

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

Independent Verification and Validation
Monthly Assessment Report
April 2026

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Executive Summary

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

- The overall Florida PALM Project Risk Rating remained a High Risk due to:
 - Continued limited end-user engagement and reported test progress for All Agency User Acceptance Testing (UAT).
 - Delays to the completion of the remaining Agency Interfaces for Interface Testing Cycle 2.
 - Increase in system-related issues and High-impact tickets.
 - Delay to the completion of the cutover checklist for Dry Run 1.
- The Florida PALM Testing Focus Area Risk Rating remained a High Risk due to the increase in system-related issues, the rise in High-impact tickets in Accounts Payable and Payroll, the volume of Medium-impact tickets open more than 30 days, and delays in completing Dry Run 1.
- The Florida PALM Agency Readiness Focus Area Risk Rating remained a Medium Risk, but worsened from Low Yellow to High Yellow due to challenges in applying Florida PALM documentation to Agency-specific workflows, preparing consistently for guided support sessions, understanding Data Warehouse/Business Intelligence (DW/BI) reporting and cutover expectations, and completing prerequisite training.
- The Agency Testing Focus Area Risk Rating remained a High Risk due to inconsistent participation in All Agency UAT and test execution, with a small group of Agencies accounting for most testing activity, and overall tester engagement remaining low relative to the work that must be completed before the UAT refresh.
- The Agency Data, Conversion, and Interfaces Focus Area Risk Rating remained a High Risk due to delays in completing Inbound Interfaces by the end of April, and limited testing progress was observed for the remaining Outbound Interfaces.
- Finding 37 was opened to document a Preliminary Concern that Dry Run 1 may not be completed by the targeted finish date of 5/1/26.

Focus Area Updates

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

Florida PALM Project Focus Areas:

Table 1: Florida PALM Project Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Overall Project Indicator	High	High	No Change	<p>The Risk Rating remains a High Risk.</p> <p>Agency participation in All Agency UAT remains inconsistent, and much of the testing continues to focus on familiarization rather than full business-process validation. While independent testing activity in Florida PALM is increasing, tester engagement remains below the level needed to complete planned work before the UAT refresh, which may affect user readiness, confidence, and post-Go-Live support needs.</p> <p>Eleven Agency Inbound Interfaces did not meet the April Cycle 2 deadline. Most appear operationally critical for the Agencies and may warrant targeted extensions, while noncritical or Interfaces that have not yet started testing are unlikely to be ready for Florida PALM go-live in January 2027.</p> <p>Open tickets included a higher volume of system-related issues, with an increase in High-impact tickets primarily for Accounts Payable and Payroll. This indicates the system is still undergoing stabilization, and issues in these high-use modules may limit Agencies’ ability to test some functions or complete certain test cases. Dry Run 1 also finished later than planned, leaving less time for issue resolution before the next Dry Run, though most Conversion activities showed improved load rate success.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Florida PALM Project Management	Low	Low	No Change	<p>The Risk Rating remains a Low Risk.</p> <p>The Schedule Performance Index (SPI) has remained consistent at 0.98 since January, indicating the Florida PALM Project is progressing at 98% of the planned pace. Planned vs. Actual progress improved, with 96% of scheduled tasks progressing on time and fewer Delayed Tasks than in the prior month.</p> <p>The Florida PALM Project Team also advanced key planning work by approving Florida PALM Project Decision DE380, which updated the schedule and Work Products (WPs) to align with changes required for the Financials and Payroll waves. No new Florida PALM Project Risks or Issues were identified, and one procurement-related Risk improved after contract execution.</p>
Florida PALM Organizational Change Management	Low	Low	No Change	<p>The Risk Rating remains a Low Risk.</p> <p>Focus has shifted from broad awareness to targeted Agency support for All Agency UAT, training readiness, and cutover preparation. One-on-one Agency meetings have been effective in resolving concerns, correcting misinformation, and driving immediate progress on specific issues. Agencies should also begin planning for cutover activities and key compliance-related dates.</p>
Florida PALM Requirements and Design	Low	Low	No Change	<p>The Risk Rating remains a Low Risk.</p> <p>The Functional Designs (FDs) for all six RICEFW Items added under Amendment 13 have been approved. Four additional RICEFW Items were added through approved Florida PALM Project Decisions. Three are scheduled for completion by 5/11/26, and the fourth by 6/2/26. These additional RICEFW Items are not expected to affect the All Agency UAT timeline or the overall Florida PALM Project Schedule.</p>
Florida PALM Development	Low	Low	No Change	<p>The Risk Rating remains a Low Risk.</p> <p>Development on the six RICEFW Items added under Amendment 13 was delayed several weeks due to delays with FD</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>approvals. Two of the Application Development (AD) documents have been completed, three are ready for approval, and one is still being drafted.</p> <p>Additionally, three of the RICEFW Items added by recently approved Florida PALM Project Decisions are targeted for completion by 7/3/26, and the fourth by 7/20/26. Although some of the AD documents are delayed, it is not expected to affect the All Agency UAT timeline or the overall Florida PALM Project Schedule.</p>
Florida PALM Testing	High	High	No Change	<p>The Risk Rating remains a High Risk.</p> <p>The Florida PALM IV&V Team observed an increase in the volume of system-related issues, including a rise in High-impact tickets concentrated in Accounts Payable and Payroll. Aging trends also indicate that 34% of Medium-impact tickets have been open more than 30 days.</p> <p>All 68 Cycle 1 Bi-weekly Payroll Parallel testing tasks passed, and key measures such as earnings, taxes, and net pay showed high match rates. Deductions had high exclusion and mismatch volumes, requiring continued analysis and formal documentation of exclusion criteria. Performance testing also surfaced issues affecting Employee Self-Service (ESS), login functionality, and batch processing, with retesting dependent on environment configuration fixes.</p> <p>As described in Finding 37, Dry Run 1 did not finish on schedule, with 168 tasks remaining on the cutover checklist as of 4/30/26. This delay reduces the time available to resolve issues and make improvements before the next Dry Run.</p>
Florida PALM Data, Conversion, and Interfaces	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p><i>Data</i></p> <p>The Florida PALM IV&V Team does not have any new observations or updates to report for DW/BI and Self-service reporting efforts at this time.</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p><i>Conversion</i></p> <p>Results from the Conversion activities for Dry Run 1 improved over Mock Conversion 4, especially for GLC001 (General Ledger). As of 4/30/26, validation remains for one Conversion file, APC004 – Outstanding Warrants.</p> <p><i>Interfaces</i></p> <p>WP441 and Additional Work Efforts (AWE) Interface testing includes 32 Inbound and 55 Outbound Interfaces. As of 4/30/26, 23 Inbound and 17 Outbound Interfaces have been completed. Remaining Interfaces that are in progress or not yet started include Agency Business Systems, PCard Works, and Transparency Florida. Because several of the remaining Interfaces are critical to Florida PALM Go-Live, delays could affect dependent downstream activities.</p>
Florida PALM Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once cutover efforts begin.

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>Two Readiness Workplan (RW) Tasks that began on 4/20/26, data cleansing for Dry Run 2 and supplier record confirmation, are critical because their outputs will be used in Dry Run 2 and the UAT refresh. A separate RW Task for training plan updates runs through 6/5/26 and is important to user readiness, governance, and adoption as Agencies prepare for Go-Live.</p> <p>Agency-reported Risks and Issues have remained stable since July 2025, but that stability may mask underreporting. Twenty-one Agencies have not identified any new Risks in the past three months, and 14 have not identified any in the past six months.</p>
Florida PALM Agency Readiness	Medium	Medium	Worsening	<p>The Risk Rating remains a Medium Risk, but is worsening from a Low Yellow to High Yellow.</p> <p>Agencies reportedly struggle to apply Florida PALM training to Agency-specific workflows and understand DW/BI reporting and cutover expectations. Some are also defining future-state business processes for the first time during All Agency UAT, resulting in increased deviations from documented test cases.</p> <p>At the current pace, prerequisite training may not be completed until the end of July. This delay increases the risk of user error, gaps in UAT coverage, rework, and lower confidence in Go-Live readiness. Agencies should consider training sprints aligned to testing schedules and critical roles to improve readiness.</p> <p>Agencies are also showing change fatigue and varying levels of exposure to Florida PALM. Agency leadership and Sponsors should remain focused on sustaining engagement, reinforcing Florida PALM's value, supporting their Change Champion Network (CCN), and encouraging their Agencies to define pre-cutover activities,</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				escalation paths, and operational needs during cutover.
Agency Requirements and Design	Medium	Medium	No Change	<p>The Risk Rating remains a Medium Risk.</p> <p>The Florida PALM IV&V Team observed 176 updates in the Florida PALM Knowledge Center regarding template changes, Inter/Intra Unit (IU) and Asset Management (AM) Interface fields, and Accounts Receivable (AR) and Cash Management (CM) security roles. Agencies should review and implement these updates in a timely manner to help maintain accurate transactions and reduce the risk of processing issues later.</p>
Agency Testing	High	High	No Change	<p>The Risk Rating remains a High Risk.</p> <p>Agency participation in All Agency UAT and test execution is inconsistent, with a small group of Agencies driving most testing activity. Testing for some Agencies is more of a familiarization exercise than true process validation. An increase in Inadequate test case ratings was driven by one Agency, though most open UAT tickets are Medium- or Low-impact and are primarily related to access and knowledge gaps rather than system defects.</p> <p>Independent testing hours are increasing, but overall tester engagement remains low relative to the work that must be completed before the August refresh, and many end users have not yet logged in or tested. Participation in guided support sessions also varied, with some Agencies highly engaged and others showing low attendance.</p>
Agency Data, Conversion, and Interfaces	High	High	No Change	<p>The Risk Rating remains a High Risk.</p> <p><i>Data</i></p> <p>Agencies have done limited exploratory testing in DW/BI to review existing reports. Most are waiting for the DW/BI guided support sessions, scheduled from 4/28/26 to 5/6/26, before beginning formal testing.</p> <p><i>Conversion</i></p> <p>Dry Run 1 Conversion results were shared with Agencies on 4/20/26. Data cleansing as part of RW Task 698 will occur alongside</p>

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				<p>other major activities, including All Agency UAT, Interface Testing Cycles 2 and 3, and end-to-end testing with Enterprise Partner systems. Incomplete data cleansing activities could affect the quality of Dry Run 2, which will be used for the August UAT refresh.</p> <p><i>Interfaces</i></p> <p>As of 4/30/26, 11 Inbound and 38 Outbound Interfaces remained in Cycle 2. Inbound Interface testing was due by the end of April, and Outbound Interface testing by the end of July. Agencies that miss these deadlines should expect the impacted Interfaces to be unavailable for at least six months after Florida PALM Go-Live, unless an exception is granted by the Florida PALM Project Team.</p> <p>Interfaces that have previously passed Cycle 2 moved into Cycle 3 in the UAT environment. As of 4/30/26, 74% had been tested at least once. Many Cycle 3 interface tests are rated Inadequate, indicating a ServiceNow (SNow) ticket or other issue. Most appear tied to error-generating records or fields that do not meet specifications.</p>
Agency Implementation Readiness	NA	NA	NA	The Florida PALM IV&V Team will begin reporting progress once cutover efforts begin.

New Findings

Finding Type: Preliminary Concern

Impact: Moderate

Probability: Likely

Priority: Medium

Finding Number and Title: **Finding 37** – Dry Run 1 may not be completed by the targeted finish date of 5/1/26.

Finding Description: Dry Run 1 is scheduled for completion by 5/1/26. Progress is behind schedule, with 168 tasks on the cutover checklist in progress or not started as of 4/30/26, and the Florida PALM Project is unlikely to meet the targeted completion date based on current test execution trends. Remaining activities include post-Conversion true-ups, Interface file execution and validation, and Conversion file validation

Criteria: Per the Exit Criteria for Dry Run 1, all tasks included in the cutover checklist must be executed, and at least 90% must pass for Dry Run 1 to be considered complete. Analysis by the Florida PALM IV&V Team indicates that, based on the current pace of execution, not all tasks on the checklist may be executed, and the required 90% pass rate is unlikely to be achieved by the targeted completion date.

Cause: Several Dry Run 1 activities, including execution of the Conversion files, have experienced ongoing challenges. Errors occurred during Dry Run 1 Conversion activities that were not identified during Mock Conversion 4, requiring updates and re-execution of the Conversion files. In addition, multiple Oracle defects have been logged, and delayed responses from Oracle have further extended the Dry Run 1 timeline.

Effect: While the Florida PALM Project Schedule includes approximately one month between Dry Run 1 and Dry Run 2, any further delay in completing Dry Run 1 reduces the time available for the Florida PALM Project Team to resolve issues discovered during validation activities, review lessons learned, and prepare for Dry Run 2. Additionally, 994 tasks on the cutover checklist were marked as not applicable for Dry Run 1 but may be required in future dry runs. Performing these tasks for the first time in later cycles increases risk to future dry runs and to the overall Florida PALM Project Schedule.

Recommendations: The Florida PALM Project Team should consider implementing the following recommendations:

1. Determine revised target dates for delayed tasks and assign clear ownership for completion.
2. Investigate the root causes of new Conversion errors that occurred in Dry Run 1 when the same activities were passed in Mock Conversion 4 to prevent recurrence in future dry runs.
3. Streamline recurring tasks on the cutover checklist that experienced repeated failures in Dry Run 1 and re-executions to improve overall run-time efficiency.
4. Conduct in-depth analysis of the top 10 longest-running Conversion files to identify opportunities to speed up processing or reduce the time for validation and review.

Open Findings

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

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

Status Update: The PCard Works vendor delivered a new Inbound Interface file (API058) on 4/24/26, generated by the PCard Works system, and it was processed by Florida PALM on 4/28/26. Some errors were identified in the file, and the PCard Works vendor is working to resolve them.

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

Status: In Process

Update: Testing has started for all three PCard Works Interfaces using system-generated files. Testing of the last Interface started on 4/17/26 and is in progress as of 4/30/26.

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

Status: In Process

Update: PCard Works is a critical third-party system and is required for Florida PALM to Go Live. The Florida PALM IV&V Team projects that Cycle 2 testing for the PCard Works Interfaces may finish by the end of May, now that Interface files are being generated directly from the PCard Works system rather than using mock files.

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

Status: In Process

Update: Since the initial kickoff in January 2026, Agencies have not received any direct communication from the applicable Enterprise Partner. Agencies are aware that the PCard Works Interfaces remain in Cycle 2 testing. Because not all Agencies use PCard Works, Cycle 3 testing will include only a subset of Agencies during All Agency UAT.

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

Date Opened: 2/27/26		
Finding Description: Regression Event 2 is scheduled for completion by 3/13/26. Progress is behind schedule, and the Florida PALM Project is unlikely to meet the targeted completion date based on current test execution trends. Regression Event 2 was planned to provide full regression validation of functionality impacted by changes introduced during or after System Testing and at the point when the Interface Cycle 2 pass rate was 70%.		
Current Impact: Significant	Previous Impact: Significant	Trend: No Change
Current Probability: Possible	Previous Probability: Probable	Trend: Decreasing
Current Priority: Medium	Previous Priority: High	Trend: Decreasing

Status Update: Regression Event 2 test execution was completed on 4/26/26, with a pass rate of 95% for executed Test Scripts reported by the SSI Vendor. The remaining 5% that failed are pending remediation, and the Florida PALM Project Team’s review of the test execution results is in progress. Of the Test Scripts reported as executed and passed, 23% were returned for action by the Florida PALM Project Team due to test evidence gaps. Automation was used for approximately 10% of execution, which is below the planned target of at least 20%.

Recommendation #1: Review current staffing levels and assess whether additional resources are needed to accelerate the execution of Regression Test Scripts.

Status: In Process

Update: While the SSI Vendor added supplemental resources to mitigate regression testing delays, some resources may not have sufficient functional knowledge to independently execute complex regression scenarios. Combined with the volume of Test Scripts ‘Returned for Action’ due to test evidence gaps, these conditions may increase the risk that regression validation may not provide complete or reliable coverage of impacted functionality.

Recommendation #2: Reassess Regression testing order and priorities to ensure that all Critical and High-impact functionality is validated first.

Status: Not Started

Update: The scope for Regression Event 2 was reduced from 428 total Test Scripts in March to 417 in April, with no observed changes in assigned test execution priority by critical functionality.

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

Date Opened: 2/27/26		
Finding Description: The Florida PALM IV&V Team observed a decline in the completion of the remaining Agency Interface Tests for Interface Testing Cycle 2. If this pace continues, then some Agency Interface Tests may not be completed until 4/11/26, which could delay the completion of their testing in Interface Testing Cycle 3 (End-to-End Interface testing) and result in those Interfaces not going live with Florida PALM.		
Current Impact: Moderate	Previous Impact: Moderate	Trend: No Change
Current Probability: Probable	Previous Probability: Likely	Trend: Increasing
Current Priority: High	Previous Priority: Medium	Trend: Increasing

Status Update: As of 4/30/26, 11 Agency Inbound Interfaces had not been completed for Cycle 2. Of these, seven were with the Agencies for data corrections or new file generation, and four were with the Florida PALM Project Team for processing or review of results. Most of the remaining Inbound Interfaces support critical Agency Business Systems (ABSs) and business processes, and the Agencies would have difficulty operating at Go-Live without them.

There are also 38 Outbound Interfaces that have not completed Cycle 2. At the current average pace, Outbound Interface testing for Cycle 2 may not be finished until 8/17/26, which exceeds the 7/31/26 deadline given by the Florida PALM Project Team.

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

Status: In Process

Update: The Florida PALM IV&V Team observed more timely updates to Smartsheet in April as inbound Interfaces continued to move through testing.

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

Status: In Process

Update: Although there were no consolidated joint meetings between the Florida PALM Project Team and all Agencies with remaining Cycle 2 testing, several individual meetings were held between the Florida PALM Project Team and individual Agencies to review and update Interface status.

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

Status: In Process

Update: The Florida PALM IV&V Team observed isolated inconsistencies between the Interface Partner Status in ITEXT and the status in the Agencies’ Smartsheet, but most statuses remained in sync across both trackers.

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

Status: New

Update: Most of the remaining Inbound Interfaces have been through multiple rounds of testing to resolve previous issues and will likely be completed if given a few more weeks.

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

Date Opened: 2/27/26		
Finding Description: Since October 2025, a total of 318 SIRs have been classified as either Functional/Technical Design issues or identified as having a root cause of Design Defect, and new SIRs related to Design Defects continue to emerge. While documentation for these Design changes and Unit Test results are recorded in the working version of the Application Design (AD) document, there is limited evidence of system testing results in many instances and no change impact analysis to determine what, if any, additional functionality may be impacted by the Design change included in the corresponding SNow ticket. Additionally, there is no consolidated list of Design changes across all AD documents, so each document must be reviewed individually to determine if a change was made and what that change entailed		
Current Impact: Moderate	Previous Impact: Moderate	Trend: No Change
Current Probability: Possible	Previous Probability: Possible	Trend: No Change
Current Priority: Medium	Previous Priority: Medium	Trend: No Change

Status Update: Design changes continue to occur as they are identified during testing. AD documents are updated and reviewed as changes occur, but the System Testing performed on the design change and traceability between SNow tickets and Test Scripts is inconsistently documented.

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

Status: No Change

Update: The Florida PALM IV&V Team has not observed the creation of or updates to a consolidated log to track all design changes to the associated AD documents, including the size of each change, the date, a brief summary, and any related tickets

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

Status: No Change

Update: Some evidence, such as screenshots, is attached to the design change ticket, but details are inconsistent and do not reference prior System Test Scripts or any updates to Regression Test Scripts.

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

Date Opened: 3/31/26		
Finding Description: According to the User Story Inventory and Change Impact Analysis spreadsheet, as of 3/31/26, 27.4% of all User Story activities have been tested. In many instances, the same User Story activity has been tested multiple times, with different data conditions applied each time. If testing continues at the current rate, Florida PALM IV&V projects that all User Story activities may not be completed until approximately 9/17/26.		
Current Impact: Moderate	Previous Impact: Moderate	Trend: No Change
Current Probability: Likely	Previous Probability: Likely	Trend: No Change
Current Priority: Medium	Previous Priority: Medium	Trend: No Change

Status Update: As of 4/30/26, approximately 45% of User Story activities have been tested at least once. This represents an increase from 27% at the end of March, but remaining activities may not be completed until 8/17/26 based on the average pace of testing execution.

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

Status: In Process

Update: Some Agencies have developed plans outlining expected testing over the next several months, but not all Agencies are providing this level of granularity.

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

Status: In Process

Update: Some Agencies have set goals for the number of hours users should devote to testing. Additionally, the Florida PALM IV&V Team distributed a short paper with recommendations for determining the hours required for UAT and allocating them across the remaining months, which Agencies have indicated they have reviewed and are looking for ways to incorporate into their testing plans.

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

Status: In Process

Update: Some Agencies are acknowledging and recognizing staff who are going above and beyond their normal work to support UAT, but there is no consistent approach across Agencies.

Finding Number and Title: **Finding 36** – Agencies’ phased approach to testing has end-users not exposed to Florida PALM until July or August.

Date Opened: 3/31/26		
Finding Description: Florida PALM has been available in the UAT environment since February, but Agency participation varies. Some Agencies have decided not to allow end-users access until after the YEC in July or following the All Agency UAT data refresh in August. Given that Agencies have previously reported the lack of a demo environment as challenging for anticipating business process impacts and adequately preparing for testing, not providing end users with access to the system at this stage does not appear to be a reasonable approach.		
Current Impact: Moderate	Previous Impact: Moderate	Trend: No Change
Current Probability: Possible	Previous Probability: Probable	Trend: Improving
Current Priority: Medium	Previous Priority: Medium	Trend: No Change

Status Update: The Florida PALM IV&V Team distributed a two-page document highlighting the value of engaging end users early in All Agency UAT to support a successful transition to Florida PALM. It also provides recommendations to help Agencies estimate the hours end users will need to become familiar with the solution. Most Agencies have recognized the concern and are revising their testing plans to bring end users into UAT earlier than originally planned, increasing early exposure to Florida PALM.

Recommendation #1: Provide end users with earlier access to the system to help them become familiar with it. This approach could include coordinating with Agency OCM and leadership to address workload challenges and deploying internal triage teams to answer questions. These steps can also help inform improvements to the Agencies’ testing and training processes.

Status: In Process

Update: Most Agencies expanded end-user participation beyond Subject Matter Experts (SMEs), though the number of users involved varied by Agency. Those that provide early access are better positioned to refine training, documentation, and internal support models and to establish a more structured, effective testing timeline.

Recommendation #2: Encourage end-users unfamiliar with Florida PALM to intentionally try to break the system to discover weaknesses. While it's important to test standard business processes, users should also experiment with unusual or unexpected workflows, which may reveal issues that following only prescribed procedures might miss.

Status: In Process

Update: The Florida PALM IV&V Team observed that Agencies are testing beyond scripted scenarios. While adoption of negative testing is inconsistent, those intentionally trying to “break the system” are reporting higher-value observations. Agencies that have not yet begun stress testing cited ongoing documentation changes and continued learning of Florida PALM navigation as the primary reasons.

Closed Findings

No Findings were closed in this reporting period.

Metrics Related to Findings

The Figure below shows the open, closed, and new Findings identified by the Florida PALM IV&V Team. One Finding was opened this month. There are six open Findings and 18 closed Findings.

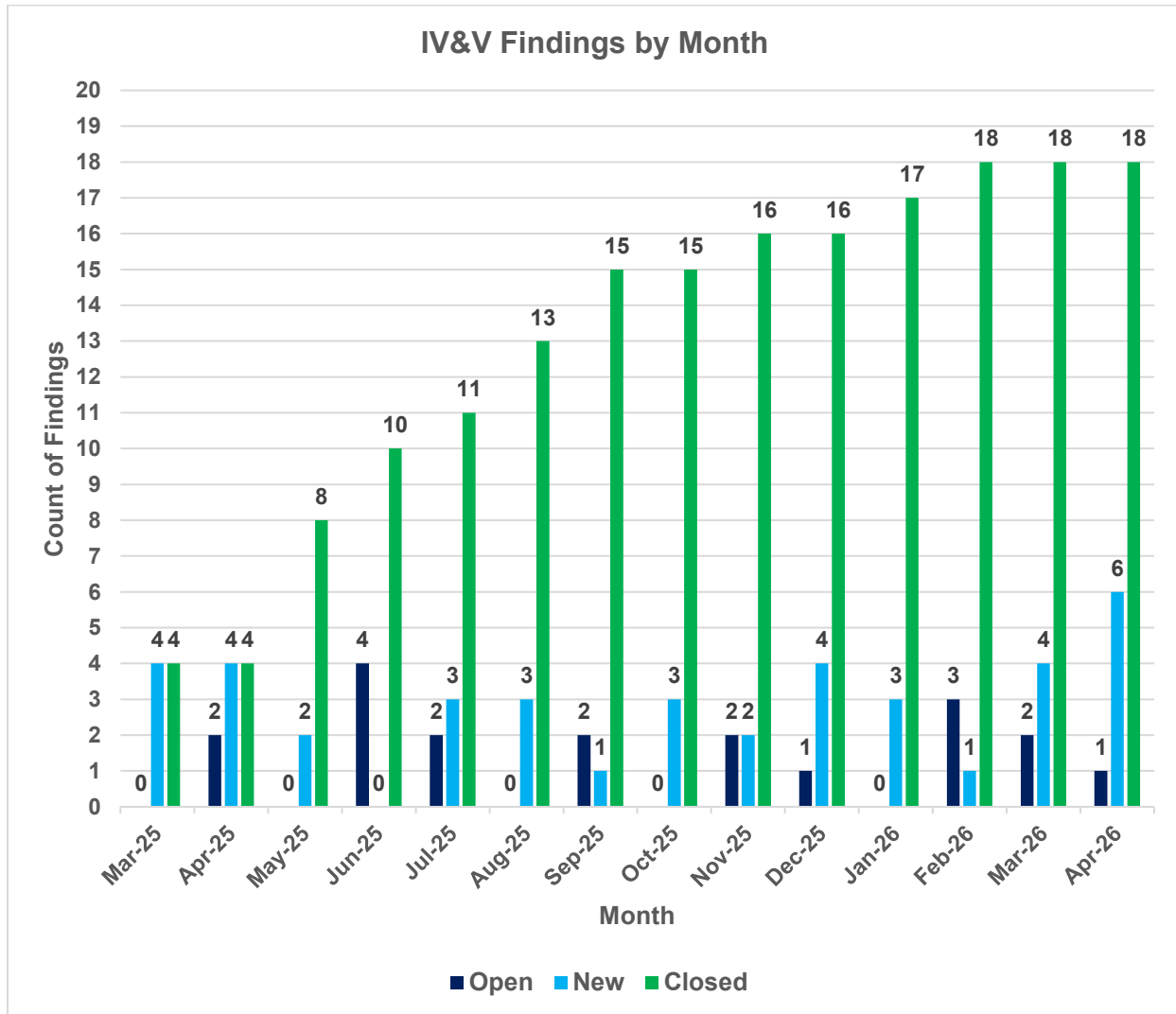
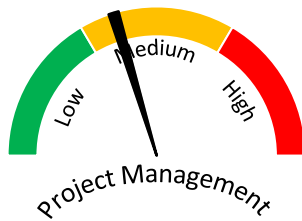


Figure 1: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator¹



Trend: No Change

Florida PALM Project Management Updates

The Florida PALM IV&V Team assesses Florida PALM Project performance against the Florida PALM Project Schedule by reviewing key performance indicators, including SPI, delayed tasks, and planned versus actual progress. The Florida PALM IV&V Team also evaluates Florida PALM Project Decisions, Risks, and Issues, as they can impact schedule outcomes and overall performance.

Schedule Performance Indicator

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

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

Delayed Tasks

There were 40 Delayed Tasks for April, representing a 27% decrease from the end of March. Fourteen of the Delayed Tasks are attributed to D675 – Completion of Performance Testing, and eight Delayed Tasks fall within various RW Rasks, such as Create Agency-specific Training, Update Agency Business Process Documentation, Create Agency Deployment Plan and Cutover Checklist to Prepare for Go-Live, Maintain Role Mapping Worksheet, and Maintain Configuration and Conversion Workbooks.

D675 – Completion of Performance Testing is behind schedule and may impact critical-path work. Because Performance Testing is a formal validation gate for downstream functional, technical,

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

and compliance activities, delays will likely cascade to successor work such as test wrap-up, review and acceptance, and related reporting and validation.

The Florida PALM Project Schedule shows zero days of finish variance for Cycle 3 and Cycle 4 of Performance Testing because neither activity has started, and the Schedule reflects baseline start and finish dates. To better understand the potential impacts on downstream activities, the Florida PALM IV&V Team performed a schedule sensitivity analysis in which hypothetical (noncommittal) start dates were applied to the Florida PALM Project Schedule while keeping approved task durations unchanged. The results of this analysis showed a potential finish variance of 43 days and limited remaining total slack for Cycle 3, and a potential finish variance of 64 days with no remaining total slack for Cycle 4.

Table 3: D675 Finish Variance and Total Slack Analysis Summary

Attribute	Cycle 3	Cycle 4
Baseline Start	2/2/26	3/2/26
Baseline Finish	6/30/26	6/30/26
Baseline Duration	106 days	86 days
Baseline Total Slack	57 days	57 days
Current Scheduled Start	2/12/26	3/2/26
Current Scheduled Finish	6/30/26	6/30/26
Current Reported Finish Variance	0 days	0 days
Hypothetical / Updated Start	4/30/26	6/1/26
Hypothetical / Updated Finish	8/31/26	9/30/26
Updated Finish Variance*	+43 days	+64 days
Updated Total Slack**	21 days remaining	0 days remaining

**Finish Variance shows whether the planned completion date has changed, while **Total Slack shows how much delay can occur before milestones are impacted.*

The Florida PALM IV&V Team recommends that the Florida PALM Project Team consider assessing schedule performance by reviewing Finish Variance and Total Slack together, consistent with best practices, to obtain both lagging and leading indicators of schedule health. Finish Variance shows whether the forecast finish date has drifted from the approved baseline, while Total Slack shows how much schedule tolerance remains before a milestone is affected. If only the Finish Variance is reviewed, emerging risks can be overlooked, especially for activities that have not started or are constrained and therefore still display baseline dates. Including Total Slack highlights critical-path sensitivity and early erosion of flexibility, enabling timelier escalation and decision-making without changing approved durations.

Planned vs Actual Progress

The Florida PALM IV&V Team tracks planned-versus-actual progress to assess whether scheduled work is advancing as expected. In April, 132 non-summary tasks were scheduled to start or finish. Of these, 127 were on schedule, and five were behind. This corresponds to a 96% progress rate, up 6% from March. The behind-schedule tasks fall into the following categories:

- Additional Designs for Financials and Payroll with two tasks.
- D667 – Completion of Dry Run #1 with one task.
- RW Task 602 – Update Agency Business Process Documentation with two tasks.

Although these tasks are not on the critical path, they will roll into the next month. Continued monitoring will help identify any growing backlog early and reduce the risk of future schedule impacts.

Decisions

Florida PALM Project Decision, DE380 – Solution Design, App Dev, and Technical updates, was submitted and approved. This decision includes updates to the Florida PALM Project Schedule and related WPs to reflect approved solution design, application development, testing, and infrastructure changes supporting the Financials and Payroll Waves.

Florida PALM Risks and Issues

The Florida PALM Project Team did not log any new Risks or Issues, and two existing Florida PALM Project Risks were updated:

- The risk rating for Risk #2 – External stakeholders and Agencies' expectations may not be aligned with Florida PALM was downgraded to reflect ongoing mitigation activities, such as addressing Agency questions during Readiness Touchpoints, reviewing and resolving SNow tickets, and publishing the Known Issues and Enhancements lists in the Knowledge Center.
- The trend for Risk #6 – Execution of contracts and procurement activities outside of the project may impact Florida PALM implementation and Agency readiness was updated from Increasing to Stable because the pertinent contracts have been remediated.

Lessons Learned

The Florida PALM IV&V Team observed discussions in weekly meetings with the Florida PALM Project Team about conducting a UAT mid-point survey and capturing lessons learned from Dry Run 1.

A mid-point survey could be beneficial for capturing real-time feedback while there is still time to adjust, helping identify tester fatigue, unclear test scripts, environmental constraints, and support gaps before they affect the Florida PALM Project Schedule or Go-Live. It also reinforces that Agency input is valued and provides the Florida PALM Project Team opportunities to act upon it. Similarly, documenting Dry Run 1 lessons learned and applying them to subsequent dry runs should improve execution quality and predictability, and support readiness validation aligned with best practices. To support this effort, the Florida PALM IV&V Team recommends that the Florida PALM Project Team consider the following:

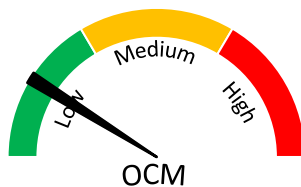
- Include UAT survey questions to help assess Agencies' perspective of environment stability and performance, defect turnaround time, and access to functional and technical support.
- Plan follow-up communication to the Agencies after the survey results have been analyzed to clarify what feedback will be addressed immediately, what will be deferred, and what will be used for informational purposes only.
- Document Dry Run lessons learned and structure the wrap-up around timing and sequencing, roles and decision clarity, data readiness, and cutover coordination with a clear focus on what will change for future dry runs.

- Communicate outcomes, planned improvements, monitored risks, and the level of confidence as the Florida PALM Project moves into the next phase.

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

Florida PALM Organizational Change Management

Focus Area Indicator



Trend: No Change

Florida PALM Organizational Change Management Updates

Florida PALM OCM activities are shifting to support expanded Agency UAT for end users, development of training materials, and increased cutover awareness. Stakeholder engagement and communications are also moving from broad awareness efforts to more targeted, Agency-level outreach focused on strengthening engagement, managing expectations, and mitigating emerging risks. As All Agency UAT increases pressure and visibility, active listening and timely intervention, including proactively correcting misconceptions and misinformation, remain critical activities that the Florida PALM Project Team continues to perform.

The Florida PALM Project Team has engaged Agencies showing elevated risk indicators (e.g., disengagement, uncertainty, or reduced participation in All Agency UAT) through one-on-one meetings to help them address areas of difficulty, concerns related to UAT completion, training readiness, anticipated system downtime, cutover activities, and Agency-specific operational impacts such as payment disbursements to external parties (e.g., medical providers). Although Agencies initially approached these meetings with some uncertainty or trepidation, these discussions have strengthened partnerships through active listening and follow-through. In several cases, the meetings also served as productive working sessions that drove immediate progress, such as initiating Outbound Interface file requests during the discussion. Overall, these Agency-specific engagements have been well-received and appear effective in dispelling misinformation, overcoming stalled progress, and reinforcing the Florida PALM Project Team's role as an active and supportive partner.

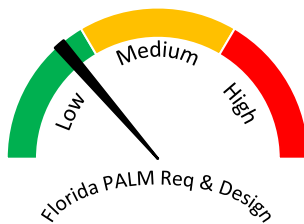
The Florida PALM Project Team has advised Agencies to begin planning critical cutover activities based on the high-level information shared about the cutover window and consider how they will be prioritized alongside other competing priorities. Agencies have also been advised to begin identifying key dates, activities, and impacted parties during the cutover period to maintain compliance with statutory, operational, and cash flow requirements. The Florida PALM Project Team is considering publishing a cutover one-pager to help further clarify expectations and help address Agency concerns about timing and duration.

Agencies have demonstrated fatigue and frustration in touchpoints with the Readiness Coordinators (RCs), driven by repeated updates to the Topics and Activities List, business processes, and role mapping. Approximately 30% of Agencies have also expressed concerns about the comprehensiveness of testing performed by the Florida PALM Project Team in prior phases. The testing performed at this stage differs from earlier phases in terms of volume, scale, and purpose. Agencies are testing transactions, integrations, and business processes across a broader operational scope to validate end-to-end readiness, whereas earlier phases were designed to test specific functions, integrations, or components. This indicates a gap in expectations for All Agency UAT, where Agencies understand what is required of them but may not fully understand why continued refinement is a normal part of UAT. The Florida PALM Readiness Team and RCs should continue to emphasize the value of identifying issues, reinforce that refinement during UAT is expected, and highlight the long-term benefits these efforts provide for readiness and successful Florida PALM adoption at Go-Live.

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

Florida PALM Requirements and Design

Focus Area Indicator



Trend: No Change

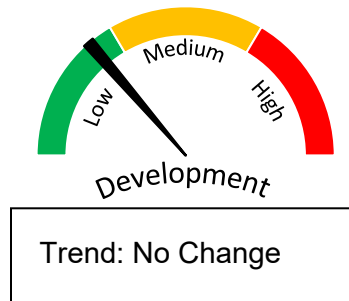
Florida PALM Requirements and Design Updates

The six RICEFW Items added as part of Amendment 13 have been approved. An additional four RICEFW Items were added due to recently approved Florida PALM Project Decisions. Three are targeted for completion by 5/11/26, and one by 6/2/26. These additional RICEFW Items are not expected to impact All Agency UAT or the Florida PALM Project Schedule.

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

Florida PALM Development

Focus Area Indicator



Florida PALM Development Updates

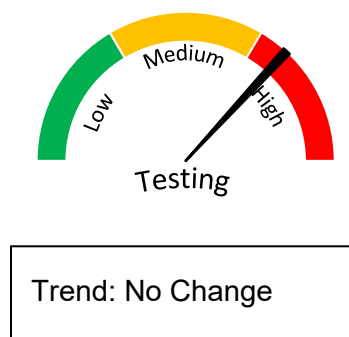
Development of the six RICEFW Items added as part of Amendment 13 began two to three weeks late because approval of the Designs was delayed. Of those six, the AD document is complete for two, three are in the approval stage, and one is being drafted with a targeted completion date of 5/28/26. Although some AD documents have been delayed, these delays are not expected to affect All Agency UAT or the Florida PALM Project Schedule.

Three of the four additional RICEFW Items added based on the recently approved Florida PALM Project Decision are targeted for completion by 7/3/26, and the last is targeted for completion by 7/20/26.

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

Florida PALM Testing

Focus Area Indicator



Florida PALM Testing Updates

The testing efforts conducted by the Florida PALM Project Team during this reporting period provide insight into system readiness across payroll processing, performance, and cutover execution activities. Results indicate continued progress in several areas, while also highlighting

issues that require further analysis, remediation, or retesting. The sections below summarize the status and key observations for each major testing effort.

Ticket Trends

Ticket intake and closure activity remained steady. Newly opened tickets increased from 1,090 in March to 1,134 as of 4/30/26, including monitoring alerts. Approximately 1,042 tickets were closed by the end of the reporting period.

As part of ongoing system stability assessment efforts, the Florida PALM IV&V Team grouped tickets to better separate system stability trends from non-defect workload. For reporting purposes, tickets are grouped primarily by the documented “Root Cause Code,” when available. If a Root Cause Code has not yet been identified, the “Categorization” value is used as an interim method for reporting and trend analysis. Tickets were grouped as follows:

- System-related issues, which can affect application stability, functionality, integration, processing, triaged monitoring alerts, or other items requiring remediation. This also includes defects tied to external systems, such as People First or Oracle, when those issues affect application performance or business processing and require SSI Vendor coordination for resolution.
- Non-defect workload, including access requests, user support activities, and other non-defect tasks that do not reflect underlying system functionality issues but still require review, tracking, and resolution.

Of all tickets created in April, 45% were system-related issues, and 55% fell under non-defect workload. One limitation in the current ticket triage process is that, outside of formal Regression Testing events, regression issues are not distinguished from newly discovered issues. Instead, all issues identified during testing are logged as new tickets, limiting visibility into recurring defects and reducing the effectiveness of trend and system-quality analysis.

The remaining open tickets as of 4/30/26 consist of 74% system-related issues and 26% within non-defect workload. The Figure below shows the composition of the system-related issues by impact classification.

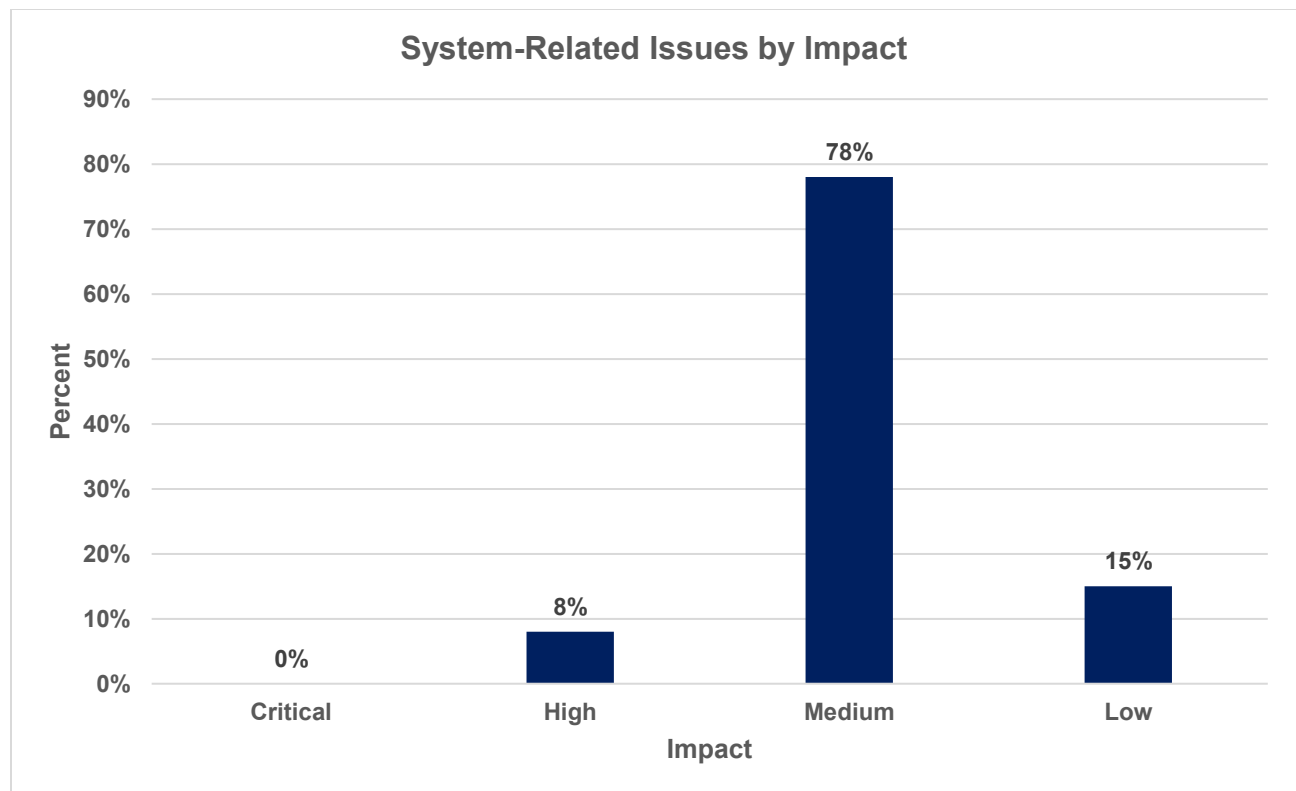


Figure 2: System-Related Issues by Impact

Note: The Figure includes tickets that do not have a closed date in Jira/SNow.

The number of High-impact, system-related issues increased during April and should be closely monitored by the Florida PALM Project Team. Accounts Payable and Payroll-related functionality continue to account for the largest concentration of open system-related issues.

The aging analysis of open tickets shows a steady increase in Medium-impact tickets 16 days or older, with approximately 34% remaining open for more than 30 days. High-impact tickets also persist across multiple age ranges, including some that have been open for more than 60 days.

Table 4: System-Related Issues Aging (days)

System-Related Issues Aging (days)						
Impact	0-5	6-10	11-15	16-30	31-60	>60
High	2%	2%	0%	2%	1%	1%
Medium	12%	10%	5%	16%	13%	21%
Low	3%	1%	0%	1%	2%	7%

Note: This Table accounts for tickets that have been resolved but do not have a closed date in Jira/SNow.

Overall, ticket trends reflect continued system stabilization and defect remediation as testing progresses. The Florida PALM Project Team could consider implementing tags in Jira/SNow to distinguish new defects from regression-related issues identified outside formal Regression Test events, thereby improving trend analysis and visibility into recurring defects.

Parallel Payroll Testing Cycle 1

As of 4/30/26, all 68 planned tasks for the Cycle 1 Bi-Weekly Payroll Parallel Testing had been executed successfully and passed. Initial analysis of the results indicates that payroll processing accuracy remains high:

- Earnings achieved a 98.6% match rate within a \pm \$0.10 tolerance.
- Taxes achieved a 98.1% match rate within a \pm \$0.10 tolerance, with no exclusions.
- Net Pay achieved a 95.5% match rate for 81,204 employees within a \pm \$0.10 tolerance.

Deductions had an exclusion rate of 10.26% across 74,303 records, which was higher than in the other categories. Based on clarification from the Florida PALM Project Team, potential root causes include unconfigured deduction reason codes in Florida PALM and missing updated rates from People First. Because of the elevated exclusion volume, the Florida PALM IV&V Team recommended that the Florida PALM Project Team formally document the deduction exclusion criteria and the related rationale, which the Florida PALM Project Team indicated will be done going forward.

Parallel Payroll Testing Cycle 2

Cycle 2 Monthly Payroll Parallel Testing is in progress, with metrics being tracked weekly. In Week 1, which is scheduled to end on 5/1/26, Garnishments did not meet the target, with a 57% match rate and 143 of 335 transactions differing by more than \$1. Earnings, Deductions, Taxes, and Net Pay have all exceeded the 80% target, with match rates ranging from 90% to 92%. Approximately 92.5% of Deductions were within the acceptable variance tolerance, while 7.5% exceeded it. The Florida PALM Project Team is analyzing likely causes, including incomplete salary detail files and issues with reconciliation or matching logic.

Performance Testing

Performance testing identified issues affecting ESS, login functionality, and Process Scheduler batch processing. The Florida PALM Project Team has determined that gaps in environment caching configuration contributed to the test execution results. Retesting is planned after the environment configuration updates are completed.

Dry Run 1

Dry runs are test runs of the full cutover checklist used to confirm that the steps and timing work as planned before Production cutover. Four total dry runs are planned for the Florida PALM Project, with a contingency to add a fifth if needed prior to Go-Live. The checklist covers four phases, Prep, Pre-Cutover, Cutover, and Post-Cutover, and includes 2,441 total tasks. For Dry Run 1, 994 tasks were marked not applicable, and 181 were skipped.

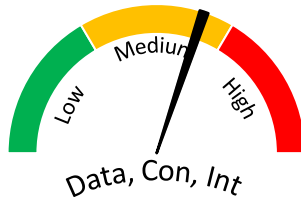
Dry Run 1 Conversion tasks were executed on the FINPRD2 and PAYPRD2 servers using Cycle 2 Bi-Weekly Payroll Parallel data. Payroll post-Conversion execution and validation are complete, Finance validations are still in progress, and Interface Catchup Runs and Master Outbounds are 76% complete. DW/BI data loads and production validations are dependent on the remaining downstream validations being completed.

As described in Finding 37, Dry Run 1 was targeted for completion by 5/1/26. As of 4/30/26, 109 tasks on the cutover checklist were in progress, and 59 had not yet started. Given the amount of work remaining, completing Dry Run 1 within the original timeline appears unlikely. Although there is approximately one month of slack time between Dry Run 1 and Dry Run 2, the Florida PALM Project Team is expected to execute nearly 1,000 tasks on the cutover checklist for the first time during the next set of dry runs without a prior test execution baseline. This reduces the Florida PALM Project Team's ability to identify and resolve issues before cutover.

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

Florida PALM Data, Conversion, and Interfaces

Focus Area Indicator



Trend: No Change

Florida PALM Data, Conversion, and Interface Updates

Data

The Florida PALM IV&V Team does not have any new observations or updates to report for DW/BI and Self-service reporting efforts at this time.

Conversion

As of 4/30/26, validation activities remain for one Conversion file, APC004 – Outstanding Warrants. Results from Conversion Dry Run 1 show improvement over Mock Conversion 4, particularly for GLC001 Conversions. Additionally, the number of error records decreased from 500,645 in Mock Conversion 4 to 97,403 in Dry Run 1 Conversions. The Table below compares Mock Conversion 4 and Dry Run 1 by success rate categories.

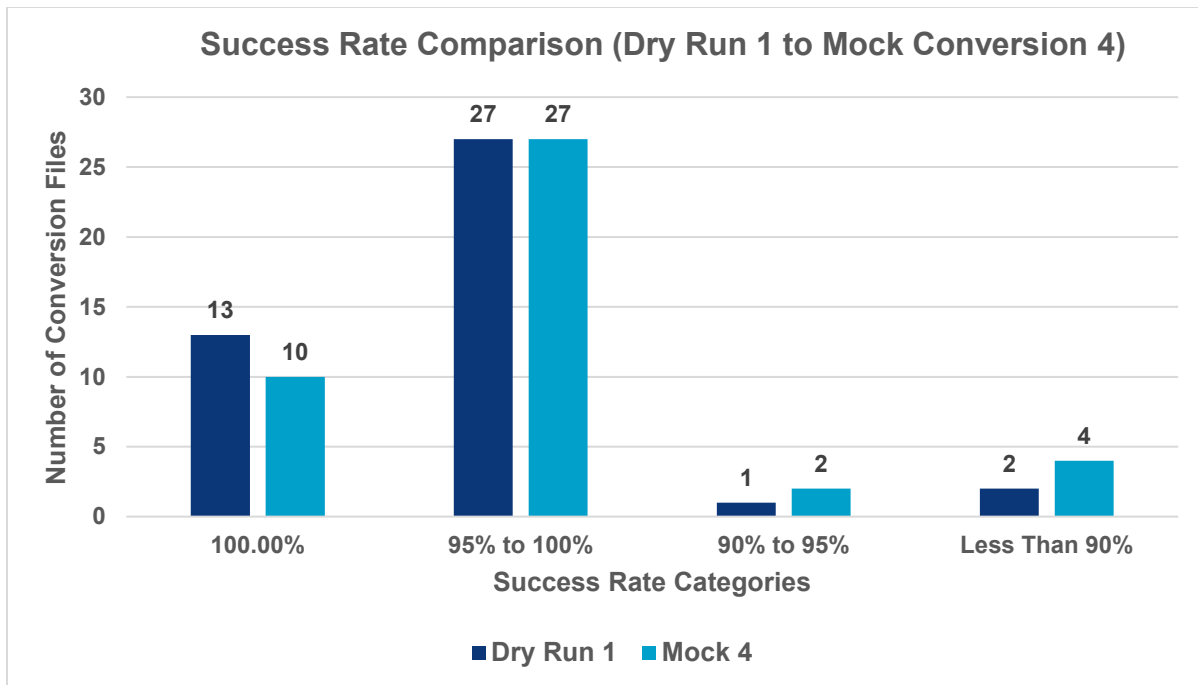


Figure 3: Conversion File Success Rate Comparison

Interfaces

WP441 and AWE Interface testing includes 32 Inbound and 55 Outbound Interfaces in scope. Of these, 23 Inbound Interfaces and 17 Outbound Interfaces have been completed as of 4/30/26. The remaining interfaces in progress or have not yet started include Agency Business Systems, PCard Works, and Transparency Florida.

An analysis of planned start dates shows that 74 in-scope Interfaces either started later than planned or have not yet started, even though their planned start dates have passed, while 11 started on time or early. Based on the current execution pace, the remaining Inbound Interface testing may not be completed until June 2026, and Outbound Interface testing may not be completed until closer to November 2026. Because several of the remaining Enterprise Partner Interfaces are critical to Florida PALM Go-Live, these delays could affect dependent or downstream activities that rely on the timely completion of Interface testing. The Florida PALM IV&V Team recommends that the Florida PALM Project Team consider:

- Re-evaluating planned start dates for the remaining Interface tests based on actual execution history and observed throughput.
- Establishing and maintaining target completion dates at the individual test execution level to improve schedule transparency and enable more accurate projecting.

The Figure below shows how much Interface testing work remains over time, split by Inbound and Outbound Interfaces. It includes actual progress through the end of April 2026 and projected progress after that based on recent completion trends.

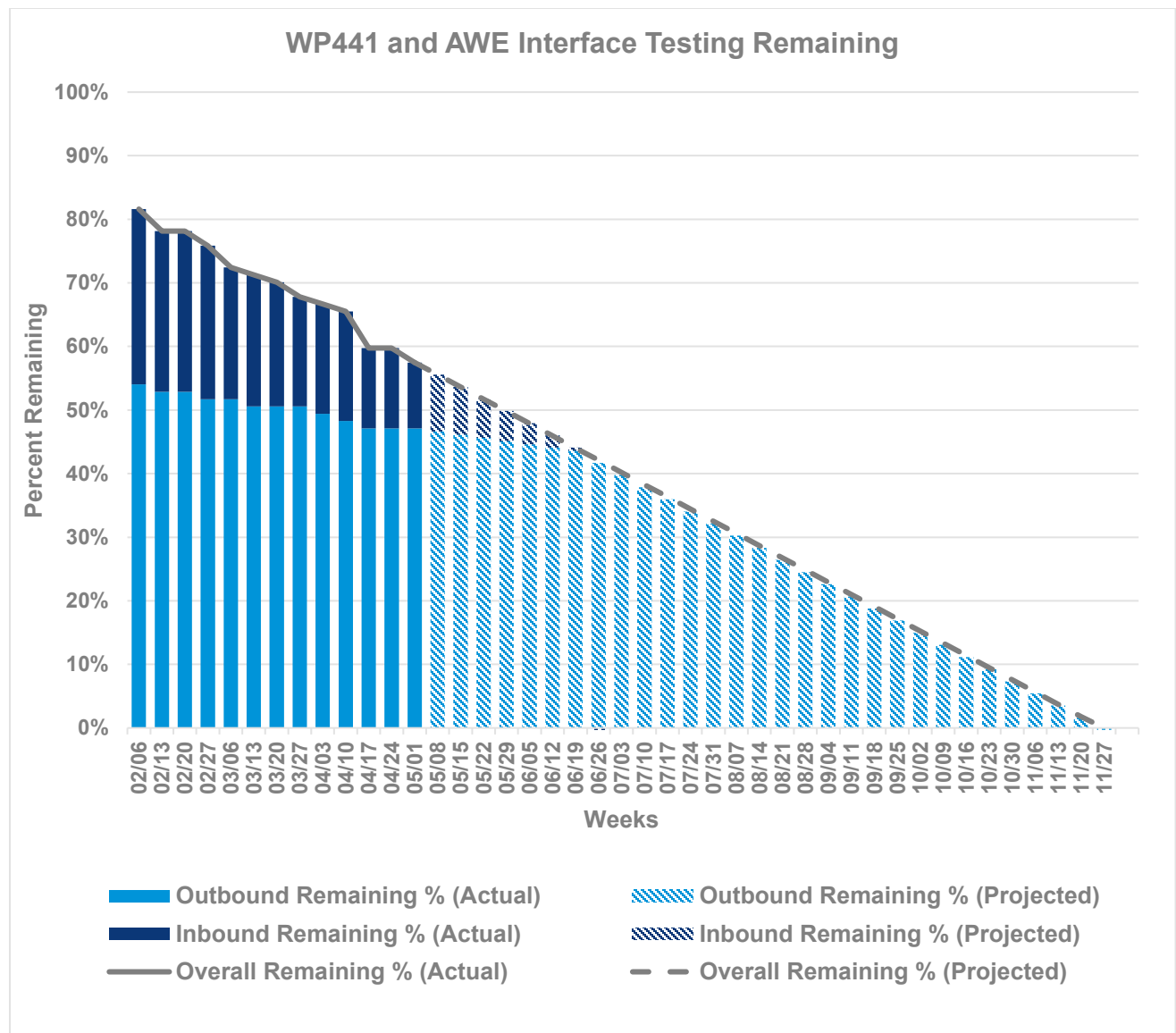


Figure 4: Remaining Percentage of Total Scope for WP 441/AWE Interface Testing

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

Florida PALM Implementation Readiness

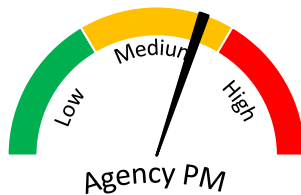
Florida PALM Implementation Readiness Updates

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

Florida PALM Agency Focus Area Updates

Agency Project Management

Focus Area Indicator



Trend: No Change

Agency Project Management Updates

There are two RW Tasks with a direct impact on the Florida PALM Project that began on 4/20/26:

- RW698 – Complete Data Cleansing in Preparation for Dry Run 2.
- RW713 – Confirm Supplier Records.

The data from these RW Tasks will be used for Dry Run 2 and to update the UAT environment during the UAT refresh. Because of this, late submissions will not be permitted once the tasks reach their due dates.

Additionally, RW Task 607 – Update Training Plan is scheduled from 4/6/26 through 6/5/26. Although this Task does not directly impact the Florida PALM Project, Agency training progress reporting will begin in May and continue through January 2027 as part of the Monthly Progress Reports. Because training readiness is important to effective testing and operational adoption, completing this Task on time and maintaining the training plan supports informed decision-making and overall organizational readiness. Agencies have participated in All Agency UAT since February and should use that experience to update training plans based on testing results, business process changes, and increasing familiarity with Florida PALM. An updated training plan helps improve user readiness and supports effective governance and change management ahead of Go-Live. The reported progress as of 4/30/26 for these RW Tasks is shown in the Table below.

Table 5: Agency-Reported RW Task Progress

RW Task	Impact	Start	Finish	Number of Agencies per Status					Verified as Complete
				0%	25%	50%	75%	100%	
698 – Complete Data Cleansing in Preparation for Dry Run 2	Direct	4/20/26	6/17/26	11	11	13	0	0	0
713 – Confirm Supplier Records	Direct	4/20/26	5/22/26	11	11	12	0	1	0
607 – Update Training Plan	Indirect	4/6/26	6/5/26	10	11	13	1	0	0

The Florida PALM IV&V Team observed that the volume and frequency of Knowledge Center updates reflect an evolving system as testing progresses, but they also make it more difficult for Agencies to keep training plans and other readiness activities aligned. As updates continue, Agencies must repeatedly revise their documentation, which can reduce the stability of preparation activities over time. The Florida PALM IV&V Team recommends that Agencies that have not already done so establish processes and a regular cadence for reviewing changes and identifying the documents that need to be updated as a result. Agencies should also consider prioritizing business processes and test cases so that critical Agency-specific functionality can be updated in a timely manner based on those changes.

The Florida PALM IV&V Team also recommends that the Florida PALM Project Team consider updating the Knowledge Center Change Catalog to include additional columns for the type of change and an identifier, such as the related RICEFW Item or module. This could help Agencies more easily determine which business processes or documentation may be affected by each change.

Agency Risks and Issues

The total number of open Risks, as well as those with a score of 6 or higher assessed by the Agencies, has remained steady since July 2025. The Figure below illustrates the trend of open Risks over time.

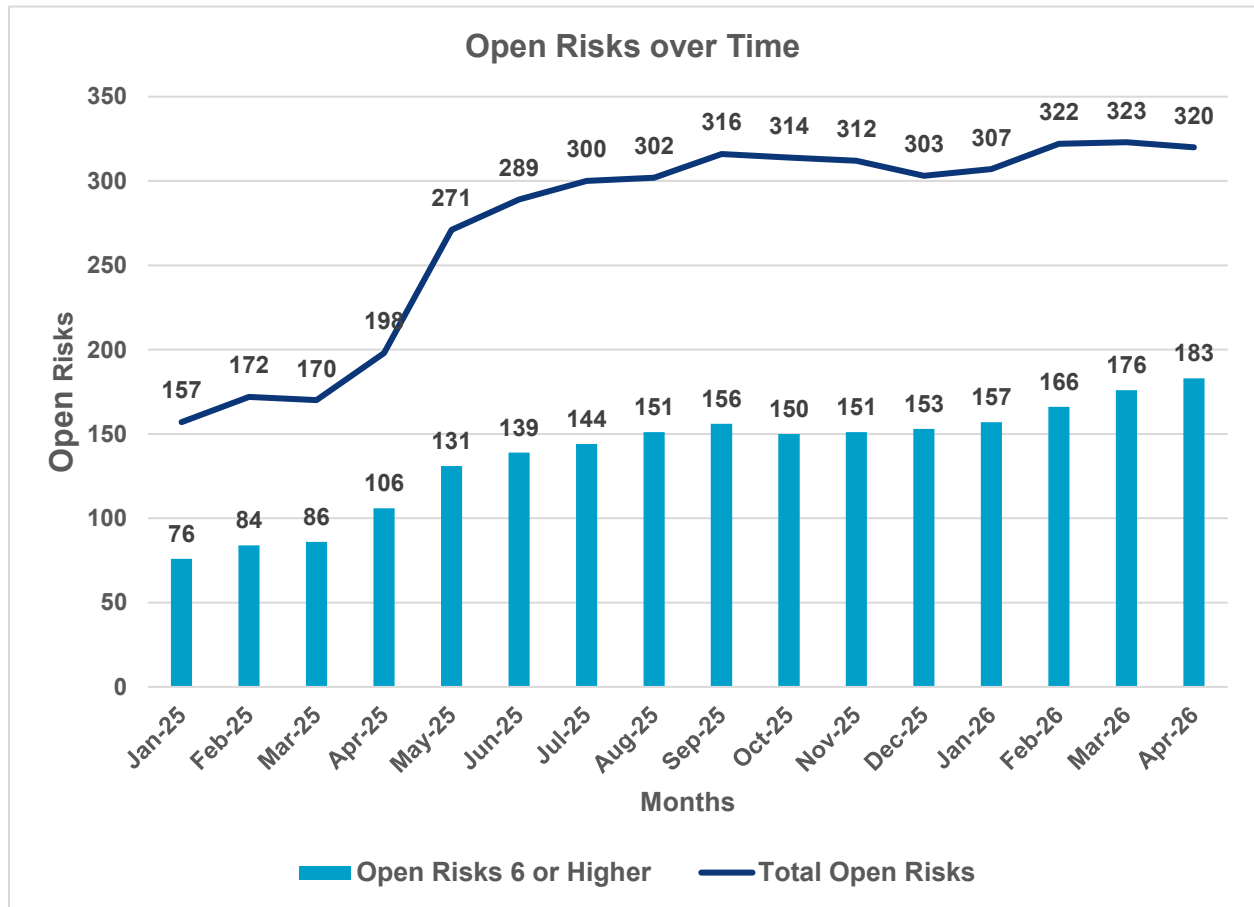


Figure 5: Open Risks Trend

While Agencies review their current Risks at least every other month, the Florida PALM IV&V Team has observed that 21 Agencies have not identified any new Risks in the past 3 months. Of these, 14 Agencies have not identified a new Risk in the past 6 months.

Given that risks are inherent to any project, no documented evidence of new Risks within this time frame may indicate that these Agencies are not conducting regular internal risk reviews, which could hinder their ability to mitigate risks effectively. Some Agencies have been participating in Bi-Weekly Cross-Agency Risk Management meetings to discuss and monitor risks that can potentially affect multiple Agencies. These discussions give Agencies an opportunity to share challenges they are experiencing and consider mitigation strategies that may not have been identified through internal reviews alone.

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

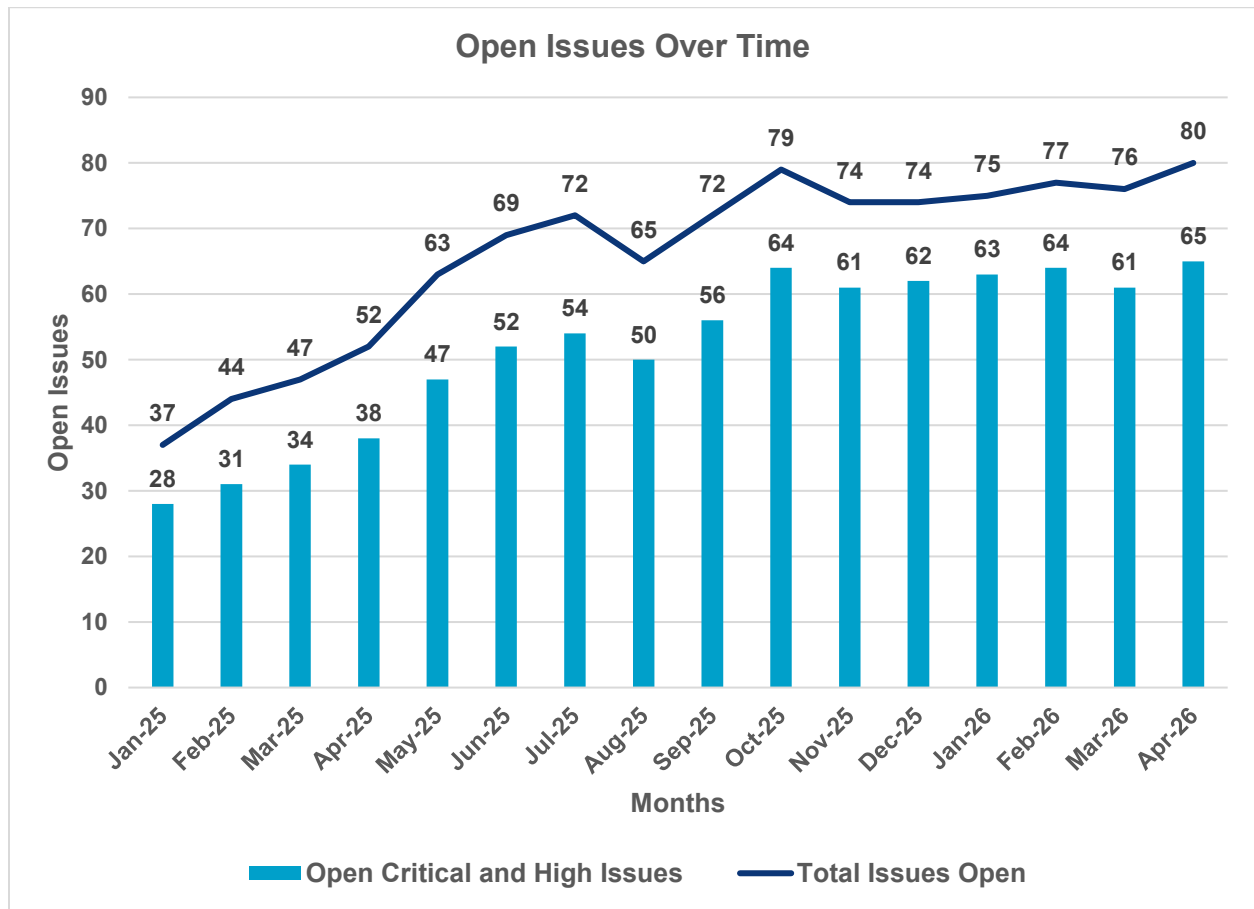


Figure 6: Open Issues Trend

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

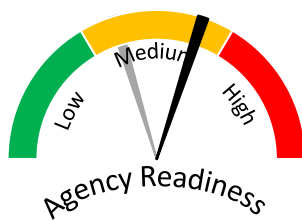
Table 6: Newly Identified Risks and Issues by Category

Category	Issues			Risks		Total
	Critical	High	Low	6 or Higher	Less Than 6	
User Acceptance Testing	0	2	0	11	4	17
Interface Testing Delays	0	3	1	9	5	18
Staffing/Resource Availability	0	2	2	3	0	7
Deployment/Cutover	0	1	0	5	1	7
Conversion/Configuration	0	0	2	5	0	7
Training	0	0	0	2	0	2
Agency Business System (Remediation/Testing)	0	0	0	2	0	2
Business Process Change	0	0	0	0	1	1
Role Mapping	0	0	0	1	0	1
Total	0	8	5	38	11	62

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

Florida PALM Agency Readiness

Focus Area Indicator



Trend: Worsening

Florida PALM Agency Readiness Updates

In Florida PALM IV&V Touchpoints, Agencies reported challenges with the following:

- Interpreting and applying training materials provided by the Florida PALM Project Team to Agency-specific business processes and workflows.
- Varying levels of preparation for guided support sessions.

- Limited knowledge of DW/BI reporting, as most Agencies indicated they were waiting until after the DW/BI guided support sessions scheduled for May before testing reports.
- Uncertainty regarding cutover expectations and activities leading up to Go-Live.

Some Agencies are also having to define future-state business processes for the first time during All Agency UAT, as their existing workflows were primarily based on current FLAIR processes. As a result, these Agencies are having to deviate from their test cases to determine how work should be completed in Florida PALM, especially where system controls and sequencing differ from legacy FLAIR practices.

These challenges are compounded by the need to balance All Agency UAT participation with ongoing operational responsibilities and by the concentration of knowledge among a small number of SMEs. This can result in varying levels of readiness, confidence, and preparedness for Go-Live, and an increased dependence on individual knowledge, rather than repeatable processes. To help mitigate these challenges, Agencies could consider implementing the following recommendations based on guidance provided by the Project Management Institute (PMI):

- Hold short training sessions focused on the most important tasks for each role, and set checkpoints based on specific criteria to measure staff maturity within each role.
- Create and keep up to date Agency-specific job aids, including key terms and step-by-step workflows.
- Build knowledge across the Agency by using train-the-trainer approaches and regular internal office hours.
- Regularly review and sort UAT issues into process, training, or defect categories to help address them more effectively.
- Create and practice a playbook for operational tasks and activities that will be critical during the first few weeks after Go-Live.

Prerequisite Training

The in-person guided support sessions are scheduled to end in early May. During recent Florida PALM IV&V touchpoints, many Agencies indicated that staff planning to attend these sessions had completed the required prerequisite training. Although users are expected to finish prerequisite training before joining guided support sessions and participating in testing, completion was not required for initial user provisioning. The table below shows the SME training completion rate for March and April, along with the month-to-month trend.

Table 7: Percent Complete of Assigned Prerequisite Training by SMEs

	March	April	Variance from February
Number of SMEs	599	589	-10
Total Assigned Prerequisite Training	2929	2907	-22
Total Training Complete	2317*	2337*	20
% Complete	79.1%*	80.4%*	1.3%

**Total trainings completed, excluding the new All End-User training course.*

The Florida PALM IV&V Team observed a 1.3% increase in the number of users who completed training. This small increase appears to reflect some of the challenges consistently reported by

the Agencies, including competing operational responsibilities, resource constraints, and not updating Smartsheet data in a timely manner.

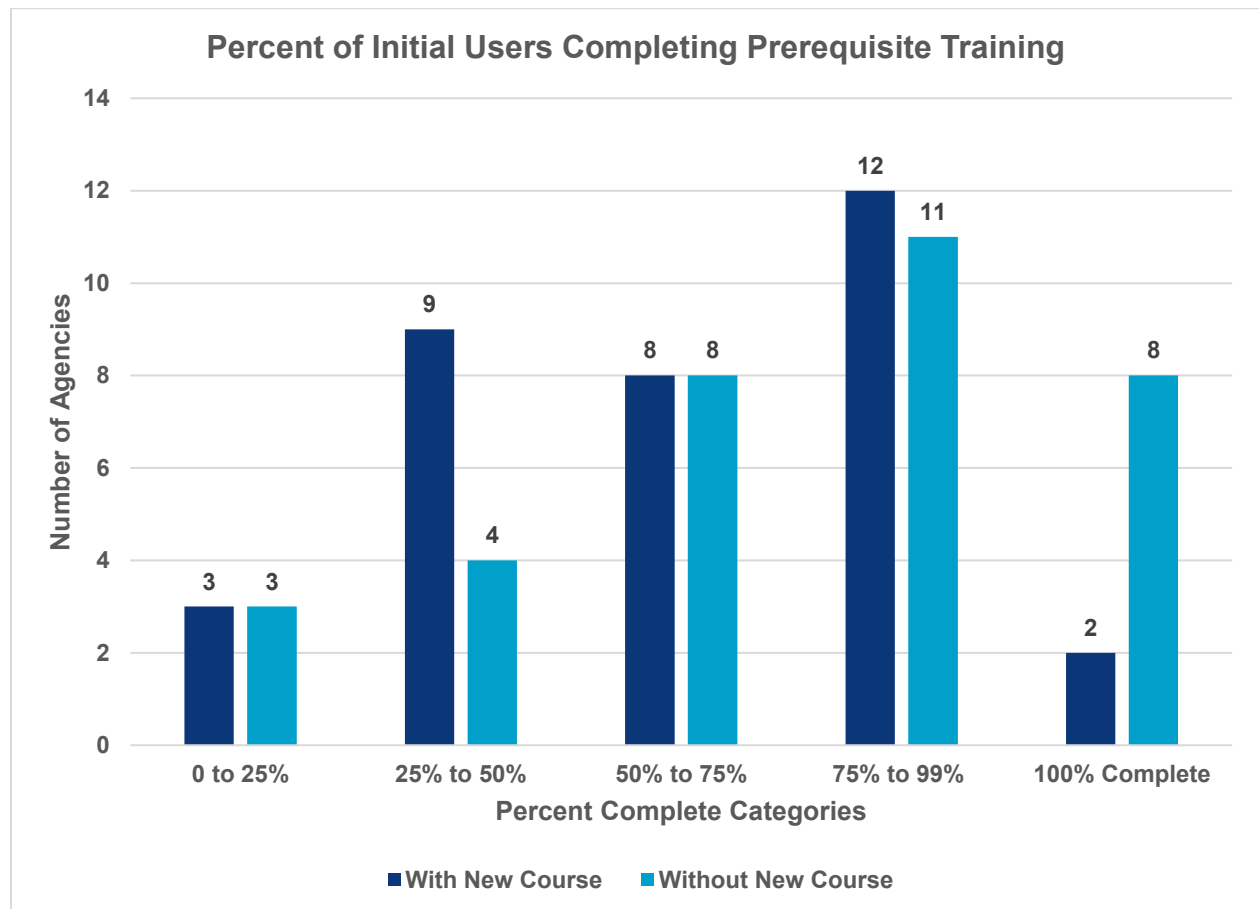


Figure 7: Percent of Provisioned Users Completing Prerequisite Training

The Table below shows the average weekly completion rate for provisioned users and provides a projected timeline for when all users expected to participate in testing may complete their training.

Table 8: Projected Prerequisite Training Completion Timeline

	Percent Over Time Completion		Variance
	As 4/30/26	As of 3/31/26	
Average Completion Per Week (Provisioned Users)	2.48%	3.25%	-0.77%
Projected Completion	7/20/26	6/3/26	+31 Days
Average Completion Per Week (All Users)	2.47%	2.79%	-0.32%
Projected Completion	7/27/26	7/4/26	+16 Days

The average weekly completion rate has decreased for both user groups, extending the projected completion timeline. Based on the current pace, all users may not complete prerequisite training until the end of July. As noted in Finding 36, it is critical for all users to gain exposure to Florida PALM early in All Agency UAT so they can become familiar with the processes they will be expected to perform after Go-Live. Prerequisite training is intended to give users a high-level

understanding of key Florida PALM processes and should be viewed as part of their overall exposure to the system.

Incomplete prerequisite training should also not be viewed only as a performance metric by the Agencies. Ongoing delays in completing training may create operational, readiness, quality, and schedule risks. When users have not completed training, the risk of user error, insufficient UAT coverage, rework, and reduced confidence in deployment readiness increases. To reduce these risks and speed up training completion, the Florida PALM IV&V Team recommends that Agencies consider conducting training sprints to prioritize completion of prerequisite training based on when users are planned to begin testing and the criticality of their roles.

Agency OCM

Agency feedback in Florida PALM IV&V and RC touchpoints, along with UAT metrics, points to both technical and process challenges, as well as change fatigue and varying levels of exposure to Florida PALM. Agency Leadership and Sponsors should stay engaged with internal stakeholders and reinforce change by explaining “What’s In It For Me” in the context of Florida PALM. This should include acknowledging frustrations while emphasizing the importance of business and people readiness. They should also encourage CCNs to promote change within their Agencies by using OCM resources available in the Agency Exchange Library. Because CCNs play a key role in internal change efforts, leadership should actively support and reinforce their work, recognizing that positive attitudes toward change can spread across the organization.

The Florida PALM IV&V Team recommends that Agencies consider expanding the use of participation-focused engagement strategies, such as challenges, team-based competitions, social learning opportunities, and recognition-based incentives. Examples include:

- Establish dedicated weekly training time, such as “Training Fridays,” and reinforce it with goal-based incentives such as small rewards, recognition, group lunches, or brown-bag sessions to encourage timely completion.
- Use a Training Bingo or Training Stamp Card approach with small prizes and items for activities such as:
 - Complete Module 3.
 - Attend Office Hours.
 - Score 90% or higher on a quiz.
- Implement Agency-versus-Agency leaderboards:
 - Track completion by percentage rather than headcount.
 - Share weekly leaderboard updates, including the top mover of the week or most improved team.

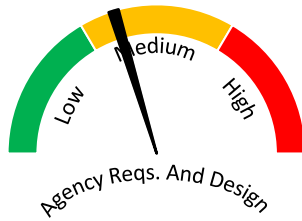
Building on approaches already adopted by some Agencies, continued and consistent use of these methods can help sustain user engagement, reduce training fatigue, accelerate training completion, and reinforce accountability and readiness for UAT.

Additionally, Agencies are encouraged to begin defining pre-cutover activities, establishing escalation paths, and identifying training needs for exception scenarios. Agencies should proactively engage with the Florida PALM Project Team, Enterprise Partners, and, where applicable, legislative stakeholders to address statutory, budgetary, or operational considerations (e.g., revolving funds, budget advancements, or exception handling). Early identification and communication of these items will not only support Agency readiness but also provide visibility into potential cutover risks and dependencies.

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

Agency Requirements and Design

Focus Area Indicator



Trend: No Change

Agency Requirements and Design Updates

The Florida PALM IV&V Team observed 176 updates in the Knowledge Center for April. Most changes refined existing documentation rather than added new content. Activity was concentrated in high-transaction areas, especially Asset Management, Accounts Payable/Disbursements, and Accounts Receivable, demonstrating continued efforts to clarify guidance and improve stability in modules critical to daily operations.

Key updates included standardized spreadsheet upload templates, improved report documentation, consolidated reporting guidance, refined security and bank role requirements, and Interface processing rule changes, particularly for IU and AM Interfaces. These changes may affect Interface testing, transaction accuracy, and access governance. Agencies should adopt the revised templates, update Interface procedures for changed data elements such as Foreign Amount and Agency Invoice ID and confirm user role assignments against the new security requirements to reduce future rework and processing risks.

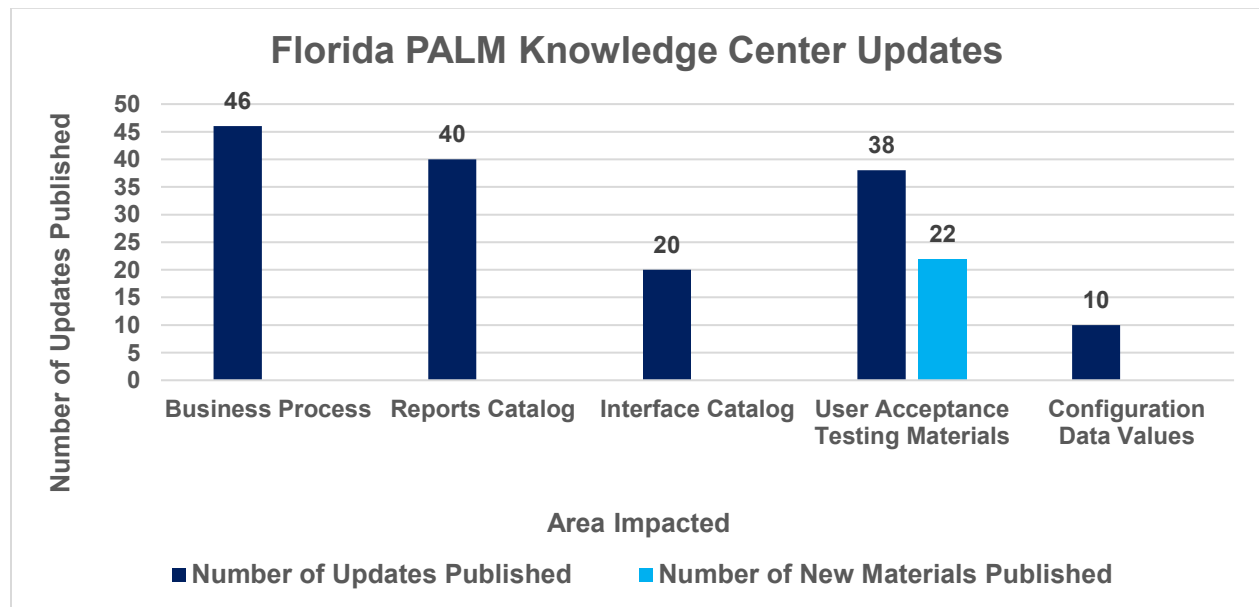


Figure 8: Florida PALM Knowledge Center Updates

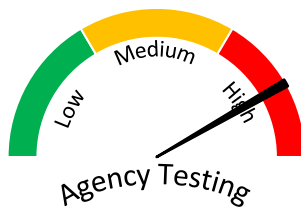
The Florida PALM IV&V Team recommends that Agencies consider the following:

- Use the spreadsheet upload templates directly from the Florida PALM Knowledge Center, rather than downloading and saving copies, to ensure testers are working with the most up-to-date versions.
- Update training documentation related to role functions and role assignments.
- Notify AR and CM users of bank security requirements.
- Review asset Interface integrations relative to AMI002, AMI003, AMI006, and AMI007.
- Update encumbrances approval procedures.
- Validate configuration data changes.
- Review the new query functions in DW/BI and landing page setup articles.

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

Agency Testing

Focus Area Indicator



Trend: No Change

Agency Testing Updates

Agency progress in All Agency UAT remained inconsistent. Some Agencies indicated in Florida PALM IV&V touchpoints and in Smartsheet that the system was performing as expected and that testing execution was progressing as planned. Others reported challenges with system lag, environmental instability, missing ChartField values, and unclear field definitions. For those same Agencies, testing has served more as a familiarization exercise than as a full validation of established business processes. Frequent updates to the Florida PALM Topics and Activities, the Knowledge Center documentation, and role-mapping also caused rework for Agencies, resulting in cascading revisions to their user stories and business process documentation before the submission of the Monthly Progress Reports.

Many Agencies have also reported in Florida PALM IV&V touchpoints that test execution is outpacing Agency-reported updates to test tracking. Some internal teams meet with testing leads every two weeks, while Smartsheet updates are often not made until the month's end, and some Agencies are testing in an ad hoc order rather than against a documented monthly plan. As a result, mid-month visibility into planned versus completed user stories and test cases is limited. Ticketing activity also varied widely. Agencies that logged few or no tickets generally reported limited UAT participation and test execution. Agencies with higher ticket volumes reported needing to reopen tickets for retesting, difficulty meeting the 3-day retest window (including cases where tickets auto-closed before retesting was completed), and tickets marked resolved even

though they addressed only part of the underlying issue. The Florida PALM Project Team is considering extending the SNow auto-closure period from 3 to 5 days to help address some of these challenges.

Test Execution Coverage

The Florida PALM IV&V Team tracked whether each user story in scope for All Agency UAT was executed at least once to measure coverage across Agencies and assessed whether the execution pace seen in April can be sustained through the remaining months before the UAT data refresh begins on 8/7/26. The Table below shows how Agencies were distributed across cumulative coverage tiers over a three-month period.

Table 9: Agency Execution Coverage Distribution for February, March, and April

Coverage Tier	Feb-26	Feb-26	Mar-26	Mar-26	Apr-26	Apr-26
	# of Agencies	% of Agencies	# of Agencies	% of Agencies	# of Agencies	% of Agencies
0% (Never Executed)	13	37.1%	2	5.7%	1	2.9%
1% to 25%	13	37.1%	15	42.9%	7	20.0%
26% to 50%	6	17.1%	11	31.4%	12	34.3%
51% to 75%	3	8.6%	6	17.1%	12	34.3%
76% to 99%	0	0.0%	0	0.0%	2	5.7%
100% (Fully Executed)	0	0.0%	1	2.9%	1	2.9%
Total	35	100%	35	100%	35	100%

The Florida PALM IV&V Team observed the following as of 4/30/26:

- One Agency has not reported any execution since the start of All Agency UAT in February.
- Test execution remains concentrated within a subset of Agencies, with a small group producing most of the April volume.
- A few Agencies that reported execution in earlier months did not report any execution in April.

The Figure below shows the cumulative percent of UAT test activities that have been executed at least once since the start of UAT.

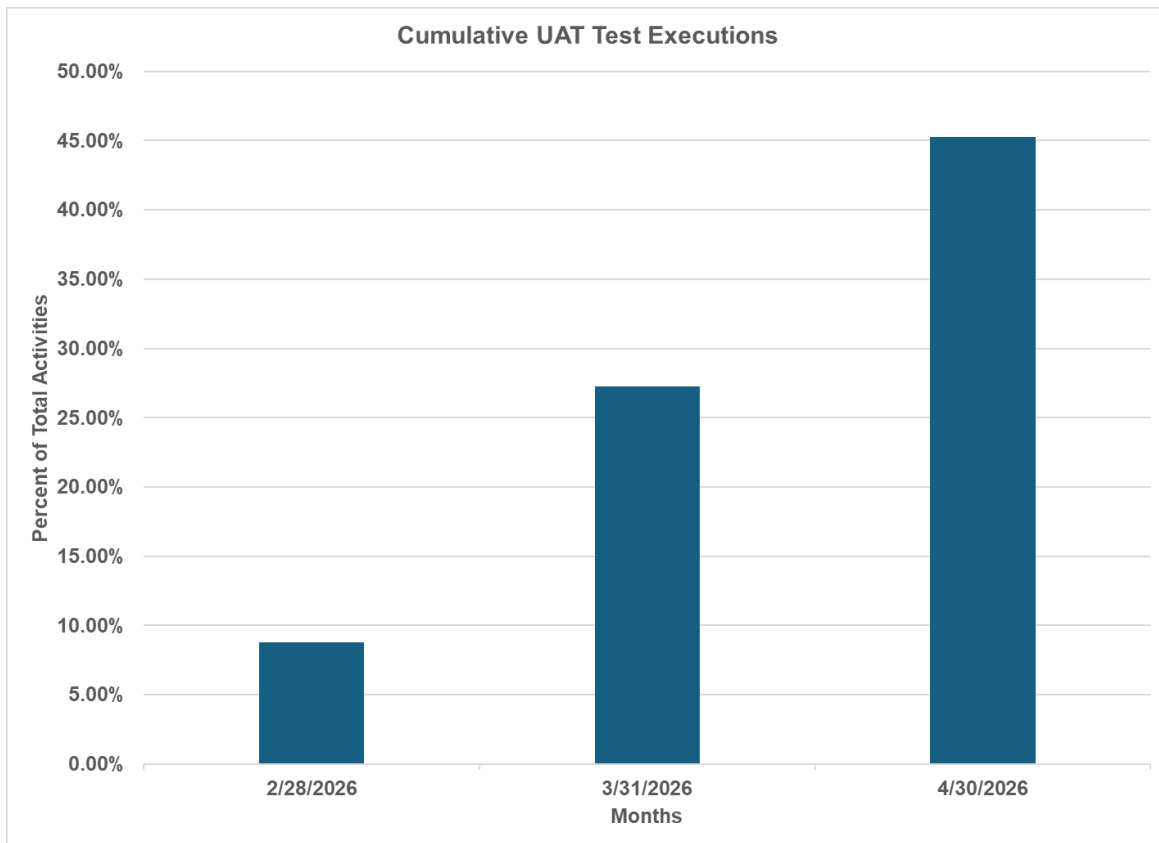


Figure 9: UAT Test Execution Coverage Cumulative (Percent)

Performance Ratings for Test Cases

As part of All Agency UAT, Agencies assign performance ratings to executed test cases to indicate whether system behavior met expectations. Inadequate ratings increased from 87 in March to 486 in April, while the number of rated test cases rose from 2,603 to 3,501. Most of the April increase came from a single Agency, which accounted for 431 of the 486 Inadequate ratings. That Agency rated test cases as Inadequate when they were able to complete individual tasks in Florida PALM, but system activities did not function cohesively across the full end-to-end business process. Most of the observations reported by the Agency were described as Commercial-Off-The-Shelf (COTS) functionality that cannot be changed before Go-Live. In these cases, it may be helpful to consider whether an Inadequate rating is the best fit when the outcome reflects known COTS design features rather than system defects. The remaining 55 Inadequate ratings were spread across several other Agencies.

Table 10: UAT Test Performance Rating Summary

Metric (Month)	Above Expectations	Satisfactory	Inadequate	Total Rated
March Count	22	2,494	87	2,603
March % of Rated	0.8%	95.8%	3.3%	100%
April Count	34	2,981	486	3,501
April % of Rated	0.97%	85.15%	13.88%	100%

System Logins

The Florida PALM IV&V Team reviewed system login metrics to assess Agency engagement in the UAT environment. Total login hours declined in March due to fewer scheduled guided support sessions, but increased again in April as weekly guided support sessions resumed. Independent testing hours have increased each month for All Agency UAT. This trend is encouraging, but individual tester engagement remains low relative to the volume of work that must be completed before the August data refresh.

Table 11: UAT System Login Hours Summary

Category	February	March	April
Guided Support Session Hours	3,034.3	1,861.0	2,260.75
Independent Testing Hours	5,231.8	5,679.4	6,421.66
Total UAT Login Hours	8,266.1	7,540.3	8,682.41

All Agency UAT Participation and End User Coverage

The Florida PALM IV&V Team observed that testers included in the initial user load at the start of All Agency UAT have a higher engagement rate than end users added later or whose access was enabled in recent months. Although the total number of users with access to Florida PALM increased this month, the lower engagement rate across this broader group indicates that many end users who are expected to use Florida PALM for operational activities after Go-Live in January 2027 have yet to log in or execute tests. The risks associated with limited Florida PALM exposure prior to Go-Live, along with recommendations for mitigation, are documented in Finding #36.

Table 12: UAT Tester Participation and End User Coverage

Metric	March	April
Total Logged In Testers	1,035	1,389
Total Initial UAT Load	1,815	1,855
Total End Users*	3,434	4,177
Active Testers as % of Initial UAT Load	57.02%	74.88%
Active Testers as % of Total End Users	30.14%	33.25%

**Note: Not all end users included in the total had access to Florida PALM during the reporting period, but Agencies should be adding and exposing end users to the system early in All Agency UAT.*

Attendance in Guided Support Sessions

The Florida PALM IV&V Team reviewed Agency participation in guided support sessions to understand engagement with Florida PALM Project Team-led content and compare registrations with actual attendance. In April, some Agencies had attendance rates of 95% or higher, showing strong engagement. Others had rates below 80%, including two Agencies whose attendance fell below 10%.

Table 13: Agency Participants Registered and Attended

Metric	February	March	April
Registered Agency Participants	848	1,401	2,048
Attended Agency Participants	727	1,209	1,736
Did Not Attend (Registered but Absent)	121	192	312
Overall Attendance Rate	85.7%	86.3%	84.8%

SNOW Ticket Activity

The Florida PALM IV&V Team reviewed Agency SNOW ticket activity through 4/30/26, including ticket volume, impact, age, and category. As shown in the Figure below, most open tickets in April were Medium- and Low-Impact. This indicates that All Agency UAT is identifying usability and process issues, not major defects that could block testing progress.

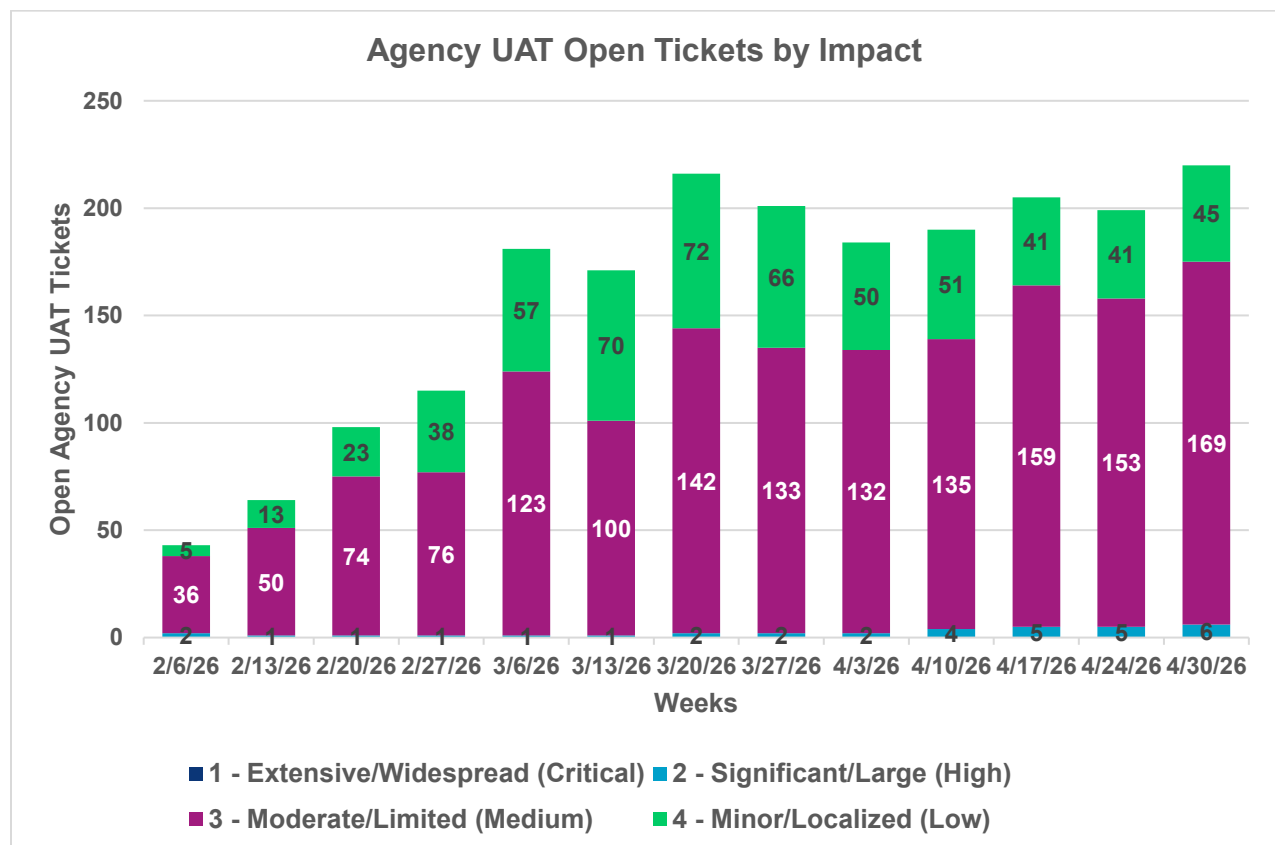


Figure 10: Agency UAT Open Tickets by Impact

A review of the age of open Agency UAT tickets shows that the majority are being addressed by the Florida PALM Project Team in a timely manner. As of 4/30/26, approximately 68% of open tickets were 0-7 days old. The other 32% were spread across 8-14 days, 15-30 days, 31-60 days, and 61+ days, with the fewest tickets in the oldest age range.

As shown in the Figure below, Access Requests and Clarifications continue to make up the largest share of tickets. This indicates that access setup issues and knowledge gaps remain the primary drivers of Agency SNOW activity, rather than system defects.

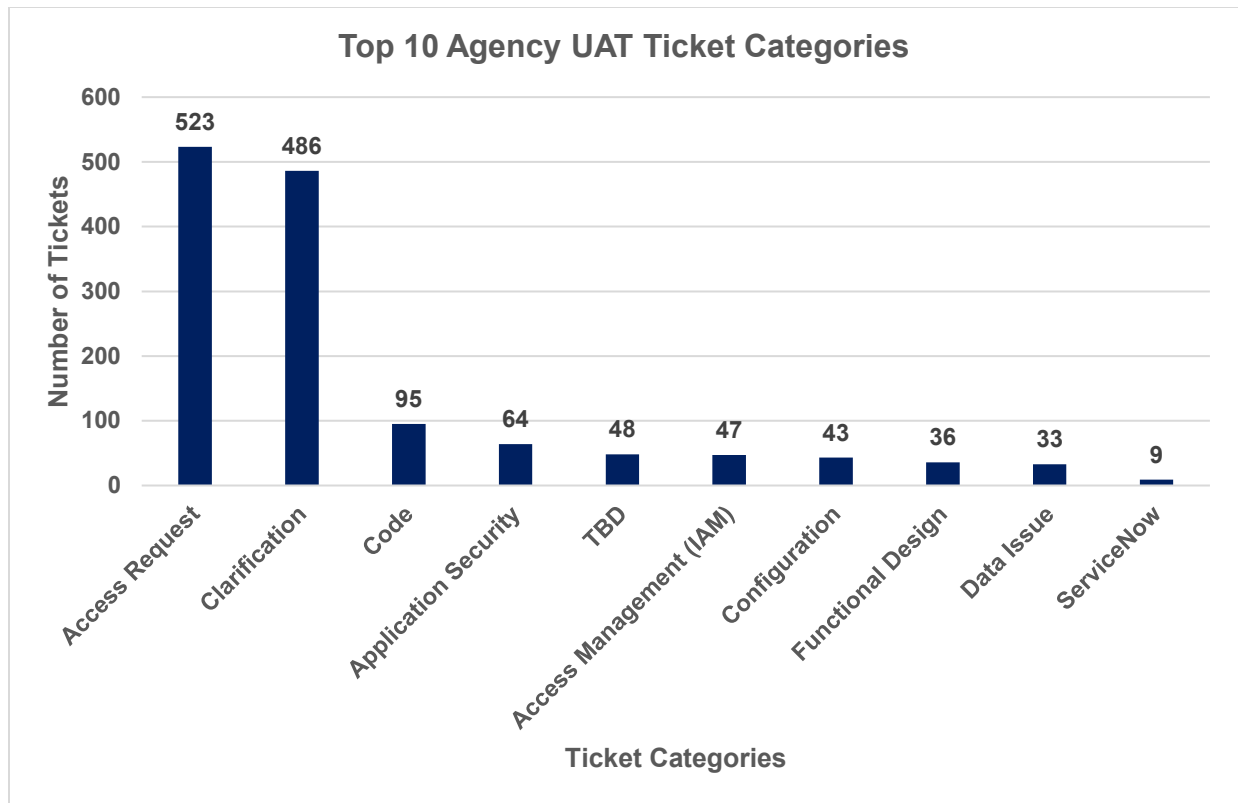


Figure 11: Top 10 Agency UAT Ticket Categories

The Florida PALM IV&V Team reviewed weekly system stability ticket volume in the UAT environment from 2/13/26 through 4/30/26 to assess trends over time. Ticket volume peaked at 25 during the week of 3/13/26 and declined to nine during the week of 4/30/26. The Figure below shows the weekly composition of stability tickets. The Configuration and Coding categories contain the highest volume of issues.

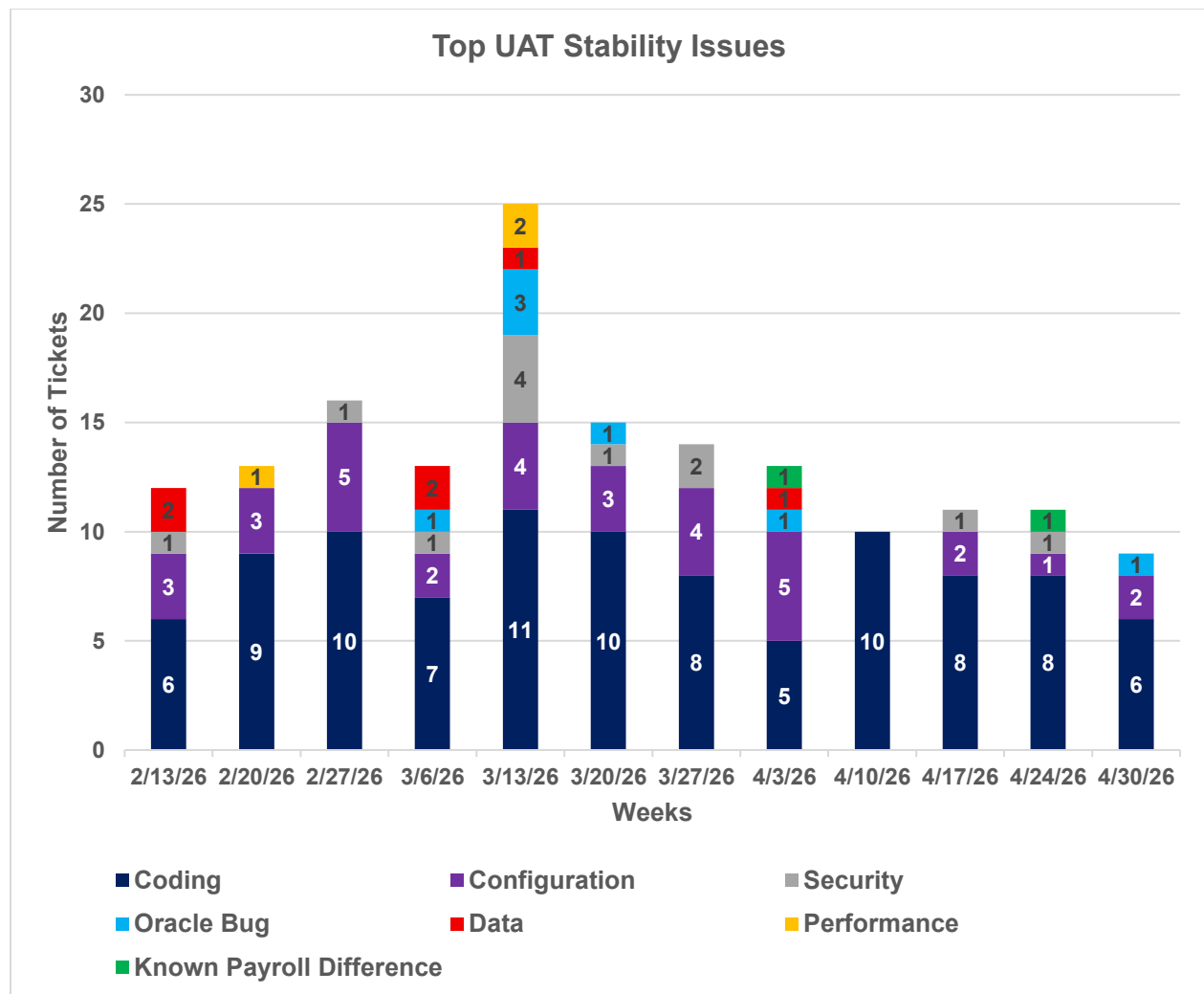


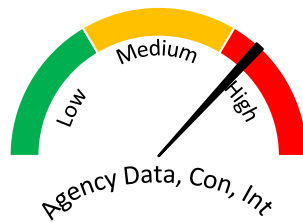
Figure 12: Top UAT Stability Issues

The Florida PALM IV&V Team recommends the Agencies update both planned and actual testing execution in Smartsheet as testing occurs, rather than at month-end. This would provide better visibility into execution throughout the reporting period and help identify and mitigate potential challenges earlier. Agencies that have not reported test execution, have not submitted SNow tickets, or have attendance rates well below the cohort average should document the barriers affecting their participation in the Agency Risks and Issues Smartsheet. They should also include planned corrective actions to help get participation back on track.

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

Agency Data, Conversion, and Interfaces

Focus Area Indicator



Trend: No Change

Agency Data, Conversion, and Interfaces Updates

Data

Agencies have done limited exploratory testing in DW/BI to review existing reports. Most Agencies have indicated they are waiting until the DW/BI guided support sessions, scheduled from 4/28/26 to 5/6/26, before beginning more formal testing. To prepare, Agencies should:

- Focus on staging data that will be used to run the related reports as part of their test scripts.
- Conduct a gap analysis to identify reporting needs not covered by developed reports to better understand what their self-service reporting needs may be.

Conversion

Results from Dry Run 1 conversion activities were shared with Agencies on 4/20/26. Compared with Mock Conversion 4, 27 Agencies had fewer record errors in Dry Run 1, while 6 Agencies had more. As part of RW Task 698, which runs from 4/20/26 to 6/17/26, Agencies will continue data cleansing in preparation for Dry Run 2.

This work will occur alongside several other major activities that require Agency participation, including All Agency UAT, Interface Testing Cycles 2 and 3, and end-to-end testing with Enterprise Partner systems. Although Dry Run 1 produced fewer Conversion errors, the volume of concurrent work may still make it challenging for some Agencies to complete data cleansing. This could affect the data quality of Dry Run 2, which will serve as the basis for the UAT refresh in August. The Florida PALM Project Team recommends that Agencies prioritize resources across these concurrent activities based on due dates and assigned workloads.

Interfaces

As of 4/30/26, 11 inbound interfaces and 38 outbound interfaces remained for Interface Testing Cycle 2. The Florida PALM Project Team set the end of April as the deadline for Inbound Interface testing and the end of July for Outbound Interface testing. If Agencies do not complete Cycle 2 testing by these deadlines, they should expect the Interfaces to be unavailable until at least six months after Go-Live, unless an exception is granted by the Florida PALM Project Team.

Most of the remaining Inbound Interfaces have undergone multiple rounds of testing so far. As of 4/30/26, seven of the 11 interfaces require Agency action to correct data or submit a new file,

while four are with the Florida PALM Project Team for processing or review. Several of these Interfaces appear critical for Agency business processes and may affect Agency operations if they are unavailable at Go-Live. The Florida PALM IV&V Team recommends that the Florida PALM Project Team and the applicable Agencies evaluate each remaining Inbound Interface to determine whether additional time is justified. If individual Interfaces are granted additional time, the applicable Agencies should communicate daily with the Florida PALM Project Team to share status updates and expected timeframes for generating and processing Interface files.

Outbound Interface testing showed little observable progress in April. Based on the average pace since February 2026, testing for the Outbound Interface files may not be completed until 8/17/26. Similar action should be taken by the applicable Agencies to prioritize the remaining Outbound Interface testing based on business criticality and to establish regular communication with the Florida PALM Project Team to align on status and timeframes. The Figure below shows the Florida PALM IV&V Team’s projected completion dates for Agency Inbound and Outbound Interfaces.

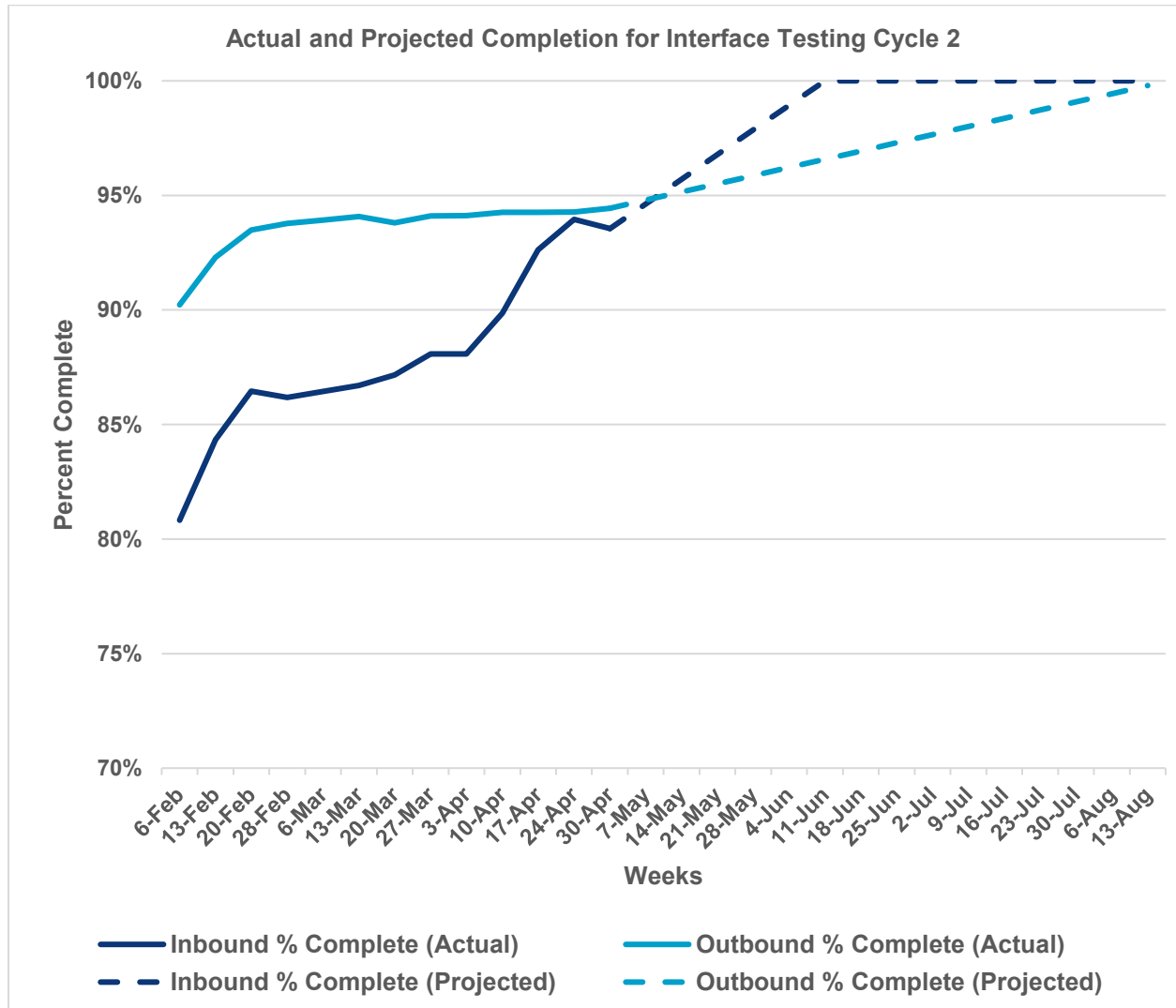


Figure 13: Actual and Projected Completion for Interface Testing Cycle 2

Interfaces that passed Cycle 2 testing have moved into Cycle 3, which is conducted in the UAT environment. As of 4/30/26, 74% of applicable Cycle 3 Interfaces had been tested at least once, which can be seen in the Figure below.

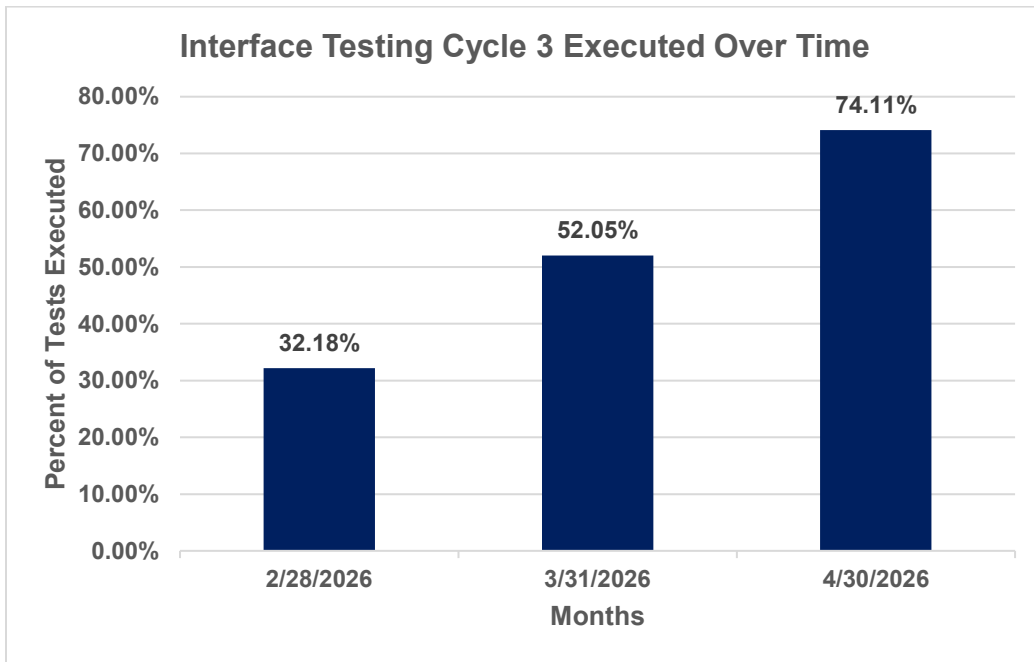


Figure 14: Interface Testing Cycle 3 By Month

Of the Cycle 3 Interfaces that have been tested, there are a large number where the performance is marked as “Inadequate,” indicating there is a SNow ticket or some other issue with the Interface. The Figure below shows the percentage of test executions by performance outcome.

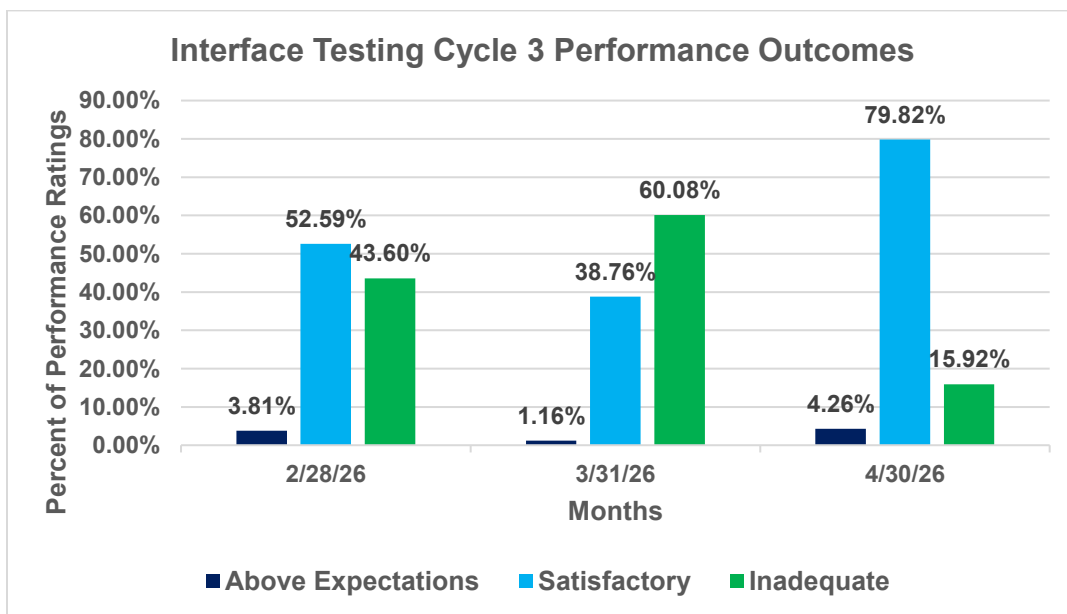


Figure 15: Interface Testing Cycle 3 Performance Ratings

Most Inadequate performance ratings appear to result from records that generate errors or fields that do not meet the specification. Given the high percentage of Inadequate ratings, the Florida PALM IV&V Team recommends that the Florida PALM Project Team consider the following:

- Review and analyze all Inadequate ratings identified to date to determine the root causes.
- Review Interfaces that have not yet been executed to confirm they conform to the Interface specifications.
- Coordinate with Agencies reporting Inadequate performance to ensure the issues are fully understood and to discuss remediation activities.

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

Agency Implementation Readiness

Agency Implementation Readiness Updates

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

IV&V Information Requests

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

Table 14: 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 15: 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 16: 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 17: Risk Priority Ratings

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

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

Table 18: Risk Priority Definitions

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