

# FloridaPALM

Planning, Accounting, and Ledger Management



# EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

SEPTEMBER 24, 2025



# ADMINISTRATIVE

JULIAN GOTREAU



# Administrative Budget

FY 2025-2026 Spend Plan Summary as of August 31, 2025				
Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
<b>FLAIR System Replacement</b>	<b>\$11,599,846</b>	<b>\$5,670,398</b>	<b>\$14,015,262</b>	<b>\$11,552,033</b>
SSI Implementation Services	\$7,338,840	\$2,000,000		
Facilities and Maintenance	\$69,282	\$69,282		
Production Support	\$2,248,515	\$2,235,661		
Additional Facilities	\$39,924	\$39,924		
Production Support Administration	\$49,943	\$6,532		
Oracle Software and Maintenance	\$438,214	\$41,918		
Project Administration	\$61,713	\$37,560		
ERP and OC Support Services	\$874,272	\$776,131		
QA Support Services	\$479,143	\$463,390		
Data Processing Services	\$112,138	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0
Salaries & Benefits	\$2,147,584	\$1,725,976	\$11,468,165	\$9,742,189
HR Transfer and Risk Management Insurance	\$20,837	\$0	\$42,092	\$42,092
<b>Total:</b>	<b>\$13,880,405</b>	<b>\$7,396,374</b>	<b>\$25,525,519</b>	<b>\$21,336,314</b>



# Administrative

## Risks and Issues

- ▶ One open issue
  - Issue 35 – Failure to Begin UAT as Defined in the Schedule
- ▶ Seven open risks with a score of 6 or greater
  - Two with a score of 6
    - Risk 6 – Execution of contracts and procurement activity outside of the Project
    - Risk 11 – Delays in or extended duration of interface testing with Enterprise Partners
  - Five with a score of 9
    - Risk 1 – Insufficient staffing or delays in onboarding
    - Risk 2 – External stakeholders and agencies expectations
    - Risk 4 – Agency engagement
    - Risk 5 – Timing and efficiency of information sharing
    - Risk 13 – Data Warehouse/Business Intelligence (DW/BI) Data Readiness for UAT

[Open Risks Log](#)  
[Open Issues](#)



# Administrative

## Schedule – Critical Milestones

SG3 – Ready to Begin UAT				July 30, 2025		
Design and Build are complete; Contractor System Test is at least 90% complete; or as mutually agreed to based on ESC direction; and the UAT environment is ready for testing. Excludes PCRs and other work that are mutually agreed to have a different timeline						
Critical Path Item	Trend	Status (Due Date)		Critical Path Item	Trend	Status (Due Date)
D647 – Establish DW/BI Environments	●	Accepted (05/10/2024)		D649 – Build – Segment III	●	Accepted (03/31/2025)
D648 – Build Segment II	●	Accepted (07/24/2024)		D651 – Mock Conversion I	●	Accepted (05/09/2025)
Environment Builds – Mock Conversion Test Environment	●	Complete (08/26/2024)		D655 – Mock Conversion II (System Test)	●	Accepted (06/10/2025)
WP405 - Security Roles Matrix	●	Complete (08/26/2024)		D668 – Build – DW/BI – Segment III	●	Accepted (06/16/2025)
Environment Builds – Interface Test Environment	●	Complete (09/03/2024)		D654 – Build – Segment IV	●	Accepted (06/26/2025)
D650 – Solution Design – DW/BI	●	Accepted (11/11/2024)		D657 – Mock Conversion III (UAT)	●	Accepted (08/01/2025)
D652 – System Test – Segment I	●	Accepted (12/26/2024)		Environment Builds – UAT Test Environments	●	In Progress (07/28/2025)
D653 – Build – DW/BI – Segment I	●	Accepted (01/03/2025)		D696 – System Test – Segment III	●	Complete (08/06/2025)
D659 – Build – DW/BI – Segment II	●	Accepted (02/24/2025)		I-WP111 - UAT Training Materials*	●	In Progress (11/21/2025)
D656 – System Test – Segment II	●	Accepted (03/28/2025)		D661 – System Test – DW/BI	●	In Progress (07/25/2025)

\* Materials have begun to be shared. All materials are not needed to be provided in order to begin UAT

● Completed/Accepted    ● On Schedule    ● Behind Schedule    ● Late

Status as of 09/18/2025



# INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

CONTENT PROVIDED BY  
PUBLIC CONSULTING GROUP





# IV&V Update

## Overall Project Risk Rating Trend

- ▶ Overall Project Risk Rating in August: High
- ▶ Trending: Same, based on:
  - New UAT start date is still under consideration and has yet to be determined.
  - Currently unknown whether the UAT phase will be shortened to maintain the current Go-Live date of July 2026 or extended by incorporating the contingency timeline.
- ▶ Finding 26 – Issue that the SSI Vendor did not meet all Entry Criteria for Stage Gate 3 – Ready for UAT by the targeted completion date of 7/30/25, which contributed to the delay of the Stage Gate 3 vote and may impact the start date of UAT.
  - Closed in August because UAT Environment Build tasks and smoke testing (excluding DW/BI) were completed.
  - Mock Conversion 3 was also completed, and data has been migrated into the UAT Environments.

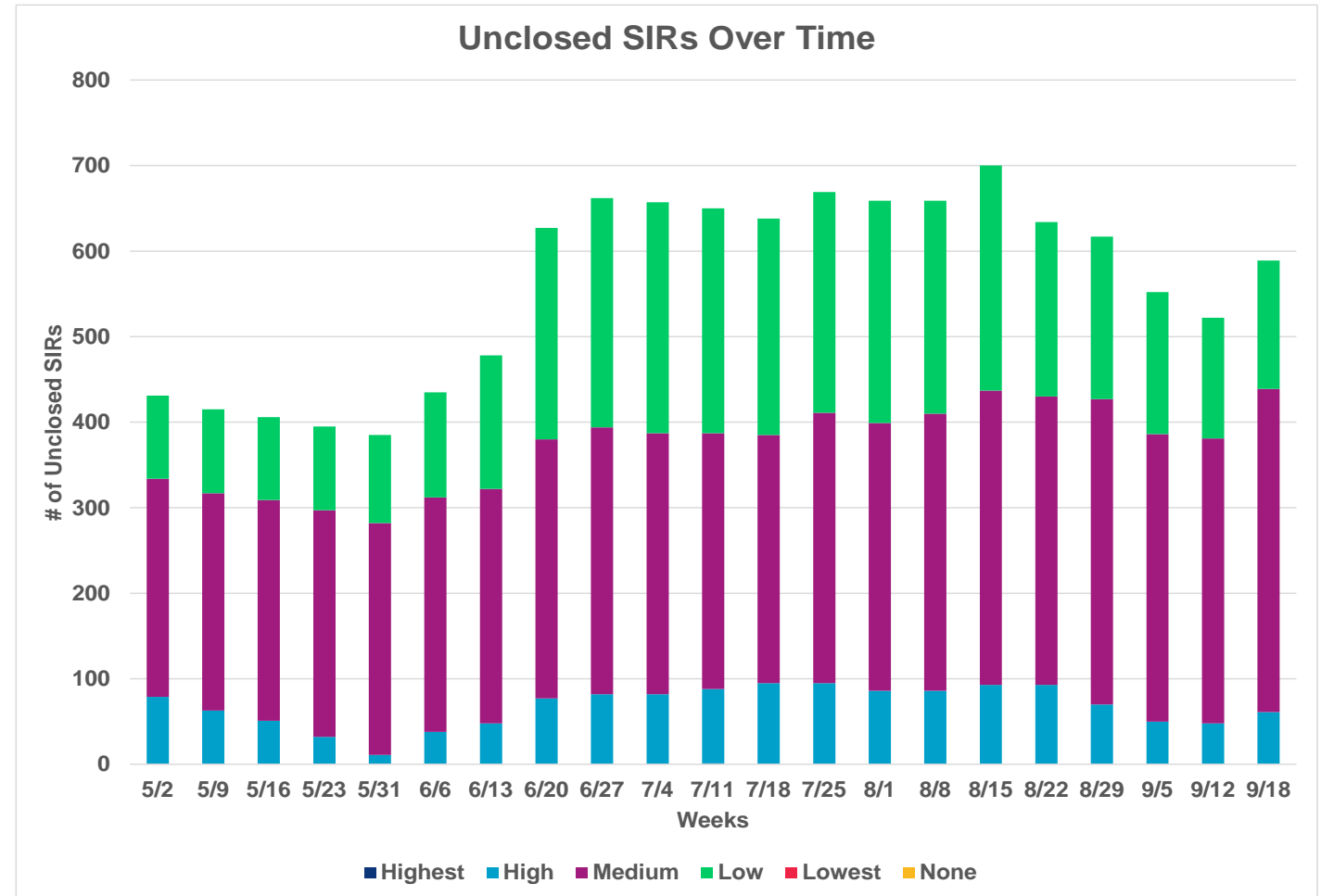




# IV&V Update

## SIRs Opened Over Time

- ▶ Starting 9/12, the total number of open SIRs increased as State Functional Testing began in the UAT environment, following what had been a gradual decline.
  - 170 new SIRs opened
  - New SIRs are mainly from State Functional Testing and Interface Testing
  - 64% of Open SIRs are Medium Business Criticality



# IV&V Update

## SIR Resolution

- ▶ Florida PALM Project Team is evaluating all SIRs and classifying them for resolution.
- ▶ 122 new SIRs that have recently been logged have not yet been classified as of 9/18.
- ▶ 35 SIRs identified as needing to be resolved in August or early September are still open.
- ▶ 168 SIRs have been classified but do not have projected a resolution date.

Open SIRs by Resolution Classification	Projected Resolution Dates				
	8/22/25	8/26/25	9/2/25	No Date Defined	Grand Total
Confirm Before UAT Online	0	0	0	1	1
Fix Before UAT Online - FIN	12	9	13	25	59
Fix Before UAT Online - DW/BI	1	0	0	19	20
Fix Before UAT Online - Self Service	0	0	0	44	44
Fix Before UAT Full	0	0	0	79	79
No Bucket Defined	0	0	0	122	122
Grand Total	13	9	13	290	325



# IV&V Update

## System Testing

- ▶ Finding 22 – Risk that not all System Testing Segment III Exit Criteria will be met by the SSI Vendor before the 7/30/25 ESC vote to confirm Stage Gate 3 – Ready to Begin UAT, which could result in a delay to the start of UAT.
  - Closed in August because all SSI Vendor System Test Segment III Exit Criteria have been met.
  - 51 SSI Vendor Test Scripts (from all Test Segments) remain to be reviewed by State QA Team, which could expose additional SIRs.
- ▶ State Functional Testing in UAT environment is in progress:
  - Total of 119 unresolved SIRs, 17 of which are High Business Criticality.
  - Additional SIRs likely to be opened as State Functional Testing continues.
  - Could impact availability of functionality during UAT.



# IV&V Update

## Data Warehouse / Business Intelligence

- ▶ Finding 23 – Preliminary Concern that the current pace of System Testing DW/BI execution and defect retesting by the SSI Vendor may delay the completion of System Testing DW/BI and potentially impact the start of UAT.
  - System Testing DW/BI initial execution by the SSI Vendor is complete.
  - Of the 121 Test Scripts executed by the SSI Vendor, 2 have failed and will need to be re-executed once the corresponding SIRs have been resolved.
  - 121 of the Test Scripts have been reviewed by the State DW/BI Team as of 9/18, with 23 marked as failed.
  - The overall failure rate of DW/BI Test reviewed by the State DW/BI Team is 19%.
- ▶ Finding 24: Risk that the high failure rate of DW/BI Test Scripts may indicate potential quality issues related to the DW/BI environment, data, or configuration.
  - Of the 96 open SIRs identified for DW/BI during Smoke, System, and Functional Testing, 73 of those are related to code.



# IV&V Update

## Interface Testing

- ▶ Interface testing progress tracked in ITEXT provides visibility into planned Test Script initiation, but not planned completion, which limits analysis of completion timeliness and potential delays.
  - Florida PALM Project Schedule shows completion date for Interface Testing Cycle 2 as 11/4, which represents approximately a 1.5-week delay from targeted completion date.
- ▶ Florida PALM IV&V analysis of execution rate from 8/1-9/17 identified a trend of 2.2 Test Scripts completed on average per day. To meet the completion date of 11/4 in the Schedule, the average execution rate will need to increase so that approx. 13.5 Test Scripts are completed per day.



# IV&V Update

## Project Management

- ▶ Florida PALM Project Team taking a proactive approach to planning in preparation for UAT.
  - Meeting with Architects to discuss impacts and prepare for changes.
  - Preparing teams to be ready for rapid adjustments and cross-team collaboration.
  - Developing scenario-based plans aligned to potential UAT start dates.
- ▶ Florida PALM Project Schedule had 195 Delayed Tasks as of 9/18. The top three categories were:
  - D662 – Completion of Mock Conversion IV (20 Delayed Tasks).
  - D666 – Support of UAT Segment I (13 Delayed Tasks due to the delay to the start of UAT).
  - State Testing Team (36 Delayed Tasks due to migrating Testers to the UAT env.).
- ▶ Schedule Performance Index (SPI) is .92 as of 9/18, indicating the Florida PALM Project is progressing at 92% of the planned pace.
  - Decrease from .93 in August EOM Schedule.



# IV&V Update

## Organizational Change Management

- ▶ Publication of business process steps and demo videos to the Knowledge Center, in addition to materials such as the Florida PALM Project Quarterly Newsletter, provide a wealth of additional information for agencies use.
  - Agency Change Champion Networks should ensure updated materials are communicated to SMEs and end users to improve familiarity with Florida PALM and prepare for UAT.





# IV&V Update

## Agency Readiness

- ▶ Agencies are at 15% complete with the Cycle 2 Interface Testing.
  - Florida PALM IV&V observed stability, with only minor updates, but no expected readiness impacts.
- ▶ All agencies submitted the Monthly Progress Report and the midpoint check-in for RW Task #574 on time, confirming their selected option for development of UAT documentation.
  - 23 agencies have selected Option 3 – Develop UAT documentation internally.
  - Florida PALM IV&V recommends that these agencies map their user stories to Florida PALM-defined Topics and Activities and update submission status in Smartsheet as progress is made to ensure effective completion on time.
- ▶ Eight agencies have not yet started RW Task #660 – Mock 3 Data Cleansing, which has been extended to 10/17.
  - With 4 weeks left to complete the Task, agencies should be reporting at least 50% complete.



# IMPLEMENTATION ACTIVITIES

STACEY TERRY



# Implementation Activities

## Stage Gate 3 Status

#	Stage Gate	Purpose	Criteria
3	<b>Ready to Begin UAT</b>	Confirm readiness to begin UAT	Design and Build are complete; Contractor System Test is at least 90% complete; or as mutually agreed to based on ESC direction; and the UAT environment is ready for testing;  Excludes PCRs and other work that are mutually agreed to have a different timeline.
<b>Status (as of 9/21/2025)</b>			
<b>Design and Build</b>		<ul style="list-style-type: none"> <li>Design Segments I – V are complete</li> <li>Build Segments I – IV are complete</li> </ul>	
<b>Contractor System Testing</b>		<ul style="list-style-type: none"> <li>System Testing Segment III execution completed on 6/27 and Exit Criteria achieved on 8/5 (PeopleSoft)</li> <li>DW/BI System Testing execution complete – 98.3% passed; pending state validation due by 10/3; custom fields by 11/7</li> <li>DW/BI – 38 Open SIRs; 17 High priority (7 awaiting retest; 10 being resolved)</li> </ul>	
<b>UAT Environment Ready for Testing</b>		<ul style="list-style-type: none"> <li>PeopleSoft environment readiness completed on 9/8               <ul style="list-style-type: none"> <li>State functional team is conducting smoke testing in the UAT environments</li> </ul> </li> <li>DW/BI environment readiness pending completion of state DW/BI system testing validation, as well as activities to switch the SIT environment to the UAT environment. The gap analysis will be completed within the UAT environment.</li> </ul>	



# Stage Gate 3 Implementation Activities

## DW/BI System Testing

System Test Execution DW/BI	Count	% Against Total	% Against Executed to Date
Original Total Number of Scripts	144	-	-
New Total Number of Scripts	121	-	-
Planned to Date	121	100.0%	-
Executed to Date	121	100.0%	-
ACN Pass Rate	119	98.3%	98.3%
ACN Fail Rate	2	1.7%	1.7%
State Reviewed to Date	95	78.5%	-
State Review Not Started/In Progress	26	21.5%	-
State Pass Rate	75	62.0%	78.9%
State Fail Rate	17	14.0%	17.9%
Confirming Pass/Fail Status	2	1.7%	3.2%
Pass Rate	103	85.1%	85.1%
Fail Rate	18	14.9%	14.9%

### DW/BI System Test

- Test execution is complete
  - 121 of 121 (100%) test scripts executed to date:
    - Reports (52) – Complete 7/18
    - Subject Areas (13) – Complete 7/15
    - Security (15) – Complete 7/18
    - ETLs (41) – Complete 8/6
- 95 open SIRs in progress (ACN and State):
  - Status by Business Criticality:
    - 19 – High (10 Resolve; 9 Retest)
    - 17 – Medium (9 Resolve; 8 Retest)
    - 59 – Low (56 Resolve; 3 Retest)

#	Task / Topic	Status	Planned Finish
1	Apply Data Masking and BU/Org Security	Complete	7/9/2025
2	Execute test scripts for custom ETLs (44 scripts)	Complete	8/6/2025
3	Modify AM ETLs to load non-capitalized assets	Complete	7/21/2025
4	Resolve System Test related SIRs	In Progress	10/3/2025
5	Complete development and testing of custom fields to respective subject areas	In Progress	11/7/2025

### DW/BI System Testing Status

(as of 9/21/2025)



# Implementation Activities

## Interface Testing Cycle 2

Cycle 2 Interface Testing (by Interface Connection)	Count	% Against Total	% Against Executed to Date
Original Total Number of Interface Connections	512	(In Scope for D633)	
Removed from Scope	14	(Partner no longer needs interface)	
New Total Number of Interface Connections	498	-	-
Planned to Date	390	78.3%	-
Executed to Date	323	64.9%	-
Delayed Interface Executions	67	(Planned - Executed)	
Pass Rate	214	43.0%	66%
Fail Rate	109	21.9%	34%
Agency Reported Completion	79	15.9%	24%

Delayed Interface Execution and Failed Connections	Agency	Enterprise Partner	Third Party	Total
<b>Delayed Interface Execution</b>	<b>56</b>	<b>5</b>	<b>6</b>	<b>67</b>
IS* - Awaiting inbound file	15	0	0	15
IS* - Pending upstream interface processing	0	1	0	1
PALM - Pending data staging	2	2	0	4
PALM - Pending design change	2	0	1	3
PALM - Pending upstream interface processing	36	2	5	43
PALM - Pending downstream processing	1	0	0	1
<b>Failed Connections</b>	<b>93</b>	<b>11</b>	<b>5</b>	<b>109</b>
IS* - Resolving data issues	28	3	0	31
PALM - Pending SIR resolution	65	8	5	78

\*IS - Interfacing System

### Interface Test Cycle 2 Execution (as of 9/21/2025)

- Executed 323 of 390 planned interfaces to-date:
  - Enterprise Partner Testing:
    - DFS – Enterprise Testing is complete with the exception of FLIPS; additional DFS agency testing is in progress
    - LAS/PBS – Testing of 3 interfaces is outstanding
    - STMS – Testing of 5 interfaces is outstanding
    - MFMP – Pass 1 is complete; pass 2 is in progress; 2 interfaces pending PALM build / system test, and FLIPS
    - People First – Bi-weekly payroll testing has been executed; monthly payroll testing is in progress
    - BOA – Testing will begin in November
  - Agency Business System Testing:
    - Execution has begun with 25 of 30 agencies
    - Testing with remaining 5 targeted to begin in October
  - Third Party Testing:
    - JPM – Testing is pending build of new connectivity to JPM; 9 interfaces pending execution
    - FIS (Deferred Comp) – Testing of 2 interfaces is outstanding
    - Corebridge (FICA Alternative Plan) – Testing of 1 interface is outstanding
- 148 Open SIRs (includes agency data issues):
  - 24 – High
  - 119 – Medium
  - 5 – Low



# READINESS ACTIVITIES

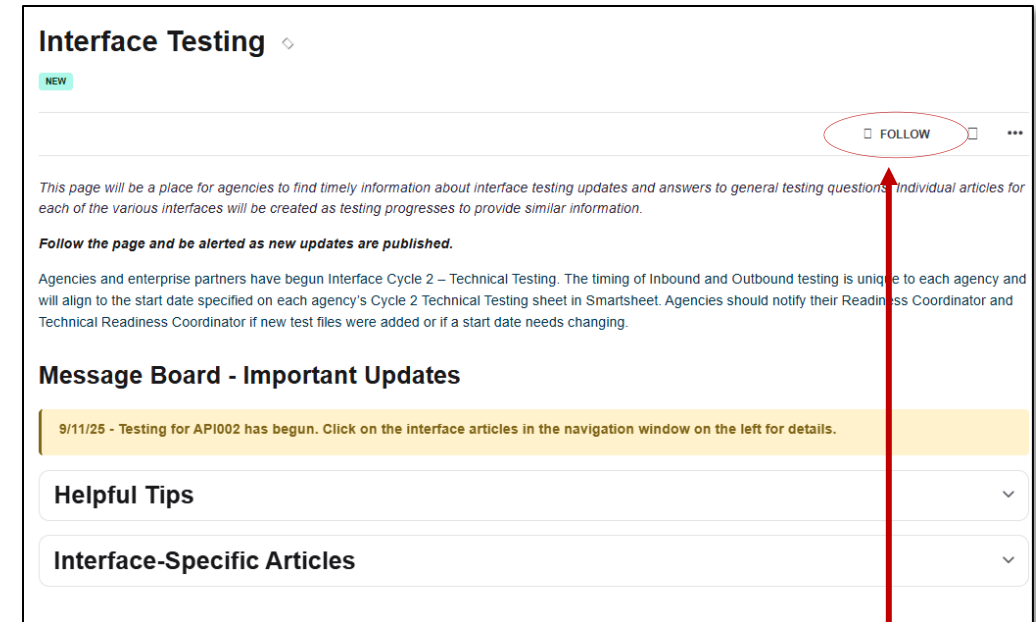
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# Readiness Activities

## Readiness Updates

- ▶ New Interface Testing pages in the Knowledge Center
  - Message board to increase timely communication from the Project to agencies
  - Helpful Tips to share useful information among interface partners
- ▶ Agencies continue to prepare for UAT and Mock Conversion 4
  - User Story development
  - Special character considerations for configuration and conversion data



*The “Follow” feature allows agencies to get real time notifications of information posting*





# Readiness Activities

## Bimonthly Agency Readiness Status Reports

### General Observations

- ▶ Submission of Bimonthly (Task 617):
  - 34 agencies submitted on time; 1 submitted late
  - 1 agency with Primary and Backup Sponsor role currently vacant
- ▶ Open Items:
  - 18 outstanding / late tasks (2 less from last bimonthly)
  - 15 agencies with outstanding / late tasks (2 less from last bimonthly)
    - 1 Direct Impact Task outstanding across 4 different agencies: *Complete Internal Agency Business System Test and Remediation to prepare for Cycle 2 - Technical Interface Testing*
    - “Other” Tasks concentration on:
      - ❖ Current State Processes, Change Impacts, and Change Analysis Tool (9 agencies)
      - ❖ ABS Documentation and Remediation tasks by Segment (6 agencies)
      - ❖ Training and UAT Plans (2 agencies)



# Readiness Activities

## Bimonthly Agency Readiness Status Reports

As of 09/19/2025



Direct Impact  
Task Timeliness

Green - 33  
Yellow - 2  
Red - 0



Other Task  
Timeliness

Green - 31  
Yellow - 4  
Red - 0



Direct  
Impact Task  
Completeness

Green - 13  
Yellow - 22  
Red - 0



Other Task  
Completeness

Green - 33  
Yellow - 2  
Red - 0

### Observations:

- No agencies with a red indicator
- While agencies are generally submitting direct impact tasks timely, many direct impact tasks are submitted incomplete

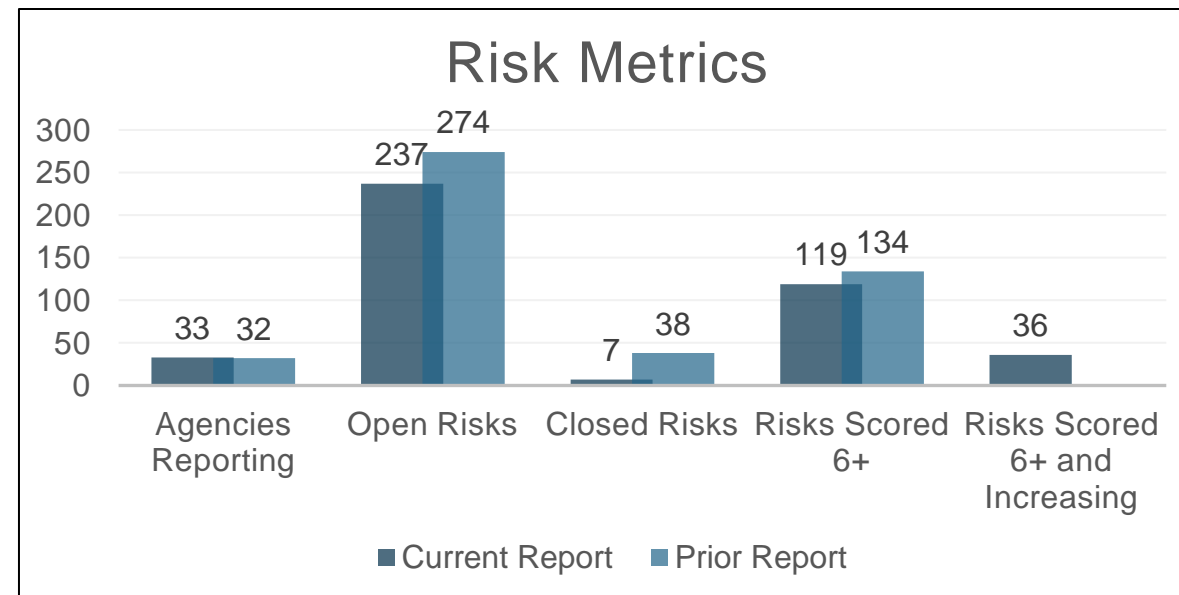
Agency	Direct Impact Task Timeliness	Other Task Timeliness	Direct Impact Task Completeness	Other Task Completeness
AHCA	Green	Yellow	Green	Green
APD	Green	Green	Yellow	Green
CITRUS	Yellow	Green	Yellow	Green
COM	Green	Green	Yellow	Green
DACS	Green	Green	Green	Green
DBPR	Green	Green	Green	Green
DCF	Green	Yellow	Yellow	Yellow
DEM	Green	Green	Green	Green
DEP	Green	Green	Green	Green
DFS	Green	Green	Green	Green
DJJ	Green	Green	Yellow	Green
DLA	Green	Green	Yellow	Green
DMA	Green	Green	Yellow	Green
DMS	Green	Green	Yellow	Green
DOAH	Green	Green	Green	Green
DOE	Green	Green	Yellow	Green
DOEA	Green	Yellow	Yellow	Green
DOH	Green	Green	Green	Green
DOL	Green	Green	Green	Green
DOR	Green	Green	Yellow	Green
DOS	Green	Green	Yellow	Green
DVA	Green	Green	Green	Green
EOG	Green	Green	Green	Green
FCOR	Green	Green	Green	Green
FDC	Green	Green	Yellow	Green
FDLE	Green	Green	Yellow	Green
FDOT	Green	Yellow	Yellow	Green
FGCC	Green	Green	Green	Green
FLHSMV	Green	Green	Green	Green
FSDB	Green	Green	Yellow	Green
FWC	Green	Green	Green	Green
JAC	Green	Green	Yellow	Green
LEG	Yellow	Green	Yellow	Green
PSC	Green	Green	Yellow	Green
SCS	Green	Green	Yellow	Green



# Readiness Activities

## Bimonthly Agency Readiness Status Reports - Risks

Summary of Agency Risks Reported		Risk Probability		
		Low	Medium	High
Risk Impact	Low	14	3	0
	Medium	26	49	25
	High	26	49	45

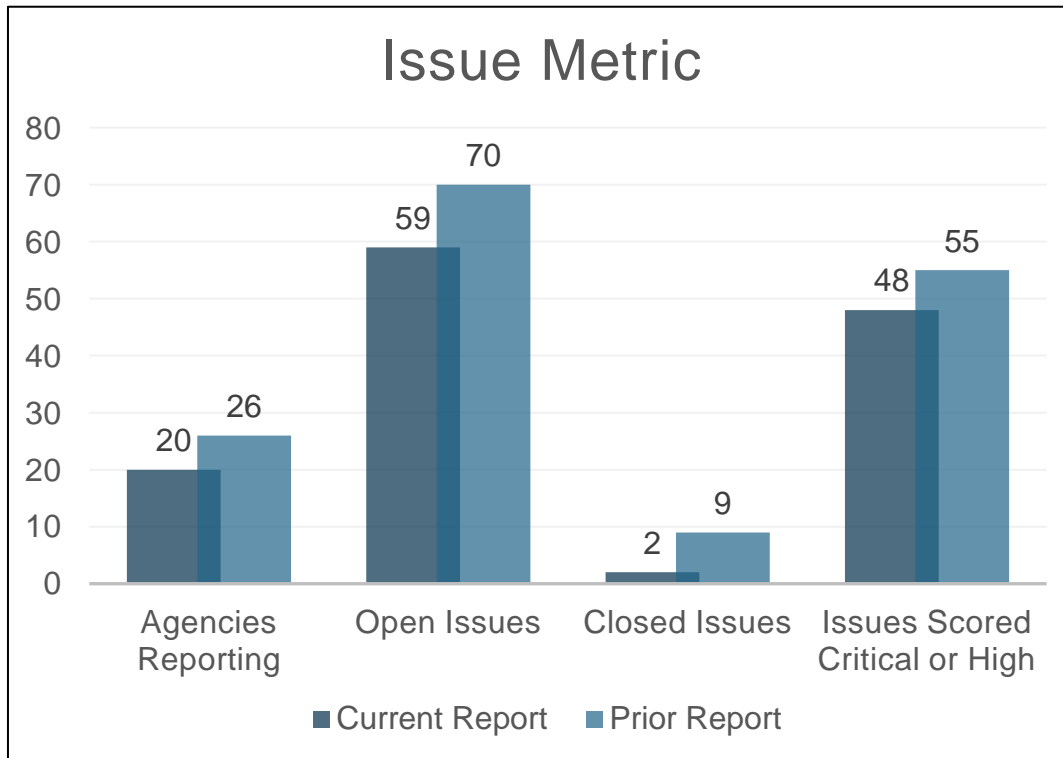


- ▶ Most common category: UAT
- ▶ New risk common themes: UAT delay, timeline, training, understanding of Florida PALM, cutover, resource constraints



# Readiness Activities

## Bimonthly Agency Readiness Status Reports - Issues



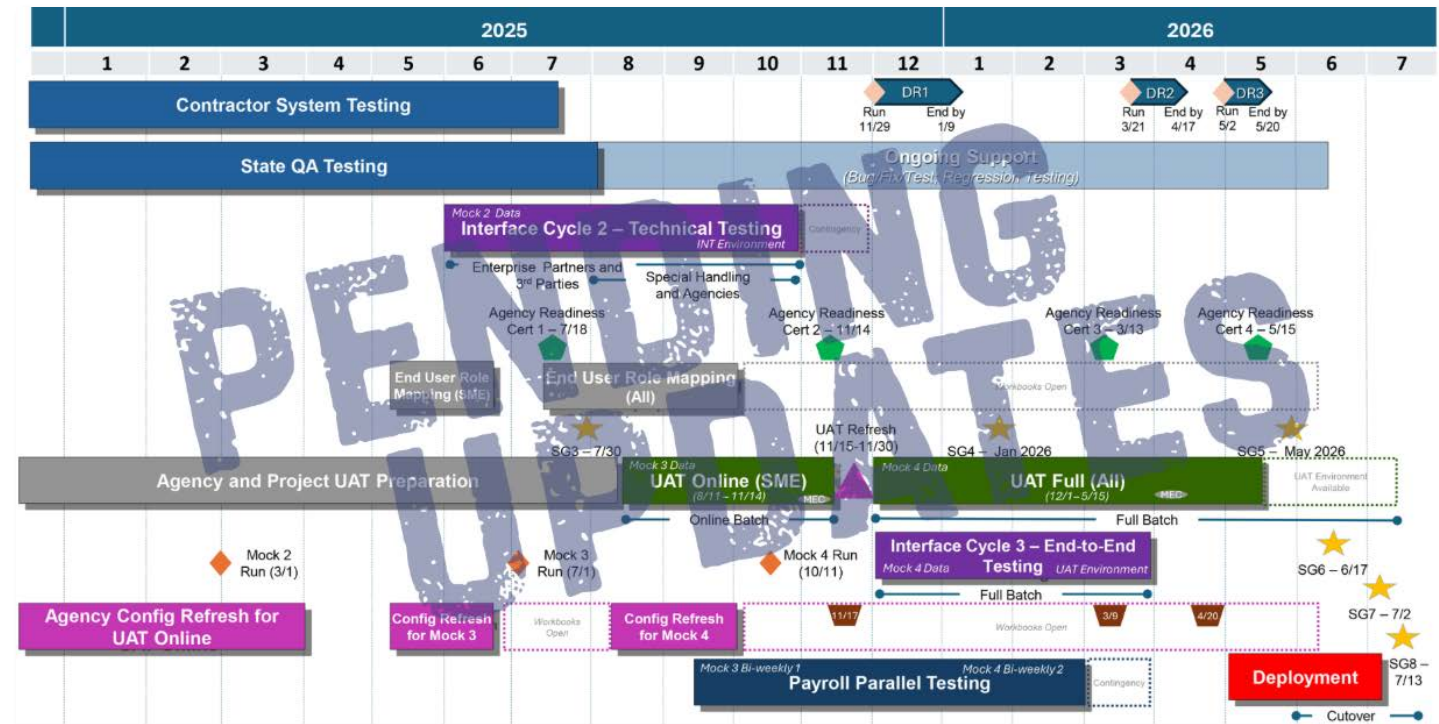
- ▶ Most common categories
  - Agency Business Systems and Staffing and Resource Availability
- ▶ New issues' common themes
  - Staffing and loss of institutional knowledge
  - Information sharing
  - Interface testing and data readiness



# Readiness Activities

## Bimonthly Agency Readiness Status Reports – Assumptions

- ▶ 32 new assumptions logged
- ▶ Common themes
  - Impacts of UAT delay
  - The Project to provide necessary process steps for testing
  - The Project's responsibility to engage with agencies during testing activities
  - The Project will communicate cutover details



# TRAINING ACTIVITIES

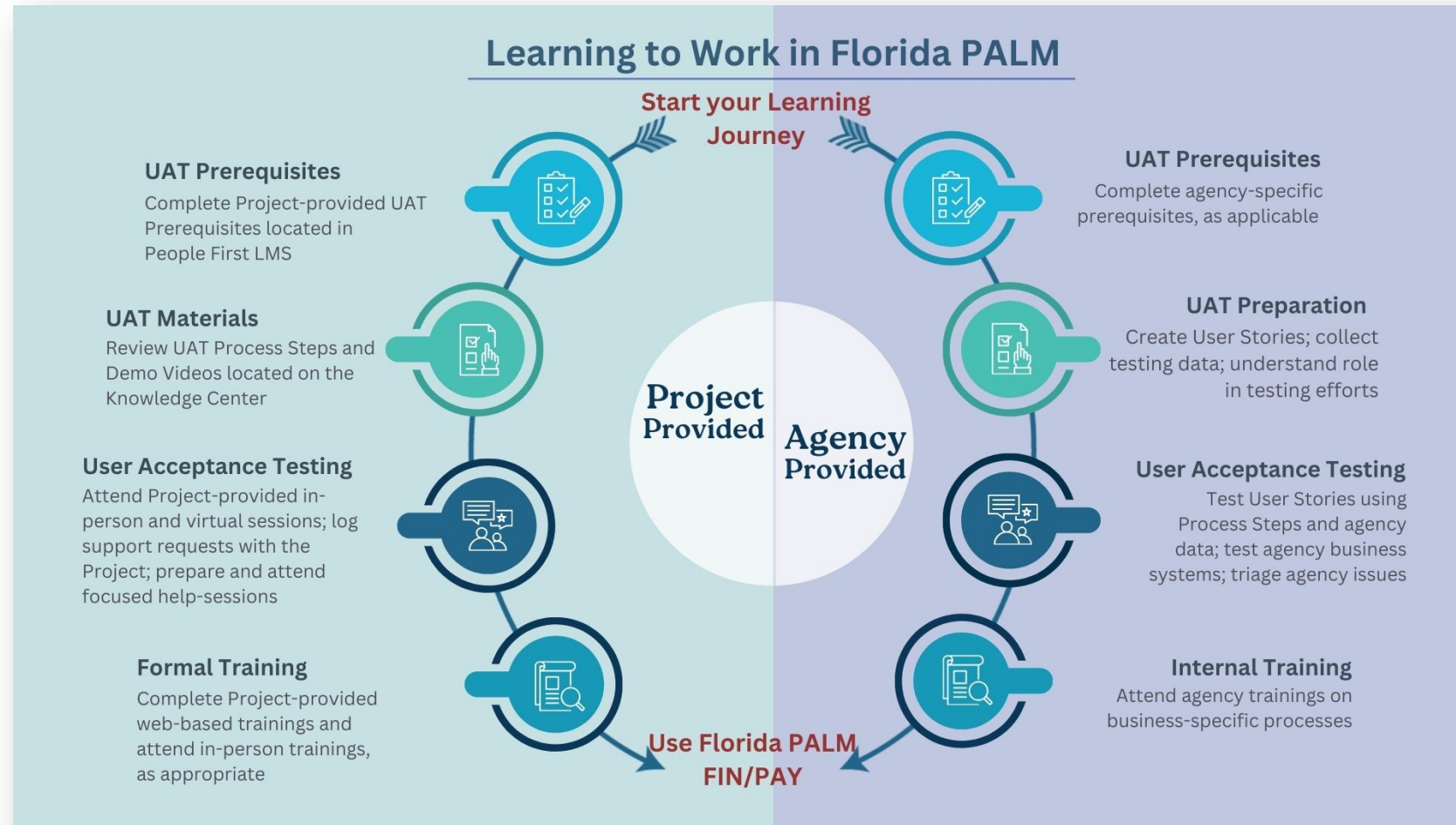
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# Training Activities

## Learning Journey



- Project and Agency activities are essential to agency end user learning
- We are on step two: UAT Materials and UAT Preparation
- This journey can be followed by existing and future end users and on a pace that works for them





# Training Activities

## UAT Training Materials – Prerequisites

### UAT Prerequisites Data

#### Prerequisites and Knowledge Checks



**13**

Programs  
Available

- 872 Unique Individuals have accessed training / 3,337 Completions

#### Pre-Materials



**13**

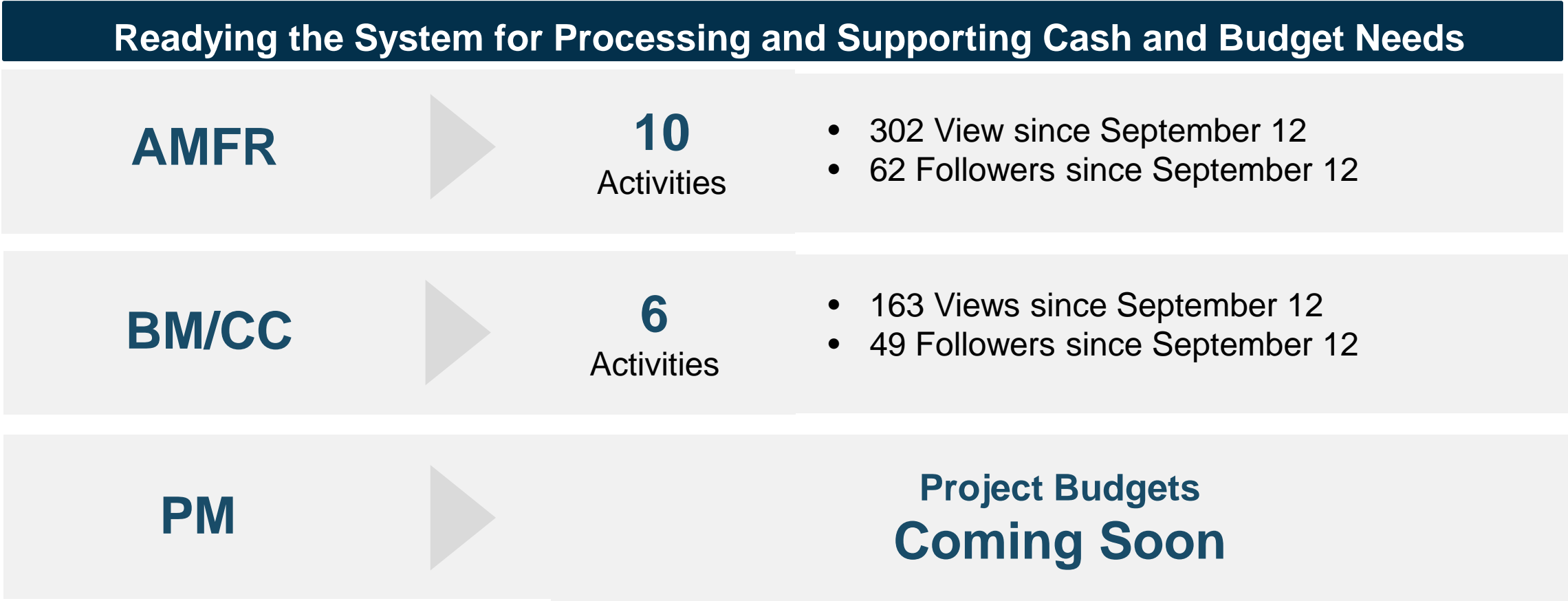
Demos

- 278 Views since September 12
- 8 Followers since September 12



# Training Activities

## UAT Training Materials – Process Steps



# Training Activities

## UAT Training Materials – Pre-Materials

Subject	Topic	Activity	Role Name	Pre-Materials	Pre-Work
ChartFields					
Setting up Agency and Statewide ChartField Values	Managing ChartFields Requests	Processing and Completing the ChartField Request and Fund Questionnaire Form - Statewide	DFS CM Bank Account Maintainer DFS GL COA Approver DFS GL COA Maintainer DFS GL COA Processor DFS GL BFR Approver	<a href="#">Demo: How to complete the COA Request Form</a>  <a href="#">Demo: Creating a ChartField Structure Request for Agency OA2</a>  <a href="#">Demo: How to Complete the Fund Questionnaire</a>  <a href="#">Demo: How to Approve the Fund Questionnaire</a>	
		Processing and Completing the ChartField Request and Fund Questionnaire Form - Agency	Agency GL Fiscal Approver Agency GL COA Maintainer Agency GL COA Processor	<a href="#">Demo: How to Verify the Status of a Fund Questionnaire Request</a>	
		Using the Inbound ChartField Mass Upload Spreadsheet	Agency GL COA Maintainer	<a href="#">Demo: How to Complete a Spreadsheet Upload (GLI039)</a>	
		Requesting a Budgetary Value Combination Edit - Agency	Agency GL Fiscal Approver Agency GL COA Maintainer Agency GL COA Processor		
SpeedKeys					
Setting up SpeedKeys	Managing SpeedKey Requests	Creating SpeedKey Requests for Non-Payroll, PCard, and Payroll	Agency GL COA Processor Agency GL COA Maintainer DFS SpeedKey Approver	<a href="#">Demo: Creating a SpeedKey</a>	
Allotments					
Setting up Agency Allotment Budgets	Managing Agency Budget Allotments or Revenue Estimates	Creating or Modifying an Allotment or Revenue Estimate - Online Manually or Spreadsheet Upload	Agency KK Budget Maintainer Agency KK Budget Processor Agency KK Spreadsheet Upload Processor	<a href="#">Demo: Creating a Budget Allotment or Revenue Estimate Budget Journal – Online Manually</a>  <a href="#">Demo: Approving and Verifying a Budget Allotment or Revenue Estimate - Online Manually</a>	
		Verifying Budget Allotments and Revenue Estimates Loads	Agency KK Budget Maintainer Agency KK Budget Processor Agency KK Spreadsheet Upload Processor	<a href="#">Demo: Using KK Spreadsheet Upload</a>  <a href="#">Demo: Commitment Control Budgets Overview Page</a>  <a href="#">Demo: How to Complete an Inbound Journal Spreadsheet Upload (GLI011)</a>	
Project Budgets					
Setting up Project Budgets	Creating and Maintaining Projects	Creating or Updating a Project Budget	Agency PC Processor Agency PC Maintainer	<a href="#">Demo: Project Budget Spreadsheet Upload (PCI008)</a>	



# NEXT MEETING

OCTOBER 22, 2025  
FIRST DISTRICT COURT OF APPEAL



CONTACT US

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KNOWLEDGE CENTER

[HTTPS//:MYFLORIDACFOFLORIDAPALM.US.DOCUMENT360.IO](https://:MYFLORIDACFOFLORIDAPALM.US.DOCUMENT360.IO)

