

Project Sponsor:	<i>Steven Fielder</i>	Project Director:	<i>Jimmy Cox</i>
Status Report Period:	<i>January 1, 2026 – January 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 January, the Department completed the following:

- Published an updated [Readiness Workplan](#), [Testing Timeline](#), and the [Agency Implementation Roadmap](#) to align with the Project Schedule following the approval of Amendment 13.
- Gained approval for Stage Gate 3 – Ready to Begin User Acceptance Testing (UAT) from the Executive Steering Committee.
- Published [Agency Certification #2](#) submissions from Agency Sponsors on their agency's readiness to begin UAT.
- Continued preparing agencies for the start of All Agency UAT through communications, Readiness Workplan tasks, [Thursday Task Talks](#), [Testing](#) updates, and new Knowledge Center [UAT Communication](#) page.
- Hosted All Agency UAT Kick-off for participants who were identified to participate in Project-hosted UAT sessions between February – May 2026.
- Hosted 'Supporting Your Agency's UAT' Workshop for the agency's roles supporting the testers (e.g., security, access, error triage).
- Hosted a virtual Sponsor Touch Point for Sponsors not able to attend the Sponsor Summit.
- Published seven 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>	✓		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	
	Past Reporting Period	Past Reporting Period	Last Reporting Period	Current Reporting Period
Date	October 2025	November 2025	December 2025	January 2026
Project Schedule Performance Index (SPI)	0.93	0.91	0.99	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)

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	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

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 37 – Difficulty Filling Procurement-to-Payment (P2P) Co-Lead Positions	Closed	High	<p>The Project will:</p> <ol style="list-style-type: none"> 1. Continue targeted recruitment efforts, including outreach to specialized networks and professional associations. 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. 	01/05/2026	Deana Metcalf
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 		Jimmy Cox

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
			<p>true test file, and it would take them 10-12 weeks to build the program.</p> <p>3. Continue to participate in regularly scheduled meetings with BOA and A&A to review progress, issues, and next steps.</p> <p>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.</p> <p>5. BOA to create the API058 program and provide a true test file to the Project. Due April 17, 2026.</p> <p>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.</p> <p>7. The Project will evaluate options to adjust agency UAT timelines for Card-related processes, including:</p> <ul style="list-style-type: none"> a. Identify how to simulate end-to-end testing for the agencies. b. Conduct focused or shortened UAT cycles, and/or c. Coordinate staggered agency participation once interfaces are promoted to All Agency UAT. d. Due February 27, 2026. <p>8. The Project will continue proactive communication with agencies to assist agencies with planning and reduce downstream impacts:</p> <ul style="list-style-type: none"> a. PCard testing status b. Impacts to agency testing schedules 		

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
			c. Updated timelines and readiness expectations d. Due February 27, 2026.		

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
Risk 1 – The Project may have negative impacts due to insufficient staffing or delays in onboarding.	Open	6	<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> <ul 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 <p>The Project will also:</p> <ul 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. 	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	
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			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, legislative meetings (e.g., committee meetings) and other ad hoc opportunities. The Project will:	Stable	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
			<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. 		
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"> 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. 	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
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner	
			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	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. 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.	Stable	Jimmy Cox	
Risk 6 – The execution of contracts and procurement activities outside of the	Open	6	The Project will utilize one or more of the following strategies 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
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner	
Project may impact Florida PALM implementation and agency readiness.			<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. 			
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.	Closed	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 FACTS integration can be something that is tested first. Expand testing duration for enterprise partners. 	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





Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			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, \$46,914,489 has been released, \$28,440,278 has been projected fiscal year to date, \$28,440,278 has been incurred, and \$27,703,942 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
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





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

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 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 – 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
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) – Accepted • Regression Testing (WP416) – In Progress • Disaster Recovery Testing (D676) – In Progress • Payroll Parallel Testing (D670) – In Progress • Interface Testing – Segment II (D671) – In Progress • Full Batch Schedule Including Critical Jobs List – In Progress • Penetration Testing (D674) • Performance Testing (D675) – In Progress • 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 PLANS

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
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

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 January 2026 through Readiness Workplan Task 669 on January 5, 2026, with

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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a due date of January 30, 2026. The monthly progress report for January 2026 provided data related to Cycle 2 Technical Interface Testing and UAT Preparation. All Agency Sponsors submitted the January Monthly Progress Report.

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

Direct Project Impact

- ✓ Task 592 – Agency IdP SMEs Add End Users to Agency's Identity Provider – Released 12/08/2025 – Due 1/09/2026
 - All agencies submitted and have been verified as complete.
- Task 597 – Complete Data Cleansing Based on Mock Conversion 4 – Released 01/12/2026 – Due 03/13/2026

Indirect Project Impact

- ✓ Task 574 – Prepare Documentation for User Acceptance Testing – Released 06/02/2025 – Due 1/09/2026
- ✓ 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
- ✓ Task 669 – Submit Monthly Progress Report – Testing – Released 01/05/2026 – Due 01/30/2026