

FloridaPALM

Planning, Accounting, and Ledger Management



EXECUTIVE STEERING COMMITTEE

DEPARTMENT OF FINANCIAL SERVICES

MAY 28, 2025



ADMINISTRATIVE

TOMMY WERNER



Administrative Budget

FY 2024-2025 Spend Plan Summary as of April 30, 2025				
Category	Projected FYTD	Incurred FYTD	Released FYTD	Release Remaining
FLAIR System Replacement	\$26,120,326	\$24,483,869	\$30,916,123	\$6,432,254
SSI Implementation Services	\$13,639,953	\$12,353,464		
Facilities and Maintenance	\$346,410	\$346,410		
Production Support	\$7,972,962	\$7,972,962		
Additional Facilities	\$134,745	\$130,034		
Production Support Administration	\$44,792	\$47,627		
Oracle Software and Maintenance	\$1,172,832	\$1,116,790		
Project Administration	\$198,309	\$70,222		
ERP and OC Support Services	\$1,667,095	\$1,564,430		
QA Support Services	\$943,228	\$881,930		
IT Service Management	\$888,227	\$887,425	\$1,304,572	\$417,147
Contingency	\$0	\$0	\$0	\$0
Salaries & Benefits	\$7,826,550	\$7,660,447	\$10,220,897	\$2,560,450
HR Transfer and Risk Management Insurance	\$37,957	\$31,957	\$37,957	\$6,000
Total:	\$34,873,060	\$33,063,698	\$42,479,549	\$9,415,851



Administrative

Risks and Issues

- ▶ No open Issues
- ▶ One Issue has been closed – Inability to Achieve Stage Gate 3 on the Current Timeline
 - Action Plan Steps:
 - Negotiate and execute Amendment – **Complete**
 - Update the Project Schedule – **Complete**
 - Communicate RW changes to Stakeholders – **Complete**



Administrative

Risks and Issues

- ▶ Six open risks: No risks were opened or closed
- ▶ Three Risks with a score of 6
 - Risk 2 – External stakeholders and agencies expectations
 - Changed status from Mitigating to Monitoring
 - Risk 3 – Budget related items
 - Changed trend to Increasing, increased score to 6
 - Risk 6 – Execution of contracts and procurement activity outside of the Project
 - Decreased score to 6
- ▶ Three risks with a score of 9
 - Risk 1 – Insufficient staffing or delays in onboarding
 - Increased score to 9
 - Risk 4 – Agency engagement
 - Risk 5 – Timing and efficiency of information sharing

Open Risk Log



INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

CONTENT PROVIDED BY PUBLIC
CONSULTING GROUP



IV&V Update

Project Risk Rating Trend

- ▶ Remained a Medium Risk in April.
 - Contributing factors include:
 - New Risk (Finding 20) regarding delays to publishing updated Florida PALM Project Schedule.
 - New Preliminary Concern (Finding 21) regarding rate of execution for System Testing.
 - Increased Agency engagement regarding Training and UAT planning.
 - Florida PALM IV&V anticipates that the approval of all Build Segment IV AD docs and improving trends for several open Findings will likely have a positive impact on the Project Risk Rating Trend for May.



IV&V Update

Development

- ▶ Build Segment IV:
 - All AD docs have been approved ahead of 5/30/25 Development Completion Milestone.
- ▶ Build DW/BI Segment III:
 - 17 of the 18 total DW/BI Build Segment III AD docs have been approved as of 5/21/25.
 - All were targeted for approval by 3/31/25.
- ▶ A12, PCR, and Employee Self-Service (ESS) RICEFW Items:
 - 5 extensions associated with ESS and 13 RICEFW Items associated with Amendment 12 or recently approved PCRs remaining for Development.
 - Approval of AD docs spans from May to October.
 - 4 of the 5 AD docs targeted for approval by 5/21/25 have been approved.



IV&V Update

Data, Conversion, and Interfaces

► Conversion:

- Finding 16 – Issue that compounding delays in Mock Conversion 0 and 1 have led to compressed timeline for Mock Conversion 2 and impacted multiple downstream activities, such as Interface Testing, future Mock Conversions, and UAT.
 - Finding status for April reported against the previous baselined Florida PALM Project Schedule.
 - As of 5/22/25, no open SIRs remain for Mock Conversion 0 and 1, and all Mock Conversion 2 Test Scripts have been executed.
- Mock Conversion 2A:
 - Average Load percentage of 89.37%
 - 14 Total SIRs remain (8 Medium and 6 Low-priority)
- Mock Conversion 2B
 - Average Load percentage of 97.89%
 - 15 Total SIRs remain (13 Medium and 2 Low-priority)



IV&V Update

Data, Conversion, and Interfaces

► Interfaces:

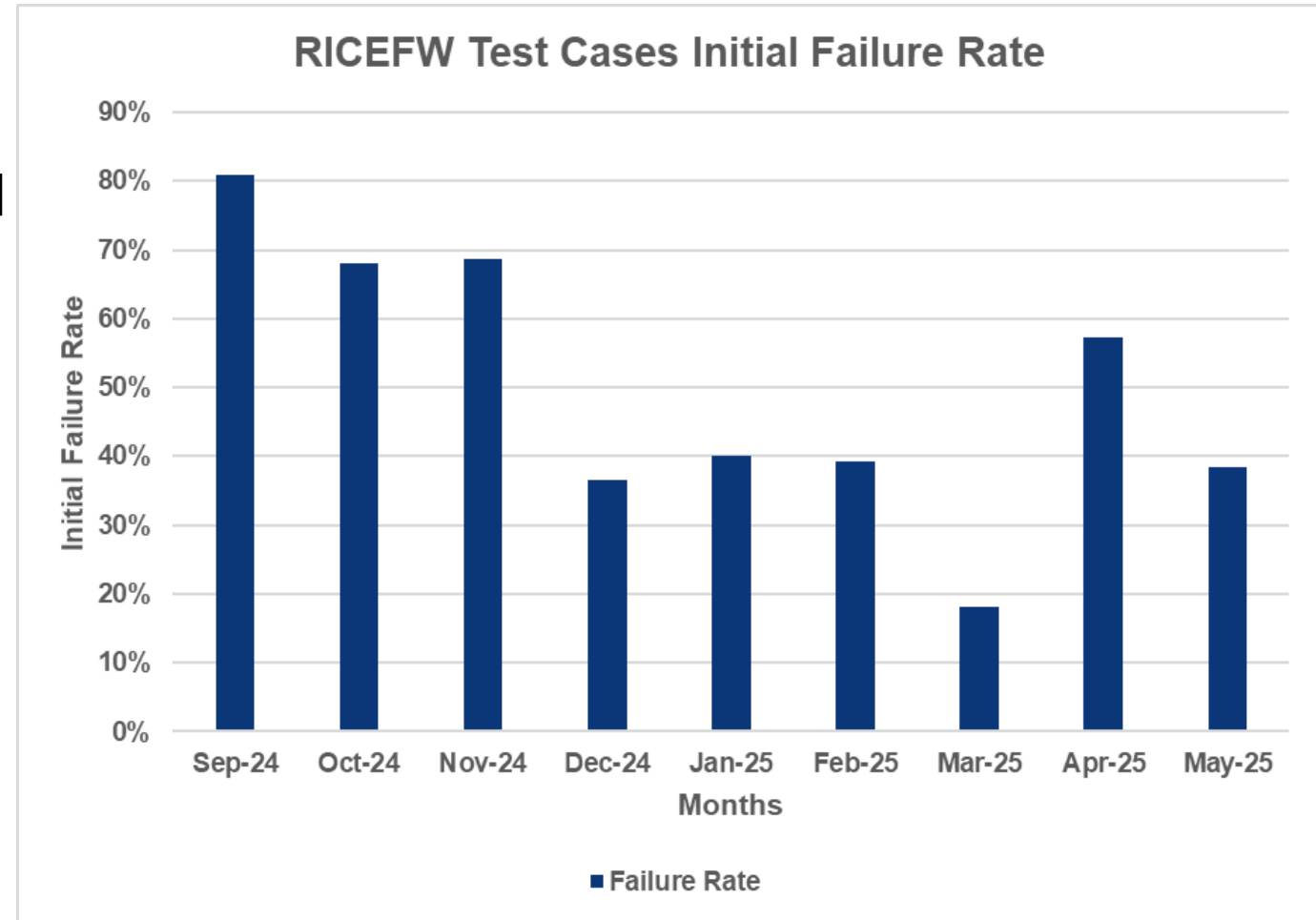
- Preparations for Interface Testing Cycle 2 are underway, and Florida PALM IV&V has not observed any impediments to its planned start date of 6/4/25.
 - Configuration validation is in progress with Smoke Testing to start afterwards.



IV&V Update

System Testing

- ▶ Finding 15 – Risk that High Failure Rate For RICEFW-related Test Scripts May Impact Stage Gate 3 – Ready to Begin UAT.
 - Sustained improvement from December to March.
 - Initial RICEFW failure rate increased to approx. 63% in April but has decreased to 37% as of 5/21/25.
 - 23% of RICEFW Tests remaining to be passed in System Testing Segment III.

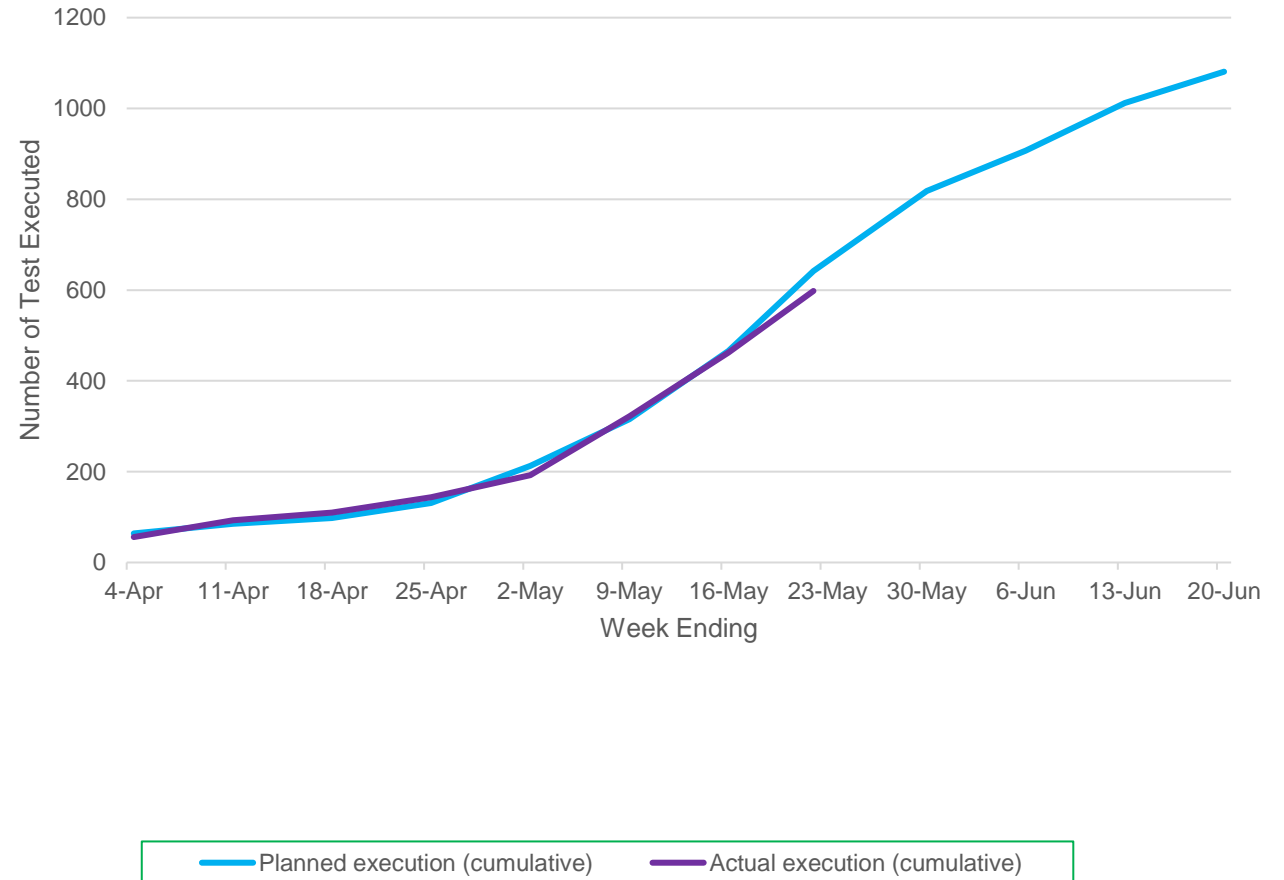


IV&V Update

System Testing

- ▶ Finding 21 – Preliminary Concern that pace of execution for Segment III may impact Florida PALM Project Team's ability to meet planned finish date of 6/30/25 for System Testing.
 - Average weekly pace of execution was 24 Test Scripts in April, which was less than half the pace of the average weekly pace of 55 Test Scripts executed during Segments I and II.
 - Increased execution pace in May tracks closely to the planned pace.
 - At the current increased pace, on-time completion is projected.

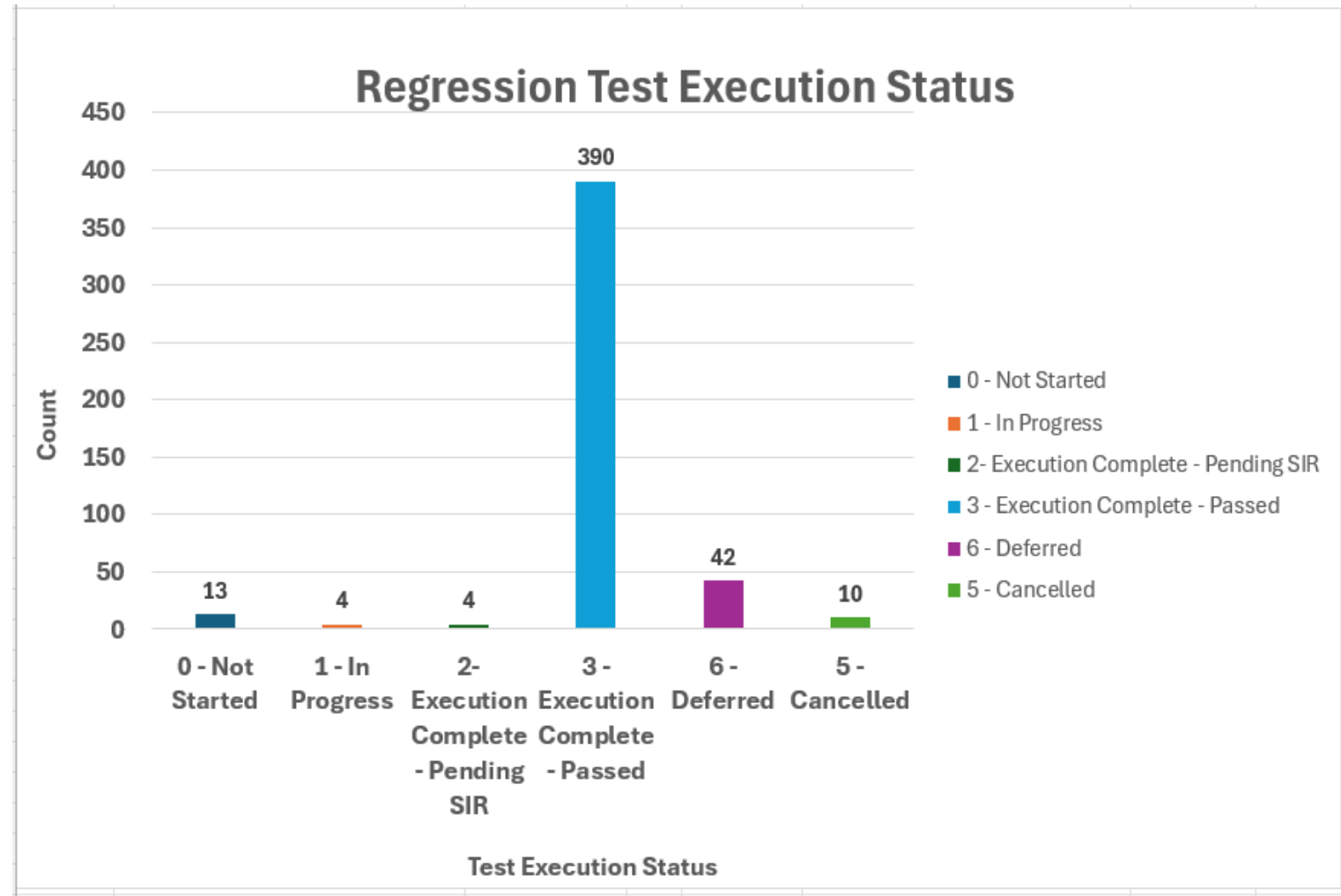
Planned vs. Actual Test Execution (cumulative)



IV&V Update

System Testing

- ▶ Regression Testing for Event 1 – Full Regression Test
 - Execution complete for 95% of planned tests.
 - Projected completion by 6/6/25 as scheduled.



IV&V Update

Project Management

- ▶ Finding 19 – Risk that Florida PALM Project could benefit from increased adherence and updates to Risk and Issue Management process.
 - Florida PALM IV&V observed improvements in Issue documentation in April.
 - Issue included separate entries to reflect distinct changes in mitigation strategies and closure/resolution.
 - The Florida PALM Team is adding additional CRAIDL meetings to have further discussion around Risks and Issues.
- ▶ Finding 20 – Risk that updated Florida PALM Project Schedule is delayed, and no new confirmed release date has been set.
 - A12 updates have been finalized, and the Florida PALM Project Schedule has been rebaselined.
 - End-of-month schedule is expected to bring progress on delayed tasks, assigned resources, and predecessors/successors up-to-date.



IV&V Update

Organizational Change Management

- ▶ Finding 17 – Risk that overlapping timing of UAT, Training activities, and YEC tasks may create resource constraints, increase SME and end-user change fatigue and burnout, and reduce effectiveness of Training delivery.
 - Florida PALM IV&V is assessing how rebaselined Florida PALM Project Schedule and Readiness Workplan updates will impact Finding 17.
- ▶ Florida PALM IV&V observed improvement in the timeliness and flow of information due to changes to the question management process in April and Knowledge Center 2.0 implemented 5/23/25 by the Florida PALM Project Team.



IV&V Update

Agency Readiness

- ▶ Florida PALM IV&V observed improved Agency engagement in the following areas:
 - Multi-Agency Collab sessions
 - Preparation for Interface Testing
 - Completion of RW Tasks, including Data Cleansing based on Mock 2 Conversion
- ▶ Florida PALM IV&V is reviewing Agencies' reported progress for several RW Tasks with a Direct Impact that are due by 6/20/25.
- ▶ Agencies have begun submitting Risks and Issues using the new template.
 - Florida PALM IV&V views this as a positive step toward improving overall Risk and Issue management maturity.



PROJECT SCHEDULE

TOMMY WERNER



Project Schedule

► Updated Schedule Elements

- Updated to align with the new Project timeline implemented with A12
- Added all tasks through the end of the SSI Contract
 - Tasks will no longer be updated during the DED process
 - Any changes to baselined information require a Project Decision per the Project Management Plan
- Added more detailed tasks to activities represented by high level tasks



Project Schedule

► Schedule Maintenance

- Back to regular RADAR reporting for task progress and completion
- Administrative updates (e.g., resources, task names) will be handled through the weekly RADAR process
- Substantive updates will be made through Project Decisions with approval from the Project Director
- Active schedule management will be used to identify trends
 - Anticipated Start/Finish dates will be provided for tasks that are running early or late during the weekly RADAR process
 - Updated Start/Finish dates will help to identify downstream impacts
 - This process will not affect baselined information



Project Schedule

► Schedule Metrics

- The Project utilizes several fields and filters to analyze the Project Schedule
 - SPI indicates how early or late the Project's work is trending
 - Status indicates whether each individual task is Complete, On Schedule, Late, or a Future Task based on the Status Date in the Project Schedule
 - Finish Variance provides the number of days a task is trending early or late in relation to the baselined dates
 - Delayed Tasks are tasks that should have started, but have not, or should have finished, but have not
 - A custom filter is used to identify delayed tasks
 - Anticipated Start and Finish dates are provided to address delayed tasks and to identify potential downstream impacts



IMPLEMENTATION ACTIVITIES

STACEY TERRY



Implementation Activities

Build Segment IV

Build Segment IV

- 112 of 112 (100%) are fully approved
- Draft deliverable submitted ahead of schedule on 5/22



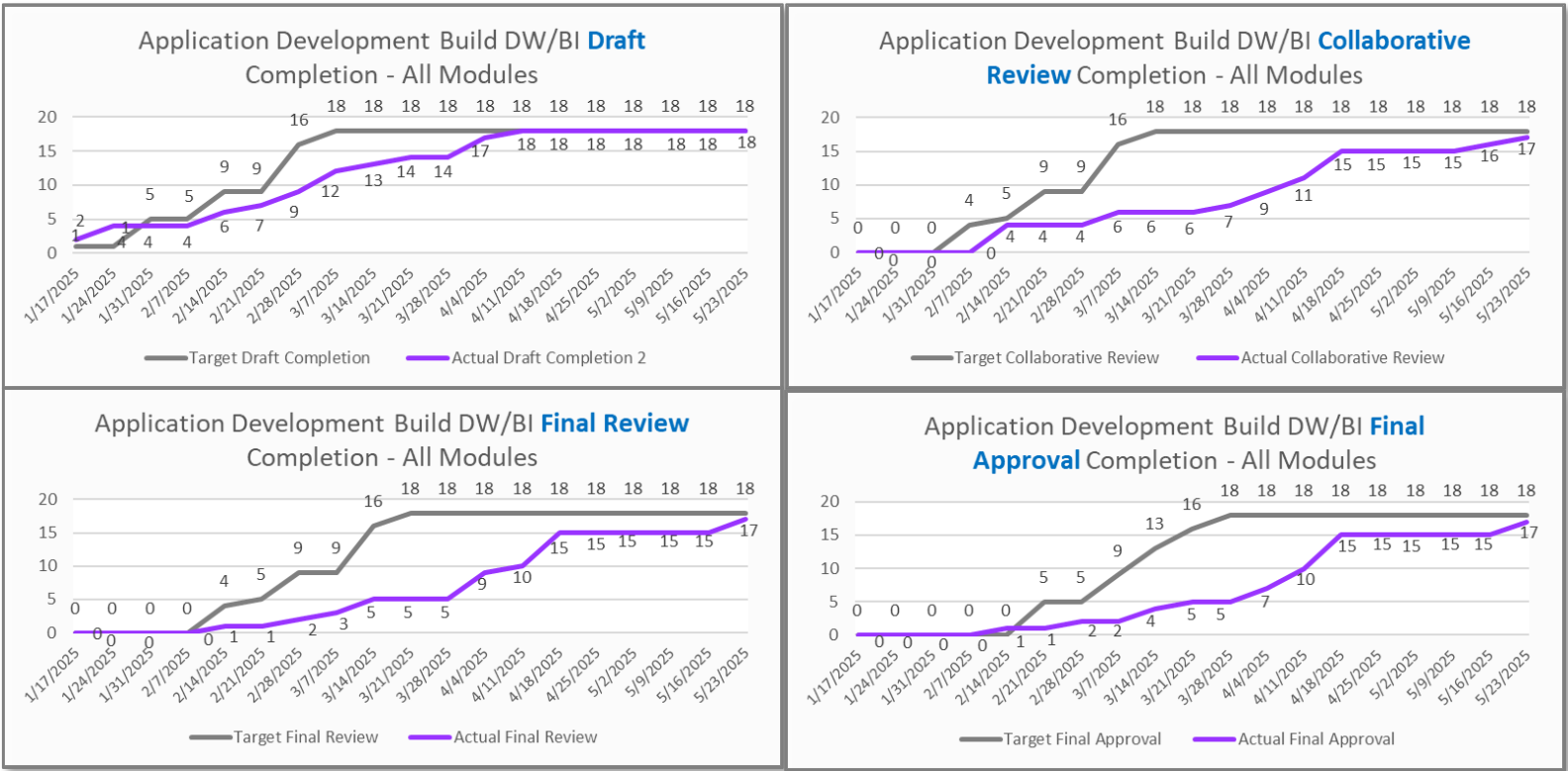
Build Segment IV Status

(as of 5/23/2025)



Implementation Activities

DW/BI Build Segment III



DW/BI Build Segment III

- 17 of 18 (94%) have been fully approved
- 1 of 18 (6%) is pending Collaborative Review
 - Target remaining 1 work unit to be fully approved by 5/30

DW/BI System Test Preparation

- Security Roles Matrix Build is complete, with the exception of protected and confidential data which is in progress
- System Test preparation is in progress
 - Smoke testing custom tables, ETL jobs, and built reports

DW/BI Other Activities

- Batch Design and Batch Testing Plan are in progress
- Attachment 5.2 gap analysis to identify customizations to support self-service reporting is in progress

DW/BI Build Segment III Status (as of 5/23/2025)



Implementation Activities

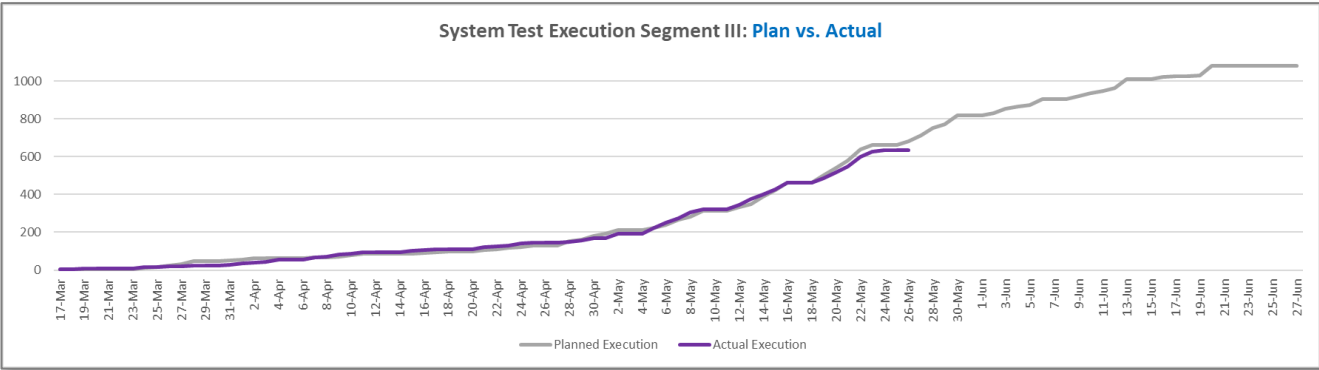
System Testing Segment III

System Test Execution Segment III	Count	% Against Total	% Against Executed to Date
Original Total Number of Scripts	706	-	-
New Total Number of Scripts	1079	-	-
Planned to Date	662	61.4%	-
Executed to Date	627	58.1%	-
1st Run Pass Rate	401	37.2%	64%
1st Run Fail Rate	226	20.9%	36%
Pass Rate	523	48.5%	83%
Fail Rate	104	9.6%	17%

System Test Segment III – Execution

Overall Execution Status

- Test execution is tracking per schedule (Draft deliverable due 7/2)
- All Segment IV build work units have been migrated to the System Test environments
- 272 Segment III SIRs logged to date
 - 49 Open, 28 Ready for Retest, 195 Closed
 - Weekend schedule is being implemented to decrease SIR backlog
- Increase in test scripts due to configuration, security and design related SIRs/changes, which have introduced new test scenarios and scripts
 - Approximately 20 additional scripts will be added for month end and year end close processing



System Testing Segment III Status

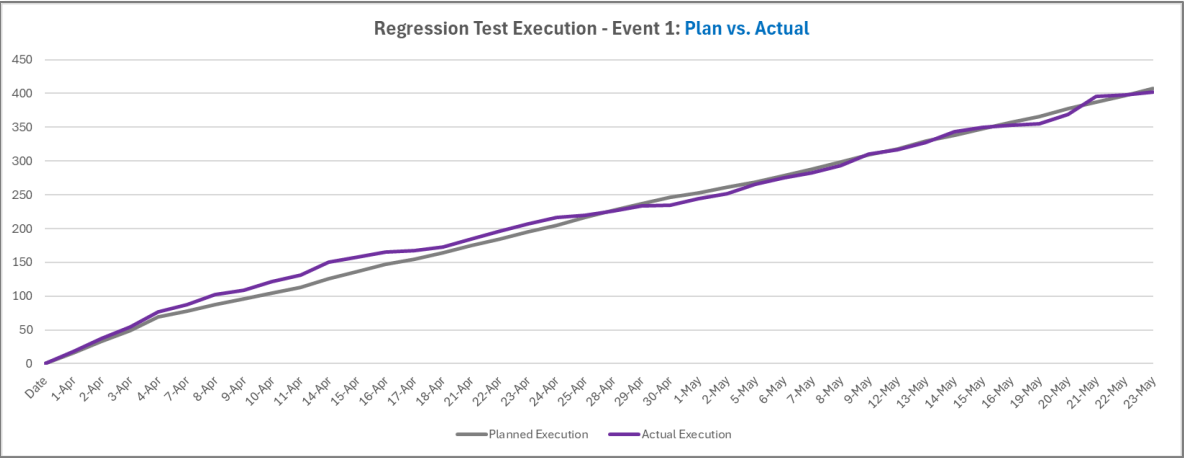
(as of 5/23/2025)



Implementation Activities

Regression Testing Event I

Regression Testing	Count	% Against Total	% Against Executed to Date
Original Total Number of Scripts	447	-	-
New Total Number of Scripts	407	-	-
Planned to Date	407	100%	-
Executed to Date	401	99%	-
Pass Rate	393	97%	98%
Fail Rate	8	2%	2%



Regression Test Event I – Execution

- Event I regression Test execution is on schedule to complete May 30
 - Event 1 focuses on confirming that CMS functionality and previously working FIN and PR functionalities tested during System Test Segments I and II, are still working as expected after configuration changes and addition of new functionalities

Future Regression Testing Events

- Event II – Interface Testing (10/1/25 – 11/30/2025)
 - A full regression test will be carried out in the Interface Test environments once Interface Cycle 2 - Technical Testing is at least 70 percent pass rate. This event will also include regression testing for any changes made during System Test Segment III.
- Event III – Parallel Testing (2/2/2026 – 3/30/2026)
 - A partial regression test will be executed in the Payroll Parallel environment when Payroll Parallel Testing reaches 70 percent pass rate.
- Event IV – User Acceptance Testing (4/6/2026 – 5/22/2026)
 - A full regression test will be conducted in the UAT environments following the conclusion of User Acceptance Testing.

Regression Testing Event I Status

(as of 5/23/2025)



Implementation Activities

Mock Conversion II

Mock Conversion II Execution Status	2A Financials	2B Payroll
Conversion Complete <ul style="list-style-type: none">Load to Target, DVR and Functional Validation Complete	11	14
Load to Target – Complete <ul style="list-style-type: none">Pending DVR and/or Functional Validation Complete	0	0
Load to Target – In Progress	0	0
Load to Target – Not Started	0	0
Total	11	14

COMPLETE!!

Load Rate – 89.84% Load Rate - 96.04%

Mock Conversion II

- Mock Conversion II is **complete**
 - Mock 2A load percentage rate averaged 89.84%
 - Mock 2B load percentage rate averaged 96.04%
- High SIRs have been resolved
- Resolving low and medium SIRs; key issues related to conversion data discrepancies, log file errors and staging agency configuration values that will be resolved at Mock 3

Mock Conversion SIRs

	Low	Medium	High	Grand Total
Mock 2A	6	6	0	12
Mock 2B	2	13	0	15
Grand Total	8	19	0	27

Mock Conversion II Status
(as of 5/23/2025)



Implementation Activities

Interface Testing Segment I

Enterprise Partners	Agencies and Special Handling	Third Parties
<ul style="list-style-type: none">• DOR• FACTS• MFMP• LAS/PBS• People First• STMS• Works (BoA)	<ul style="list-style-type: none">• Agencies (29)• AG• DFS Enterprise• DMS• EDR• FRS• HSMV• LEG• Risk Management• UCP	<ul style="list-style-type: none">• Fidelity Information Services (FIS)• JP Morgan Chase (JPMC)• Wells Fargo (WF)

Interface Testing Segment I

- Cycle 1 – Connectivity Testing (Began October 2024)
 - Connectivity testing is complete for the integrating systems with the exception of STMS web service
- Cycle 2 – Technical Testing (June – October 2025)
 - Project Team Kick-off meeting scheduled for May 27
 - Interface Testing and Conversion Workshop scheduled for June 11
 - Targeting to send outbound master data files to applicable integrating systems the week of June 2
 - Enterprise Testing execution to begin June 9
 - 523 connections received on May 9; 512 will be tested during Cycle 2
 - ❖ Connections to be tested under the new Work Product to be determined
 - Completing outstanding environment preparation activities and smoke testing
 - Preparing execution schedule, metrics tracking tools and status reporting structure
 - Tidal batch configuration in progress to support execution of running interfaces and downstream processes



READINESS ACTIVITIES

NIKKI KLEIN



Readiness & Training Activities

Bimonthly Agency Readiness Status Reports

General Observations

► Submission of Bimonthly (Task 599):

- 34 agencies submitted on time; 1 agency remains unsubmitted
- Zero Agency Sponsor roles vacant (no change from last bimonthly)

► Open Items:

- 20 outstanding / late tasks (6 less from last bimonthly)
- 17 agencies with outstanding / late tasks (6 less from last bimonthly)
 - 2 Direct Impact Tasks outstanding across 2 different agencies related to interface confirmations and identification of UAT SMEs
 - “Other” Tasks concentration on:
 - ❖ Change Impacts (5 agencies)
 - ❖ ABS Documentation and Remediation tasks by Segment (8 agencies)
 - ❖ Change Analysis Tool (8 agencies)



Readiness & Training Activities

Bimonthly Agency Readiness Status Reports

As of 05/26/2025



Direct Impact Task Timeliness

Green - 33
Yellow - 2
Red - 0



Other Task Timeliness

Green - 31
Yellow - 4
Red - 0



Direct Impact Task Completeness

Green - 22
Yellow - 13
Red - 0



Other Task Completeness

Green - 33
Yellow - 2
Red - 0

- Observations:**
- No agencies with a red indicator
 - While agencies are generally submitting direct impact tasks timely, many direct impact tasks are submitted incomplete

Agency	Direct Impact Task Timeliness	Other Task Timeliness	Direct Impact Task Completeness	Other Task Completeness
AHCA	Green	Yellow	Green	Green
APD	Green	Green	Yellow	Green
CITRUS	Yellow	Green	Yellow	Yellow
COM	Green	Green	Green	Green
DACS	Green	Green	Green	Green
DBPR	Green	Green	Green	Green
DCF	Green	Green	Yellow	Green
DEM	Green	Green	Green	Green
DEP	Green	Green	Green	Green
DFS	Green	Green	Green	Green
DJJ	Green	Green	Green	Green
DLA	Green	Green	Green	Green
DMA	Green	Green	Green	Green
DMS	Green	Green	Yellow	Green
DOAH	Green	Green	Yellow	Green
DOE	Green	Green	Yellow	Green
DOEA	Green	Yellow	Yellow	Green
DOH	Green	Green	Yellow	Green
DOL	Green	Green	Green	Green
DOR	Green	Green	Green	Green
DOS	Green	Green	Yellow	Green
DVA	Green	Yellow	Green	Green
EOG	Green	Green	Green	Green
FCOR	Green	Green	Green	Green
FDC	Green	Green	Green	Green
FDLE	Green	Green	Yellow	Green
FDOT	Green	Yellow	Green	Green
FGCC	Green	Green	Green	Green
FLHSMV	Green	Green	Green	Yellow
FSDB	Green	Green	Yellow	Green
FWC	Green	Green	Green	Green
JAC	Green	Green	Green	Green
LEG	Yellow	Green	Yellow	Green
PSC	Green	Green	Yellow	Green
SCS	Green	Green	Yellow	Green



Readiness & Training Activities

Bimonthly Agency Readiness Status Reports

Summary of Agency Risks Reported		Risk Probability		
		Low = 1	Medium = 2	High = 3
Risk Impact Rating	Low = 1	Score = 1 14 (-1)	Score = 2 3 (-2)	Score = 3 0 (-2)
	Medium = 2	Score = 2 26 (+1)	Score = 4 49 (-14)	Score = 6 25 (+5)
	High = 3	Score = 3 26 (-4)	Score = 6 49 (-19)	Score = 9 45 (-1)

Issue Metric	Prior Report	Current Report
Agencies Reporting	26	20
Open Issues	70	59
Closed Issues	9	2
Issues Scored Critical or High	55	48
Most Common Category: Staffing	N/A	24

Risk Metric	Prior Report	Current Report
Agencies Reporting	32	33
Open Risks	274	237
Closed Risks	38	7
Risks Scored 6+	134	119
Risk Scored 6+ and Increasing	N/A	36
Most Common Category: UAT	N/A	82

Assumptions Metric	Prior Report	Current Report
Agencies Reporting	25	25
Assumptions Logged	179	181



Readiness & Training Activities

Bimonthly Agency Readiness Status Reports

Themes Across Risks, Issues, and Assumptions

- ▶ ***Adoption/Implementation of Florida PALM as Designed*** – System remediation impacts; process change impacts; user education (UAT/Training)
- ▶ ***Staffing and Resource Availability*** – Internal and external; competing agency projects or priorities; overlap between UAT and year end
- ▶ ***Data*** – Effectiveness of Mock Conversion results and guidance; data availability for interface testing
- ▶ ***Readiness for Testing*** – Agency efforts; testing timeline / details; Interface and UAT; sample data; batch schedule
- ▶ ***Timeline*** – Testing and remediation; downtime / cutover
- ▶ ***Process Changes / Expectations from Enterprise***



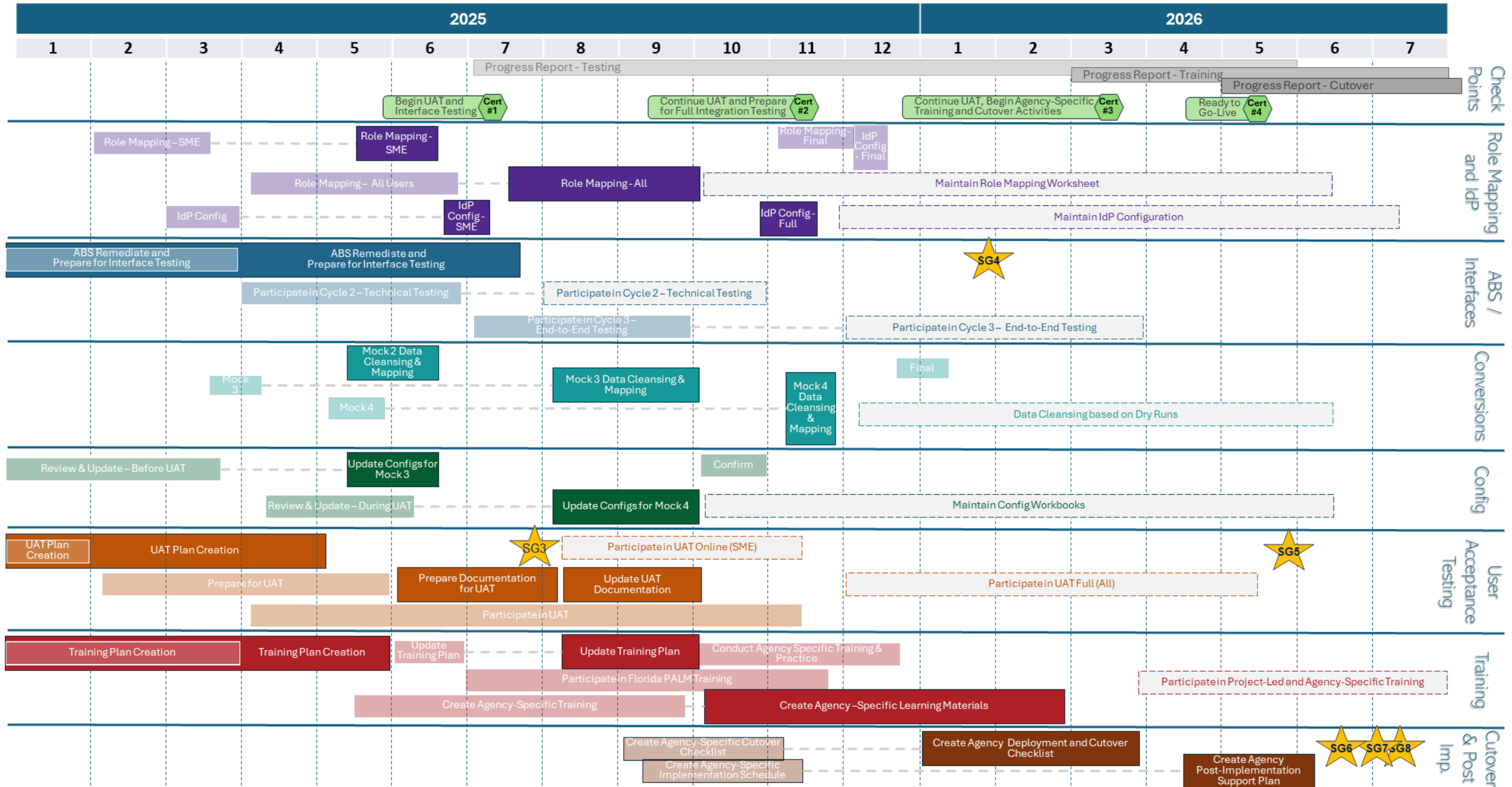
Readiness Activities

Readiness Workplan Updates

- ▶ Updated RW published May 27th, aligned to A12
 - New Columns – Task Type, Agency Readiness Certification #, Reporting Topic
 - 29 New Tasks, 29 Tasks Updated, 45 Tasks Removed
 - Added Progress Reporting tasks for Testing, Training, and Cutover
- ▶ Additional resources updated to align to RW
 - Agency Implementation Roadmap
 - Agency Readiness Certification Criteria
 - RW Job Aid



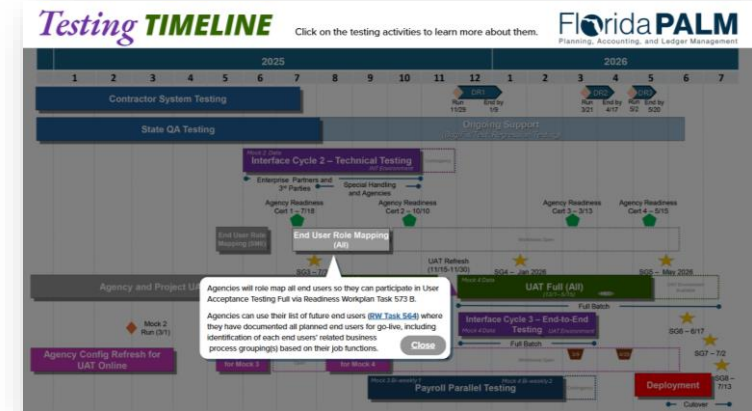
Implementation Timeline for Agency Readiness



Readiness Activities

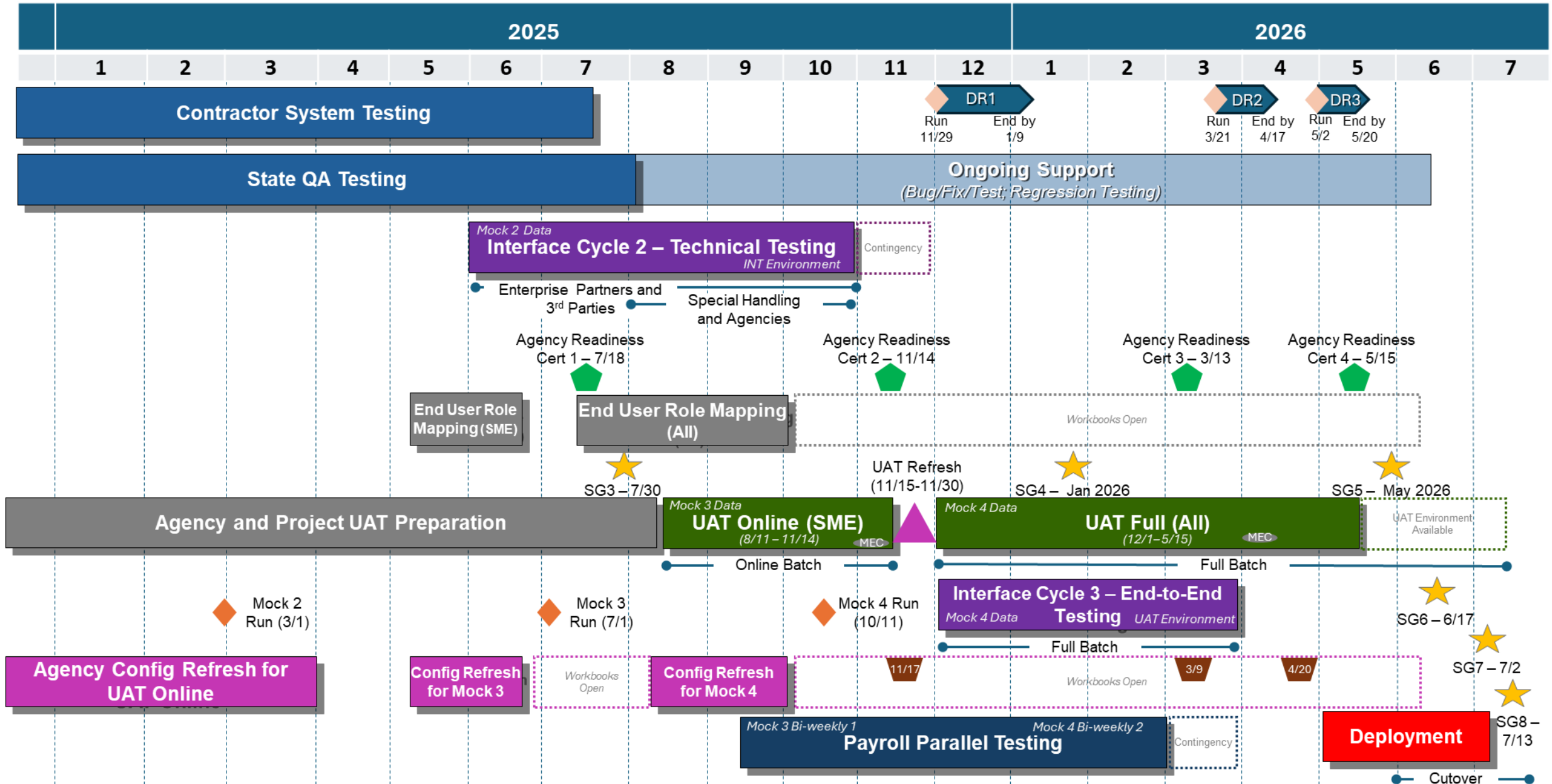
Testing Timeline

- ▶ Updated Timeline published May 27th, aligned to A12
- ▶ Interactive feature added to provide more information about each activity or icon represented on the timeline
- ▶ New dashboard published to the Testing page showing agency reported status of interface build and unit testing in anticipation for Interface Cycle 2 – Technical Testing



Testing Timeline

As of May 27, 2025



STAGE GATE 3 FOLLOW UP

JIMMY COX



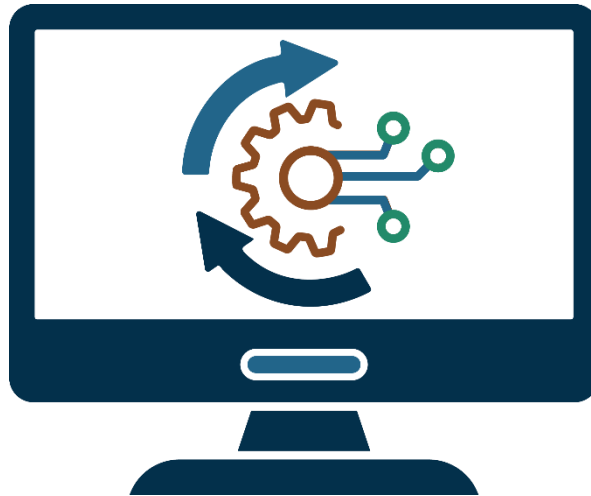
Stage Gate 3 – Ready to Begin UAT

- ▶ What does the ESC want to review to support their Stage Gate 3 Decision?
- ▶ What happens if the Stage Gate 3 Decision is delayed?
- ▶ Are there other considerations?



Upcoming

- ▶ Interface Testing and Conversion Workshop – June 11
 - Support agency's understanding of agency data business system readiness
 - At a minimum, Business Liaisons and Technical Liaisons should participate



NEXT MEETING

JUNE 25, 2025
DEPARTMENT OF REVENUE



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