Florida Department of Financial Services

Planning, Accounting, and Ledger Management Project

Independent Verification and Validation

Monthly Assessment Report

June 2026

July 14, 2026

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Executive Summary

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

- The overall Florida PALM Project Risk Rating remained a High Risk due to:
  - Limited and uneven execution of UAT activities across Agencies, with less than half of Agency user stories tested at least once as of 6/30/26, and a decrease in the pace of testing execution.
  - Incomplete Agency Interface tests for Interface Testing Cycle 2 and the volume of testing remaining for Interface Testing Cycle 3 prior to the User Acceptance Testing (UAT) Data Refresh.
  - The volume and aging of High-impact system stability defects, particularly in Payroll and Accounts Payable, with 11 High-impact defects open for more than 60 days.
  - Delays to Performance Testing Segment I and its potential impact on downstream Florida PALM Project activities and milestones.
- Finding #39 was opened to document a Preliminary Concern that Performance Testing Segment 1 may not be completed by the targeted finish date of 7/10/26, which may impact subsequent Performance Testing activities and testing of the PeopleTools upgrade.
- Finding #31 was closed because Interface Testing Cycle 2 with the PCard Works vendor was completed, and the Interfaces have been moved to the UAT environment for Interface Testing Cycle 3.
- The Florida PALM Testing Focus Area Risk Rating remained a High Risk because of delays to Performance Testing Segment I and the aging of open High-impact tickets related to system stability.
- The Florida PALM Agency Readiness Focus Area Risk Rating remained a Medium Risk but worsened from Low Yellow to Medium Yellow due to competing priorities, evolving Florida PALM Knowledge Center guidance, inconsistent testing and tracking, limited end-user participation, and continued Go-Live preparation concerns.
- The Agency Testing Focus Area Risk Rating remained a High Risk because the pace of testing execution has decreased, end-to-end validation has not yet occurred at scale, and Agencies will face increased pressure to complete broader testing after the UAT Data Refresh with limited time remaining.
- The Agency Data, Conversion, and Interfaces Focus Area Risk Rating remained a High Risk due to delays in completing the remaining Agency Interface tests for Interface Testing Cycle 2 and the volume of Agency Interface tests for Interface Testing Cycle 3 that are expected to be completed prior to the UAT Data Refresh.

Focus Area Updates

The table below summarizes the Florida PALM IV&V Team's updates across the focus areas since the last Monthly Assessment Report. Detailed discussion of each focus area is provided in the sections that follow. Some focus areas may be identified as Not Applicable (NA) if work has not yet begun or if no material activity occurred during the reporting period. Standard focus area descriptions will continue to be incorporated into each Monthly Assessment Report.

Florida PALM Project Focus Areas:

Table 1: Florida PALM Project Focus Areas

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
Overall Project Indicator	High	High	No Change	The overall Florida PALM Project Risk Rating remains a High Risk because critical readiness activities are not yet complete across testing, Interfaces, performance validation, and Agency preparedness. While progress was made, particularly in reducing issues related to performance ratings for Agency Interface tests and overall ticket backlog, the Florida PALM Project continues to face challenges due to slower-than-expected UAT execution, incomplete Enterprise Partner and Agency Interface testing, aging High-impact tickets, delays to Performance Testing, and limited time remaining for Agencies to verify critical processes and validate readiness before Stage Gate 4 and the January 2027 Go-Live.
Florida PALM Project Management	Medium	Medium	No Change	This Focus Area remains a Medium Risk because the Florida PALM Project has limited slack, and several critical activities are behind schedule. The Schedule Performance Index (SPI) remains at 0.98, indicating the Florida PALM Project is progressing slightly behind schedule. There are 66 Delayed Tasks, including activities related to Performance Testing, State Team testing, and creation of the end-user manual. Additionally, recent Florida PALM Project Risks and Issues highlight ongoing concerns from the Florida PALM Project Team regarding staffing continuity, verification of UAT exit criteria, and processing times for the retirement Payroll file. The identification, tracking, and management of Florida PALM Project

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				Risks and Issues are established components of the Project Management Plan and are activities expected to be performed and monitored by the Florida PALM Project Management Office (PMO) Team.
Florida PALM Organizational Change Management	Low	Low	No Change	This Focus Area remains a Low Risk because Organizational Change Management (OCM) activities are transitioning from planning to execution, with ongoing efforts focused on user adoption, stakeholder engagement, resistance management, and Agency change readiness. The Florida PALM Project Team continues to provide Agencies with OCM support through readiness touchpoints, sponsor briefings, one-on-one meetings, and the OCM Minute series, helping Agencies prepare for deployment and organizational change. While Agencies have reported concerns about workload, competing priorities, and readiness, the Florida PALM Project Team has continued to emphasize end-user preparedness, hands-on learning, and adoption planning.
Florida PALM Requirements and Design	Low	Low	No Change	This Focus Area remains a Low Risk. Two Financials Wave design updates are under review to verify compatibility with recent Cash Management System (CMS) Production changes. The remaining review activities are not expected to affect key Florida PALM Project milestones or overall readiness.
Florida PALM Development	Low	Low	No Change	This Focus Area remains a Low Risk. Six Application Design (AD) documents remain in progress, including two updates required to align with functionality already deployed in CMS Production. While several AD documents are two to three weeks behind schedule, these delays are not expected to affect key Florida PALM Project milestones or overall readiness.
Florida PALM Testing	High	High	No Change	This Focus Area remains a High Risk because Performance Testing Segment I may not be completed by the targeted finish date of 7/20/26, which could impact subsequent Performance Testing activities

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				and testing of the PeopleTools upgrade. Additionally, Regression Testing Event 3 is approximately 40% complete, with a large portion of Payroll testing planned for July. Although overall ticket backlog and ticket closure rates improved, aging High-impact tickets remain unresolved, and testing continues to identify new issues, particularly in Payroll and Accounts Payable. These factors indicate the system remains in an active stabilization period.
Florida PALM Data, Conversion, and Interfaces	Medium	Medium	No Change	This Focus Area remains a Medium Risk because retirement payroll file-processing challenges, including batch processing failures, long-running jobs, Interface delays, file-processing issues, and downstream processing dependencies, continue to affect testing and require additional remediation and validation efforts. Dry Run #2 Conversion activities are in progress, with some preparation and pre-cutover activities behind schedule. ServiceNow (SNow) ticket trends related to Interfaces improved, with the backlog decreasing from 70 to 60 tickets and ticket closures exceeding new ticket creation, indicating continued progress in resolving identified interface issues.
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	The Focus Area remains a Medium Risk because Agencies are transitioning from readiness planning to execution, with several critical readiness activities now focused on deployment planning, cutover preparation, training, testing, and Go-Live readiness. While Agencies have made progress on key Readines Workplan (RW) Tasks, upcoming activities, including Agency Readiness Certification #3, deployment planning, and development of cutover checklists, will provide important indicators of overall readiness. Continued resource constraints, competing priorities, and a growing number of Agency-reported Risks and Issues may affect Agencies' ability to complete these activities on schedule and their readiness for Go-Live.
Florida PALM Agency Readiness	Medium	Medium	Worsening	This Focus Area remains a Medium Risk, but is worsening from Low Yellow to Medium Yellow because competing priorities, resource constraints, evolving Florida PALM Knowledge Center guidance, inconsistent UAT planning and tracking, incomplete prerequisite training, and limited end-user participation continue to affect readiness activities across Agencies.
Agency Requirements and Design	Medium	Medium	No Change	This Focus Area remains a Medium Risk because there continues to be a steady volume of updates from the Florida PALM Knowledge Center that require ongoing analysis and assessment. Although the overall number of changes has declined, new and revised process steps, Interface designs, and documentation may require Agencies to update user stories, revise training materials, modify Agency Business Systems (ABS), and perform additional testing or retesting. These activities create an ongoing workload that could affect readiness efforts.
Agency Testing	High	High	No Change	This Focus Area remains a High Risk because testing activity has slowed as Agencies balanced All Agency UAT with

Focus Area	Last Month Indicator	Current Month Indicator	Trend	Update Summary
				Year-End Closing (YEC) responsibilities, and less than half of Agency User Stories have been tested at least once as of 6/30/26. Additionally, end-to-end validation of critical business processes remains incomplete, and inconsistencies in how testing is tracked and reported across Agencies continue to limit visibility into overall readiness. With the August UAT Data Refresh temporarily pausing testing and limited time remaining before the end of All Agency UAT, Agencies will need to plan to increase testing activity in the remaining four months to complete initial testing, verify that issues have been resolved, and validate end-to-end business processes.
Agency Data, Conversion, and Interfaces	High	High	No Change	This Focus Area remains a High Risk because several Interface testing activities remain incomplete. As of 6/30/26, eight inbound and 13 outbound Agency Interfaces had not completed Interface Testing Cycle 2, 92 Cycle 3 Interface tests had not yet been executed, and 70 Cycle 3 Interface tests remained rated as Inadequate and will require retesting. Agencies have made progress in other areas, with 32 Agencies completing required data-cleansing activities on time. Many Agencies have deferred Data Warehouse/Business Intelligence (DW/BI) testing due to competing priorities, and the upcoming UAT Data Refresh will require Agencies to create new transactions to support future reporting validation.
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: Medium

Probability: Likely

Priority: Medium

Finding Number and Title: Finding 39 – Performance Testing Segment I may not be completed by the targeted finish date of 7/10/26, which may impact subsequent Performance Testing activities and testing of the PeopleTools upgrade.

Finding Description: The Performance Testing Segment I completion date is scheduled for 7/10/26. Eleven testing tasks remained in progress as of 6/30/26, and a High-impact ticket has been open for more than 60 days, making it unlikely that all remaining work will be completed by the planned finish date.

Criteria: Performance Testing Segment I was intended to identify and resolve critical performance issues, whereas Performance Testing Segment II was planned to validate test scenarios that could not be completed during Segment I and to re-execute test scripts that were revised to reflect changes introduced by the PeopleTools upgrade.

Cause: Performance Testing Segment I identified several issues, including F5 load balancer capacity limits, user capacity constraints within the identity and access management (IAM) solution, inefficient SQL processing, and the absence of large data files needed to perform batch testing. Ongoing F5 load balancer constraints and the absence of large batch data files have delayed testing of critical functionality, limiting the Florida PALM Project Team's ability to test Employee Self-Service (ESS) under the expected full user load and preventing completion of batch performance testing.

Effect: Delays in completing Performance Testing Segment I compress the timeline for updating Performance test scripts based on the PeopleTools upgrade and conducting Performance Testing Segment II. If the High-impact issues are not resolved, and the upgrade is not validated before the end of UAT, there may be insufficient time to identify, test, and remediate performance and related defects before Go-Live.

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

1. Work with the SSI Vendor to develop a mitigation plan for resolving the F5 load balancer constraints, IAM capacity limitations, SQL performance issues, and batch data file gaps, including owners, target completion dates, and escalation paths.
2. Ensure that sufficient infrastructure capacity, user licenses, and supporting resources are available to execute ESS testing at the expected peak user volume before proceeding with Performance Testing Segment II and testing of the PeopleTools upgrade.
3. Establish firm deadlines and accountability for obtaining the required batch files and validate that the data volumes sufficiently represent expected production processing loads.

4. Conduct daily or biweekly standups to review remaining testing tasks, open defects, environment constraints, and dependency status until all Performance Testing Segment I exit criteria have been satisfied.

Open Findings

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

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

Status Update: As of 6/30/26, eight Inbound Agency Interfaces and 13 Outbound Agency Interfaces had not completed Interface Testing Cycle 2. Testing remains ongoing, but new data issues continue to be identified, requiring additional test cycles. If these Interfaces are not completed before the UAT Data Refresh begins in August, their implementation may be postponed until at least six months after Florida PALM Go-Live.

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: Agencies have indicated in Florida PALM IV&V Touchpoints that they regularly review Smartsheet for updates to identify when new files are available or when new error files have been generated.

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 formal weekly meetings have not been established, the Florida PALM Project Team has met with individual Agencies to address Interface issues as needed.

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

Status: Closed

Update: The Florida PALM IV&V Team has not observed inconsistencies in Interface statuses between Smartsheet and the ITEXT.

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

Status: In Process

Update: Testing has continued on the remaining Inbound Interfaces, but they will need to be completed prior to the UAT Data Refresh in August to Go-Live with Florida PALM.

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: Evidence of system testing for design changes remains inconsistent, with limited traceability to specific System or Regression Test Scripts.

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

Status: Not Started

Update: While some design changes are documented in the Knowledge Center Change Catalog, the Florida PALM IV&V Team has not observed the creation of a consolidated log to track all the design changes.

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

Status: In Process

Update: Some evidence of testing has been provided in the SNow tickets associated with the design change, but the level of documentation is inconsistent and does not trace back to specific 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: Probable	**Previous Probability:** Likely	**Trend:** Increasing
Current Priority: High	**Previous Priority:** Medium	**Trend:** Increasing

Status Update: As of 6/30/26, 45.6% of Agency user stories had been tested at least once during All Agency UAT. One of the criteria for Agency Readiness Certification #3 was the successful execution of all applicable Florida PALM Project Recommended Activities at least once. The Table below summarizes Agency progress toward meeting this requirement, based on the Florida PALM IV&V Team's analysis of the User Story inventories in Smartsheet.

Table 3: Percent of Florida PALM Project Recommended User Stories Tested

Criteria	# of Agencies
Tested 100% of Recommended Project Activities	3
Tested 75% to 99% of Recommended Activities	13
Tested 50% to 74% of Recommended Activities	7
Tested 25% to 49% of Recommended Activities	7
Tested Less Than 25% of Recommended Activities	5

The pace of UAT execution decreased, with test completion rates declining from an average of 10% per month to 5% during June. This reduction was anticipated due to competing YEC activities, and similar impacts are expected to continue until these activities are complete. Additionally, no testing can be conducted during the two-week UAT Data Refresh period in August, resulting in a shorter timeframe for Agencies to complete their remaining testing activities before All Agency UAT ends.

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: Approximately one-third of the Agencies have established monthly testing targets that span the full All Agency UAT period and track progress against their overall testing scope. Others track current-month activities and plan one month at a time, which may not provide sufficient visibility into the amount of testing that remains to be completed.

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: Approximately one-third of the Agencies have designated a targeted number of hours per week for each tester, but this has not been consistently defined across all Agencies. On average, across all Agencies and testers who have logged in, a tester spends about 5 hours per month in the UAT environment, but some testers have spent over 60 hours per month in the UAT environment.

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: Less than 10 Agencies have implemented ways to recognize staff who support All Agency UAT in addition to their regular duties. Other Agencies could consider using similar recognition or incentive approaches to help keep testers engaged.

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: Significant	**Previous Impact:** Significant	**Trend:** No Change
Current Probability: Probable	**Previous Probability:** Possible	**Trend:** No Change
Current Priority: High	**Previous Priority:** Medium	**Trend:** Increasing

Status Update: End-user access increased from 54% in May to 59% in June. While this increase was consistent with Agency expectations that YEC activities would take priority, the current rate of growth is below the level needed to provide all end users with sufficient time to gain hands-on experience with Florida PALM and become comfortable performing operational processes before the end of UAT.

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: During Florida PALM IV&V Touchpoints, some Agencies described approaches for increasing end-user exposure to the system, including group testing sessions, screen recordings, screenshots, and internal triage processes. As Agencies work to expand end-user participation over the next two months, they should consider establishing onboarding approaches that provide users with training materials, timelines, and expectations before they begin using Florida PALM. Such efforts may help maximize user exposure and support familiarity with operational processes before the conclusion of UAT.

Recommendation #2: Encourage end users who are less familiar with Florida PALM to explore both standard and non-standard workflows to identify potential system weaknesses. While standard business process testing remains important, scenario-based testing can help identify issues that may not surface through prescribed procedures alone.

Status: In Process

Update: As of 6/30/26, approximately 46% of all Agencies' test scripts have been executed at least once, indicating that "happy path" testing is still in progress with approximately one month left before the UAT Data Refresh occurs.

Finding Number and Title: Finding 38 – Volume of Interface Tests for Cycle 3 where performance is marked as Inadequate may indicate issues with the availability, timeliness, and data quality of Interface files.

<table>
<tr><td colspan="3">Date Opened: 5/31/26</td></tr>
<tr><td colspan="3">Finding Description: Although many Cycle 3 Agency Interface tests have been executed at least once, performance for approximately 29% of them has been marked as Inadequate by the Agencies. Additionally, approximately 66% of the Interfaces where performance had been marked as Inadequate at the end of February remained in the same status or had not been retested as of 5/31/26. Comments associated with the Inadequate performance ratings include:
Inconsistent timing of file availability.
Unexpected record errors.
Missing data.
Duplicate files.
Files with zero records.
Differences between Interface design documentation and the files provided.</td></tr>
<tr><td>Current Impact: Moderate</td><td>Previous Impact: Moderate</td><td>Trend: No Change</td></tr>
<tr><td>Current Probability: Unlikely</td><td>Previous Probability: Possible</td><td>Trend: Improving</td></tr>
<tr><td>Current Priority: Low</td><td>Previous Priority: Medium</td><td>Trend: Improving</td></tr>
</table>

Status Update: As of 6/30/26, 82% of Cycle 3 Interface Tests that were initially rated Inadequate had been reclassified as Satisfactory or Above Expectations. The remaining tests rated

Inadequate accounted for approximately 10% of the tests completed in June. The Table below compares the initial and most recent performance ratings for Interface Testing Cycle 3.

Table 4: Comparison of Initial and Latest Cycle 3 Interface Performance Ratings

Criteria	Count	Percentage
Initial Rating was Inadequate, but Current Rating is Either Satisfactory or Above Expectations.	190	81.9%
Initial Rating was Inadequate and it is Still Rated as Inadequate.	42	18.1%
Initial Rating was Satisfactory or Above Expectations is Still Rated as Satisfactory or Above Expectations.	437	94.0%
Initial Rating was Satisfactory or Above Expectations, but Current Rating is Inadequate.	28	6.0%

Agencies will need to retest the 70 Interfaces currently rated as Inadequate and execute the 92 Interfaces that have not yet been run.

Recommendation #1: The Florida PALM Project Team should review all Inadequate performance results and perform a root cause analysis to determine whether systemic issues are affecting interface timeliness, file quality, or error handling.

Status: In Process

Update: The Florida PALM IV&V Team observed that the Florida PALM Project Team closed 63 SNow tickets related to Interface Testing Cycle 3.

Recommendation #2: The Florida PALM Project Team should communicate expected timeframes for completing root cause analysis and implement improvements to Interface timeliness, file quality, and overall performance stability.

Status: In Process

Update: Updated files for resolved Cycle 3 Interface tests have been shared with the Agencies, and the rating for 82% of Interfaces that were initially marked as Inadequate have been changed to Satisfactory or Above Expectations.

Recommendation #3: Agencies should log tickets for any Interface tests where performance was rated Inadequate so the Florida PALM Project Team can triage, track, and address the underlying issues.

Status: In Process

Update: The Florida PALM IV&V Team observed 67 new SNow tickets logged by the Agencies for Interface Testing Cycle 3.

Recommendation #4: Agencies should monitor the Florida PALM Knowledge Center for Interface design changes that may affect testing and update applicable testing documentation and the Agency Business System (ABS) as needed.

Status: In Process

Update: Agencies should continue to review and analyze the design change to determine which may require ongoing resources and retesting.

Closed 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

Date Closed: 6/30/26

Rationale for Closing: Interface Testing Cycle 2 with the PCard Works Vendor has been completed, and the PCard Works Interfaces have been moved to the UAT environment for further testing as part of Interface Testing Cycle 3.

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 five open Findings and 21 closed Findings.

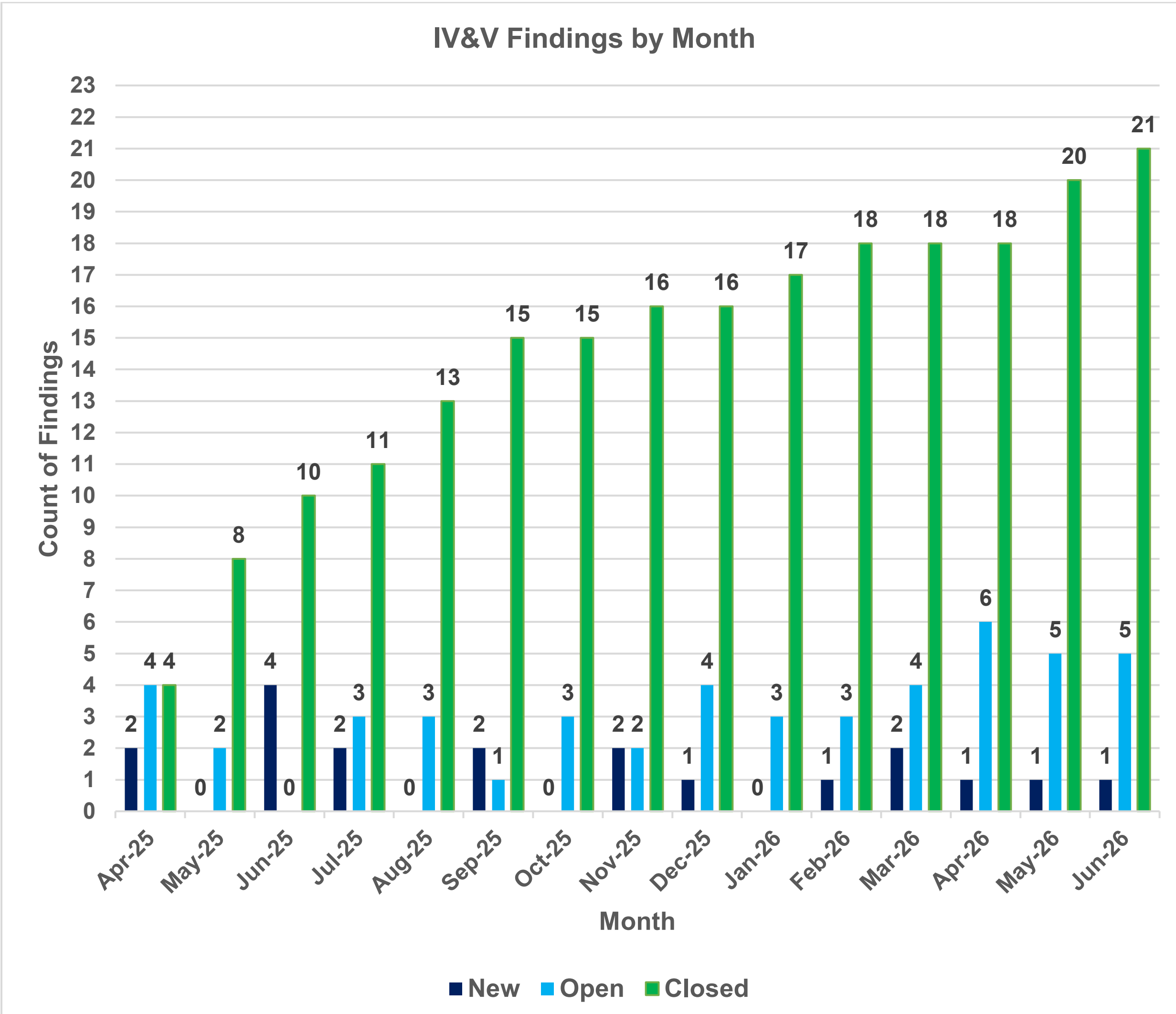
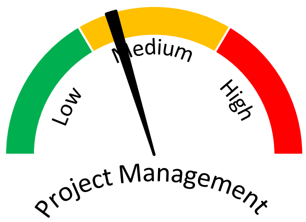


Figure 1: Florida PALM IV&V Findings by Month

Florida PALM Project Focus Area Updates

Florida PALM Project Management

Focus Area Indicator[1]



Trend: No Change

Florida PALM Project Management Updates

The Florida PALM IV&V Team monitors schedule performance by reviewing key measures such as the Schedule Performance Index (SPI), Delayed Tasks, and planned-versus-actual progress. The Florida PALM IV&V Team also reviews Florida PALM Project Decisions, Risks, and Issues to assess their potential impact on schedule performance and overall execution.

Schedule Performance Indicator

SPI remains at 0.98, indicating the Florida PALM Project is progressing at 98% of the planned pace and is slightly behind schedule. While this metric alone does not trigger a formal risk threshold, it continues to signal limited schedule flexibility as the Florida PALM Project moves through critical execution activities.

- 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

Delayed Tasks decreased from 75 in May to 66 in June, with 16 of the Delayed Tasks on the Critical Path. Key categories include:

- I-WP112-End User Manual with 17 Delayed Tasks.
- State Team Testing with 13 Delayed Tasks
- D675 – Completion of Performance Testing with 12 Delayed Tasks.
- D670 – Completion of Payroll Parallel Testing with two Delayed Tasks.
- WP416 – Completion of Regression Testing with two Delayed Tasks.

The Table below shows the aging of the Delayed Tasks based on the number of business days between the original planned start date and 6/30/26.

[1] Indicator includes this month's indicator as well as an arm that shows what the previous indicator rating was similar to what is provided in the current Monthly Assessment Report template. If no arm for the previous indicator rating is displayed, it means that the risk rating has not changed from the previous reporting period.

Table 5: Delayed Tasks

Number of Tasks	Variance Buckets
30	0-5 days
3	6-10 days
7	11-20 days
5	21-40 days
21	41+ days

In June, 26 Delayed Tasks had been overdue by more than 20 business days without reported progress, primarily within D675 – Performance Testing and I-WP112 – End User Manual. While this does not, by itself, indicate a schedule impact, it provides objective evidence for continued monitoring of schedule recovery efforts, downstream dependencies, and the Florida PALM Project Team's ability to complete the remaining work within planned timeframes.

Planned-vs-Actual Progress

While the number of tasks with planned progress increased from 163 to 176, the number of tasks with delayed or no progress reported decreased from 34 to 17, indicating improved schedule performance and management. The largest variance between planned and actual progress was concentrated in:

- State Team Testing with eight tasks.
- D670 – Completion of Payroll Parallel Testing with two tasks.
- D673 – Completion of Dry Run #2 with two tasks.

Note: Some tasks with delayed or no reported progress may also be reflected in the Delayed Tasks above.

The remaining tasks with actual reported progress behind planned progress warrant continued monitoring because they are concentrated in activities that support key readiness and testing outcomes, rather than in isolated administrative work.

Decisions

The Florida PALM IV&V Team observed that the Florida PALM Project Decision DE384 – Updates to Select D673, Training Environment Refresh, PeopleTools Upgrade, D658, I-WP102, I-WP388, and Cutover Schedule Tasks was submitted and approved. This Decision updates the baseline schedule for key activities related to Dry Run 2, training environments, the PeopleTools upgrade, deployment and cutover planning, and data inventory management, while removing an obsolete data governance task. The approved changes align the Florida PALM Project Schedule with lessons learned from Dry Run 1, revised task dependencies, and planning activities for Dry Run 2.

Florida PALM Risks and Issues

The Florida PALM Project Team updated Risks #1 and #6, and approved Risk #14 and Issue #39.

- Language in Risk #1 was updated to reflect increased staffing and resource continuity risks, including challenges recruiting Florida PALM-experienced staff, filling qualified positions, and defining the post-go-live support structure. The revised language better connects staffing continuity to go-live readiness, agency support, and post-go-live operations, while strengthening mitigation through backup coverage, retention monitoring, succession planning, and knowledge transfer.

- The risk score and probability for Risk #6, concerning the potential impact of external contract execution and procurement activities on Florida PALM implementation and Agency readiness, were lowered based on the results of ongoing contract stabilization efforts.
- Risk #14 identifies the possibility that required UAT exit criteria may not be verified before Stage Gate 4, which could affect implementation activities and January 2027 Go-Live readiness.
- Issue #39 highlights a concern that testing of the retiree payroll file has not yet demonstrated that approximately 500,000 retiree payroll transactions can be processed within the required one-day production window.

Resource Management

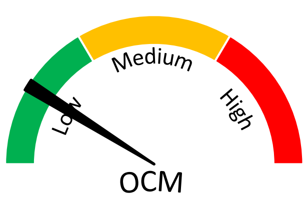
As indicated in Florida PALM Project Risk #1, staffing levels are currently above the 85% governance threshold at approximately 89%, but the limited margin reduces the Florida PALM Project Team's ability to absorb vacancies, onboarding delays, turnover of key personnel, or competition for staff with Florida PALM experience. No measurable impacts to the Florida PALM Project have been identified to date, but continued workforce planning, backup coverage, succession planning, retention monitoring, and knowledge transfer remain important to support planned work, Agency support activities, Go-Live readiness, and post-Go-Live operations.

The Florida PALM IV&V Team reviewed the SSI Vendor Staffing Plan and observed a slower ramp-down of resources than initially planned. Based on the lower volume of new tickets identified in June, current staffing levels appear adequate to address the existing backlog. Additional end-user exposure to the system following the UAT refresh could increase ticket volume and support demand.

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

Florida PALM Organizational Change Management

Focus Area Indicator



Trend: No Change

Florida PALM Organizational Change Management Updates

Florida PALM OCM efforts have shifted from planning to execution as Agencies advanced through All Agency UAT and prepared for end-user training and cutover. Applicable OCM activities were integrated into Agency Readiness Touchpoints, Thursday Task Talks, Agency Sponsor Briefings, one-on-one Agency meetings, and the recurring OCM Minute series, which focused on resistance management, training, user adoption, stakeholder engagement, and application of the Prosci

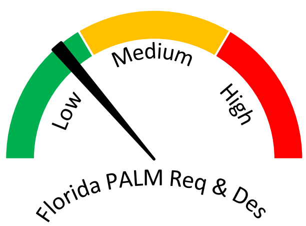
ADKAR® framework. These efforts provide Agencies with practical tools to identify and address resistance and support change adoption based on their unique organizational needs.

As the dute date for Agency Readiness Certification #3 approaches, Agencies have expressed concerns regarding People and process readiness in Florida PALM IV&V Touchpoints. Any unmet certification criteria will require mitigation plans. While training materials continue to be developed and published to the Florida PALM Knowledge Center, Florida PALM Project Leadership has recognized that additional hands-on experience may be needed to supplement formal training and end-user UAT participation, and Agency Readiness activities continue to emphasize OCM, user adoption, hands-on learning, resistance management, and end-user preparedness as deployment activities increase.

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

Florida PALM Requirements and Design

Focus Area Indicator



Trend: No Change

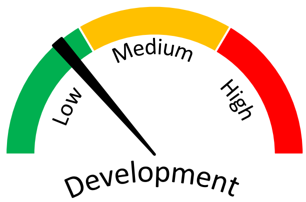
Florida PALM Requirements and Design Updates

Two FDs are currently under review. Both are existing designs that were updated in CMS Production and require testing as part of the Financials Wave. The review is intended to verify that the updates remain compatible with Financials Wave functionality.

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

Florida PALM Development

Focus Area Indicator



Trend: No Change

Florida PALM Development Updates

Six AD documents are currently in development. Two reflect updates that were previously implemented in CMS Production and need to be incorporated into the Financials Wave. The remaining four are in draft or review status and are targeted for approval in July, but each is currently two to three weeks behind schedule. The Table below summarizes the current status and expected completion dates for the remaining AD documents.

Table 6: RICEFW Development Status

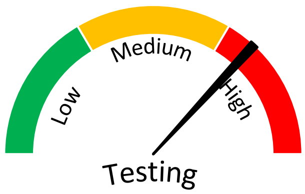
RICEFW Item	Targeted Approve Date	Current Status	Florida PALM IV&V Comments
GLI089 - Outbound CAP Interface	9/5/26	Not Started	Newly added based on functionality recently deployed to CMS Production.
GLE010 - Automated Execution of GLI010_GLI047	9/5/26	Not Started	Newly added based on functionality recently deployed to CMS Production.
API135 - Inbound Pay Cycle Run Control Configuration Spreadsheet Upload	7/3/26	Draft In Progress	Draft was targeted for completion by 6/11/26, but it has not yet been completed.
SDE033 - Systematically Remove Inactive DW/BI User Accounts	7/20/26	Draft In Progress	Draft was targeted for completion by 6/26/26, but it has not yet been completed.
PRI063 - Outbound Reemployment Assistance Wage Data	7/3/26	Draft In Progress	Draft was targeted for completion by 6/11/26, but it has not yet been completed.
SDE032 - Default Agency-wide Organization Security Access	7/3/26	Draft In Review	Review was targeted for completion by 6/2/26, but it has not yet been completed.

These delays are not expected to affect the All Agency UAT schedule or key milestones.

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

Florida PALM Testing

Focus Area Indicator



Trend: No Change

Florida PALM Testing Updates

Ticket Trends

Approximately 891 tickets were opened in June. Of these, 42% were defects related to system stability, excluding Agency-related data issues and monitoring alerts not actively under review. To distinguish system stability defects from non-defect workload, the Florida PALM IV&V Team grouped tickets primarily by documented Root Cause Code. When a Root Cause Code was not yet available, Categorization was used as an interim basis for reporting and trend analysis. Non-defect workload includes tickets such as access requests, user support, duplicates, and automated batch monitoring alerts not actively worked on. These items do not directly relate to system stability but still require review, tracking, and resolution. All other tickets are considered system stability defects.

The number of newly opened system stability defects remained consistent, indicating that testing continues to identify new and recurring issues. Additionally, the Florida PALM Project Team and SSI Vendor continue to manage the non-defect workload while testing activities continue. The Figure below shows overall trends in opened and closed tickets and their groups over time.

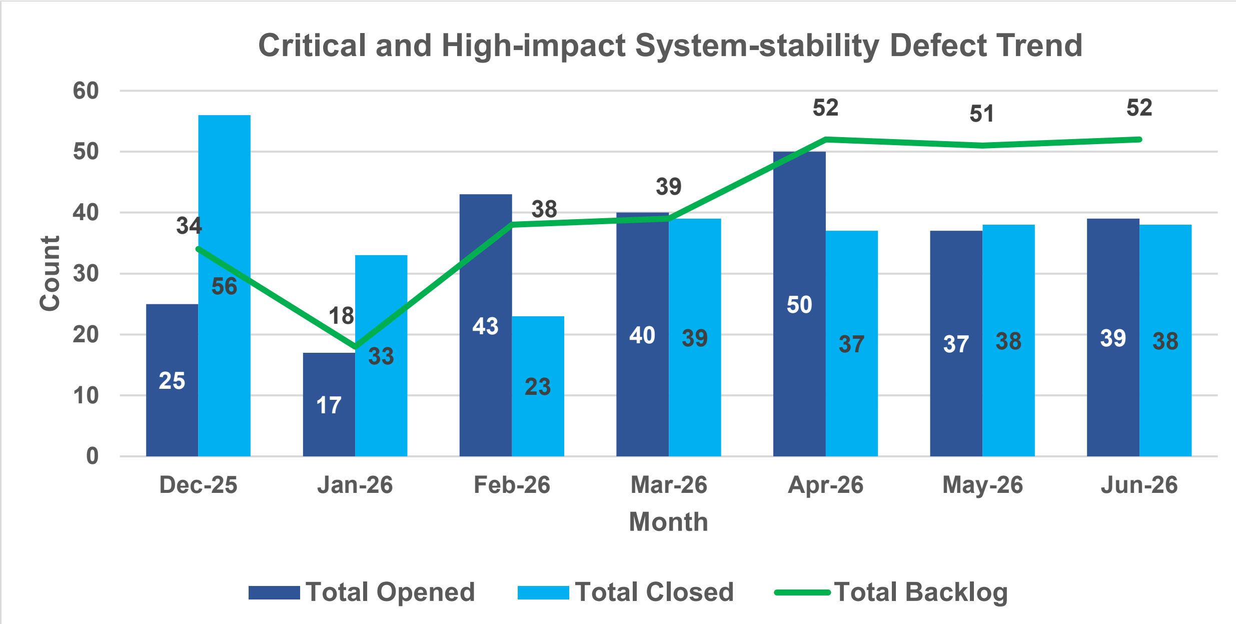


Figure 2: Critical and High-impact System Stability Defect Trends

Although ticket closures exceeded newly opened tickets related to system stability defects for the second consecutive month, 53% of tickets targeted for resolution in June were resolved, leaving carryover work requiring continued remediation and revised target dates. The remaining open ticket backlog consists of 537 system stability defects (down from 568 in May) and 216 non-defect tickets. The Critical and High-impact open backlog remained unchanged, indicating ticket resolution kept pace with newly opened High-impact tickets without a sustained reduction in the outstanding backlog.

The Table below shows the aging of open system stability defects, excluding Low-impact.

Table 7: Aging of Tickets for System Stability Defects

Impact	Aging Range in Days						Total
	0-5	6-10	11-15	16-30	31-60	>60	
Critical	0	0	0	0	0	0	0
High	5	5	13	10	8	11	52
Medium	71	46	39	67	68	93	384

Older High- and Medium-impact tickets remain unresolved, indicating that resolution efforts have not yet reduced the aging backlog, and the underlying defects may affect testing activities. These trends indicate the system is still in a stabilization phase and may require continued staffing and support to address remaining issues and support ongoing testing.

Performance Testing

As documented in Finding #39, Performance Testing Segment I may not be completed by the targeted finish date of 7/10/26, which could delay subsequent Performance Testing activities and testing of the PeopleTools upgrade.

Regression Testing Event 3

Regression Testing Event 3 is a partial regression test cycle scheduled from 6/15/26 through 8/14/26. Test execution began early on 6/1/26, providing additional time to complete planned testing activities. Open tickets that remain unresolved beyond their target resolution dates may affect functionality within the regression test scope, delay planned test execution, and reduce the time available for remediation and retesting. The Table below summarizes the scope, progress, and results of Regression Testing Event 3 by functional area. The average monthly closure rate for Critical and High-impact system stability defects from functional testing is provided to help assess Regression Event 3 coverage and alignment with the highest-risk areas, including Batch failures.

Table 8: Regression Event 3

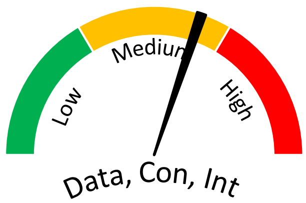
Functional Area	Test Scripts Originally Planned	Cancelled	Deferred	Executed	% Completed	Pass	Fail	Avg Monthly Closure of Critical/High System Stability Defects
Payroll	64	0	0	3	5%	2	1	14
General Ledger	16	2	0	7	44%	7	0	13
Accounts Payable	8	0	0	3	37%	3	0	14
Asset Management	18	0	0	15	83%	13	2	10
Accounts Receivable	8	0	0	8	100%	8	0	10
Inter/IntraUnit	11	0	0	9	82%	9	0	7
Cash Management	7	0	0	3	43%	3	0	6
Purchase Order/ Encumbrance	4	0	0	4	100%	4	0	3
Contracts Management	1	0	0	0	0%	0	0	3
Grant Management	2	0	0	2	100%	2	0	2
Commitment Control	10	0	0	7	70%	6	1	2
Project Costing	5	0	0	1	20%	1	0	1
All	7	0	0	2	29%	2	0	N/A
Total	161	2	0	64	40%	60	4	86

Payroll represents approximately 40% of the Event 3 regression scope and has the highest concentration of recently resolved High-impact tickets. While deferring Payroll-related test scripts to Regression Event 3 provided additional time for defect resolution, it increases the importance of timely Payroll validation. In addition to Payroll, Accounts Payable, Accounts Receivable, and General Ledger continue to show recurring High-impact ticket activity. Regression coverage proportionate to these higher-risk areas will support the timely identification of defects introduced by recent changes.

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

Conversion

Preparation tasks for Dry Run #2 were scheduled for completion by 6/12/26, followed by pre-cutover tasks by 7/1/26 and cutover tasks by 7/31/26. Of the 2,254 tasks planned for Dry Run #2, 1,006 had been completed as of 6/30/26 across the preparation and pre-cutover phases, compared to the 1,380 tasks planned for completion, resulting in a variance of 374 tasks behind schedule.

The Table below shows the Conversion load rates for each file. PRC005 has a lower load percentage per file compared with Dry Run #1 and Mock Conversion 4. In addition, GMC001 (Financials) does not include the Grant Multiple Catchup for accounting purposes in Dry Run #2.

Table 9: Dry Run 2 Conversions to Date

Work Unit	Description	Dry Run 2 Load % per File	Dry Run 1 Load % per file	Mock Conv 4 Load % per file
APC001	Agency (Small)	100.0%	100.0%	100.0%
APC001	Agency (Main)	99.9%	99.9%	99.9%
APC001	Agency (Main Catchup)	Not Started	97.9%	98.4%
GMC001	Grants	97.5%	97.1%	87.9%
GMC001	Grants Catchup	N/A	85.6%	48.3%
PCC002	Project Life-to-Date Balances	100.0%	100.0%	100.0%
PRC018	PF - Job Code	100.0%	100.0%	100.0%
PRC018	Highline - Job Code	100.0%	100.0%	100.0%
PRC005	PF - Personal Data and Privacy	100/0%	100.0%	100.0%

Work Unit	Description	Dry Run 2 Load % per File	Dry Run 1 Load % per file	Mock Conv 4 Load % per file
PRC005	Highline - Personal Data and Privacy	87.3%	87.8%	88.0%
PRC005	Agency - Personal Data and Privacy	94.7%	99.8%	99.1%

Interfaces

The Interface ticket backlog decreased from 70 tickets in May to 60 in June, with more tickets closed than created during the month (74 closed compared to 60 created). Despite this improvement, several retiree payroll defects identified in June involved batch-processing failures, long-running jobs, interface delays, file-processing issues, and downstream processing dependencies. These issues required additional remediation and retesting before validation activities could continue.

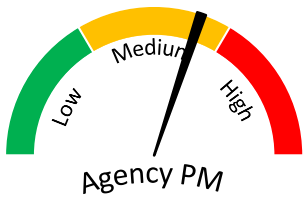
The Florida PALM Project Team has implemented several performance-tuning initiatives to improve processing performance for the retiree payroll file. Although these efforts have reduced some processing inefficiencies, the retiree payment batch currently requires nearly two days to complete, compared to the target of one day. The Florida PALM IV&V Team's analysis indicates that the budget check process remains the primary contributor to the processing delays and has not yet responded to performance-tuning efforts. Additional testing is planned to evaluate whether splitting the retiree payment file into smaller files can further reduce processing times and help achieve the required performance objectives.

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

Florida PALM Agency Focus Area Updates

Agency Project Management

Focus Area Indicator



Trend: No Change

Agency Project Management Updates

The Florida PALM Project is in a critical phase, with several RW Tasks related to Agency readiness, training, data preparation, testing, and user access. Agencies have made progress on RW Tasks 607, 698, 701, and 702, which are largely complete or nearing completion, as shown in the Table below. As these RW Tasks are finalized, Agencies' focus should shift to validating outstanding submissions and confirming that documentation is accurate, comprehensive, and ready for review.

Table 5: Agency-Reported RW Tasks Progress

RW Task	Impact	Start	Finish	Number of Agencies per Status					
				0%	25%	50%	75%	100%	Verified as Complete
607 – Update Training Plan	Indirect	4/6/26	6/5/26	0	1	0	0	33	32
698 – Complete Data Cleansing in Preparation for Dry Run 2	Direct	4/20/26	6/17/26	0	1	1	1	32	29
701 – Submit Configuration and Conversion Workbook	Direct	6/1/26	6/17/26	0	0	0	0	34	28
702 – Submit Role Mapping Worksheet	Direct	6/1/26	6/26/26	0	0	0	1	34	30
586 – Create Agency Deployment Plan and Cutover Checklist to prepare for Go-Live	Indirect	6/29/26	9/11/26	22	12	1	0	0	0

RW Task	Impact	Start	Finish	Number of Agencies per Status					
				0%	25%	50%	75%	100%	Verified as Complete
619 – Update Agency Readiness Certification #3	Indirect	6/22/26	7/10/26	13	7	11	4	0	0

The next phase of readiness will be focused on execution planning and formal validation. RW Tasks 586 and 619 will help demonstrate whether Agencies have translated readiness activities into actionable deployment plans, cutover checklists, sponsor-approved readiness assessments, and mitigation strategies for any remaining gaps. Continued monitoring will support validation of submission quality, identification of readiness gaps, timely mitigation planning, and visibility into risks that could affect UAT completion, deployment planning, and Go-Live readiness.

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 increased since May 2026. The Figure below illustrates the trend of open Risks over time.

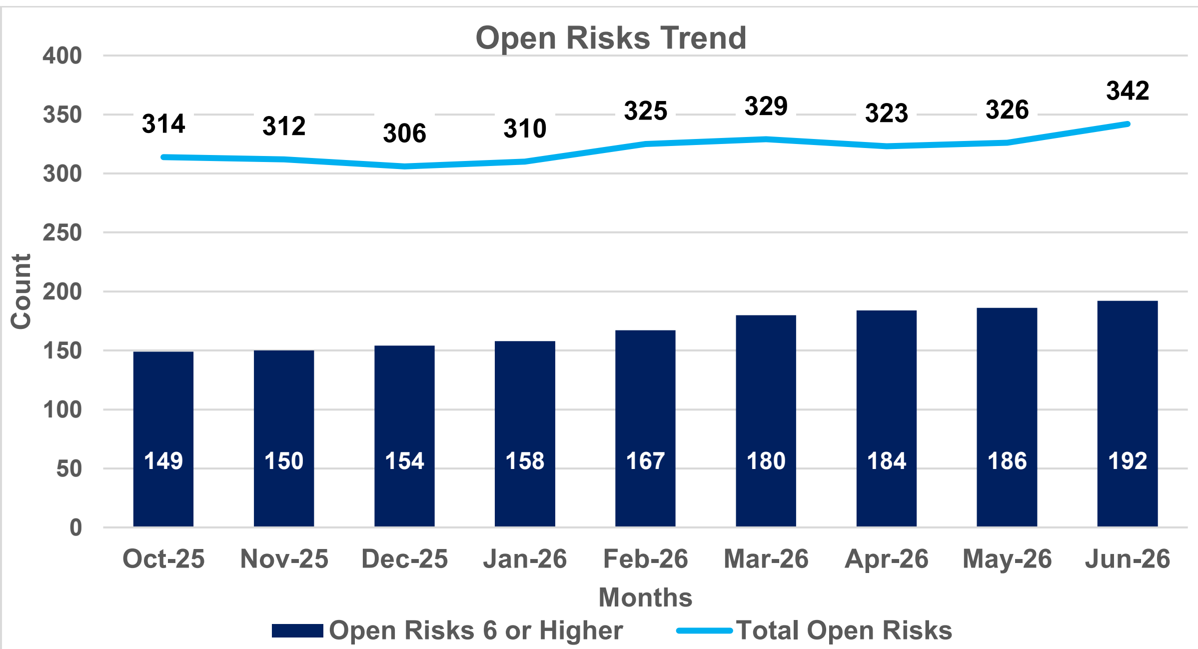


Figure 3: Open Risks Trend

Although Agencies review current Risks at least every other month, 21 Agencies have not identified any new Risks in the past three months, including 12 that have not identified a new Risk in the past six months. Given that risks are inherent to any project, the absence of newly documented Risks may indicate that some Agencies would benefit from more regular internal risk reviews. Bi-Weekly Cross-Agency Risk Management meetings provide an additional forum for discussing shared risks and identifying mitigation strategies. The Florida PALM IV&V Team recommends that Agencies periodically review their risk management processes, including risk identification, assessment, mitigation, monitoring, and escalation activities, to help ensure Risks are being consistently documented, managed, and addressed throughout implementation.

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

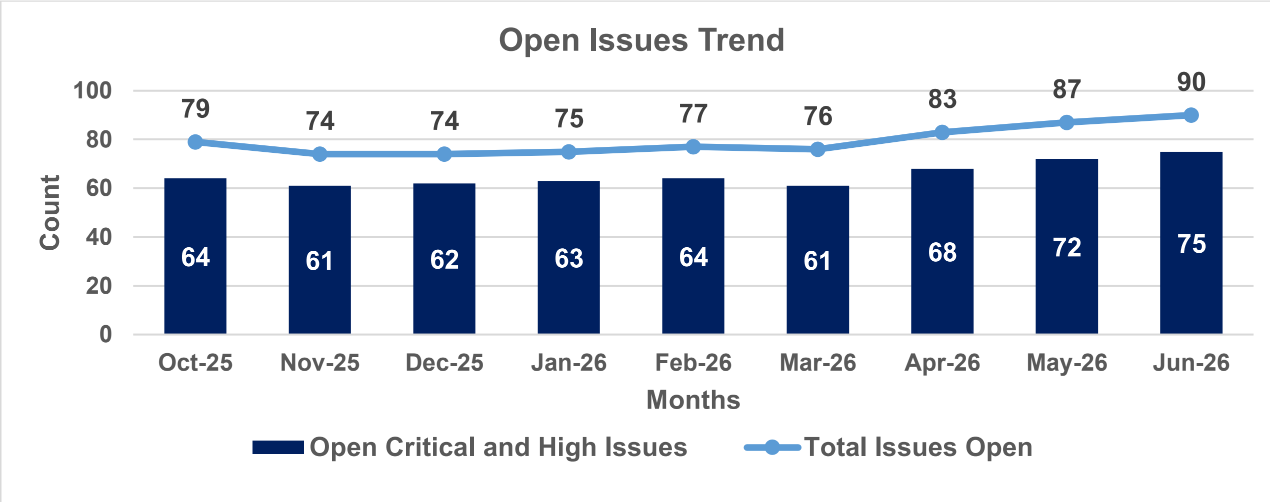


Figure 4: Open Issues Trend

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, Conversion, Deployment/Cutover timeframes, or staffing availability. The Table below shows the count of new Risks and Issues by category.

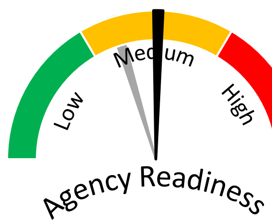
Table 6: Newly Identified Risks and Issues by Category

Category	Issues			Risks		Total
	Critical	High	Low	6 or Higher	Less Than 6	
User Acceptance Testing	2	4	0	10	4	20
Interface Testing Delays	0	7	0	7	8	22
Conversion/Configuration	0	2	1	2	3	8
Deployment/Cutover	0	1	0	2	3	6
Staffing/Resource Availability	2	1	0	2	2	7
Business Process Change	0	0	0	2	2	4
Agency Business System (Remediation/Testing)	0	1	0	4	5	10
Training	0	1	0	0	0	1
Role Mapping	0	0	0	0	0	0
Total	4	17	1	29	27	78

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

Agencies reported in Florida PALM IV&V Touchpoints varying levels of readiness progress and identified several common challenges that may impact their ability to effectively prepare for Florida PALM implementation:

- Florida PALM Knowledge Center content and supporting materials are perceived by some Agencies as too general, frequently changing, or not available early enough to support UAT and training activities, contributing to rework and delays.
- Competing priorities and limited resources continue to affect Agencies' capacity to support UAT execution, documentation, training, and cutover planning activities. While funding is available to help Agencies augment staff and contractor support, some Agencies have not fully utilized these resources, and others have encountered challenges with contractor effectiveness, limiting the intended benefits to readiness activities.
- Inconsistent UAT planning and execution tracking by the Agencies continues to create challenges in assessing progress and validating end-to-end business processes.
- Organizational and external dependency risks, including vendor support changes and limited executive visibility, may affect timely decision-making and transition preparedness.

The Florida PALM IV&V Team recommends that Agencies consider a risk-based readiness approach that prioritizes critical business processes, Interfaces, training content, contingency planning, cutover activities, and executive engagement. This approach should include:

- Regular assessments of Florida PALM Project updates.
- Clear UAT completion and end-to-end validation criteria.
- Consolidated tracking of execution progress, blockers, defects, resource constraints, risks, and end-user participation.
- Expansion of end-user involvement to strengthen business process validation and adoption readiness.

Some Agencies have reported several practical mitigation approaches already in use, including maintaining living documents, creating desk guides and job aids, planning LMS-based training, using train-the-trainer models, developing materials in parallel with testing, and incorporating real Agency data and examples into their documentation.

Prerequisite Training

Agency SMEs are expected to complete the prerequisite training before participating in All Agency UAT activities. The table below shows SME training completion trends from March through June and the variance from March.

Table 7: Percent Complete of Assigned Prerequisite Training by SMEs

	March	April	May	June	Variance from March
Number of SMEs	599	589	578	562	-37
Total Assigned Prerequisite Training	2,929	2,907	2,911	2,849	-80
Total Training Complete	2,317	2,337	2,374	2,318	1
% Complete	79%	80%	82%	81%	2%

Training completion rates have increased marginally over the last few months, indicating that many SMEs have been unable to complete prerequisite training as planned due to competing priorities and resource commitments. Additionally, the number of SMEs supporting All Agency UAT has declined over time, reducing the resources available for testing and readiness activities.

As shown in the Table below, the average weekly completion rate declined for both users who were initially provisioned at the beginning of All Agency UAT and all users. Reduced SME participation due to YEC activities, combined with slower completion of prerequisite training, may affect UAT execution and readiness. At the current pace, training completion may extend into September, reducing the time available for Agencies to apply training, increase end-user participation, complete remaining test activities, validate defect fixes, and gain operational experience before All Agency UAT ends.

Table 8: Projected Prerequisite Training Completion Timeline

	As of 3/31/26	As of 4/30/26	As of 5/31/26	As of 6/30/26	Variance since March
Average Completion Per Week (Provisioned Users)	3.3%	2.5%	2.5%	1.8%	-1.4%
Projected Completion	6/3/26	7/20/26	8/16/26	9/3/26	+66 Days
Average Completion Per Week (All Users)	2.8%	2.5%	2.2%	1.7%	-1.1%
Projected Completion	7/4/26	7/27/26	8/28/26	9/24/26	+58 Days

The Florida PALM IV&V Team recommends that Agencies consider prioritizing higher-risk business processes, focusing SME support on critical test scenarios, strengthening internal triage, and supplementing training with targeted job aids or refresher sessions.

Agency OCM

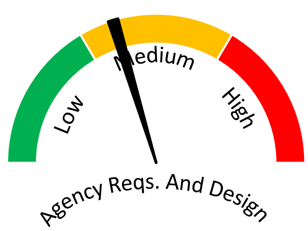
RW Task 586 requires Agencies to develop deployment plans and cutover checklists addressing business continuity, communications, contingency procedures, and post-Go-Live support. Integrating OCM activities with technical deployment planning will help prepare end-users to adopt Florida PALM processes and reduce the risk of operational disruption during the transition.

As Agencies prepare for Go-Live, sustained communication, user engagement, and readiness activities will remain important to support adoption and operational stability. Agencies can leverage their Change Champion Networks (CCNs) and SMEs engaged in All Agency UAT to provide local support, communicate changes, and help users navigate the transition. Establishing post-Go-Live hypercare support processes, including issue resolution, business process guidance, and peer assistance, will further support readiness and stabilization. Continued communication, feedback collection, and user support after Go-Live will help reinforce process adoption and support a smooth transition to Florida PALM operations.

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

Agency Requirements and Design

Focus Area Indicator



Trend: No Change

The Florida PALM IV&V Team observed continued updates to Florida PALM Knowledge Center content, reflecting ongoing refinement of system documentation and functionality. Recent updates primarily include design changes resulting from SNow ticket resolutions, clarifications identified during UAT, and new process steps related to Payroll and DW/BI functionality.

An increase in updates occurred in March 2026, driven largely by widespread revisions to reports to remove or modify fields common across multiple reports. Since that time, the volume of changes has steadily declined, indicating increased stability of Knowledge Center content. The chart below summarizes the number of monthly changes over the past year.

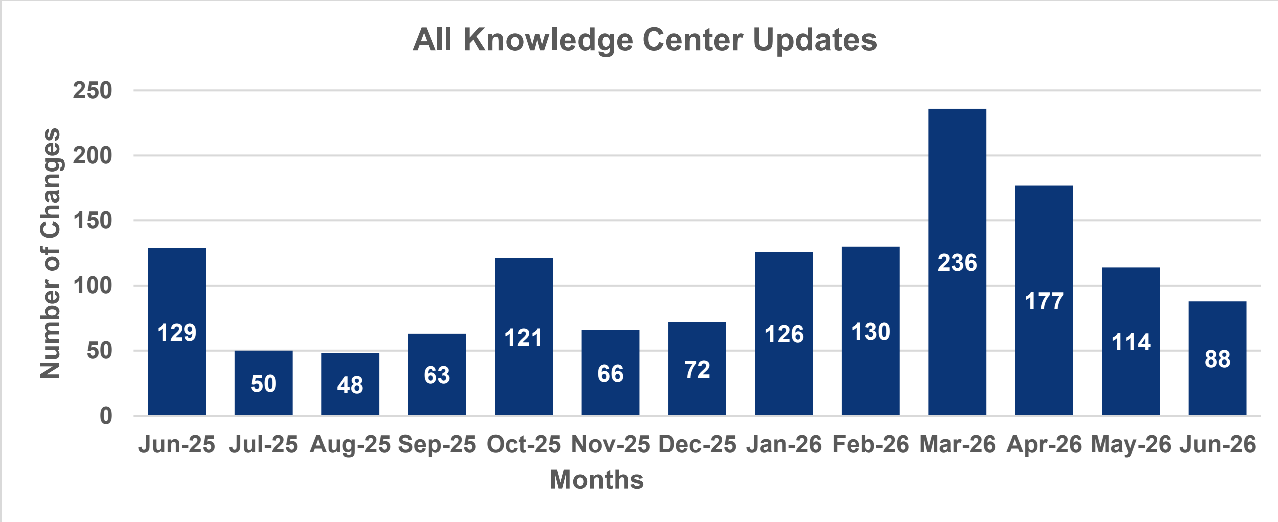


Figure 5: All Knowledge Center Updates

Process step and Interface updates are the Knowledge Center changes most likely to affect All Agency UAT. Process step changes may require Agencies to update user stories and test scripts, while Interface changes may require ABS modifications, retesting of previously tested Interfaces, updates to spreadsheet upload templates, or additional testing for Interface Testing Cycle 3.

The number of process step changes has decreased since April 2026, but new and updated process steps continue to be released that will, at a minimum, require analysis by the Agencies and could result in changes to existing user stories and test scripts, or the development of new ones.

Table 9: Updated to Process Steps in Knowledge Center

Type of Process Step Changes	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26
New	0	0	0	30	43	15	13	0	23	7	22	5	10
Update	0	0	0	1	17	22	16	15	39	29	38	48	20
Removed	0	0	0	0	0	0	0	0	0	0	1	0	0
Total	0	0	0	31	60	37	29	15	62	36	61	53	30

The number of Interface updates has remained consistent since the start of All Agency UAT. These updates are typically driven by SNow tickets identified during testing. Approximately half of the changes are classified as administrative updates, meaning they clarify existing designs or processing logic without changing the Interface layout. The remaining updates include Interface changes that may require Agency review because they could affect ABS, downstream processing, spreadsheet upload templates, or Interface Testing Cycle 3 activities. As a result, Agencies may need to evaluate the impact of these changes and perform additional testing where appropriate.

Table 10: Updated to Interface Designs in Knowledge Center

Interfaces	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26
Administrative Change	4	2	3	5	6	8	6	3	4	9	7	8	11
Other Change	0	0	2	6	0	4	13	6	13	4	12	8	6
Total	4	2	5	11	6	12	19	9	17	13	19	16	17

While updates to the Florida PALM Knowledge Center are expected and provide Agencies with a way to review changes and evaluate their potential impacts, the ongoing volume of updates requires time and resources to analyze, and in some cases may result in additional rework, documentation updates, and retesting activities.

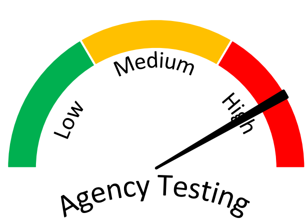
The Florida PALM IV&V Team recommends that Agencies consider developing simple tools to assess whether Florida PALM Knowledge Center updates could impact their Interfaces, Testing, or Training material development. These could include simple lookups to determine whether the Agency uses the Interfaces being updated or to identify which user stories or test scripts could be impacted by updates to process steps.

Additionally, the Florida PALM Project Team could consider categorizing Knowledge Center updates to differentiate clarification updates from actual changes to process steps, Interface layout designs, or rules. The Florida PALM Project Team enhanced the Knowledge Change Catalog in June by adding an Article Type field (e.g., interface, process step, report, security role) that provides additional context about the nature of each update. The Florida PALM Project Team has also provided a worksheet identifying when the remaining process steps are expected to become available, supporting Agency planning and impact assessment efforts. The Florida PALM Project Team should also define a code freeze date for Interface design updates to allow time to retest Cycle 3 interfaces, if needed.

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

Agency Testing

Focus Area Indicator



Trend: No Change

Independent Testing Updates

The pace of test execution for All Agency UAT slowed as Agencies balanced testing activities with YEC activities. Several Agencies have not recorded any independent test execution in

Smartsheet since All Agency UAT began in February, while some others that participated in earlier months reported no independent testing activity in June.

End-to-end validation of critical business processes remains incomplete. Many Agencies continue to focus on individual transactions rather than full business process cycles, and year-end and month-end close activities cannot yet be fully validated because some related process steps are still under development. With All Agency UAT scheduled to end in early November and the planned UAT Data Refresh in August temporarily interrupting testing, Agencies that have reported limited progress on testing will have less time to complete initial testing of all user stories and test scripts. The Florida PALM IV&V Team also observed inconsistencies in how testing progress and execution is recorded. Some Agencies reported conducting testing that was not centrally logged, reducing the reliability of enterprise-wide testing metrics as an indicator of readiness.

Test Execution Coverage

The Table below shows Agency test execution progress from February through June 2026, grouped by testing completion percentage. Agencies currently in the 51% to 75% completion range represent the largest group that has the most influence on overall testing progress. Their ability to continue executing tests and move toward full completion will be a key factor in determining whether Agencies collectively complete an initial execution of all assigned testing activities before the August UAT Data Refresh.

Table 11: Agency Execution Coverage Distribution for February, March, April, May and June

Coverage Tier	February 2026 # of Agencies	March 2026 # of Agencies	April 2026 # of Agencies	May 2026 # of Agencies	June 2026 # of Agencies
0 to 10 percent	28	14	9	5	4
11 to 25 percent	6	9	7	6	4
26 to 50 percent	1	9	11	9	9
51 to 75 percent	0	3	5	12	11
76 to 100 percent	0	0	3	3	7
Total	35	35	35	35	35

Performance Ratings for Test Cases

Test performance rated as Inadequate decreased compared to the previous two months, as shown in the Table below. Most Inadequate results were limited to a small number of Agencies and specific functional areas where Interface files were being updated, or process steps had not yet been finalized. In these cases, the ratings generally reflected timing dependencies rather than system defects. If design and process updates continue at the current pace through July and August, Agencies with limited testing capacity may need to balance retesting updated items with completing first-pass test execution before the UAT Date Refresh.

Table 12: UAT Test Performance Rating Summary

Month	Above Expectations	Percent	Satisfactory	Percent	Inadequate	Percent	Total Rated
March	22	1%	2,494	96%	87	3%	2,603
April	34	1%	2,981	85%	486	14%	3,501
May	N/A	N/A	9,257	90%	1,032	10%	10,289

Month	Above Expectations	Percent	Satisfactory	Percent	Inadequate	Percent	Total Rated
June	169	1%	12,619	94%	708	5%	13,496

Agency Engagement

The Figure below shows the total number of hours Agencies spent testing in the UAT environment from February through June 2026. “In Session” reflects testing conducted during the guided support sessions, which concluded in early May 2026, while “Not In Session” reflects independent testing performed by Agencies outside of those sessions.

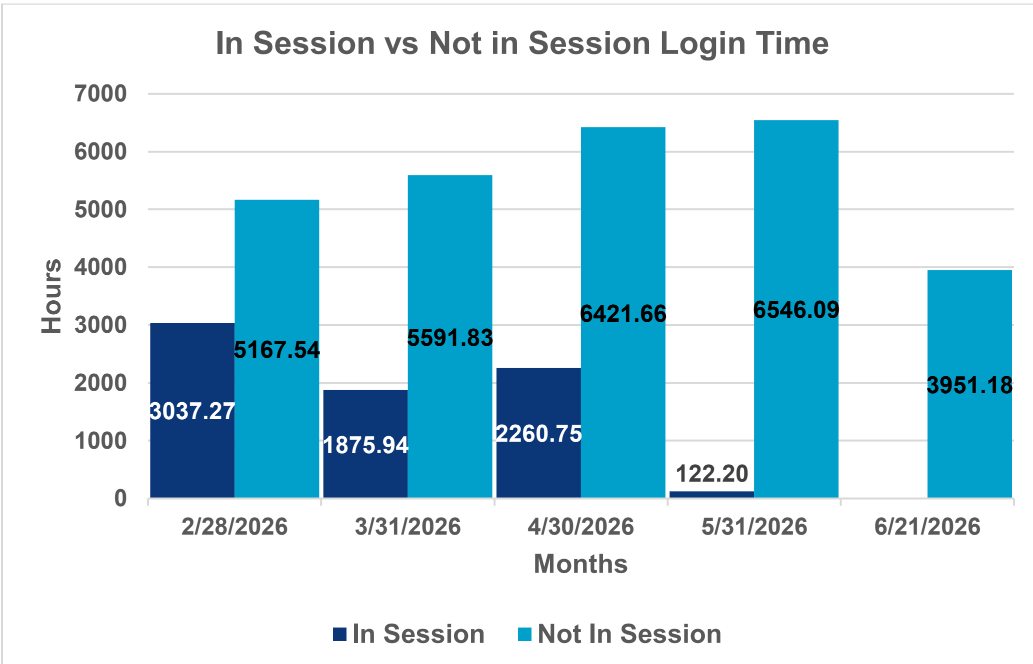


Figure 6: UAT System Hours Summary

Although “Not In Session” testing hours increased in May, the increase was not proportional to the decline in “In Session” testing hours following the conclusion of Guided Support Sessions. Additionally, “Not In Session” testing hours decreased by approximately 60% in June as Agencies shifted resources to YEC activities.

SNow Ticket Activity

Open Agency SNow tickets decreased after peaking during the week of 5/15/26, and tickets related to system stability defects decreased to their lowest weekly levels since All Agency UAT began. The Medium-impact tickets consistently account for the largest share of open tickets.

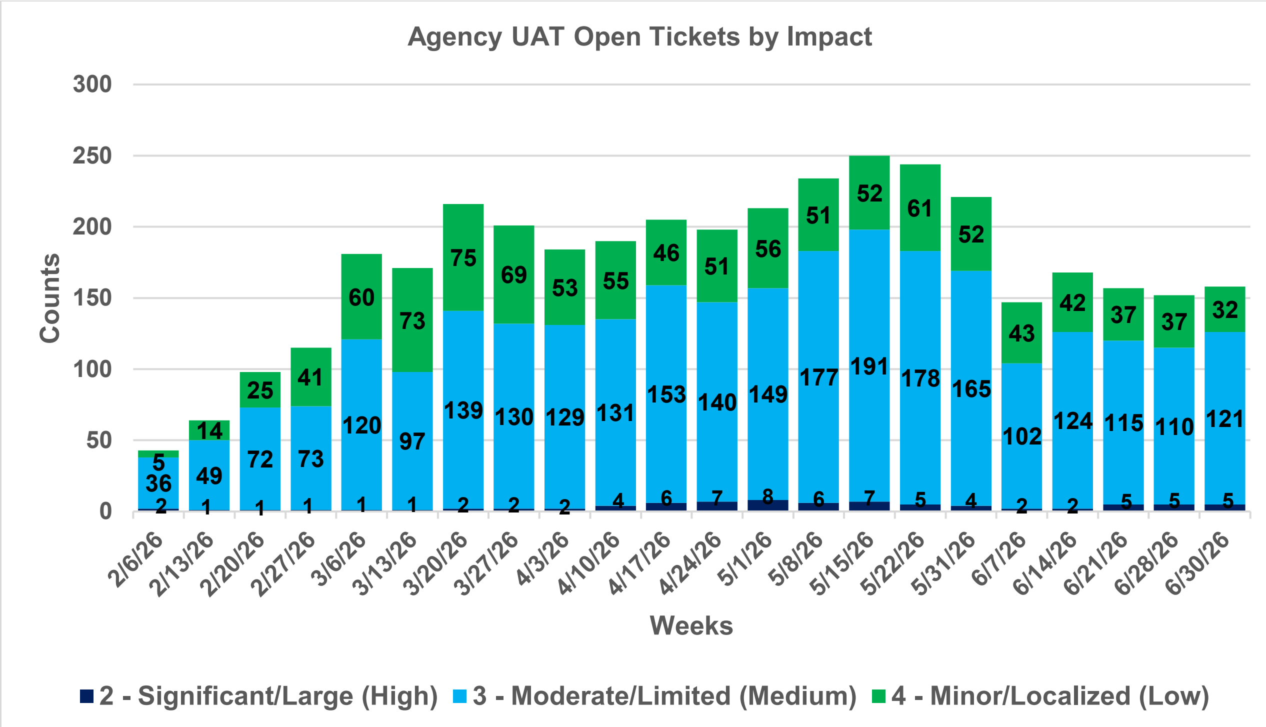


Figure 7: Agency UAT Open Tickets by Impact

The top Agency SNow ticket categories continue to be Access Requests with 1,027 tickets and Clarifications with 803. The Table below shows the ticket count for other frequently reported categories.

Table 13: SNow Ticket Count by Category

Category	Ticket Count
Code	147
Application Security	83
Data	69
Access Management	62
Functional Design	48
Configuration	34
Documentation Updates	13

Overall, ticket activity remains driven primarily by Agency onboarding, access provisioning, and clarification requests rather than functional system defects.

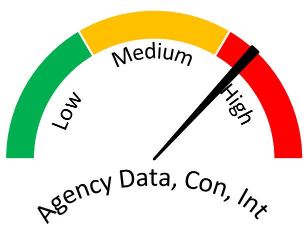
Weekly system stability ticket volume ranged from 11 to 24 tickets between mid-February and early June 2026, peaking at 24 during the week of 3/13/26. Beginning the week of 6/14/26, ticket volume declined, averaging approximately four tickets per week through 6/30/26.

Agency testing execution has not yet achieved the pace or breadth needed to demonstrate readiness for the January 2027 Go-Live. July testing activity and Agencies' ability to complete end-to-end validation of critical business processes following the August UAT Data Refresh will remain important indicators of statewide readiness. The Florida PALM IV&V Team recommends that Agencies with little or no reported independent testing develop a recovery plan in July. The plan should identify how testing will be conducted alongside YEC, set weekly testing goals, and assign an Agency owner to track progress. This will help Agencies measure progress before the UAT Data Refresh. Agencies should also consider comparing their internal testing records to the Smartsheet inventory to ensure completed testing is properly documented and reflected in readiness reporting.

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 begun exploring DW/BI capabilities, but many indicated in Florida PALM IV&V Touchpoints that they need a better understanding of how self-service reporting works within DW/BI. Several Agencies also reported that competing priorities, including YEC activities and other UAT testing, have limited their ability to conduct DW/BI testing. As a result, many do not expect to perform extensive DW/BI testing until after the UAT refresh in August. Because the UAT Data Refresh will replace existing test data, Agencies should be aware that they may need to create new transactions in Florida PALM after the Data Refresh to generate the data needed for DW/BI report testing.

The Florida PALM IV&V Team recommends that Agencies develop a plan for creating the transactions needed to test both standard and ad hoc DW/BI reports after the Data Refresh. The plan should identify the timing, resources, and activities required to generate sufficient test data for reporting validation. The Florida PALM Project Team could also consider providing additional DW/BI training and demonstrations to help Agencies better understand self-service reporting capabilities, support report testing activities, and address identified knowledge gaps.

Conversion

Thirty-two Agencies completed RW Task 698 for Data Cleansing by the 6/17/26 due date, supporting both Dry Run #2 and the UAT Data Refresh. Of the three Agencies that did not complete all data-cleansing activities, each had either already completed a portion of the required work or had only a small number of records remaining to be addressed. Across the 11 applicable conversion files for these Agencies, three conversions were complete, and eight remained in progress. Additionally, eight of the 11 conversions had successful conversion rates exceeding 99%, indicating that only a limited number of records required further cleansing and remediation.

Interfaces

As documented in Finding #33, eight Agency Inbound Interfaces and 13 Agency Outbound Interfaces have not yet completed Interface Testing Cycle 2. If testing of these Interfaces is not complete before the start of the UAT Data Refresh, they will not be implemented until at least six months after Go-Live.

As of 6/30/26, 88% of Interface tests for Cycle 3 have been executed at least once by Agencies. The Table below shows the cumulative percentage of tests executed by month.

Table 14: Cumulative Cycle 3 Interface Testing Per Month

	Feb-28	Mar-26	Apr-26	May-26	Jun-26	Not Tested Yet
Count	258	405	581	656	697	92
Percent	32.7%	51.3%	73.6%	83.1%	88.3%	11.7%

Approximately one-third of Cycle 3 Interface tests were rated as Inadequate in prior months. During June, many of these Interface tests were reassessed as Satisfactory or Above Expectations, as documented in Finding #38. Ninety-two Cycle 3 Interface tests have not yet been executed, and the 70 tests that remain rated as Inadequate will require retesting for all Agencies to meet the established criteria for Agency Readiness Certification #3. The Table below shows the number of Agencies based on their percentage of completion for Interface Testing Cycle 3.

Table 15: Number of Agencies by Percent of Interfaces Testing Complete

% of Cycle 3 Interfaces Tested	Number of Agencies
0 to 10% Complete	2
11 to 25% Complete	0
26 to 50% Complete	3
50 to 75% Complete	4
76 to 99% Complete	13
100% Complete	8

The Florida PALM IV&V Team recommends that Agencies consider developing a comprehensive plan to complete testing for both untested Interfaces and Interfaces currently rated as Inadequate before the Data Refresh. The plan should account for Interface and batch processing schedules, as well as the time and effort required to generate the transactions needed to support successful Interface testing.

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 on 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 16: 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 17: 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 18: 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 19: Risk Priority Ratings

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

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

Table 20: 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.**