



Project Charter

Project Name: PALM Oversight

DESCRIPTION

KEY DETAILS

Project Name:	PALM Oversight	Project #:	67850
Program:	DOR Enterprise	Request Date:	2/3/2020
Start Date:	2/3/2020	End Date:	2/20/2026
Financials, Payroll, and IW waves deployment date:	1/1/2026	Warranty:	Extended 1 year after deployment
Budget:	Project costs will be absorbed by current DOR budget		
Lifecycle:	Hybrid		

CLASSIFICATION

The project is Strategic and Legislative (funded by Legislation for the Department of Financial Services) to replace their account and financial legacy systems.

Project Driver:	Strategic	R&C Category:	Level 2
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PROJECT LEADERSHIP

Project Manager(s):	Miranda McClure	Project Sponsor(s):	Shannon Segers
Phone:	850-717-7308	Phone:	850-717-7018
Email:	Miranda.McClure@floridarevenue.com	Email:	Shannon.Segers@floridarevenue.com

PROPOSAL INFORMATION

EXECUTIVE SUMMARY

Established more than 30 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 budget and its accounting needs have grown and outstretched FLAIR's capabilities. The Cash Management System (CMS) was implemented in the late 1980's and was recently updated in 2013 and has been similarly outpaced by the State's needs. Based on information provided in the FLAIR Study, the Florida Legislature authorized the creation of the Florida Planning, Accounting, and Ledger Management (PALM) Project to design, develop, and implement a financial management solution (FMS).

The Department of Financial Services' (DFS) PALM Project impacts the Department of Revenue (the Department) at different levels: changes to current interfaces between different Department systems and FLAIR and the CMS; changes to the underlying systems those interfaces originate from to

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accommodate for the interface and field changes at Florida PALM; process changes for Department accounting and financial staff that interacts directly with the DFS systems; changes to the process and the way users access the Florida PALM system compared to how it is being done for FLAIR and CMS currently. The Department will manage activities related to the Florida PALM Project through different project efforts. This project will cover the overarching technical efforts with impact across the Department rather than a single Program.

BUSINESS CASE

All state agencies are required to collaborate with the Florida PALM Project team to make necessary modifications to their systems and processes for a seamless transition of operations to Florida PALM. The Department will closely oversee all related efforts to ensure those are progressing well, assist in escalating issues, and implementing needed overarching technical changes.

BUSINESS OBJECTIVE(S) AND SUCCESS CRITERIA

The main business objective is that the Department will have a seamless transition of operations to the Florida PALM system ensuring that for each transition to the modernized system, the Department users can access it successfully and that interfaces operate without issues. We want to maintain the current success rate for batch jobs processing related to the interfaces being impacted and lack of or minimum incidents related to automated processes, reconciliations, and access tasks.

SCOPE

The scope of this project is:

1. Overall oversight of technical tasks and Program specific projects to transition to Florida PALM.
2. Maintaining an overall PALM Project task list and document repository for Department related activities.
3. Establishing interface connection between Department of Revenue (DOR) systems and Florida PALM.
4. Selecting, confirming, establishing, and implementing Identity Provider/Interface for the Department's Florida PALM users (to include Roles set up if these are to be included in internal Identity Provider solution).
5. Updating Enterprise level business systems and interfaces impacted by the Florida PALM project (these are specific to our FICAS interfaces, RABIT, CATS, and Reconciliation applications, and Payroll files. Active Directory is also included).
6. Ensure that other Department Florida PALM's related sub-projects that implement changes and systems remediations specific to the General Tax Administration (GTA) and Child Support (CSP Programs are on track and are meeting Florida PALM project team deadlines and expectations.

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7. Participate in the Florida PALM Project Office Hours, Workshops, Town Hall meetings, and other required communication sharing activities for the effective implementation of changes within the Department.
8. Participate in interface testing and mock conversion activities with the Florida PALM project team.
9. Ensure that new business process models are reviewed and implemented where applicable.
10. Ensure that process changes are documented for the applicable Department business offices.
11. Ensure that the new Chart of Accounts is reviewed, and crosswalk tables are implemented within business systems as needed.
12. Coordinate and facilitate communications and training across the Department to successfully transition Department users from the Department of Financial Services (DFS) legacy systems to PALM.

EXCLUSIONS

The following are excluded from this project:

1. Any other systems or interface enhancements not related with Florida PALM.
2. Building an automated access request interface for DOR users of the Florida PALM system is desirable and will be likely be pursued, but it is not part of the scope of this project.

INTERDEPENDENCIES

The following are interdependencies of this project:

This project is closely related with projects that will be run separately for the General Tax Administration and the Child Support Programs to implement the interfaces and SUNTAX and CAMS system changes that may be required in order to transition to Florida PALM.

SCHEDULE

Project Milestone	Duration
Initiation	2 months (March – April 2020)
Cash Management System (CMS) Replacement Wave	15 months plus warranty (April 2020 – July 2021, warranty through September 2021)
Remediation of CMS	September 2021-July 2022
Central, Departmental, and Payroll FLAIR System Replacements (PALM Financials, Payroll, and IW waves)	(July 2022 – January 2026, warranty through December 31, 2026)
Closing	3 months (January 2026 – March 2026)

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PERSONNEL, ORGANIZATION, AND GOVERNANCE

KEY STAKEHOLDERS

The following key stakeholders have been identified for this project:

Stakeholder Name	Business Area	How Impacted
Clark Rogers	Agency Deputy Executive Director	Agency Sponsor who requires periodic updates about the status of the project and to whom agency-wide issues or needs are to be escalated timely
Jimmie Harrell	Agency Chief Information Officer	Agency technical executive sponsor who requires periodic updates of the technical activities of the project and to whom technical related issues or needs are to be escalated timely
Marsha Revell	Agency Representative at the Florida PALM Project Advisory Council Meeting	Agency business advisor who represents DOR at the Advisory Council meetings held by Florida PALM. Advisory Council represents the agency's SMEs for decisions made on PALM design and build.
Shannon Segers	Agency Liaison and Representative for Executive Steering Committee	Major role as the agency point of contact between the Florida PALM Project team and the other members of the project team and lead for distribution or coordination of all project communications. Agency business executive sponsor who requires periodic updates of the business activities for his Program, but Department-wide as well, and to whom project issues are to be escalated particularly if assistance and influencing at the Florida PALM Project team level are required.
Jill Reynolds	Agency Training Liaison	Major role to plan for and coordinate with the rest of the Department all the training activities for Department staff as they transition from the use of DFS legacy processes and systems to the new business process models and PALM system.
Sandra Scott	Change Management Liaison	Major role to plan for and coordinate with the rest of the Department all the Change Management activities for Department staff as they transition from the use of DFS legacy processes and systems to the new business process models and PALM system.
Wynette Davis	Agency Business Liaison	Major role to ensure that new business process models that impact the Department, with emphasis on

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		General Tax Administration financial and accounting DFS related tasks are well understood, well documented, and well implemented as DFS transitions to these and Florida PALM.
Jeff Miller	Technical Liaison	Major role to ensure that technical resources are available to review needed changes, work with the Florida PALM Project team and functional resources for systems remediation design changes or design of new solutions, and for timely technical implementations, testing, and functional and business staff support.
Agency Program Directors (Ann Coffin, Maria Johnson, Jimmie Harrell, Rene Lewis)	CSP, GTA, ISP, and PTO	Program Directors of DOR that must be kept informed of all communication resulting in the transition of FLAIR to PALM.
Rest of Project Team Members (See Resources Section)	GTA, CSP, ISP, PTO, OFM, and OWM	Project team members with specific functional or technical task assignments.
Agency DFS systems access and roles stewards	GTA and OFM	Administrative type users that manage the provisioning and deprovisioning of user access and roles for Department end-users of the DFS systems that will need new procedures and training about how to manage these tasks when DFS transitions to Florida PALM (potentially this could be centralize to one group).
Agency end-users of the Department of Financial Services (DFS) CMS and FLAIR systems	GTA, CSP, PTO, ISP, OFM, and OWM	End-users of DFS systems that will require training about the new processes and systems.

RESOURCES

The project will require the following resources/roles:

Team/Role	Name	Hours
Agency Project Sponsor	Clark Rogers	
Agency Chief Information Officer	Jimmie Harrell	
Agency Representative in the Florida PALM Project Executive Steering Committee	Shannon Segers	
Agency Liaison	Shannon Segers	
Agency Representative for the Advisory Council	Marsha Revell	
Agency Change Management Liaison	Sandra Scott	
Agency Training Liaison	Jill Reynolds	

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Agency Business Liaison	Wynette Davis	
Agency Technical Liaison & Technical PM	Jeff Miller	
Agency Technical Team Project Manager SME	Robert Owen	
Agency Enterprise Architect	Lohith Kumar Mulakalapati	
Agency Information Services Program Service Maintenance Manager	Jimmie Harrell	
Agency Information Security Officer	Travis Menke	
Agency Information Security Team Designee	Ryan May	
Agency Identity Provider Technical Lead	Cliff Singletary	
Agency Network Security Lead	Jim Allen	
Agency Network Security Analyst	Patrick Murphy	
Agency Internal Support Development Team Lead	Jeff Miller	
Agency Internal Support Programmer/Analyst Lead	Al Dennis	
Agency Internal Support Team Programmer/Analyst	Anuradha Tammisetti	
Agency Project Manager GTA Florida PALM Sub-Project	Trang George	
Agency GTA Subject Matter Experts	Wynette Davis, Kim Keller (RRP), Kat Horkan (RRP), Stephanie Largent (RRP), Tasha Thomas (RRP), Andrea Hunter (RA&R), Marsha Revell (RR), Catherine Barber (RR), Tiffany Hampton (RA&R), Carla Bruce (Refunds), Sean Greene (Refunds), Tannye Rogers (Resource Mgmt), Michael Hysinger (Resource Mgmt), Tiffany Helton (Resource Mgmt), Wendy Wu (Resource Mgmt), Niya Henderson (BTO), Anne Oke (BTO), Mickie Clark (BTO), and Tanya Gallon (BTO)	
Agency GTA Business Analyst Team Lead	Stacy Baker	
Agency GTA Business Analyst	Niya Henderson	
Agency GTA ERP Development Team Lead	Delta Corbin	
Agency GTA ERP Team Contractor	Sachin Patil	
Agency GTA ERP Team Contractor	Amruth Kodela	
Agency Information Services Program Network Team Member & Subject Matter Expert	Jonathan Field	
Agency ISP DBA Team Members	Michele Baxley-Branch & members of her team	
Agency CSP Subject Matter Experts	Chris Ellis, Teresa Abernathy-Ballard, Ron VunKannon, Kimberly Rigdon, David Henderson,	

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	Leigha Suttles, Leilani Simmons, Shawn Stewart, Tina Wright, and Emily Carson	
Agency CSP Development Team Lead	Millie Meeks	
Agency CSP Development Interfaces Team Lead	Chetana Bhat	
Agency CSP Development Team Contractor	Srinivasa Annapureddy	
Agency EXE Subject Matter Experts	Chris Kennedy, Angie Sullivan, Grace Sumpter, Lisa Punausuaia, Lucinda Harris, Jill Reynolds, Shannon Segers, Tammy Fleetwood, and Celia Brown	
Agency end-users of the Department of Financial Services (DFS) CMS and FLAIR systems	Staff from all Programs	
	Total	

RISK ASSESSMENT

INITIAL RISKS

The following initial risks have been identified for this project:

Risk Description	Probability (L, M, H)	Impact (L, M, H)
There will be many competing priorities for functional and technical staff working on this project. There are many other strategic projects being worked on or planned for.	H	H
Some of the Florida PALM Project activities and tasks coincide in timeline with the busiest times for the financial and accounting agency resources that need to provide input from a business process perspective.	M	H
Getting timely information from the Florida PALM Project team will be key to the agency being able to complete required tasks timely and accurately.	L	H
Lack of technical knowledge and/or documentation related to business systems and interfaces being impacted by the project.	M	H
Natural Gas project #006277 for GTA has an implementation date of January 2026, same time as PALM Financials Wave implementation date, and could create a resource issue.	M	M
Legislation enacted in the 2024 legislative session that creates new taxes or modifies existing taxes may impact GTA's ability to complete remediation to SUNTAX on 2024/2025 due to staff augmentation resources being involved in system modifications to implement new legislation.	M	H
Go live for Financials Wave and Payroll Wave not occurring on the scheduled date of January 1, 2026	L	H

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Risk Description	Probability (L, M, H)	Impact (L, M, H)

ASSUMPTIONS

The following are assumed for this project:

1. The Department’s management will recognize the high priority of this project and will make resources needed available when required.
2. The Florida PALM Project team will provide project requirements and timeline information well in advance of due dates to allow Department staff enough time to plan for and complete related tasks and activities.
3. The Florida PALM Project team will be prompt in responding to the Department’s inquiries of additional information or clarifications.

CONSTRAINTS

The following constraints apply to this project:

1. The Department is bound by the set of activities and timeline dictated by the Florida PALM Project team.

PROJECT DOCUMENTATION

Project documentation will be stored in the indicated location:

Document , Form, or Tool Name	Link/Location
Project Management Plan	https://dorsp13.fdor.dor.state.fl.us/sites/isp/servicegen/project/PALM%20Project/Shared%20Documents/PM%20Deliverables
Project Schedule(s)	<input type="checkbox"/> HP PPM Tool <input checked="" type="checkbox"/> Microsoft Project
Project Tracking Book	https://dorsp13.fdor.dor.state.fl.us/sites/isp/servicegen/project/PALM%20Project/Shared%20Documents/PM%20Deliverables

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SIGNATURE AND APPROVAL TO PROCEED

The undersigned acknowledge they have reviewed the PALM Oversight project charter and agree with the information contained herein. This project is approved to proceed under the authority of the named project sponsor and project manager.

Signature: _____

Date: 9/20/2023

Print Name: Shannon Segers

Role: Sponsor

Title: Director of Financial Management

Signature: _____

Date: 9/20/2023

Print Name: Miranda McClure

Role: Project Manager

Title: Government Analyst II