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Florida Department of Financial Services

Planning, Accounting, and Ledger Management Project

Independent Verification and Validation

Monthly Assessment Report

October 2026

November 8, 2026

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Executive Summary

The following summary highlights the key items from the Florida PALM Independent Verification and Validation (IV&V) Team's focus area review in the Monthly Assessment Report for October 2026:

- The overall Florida PALM Project Risk Rating remains a High Risk, reflecting the cumulative and time-sensitive nature of the remaining work rather than a single identified Go-Live blocker.
    - As the remaining schedule window narrows, the Florida PALM Project Team and Agencies should prioritize validation of critical financial outcomes, resolution and retesting of High-impact tickets, confirmation of batch performance and Cutover execution, and practical contingency, staffing, and support arrangements.
    - Remaining risk that cannot be resolved before deployment should be clearly documented, mitigated where feasible, or formally accepted as part of Go-Live decision-making.
- The Risk Rating for the Florida PALM Project Management Focus Area is improving from a Medium Risk to a Low Risk as Florida PALM Project-level management activities have become more stable, with progress in schedule alignment, risk and issue management, Cutover planning, and increased SSI Vendor staffing through Hypercare.
- The Risk Rating for the Agency Implementation Readiness Focus Area is worsening from a Low Risk to a Medium Risk as All Agency User Acceptance Testing (UAT) nears completion and Agency-specific gaps have become more visible in end-to-end validation, financial reporting and reconciliation, staffing and end-user proficiency, data cleansing, and production contingency planning
- Finding 33 regarding the decline in execution of Agency Interface Tests for Interface Testing Cycle 2 was closed. Approximately 99% of Cycle 3 Interfaces had been tested by the Agencies as of 10/30/26. While 10 Agency-specific tests remained incomplete, each associated Interface had been successfully tested by at least one other Agency, and the Florida PALM Project Team has plans to continue remaining Inbound testing and provide Outbound files through Go-Live.
- Finding 34 regarding limited evidence of system testing, change impact analysis, and traceability of Design changes was closed. The risk to the Florida PALM Project has decreased as the volume of Design changes declined and Regression Testing Event 4 was completed. With All Agency UAT nearing completion, the likelihood of additional Design changes affecting previously tested functionality has also decreased.
- Finding 43 regarding Garnishments not meeting the targeted accuracy threshold during the final bi-weekly Payroll Parallel testing cycle was closed. Although Garnishments did not meet the 95% reconciliation threshold, the broader Earnings, Deductions, Taxes, and Net Pay areas each exceeded the threshold required to exit Payroll Parallel Testing.

Focus Area Updates

The Table below summarizes the Florida PALM IV&V Team's updates across the focus areas since the last Monthly Assessment Report. The sections that follow discuss each focus area in detail. A focus area may be marked Not Applicable (NA) if work has not yet begun or no material activity occurred during the reporting period. Standard focus area descriptions will continue to appear in 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 made measurable progress in October, including reducing the High- and Medium-impact stability-related ticket backlog from 393 to 314, completing Performance Testing Segment II execution, completing Regression Event 4 on schedule with a 98% pass rate, and beginning Dry Run 4 slightly ahead of schedule. Agency testing and readiness also advanced, with approximately 77% of planned UAT tests and 86% of Florida PALM Project Recommended Activities completed as of 10/31/26. These improvements have not yet reduced the overall risk to the Florida PALM Project because several interdependent testing, performance, Cutover, and Agency-readiness activities remain unresolved as the Florida PALM Project approaches Go-Live. High- and Medium-impact ticket intake remains elevated, remediation dates have been missed or not established for many outstanding tickets, and full coverage of Criticality 1 Regression Test Scripts is pending confirmation from the Florida PALM Project Team and SSI Vendor. Although execution of Performance Testing Segment II is complete, the Florida PALM IV&V Team is reviewing batch results, and the remaining request-queuing and database-scaling issues require continued attention. Dry Run 4 must also be completed to demonstrate that Conversion and Cutover activities can be performed within the planned window. Agency readiness presents additional risk exposure. Approximately one-fifth of planned Agency testing is projected to remain unexecuted when All Agency UAT concludes,

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				and critical end-to-end processes and financial outcomes have not been fully validated across Agencies. Readiness also remains uneven in financial reporting and reconciliation, end-user proficiency, maintenance of Deployment Plans, production contingency procedures, and staffing coverage during the holiday and year-end period. These conditions may not prevent Go-Live, but they increase the potential for operational disruption, manual workarounds, and reliance on subject-matter experts and Hypercare during stabilization. As Go-Live approaches, the Florida PALM Project Team and Agencies should consider prioritizing the validation of critical financial outcomes, the resolution and retesting of High-impact tickets, the confirmation of batch performance and Cutover execution, and the development of practical contingency, staffing, and support arrangements. Any risk exposure that cannot be resolved before deployment should be clearly documented, mitigated where feasible, or formally accepted as part of the remaining Go-Live decisions.
Florida PALM Project Management	Medium	Low	Improving	The Risk Rating is improving from a Medium Risk to a Low Risk. The Schedule Performance Indicators (SPI) remained at 0.99, while Delayed Tasks increased from 21 to 27, primarily affecting Batch Schedule finalization, End User Manuals, and Smoke Test preparation. Because these activities support or depend on other readiness work, continued delays could compress the time available to complete downstream activities and address issues before Cutover. Florida PALM Project Risks and Issues related to staffing, Agency engagement, and system performance continue to be monitored as remaining readiness activities are completed. The SSI Vendor Staffing Plan provides additional capacity during the transition to operations, reflecting a more gradual staffing reduction than the plan in September and retaining critical expertise through Hypercare and post-implementation support.

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Florida PALM Organizational Change Management	Low	Low	No Change	The Risk Rating remains a Low Risk. The Florida PALM Project Team expanded Organizational Change Management (OCM), training, and readiness support, with approximately 1,300 course completions by end users and 88% of pulse-check respondents reporting confidence in meeting Readiness Certification #4. As Go-Live approaches, the Florida PALM Project Team could consider using Agency testing, training, and readiness metrics to identify Agencies and end users with lower participation and provide targeted outreach.
Florida PALM Requirements and Design	NA	Low	NA	The Risk Rating is a Low Risk. Requirements for four new customizations were added to the SSI Vendor Contract by the approved Amendment 14. Functional Design (FD) is complete for three customizations needed before Go-Live, and these are expected to be available prior to Cutover. The fourth customization is expected to be completed after Go-Live but before Fiscal Year (FY) 26-27 year-end processing.
Florida PALM Development	NA	Low	NA	The Risk Rating is a Low Risk. Development is in progress for three of the four customizations added to the SSI Vendor Contract through the approved Amendment 14. These three customizations are needed before Go-Live to address Retiree Payment File processing performance and improve budget and cash checking performance. The fourth customization is planned for completion after Go-Live but before FY 2026-27 year-end processing.
Florida PALM Testing	High	High	No Change	The Risk Rating remains a High Risk. Regression Testing Event 4 was completed on schedule with a 98% pass rate, but full Criticality 1 coverage has not yet been confirmed. Clarification from the Florida PALM Project Team and SSI Vendor is pending regarding the rationale for excluding associated alternate Test Scripts from Regression Event 4 and whether results from earlier Regression Events adequately represent the current system baseline.

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				Ticket remediation also improved, but the volume of higher-impact activity remains high. Stability-related ticket closures exceeded intake, reducing the number of outstanding High- and Medium-impact tickets by approximately 20%, from 393 to 314. High- and Medium-impact intake remained nearly unchanged from September, with 409 tickets received in October compared with 411 in September. As of 10/30/26, 17 High-impact and 297 Medium-impact tickets remained open.
Florida PALM Data, Conversion, and Interfaces	Medium	Medium	Improving	The Risk Rating is a Medium Risk, but is improving from High Yellow to Low Yellow. *Data* The Florida PALM Project Team continued resolving Medium- and Low-impact Data Warehouse/Business Intelligence (DW/BI) reporting tickets. *Conversion* Dry Run 4 Conversion activities are slightly ahead of schedule, aided in part by some activities beginning earlier than planned. Successful completion within the planned timeframe would provide additional evidence of implementation readiness. *Interfaces* Interface Testing Cycle 3 is complete, with a small number of Agency-specific testing activities remaining.
Florida PALM Implementation Readiness	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. Remaining testing, ticket resolutions, and final Conversion activities leave limited time to resolve and validate issues before Go-Live. Dry Run activities are providing additional evidence of implementation readiness. Completing and validating the remaining dependencies within planned timeframes will be important to demonstrating readiness and supporting upcoming Go-Live decisions.

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	The Risk Rating remains a Medium Risk. With All Agency UAT scheduled to conclude on 11/6/26 and Agency Readiness Certification #4 due on 11/10/26, Agencies have limited time to close remaining readiness gaps. Agencies should prioritize testing of critical business operations and Agency-specific scenarios, confirm that completed readiness activities are supported by appropriate evidence, and identify any remaining gaps that require continued validation or interim workarounds. Training, hands-on practice, and other readiness activities should continue after All Agency UAT concludes to further prepare users for Go-Live.
Florida PALM Agency Readiness	Medium	Medium	No Change	The Risk Rating remains a Medium Risk. Agency testing execution reached approximately 77%, with 97% of ratings recorded since March at Satisfactory or Above Expectations, while prerequisite training completion reached 91%. Despite this progress, gaps remain in end-to-end process validation, financial reporting and reconciliation, staff capacity, and hands-on system experience, with approximately 21% of registered end users having never logged into the UAT environment. As Go-Live approaches, Agencies should focus remaining readiness efforts on engaging staff, validating critical financial and operational processes, and building end-user proficiency through continued training and hands-on practice.
Agency Requirements and Design	Low	Low	No Change	The Risk Rating remains a Low Risk. Updates to process steps and Interfaces continued to decline as All Agency UAT neared completion, reducing the potential for late changes to affect Agency testing, Agency Business Systems, or Agency processes. Florida PALM Knowledge Center updates were increasingly focused on training, including 33 role-based learning updates and 11 training articles. This shift is consistent with the Florida PALM Project

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				moving from All Agency UAT to preparing end users for Go-Live.
Agency Testing	High	High	No Change	The Risk Rating remains a High Risk. First-pass execution of Agency test cases reached approximately 77% as of 10/30/26 and is projected to reach approximately 79% by 11/6/26, with 27 Agencies projected to not complete all planned testing. Agencies should use the remaining time in All Agency UAT to prioritize testing of critical processes and identify how any unvalidated activities will be addressed through Go-Live.
Agency Data, Conversion, and Interfaces	Medium	Medium	Improving	The Risk Rating remains a Medium Risk but is improving from High Yellow to Low Yellow. *Data* DW/BI report validation remains incomplete, as Agencies prioritized business-critical functionality during All Agency UAT. Twenty-six percent of Agencies reported completing the Proviso requirement for operational report testing, although additional report-building training and weekly DW/BI support sessions have helped Agencies address remaining needs. *Conversion* As of 10/30/26, three of seven Dry Run 4 Conversion files were available for data cleansing, with 63% of Agencies reporting progress. As additional files become available, timely Agency review and cleansing will be important to identify and correct data-quality issues before Production Conversion. *Interfaces* Ten of 787 Interface tests remain in progress for Interface Testing Cycle 3. Testing will continue for the two remaining Inbound Interfaces, while the Florida PALM Project Team has indicated that the eight remaining Outbound files will be provided at Go-Live.
Agency Implementation Readiness	Low	Medium	Worsening	The Risk Rating is worsening from a Low Risk to a Medium Risk.

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				Sixteen Agencies reported that their Deployment Plans and Cutover Checklists are current and have a process for ongoing updates, while 15 had not established an update cadence, had not revisited their plans since submission, or were still finalizing updates. Five of these Agencies are managing Cutover activities through separate internal trackers, meaning submitted plans may not fully reflect current Cutover activities. Nine Agencies described plans for maintaining payments during downtime, but fewer identified contingency procedures for broader production operations. As Go-Live approaches, Agencies should ensure their Deployment Plans reflect how Cutover will actually be managed, including downtime financial procedures, production contingencies, deferred activities, and primary and backup resources for critical roles.

New Findings

No new findings were opened in October.

Open Findings

Finding Number and Title: Finding 35 – Limited Agency-reported execution of Test Cases for All Agency UAT may lead to incomplete validation of Agency-specific business processes in Florida PALM.

Date Opened: 3/31/26		
Finding Description: According to the User Story Inventory and Change Impact Analysis spreadsheet, as of 3/31/26, 27% of all User Story activities have been tested. In many instances, the same User Story activity has been tested multiple times, with different data conditions applied each time. If testing continues at the current rate, the Florida PALM IV&V Team projects that all User Story activities may not be completed until approximately 9/17/26.		
Current Impact: Moderate	**Previous Impact**: Moderate	**Trend:** No Change
Current Probability: Probable	**Previous Probability:** Probable	**Trend:** No Change
Current Priority: High	**Previous Priority:** High	**Trend:** No Change

Status Update: As of 10/30/26, Agencies had executed approximately 77% of planned test cases and 86% of Florida PALM Project Recommended activities. Agencies were asked to rate the performance of each executed test case to indicate their satisfaction with the functionality and results, with approximately 99% rated Satisfactory or Above Expectations. Each Florida PALM Project Recommended activity has been tested by at least 15 Agencies, with some tested by all 35. These results indicate that the functionality tested to date is performing as expected, although some Agencies have not yet completed all planned testing.

Recommendation #1: Develop a forward-looking plan that outlines specific User Story activities for the next several months, leading up to the start of the All Agency UAT data refresh. This plan should also consider any upcoming operational priorities that may compete for resources.

Status: In Process

Update: As of 10/30/26, six Agencies had completed all planned testing activities, while 18 had completed testing of all Florida PALM Project Recommended Activities. Approximately 79% of all planned Agency tests are expected to be completed by the time All Agency UAT concludes on 11/6/26. Although Agencies developed plans to complete their remaining testing, most have not met their planned testing targets.

Recommendation #2: Collaborate with Sponsors to set clear expectations for All Agency UAT. This could include establishing a target number of hours per week for All Agency UAT and ensuring this information is communicated to both testers and their supervisors.

Status: In Process

Update: Agency Sponsors should continue to encourage completing as much planned testing as possible before All Agency UAT concludes on 11/6/26. They should also establish participation targets for continued hands-on use of Florida PALM after All Agency UAT, focusing on key business processes to help staff build system familiarity and reduce the learning curve at Go-Live.

Recommendation #3: Partner with Sponsors to acknowledge and recognize individuals who are contributing to UAT efforts in addition to their regular operational duties.

Status: In Process

Update: Approximately 33% of Agencies have established recognition programs for staff who supported UAT in addition to their regular operational responsibilities, though these programs have not been implemented across all Agencies.

Finding Number and Title: Finding 40 – Batch processing of high-volume files may not meet operational needs.

Date Opened: 7/31/26		
Finding Description: Performance testing for Florida PALM includes evaluating the system's ability to process high-volume, business-critical batch jobs, including internal and external Interfaces. As of 7/31/26, some batch jobs had not yet been tested under high-volume conditions due to dependencies on the availability of representative high-volume files, challenges with converting file formats, and batch scheduling and sequencing activities.		
Current Impact: Significant	**Previous Impact:** Significant	**Trend:** No Change
Current Probability: Likely	**Previous Probability:** Likely	**Trend:** No Change
Current Priority: High	**Previous Priority**: High	**Trend:** No Change

Status Update: The Florida PALM Project Team and SSI Vendor have made several infrastructure updates to support ongoing performance testing and improve batch processing performance. The Florida PALM IV&V Team is reviewing the results of these changes as part of Performance Testing Segment II. In addition, a customization is being developed to improve Retiree Payment file processing times and overall budget and cash checking processing. These changes are expected to be completed prior to Go-Live.

Recommendation #1: Collaborate with the SSI Vendor to validate the inventory of required high-volume test files and establish a detailed plan for obtaining and testing the remaining files, including target delivery and testing dates.

Status: Complete

Update: Batch testing for Performance Testing Segment II, including the identified high-volume files, has been completed, and the Florida PALM IV&V Team is reviewing the testing results.

Recommendation #2: Conduct focused working sessions with the SSI Vendor to identify, track, and address batch processes that exceed established performance thresholds, prioritizing those with the greatest impact on operational batch windows.

Status: Complete

Update: Batch testing for Performance Testing Segment II has been completed, with one Moderate-impact ServiceNow (SNow) ticket identified on 10/30/26 remaining open.

Recommendation #3: Work with the SSI Vendor to develop a consolidated batch performance report that includes both individual batch runtimes and cumulative runtimes for critical nightly, bi-weekly, monthly, quarterly, and annual processing cycles.

Status: In Process

Update: Batch testing for Performance Testing Segment II has been completed, and the Florida PALM IV&V Team is reviewing the results, including runtimes for critical batch jobs.

Recommendation #4: Review the consolidated performance results to assess whether overall batch processing durations align with operational requirements and use the results to establish and monitor expected post-Go-Live completion targets for critical batch jobs (CPI09 – Timeliness of Critical Batch Job Completion).

Status: In Process

Update: Batch testing for Performance Testing Segment II has been completed, and the Florida PALM IV&V Team is reviewing the results, including batch job durations.

Finding Number and Title: Finding 41 – Critical and High-impact ticket trends do not yet demonstrate sustained system stability and may affect UAT exit readiness.

Date Opened: 8/31/26		
Finding Description: With approximately 10 weeks remaining before planned All Agency UAT completion, Critical and High-impact ticket trends have not yet demonstrated a sustained reduction consistent with UAT exit readiness. While the Florida PALM Project Team is actively prioritizing and addressing defects that could materially affect production operations, the remaining testing period provides a limited window to resolve, retest, and validate existing and newly identified Critical or High-impact tickets before Cutover.		
Current Impact: Moderate	**Previous Impact:** Moderate	**Trend:** No Change
Current Probability: Possible	**Previous Probability:** Likely	**Trend:** Improving
Current Priority: Medium	**Previous Priority**: High	**Trend:** Improving

Status Update: Of the 17 High-impact All Agency UAT tickets targeted for resolution in October, five remained open as of 10/30/26, including one pending Agency retest. The Florida PALM Project Team and SSI Vendor will likely be able to resolve the remaining High-impact tickets to meet the All Agency UAT exit criteria prior to Stage Gate 5, provided the volume of new High-impact tickets remains low through the conclusion of All Agency UAT on 11/6/26.

Recommendation #1: Require the SSI Vendor to maintain a plan for resolving Critical and High-impact tickets for the remaining time in All Agency UAT, including expected ticket intake, closure targets, ticket aging, retesting activities, responsible owners, and escalation thresholds.

Status: In Process

Update: The Florida PALM Project Team and the SSI Vendor had established resolution dates for the remaining High-impact tickets in October, and these were achieved for all but five tickets. The Florida PALM IV&V Team also observed that ticket closures generally exceeded new intake.

Recommendation #2: Improve ticket reporting to distinguish new defects from recurring, reopened, and regression defects so the Florida PALM Project can better track defect trends, identify root causes, and assess the effectiveness of remediation efforts.

Status: Not Started

Update: The Florida PALM Project Team continues to record each identified issue as a separate ticket. Current reporting does not consistently indicate whether a ticket is new, recurring, reopened, or regression-related, which limits the Florida PALM IV&V Team's ability to assess whether remediation efforts have impacted previously working functionality.

Recommendation #3: Ensure resolved Critical and High-impact tickets are appropriately retested and validated using representative Agency data, with particular attention to areas experiencing recurring or regression-related issues.

Status: In Process

Update: The Florida PALM IV&V Team observed that representative Agency data is being used during UAT to validate functionality across multiple Agencies. Resolved defects should continue to be retested with representative data, particularly in areas with recurring or regression-related issues.

Finding Number and Title: Finding 42 – Conversion activities for dry runs have not yet demonstrated completion of all Cutover tasks within the planned Cutover window.

Date Opened: 8/31/26		
Finding Description: Dry Run 2 results indicate that the Florida PALM Project has not yet demonstrated that Conversion activities related to Cutover can be consistently completed within the planned implementation timeframe. Delays in completing Cutover tasks in future dry runs could limit the Florida PALM Project's ability to address deployment issues during Cutover and increase the likelihood of fallback procedures or a delayed Go-Live.		
Current Impact: High	**Previous Impact:** Significant	**Trend:** Improving
Current Probability: Possible	**Previous Probability:** Likely	**Trend:** Improving
Current Priority: Medium	**Previous Priority:** High	**Trend:** Improving

Status Update: Dry Run 4 Cutover activities began on 10/26/26 and are targeted for completion by 11/13/26. Pre-cutover activities were running approximately 3% ahead of schedule as of 10/30/26. While progress to date is a positive indicator that the Cutover may be completed within the planned three-week window, the Florida PALM Project Team will need to demonstrate that Conversion activities can be completed within the planned durations.

Recommendation #1: Establish a process to notify affected task owners when a predecessor task is expected to finish earlier or later than planned, including the revised expected completion date and time.

Status: Not Started

Update: There is communication when tasks start or complete, but the Florida PALM IV&V Team has not observed a mechanism to alert process owners when an upstream task is running ahead of or behind schedule.

Recommendation #2: Require team members participating in the dry runs to document and analyze any task that takes longer than planned. The analysis should identify the cause of the delay and any actions that can be taken to improve performance during subsequent Dry Runs and production Cutover.

Status: In Process

Update: Approximately 58% of Dry Run 4 tasks have required less effort than expected, 37% have been completed within the expected effort, and 5% have required more effort than expected.

Recommendation #3: Perform critical Cutover activities, such as Conversions, for the final dry run on a 24/7 schedule that more closely reflects the conditions expected during the production Cutover.

Status: Not Started

Update: Dry Run 4 is being conducted during normal business hours, but the Florida PALM Project Team and SSI Vendor are prepared for after-hours work if required.

Finding Number and Title: Finding 44 – Infrastructure issues and constraints may impact the Florida PALM Project Team's ability to demonstrate that the system can meet performance objectives.

Date Opened: 9/30/26		
Finding Description: Throughout Performance Testing Segments I and II, several infrastructure capacity constraints have been identified, including load balancer limitations, elevated central processing unit (CPU) utilization, response time degradation, download timeouts, and throughput constraints under higher Employee Self-Service (ESS) and user workloads. While the Florida PALM Project Team continues to implement infrastructure, licensing, configuration, and application improvements, the effectiveness of these changes has not yet been fully validated through the remaining stress, endurance, and high-availability testing activities. Infrastructure-related issues have also delayed the identification and remediation of additional performance concerns, shortening the remaining window available for testing and validation before Go-Live.		
Current Impact: Moderate	**Previous Impact:** Significant	**Trend:** Improving
Current Probability: Possible	**Previous Probability:** Likely	**Trend:** Improving

Current Priority: Medium	**Previous Priority:** High	**Trend:** Improving

Status Update: Performance Testing Segment II is complete, with closure activities in progress. While most infrastructure issues have been resolved, request queuing and database scaling issues remain.

Recommendation #1: Document the specific transactions affected by performance degradation and prioritize them for targeted analysis and optimization efforts.

Status: In Process

Update: The Florida PALM Project Team has identified specific transactions for review and enhancement to reduce execution time.

Recommendation #2: Assess whether additional network and performance engineering resources are needed to support root-cause analysis, remediation activities, and performance optimization before Go-Live.

Status: In Process

Update: Additional Florida PALM Project resources are working to tune and optimize both the infrastructure and specific transactions with performance concerns.

Finding Number and Title: Finding 45 – Regression Event 4 coverage of critical and changed functionality has not yet been fully demonstrated.

Date Opened: 9/30/26		
Finding Description: Regression Event 4 is designated as a full regression test, but the Florida PALM Project Team has not yet demonstrated that the planned testing provides complete coverage of critical and changed system functionality. Approximately 180 Criticality 1 Test Scripts are not included in the Regression Event 4 test suite. Some of these Scripts may be covered by other regression Scripts or may not require additional execution because the functionality has already been successfully validated and has not subsequently changed, but the rationale for their exclusion has not been documented. In addition, the Florida PALM IV&V Team has not observed complete traceability between system changes, new enhancements, previously identified gap scenarios, and the Regression Test Scripts intended to validate that affected functionality continues to operate as expected.		
Current Impact: Moderate	**Previous Impact:** Moderate	Improving
Current Probability: Likely	**Previous Probability:** Likely	Improving
Current Priority: Medium	**Previous Priority:** Medium	Improving

Status Update: Regression Event 4 was completed on schedule with a 98% pass rate. The Florida PALM IV&V Team confirmed in a subsequent reconciliation that 199 Criticality 1 Test Scripts, rather than the approximately 180 initially identified, were not included in Regression Event 4. Approximately 89% of these Test Scripts have been mapped to alternate Test Scripts

executed during Regression Testing Events 1 through 3, and approximately 50% of the alternate Test Scripts were also incorporated and passed in Regression Event 4. The remaining coverage relies on results from earlier Regression Events, including some areas affected by subsequent fixes or open defects. Clarification from the Florida PALM Project Team and SSI Vendor is pending regarding the rationale for excluding the associated alternate Test Scripts from Event 4 and whether the earlier results provide sufficient coverage of the current system baseline.

Recommendation #1: Reconcile the Regression Event 4 test suite against the complete Regression Test Script inventory and document the disposition of Criticality 1 Test Scripts not included in Event 4. For excluded Criticality 1 Test Scripts, document how the associated functionality is covered, including the applicable Event 4 Test Script, other testing evidence, or the rationale for why execution is not required.

Status: In Process

Update: The SSI Vendor provided 178 alternate Test Scripts to support coverage of the 199 Criticality 1 Test Scripts not included in Regression Event 4. All 178 alternate scripts passed in at least one regression event, with approximately 50% also included and passed in Event 4. While some of the alternate Test Scripts were not included in Regression Event 4 due to open tickets, a rationale for the exclusion of the remaining alternate Test Scripts has not yet been observed.

Recommendation #2: Complete any remaining Criticality 1 testing identified through reconciliation before exiting Regression Event 4, or document the associated impact, planned validation approach, and responsible owner for testing that cannot be completed within Event 4.

Status: In Process

Update: The remaining 50% of the Criticality 1 alternate Test Scripts rely on passing results from earlier regression events, including some functionality that has since been modified. Prior to code freeze, the Florida PALM IV&V Team recommends that the SSI Vendor consider documenting the disposition and coverage of the affected Criticality 1 Test Scripts and prioritizing targeted retesting for areas impacted by subsequent code changes or unresolved defects. Any remaining coverage gaps should be documented and evaluated for risk prior to Go-Live.

Closed Findings

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.

Date Opened: 2/27/26

Date Closed: 10/30/26

Rationale for Closing: As of 10/30/26, approximately 99% of Cycle 3 Interface files had been tested by Agencies. Ten Interface tests remained incomplete for one or more Agencies that selected the connection, but each associated Interface was successfully tested by at least one other Agency. The Florida PALM Project Team indicated that Agencies could continue testing the remaining Inbound Interfaces, while Outbound files will continue to be provided through Go-Live.

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.

Date Opened: 2/27/26

Date Closed: 10/30/26

Rationale for Closing: The risk associated with this finding has decreased as the volume of Design changes has declined and Regression Testing Event 4 has been completed. With All Agency UAT nearing completion, the likelihood of additional Design changes affecting tested functionality has also decreased.

Finding Number and Title: Finding 43 – Garnishments did not meet the targeted accuracy threshold during the final bi-weekly Payroll Parallel testing cycle.

Date Opened: 8/31/26

Date Closed: 10/30/26

Rationale for Closing: While the Garnishments subsection within the Deductions area does not meet the 95% threshold for Bi-Weekly Payroll Parallel, all the areas of Earnings, Deductions, Taxes, and Net Pay exceed the 95% matching or reconciled threshold required to exit Payroll Parallel Testing. The Florida PALM IV&V Team recommends that the Florida PALM Project team track and remediate the 11% Garnishments shortfall, as workarounds or corrections could be required at Go-Live.

Metrics Related to Findings

The figure below shows the open, closed, and new Findings identified by the Florida PALM IV&V Team. No new findings were opened this month. There are currently six open Findings and 39 closed Findings.

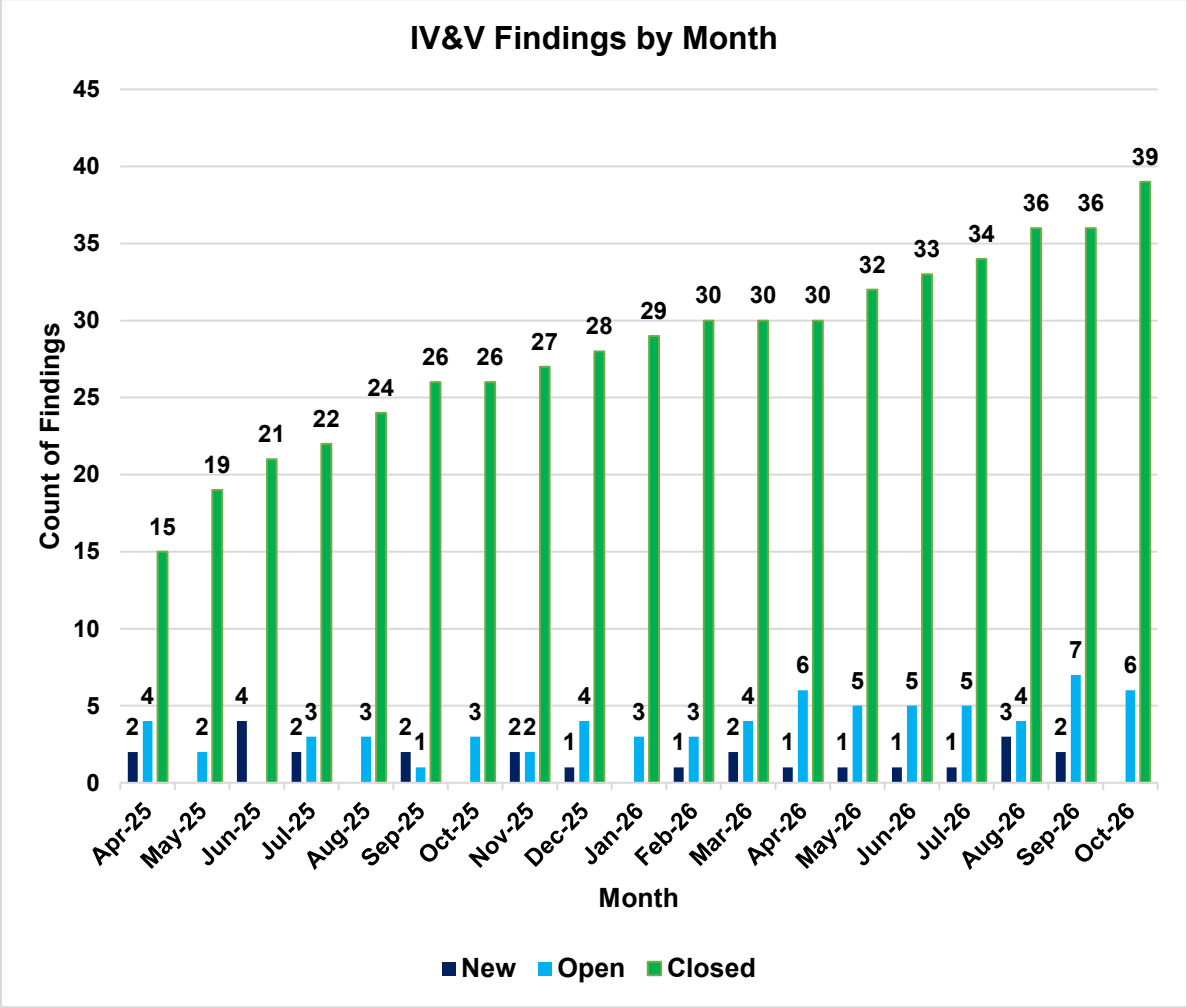
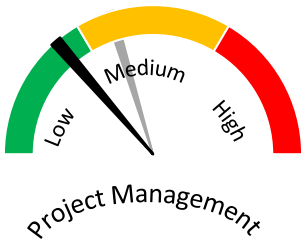


Figure 1: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator[1] and Updates



Trend: Improving

The Florida PALM IV&V Team assesses schedule performance using key measures, including SPI, delayed tasks, and planned-versus-actual progress. The assessment also considers Florida PALM Project Decisions, Risks, and Issues that may affect schedule performance and overall execution of the Florida PALM Project.

Florida PALM Project Schedule Performance

The SPI remained at 0.99 in October. SPI measures how much work has been completed compared to what was planned:

- An SPI of 1.0 indicates the project is on schedule.
- An SPI below 1.0 indicates the project is behind schedule.
- An SPI above 1.0 indicates the project is ahead of schedule.

While SPI compares the amount of work completed with the amount of work planned to be completed at that point, it does not directly measure the time remaining before Go-Live or whether specific milestone dates are at risk. As the Florida PALM Project completes the planned scope, the cumulative SPI may approach 1.0 even if individual activities are completed later than planned. As a result, an SPI near 1.0 may not indicate that all remaining Go-Live activities are on schedule or have sufficient time to complete and validate. The Florida PALM IV&V Team is also reviewing the status and timing of remaining readiness activities, including delays, dependencies, and the time available to address issues before Go-Live.

Delayed Tasks increased from 21 in September to 27 as of 10/30/26. Because some remaining activities are interdependent, any delays to the Florida PALM Project Schedule could affect subsequent readiness activities and reduce the time available to resolve issues before Cutover. The Delayed Tasks are primarily concentrated in three areas:

- Batch Schedule Finalized and Communicated: Nine tasks related to Financials (FIN), Payroll (PAY), and DW/BI. The DW/BI activities include schedule updates, documentation and configuration, Tidal job setup and dependencies, and Extract, Transform, Load (ETL) batch setup.
- I-WP112 – End User Manual: Eight tasks related to drafting, collaborative review, and final review of materials for Account Management and Financial Reporting (AMFR), Banking (BK), Disbursements Management (DM), DW/BI, Grants Management (GM), Projects Management (PM), and System Access and Controls (SAC).

[1] 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. If no arm for the previous indicator rating is displayed, it means that the risk rating has not changed from the previous reporting period.

- Smoke Test Preparation: Three tasks related to developing testing instructions for Agencies and Enterprise Partners, as well as identifying Agency testers for Identity Provider (IDP) integration with Florida Identity Access Management (IAM).

The number of tasks where actual progress matched planned progress increased by 44%, from 116 in September to 167 as of 10/30/26, indicating that more scheduled activities are progressing as planned. The number of tasks with delayed or no reported progress remained unchanged at five, including three Smoke Test Preparation tasks and two I-WP110 – Training Build tasks.

Note: Some tasks with delayed or no reported progress may also be included in the Delayed Task counts above.



Figure 2: Florida PALM Project Schedule Performance Metrics

Florida PALM Project Decisions

The Florida PALM Project Team approved two Decisions in October:

- DE389 realigns Florida PALM Project Schedule tasks for Internal Work Product (I-WP) 110 – Training Build and I-WP112 – End User Manual with the Florida PALM Project Issue 42 action plan to reflect updated task dates and progress.
- DE390 updates the Florida PALM Project Schedule to align the final Cutover Checklist review, update, and approval activities and the FIN/PAY/DW code freeze with deployment readiness activities. It also removes the task for Hypercare/End-User Kick-off, which had been added in error.

These updates improve the accuracy of the Florida PALM Project Schedule at a critical point before Go-Live, providing a clearer view of whether key training, documentation, Cutover, and code-freeze activities are progressing as planned and where delays could affect remaining readiness activities.

Florida PALM Project Risks and Issues

The following Florida PALM Project Risks and Issues were updated in October:

- Risk 4 – Agency Engagement: Limited Agency participation could affect readiness for Go-Live. The Florida PALM Project Team accepted the Risk and continues to monitor the time available for Agencies to complete remaining tasks, training, and other Go-Live activities.

- Issue 39 – Retiree Payroll File Performance: The Florida PALM Project Team completed several activities in the action plan, including approval of the no-cost Florida PALM Project Change Request (PCR) 126, an environmental refresh, and additional file processing, tuning, and retesting. Development of the enhancements approved through PCR 126 is underway, with System Testing and deployment to the UAT environment planned for November. Finding 40 provides additional information related to this issue.
- Issue 42 – Delayed Completion of Training Materials: The Florida PALM Project Team updated the action plan in October, including completion of Web-Based Training (WBT) for the Disbursement Management and Inter/Intra-Unit (IU) subject areas.

These updates indicate progress in addressing the identified Florida PALM Risks and Issues, but the remaining mitigation activities are occurring late in the implementation timeline. Continued monitoring by the Florida PALM Project Team will be important because delays in Agency readiness, performance improvements, or training completion could leave less time to address issues before Go-Live.

Resource Management

Florida PALM Project staffing remains above the 85% governance threshold identified in the Florida PALM Project Management Plan, with ten positions in recruitment.

The SSI Vendor Staffing Plan has been updated to reflect a more gradual reduction in staffing, as shown in the Table below. Compared with the September forecast, the October plan retains an additional 32 full-time employees (FTEs) through the end of April 2027 and 35 FTEs through the end of June 2027. The additional staffing may provide greater capacity to support Hypercare and post-implementation activities.

Table 3: FTE Reduction Variance

Period	Plan / Comparison	Opening FTE	Ending FTE	Net Change	% Change / Variance
Feb – Apr 2027	September	148	104	-44	-30%
	October	166	136	-30	-18%
	Variance	+18	+32	+14	+12
May – Jun 2027	September	104	66	-38	-37%
	October	136	101	-35	-26%
	Variance	+32	+35	+3	+11

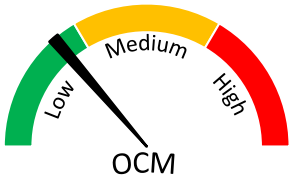
The changes between the September and October SSI Vendor staffing plan indicate that staffing needs continue to evolve as the Florida PALM Project approaches Go-Live and transitions to Hypercare and post-implementation support. To help ensure sufficient support is maintained as staffing levels decline, the Florida PALM IV&V Team recommends that the Florida PALM Project Team consider:

- Reviewing staffing capacity at defined checkpoints during Hypercare and post-implementation support to confirm resources remain aligned with support needs.

- Identifying critical roles and completing documented knowledge transfer before those resources are released.

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

Florida PALM Organizational Change Management



Trend: No Change

Focus Area Indicator and Updates

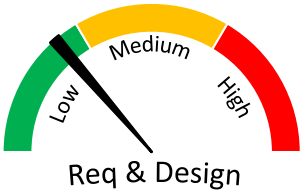
The Florida PALM Project Team continued to expand training and readiness support, but participation data indicates that a meaningful group of end users may not have sufficient hands-on exposure to Florida PALM before Go-Live. The Florida PALM Project Team published "Welcome to Your Florida PALM Learning Journey" in the Florida PALM Knowledge Center, released the first WBT courses in the Learning Management System (LMS), conducted instructor-led training, and continued virtual support sessions. The Florida PALM IV&V Team observed approximately 1,300 course completions, with 770 individuals having started or completed at least one course.

Agency readiness indicators were also generally positive. Bi-weekly pulse checks showed that 88% of respondents had high or moderate confidence in meeting Readiness Certification #4 criteria, and the Florida PALM Project Team continued to expand readiness resources through training, guidance, demonstrations, End User Manuals (EUMs), and Agency support.

Despite increased training and readiness activities, end-user participation continues to pose challenges to Agency readiness. Approximately 633 registered end users had never logged into the UAT environment, and 18% of the 417 participants in the Florida PALM Fundamentals training reported that they had not previously accessed Florida PALM. These results indicate that expanded training and communication have not yet led to consistent hands-on exposure to the system across the end-user population. As Go-Live approaches, the Florida PALM Project Team could consider using Agency testing and training participation data to identify Agencies with lower end-user participation and conduct targeted outreach through Agency Sponsors and CCNs. Outreach could identify participation gaps, reinforce available training and UAT opportunities, and encourage Agencies to engage remaining end users before deployment.

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

Florida PALM Requirements and Design



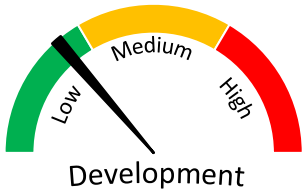
Trend: NA

Focus Area Indicator and Updates

The approved Amendment 14 to the SSI Vendor contract includes requirements for the four new customizations included in PCR 126. FD documents have been completed for three of the customizations, which are expected to be implemented prior to Go-Live. The fourth customization is not required for Go-Live and is planned to be available before FY 2026-27 year-end processing.

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

Florida PALM Development



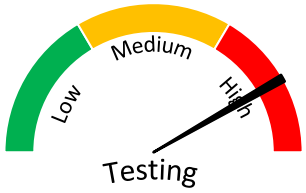
Trend: NA

Focus Area Indicator and Updates

Development is in progress for three of the four customizations added to the SSI Vendor Contract through the approved Amendment 14. These three customizations are intended to address Retiree Payment File processing performance and improve budget and cash checking performance, both of which are needed before Go-Live. Design and development began before Amendment 14 was approved, allowing work to progress while the contractual requirements were being finalized. Development and unit testing are nearing completion, with System Testing planned for November. The fourth customization is expected after Go-Live and before FY 2026-27 year-end processing.

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

Florida PALM Testing



Trend: No Change

Focus Area Indicator and Updates

Ticket Trends

While the overall ticket backlog has improved, the ongoing intake of higher-impact tickets continues to put pressure on the remaining stabilization window. The Florida PALM IV&V Team observed that ticket activity remained steady as All Agency UAT continued with year-end testing and user access activities. October intake totaled 1,204 tickets, including 439 stability-related and 765 non-stability-related, consistent with September volumes.

Stability-related ticket closures exceeded new intake, contributing to an approximately 20% reduction in the backlog. The remaining backlog included 17 High-impact tickets (14 defects and three enhancements) and 296 Medium-impact tickets as of 10/30/26. High- and Medium-impact ticket intake remained essentially unchanged from September, with 409 tickets received in October compared with 411 in September.

Outstanding stability-related issues and enhancements remain concentrated in key functional and technical areas, particularly Payroll, Performance Testing, Accounts Payable, and General Ledger. Commitment Control and Penetration Testing also have notable High-impact backlogs. While ticket volume alone does not indicate operational significance, unresolved issues affecting core business processes or dependencies across functional areas may have greater implications for Go-Live readiness.

Table 4: Stability-Related Intake and Backlog for High- and Medium-Impact Tickets

Functional Area	October Intake (High-impact)	October Intake (Medium-impact)	Total October Intake (High and Medium-impact)	Total Backlog (High-impact)	Total Backlog (Medium-impact)	Total Backlog (High and Medium-impact)
Payroll	4	49	53	3	50	53
Performance Testing	4	39	43	2	43	45
Accounts Payable	2	59	61	2	30	32

Functional Area	October Intake (High-impact)	October Intake (Medium-impact)	Total October Intake (High and Medium-impact)	Total Backlog (High-impact)	Total Backlog (Medium-impact)	Total Backlog (High and Medium-impact)
General Ledger	3	31	34	2	24	26
Asset Management	2	23	25	1	21	22
Penetration Testing	1	11	12	3	14	17
Commitment Control	4	20	24	4	12	16
Inter/Intra Unit	1	24	25	0	10	10
System Design	1	15	16	0	10	10
Project Costing	2	8	10	0	6	6
Tidal Batch	1	16	17	0	3	3
Oracle Managed File Transfer (MFT)	2	4	6	0	2	2
Others	0	83	83	0	72	72
Total	**27**	**382**	**409**	**17**	**297**	**314**

Of the 314 outstanding High- and Medium-impact stability-related tickets:

- 86 had remediation target dates of October or earlier;
- 138 did not yet have target dates as triage continued;
- 70 were targeted for resolution in November and December; and
- 20 were planned for resolution after Go-Live.

As Go-Live approaches, the number of tickets without established target dates and those already beyond their planned remediation dates reduces the time available to resolve, retest, and validate higher-impact issues before Cutover.

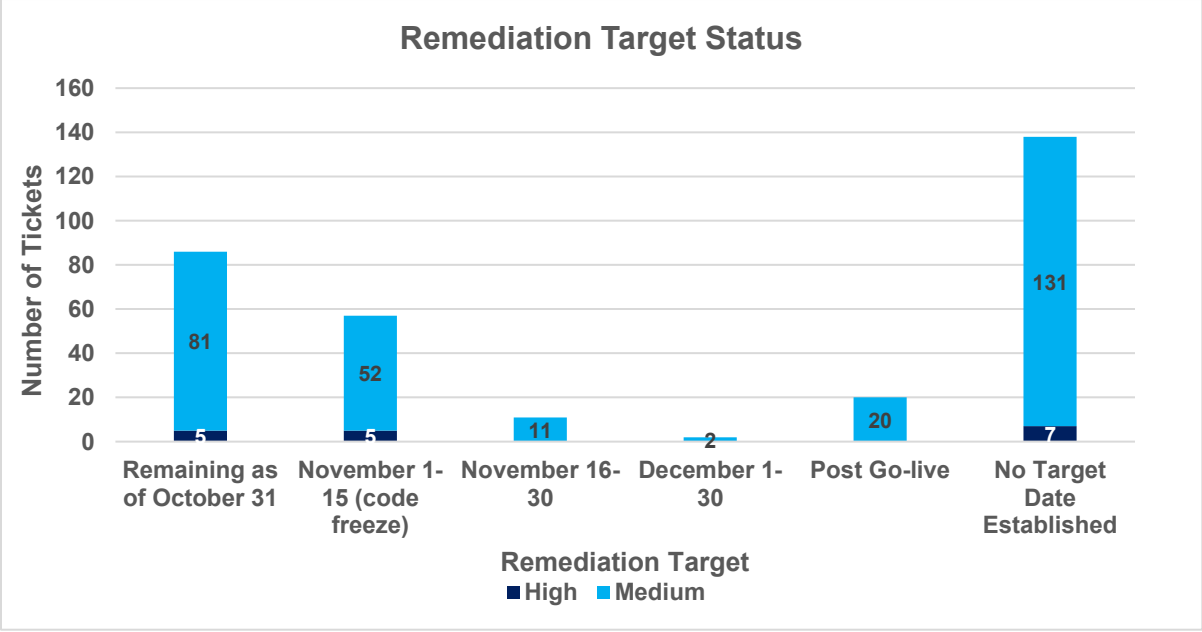


Figure 3: Stability-related High- Medium-Impact by Remediation Target Status

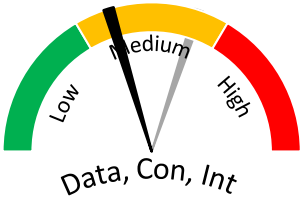
The Florida PALM IV&V Team continues to recommend that the Florida PALM Project Team review tickets targeted for closure before Go-Live to identify those at risk of remaining open and assess their potential operational impact. Any remaining risk should be documented, mitigated where feasible, or formally accepted as part of Go-Live readiness decisions.

Penetration Testing

Penetration Testing is complete and met the established exit criteria. Three High-priority and 14 Medium-priority defects remain open, and their resolution or disposition should continue to be tracked as part of Go-Live readiness.

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

Florida PALM Data, Conversion, and Interfaces



Trend: Improving

Focus Area Indicator and Updates

Data

The Florida PALM Project Team continued resolving Medium- and Low-impact tickets related to DW/BI reports.

Conversion

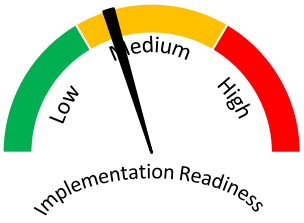
As documented in the status update for Finding 42, Dry Run 4 is currently slightly ahead of schedule, in part because some Conversion activities began earlier than planned. If Dry Run 4 Conversion activities are completed within the planned timeframe, the Florida PALM IV&V Team recommends that the Florida PALM Project Team and SSI Vendor document the conditions that contributed to its successful execution and confirm they can be replicated during the actual Cutover. This will help determine whether the Dry Run 4 results provide a reliable indication of implementation readiness.

Interfaces

While Interface Testing Cycle 3 is complete, a few remaining testing activities related to Agency-specific Interface connections are still in progress. Additional information on the status of these connections is provided in the Agency Data, Conversion, and Interfaces section and Finding 33.

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

Florida PALM Implementation Readiness



Trend: No Change

Florida PALM Implementation Readiness Updates

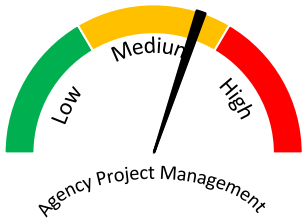
The Florida PALM Project Team completed Dry Run 3 on 10/2/26, approximately two days behind the planned schedule. Late task starts and finishes during Dry Run 3 identified opportunities to improve schedule adherence before production Cutover. As of 10/31/26, Dry Run 4 activities are running ahead of schedule. Dry Run 4 provides an opportunity to demonstrate that Cutover activities can be completed within planned timeframes. The Florida PALM IV&V Team will continue comparing Cutover Checklist activities with daily progress to identify schedule variances and assess potential impacts on dependent activities and the overall implementation timeline.

Several readiness activities remain in progress as Go-Live approaches, including completion of Performance Testing, testing activities for the final week of All Agency UAT, resolution and validation of High-impact tickets, final Conversion and Cutover activities for Dry Run 4, and validation of the remaining Business Criticality 1 regression coverage, as described in Finding 45. Completion and validation of these activities will provide important evidence to assess implementation readiness and support Go-Live decisions.

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

Florida PALM Agency Focus Area Updates

Agency Project Management



Trend: No Change

Focus Area Indicator and Updates

Agency-reported progress indicates that most readiness activities due by 10/30/26 are complete. Remaining gaps are concentrated among ten agencies, with incomplete submissions across six Readiness Workplan (RW) Tasks. One Agency is behind on four RW Tasks, another on two, and three Agencies are behind on data cleansing for Dry Run 4. The remaining five Agencies each have one outstanding RW Task. Agencies should prioritize completing outstanding documentation, learning materials, and post-implementation support plans, with evidence, particularly where they affect user access, production operations, and post-Go-Live support.

For upcoming activities, Agency priority should shift to completing and reviewing RW Task 628 – Submit Agency Readiness Certification #4, while continuing to monitor subsequent Go-Live preparation activities against their planned due dates. The Table below provides the Agency-reported completion metrics and identifies areas where additional follow-up or validation may be needed.

Table 5: Agency-Reported Progress for RW Tasks

RW Task	Impact	Start	Finish	No Status or 0%	25%	50%	75%	100%	Verified as Complete
602 – Update Agency Business Process Documentation	N/A	5/4/26	10/30/26	1	1	0	1	32	9
604 – Create Agency-Specific Learning Materials to Support End Users	N/A	5/4/26	10/30/26	1	0	0	0	34	9
623 – Create Agency Post-Implementation Support Plan	Indirect	9/14/26	10/30/26	2	0	1	1	31	6
692 – Submit Monthly Progress Report - Testing, Training, Cutover	Indirect	10/1/26	10/30/26	1	0	0	1	33	2
709 – Submit Configuration and Conversion Workbooks	Direct	9/1/26	10/9/26	0	0	0	0	35	27
710 – Complete Data Cleansing in	Indirect	8/24/26	10/9/26	0	1	0	1	33	26

RW Task	Impact	Start	Finish	No Status or 0%	25%	50%	75%	100%	Verified as Complete
Preparation for Dry Run 4									
715 – Maintain Role Mapping Worksheet	Indirect	10/1/26	10/30/26	0	0	0	0	35	9
628 – Submit Agency Readiness Certification #4	Direct	10/26/26	11/10/26	15	7	13	0	0	0

The Florida PALM IV&V Team recommends that Agencies consider preparing for RW Task 714 – Submit Configuration and Conversion Workbooks in Preparation for Go-Live, due 11/30/26, and RW Task 712 – Complete Data Cleansing in Preparation for Go-Live, due 12/23/26. For RW Task 712 – Complete Data Cleansing in Preparation for Go-Live, Agencies could begin cleansing available files, resolve Conversion errors and rejected records, validate corrections in subsequent Conversion results, and identify staff to begin reviewing remaining files as soon as they are released. For RW Task 714 – Submit Configuration and Conversion Workbooks in Preparation for Go-Live, Agencies could review workbooks for completeness, validate configuration values with appropriate business owners, resolve incomplete or conflicting entries, and allow time for internal review before the 11/30/26 submission date. Completing these activities as Conversion files become available will reduce the volume of data corrections compressed into the final weeks before Cutover and provide Agencies more time to confirm that data planned for production is complete and accurate.

Agency Risks and Issues

The total number of open Risks assessed by the Agencies, including the Risks that are scored 6 or higher, has decreased since September 2026. The Figure below illustrates the trend of open Risks.

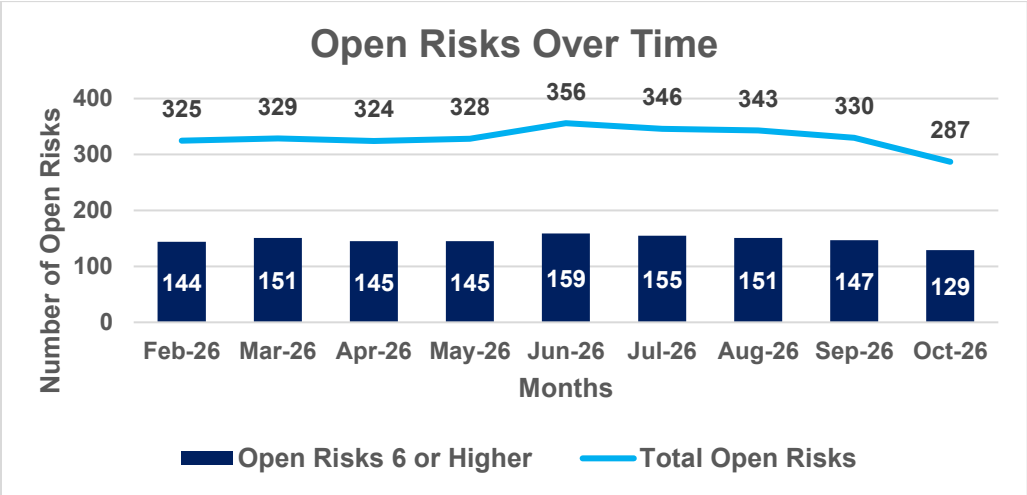


Figure 4: Open Risks Trend

Twenty-six Agencies have not reported a new Risk in the past three months, although Agencies continue to identify implementation-readiness concerns during Florida PALM IV&V Touchpoints.

This may indicate that Agency Risk and Issue registers do not fully reflect current readiness conditions and should be reviewed and updated, as appropriate.

The overall count of open Issues, including those classified as Critical or High by the Agencies, has also decreased since September 2026. The Figure below illustrates the trend of open Issues over time.

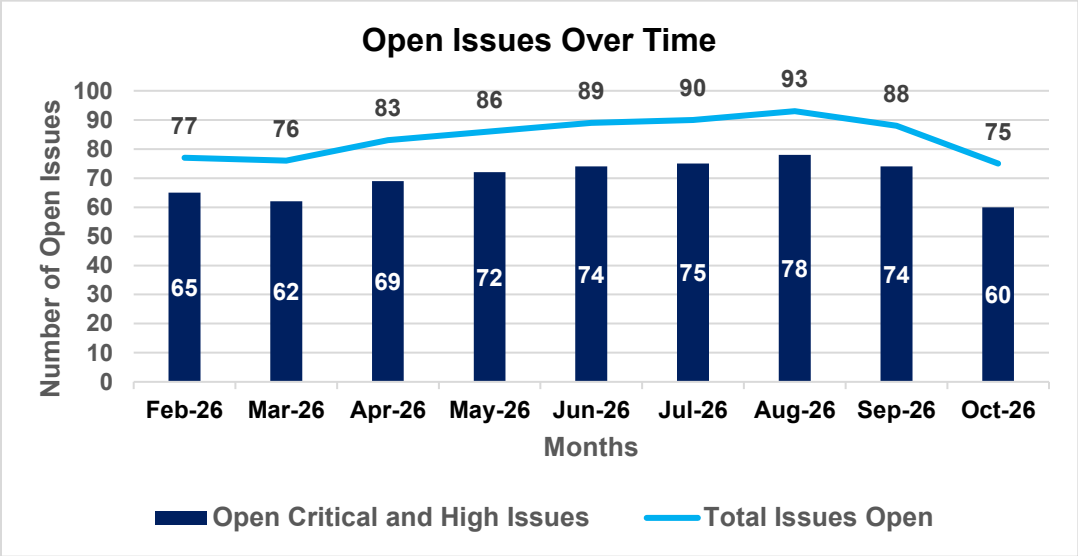


Figure 5: Open Issues Trend

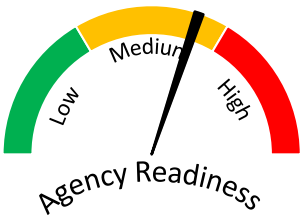
The Florida PALM IV&V Team analyzed the types of new Risks and Issues identified over the last three months. Most newly identified concerns relate to activities occurring later in the implementation lifecycle, including UAT, Conversion/Configuration, Deployment/Cutover, and business process changes. As Go-Live approaches, these trends can help identify where Agency Sponsors and the Change Champion Network (CCN) may need to focus additional attention, implement mitigation, or provide support to complete the remaining readiness activities. The Table below shows the count of new Risks and Issues by category.

Table 6: Newly Identified Risks and Issues Category

Category	Issues			Risks		Total
	Critical	High	Low	6 or Higher	Less Than 6	
User Acceptance Testing	2	4	2	1	1	10
Conversion/Configuration	0	4	0	1	3	8
Deployment/Cutover	0	0	0	5	2	7
Business Process Change	0	2	0	3	2	7
Interface Testing Delays	0	2	0	0	4	6
Agency Business System (Remediation/Testing)	0	2	0	2	1	5
Staffing/Resource Availability	0	2	0	1	1	4
Role Mapping	0	1	0	0	0	1
Training	0	0	1	0	1	2
Post Implementation	0	0	0	0	2	2
Total	2	17	3	13	17	52

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

Florida PALM Agency Readiness



Trend: No Change

Focus Area Indicator and Updates

Agency readiness remains uneven, particularly in end-to-end process validation, financial reporting and reconciliation, staff capacity, and operational continuity planning. At this stage, Agencies are not expected to anticipate every potential Go-Live or post-implementation scenario, but they should have practical plans to maintain critical State operations during Cutover, complete necessary catch-up work once Florida PALM is available in production, and perform critical business processes during stabilization.

End-user engagement improved, with 19 Agencies reporting increased engagement and active UAT users increasing by 239 since September, although approximately 21% of registered end users had still not logged into the UAT environment. Seven Agencies also identified staff availability as a factor in Cutover planning, citing competing operational priorities, turnover, or the departure of subject matter experts. While recent turnover may create new challenges, staffing constraints have been identified throughout the implementation, and Agencies have had time to plan for continuity. At this stage, Agencies with ongoing staffing challenges should have backup resources, knowledge transfer, and contingency plans in place to reduce reliance on individual staff and support critical business operations through Go-Live.

The greatest potential operational risk to the Agencies is payment processing and financial reconciliation/reporting. Nine Agencies described specific approaches for continuing payments during downtime, while fewer described contingency procedures for broader production operations. Gaps in these plans could increase operational disruption during Cutover and stabilization, particularly given the overlap with holiday and year-end activities. Agencies without defined continuity procedures may place greater reliance on manual workarounds, individual subject matter experts (SMEs), and Hypercare support to maintain operations and complete delayed transactions after production begins.

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

- Prioritizing Florida PALM activities for staff supporting readiness and maintaining their engagement through Go-Live, particularly where staffing constraints or competing operational priorities have been identified.
- Prioritizing end-to-end validation of critical production processes, including trial balance, allotment, and payment outcomes. Remaining gaps should be documented with an owner, target resolution date, interim workaround, and contingency trigger using existing Readiness Workplan or Cutover Checklist tools. Where reporting issues may prevent validation, Agencies should document the alternative method used to confirm expected results.
- Encouraging end users to complete assigned training and continue practicing critical transactions in the UAT environment. Agencies with larger populations of inactive users should establish participation targets and monitor progress before Go-Live.

Agency UAT Proviso Requirements

The 2026 General Appropriations Act (GAA) identifies validations and confirmations that Agencies must demonstrate to support their readiness to exit All Agency UAT. As of 10/30/26:

- Requirements without Agency-reported expected completion dates decreased from 32 to 23;
- Agency-reported High-risk efforts decreased from 10 to eight;
- Operational Reports activities expected to extend beyond 11/7/26 decreased from six to one; and
- Four Schedule of Allotment Balances activities remain Unable to Complete – Project Assistance Required, where Agencies are awaiting Florida PALM Project Team validation or resolution of an open ticket.

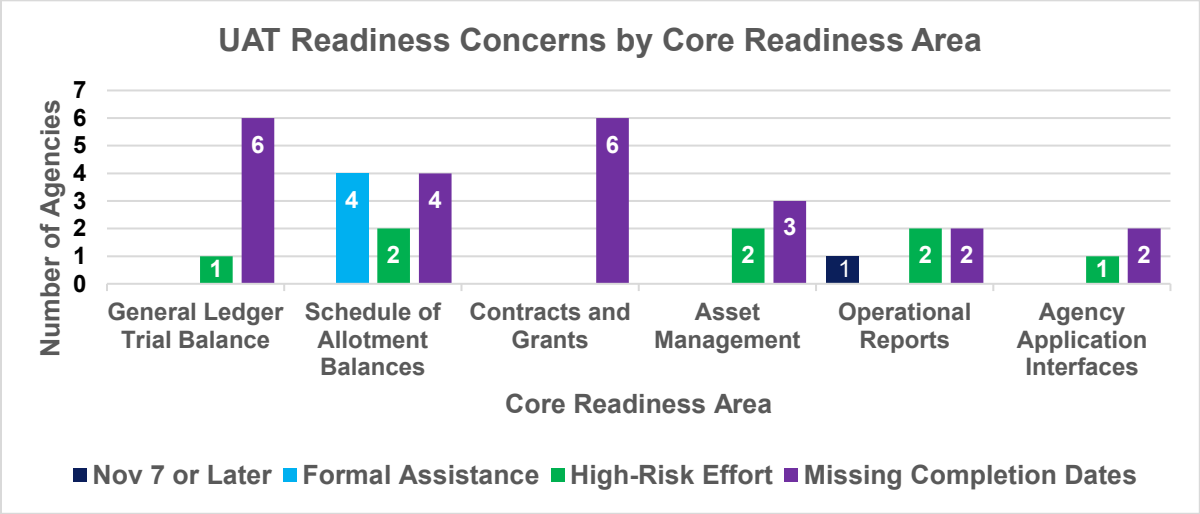


Figure 6: UAT Readiness Concerns Across Core Proviso Questions

With All Agency UAT nearing completion, the Florida PALM IV&V Team recommends that Agencies reporting challenges in meeting the Proviso requirements consider coordinating with the Florida PALM Project Team to address any remaining items requiring Florida PALM Project assistance. Priority should be given to resolving Schedule of Allotment Balances and Operational Reports items, assigning owners and target resolution dates to remaining dependencies, and confirming supporting evidence for high-priority items reported as complete. Before Agency Readiness Certification #4 is due on 11/10/26, the remaining requirements should be clearly documented as complete, addressed through an approved workaround, or remain open with an identified owner and a resolution plan.

Prerequisite Training

Florida PALM Project training has transitioned to WBT, which is tracked in the LMS and reported monthly. Prerequisite training is separate from WBT and was intended to provide foundational knowledge for UAT and subsequent training activities. As of 10/31/26, completion of prerequisite training reached 91%. Although prerequisite training can continue after All Agency UAT has ended, delaying completion reduces the time users have to apply that foundational knowledge through WBT, instructor-led training, and hands-on practice before Go-Live. The Florida PALM IV&V Team recommends that Agencies continue to encourage end users to complete prerequisite

training, so that they have sufficient opportunity to build familiarity before transitioning to production.

Agency Organizational Change Management

Agencies reported stronger engagement and user confidence in Florida PALM IV&V Touchpoints when Agency-specific readiness activities included hands-on practice, realistic scenarios, repetition, role-based working sessions, and peer support. As Go-Live approaches, participation in training and All Agency UAT alone is not sufficient to demonstrate readiness. Agencies increasingly need to confirm that staff can perform critical business processes, locate supporting documentation and guidance, resolve or escalate exceptions, and continue operations when expected processes or information are unavailable.

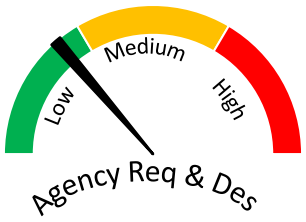
Agencies continue to translate Florida PALM functionality into Agency-specific processes, Chartfields, reporting practices, business rules, and support procedures. The Florida PALM IV&V Team observed that incomplete Agency documentation, reporting gaps, unclear ownership of IU transactions, and competing operational workloads may make it more difficult for users to apply what they have learned during production operations. Several of these challenges also reflect gaps in communication and collaboration within Agencies and across Agencies where processes, transactions, or responsibilities are shared. Limited coordination can make it more difficult to establish consistent procedures, clarify ownership and handoffs, share effective practices, and resolve cross-Agency dependencies before Go-Live. While these conditions may not constitute Go-Live blockers, they could increase reliance on manual workarounds, SMEs, and Hypercare support after implementation.

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

- Providing staff in critical roles with practical supplemental resources they can use while performing their work, including task-level job aids, Agency-specific Chartfield and code references, exception guidance, support contacts, and clear “start here” resources.
- Verifying that staff can complete critical transactions, interpret results, address common exceptions, and escalate unresolved issues prior to Go-Live. Validation should include reports needed to confirm budgets, encumbrances, purchasing, payments, and other critical financial outcomes.
- Defining ownership, routing, points of contact, and escalation paths for IU transactions, including an interim operating approach where broader ownership remains unresolved.
- Keeping Agency guidance and business process documents current as processes change and identifying the procedures, support, and workarounds staff are likely to need immediately after Go-Live and during the first several weeks of production.
- Resolving competing priorities for critical staff where possible and establishing backup resources, knowledge transfer, and post-Go-Live support responsibilities for critical functions.

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

Agency Requirements and Design



Trend: No Change

Focus Area Indicator and Updates

With limited time remaining in All Agency UAT, the Florida PALM IV&V Team has observed a decline in the number of process and Interface updates published to the Florida PALM Knowledge Center. This reduces the likelihood that late changes will affect Agency testing, business processes, or Agency Business Systems. Recent updates have increasingly reflected the Florida PALM Project's transition from testing to training, with 33 role articles updated to support role-based learning paths for web-based and instructor-led training. The table below shows the number of updates to key processes in the Florida PALM Knowledge Center over the last year.

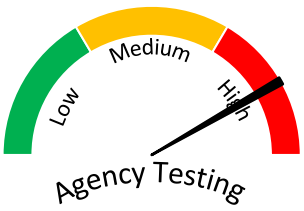
Table 7: Key Knowledge Center Updates Over the Last Year

Types of Knowledge Center Updates	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26
Process Steps	60	37	29	15	62	36	61	53	34	46	42	23	17
Reports	18	0	3	52	25	128	40	5	12	6	92	19	4
User Roles	21	8	7	5	13	39	41	31	13	29	20	3	0
Interfaces	6	12	19	9	17	13	19	16	18	9	7	3	7
Business Processes	7	1	6	37	8	10	5	1	4	0	2	0	1
Configuration	1	3	4	3	2	2	4	3	4	5	1	2	3
Role Article	0	0	0	0	0	0	0	0	0	0	0	0	33
Statewide Chart of Accounts (COA) Configuration Workbook	2	0	0	2	0	4	5	4	2	3	6	4	0

Despite the decline in the number of updates published, Agencies should continue to monitor the Florida PALM Knowledge Center as training and readiness materials are released. The Florida PALM IV&V Team recommends that Agencies consider reviewing the Florida PALM Knowledge Center Change Catalog at least weekly to identify changes that may affect training, Agency procedures, or guidance provided to end users and incorporate relevant updates into their readiness activities.

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

Agency Testing



Trend: No Change

Focus Area Indicator and Updates

End-to-end validation remains uneven across Agencies, with several critical business processes not yet fully demonstrated. As of 10/30/26, eight Agencies reported that end-to-end testing was likely to remain incomplete, had not yet been a focus, or that staff did not fully understand how individual activities connect across the broader process. Areas with incomplete validation include payroll, year-end and carry-forward processing, bank reconciliation, and payments.

Confirming expected financial outcomes also remains a key gap, with three Agencies reporting that they could not yet confirm a trial balance or allotment report, and seven reporting that Florida PALM reports did not appear to provide the detail needed to validate results or support daily operations. While Agencies may be able to execute individual transactions, incomplete validation limits assurance that transactions flow through the full business process and produce the expected financial and reporting outcomes.

Some remaining validation also depends on Agencies coordinating with other parties. Six Agencies identified testing they could not complete until action was taken by the Florida PALM Project Team, third-party vendors, or other Agencies. Other factors within the Agencies' control that have limited end-to-end validation include incomplete Agency Business System testing and limited staff availability. Agencies have not yet resolved gaps in communication, ownership, and coordination of IU testing, with thousands of transactions awaiting action. This limits the ability to demonstrate that cross-Agency processes can be completed consistently from end to end.

Readiness Certification #4 requires Agencies to provide detailed information on business process and Interface testing, and validation of reporting needs to inform Stage Gate 4. Given the size and complexity of Florida PALM, some variation in Agency readiness for implementation is expected, and not every Agency may complete every readiness activity or have the same level of confidence before Go-Live. All Florida PALM Project Recommended Activities have been verified by at least 15 Agencies, and none of the Agency-reported readiness challenges identified through Florida PALM IV&V Touchpoints represent critical Go-Live blockers as of 10/30/26.

While some uncertainty or lack of confidence is understandable at this stage of a large and complex implementation, it should not prevent Agencies from continuing to strengthen their readiness through Go-Live. The Florida PALM IV&V Team recognizes that readiness does not require every Agency to have resolved every question before deployment but does expect Agencies to demonstrate their understanding of remaining gaps and to have a plan to manage them.

Test Execution Scope

As documented in Finding 35, cumulative first-pass Agency testing execution reached approximately 77% as of 10/30/26. Based on the pace of testing since February, approximately 79% of planned Agency testing is projected to be completed by the end of All Agency UAT on 11/6/26, leaving approximately one-fifth of planned tests unexecuted. Of the 4,473 tests executed in October, 883 were first-time executions, while the remainder were retests or repeat executions.

As of 10/30/26, 29 of 35 Agencies had a combined 3,224 planned activities remaining unexecuted, representing approximately 23% of their planned scope. The remaining work is concentrated within five Agencies that account for approximately 55% of the unexecuted activities, as shown in the Figure below. Based on their October execution pace, 27 of the Agencies are projected to not complete all planned testing by 11/6/26.

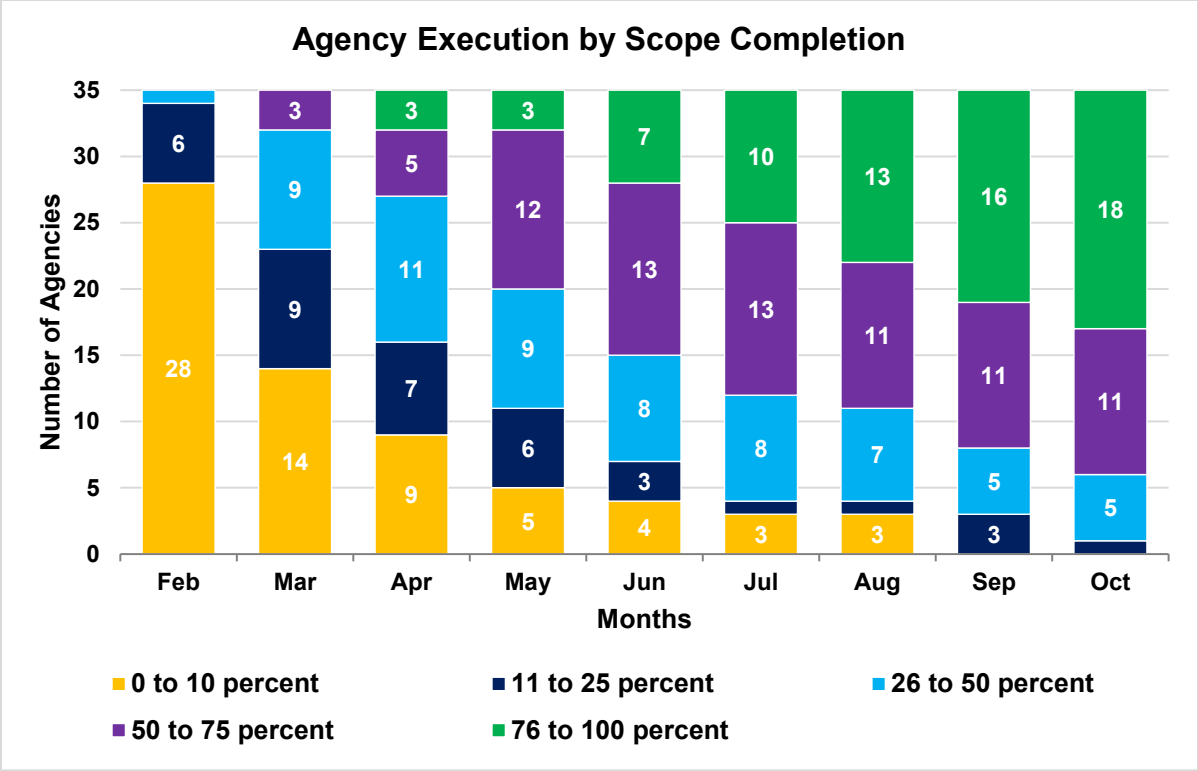


Figure 7: Agency Execution by Scope Completion (October 2026)

The Florida PALM IV&V Team observed that recorded testing progress may not fully reflect all testing performed. Three Agencies recorded no testing activity in October, and one recorded only retesting. One Agency indicated that they had not been updating their Smartsheet in recent months, suggesting their reported execution may understate actual testing. Four Agencies also identified 126 unexecuted tests as not applicable or eligible for deletion. Removing these tests would have a limited effect on overall execution, increasing cumulative completion from 77% to 78%.

Progress on the Florida PALM Project Recommended Activities used to support Readiness Certification #4 is stronger than overall Agency test execution. As of 10/30/26, 86% of applicable recommended activities had been successfully completed, leaving 331 outstanding, down from 486 as of September. Eighteen Agencies had completed all applicable recommended activities, compared with none at the end of September. In addition, every recommended activity had been successfully completed by at least 15 Agencies. These results provide broader evidence that common Florida PALM functionality is working as expected, but do not demonstrate that each Agency has validated all functionality or business processes applicable to its own operations.

Incomplete Agency-specific testing does not necessarily represent a Go-Live blocker, particularly where the same Florida PALM functionality has been successfully demonstrated by multiple Agencies. The Florida PALM IV&V Team recommends that Agencies that are not likely to complete end-to-end validation by the end of All Agency UAT consider identifying what may remain untested, documenting any related dependencies and responsible parties, and continuing validation where feasible. For critical processes that cannot be fully demonstrated before production, Agencies should have practical workarounds or contingency procedures in place and understand how remaining validation will be completed after Go-Live.

Performance Ratings

For activities that were executed, results were largely positive, with approximately 99% of tests currently rated Satisfactory or Above Expectations based on the most recent performance rating. Because some tests were executed multiple times, the current rating may reflect a successful retest following an earlier Inadequate result. While these results provide evidence that the tested functionality can be completed successfully, a rating of Satisfactory or higher does not necessarily demonstrate that users can independently perform the process or that the transaction produced the expected downstream financial outcome.

Table 8: UAT Performance Ratings Summary, March through October 2026

Metric	March	April	May	June	July	August	September	October
Above Expectations	22	34	NA	169	235	244	282	293
Satisfactory	2,494	2,981	9,257	12,619	16,189	20,148	24,064	28,183
Inadequate	87	486	1,032	708	758	788	813	857
Total Rated	2,603	3,501	10,289	13,496	17,182	21,180	25,159	29,333
% Satisfactory or Above	97%	86%	90%	95%	96%	96%	97%	97%
% Inadequate	3%	14%	10%	5%	4%	4%	3%	3%

SNow Ticket Activity

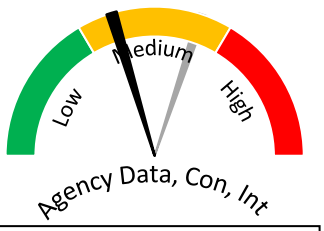
Agency UAT tickets include both system stability items, such as defects and enhancements, and operational support items, such as Access Requests and Clarifications (which represent approximately 77% of Agency UAT tickets). The number of open Agency-submitted tickets decreased from 187 at the end of September to 149 as of 10/30/26. Two High-impact tickets remain open, both affecting Agencies' ability to validate financial outcomes: one related to the Schedule of Allotment Balances report, which has been open since August, and one related to interest apportionment. The number of tickets open longer than 30 days increased from 15 to 21. To support Stage Gate 4 and reduce reliance on Hypercare, the Florida PALM IV&V Team recommends that Agencies consider:

- Determining whether unexecuted tests support critical business processes, including Agency Business System integrations, and work with the responsible party, whether the Florida PALM Project Team, a vendor, or another Agency, to address dependencies preventing completion.
- Coordinating with their IU-dependent partners to confirm that transactions can be sent, received, processed, and validated through completion.
- Updating final results in Smartsheet to reflect completed testing and appropriately remove or disposition activities that no longer apply so Readiness Certification #4 accurately reflects remaining work.

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

Agency Data, Conversion, and Interfaces

Focus Area Indicator and Updates



Trend: Improving

Data

Many Agencies prioritized testing business-critical functionality during UAT and devoted less time to validating DW/BI reports. This is reflected in Pulse Check 5, where Agencies reported an average confidence score of 3.5 out of 6 for completing report testing. As of 10/30/26, 26% of Agencies reported completing Proviso Requirement #5 regarding testing of applicable operational reports. Approximately 76% of DW/BI UAT tests had been executed, although these tests primarily validated basic DW/BI functionality and do not demonstrate that each Agency can produce all reports needed to support its operations.

While report validation remains incomplete, Agencies have additional opportunities to continue this work. The Florida PALM Project Team provided Building Reports and Queries training between 10/19/26 and 10/23/26 and continues to offer weekly DW/BI support sessions, which Agencies reported as helpful. Because the UAT environment will remain available after formal UAT concludes, Agencies can continue to identify reporting gaps, build and validate needed reports, and increase familiarity with DW/BI before those reports are needed in production.

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

- Reviewing available Florida PALM reports to build familiarity and identify where existing reports do not meet Agency operational or financial needs. This work can continue after formal UAT concludes.
- Developing and validating identified DW/BI reports based on their operational priority, with initial emphasis on reports needed for Go-Live, financial validation and reconciliation, and early production. Reports needed later can be addressed based on their expected use.
- Collaborating with the Florida PALM Project Team to identify which Agency-developed DW/BI reports need to be available in Production and confirm which reports developed before Cutover should be migrated.

Conversion

As of 10/31/26, three of the seven Dry Run 4 Conversion files were available to Agencies for data cleansing. Cleansing of these files will need to be completed by the established deadlines to support final Conversion activities for implementation. Approximately 63% of Agencies had started cleansing the available files, while the remaining Agencies had not yet begun. Most of the remaining Conversion files are expected to become available after Dry Run 4 concludes on 11/13/26, with cleansing due by 12/23/26.

The staggered availability of the Conversion files reduces the time Agencies will have to cleanse later files before their due dates. Agencies can use the current period to complete as much work as possible on available files and prepare resources to begin cleansing additional files as they are released.

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

- Identifying staff that will be responsible for each remaining Conversion file to plan for the shorter cleansing window expected after Dry Run 4.
- Reviewing error logs and Smartsheet regularly as Dry Run 4 Cutover activities conclude so newly available files can be identified and cleansing can begin promptly.

Interfaces

Interface testing is substantially complete, with 10 of 787 Interface tests not recorded as executed. The actual number may be lower because some Agencies may not have updated their testing status in Smartsheet. Two of the remaining connections are Inbound Interfaces, and the Florida PALM Project Team indicated that testing will continue with the affected Agencies. The other eight are Outbound Interfaces, for which the Florida PALM Project Team indicated that files will be provided at Go-Live even if Agency testing was not completed during Cycle 3.

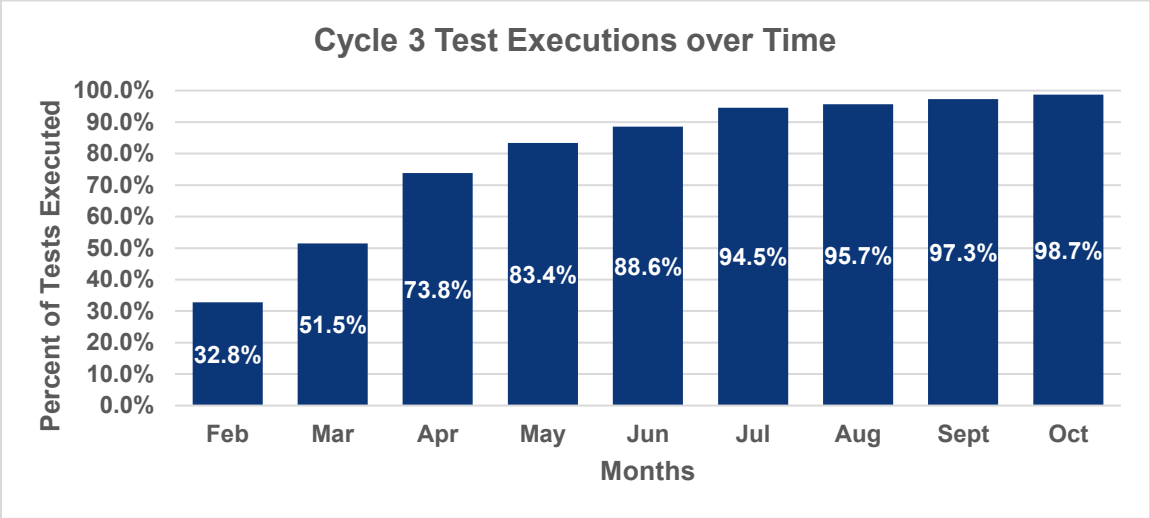


Figure 8: Cycle 3 Test Executions over Time

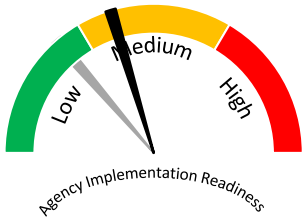
Results for completed Cycle 3 Interface connection tests were largely positive, with the majority rated Satisfactory or Above Expectations based on their most recent execution. These results provide additional evidence that the tested Interface connections are functioning as expected. The Table below summarizes the latest performance ratings for completed Interface connection tests

Table 9: Latest Cycle 3 Interface Connection Performance Ratings

Performance Ratings	Count of Latest Rating
Above Expectations	36
Satisfactory	728
Inadequate	13
Grand Total	777

The Risk Rating for this Focus Area remains a Medium Risk but is improving.

Agency Implementation Readiness



Trend: Worsening

Agency Implementation Readiness Updates

Agencies submitted Deployment Plans and Cutover Checklists through RW Task 586, with most initial submissions completed in September and two finalized in October. The focus has now shifted from completing the initial plans to keeping them up to date and ensuring they reflect how Agencies will actually manage Cutover and early production. Sixteen Agencies reported that their plans are current and described a process for maintaining them, including regular review meetings or updates as new guidance becomes available. The remaining 15 Agencies either did not describe a regular update process, had not revisited their plans since submission, or were still finalizing updates. Five Agencies also reported using separate internal plans or trackers to manage Cutover, meaning their submitted Deployment Plans may not fully reflect current activities, responsibilities, or timelines.

Contingency planning is more developed for payment continuity than for broader production operations. Nine Agencies described specific approaches for continuing payments during downtime, including advance payments, early vendor payments, revolving funds, and P-Card contingencies. Fewer Agencies described contingency procedures for other production operations: one described a broader rollback approach, and three identified fallbacks for individual functions. Seven Agencies also reported moving activities into the Cutover or post-Go-Live period, including documentation, data corrections, and Interface activities. These changes increase the importance of keeping Deployment Plans current so deferred work, dependencies, and contingency procedures are visible and understood before Cutover begins.

Cutover and Go-Live overlap with the holiday period, year-end activities, and ongoing Agency operations, placing competing demands on many of the same staff supporting Florida PALM. Seven Agencies identified resource availability as a factor in Cutover planning due to competing priorities, turnover, or the departure of subject matter experts. Some Agencies have already established coverage measures, including reviewing planned leave and assigning backup roles. Agencies with known staffing constraints should confirm similar coverage arrangements before Cutover, including backups for critical roles and responsibilities that cannot be deferred.

The Florida PALM IV&V Team recommends that Agencies consider revisiting their Deployment Plans before Cutover and update them to reflect how Cutover will actually be managed. At a minimum, Agencies should address remaining gaps in downtime financial procedures, production contingencies, backup role assignments, and activities moved into the Cutover or post-Go-Live period. Where Agencies use separate internal trackers, they should ensure those tools remain aligned with the submitted Deployment Plan, so responsibilities, dependencies, and contingency actions are consistent and understood by the staff expected to execute them.

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

IV&V Information Requests

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

Table 10: IV&V Information Requests

Information Request	Date of Request	Status
None	**NA**	**NA**

Appendix A – Risk Priority Matrix

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

Table 11: Risk Probability Rating

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

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

Table 12: Risk Impact Criteria

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

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

Table 13: Risk Priority Ratings

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

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

Table 14: Risk Priority Definitions

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