all Agencies are invited and encouraged to join. Its purpose is to identify Agency-reported risks that span across multiple Agencies and evaluate if those risks may also impact the Florida PALM Project. So far, the subgroup has identified six cross-Agency risks and is reviewing them to determine appropriate actions—whether to mitigate, manage, or accept them.

The Florida PALM IV&V Team recommends broader Agency participation to support a collaborative approach that incorporates diverse data and stakeholder perspectives. Increased involvement would help ensure that risks, issues, and decisions are fully informed, reduce the likelihood of overlooked dependencies or duplicated efforts, and enable faster identification of root causes and more effective solutions.

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

Florida PALM Agency Readiness

Focus Area Indicator



Trend: No Change

Florida PALM Agency Readiness Updates

The UAT Collaboration Meeting is a subgroup of Agency UAT Coordinators, Business Liaisons, and SMEs, formed from the multi-Agency PML-CML Meetings to foster collaboration within specific business process areas. The group is intended to promote focused discussions and joint problem-solving related to UAT preparation and readiness.

During the September meeting, Agency participants worked to establish a common understanding of key Florida PALM data fields and explored opportunities to align Agency-specific configurations, such as ChartField values, where feasible. These discussions aimed to promote consistency in how data elements are interpreted and applied across business systems, User Stories, and testing scenarios.

Organizational Change Management

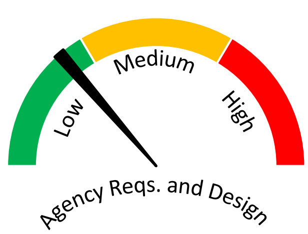
While Agency engagement with the Florida PALM Project through activities such as Interface Testing and data cleansing are of key importance for ensuring Florida PALM functions properly, Agencies also have a responsibility to combat change fatigue and prepare their end users for Florida PALM. The Florida PALM IV&V Team discussed Agency OCM practices through targeted interviews in September to establish a high-level understanding of their unique approaches. A driving factor that each Agency discussed is communication with their staff. A general split in practice was revealed: some CCNs proactively engage across all levels of their organization in a tailored manner, while others are more reactive with their communications, pushing updates through emails and infrequent Agency-wide meetings. Agencies with infrequent communication between their CCNs and end users could benefit from implementing the following proactive strategies to strengthen end-user engagement by linking changes to individual roles, encouraging active participation, and identifying areas where additional information is needed to support readiness.

- One-on-One meetings with key Agency stakeholders, leaders, or key business partners who interact with Agency business systems.
- Lunch and learn sessions to discuss upcoming changes in an informal setting that facilitates communication across organizational levels.
- Themed communication series that progressively build and reinforce understanding of Florida PALM or the steps needed to prepare for it.
- Foundational training opportunities that expose end users to skills needed for interacting with Florida PALM, such as using and modifying Excel data which forms the basis for spreadsheet uploads.

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

Agency Requirements and Design

Focus Area Indicator



Trend: No Change

Agency Requirements and Design Updates

The Florida PALM IV&V Team observed that the Florida PALM Project Team published 28 updates in the Florida PALM Knowledge Center. These updates spanned six key areas: Business Processes, Configuration Data Values, Reports Catalog, Interface Catalog, Conversion Catalog, and UAT Materials, as can be seen in the Figure below:

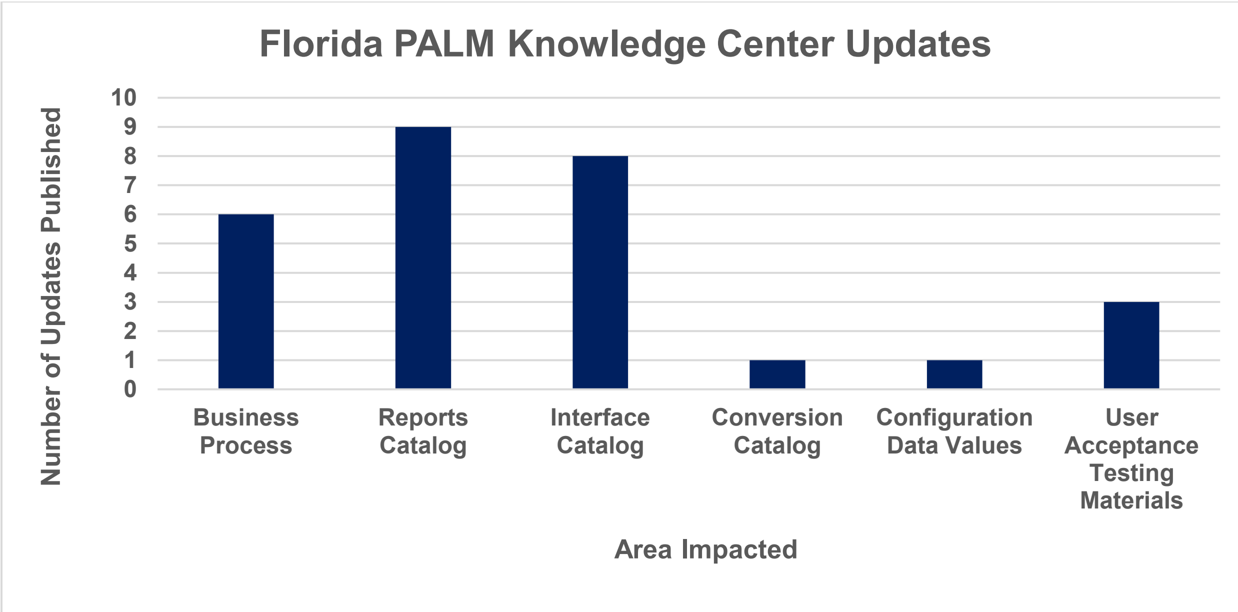


Figure 4: Knowledge Center Updates

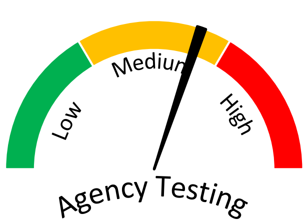
Updates to these resources are essential to ensure Agencies have access to the most current information and to reduce reliance on outdated documentation.

Previously, Agencies received process steps for Account Management and Financial Reporting (AMFR) and Budget Management and Cash Control (BMCC). On 9/26/30, additional process steps were released for Revenue Accounting (RA), Accounts Receivable (AR), Banking (BK), and Project Management (PM) as part of the UAT Materials update. In the September Agency UAT Collaboration meeting, participants highlighted that greater collaboration among Agencies would help them use the Business Process Steps and UAT Test Cases in the Florida PALM Knowledge Center more effectively. The Florida PALM IV&V Team also recommends that other Agencies consider participating in future meetings to support the development of User Stories for RW Task 574 – Prepare Documentation for UAT and Agency-specific Test Cases.

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

Agency Testing

Focus Area Indicator



Trend: No Change

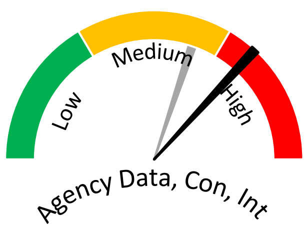
Agency Testing Updates

The Florida PALM IV&V Team observed that some Agencies are developing User Stories based on their current FLAIR business processes rather than the updated processes they identified in previous RW Tasks that are based on documentation available in the Florida PALM Knowledge Center. User Stories are intended to capture who will perform the business process, what activities will be carried out, and why those activities are needed—not to serve as detailed Test Cases outlining specific execution steps. While the business process documentation published by the Florida PALM TED Team offers helpful context for how Agencies perform their updated processes in Florida PALM, Agencies should have sufficient information from their UAT Plans, Change Analysis Tool, and the Florida PALM Topics and Activities list to complete their User Stories. During Florida PALM IV&V Team interviews, Agencies noted that they may need to update their User Stories during UAT if they identify changes to their documented Florida PALM business processes.

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

Agency Data, Conversion, and Interfaces

Focus Area Indicator



Trend: Worsening

Agency Data, Conversion, and Interfaces Updates

Data

There are no updates pertaining to Agency readiness or progress related to DW/BI as System Testing DW/BI was recently completed and Self-Service reports will need to complete Development and System Testing before DW/BI can move into UAT.

Conversion

The Florida PALM IV&V Team observed that Agencies reported mixed progress during Mock 3 Data Cleansing. While some Agencies indicated their data appeared relatively clean, others highlighted anomalies and large volumes of errors.

Some Agencies have reported challenges remediating data that contains special characters. Although Florida PALM can accept special characters, downstream processes—such as posting to the GL and KK ledgers—are affected by their use. Additionally, because Florida PALM stores and transmits data in a specific format that is not universally supported by third-party systems, some special characters are converted into unreadable codes when converted by these systems.

This has created challenges with multiple third-party systems. Where feasible, the Florida PALM Project Team is developing scripts to convert certain characters to lessen the volume of errors being sent to the Agencies for remediation. Agencies will need to address any ChartField or value updates that must align with legacy system data to ensure proper matching and prevent downstream processing issues or outbound interface errors. The Florida PALM Project Team is preparing guidance to help Agencies remediate large volumes of data affected by special characters.

Interfaces

As previously indicated in Finding 29, Interface Testing Cycle 2 is a collaborative effort that depends on timely coordination and active participation from all parties, and delays from one partner could impact all others. According to the ITEXT, approximately 46% of Agency Test Scenarios have been marked as “Passed” as of 9/30/25. With 18 days remaining in the current timeline for Interface Testing Cycle 2, there is limited time for the Florida PALM Project Team and Agencies to execute tests, produce files, and resolve potential issues for the remaining 54% of Agency Test Scenarios.

The Risk rating for this Focus area is worsening from a Medium Risk to a High Risk.

Agency Implementation Readiness

Agency Implementation Readiness Updates

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

IV&V Information Requests

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

Table 8: IV&V Information Requests

Information Request	Date of Request	Status
None	NA	NA

Appendix A – Florida PALM Project Second Quarter Budget Release Assessment

Introduction

The Florida PALM IV&V Team has developed this assessment for the Florida PALM Project second 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 LBR.

The intent of the second quarter Budget Release is to release funds approved in the FY 25/26 LBR to cover the projected second 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 second 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 with the amounts defined in the SSI Vendor Contract, as well as the dates for acceptance of the payment milestones in the Florida PALM Project Schedule. This information was compared to the second 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 second 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 observed that there has been a delay to the start of UAT, which will likely impact several payment milestones and may shift payment of the SSI Vendor Support of UAT Deliverables out of the second quarter for FY 25/26. Once a start date for UAT is defined, the Florida PALM Project Team will need to update the Florida PALM Project Schedule as well as the Spend Plan to determine the impact on future quarterly Budget Releases.

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

The Florida PALM IV&V Team compared the second quarter Budget Release to the funding defined in the FY 25/26 LBR. The Florida PALM IV&V Team found the second quarter Budget Release was consistent with the previously released and unreleased funds identified in the FY 25/26 LBR.

Recommendation

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

Appendix B – Florida PALM Project FY 26/27 Legislative Budget Request

Introduction

The Florida PALM IV&V Team has developed this assessment for the Florida PALM Project FY 26/27 LBR. The Florida PALM IV&V Team is including in this report a focus on the following assessed areas:

- A review to determine if requested funding aligns with documented Office of Policy and Budget (OPB) expectations.
- A review to determine if sufficient detail is provided to justify the requested funding.
- A review to determine if the requested funding aligns with the Spend Plan.
- A review to determine if the funding aligns with the Schedule of Activities.

The FY 26/27 LBR outlines the funding required for the next year of Florida PALM Project implementation, including support for the SSI Vendor, software services, facility and administrative costs, and other vendor-related needs.

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 FY 26/27 LBR found that the requested funding is justified and aligns with the needs and timeline for the Florida PALM Project. The LBR also aligns with the projected Spend Plan for FY 26/27.

Does the requested funding align with documented OPB expectations?

As part of the review, the Florida PALM IV&V Team submitted questions related to Attachment C – IT Inventory and Schedule IV – Cost Benefit Analysis to clarify content in these documents. The Florida PALM Project Team provided clarification and no additional follow-up or updates were needed. The Florida PALM IV&V Team found that the documentation provided to support the FY 26/27 LBR aligns with the OPB expectations and utilizes the required Schedules and Narratives.

Recommendation

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

Is sufficient detail provided to justify the requested funding?

The Florida PALM IV&V Team provided questions to the Florida PALM Project Team to clarify the need and expectations for Enterprise Resource Planning (ERP) Support Services and QA Support Services after Go Live (which was scheduled for July 2026 at the time of the review). The Florida PALM Project Team clarified that, based on lessons learned from the Cash Management System (CMS) implementation, it is essential to have fully staffed resources during the Hypercare and Production Support periods to help stabilize the system and promptly address user issues.

Based on this clarification, the Florida PALM IV&V Team finds that the required funding is justified and will support effective rollout, maintenance and enhancement of the Florida PALM Solution.

Recommendation

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

Does the requested funding align with the Spend Plan?

The requested funding aligns with the FY 26/27 Spend Plan that was provided with the LBR. The timeframes for the payment Deliverables and milestones are also aligned with the current Florida PALM Project Schedule.

Recommendation

At this time, the Florida PALM IV&V Team does not have any further recommendations for the Florida PALM Project Team. The start of UAT has been delayed, which may affect subsequent milestones and associated payment timelines. As a result, some payments currently planned for FY 25/26 could shift to FY 26/27. Once a new UAT start date has been identified, the Florida PALM Project Team will need to update the Florida PALM Project Schedule and Spend Plan to assess any changes in funding needs across fiscal years.

Does the requested funding align with the Schedule of Activities?

The requested funding aligns with the current Florida PALM Project Schedule, which included a July 2026 implementation date at the time of review.

Recommendation

At this time, the Florida PALM IV&V Team does not have any further recommendations for the Florida PALM Project Team. The milestone date for Stage Gate 3 – Ready to Begin UAT and the start of UAT has been delayed and a new date is not yet known. As such, the funding and Schedule of Activities will need to be re-evaluated once a new UAT start date is identified and subsequent impacts to the Florida PALM Project Schedule have been analyzed.

Appendix C – 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			High		
Likely 4					
Possible 3		Medium			
Unlikely 2					
Improbable 1	Low				

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.