

<b>Project Sponsor:</b>	Steven Fielder	<b>Project Director:</b>	Jimmy Cox
<b>Status Report Period:</b>	March 1, 2025 – March 31, 2025	<b>Current Project R&amp;C Category:</b>	4
<b>Project Start Date:</b>	Project funding began July 1, 2014	<b>Project End Date:</b>	July 19, 2027 (Funding appropriated through June 30, 2025)

## 1 – FLORIDA PALM STATUS OVERVIEW

### A. Agency Engagement

Required for R&C Category 

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

- Communicated Knowledge Center updates with a focus on interface layout changes.
- Published the [Project Newsletter](#) highlighting agency and Project activities from the third quarter of the fiscal year.
- Published the updated [Testing Timeline](#) on a newly created [Testing webpage](#).
- 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.
- 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:
<b>Is the project on schedule?</b> <small>If no, explain why and what corrective action(s) are planned to bring the project back on schedule</small>	✓		The Project Schedule is currently being updated to align with the updated timeline set by Amendment 12 to the SSI Contract.
<b>Will the project complete on schedule?</b>	✓		
<b>Is the project currently within budget?</b> <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.
<b>Will the project remain within budget?</b>	✓		Spend Plan details provided in Section 4.

B. Implementation Status		Required for R&C Category <span style="background-color: yellow; border: 1px solid black; padding: 0 2px;">1 2</span> <span style="background-color: orange; border: 1px solid black; padding: 0 2px;">3 4</span>	
	Yes	No	Explain:
Were any Project Change Requests approved during this reporting period?		✓	
Have any risks or issues impacted the project during the reporting period?	✓		Issue 33 – Inability to Achieve Stage Gate 3 on the Current Timeline

C. SPI <i>Provide SPI for Current + Last 3 Reporting Periods</i>					Required for R&C Category <span style="background-color: orange; border: 1px solid black; padding: 0 2px;">3 4</span>
	Past Reporting Period	Past Reporting Period	Last Reporting Period	Current Reporting Period	
Date	December 2024	January 2025	February 2025	March 2025	
Project Schedule Performance Index (SPI)	0.90	0.90	0.87	0.87	
Explanation of SPI Variance / Trend	<p>The SPI remains constant.</p> <p>The Project Schedule is currently being updated to align with the new timeline approved with the execution of Amendment 12 to the SSI Contract.</p>				

## 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 

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	07/30/2025	N/A	IP
SG4 – Continue Deployment	01/30/2026	N/A	F
SG5 – Agency Readiness	05/30/2026	N/A	IP
SG6 – Deployment Readiness	06/17/2026	N/A	IP
SG7 – Confirm Deployment	07/02/2026	N/A	F
SG8 – Go-Live	07/13/2026	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

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

### 3 – IMPLEMENTATION ISSUES / RISKS

#### A. Implementation Issues

Required for R&C Category 

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

Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
Issue 33 – Inability to Achieve Stage Gate 3 on the Current Timeline.	Open	High	The Project will: 1. Negotiate, approve, and execute an amendment to the SSI contract to adjust the Project timeline, including Stage Gate Decision dates for the next Major Implementation of Florida PALM. (03/03/2025) – Completed on 03/03/2025 2. Update the Project Schedule based on negotiated changes to the contract and timeline, where needed, to support successful implementation of the next Major Implementation of Florida PALM. (04/2025) – In Process 3. Communicate changes in activities and timing associated with implementing the next Major Implementation of Florida PALM to the appropriate stakeholders. (04/28/2025) – In Process	4/28/2025	Jimmy Cox

#### B. Implementation Risks

Required for R&C Category 

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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
Risk 2 – External stakeholders (e.g., Legislature, EOG) and agencies expectations may not be aligned with the Florida PALM cost, schedule, or scope.	Open	6	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.	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
			<p>The Project will:</p> <ol style="list-style-type: none"> <li>1. Share information about business process models, interface designs, and report through the Knowledge Center as they are approved.</li> <li>2. Share comprehensive details about the Solution (FIN/Payroll/DW) as it becomes available and is ready for distribution.</li> <li>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.</li> <li>4. Work with agencies as needed to educate agencies 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.</li> <li>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.</li> <li>6. Support agency evaluation of business system needs as they relate to data and reporting.</li> </ol>		

**B. Implementation Risks**

Required for R&C Category



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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
Risk 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"> <li>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.</li> <li>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.</li> <li>3. Lead meetings and workshops designed to share timely and relevant information with agencies throughout the project lifecycle.</li> <li>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.</li> <li>5. Review bimonthly agency status reports for indicators and trends relating to engagement difficulties.</li> </ol>	Increasing	Angie Robertson

**B. Implementation Risks**

Required for R&C Category



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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
Risk 5 – The timing and efficiency of information sharing between enterprise partners and agencies and the Project could impact the success of the Project.	Open	9	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.	Increasing	Jimmy Cox
Risk 6 – The execution of contracts and procurement activities outside of the Project may impact Florida PALM implementation and agency readiness.	Open	9	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 go-live.	Increasing	Angie Robertson

**B. Implementation Risks**

Required for R&C Category



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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
Risk 8 – Scope and timing of Build Segments may impact the Project's ability to meet Stage Gate 3 and several Critical Path Items.	Closed	9	<p>The Project will utilize one or more of the following strategies to manage the risk:</p> <ol style="list-style-type: none"> <li>1. Onboard additional application development staff to supplement the existing staff.</li> <li>2. Hold daily build update meetings (i.e., 15-minute stand-ups) to discuss the current progress of build activities, including any delays.</li> <li>3. Increase the involvement of ERP Support Services team members to speed up reviews of application development documentation.</li> <li>4. Reduce the number of reviewers for each application development document.</li> <li>5. Hold internal working meetings to identify additional dependencies and schedule tasks to assist with work planning and execution.</li> </ol>	Increasing	Jimmy Cox



**B. Implementation Risks**

Required for R&C Category



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

Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
Risk 9 – Overlap of System Testing with the Start of User Acceptance Testing (UAT) may result in a delay of UAT and higher defects and issues.	Closed	9	The Project will utilize one or more of the following strategies to manage the risk: 1. Hold daily update meetings (i.e., 15–30-minute stand-ups) to discuss the current progress of Project activities, including any delays. 2. Increase the number of SSI Vendor system testers (e.g., supplement with current production support staff) in order to complete system testing activities quicker. 3. Combine the State and SSI Vendor system testing resources to speed up the system testing timeline, instead of each group testing independently. 4. Monitor progress to determine if other mitigation approaches are needed. 5. Onboard additional state resources to support DW/BI activities. 6. Hold internal working meetings to identify additional dependencies and schedule tasks to assist with work planning and execution.	Increasing	Jimmy Cox
Risk 10 - Failure to timely execute Amendment 12 will significantly impact the Project's ability to proceed with implementation activities.	Closed	6	The Project will continue to work with ESC members to answer questions or discuss concerns as they continue their review.  If the Amendment is not executed by March 3, 2025, the Project will log an Issue and identify appropriate Action Plans to resolve.	Increasing	Jimmy Cox

## 4 – SPEND PLAN

The Florida PALM Project was appropriated \$60,944,787 for FY 2024-25. As of the end of this reporting period, \$42,479,549 has been released, \$29,065,993 has been projected fiscal year to date, \$30,660,822 has been incurred, and \$26,140,736 has been paid. See the Florida PALM Project Spend Plan for additional details.

## 5 – REMEDIATION AND TRANSITION TASKS REQUIRED TO REPLACE FLAIR

<b>Remediation and Transition Tasks</b> <i>Provide status tracking for remediation and transition tasks required to replace FLAIR and identify the status of each item listed (Completed, In Progress, Future).</i>			
Task Name	Due Date	Actual Finish Date (Completed)	Status (C=Completed IP= In Progress F=Future)
<b>Stage Gate 1 – Ready to Start Build</b> (includes the following critical path items): <ul style="list-style-type: none"> <li>Project Schedule (D635) – <b>Accepted</b></li> <li>Solution Design – Segment I (D636) – <b>Accepted</b></li> <li>Solution Design – Segment II (D637) – <b>Accepted</b></li> <li>Update Process Models – Financials – Segment I (I-WP101) – <b>Complete</b></li> <li>Update Process Models – Financials – Segment II (I-WP101) – <b>Complete</b></li> </ul> <i>*Items do not need to be complete for the decision to start build.</i>	12/29/2023	11/08/2023	C
<b>Stage Gate 2 – Ready to Begin System Testing</b> (includes the following critical path items): <ul style="list-style-type: none"> <li>Solution Design – Segment III (D641) – <b>Accepted</b></li> <li>Process Models – Payroll (D639) – <b>Accepted</b></li> <li>Master Data Configuration Workbooks (D640) – <b>Accepted</b></li> <li>Updated Technical Architecture Design (D642) – <b>Accepted</b></li> <li>Update Process Models – Financials – Segment III (I-WP101) – <b>Complete</b></li> <li>Build – Segment I (D646) – <b>Accepted</b></li> <li>Solution Design – Segment IV (D644) * – <b>Accepted</b></li> <li>Update Process Models – Financials – Segment IV (I-WP101) * – <b>Complete</b></li> <li>Environment Builds – System Test Environment – <b>Complete</b></li> </ul> <i>*Items do not need to be complete for the decision to begin system testing</i>	08/30/2024	08/05/2024	C

<b>Remediation and Transition Tasks</b> <i>Provide status tracking for remediation and transition tasks required to replace FLAIR and identify the status of each item listed (Completed, In Progress, Future).</i>			
Task Name	Due Date	Actual Finish Date (Completed)	Status (C=Completed IP= In Progress F=Future)
<b>Stage Gate 3 – Ready to Begin UAT</b> (includes the following critical path items): <ul style="list-style-type: none"> <li>Establish DW/BI Environments (D647) – <b>Accepted</b></li> <li>Build – Segment II (D648) – <b>Accepted</b></li> <li>Security Roles Matrix (WP405) – <b>Complete</b></li> <li>Environment Builds – Mock Conversion Test Environment – <b>Complete</b></li> <li>Environment Builds – Interface Test Environment – <b>Complete</b></li> <li>Solution Design – DW/BI (D650) – <b>Accepted</b></li> <li>Mock Conversion I (D651) – <b>In Progress (Late)</b></li> <li>Build – Segment III (D649) – <b>Accepted</b></li> <li>Build – DW/BI – Segment I (D653) – <b>Accepted</b></li> <li>System Test – Segment I (D652) – <b>Accepted</b></li> <li>Mock Conversion II (D655) – <b>In Progress</b></li> <li>Build – Segment IV (D654) – <b>In Progress</b></li> <li>Build – DW/BI – Segment II (D659) – <b>Accepted</b></li> <li>Environment Builds – UAT Test Environment – <b>In Progress</b></li> <li>System Test – Segment II (D656) – <b>Accepted</b></li> <li>System Test – Segment III (D696) * – <b>In Progress</b></li> <li>Build – DW/BI – Segment III (D668) – <b>In Progress</b></li> <li>Mock Conversion III (D657)</li> <li>System Test – DW/BI (D661) *</li> </ul> <i>*Items do not need to be complete for the decision to begin user acceptance testing.</i>	07/30/2025	N/A	IP
<b>Stage Gate 4 – Continue Deployment</b>	01/30/2026	N/A	F
<b>Stage Gate 5 – Agency Readiness</b> (includes the following critical path items): <ul style="list-style-type: none"> <li>Training Build (I-WP110) – <b>In Progress</b></li> <li>Role Assignment Resources (I-WP118) – <b>In Progress</b></li> <li>Readiness Workplan (I-WP126) – <b>Complete</b></li> <li>Agency Readiness Certification (I-WP128) – <b>Complete</b></li> </ul>	05/30/2026	N/A	IP

<b>Remediation and Transition Tasks</b> <i>Provide status tracking for remediation and transition tasks required to replace FLAIR and identify the status of each item listed (Completed, In Progress, Future).</i>			
Task Name		Due Date	Actual Finish Date (Completed)
<b>Stage Gate 6 – Deployment Readiness</b> <ul style="list-style-type: none"> <li>Environment Builds – Disaster Recovery Test Environment</li> <li>Deployment and Contingency Plan (D658) – <b>In Progress</b></li> <li>Environment Builds – Dry Run Test Environment</li> <li>Environment Builds – Performance Test Environment</li> <li>Mock Conversion IV (D662)</li> <li>Interface Testing – Segment I (D663) – <b>In Progress</b></li> <li>System Test – Segment III (D696)</li> <li>Regression Testing (WP416) – <b>In Progress</b></li> <li>Completion of Dry Run #1 (D667)</li> <li>Disaster Recovery Testing (D676)</li> <li>Payroll Parallel Testing (D670)</li> <li>Interface Testing – Segment II (D671)</li> <li>Completion of Dry Run #2 (D673)</li> <li>Penetration Testing (D674)</li> <li>Performance Testing (D675)</li> <li>Completion of Dry Run #3 (D677)</li> </ul>		06/17/2026	N/A
<b>Stage Gate 7 – Confirm Deployment</b>		07/02/2026	N/A
<b>Stage Gate 8 – Go-Live</b>		07/13/2026	N/A

## 6 – TRAINING PLANS

### Training Plans for Department Staff <sup>1</sup>

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 2  
3 4

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
ILT Training Delivery Plan (I-WP113)	01/03/2025		IP
UAT Training Materials (I-WP111)	06/13/2025		IP
Training Build (I-WP110)	08/11/2025		IP
End User Manual (I-WP112)	08/29/2025		IP
Conduct Training	11/26/2025		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 2  
3 4

Chapter 2024-228 implementing the 2024-2025 General Appropriations Act, directs 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 589 for the period of January - February 2025, on February 28, 2025, with a due date of March 10, 2025, for completing the requested information and providing Agency Sponsor confirmation. All Primary Agency Sponsors submitted their bimonthly status for the period of January to February 2025, as of March 14, 2025. Agency reports and the summary dashboards are published on the [Florida PALM website](#).

Agencies completed (noted with a check mark), continued, or began working on the following readiness tasks included in the Readiness Workplan during March:

<sup>1</sup> Deliverables / Work Products / Activity Names and Due Dates are not reflective of replanning due to Amendment 12 but will be updated for March Status Report.

## 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 2  
3 4

### Direct Project Impact

- ✓ Task 546 – Update Florida PALM Interface Inventory for Segment IV – Released: 07/22/2024 – Due: 10/18/2024
  - 34 out of 35 agencies have submitted and have been verified as complete.
- ✓ Task 557 – Confirm Interface Inventory for Cycle 2 Interface Testing – Released: 11/18/2024 – Due: 12/13/2024
  - 34 out of 35 agencies have submitted and have been verified as complete.
- ✓ Task 658-D – Submit Data Field Mapping (Location Code) – Released: 02/03/2025 – Due: 03/14/2025
  - 33 out of 34 agencies have submitted and have been verified as complete. The task has closed with one agency not submitted.
- ✓ Task 567-L – Share, Review, and Update Configuration Workbooks (Position Funding) – Released: 03/03/2025 – Due: 03/28/2025
  - All agencies have submitted and have been verified as complete.
- ✓ Task 567-M – Share, Review, and Update Configuration Workbooks (Default Funding) – Released: 03/03/2025 – Due: 03/28/2025
  - All agencies have submitted and have been verified as complete.
- ✓ Task 567-N – Share, Review, and Update Configuration Workbooks (CJIP Funding) – Released: 03/03/2025 – Due: 03/28/2025
  - All agencies have submitted and have been verified as complete.
- ✓ Task 567-O – Share, Review, and Update Configuration Workbooks (FFIP Funding) – Released: 03/03/2025 – Due: 03/28/2025
  - All agencies have submitted and have been verified as complete.

### Indirect Project Impact

- Task 563-C – Create Agency Specific User Acceptance Testing Plan – Released: 12/09/2024 – Due: 05/02/2025
- Task 576 – Complete Internal Agency Business System Test and Remediation to prepare for Cycle 2 - Technical Interface Testing – Released: 01/06/2025 – Due: 07/25/2025

### N/A Project Impact

- ✓ Task 561 – Remediate Agency Business Systems based on Segment IV – Released: 10/21/2024 – Due: 03/14/2025
- Task 560 – Submit Change Analysis Tool – Released: 12/09/2024 – Due: 05/02/2025
- Task 568 – Create Training Plan for Agency Managed End User Training – Released: 12/09/2024 – Due: 05/30/2025
- ✓ Task 589 – Submit Bimonthly Agency Readiness Status Report – Released: 02/28/2025 – Due: 03/10/2025
- Task 590 – Manage Agency Specific Implementation Schedule, Risks and Issues – Released: 02/28/2025 – Due: 04/30/2025