

Project Sponsor:	<i>Steven Fielder</i>	Project Director:	<i>Jimmy Cox</i>
Status Report Period:	<i>March 1, 2026 – March 31, 2026</i>	Current Project R&C Category:	<i>4</i>
Project Start Date:	<i>Project funding began July 1, 2014</i>	Project End Date:	<i>July 19, 2027</i> <i>(Funding appropriated through June 30, 2026)</i>

1 – FLORIDA PALM STATUS OVERVIEW

A. Agency Engagement Required for R&C Category

During the month of March, the Department completed the following:

- Continued All Agency User Acceptance Testing (UAT), hosting 9 in-person sessions and 4 office hours with agencies.
- Expanded in-person UAT sessions by adding two additional days for the “Working with Projects” session.
- Published a “[Be Prepared](#)” flyer for in-person UAT attendees that shares helpful tips and suggestions on preparing for their session.
- Published a new query for agency Security Access Managers (SAM) to assist them with managing their agency’s user Org Security.
- Published a new [PALMcast](#) directed towards Agency Sponsors about their role during UAT.
- Published a new interactive prerequisite training, called “The Knowledge Center Advantage”, to the People First LMS that helps UAT participants navigate UAT resources within the Knowledge Center.
- Published the [Project Newsletter](#) for Quarter 3 detailing past and upcoming agency and Project activities around testing, reporting, and agency readiness.
- Added new Readiness Workplan tasks for agencies ongoing data configuration, data cleansing for conversion, and role mapping activities.
- Continued to publish process steps, demo videos, resources and articles to support end user testing on the [Knowledge Center](#).
- Published two 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’ [March 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. Implementation Status			Required for R&C Category 1 2 3 4
	Yes	No	Explain:
Is the project on schedule? <small>If no, explain why and what corrective action(s) are planned to bring the project back on schedule</small>	✓		The Project is on schedule.
Will the project complete on schedule?	✓		
Is the project currently within budget? <small>If no, 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 4.
Were any Project Change Requests approved during this reporting period?		✓	None.
Have any risks or issues impacted the project during the reporting period?	✓		See Section 3A and 3B.

C. SPI Provide SPI for Current + Last 3 Reporting Periods					Required for R&C Category 3 4
	Past Reporting Period	Past Reporting Period	Last Reporting Period	Current Reporting Period	
Date	December 2025	January 2026	February 2026	March 2026	
Project Schedule Performance Index (SPI)	0.99	0.98	0.98	0.98	
Explanation of SPI Variance / Trend	The Project's SPI is stable.				

2 – IMPLEMENTATION PROGRESS

A. Stage Gate Decision (Milestones and Critical Path Items)			
<i>Provide status tracking for Stage Gate Decisions planned for action by the Project Director and/or Executive Steering Committee and identify the status of each item listed (Completed, In Progress, Future).</i>			Required for R&C Category 2 3 4
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. 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>			Required for R&C Category 2 3 4
Scope Change Description	Cost Impact	Schedule Impact	Status (if approved, include approval date) / Variance Explanation / Comment
N/A	N/A	N/A	N/A

3 – IMPLEMENTATION ISSUES / RISKS

A. Implementation Issues					Required for R&C Category
<i>List all issues identified, open, occurring, or closed within this reporting period related to implementation of the Financials or Payroll Waves.</i>					
Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
Issue 38 – BOA Delayed Interface Testing	Open	High	<p>The Project recommends prioritization of PCard interface remediation relative to other integration efforts and specifically recommends the following actions on scope, timing, and prioritization:</p> <ol style="list-style-type: none"> 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 BOA provided an 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. 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 files. Due March 27, 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. 		Jimmy Cox

A. Implementation Issues					
<i>List all issues identified, open, occurring, or closed within this reporting period related to implementation of the Financials or Payroll Waves.</i>					Required for R&C Category
Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			5. BOA to create the API058 program and provide a true test file to the Project. Due April 17, 2026. 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. 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.		

B. Implementation Risks					
<i>List risks identified, open, occurring, or closed within the reporting period with risk score of 6 or greater.</i>					Required for R&C Category
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, 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	Stable	Angie Robertson

B. Implementation Risks

List risks identified, open, occurring, or closed within the reporting period with risk score of 6 or greater.

Required for R&C Category



Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			<p>3. Florida PALM Project Management Plan 4. Project Team member mentoring 5. Accenture Staffing Plan 6. Onboarding Checklist</p> <p>The Project will also:</p> <ol style="list-style-type: none"> 1. Identify backups for decision-making resources to be kept informed and be able to assist if a position is vacated unexpectedly or a replacement is not on-boarded timely. 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 to overlap current resources and allow for knowledge transfer. 4. Keep the ESC and Executive Sponsors informed of staffing issues, as appropriate. 5. Review the SSI contractor staffing 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 needs of the Project with regard to 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. 		

B. Implementation Risks

Required for R&C Category 2
3 4

List risks identified, open, occurring, 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
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	<p>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.</p> <p>The Project will:</p> <ol style="list-style-type: none"> 1. Share information about business process models, interface designs, and report through the Knowledge Center as they are approved. 2. Share comprehensive details about the Solution (FIN/Payroll/DW) as it becomes available and is ready for distribution. 3. 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. 4. 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. 5. Address agency questions during Readiness Touchpoints and as follow-ups to agency submitted questions, including publishing questions to the public view of the Question Log on the Florida PALM website. 6. Support agency evaluation of business system needs as they relate to data and reporting. 	Stable	Jimmy Cox

B. Implementation Risks <i>List risks identified, open, occurring, 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 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: 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. 2. Conduct meetings between Project leadership and Agency Sponsors to discuss the agency’s progress and any concerns, needs, or roadblocks 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.	Increasing	Angie Robertson
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: 1. The Project’s timeline and status identifying timing for key work to be completed. 2. Projected changes to: a. enterprise systems and their potential impact on the Project. b. the Project and its potential impact on enterprise systems.	Stable	Jimmy Cox

B. Implementation Risks					
<i>List risks identified, open, occurring, 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
			3. Progress of integration. 4. The Project will look for potential connections between the applications and Florida PALM identified during design and development and their impacts to enterprise partners.		
Risk 6 – The execution of contracts and procurement activities outside of the Project may impact Florida PALM implementation and agency readiness.	Open	6	The Project will utilize one or more of the following strategies to manage the risk: 1. Provide the Project's timeline and key Project dates essential for agency and enterprise partner readiness (e.g., milestones). 2. Engage regularly with agency and enterprise partners to share information and to report progress towards key milestone dates. 3. Request updates and status reporting on key readiness activities. 4. Provide support or information to support agency, enterprise partner, or oversight body planning or decision making or needs. 5. Continue regular meetings and develop mitigation actions should specific contracts not be executed and applications ready at Florida PALM Launch.	Increasing	Angie Robertson

4 – SPEND PLAN

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, \$36,388,186 has been projected fiscal year to date, \$35,425,929 has been incurred, and \$34,985,878 has been paid. See the Florida PALM Project Spend Plan for additional details.

5 – REMEDIATION AND TRANSITION TASKS REQUIRED TO REPLACE FLAIR

Remediation and Transition Tasks <i>Provide status tracking for remediation and transition tasks required to replace FLAIR and identify the status of each item listed (Completed, In Progress, Future).</i>			
Task Name	Due Date	Actual Finish Date <i>(Completed)</i>	Status <i>(C=Completed IP= In Progress F=Future)</i>
Stage Gate 1 – Ready to Start Build (includes the following critical path items): <ul style="list-style-type: none"> • Project Schedule (D635) – Accepted • Solution Design – Segment I (D636) – Accepted • Solution Design – Segment II (D637) – Accepted • Update Process Models – Financials – Segment I (I-WP101) – Complete • Update Process Models – Financials – Segment II (I-WP101) – Complete 	12/29/2023	11/08/2023	C
Stage Gate 2 – Ready to Begin System Testing (includes the following critical path items): <ul style="list-style-type: none"> • Solution Design – Segment III (D641) – Accepted • Process Models – Payroll (D639) – Accepted • Master Data Configuration Workbooks (D640) – Accepted • Updated Technical Architecture Design (D642) – Accepted • Update Process Models – Financials – Segment III (I-WP101) – Complete • Build – Segment I (D646) – Accepted • Solution Design – Segment IV (D644) – Accepted • Update Process Models – Financials – Segment IV (I-WP101) – Complete • Environment Builds – System Test Environment – Complete 	08/30/2024	08/05/2024	C

Remediation and Transition Tasks			
Provide status tracking for remediation and transition tasks required to replace FLAIR and identify the status of each item listed (Completed, In Progress, Future).			Required for R&C Category 2 3 4
Task Name	Due Date	Actual Finish Date <small>(Completed)</small>	Status <small>(C=Completed IP= In Progress F=Future)</small>
<p>Stage Gate 3 – Ready to Begin UAT (includes the following critical path items:</p> <ul style="list-style-type: none"> • Establish DW/BI Environments (D647) – Accepted • Build – Segment II (D648) – Accepted • Security Roles Matrix (WP405) – Complete • Environment Builds – Mock Conversion Test Environment – Complete • Environment Builds – Interface Test Environment – Complete • Solution Design – DW/BI (D650) – Accepted • Mock Conversion I (D651) – Accepted • Build – Segment III (D649) – Accepted • Build – DW/BI – Segment I (D653) – Accepted • System Test – Segment I (D652) – Accepted • Mock Conversion II (D655) – Accepted • Build – Segment IV (D654) – Accepted • Build – DW/BI – Segment II (D659) – Accepted • Environment Builds – UAT Test Environment – Complete • System Test – Segment II (D656) – Accepted • System Test – Segment III (D696) – Accepted • Build – DW/BI – Segment III (D668) – Accepted • Mock Conversion III (D657) – Accepted • System Test – DW/BI (D661) – Accepted • UAT Training Materials (I-WP111) * – In Progress <p><i>*Item does not need to be complete for the decision to begin user acceptance testing.</i></p>	01/21/2026	01/21/2026	C
<p>Stage Gate 4 – Agency Readiness (includes the following critical path items):</p> <ul style="list-style-type: none"> • Training Build (I-WP110) – In Progress • UAT Complete – In Progress • Agency Readiness Certification 4 	11/18/2026	N/A	IP

Remediation and Transition Tasks			
Provide status tracking for remediation and transition tasks required to replace FLAIR and identify the status of each item listed (Completed, In Progress, Future).			Required for R&C Category 2 3 4
Task Name	Due Date	Actual Finish Date <small>(Completed)</small>	Status <small>(C=Completed IP= In Progress F=Future)</small>
Stage Gate 5 – Deployment Readiness <ul style="list-style-type: none"> • Develop the Deployment and Contingency Plan (D658) – Accepted • Completion of Mock Conversion IV (D662) – Accepted • Development of Hypercare Support Plan (D664) – Accepted • Update Post Implementation Support Plan (D665) – Accepted • Hypercare Support Plan – Review and Updated (D664) • Completion of Payroll Parallel Testing (D670) – In Progress • Full Batch Schedule Including Critical Jobs List – In Progress • Completion of Regression Testing (WP416) – In Progress • Completion of Penetration Testing (D674) • Completion of Disaster Recovery Testing (D676) – In Progress • Completion of Interface Testing – Segment III (D710) • Completion of Performance Testing – Segment II (D711) • Completion of Dry Run 4 (D708) • Final Cutover Checklist Approve • Known Issues & Enhancements List Confirmed 	12/16/2026	N/A	IP
Stage Gate 6 – Confirm Deployment <ul style="list-style-type: none"> • Execute Pre-Cutover Activities • Ready to Run Bi-Weekly Payroll • Go-Live of Financials and Payroll Waves – Execute Cutover Activities (D679) 	01/04/2027	N/A	F
Stage Gate 7 – Go-Live <ul style="list-style-type: none"> • Go-Live of Financials and Payroll Waves - Execute Cutover Activities (D679) 	01/11/2027	N/A	F

6 – TRAINING PLANS

Training Plans for Department Staff			
<i>Provide the status of the implementation of training plans for Department staff and identify the status of each item listed (Completed, In Progress, Future).</i>			Required for R&C Category 2 3 4
Deliverable / Work Product / Activity Name	Due Date	Actual Finish Date <i>(Completed)</i>	Status <i>(C=Completed IP= In Progress F=Future)</i>
Update Training Strategy (I-WP122)	02/29/2024	03/13/2024	C
Training Curriculum (I-WP108)	11/15/2024	11/19/2024	C
UAT Training Materials (I-WP111)	04/17/2026		IP
Updated Training Delivery Plan (I-WP113)	04/23/2026		IP
Training Build (I-WP110)	09/25/2026		IP
End User Manual (I-WP112)	09/25/2026		IP
Begin Conduct Training	10/5/2026		F

7 – REMEDIATION PROGRESS OF AGENCY BUSINESS SYSTEMS

Remediation Progress of Agency Business Systems
<i>Provide an update on the remediation progress for each agency business system required for deployment of Florida PALM functionality.</i>
<p>Chapter 2025-199 implementing the 2025-2026 General Appropriations Act, directed agencies to submit bimonthly status reports to the Florida PALM Executive Steering Committee. The agency-specific, bimonthly status reporting tool was released to agencies through Readiness Workplan Task 673 for the period of January - February 2026, on March 2, 2026, with a due date of March 10, 2026, for completing the requested information and providing Agency Sponsor confirmation. All Agency Sponsors submitted their bimonthly status for the period of January – February 2026, as of March 11, 2026. Agency reports and the summary dashboards are published on the Florida PALM website.</p> <p>In addition to the bimonthly status reports, agencies are requested to submit monthly progress reports at the end of each month. Agency monthly progress reports are intended to provide data related to agency progress of specific readiness activities including testing, training, and cutover. Agencies were requested to submit the monthly progress report for March 2026 through Readiness Workplan Task 674 on March 2, 2026, with a due date of March 31, 2026. The monthly progress report for March 2026 provided data related to Cycle 2 Technical Interface Testing, Cycle 3 Full</p>

Remediation Progress of Agency Business Systems

Provide an update on the remediation progress for each agency business system required for deployment of Florida PALM functionality.

Required for R&C Category 

Integration Testing, UAT Execution, and Data Readiness. All Agency Sponsors submitted the March Monthly Progress Report; however, 2 were submitted with incomplete information.

Agencies completed, continued, or began working on the following readiness tasks included in the Readiness Workplan during March (a check mark indicates the due date has passed as of the date of this report):

Direct Project Impact

- ✓ Task 597 – Complete Data Cleansing Based on Mock Conversion 4 – Released 01/12/2026 – Due 03/13/2026
 - 29 of 35 agencies have been verified as complete.

Indirect Project Impact

- Task 696 – Maintain Role Mapping Worksheet – Released 03/23/2026 – Due 04/30/2026

No Project Impact

- ✓ Task 673 – Submit Bimonthly Agency Readiness Status – Released 03/02/2026 – Due 03/10/2026
- ✓ Task 674 – Submit Monthly Progress Report – Testing – Released 03/02/2026 – Due 03/31/2026