

|                              |                                                                                                                                                                                                                                                                                                                                          |                                          |                                                                             |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------------------------------------------|
| <b>Project Name:</b>         | <i>Florida PALM Project</i>                                                                                                                                                                                                                                                                                                              | <b>FL-ITPF Phase:</b>                    | <i>Execution</i>                                                            |
| <b>Project Sponsor:</b>      | <i>Steven Fielder</i>                                                                                                                                                                                                                                                                                                                    | <b>Project Director:</b>                 | <i>Jimmy Cox</i>                                                            |
| <b>Status Report Period:</b> | <i>July 1, 2026 – July 31, 2026</i>                                                                                                                                                                                                                                                                                                      | <b>Current Project R&amp;C Category:</b> | <i>4</i>                                                                    |
| <b>Project Start Date:</b>   | <i>Project funding began July 1, 2014</i>                                                                                                                                                                                                                                                                                                | <b>Project End Date:</b>                 | <i>July 19, 2027</i><br><i>(Funding appropriated through June 30, 2027)</i> |
| <b>Project Description</b>   | <i>The Florida Planning, Accounting, and Ledger Management (PALM) Project was formed to replace the State of Florida's legacy accounting and cash management systems with an integrated, enterprise financial management solution that will allow the State to organize, define, and standardize its financial management processes.</i> |                                          |                                                                             |

## **1 – FLORIDA PALM STATUS OVERVIEW**

### **A. Summary Update**

*Executive summary of project activities during the reporting period*

During this reporting period, the Project remained within budget and on schedule. Project work focused on several areas: Interface Testing, including Cycle 2 and Cycle 3; Parallel Payroll Testing; Regression Testing; Performance Testing; PeopleTools Upgrade Testing; Exadata Upgrade testing and implementation; Dry Run 2; continued support and execution of All Agency User Acceptance Testing (UAT), which began in February; and design and build of end-user training materials, including the End User Manual.

In support of agency engagement, readiness, and training, the Project conducted Agency Sponsor and agency touchpoints; hosted Thursday Task Talks; held focused conversations with agencies and enterprise partners in areas of specific importance; administered three virtual office hours in support of All Agency UAT; updated the Deployment Planning article in the Knowledge Center to include Enterprise Partner cutover dates; published three new agency-requested resources to the Agency Exchange Library; and published and updated various process steps, demo videos, resources and articles on the Knowledge Center to support end user testing. Published an Agency UAT Engagement Plan Template to assist agency submission, per the FY 2026-2027 GAA (Section 249). In addition, the Project is developing process steps to support users involved in upcoming in-person UAT sessions focused on year-end activities associated with Account Management and Financial Reporting, Disbursements Management, Inter/IntraUnit, and Payroll Management.

| <b>B. Implementation Status</b>                                                                                                                 |     |    |                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|-----------------------------|
|                                                                                                                                                 | Yes | No | Explain:                    |
| <b>Is the project on schedule?</b><br><i>If no, explain why and what corrective action(s) are planned to bring the project back on schedule</i> | ✓   |    | The Project is on schedule. |

| B. Implementation Status                                                                                                                                        |     |    |                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|------------------------------------------------------------------------|
|                                                                                                                                                                 | Yes | No | Explain:                                                               |
| Will the project complete on schedule?                                                                                                                          | ✓   |    | The Project will complete on time.                                     |
| Is the project currently within budget?<br><small>If not, explain why and what corrective action(s) are planned to bring the project back within budget</small> | ✓   |    | The Project is currently within budget.                                |
| Will the project remain within budget?                                                                                                                          | ✓   |    | Spend Plan details provided in Section 5A.                             |
| Were any Project Change Requests approved during this reporting period?                                                                                         |     | ✓  | No Project Change Requests were received during this reporting period. |
| Have any risks or issues impacted the project during the reporting period?                                                                                      | ✓   |    | See Section 3A and 3B.                                                 |

| C. Scope Changes                                                                                                                                                                                                                                                     |             |                 |                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------|------------------------------------------------------------------------------|
| <small>List all scope changes (any changes from the original project objectives and deliverables that impact the project schedule or budget identified during this reporting period, including those that may impact the project in later reporting periods.</small> |             |                 |                                                                              |
| Scope Change Description                                                                                                                                                                                                                                             | Cost Impact | Schedule Impact | Status (if approved, include approval date) / Variance Explanation / Comment |
| N/A                                                                                                                                                                                                                                                                  | N/A         | N/A             | N/A                                                                          |

## **2 – IMPLEMENTATION PROGRESS**

| <b>A. Key Performance Indicators</b>                                            |                                   |                                                                                                                                                                                                                               |                                            |                                          |                                           |                                              |
|---------------------------------------------------------------------------------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------------------|-------------------------------------------|----------------------------------------------|
| <i>Project Key performance indicators over the last four reporting periods.</i> |                                   |                                                                                                                                                                                                                               |                                            |                                          |                                           |                                              |
| Reference Number                                                                | Measure                           | Target Data                                                                                                                                                                                                                   | Past Reporting Period<br><i>April 2026</i> | Past Reporting Period<br><i>May 2026</i> | Last Reporting Period<br><i>June 2026</i> | Current Reporting Period<br><i>July 2026</i> |
| C-2                                                                             | Project Spend Plan Variance (SPV) | G = -.25 – .05<br>Y = .06 to .15 or under -.25<br>R = >.15                                                                                                                                                                    | -0.04                                      | -0.02                                    | -0.04                                     | -0.32                                        |
| S-1                                                                             | Schedule Performance Index (SPI)  | G = .90 – 1.10<br>Y = .84 - .89 or 1.11 – 1.16<br>R = < .84 or >1.16                                                                                                                                                          | 0.98                                       | 0.98                                     | 0.98                                      | 0.98                                         |
| S-2                                                                             | Schedule Variance Percentage (SV) | G = +/- ≤.05<br>Y = +/- >.05 and ≤.11<br>R = +/- >.11                                                                                                                                                                         | -0.02                                      | -0.02                                    | -0.02                                     | -0.02                                        |
| R-1                                                                             | Risks Transitioned into Issues    | G = 0 or 1<br>Y = 2 or 3<br>R = > 3                                                                                                                                                                                           | 0                                          | 0                                        | 0                                         | 0                                            |
| R-2                                                                             | Under Evaluation Risk Aging       | G = <20 business days before mitigation / monitoring plan is defined<br>Y = > 20 or ≤30 business days before mitigation / monitoring plan is defined<br>R = > 30 business days before mitigation / monitoring plan is defined | 0                                          | 0                                        | 0                                         | 0                                            |
| I-1                                                                             | Overdue Issues                    | G = 0 or 1 total overdue issues<br>Y = 2 to 4 total overdue issues<br>R = ≥5 total overdue issues                                                                                                                             | 0                                          | 1                                        | 1                                         | 0                                            |
| CR-1                                                                            | Change Request Aging              | G = <1 day<br>Y = >1 and ≤5 days<br>R = >5 days                                                                                                                                                                               | 0                                          | 0                                        | 0                                         | 0                                            |

| <b>A. Key Performance Indicators</b>                                            |                            |                                                                                                                                                                                                                                        |                                            |                                          |                                           |                                              |
|---------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------------------|-------------------------------------------|----------------------------------------------|
| <i>Project Key performance indicators over the last four reporting periods.</i> |                            |                                                                                                                                                                                                                                        |                                            |                                          |                                           |                                              |
| Reference Number                                                                | Measure                    | Target Data                                                                                                                                                                                                                            | Past Reporting Period<br><i>April 2026</i> | Past Reporting Period<br><i>May 2026</i> | Last Reporting Period<br><i>June 2026</i> | Current Reporting Period<br><i>July 2026</i> |
| G-1                                                                             | Decision Aging             | G = <1 day<br>Y = >1 and ≤5 days<br>R = >5 days                                                                                                                                                                                        | 0                                          | 0                                        | 0                                         | 0                                            |
| Q-1                                                                             | Contractor Service Quality | G = No contractors failing the service quality assessment for any one month<br>Y = Any contractors with a failed service quality assessment for one month<br>R = Any contractors with a failed service quality assessment for >1 month | 0                                          | 0                                        | 0                                         | 0                                            |
| ST-1                                                                            | Project Staffing           | G ≥ 95% of planned positions staffed<br>Y = ≥ 85% and <95% of planned positions staffed<br>R = < 85% of planned positions staffed                                                                                                      | 86%                                        | 87%                                      | 87%                                       | 85%                                          |

| <b>B. Success Criteria</b>                                                                                               |                                                                                                    |             |             |                                                         |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------|-------------|---------------------------------------------------------|
| <i>Progress towards critical success factors as listed in the Project's Legislative Budget Request for the FY 25/26.</i> |                                                                                                    |             |             |                                                         |
| Number                                                                                                                   | Criteria                                                                                           | Target Date | Actual Date | Status<br>( C=Completed<br>IP= In Progress<br>F=Future) |
| 1                                                                                                                        | A financial management solution to replace CMS is implemented.                                     | 07/2021     | 07/2021     | C                                                       |
| 2                                                                                                                        | A financial management solution to replace Central and Departmental FLAIR is implemented.          | 01/2027     | N/A         | IP                                                      |
| 3                                                                                                                        | A financial management solution to replace Payroll component of FLAIR is implemented.              | 01/2027     | N/A         | IP                                                      |
| 4                                                                                                                        | A data warehouse and reporting solution to replace the FLAIR Information Warehouse is implemented. | 01/2027     | N/A         | IP                                                      |

### C. Stage Gate Decision (Milestones)

Stage Gate Decisions planned for action by the Project Director and/or Executive Steering Committee, and the status of each item listed (Completed, In Progress, Future).

| Stage Gate Decision Name            | Contractual Due Date | Actual Finish Date<br>(completed) | Status<br>(C=Completed<br>IP= In Progress<br>F=Future) |
|-------------------------------------|----------------------|-----------------------------------|--------------------------------------------------------|
| SG1 – Ready to Start Build          | 12/29/2023           | 11/08/2023                        | C                                                      |
| SG2 – Ready to Begin System Testing | 08/30/2024           | 08/05/2024                        | C                                                      |
| SG3 – Ready to Begin UAT            | 01/21/2026           | 01/21/2026                        | C                                                      |
| SG4 – Agency Readiness              | 11/18/2026           | N/A                               | IP                                                     |
| SG5 – Deployment Readiness          | 12/16/2026           | N/A                               | IP                                                     |
| SG6 – Confirm Deployment            | 01/04/2027           | N/A                               | F                                                      |
| SG7 – Go-Live                       | 01/11/2027           | N/A                               | F                                                      |

### D. Deliverables

Project deliverables which were due to be completed and/or completed during the reporting period, and those that are past due.

| Deliverable Name                             | Contractual Due Date | Actual Finish Date<br>(completed) | Deliverable Cost |
|----------------------------------------------|----------------------|-----------------------------------|------------------|
| DEL D675 - Completion of Performance Testing | 07/28/2026           | TBD                               | \$1,480,900      |

## 3 – IMPLEMENTATION ISSUES / RISKS

### A. Implementation Issues

Issues created, open, or closed within this reporting period related to implementation.

| Issue Description                    | Status<br>(Open / Closed) | Priority | Resolution Approach                      | Resolution Date | Owner     |
|--------------------------------------|---------------------------|----------|------------------------------------------|-----------------|-----------|
| Issue 39 – FRS File Processing Issue | Open                      | Critical | The Project will complete the following: | 09/30/2026      | Jimmy Cox |

## A. Implementation Issues

*Issues created, open, or closed within this reporting period related to implementation.*

| Issue Description | Status<br>(Open / Closed) | Priority | Resolution Approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Resolution<br>Date | Owner |
|-------------------|---------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------|
|                   |                           |          | <ol style="list-style-type: none"> <li>1. Conduct weekly check-in meeting to discuss the status of the steps detailed in items 2-6.</li> <li>2. Complete the current processing of the API129 – Inbound Retiree Payment Load file received on April 17, 2026, in the Interface Testing environment (FININT2) and generate the API031 – Outbound Voucher and Payment Extract (EOD Monday, June 15, 2026). – <b>COMPLETE; June 14, 2026</b></li> <li>3. Prepare the FINUPG2 environment to test the end-to-end processing of the API129 file, which would include performance tuning fixes (e.g., hints, indexes, stats, etc.) that have been applied to-date, per testing in FININT2 in order to obtain an updated baseline of the processing timing for each downstream process. – <b>COMPLETED on June 23, 2026</b> <ol style="list-style-type: none"> <li>a. Requested and received a new API129 file from FRS using FINUAT2 (Mock 4) data for conducting Pass 1 testing.</li> <li>b. Confirmed which jobs will leverage parallel processing and established run controls accordingly.</li> <li>c. Created a workplan to track job processing order and timings of the Pass 1 and Pass 2 testing.</li> <li>d. Completed migrations of latest code, performance tunes, security and batch</li> </ol> </li> </ol> |                    |       |

## A. Implementation Issues

*Issues created, open, or closed within this reporting period related to implementation.*

| Issue Description | Status<br>(Open / Closed) | Priority | Resolution Approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Resolution<br>Date | Owner |
|-------------------|---------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------|
|                   |                           |          | <p>run controls to FINUPG2, as applicable.</p> <p>e. Updated Tidal Batch and applicable AP related configurations to support testing.</p> <p>4. Conduct end-to-end testing (<b>Pass 1</b>) of the API129 file in FINUPG2 and analyze testing outcomes to identify and apply additional performance tunes for high-volume scenarios (i.e., budget check, pay cycle, etc.), as applicable. – <b>COMPLETE (6/23/26 – 6/28/26)</b></p> <p>a. Request a new API129 file from FRS using FINUAT2 Mock 4 data for conducting Pass 2 testing.</p> <p>5. Analyze Pass 1 outcomes and apply findings to Pass 2 testing. Conduct end-to-end testing (<b>Pass 2</b>) of the API129 file in FINUPG2 to validate final timings and determine remaining limiting functional (the job) or technical (infrastructure) factors, as applicable to confirm next steps.-Completion date for Pass 2 may be impacted if findings are identified that require Oracle support and/or complex code fixes. – <b>COMPLETE (7/1/26 – 7/8/26)</b></p> <p>6. Analyze Pass 2 outcomes and confirm acceptable performance timings and confirm next steps. – <b>COMPLETED (7/7/26 – 7/8/26)</b></p> |                    |       |

## A. Implementation Issues

*Issues created, open, or closed within this reporting period related to implementation.*

| Issue Description | Status<br>(Open / Closed) | Priority | Resolution Approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Resolution<br>Date | Owner |
|-------------------|---------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------|
|                   |                           |          | <p>7. Per Pass 1 and Pass 2 outcomes, an additional <b>Pass 3</b> will be executed to test performance of a separate file of 40k transactions to determine if performance of a smaller subset of transactions will have improved timings. Outcomes will assess whether the monthly file should be split into smaller files to allow processing to complete within acceptable timings. – <b>COMPLETED (7/15/26 – 7/17/26)</b></p> <p>8. Per Pass 3 outcomes, an additional <b>Pass 4</b> will be executed to test performance of a separate file of ~500k transactions to determine the performance of budget check running sequentially with Pay Cycle running in parallel to determine the timings. <b>COMPLETED (7/21/2026 – 7/24/2026)</b></p> <p>9. Per Pass 4 outcomes, an additional <b>Pass 5</b> will be executed to test performance of the ~500k transactions broken into 10 separate files where transactions within each file are coded to the same ChartField string to determine the performance of budget check running each transaction set in parallel. The information gathered from test passes 1 – 5 will provide the information needed to finalize the overall file processing approach in Production at Go-Live. <b>COMPLETED (7/28/2026 – 8/3/2026)</b></p> <p>10. Per Pass 1 – 5 outcomes, a final <b>Pass 6</b> will be executed that reflects the optimal approach for loading the API129 file with all</p> |                    |       |



## A. Implementation Issues

*Issues created, open, or closed within this reporting period related to implementation.*

| Issue Description | Status<br>(Open / Closed) | Priority | Resolution Approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Resolution<br>Date | Owner |
|-------------------|---------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------|
|                   |                           |          | <p>tunes applied to the environment. <b>NOT STARTED; complete by August 14, 2026,</b></p> <p>The solution would consist of the following:</p> <ol style="list-style-type: none"> <li>Along with the various performance hints/indexes/SQL profiles that have been applied, a technical configuration in PS Options will be updated to increase the number of online temp table instances that can process data in conjunction with select batch activity to limit collisions and table locking. As a result, temp tables will be rebuilt to align with the configuration change, as well as re-seeding stats to allow the Oracle optimizer to make better explain plan decisions to optimize performance.</li> <li>API129 will be modified to populate Pay Groups on the FRS01 vouchers being paid via ACH once they have been loaded to the voucher staging tables to allow multiple pay cycles to be run in parallel to improve processing timing. Pay Groups will not be referenced on FRS01 vouchers being paid via warrant or 72000 vouchers being paid via warrants or ACH vouchers as the volume is low.</li> <li>The “FRS” origin for vouchers under the 72000 BU will be configured to require workflow routing to account for supplier transactions that may be</li> </ol> |                    |       |

## A. Implementation Issues

*Issues created, open, or closed within this reporting period related to implementation.*

| Issue Description                                     | Status<br>(Open / Closed) | Priority | Resolution Approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Resolution<br>Date | Owner            |
|-------------------------------------------------------|---------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------|
|                                                       |                           |          | <p>subject to DOR or IRS levy. The Origin for vouchers under the FRS01 BU will be set to pre-approved, allowing the transactions to bypass workflow.</p> <p>d. The Budget Check job configuration will have 21 run controls for BU FRS01 that are configured with a supplier range of 25K suppliers each and 1 run control for BU 72000. The jobs will be configured in Tidal to run sequentially.</p> <p>11. Pay Cycle will be configured with 10 run controls by pay group for FRS01 vouchers being paid via ACH that will run in parallel. Conduct discussions to identify a custom solution that would bypass the budget and cash checking processes at the detailed level and complete these processes using summarized entries at each ChartField sting combination. All other processes would be applied, including implementing the workflow change to bypass workflow for SetID FRS01, creating vouchers, creating detailed accounting entries, etc. – <b>IN PROGRESS</b></p> <p>12. Obtain an API129 file from FRS to load and process file in FINUAT2 after the UAT refresh. – <b>NOT STARTED; complete by September 26, 2026</b></p> |                    |                  |
| Issue 40 – Interface Abends Causing Batch Disruptions | Open                      | High     | To resolve this Issue the Project will complete the following:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 09/04/2026         | Matthew Breeding |

## A. Implementation Issues

*Issues created, open, or closed within this reporting period related to implementation.*

| Issue Description | Status<br>(Open / Closed) | Priority | Resolution Approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Resolution<br>Date | Owner |
|-------------------|---------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------|
|                   |                           |          | <ol style="list-style-type: none"> <li>1. Conduct weekly check-in meetings to discuss the status of steps detailed in steps 2-5.</li> <li>2. Identify all inbound interfaces that require remediation and the Run Control parameter(s) needed for each interface. This would include any inbound interface with no Run Control parameters, which will be leveraged by more than one interface partner. - <b>Completed July 10, 2026</b></li> <li>3. Determine the grouping/order of interfaces to be updated and the time needed to develop, test and promote the code and Tidal batch changes to the appropriate FIN/PAY UAT environments. - <b>Completed July 10, 2026</b></li> <li>4. Execute the following for each interface as planned in the previous step, in the timeframe described in the Group Start and End Dates in the table in the Background:               <ol style="list-style-type: none"> <li>a. Update the App Engine program accordingly and unit test in Dev.</li> <li>b. Promote SIT and system test.</li> <li>c. Prepare Tidal batch changes in UAT ahead of promotion.</li> <li>d. Disable old Tidal jobs.</li> <li>e. Promote updated App Engine programs to UAT and enable new Tidal jobs.</li> </ol> </li> <li>5. Monitor updated batch jobs for performance and stability.</li> </ol> |                    |       |

## B. Implementation Risks

*Risks created, open, or closed within the reporting period with risk score of 6 or greater.*

| Risk Description                                                                                                                      | Status<br>(Open / Closed) | Risk<br>Score | Mitigation/Response Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Trend      | Owner           |
|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|
| Risk 1 - The Project may have negative impacts due to insufficient staffing, delays in onboarding, or the loss of critical personnel. | Open                      | 9             | <p>The Project will track the status of all positions to identify where possible, which positions will be coming vacant and when. The Project will use, at a minimum, the following resources and strategies to decrease the time needed to fill the vacancy, onboard the new team member, and to bring the team member up to speed quickly:</p> <ol style="list-style-type: none"> <li>1. Florida PALM Orientation and Onboarding materials and process</li> <li>2. Standard Operating Procedures</li> <li>3. Florida PALM Project Management Plan</li> <li>4. Project Team member mentoring</li> <li>5. Accenture Staffing Plan</li> <li>6. Onboarding Checklist</li> </ol> <p>The Project will also:</p> <ol style="list-style-type: none"> <li>1. Identify primary and backup resources for key decision-making and operational roles to ensure continuity in the event of vacancies, turnover, or onboarding delays.</li> <li>2. Hold regular staff meetings with the Team Managers, Project Architects and Project Directors to provide updates on Project progress, planning, and needs.</li> <li>3. Where possible, hire replacements sufficiently in advance to allow overlap, shadowing, and effective knowledge transfer from current resources.</li> <li>4. Keep the ESC and Executive sponsors informed of staffing issues as appropriate.</li> </ol> | Increasing | Angie Robertson |

## B. Implementation Risks

*Risks created, open, or closed within the reporting period with risk score of 6 or greater.*

| Risk Description                                                                                                                                     | Status<br>(Open / Closed) | Risk<br>Score | Mitigation/Response Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Trend      | Owner     |
|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|
|                                                                                                                                                      |                           |               | <ul style="list-style-type: none"> <li>5. Review the SSI contractor staffing plan regularly to ensure alignment with the planned activities or Schedule tasks.</li> <li>6. Partner with other DFS Divisions and Bureaus to enhance awareness and understanding of the needs of the Project regarding personnel and technology resources.</li> <li>7. Leverage staff augmentation resources, where possible, to perform planned activities.</li> <li>8. Transition resources from other Project activities when those activities have been completed and the resources become available.</li> <li>9. Monitor retention risks and workforce trends to identify potential staffing concerns early and develop transition or succession plans for critical positions.</li> <li>10. Maintain current documentation, decision logs, and knowledge transfer artifacts to reduce dependency on individual resources and preserve institutional knowledge.</li> <li>11. Work to identify the Project's post go-live organizational structure and share it with the Project team when possible.</li> </ul> |            |           |
| Risk 2 – External stakeholders (e.g., Legislature, EOG) and agencies expectations may not be aligned with the Florida PALM cost, schedule, or scope. | Open                      | 9             | <p>Project Directors will provide Project cost, schedule, and scope updates to external stakeholders regularly using the monthly Project status reports. other required reports per Proviso, legislative meetings (e.g., committee meetings) and other ad hoc opportunities.</p> <p>The Project will:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Increasing | Jimmy Cox |

## B. Implementation Risks

*Risks created, open, or closed within the reporting period with risk score of 6 or greater.*

| Risk Description                                                                             | Status<br>(Open / Closed) | Risk<br>Score | Mitigation/Response Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Trend      | Owner           |
|----------------------------------------------------------------------------------------------|---------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|
|                                                                                              |                           |               | <ol style="list-style-type: none"> <li>1. Share information about business process models, process steps, interfaces, conversions, data, and reports through the Knowledge Center as they are updated.</li> <li>2. Share comprehensive details about the Solution (FIN/Payroll/DW) as it becomes available and is ready for distribution.</li> <li>3. Share information through activities, such as Advisory Council meetings and Sponsor Summits, and through written materials, such as Newsletters, Sponsor Scoops, and articles in the Knowledge Center.</li> <li>4. Address agency questions during Readiness Touchpoints, Task Talks, and Office Hours, review and resolve agency submitted ServiceNow tickets, and publish the Known Issues and Enhancements List on the Knowledge Center.</li> </ol> |            |                 |
| Risk 4 – Agencies' ability to adequately engage and participate may impact agency readiness. | Open                      | 9             | <p>The Project will utilize one or more of the following mitigations to manage the risk:</p> <ol style="list-style-type: none"> <li>1. Conduct monthly meetings between Readiness Coordinators and agency Change Champion Network members to discuss their internal readiness and preparation to transition to Florida PALM.</li> <li>2. Conduct meetings between Project leadership and agency sponsors to discuss the agency's progress and any concerns, needs, or roadblocks that the agency is facing in their transition activities.</li> </ol>                                                                                                                                                                                                                                                        | Increasing | Angie Robertson |

## B. Implementation Risks

*Risks created, open, or closed within the reporting period with risk score of 6 or greater.*

| Risk Description                                                                                                                                            | Status<br>(Open / Closed) | Risk<br>Score | Mitigation/Response Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Trend      | Owner     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|
|                                                                                                                                                             |                           |               | 3. Lead meetings and workshops designed to share timely and relevant information with agencies throughout the Project lifecycle.<br>4. Provide tools and information (e.g., graphics and content) to support messaging and communication within the agency regarding key implementation activities and change impacts.<br>5. Review of Monthly Agency Status Reports and All-Agency UAT metrics for indicators and trends relating to engagement difficulties.<br>6. Provide agency UAT metrics on the Florida PALM website and discuss in AC and / or ESC meetings.<br>7. Require agency update on Readiness Certification #3 mitigation plans in Monthly Agency Status Reports starting in August.<br>8. Require agency update on Readiness Certification #4 progress in Monthly Agency Status Reports starting in September.<br>9. Request agency leadership attendance at the October and / or November ESC meetings to address readiness gaps. |            |           |
| Risk 5 – The timing and efficiency of information sharing between enterprise partners and agencies and the Project could impact the success of the Project. | Open                      | 6             | The Project will leverage existing meetings and schedule additional as needed to discuss the Project's timeline and status identifying timing for key work to be completed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Increasing | Jimmy Cox |
| Risk 14 – UAT Exit Criteria for Florida PALM                                                                                                                | Open                      | 9             | Dry Run 2 activities and the results of that conversion activity are the key mechanism the Project will use to affirm items 1, 2, 3, 4, 5, 12, & 13 required in the Proviso. As such, the mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Increasing | Jimmy Cox |

## B. Implementation Risks

*Risks created, open, or closed within the reporting period with risk score of 6 or greater.*

| Risk Description | Status<br>(Open / Closed) | Risk<br>Score | Mitigation/Response Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Trend | Owner |
|------------------|---------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|
|                  |                           |               | <p>activities related to promoting the successful completion of Dry Run 2 include:</p> <ul style="list-style-type: none"> <li>• Conducting an extensive debrief at the conclusion of Dry Run 1 to identify refinements and enhancements to the Dry Run process.</li> <li>• Requiring agencies complete monthly conversion and configuration maintenance tasks, with weekly monitoring and follow-up from the Readiness Team.</li> <li>• Provide agency UAT metrics on the Florida PALM website and discuss in AC and / or ESC meetings.</li> <li>• Require agency update on Readiness Certification #3 mitigation plans in Monthly Agency Status Reports starting in August.</li> <li>• Require agency update on Readiness Certification #4 progress in Monthly Agency Status Reports starting in September.</li> <li>• Request agency leadership attendance at the October and / or November ESC meetings to address readiness gaps.</li> <li>• Aligning the data pull from FLAIR for Dry Run 2 to be at fiscal year-end.</li> <li>• Loading the Dry Run 2 results into the UAT environment and coordinating reconciliation and review activities with agencies and other stakeholders.</li> </ul> <p>Alignment and communication with enterprise partners (EP) are the key mechanisms the Project will use to mitigate the risk of not being able to</p> |       |       |



## B. Implementation Risks

*Risks created, open, or closed within the reporting period with risk score of 6 or greater.*

| Risk Description | Status<br>(Open / Closed) | Risk<br>Score | Mitigation/Response Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Trend | Owner |
|------------------|---------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|
|                  |                           |               | <p>achieve items 7 through 10, and 14. The testing activities, including the UAT activities with those systems' users in their respective test environment, have begun. The Project and the applicable EP will continue to meet regularly to confirm ongoing timing and alignment.</p> <p>For items 6 and 11, the Project will continue to use Monthly Progress Reporting for Testing activities to monitor the progress of individual agency business system remediation and testing activities through the end of UAT. In addition, Readiness Certification #4, required to be submitted by Agency Sponsors at the conclusion of UAT, requires that:</p> <ul style="list-style-type: none"> <li>critical interfaces needed for go-live have been tested and validated; and</li> <li>remediation of critical agency business systems, needed for go-live, has been tested and validated.</li> </ul> |       |       |

## 4 PROJECT VARIANCE

| Variance                                                                |             |             |           |                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------|-------------|-------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Category                                                                | Baseline    | Actual      | Variance* | Variance Methodology                                                                                                                                                                                                                                       |
| Scope                                                                   | 1           | 0           | -1        | Based on current month planned and actual Deliverables (DEL) and Work Products (WP) accepted or approved.<br><br>Calculation of Variance: ((# of DEL & WP scheduled to be completed) – (# of DEL & WP accepted)) / # of DEL & WP scheduled to be completed |
| Schedule                                                                | 1           | 0.98        | -0.02     | Based on the Schedule Performance Index (SPI) for the month. Previous Reporting Period Actuals:<br>April: .98, May: .98, and June: .98<br><br>Calculation of Variance:<br>1 - SPI for the Month                                                            |
| Budget                                                                  | \$6,213,584 | \$4,195,585 | -0.32     | Based on current month projected and actual costs.<br><br>Calculation of Variance:<br>(Month Baseline Projected Cost – Month Actual Cost) / Month Baseline Projected Cost                                                                                  |
| *A positive Variance reflects Actuals amount greater than the Baseline. |             |             |           |                                                                                                                                                                                                                                                            |

## 5 SPEND PLAN AND PROJECT COSTS

### A. Spend Plan

*Additional information provided in the attached Project Spend Plan and Release notes*

The Florida PALM Project was appropriated \$70,902,989 for FY 2026-27. As of the end of this reporting period, \$23,479,653 has been released, \$4,195,585 has been projected fiscal year to date, \$4,195,585 has been incurred, and \$3,281,004 has been paid. See the Florida PALM Project Spend Plan for additional details.

## B. Invoices

*Invoices paid during the reporting period.*

Information for each invoice paid relating to the Software and System Integrator (SSI) Contract can be found here: [Florida PALM July SSI Invoice Paid Monthly Report](#)

Information for all other invoices can be found here: [Florida PALM July Invoice Paid Monthly Report](#)

## C. Purchase Orders / Contracts

*Purchase Orders approved, and Contracts and Contract amendments executed during the reporting period.*

Information for each purchase order authorized during this reporting period can be found here: [Florida PALM July Contract & PO Monthly Report](#)

## D. Procurements

*All procurements completed, in progress, or expected in the future for this reporting period.*

| Procurement                             | Estimated Cost | Status<br>(C=Completed<br>IP= In Progress<br>F=Future) | Planned Start Date | Actual Start Date | Planned Finish Date | Actual Finish Date | Additional Comments                                                                                                                                                                                                                                         |
|-----------------------------------------|----------------|--------------------------------------------------------|--------------------|-------------------|---------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2627-01 RFQ PALM (ERP Support Services) | \$603,200.00   | IP                                                     | 07/09/2026         | 07/07/2026        | 07/24/2026          |                    | The initial intent of this RFQ was to retain two (2) support services team members. The Project has expanded this to include adding up to two (2) additional support services team members. Interviews are ongoing for two (2) more potential team members. |

# 6 STAKEHOLDER ENGAGEMENT

## A. Agency Engagement

*Agency engagement activities completed during the reporting period.*

During the month of July, the Department:

- Continued hosting Agency User Acceptance Testing (UAT) Office Hours most Friday with all agencies.
- Continued to publish process steps, demo videos, resources and articles to support end user testing on the Knowledge Center.

## A. Agency Engagement

*Agency engagement activities completed during the reporting period.*

- Held an [Agency Sponsor Meeting](#) with agency executive leadership on critical agency activities.
- Published [Agency Certification #3](#), providing responses gathered from the agency reporting, including tables, graphs, and extracts that summarize the agency certification submissions overall and by People, Process, Technology, and Data.
- Updated the [Deployment Planning](#) article in the Knowledge Center with the planned downtimes for enterprise partner systems during cutover.
- Published [Year-End UAT calendar](#) containing in-person sessions and key year-end activities for testing.
- Published an [Agency UAT Engagement Plan Template](#) to assist agency submission, per the FY 2026-2027 GAA (Section 249).
- Published three resources, as requested from agencies, in the Agency Exchange Library to share knowledge with other agencies in areas of People, Process, Technology, Data, or Project Management.
- Published the agencies' [July Monthly Progress Reports](#), capturing agency testing progress.
- Conducted Thursday Task Talks to provide a forum for agencies to learn or ask about RW Tasks and UAT Preparation.
- Continued to meet with agencies for Agency Touchpoints.
- Continued focused conversations with agencies and enterprise partners in areas of specific importance and personalized support.

## B. Training Activities

*Training-related activities completed or in progress during the reporting period.*

During the reporting period the Project completed the following training activities:

- Developed and updated learning materials to support users involved in UAT activities. This includes materials focused on Year-end activities, Accounts Receivables, Account Management and Financial Reporting, Asset Accounting and Management, Banking, Budget Management and Commitment Control, Contracts Management, Disbursements Management, DW/BI, Grants Management, Inter/IntraUnit, Projects Management, Revenue Accounting, Viewing Reports, Working in Florida PALM, and Payroll Management.
- Began drafting the End User Manual, which will serve as the platform for agency end users to learn about and work in Florida PALM.

## C. Agency Readiness Progress

*Agency activities towards readiness for Florida PALM across People, Process, Technology, and Data released, active or closed during the reporting period.*

During this reporting period, agencies completed, continued, or began working on the following readiness tasks included in the RW:

### Direct Project Impact

- None

### C. Agency Readiness Progress

*Agency activities towards readiness for Florida PALM across People, Process, Technology, and Data released, active or closed during the reporting period.*

#### **Indirect Project Impact**

- ✓ Task 619 – Update Agency Readiness Certification #3 – Released 06/22/2026 – Due 07/10/2026
- Task 586 – Create Agency Deployment and Cutover Checklist to Prepare for Go-Live – Released 06/29/2026 – Due 09/11/2026
- ✓ Task 681 – Submit Monthly Progress Report – Testing, Training, Cutover – Released 07/01/2026 – Due 07/31/2026
- ✓ Task 703 – Maintain Configuration and Conversion Workbooks – Released 07/01/2026 – Due 07/31/2026
- Task 704 – Maintain Role Mapping Worksheet – Released 07/01/2026 – Due 08/21/2026
- Task 705 – Complete Data Cleansing in Preparation of Dry Run 3 – Released 07/13/2026 – Due 08/21/2026

#### **No Project Impact**

- Task 602 – Update Agency Business Process Documentation – Released 05/04/2026 – Due 10/30/2026
- Task 604 – Create Agency-Specific Learning Materials to Support End Users – Released 05/04/2026 – Due 10/30/2026
- ✓ Task 680 – Submit Bimonthly Agency Readiness Status Report – Released 07/01/2026 – Due 07/10/2026