Florida Department of Financial Services

Planning, Accounting, and Ledger Management Project

Independent Verification & Validation

Stage Gate 4 – Agency Readiness

Stage Gate Assessment Report

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Executive Summary

The Florida PALM IV&V Team presents this Stage Gate Assessment Report for Stage Gate 4 – Agency Readiness for Florida PALM Go-Live. The assessment is based on Agency status reported for Readiness Workplan (RW) Task 628 – Update Agency Readiness Certification #4 – Continue User Acceptance Testing (UAT), the fourth and final Agency Readiness Certification update. The criteria assessed were due from Agencies as of 11/10/26 and represent a point-in-time assessment of readiness. This assessment provides an independent view of Agency status for the People, Processes, Technology, and Data critical operational elements, along with recommendations focused on opportunities to strengthen readiness for Go-Live, and is based on:

- Review of Smartsheet artifacts, including RW Task status, Business Process Inventories, UAT and interface testing progress, Role Mapping, and configuration workbooks;
- Review of Agency deployment plans, cutover checklists, and Post-Implementation Support Plans;
- Review of UAT login data; and
- Discussions with Agencies during monthly Florida PALM IV&V Touchpoints.

Agency training, deployment, data preparation, and other readiness activities will continue through Go-Live. The Florida PALM IV&V Team will continue to monitor progress and highlight any changes in status or risks during the Executive Steering Committee (ESC) meeting.

The following summary highlights key points on Agency Readiness from the Florida PALM IV&V Team's perspective, with more detailed information in subsequent sections.

- The SSI Vendor’s Statement of Work (SOW) identifies receipt of Agency Readiness Certifications as the sole criterion for Stage Gate 4 – Agency Readiness. As of the 11/10/26 due date, two Agencies had not reported 100% completion of RW Task 628 – Update Agency Readiness Certification #4 in Smartsheet, but both had submitted the required readiness data. Based on the information available, the remaining gap appears to be related to updating the RW Task status rather than completing the Agency-specific readiness activities and supporting documentation, resulting in this criterion as likely to be met. While completion and reporting of Agency Readiness Certifications are outside the SSI Vendor’s direct control, the SOW establishes receipt of the certifications as a criterion for the ESC’s Stage Gate 4 decision. The Florida PALM IV&V Team therefore considered the status of this criterion in its Stage Gate 4 assessment while distinguishing Agency submission and reporting status from SSI Vendor performance.
- While several Agency readiness activities remain in progress across all critical operational elements, the remaining gaps can continue to be addressed up to or through Go-Live. Agencies should consider prioritizing activities needed to support critical operations, including training and user proficiency, business process documentation, deployment and cutover planning, data cleansing, and reporting validation.
- Although Agencies have varying definitions and levels of confidence regarding key aspects of the Florida PALM Project, the Florida PALM IV&V Team has not identified any critical blockers to Agency Readiness that would impact Go-Live.

Overall, the Florida PALM IV&V Team recommends approving the Stage Gate and continuing with the Florida PALM Project as planned. Although some Agency readiness activities remain in

progress, they are not expected to impact Go-Live and can continue to be addressed through planned mitigation activities. Additionally, Agency confidence ratings from Pulse Check 5 indicate that most Agencies are confident in their readiness, with lower confidence concentrated within end-to-end testing of critical business processes, data readiness for final conversion, and reporting.

Assumptions and Constraints

The Table below describes any assumptions or constraints associated with the Florida PALM IV&V Team's assessment of Stage Gate 4 – Agency Readiness.

Table 1: Assumptions and Constraints

Type	Description	Applicable Stage Gate Criteria or Critical Operational Element
Assumption	Smartsheet updates provided by the Agencies accurately reflect the status and progress of testing, training, Organizational Change Management (OCM), and other readiness activities.	All Critical Operational Elements except 1.5, 1.7, 3.2, 3.3, 3.4 and 4.4
Assumption	Outstanding Agency risks will continue to be actively managed by the Agencies through established governance, including assignment of accountable owners, target dates, escalation, and leadership acceptance where appropriate.	All Critical Operational Elements
Assumption	This assessment is based on data and metrics reported as of 11/10/26, after the scheduled completion of All Agency UAT, unless otherwise specified. Readiness activities, including training, business process, and planning updates, are expected to continue through Go-Live.	All Critical Operational Elements
Constraint	This assessment relies on Agency information made available through established reporting and communication channels, as the Florida PALM IV&V Team does not have access to Agencies' internal communications.	Critical Operational Element 1.5
Constraint	Incomplete or missing documentation identified during the assessment may have been added or updated after the due date for RW Task 628. Subsequent Agency updates will not be incorporated into this Stage Gate Assessment, which reflects the information available to the Florida PALM IV&V Team at the time of review.	Critical Operational Elements 1.7, 2.2, 3.3, 3.4, and 3.5
Constraint	Some Agency responses describe planned or intended actions without committed completion dates or evidence demonstrating that the actions have been completed.	All Critical Operational Elements except 1.5
Constraint	Agency responses to RW Task 628 for deployment planning and supporting documentation may contain updates to or be based on different versions of the Agency's deployment plan. As a result, the Florida PALM IV&V Team's assessment and recommendations may not fully align across all Agencies' deployment plans.	Critical Operational Elements 3.3 and 3.4

Stage Gate Criteria Assessment

The Table below provides the criteria for the Stage Gate being assessed, along with the Florida PALM IV&V Team's assessment of the ability to meet the criteria and any recommendations to mitigate variances prior to the end of the Stage Gate. The criteria are cited per the SSI Contract, Attachment 1 – SOW.

Table 2: Stage Gate Criteria

ID	Stage Gate Criteria	IV&V Assessment Rating[1]	Rationale/Recommendations
1	Agency Readiness Certifications have been received.	Likely to Meet	**Rationale**: As of 11/10/26, two Agencies had submitted the required data for RW Task 628 – Update Agency Readiness Certification #4, but their Smartsheet status did not reflect 100% submission. As a result, the remaining gap appears to be related to updating the RW Task status rather than completing the Agency-specific documents and artifacts needed to support Florida PALM implementation. **Recommendations**: The Florida PALM IV&V Team recommends approval of Stage Gate 4 despite two Agencies not reporting 100% submission for RW Task 628 – Update Agency Readiness Certification #4. Most Agencies met the readiness criteria, and all critical Interfaces and Florida PALM Project Recommended activities had been tested across multiple Agencies with no Critical issues reported. Agencies also identified mitigation approaches for unmet criteria, including continued staff training and education. Based on the status of completed activities and the planned mitigation of remaining readiness gaps, the incomplete Agency submissions for RW Task 628 do not represent a blocker to the progression of the Florida PALM Project beyond Stage Gate 4.

[1] Likely to Meet, At Risk of Not Being Met, or Unlikely to Meet will be based on the risk priority matrix identified in Appendix B.

Florida PALM Critical Operational Elements

As part of RW Task 628 – Update Agency Readiness Certification #4, Agencies reviewed and reported whether they had met specific readiness criteria established by the Florida PALM Project Team for each critical operational element (People, Processes, Data, and Technology). For criteria not met, Agencies were required to provide a mitigation plan and target completion date to address the gap and support Go-Live readiness.

The Florida PALM IV&V Team reviewed the Agency-provided information and analyzed each criterion to identify readiness gaps, assess risk, develop recommendations, and determine whether the available evidence supported progression toward Go-Live readiness. The Florida PALM IV&V Team used the rating scale below for each criterion to assess readiness risk within each critical operational element:

- Met – The Agency achieved the expected completion level by the due date of the applicable RW Task.
- Not Met – The Agency did not achieve the expected completion level by the due date and did not have any progress reported.
- N/A – The criterion does not apply to the Agency.

People

Table 3: Florida PALM IV&V Assessment of People Readiness Criteria

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
1.1 At least 25% of end users have completed Florida PALM Project-provided training, and the Agency has a documented plan to complete remaining training before the end of January 2027.	31	3	1	Most Agencies reported meeting the training readiness criterion, but available completion data indicates that training remains a potential risk to Agency Readiness. As of 11/10/26, 38% of the required course assignments were complete. Seven Agencies were below the 25% completion threshold, including two of the largest Agencies by active users. Three of the seven reported the criterion as Met, indicating inconsistencies between Agency certification responses and available training data. A separate training report published by the Florida PALM Project Team identified eight Agencies below the threshold, further indicating that the data sources need to be reconciled. Agencies that had not met the criterion identified mitigation actions and target completion dates between 11/30/26 and 1/1/27, and 33 Agencies reported plans to complete remaining training by the end of January 2027 The remaining training is not expected to impede progress toward Go-Live, as training can continue beyond the completion of All Agency UAT, and Agencies	Agencies below the 25% completion threshold could consider establishing target dates for training completion in their training plans, prioritizing completion for primary users before Go-Live, and reporting progress on a regular cadence. The Florida PALM Project Team could also consider following up with the three Agencies that reported the criterion as Met but had training completion rates below 25% to validate their status, reconcile differences between the two reporting mechanisms, and establish a consistent view of training completion.

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
				have identified mitigation actions. The primary risk is concentrated among Agencies with lower completion rates, particularly larger Agencies, where insufficiently trained primary users could increase the likelihood of processing errors and support needs after Go-Live.	
1.2 All Agency-led training sessions have been scheduled, and sessions have begun.	24	4	7	Of the 772 total planned sessions through March 2027, Agencies reported 532 as completed, with 25 Agencies having conducted at least one internal training session with end users. Agency responses generally align with reported session activity, although one Agency reported the criterion as Met without having conducted a session. All Agencies that reported the criterion as Not Met identified mitigation actions and target completion dates. Of 894 planned training topics, 35% are complete, with 57% in progress, 7% not started, and 1% on hold. Five Agencies have not completed any training materials. While these activities can continue through Go-Live and are not expected to prevent implementation, delays in completing Agency-specific materials or scheduled training could leave some primary users insufficiently prepared for critical operational processes, increasing the potential for processing errors and post-Go-Live support needs.	The Agencies could consider implementing the following Florida PALM IV&V Team recommendations: • Complete training materials for critical operational users and business processes before conducting the related training sessions. • Track training attendance by individual end user and role to confirm which critical operational users have completed training. • Keep remaining training sessions on schedule and confirm that end users relying solely on Florida PALM Project-provided training are enrolled in the applicable courses.
1.3 End users have practiced or will practice completing job functions in UAT before Go-Live.	32	2	1	For the two Agencies that did not meet the criteria, mitigation approaches include having staff continue training with Florida PALM-provided materials and Web-Based Training (WBT) courses. Approximately 82% of end users have logged into Florida PALM in the UAT environment. Of users who have not logged in, approximately 34% have view-only or Data Warehouse/Business Intelligence (DW/BI) roles and are not responsible for entering transactions directly. Since the start of All Agency UAT, users have spent an average of 32 hours in the system, although individual usage varies widely, from less than 1 hour to hundreds of hours. The remaining proficiency gap is not expected to impact Go-Live, but users with limited hands-on experience may require additional support and take longer to complete transactions after implementation, potentially affecting Agency	The Agencies could consider implementing the following Florida PALM IV&V Team recommendations: • Establish targets for critical operational users to practice in the system before Go-Live. • Track individual user time in the system against the established targets and follow up where additional practice is needed. • Survey critical operational users to assess their level of proficiency and adjust practice targets or provide additional support as needed.

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
				productivity and contributing to processing backlogs during the initial post-implementation period.	
1.4 End users have tested and validated end user roles.	31	3	1	For the three Agencies that did not meet the criteria, mitigation approaches include continued testing of scenarios and roles not yet tested, completion of WBT courses, and supplemental training through Agency office hours and one-on-one sessions with users. Since the August data refresh, testing has been conducted using the roles planned for Go-Live, with Separation of Duty (SOD) conflicts enforced. As of 11/10/26, approximately 77% of Agency test cases had been executed, with 99% of executed cases receiving a Satisfactory or Above Expectations performance rating. Approximately 86% of tests associated with Florida PALM Project Recommended Activities had also been executed. While not every Agency has tested every Florida PALM Project Recommended Activity, each activity has been tested by at least 15 Agencies, with some tested by all Agencies. Overall, the completed testing provides reasonable assurance that the role structure functions and that the Florida PALM Project Recommended Activities are expected to function as intended at Go-Live. A potential residual risk to Agencies is that users whose assigned roles or scenarios have not been tested may encounter access limitations or SOD conflicts at Go-Live, requiring role changes, exceptions, or workarounds.	The Agencies could consider implementing the following Florida PALM IV&V Team recommendations: • Continue testing with the roles planned for Go-Live to identify potential role inconsistencies and any changes needed before implementation. • Establish a mechanism to track issues encountered by users, required workarounds, and the level of effort associated with those workarounds.
1.5 All impacted stakeholders are aware of Go-Live.	34	0	1	The Florida PALM Project Team has provided Agencies with a broad range of communication channels and resources to support stakeholder awareness. These included Agency Sponsor Summits, monthly ESC meetings, Advisory Council and Readiness Coordinator (RC) meetings, weekly Task Talk Thursdays and Office Hours, Florida PALM Knowledge Center resources, and the Change Champion Network (CCN). These communication channels provided recurring opportunities for Agencies to receive Go-Live information and share it with impacted stakeholders. While two Agencies did not submit a response for this criterion, Florida PALM IV&V Touchpoints have not identified information indicating a material concern with Agency Go-Live communications.	Agencies could consider providing updates and reminders to users and impacted stakeholders as Go-Live approaches.

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
1.6 Agency is tracking user and role changes in UAT since the UAT Refresh, has a plan for a final submission of complete and error-free role mapping before Go-Live, and has a plan to track user or role changes until Cutover.	34	0	1	Agencies have continued to update end-user role assignments as needed and are completing a final update before Go-Live. Agencies are also monitoring role-mapping errors and addressing them as they are identified. As of 11/10/26, 41 role worksheet errors remained across 15 Agencies, representing a small portion of overall role assignments. Based on the limited number and nature of the remaining errors and the Agencies' ability to address role-mapping errors through the established update process, these issues are not expected to materially affect Go-Live. A potential risk to the Agencies includes 27 SOD conflicts that may require resolution or exception approval to ensure affected users have the access needed to perform their responsibilities at Go-Live.	Agencies could consider establishing a regular cadence to review and resolve errors identified in the consolidated error log before submitting the final Role Mapping Worksheet update for RW Task 711, which is due 11/30/26.
1.7 Agency has identified their post-implementation support team and has a plan to prepare that team for their roles after Go-Live	34	0	1	Post-implementation support planning is generally established across Agencies, but readiness levels vary. Five Agencies reported meeting the criterion but did not submit plans, and one Agency submitted a Deployment Plan instead of the required Post-Implementation Support Plan. Other gaps observed by the Florida PALM IV&V Team include incomplete support team roles and responsibilities, unconfirmed support owners, incomplete escalation procedures, and unclear transition plans for support after Hypercare. These gaps are not expected to impact Go-Live, but they limit assurance that all Agencies are prepared to manage issues and maintain operations during the post-implementation period. If not addressed, Agencies may experience slower issue resolution, unclear ownership or escalation, or gaps in support as Florida PALM transitions out of Hypercare.	Agencies should consider addressing remaining post-implementation support gaps before Go-Live by completing and approving their support plans, confirming primary and backup support owners, and defining support channels, response expectations, escalation procedures, and coverage after Hypercare. Remaining gaps should have assigned owners and target dates, with regular status reporting to monitor progress through completion. Plans should address key support activities, including interface monitoring, data reconciliation, reporting validation, user support and training, access management, and knowledge transfer.

Processes

Table 4: Florida PALM IV&V Assessment of Process Readiness Criteria

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
2.1 All critical business processes from end-to-end have been tested and validated.	26	8	1	For the eight Agencies that did not meet the criterion, mitigation approaches include continuing end-to-end testing for remaining scenarios and updating business processes, reports, and workarounds based on testing results. Overall, 99% of Agency Interface connections have been tested, with 99% rated Satisfactory or Above Expectations, and 86% of Agency tests associated with Florida PALM Project Recommended Activities have been executed, with 99% rated Satisfactory or Above Expectations. While not every Agency has tested every Florida PALM Project Recommended Activity, each activity has been fully tested by at least 15 Agencies. As of the end of All Agency UAT on 11/6/26, 32 Agency tickets associated with system stability remained open, with another 11 resolved. The remaining tickets are classified as Moderate or Low impact. Although some Agency-specific end-to-end testing remains, testing across Agencies provides reasonable assurance that the underlying Interfaces and Florida PALM Project Recommended Activities will support critical business processes at Go-Live. Any potential remaining risk is concentrated in Agency-specific scenarios that have not been fully tested, where Agencies may still identify process changes or workarounds needed for their operations.	Agencies could consider reviewing the Known Issues and Enhancement List and plan for any workarounds that may be required, including the effort needed to implement and perform them.
2.2 (A) All process changes have been identified, and at least 50% of business process documentation has been updated and prepared for distribution.	25	9	1	Agencies that did not meet the criterion cited limited staff and competing priorities, ongoing Florida PALM changes, and reliance on Florida PALM Project-provided materials. Mitigation plans were submitted for 15 of the 16 Not Met responses, but one plan was blank. Of the 14 plans that included mitigation activities, 10 target completion by the end of January 2027, while four have target dates ranging from March through December 2027. Business process documentation remains below the 50% threshold, with 185 of 484 critical topics complete. Eleven Agencies are at or above 50% completion, while 13 are below 50%, including nine that have not completed documentation for any identified critical topics.	The Agencies could consider implementing the following Florida PALM IV&V Team recommendations: • Review the 41 critical topics not included in their documentation inventories, determine whether documentation is needed, add applicable topics to their inventories, and maintain current status through Go-Live.
2.2 (B) The Agency has a fully documented plan to complete the updates and	27	7	1		

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
distribute prior to January 2027.				Agency-reported status also does not consistently align with supporting documentation. Seven Agencies reported Met despite having less than 50% of their critical topics documented, including five with none complete, while two Agencies reported Not Met despite exceeding the 50% threshold. An additional nine Agencies reported Met but identified no critical topics requiring documentation. Additionally, 41 topics identified by Agencies as critical were not included in their documentation inventories, indicating that the remaining documentation effort may be understated. Testing supports nearly all completed documentation, with 183 of 185 completed critical topics having Agency-confirmed testing. Eighteen critical topics still require documentation and have not been confirmed as tested, creating the potential for procedures to require updates if subsequent testing identifies changes to the business processes. Although incomplete business process documentation is not expected to impact Go-Live, the remaining work could affect Agency operations after implementation. The 13 Agencies below the 50% threshold account for 1,353 of 2,984 active users, including three of the nine Agencies with the largest user populations, none of which have completed documentation for their critical topics. As a result, some critical operational users may not have Agency-specific procedures for critical business processes, increasing the risk of processing errors, reduced productivity, and operational backlogs after Go-Live.	• Validate procedures for the 18 critical topics without confirmed testing against Florida PALM process guidance before distributing the documentation to end users. The Florida PALM Project Team could also consider following up with the nine Agencies whose reported status does not align with their documentation records, and with the nine Agencies that reported Met without identifying critical topics, to validate their status, reconcile any differences, and establish a consistent view of the completion of business process documentation.

Technology

Table 5: Florida PALM IV&V Assessment of Technology Readiness Criteria

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
3.1 All Interfaces needed for Go-Live have been tested and validated.	28	2	5	For the two Agencies that did not meet the criteria, mitigation approaches include continuing Interface testing and confirming that related open ServiceNow (SNow) tickets have been resolved. As of 11/10/26, 99% of Agency Interface connections had been tested and rated Satisfactory or Above Expectations for performance. Files for two Inbound Interfaces that had remained in progress were recently provided by the Agency that had selected them to the Florida PALM Project Team for testing. All valid records were successfully processed, with only minor data errors identified. Eight Outbound Interface connections have not yet completed Cycle 3 testing with the respective Agencies. Each interface has been tested by at least seven other Agencies, with some tested by as many as 25. Because the Interfaces have already been configured, the Florida PALM Project Team will continue to provide the outbound files to all Agencies that selected them after Go-Live, regardless of whether Agency-specific testing was completed. Overall, the remaining Agency Interface testing is not expected to impact Go-Live, given the successful testing completed to date and the extent to which the outstanding Outbound Interfaces have been tested by other Agencies.	Agencies that have not yet completed Cycle 3 testing should continue testing the remaining Outbound Interfaces to identify whether additional changes, workarounds, or other mitigation activities are needed for their Agency Business Systems (ABS).
3.2 All ABS remediation needed for Go-Live (e.g., Tier 1) have been tested and validated.	24	6	5	For the six Agencies that did not meet the criteria, mitigation approaches include completing Florida PALM-to-ABS data mapping, resolving open tickets and network issues, continuing end-to-end ABS testing, and completing remaining ABS remediation before Go-Live. Cycle 3 testing results indicate that most Tier 1 business systems have been effectively remediated, with 99% of Interface testing successfully completed. Some remediation may still be needed for the eight remaining Outbound Interfaces but is not expected to materially affect Go-Live. Any potential risk is Agency-specific and primarily relates to whether outstanding Interface testing identifies additional changes or workarounds needed within an ABS.	The Agencies could consider implementing the following Florida PALM IV&V Team recommendations: • Review Interfaces that have not been recently tested and check the Florida PALM Knowledge Center for changes that may affect their ABS. • Test Interfaces that have not previously been tested or have not been tested within the last month to identify any additional

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
					ABS remediation or mitigation activities needed before Go-Live.
3.3 Agency has developed their Agency-specific deployment plan.	32	2	1	Agencies that reported meeting the criterion generally indicated that deployment plans had been developed, submitted, approved, or were in use. The Florida PALM IV&V Team observed that five Agencies reported meeting the criterion despite having an incomplete submission status. Of the Agencies that did not meet the criterion, one cited staffing constraints and competing operational priorities, and one reported that its deployment plan was complete but still undergoing internal review and had not been submitted to the Florida PALM Project Team. Reported mitigation activities include reviewing and updating plans as Florida PALM Project timelines and requirements change, completing required updates, and resubmitting plans. No dated mitigation commitments were provided. The Florida PALM IV&V Team's review of the submitted deployment plans also identified differences in the level of detail and completeness across Agencies. Seven Agency plans were generally comprehensive across all seven deployment plan sections, although some narrative follow-up items remain. The other 24 available plans had at least one section that was only partially comprehensive or not addressed. Recurring gaps included executable activities with defined dates and owners, contingency and fallback procedures, identified coordinators and backups, and arrangements for payments and receipts during downtime. Overall, Agencies have developed deployment plans, but the level of completeness and detail varies. The submitted plans provide evidence of their availability, but do not confirm Agencies' current readiness to execute them at Go-Live. If these gaps remain unresolved, Agencies may face uncertainty regarding who is responsible for critical deployment activities, when decisions must be made, or what actions to take if deployment does not proceed as planned. Missing or incomplete plans should not be viewed as blockers for Go-Live but may warrant continued monitoring by both the Florida PALM Project Team and the applicable Agencies.	Agencies could consider prioritizing and addressing remaining deployment readiness gaps, including designated leads and backups, activities with clear dates and dependencies, fallback procedures, and plans for handling payments and receipts during downtime. These items should be assigned owners and target dates, with priority given to critical services and dependencies that could affect Go-Live readiness.

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
3.4 Agency has drafted their Agency-specific Cutover and has a plan to test, update, and confirm prior to Cutover.	32	2	1	Of the two Agencies that reported the criterion as not met, one cited staffing shortages and competing operational priorities as delaying checklist completion, and the other indicated that their deployment plan was undergoing internal review and had not been submitted, rather than providing a checklist-specific explanation. No dated mitigation commitments were provided by either Agency. Of the Agencies that reported they met the criterion, readiness and mitigation activities include reviewing checklists during staff Office Hours; testing, validating, updating, or confirming checklist activities before cutover; monitoring and updating checklists as Florida PALM Project requirements change; and resubmitting updated checklists. One Agency reported that its checklist had already been reviewed and approved. The Florida PALM IV&V Team observed that Agency-reported status does not consistently align with submission status. Five Agencies reported Met despite having an incomplete checklist submission. The Florida PALM IV&V Team also identified gaps in the available checklist information. One Agency's 73 task windows still contain placeholder dates ("mm/dd"), with most owner and dependency fields blank. Two Agencies' submissions included a reference to checklists, but their deployment plan narratives do not provide sufficient detail to confirm how the activities will be executed. Another Agency is identified as having submitted its checklist, while its deployment notes indicate that the checklist is forthcoming under RW Task 623. Overall, Agencies have made progress developing and reviewing their deployment checklists, but gaps in the available information limit confirmation that all checklist activities are ready to be executed. These gaps do not necessarily indicate that cutover activities will not be completed, but they limit assurance that Agencies have clearly assigned, sequenced, and coordinated the activities needed to execute cutover as planned. The gaps should not be viewed as blockers to Go-Live but may warrant continued monitoring by the applicable Agencies and the Florida PALM Project Team.	Agencies should consider addressing remaining checklist gaps and confirming that their cutover activities are ready for execution, including assigning task owners and backups, confirming dates and dependencies, and defining fallback procedures where needed. Priority should be given to critical activities and unresolved items that could affect Go-Live readiness. The Florida PALM Project Team could also consider following up with the five Agencies whose reported status does not align with their documentation records to validate their status, reconcile any differences, and establish a consistent view of cutover checklist completion.
3.5 Agency has developed their post-implementation support plan.	32	2	1	Five Agencies that reported meeting the criterion submitted plans that were not yet complete. Of these, one Agency reported their plan as approximately 50% complete and another as approximately 75% complete, indicating that work	Agencies that did not meet the criterion could consider completing their Post-Implementation

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
				remains underway. One Agency submitted a Deployment Plan rather than the required Post-Implementation Support Plan. The Florida PALM IV&V Team's review of the available plans generally identified appropriate post-implementation support structures and processes. Remaining gaps are primarily related to support governance, escalation procedures, backup resource assignments, knowledge transfer activities, and documentation of Agency-specific risks and mitigations. Two Agencies require corrective action to address gaps in their documented support approach and assignment of support responsibilities. Reported mitigation activities include completing and reviewing outstanding plans and addressing Agency-specific findings through assigned owners, documented mitigation actions, and target completion dates before Go-Live. Overall, post-implementation support planning is progressing, with remaining gaps concentrated among a limited number of Agencies. These gaps can potentially be addressed before Go-Live through completion of outstanding plans and focused corrective action. If these gaps remain at Go-Live, Agencies may experience slower issue resolution or unclear escalation and ownership during the initial production period, when support needs are likely to be highest.	Support Plans and submitting them for review before Go-Live. All remaining Agencies could consider addressing any applicable gaps in support roles and ownership, backup coverage, escalation procedures, knowledge transfer activities, risk mitigation strategies, and governance processes. Any items that remain open should have assigned owners, target completion dates, and documented mitigation actions.

Data

Table 6: Florida PALM IV&V Assessment of Data Readiness Criteria

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
4.1 All Agency-specific configurations have been tested, validated, and the Agency is prepared to submit prior to Go-Live.	32	2	1	The two Agencies that did not meet the criterion indicated that mitigation approaches include continuing remediation activities and testing specific ChartFields that have not yet been tested. Agencies have routinely reviewed and updated configurations throughout All Agency UAT. As of 11/10/26, 25 Agencies reported being more than 50% complete with their final Go-Live configurations, while 10 were below 50%. Final configuration workbooks for RW Task 714 are due on 11/30/26, and Agencies have consistently completed configuration updates by the established due dates. Based on progress to date and the remaining time before the RW Task 714 deadline, Agencies appear to have sufficient time to complete the remaining configuration work before Go-Live. Delayed or incomplete configuration updates could affect Agency-specific ChartFields or processing rules at implementation.	Agencies should continue to review and update their configuration worksheets and resolve outstanding items in preparation for the final RW Task 714 submission.
4.2 Agency data in FLAIR, FACTS and MFMP is cleansed based on Dry Run 3 and 4 Conversion results.	29	5	1	For the five Agencies that did not meet the criterion, mitigation approaches include continuing data cleansing based on Dry Run 4 results and conducting additional reconciliation and training to support asset conversions. Data cleansing activities are in progress for Dry Run 4, with one Agency pending resubmission, one reported being 75% complete, and one reported being 25% complete. Four of the seven conversion files are currently available for Agencies to begin Go-Live data cleansing, with the remaining files expected to become available after Dry Run 4 is completed. Agency targets for completing data cleansing vary, with some occurring in November and others extending through 12/23/26. The number of data errors requiring Agency correction has consistently decreased from Mock 3 through Dry Run 3, and available Dry Run 4 results appear consistent with Dry Run 3. While data cleansing remains in progress, results to date indicate continued improvement in data quality. Remaining errors are not expected to impact Go-Live if Agencies continue to complete data cleansing within the established conversion timelines. Errors that remain at the start of cutover could require	Agencies should continue to closely monitor and track data cleansing activities through completion, particularly those with targeted completion in November or early December.

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
				additional correction after Go-Live, potentially increasing Agency workload during the transition.	
4.3 Agency data is ready for final Conversion and the Agency has a plan to maintain the data until Cutover.	33	1	1	The Agency that did not meet the criterion reported continued data cleansing based on Dry Run 4 results as its mitigation approach. The Florida PALM Project Team has established specific deadlines for entering new data into conversion source systems, including FACTS, MFMP, and FLAIR, as well as for correcting identified conversion errors. Agencies are aware of these deadlines and are working to complete required updates and data cleansing within the established timeframes. Based on the available information, final conversion readiness is not expected to impact Go-Live if Agencies complete required cleansing and maintain source-system data within the established timelines. Items that miss conversion deadlines may require post-Go-Live entry or correction and could create additional Agency workload during post-implementation.	The Agencies could consider implementing the following Florida PALM IV&V Team recommendations: • Review the causes of prior conversion errors and communicate common issues to users entering data into conversion source systems to help prevent similar errors. • Establish an internal tracking mechanism based on the Florida PALM published conversion deadlines and monitor progress against those dates. • Maintain a log of updates that are not completed by the applicable conversion deadline so they can be entered or addressed after Go-Live.
4.4 All reporting needs and solutions have been tested and validated.	15	19	1	Agencies that did not meet the criterion generally cited either limited resources to complete testing or issues identified during testing and validation that require additional testing or development. Mitigation approaches include continued testing and validation, analysis of reporting gaps, and development of ad hoc reports. The Florida PALM Project Team has provided Agencies with several resources to support reporting testing and validation. The Florida PALM End User Manual (EUM) includes Reporting Appendices with the reporting catalog, mock layouts, and prompts for each report. While the overall Reporting Solution section of the Florida PALM EUM is still forthcoming, information on DW/BI reporting has been available. The Florida PALM Project Team also conducted a five-day Building Reports and Queries training in mid-October.	Agencies that have not completed validating their reporting needs should prioritize testing and validating critical operational and month-end reports before Go-Live, establish firm completion dates, and closely monitor progress against those dates.

Criteria and Description	Met	Not Met	N/A	IV&V Assessment	IV&V Recommendations
				Agencies are also developing Agency-specific reporting training. Twenty-three Agencies identified Agency-specific reporting training, with 11 having completed at least one course and 15 having at least one course in progress. Although 19 Agencies have not yet completed reporting testing and validation, the gap is not expected to impact Go-Live if Agencies can validate the reports needed for critical and month-end operations or establish workable alternatives. The primary potential risk is that Agencies without validated reporting solutions may have difficulty producing the information needed to support financial operations, reconciliation, or management oversight after Go-Live.	

Recommendation

Based on the information provided by the Agencies that submitted RW Task 628 Update Agency Readiness Certification #4 – Continue UAT and the proposed mitigation activities for criteria not met, the Florida PALM IV&V Team recommends proceeding with the Agency Readiness Stage Gate.

Additional Considerations for Agency Readiness

As an additional consideration for Stage Gate 4, the Florida PALM IV&V Team reviewed Agency confidence ratings submitted on 10/20/26 for Pulse Check 5. These ratings provide another perspective on Agency readiness by showing how confident Agencies are in their ability to meet each of the 18 readiness criteria. While the confidence ratings do not independently determine Go-Live readiness, they provide useful context for identifying areas where Agencies may have remaining concerns or may need additional time, attention, or mitigation before Go-Live.

Agency Confidence

As part of the final Pulse Check prior to the submission of RW Task 628 Update Agency Readiness Certification #4 – Continue UAT, Agencies rated their confidence in meeting each of the 18 readiness criteria on a scale ranging from Extremely Confident to Highly Concerned. Thirty-four Agencies responded, providing 612 ratings in total, while one Agency did not respond. These ratings provide additional context on how Agencies view their readiness beyond the Met and Not Met responses assessed above.

Table 7: Number of Agencies Highly or Somewhat Concerned by Readiness Criteria

Readiness Criteria	Critical Operational Element	Highly Concerned	Somewhat Concerned
Critical business processes tested end-to-end	Processes	2	1
Data ready for final conversion	Data	2	0
End users practiced job functions in UAT	People	1	2
Process changes identified and documentation updated	Processes	1	2
Interfaces tested and validated	Technology	1	2
Agency business system remediation tested and validated	Technology	1	2
25% of end users completed Project-provided training	People	1	1
Data cleansed (Dry Runs 3 and 4)	Data	1	1
Agency configurations tested and validated	Data	1	0
Reporting needs tested and validated	Data	0	4
Agency-led training scheduled and begun	People	0	2
End user roles tested and validated	People	0	1

Overall, Agencies reported more confidence than concern. Of the 612 ratings, 51% were Extremely Confident or Very Confident, and 31% were Moderately Confident. Only 5% were Somewhat Concerned or Highly Concerned, representing 12 Agencies.

Agencies reported the greatest concern with end-to-end testing of critical business processes and data readiness for final conversion, with each receiving two Highly Concerned ratings. Reporting received no Highly Concerned ratings but had the most Somewhat Concerned ratings, with four. No Agency rated reporting as Extremely Confident, and half rated their confidence as Becoming Confident or lower.

Florida PALM represents a significant change in how Agencies perform financial operations, including payments, deposits, payroll, and reporting. Some uncertainty as Agencies approach Go-Live is reasonable given the scope of the change and the readiness activities still underway. In most responses, the Moderately Confident and Becoming Confident ratings reflected activities still in progress rather than issues that could impact Go-Live readiness.

Agencies are not expected to be familiar with every Florida PALM process before Go-Live. The more immediate readiness consideration is whether Agencies are prepared to perform their critical operations, including paying suppliers, receiving and depositing funds, processing payroll, and producing required reports. Proficiency with less common scenarios and overall familiarity with the system can continue to be developed after Go-Live. Some Agencies have described a phased approach that prioritizes procedures and preparation for critical operational processes, with exceptions and less common scenarios to be addressed as staff gain experience.

Agency confidence is expected to develop as remaining readiness activities are completed and users gain additional training and hands-on experience. Lower confidence ratings should therefore be considered alongside the underlying readiness evidence to determine whether they reflect normal transition activities or specific issues that may require additional mitigation before Go-Live.

Appendix A – Documents Reviewed

The Table below shows documents and deliverables reviewed by the Florida PALM IV&V Team in performing their assessment of the Stage Gate.

Table 8: Documents Reviewed

Document Name	Date	Version
Access Control Report_11.6.2026	11/6/26	N/A
Agency Business Process Documentation Inventories	11/10/26	N/A
Agency-Led Training Sessions – All	11/10/26	N/A
Agency-Specific Training Inventories	11/10/26	N/A
Combined Data Cleansing File Nov 6 2026	11/6/26	N/A
Consolidated Error Log Nov 10 2026	11/10/26	N/A
Conversion Status Nov 6 2026	11/6/26	N/A
Critical Business Processes – All	11/10/26	N/A
FullUAT_User_Metrics_11062026_0424PM	11/6/26	N/A
Interface Testing – All	11/10/26	N/A
Non-Transactional Users	11/06/26	N/A
Readiness Certification #4	11/10/26	N/A
Training Report-WBT_Program as of 11-6-26	11/06/26	N/A
UAT Login Data Nov 6 2026	11/6/26	N/A
UAT Test Execution Nov 10 2026	11/10/26	N/A

Appendix B – Risk Priority Matrix

The Florida PALM IV&V Analysts will use the following table to assign a Risk probability rating for each Stage Gate criteria.

Table 9: Risk Priority Matrix

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.

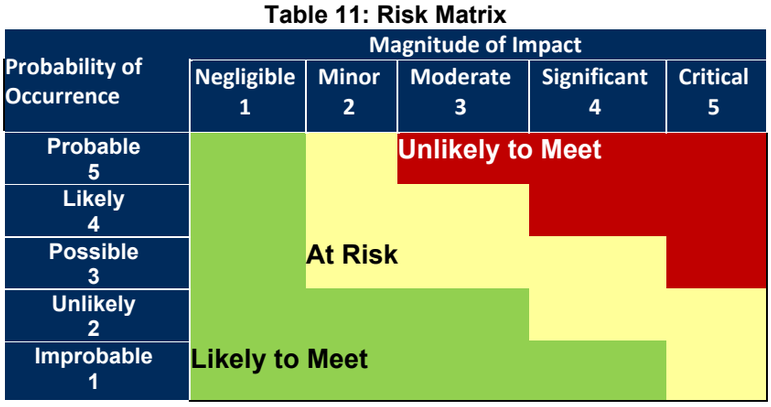
The Risk Impact Criteria the Florida PALM IV&V Analysts will use to assign a Risk impact rating to each identified Stage Gate criteria are described in the Table below.

Table 10: Risk Impact Matrix

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 large impact on the Project
5	Critical	Risk will have a large impact and may jeopardize the success of the Project.

The Table below outlines the Risk Priority Ratings for each Stage Gate criteria based on a combination of impact and probability of occurrence.

Table 11: Risk Matrix



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

Table 12: Risk Definitions

Rating	Definition
Unlikely to Meet	The possibility of substantial impact to 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.
At Risk	The possibility of moderate impact to product quality manageability cost or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
Likely to Meet	The possibility of a slight impact to product quality manageability cost or schedule. Minimal disruption is likely, and some oversight is needed to ensure that it remains low. Mitigation strategies should be evaluated and considered for implementation when possible.