

Project Sponsor:	<i>Steven Fielder</i>	Project Director:	<i>Jimmy Cox</i>
Status Report Period:	<i>August 1, 2024 – August 31, 2024</i>	Current Project R&C Category:	<i>4</i>
Project Start Date:	<i>Project funding began July 1, 2014</i>	Project End Date:	<i>July 19, 2027</i> <i>(Funding appropriated through June 30, 2025)</i>

1 – FLORIDA PALM STATUS OVERVIEW

A. Agency Engagement Required for R&C Category 1 2
3 4

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

- Hosted two [Segment IV Design Workshops](#); Inter/IntraUnit and Asset Management was held on August 13-15, 2024; and Payroll was held on August 27-28, 2024, with agency subject matter experts
- Published a [SpeedKey Overview](#) page in the Knowledge Center
- Published new and updated Segment IV Business Process Models, reports, interfaces, and configurations on the [Knowledge Center](#)
- Published an agency [participant guide for User Acceptance Testing](#) that will begin in April 2025
- Published 6 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
- Advertised a Change Management session hosted by the Florida Digital Service created to support agencies transitioning to Florida PALM
- Continued to meet in person 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 1 2 3 4	
	Yes	No	Explain:
Is the project on schedule? <small><i>If no, explain why and what corrective action(s) are planned to bring the project back on schedule</i></small>	✓		Some Project Schedule tasks were trending late during the month of August; however, the late tasks have not impacted Stage Gates and are not impacting the overall implementation schedule for the Project.
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? <small><i>If no, explain why and what corrective action(s) are planned to bring the project back within budget</i></small>	✓		The Project is currently within budget.
Will the project remain within budget?	✓		Spend Plan details provided in Section 4.

B. Implementation Status			Required for R&C Category 1 2 3 4
	Yes	No	Explain:
Were any Project Change Requests approved during this reporting period?		✓	No new project change requests were approved.
Have any risks or issues impacted the project during the reporting period?		✓	No new risks or issues have been identified.


C. SPI <i>Provide SPI for Current + Last 3 Reporting Periods</i>					Required for R&C Category 3 4
	Past Reporting Period	Past Reporting Period	Last Reporting Period	Current Reporting Period	
Date	May 2024	June 2024	July 2024	August 2024	
Project Schedule Performance Index (SPI)	0.94	0.94	0.92	0.91	
Explanation of SPI Variance / Trend	The SPI has decreased since the last reporting period due to delayed tasks in Build Segment III and configurations tasks impacted by the timing of Design Segment IV.				


2 – IMPLEMENTATION PROGRESS

A. Stage Gate Decision (Milestones and Critical Path Items) <i>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).</i>			
			Required for R&C Category 2 3 4
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	03/28/2025	N/A	IP
SG4 – Agency Readiness	11/26/2025	N/A	IP
SG5 – Deployment Readiness	12/17/2025	N/A	F
SG6 – Confirm Deployment	12/30/2025	N/A	F
SG7 – Go-Live	01/06/2026	N/A	F

B. Scope Changes <i>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.</i>			
			Required for R&C Category 2 3 4
Scope Change Description	Cost Impact	Schedule Impact	Status (if approved, include approval date) / Variance Explanation / Comment
N/A			

3 – IMPLEMENTATION ISSUES / RISKS

A. Implementation Issues Required for R&C Category 					
<i>List all issues identified, open, occurring, or closed within this reporting period related to implementation of the Financials or Payroll Waves.</i>					
Issue Description	Status (Open/Closed)	Priority	Resolution Approach	Resolution Date	Owner
N/A					

B. Implementation Risks Required for R&C Category 					
<i>List risks identified, open, occurring, or closed within the reporting period with risk score of 6 or greater.</i>					
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	The Project will utilize one or more of the following mitigations to manage the risk: <ol style="list-style-type: none"> 1. Conduct monthly meetings between Readiness Coordinators and agency Change Champion Network members to discuss internal readiness and preparation to transition to Florida PALM. 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. 3. Lead meetings and workshops designed to share timely and relevant information with agencies throughout the Project’s lifecycle. 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. 	Increasing	Angie Robertson

B. Implementation Risks					
<i>List risks identified, open, occurring, or closed within the reporting period with risk score of 6 or greater.</i>					
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	The Project will leverage existing meetings and schedule additional as needed to discuss: <ol style="list-style-type: none"> 1. The Project’s timeline and status identifying timing for key work to be completed. 2. Projected changes to: <ol style="list-style-type: none"> 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	6	The Project will utilize one or more of the following strategies to manage the risk: <ol style="list-style-type: none"> 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 Launch. 	Increasing	Angie Robertson

B. Implementation Risks					
<i>List risks identified, open, occurring, or closed within the reporting period with risk score of 6 or greater.</i>					
Risk Description	Status (Open / Closed)	Risk Score	Mitigation/Response Strategy	Trend	Owner
Risk 7 – Impacts to the implementation schedule resulting from the scope and length of Design Segment IV	Closed	6	<p>Background Item 1:</p> <ol style="list-style-type: none"> Where possible and where there is no impact to any of the Project Stage Gates or the planned distribution of information to State Agencies, look to move or extend non-build and non-design tasks to reduce resource overlap. Shift additional Application Development (AD) documentation review responsibilities to the Department’s Enterprise Resource Planning Support Services Team. <p>Background Item 2:</p> <ol style="list-style-type: none"> Identify and prioritize critical FDs to be completed first as part of Design Segment IV, based on criteria such as other design dependencies, work effort, time to complete and input from parties external to the Project. Coordinate the planned reviews of FDs and ADs to reduce and minimize overlap by all team members. Continue existing Design and Build Blocker processes, and if needed, expand (e.g., add additional cadence and/or expand length of current) Design Disposition meetings to ensure design progress, potential issues and blockers are resolved quickly. Actively manage resources to ensure each team member is effectively prioritizing their work and maximizing their ability to complete multiple concurrent tasks. Maximize the additional 4-weeks added to Design Segment IV to provide additional time for the review cycles for each FD. Move lower priority designs to Optional services. Increase the speed of creating functional designs in Segment IV. 	Stable	Jimmy Cox

B. Implementation Risks					
<i>List risks identified, open, occurring, or closed within the reporting period with risk score of 6 or greater.</i>					
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	<ol style="list-style-type: none"> 1. Onboard additional application development staff to supplement the existing staff. 2. Hold daily build update meetings (i.e., 15-minute stand-ups) to discuss the current progress of build activities, including any delays. 3. Increase the involvement of ERP Support Services team members to speed up reviews of application development documentation. 4. Reduce the number of reviewers for each application development document. 	Increasing	Jimmy Cox
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	<ol style="list-style-type: none"> 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. 	Increasing	Jimmy Cox

4 – SPEND PLAN

The Florida PALM Project was appropriated \$60,610,961 for FY 2024-25. As of the end of this reporting period, \$22,824,940 has been released, \$6,464,286 has been projected fiscal year to date, \$6,260,881 has been incurred, and \$5,964,664 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			Required for R&C Category 2 3 4
<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)
Stage Gate 1 – Ready to Start Build (includes the following critical path items): <ul style="list-style-type: none"> • Project Schedule (D635) – Accepted • Solution Design – Segment I (D636) – Accepted • Solution Design – Segment II (D637) – Accepted • Update Process Models – Financials – Segment I (I-WP101) – Complete • Update Process Models – Financials – Segment II (I-WP101) – Complete <i>*Items do not need to be complete for the decision to start build.</i>	12/29/23	11/08/23	C
Stage Gate 2 – Ready to Begin System Testing (includes the following critical path items): <ul style="list-style-type: none"> • Solution Design – Segment III (D641) – Accepted • Process Models – Payroll (D639) – Accepted • Master Data Configuration Workbooks (D640) – Accepted • Updated Technical Architecture Design (D642) – Accepted • Update Process Models – Financials – Segment III (I-WP101) – Complete • Build – Segment I (D646) – Accepted • Solution Design – Segment IV (D644) * – Accepted • Update Process Models – Financials – Segment IV (I-WP101) * – In Progress • Environment Builds – System Test Environment – Complete <i>*Items do not need to be complete for the decision to begin system testing.</i>	08/30/24	08/05/2024	C

Remediation and Transition Tasks			
<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 <i>(Completed)</i>	Status <i>(C=Completed IP= In Progress F=Future)</i>
<p>Stage Gate 3 – Ready to Begin UAT (includes the following critical path items):</p> <ul style="list-style-type: none"> Establish DW/BI Environments (D647) – Complete Build – Segment II (D648) – Accepted Security Roles Matrix (WP405) – Accepted Environment Builds – Mock Conversion Test Environment– In Progress Environment Builds – Interface Test Environment Solution Design – DW/BI (D650) – In Progress Mock Conversion I (D651) – In Progress Build – Segment III (D649) – In Progress Build – DW/BI – Segment I (D653) – In Progress System Test – Segment I (D652) – In Progress Mock Conversion II (System Test) (D655) Build – Segment IV (D654) Build – DW/BI – Segment II (D659) Environment Builds – UAT Test Environment System Test – Segment II (D656) * Build – DW/BI – Segment III (D668) Mock Conversion III (UAT) (D657) System Test – DW/BI (D661) * <p><i>*Items do not need to be complete for the decision to begin user acceptance testing.</i></p>	03/28/25	N/A	IP
<p>Stage Gate 4 – Agency Readiness (includes the following critical path items):</p> <ul style="list-style-type: none"> Training Build (I-WP110) Role Mapping Worksheet (I-WP118) – In Progress Readiness Workplan (I-WP126) – Complete Agency Readiness Certification (I-WP128) – In Progress 	11/26/25	N/A	IP

Remediation and Transition Tasks			
<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 <i>(Completed)</i>	Status <i>(C=Completed IP= In Progress F=Future)</i>
Stage Gate 5 – Deployment Readiness <ul style="list-style-type: none"> • Environment Builds – Disaster Recovery Test Environment • Deployment and Contingency Plan (D658) • Environment Builds – Dry Run Test Environment • Environment Builds – Performance Test Environment • Mock Conversion IV (D662) • Interface Testing – Segment I (D663) • Regression Testing (WP416) • Mock Go-Live – Dry Run #1 (D667) • Disaster Recovery Testing (D676) • Payroll Parallel Testing (D670) • Interface Testing – Segment II (D671) • Mock Go-Live – Dry Run #2 (D673) • Penetration Testing (D674) • Performance Testing (D675) • Final Known Issues & Enhancements List (D678) • Mock Go-Live – Dry Run #3 (D677) 	12/17/25	N/A	F
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 Progress, Future).

Required for R&C Category 2
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Deliverable / Work Product / Activity Name	Due Date	Actual Finish Date (Completed)	Status (C=Completed IP= In Progress F=Future)
Update Training Strategy (I-WP122)	02/29/24	03/13/24	C
Training Curriculum (I-WP108)	11/15/24		IP
ILT Training Delivery Plan (I-WP113)	01/03/25		F
UAT Training Materials (I-WP111)	04/10/25		IP
Training Build (I-WP110)	06/27/25		F
End User Manual (I-WP112)	08/05/25		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 2
3 4

Chapter 2024-228 implementing the 2024-2025 General Appropriations Act, directs agencies to submit bi-monthly status reports to the Florida PALM Executive Steering Committee. The agency-specific, bimonthly status reporting tool was released to agencies, through Readiness Workplan Task 551 for the period of July – August 2024, on August 30, 2024, with a due date of September 11, 2024, for completing the requested information and providing Agency Sponsor confirmation. A total of 32 of the 35 agencies submitted their bimonthly status for the period of July to August 2024. Of the submitted reports, 4 were submitted by someone other than the Primary Agency Sponsor. 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 August:

Direct Project Impact

- Task 541-A – Complete Configuration Workbooks for Segment IV - Project Costing (PC) – Released: 07/22/2024 – Due: 09/06/2024
- Task 541-B – Complete Configuration Workbooks for Segment IV - Cash Management (CM) – Released: 07/22/2024 – Due: 09/06/2024
- Task 545-A – Update and Finalize Florida PALM Conversion Inventory for Segment IV – Released: 07/22/2024 – Due: 10/18/2024
- ✓ Task 545-B – Update and Finalize Florida PALM Conversion Inventory for Segment IV – Projects (PCC001) – Released: 07/22/2024 – Due: 08/23/2024
 - All applicable agencies have submitted and have been verified as complete
- Task 546 – Update Florida PALM Interface Inventory for Segment IV – Released: 07/22/2024 – Due: 10/18/2024
- ✓ Task 548 – Identify and Confirm File Managers – Released: 08/06/2024 – Due: 08/16/2024
 - All applicable agencies have submitted and have been verified as complete
- Task 549 – Submit Training Survey – Released: 08/12/2024 – Due: 09/20/2024
- Task 541-C – Complete Configuration Workbooks for Segment IV - Payroll (PR) and SpeedKey – Released: 08/26/2024 – Due: 09/27/2024
- ✓ Task 550-A – Provide Public IP Address and Select Technical Meeting Time – Released: 08/26/2024 – Due: 08/30/2024
 - All applicable agencies have submitted and have been verified as complete

Indirect Project Impact

- ✓ Task 536-A – Create Agency Specific User Acceptance Testing Plan – Released: 06/17/2024 – Due: 08/16/2024
- Task 536-B – Create Agency Specific User Acceptance Testing Plan – Released: 08/19/2024 – Due: 10/11/2024

N/A Project Impact

- Task 531 – Remediate Agency Business Systems based on Segment II – Released: 04/29/2024 – Due: 09/27/2024
- ✓ Task 535 – Update Workforce Readiness Plan – Released: 06/17/2024 – Due: 08/02/2024
- Task 539 – Manage Agency Specific Implementation Schedule, Risks and Issues – Released: 07/01/2024 – Due: 08/29/2024

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 542 – Complete Data Readiness Analysis and Data Cleansing Activities for Segment IV – Released: 07/22/2024 – Due: 10/18/2024
- Task 543 – Identify Change Impacts and Update Agency Business Process Documentation for Segment IV – Released: 07/22/2024 – Due: 10/18/2024
- Task 544 – Update Agency Business System Documentation for Segment IV – Released: 07/22/2024 – Due: 10/18/2024
- Task 547 – Remediate Agency Business Systems based on Segment III – Released: 07/22/2024 – Due: 12/13/2024
- Task 551 – Submit Bimonthly Agency Readiness Status Report – Released: 08/30/2024 – Due: 09/11/2024
- Task 552 – Manage Agency Specific Implementation Schedule, Risks and Issues – Released: 08/30/2024 – Due: 10/31/2024