Project Sponsor:	*Steven Fielder*	**Project Director:**	*Jimmy Cox*
Status Report Period*:*	*October 1, 2025 – December 31, 2025*	**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, 2026)*

1 – FLORIDA PALM STATUS OVERVIEW

A. Summary Update
Executive summary of project activities during the reporting period

During this reporting period, the Project has remained within budget. Project work focused on several areas: System Testing; Interface Testing; Completion of Environment builds; Preparation for and execution of Financials Only Pre-User Acceptance Testing (UAT); Preparation for All Agency UAT; Execution of Amendment 13 to the Software and System Integrator (SSI) contract; Updating the Project Schedule to reflect changes resulting from Amendment 13; and Agency engagement and training.

In support of agency engagement and training, the Project; completed Financials Only Pre-UAT; and published 98 new resources to the Project's website including 42 process steps, 16 agency exchange resources, 11 videos, numerous flyers, newsletters, agency readiness certification #2 criteria, Knowledge Center materials, and UAT related materials.

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*	✔		Amendment 13 to the SSI contract was executed moving the Florida PALM go-live date to January 2027.
Will the project complete on schedule?	✔		
Is the project currently within budget? *If no, 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 4.
Were any Project Change Requests approved during this reporting period?	✔		Amendment 13 to the SSI Contract – Approved November 19, 2025, and executed (signed) on November 21, 2025.

B. Implementation Status			
	Yes	No	Explain:
Have any issues or risks impacted the project during the reporting period?	✔		See Sections 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
Amendment 13 to the SSI contract – Extending Go Live Date to January 2027	$4,963,448	Go-Live Date moved from July 2026 to January 2027	Amendment was approved on November 19th and executed (signed) on November 21st

D. SPI

Project Schedule Performance Index (SPI) per quarter

	Quarter 1 *(July – September)*	Quarter 2 *(October – December*)*	Quarter 3 *(January – March)*	Quarter 4 *(April – June)*
Project Schedule Performance Index (SPI)	0.92	*0.91	N/A	N/A
Explanation of SPI Variance / Trend	As of the end of Quarter 2, the Project was in the process of updating the Project Schedule to reflect the new go-live date established in Amendment 13 to the SSI contract. Therefore, the SPI was not calculated as of the end of December but will be calculated for January. *As of the November month end			

2 – IMPLEMENTATION PROGRESS

A. Stage Gate Decisions (Milestones)			
Stage Gate Decisions planned for action by the Project Director and/or Executive Steering Committee and the status of each item listed (Completed, In Progress, Future).			
Stage Gate Decision Name	Contractual Due Date	Actual Finish Date *(completed)*	Status (*C*=Completed *IP*= In Progress *F*=Future)
SG1 – Ready to Start Build	12/29/2023	11/08/2023	C
SG2 – Ready to Begin System Testing	08/30/2024	08/05/2024	C
SG3 – Ready to Begin UAT	01/21/2026	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. Deliverables				
Project deliverables which were due to be completed and/or completed during the reporting period, and those that are past due.				
Deliverable Name	Contractual Due Date	Actual Finish Date *(completed)*	Planned Cost	Actual Cost
D661 - Completion of System Test DW/BI	08/27/2025	12/22/2025	$1,338,840.00	$1,248,571.00

3 – IMPLEMENTATION ISSUES / RISKS

A. Implementation Issues					
Issues created, opened, or closed within this reporting period related to implementation.					
Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
Issue 35 - Failure to Begin UAT as Defined in the Project Schedule	Closed	Critical	There are four primary items that will drive the ability for the Project to determine and move towards the appropriate new start date for UAT.	11/21/2025	Jimmy Cox

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
			1. Determine the approach for UAT for DW/BI – Due Date: 10/20/2025; *Completed 10/01/2025* 2. Confirm the impact of a PeopleTools Upgrade on UAT – Due Date: 09/26; *Completed 10/08/2025* 3. Engage a select subset of agencies (i.e., Advisory Council Member Agencies) and the Divisions of Accounting and Auditing and Treasury in Pre-UAT activities to familiarize them with the UAT environment and navigation and begin testing processes in the system. Due Date: 10/20/2025; *Completed 10/20/2025* 4. Earliest execution of SSI Contract Amendment 13 or Release of the start date for UAT. *Completed 11/24/2025*		

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
Issue 36 - DW/BI Readiness for UAT	Closed	High	The Project will complete the following, at a minimum, to resolve this issue: 1. 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*** 2. Key Project team members will hold daily coordination meetings to facilitate completion of the: • Resolution of all high-level – Due Date: 10/03/2025; ***Completed 09/26/2025*** • Execution of System Tests for DW/ – 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

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
Issue 37 – Difficulty Filling Procurement-to-Payment (P2P) Co-Lead Positions	Open	High	The Project will: 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.	12/31/2025	Deana Metcalf

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
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 3. Florida PALM Project Management Plan 4. Project Team member mentoring	Stable	Angie Robertson

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			5. Accenture Staffing Plan 6. Onboarding Checklist The Project will also: 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

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
Risk 2 – External stakeholders (e.g., Legislature, EOG) and agencies expectations may not be aligned with the Florida PALM cost, schedule, or scope.	Open	6	Project Directors will provide Project cost, schedule, and scope updates to external stakeholders regularly using the monthly Project status report, other required reports per Proviso, legislative meetings (e.g., committee meetings) and other ad hoc opportunities. The Project will: 1. Share information about business process models, interface designs, and reports through the Knowledge Center as they are approved. 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.	Stable	Jimmy Cox

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			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: 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.	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:	Increasing	Jimmy Cox

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
			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.		
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
Risk 11 - Delays in or extended duration of interface testing with enterprise partners for cycle 2 will result in testing overlaps	Open	6	The Project will take one or more actions listed below:	Increasing	Jimmy Cox

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
which impact resource allocation as well as activity timing and completion.			1. Continue to meet regularly with enterprise partners, increasing the cadence where needed, to stay up to date on their progress. 2. Create and use partner-specific (e.g., People First, MFMP) testing alignment documents to support detailed activities and tracking of progress. 3. 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. 4. Expand testing duration for enterprise partners. 5. Move additional Project staff to support Technical Interface Testing.		

4 – SPEND PLAN AND PROJECT COSTS

A. Spend Plan
Additional information provided in the attached Project Spend Plan and Release notes
The Florida PALM Project was appropriated $72,323,194 for FY 2025-26. As of the end of this reporting period, $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.

B. Invoices
Invoices paid during the reporting period.
Information for each invoice paid relating to the Software and System Integrator (SSI) Contract can be found here: Florida PALM Project SSI Invoices Paid Report Information for all other invoices can be found here: Florida PALM Project Invoices Paid Report

C. Purchase Orders / Contracts
Purchase Orders approved or Contracts or Contract Amendments executed during the reporting period.
Information for each purchase order authorized during this reporting period can be found here: Florida PALM Project Purchase Order / Contracts Report The Project selected Canopy One to provide UAT-QA services (2526-12 RFQ PALM UAT), and executed Amendment 13 to the SSI contract.

5 – STAKEHOLDER ENGAGEMENT

A. Agency Engagement
Agency engagement activities completed during the reporting period

During this reporting period, the Project completed the following agency engagement activities:
 	
• Published the following web-based resources for agencies:
  o UAT Pre-Materials (70 Process Step articles, 11 videos and one article), one new End User Role, and one new Complement Your Knowledge article on the knowledge Center
  o Agency Monthly Progress Reports
    ▪ October Monthly Progress Reports
    ▪ November Monthly Progress Reports

A. Agency Engagement
Agency engagement activities completed during the reporting period

- December Monthly Progress Reports
  - Bimonthly Agency Status Reports
    - September – October Bimonthly Agency Status Reports
    - November – December Bimonthly Agency Status Reports
  - Published 18 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 an Agency Sponsor Scoop detailing current and upcoming events as 2025 concludes and 2026 begins.
  - Published two Know Your Change Impact flyers for agencies to consider How will General Revenue be handled in Florida PALM and Types of Role Conflicts in Florida PALM.
  - Created a new UAT Preparation series focusing on critical components of agency preparation and published supporting resources on Role Mapping, User Stories, Supporting UAT Access, UAT Plan, and Pre-UAT Lessons Learned.
  - Updated Agency Readiness Certification #2 criteria.
  - Updated the End User Role Listing and End User Role Conflict Matrix.
  - Published Solution Center Reporting Errors Tips as a quick help for current end users to troubleshoot common reporting errors.
- Hosted a Sponsor Summit with Agency Sponsors to highlight key activities in 2026.
- Met with agencies to discuss:
  - Florida PALM Go-Live Date (January 2027)
  - Financials-Only Pre-UAT
  - Key Implementation Activities
  - Preparation for All-Agency UAT
  - Areas of specific importance to agencies and enterprise partners
- Conducted Financials-Only Pre-UAT
  - Six in-person sessions
  - Eleven Office Hours sessions

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

Training activities to develop Process Steps associated with all Business Process Groupings as part of UAT continued during this reporting period. To prepare for UAT, training activities focused on the development and publication of materials to be used by participants involved in UAT activities. These materials focused on Suppliers, Encumbrances, Vouchers, Inter/IntraUnit, Accounts Receivables, Projects, and Assets transactions. Materials were published to the Knowledge Center within the dedicated User Acceptance Testing Materials section. In addition to publishing new materials, the Training team refined and updated materials used during UAT based on feedback received from users and as a result of changes that came about during testing activities.

C. Agency Readiness Progress
Agency activities towards readiness for Florida PALM across People, Process, Technology, and Data released, active or closed during the reporting period.

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

Direct Project Impact

- Task 573-B – Complete and Submit End User Role Mapping Worksheet for Remaining End Users – Released 07/14/2025 – Due 12/19/2025 (Complete)
  - 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 587-A – Complete Data Cleansing Based on Mock Conversion 3 – Released 08/11/2025 – Due 11/07/2025 (Complete)
  - 33 out of 35 agencies submitted and verified as complete.
- Task 587-B – Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers – Released 08/11/2025 – Due 10/17/2025 (Complete)
  - All agencies submitted and verified as complete.
- Task 587-C – Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects – Released 08/11/2025 – Due 10/29/2025 (Complete)
  - All agencies submitted and verified as complete.
- Task 592 – Agency IdP SMEs Add End Users to Agency's Identity Provider – Released 12/08/2025 – Due 1/09/2026
- Task 661 – Update Conversion Field Mapping – Released 08/11/2025 – Due 11/05/2025 (Complete)
  - 28 out of 35 agencies submitted and verified complete. The remaining agencies provided an incomplete submission. Due to the direct impact to Mock Conversion 4, this task is closed for those remaining agencies.
- Task 662 – Submit Updated Configuration Workbooks – Released 08/11/2025 – Due 11/05/2025 (Complete)
  - 26 out of 35 agencies submitted and verified complete. The remaining agencies provided an incomplete submission. Due to the direct impact to Mock Conversion 4, this task is closed for those remaining agencies.
- Task 662-A – Submit Updated Configuration Workbooks – State Program Selection for Budget Allotments – Released 09/15/2025 – Due 10/29/2025 (Complete)
  - All agencies submitted and verified as complete.

Indirect Project Impact

- Task 574 – Prepare Documentation for User Acceptance Testing – Released 06/02/2025 – Due 01/09/2026
- Task 665 – Submit Monthly Progress Report – Testing – Released 10/01/2025 – Due 10/31/2025 (Complete)
- Task 667 – Submit Monthly Progress Report – Testing – Released 11/03/2025 – Due 11/25/2025 (Complete)
- Task 668 – Submit Monthly Progress Report – Testing – Released 12/01/2025 – Due 12/30/2025 (Complete)
- Task 688 – Update UAT Plan – Released 12/08/2025 – Due 1/09/2026

C. Agency Readiness Progress

Agency activities towards readiness for Florida PALM across People, Process, Technology, and Data released, active or closed during the reporting period.

- Task 606 – Update Agency Readiness Certification #2 – Released 12/15/2025 – Due 1/09/2026

No Project Impact

- Task 627 – Submit Bimonthly Agency Readiness Status Report – Released 11/03/2025 – Due 11/10/2025 (Complete)
- Task 666 – Share Florida PALM Updates – Released 10/13/2025 – Due 10/24/2025 (Complete)
- Task 671 – Submit Bimonthly Agency Readiness Status Report – Released 12/29/2025 – Due 1/14/2026

01/29/2026