

Project Sponsor:	<i>Steven Fielder</i>	Project Director:	<i>Jimmy Cox</i>
Status Report Period:	<i>December 1, 2025 – December 31, 2025</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 December, the Department completed the following:

- Continued Financials only Pre-UAT with Advisory Council agencies, A&A and Treasury; the Project hosted sessions for the topic of Beyond the Day-to-Day in Florida PALM.
- Published [UAT Pre-Materials](#) on the Knowledge Center: 14 process step articles and 1 Complement Your Knowledge article, focusing on activities that support Pre-UAT.
- Hosted an [Agency Sponsor Summit](#) to discuss the key implementation activities in 2026.
- Published new flyers in the UAT Preparation series. During December, the focus was [Supporting UAT Access](#), [UAT Plan](#), and [Pre-UAT Lessons Learned](#).
- Published Solution Center [Reporting Errors Tips](#) as a quick help for current end users to troubleshoot common reporting errors.
- Published five 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' [December 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
	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>	✓		Amendment 13 to the Software and System Integrator contract was executed in November 2025 moving the Florida PALM go-live date to January 2026.
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	
	Past Reporting Period	Past Reporting Period	Last Reporting Period	Current Reporting Period
Date	September 2025	October 2025	November 2025	December 2025
Project Schedule Performance Index (SPI)	0.92	0.93	0.91	NA
Explanation of SPI Variance / Trend	The Project is currently updating the Project Schedule to reflect the new go-live date established in Amendment 13. The SPI will be calculated starting with the January Monthly Status Report.			

2 – IMPLEMENTATION PROGRESS

A. Stage Gate Decision (Milestones and Critical Path Items)

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).

Required for R&C Category

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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	N/A	IP
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

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.

Required for R&C Category

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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

List all issues identified, open, occurring, or closed within this reporting period related to implementation of the Financials or Payroll Waves.

Required for R&C Category

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
Issue 36 - DW/BI Readiness for UAT	Closed	High	<p>The Project will complete the following, at a minimum, to resolve this issue:</p> <ol style="list-style-type: none"> Accenture will create an action plan to address the delays in DW/BI readiness for UAT for State approval – Due Date: 10/03/2025; Completed 10/01/2025 Key Project team members will hold daily coordination meetings to facilitate completion of the: <ul style="list-style-type: none"> Resolution of all high-level SIRs – Due Date: 10/03/2025; Completed 09/26/2025 Execution of System Tests for DW/BI – Due Date: 11/14/2025; Completed 11/21/2025 Update of DW for Self Service – Due Date: 11/14/2025; Completed 11/21/2025 Update of the DW/BI Test Environment – Due Date: 11/14/2025; Completed 11/21/2025 Completion of Smoke Testing – Due Date: 11/26/2025 Completed 11/26/2025 Make DW/BI UAT available for Project Testing – Due Date: 12/01/2025 Completed 12/01/2025 	12/01/2025	Jennifer Reeves
Issue 37 – Difficulty Filling Procurement-to-Payment (P2P) Co-Lead Positions	Open	High	<p>The Project will:</p> <ol style="list-style-type: none"> Continue targeted recruitment efforts, including outreach to specialized networks and professional associations. 	12/31/2025	Deana Metcalf

A. Implementation Issues
List all issues identified, open, occurring, or closed within this reporting period related to implementation of the Financials or Payroll Waves.

Required for R&C Category

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			2. Reassess advertisement to refine requirements to better target candidates with the experience and skillset needed by the Project. 3. Implement interim staffing solutions (e.g., staff augmentation or temporary internal reassignment). 4. Crosstrain among existing team members to cover essential P2P responsibilities until the role is filled.		

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
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: <ol style="list-style-type: none"> 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 	Stable	Angie Robertson

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	2 3 4
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy		Trend	Owner
			<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. 			
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,	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>					
Required for R&C Category 2 3 4					
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			legislative meetings (e.g., committee meetings) and other ad hoc opportunities. The Project will: 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.		
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:	Increasing	Angie Robertson

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	2 3 4
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy		Trend	Owner
			<ol style="list-style-type: none"> 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 reports 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	<p>The Project will leverage existing meetings and schedule additional, as needed, to discuss:</p> <ol style="list-style-type: none"> 1. The Project's timeline and status identifying timing for key work to be completed. 2. Projected changes to: <ol style="list-style-type: none"> a. enterprise systems and their potential impact on the Project. b. the Project and its potential impact on enterprise systems. 3. Progress of integration. 4. The Project will look for potential connections between the applications and Florida PALM 	Increasing	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>					Required for R&C Category	
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy		Trend	Owner
			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	<p>The Project will utilize one or more of the following strategies to manage the risk:</p> <ol style="list-style-type: none"> Provide the Project's timeline and key Project dates essential for agency and enterprise partner readiness (e.g., milestones). Engage regularly with agency and enterprise partners to share information and to report progress towards key milestone dates. Request updates and status reporting on key readiness activities. Provide support or information to support agency, enterprise partner, or oversight body planning or decision making or needs. Continue regular meetings and develop mitigation actions should specific contracts not be executed and applications ready at Florida PALM Launch. 	Increasing	Angie Robertson	
Risk 11 - Delays in or extended duration of interface testing with enterprise partners for cycle 2 will result in testing overlaps which impact resource allocation as well as activity timing and completion.	Open	6	<p>The Project will take one or more actions listed below:</p> <ol style="list-style-type: none"> Continue to meet regularly with enterprise partners, increasing the cadence where needed, to stay up to date on their progress. Create and use partner-specific (e.g., People First, MFMP) testing alignment documents to support detailed activities and tracking of progress. Support a testing approach that allows for each partner to have an approach that supports their readiness scenario and timeline. For example, the 	Increasing	Jimmy Cox	

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

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Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			FACTS integration can be something that is tested first. 4. Expand testing duration for enterprise partners. 5. Move additional Project staff to support Technical Interface Testing.		

4 – SPEND PLAN

The Florida PALM Project was appropriated \$72,323,194 for FY 2025-26. As of the end of this reporting period, \$39,217,227 has been released, \$23,070,469 has been projected fiscal year to date, \$22,607,887 has been incurred, and \$20,253,099 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				Required for R&C Category
Provide status tracking for remediation and transition tasks required to replace FLAIR and identify the status of each item listed (Completed, In Progress, Future).				2 3 4
Task Name	Due Date	Actual Finish Date (Completed)	Status (C=Completed IP= In Progress F=Future)	
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

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Task Name	Due Date	Actual Finish Date (Completed)	Status (C=Completed IP= In Progress F=Future)
Stage Gate 3 – Ready to Begin UAT (includes the following critical path items): <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 – In Progress 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>*Item does not need to be complete for the decision to begin user acceptance testing.</p>	01/21/2026	N/A	IP
Stage Gate 4 – Agency Readiness (includes the following critical path items): <ul style="list-style-type: none"> Training Build (I-WP110) – In Progress UAT Complete 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

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Task Name	Due Date	Actual Finish Date (Completed)	Status (C=Completed IP= In Progress F=Future)
Stage Gate 5 – Deployment Readiness <ul style="list-style-type: none"> • Hypercare Support Plan (D664) – Accepted • Post Implementation Support Plan (D665) – Accepted • Deployment and Contingency Plan (D658) – Accepted • Mock Conversion IV (D662) – In Progress • Regression Testing (WP416) – In Progress • Disaster Recovery Testing (D676) – In Progress • Payroll Parallel Testing (D670) • Interface Testing – Segment II (D671) • Full Batch Schedule Including Critical Jobs List – In Progress • Penetration Testing (D674) • Performance Testing (D675) • Known Issues & Enhancements List Confirmed • Completion of Dry Runs 	12/16/2026	N/A	IP
Stage Gate 6 – Confirm Deployment <ul style="list-style-type: none"> • Execute Pre-Cutover Activities 	01/04/2027	N/A	F
Stage Gate 7 – Go-Live <ul style="list-style-type: none"> • Execute Cutover Activities 	01/11/2027	N/A	F

6 – TRAINING PLANS¹

Training Plans for Department Staff

Provide the status of the implementation of training plans for Department staff and identify the status of each item listed (Completed, In Progress, Future).

Required for R&C Category 

Deliverable / Work Product / Activity Name	Due Date	Actual Finish Date (Completed)	Status (C=Completed IP= In Progress F=Future)
Update Training Strategy (I-WP122)	02/29/2024	03/13/2024	C
Training Curriculum (I-WP108)	11/15/2024	11/19/2024	C
Updated Training Delivery Plan (I-WP113)	06/16/2025		IP
UAT Training Materials (I-WP111)	12/15/2025		IP
Training Build (I-WP110)	02/25/2026		IP
End User Manual (I-WP112)	01/15/2026		IP
Conduct Training	07/31/2026		F

7 – REMEDIATION PROGRESS OF AGENCY BUSINESS SYSTEMS

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 

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 671 for the period of November - December 2025, on December 29, 2025, with a due date of January 14, 2026, for completing the requested information and providing Agency Sponsor confirmation. A total of 35 Agency Sponsors submitted their bimonthly status for the period of November - December 2025, as of January 16, 2026. Agency reports and the summary dashboards are published on the [Florida PALM website](#).

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 December 2025 through Readiness Workplan Task 668 on December 1, 2025,

¹ Due Dates in Section 6 still reflect the Amendment 12 Project Schedule dates.

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

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with a due date of December 30, 2025. The monthly progress report for December 2025 provided data related to Cycle 2 Technical Interface Testing and UAT Preparation. All Agency Sponsors submitted the December Monthly Progress Report as of due date.

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

Direct Project Impact

- ✓ Task 573-B – Complete and Submit End User Role Mapping Worksheet for Remaining End Users – Released 07/14/2025 – Due 12/19/2025
 - 29 out of 35 agencies submitted and verified complete. The remaining agencies provided an incomplete submission. Due to the direct impact to the start of UAT, this task is closed.
- Task 592 – Agency IdP SMEs Add End Users to Agency's Identity Provider – Released 12/08/2025 – Due 1/09/2026

Indirect Project Impact

- Task 574 – Prepare Documentation for User Acceptance Testing – Released 06/02/2025 – Due 1/09/2026
- ✓ Task 668 – Submit Monthly Progress Report – Testing – Released 12/01/2025 – Due 12/30/2025
- Task 688 – Update UAT Plan – Released 12/08/2025 – Due 1/09/2026
- Task 606 – Update Agency Readiness Certification #2 – Released 12/15/2025 – Due 1/09/2026

No Project Impact

- Task 671 – Submit Bimonthly Agency Readiness Status Report – Released 12/29/2025 – Due 1/14/2026