

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

Independent Verification and Validation Monthly Assessment Report September 2026

October 8, 2026

Contract: 80101507-21-STC

Engagement: C76EBC



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Executive Summary

The following summary highlights the key items from the Florida PALM IV&V Team's focus area review in the Monthly Assessment Report for September 2026:

- The overall Florida PALM Project Risk Rating remains a High Risk due to the combined effect of Florida PALM Project Team and Agency activities that remain incomplete or require additional validation as Go-Live approaches. Key contributors include:
 - Unresolved performance issues;
 - Incomplete regression and Payroll testing;
 - Schedule-adherence challenges observed during Dry Run 3;
 - Incomplete execution of Agency testing activities; and
 - Remaining conversion and operational readiness activities.

While progress continues across these areas, the time available for remediation, retesting, and validation is decreasing.

- Two new Findings were opened, and no Findings were closed.
 - Finding 44 documents a Preliminary Concern related to Performance Testing and whether identified infrastructure and load-balancing constraints have been sufficiently resolved and validated under expected production workloads. Performance testing remains in progress, and additional stress, endurance, and high-availability testing is needed to demonstrate that the Florida PALM Solution can consistently meet established performance objectives
 - Finding 45 documents a Preliminary Concern related to Regression Event 4 coverage of critical and changed functionality. Not all Criticality 1 Test Scripts have been included in the Regression Event 4 test suite, and their disposition or alternate coverage has not yet been fully reconciled. Critical Payroll regression testing is also occurring late in the testing cycle, reducing the time available for defect remediation, retesting, and validation before implementation.
- The Florida PALM Testing Focus Area Risk Rating remained a High Risk, and is worsening from Low Red to Medium Red. While the High-impact stability-related ticket backlog has decreased, the Medium-impact issue intake remained elevated. Performance testing continues to identify infrastructure constraints, and Regression Event 4 requires additional reconciliation of critical test coverage.
- The Agency Testing Focus Area Risk Rating remained a High Risk. User Acceptance Testing (UAT) first-pass execution reached approximately 70%, but 4,288 Agency-planned activities remain unexecuted, including 1,680 Florida PALM Project-recommended activities. Eight Agencies have executed 50% or less of their identified activities, and the current execution pace is not sufficient to complete all planned activities before All Agency UAT concludes.
- The Florida PALM Implementation Readiness Focus Area is a Medium Risk. Dry Run 3 achieved approximately 99% task completion, but schedule-adherence results identified opportunities for improvement, including late starts, late finishes, and activities exceeding planned durations. Dry Run 4 provides the final opportunity to demonstrate that conversion and cutover activities can be completed within the planned production window.
- The Agency Implementation Readiness Focus Area is a Low Risk. Opportunities remain for Agencies to strengthen contingency procedures, downtime planning, assignment of key deployment roles, and preparation for Hypercare and post-Go-Live support, while completion of

critical business processes within the time remaining for All Agency UAT will be an important factor in demonstrating operational readiness.

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. Detailed discussion of each focus area is provided in the sections that follow. Some focus areas may be identified as Not Applicable (NA) if work has not yet begun or if no material activity occurred during the reporting period. Standard focus area descriptions will continue to be incorporated into each Monthly Assessment Report.

Florida PALM Project Focus Areas:

Table 1: Florida PALM Project Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Overall Project Indicator	High	High	No Change	The overall Florida PALM Project Risk Rating remained a High Risk, reflecting the combined effect of Florida PALM Project and Agency activities that are in progress or require additional validation before Go-Live. While measurable progress has occurred, several critical testing, conversion, cutover, performance, and Agency readiness activities remain unresolved, and the time available to complete remediation, retesting, and readiness activities continues to decrease. The High-impact stability-related ticket backlog decreased, but the Medium-impact ticket intake remained elevated, and the Medium-impact backlog increased. Performance testing continues to identify infrastructure and load-balancing constraints under higher workloads, with stress, endurance, and high-availability testing still in progress. Regression Event 4 also has not yet demonstrated complete coverage of critical functionality, while Garnishment remediation and validation remain in progress. These conditions limit the evidence available to demonstrate sustained system stability and performance before Go-Live. Dry Run 3 achieved approximately 99% task completion as of 9/30/26, but 54% of reviewed cutover tasks exceeded planned durations, 45% started late, and 48% finished late. Dry Run activities have also not been conducted under the same continuous 24/7 operating conditions planned for production cutover. Dry Run 4 remains a critical opportunity to demonstrate that conversion and cutover activities, staffing availability, task handoffs, and issue resolution can be completed within the production implementation window.

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				First-pass execution of Agency testing activities reached approximately 70%, but eight Agencies remain at or below 50% for their identified activities, and current execution rates are not sufficient to complete the full remaining scope by the 11/6/26 targeted completion date for All Agency UAT. Although approximately 97% of rated test outcomes are Satisfactory or Above Expectations, and the Florida PALM IV&V Team has observed an increase in end-user participation, these results do not yet demonstrate that all critical end-to-end business processes, Agency-specific scenarios, or end-user capabilities have been fully validated. Agency data cleansing activities for Dry Run 4 may also be constrained by the availability of conversion results, with five of nine conversions available for Agency cleansing as of 9/30/26. Approximately 60% of Agency Data Warehouse/Business Intelligence (DW/BI)-related test cases have been executed, with less testing focused on Agency-specific reporting requirements. Deployment planning continues to advance, but some Agency Deployment Plans and Cutover Checklists remain outstanding, and submitted plans contain gaps in contingency procedures, downtime planning, and deployment-role assignments. The overall Project Risk Rating does not indicate a lack of progress or that Go-Live cannot be achieved. Rather, it reflects the number and interdependence of critical activities that still require completion or validation within the remaining schedule. Continued progress by both the Florida PALM Project Team and Agencies in resolving system and performance issues, completing critical UAT and regression testing, demonstrating cutover execution, completing data cleansing, and closing operational readiness gaps will be important to reducing overall risk as Go-Live approaches.
Florida PALM Project Management	Medium	Medium	No Change	The Risk Rating for this Focus Area remained a Medium Risk. Schedule performance has improved, with the Schedule Performance Indicator (SPI) increasing from 0.98 to 0.99 and Delayed

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				Tasks decreasing from 93 to 21. Remaining delays are concentrated in activities supporting Dry Run 4, training, the End User Manual, Disaster Recovery, and Interface processing, leaving limited flexibility to absorb additional delays. Planned Systems Integrator (SSI) Vendor staffing reductions also increase the importance of retaining critical expertise, completing knowledge transfer, and maintaining sufficient capacity through Hypercare and post-implementation stabilization.
Florida PALM Organizational Change Management	Low	Low	No Change	The Risk Rating for this Focus Area remained a Low Risk. The Florida PALM Project Team continues to use established organizational change management (OCM) channels, Agency engagement, training resources, and the Awareness, Desire, Knowledge, Ability, and Reinforcement (ADKAR) framework to support the transition to Go-Live. As implementation approaches, communications are increasingly focused on Agency roles, known issues, operational impacts, and post-Go-Live support. Agencies continue to raise questions about these areas, but established Agency Readiness channels, such as the Change Champion Network (CCN) and Readiness Coordinator (RC) Touchpoints, provide mechanisms to address remaining concerns and reinforce adoption.
Florida PALM Requirements and Design	NA	NA	NA	Requirement and Design efforts for the Florida PALM Project are complete at this time, and the Florida PALM IV&V Team does not have any updates to report.
Florida PALM Development	NA	NA	NA	Development efforts for the Florida PALM Project are complete at this time, and the Florida PALM IV&V Team does not have any updates to report.
Florida PALM Testing	High	High	Worsening	The Risk Rating for this Focus Area remained a High Risk, but is worsening from Low Red to Medium Red. Performance testing continues to identify infrastructure and load-balancing constraints that have not yet been fully validated as resolved. Regression Event 4 also requires additional reconciliation of Criticality 1

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				coverage, and Garnishment remediation has not yet been validated through additional Payroll Parallel testing. The High-impact stability-related backlog has improved, decreasing from 40 to 10 tickets, but Medium-impact ticket intake remained elevated, and the Medium-impact backlog increased slightly to 383.
Florida PALM Data, Conversion, and Interfaces	Medium	Medium	No Change	The Risk Rating for this Focus Area remained a Medium Risk. <i>Data</i> The Florida PALM Project Team continued to resolve Medium- and Low-impact tickets related to DW/BI reports. <i>Conversion</i> Dry Run 3 achieved high conversion success rates, but not all conversion activities were completed within the planned timeframe, and Dry Run 4 is the final planned opportunity to demonstrate repeatable execution within the production window. <i>Interfaces</i> Warrant-print Interfaces API007 and PRI043 remained in a Failed status, with five related tickets open as of 9/30/26, including two High-impact warrant-template issues with revised completion dates.
Florida PALM Implementation Readiness	NA	Medium	NA	The Risk Rating for this Focus Area is a Medium Risk. Ninety-nine percent of in-scope tasks for Dry Run 3 were completed as of 9/30/26, with no blocked tasks, but late task starts and finishes, and activities extending beyond planned timeframes indicate continued opportunities to improve adherence to the cutover schedule. Several readiness dependencies also remain in progress, including performance testing, regression testing, validation of critical defects, final conversion activities, and cutover preparations. Because prior Dry Runs have not fully replicated the 24/7 operating conditions planned for production cutover, additional evidence from Dry Run 4 and remaining readiness activities is needed to demonstrate that the Florida PALM Project can execute within the planned Go-Live window.

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 for this Focus Area remained a Medium Risk. Agencies continue to progress toward Readiness Certification #4, due 11/6/26, but several readiness activities require follow-up. Initial UAT Proviso Questionnaire results identified 10 high-risk items, five activities expected to extend beyond UAT, and 32 responses without expected completion dates. Configuration and Conversion workbooks, post-implementation support planning, outstanding Readiness Workplan (RW) Tasks, and supporting evidence remain important dependencies. Agency Risks and Issues have decreased overall, but recent activity remains concentrated in UAT, Agency Business Systems (ABS) remediation, conversion, and deployment/cutover.
Florida PALM Agency Readiness	Medium	Medium	No Change	The Risk Rating for this Focus Area remained a Medium Risk. Agency UAT participation increased following the UAT Data Refresh in August, with 12,197 login hours and 1,447 distinct users recorded during September. Since All Agency UAT began, 81% of identified end users and 79% of identified subject matter experts (SMEs) have accessed the UAT environment, according to Agency Role Mapping Worksheets. These percentages represent a point-in-time measure and may change as Agencies add or remove staff and update their Role Mapping Worksheets. Increased access is a positive indicator, but login activity alone does not demonstrate completion of critical business processes or end-user proficiency. Incomplete testing, uneven hands-on participation, remaining prerequisite training, and downstream readiness activities continue to present schedule and operational concerns.
Agency Requirements and Design	Low	Low	No Change	The Risk Rating for this Focus Area remained a Low Risk. The pace of changes to process and Interface documentation has slowed, and Interface documentation updates were administrative,

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				which is not anticipated to affect file layouts or data elements. The reduced level of change reduces the likelihood that Agencies will need to revise test cases or ABS, allowing greater focus on remaining testing and cutover activities.
Agency Testing	High	High	No Change	The Risk Rating for this Focus Area remained a High Risk. UAT first-pass execution reached approximately 70% as of 9/30/26, leaving 4,288 planned activities unexecuted, including 1,680 Florida PALM Project-recommended activities. This first-pass execution pace is not sufficient to complete the remaining cumulative scope by the targeted finish date of 11/6/26 for All Agency UAT. While 97% of the results had a performance rating of Satisfactory or Above Expectations and no Critical-impact Agency tickets were opened, incomplete end-to-end testing and unresolved dependencies continue to limit assurance that critical Agency business processes will be fully validated before Go-Live.
Agency Data, Conversion, and Interfaces	Medium	Medium	No Change	The Risk Rating for this Focus Area remained a Medium Risk. <i>Data</i> Approximately 60% of DW/BI-related Test Scripts have been executed, with testing focused primarily on overall functionality rather than Agency-specific reporting requirements. Additional testing may be needed to validate that DW/BI and operational reports support Agency business needs. Agencies should incorporate applicable reports into end-to-end business process testing and continue to identify and plan for remaining reporting gaps. <i>Conversion</i> Agencies have begun data cleansing for Dry Run 4, with five of nine conversions available for cleansing as of 9/30/26. The four remaining conversions include areas that experienced a relatively high volume of data errors in prior cycles. While Dry Run 3 achieved high overall conversion success rates, the limited time remaining may affect some Agencies' ability to complete necessary data cleansing before Dry Run 4 begins.

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<i>Interfaces</i> Agency interface testing continues to advance, with approximately 97% of Cycle 3 Interface connections tested and 98% of executed connections rated Satisfactory or higher by the Agencies. Because some interfaces were last tested several months ago, retesting may be appropriate where subsequent system, configuration, or integration changes could affect functionality.
Agency Implementation Readiness	NA	Low	NA	The Risk Rating for this Focus Area is a Low Risk. Most Agencies have submitted Deployment Plans and Cutover Checklists, but three Deployment Plans and two Cutover Checklists remain outstanding. The Florida PALM IV&V Team also identified recurring opportunities to strengthen downtime financial procedures, contingency triggers, and assignment of key deployment roles. These documents can continue to be refined before cutover, and Agencies have established mechanisms to address the identified gaps.

New Findings

Finding Type: Preliminary Concern

Impact: Significant

Probability: Likely

Priority: High

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.

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 Enterprise Solution Services (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.

Criteria: The Performance Test Plan establishes target response-time thresholds for evaluating application performance and identifying transactions that may require tuning or optimization:

- ≤ 3 seconds: Optimal Performance
- > 3 seconds and ≤ 5 seconds: Good Performance
- > 5 seconds and ≤ 10 seconds: Marginal Performance
- > 10 seconds: Degraded Performance

In addition, Critical Performance Indicator (CPI) #10 in Attachment 10 of the SSI Vendor contract establishes application response-time requirements based on transaction completion rates:

- 85% of transactions complete in less than 1.0 second.
- 90% of transactions complete in less than 2.0 seconds.
- 98% of transactions complete in less than 3.0 seconds.

Cause: Performance testing under high concurrent user loads continues to reveal infrastructure and load-balancing constraints, including CPU utilization spikes, connection capacity limitations, application server queuing, and increased transaction times. While the Florida PALM Project Team has implemented several infrastructure and configuration changes, additional remediation and validation activities remain in progress.

Effect: If performance objectives are not achieved before completion of performance testing, users may experience slow response times, transaction failures, or service disruptions during peak processing periods, which could affect business operations after Go-Live.

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

1. Document the specific transactions affected by performance degradation and prioritize them for targeted analysis and optimization efforts.
2. Assess whether additional network and performance engineering resources are needed to support root-cause analysis, remediation activities, and performance optimization before Go-Live.

Finding Type: Preliminary Concern

Impact: Moderate

Probability: Likely

Priority: Medium

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

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.

Criteria: The Regression Testing Plan defines Full Regression Testing as execution of the entire regression test suite to provide a comprehensive evaluation of the system. Regression Test Scripts are classified based on critical functionality and core system functions. Regression testing should confirm that previously validated functionality continues to operate as expected following system changes, defect resolutions, enhancements, or other modifications. Changes affecting critical functionality should be traceable to applicable Regression testing, with sufficient time available to address and retest any issues identified before key Florida PALM Project milestones.

Cause: Regression Event 4 documentation does not fully reconcile the complete Regression Test Script inventory with the Scripts selected for Event 4. For approximately 180 Criticality 1 Test Scripts excluded from the Event 4 suite, documentation does not consistently identify whether the functionality is covered by another regression script, was previously validated and does not require retesting, is no longer applicable, or has another documented reason for exclusion. Complete traceability has also not been demonstrated between system changes, new enhancements, previously identified gap scenarios, and the Regression Scripts intended to validate the affected functionality.

Effect: Without documented reconciliation and traceability, there is limited assurance that previously validated critical functionality affected by subsequent system changes, enhancements, or identified gaps is included in Regression Event 4. This may limit the Florida PALM Project Team's ability to demonstrate that critical functionality continues to operate as expected following system changes and that regression testing provides sufficient coverage to support Event 4 exit and implementation readiness.

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

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

Open 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		
Finding Description: The Florida PALM IV&V Team observed a decline in the completion of the remaining Agency Interface Tests for Interface Testing Cycle 2. If this pace continues, then some Agency Interface Tests may not be completed until 4/11/26, which could delay the completion of their testing in Interface Testing Cycle 3 (End-to-End Interface testing) and result in those Interfaces not going live with Florida PALM.		
Current Impact: Moderate	Previous Impact: Moderate	No Change
Current Probability: Unlikely	Previous Probability: Unlikely	No Change
Current Priority: Low	Previous Priority: Low	No Change

Status Update: Of the 572 interface connections included in Interface Testing Cycle 2, four remained in progress as of September 30, 2026. Testing of these connections is continuing in the UAT environment concurrently with Interface Testing Cycle 3 activities. During September, Agencies also submitted 25 new interface connection requests, all of which involve outbound interface files. Although interface connection testing was originally targeted for completion by the end of September 2026, a contingency testing period extending through the end of October 2026 remains available to support completion of testing for the remaining approved Interface connections.

Recommendation #1: Agencies should regularly check their Smartsheet for the latest updates on file availability and review the Managed File Transfer folders daily to determine whether new files are ready for processing.

Status: In Process

Update: Agencies are coordinating testing activities with the Florida PALM Project Team when needed.

Recommendation #2: Conduct weekly joint meetings with Agencies that have remaining tests for Interface Testing Cycle 2 to review status, discuss any outstanding System Investigation Requests (SIRs) related to the Interfaces, and any barriers to completing testing.

Status: In Process

Update: While weekly meetings are not being held, the Florida PALM Project Team has scheduled Agency-specific meetings when outstanding issues remain unresolved to facilitate follow-up and resolution activities.

Recommendation #3: Review and update the Interface partner status in the Interface Test Execution Tracker (ITEXT) to ensure it is consistent with each Agency's Smartsheet.

Status: In Process

Update: The ITEXT is being updated as status updates are received.

Recommendation #4: The Florida PALM Project Team should review the remaining Inbound Interfaces on a case-by-case basis to determine if additional time should be provided to complete testing.

Status: Completed

Update: Testing of the remaining Cycle 2 Interface connections is continuing in the UAT environment concurrently with Cycle 3 testing. While all Interface testing was originally targeted for completion by 10/2/26, the outstanding connections will continue to be tested during the contingency period available through the end of October 2026.

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

Status Update: As of 9/30/26, approximately 2.5% of SNow tickets opened since the start of UAT have a root cause of Design Defect, indicating that updates to the applicable AD documentation may be required. Since the start of All Agency UAT, an average of approximately 22 Design Defect tickets have been identified each month, although the volume decreased to 10 in August and nine in September. Documentation supporting testing of Design Defect resolutions is not consistently recorded in the corresponding SNow ticket, limiting the Florida PALM IV&V Team's ability to verify which System Test Scripts were executed to validate the changes and whether applicable regression testing was updated and performed following implementation of the design changes.

Recommendation #1: Develop a consolidated log to track all design changes to AD documents after approval that includes the magnitude of the change, date of the change, summary of the change, and associated SIRs. This could be done using either the existing Design Work Unit Tracker (DWUT) or the RICEFW Inventory.

Status: Not Started

Update: Although changes are tracked in the individual AD documents, there is no centralized log capturing all changes since the AD document was approved.

Recommendation #2: Ensure that evidence of System Testing to validate design changes and any applicable references to System Test Scripts are documented within the SNow ticket and update applicable Regression Test Scripts based on the results of System Testing.

Status: In Process

Update: Some documentation is available in the SNow ticket, but it is not consistent and does not provide sufficient detail about the testing performed.

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, 27.4 percent 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, 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	No Change
Current Probability: Probable	Previous Probability: Probable	No Change
Current Priority: High	Previous Priority: High	No Change

Status Update: Although cumulative first-pass testing reached 70% as of 9/30/26, the current execution pace is not sufficient to complete all planned UAT activities by the scheduled end date of 11/6/26. Approximately 4,288 Agency-planned activities remain unexecuted, and 1,680 Florida PALM Project-recommended activities have not yet been tested by all Agencies. Based on September execution rates, the Florida PALM IV&V Team estimates that approximately 19% of planned UAT activities may remain incomplete at the conclusion of All Agency UAT. Unless Agencies have identified and prioritized which critical end-to-end scenarios must be completed during All Agency UAT and how the remaining scenarios will be validated, there is a risk that some core business processes may not be fully validated before Go-Live. The chart below illustrates the cumulative completion of testing activities by month across all Agencies.

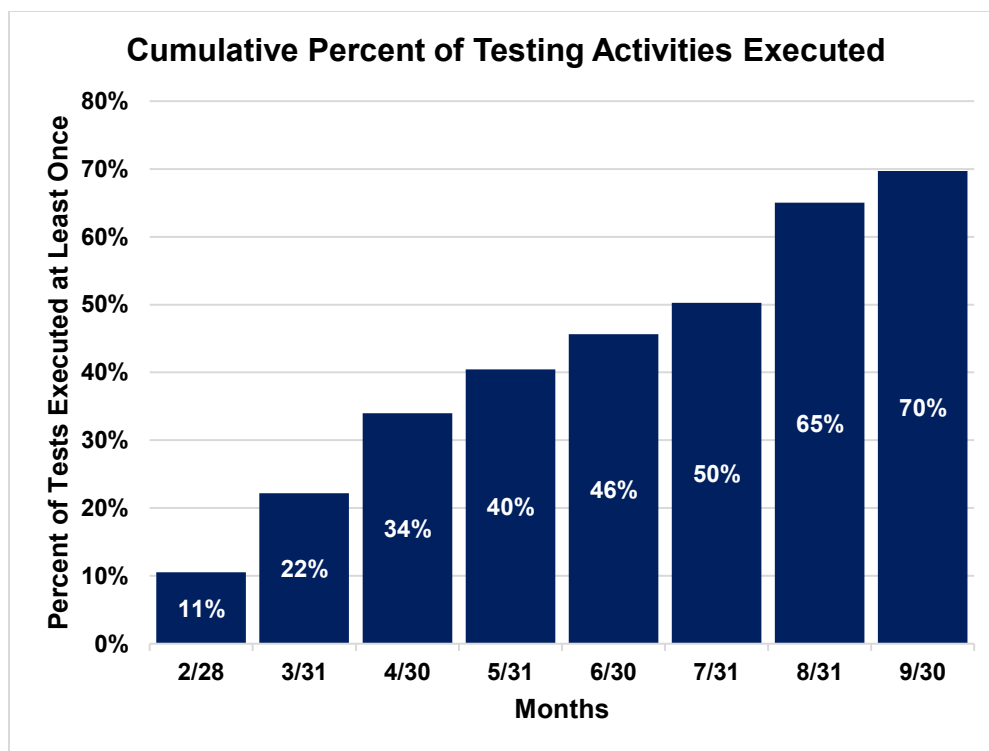


Figure 1: Cumulative Percent of Testing Activities Executed by Month

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: Agencies developed mitigation plans as part of Readiness Certification #3, and those plans are being updated as needed. Given the time remaining in All Agency UAT, Agencies may need to focus available resources on testing the business processes most critical to Go-Live operations and establish an approach for validating any lower-priority activities that cannot be completed before the end of UAT.

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

Status: In Process

Update: About half of the Agencies have reported establishing user testing or practice goals within the UAT environment to encourage participation and increase familiarity with business processes, but the Florida PALM IV&V Team has not observed this approach being consistently adopted across all Agencies.

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 implemented recognition programs, such as contests or awards, to encourage user participation in UAT activities, but the Florida PALM IV&V Team has not observed this approach being consistently adopted 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	No Change
Current Probability: Likely	Previous Probability: Likely	No Change
Current Priority: High	Previous Priority: High	No Change

Status Update: Batch testing for Segment II Performance Testing is in progress and will use high-volume Interface files recently provided to evaluate whether processing times support the required business operations. The Florida PALM IV&V has observed that the retiree payroll file has consistently required more than 44 hours to process. The Florida PALM Project Team has identified an enhancement that is expected to reduce processing time to fit within the overnight window, but the enhancement is not expected to be available by Go-Live. As an interim approach, the retiree payroll file will be processed over weekends until the enhancement can be implemented.

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: Completed

Update: All high-volume files required to support batch testing for Performance Testing Segment II have been provided.

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: Not Started

Update: The Florida PALM IV&V Team has not observed a documented, recurring process for reviewing batch performance trends, coordinating remediation, and prioritizing processes with the greatest impact on operational windows.

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

Status: Not Started

Update: The Florida PALM IV&V Team has not observed consolidated reporting of cumulative runtimes for critical processing cycles because performance testing of high-volume batch files had not yet begun as of 9/30/26. Until those test results are available, there is not yet enough evidence to demonstrate whether critical processing cycles can be completed within expected operational windows and support post-Go-Live processing requirements.

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: Not Started

Update: The Florida PALM IV&V Team has not observed a comprehensive assessment of whether the cumulative processing time required for critical batch cycles aligns with operational processing windows or supports timely completion of business activities after Go-Live.

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: Significant	Improving
Current Probability: Possible	Previous Probability: Likely	Improving
Current Priority: Medium	Previous Priority: High	Improving

Status Update: The Florida PALM IV&V Team observed the closure of 59 High-impact tickets as of 9/30/26, the highest monthly total reported, while 29 High-impact tickets were opened, reducing the backlog from 40 to 10. This trend represents a positive improvement in backlog reduction, but continued intake of Medium-impact tickets and ongoing discovery of stability-related defects indicate that evidence of sustained system stability remains limited.

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: While the Florida PALM Project Team continues to track and manage High-impact tickets, the volume and complexity of tickets that may be identified during the remaining All Agency UAT period are difficult to predict. As a result, it is important for the Florida PALM Project Team to periodically assess anticipated support demands, the skills required to address potential issues, and the capacity of the current SSI Vendor staffing model to respond to new ticket intake, defect remediation, retesting, and validation activities. Continued evaluation of available resources and critical expertise will help support timely issue resolution as the Florida PALM Project approaches the end of All Agency UAT.

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 not 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: Dry Run 2 data, which included converted Agency production data, was used for the UAT Data Refresh, so that testing with representative data from multiple Agencies can continue to help identify potential 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: Significant	Previous Impact: Significant	No Change
Current Probability: Likely	Previous Probability: Likely	No Change

Current Priority: High	Previous Probability: High	No Change
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Status Update: While approximately 99% task completion was achieved for Dry Run 3 as of 9/30/26, task performance metrics indicate opportunities for improvement. Fifty-four percent of cutover tasks exceeded their planned duration, 46% started later than planned, and 48% finished later than planned. Although cutover activities were targeted for completion by 9/25/26, tasks associated with the GLI051 outbound master file were not completed until 9/30/26. Actual start dates, finish dates, and effort hours were also not consistently updated in real time, with 117 completed tasks missing actual start and/or finish dates as of 9/30/26. Inconsistent recording of actual task timing may affect the accuracy of schedule-performance data and limit the documented evidence available to demonstrate whether implementation activities were completed within the planned cutover window. Complete and timely actual start and finish information is important for validating cutover execution and assessing whether the production cutover schedule is achievable.

While most planned activities were completed by the targeted finish date, the results do not yet demonstrate that all cutover activities can be consistently executed within the planned implementation window. The tables below summarize task duration and schedule adherence results.

Table 3: Dry Run 3 Cutover Tasks (Actual versus Expected Duration)

Category	Count	Percent
Faster Than Expected	294	26%
Equal to Expected Duration	234	20%
Slower Than Expected	612	54%
Total	1,140	100%

Table 4: Dry Run 3 Cutover Tasks (Actual versus Expected Start and Finish Dates)

Category	Count	Percent
Early Start	272	24%
Started On Time	349	31%
Late Start	519	45%
Start Total	1,140	100%
Early Finish	268	23%
Finish On Time	327	29%
Late Finish	545	48%
Finish Total	1,140	100%

To address late cutover activities and support schedule recovery efforts, SSI Vendor and Florida PALM Project staff worked on weekends and after normal business hours, demonstrating a commitment to issue resolution and a focus on implementation readiness that is often required during critical implementation and cutover periods.

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: In Process

Update: The Florida PALM IV&V Team observed improvements in communication among task owners, but inconsistent updates to actual task start times, completion times, and durations can affect the timely execution of downstream activities and related notifications.

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: SNow tickets are recorded for issues identified during Dry Run activities, but the Florida PALM IV&V Team has not observed a comprehensive analysis of long-running tasks to identify underlying causes, evaluate trends, or develop mitigation strategies for future cutover events.

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: While the Dry Runs provide valuable insight into cutover execution, activities are not being performed on the 24/7 schedule planned for production cutover, and the results may not fully reflect the Florida PALM Project Team's ability to sustain cutover activities, staffing, and issue resolution throughout the cutover window.

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		
Finding Description: The Florida PALM Project has not yet demonstrated that Garnishments can consistently produce results that meet the targeted accuracy threshold. If the remaining discrepancies are not resolved and validated, the risk of inaccurate garnishment processing may remain after Go-Live.		
Current Impact: Significant	Previous Impact: Significant	No Change
Current Probability: Likely	Previous Probability: Likely	No Change
Current Priority: High	Previous Probability: High	No Change

Status Update: Remediation of garnishment-related issues is in progress, but additional testing to fully validate the resolutions has not yet begun as of 9/30/26. While the 95% targeted success

threshold for Garnishments is not required to exit Payroll Parallel Testing because the Deductions functional area has met the overall 95% success threshold established in the exit criteria, unresolved garnishment processing errors at Go-Live could necessitate manual corrective actions during post-implementation operations.

Recommendation #1: Conduct an additional bi-weekly Payroll Parallel test cycle after the identified Garnishments defects and variances have been analyzed and remediated to demonstrate that the targeted accuracy threshold can be achieved for the bi-weekly payroll.

Status: Not Started

Update: The Florida PALM Project Team indicated that a limited bi-weekly Payroll Parallel Testing cycle will be conducted to validate whether remediation efforts have improved results for Garnishments, but testing had not yet begun as of 9/30/26.

Recommendation #2: Establish “parent” tickets for each deduction type, with related discrepancy tickets linked as “child” records based on Discrepancy Error Code to provide a consolidated view of all related issues, support monitoring of remediation progress and recurring trends, and simplify reporting on the overall resolution status of each deduction area.

Status: In Process

Update: While individual SNow tickets have been opened to track specific Garnishment issues, the Florida PALM IV&V Team has not observed end-to-end traceability between issue identification and remediation activities.

Closed Findings

No Findings were closed in this reporting period.

Metrics Related to Findings

The figure below shows the open, closed, and new Findings identified by the Florida PALM IV&V Team. Two Findings were opened this month. There are currently seven open Findings and 24 closed Findings.

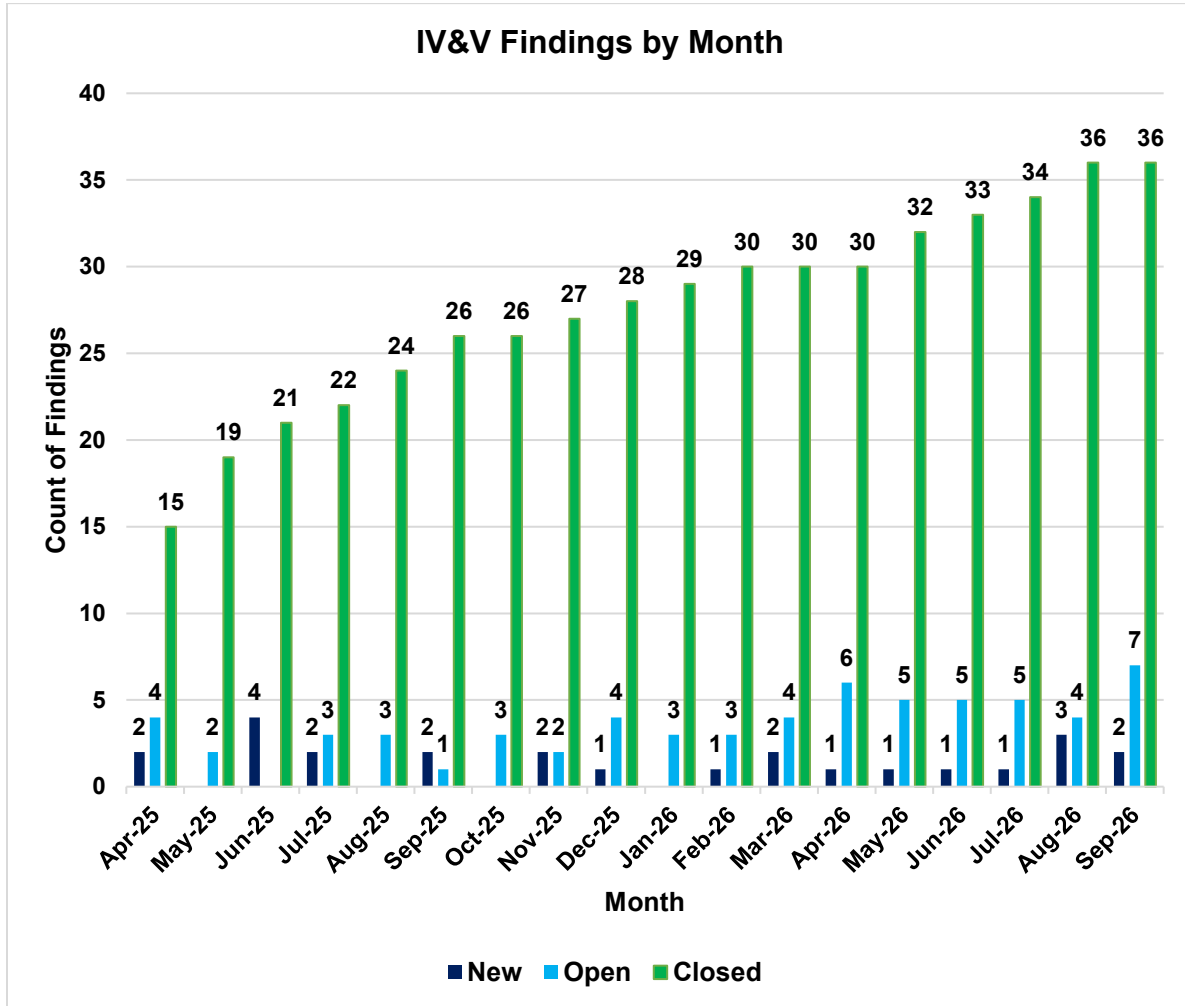
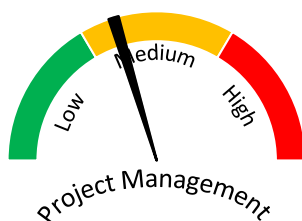


Figure 2: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator¹ and Updates



Trend: No Change

The Florida PALM IV&V Team assesses schedule performance using key measures, including the Schedule Performance Indicator (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 project execution.

Schedule Performance and Trends

SPI increased from 0.98 in August to 0.99 in September. Based on reported schedule data, the change reflects a 0.7 percent increase in completed work and a 0.25 percent decrease in planned work, due to task rebaselining and the removal of tasks no longer applicable. An SPI of 0.99 indicates that the earned value remains slightly below the planned value through the reporting date. Because changes in SPI can reflect both work completed and changes to planned work, schedule performance should be considered with other schedule indicators to provide a more complete view of overall schedule health.

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, and
- An SPI above 1.0 indicates the project is ahead of schedule.

Delayed Tasks decreased by 77%, from 93 in August to 21 in September. This reduction reflects a combination of completed work, schedule updates, revised dependencies, and the removal of tasks from the schedule that are no longer applicable. The Delayed Tasks are primarily concentrated within:

- D708 – Completion of Dry Run #4, with four tasks related to the execution of FIN/PAY supplier and grant conversions, including receipt of external FIN conversion files.
- I-WP110 – Training Build: Design Materials, with four tasks for AR, BK, GM, and PM, all of which had no progress reported.
- I-WP112 – End User Manual, with four tasks for end-user manual review and final updates. Three of these tasks had no progress reported, and one (RA) was 75% complete.

While the number of Delayed Tasks has decreased, the remaining delays involve training, documentation, and conversion activities that support implementation readiness and should continue to be monitored through completion.

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.

The number of tasks where actual progress matched planned progress decreased by 22%, from 149 in August to 116 in September. At the same time, tasks with delayed or no reported progress decreased from 20 to 5. As of 9/30/26, the largest variances between planned and actual progress were associated with:

- D676 – Execute Disaster Recovery Testing Wrap up with two tasks.
- D708 – Completion of Dry Run #4 with two tasks.
- D677 – Interface Catch-up Processing with one task.

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



Figure 3: Florida PALM Project Schedule Performance Metrics

Overall, schedule performance has improved, but continued monitoring remains important due to delays in key readiness activities, dependencies among upcoming milestones, and limited schedule flexibility to absorb additional delays.

Florida PALM Project Decisions

Two Decisions were approved by the Florida PALM Project Team in September:

- DE387 aligned the Florida PALM Project Schedule and Financials Wave Solution Inventory with current implementation needs. Updates included removing outdated tasks, revising Dry Run 3 timing, adding Production Support activities and required RICEFW items, updating Report and Interface descriptions, and canceling an obsolete W-9 Interface. These changes align the Schedule and the RICEFW inventory with the current scope and support readiness for access, reconciliation processing, and bank statement outputs.
- DE388 updated the Florida PALM Project Schedule for D708 – Completion of Dry Run 4 by adding tasks and revising baseline dates, resources, and dependencies to align with the current execution timeline and Dry Run 4 Cutover Checklist. The updates incorporate planning refinements and lessons learned from Dry Run 3 and provide clearer task sequencing and schedule reporting.

Florida PALM Project Risks and Issues

No changes were made to the existing Florida PALM Project Risks, but the following updates and closures were reported for Florida PALM Project Issues:

- Issue 39 – Retiree Payroll File Performance: The Issue was closed after testing and completion of the documented mitigation activities. The retiree payroll file continues to require at least 44 hours to process, and the planned enhancement to reduce processing time is not expected to be available at Go-Live. Until the enhancement is implemented, the file is planned to run over the weekend.
- Issue 40 – Interface Abends Causing Batch Disruption: The Issue was closed after corrective actions, including application updates, testing, and batch-processing changes, addressed the documented conditions. The Florida PALM Project Team, SSI Vendor, and Agencies will continue to monitor interface stability throughout the remaining testing activities.
- Issue 41 – Carry Forward Receipt Transaction Functionality Gaps: The Issue was closed after the remaining Action Plan items were completed, including testing API002 and API041, validating processing logic, and addressing additional identified fixes. Minor, lower-priority items remain open and are being tracked through tickets for resolution after Go-Live.
- Issue 42 – Delayed Completion of Training Materials: The Florida PALM Project Team outlined an approach for preparing end users for Web-Based Training (WBT) through the Learning Management System, with release planned for early October. Additional training resources have been posted in the Florida PALM Knowledge Center to support WBT, in-person, and virtual training. Continued coordination between the Florida PALM Project Team and Agencies will support the use of these materials in Agency-specific training and end-user readiness activities before Go-Live.

Resource Management

While Florida PALM Project staffing remains above the 85% governance threshold, deployment readiness and post-Go-Live stabilization will continue to depend on the availability of key personnel and sufficient staffing to sustain critical activities during periods of unplanned resource absences.

SSI Vendor Full-Time Equivalent (FTE) staffing decreased from August to September 2026 and is forecast to decline by approximately 6% over the remainder of the implementation period. Based on the SSI Vendor Staffing Plan as of 9/30/26, larger planned reductions are expected as the Florida PALM Project transitions through Hypercare and post-implementation support, including approximately 30% from February through April 2027 and a further 37% from May through June 2027. The Table below summarizes these planned staffing changes.

Table 5: FTE Reduction Detail Feb-June 2027

Period	Opening FTE	Ending FTE	Net Change	Reduction	% Change
Feb–Apr 2027 activity	148.4	104.2	-44.2	44.2	-30%
May–Jun 2027 activity	104.2	66.0	-38.2	38.2	-37%

The Florida PALM Project Team and SSI Vendor are currently developing the Production Support Operations Plan, which will define Tier 2 and Tier 3 support responsibilities and required staffing levels. Because this planning effort is still underway, the current staffing forecast may be revised

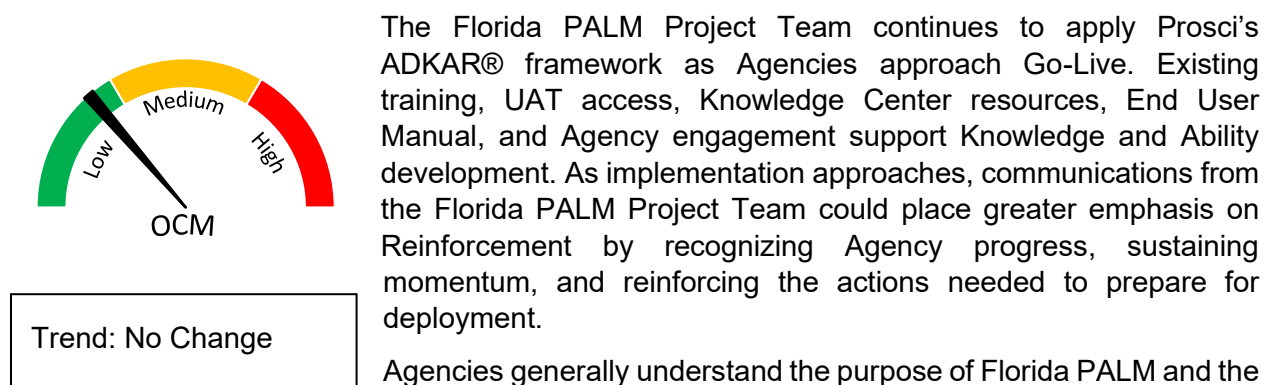
to align with actual support needs, operational demands, and lessons learned during implementation and Hypercare.

The Florida PALM IV&V Team has also observed that previous planned staffing reductions have been adjusted as the Florida PALM Project needs have evolved. Maintaining similar flexibility during the transition to production could help preserve critical knowledge and provide capacity to address unexpected defects, performance issues, or operational needs following Go-Live.

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

Florida PALM Organizational Change Management

Focus Area Indicator and Updates



The Agency Sponsor Summit, scheduled for 10/21/26, provides an opportunity to recognize Agency progress and readiness milestones, address remaining concerns, and reinforce support for adoption. Agency Sponsors and Change Champion Networks (CCNs) will continue to play an important role in communicating key messages and supporting the transition within their Agencies. Highlighting cumulative progress made since the Florida PALM Project inception and the CMS Wave could also demonstrate improvements in Agency readiness, engagement, and collaboration, and reinforce the continued importance of partnership between Agencies and the Florida PALM Project Team. Some additional Florida PALM IV&V Team recommendations that the Florida PALM Project Team consider implementing include:

- Use Agency readiness and adoption measures to target support and communications based on identified needs. Consider indicators such as UAT participation, training completion, critical business process validation, help desk trends, and stakeholder feedback to identify Agencies or user groups that may require additional guidance, training, or engagement, particularly those with complex integrations, legacy-system dependencies, critical business functions, or specialized reporting requirements.
- Provide regular communication on known issues and their potential operational impacts, including available mitigation strategies and anticipated resolution timeframes, to give

Agencies greater visibility into issues that may affect readiness or post-Go-Live operations.

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

Florida PALM Requirements and Design

Focus Area Indicator and Updates

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

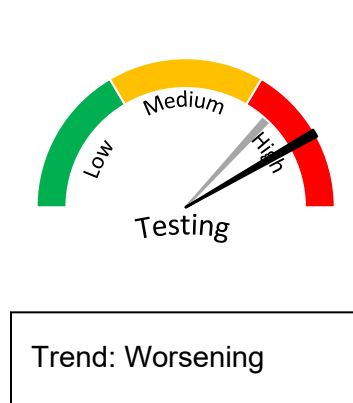
Florida PALM Development

Focus Area Indicator and Updates

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

Florida PALM Testing

Focus Area Indicator and Updates



Ticket Trends

The Florida PALM IV&V Team categorizes tickets as stability-related or non-stability-related to distinguish issues that may affect system functionality from other testing and support activities. Stability-related ticket intake and backlog trends are used to assess whether fixes remain effective over time and whether new system issues continue to be identified. Ticket metrics have also been refined to more accurately reflect the backlog. Tickets opened by the Florida PALM Project Team that are in a *Resolved* state have been excluded from the active backlog, as they are considered remediated and pending administrative closure.

- Stability-related tickets include code defects, configuration issues, integration issues, performance concerns, and other conditions that may affect system functionality or business processes.
- Non-stability-related tickets include access requests, clarifications and questions, monitoring alerts that do not require remediation, network issues, and other support activities that require investigation or resolution but do not directly indicate system instability.

The Florida PALM IV&V Team observed that overall ticket activity increased as All Agency UAT continued with year-end testing and user access activities. A total of 1,255 tickets were opened, including 430 stability-related tickets (34%) and 825 non-stability-related tickets (66%). Agencies submitted approximately 803 of these tickets, including 110 stability-related and 693 non-stability-related tickets.

Stability-Related Intake and Backlog

The High-impact backlog decreased from 40 to 10 tickets as of 9/30/26, with 29 tickets opened and 59 closed during the month. The Florida PALM Project Team also refined its classification approach to distinguish business impact from urgency, with seven Medium-impact tickets

classified as High urgency. Medium-impact stability-related tickets continue to make up the majority of the backlog, with a slight increase from 374 to 383 tickets.

Table 6: Stability-related Intake & Backlog for High-and Medium-Impact Issues

Area	Sept Intake High	Sept Intake Medium	Total Sept Intake H+M	Total Backlog High	Total Backlog Medium	Total Backlog H+M
Payroll	8	55	63	3	77	80
Accounts Payable	4	61	65	1	48	49
General Ledger	1	34	35	0	26	26
Asset Management	2	19	21	0	24	24
Encumbrances	1	25	26	1	21	22
Performance Test	1	18	19	0	21	21
Commitment Control	2	17	19	1	19	20
DWBI	0	28	28	0	20	20
Accounts Receivable	3	22	25	0	19	19
System Design	0	23	23	0	18	18
Cash Management	2	13	15	1	16	17
Inter/IntraUnit	1	22	23	0	17	17
Disaster Recovery Test	0	1	1	1	10	11
Project Costing	1	12	13	0	10	10
HCM ePay	0	3	3	0	6	6
Penetration Test	2	3	5	2	3	5
Grant Management	0	2	2	0	4	4
Tidal Batch	1	6	7	0	6	6
Contracts Management	0	3	3	0	3	3
Infrastructure	0	1	1	0	2	2
Oracle	0	2	2	0	2	2
Batch Test	0	2	2	0	2	2
PeopleTools	0	10	10	0	9	9
Total	29	382	411	10	383	393

Based on recent stability-related trends, the Florida PALM IV&V Team projects that approximately 25 to 35 new High-impact stability-related tickets may be identified during October if testing activity remains comparable to September.

Medium-impact stability-related ticket intake also remained elevated. Despite continued remediation and ticket closures, new ticket intake has kept the Medium-impact backlog near prior-month levels. Based on current intake and closure trends, the Florida PALM IV&V Team projects that the Medium-impact stability-related backlog could remain in the mid-300s through November.

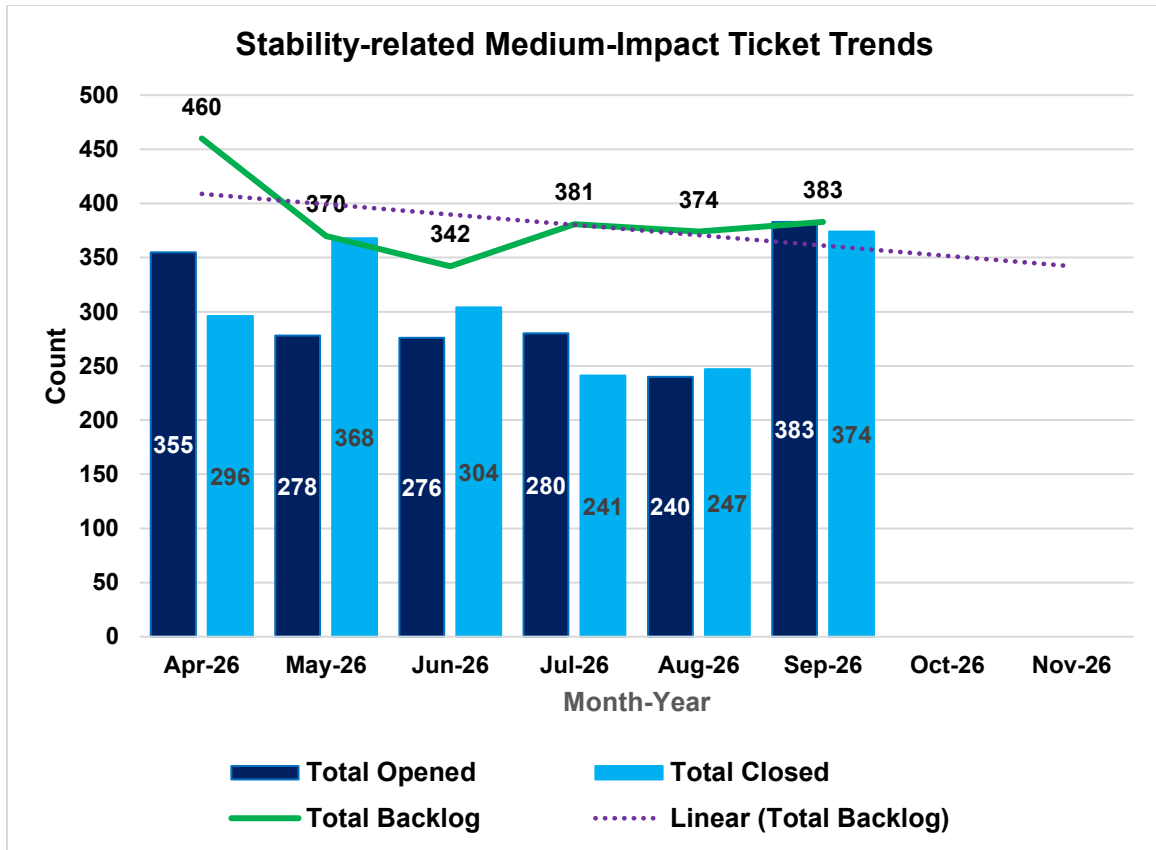


Figure 4: Stability-related Medium-Impact Ticket Trends

The following figure shows the composition of the High- and Medium-impact backlog. Code, Configuration, and Performance issues account for approximately 62% of the outstanding backlog. These issues may require additional technical remediation, testing, and validation, which could affect the time needed for resolution and retesting.

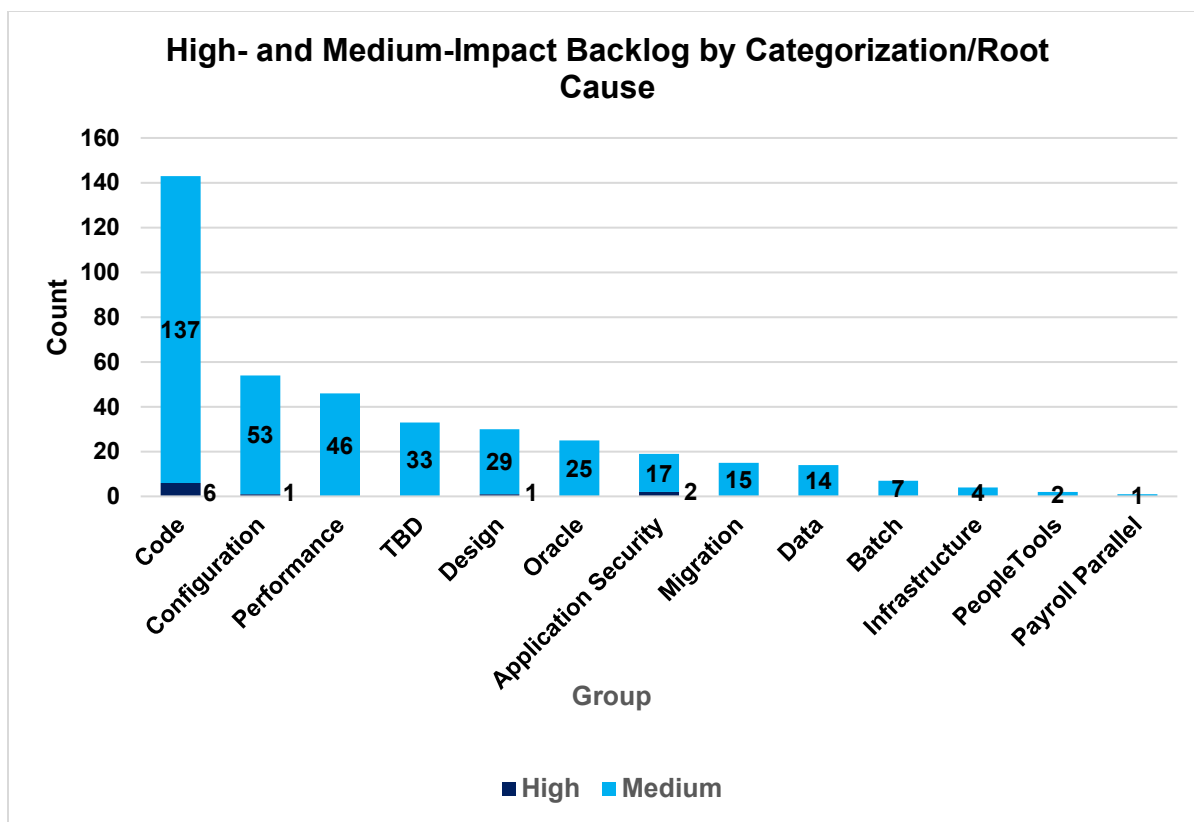


Figure 5: High- Medium-Impact Backlog by Categorization/Root Cause Group

Performance Testing

Cycle 1 for Performance Testing Segment II was completed, and additional test cycles are in progress as of 9/30/26. Testing continued to identify load balancer capacity constraints under higher-volume ESS workloads. The Florida PALM Project Team is implementing infrastructure, licensing, configuration, and application changes to address these issues. Until the remaining stress, endurance, and high-availability testing is completed, there is limited evidence that the implemented changes will consistently support expected production workloads, as documented in Finding #44.

Regression Testing Event 4

Regression Event 4 is in progress, with 55% of Test Scripts executed as of 9/30/26. Of the scripts executed, 217 passed and two failed, resulting in a 99% pass rate. While initial execution results are positive, the Florida PALM IV&V Team observed that reconciling Criticality 1 Test Script coverage and establishing end-to-end traceability between system changes and applicable Regression Test Scripts would provide greater assurance of testing completeness, as documented in Finding #45.

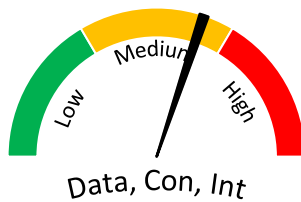
Payroll Parallel Testing

Garnishments did not meet the targeted accuracy threshold during the final bi-weekly Payroll Parallel Testing cycle. If unresolved Garnishment discrepancies continue after Go-Live, manual corrections may be required post-implementation, as documented in Finding #43.

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

Florida PALM Data, Conversion, and Interfaces

Focus Area Indicator and Updates



Trend: No Change

Data

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

Conversion

The Florida PALM Project Team completed Dry Run 3 and began pre-conversion activities for Dry Run 4. Dry Run 3 achieved high conversion completion rates but was not fully completed within the planned cutover timeframe, as documented in Finding #42.

Dry Run 4 is the Florida PALM Project's final planned opportunity to demonstrate that conversion activities can be completed within the required timeframe prior to the production cutover. The Florida PALM IV&V Team recommends that the Florida PALM Project Team consider identifying and communicating the specific changes being implemented for Dry Run 4 to address prior schedule and execution challenges. Demonstrating that these changes result in improved, repeatable execution would provide additional assurance of conversion readiness for the production cutover.

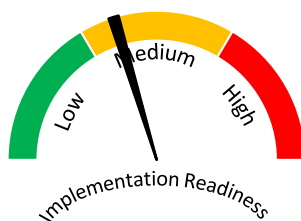
Interfaces

The Florida PALM IV&V Team observed ongoing validation activities for warrant-print Interfaces API007 and PRI043, both of which remained in Failed – SIR Resolution status. Related records show warrant-print tickets dating back to May 2026, with three tickets resolved and five open as of 9/30/26, including two High-impact warrant-template tickets. The estimated completion dates for these defects were revised from 9/11/26 to 10/23/26. The remaining open tickets and revised completion dates indicate that additional validation is needed to determine whether the warrant-print functionality is ready before the completion of All Agency UAT.

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

Florida PALM Implementation Readiness

Florida PALM Implementation Readiness Updates



Trend: NA

As of 9/30/26, 2,204 of 2,229 in-scope tasks for Dry Run 3 were completed, with no blocked tasks and 25 remaining in an incomplete status. While most tasks were completed, late starts and finishes indicate continued opportunities to improve schedule adherence before production cutover, as documented in Finding #42. Demonstrating that conversion and cutover activities can be completed within planned timeframes would provide additional evidence of implementation readiness and support upcoming Go-Live decisions.

Cutover checklist activities are progressing in coordination with the Florida PALM Project Schedule. Continued monitoring will be important to confirm that remaining activities are completed within planned timeframes and that schedule impacts are identified and addressed before Go-Live. Because prior Dry Runs have not been conducted under the same continuous 24/7 operating conditions planned for production

cutover, Dry Run 4 results should also be evaluated for whether staffing, handoffs, issue resolution, and dependent activities can be supported throughout the production cutover window.

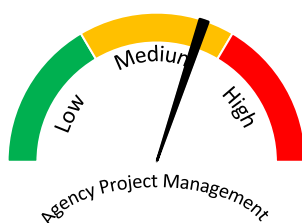
Several readiness dependencies also remain in progress as the Florida PALM Project moves closer to Go-Live, including completion of performance testing, outstanding UAT and regression testing, validation of priority defects, and final conversion activities. These items are assessed within their respective focus areas but collectively affect the evidence available to support implementation readiness. Continued tracking of outstanding readiness dependencies, responsible owners, target completion dates, and validation results will provide greater visibility into whether remaining activities are being resolved in time to support Go-Live decisions.

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

Florida PALM Agency Focus Area Updates

Agency Project Management

Focus Area Indicator and Updates



Trend: No Change

Readiness Certification #4 is due on 11/6/26, which also marks the scheduled conclusion of All Agency UAT. With limited time remaining, continued UAT participation provides Agencies with an opportunity to build user familiarity, validate critical business processes, and identify defects or concerns before Go-Live, while there is still time for resolution. If Agencies do not complete all identified testing activities before All Agency UAT concludes, issues identified after the UAT window closes cannot be submitted as tickets until after Go-Live. Agencies will then need to establish interim workarounds and continue operations until the issues can be addressed through post-implementation support. This increases the importance of prioritizing critical end-to-end processes and Agency-

specific scenarios during the remaining UAT period.

The Table below summarizes Agency-reported progress and highlights readiness activities that may require additional follow-up before Go-Live. Reported completion percentages provide an indication of progress but should be considered with supporting evidence to confirm that activities have been satisfactorily completed and support Agency readiness.

Table 7: Agency-Reported RW Tasks Progress

RW Task	Impact	Start	Finish	No Status or 0%	25%	50%	75%	100%	Verified as Complete
586 – Create Agency Deployment Plan and Cutover Checklist to Prepare for Go-Live	Indirect	6/29/26	9/11/26	0	0	0	0	15	20
623 – Create Agency Post-Implementation Support Plan	Indirect	9/14/26	10/30/26	13	10	9	3	0	0
691 – Submit Monthly Progress Report - Testing, Training, Cutover	Indirect	9/1/26	9/30/26	4	0	2	1	20	8
707 – Maintain Role Mapping Worksheet	Indirect	8/24/26	9/30/26	1	0	1	1	23	9
709 – Submit Configuration and Conversion Workbooks	Direct	9/1/26	10/9/26	10	7	11	7	0	0

RW Tasks 709 and 623 remain areas for continued monitoring because they support conversion validation, Readiness Certification #4, and post-implementation planning. RW Tasks 691 and 707 were due 9/30/26, with seven Agencies reporting Task 691 incomplete and three reporting Task

707 incomplete as of that date. Continued follow-up could help confirm completion of the outstanding monthly progress reports and role-mapping worksheets and identify any effects on UAT access, Agency readiness, or Readiness Certification #4.

Agency UAT Proviso Requirements

The UAT Proviso Requirements Questionnaire provides an initial baseline of Agency progress across six core readiness areas. Results identified 10 high-risk items, five activities expected to extend beyond UAT, two requiring formal Project assistance, and 32 without expected completion dates. Recurring gaps in testing, validation, defect resolution, reporting, and supporting evidence may limit visibility into Agency progress and the evidence available to support Readiness Certification #4.

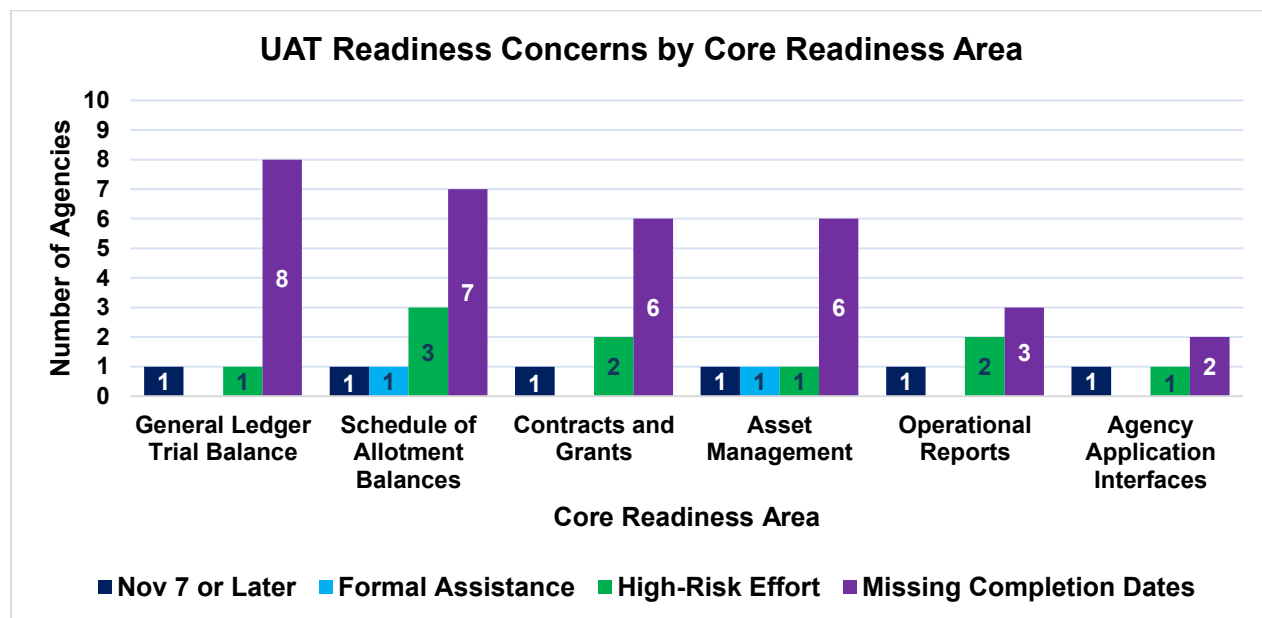


Figure 6: UAT Readiness Concerns Across Core Proviso Questions

Questionnaire results should be considered with other UAT and readiness measures to identify areas requiring follow-up and monitor progress, rather than as a standalone measure of Agency readiness. Agencies should continue strengthening status reporting and supporting evidence. The Florida PALM Project Team could also consider establishing a Smartsheet exception field and escalation process to identify requirements that cannot reasonably be completed before Readiness Certification #4, document the reason and associated impact, and track the planned approach for addressing the requirement.

Agency Risks and Issues

The total number of open Risks assessed by the Agencies has decreased since August 2026. The Figure below illustrates the trend of open Risks.

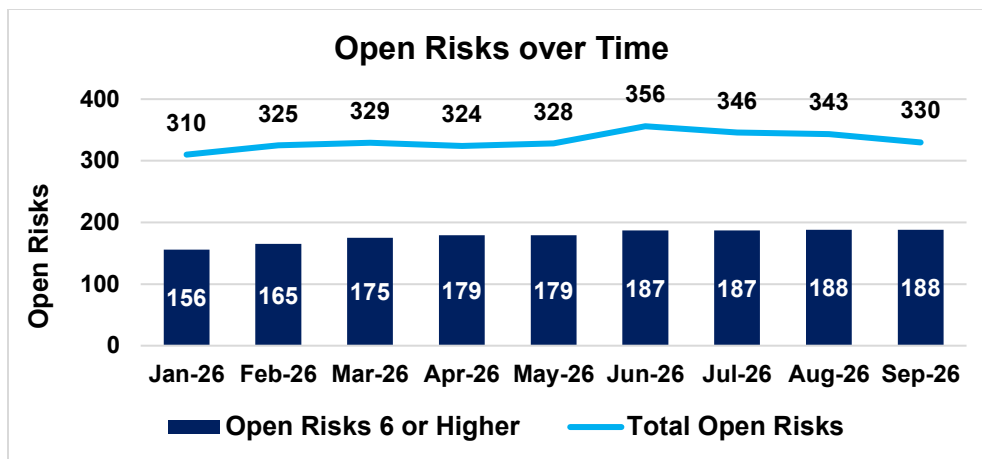


Figure 7: Open Risks Trend

Risk reporting remains concentrated among a limited number of Agencies, with 24 Agencies reporting no new Risks over the past three months. While this may reflect stable conditions or limited emergence of new risks, periodic reassessment can help confirm that emerging implementation dependencies and readiness concerns are identified and documented as Go-Live approaches. The Florida PALM IV&V Team recommends that Agencies continue reviewing and updating Risks as appropriate to support timely mitigation and informed decision-making.

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

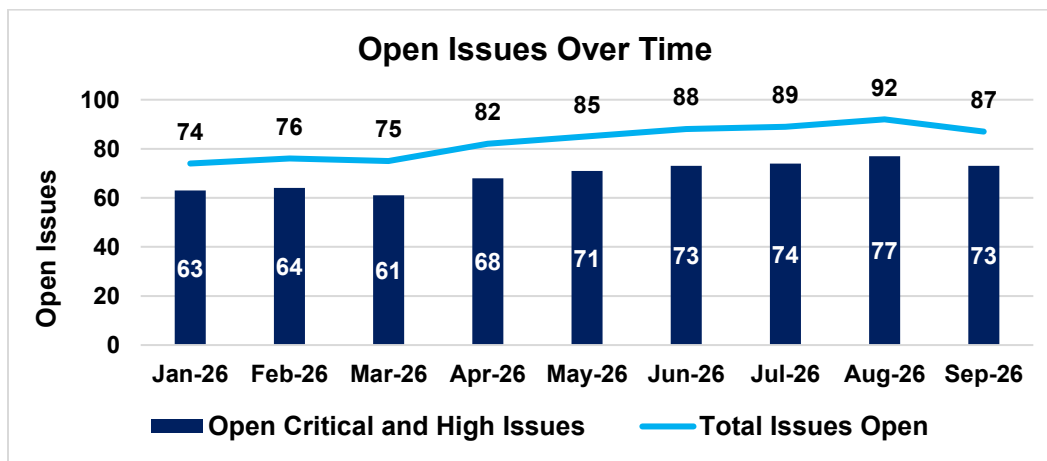


Figure 8: Open Issues Trend

The Florida PALM IV&V Team analyzed the types of new Risks and Issues identified over the last three months. Most of the newly identified Risks and Issues since July are related to All Agency UAT, ABS remediation and testing, Conversion, or Deployment/Cutover timeframes. The Table below shows the count of new Risks and Issues by category.

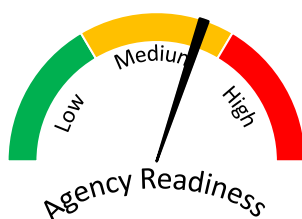
Table 8: Newly Identified Risks and Issues Category

Category	Issues			Risks		Total
	Critical	High	Low	6 or Higher	Less Than 6	
User Acceptance Testing	2	4	2	3	6	17
Agency Business System (Remediation/Testing)	0	4	0	5	1	10
Conversion/Configuration	0	2	0	8	0	10
Deployment/Cutover	0	0	0	7	2	9
Business Process Change	0	2	0	3	1	6
Interface Testing Delays	0	3	0	2	0	5
Staffing/Resource Availability	0	2	0	0	1	3
Role Mapping	0	1	1	0	0	2
Training	0	0	0	1	0	1
Post Implementation	0	0	0	1	1	2
Total	2	18	3	30	12	65

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

Florida PALM Agency Readiness

Focus Area Indicator and Updates



Trend: No Change

Agencies have indicated in Florida PALM IV&V Touchpoints that they are addressing resource and scheduling constraints through additional staffing, expanded testing participation, focused testing periods, dedicated UAT monitoring, and increased end-user involvement. These actions may support readiness, but their effectiveness will ultimately depend on measurable progress in testing execution, user preparedness, and completion of remaining readiness activities.

Participation in All Agency UAT increased following the UAT Data Refresh, with 12,197 login hours and 1,447 distinct users recorded in September, compared with 2,806 hours and 738 users in August.

Since All Agency UAT began, 81% of identified end users and 79% of identified SMEs have accessed the UAT environment, according to Agency Role Mapping Worksheets. These percentages represent a point-in-time measure and may change as Agencies add or remove staff and update their Role Mapping Worksheets.

Table 9: UAT Login Activity, February through September 2026

Measure	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Total Login Hours	8,197	8,106	8,340	6,404	5,972	5,083	2,806	12,197
Distinct Individuals Logged In	803	782	974	883	937	897	738	1,447

While increased participation is a positive indicator, login hours measure time in the UAT environment rather than completion of testing activities or business processes. Agency feedback also indicates that some users have accessed UAT without completing assigned testing. As a

result, login activity should be considered with testing completion and other evidence of hands-on participation when assessing end-user preparedness and overall Agency readiness.

Agency readiness is progressing, but incomplete testing and uneven end-user participation continue to present schedule and operational readiness concerns. Before All Agency UAT concludes, evidence of successful execution of critical end-to-end processes, Agency-specific scenarios, defect retesting, and end-user proficiency would provide greater assurance of operational readiness. Delays in completing these activities may also reduce the time available for process documentation, Agency-specific training, deployment preparation, and issue resolution, potentially increasing reliance on Hypercare and post-Go-Live support. Agencies could consider implementing the following Florida PALM IV&V Team recommendations:

- Maintain focused UAT execution and recovery plans through 11/6/26, prioritizing critical business processes, Agency-specific scenarios, unresolved dependencies, and remaining testing activities based on their importance to Go-Live operations.
- Increase hands-on participation among end users and SMEs, particularly those who have not yet accessed UAT or completed assigned testing, and provide targeted onboarding and support where needed to enable participation.

Prerequisite Training

The Florida PALM Project is transitioning to Web-Based Training (WBT), which is tracked through the Learning Management System and reported monthly. WBT is separate from prerequisite training, which provides foundational knowledge to support UAT participation, formal training, and other readiness activities. Prerequisite training reached 89% completion as of 9/30/26. Completion of the remaining prerequisite training will help ensure users have the foundational knowledge needed to participate effectively in UAT and subsequent training activities.

As WBT and in-person training progress, the Florida PALM IV&V Team will monitor training assignments, participation, completion rates, assessment results, and outstanding training by Subject Area and Agency. These measures, considered with UAT participation and other readiness indicators, will provide additional insight into end-user preparedness as Go-Live approaches.

Agency Organizational Change Management

The period before and immediately after Florida PALM Go-Live is critical for Agency OCM efforts, particularly the Ability and Reinforcement components of Prosci's ADKAR model. Ability develops demonstrated competence in the system and Agency business processes, while Reinforcement sustains the change across the organization. OCM guidance, RW tasks, and recommended activities provided by the Florida PALM Project Team have positioned Agencies better for the Financials and Payroll Wave than they were at a comparable stage before the CMS Wave.

Ability depends on system exposure, training, and end-user support. Agencies increased system exposure and UAT involvement after the UAT Data Refresh, but familiarity should be established before commencing with WBT. Through RW Task 604, Agencies are using available training and system materials to create Agency-specific learning resources that should help end users understand both why and how the system works, not just the procedural steps.

In addition to the technical skills that Ability builds, Agencies also need to engage with Reinforcement such that all staff impacted by Florida PALM implementation continue to change over the next few months. In addition to this effort, CCNs and Agency Sponsors could consider emphasizing the following in their messaging to impacted users:

- Prioritization and active support of Florida PALM implementation;

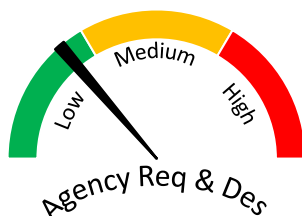
- The nearness of Go-Live and end users' ability to make it through to support the Agency's success;
- Expectations and governance around post-Go-Live operations; and
- Knowledge and escalation pathways that exist to support success post-implementation.

Exposure, practice, communication, and support planning reduce uncertainty and build capacity for change. Ability helps end users perform successfully during All Agency UAT, while Reinforcement sustains improvement afterward.

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

Agency Requirements and Design

Focus Area Indicator and Updates



During September, the pace of updates to process and Interface documentation in the Florida PALM Knowledge Center decreased. Interface documentation changes made were administrative and did not affect file layouts or data elements, limiting the need for Interface redesign or retesting related to those changes. The figures below show the monthly trend in process and Interface documentation updates.

Trend: No Change

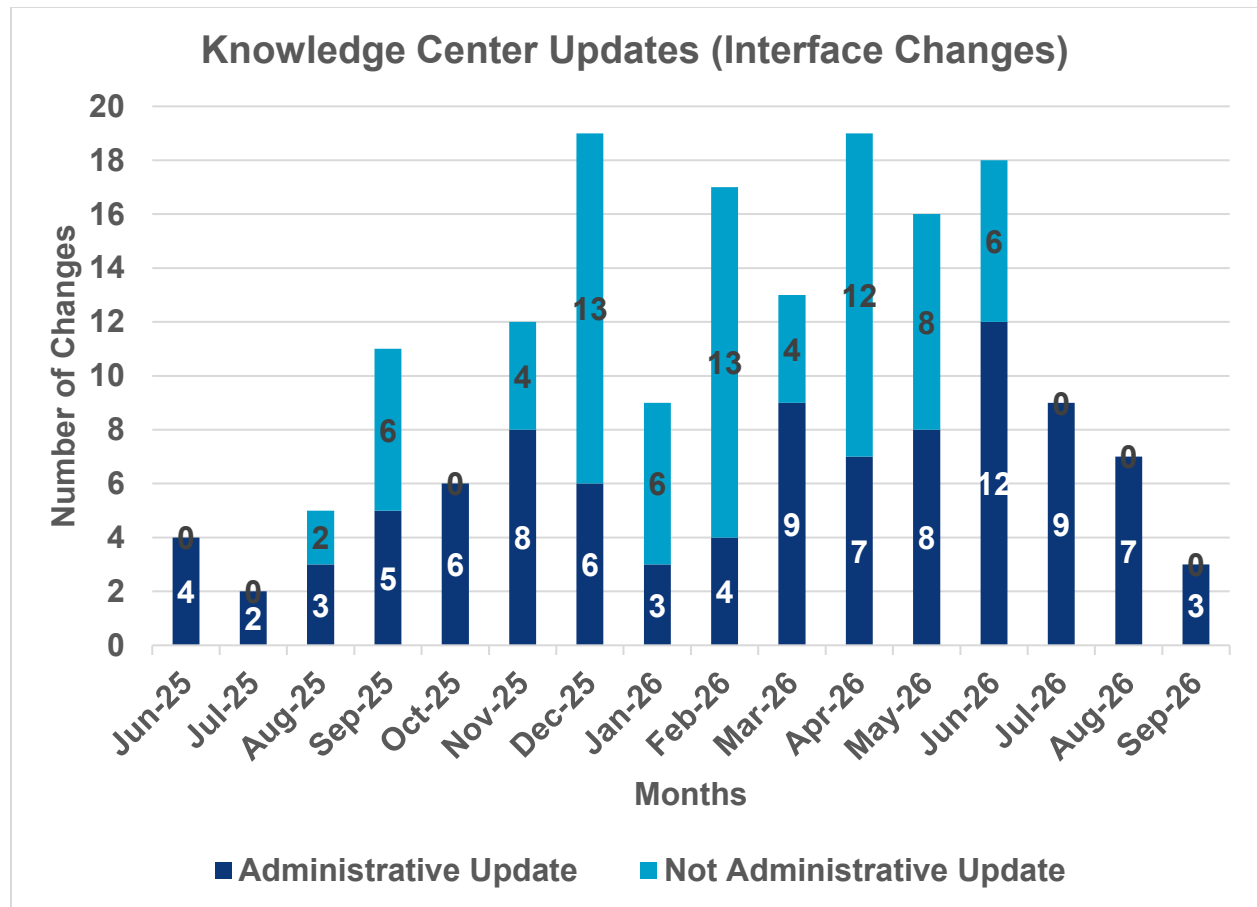


Figure 9: Knowledge Center Interface Updates Over Time

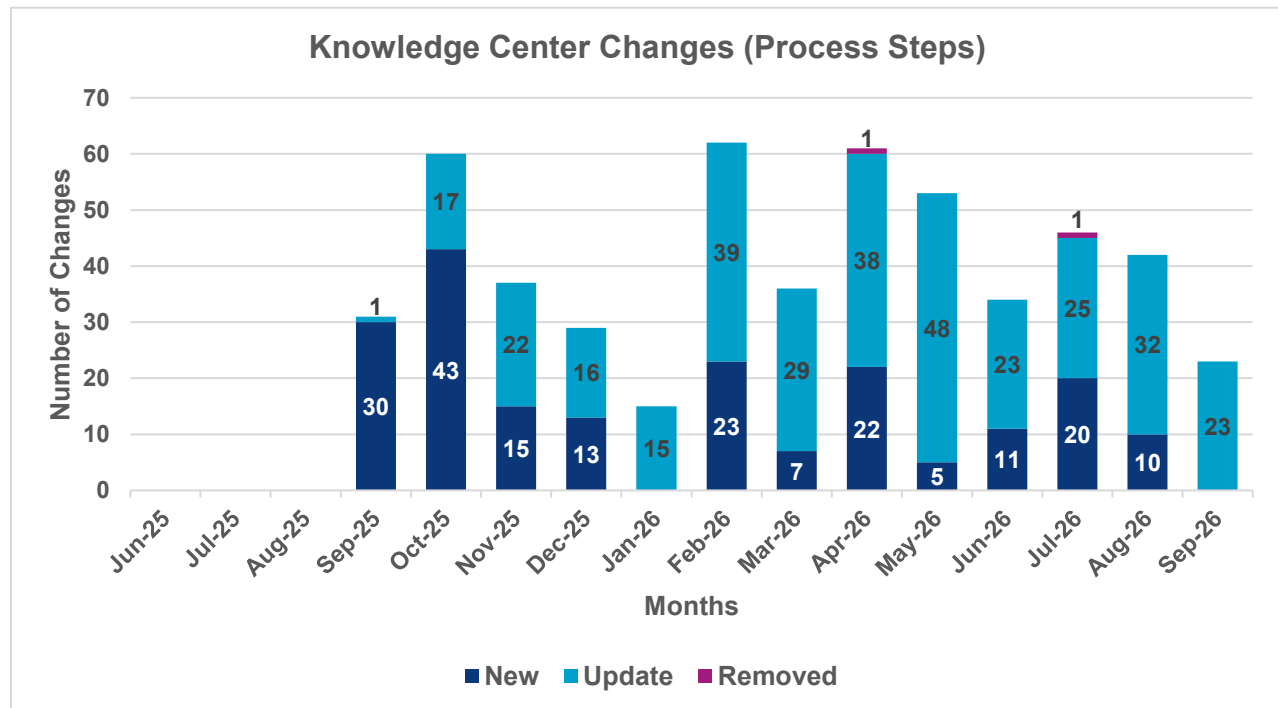


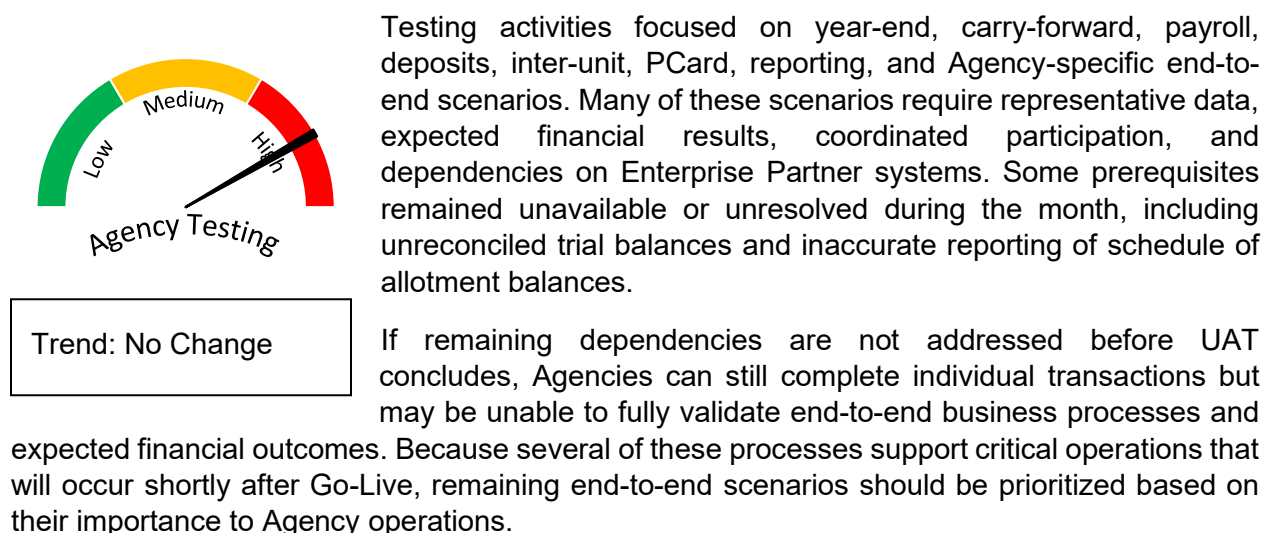
Figure 10: Knowledge Center Process Step Updates Over Time

The reduced pace of documentation updates may limit the need for Agencies to revise test cases or Interfaces and allow greater focus on completing remaining testing and cutover activities.

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

Agency Testing

Focus Area Indicator and Updates



As documented in Finding #35, cumulative first-pass testing reached 70% and, based on the execution pace sustained since February, is projected to reach approximately 81% by 11/6/26. Total test executions increased from 5,484 to 11,267 as of 9/30/26, while 658 activities were executed for the first time. This indicates that much of the increased testing volume involved retesting or repeated execution of previously tested activities rather than expansion of first-pass testing. Completing the remaining 4,288 activities would require approximately 116 first-time activity executions per day, compared with approximately 22 per day achieved during September.

The Florida PALM IV&V Team also observed the following:

- Three Agencies that had executed few or no activities through August increased testing in September, with one progressing from no executed activities to approximately 14%. Despite this progress, all three remain below 25% of their identified activities and have a large volume of testing left to complete.
- One Agency with more than 330 assigned activities has remained below 30% documented execution since June, but reported in their September Florida PALM IV&V Touchpoint that additional budget testing had been completed but not yet recorded in Smartsheet.

Because UAT and readiness measures rely on documented execution, testing that is not recorded cannot be independently validated or reflected in reported progress.

Test Execution Scope

For the first time since All Agency UAT began, no Agency remains in the lowest tier for completed scope. Eight Agencies remain below 50% first-pass testing and account for an increasing share of the remaining first-pass activities. Based on their September execution pace, none of these Agencies is projected to complete its remaining scope by 11/6/26. Agency-specific execution targets could help clarify the pace needed to prioritize and complete remaining testing before UAT concludes.

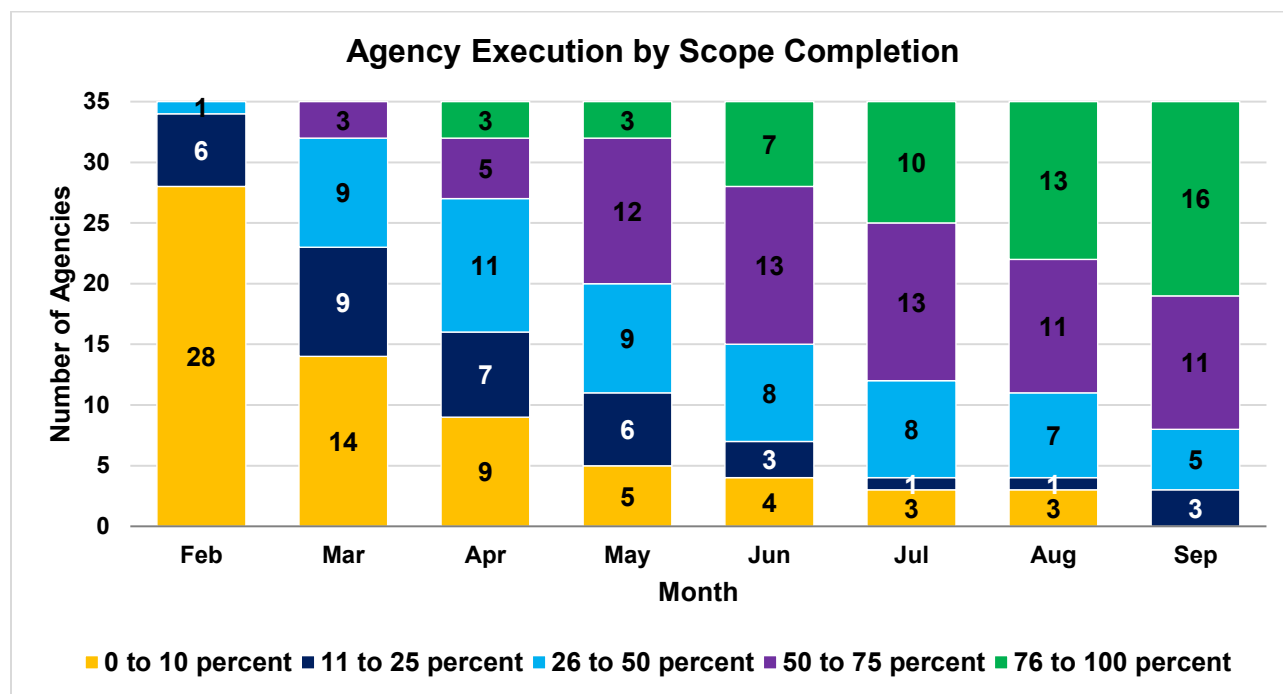


Figure 11: Agency Execution by Scope Completion

The Florida PALM Project Team identified 76 Florida PALM Project-recommended activities that Agencies are expected to execute. Because Agencies may have multiple UAT Test Scripts associated with each recommended activity, these activities represent 7,013 tests across all Agencies. As of 9/30/26, 76% of tests associated with Florida PALM Project-recommended activities had been executed, compared with 64% of Agency-specific tests.

Approximately 1,680 tests associated with Florida PALM Project-recommended activities remain unexecuted across Agencies. In addition, for activities applicable to Readiness Certification #4, 486 of 2,347 Agency testing activities have not yet been successfully completed. Every Agency has at least one outstanding Florida PALM Project-recommended activity, and no recommended activity has been successfully tested by all 35 Agencies.

These results indicate that increases in overall testing completion do not necessarily demonstrate completion of the activities most important to operational readiness. Prioritizing outstanding Florida PALM Project-recommended and Readiness Certification-related activities, particularly those supporting critical business processes, would provide greater assurance that key processes are validated before UAT concludes.

Performance Ratings

Where activities were executed, performance outcomes remained strong. The performance for approximately 97% of completed testing activities was rated Satisfactory or Above Expectations,

while the percentage rated Inadequate decreased from 4% in August to 3% in September, as shown in the table below. These results provide a positive indication of the activities tested, but should be considered alongside overall UAT activities and evidence of end-user proficiency. Agency feedback in Florida PALM IV&V Touchpoints indicates that a successful test result does not always mean that an end user can perform the process independently or that the expected downstream financial results have been validated.

Table 10: UAT Performance Ratings Summary, March through September 2026

Metric	Mar	Apr	May	Jun	Jul	Aug	Sep
Above Expectations	22	34	NA	169	235	244	282
Satisfactory	2,494	2,981	9,257	12,619	16,189	20,148	24,064
Inadequate	87	486	1,032	708	758	788	813
Total Rated	2,603	3,501	10,289	13,496	17,182	21,180	25,159
% Satisfactory or Above	97%	86%	90%	95%	96%	96%	97%
% Inadequate	3%	14%	10%	5%	4%	4%	3%

SNOW Ticket Activity

The Agency ticket backlog increased from 139 at the end of August to 187 in September, peaking at 246 during the final full week before declining as tickets were closed, as shown in the Figure below. No Critical-impact tickets were open during the month, but one High-impact ticket remained open as of 9/30/26, and 15 of the 187 open tickets had been open for more than 30 days. The increase in ticket volume coincided with higher testing activity and was not accompanied by a corresponding increase in Critical- or High-impact tickets.

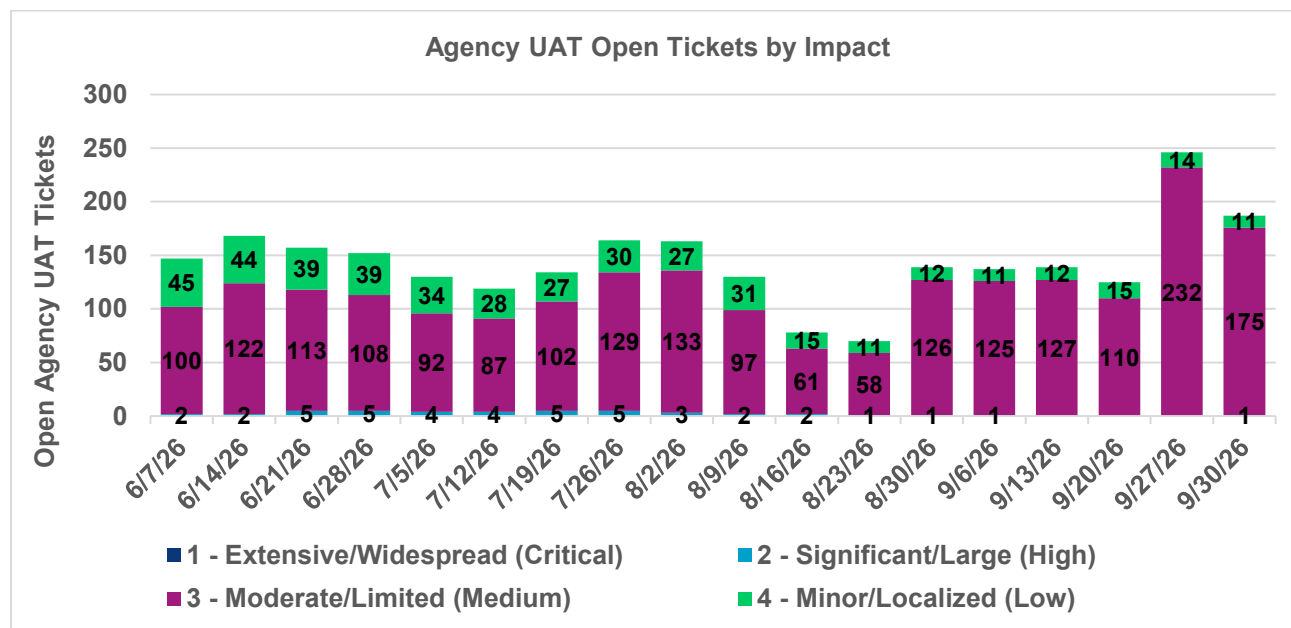


Figure 12: Agency UAT Open Tickets by Impact, May through September 2026

Agency ticket categorization continues to indicate that most reported tickets relate to access and information needs rather than defects. Access Requests and Clarifications account for approximately 77% of Agency UAT tickets, while defect-related categories account for

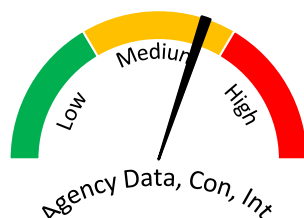
approximately 14%. The Agencies could consider implementing the following Florida PALM IV&V Team recommendations:

- Establish Agency-specific execution targets for the remaining first-pass testing. Agencies with testing execution that is below 50% should establish weekly targets based on their remaining scope and the time available through the end of UAT, and monitor progress against those targets.
- Maintain complete and timely testing records. Agencies should record completed testing in Smartsheet, including applicable testing performed outside formal Test Scripts, so reported activities accurately reflect completed work and provide sufficient evidence to support readiness assessments.
- Coordinate validation of remaining critical end-to-end scenarios with the Florida PALM Project Team, Enterprise Partners, and third-party vendors so that required environments, files, representative data, and participants are available at the same time. For critical scenarios that cannot be completed before UAT concludes, the responsible parties should document the outstanding validation activity, the accountable owner, the planned completion date, any alternate evidence or interim approach, and the escalation path.

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

Agency Data, Conversion, and Interfaces

Focus Area Indicator and Updates



Trend: No Change

Data

Approximately 60% of DW/BI-related test cases have been executed by Agencies. Testing has focused primarily on overall DW/BI functionality, with less emphasis on validating Agency-specific reporting requirements. As Agencies prioritize testing of critical business processes, additional validation may be needed to confirm that DW/BI reports support Agency operational and reporting needs.

The Florida PALM IV&V Team recommends that Agencies consider incorporating applicable operational and DW/BI reports into end-to-end business process testing where possible. Agencies should also continue to identify gaps between available DW/BI reports and Agency reporting needs, and establish plans to develop, test, and validate any additional reports required for Go-Live or post-implementation operations.

Conversion

Agencies began data cleansing for Dry Run 4 under RW Task 710, which is due 10/9/26. As of 9/30/26, five of the nine conversions were available for Agency cleansing. The remaining four conversions for General Ledger, Open Encumbrances, Accounts Receivable, and Assets, were not yet available and had experienced data errors during prior conversion cycles. The limited time between the availability of these conversions and the RW Task due date may affect the time Agencies have to complete cleansing activities before Dry Run 4. The Table below summarizes Agency-reported progress.

Table 11: Agency Reported Progress on RW Task 710

Categories	Count of Agency Reported Task Progress	% of Agencies
No Reported Progress	10	29%
25% Complete	6	17%
50% Complete	12	34%
75% Complete	7	20%
100% Complete	0	0%

Dry Run 3 achieved high conversion success rates, but some Agencies may still have a high volume of records requiring cleansing before Dry Run 4. Because the only remaining data-cleansing opportunity after Dry Run 4 will occur during Go-Live preparation, outstanding data quality issues that could affect the accuracy or completeness of the converted data should be prioritized. Agencies should closely monitor the Mock Conversion Smartsheet and prioritize data cleansing activities as conversion results become available, focusing first on unresolved data quality issues that could affect the accuracy, completeness, or usability of converted data at Go-Live.

Interfaces

Approximately 97% of Cycle 3 Interface connections have been tested at least once, with 19 Agencies completing testing of all assigned Cycle 3 connections and several others having only a small number remaining, as shown in the Figure below. Because some Interfaces were last tested several months ago, Agencies should consider targeted retesting where subsequent system, configuration, or integration changes have occurred to confirm that the Interfaces continue to function as expected before Go-Live.

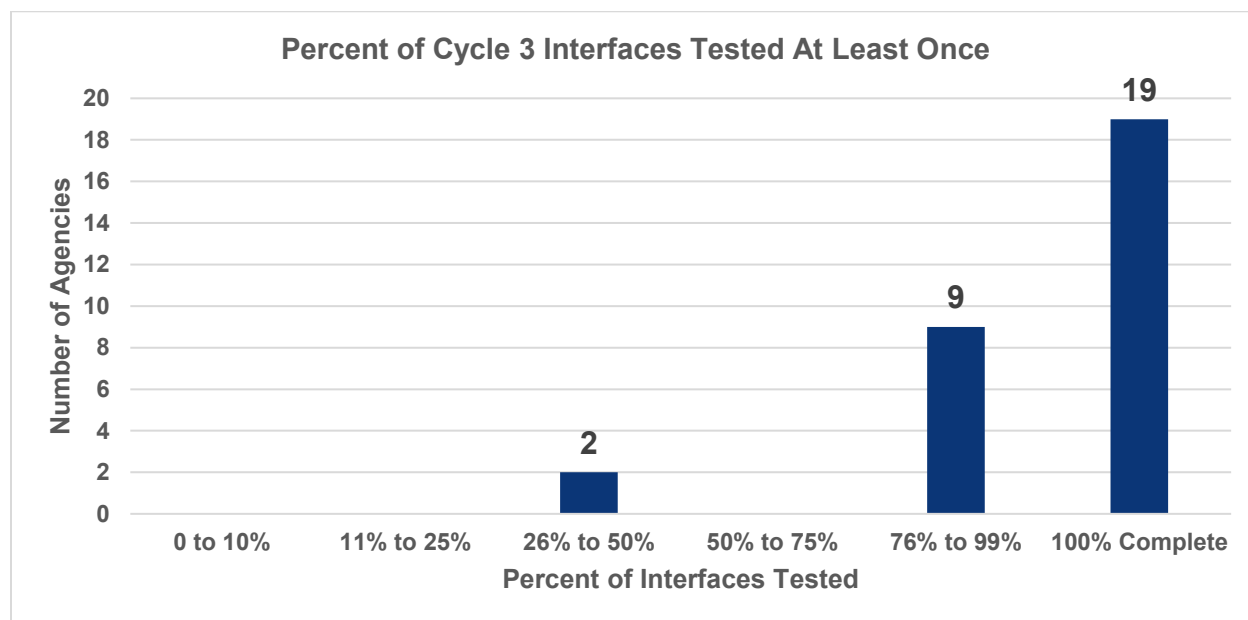


Figure 13: Number of Agencies by Cycle 3 Interface Test Completion Percentages

Performance for 98% of Interface connections executed is rated Satisfactory or higher, as shown in the Figure below.

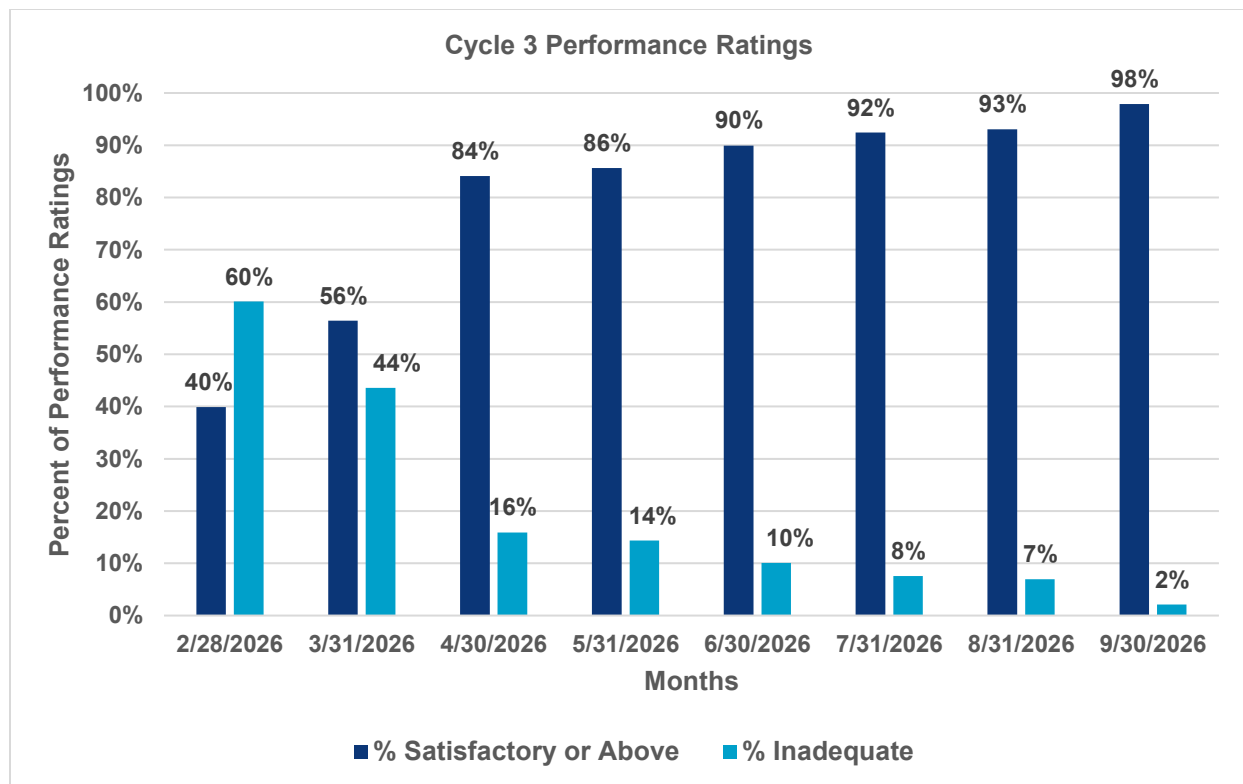


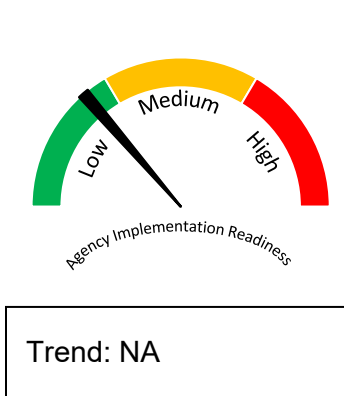
Figure 14: Cycle 3 Interface Performance Ratings over Time

Cycle 3 Interface testing was targeted for completion by 10/2/26. Of the 789 planned connections, six Inbound and 15 Outbound Interface connections remain untested across 11 Agencies. The contingency period through the end of October should provide additional time to complete the remaining tests and retest Interfaces currently rated Inadequate. The Florida PALM IV&V Team recommends that Agencies consider coordinating with the Florida PALM Project Team to review outstanding Interface testing, identify any issues affecting completion, and establish target dates to complete remaining testing and applicable retesting before the end of the Cycle 3 contingency period.

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

Agency Implementation Readiness

Agency Implementation Readiness Updates



The Florida PALM IV&V Team continues to assess readiness across People, Process, Technology, and Data, with emphasis on Agencies' ability to resolve remaining dependencies, confirm resource availability, establish continuity and contingency procedures, and prepare for Hypercare and post-Go-Live support. Most identified gaps related to implementation planning artifacts can continue to be refined before Go-Live, while prioritization and completion of critical business processes within the time remaining for All Agency UAT will be an important factor in demonstrating operational readiness.

Three Agencies have not yet submitted Deployment Plans, and two have not submitted Cutover Checklists for RW Task 586. The Florida PALM IV&V Team's review of submitted plans identified gaps in downtime financial tables, contingency procedures and decision triggers, and assignment of key deployment roles, including Backup Deployment Coordinators and SNow Ticket Reporters. Because these are living documents, Agencies have an opportunity to address identified gaps and refine their plans as additional information becomes available before cutover.

The Florida PALM IV&V Team recommends that Agencies continue updating Deployment Plans and Cutover Checklists as readiness activities progress, with particular attention to identified gaps, critical Day 1 operations, contingency procedures, and key deployment roles. Continued Agency Sponsor engagement and coordination with the Florida PALM Project Team can also help address outstanding dependencies and support continuity of operations through cutover and Go-Live.

The Risk Rating for this Focus Area is a Low 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 12: 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 13: 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 14: 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 15: Risk Priority Ratings

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

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

Table 16: 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.