

Department of Financial Services FY 2024-2025 DECEMBER 1, 2024 – DECEMBER 31, 2024

Project Sponsor:	Steven Fielder	Project Director:	Jimmy Cox
Status Report Period:	December 1, 2024 – December 31, 2024	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, 2025)

### 1 – FLORIDA PALM STATUS OVERVIEW

A. Agency Engagement	Required for R&C Category
During the month of December, the Department completed the following:	
<ul> <li>Hosted the <u>Sponsor Summit</u> for Agency Sponsors and their subject matter expert guest for support facilitate and open dialogue.</li> </ul>	ort transition planning, upcoming tasks,
<ul> <li>Co-hosted a CoLab with Florida Digital Service on User Acceptance Testing.</li> </ul>	
• Published the Project Newsletter detailing fiscal year quarter 2 activities and upcoming events.	
<ul> <li>Published the <u>Agency Readiness Certification</u> criteria which will be reviewed by the Florida PALM considering their vote for Stage Gate 4: Agency Readiness.</li> </ul>	M Executive Steering Committee when
Published all Design Workshop videos, demos, and materials on one dashboard located on the I	Florida PALM <u>website</u> .
<ul> <li>Published eight resources, as requested from agencies, in the <u>Agency Exchange Library</u> to share</li> </ul>	e knowledge with other agencies in areas of
People, Process, Technology, Data, or Project Management.	
<ul> <li>Continued to meet with agencies for Agency Touchpoints.</li> </ul>	
<ul> <li>Continued focused conversations with agencies and enterprise partners in areas of specific important</li> </ul>	ortance and personalized support.

B. Implementation Status			Required for R&C Category
	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		•	Some Project Schedule tasks were trending late during the month of December and are impacting Stage Gate 3 Ready to Begin UAT.
Will the project complete on schedule?	>		The accepted Project Schedule shows Florida PALM going live on January 6, 2026.
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.



B. Implementation Status			Required for R&C Category
	Yes	No	Explain:
Will the project remain within budget?	✓		Spend Plan details provided in Section 4.
Were any Project Change Requests approved during this reporting period?	•		PCR122 – Cost Collection and Physical Inventory Customizations has been approved. PCR123 – Automate Clearwater Error Tagging has been approved.
Have any risks or issues impacted the project during the reporting period?		>	No risks have impacted the Project and no Issues have been identified during the reporting period.

C. SPI Provide SPI for Current + Last 3 Reporting Periods Required for R&C Category 3							
	Past Reporting Period	Current Reporting Period					
Date	September 2024	October 2024	November 2024	December 2024			
Project Schedule Performance Index (SPI)	0.91	0.91	0.92	0.90			
Explanation of SPI Variance / Trend	The SPI has decreased since the last reporting period due to delayed Build Segment III tasks and impacts to successor tasks resulting from the addition of tasks of Build Segment IV to the schedule.						

# **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).						
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	С			
SG2 – Ready to Begin System Testing	08/30/2024	08/05/2024	С			
SG3 – Ready to Begin UAT	03/28/2025	N/A	IP			



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 ider 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)
SG4 – Agency Readiness	11/26/2025	N/A	IP
SG5 – Deployment Readiness	12/17/2025	N/A	IP
SG6 – Confirm Deployment	12/30/2025	N/A	F
SG7 – Go-Live	01/06/2026	N/A	F

B. Scope Changes List all scope changes (any changes from the original project identified during this reporting period, including those that ma	schedule or budget) Required for R&C Category		
Scope Change Description	Cost Impact	Schedule Impact	Status ( <i>if approved, include approval date</i> ) / Variance Explanation / Comment
N/A			

# **3**-IMPLEMENTATION ISSUES / RISKS

A. Implementation Issues List all issues identified, open, occurring, or closed w	implementation of the Financials or Payroll Waves.	equired for R&C Ca	tegory 34		
Issue Description	Status (Open / Closed)	Priority	Resolution Approach	Resolution Date	Owner
N/A					

B. Implementation Risks List risks identified, open, occurring, or closed within the	equired for R&C C	ategory <sup>2</sup>			
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,	Increasing	Jimmy Cox



Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owne
			legislative meetings (e.g., committee meetings) and other ad hoc opportunities.		
			<ol> <li>The Project will:</li> <li>Share information about business process models, interface designs and reports designs through the Knowledge Center as they are approved.</li> <li>Share comprehensive details about the Solution (FIN/Payroll/DW) as it becomes available and is ready for distribution.</li> <li>Hold Design Workshops (respectively) to support agencies understanding of the to be Solution (FIN/Payroll/DW).</li> <li>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>Address agency questions during Readiness Touchpoints and as follow-ups to agency submitted questions.</li> <li>Support agency evaluation of business system needs as they relate to data and reporting.</li> </ol>		



B. Implementation Risks List risks identified, open, occurring, or closed within the	e reporting period w	ith risk score	of 6 or greater.	equired for R&C C	ategory <sup>3</sup> 4
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	6	<ul> <li>The Project will utilize one or more of the following mitigations to manage the risk:</li> <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 that 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> </ul>	Increasing	Angie Robertson



B. Implementation Risks List risks identified, open, occurring, or closed within the reporting period with risk score of 6 or greater.			Required for R&C Category		
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
Risk 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	<ul> <li>The Project will leverage existing meetings and schedule additional as needed to discuss:</li> <li>1. The Project's timeline and status identifying timing for key work to be completed.</li> <li>2. Projected changes to: <ul> <li>a. Enterprise systems and their potential impact on the Project.</li> <li>b. The Project and its potential impact on enterprise systems.</li> </ul> </li> <li>3. Progress of integration.</li> <li>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.</li> </ul>	Increasing	Jimmy Cox



B. Implementation Risks List risks identified, open, occurring, or closed within the reporting period with risk score of 6 or greater.					Category <sup>3</sup> 4
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
Risk 6 – The execution of contracts and procurement activities outside of the Project may impact Florida PALM implementation and agency readiness.	Open	6	<ul> <li>The Project will utilize one or more of the following strategies to manage the risk:</li> <li>Provide the Project's timeline and key Project dates essential for agency and enterprise partner readiness (e.g., milestones).</li> <li>Engage regularly with agency and enterprise partners to share information and to report progress towards key milestone dates.</li> <li>Request updates and status reporting on key readiness activities.</li> <li>Provide support or information to support agency, enterprise partner, or oversight body planning or decision making or needs.</li> <li>Continue regular meetings and develop mitigation actions should specific contracts not be executed and applications ready at Florida PALM launch.</li> </ul>	Increasing	Angie Robertson



B. Implementation Risks 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.	Open	6	<ul> <li>The Project will utilize one or more of the following strategies to manage the risk:</li> <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> </ul>	Increasing	Jimmy Cox



B. Implementation Risks List risks identified, open, occurring, or closed within the reporting period with risk score of 6 or greater.					ategory <sup>2</sup> <sup>3 4</sup>
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	Open	6	<ul> <li>The Project will utilize one or more of the following strategies to manage the risk:</li> <li>1. Hold daily update meetings (i.e., 15–30-minute stand-ups) to discuss the current progress of Project activities, including any delays.</li> <li>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.</li> <li>3. Combine the State and SSI Vendor system testing resources to speed up the system testing timeline, instead of each group testing independently.</li> <li>4. Monitor progress to determine if other mitigation approaches are needed.</li> <li>5. Onboard additional state resources to support DW/BI activities.</li> <li>6. Hold internal working meetings to identify additional dependencies and schedule tasks to assist with work planning and execution.</li> </ul>	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, \$28,900,853 has been released, \$21,078,773 has been projected fiscal year to date, \$16,804,260 has been incurred, and \$14,376,962 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)	
<ul> <li>Stage Gate 1 – Ready to Start Build (includes the following critical path items):</li> <li>Project Schedule (D635) – Accepted</li> <li>Solution Design – Segment I (D636) – Accepted</li> <li>Solution Design – Segment II (D637) – Accepted</li> <li>Update Process Models – Financials – Segment I (I-WP101) – Complete</li> <li>Update Process Models – Financials – Segment II (I-WP101) – Complete</li> <li>*Items do not need to be complete for the decision to start build.</li> </ul>	12/29/23	11/08/23	С	
<ul> <li>Stage Gate 2 – Ready to Begin System Testing (includes the following critical path items):</li> <li>Solution Design – Segment III (D641) – Accepted</li> <li>Process Models – Payroll (D639) – Accepted</li> <li>Master Data Configuration Workbooks (D640) – Accepted</li> <li>Updated Technical Architecture Design (D642) – Accepted</li> <li>Update Process Models – Financials – Segment III (I-WP101) – Complete</li> <li>Build – Segment I (D646) – Accepted</li> <li>Solution Design – Segment IV (D644) * – Accepted</li> <li>Update Process Models – Financials – Segment IV (I-WP101) * – Complete</li> <li>Environment Builds – System Test Environment – Complete</li> <li>*Items do not need to be complete for the decision to begin system testing</li> </ul>	08/30/24	08/05/24	С	



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 3 – Ready to Begin UAT (includes the following critical path items):	03/28/25	N/A	IP		
<ul> <li>Establish DW/BI Environments (D647) – Accepted</li> <li>Build – Segment II (D648) – Accepted</li> <li>Security Roles Matrix (WP405) – Complete</li> <li>Environment Builds – Mock Conversion Test Environment – Complete</li> <li>Environment Builds – Interface Test Environment – Complete</li> <li>Solution Design – DW/BI (D650) – Accepted</li> <li>Mock Conversion I (D651) – In Progress</li> <li>Build – Segment III (D649) – In Progress</li> <li>Build – DW/BI – Segment I (D653) – In Progress</li> <li>System Test – Segment I (D654) – In Progress</li> <li>Build – Segment IV (D654) – In Progress</li> <li>Build – Segment IV (D654) – In Progress</li> <li>Build – DW/BI – Segment II (D659) – In Progress</li> <li>Build – DW/BI – Segment II (D659) – In Progress</li> <li>Build – DW/BI – Segment II (D656) – In Progress</li> <li>System Test – Segment II (D656) – In Progress</li> <li>Build – DW/BI – Segment II (D656) – In Progress</li> <li>Build – DW/BI – Segment II (D656) – In Progress</li> <li>System Test – Segment II (D656) – In Progress</li> <li>Build – DW/BI – Segment II (D656) – In Progress</li> <li>System Test – Segment II (D656) – In Progress</li> <li>System Test – Segment II (D656) – In Progress</li> <li>System Test – Segment II (D656) – In Progress</li> <li>System Test – Segment II (D656) – In Progress</li> <li>System Test – Segment III (D656) – In Progress</li> <li>System Test – Segment III (D668) *</li> <li>Mock Conversion III (UAT) (D657)</li> <li>System Test – DW/BI (D661) *</li> </ul>					
<ul> <li>Stage Gate 4 – Agency Readiness (includes the following critical path items):</li> <li>Training Build (I-WP110) – <i>In Progress</i></li> <li>Role Mapping Worksheet (I-WP118) – <i>In Progress</i></li> <li>Readiness Workplan (I-WP126) – <i>Complete</i></li> <li>Agency Readiness Certification (I-WP128) – <i>Complete</i></li> </ul>	11/26/25	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		
Task Name	Due Date	Actual Finish Date (Completed)	Status (C=Completed IP= In Progress F=Future)		
Stage Gate 5 – Deployment Readiness	12/17/25	N/A	IP		
<ul> <li>Environment Builds – Disaster Recovery Test Environment</li> <li>Deployment and Contingency Plan (D658) – <i>In Progress</i></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) – <i>In Progress</i></li> <li>System Test Segment III – (D696)</li> <li>Regression Testing (WP416)</li> <li>Mock Go-Live – 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>Mock Go-Live – Dry Run #2 (D673)</li> <li>Penetration Testing (D674)</li> <li>Performance Testing (D675)</li> <li>Final Known Issues &amp; Enhancements List (D678)</li> <li>Mock Go-Live – Dry Run #3 (D677)</li> </ul>					
Stage Gate 6 – Confirm Deployment	12/30/25	N/A	F		
Stage Gate 7 – Go-Live	01/06/26	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 Pro-	Required for R&C Category		
Deliverable / Work Product / Activity Name	Due Date	Actual Finish Date (Completed)	Status ( <b>C</b> =Completed I <b>P</b> = In Progress <b>F</b> =Future)
Update Training Strategy (I-WP122)	02/29/24	03/13/24	С
Training Curriculum (I-WP108)	11/15/24	11/19/24	С
ILT Training Delivery Plan (I-WP113)	01/03/25		IP
UAT Training Materials (I-WP111)	06/13/25		IP
Training Build (I-WP110)	08/11/25		F
End User Manual (I-WP112)	08/29/25		IP
Conduct Training	11/26/25		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 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 569 for the period of November - December 2024, on December 30, 2024, with a due date of January 10, 2025, for completing the requested information and providing Agency Sponsor confirmation. All agencies submitted their bimonthly status for the period of November to December 2024, as of January 13, 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 December:

Direct Project Impact

Task 546 – Update Florida PALM Interface Inventory for Segment IV – Released: 07/22/2024 – Due: 10/18/2024
 33 out of 35 agencies have submitted and have been verified as complete



**Remediation Progress of Agency Business Systems** 

### Required for R&C Category Provide an update on the remediation progress for each agency business system required for deployment of Florida PALM functionality. ✓ Task 541-C – Complete Configuration Workbooks for Segment IV - Payroll (PR) and SpeedKey – Released: 08/26/2024 – Due: 10/04/2024 o 29 out of 35 agencies have submitted and have been verified as complete ✓ Task 541-D – Complete Configuration Workbooks for Segment IV - General Ledger (GL) – Released: 10/07/2024 – Due: 11/01/2024 32 out of 33 agencies have submitted and have been verified as complete ✓ Task 555-B – Complete Data Cleansing Based on Mock Conversion 1 – Released: 10/28/2024 – Due: 11/22/2024 32 out of 35 agencies have submitted and have been verified as complete ✓ Task 555-C - Complete Data Cleansing Based on Mock Conversion 1 (AMC001 and POC001) - Released: 11/08/2024 - Due: 12/06/2024 29 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 24 out of 35 agencies have submitted and have been verified as complete ✓ Task 567-A – Share, Review, and Update Configuration Workbooks (KK) – Released: 11/18/2024 – Due: 12/13/2024 o 34 out of 35 agencies have submitted and have been verified as complete ✓ Task 567-B – Share, Review, and Update Configuration Workbooks (GL - Organization) – Released: 11/18/2024 – Due: 12/13/2024 26 out of 35 agencies have submitted and have been verified as complete ✓ Task 567-C – Share, Review, and Update Configuration Workbooks (GL – OA1) – Released: 11/18/2024 – Due: 12/13/2024 o All agencies have submitted and have been verified as complete ✓ Task 567-D – Share, Review, and Update Configuration Workbooks (GL – OA2) – Released: 11/18/2024 – Due: 12/13/2024 o All agencies have submitted and have been verified as complete ✓ Task 567-E – Share, Review, and Update Configuration Workbooks (GL – Budgetary Value Combination Edit) – Released: 11/18/2024 – Due: 12/13/2024 All agencies have submitted and have been verified as complete ✓ Task 567-G – Share, Review, and Update Configuration Workbooks (AM) – Released: 11/18/2024 – Due: 12/13/2024 o 31 out of 35 agencies have submitted and have been verified as complete ✓ Task 567-H – Share, Review, and Update Configuration Workbooks (PC) – Released: 11/18/2024 – Due: 12/13/2024 • All agencies have submitted and have been verified as complete ✓ Task 567-I – Share, Review, and Update Configuration Workbooks (Org Security Rule) – Released: 11/18/2024 – Due: 12/13/2024 o 31 out of 35 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 01/31/2025
- Task 564 Update Future Florida PALM Users Released: 12/09/2024 Due 01/10/2025

N/A Project Impact

✓ Task 547 – Remediate Agency Business Systems based on Segment III – Released: 07/22/2024 – Due: 12/13/2024



#### **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

- Task 561 Remediate Agency Business Systems based on Segment IV Released: 10/21/2024 Due: 03/14/2025
- ✓ Task 563 Manage Agency Specific Implementation Schedule, Risks and Issues Released: 11/01/2024 Due: 12/27/2024
- Task 558 Update Agency Business System Documentation Released: 11/18/2024 Due: 01/10/2025
- Task 560 Submit Change Analysis Tool Released: 12/09/2024 Due 01/31/2025
- Task 568 Create Training Plan for Agency Managed End User Training Released: 12/09/2024 Due 03/28/2025
- Task 569 Submit Bimonthly Agency Readiness Status Report Released: 12/30/2024 Due 01/10/2025
- Task 570 Manage Agency Specific Implementation Schedule, Risks and Issues Released: 12/30/2024 Due 02/28/2025