Project Name:	*Florida PALM Project*	**FL-ITPF Phase:**	*Execution*
Project Sponsor:	*Steven Fielder*	**Project Director:**	*Jimmy Cox*
Status Report Period:	*October 1, 2026 – October 31, 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)*
Project Description	*The Florida Planning, Accounting, and Ledger Management (PALM) Project was formed to replace the State of Florida's legacy accounting and cash management systems with an integrated, enterprise financial management solution that will allow the State to organize, define, and standardize its financial management processes.*		

1 – FLORIDA PALM STATUS OVERVIEW

A. Summary Update

Executive summary of project activities during the reporting period

During the reporting period, the Florida PALM Project remained on schedule and within budget; advancing agency readiness, training, and preparation for statewide implementation. The Project continued hosting UAT Office Hours, Thursday Task Talks, Agency Touchpoints, and focused virtual support sessions with agencies and enterprise partners. Additionally, the Project hosted a Sponsor Summit and published two Agency Readiness Certification #4 Pulse Checks; updated the Summary of Dashboards to support final agency readiness certification; published five resources to the Agency Exchange Library, and Agency October Monthly Status Reports.

Training and learning readiness also progressed with the design: development and publication of 23 Subject Area Web-Based Trainings in ten business process groupings; publication of, and updated, UAT learning materials and added End User Manual Payroll articles to the Knowledge Center. Additionally, the Project kicked-off the "Learning Matters – Training Topics Working Sessions" and "DW/BI Working Sessions" (both new, weekly virtual sessions for end users) and hosted two in-person training sessions: Florida PALM Fundamentals (over 400 attendees) and five in-person training sessions for DW/BI Authors (149 attendees).

Amendment 14 to the Software and System Integrator (SSI) contract was approved by the Executive Steering Committee (ESC) on October 28, 2026, during the regular monthly meeting. The Amendment included refinements to the Statement of Work; updates to the Renewal Rates in Attachment 2 which will facilitate execution of a renewal in the coming months; and additional Customizations (Attachment 5.2) included in PCR126, some needed prior to Go Live.

B. Implementation Status			
	Yes	No	Explain:
Is the project on schedule? *If no, explain why and what corrective action(s) are planned to bring the project back on schedule*	✔		The Project is on schedule.
Will the project complete on schedule?	✔		The Project will complete on time.
Is the project currently within budget? *If not, explain why and what corrective action(s) are planned to bring the project back within budget*	✔		The Project is currently within budget.
Will the project remain within budget?	✔		Spend Plan details provided in Section 5A.
Were any Project Change Requests approved during this reporting period?	✔		PCR126 – A14 Customizations; Approved by ESC 10/28/2026 along with Amendment 14 to the SSI Contract
Have any risks or issues impacted the project during the reporting period?	✔		See Section 3A and 3B.

C. 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.

Scope Change Description	Cost Impact	Schedule Impact	Status *(if approved, include approval date)* / Variance Explanation / Comment
N/A	N/A	N/A	N/A

2 – IMPLEMENTATION PROGRESS

A. Key Performance Indicators

Project Key performance indicators over the last four reporting periods.

Reference Number	Measure	Target Data	**Past Reporting Period** *July 2026*	**Past Reporting Period** *August 2026*	**Last Reporting Period** *September 2026*	**Current Reporting Period** *October 2026*
C-2	Project Spend Plan Variance (SPV)	G = -.25 – .05 Y = .06 to .15 or under -.25 R = >.15	-0.32	-0.03	-0.04	-0.02
S-1	Schedule Performance Index (SPI)	G = .90 – 1.10 Y = .84 - .89 or 1.11 – 1.16 R = < .84 or >1.16	0.98	0.98	0.99	0.99
S-2	Schedule Variance Percentage (SV)	G = +/- ≤.05 Y = +/- >.05 and ≤.11 R = +/- >.11	-0.02	-0.02	-0.01	-0.01
R-1	Risks Transitioned into Issues	G = 0 or 1 Y = 2 or 3 R = > 3	0	0	0	0
R-2	Under Evaluation Risk Aging	G = ≤ 20 business days before mitigation / monitoring plan is defined Y = > 20 or ≤ 30 business days before mitigation / monitoring plan is defined R = > 30 business days before mitigation / monitoring plan is defined	0	0	0	0
I-1	Overdue Issues	G = 0 or 1 total overdue issues Y = 2 to 4 total overdue issues R = ≥5 total overdue issues	0	0	0	1
CR-1	Change Request Aging	G = <1 day Y = >1 and ≤5 days R = >5 days	0	0	0	0
G-1	Decision Aging	G = ≤ 1 day	0	0	0	0

A. Key Performance Indicators

Project Key performance indicators over the last four reporting periods.

Reference Number	Measure	Target Data	**Past Reporting Period** *July 2026*	**Past Reporting Period** *August 2026*	**Last Reporting Period** *September 2026*	**Current Reporting Period** *October 2026*
		Y = >1 and ≤5 days R = >5 days				
Q-1	Contractor Service Quality	G = No contractors failing the service quality assessment for any one month Y = Any contractors with a failed service quality assessment for one month R = Any contractors with a failed service quality assessment for >1 month	0	0	0	0
ST-1	Project Staffing	G = ≥ 95% of planned positions staffed Y = ≥ 85% and <95% of planned positions staffed R = < 85% of planned positions staffed	85%	87%	89%	91%

B. Success Criteria

Progress towards critical success factors as listed in the Project's Legislative Budget Request for the FY 25/26.

Number	Criteria	Target Date	Actual Date	Status *(**C**=Completed **IP**= In Progress **F**=Future)*
1	A financial management solution to replace CMS is implemented.	07/2021	07/2021	C
2	A financial management solution to replace Central and Departmental FLAIR is implemented.	01/2027	N/A	IP
3	A financial management solution to replace Payroll component of FLAIR is implemented.	01/2027	N/A	IP
4	A data warehouse and reporting solution to replace the FLAIR Information Warehouse is implemented.	01/2027	N/A	IP

C. Stage Gate Decision (Milestones)

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

Stage Gate Decision Name	Contractual Due Date	Actual Finish Date *(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

D. Deliverables

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

Deliverable Name	Contractual Due Date	Actual Finish Date *(completed)*	Deliverable Cost
D670 - Completion of Payroll Parallel Testing	10/30/2026	10/29/2026	$600,000.00

3 – IMPLEMENTATION ISSUES / RISKS

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
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	09/30/2026	Jimmy Cox

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			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 6/14/26** 3. Prepare the FINUPG2 environment to test the end-to-end processing of the API129 file, which would include performance tuning fixes (e.g., hints, indexes, stats, etc.) that have been applied to-date, per testing in FININT2 in order to obtain an updated baseline of the processing timing for each downstream process. – **Completed 6/23/26** 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		

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			(i.e., budget check, pay cycle, etc.), as applicable. – **Completed 6/23/26 – 6/28/26** 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. Completion date for Pass 2 may be impacted if findings are identified that require Oracle support and/or complex code fixes. – **Completed 7/1/26 – 7/8/26** 6. Analyze Pass 2 outcomes and confirm acceptable performance timings and confirm next steps. – **Completed 7/7/26 – 7/8/26** 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. – **Completed 7/15/26 – 7/17/26** 8. Per Pass 3 outcomes, an additional (**Pass 4**) will be executed to test performance of a separate file of ~500k transactions to		

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			determine the performance of budget check running sequentially with Pay Cycle running in parallel to determine the timings. **– Completed 7/21/26 – 7/24/26** 9. Per Pass 4 outcomes, an additional (**Pass 5**) will be executed to test performance of the ~500k transactions broken into 10 separate files where transactions within each file are coded to the same ChartField string to determine the performance of budget check running each transaction set in parallel. The information gathered from test passes 1 – 5 will provide the information needed to finalize the overall file processing approach in Production at go-live. – **Completed 7/28/26 – 8/3/26** 10. Per Pass 1 – 5 outcomes, a final (**Pass 6**) will be executed that reflects the optimal approach for loading the API129 file with all tunes applied to the environment. – **Completed 8/21/26.** The solution would consist of the following: a. Along with the various performance hints/indexes/SQL profiles that have been applied, a technical configuration in PS Options will be updated to increase the number of online temp table instances that can process data in conjunction with select batch activity to limit collisions and table locking. As a result, temp tables will be rebuilt to align with the configuration change, as well as re-seeding stats to		

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			allow the Oracle optimizer to make better explain plan decisions to optimize performance. b. API129 will be modified to populate Pay Groups on the FRS01 vouchers being paid via ACH once they have been loaded to the voucher staging tables to allow multiple pay cycles to be run in parallel to improve processing timing. Pay Groups will not be referenced on FRS01 vouchers being paid via warrant or 72000 vouchers being paid via warrants or ACH vouchers as the volume is low. c. The “FRS” origin for vouchers under the 72000 BU will be configured to require workflow routing to account for supplier transactions that may be subject to DOR or IRS levy. The Origin for vouchers under the FRS01 BU will be set to pre-approved, allowing the transactions to bypass workflow. d. The Budget Check job configuration will have 21 run controls for BU FRS01 that are configured with a supplier range of 25K suppliers each and 1 run control for BU 72000. The jobs will be configured in Tidal to run sequentially. e. Pay Cycle will be configured with 10 run controls by pay group for FRS01 vouchers being paid via ACH that will run in parallel. 11. Conduct discussions to identify a custom solution that would bypass the budget and		

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			cash checking processes at the detailed level and complete these processes using summarized entries at each ChartField sting combination. All other processes would be applied, including implementing the workflow change to bypass workflow for SetID FRS01, creating vouchers, creating detailed accounting entries, etc. – **Completed 8/21/2026** a. $0 PCR will be submitted by October 6 requiring Project Director level approval to approve the customizations that will be needed to implement the solution. SNow tickets will subsequently be logged to complete the changes. – **Completed CCB review on 10/11/2026; pending approval at the 10/28/2026, ESC meeting.** 12. Obtain an API129 file from FRS to load and process file in FINUAT2 after the UAT refresh. – **Completed; File was received from FRS on August 27** and tested the weekend of September 26 - 27. Several issues were encountered during testing that would require the file to be re-tested after identified processing items were resolved. The following identifies the next steps to be executed to re-test the file: a. Refresh FINUPG2 from FINUAT2 by October 4 – **Completed 10/2/2026**		

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			b. Process the latest file with all tunes applied in FINUPG2 from October 5 – 9 – **Completed 10/9/2026** c. Apply FINUPG2 testing outcomes and re-test the file in FINUAT2 from October 10 – 11 – **Completed 10/12/2026** 13. The FRS file processing is being tested as part of D711 Performance Testing Segment II in the Performance Test environment (FINUATZ). a. Preparation activities are planned for October 5 – 13 – **Completed 10/13/2026** b. Test execution and performance evaluation activities are planned for October 14 – 21 – **In Progress** i. The file was processed from 10/16 – 10/18, however, an environment issue was encountered during processing which has been resolve but required re-execution of the pay cycle and subsequent downstream processing. Target completion is October 23. 14. The custom solution has been developed and will be implemented with the Florida PALM Go-Live. a. System testing has begun with a target completion of November 3. – **In Progress** b. Once system testing is complete, the custom solution will be tested in the UAT environment by November 13. – **Not Started**		

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
Issue 42 – The Project will be Delayed in Completing all Training Materials by Milestone	Open	High	Based on the progress to-date, the Project anticipates that the completion and publication of all WBT will be beyond the October milestone for ***Start Conduct Training***. The delay can impact agency end users' ability to complete training prior to go-live. The Project will implement a shift in approach that will prioritize WBT materials completion before EUM. To supplement end user learning, the proposed Action Plan includes additional user engagement / learning opportunities not previously planned, along with a shift in the approach to completion. To resolve the Issue, the Project has three key objectives: 1. ***Enhance end user learning through project-facilitated workshops, both in person and virtual*** – These sessions will serve as expediters for end user learning that will supplement their WBT completion and will include live discussion and recorded sessions. 2. ***Publish WBT for the largest number of users by the milestone*** – By prioritizing DM and IU WBT, over 40% of the users will have the ability to commence their WBT at the beginning of the official training period, which is from October through January 2027. 3. ***Publish the remaining WBT for FIN/PAY functionality not related to year-end processes by the end of UAT*** – The	11/06/2026	Kimberly Kemp

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			finalization of the balance of the WBTs will be over several weeks up until the end of UAT (11/6/26), one month into the four-month training period. Though the UAT period is concluding, the UAT environment will remain live and available to all users through go-live. <u>Objective #1:</u> In addition to the WBT and EUM, there will be in-person / project-facilitated discussions (e.g., workshops, office hours) to enhance the end users' learning. As always, all Project-facilitated meetings or workshops are recorded and made available for replay or for access to others who did not attend the live session. The following are key elements for this objective: a) **By 10/9/26** – Conduct an in-person Florida PALM Fundamentals workshop(s) for all end users. **Completed – 10/7 & 10/8/2026** b) **By 10/9/26** – Begin conducting weekly Learning Matters sessions. These sessions, like the weekly UAT Office Hours, facilitate regular, interactive discussion with the Project team on an online platform for any and all learners. **Completed – 10/6/2026** c) **By 10/30/26** – Begin conducting in-person workshops for DW/BI Authors. **Completed – 10/12/2026**		

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			<u>Objectives #2 & #3:</u> To achieve these, the Project Team will shift from EUM content development to creating the WBTs on the following cadence, and as shown in the WBT Delivery Timeline below: a) **By 10/2/26** – Disbursement Management (DM) and Inter/IntraUnit (IU) Subject Areas. **Completed – 10/2/2026** b) **By 10/16/26** – Payroll (PR) Subject Area. **Completed – 10/16/2026** c) **By 10/30/26** – Account Management & Financial Reporting (AMFR), Accounts Receivable (AR), Budget Management / Cash Control (BMCC), Contracts Management (CT) Projects Management (PM), Grants Management (GM), Projects Management (PM), and Revenue Accounting (RA) Subject Areas. **Completed – 10/30/2026** d) **By 11/6/26** – Asset Accounting & Management (AAM), Month End / Year End Closing (AMFR) Subject Areas. **In Progress** The WBTs for the remaining Subject Areas will be completed prior to Go Live and include: • **By 11/30/26** – Banking (BK) and Reporting in Florida PALM. • **By 12/15/26** – Annual processes such as Carry Forward.		

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			WBT Delivery Timeline Planned Completion Date / Business Process Grouping / Approximate % of Total Users* October 2 — Disbursements Management, Inter/IntraUnit Management — 42% October 16 — Payroll Management — 6% October 30 — Account Management and Financial Reporting, Budget Management and Cash Control, Accounts Receivable, Revenue Accounting, Contracts Management, Grants Management, Project Management — 27% November 6 — Asset Accounting and Management, Managing Month-End Closing — 7% November 30 — Banking**, Reporting in Florida PALM — 11% *Balance are DW/BI Authors **Functionality implemented in CMS Wave		

B. Implementation Risks

Risks created, open, 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 1 - The Project may have negative impacts due to insufficient staffing, delays in onboarding, or the loss of critical personnel.	Open	9	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 3. Florida PALM Project Management Plan 4. Project Team member mentoring	Increasing	Angie Robertson

B. Implementation Risks

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			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 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.		

B. Implementation Risks

Risks created, open, 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
			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	9	Project Directors will provide Project cost, schedule, and scope updates to external stakeholders regularly using the monthly Project status reports. other required reports per Proviso, legislative meetings (e.g., committee meetings) and other ad hoc opportunities. The Project will: 1. Share information about business process models, process steps, interfaces, conversions, data, and reports through the Knowledge Center as they are updated. 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 Newsletters, Sponsor Scoops, and articles in the Knowledge Center.	Increasing	Jimmy Cox

B. Implementation Risks

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			4. Address agency questions during Readiness Touchpoints, Task Talks, and Office Hours, review and resolve agency submitted ServiceNow tickets, and publish the Known Issues and Enhancements List on the Knowledge Center.		
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 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 of Monthly Agency Status Reports and All-Agency UAT metrics for indicators and trends relating to engagement difficulties.	Increasing	Angie Robertson

B. Implementation Risks

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			6. Provide agency UAT metrics on the Florida PALM website and discuss in AC and / or ESC meetings. 7. Require agency update on Readiness Certification #3 mitigation plans in Monthly Agency Status Reports starting in August. 8. Require agency update on Readiness Certification #4 progress in Monthly Agency Status Reports starting in September. 9. Request agency leadership attendance at the October and / or November ESC meetings to address readiness gaps.		
Risk 5 – The timing and efficiency of information sharing between enterprise partners and agencies and the Project could impact the success of the Project.	Open	6	The Project will leverage existing meetings and schedule additional as needed to discuss the Project's timeline and status identifying timing for key work to be completed.	Increasing	Jimmy Cox
Risk 14 – UAT Exit Criteria for Florida PALM	Open	9	Dry Run 2 activities and the results of that conversion activity are the key mechanism the Project will use to affirm items 1, 2, 3, 4, 5, 12, & 13 required in the Proviso. As such, the mitigation 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.	Increasing	Jimmy Cox

B. Implementation Risks

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			• Requiring agencies provide updates on their progress towards meeting each of the requirements in their Monthly Agency Status Reports, beginning in August. • Requesting agency leadership attendance at the October and / or November ESC meetings to address readiness gaps. • 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 agency business system remediation and testing activities through the end of UAT. In addition, Readiness Certification 4, required to be		

B. Implementation Risks

Risks created, open, 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
			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 PROJECT VARIANCE

Variance

Category	Baseline	Actual	Variance*	Variance Methodology
Scope	1	1	0	Based on current month planned and actual Deliverables (DEL) and Work Products (WP) accepted or approved. Calculation of Variance: ((# of DEL & WP scheduled to be completed) – (# of DEL & WP accepted)) / # of DEL & WP scheduled to be completed
Schedule	1	0.99	0.01	Based on the Schedule Performance Index (SPI) for the month. Previous Reporting Period Actuals: July: 0.98, August: 0.98, and September: 0.99 Calculation of Variance: 1 - SPI for the Month
Budget	$3,749,339	$3,476,686	-0.07	Based on current month projected and actual costs. Calculation of Variance:

Variance				
Category	Baseline	Actual	Variance*	Variance Methodology
				(Month Baseline Projected Cost – Month Actual Cost) / Month Baseline Projected Cost
**A positive Variance reflects Actuals amount greater than the Baseline.*				

5 SPEND PLAN AND PROJECT COSTS

A. Spend Plan

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

The Florida PALM Project was appropriated $70,874,960 for FY 2026-27. As of the end of this reporting period, $37,176,026 has been released, $17,803,595 has been projected fiscal year to date, $17,530,942 has been incurred, and $15,990,711 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 October SSI Invoice Paid Monthly Report

Information for all other invoices can be found here: Florida PALM October Invoice Paid Monthly Report

C. Purchase Orders / Contracts

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

Information for each purchase order authorized during this reporting period can be found here: Florida PALM October Contract & PO Monthly Report

D. Procurements

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

Procurement	Estimated Cost	Status (C=Completed IP= In Progress F=Future)	Planned Start Date	Actual Start Date	Planned Finish Date	Actual Finish Date	Additional Comments
2627-12 RFQ PALM (SNow Systems Software Programmer)	$175,219.20	IP	10/16/2026	TBD	02/01/2027	TBD	The intent of this RFQ is to hire (1) additional SNow Systems Software Programmer.

6 STAKEHOLDER ENGAGEMENT

A. Agency Engagement

Agency engagement activities completed during the reporting period.

During the month of October, the Department:

- Published the 23 Subject Area Web-Based Trainings on the Knowledge Center under the following Business Process Groupings:
  - Disbursements Management
  - Inter/IntraUnit Management
  - Payroll Management
  - Account Management and Financial Reporting
  - Budget Management and Cash Control
  - Accounts Receivable
  - Revenue Accounting
  - Contracts Management
  - Grants Management
  - Projects Management
- Began hosting two new weekly virtual sessions to support end user learning: *DW/BI Working Sessions* and *Learning Matters: Training Topics Working Session*s.
- Continued hosting weekly UAT Office Hours with all agencies.
- Hosted an Agency Sponsor Summit to support the upcoming and final Agency Readiness Certification.
- Hosted two training sessions for Florida PALM Fundamentals, attended in person and virtually.
- Hosted five in-person training sessions for Building Reports & Queries for DW/BI Authors.
- Published the Agency Readiness Certification #4 Pulse Checks 4-5.
- 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.

A. Agency Engagement

Agency engagement activities completed during the reporting period.

- Published the agencies' October Monthly Progress Reports, capturing agency testing progress.
- Conducted Thursday Task Talks to provide a forum for agencies to learn or ask about RW Tasks and UAT Preparation.
- Continued to meet with agencies for Agency Touchpoints.
- Continued focused conversations with agencies and enterprise partners in areas of specific importance and personalized support.

B. Training Activities

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

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

- Developed, updated and published materials in the Knowledge Center to support users involved in UAT activities. This includes new Complement Your Knowledge articles for AMFR and DM, updates to Process Steps for Accounts Receivables, Asset Accounting and Management, Accounts Receivables, Disbursements Management, and Payroll, and updates to the Reporting and Interface Catalogs
- Published Training articles in the Knowledge Center, to provide support to agency end users in their Florida PALM learning journey. The articles provide information on various learning items, links to registration for and recordings from in-person training, guidance on the web-based training and how to use the LMS, as well as additional information to assist learners in the completion of training.
- Added End User Manual Payroll articles in the Knowledge Center.
- Designed, developed and published WBTs for 23 Subject Areas, totaling approximately 40 training hours covering the following Business Process Groupings: Account Management and Financial Reporting, Accounts Receivables, Budget Management and Cash Control, Contracts Management, Disbursements Management, Grants Management, Inter/IntraUnit Management, Payroll Management, Projects Management, and Revenue Accounting.
- Kicked-off the Learning Matters – Training Topic Working Sessions. Virtual meetings hosted each Tuesday at 2:00 p.m. as a forum to provide support to those who have completed training, have questions, or need additional support.
- Prepared and hosted two training sessions for Florida PALM Fundamentals. In this session, attended by over 400 participants in person and virtually, participants will learn about key concepts that are the building blocks of Florida PALM and how the interconnectedness of the system impacts all aspects of working in Florida PALM. Recordings of each session and the presentation materials are available in the Knowledge Center.
- Prepared and hosted five in-person training session for Building Reports & Queries. The session, attended by over 149 participants, walked participants through planned exercises, facilitated group discussion, and provided in-person support for agency query or report creation or modification needs. A recording of a session and the presentation materials are available in the Knowledge Center.

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.

Agency Sponsors submitted responses for the fourth and final Readiness Certification #4 Pulse Checks. The following dashboards have been published to provide a summary of the responses and report views of all submissions, including comments.

- Pulse Check 4 (as of 10/12/2026)
- Pulse Check 5 (as of 10/26/2026)

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

Direct Project Impact

- ✓ Task 709 – Submit Configuration and Conversion Workbooks – Released 09/01/2026 – Due 10/09/2026
  - 28 of 34 agencies submitted and verified complete.
- Task 714 – Submit Configuration and Conversion Workbooks – Released 10/12/2026 – Due 11/30/2026
- Task 628 – Update Agency Readiness Certification #4 – Released 10/26/26 – Due 11/10/2026

Indirect Project Impact

- ✓ Task 710 – Complete Data Cleansing in Preparation of Dry Run 4 – Released 08/24/2026 – Due 10/09/2026
- ✓ Task 715 – Maintain Role Mapping Worksheet – Released 10/01/2026 – Due 10/30/2026
- ✓ Task 692 – Submit Monthly Progress Report – Testing, Training, Cutover – Released 10/01/2026 – Due 10/30/2026
- Task 712 – Complete Data Cleansing in Preparation for Go-Live – Released 10/12/2026 – Due 12/23/2026

No Project Impact

- ✓ Task 602 – Update Agency Business Process Documentation – Released 05/04/2026 – Due 10/30/2026
- ✓ Task 604 – Create Agency-Specific Learning Materials to Support End Users – Released 05/04/2026 – Due 10/30/2026
- ✓ Task 623 – Create Agency Post-Implementation Support Plan – Released 09/14/2026 – Due 10/30/2026