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Planning, Accounting, and Ledger Management Project

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Executive Summary

The following list summarizes the key items the Florida PALM IV&V Team details in the Monthly Assessment Report for December 2024:

- The overall Florida PALM Project Risk Rating remains a High Risk due to the new Finding 18 that System Testing may extend beyond April 2025, the escalation of Finding 14 (Delays to Development) from a Risk to an Issue, and the escalation of Finding 16 (Mock Conversion Delays) and Finding 17 (Overlapping Timelines for Training, User Acceptance Testing, and Year-End Closing Activities for Agencies) from Preliminary Concerns to Risks.
- The Florida PALM IV&V Team has opened a new Finding (Finding 18) based on a preliminary concern that the current pace of System Test execution by the SSI Vendor and the addition of Test Scripts as Build Segments are completed could delay the completion of System Testing and increase the overlap with User Acceptance Testing (UAT).
- The Risk Rating for the Development Focus Area remains High Risk. Delays in Build Segments III and IV are expected to affect the timely completion of System Testing and pose a risk to meeting Stage Gate 3 – Ready to Begin UAT.
- The Risk Rating for the Data, Conversion, and Interfaces Focus Area has increased to a High Risk due to delays to Mock Conversion 2.

Focus Area Updates

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

Florida PALM Project Focus Areas

Table 1: Florida PALM Project Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Overall Project Indicator	High	High	No Change	<p>The overall Florida PALM Project Risk Rating remains a High Risk due to several factors, including a new Preliminary Concern (Finding 18) that System Testing may extend beyond April 2025 due to the pace of Test Script execution and the large number of Test Scripts still needing to be completed, the escalation of Finding 14 (Delays to Development) from a Risk to an Issue, and the escalation of Finding 16 (Mock Conversion Delays) and Finding 17 (Overlapping Timelines for Training, UAT, and Year-End Closing (YEC) Activities for Agencies) from Preliminary Concerns to Risks.</p> <p>Delays in Build activities continue to impact critical Florida PALM Project areas, including Interface Testing, Mock Conversion, and Training, leading to an increased Risk Rating for the Florida PALM Development Focus Area. Additionally, ongoing delays to Mock Conversion have raised the Risk Rating to High Risk in the Florida PALM Data, Conversion, and Interfaces Focus Area.</p> <p>Other factors, such as an increase in the number of Delayed Tasks on the Florida PALM Project Schedule and the approval of a Florida PALM Project Decision that has eliminated the remaining slack between the publication of UAT Training materials and the start of UAT, have contributed to the increased Risk Ratings for the Florida PALM Project Management Office (PMO) and Organizational Change Management (OCM) Focus Areas.</p>
Florida PALM Project Management	Medium	Medium	Worsening	<p>The Risk Rating for this Focus Area remains a Medium Risk but is increasing from Low to Medium Yellow.</p> <p>The Schedule Performance Indicator (SPI) decreased to .90. This indicates that the Florida PALM Project is</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>continuing to progress slightly behind the planned pace.</p> <p>The number of Delayed tasks has increased from 300 in November to 409 in December, representing a 36% increase. These delays primarily pertain to D654 – Completion of Build Segment IV and D649 – Completion of Build Segment III.</p> <p>Given the ongoing delays across multiple phases and the resulting increase in Delayed Tasks, the Florida PALM IV&V Team recommends that the Florida PALM Project Team increase the frequency of Changes, Risks, Action Items, Issues, Decisions, and Lessons Learned (CRAIDL) meetings and strengthen its Risk Management practices. This includes conducting more frequent risk assessments and developing comprehensive mitigation plans to help the Florida PALM Project Team proactively identify and address risks earlier.</p>
<p>Florida PALM Organizational Change Management</p>	<p>Medium</p>	<p>Medium</p>	<p>Worsening</p>	<p>The Risk Rating for this Focus Area remains a Medium Risk but is increasing from Medium to High Yellow.</p> <p>Due to the challenges with the UAT and Training timelines, Agency resource constraints during periods of competing priorities, and overall Agency readiness for UAT, Finding 17 (initially opened in November as a Preliminary Concern) has been escalated to a Risk. These challenges were further compounded by the approval of Florida PALM Project Decision DE356 – Training Materials Update, which delayed the completion of several UAT training material development activities, causing them to overlap with the start of UAT. Additional recommendations have also been added to Finding 17, including leveraging staff augmentation resources who do not require prior Agency or FLAIR experience to assist Agencies in their training and testing efforts.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>Agency concerns about tight schedules, competing priorities, and delayed Interface Testing readiness highlight the importance of consistent and clear communication to support their preparation for large-scale transformation. Continued transparent and straightforward collaboration, as demonstrated by the Florida PALM Project Team in the recent Florida PALM Agency Sponsor Summit and the Florida Digital Service (FL[DS]) CoLab for Florida PALM Project UAT Training, is essential to addressing these challenges and ensuring Agency success.</p>
<p>Florida PALM Requirements and Design</p>	<p>Low</p>	<p>Low</p>	<p>No Change</p>	<p>The Risk Rating for this Focus Area remains a Low Risk.</p> <p>The Florida PALM IV&V Team will monitor future Design efforts associated with Project Change Requests (PCRs) 121, 122, and 123.</p>
<p>Florida PALM Development</p>	<p>High</p>	<p>High</p>	<p>Worsening</p>	<p>The Risk Rating for this Focus Area remains a High Risk but is increasing from Medium to High Red. Delays in Build Segments III and IV are expected to affect the timely completion of System Testing and Stage Gate 3 – Ready to Begin UAT.</p> <p>While all Build Segment III Application Design (AD) documents have been drafted, 106 of the 123 AD documents have been approved as of 12/31/24. On average, about 6.3 AD documents are being approved per week, which indicates that the remaining AD documents may not all be approved until 1/20/25. All AD documents were originally targeted for approval by 9/27/24.</p> <p>The draft Deliverable Expectation Document (DED) for D654 – Completion of Build Segment IV outlines a schedule indicating that final approval of Build Segment IV AD documents is expected by 3/6/25. The Florida PALM IV&V Team is projecting that approval of all Segment IV AD documents and the completion of</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				Build Segment IV may be delayed until 3/27/25. This represents an 11-week delay from the original Development completion target date of 1/6/25.
Florida PALM Testing	Medium	Medium	Worsening	<p>The Risk Rating for this Focus Area remains a Medium Risk but is increasing from Low to Medium Yellow.</p> <p>The Florida PALM IV&V Team has opened a new Preliminary Concern (Finding #18) that if the current test execution pace remains unchanged, System Testing will exceed its scheduled 4/30/25 completion date, increasing overlap with UAT. Approximately 1,500 Test Scripts are still pending completion before the scheduled end date of 4/30/25 for System Testing, according to the Test Script Work Unit Tracker (TSWUT). At the current average execution rate of 56 scripts per week, the Florida PALM IV&V Team is projecting that System Testing may not be complete until early July 2025, representing a nine-week delay. Additionally, of the 171 Test Scripts scheduled for execution by 12/31/24 for System Testing Segment II, which began on 12/9/24, 130 were executed (five percent less than the planned target).</p>
Florida PALM Data, Conversion, and Interfaces	Medium	High	Worsening	<p>The Risk Rating for this Focus Area has increased to a High Risk due to ongoing delays to Mock Conversion 0B and Mock Conversion 1B.</p> <p>Delays to Mock Conversion 0B, initially caused by Development delays and compounded by High-priority SIRs, have persisted. These delays have also shifted the completion of Mock Conversion 1B from November to December. Although Mock Conversion 1A was completed in November, 12 new SIRs were opened in December, along with 3 unresolved SIRs. As of 12/31/24, both Mock Conversion 0B and Mock Conversion 1B remain incomplete, further postponing the start of Mock Conversion 2 from early December to early January. Given the duration of prior</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				Mock Conversion cycles, the Florida PALM IV&V Team anticipates that a four-week timeline will be insufficient to complete Mock Conversion 2 and address any potential new High-priority SIRs. Finding 16 (initially opened in November) has been raised from a Preliminary Concern to a Risk, as these delays will likely impact Interface Testing and subsequent activities.
Florida PALM Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Implementation Readiness efforts begin.

Florida PALM Agency Focus Areas

Table 2: Florida PALM Agency Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Project Management	Medium	Medium	No Change	<p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>Starting with Readiness Workplan (RW) Task 512, the Florida PALM IV&V Team observed that 39% of the 64 RW Tasks due before December have been fully submitted by all 35 Agencies and Verified as Complete by the Florida PALM Project Team. Of the 24 Tasks with a Direct Impact on the Florida PALM Project, 50% have reached full submission and verification. If this trend continues, Agencies risk falling further behind on critical Tasks, impacting their readiness for implementation and the overall success of the Florida PALM Project.</p> <p>The Florida PALM IV&V Team also observed that although the total number of Agency Open Risks and Issues decreased, Agencies documented several new Risks and Issues related to staffing challenges, data needs, and the overlap between UAT and YEC activities.</p>
Florida PALM Agency Readiness	Medium	Medium	No Change	<p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>Agencies expressed continued concern about the overlap between daily operational activities, RW Tasks, Interface Testing, UAT, Training, and YEC activities. The Florida PALM Project Team is proactively working to communicate with and assist Agencies more often as new RW Tasks are released. Examples include additional working sessions and pulse checks with Readiness Coordinators (RC), office hours, one-on-one meetings, and increased time in regularly scheduled meetings like Thursday Task Talks.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Agency Requirements and Design	NA	Medium	NA	<p>The Risk Rating for this Focus Area is a Medium Risk.</p> <p>The Florida PALM IV&V Team observed that Agencies dependent on third-party vendor systems have not yet finalized the requirements for integration with Florida PALM and are continuing to collaborate with their vendors to address this. Furthermore, limited visibility into Enterprise System data processing for Agency outbound interfaces or reports, which will be made available by the Florida PALM Project Team during UAT, may lead to late identification of issues, resulting in rework and potential delays during UAT.</p>
Agency Testing	NA	Medium	NA	<p>The Risk Rating for this Focus Area is a Medium Risk.</p> <p>Key observations include delays in Build activities that may impact UAT, unresolved Interfaces with third-party systems requiring integration, which are currently being addressed by Agencies and vendors, and the late delivery of Training materials that could hinder UAT preparation. Additionally, the overlap of UAT with fiscal YEC activities may exacerbate resource constraints. These challenges pose a risk to the Florida PALM Project timeline and Testing quality, emphasizing the need for mitigation strategies, including adjustments to the Florida PALM Project schedule, timely communication, and enhanced collaboration between Agencies and the Florida PALM Project Team.</p>
Agency Data, Conversion, and Interfaces	Medium	Medium	No Change	<p>The Risk Rating for this Focus Area remains a Medium Risk.</p> <p>In interviews with the Florida PALM IV&V Team, Agencies continued to express confusion and concern regarding the Interface Tasks. RW Task 557, due 12/13/24, remains open, with 35% incomplete or awaiting resubmission. Agencies who have not</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				submitted this Task are either waiting on information from the Florida PALM Project Team or from third-party system vendors. Incomplete or delayed Interface Tasks could affect the Interface Testing timeline and Agency readiness for UAT.
Agency Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once Agency Implementation efforts begin.

New Findings

Finding Type: Preliminary Concern

Impact: High

Probability: Possible

Priority: Medium

Finding # and Title: **Finding 18** –The current pace of System Test execution by the SSI Vendor and the addition of Test Scripts as Build Segments are completed could delay the completion of System Testing and increase the overlap with UAT.

Finding Description: As of 12/31/24, 1,507 Test Scripts need to be executed in the 17 weeks remaining for System Testing. At the current average execution rate of 56 Test Scripts per week, the Florida PALM IV&V Team projects that System Testing may not be completed until the beginning of July 2025, which represents an approximately nine-week delay.

Criteria: Per the Exit Criteria defined in D643 – Updated System Testing Plan, the SSI Vendor cannot exit System Testing unless “all planned Test Scripts (for all Cycles) have been executed with evidence supplied.” System Testing is scheduled to be completed on 4/30/25, with UAT scheduled to begin on 4/1/25.

Cause: Before the completion of System Testing Segment I on 11/14/24, the Florida PALM IV&V Team observed no test execution for 3 weeks per the Test Execution Tracker (TEXT). This is inconsistent with the System Testing timeline outlined in D643, where no breaks/gaps in test execution activities were included. Of the 171 Test Scripts scheduled for execution by 12/31/24 for System Testing Segment II, which began on 12/9/24, 130 were executed, five percent less than the planned target. Delays in Development, coupled with the need for System Investigation Request (SIR) resolutions and multiple re-runs of Failed Test Scripts for Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW) Items with high initial failure rates (referenced in Finding 15), have further impacted the pace of System Testing.

Effect: Delays in System Testing will extend the planned one-month overlap with UAT, increasing the risk of unresolved SIRs being identified later during UAT. The Florida PALM IV&V Team is concerned that undetected or unresolved defects in UAT could compromise the quality of test execution, reduce UAT testers’ confidence in the application, and diminish their advocacy of the system to other end users.

Recommendations: To meet the scheduled System Testing completion date of 4/30/25, the current test execution pace must increase to at least 88 Test Scripts per week. If new Test Scripts are added to the TSWUT, the execution rate should be reassessed, and additional resources allocated to ensure the timely completion of System Testing efforts.

The SSI Vendor should continue to develop and migrate high-quality, adequately tested code to the System Test environments to reduce the number of new SIRs being logged and decrease the need for multiple re-runs.

The Florida PALM Project Team should update the current System Testing Segment II burndown chart and create a burndown chart for System Testing Segment III. These charts should account for additional Test Scripts included in test execution and provide a clear plan for achieving the pace required to complete System Testing on schedule.

Open Findings

Finding # and Title: **Finding 14** – Issue that Delays in Application Build Are Impacting Completion of System Testing and the Start of UAT.

Date Opened: 3/29/24		
Finding Description: When Finding 14 was opened, Build Segment I activities were seven weeks behind schedule, and Build Segment II was approximately three weeks behind schedule. There was a risk identified by both the Florida PALM IV&V Team (Finding 14) and the Florida PALM Project Team (Risk #8) that if these delays continued into subsequent Build Segments, the completion of System Testing or Stage Gate 3 – Ready to Begin UAT could be affected. Since Build Segments III and IV involve more Development activities than Segments I or II, ongoing delays could have a much larger and cumulative impact on the subsequent Build Segments.		
Current Impact: Significant	Previous Impact: Significant	Trend: Worsening (escalated from Risk to an Issue.)
Current Probability: Likely	Previous Probability: Likely	Trend: Worsening (escalated from Risk to an Issue.)
Current Priority: High	Previous Priority: High	Trend: Worsening (escalated from Risk to an Issue.)

Status Update: Of the 123 Build Segment III AD documents, 106 have been approved. All Build Segment III AD documents were targeted for approval by 9/27/24. Based on the current pace of approval (6.3 per week), the Florida PALM IV&V Team projects that the remaining Build Segment III AD documents will not be approved until 1/20/25. Build Segment IV started in November, and there have been many Pre-Build meetings between the SSI Vendor Functional and Development Teams reviewing the Functional Designs (FDs) and clarifying questions. Based on the draft DED for D654 – Completion of Build Segment IV, all AD documents are targeted for approval by 3/6/25. The Florida PALM IV&V Team currently projects that the Build Segment IV AD documents will not be approved until 3/27/25. All Build Segment IV AD documents were originally targeted for approval by 1/6/25. This represents an 11-week delay in completing Development. According to the TSWUT, there are 146 Test Scripts dependent on AD documents that will not be approved until March 2025. The delay in Build Segment IV is expected to impact the completion of System Testing since the last Cycle of System Testing is expected to begin in March 2025. Additionally, the delays in Build have impacted the completion of Mock Conversions, which may delay the start of Interface Testing Cycle 2. This delay is also expected to impact Stage Gate 3 – Ready to Begin UAT. Since delays are impacting the System Testing timeline, this Finding has increased from a Risk to an Issue.

Recommendation #1: The SSI Vendor should re-evaluate and update the Staffing Plan to demonstrate how offshore and onshore Development staff will be adjusted to accommodate the increased scope and complexity of subsequent Build Segments.

Status: In Process

Update: Since June 2024, the SSI Vendor has consistently added additional Development staff to mitigate delays in Build. Initially, the increased Development staffing did not impact on the pace of Build. Beginning in October, there was a measurable increase in the pace of drafting Build Segment III AD documents. The Florida PALM IV&V Team is still evaluating if the additional staffing is having a positive impact on the pace of Build Segment IV. Limited status information is available for Build Segment IV as the Design Work Unit Tracker (DWUT) has not been updated to include Build Segment IV due to delays in approving the DED for D654 – Completion of Build Segment IV.

Recommendation #2: The Florida PALM Project Team should review and reassign Application Design review activities, when possible, to other staff not supporting Segment IV Design or other overlapping activities.

Status: In Process

Update: The Florida PALM Project Team has tried to shift review responsibilities to other staff or contractors when possible. Due to the expertise and prior knowledge gained from working on FDs, this approach has not been consistently feasible. Additionally, based on the review dates in the draft DED for D654 – Completion of Build Segment IV, the Florida PALM Project Team will need to review and approve nearly 60 AD documents in January and February each, which is more than any other month so far (44 is the most AD documents that have been approved in a month).

Recommendation #3: The SSI Vendor should continue with the current approach to providing existing functional resources to work with the Development team to clarify the FDs.

Status: In Process

Update: At the start of each Build, the Development team conducts a pre-build meeting with the SSI Vendor Functional staff to review the FDs and clarify questions about the Design. Numerous Pre-Build meetings for Build Segment IV were conducted in November and December 2024. The Florida PALM Project Team has diligently reviewed the AD documents when available, but multiple rounds of review to clarify or correct content where needed prior to approval.

Finding # and Title: **Finding 15** – Risk That High Failure Rate For RICEFW-Related Test Scripts May Impact Stage Gate 3.

Date Opened: 10/31/24		
Finding Description: Although System Testing execution is progressing, the Florida PALM IV&V Team has identified an initial failure rate of approximately 76% for Test Scripts associated with the RICEFW Items. As of 10/31/24, the failure rate for the second and third runs for RICEFW Items that failed initial execution is also high, with 30% failing during the second run and 38% failing on the third run. Compared to other types of Test Scripts, the failure rate of RICEFW-related Test Scripts for first, second, and third runs is substantially higher.		
Current Impact: Significant	Previous Impact: Significant	Trend: No Change
Current Probability: Likely	Previous Probability: Likely	Trend: No Change
Current Priority: High	Previous Priority: High	Trend: No Change

Status Update: As of 12/31/24, the initial failure rate for RICEFW-related Test Scripts has improved but remains high, with approximately 68% of these Test Scripts failing the initial test run since the start of System Testing. Of those, 34% also failed the second run. There was a 43% initial failure rate for test runs in December versus a 69% initial failure rate in November. The number of open High and Medium-priority SIRs has increased slightly in December. The Florida PALM IV&V Team will continue to review the improvements in the initial test run failure rate to determine if this is a long-term trend, but the risk level appears to be decreasing as of December.

Recommendation #1: The SSI Vendor should assign SIRs back to the original Developer that built the failed RICEFW Item.

Status: In Process

Update: Based on a review of Developers assigned to resolve SIRs, it does appear that most are being assigned back to the original Developer.

Recommendation #2: The SSI Vendor should add additional Development staff to focus on the remaining items for Build Segment IV.

Status: In Process

Update: Additional Development staff have been added to the Florida PALM Project starting in June 2024 and additional staffing is expected through March 2025. The Florida PALM IV&V Team is evaluating whether the additional staffing is impacting the pace of Build Segment IV.

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

Status: In Process

Update: Test Scripts are being prioritized and coordinated with the Development team based on what is available. It does not appear that System Testing resources are trying to test functionality that has not been completed in Build.

Recommendation #4: The SSI Vendor should document and standardize approaches to maintain consistency in configuration, application security roles, and settings across different environments.

Status: In Process

Update: Improvements have been made to the deployment process to make them more consistent. During December, approximately 13% of SIRs were identified as an “application security” defect type, 12% were identified as a “configuration” defect type, and 10% were identified as a “migration” defect type. This indicates that additional analysis should be performed to determine why these types of defects continue and how to mitigate them in the future.

Recommendation #5: The SSI Vendor should enhance smoke testing performed on Builds migrated to the System Testing environments using automated Test Scripts. Smoke testing is intended to assess the stability and functionality of new code when it is released in a new environment.

Status: No Change

Update: Although some smoke testing is performed, the Florida PALM IV&V Team is not aware of any increase in the smoke tests being performed or that any of the tests are being automated. The Florida PALM IV&V Team continues to recommend that additional automated smoke testing scripts be developed and utilized.

Recommendation #6: The SSI Vendor should continue existing meetings and processes between Development and Testing teams to coordinate the availability of RICEFW Items for System Testing and identify any dependencies among RICEFW Items.

Status: In Process

Update: The SSI Vendor Development and Testing teams are in frequent contact to coordinate the testing of RICEFW Items based on availability. The Florida PALM IV&V Team has not observed any instances where testing was attempted on a RICEFW Item that had not been completed.

Recommendation #7: The SSI Vendor should continuously log and review the root causes of SIRs with testers to minimize future identification of SIRs that are not valid defects.

Status: No Change

Update: Root causes are not consistently being logged for SIRs and, therefore, cannot be used to analyze if SIRs are truly valid defects. The Florida PALM IV&V Team continues to recommend logging the root cause for all SIRs.

Recommendation #8: The SSI Vendor should develop a burn-up chart based on the Stage Gate 3 Entry Criteria and track performance against it.

Status: No Change

Update: The Florida PALM IV&V Team has not observed the creation and maintenance of a burn-up chart based on the Stage Gate 3 criteria that can be used to determine whether the trajectory of progress is sufficient to meet the criteria. The Florida PALM IV&V Team continues to recommend that this type of burn-up chart be created.

Finding # and Title: **Finding 16** – Compounding delays in Mock Conversion 0 and 1 have led to a compressed timeline for Mock Conversion 2 and have the potential to impact multiple downstream activities, such as Interface Testing, future Mock Conversions, and UAT.

Date Opened: 11/29/24		
Finding Description: Mock Conversion 0B has been delayed due to delays with the development of critical Payroll Conversion interfaces, pushing the anticipated completion date of Mock Conversion 0B beyond November. As of 11/30/24, the Florida PALM Project Team completed Conversion activities for 10 out of the 14 interfaces for Mock Conversion 0B. Three of the remaining Conversion interfaces are 50% complete, and one is 25% complete. Additionally, there are two open High-priority SIRs, with one remaining unresolved since October, and 10 Medium-priority SIRs. These delays have pushed the completion of Mock Conversion 1B to early December, but Mock Conversion 1B cannot be finalized until Mock Conversion 0B is complete. Mock Conversion 1A has been reopened and new SIRs have been logged as a result.		
Current Impact: Critical	Previous Impact: Significant	Trend: Worsening
Current Probability: Probable	Previous Probability: Likely	Trend: Worsening
Current Priority: High	Previous Priority: High	Trend: No Change

Status Update: Mock Conversion 0A and B, originally planned from early July through October, is now eight weeks behind schedule as of 12/31/2024 and remains incomplete. Similarly, Mock Conversion 1A and B, planned for early September through November, is four weeks behind schedule and also incomplete, with 10 High-priority defects still open across Mock Conversion 0B and Mock Conversion 1A and B. Given the average age of High-priority defects (17 days) and the timeframe required to complete previous Mock Conversions, the four-week timeline for Mock Conversion 2 (originally planned for 6 weeks) is likely insufficient to complete the execution of conversion scripts and address any new High-priority defects that may arise. If delays to Mock Conversion persist, the Florida PALM IV&V Team anticipates delays in Interface Testing and subsequent Mock Conversions, which will impact downstream activities and the overall Florida PALM Project timeline. Due to the increased delay, this Finding has been raised from a Preliminary Concern to a Risk.

Recommendation #1: Prioritize the resolution of SIRs from Mock Conversions 0B and 1B and finalize Mock Conversion 0B activities to prevent further delays to Mock Conversion 1B. The Florida PALM Project Team should review completion dates for the remaining Mock Conversions and consider mitigation strategies such as allocating additional resources or extending work hours to realign the Mock Conversion timeline and promptly address new SIRs

Status: In Process

Update: Although the Florida PALM Project Team is prioritizing the resolution of SIRs from prior Mock Conversions before starting Mock Conversion 2, 10 High-priority defects from Mock Conversions 0B and 1A and B remain unresolved. To improve planning, coordination, and accountability, the Florida PALM Project Team should work with the SSI Vendor to establish firm deadlines for resolving these SIRs and completing the remaining Conversion scripts for Mock Conversions 0B and 1B. This approach will provide a structured timeline for addressing SIRs and

completing outstanding tasks. The Florida PALM Project Team should reassess Interface Testing and subsequent activities to update the Florida PALM Project timeline or reduce scope to minimize the delays.

Finding # and Title: **Finding 17** – The overlapping timing of UAT, Training activities, and YEC tasks can create resource constraints, potentially reducing the effectiveness of Training delivery.

Date Opened: 11/29/24		
Finding Description: Agency Subject Matter Experts (SMEs) and end users will depend on UAT and Training to gain the familiarity needed to perform their job functions in Florida PALM. The concurrent timelines for UAT, Training, and YEC activities may strain Agency resources and divide their focus across these overlapping efforts.		
Current Impact: Significant	Previous Impact: Significant	Trend: No Change
Current Probability: Likely	Previous Probability: Likely	Trend: No Change
Current Priority: High	Previous Priority: High	Trend: No Change

Status Update: The approval of Florida PALM Project Decision DE356 – Training Materials Update has shifted the timeline for producing UAT-related Training materials, eliminating any slack between the publication of these materials and the start of UAT. Training Build, UAT Training Materials, and the End User Manual are now delayed by approximately two months from the original schedule. Additionally, some Agencies are still reporting challenges with resource retention and building staff expertise in their business systems for testing. Due to the condensed timeline for the publication of UAT Training materials and the start of UAT, this Finding has increased from a Preliminary Concern to a Risk.

Recommendation Update (New Recommendation): Since first reporting this Preliminary Concern, the Florida PALM IV&V Team recommends that Agencies explore the opportunity for staff augmentation funding to hire resources that could focus solely on the Florida PALM Project, who do not need to have direct Agency operations or FLAIR experience. Examples of positions that may be considered could include Training Leads, Managers or Coordinators, and UAT testers, who would benefit Agencies by allowing specific roles to concentrate on these respective efforts. At the same time, SMEs and other Agency staff can focus on YEC activities and UAT and help coordinate training efforts.

Recommendation #1: Agencies should plan to increase resources – potentially through staff augmentation – to better support their staff during these parallel activities before beginning UAT. The Florida PALM IV&V Team also recommends that the Florida PALM Project Team track Training readiness through defined Key Performance Indicators (KPIs), surveys, and other metrics (i.e., SME and end-user participation in UAT, UAT progress, Training participation, completion rates, and knowledge transfer evaluations).

Status: No change

Update: The Florida PALM IV&V Team has not observed a significant increase in staff augmentation across the Agencies or metrics to track Training readiness by the Florida PALM Project Team. The Florida PALM IV&V Team continues to recommend the creation of KPIs, surveys, and other metrics to track Training readiness.

Recommendation #2: Consider additional support mechanisms during this period, such as setting up support labs, offering office hours, and hosting targeted workshops to address learning gaps and technical issues during UAT and Training. While the Florida PALM Project Team is

already considering some of these measures, they could be more effectively defined through early engagement to identify specific Training needs and gaps, which can then be incorporated into the Training materials.

Status: In Process

Update: While the Florida PALM Project Team hosted several workshops with Agencies in December, much of the discussion focused on Agency readiness for UAT and Florida PALM implementation. The Florida PALM IV&V Team continues to recommend increased engagement with the Agencies to identify their specific Training needs and gaps, particularly since the Train-the-Trainer program has been canceled.

Closed Findings

No Findings were closed in this reporting period.

Metrics Related to Findings

The Figure below shows the open, closed, and new Findings the Florida PALM IV&V Team identified. One new Finding was opened this month, with four open Findings and two closed Findings.

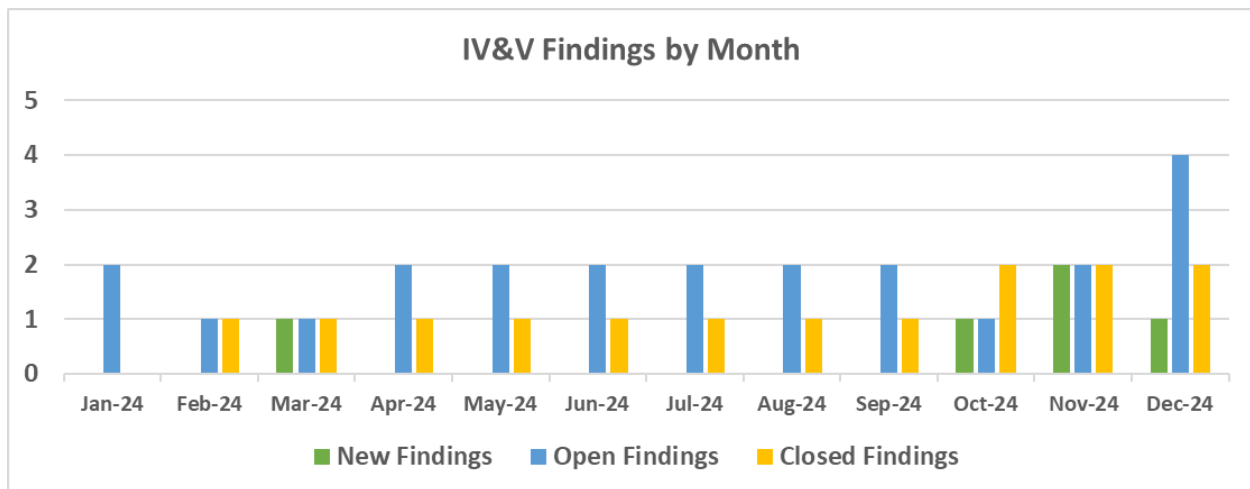
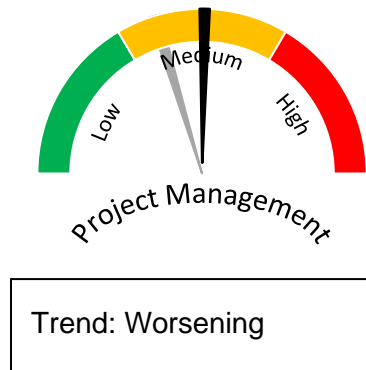


Figure 1: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator¹



Florida PALM Project Management Updates

The Florida PALM IV&V Team analyzes changes to the SPI and Delayed Tasks on the Florida PALM Project Schedule. This analysis is intended to determine the effectiveness of the Florida PALM Project Team's Schedule Management processes and evaluate the overall health of the Florida PALM Project. SPI measures how efficiently the Florida PALM Project is progressing relative to the planned schedule. At the same time, Delayed Tasks highlight specific areas where the Florida PALM Project may be experiencing roadblocks or potential issues. The Florida PALM IV&V Team uses Steelray Project Analyzer to calculate the SPI and Delayed Tasks based on the End of Month (EOM) Florida PALM Project Schedule.

Florida PALM Project SPI

Utilizing the Florida_PALM_Project_ScheduleEOM.mpp file with a status date of 12/31/24, the Florida PALM Project Schedule SPI decreased from .92 in November to .90 at the end of December. An SPI of .90 indicates that the Florida PALM Project is progressing at 90% of the planned pace, which is slightly behind schedule.

Florida PALM Project Delayed Tasks

The Florida PALM Project Delayed Tasks have increased from 300 at the end of November to 409 at the end of December, representing an increase of 36%. Steelray defines a Delayed Task as one that should have started or finished but has yet to be completed. The Florida PALM IV&V Team continues to group these tasks into the following categories:

- Configuration.
- Deliverables.

¹ Indicator would include this month's indicator as well as a shadow that shows what the previous indicator rating was similar to what is provided in the current monthly assessment report template.

- Administrative (Admin), which are tasks that support the Florida PALM Project but do not affect the Critical Path (e.g., reporting tasks, audits, budget tasks, documenting Florida PALM Project metrics).
- Work Products (WP).
- Internal Work Products (I-WP).

The Figure below shows the breakdown of these tasks. The biggest increase in Delayed Tasks can be seen in the Deliverables Category.

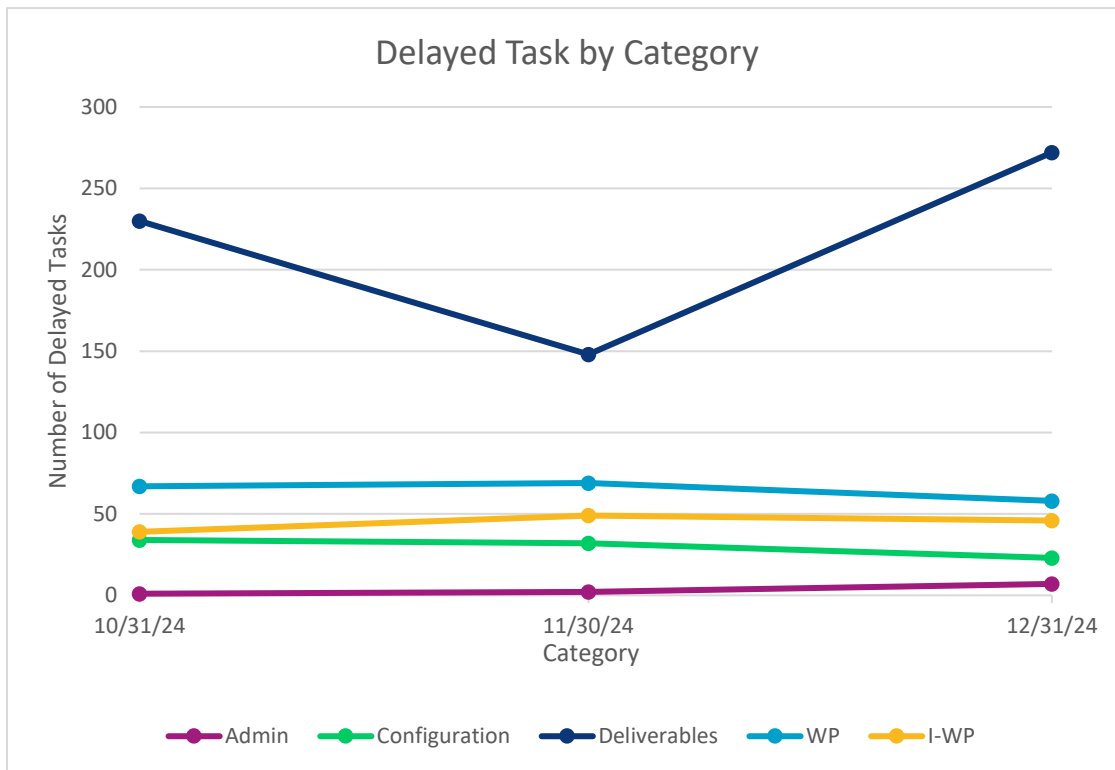


Figure 2: Delayed Tasks by Category

D654 – Completion of Build Segment IV contains the largest number of Delayed Tasks, some of which were added to the Florida PALM Project Schedule in December based on the schedule of activities outlined in the DED. While Pre-build meetings are being conducted between the SSI Vendor Development and Functional teams, the delay to Build Segment IV is expected to impact the completion of System Testing and Stage Gate 3 – Ready to Begin UAT.

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

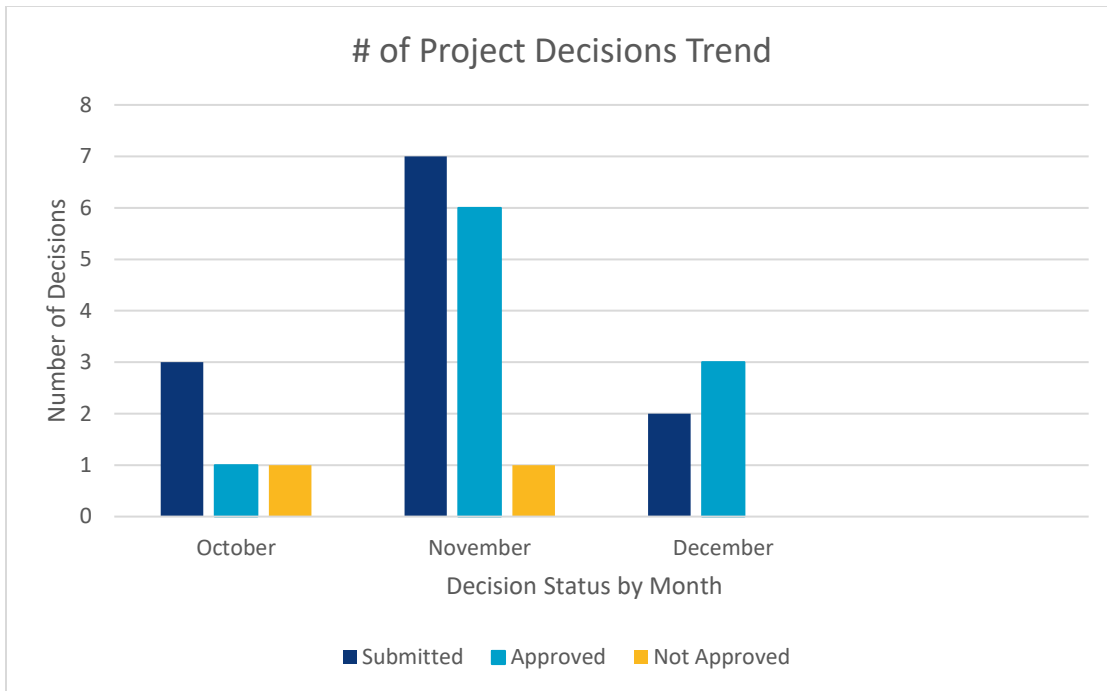


Figure 3: Project Decisions Trend

The three Decisions approved by Florida PALM Project leadership in December included one submitted in November and two submitted in December:

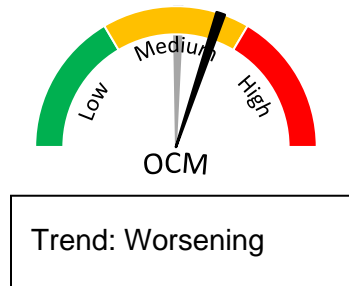
1. Updates to task dates for two Deliverables and three WPs related to Designs for Financials (FIN) and Human Capital Management (HCM), which are dependencies for Data Warehouse (DW)/Business Intelligence (BI).
2. The addition of a new WP to support the design of the Employee Self-Service (ESS) solution and additional Florida PALM Project Schedule tasks for D697 – Completion of Employee Self-Service Build.
3. The removal, renaming, and addition of tasks for I-WP111 – UAT Training Materials, I-WP110 – Training Build, and I-WP – End User Manual. The baseline Start and Finish dates for I-WP111 were adjusted to align with D652 and D656 to support Test Script analysis, execution, identification of activities for UAT Training Materials, and the scheduling of DW/BI Build and Testing activities.

The Florida PALM IV&V Team continues to attend CRAIDL meetings and review the open Florida PALM Project Risks. While there was no change to the Risks for the month of December, the Florida PALM IV&V Team continues to recommend more frequent and detailed risk assessments, opening or escalating Risks when applicable, and increasing the frequency of CRAIDL meetings to biweekly for more timely Risk discovery, focused discussion, and adjustments to mitigation strategies as needed.

This Focus Area remains a Medium Risk but has increased from a Medium to High Yellow due to the increase in Delayed Tasks.

Florida PALM Organizational Change Management

Focus Area Indicator



Florida PALM Organizational Change Management Updates

The Florida PALM Project continues to make progress with its OCM efforts, particularly in Agency engagement. For example, the use of virtual meetings for December’s Agency Readiness Touchpoints to accommodate holiday schedules was well received by Agencies, many of whom found the format efficient and expressed interest in more frequent virtual sessions. The Florida PALM Project Team should consider leveraging virtual meetings more extensively to supplement or, where appropriate, replace routine in-person meetings. This could include options such as monthly virtual office hours for technical discussions or ad hoc sessions upon Agency request.

December included several additional OCM engagements, such as the Florida PALM Agency Sponsor Summit and the Florida PALM UAT Training CoLab with FL[DS]. The Agency Sponsor Summit, held on 12/4/24, brought together Agency sponsors, representatives, and SMEs to review progress and discuss readiness for the upcoming Florida PALM Project phases. During the Agency Sponsor Summit, Florida PALM Project leadership promoted it as a safe space for Agencies to be candid about their experience and readiness for Florida PALM. The topics discussed included UAT, Go-live preparations, and general Agency feedback. The Florida PALM IV&V Team observed that feedback from Agencies during the Agency Sponsor Summit highlighted key roadblocks, concerns, and readiness challenges, including resource constraints, compressed timelines, and preparation for training and UAT.

To mitigate resistance and change fatigue, the Florida PALM IV&V Team recommends that the Florida PALM Project Team continue to focus on collaboration and transparency – as demonstrated during the Agency Sponsor Summit and Florida PALM UAT Training CoLab – to not only exchange information, but to promote a sense that Agency concerns are heard and understood. Prosci® best practices also encourage an effective change management approach that is customized and scaled to meet unique situations, including developing special tactics to address anticipated resistance. Prosci’s top ten tactics for managing resistance include: listening and understanding objections, focusing on ‘what’ and letting go of the ‘how’, removing barriers, providing simple and clear choices, creating hope, showing the benefits in a real and tangible way, making a personal appeal, converting the strongest dissenters, demonstrating consequences, and providing incentives.

The Florida PALM UAT Training CoLab, held on 12/5/24, focused on understanding how user stories can support Agencies during UAT. Participants learned about creating user stories through demonstrations and examples designed to be accessible and understandable. The CoLab emphasized the importance of collaboration between SMEs and end-users to iteratively refine

user stories, particularly as they approach readiness for test cases. Practical exercises, such as drafting user stories, were conducted. While the use of simpler examples (e.g., the French train and station example) facilitated understanding, incorporating real-world Florida PALM Project scenarios may have been more relatable for Agencies and enhanced their learning experience. Overall, engagement was high, with active participation from Agencies and Florida PALM Project leadership.

The Florida PALM Project Director approved Decision DE356 – Training Materials Update in December, revising the work required to identify, build, and complete training materials. Task start and finish dates have been adjusted to reflect updated effort estimates and predecessor task dependencies. These changes have introduced more overlap between tasks and reduced slack between the completion of UAT Training materials and the start of UAT.

Key timeline adjustments include:

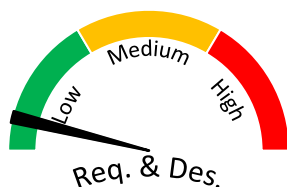
- Training Build: Completion shifted from June to August 2025.
- UAT Training Materials: Completion for project-led UAT training moved from January to March 2025 and for Agency-Led training from April to June 2025.
- End User Manual: Completion delayed from June to August 2025.

These shifts could increase resource constraints and workloads for RCs and Training staff during UAT Training activities. Additionally, the reduced time to incorporate System Testing results into Training materials may impact Agency readiness downstream. As a result, Finding 17 has been escalated from a Preliminary Concern to a Risk, as the schedule for these activities is now compressed compared to the original plan. Many Agencies have also raised concerns about resource constraints around key training and UAT milestones, further compounding this Risk. To address these challenges, additional recommendations were added to Finding 17, including leveraging staff augmentation resources, such as Training and Testing personnel, that do not require Agency or FLAIR experience. This approach could assist Agencies in completing UAT and Training activities more effectively.

The Risk Rating for this Focus Area remains a Medium Risk but has increased from a Medium to High Yellow as challenges persist with the Florida PALM Project’s Testing and Training timelines, Agency resource constraints and availability during times of multiple competing priorities, and overall, Florida PALM readiness.

Florida PALM Requirements and Design

Focus Area Indicator



Trend: No Change

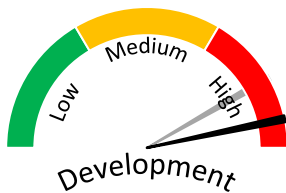
Florida PALM Requirements and Design Updates

The Florida PALM Project Team is currently focused on pre-Build and Build activities based on the approved Designs. PCRs 121, 122, and 123 may have additional Design-related Deliverables, and the Florida PALM IV&V Team will review and participate in the Design discussions when they are scheduled.

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

Florida PALM Development

Focus Area Indicator



Trend: Worsening

Florida PALM Development Updates

Build Segments III and IV

Of the 123 Build Segment III AD documents targeted for approval by 9/27/24, 106 have been approved. Based on the current pace of approval, the Florida PALM IV&V Team projects that all the Build Segment III AD documents will be approved by 1/20/25. The Florida PALM IV&V Team has observed several root causes that have contributed to the delays in Build Segment III, including:

- Development staff misunderstanding content in the FDs, leading to rework.
- Development staff need to make multiple rounds of updates to AD documents based on feedback and clarifications from the Florida PALM Project Team.
- Onboarding newly added Development staff that do not have background knowledge of the Florida PALM Project.
- Initial underestimation of the scope and complexity of Build Segment III.

Alongside the review and approval of Build Segment III AD documents, pre-meetings and Development efforts for Build Segment IV have also commenced. Build Segment IV was originally scheduled to be completed by 1/6/25 but based on the schedule in the draft DED for D654 – Completion of Build Segment IV, the last AD documents will not be approved until 3/6/25. Additionally, the Florida PALM IV&V Team projects that all Build Segment IV AD documents may not be approved until 3/27/25. This represents an 11-week delay from the original target date. The Table below shows the key original scheduled dates and the expected dates.

Table 3: Changes to Key Dates

Key Dates	Original Expected Date	Current Expected Date
Completion of Build Segment IV	1/6/25	3/27/25*
Completion of System Testing	2/28/25	4/30/25**
Stage Gate 3 – Ready to Begin UAT	3/28/25	3/28/25

* Based on Florida PALM IV&V Team Estimate

** Based on Approved D643 – Updated System Testing Plan

Additionally, based on the review and approval dates in the draft DED for D654 – Completion of Build Segment IV, the Florida PALM Project Team would need to review and approve nearly 60 AD documents per month, which is more than any month so far. The Figure below shows the number of AD documents approved by month versus the projected number that needs to be approved in future months.

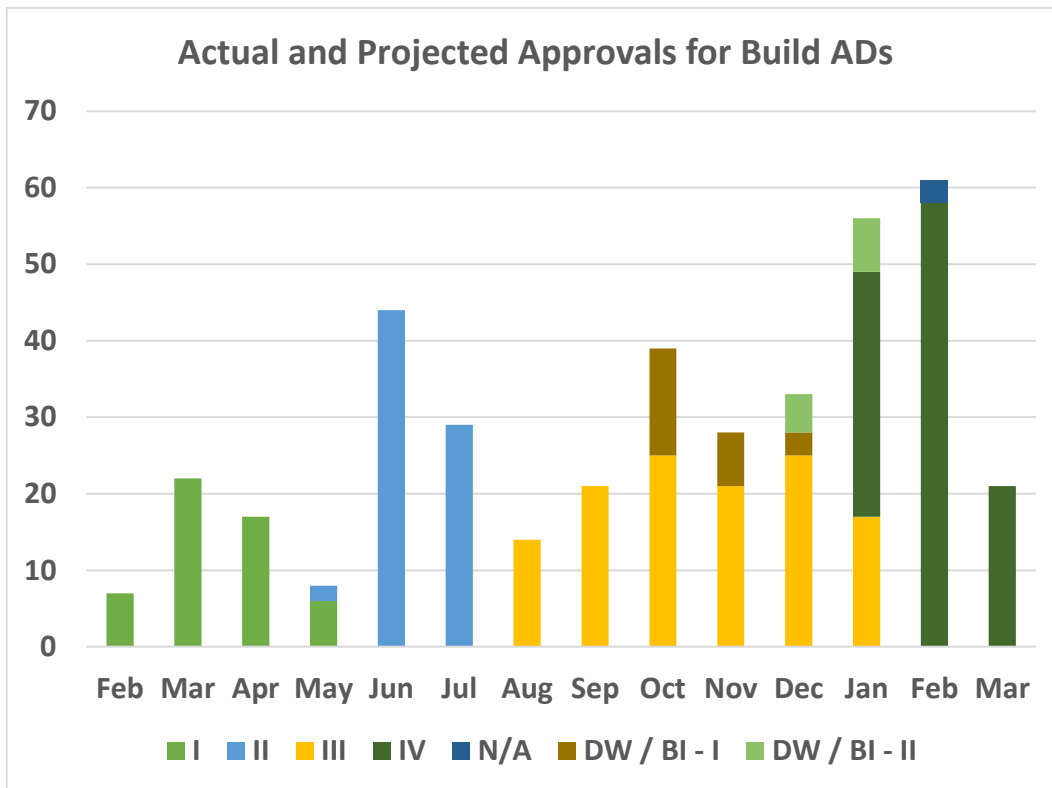


Figure 4: Actual and Projected AD Approvals by Month

The pace needed for review and approval of AD documents in January and February of 2025 would place a large strain on key Florida PALM Project staff and is not realistic based on the effort and intensity required for these reviews. Review and approval of AD documents will most likely spill over into March and extend the completion date for Build Segment IV.

To mitigate delays in drafting the AD documents, the SSI Vendor has consistently added Development staff since July 2024. The changes to Development staffing levels are shown in the Table below.

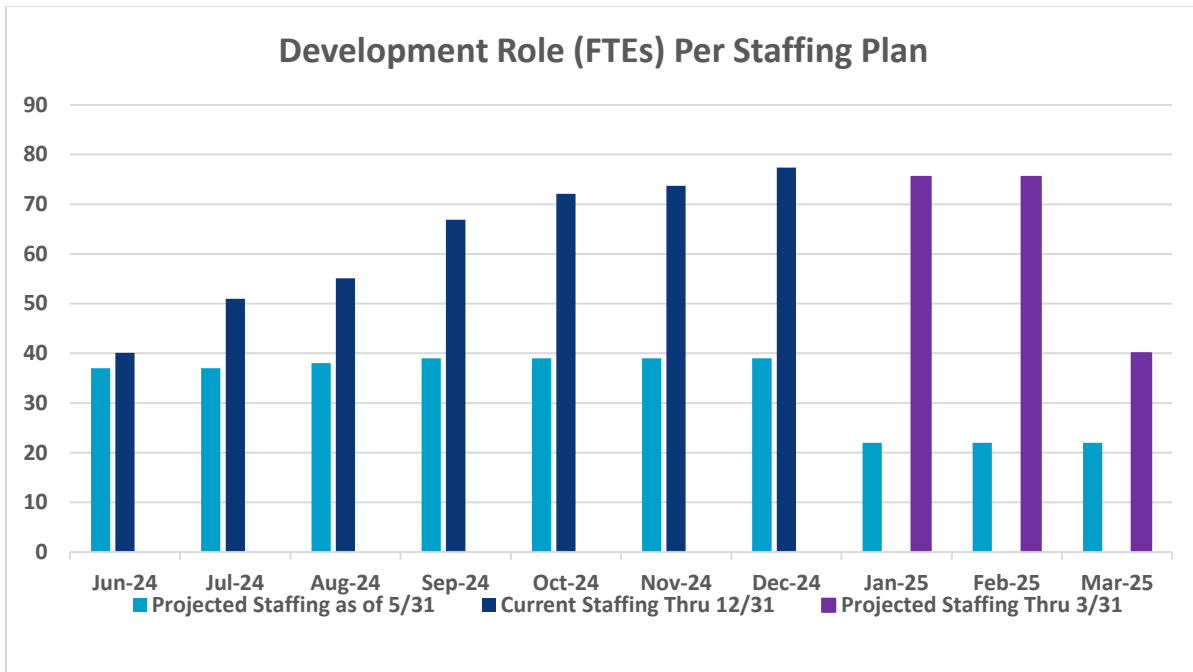


Figure 5: Changes in Development Staffing

The Florida PALM IV&V Team observed an increase in the pace of drafting AD documents for Build Segment III beginning in October 2024. Concurrently with the review and approval of the remaining Segment III AD documents, Build Segment IV has also started. Pre-build meetings are ongoing to review the Build Segment IV FDs with the Development team before starting the Build. These meetings include SSI Vendor Development and Functional staff and are intended to clarify any questions the Development team may have. The Florida PALM IV&V Team is evaluating the pace of Build Segment IV. Still, since the DWUT has not been updated to include Build Segment IV, there is not enough data yet to evaluate the pace of Build Segment IV activities. Updating the DWUT to include Build Segment IV was impacted by delays in approving the DED for D654 – Completion of Build Segment IV. Approval of the DED for D654 was delayed as multiple review cycles were required to address comments and update dates associated with Build Segment IV tasks.

The continued delays in Build Segments III and IV are expected to delay the completion of System Testing and Stage Gate 3 – Ready to Begin UAT. These delays are already impacting Mock Conversion and may also impact Interface Testing Cycle 2.

DW/BI Build Segments I and II

The DW/BI Build Segment I completed slightly ahead of schedule on 12/2/24. As of 12/31/24, eight of the 12 AD documents for DW/BI Segment II have been drafted, and five have been approved. Although this is slightly behind target, the Florida PALM IV&V Team does not expect any impact on the targeted completion date of 1/28/25. Another 16 DW/BI reports will be part of the future DW/BI Build Segment III based on the draft DED for D668 – Completion of Build Segment III DW/BI.

SIR Resolution

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

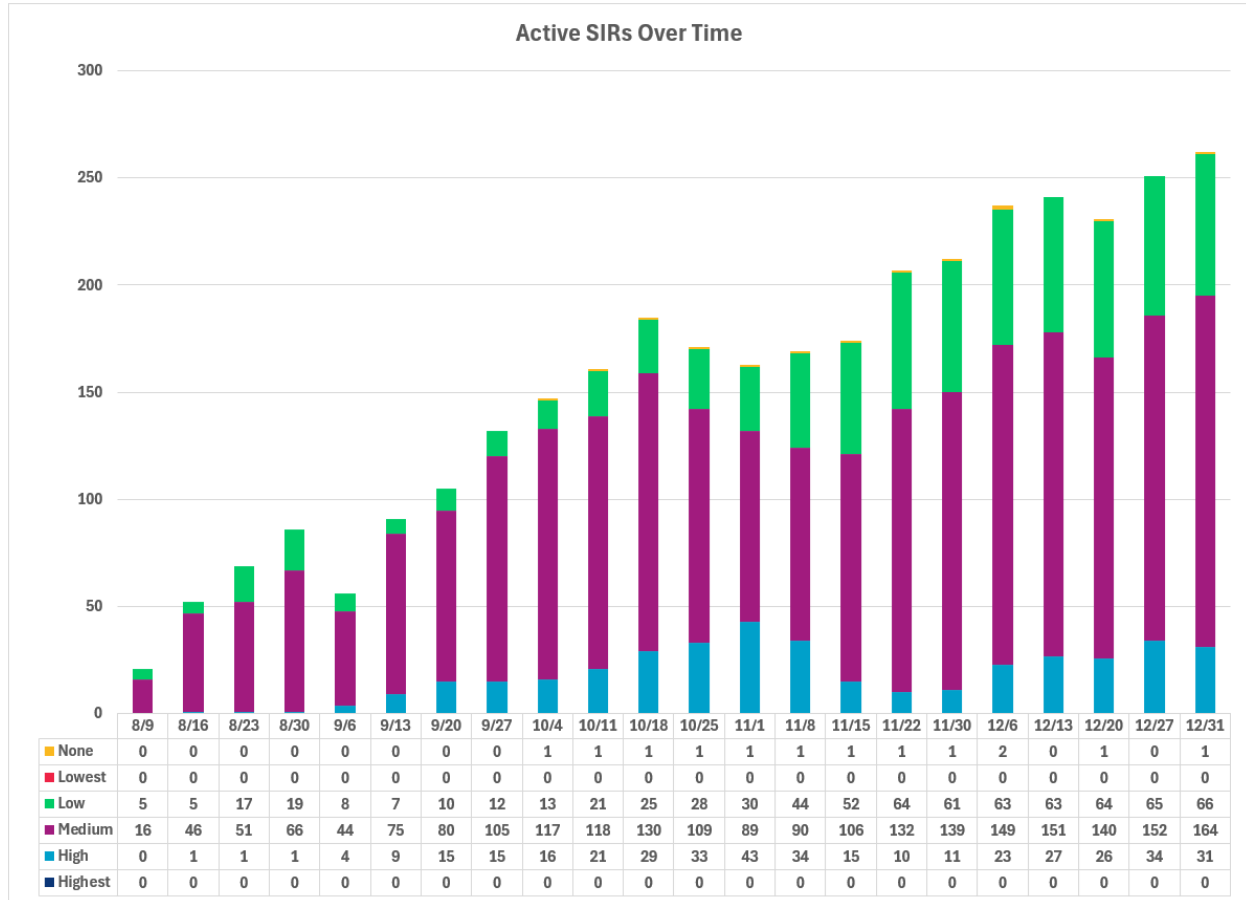


Figure 6: Unresolved SIRs over Time

There has been a slight increase in the number of opened High and Medium-priority SIRs. There is also a relatively high failure rate for initial executions, especially for RICEFW-related Test Scripts (68.4% fail the initial test run). The Figure below shows the failure rate for each type of Test Script across multiple test runs.

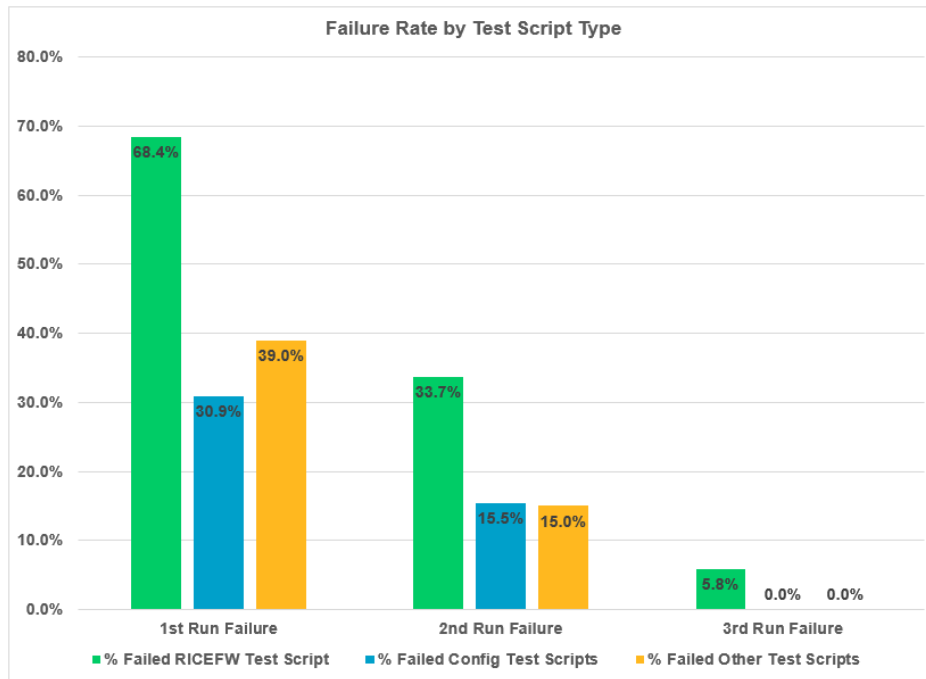


Figure 7: Failure Rates Per Test Type

The Florida PALM IV&V Team observed a decrease in the initial failure rate for RICEFW-related Test Scripts in December 2024. This trend is visible in the Figure below:

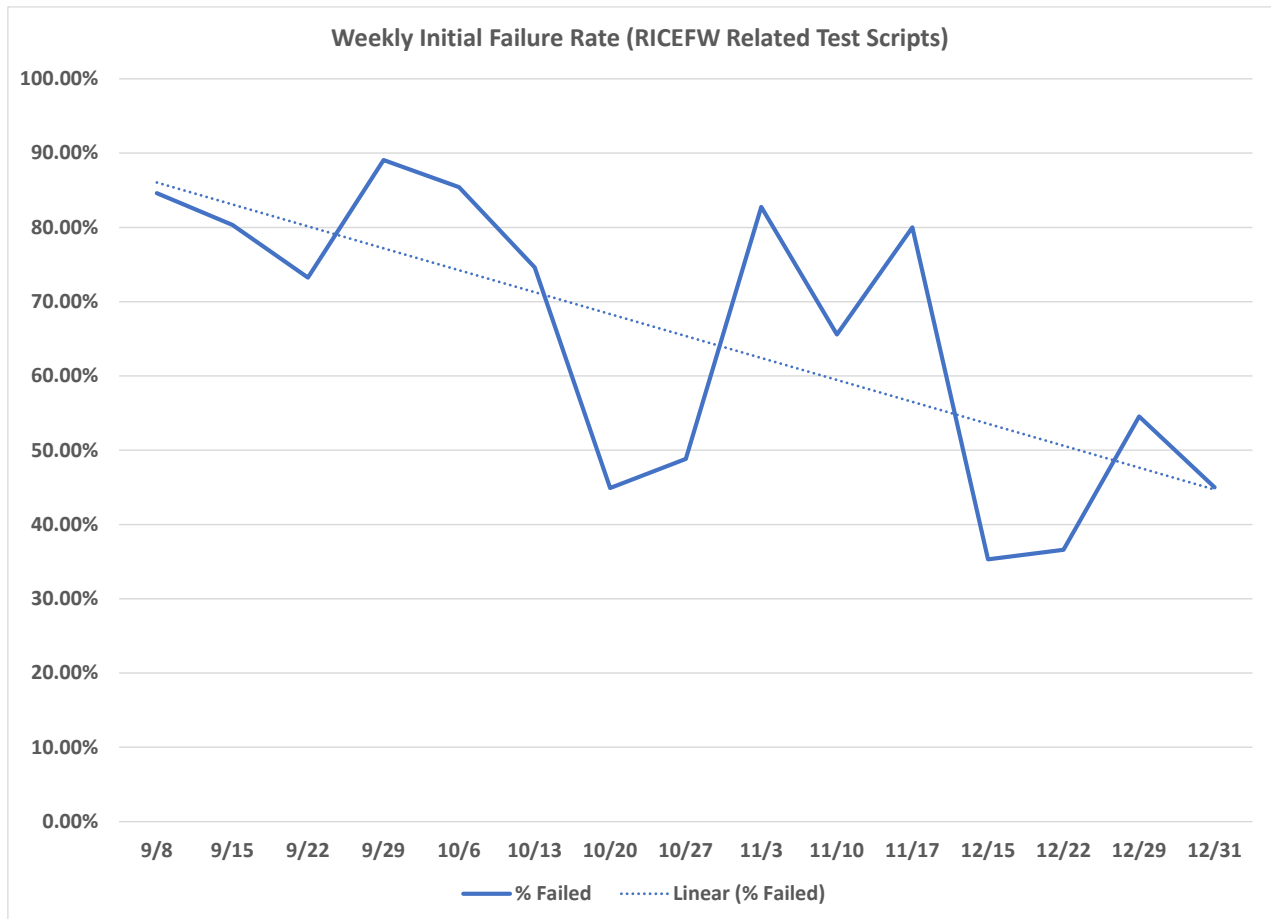


Figure 8: Weekly Initial Failure Rate for RICEFW-related Test Scripts

The Florida PALM IV&V Team will monitor the weekly failure rate to determine if this improvement continues in subsequent System Testing Cycles.

Most of the new SIRs are being identified as “code” defect types, which indicates that Development staff will be required to resolve them. The Figure below shows the percentage of new SIRs by defect type over time based on the week the SIR was created. This data represents a snapshot as of 12/31/24.

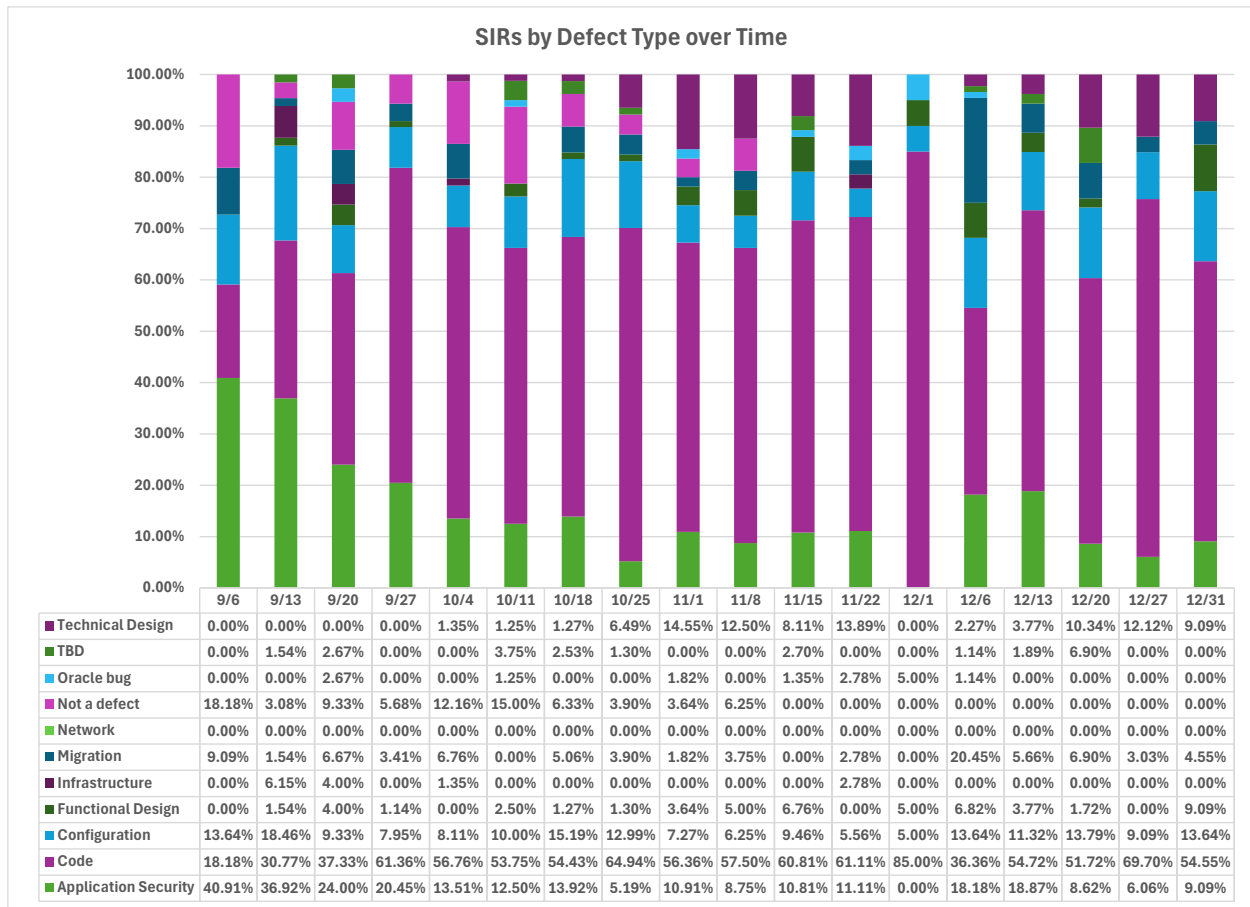


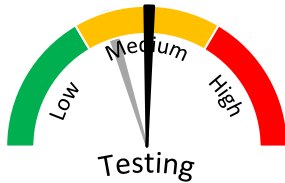
Figure 9: SIRs by Defect Type Over Time

The percentage of SIRs that are identified as “code” defect types indicates a potential concern related to the quality of code being migrated to the System Testing environments, as well as a need for additional Development support to mitigate delays in passing Test Scripts. Although the initial failure rate for RICEFW-related Test Scripts is improving, the continued increase in opened SIRs, along with the high percentage of “code” defects poses a risk to the System Testing timeline. The Florida PALM IV&V Team identified Finding 15 which includes recommendations to mitigate the impact of these items on Stage Gate 3 – Ready to Begin UAT.

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

Florida PALM Testing

Focus Area Indicator



Trend: Worsening

Florida PALM Testing Updates

The Florida PALM IV&V Team observed no test execution activity between the completion of System Testing Segment I on 11/14/24 and the start of System Testing Segment II on 12/9/24. This three-week gap is not reflected in the timeline outlined in D643 – Updated System Testing Plan, which does not account for interruptions in test execution activities. System Testing Segment II includes Test Scripts from System Testing Cycles 0-9 as the TEXT reflects. As of 12/31/2024, the SSI Vendor is slightly behind the execution, with 130 of the planned 171 Test Scripts executed so far. Of these, 32% failed the initial run, and 88% (38 out of the 43) of the failed Test Scripts were related to RICEFW Items.

According to the TSWUT, 1,507 Test Scripts are scheduled for execution during the remaining 17 weeks of System Testing. At the current average execution pace of approximately 56 Test Scripts per week, the Florida PALM IV&V Team is concerned about the Florida PALM Project Team's ability to meet the scheduled System Testing completion date. Furthermore, the number of Test Scripts is expected to increase as delayed Build Segments are completed and additional Test Scripts are added to the TSWUT. Due to these factors, the Florida PALM IV&V Team has opened a new Finding (Finding #18) as a Preliminary Concern. The Figure below shows the current pace against the projected pace based on the current Test Script counts.

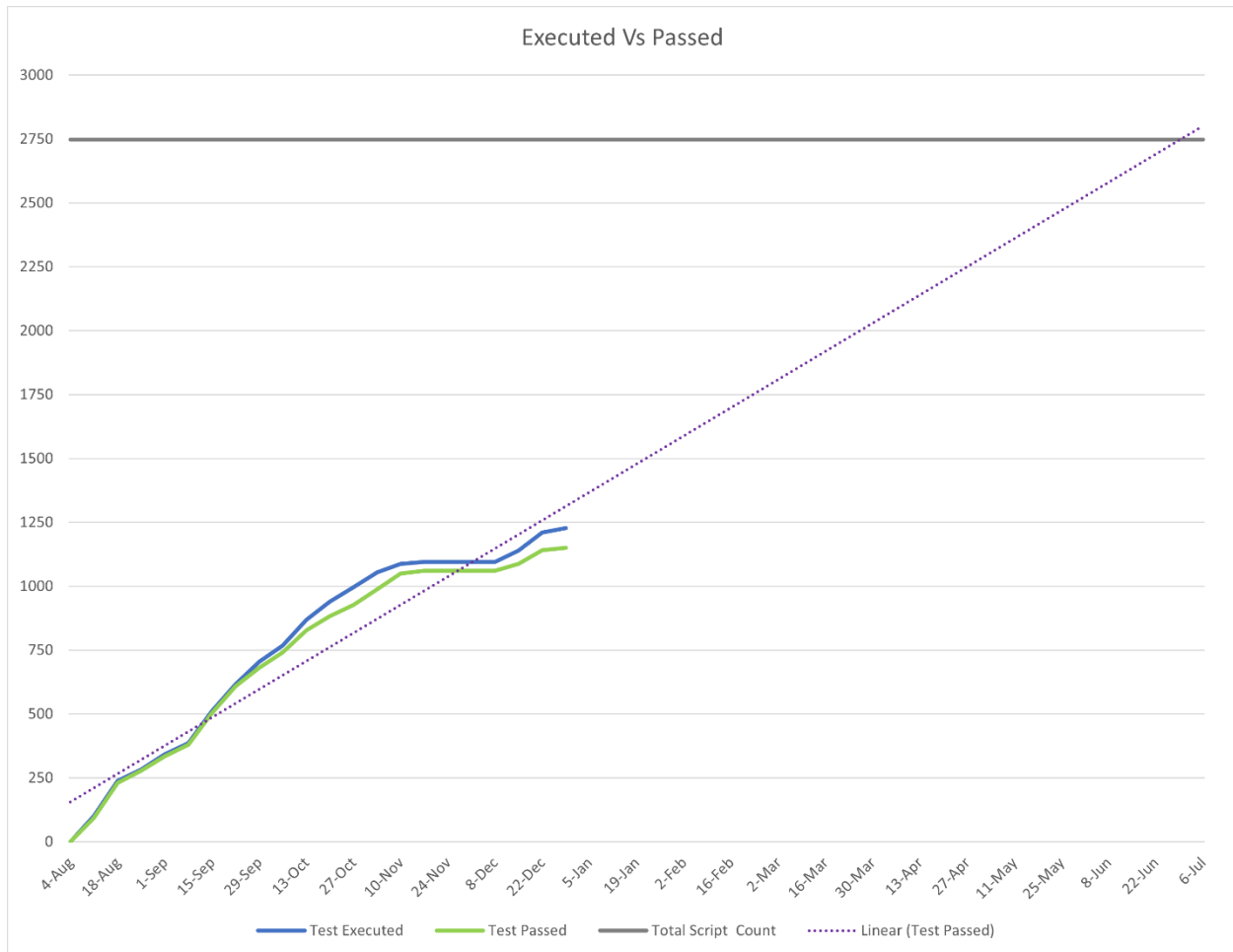


Figure 10: Total Test Scripts Executed versus Passed

The Tables below give a snapshot of the execution status of System Testing Segments I and II as of 12/31/24.

Table 4: Planned and Actual Number of Test Cases- System Test Segment I

Cycle	Total No of Test Cases	No. of Test Cases Canceled/Deferred	Actual No of Test Cases Executed	Pass	Fail	Pass % (based on executed)	Fail % (based on executed)
Cycle 0	328	8	320	319	1	99%	1%
Cycle 1	180	17	163	162	1	99%	1%
Cycle 2	344	7	337	316	21	94%	6%
Cycle 3	285	8	277	264	13	95%	5%
Grand Total	1137	40	1097	1061	36	97%	3%

Table 5: Planned and Actual Number of Test Cases- System Test Segment II

Cycle	Total No of Test Cases	No. of Test Cases Canceled/Deferred	Actual No of Test Cases Executed	Pass	Fail	Pass % (based on executed)	Fail % (based on executed)
Cycle 0	18	0	4	1	3	25%	75%
Cycle 1	9	0	2	0	2	0%	100%
Cycle 2	413	5	61	36	25	59%	41%
Cycle 3	222	0	38	28	10	74%	26%
Cycle 4	47	3	14	14	0	100%	0%
Cycle 5	100	0	13	11	2	85%	15%
Cycle 6	32	0	0	0	0	0	0%
Cycle 7	14	0	2	1	1	50%	50%
Cycle 9	9	1	1	1	0	100%	0%
Grand Total	864	9	135	92	43	68%	32%

The SSI Vendor is expected to continue drafting Test Scripts concurrently with System Testing execution. The Florida PALM IV&V Team observed that the pace at which the Test Scripts are being drafted for System Test Cycles 4 and above has declined in December due to delays in Build.

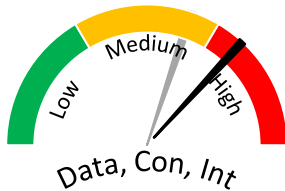
The Florida PALM IV&V Team reviewed D652 – Completion of Test Segment I and provided initial comments to the Florida PALM Project Team. An assessment of D652 will be provided in a future report.

The State Quality Assurance (QA) Team has begun testing alongside the SSI Vendor. The Florida PALM IV&V Team will continue to observe these testing efforts and follow up with the Florida PALM Project Team about any questions or concerns.

The Risk Rating for this Focus Area remains a Medium Risk but has increased from a Low to Medium Yellow due to the number of Test Scripts that have yet to be executed, the current pace at which the System Test Execution is progressing, the total volume of Test Scripts that have yet to be developed and tested as Build Segments are complete, the continuing trend of high failure rates for RICEFW-related Test Scripts, and the increasing volume of High and Medium-Priority SIRs.

Florida PALM Data, Conversion, and Interfaces

Focus Area Indicator



Trend: Worsening

Florida PALM Data, Conversion, and Interface Updates

Conversions

The Florida PALM Project Team made progress in December for Mock Conversion 0B, completing Conversion activities for two of the four remaining interfaces. Of the 14 interfaces in Mock Conversion 0B, two are 50% complete with Test Script execution. Final State validation is complete for seven interfaces, six are in progress, and one has not yet started. The completion of Mock Conversion 0B, initially scheduled for early October, remains delayed beyond December due to late Payroll Conversion interfaces in Build and unresolved High-priority SIRs.

The delay in completing Mock Conversion 0B has shifted the timeline for Mock Conversion 1B, initially scheduled for completion in November, to early January. As of 12/31/24, 10 conversion interfaces are included in Mock Conversion 1B. Three have completed Test Script execution, five are in progress, and two have not started. Of the eight interfaces either completed or in progress, final State validation is complete for one and in progress for four.

Delays in Mock Conversion 0B and 1B have postponed the start of Mock Conversion 2 from early December to early January. The combination of incomplete Mock Conversion 0B and 1B, unresolved High and Medium-priority SIRs, and the delayed start of Mock Conversion 2 poses a Risk to Interface Testing and subsequent Conversion activities. Due to this, Finding 16 has been raised from a Preliminary Concern to a Risk.

The Figure below shows the Priority and status of SIRs for Mock Conversion 0B as of 12/31/24.

Table 6: Status of SIRs for Mock Conversion 0B

Priority	Jira Status		
	Resolve	Re-test	Closed
High	1	0	1
Medium	3	0	3
Low	0	0	0
Total	4	0	4

Note: A Jira status of Resolve indicates the SIR has been assigned to the appropriate Development staff and a fix is being worked on. A Jira status of Re-test indicates a resolution for the SIR has been loaded into the Testing environments and is ready for re-test. A Jira status of Closed indicates that the SIR resolution has passed a re-test and has been closed.

Table 7: Status of SIRs for Mock Conversion 1A

Priority	Jira Status		
	Resolve	Re-test	Closed
High	3	3	3
Medium	2	1	3
Low	0	0	0
Total	5	4	6

The Florida PALM Project Team opened 12 new SIRs for Mock Conversion 1A in December, even though Mock Conversion 1A was completed in November. The SSI Vendor closed six SIRs, leaving five High-priority and four Medium-priority SIRs unresolved as of 12/31/24. Most of the High-priority SIRs in Resolve status are related to updating the logic to capture system logs.

Table 8: Status of SIRs for Mock Conversion 1B

Priority	Jira Status		
	Resolve	Re-test	Closed
High	3	0	0
Medium	2	0	2
Low	0	0	1
Total	6	0	0

The Florida PALM IV&V Team observed that Mock Conversion 1B had four High-priority SIRs in Resolve status that are associated with loading records in Peoplesoft tables.

Interfaces

During an Interface Touchpoint meeting, the Florida PALM IV&V Team observed that the Florida PALM Project Team is continuing to review Interface inventories submitted by Agencies and providing feedback to address incomplete or inaccurate information. Once the Interface list is finalized, the Florida PALM Project Team will evaluate the need for additional connectivity testing. The Florida PALM IV&V Team will monitor this activity and provide updates in a future report.

Data Warehouse/Business Intelligence

The Florida PALM IV&V Team attended weekly DW/BI status meetings, working sessions, and Build-and-Review meetings, where 40 additional DW/BI tables were identified for inclusion in the

existing table count. Since the total number of tables remains within the contractual limit for the Data Warehouse, a PCR is not anticipated for adding these tables.

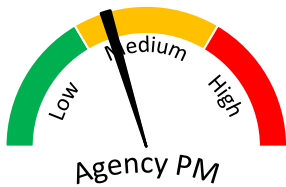
Florida PALM Implementation Readiness Updates

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

Florida PALM Agency Focus Area Updates

Agency Project Management

Focus Area Indicator



Trend: No Change

Agency Project Management Updates

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

Overall Task Completion Observation

The Florida PALM IV&V Team analyzed the overall RW Tasks to assess Agency performance across all Tasks and their readiness for implementation. Data was compiled for RW Tasks starting with RW512 and that had deadlines prior to 12/31/24. A total of 64 tasks were included in this analysis.

Table 9: Submission Totals by Florida PALM Project Impact

Task Status	Project Impact Totals					
	Direct	% of Total	Indirect	% of Total	N/A	% of Total
Verified as Complete	12	50%	5	63%	8	25%
Submission Incomplete	11	46%	3	37%	18	56%
N/A (No Task Rubric for Verification)	1	4%	0	0%	6	19%
Total	24	100%	8	100%	32	100%

Of the RW Tasks with a Direct Impact on the Florida PALM Project, 50% of the Tasks have been submitted by all 35 Agencies and have been Verified as Complete by the Florida PALM Project Team. For Indirect Tasks, 63% of the Tasks have been submitted by all 35 Agencies and have been Verified as Complete by the Florida PALM Project Team. Agencies face a backlog of unfinished Tasks past their scheduled completion dates (50% for Direct Tasks, 37% for Indirect Tasks, and 75% for Tasks marked as N/A for Impact), which poses risks to overall Florida PALM Project progress and the Agencies' preparedness. The Florida PALM IV&V Team recommends revising the Readiness Workplan and implementing mitigation strategies to address Task

completion delays. These adjustments aim to minimize risks to UAT and Training activities and reduce the potential for setbacks to the Florida PALM Project timeline.

The Florida PALM IV&V Team observed minimal progress on two overdue critical Tasks with a Direct Impact on the Florida PALM Project, RW541C and RW546. These Tasks are vital for ensuring Agency readiness and Florida PALM Project success, yet completion remains outstanding:

- 541C – Complete Configuration Workbook for Segment IV:** Due on 10/4/24, this Task is critical for ensuring accurate configurations for SpeedKey and Payroll functionality. Approximately 17% of Agencies are pending resubmission due to invalid or missing data, with no updates provided in December. Failure to complete this Task could result in default data being loaded into Test environments, adversely affecting Mock Conversion activities, UAT readiness, and Go-live success.
- 546 – Update Florida PALM Interface Inventory for Segment IV:** Due on 10/18/24, this Task is essential for Interface Testing in February 2025 and UAT in April 2025. Approximately eight percent of Agencies have either not submitted or are pending resubmission of this Task.

Tasks Verified as Complete in the Current Reporting Period

The Figure below shows 10 RW Tasks due before 12/31/24 and the percentage that have been Verified as Complete by the Florida PALM Project Team. Verified as Complete indicates that Agencies have submitted 100% of the required information or data, and the submissions have been reviewed and validated by the Florida PALM Project Team against the Task Rubric. Submissions deemed insufficient or incomplete, requiring resubmission by the Agencies, are excluded. This distinction underscores the importance of achieving “Verified as Complete” to ensure readiness and alignment with Florida PALM Project objectives.

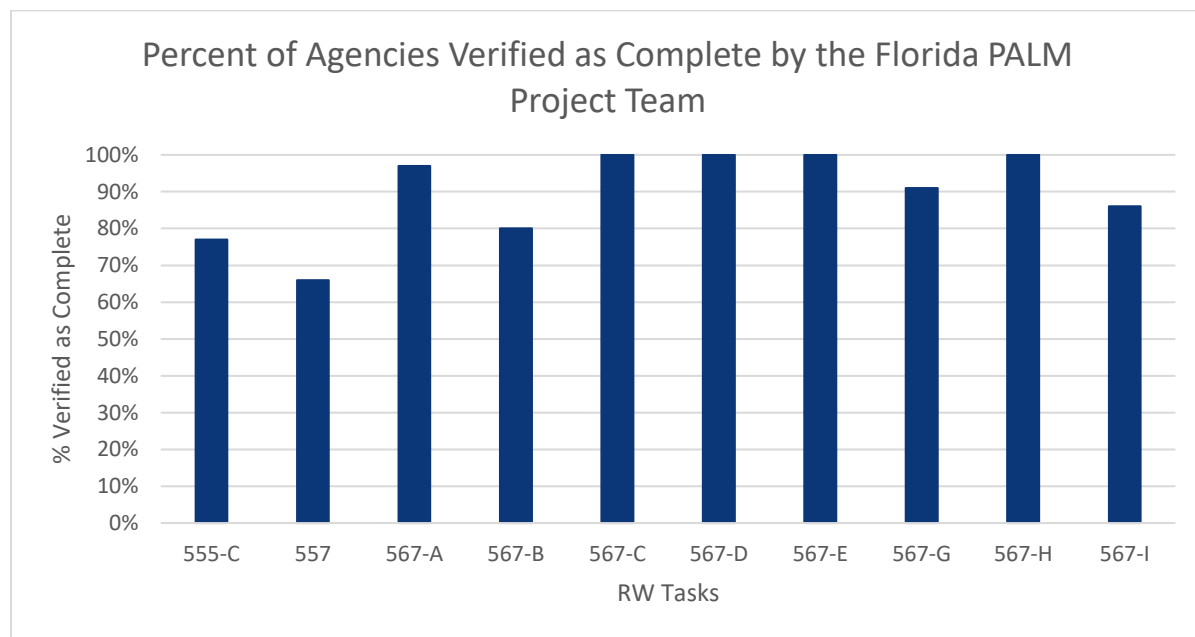


Figure 11: Tasks Verified as Complete by the Florida PALM Project Team

The Florida PALM IV&V Team observed that Tasks 658A and B, which started on 12/18/24 and are due by 1/31/25, involve submitting Field Mapping Data. Task 658A is dependent on the completion of Task 567B, which has not yet been Verified as Complete for seven Agencies. This delay could extend the start of Task 658A by approximately two weeks, potentially resulting in the use of outdated FLAIR Organization Codes when mapping to Florida PALM Organization IDs. This delay may impact the ability to validate future Mock Conversion results accurately. The timely and accurate completion of Task 658A is critical to ensure that conversion records are created properly in Florida PALM, yielding more precise conversion results for Agencies. For Task 658B, all dependent tasks (567C-D and 555A) have been Verified as Complete for all Agencies, allowing the Task to proceed without delay.

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

- Evaluate available resources and allocation to ensure optimal efficiency. Redistribute tasks as needed to balance workloads and address bottlenecks early. Regularly survey team members to confirm they have the tools, support, and training to complete their tasks successfully.
- Explore opportunities for extra work hours or bringing in additional temporary resources that will be solely allocated to the Florida PALM Project to alleviate pressure.
- Work with the Florida PALM Project Team to develop a documented remediation plan if future Tasks are not completed on time. This plan will address the reasons for the delay and outline strategies to recover from potential schedule impacts. This proactive approach will help maintain the Florida PALM Project's momentum and minimize disruptions to the overall timeline.

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

- The Florida PALM Project Team should reevaluate the Readiness Workplan and update Task due dates where applicable to mitigate the risk of Task completion delays. This will provide a more accurate timeline and help manage expectations.
- The Florida PALM Project Team should work with Agencies to develop a documented remediation plan if future Tasks are not completed on time to address the reasons for the delay and outline strategies to recover from potential schedule impacts. This proactive approach will help maintain the Florida PALM Project momentum and minimize disruptions to the overall timeline.

Risk Management

The Florida PALM IV&V Team observed a decrease in open Issues and Risks reported by the Agencies since November. The Agencies self-report and self-assess Issues and Risks. The Table below shows the running total of open Risks and Issues reported by the Agencies each month.

Table 10: Agency Risks and Issues

Issues	Aug -24	Sep -24	Oct- 24	Nov- 24	Dec- 24	Risks	Aug- 24	Sep -24	Oct- 24	Nov- 24	Dec- 24
Open Issues	88	91	86	94	76	Open Risks	283	288	313	331	325
Critical or High	68	70	64	68	61	Risks Score 6+	142	142	154	162	170

Open Issues decreased by 19%, and Open Risks decreased slightly by two percent. Critical and High-priority Issues decreased by 10%. Risks scored 6 or higher increased by four percent.

The Florida PALM IV&V Team observed that eight new Issues were opened, and 26 Issues were closed. Additionally, 38 new Risks were identified, and 44 Risks were closed. Of the eight newly opened Issues, all were categorized as Critical or High priority. Similarly, 22 out of 38 new Risks were assigned a risk score of 6 or higher. Of the new Risks scored 6 or higher, 25% have a resolution plan to mitigate the Risk, and the remaining 75% have working strategies to reduce the risk. The Critical and High-priority Issues and Risks with scores of 6 or higher include:

- Challenges related to the availability of Staff and SMEs.
- UAT schedule, defect management, and conflicts with YEC priorities. Examples include “The Testing phases in the Florida PALM Project plan assumes right-at-first-time, therefore may not allow sufficient time for defect management and retest of fixes” and “Shortened UAT time could impact the completion and quality of UAT.”
- Data availability like “Supplier ID.”
- Data alignment/mapping between FLAIR and Florida PALM. Examples include “the design of Florida PALM prevents the Organization codes used for budgeting and transacting to be the same” and “Motorlog has a greater level of specificity than the PALM Area ID. PALM's also has fewer characters.”
- Communication related to Task instructions and information needed for Task completion.

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

- Explore temporary staffing or contracting options to support critical tasks, like Training and Testing, during UAT.
- Implement staggered schedules for SME involvement to minimize overcommitment during periods of overlapping priorities, such as UAT and YEC activities.
- Collaborate with RCs to prioritize and address data-related constraints or dependencies that could impact readiness for Interface Testing and UAT.
- Establish risk mitigation strategies for Risks scored 6 or higher. This includes developing processes to identify, assess, and update Risks while holding regular meetings to reevaluate these Risks and the effectiveness of their mitigation strategies.

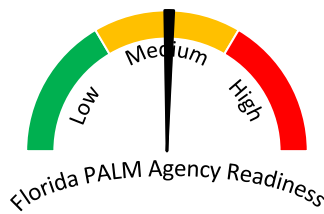
The Florida PALM IV&V Team recommends the following for the Florida PALM Project Team:

- The Florida PALM Project Team should consider extending the UAT timeline to incorporate time for contingencies and UAT SIR resolution.

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

Florida PALM Agency Readiness

Focus Area Indicator



Trend: No Change

Florida PALM Agency Readiness Updates

The Florida PALM IV&V Team has interviewed 33 of the 35 Agencies and the Florida PALM Project OCM Team. Based on these interviews, the team has observed the trends discussed below.

Florida PALM Functionality

Most Agencies reported difficulties in understanding Florida PALM requirements and workflows that deviate from current essential processes. This type of reaction can be common in projects similar to Florida PALM since the information is so vast and can be so different than what users are accustomed to. Even though information is provided that the Agencies can start using, it feels overwhelming to translate the “what is” into the “what’s to come.” The results can be a delayed understanding of detailed system functionality, such as screen layouts, data fields, and reporting capabilities, which impedes the development of comprehensive UAT and Training materials. As a result, there is an increased risk that Agencies may be unprepared to effectively test critical functionality or adequately train their staff for the transition. If these gaps remain unaddressed, Agencies could face adoption delays, reduced staff readiness, and potential operational disruptions upon going live.

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

- Utilize the workflow documentation on the Florida PALM website and the Knowledge Center to identify process flows. Design documentation can assist in identifying business processes and creating user stories, which will be vital for UAT preparation.

Communication

Multiple Agencies expressed concern about communication challenges with the Florida PALM Project, including unclear and inconsistent definitions of key terms, delayed and inconsistent responses from RCs, and how Florida PALM processes, such as budgeting and data reporting, will function in practice. Additionally, Agencies reported that communication can be overly jargon-heavy, lacking sufficient detail to address technical questions, and predominantly one-way, leaving many questions unanswered.

The Florida PALM IV&V Team also observed a notable discrepancy in the volume of questions logged across the Agencies. Some Agencies have a high volume of questions logged, whereas other Agencies have very few. This raises concerns about the consistent and effective use of the question logs by RCs and Agencies. The question logs are intended to serve as a centralized mechanism to capture knowledge, track trends, and address common concerns. The Florida PALM IV&V Team observed that alternative communication methods, such as emails, phone calls, or direct interactions, may bypass the formal logging process, potentially undermining the intended purpose of the question logs and limiting their utility in identifying and addressing broader Agency trends.

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

- Consistently utilize the question log as the primary mechanism for documenting all questions to enhance communication and improve the efficiency of addressing inquiries.
- Actively participate in Florida PALM and cross-Agency collaboration meetings and activities, fostering collaboration and engagement. An active and collaborative approach will facilitate quicker question resolution, provide opportunities to share insights and promote a more unified understanding of Florida PALM Project objectives and challenges.

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

- The Florida PALM Project Team should consider conducting workshops or sessions to provide hands-on demonstrations of Florida PALM to select SMEs or smaller groups of Agencies. These interactive workshops will allow Agencies to ask questions and gather necessary information for their unique readiness efforts. By proactively addressing Agency needs and fostering collaboration, the Florida PALM Project Team can mitigate risks associated with limited system access, improve Agency staff preparedness, and support a smoother transition to the new system.
- The Florida PALM Project Team should proactively schedule additional RC meetings with Agencies that need additional engagement to foster clearer communication and expedite the resolution of inquiries.
- The Florida PALM Project Team should consider assigning dedicated resources (other than RCs) to triage and direct questions in the log to streamline the process, ensuring questions are directed to the appropriate teams for timely and accurate responses.

UAT Timeline

More than half of the Agencies expressed that they face current and potential future challenges in preparing for UAT due to needing additional clarity on the expectations, competing priorities, and little pre-UAT training guidance. The compressed UAT timeline and overlapping operational activities are straining Agency resources now, and workloads are expected to increase. This may lead to an inability to execute UAT activities properly and provide adequate user training simultaneously. The Florida PALM IV&V Team recognizes that the Florida PALM Project Team is proactively addressing concerns about UAT training through UAT workshops that began in December and continuous updates to UAT documentation published in the Knowledge Center.

Resources

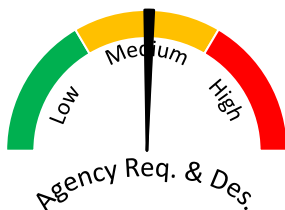
Many Agencies discussed with the Florida PALM IV&V Team an ongoing challenge with managing day-to-day operations while addressing Tasks required for Florida PALM implementation. The Florida PALM IV&V Team observed that the Agencies experiencing resource constraints are also more likely to have incomplete and late RW Task submissions.

The Florida PALM IV&V Team also observed that Agencies that have proactively planned and budgeted for staff augmentation are managing the dual responsibilities well. These Agencies can avoid overburdening staff and ensure that the Florida PALM Project and operational roles are effectively fulfilled. Alternatively, some Agencies tried to gain the necessary resources but could not do so for multiple reasons, including budget approval delays, staffing qualification requirements, staff turnover, and onboarding delays. These Agencies continue to work toward increasing resources for Florida PALM work but will experience greater challenges as new RW Tasks are released.

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

Agency Requirements and Design

Focus Area Indicator



Trend: NA (New)

Agency Requirements and Design Updates

The Florida PALM IV&V Team observed that several Agencies rely on third-party vendor systems or shared applications to manage business processes and financial transactions. The Agency requirements outlining how these systems will transition from FLAIR to Florida PALM have not

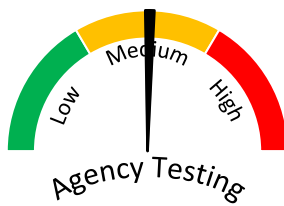
yet been finalized. The Agencies are working with the respective vendors on remediating the systems and integrating them with Florida PALM.

There is insufficient clarity regarding the interfaces connected to third-party applications, which may result in integration challenges. Furthermore, some Agencies have raised concerns about the limited visibility into how enterprise system data will be processed, as this information will not be available until UAT. Agencies rely on enterprise systems data, which is integrated into outbound Interfaces and reports, to support their analysis and decision-making processes. The delay in gaining insight and access to critical system processes increases the risk of encountering issues or gaps during testing, potentially leading to rework and adverse impacts on the Florida PALM Project schedule.

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

Agency Testing

Focus Area Indicator



Trend: NA (New)

Agency Testing Updates

The Florida PALM IV&V Team conducted an in-depth analysis of Agency RW tasks, Risks, and Issues and interviews with most Agencies. The following key observations were noted as part of the assessment:

- **Build Delays:** The delays associated with Development will extend into the System Testing timeline and may impact UAT, resulting in further delays or compressed timelines.
- **Interface Testing Concerns:** As Agencies prepare for Interface Testing, the Florida PALM Project Team continues to review submitted Interface inventories and provide feedback. Updates have been identified and may require additional connectivity testing. Some Agencies depend on third-party systems, but the associated Interfaces are not yet ready as they await vendors to finalize system requirements and remediation process. This delay could impact on testing timelines and compromise the quality of Testing.
- **Training Material Availability:** According to the Florida PALM Project Schedule, Training materials are scheduled to be delivered at the start of UAT. These materials are intended to serve as the foundation for Agencies to develop Test Scripts. This timeline may not provide Agencies with sufficient preparation time, potentially impacting their ability to develop and execute Test Scripts during UAT effectively.

- **Overlap with Fiscal Year-End Activities:** Agencies identified the overlap of UAT with YEC activities as a major challenge, further exacerbating resource constraints and timelines.

These factors pose notable risks to testing quality and the overall Florida PALM Project timeline. Proactive mitigation strategies are essential to address these concerns and minimize potential impacts.

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

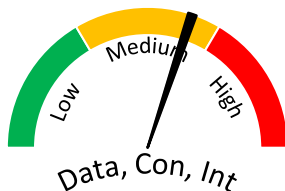
- Focus UAT efforts on high-risk and critical processes to maximize testing effectiveness and early SIR resolution.
- Stagger Testing activities by shifting non-critical UAT activities to reduce risk during the overlap with YEC priorities.

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

- The Florida PALM Project Team should consider developing a revised timeline for UAT to account for the Build delays, time needed to develop UAT scripts, and contingency time for handling unexpected defects or delays.
- The Florida PALM Project Team should prioritize the early development and delivery of core Training materials. Providing foundational Training materials earlier, or incrementally as they are completed, would enable Agencies to prepare more effectively and better align their expectations, particularly for using these materials to develop UAT Test Scripts.

Agency Data, Conversion, and Interfaces

Focus Area Indicator



Trend: No Change

Agency Data, Conversion, and Interfaces Updates

During December, the Florida PALM IV&V Team gathered additional feedback from Agency interviews, revealing concerns regarding Interface RW Tasks. Agencies expressed ongoing confusion about the selection of Interfaces and uncertainty about the ability to update or correct Interface Inventories in the future. This topic was also discussed during regular Agency Readiness Touchpoints with the Florida PALM Project Readiness Team. To address these concerns, RCs and Florida PALM Project Technical Readiness Team members have been facilitating information exchanges and meetings. Some Agency vendors have indicated they cannot confirm participation in Interface Testing until January, further complicating readiness efforts.

These challenges can be observed in the status of two RW Tasks related to Interface inventories that were due prior to 12/31/24. Task 546 – Update Florida PALM Interface Inventory for Segment

IV remains open, with approximately eight percent of submissions either incomplete or awaiting resubmission. Similarly, Task 557 – Confirm Interface Inventory for Cycle 2 Interface Testing remains open, with roughly 35% incomplete or awaiting resubmission. The delay in finalizing Interface selections could hinder the Florida PALM Project Team's ability to adequately prepare for testing, delay Interface Testing, and impact Agency readiness for UAT.

Agencies have open questions and Risks related to the availability of data and alignment of FLAIR data with Florida PALM. Additionally, Agencies expressed concerns about inaccuracies in conversion errors resulting from the Mock Conversions. The Florida PALM Project Team proactively increased assistance to Agencies through additional meetings with Readiness and Technical Coordinators and updates to published guidance related to Interface selections.

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

Agency Implementation Readiness

Agency Implementation Readiness Updates

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

Key Metrics or Analysis

This section provides metrics the Florida PALM IV&V Team uses to assess processes or activities.

Development Metrics

Actual and Projected Approval Dates for AD Documents

The Figure below shows the actual and projected dates for approval of the AD documents by Build Segment. The counts for February through December are based on the actual final approval dates for the AD documents, while January through March is based on projected dates for final approval. There is expected to be a large volume of AD documents that need to be reviewed and approved in January and February 2025.

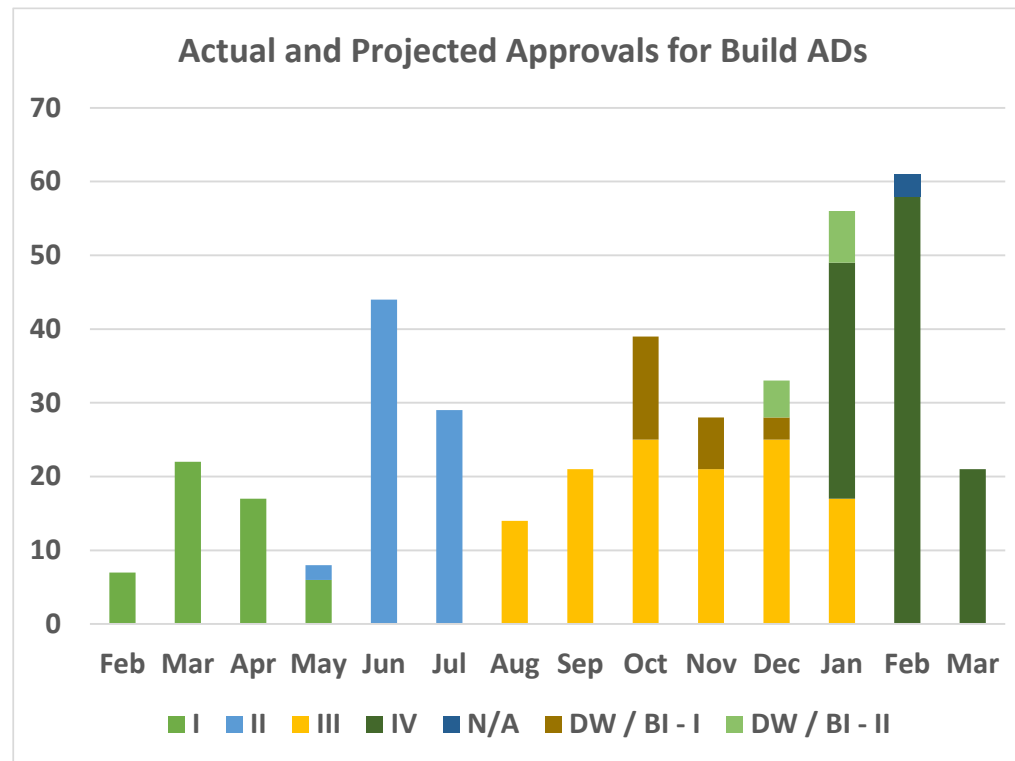


Figure 12: Actual and Projected AD Approval Dates

Build Segment III Final Approval

The Figure below shows the targeted number of AD documents for final approval versus the actual approved count for Build Segment III. As of 12/31/24, the Florida PALM Project Team has approved 106 of the 123 AD documents. All 123 Segment III AD documents were targeted to be approved by 9/30/24.

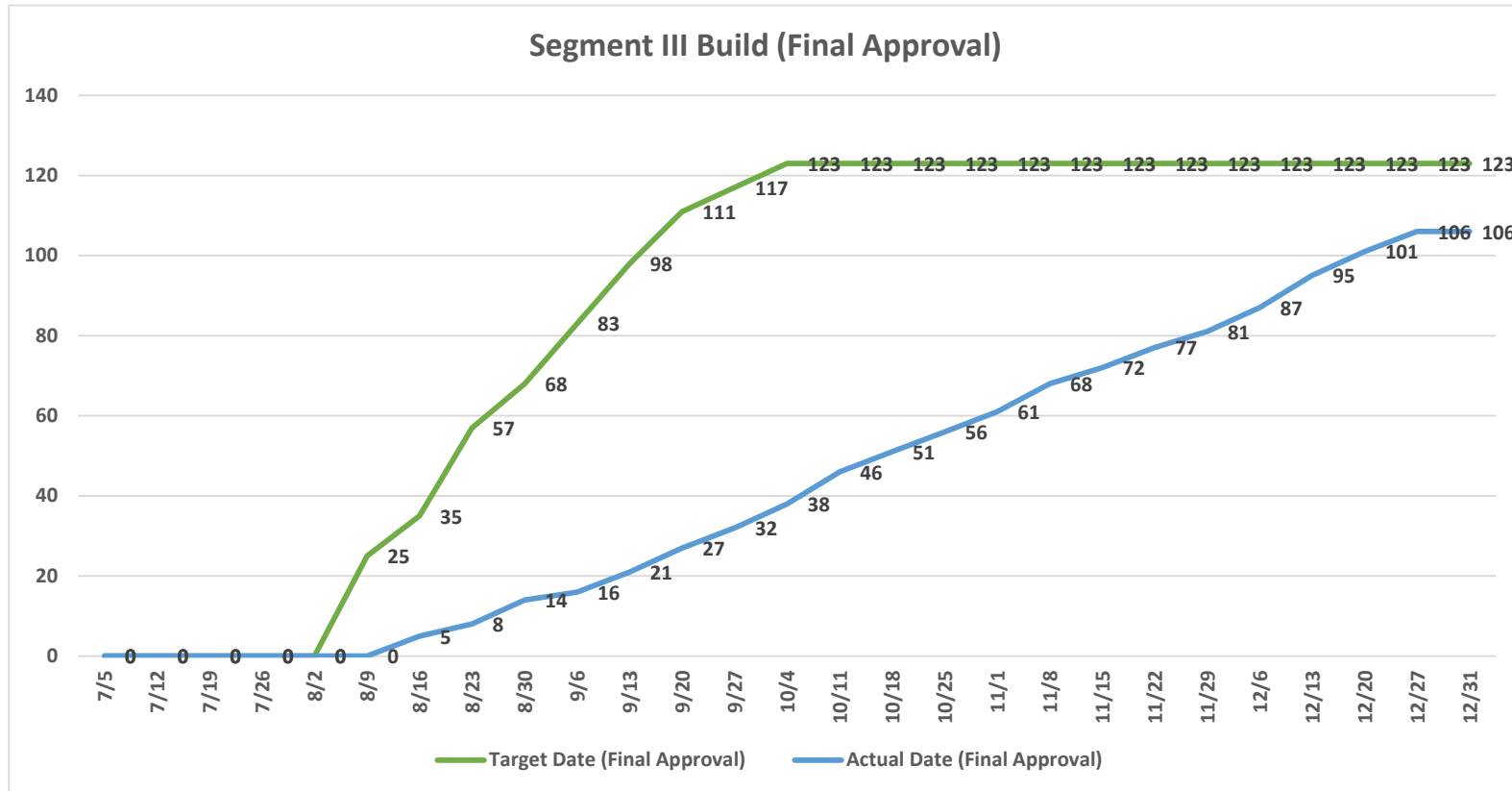


Figure 13: Segment III AD Documents – Final Approval

DW/BI Build Segment II Draft

The Figure below shows the targeted number of drafted AD documents versus the completed count for DW/BI Build Segment II. As of 12/31/24, the Florida PALM SSI Vendor has drafted 8 of the 12 planned AD documents.

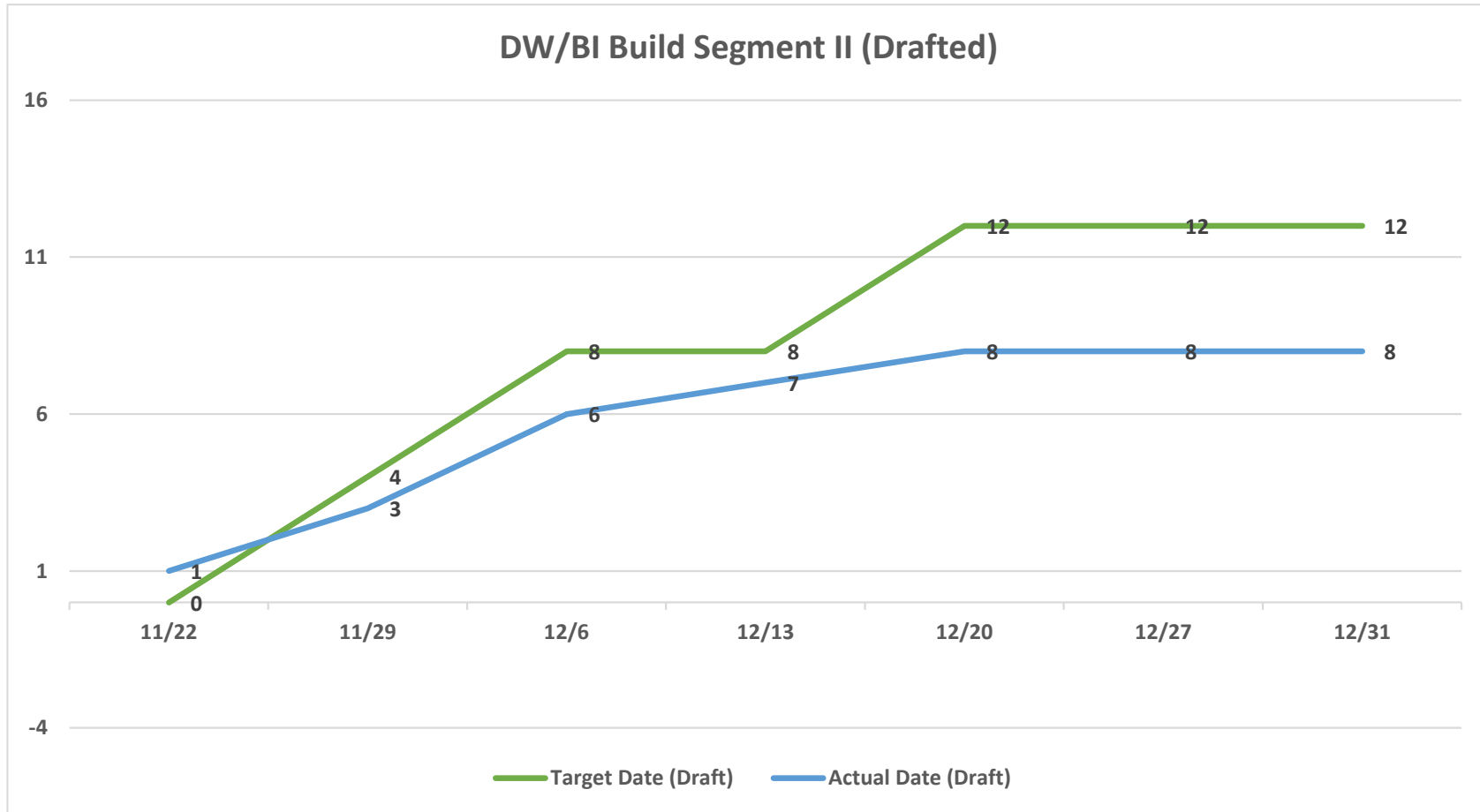


Figure 14: DW/BI Build Segment II – Drafted

Build DW/BI Segment II Final Approval

The Figure below shows the targeted number of AD documents for final approval versus the actual approved count for DW/BI Build Segment II. As of 12/31/24, the Florida PALM Project Team has approved 5 of the 8 planned AD documents.

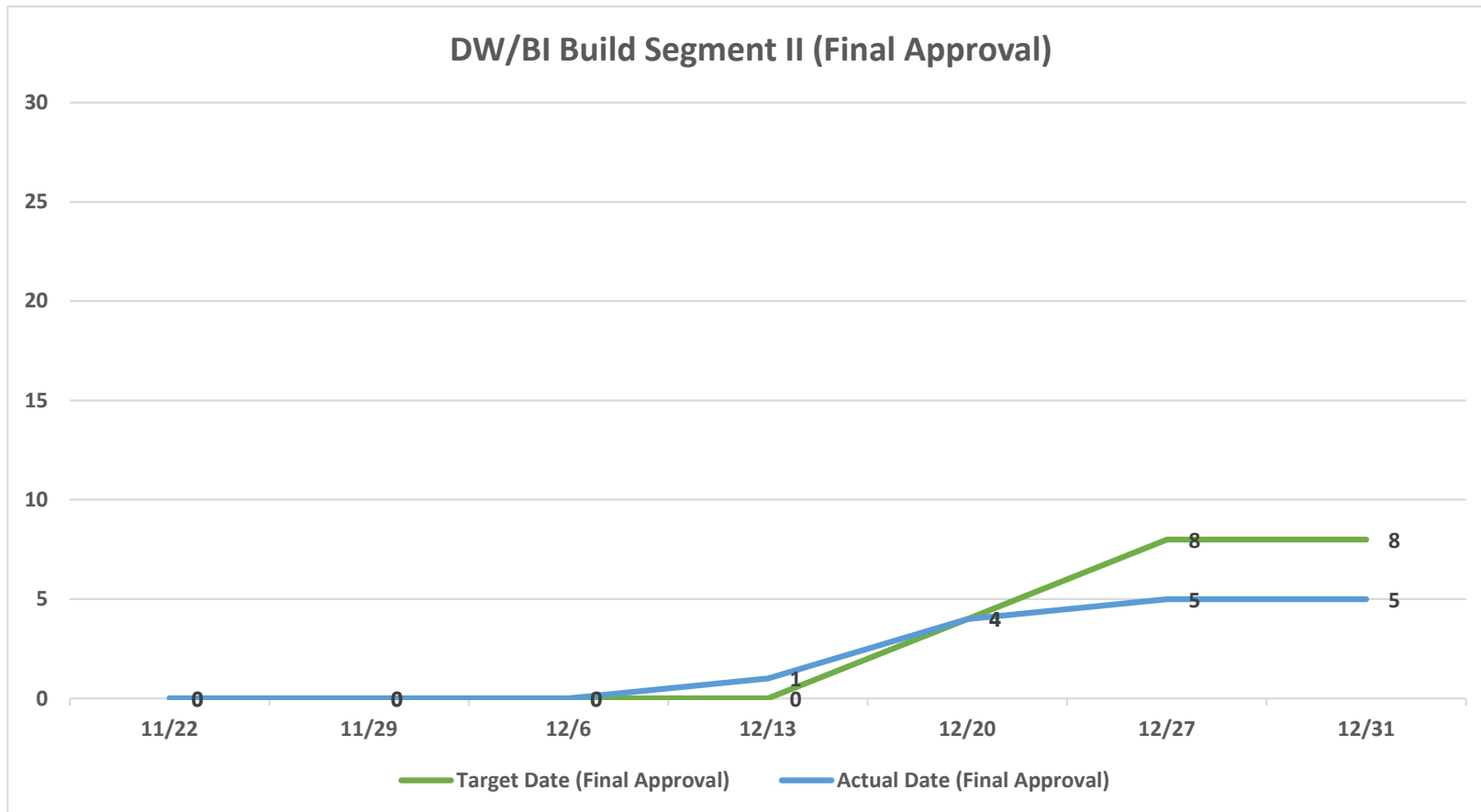


Figure 15: DW/BI Build Segment II – Final Approval

Testing Metrics

Test Scripts Drafted Planned versus Actual for All Cycles

The Figure below shows the number of planned versus actual Test Scripts drafted by the SSI Vendor for all System Testing Cycles as of 12/31/24.

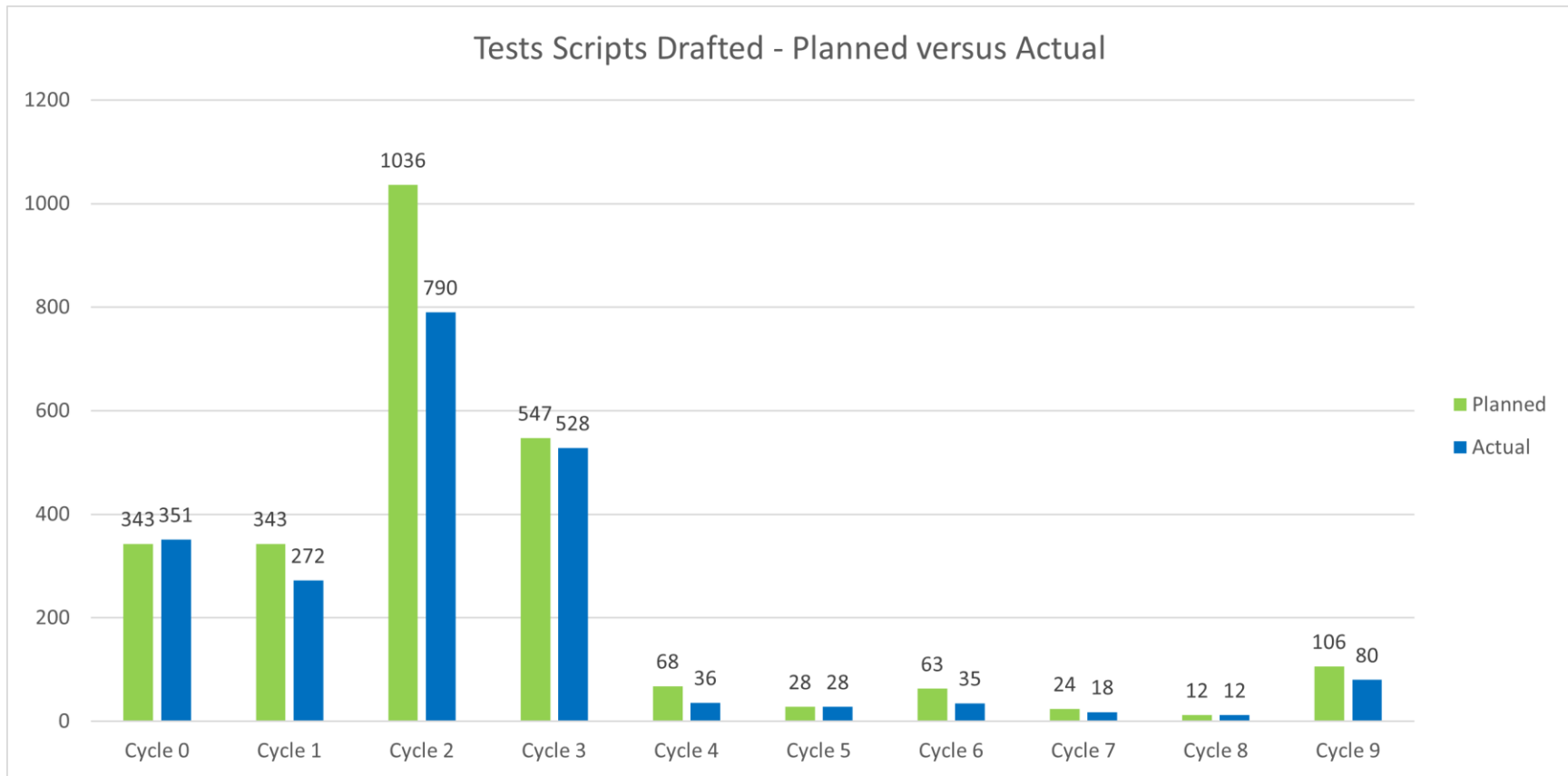


Figure 16: Planned and Actual Test Scripts Drafted

Test Scripts Peer Reviewed Planned versus Actual for All Cycles

The Figure below shows the number of planned versus actual Test Scripts Peer Reviewed for all Cycles as of 12/31/24.

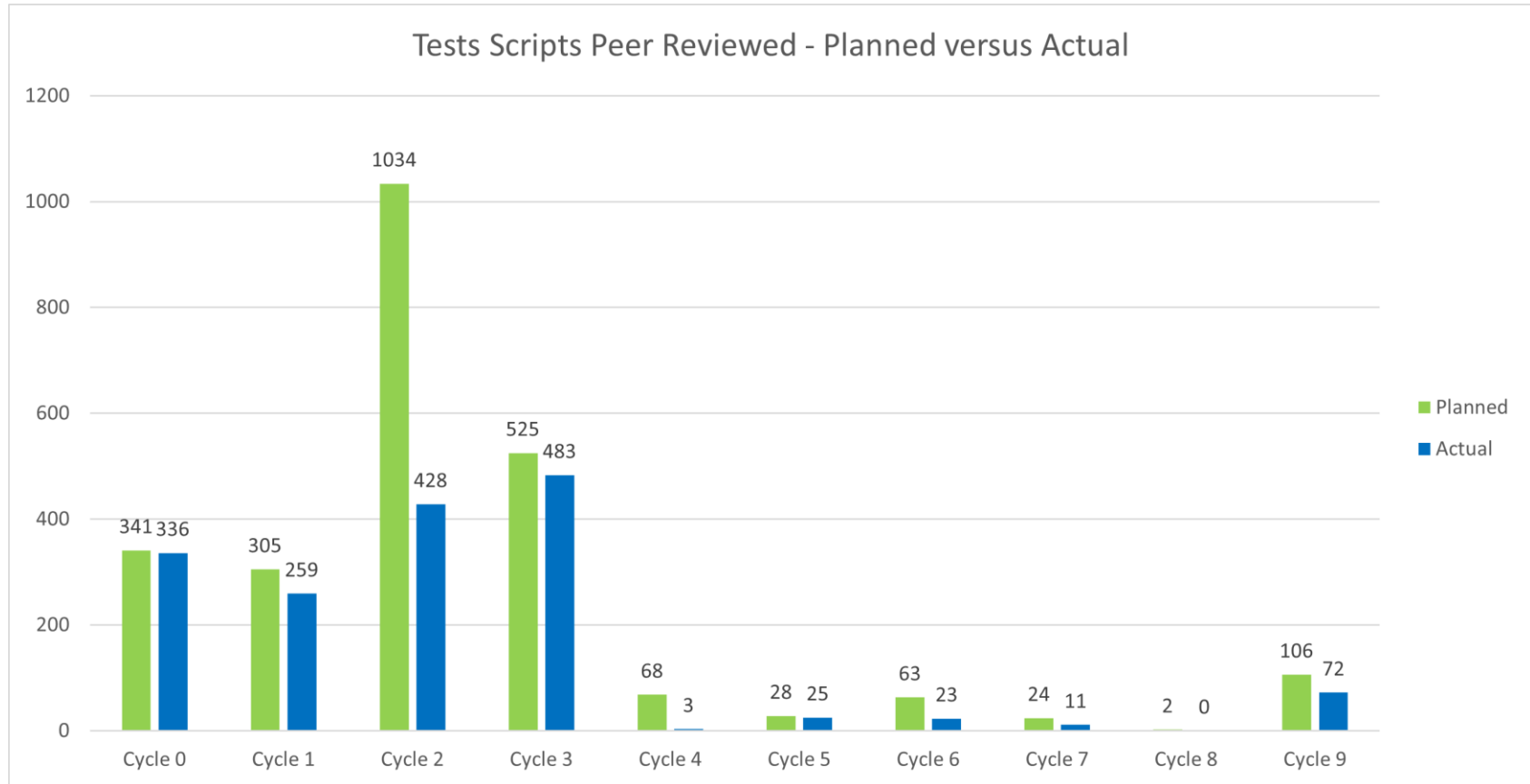


Figure 17: Planned and Actual Test Scripts Peer Reviewed

Test Scripts Executed Planned versus Actual for All Cycles

The Figure below shows the number of planned versus actual Test Scripts executed for all Cycles as of 12/31/24 by the SSI Vendor.

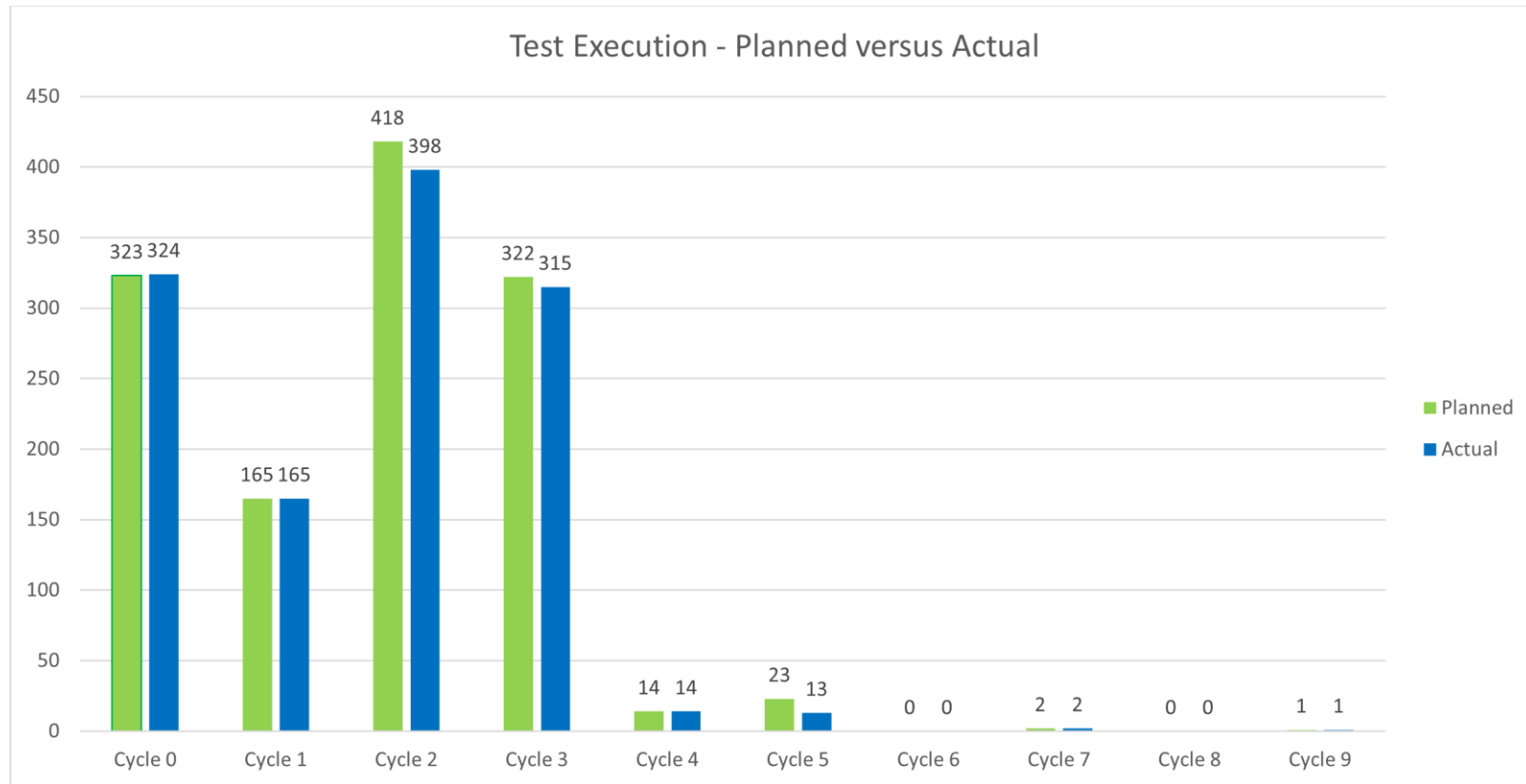


Figure 18: Planned and Actual Test Scripts Executed

Project Management Metrics

SPI Trend for the Florida PALM Project Schedule

The Figure below shows the SPI trend for the Florida PALM Project Schedule over the last 6 months. The SPI measures schedule efficiency as the ratio of earned and planned value. The data represents the relative number of tasks that are behind or ahead of schedule. The SPI of .90 means the Florida PALM Project is progressing at 90% of the planned pace, indicating it is slightly behind schedule. An SPI of .90 does not fall within the range of a defined risk to the Florida PALM Project, as shown in Appendix A – Risk Priority Matrix. The interpretation of SPI is as follows:

If SPI = 1, the Project is on schedule.

If SPI < 1, the Project is behind schedule.

If SPI > 1, the Project is ahead of schedule.

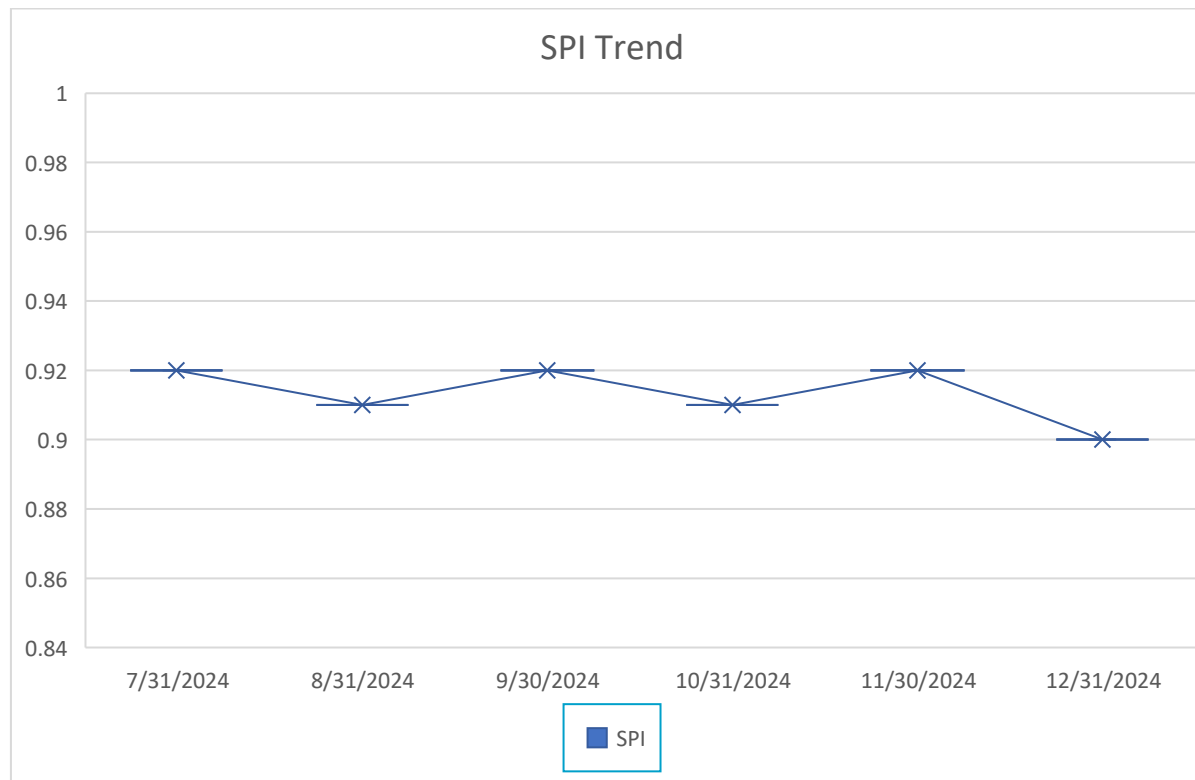


Figure 19: SPI Trend for the Florida PALM Project Schedule

Delayed Tasks Trend for the Florida PALM Project Schedule

The Figure below shows the trend of Delayed Tasks for the Florida PALM Project Schedule over the last six months. Delayed Tasks are defined as tasks that were scheduled to Start or Finish but have not yet been completed.

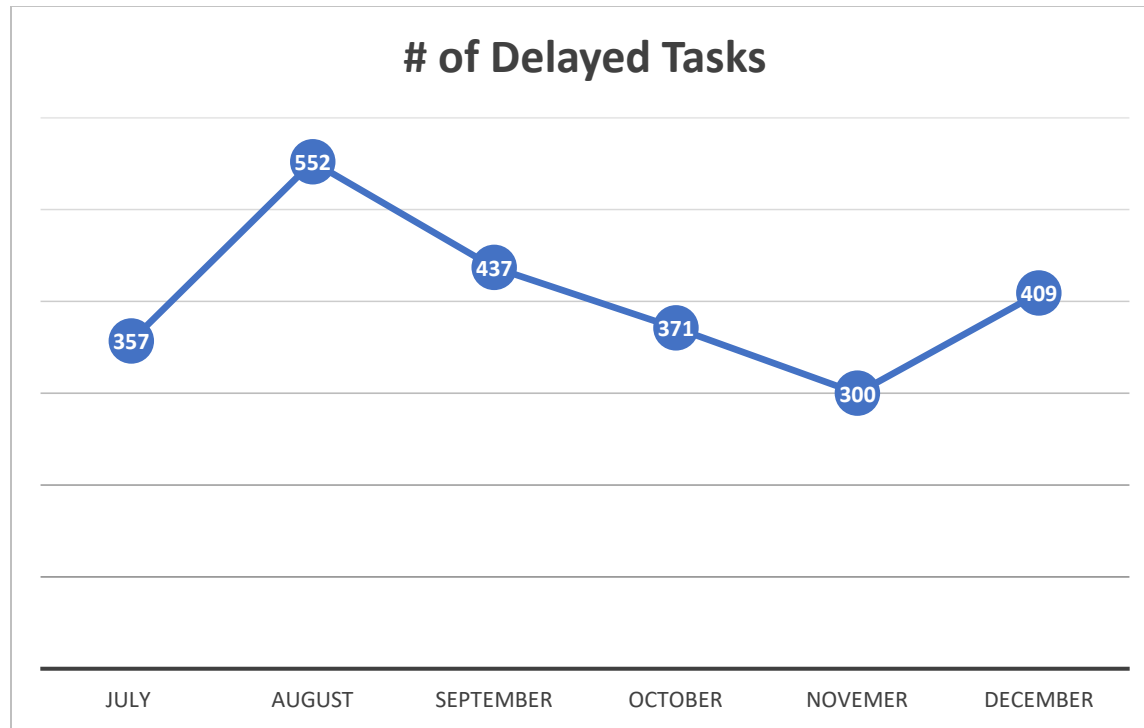


Figure 20: Delayed Task Trend for the Florida PALM Project Schedule

IV&V Information Requests

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

Table 11: 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 12: 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 13: 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 14: Risk Priority Ratings

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

2		
Improbable 1	Low	

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

Table 15: Risk Priority Definitions

Rating	Definition
High	The possibility of substantial impact on product quality manageability cost or schedule. Major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.
Medium	The possibility of moderate impact to product quality manageability cost or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
Low	The possibility of a slight impact to product quality manageability cost or schedule. Minimal disruption is likely, and some oversight is needed to ensure that it remains low. Mitigation strategies should be evaluated and considered for implementation when possible.