

Project Sponsor:	Steven Fielder	Project Director:	Jimmy Cox
Status Report Period:	April 1, 2026 – June 30, 2026	Current Project R&C Category:	4
Project Start Date:	Project funding began July 1, 2014	Project End Date:	July 19, 2027 (Funding appropriated through June 30, 2027)

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; Completion of Dry Run1; Preparation for Dry Run 2; Preparation for, and support and execution of, All Agency User Acceptance Testing (UAT), which began in February; design and build of end user training materials.

In support of agency engagement, readiness, and training, the Project conducted an Agency Sponsor Meeting and individual agency touchpoints; hosted Thursday Task Talks, including specialized topics to support pertinent agency support; held focused conversations with agencies and enterprise partners in areas of specific importance; administered virtual office hours in support of All Agency UAT; and published new agency-requested resources to the Agency Exchange Library and various process steps, demo videos, resources and articles to support end user testing on the Knowledge Center. A new Cutover and Deployment section was added to the Knowledge Center, housing a Deployment Planning article with a Deployment Timeline to support agency cutover planning. In addition, the Project developed and updated learning materials to support users involved in UAT activities; updated Learning Paths for End User Roles; and created the Learning Material Matrix to assist agencies in managing end user engagement and assist in identifying the need for agency specific training materials.

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

B. Implementation Status			
	Yes	No	Explain:
Will the project remain within budget?	✓		Spend Plan details provided in Section 4.
Were any Project Change Requests approved during this reporting period?		✓	
Have any issues or risks impacted the project during the reporting period?	✓		See Sections 3A and 3B.

C. Scope Changes			
<i>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.</i>			
Scope Change Description	Cost Impact	Schedule Impact	Status (if approved, include approval date) / Variance Explanation / Comment
None	N/A	N/A	N/A

D. SPI				
<i>Project Schedule Performance Index (SPI) per quarter</i>				
	Quarter 1 (July – September)	Quarter 2 (October – December)	Quarter 3 (January – March)	Quarter 4 (April – June)
Project Schedule Performance Index (SPI)	0.92	0.91	0.98	0.98
Explanation of SPI Variance / Trend	The Project's SPI is stable.			

2 – IMPLEMENTATION PROGRESS

A. Stage Gate Decisions (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 (completed)	Status (C=Completed IP= In Progress 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

B. 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 (completed)	Planned Cost	Actual Cost
D669 – Support of UAT Segment II	05/29/2026	05/19/2026	\$2,063,167.00	\$2,063,167.00
D709 – In-Person Support of UAT	05/29/2026	05/21/2026	\$1,800,000.00	\$1,800,000.00
D667 – Completion of Mock Go-Live (Dry Run #1)	06/26/2026	06/24/2026	\$1,500,000.00	\$1,500,000.00
D671 – Completion of Interface Testing Segment II	06/29/2026	06/24/2026	\$2,081,700.00	\$2,081,700.00

3 – IMPLEMENTATION ISSUES / RISKS

A. Implementation Issues <i>Issues created, opened, or closed within this reporting period related to implementation.</i>					
Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
Issue 38 – BOA Delayed Interface Testing	Closed	High	The Project recommends prioritization of PCard interface remediation relative to other integration efforts and specifically recommends the following actions on scope, timing, and prioritization: 1. Work with BOA and A&A to confirm if the small API131 file was acceptable, or if additional design and build changes are needed. Completed December 30, 2025. 2. Process a BOA-provided initial API058 file based on the small API131 file. Due January 16, 2026. Completed January 16, 2026. The file was received on January 16 but had numerous issues. Additionally, BOA advised that the file was not a true test file, and it would take them 10-12 weeks to build the program. (Based on the results of Action Item #2, Action Item #5 was created.) 3. Continue to participate in regularly scheduled meetings with BOA and A&A to review progress, issues, and next steps. Completed in June 2026 for efforts related to this issue. The team will continue to attend meetings as BOA progresses through end-to-end testing. 4. Confirm and complete design and build changes required for API058, API131 and API132 and prioritize resolution of any identified design and build updates for these	06/18/2026	Tanya McCarty

A. Implementation Issues <i>Issues created, opened, or closed within this reporting period related to implementation.</i>					
Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			files. Due March 27, 2026. Completed June 18, 2026. Note: This action item is delayed due to an unplanned requirements gathering and confirmation processes required by BOA prior to the begin of the build process. 04/14/2026 - All design and build changes have been completed for API058, API131, and API132. API058 entered Cycle 2 Testing on 04/14/2026. API131 is currently progressing through SIT Testing and Defect Resolution. API132 is ready for testing with BOA. 04/22/2026 - API131 has passed SIT testing and is ready for testing in INT2. 06/18/2026 - Code updates moved to INT and UAT environments and ready for end-to-end testing. 5. BOA to create the API058 program and provide a true test file to the Project. Due April 17, 2026. 04/14/2026 - First file was received from BOA on 04/14/2026. 04/22/2026 - Project successfully loaded the file. A&A is continuing to test scenarios in Works to test loading and downstream processes of API058. 06/02/2026 – Completed and subsequently moved to UAT for end-to-end testing. 6. Implement a phased testing strategy, beginning with targeted retesting of corrected interfaces in the Cycle 2 environment, followed by progression to remaining interfaces as dependencies are resolved. Due April 30, 2026.		

A. Implementation Issues <i>Issues created, opened, or closed within this reporting period related to implementation.</i>					
Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			Completed June 2, 2026. All files were subsequently moved to UAT for end-to-end testing. 7. The Project will continue proactive communication with agencies to assist agencies with planning and reduce downstream impacts: a. PCard testing status b. Impacts to agency testing schedules c. Updated timelines and readiness expectations d. Due TBD. Completed in April 2026. A&A is the lead for this effort and has established a website and communication plan for these efforts		
Issue 39 – FRS File Processing Issue	Open	Critical	The Project will complete the following: 1. Conduct weekly check-in meeting to discuss the status of the steps detailed in items 2-6. 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). – COMPLETED; June 14, 2026 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	09/30/2026	Jimmy Cox

A. Implementation Issues

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			processing timing for each downstream process. – COMPLETED; June 23, 2026 a. Requested and received a new API129 file from FRS using FINUAT2 (Mock 4) data for conducting Pass 1 testing. b. Confirmed which jobs will leverage parallel processing and established run controls accordingly. c. Created a workplan to track job processing order and timings of the Pass 1 and Pass 2 testing. d. Completed migrations of latest code, performance tunes, security and batch run controls to FINUPG2, as applicable. e. Updated Tidal Batch and applicable AP related configurations to support testing. 4. Conduct end-to-end testing (Pass 1) 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. – COMPLETED (June 23, 2026 – June 28, 2026) a. Request a new API129 file from FRS using FINUAT2 Mock 4 data for conducting Pass 2 testing. b. Analyze Pass 1 outcomes and apply findings to Pass 2 testing. 5. Conduct end-to-end testing (Pass 2) 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.		

A. Implementation Issues <i>Issues created, opened, or closed within this reporting period related to implementation.</i>					
Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			Completion date for Pass 2 may be impacted if findings are identified that require Oracle support and/or complex code fixes. – COMPLETED (July 1, 2026 – July 8, 2026) 6. Analyze Pass 2 outcomes and confirm acceptable performance timings and confirm next steps. – COMPLETED (July 7, 2026 – July 8, 2026) 7. Per Pass 1 and Pass 2 outcomes an additional Pass 3 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. – NOT STARTED; conduct the week of July 13, 2026 8. Obtain an API129 file from FRS to load and process file in FINUAT2 after the UAT refresh. – NOT STARTED; complete by September 18, 2026		

B. Implementation Risks <i>Risks created, opened, or closed within the reporting period with risk score of 6 or greater.</i>					
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
Risk 1 – The Project may have negative impacts due to insufficient staffing or delays in onboarding.	Open	6	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,	Increasing	Angie Robertson

B. Implementation Risks

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			onboard the new team member, and to bring the team member up to speed quickly: 1. Florida PALM Orientation and Onboarding materials and process 2. Standard Operating Procedures 3. Florida PALM Project Management Plan 4. Project Team member mentoring 5. Accenture Staffing Plan 6. Onboarding Checklist The Project will also: 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. 2. Hold regular staff meetings with the Team Managers, Project Architects and Project Directors to provide updates on Project progress, planning, and needs. 3. Where possible, hire replacements sufficiently in advance to allow overlap, shadowing, and effective knowledge transfer from current resources. 4. Keep the ESC and Executive sponsors informed of staffing issues as appropriate. 5. Review the SSI contractor staffing plan regularly to ensure alignment with the planned activities or Schedule tasks. 6. Partner with other DFS Divisions and Bureaus to enhance awareness and understanding of the		

B. Implementation Risks

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			needs of the Project regarding personnel and technology resources. 7. Leverage staff augmentation resources, where possible, to perform planned activities. 8. Transition resources from other Project activities when those activities have been completed and the resources become available. 9. Monitor retention risks and workforce trends to identify potential staffing concerns early and develop transition or succession plans for critical positions. 10. Maintain current documentation, decision logs, and knowledge transfer artifacts to reduce dependency on individual resources and preserve institutional knowledge. 11. Work to identify the Project's post go-live organizational structure and share it with the Project team when possible.		
Risk 2 – External stakeholders (e.g., Legislature, EOG) and agencies expectations may not be aligned with the Florida PALM cost, schedule, or scope.	Open	6	Project Directors will provide Project cost, schedule, and scope updates to external stakeholders regularly using the monthly Project status report, other required reports per Proviso, legislative meetings (e.g., committee meetings) and other ad hoc opportunities. The Project will: 1. Share information about business process models, interface designs, and reports through the Knowledge Center as they are approved.	Stable	Jimmy Cox

B. Implementation Risks

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			- Share comprehensive details about the Solution (FIN/Payroll/DW) as it becomes available and is ready for distribution. - Share information through activities, such as Advisory Council meetings and Sponsor Summits, and through written materials, such as Newsletter, Sponsor Scoops, and articles in the Knowledge Center. - Work with agencies, as needed, to educate on available reports, queries, and interface files, and to support the agencies' determinations on whether their agency-critical business needs are met by these solutions, or if additional agency-specific solutions are required. - Address agency questions during Readiness Touchpoints, review and resolve agency submitted ServiceNow tickets, and publish Known Issues and Enhancements List on the Knowledge Center. - Support agency evaluation of business system needs as they relate to data and reporting.		
Risk 4 – Agencies' ability to adequately engage and participate may impact agency readiness.	Open	9	The Project will utilize one or more of the following mitigations to manage the risk: - Conduct monthly meetings between Readiness Coordinators and agency Change Champion Network members to discuss their internal readiness and preparation to transition to Florida PALM. - Conduct meetings between Project leadership and Agency Sponsors to	Increasing	Angie Robertson

B. Implementation Risks

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			discuss the agency's progress, concerns, needs, or roadblocks that the agency is facing in their transition activities. 3. Lead meetings and workshops designed to share timely and relevant information with agencies throughout the Project lifecycle. 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. 5. Review Bimonthly Agency Status and Monthly Progress Reports, and All Agency UAT participation metrics and surveys for indicators and trends relating to engagement difficulties.		
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	1. The Project will leverage existing meetings and schedule additional as needed to discuss: a. The Project's timeline and status identifying timing for key work to be completed. b. Projected changes to: i. enterprise systems and their potential impact on the Project ii. the Project and its potential impact on enterprise systems. c. Progress of integration. 2. The Project will look for potential connections between the applications identified during design and development and Florida PALM and their impacts to enterprise partners.	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	Increasing	Jimmy Cox

B. Implementation Risks

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			Project will use to affirm items 1, 2, 3, 4, 5, 12, & 13 required in the Proviso. As such, the mitigation activities related to promoting the successful completion of Dry Run 2 include: • Conducting an extensive debrief at the conclusion of Dry Run 1 to identify refinements and enhancements to the Dry Run process. • Requiring agencies complete monthly conversion and configuration maintenance tasks, with weekly monitoring and follow-up from the Readiness Team. • Aligning the data pull from FLAIR for Dry Run 2 to be at fiscal year-end. • Loading the Dry Run 2 results into the UAT environment and coordinating reconciliation and review activities with agencies and other stakeholders. Alignment and communication with Enterprise Partners (EP) are the key mechanisms the Project will use to mitigate the risk of not being able to 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. For items 6 and 11, the Project will continue to use Monthly Progress Reporting for Testing activities to monitor the progress of individual		

B. Implementation Risks

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			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: • critical interfaces needed for go-live have been tested and validated; and • remediation of critical agency business systems, needed for go-live, has been tested and validated.		

4 – 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 \$72,323,194 for FY 2025-26. As of the end of this reporting period, \$55,641,378 has been released, \$49,128,110 has been projected fiscal year to date, \$51,127,551 has been incurred, and \$51,127,551 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 Project SSI Invoices Paid Report](#)

Information for all other invoices can be found here: [Florida PALM Project Invoices Paid Report](#)

C. Purchase Orders / Contracts

Purchase Orders approved or Contracts or Contract Amendments executed during the reporting period.

Information for each purchase order authorized during this reporting period can be found here: [Florida PALM Project Purchase Order / Contracts Report](#)

5 – STAKEHOLDER ENGAGEMENT

A. Agency Engagement

Agency engagement activities completed during the reporting period

During this reporting period, the Project completed the following agency engagement activities:

- Conducted 16 in-person sessions and 13 Office Hours to support All Agency UAT. During the entire All Agency UAT period:
 - We conducted over 40 days (240+ hours) of in-person sessions across 4 locations.
 - Hosted 570 unique participants (1,072 total) who attended discussions, demonstrations, and hands-on activities for 11 different subject areas.
 - Hosted a record number of participants in the May 8 Office Hours session with over 140 dialing in.
- Held an [Agency Sponsor Meeting](#) with agency executive leadership on critical agency activities.
- Published and maintained a wide range of [Knowledge Center](#) resources, including process steps, demo videos, articles, and a dedicated [UAT Communication](#) page.
- Published a [Deployment Planning](#) article with a timeline of key (draft) cutover activities and dates on the Knowledge Center.
- Expanded the [Agency Exchange Library](#) with over 18 agency-requested resources to promote knowledge sharing across People, Process, Technology, Data, and Project Management areas.
- Published Agency Monthly Progress Reports:
 - [April 2026](#)
 - [May 2026](#)
 - [June 2026](#)
- Released the Quarter 3 [Project Newsletter](#) highlighting UAT information, testing, cutover, and agency resources.
- Facilitated ongoing engagement through:
 - Weekly Thursday Task Talks
 - Agency Touchpoints
 - Targeted meetings with agencies and enterprise partners
- Continued providing focused, personalized support to agencies and enterprise partners to address critical needs and ensure readiness and UAT success.

B. Training Activities

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

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

- Developed and updated learning materials to support users involved in UAT activities. This included materials focused on Accounts Receivables, Asset Accounting and Management, Banking, Disbursements Management, DW/BI, Error Handling, Grants Management, Viewing Reports, and Payroll Management.
- Updated Learning Paths for End User Roles to include all applicable Topics and Activities for the associated End User role with links to available learning materials for that learning path.
- Created the Learning Material Matrix and published on the Knowledge Center. This tool allows agencies to see a consolidated view of Agency Specific Roles, by Topic and Activity, and aligns roles to available learning materials. It is designed to assist agencies in managing end user engagement and assist in identifying the need for agency specific training materials.

Additionally, the Project started the following training activities during this reporting period:

- Started the development of End User Manual articles to be published on the Knowledge Center and Web Based Training Programs that will be published on the People First Learning Management System.

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

- Task 698 – Complete Data Cleansing in Preparation for Dry Run 2 – Released 04/20/2026 – Due 06/17/2026 (Complete)
- Task 701 - Submit Configuration and Conversion Workbooks - Released 06/01/2026 – Due 06/17/2026 (Complete)
- Task 702 - Submit Role Mapping Worksheet - Released 06/01/2026 – Due 06/26/2026 (Complete)
- Task 713 – Confirm Supplier Records – Released 04/20/2026 – Due 05/22/2026 (Complete)

Indirect Project Impact

- Task 696 – Maintain Role Mapping Worksheet – Released 03/23/2026 – Due 04/30/2026 (Complete)
- Task 675 – Submit Monthly Progress Report – Testing – Released 04/01/2026 – Due 04/30/2026 (Complete)

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.

- Task 697 – Maintain Configuration and Conversion Workbooks – Released 04/01/2026 – Due 04/30/2026 (Complete)
- Task 700 – Maintain Role Mapping Worksheet – Released 05/01/2026 – Due 05/29/2026 (Complete)
- Task 678 – Submit Monthly Progress Report – Testing, Training – Released 06/01/2026 – Due 06/30/2026 (Complete)
- Task 699 – Maintain Configuration and Conversion Workbooks – Released 05/01/2026 – Due 05/29/2026 (Complete)
- 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

No Project Impact

- Task 607 – Update Training Plan – Released 04/06/2026 – Due 06/05/2026 (Complete)
- Task 676 – Share Florida PALM Updates – Released 04/13/2026 – Due 04/24/2026 (Complete)
- Task 677 – Submit Bimonthly Agency Readiness Status Report – Released 05/01/2026 – Due 05/11/2026 (Complete)
- 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