

PROJECT CHARTER

FLORIDA PALM READINESS PROJECT

DEPARTMENT OF FINANCIAL SERVICES

December 8, 2023



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Version	Date	Revision Notes
1.0	12/08/2023	FINAL

CONTACTS

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1.0 EXECUTIVE SUMMARY

1.1 Project Overview

Established more than 42 years ago, the Florida Accounting and Information Resource (FLAIR) has been the mainstay application providing accounting resources to the State's agencies. However, since the implementation of FLAIR, the State's accounting needs have grown and outstretched FLAIR's capabilities. Based on information provided in the [FLAIR Study](#)¹, the Florida Legislature authorized the creation of the Florida PALM project to design, develop, and implement a financial management solution (FMS). In January of 2026, the Florida PALM Project using PeopleSoft tools and software will replace FLAIR (Central and Departmental), the Payroll Subsystem, and Information Warehouse.

As a result of this multi-year endeavor, the Florida PALM Project will require changes to the way the Department of Financial Services (the Department) operates, causing various impacts to the Department's people, processes, technology, and data. It is critical for the Department to align with the Florida PALM Project's changes and ensure a successful implementation for our staff and the State of Florida.

The Florida PALM Readiness Project (Project) will ensure that the Department is ready for implementation into Florida PALM by:

- Working with OIT, Offices, and Divisions to ensure current agency business systems are remediated to interface with Florida PALM PeopleSoft tools to continue our accounting and cash management operations.
- Working closely with offices and divisions to review and revise business processes and procedures for financial, accounting, and budgetary activities to ensure that operations can continue and are equipped for Florida PALM.
- Working with the Division of Accounting & Auditing (A&A), Office of Information Technology, and Division of Treasury to support changes to their operations to continue to carry out CFO enterprise responsibilities.
- Working with A&A, Divisions, and Offices to identify data needs and to assist in cleansing data prior to converting the Department's accounting information into Florida PALM.
- Working with all Divisions and Offices to ensure sufficient User Acceptance Testing has been completed, and all identified business operations can be completed in Florida PALM.

¹ [Project Management \(myfloridacfo.com\)](http://myfloridacfo.com)

- Providing various levels of training to staff based on their Florida PALM needs to ensure they are ready at go-live.
- Initiating and executing change management and agency readiness activities early to identify and strategize the Department's needs.

The Florida PALM Readiness Project will manage all activities related to the Florida PALM Project through different project efforts, training, and change management approaches to account for impacts across all Offices and Divisions.

1.2 Document Summary

The purpose of this document is to establish in writing, and gain agreement on, the Project's vision, purpose, and expected value to the Department. This document communicates the Project governance and organizational structures as well as Project Team role descriptions. Other important project management and governing functions such as decision authority, communication management, resource management are captured in other approved project plan documents.

2.0 BUSINESS NEED AND OBJECTIVES

2.1 Business Need and Justification

All state agencies are required to collaborate with the Florida PALM Project to make remediations to agency business systems and adapt business processes for a seamless transition of operations to Florida PALM. The Department will closely oversee all related efforts to align with the Florida PALM Project to ensure that the Department is on track; that rising issues are identified, escalated to the proper individuals, and mitigated as necessary; confirm necessary technology changes are made for agency business systems; and that all staff are trained and properly prepared for using the new system.

2.2 Business Objectives

The main business objective is for the Department to be fully prepared, and to have contingencies in place, to allow for a seamless transition of operations into Florida PALM. The Florida PALM Readiness Project's goal is to continue DFS Proper operations at the current rate of output, while also being able to transition enterprise-wide support to all state agencies.

3.0 PROJECT SUMMARY

3.1 Scope

The Florida PALM Readiness Project is responsible for preparing the Department to use the tools and software within Florida PALM. The DFS Readiness Project team will support the Department in a successful transition to Florida PALM by

providing a way for the Project to communicate, support, and engage the impacted stakeholders. The Change Champion Network (CCN), as defined within the Project Team below, will support the Department's transition to Florida PALM and is expected to lead and support organizational changes within the Department during this transition through the following in-scope activities:

- Attend agency readiness workshops facilitated by the Florida PALM Project (as identified in the Organizational Readiness Plan);
- Complete the Florida PALM Project's Readiness Workbook (RW) and associated readiness tasks to include training end users, preparing business systems, educating owners, updating applicable policies and procedures, and cleansing data;
- Communicate expectations and deadlines to affected end users, enterprise users, and business system owners;
- Support Divisions and Offices to prepare for the transition to Florida PALM;
- Monitor enterprise business process changes;
- Monitor enterprise Treasury process changes;
- Monitor the remediation of agency business systems;
- Monitor the remediation of Division processes;
- Communicate and collaborate with the Florida PALM Project's Stakeholder Engagement Training and Readiness Team;
- Communicate and collaborate with the Division/Office point of contacts (POCs) and subject matter experts (SMEs) on Florida PALM updates and activities; and
- Develop and encourage a culture that embraces organizational changes through the transition to Florida PALM.

Out of Scope Items

- Any activities unrelated to DFS readiness preparations for Florida PALM implementation and transition.

3.2 Assumptions and Constraints

Assumptions

- Necessary resources will be available,
- Initiative will be supported by executive leadership,
- The Florida PALM Project Team will prepare and provide training and related training materials for the solution,
- The Department will support data cleansing,
- The Department will be responsible for agency specific training to the end-users.
- The Florida PALM Project Team and A&A will provide necessary information for data cleansing and conversion,

- Management of the project plan for technical build of agency system interfaces and interim business systems will be completed by the Department's Office of Information Technology's Project Manager,
- The Florida PALM Project will provide a Chart of Account crosswalk, interface layouts, and conversion layouts,
- The Department will remediate all agency business systems impacted by Florida PALM that cannot be retired,
- The Department will complete all necessary interface builds to allow for business operations to continue in Florida PALM, and
- The Department will actively participate in the agency testing efforts of the new processes and validate the outputs meet the needs of the Department.

Constraints

- The availability of Department resources due to competing priorities,
- Department turnover results in a loss of experience and institutional knowledge
- Legislative Budget Request budget cycles, and
- The Solution implementation schedule.

3.3 Inter-Dependencies

The following are inter-dependencies of this project:

- Office of Information Technology – Agency Business System Remediation Plan
- Accounting & Auditing's Florida PALM Implementation Plan

3.4 Milestones

There are several milestones for the CCN; most will have a link to related schedules (i.e., Florida PALM Project schedule, OIT's Florida PALM Readiness schedule):

- Data Cleansing complete
- Training complete
- Business system remediation design complete
- Business system remediation build complete
- Business system remediation UAT scenarios complete
- Business system remediation interface testing complete
- Business system remediation UAT end-to-end testing complete
- Data mapping complete
- Data configuration workbooks complete
- Business process testing scenarios for Florida PALM complete
- User acceptance testing complete
- Mock conversion testing complete

- Retirement of business systems replaced by Florida PALM review and planning complete
- Enterprise and Agency procedures complete
- Workforce transition complete

The individual activities to support these milestones will be tracked within the [DFS Implementation Schedule](#):

4.0 INITIAL PROJECT PLAN

4.1 Estimated Resource Requirements

The Florida PALM Readiness Project will be supported by the Agency's Change Champion Network that is comprised of various subject matter experts throughout the Department. This readiness team will support the project on an on-going basis. Each office and division will assign a Point of Contact (POC) to be a liaison between the CCN and their office or division. Additionally, Subject Matter Experts (SMEs) for each Division and Office will be asked to help the CCN identify and document all current business processes, complete the assigned readiness workplan tasks (RW) and complete User Acceptance Testing.

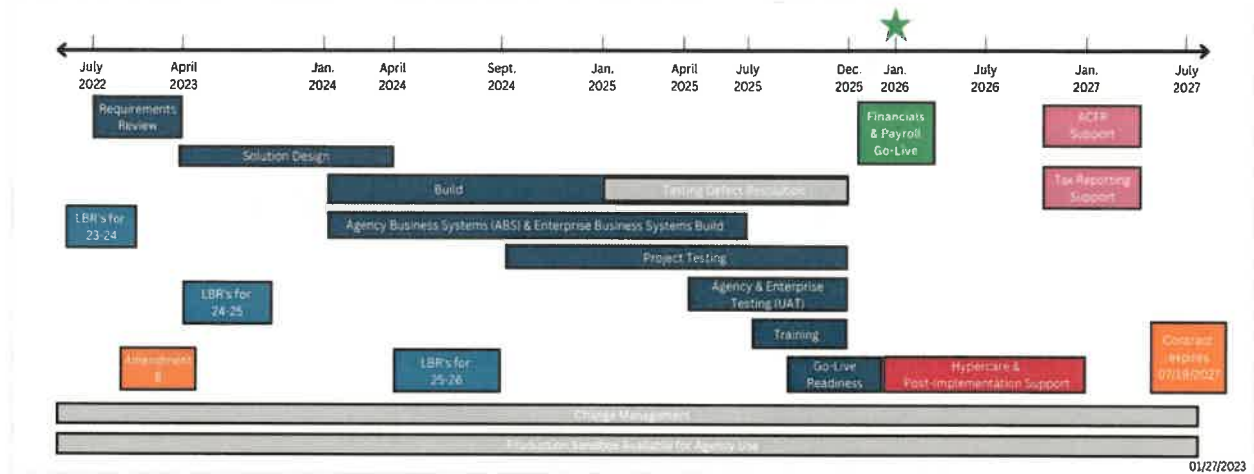
4.2 Funding Source(s)

The Florida PALM Readiness Project is being supported through the Department's general appropriations. Salaries for contracted staff augmentation to support Florida PALM activities will be funded through special Legislative funds approved for agency readiness for Florida PALM.

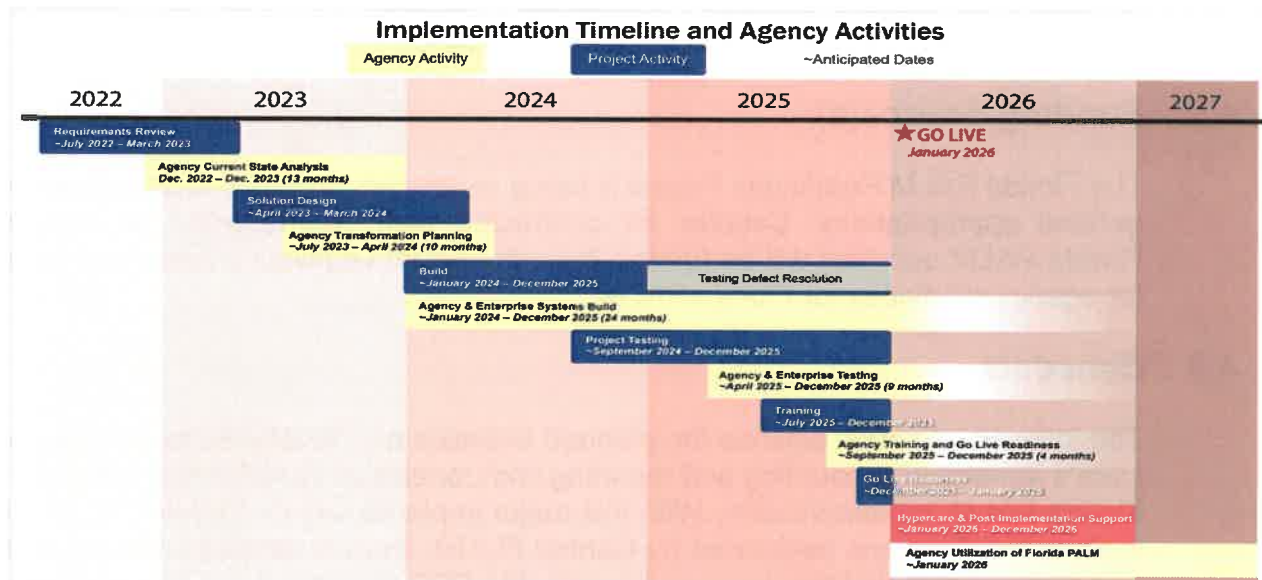
4.3 Schedule

The following timeline outlines the planned activities and timeframe to replace the state's remaining accounting and reporting components of FLAIR in the next major Florida PALM implementation. With this major implementation, Florida PALM will replace the functions performed by Central FLAIR, Departmental FLAIR, Payroll, and Enterprise Data Warehouse. As such, the DFS schedule must align with the implementation dates for the Florida PALM Schedule:

Florida PALM Project Timeline²



Agency Activity Timeline³



Important Key Dates

Table 1: Key Dates

Key Date	Importance and Relevance to the Project
8/31/2023	Florida PALM Design Release – Segment 1 will provide the necessary functional process details

² [Timeline \(myfloridacfo.com\)](https://myfloridacfo.com)

³ [major_implementation_card \(myfloridacfo.com\)](https://myfloridacfo.com)

Key Date	Importance and Relevance to the Project
10/27/2023	Update Current State Agency Business Systems Inventory & Documentation
11/1/2023	On-Board Requested Resources is crucial to the success of the project
11/30/2023	Florida PALM Design Release – Segment 2 will provide the necessary functional process details
12/15/2023	Document & Update Current DFS Business (Fiscal and Payroll) Processes, Including People and Agency Business Systems Engaged in the Processes
2/28/2024	Florida PALM Design Release – Segment 3 will provide the necessary functional process details
5/31/2024	Florida PALM Design Release – Segment 4 will provide the necessary functional process details
6/30/2024	Identify and Complete Functional Process Gap Analysis for the agency business processes
7/16/2024	Complete Agency Business System Integration Design
9/30/2024	Complete data readiness activities to be ready for Mock 2 Conversions
12/9/2024	Share and Review Florida PALM end-user Training curriculum and planning of agency managed specific training
1/2/2025	Start Agency Business System and Functional Process Test Phase
1/6/2025	Create and Prepare User Acceptance Testing Scripts and materials
2/3/2025	Update Workforce Readiness Plan based on Role Mapping and Change Analysis
4/7/2025	Participate in User Acceptance Testing to validate outcomes of test scenarios
6/2/2025	Update Agency Readiness Certification
9/1/2025	Agency Training will allow the Agency to become familiar with the use of Florida PALM to perform their daily tasks

Key Date	Importance and Relevance to the Project
10/6/2025	Review and Confirm Configuration Workbook to prepare for go-live
11/3/2025	Update and submit End User Role Mapping Worksheet in preparation of go-live
11/3/2025	Update Agency Readiness Certification
1/6/2026	Planned Florida PALM Go-Live Date

4.4 Critical Success Factors

- Commitment from Division leadership,
- Effective communication channels,
- Engaged end user and SMEs,
- Dedicated resources, and
- Information to make decisions.
- Successful operational change management which provides Awareness, Desire, Knowledge, Ability and Reinforcement to all impacted stakeholders.

5.0 PERSONNEL, ORGANIZATION, AND GOVERNANCE

5.1 Project Sponsor

Scott Fennell, Deputy Chief Financial Officer of Operations, serving as the Project Sponsor possesses the authority to apply project resources, expend funds, make decisions and give approvals regarding the Florida PALM Readiness Project.

5.2 Project Manager

The Project Manager will work closely with the Agency Liaison, the Change Champion Network, and Project Sponsor to support Florida PALM readiness activities, as well as providing regular updates on behalf the Florida PALM Project.

5.3 Key Stakeholders

A Stakeholder is defined as individuals or groups that affect or are affected by the CCN, including:

Table 2: Key Stakeholders

Key Stakeholder	Project Interest
Florida Legislature	The Legislature appropriated the funds for this project and are to receive the Operational Work Plan (OWP) and status updates.
Executive Steering Committee (ESC)	The ESC is responsible for approving changes that modify the Project Management Plan scope, changes to the schedule that affects major deliverables and key milestones, and cost variances greater the +/-10% of the budget within each spend plan category for the Florida PALM Project.
Scott Fennell, Deputy CFO of Operations	Senior management over the two DFS Divisions whose major applications are transitioning to Florida PALM.
Steven Fielder, Chief Business Officer	This position will function as the Executive Project Sponsor and serve as Chair of the Executive Steering Committee. It will assist in managing stakeholder engagement and support agency needs.
Jimmy Cox, Director of the Florida PALM Project	Accountable for the successful implementation of the Florida PALM project.
Office of Accounting and Auditing	Business Owners and primary end-users of FLAIR.
Florida PALM Change Champion Network (CCN)	Supports and oversees the Florida PALM Readiness Project to help transformation and continuity of DFS business operations during the transition to Florida PALM.
All State Agencies	End users of FLAIR and Florida PALM
Department Leadership	This includes the CFO, Chief of Staff, and the Deputy CFOs
Department Division Directors and Bureau Chiefs	This includes all Department division directors and bureau chiefs
Florida PALM Project Readiness Coordinator (RC)	The RC is a Project team member who is the primary point of contact between the Department and the CCN
Agency Business System (ABS) Users	Users that perform work in agency business systems that are interfaced to the Solution.
Agency Business System Developers	OIT support of agency business systems that are interfaced to the Solution.
Division Point of Contact	Division staff responsible for coordinating with the CCN to communicate Florida PALM readiness activities and updates to his or her division staff.

Key Stakeholder	Project Interest
Division Subject Matter Experts	Division staff responsible for assisting Florida PALM readiness task to help identify and document unique division processes to ensure all operations can continue after implementation.
Central FLAIR Users	Users that perform Central FLAIR functions, typically within the Division of Accounting and Auditing and the Division of Treasury.
Cash Management System (CMS) Users	Users that perform functions within Florida PALM that were previous functionality in the CMS system, investments, deposits, etc.
Departmental FLAIR Users	Users that perform Departmental FLAIR functions within each state agency (Department, OIR, and OFR users).
Payroll Users	Users that perform functions within the FLAIR Payroll "PYRL" application.
Enterprise Data Warehouse Users	Users that access or pull FLAIR data to perform their duties. This includes RDS, Information Warehouse, and FLAIR@DFS users.

5.4 Project Organizational and Governance Structure

Table 3: CCN Structure

Team/Role	Name
Chief Financial Officer	Jimmy Patronis
Agency Project Sponsor	Scott Fennell
Agency Representative in the Florida PALM Project Executive Steering Committee	Angie Martin Mark Merry Jennifer Pelham
Project Manager	Vacant
Agency Liaison	Alexandra Weimorts
Agency Representative for the Advisory Council	Alexandra Weimorts

Team/Role	Name
Accounting & Auditing Representative for the Advisory Council	Renée Hermeling
Agency Business Liaison	Teri Mann
Agency Technical Liaison	Stacey Pollock
OIT Project Management Liaison	Michael Avello
Technical Application (ABS) Architect	David Medina
A&A Liaison	Renée Hermeling
A&A Liaison Backup	Julia Collins-O’Kane
Treasury Liaison	Sarah Dugan
Agency Training Liaison	Kim Jacobs
Agency Change Management Liaison	Vacant
Point of Contacts	Various
Subject Matter Experts	Various

5.5 Roles and Responsibilities

Table 4: Roles & Responsibilities

Role	Description
<p>Agency Sponsor</p>	<ul style="list-style-type: none"> • Serves as a visible agency leader and supporter of the CCN. • Approves internal changes required by the Department as a result of the implementation. • Provides the Department resources needed to enable the change. • Supports the entire Change Champion Network by sharing information. • Works with the Agency Liaison to resolve issues and evaluate risks. • Serves as an escalation point for the Agency Liaison. • Supports post implementation activities. • Has final decision-making authority.
<p>Agency Liaison</p>	<ul style="list-style-type: none"> • Serves as the primary point of contact between the Project and the CCN. • Tracks the agency’s completion of activities and tasks from the RW. • Reports status to the Agency Sponsor as well as to the Project. • Discusses issues and potential risks with the CCN and communicates the Department’s issues and risks to the Project. • Works with the Agency Sponsor to resolve issues and evaluate risk. • Supports post implementation activities.
<p>Project Management Readiness Liaison</p>	<ul style="list-style-type: none"> • The Project Manager will oversee the overall implementation process, ensuring that project milestones, deliverables, and timelines are met. This role will coordinate and collaborate with the internal project team, external vendors, and stakeholders to ensure effective project execution. • Tracks the agency’s completion of activities and tasks from the RW. • Monitors issues and potential risks with the CCN and working with the Agency Liaison and/or Agency Sponsor to resolve issues and evaluate risk. • Manages the CCN project management tools.

Role	Description
<p>Business Liaison</p>	<ul style="list-style-type: none"> • Serves as the person responsible for coordinating functional activities within the agency across business functions. • Helps identify impacts to agency business processes, influences the adoption of process changes, and coordinates or oversees updates to agency procedures. • Helps promote the Solution at the Department and build support for it. • Communicates Division/Office issues and risks to the Project. • Supports post implementation activities
<p>Organizational Change Management (OCM) Liaison</p>	<ul style="list-style-type: none"> • The Organizational Change Manager will focus on facilitating organizational change and smooth system adoption. This role will develop and execute a comprehensive change management strategy, including stakeholder analysis, communication plans, training programs, and post-implementation support. Their role will involve addressing resistance, managing expectations, and ensuring user engagement throughout the implementation.
<p>Technical Liaison</p>	<ul style="list-style-type: none"> • Serves as the point person for technical activities, including security, development and testing of interfaces and conversion data, agency business system remediation, and desktop configuration activities. • Manages the Department’s ability to connect to the Solution and setting up the infrastructure for interface transmission, as applicable. • Coordinates the Department’s data conversion and data validation activities. • Serves as the primary point of contact for the Office of Information Technology. • Supports post implementation activities.
<p>Technical Application (ABS) Architect Liaison</p>	<ul style="list-style-type: none"> • Serves as a secondary point of contact between OIT and the CCN. • Determine how existing applications, legacy systems, databases, web interfaces and/or hardware logic, operating on multiple platforms, work together to meet the new enterprise requirements. • Align current solution functionality with interim and end-state business processes. • Participate in component and data architecture design, software product evaluation, and buy vs. build recommendations. • Assess business system transition readiness.

Role	Description
OIT Project Management Liaison	<ul style="list-style-type: none"> • Serves as a secondary point of contact between OIT and the CCN. • Tracks OITs completion of activities and tasks from the RW. • Manages the OIT project management tools. • Supports the Technical Liaison in CCN-related activities and work. • Supports post implementation activities.
Training Liaison	<ul style="list-style-type: none"> • Serves as the person responsible for coordinating training activities within the Department. • Supports and implements the Project's training program at the Department. • Identifies activities and messages that help the Department achieve change readiness. • Helps promote the Solution at the Department and build support for it. • Supports post implementation activities.
A&A Liaison	<ul style="list-style-type: none"> • Serves as the primary point of contact between the Project and the Division of Accounting and Auditing. • Tracks the Division's completion of activities and tasks from the RW and reports the status to the Project. • Communicates their division's issues and risks to the Project. • Helps promote the Solution at the Department and build support for it. • Supports post implementation activities.
Treasury Liaison	<ul style="list-style-type: none"> • Serves as the primary point of contact between the Project and the Division of Treasury. • Tracks the Division's completion of activities and tasks from the RW and reports the status to the Project. • Communicates their division's issues and risks to the Project. • Supports post implementation activities.
Super User/Subject Matter Expert	<ul style="list-style-type: none"> • Serves as an expert in a business process and/or technical workstream of the Solution's functions, assigned by module area and/or technical expertise. • Supports post implementation activities.

Role	Description
Division Points of Contact	<ul style="list-style-type: none"> Serves as the primary point of contact between the CCN and their division. Identifies activities and messages that help their division achieve change readiness. Helps promote the Solution in their division and build support for it. Supports post implementation activities.

6.0 PROJECT RISKS

6.1 Risk and Complexity Category

The PALM Readiness Project may have foreseeable constraints such as: cost, schedule, and scope. The table below provides a guide that will be used to establish DFS risk impacts.

Table 5: Risk Impact Rating

Impact Rating	Value	Impact Rating Criteria
Low	1	No impact to cost No or minimal impact to schedule No impact to scope
Medium	2	Minimal variance to current cost projections Moderate impact to schedule Minimal impact to scope
High	3	Significant variance to current cost projections Extensive impact to schedule Moderate impact to scope

Risks are a forecast of potential issues; a probability value must be derived. The table below provides a guide DFS will use to assign values for scoring a risk probability.

Table 6: Risk Probability Rating

Probability Rating	Value	Probability Rating Criteria
Low	1	Unlikely but possible to occur
Medium	2	Likely to occur at some time
High	3	Likely to occur often or soon

A score will be determined for each risk by multiplying the impact and probability values. The risk score will help determine the prioritization of the risk, as well as aiding mitigation, response planning, and supports risk monitoring frequency.

Table 7: Risk Rating Matrix


Risk Rating Matrix		Risk Probability		
		Low = 1	Medium = 2	High = 3
Risk Impact Rating	Low = 1	1	2	3
	Medium = 2	2	4	6
	High = 3	3	6	9


6.2 Initial Project Risks

A Risk Log will be utilized to enter, track, review, modify, monitor, and update status. The Project Management Liaison monitors the Risk Log to verify risks are recorded and updated appropriately. New Risks will be evaluated on an ongoing basis as the Project activities may impact the implementation activities. The CCN will utilize the designated CCN SharePoint page to log initial risks. Risks that are agency specific and will not impact the go-live to the Florida PALM Implementation will be managed within the Team. Risks that have an impact to go-live activities will be transferred to the Florida PALM Smartsheet log [Status Reporting - Smartsheet.com](#) for communicating to the Project and the Executive Steering Committee (ESC).

7.0 PROJECT APPROVALS

The undersigned acknowledge they have reviewed the **Florida PALM Readiness Project Charter** and agree with the information contained herein. The undersigned hereby give the project manager the authority to apply the approved level of organizational resources to project activities. Changes to this **Project Charter** will be coordinated with and approved by the undersigned or their designated representatives.

Signature:  Date: 12/11/23
Print Name: Scott Fennell
Title: Deputy Chief Financial Officer of Operations
Agency: Florida Department of Financial Services
Role: Project Sponsor

Signature:  Date: 12/11/23
Print Name: Alexandra Weimorts
Title: Chief of Financial Services
Agency: Florida Department of Financial Services
Role: Agency Liaison