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DMS Status Report Dashboard

Reporting Period

July - August 2025

Agency Sponsor

Lance Dyal

Click on the various statistics or dials to view the supporting information within your agency's Smartsheet Florida PALM Workbook.

RW Task Timeliness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 99.76%

Submitted On Time = 40

Submitted Late = 1

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 88.75%

Submitted Complete = 26

Submitted Incomplete = 1

Completed After Submission = 13

Other Task Completeness:

Score = 91.22%

Submitted Complete = 42

Submitted Incomplete = 0

Completed After Submission = 7

The RW Task Timeliness dials reflect the timeliness of your agency's submission of all RW tasks based on the task due date. Calculations are based on all RW tasks to date.

The RW Task Completeness dials reflect the completeness of your agency's task submissions based on the task rubric. Calculations of task completeness includes all RW Tasks since RW 512.

Change Champion Network:

The Change Champion Network composition reflects the completeness of your CCN makeup.

- Unique Filled Role = 7
- Duplicate Filled Role = 6
- Vacant Role = 1

The dials above include an intuitive Green-Yellow-Red spectrum, where green indicates the measure is in a positive range, yellow represents that the gaps in expected results present an increasing risk to the agency, and red indicates that there are significant gaps in expected results that present an elevated risk level for the agency.

RW Tasks - Completed or Open Items										
Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
Direct	Technology	576	Complete Internal Agency Business System Test and Remediation to prepare for Cycle 2 - Technical Interface Testing	01/06/25	07/25/25	100% - Submitted	07/24/25	04-09-25: Addendum readiness columns complete for all interface testing. 07-24-25: PALM confirmed TRIRIGA interface data file for PRI010.	Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	10/03/25	75% - Consolidating/Inputting Information for Submission		Sept 3: Midpoint Check-in due Sept 12 - in progress.		
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/09/25	07-09-25: Updates complete to date. There may be a few more in the future. Our CCN reviews this on a regular basis.	N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	06/25/25	06-25-25: Testing complete with both DMS SAMs - Goldie McCloud and Michael Tribble. UAT SMEs have been added to the Active Directory group.	Submission Complete	
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	100% - Submitted	07/09/25	07-07-25: DMS Agency Sponsor dashboard review meeting with Agency Liaison and Change Management Liaison. Agency Liaison is preparing an Executive brief on DMS Readiness to date - including Enterprise Partners status.	Submission Complete	07/17/25
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/09/25	07-07-25: DMS Agency Sponsor dashboard review meeting with Agency Liaison and Change Management Liaison.	Submission Complete	
N/A	People	616	Share Florida PALM Updates	07/14/25	07/25/25	100% - Submitted	07/21/25		Submission Complete	
Direct	People	573-B	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	10/03/25	75% - Consolidating/Inputting Information for Submission		Sept 3: Holding review meetings.		
Indirect	N/A	660	Submit Monthly Progress Report - Testing	08/04/25	08/29/25	100% - Submitted	08/28/25		Submission Complete	
Direct	Data	587-A	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	10/03/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	587-B	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/03/25	100% - Submitted	08/26/25	08-26-25: Florida PALM Workbook for DMS > Inventories > Agency Supplier Record has been completed. Edited version of the APC001 Mock 3 data pull with comments checked back into the DMS Secure Portal.		
Direct	Data	587-C	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/03/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	661	Update Conversion Field Mapping	08/11/25	10/03/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	662	Submit Updated Configuration Workbooks	08/11/25	10/03/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	617	Submit Bimonthly Agency Readiness	08/29/25	09/10/25	100% - Submitted	09/08/25			

			Status Report								
Indirect	N/A	664	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	50% - In Progress					

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

DMS Risks											
Sheet Name	Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for July - August 2025
STMS Risks	Open and Monitoring	07/29/25		Interface Staffing/Resource Availability User Acceptance Testing	Cycle 2 Testing Delays	Increasing	9 (High/High)	Cycle 2 testing delays in getting the error log or outbound file.	Continue to monitor the timeframe when files are sent to PALM and results returned.	Delays in schedule.	Error log details with questions take about a week for responses.
DMS Risks	Open and Mitigating	02/19/25		Business Process Change Training User Acceptance Testing	User Acceptance Testing (UAT) Failure To Ensure Successful End User Training	Increasing	9 (High/High)	Current scheduled readiness tasks require agencies to have created their testing and training plan for all business processes without knowing or seeing the manual procedures in PALM to perform the business process transaction. Under this situation, DMS is unable to create a detailed enough test and training to ensure successful end user training. Owner: Stephen Russell, DSGI	Feb 19: Based on discussions with PALM in the touchpoint meeting, PALM will create "process steps" that will provide the needed detail to create the UAT tests and End User Training. UAT success will be dependent on PALM publishing the "process steps" in time to be utilized by the agencies for UAT plans. The success of end-user training and testing for PALM at any state agency is contingent of having detailed instructions of the steps to perform for each Business Process, also called a User Manual. Currently, the "process steps" are not available. Based on the PALM project timeline and need for accurate, uniform information as the basis of testing the training, the PALM Team will need provide these "Process Steps" in the form of a user manual for the Tier 1 and Tier 2 's Business Process before testing and training scripts can be created.	This will negatively impact the validity of testing DMS business processes in the new PALM system and conduct lucrative End User Training. Not having the Business Process steps available in early enough time to allow state agencies to create test scripts and training courses, creates a HIGH risk of failure to UAT.	No change. Continuing to monitor.
DMS Risks	Open and Monitoring	04/09/25		Interface Post Implementation Staffing/Resource Availability User Acceptance Testing	Interfaces and Possible Redevelopment	Stable	9 (High/High)	Interfaces Late discovery of defects, requirements changes, or any other event that could cause redevelopment for DMS could strain resources on the DMS team. Owner: OIT / Production Support	Weekly internal technical meetings to review and address. Recommend PALM establish a cutoff date to any changes to fields and interface layouts. Interface testing readiness is crucial to DMS success.	Changes will negatively affect the interface reliability.	No change. Continuing to monitor.
FRS Risks	Open and Monitoring	09/22/23		Agency Business System Business Process Change Interface Conversion/Configuration Deployment/Cutover Post Implementation Role Mapping User Acceptance Testing	Retiree payroll warrants and EFTs not being processed timely and/or accurately.	Stable	9 (High/High)	Retiree payroll warrants and EFTs (approximately \$12 billion per year for 472,000+ payees) not being processed timely and/or accurately. Currently, because we are using the accounts payable module, instead of a payroll module, we may not be able to schedule payrolls with a specific timing. We may not be guaranteed that the payments will be made timely, or the checks will be printed prior to the pay date. • Pay dates for Retired Payroll is set a year in advance. After going through an approval process, these dates are sent to DFS every year before December prior to the year beginning. (Payroll schedule attached.) o This may need to be adjusted on the fly for natural disasters. o Pay date for Retired Payroll is the last business day of every month, as required by statute (F.S. 121.091(1), F.S. 121.091(3), and F.S. 121.091(4)). o Florida PALM needs to be responsible for scheduling changes or adjustments.	Going through confirming requirements, build an acceptable design, extensive testing - especially formal parallel testing to ensure everything is running properly for several cycles. Working with PALM to get more information to better define the programming needs.	FL Statute mandates that FL retirees are paid on the last business day of each month and dates are set one year in advance. Members are aware that their benefit is received on the last business day of the month. RP cannot coordinate to print ""Early"" as retirees will have a false understanding of monthly timing. If checks are deposited on a different day other than the last business day of the month, tax payments/accounting will be affected as well.	2025-08-27: Reviewed and confirmed still valid.

								<ul style="list-style-type: none">• We believe we can make this work using the Accounts Payable (AP) module, however, this could be an extremely human driven and coordinated process, if this cannot be pre-established with supplemental and monthly fixed dates.• Of other known retirement systems, none process benefit payments through Accounts Payable (AP) modules.• Potential Options:<ul style="list-style-type: none">o Have a direct interface with the state disbursement bank (currently JP Morgan) (this is how other states function).o Third Party sending bank files to and from our state disbursement bank account.o Build the AP module around our pay cycle. (Supplemental and Monthly)			
FRS Risks	Open and Monitoring	04/08/25		Agency Business System Business Process Change Interface Conversion/Configuration Deployment/Cutover Post Implementation Role Mapping User Acceptance Testing	Cut over and the impact on payroll, both weekly and monthly retirement payroll processing.	Stable	9 (High/High)	Cut over and the impact on payroll, both weekly and monthly retirement payroll processing: <ul style="list-style-type: none">- Timing if down in July, impacts COLA, service retirement and DROP exit;- EFT Reversals;- Direct Deposit starts/stops (Sun-Thur);- Need to know in advance so we can send communication to members regarding the Direct Deposit starts and stops;- Holds/in Lieu of list where the member has direct deposit set up, but we have put them on the in lieu of list to create a physical warrant in lieu of direct deposit.	timing of when there will be no access – run monthly payroll early or ensure monthly payroll will not be impacted. This will need sign off on not processing weekly payrolls during the “down” time and busiest months.	RetiredPayroll will not be able to run weekly or monthly payrolls. The monthly payroll is mandated by statute and tax monies and retiree payments will have to be allocated prior to the transition time.	2025-08-27: Reviewed and confirmed still valid.
FRS Risks	Open and Monitoring	07/11/25		Deployment/Cutover	Active Retirement Receipts and Report Processing during transition period from the legacy system to PALM.	Stable	9 (High/High)	Affected: <ul style="list-style-type: none">• M30 FRS monthly/SUSORP, SMSOAP biweekly retirement data files (PALM PRI030).• Receipt processing by Division for retirement files for state and non-state agencies.• Payments submitted to Retirement through the Dept. of Revenue (DOR) for non-state agencies. Pursuant to chapter 121 F.S. (various references) contributions are due to the Division of Retirement no later than the 5th working day of the month immediately following the month during which the payroll period ended. Accompanying payroll data must be transmitted concurrent with the contributions. Submissions that are not able to process (missing data/contribution or out of balance), are considered delinquent, and a penalty is assessed. SUSORP/SMSOAP are on a biweekly schedule. The Division receives payment from the Bureau of State Payrolls for the state's submissions. Non-state agencies have the option to remit payment through DOR and through other sources. Concern: During the transition period to PALM, if there is a moratorium enacted on processing, without an allowance for parallel processing under the legacy system, and it falls on either the monthly or biweekly due dates	Factors outside of the Division's control: <ul style="list-style-type: none"><input type="checkbox"/> Dependent on when it occurs and the length of time.<input type="checkbox"/> Dependent on DOR's accommodations for the transition. Factors within the Division's control: The assessment of penalties (delinquency fees) is programmed into IRIS based on dates data or contributions are received and/or when a submission balances. (A waiver would not fall within the intent of the law, and granting such may require approval from the Governor's office.) <ul style="list-style-type: none"><input type="checkbox"/> The Division could program IRIS to not assess delinquency fees for late submission for a period of time, but this would be a blanket approach covering all agencies. (Note, the state's submissions are not assessed delinquency fees.)<input type="checkbox"/> Payments received from non-state agencies (outside of DOR) could be held internally, if they are logged into IRIS and allocated with the actual receipt date. If this occurs properly, IRIS will not register a delinquency.	Any delay in processing could affect the timely transfer of funds for the FRS Investment Plan or SUSORP/SMSOAP to member accounts for investment. While there may not be a loss of earnings assessed (if a moratorium is short term), there may be pushback from the membership, especially on the SUSORP side. If DOR if does not provide accommodation for the transition, what will happen? There are over 900 agencies of which the state is considered one. We do not track the agencies that use DOR and cannot force agencies to pay in a particular way, and many agencies have their own limitations on the way they can remit payment, and any change may require broader approval from their leadership/board or constituent group.	2025-08-26 - Risk added for this period.

								2) Preventing non-state agencies from transmitting funds through DOR 3) Preventing the Division's Accounting team from receiving funds transmitted from any source (EFT/ wire transfer, check) 4) Preventing the Division's Accounting teams entering logging information (in FLAIR?) The impact could be far reaching.			
STMS Risks	Open and Monitoring	11/06/23		Deployment/Cutover Staffing/Resource Availability Training	Timeline. Competing deadlines immediately prior to go-live.	Increasing	6 (Medium/High)	Timeline. Competing deadlines immediately prior to go-live. Fiscal accountants and other users will be trying to learn PALM as well as changes to departmental and enterprise systems affected by PALM implementation, at the same time. The STMS Team, as well as other system owners, may need to make late changes while also trying to train end users.	Identify impacted users and trainings that will be offered, to coordinate a DMS training schedule. Meetings with PALM.	Unable to meet timelines to go-live.	Cycle 2 testing timelines are now impacting other timelines.
DMS Risks	Open and Monitoring	10/09/24		User Acceptance Testing	Developing Test Plans Prior to System Availability	Increasing	6 (Medium/High)	Developing test plans before the system is available will limit test coverage. Owner: OIT / Production Support / FMS	Have test environment available prior to UAT execution. Oct 23: UAT Plan currently in development to address this. Waiting on PALM to provide more info. Dec 18: No change. Continuing to monitor. Feb 19: No change. Continuing to monitor and address via tasks.	This will negatively impact the validity of testing DMS business operations in the new PALM system.	No change. Continuing to monitor.
DMS Risks	Open and Mitigating	04/27/23		Staffing/Resource Availability Training User Acceptance Testing	PALM and Statutorily Required Tasks Overlap	Stable	6 (High/Medium)	Timeline and Resources. There are multiple overlapping Palm tasks with due dates that utilize the same personnel resources as statutorily required tasks during year end. Owner: Eric Thiele, FMS	Complete the tasks early or ask for a later due date. Most PALM tasks completed early - some still in progress. Year end required tasks complete. Dec 18: Key staff are required to do fiscal year end close out. Also required to participate in UAT and Training activities. Attempting to mitigate this risk with staff augmentation.	This will negatively impact the testing and training tasks prior to GoLive.	No change. Continuing to monitor.
MFMP Risks	Open and Monitoring	04/30/24		Business Process Change Interface Conversion/Configurator Deployment/Cutover	DFS Vendor Portal	Stable	6 (High/Medium)	On March 1, 2024, the Department of Financial Services (DFS), Division of Accounting and Auditing (A&A) team met with the MFMP program to discuss its vendor management initiative. This initiative includes analyzing existing vendor management business processes, determining improvements, and developing a data clean-up plan. DFS A&A also proposed a new vendor portal solution that will impact the vendor registration and master vendor data exchange between MFMP and Florida PALM. DFS issued a competitive solicitation in July 2024 for the new portal, executing a contract in mid-FY2024-25. The project has started before Florida PALM's July 2026 go-live date with a phased approach to full implementation by Florida PALM Go-Live. MFMP, Florida PALM, and DFS are discussing integration and interface requirements, including the master data vendor exchange. Launching a design, test, and implementation effort for a new DFS vendor portal parallel with MFMP's Florida PALM implementation activities and during the current build schedule presents significant risk	MFMP and Florida PALM continue to design the master vendor data exchange based on MFMP and Florida PALM's existing requirements. MFMP will continue to work with DFS and Florida PALM on planning activities for the new vendor portal; however, based on the current lack of formal requirements, a defined implementation plan, timeline, etc., MFMP cannot begin building to support the new vendor portal at this time.	Failure to successfully integrate supplier records between MFMP, Florida PALM, and FLIPS would cause several critical issues within the Procure to Pay process in the State of Florida.	No update continuing to monitor

								the MFMP to Florida PALM integration and interface implementation.			
MFMP Risks	Open and Monitoring	06/06/25		Interface Conversion/Configuration Deployment/Cutover	MFMP Florida PALM Testing Delays	Stable	6 (High/Medium)	<p>Due to a lack of return data from Florida PALM mock testing, MyFloridaMarketPlace (MFMP) was unable to participate in Mock One testing and did not have Mock Two PALM conversion data until the end of May 2025 to begin evaluating. Florida PALM not returning Mock Two conversation data to MFMP until six business days before the planned start of Florida PALM's Interface Cycle Two Testing (June 2025) presents significant risk with the two programs being unable to evaluate possible errors and valid or invalid failure reasons until shortly before the start of Cycle Two testing. Mock One and Two testing was intended to begin exploring conversion results and troubleshooting issues that arise prior to the start of Cycle Two Testing.</p> <p>Based on these events and according to Florida PALM's current timeline, this puts MFMP a full cycle behind in testing efforts from the Florida PALM data perspective. MFMP has continued to complete all system and integration design, build, and test activities in its timeline that it has control over; however, any testing requiring data from Florida PALM is behind the anticipated schedule. Although these testing efforts can be completed during Cycle Two testing, this requires several activities to occur later in the cycle than originally anticipated, introducing risk on both sides of the project to meet the completion dates in preparation for User Acceptance Testing, End-to-End testing, and Go-Live Dry-Run testing.</p>	The Department will continue to monitor timely completion of testing activities and openly communicate with the Florida PALM project when data return deadlines are not met. If these return deadlines continue to have delays, they may result in an overall delay in the MFMP and Florida PALM testing timelines.	Continued delays in receipt of testing data from Florida PALM to MFMP will hinder the Department's ability to complete testing activities that have a dependency on available Florida PALM testing return data.	No update continuing to monitor
FRS Risks	Open and Mitigating	11/07/23		Business Process Change	Retirement needs to be able to go negative in specific funds	Decreasing	6 (High/Medium)	<p>Retirement benefits payments must be supported by PALM to allow for timely release of funds. This would create a loss of earnings for the trust funds if transfer is delayed.</p> <p>Retirement needs to be able to go negative in specific funds, not all funds have been approved that are required to be able to go into negative cash balances. Specifically fund 70500 (need to invest Health Insurance Subsidy (HIS) and Investment Plan (IP) Investment Vouchers need to post even if the fund is negative in cash), other funds needed were previously approved. The current process has allowed us to keep loss of earnings at a minimum, however, if the process is changed and we are unable to go negative and must wait on funds to be available to transfer funds to Investment Plan (IP) member accounts we will be forced to pay more loss of earnings which would negatively effect the Florida Retirement System (FRS) Trust Fund.</p>	<p>Programming needs to be completed to allow for flexibility so funds can be released timely.</p> <p>Continue to work with the PALM team.</p>	If the process is changed and we are unable to go negative and must wait on funds to be available to transfer funds to Investment Plan (IP) member accounts, we will be forced to pay more loss of earnings which would negatively affect the Florida Retirement System (FRS) Trust Fund.	2025-08-27: Reviewed and confirmed still valid.
FRS Risks	Open and	11/07/23		Business Process	Pulling reports	Stable	6 (High/Medium)	Pulling reports from	Plan for report	If the information in FL	2025-08-26: Reviewed

	Monitoring			Change Conversion/Configuration Deployment/Cutover Post Implementation	from FLAIR/PALM is mandatory to complete the statutory requirements.			FLAIR/PALM is mandatory to complete the statutory requirement to publish the ACFR by December 31st. Multiple agencies are involved in this publication.	identification and testing. Verify reports are available.	PALM is not complete or correct, and/or we are not able to pull reports, the ACFR will not be accurate and will cause an audit finding.	and confirmed still valid.
FRS Risks	Open and Monitoring	02/17/22		Business Process Change Conversion/Configuration Deployment/Cutover Post Implementation Role Mapping	Any significant change to existing Retiree payroll, EFT processing, BOSP retirement reporting, and/or interface files between IRIS and FLAIR could require substantial programming and lead time.	Stable	6 (High/Medium)	Any significant change to existing Retiree payroll, EFT processing (EFT processes, including payment information for retirees, pre-noting, bank account changes, EFT returns, stop payments, etc., not being automated or not being processed timely and/or accurately.), BOSP retirement reporting, and/or interface files between IRIS and FLAIR could require substantial programming and lead time.	Going through confirming requirements, build an acceptable design, extensive testing. Clearly define processes, make sure no interfaces are missed - all designs/build/tests are accounted for. Some items have a work around, some do not - unknown solution at this time. The only option would be to create online entries manually in Florida PALM. Working with PALM to get more information to better define the programming needs.	If EFTs and Direct Deposit stops are not done timely it could result in monies being put into a fraudulent, closed or the wrong account. The impact could also include overpayments due to death.	2025-08-27: Reviewed and confirmed still valid.
STMS Risks	Open and Monitoring	05/01/25		Business Process Change Interface	API133 - new interface	Increasing	4 (Medium/Medium)	New interface for voucher errors likely to be used by STMS. This will provide error messages for vouchers.	Initial meeting with PALM 5/1/25 to discuss interface. Continue to review the interface and determine the impact to STMS.	Possible delay in schedule with adding a new interface.	API133 scheduled to begin testing in Sept/Oct.
DMS Risks	Open and Monitoring	04/21/23		Training User Acceptance Testing	Sandbox Function	Stable	4 (Medium/Medium)	Functionality. Will Agencies have enough time to work in the sandbox environment to ensure their respective divisions can test and see if the current work they perform in FLAIR can be achieved in the PALM Environment? If time is limited and a required field is missing, will there be enough time for it to be fixed and re-tested prior to the January 2026 go live date? Owner: Jason Ottinger, DSGI	Roll out sandbox test capabilities as sections are completed for Agencies to test. Sandbox environment is not secure for testing - PALM needs to work on true test environment. Sandbox status has not changed. PALM is addressing this risk.	This remains a risk until UAT goes into production.	No change. Continuing to monitor.
DMS Risks	Open and Monitoring	06/30/25		Identity Provider (IdP)	Testing Environment Access	Stable	4 (Medium/Medium)	In reference to Task 591 - Confirm IdP Configuration for Florida PALM, both DMS SAMs successfully logged in to test access. However, loading of the page and the search function was excessively delayed. This may cause backlog issues in the UAT environment during testing activities. This note appears in the comments column of the DMS UAT IdP Smartsheet. Owner: OIT / Production Support	The Project has acknowledged this potential risk and will keep DMS informed re: mitigation.	This may cause backlog issues in the UAT environment during DMS PALM testing activities.	No change. Continuing to monitor.
FRS Risks	Open and Monitoring	11/07/23		Conversion/Configuration	Unknown risks due to changes to major statewide systems during modernizations.	Stable	4 (Medium/Medium)	Unknown risks due to changes to major statewide systems during modernizations. (Example: Changes to HR Class Code System, Changes to People First System)	Solution is continued information sharing and communication with PALM team and Retirement. As well as adhering to the Retirement reporting format. Continuing to monitor Class Code implications by being aware of what is coming out of HR regarding class codes.	IRIS is designed based on the way the classification system is today. If the system is changed, operation and administration of Special Risk, EOC and SMSC will be affected. A complete overhaul may be needed.	2025-08-26: Reviewed and confirmed still valid.
PF Risks	Open and Monitoring	09/09/24		Agency Business System Interface Conversion/Configuration	Multiple agencies with different testing schedules and testing needs	Stable	4 (Medium/Medium)	With development happening in multiple systems held by multiple organizations, schedule variance in different areas can have unforeseen impacts on People First development. If developments become too out of sync, it could cause issues with productivity and the ability to pass stage gates successfully.	People First is on schedule and anticipates continuing to be in lock step with the project timeline well before the next stage gate. COMPLETE: Team has hired a project manager with primary focus on ensuring People First maintains PALM readiness. Additionally, People First will be adding significant staff augmentation to assist us.	Certain tests may not be possible in the defined timeframe if stakeholders aren't ready	Mitigation plan updated to reflect activities that have been completed.
PF Risks	Open and Monitoring	09/09/24		Interface Deployment/Cutover Staffing/Resource Availability	Late discovery / defect management	Stable	4 (Medium/Medium)	Late discovery of defects, requirements changes, or any other event that could cause redevelopment for People First could strain resources on the People First team and	PALM and People First teams will continue to meet weekly to collaborate on testing timelines and will add additional meetings on special topics as needed.	If a defect is identified too late and People First and / or PALM has to enter re-development, it could strain resources and potentially cause delays or loss of functionality/	Mitigation plan updated to reflect activities that have been completed.

								our vender.	COMPLETE: We are continuing to refine our parallel testing schedule to ensure that we have time built into the schedule for development. People First will continue to send functional design documents to the PALM team to review and provide feedback to minimize surprises during development.		
DMS Risks	Open and Mitigating	04/26/23		Agency Business System Business Process Change Interface Conversion/Configuration	Delivering PALM Functionality Required for DMS Operations	Stable	3 (High/Low)	Functionality. Will PALM deliver the functionality needed for DMS operations? Full implementation simultaneously with "FLAIR-end" seems risky with the current change solutions. The seen and unforeseen functionality and compatibility issues at CMS Wave implementation adversely impacted and even stopped certain critical business processes for agencies. Owner: Stephen Russell, DSGI	Develop a testing plan. Use the PALM Sandbox environment. Functionality assessment in progress. Sandbox environment is approved for a limited number of DMS employees. PALM is addressing this risk. June 20: PALM is requiring that agencies create and implement their own testing plans. That initiative is in planning. Oct 23: Implementation plan in development. UAT plan is in progress. Dec 18: Still evaluating interface requirements in light of new business requirements. UAT plan will address this and is in progress. Feb 19: In progress. Evaluating training needs and requirements.	This will negatively impact DMS business operations.	No change. Continuing to monitor.
DMS Risks	Open and Monitoring	05/01/25		Deployment/Cutover	Act of God/ office closure during cut over.	Stable	3 (High/Low)	If an Act of God (Pandemic, Hurricane, Tornado, Snow, etc.) were to cause office closures during the deployment/cutover from FLAIR to PALM there would be great risk to accurate, timely participation. Owner: Stephen Russell, DSGI / Eric Thiele, FMS	Key staff in financial wave roles will be identified and included in coop planning for any disasters that occur in the cutover timeframe.	If risk becomes an issue COOP Plan must be activated.	No change. Continuing to monitor.
FRS Risks	Open and Monitoring	02/17/22		Agency Business System Business Process Change	Bureau of State Payrolls' (BOSP) reporting and payment of contributions to the Division of Retirement for both the FRS and optional retirement plans not being completed timely and/or accurately.	Stable	3 (High/Low)	Bureau of State Payrolls' (BOSP) reporting and payment of contributions to the Division of Retirement for both the FRS and optional retirement plans not being completed timely and/or accurately.	Going through confirming requirements, build an acceptable design, extensive testing. In the process of working through the design with PALM. No work around except using the existing payroll system.	The delay will affect allocations to balance the retirement reports, which will delay posting of contribution data in IRIS. This will result in the delay of fund transfers to Investment Plan member accounts, which may result in loss of earnings. If the employer submitted timely and the delay is on Retirement, the loss of earnings could be assessed to the Division of Retirement. For the pension plan, the trust fund will have a loss of investment earnings, which are needed for benefit payments.	2025-08-26: Reviewed and confirmed still valid.
FRS Risks	Open and Mitigating	02/17/22		Agency Business System Business Process Change Interface	Upload of revenue accounting transactions from the Division's business system (IRIS) to PALM not being processed timely and/or accurately.	Decreasing	3 (High/Low)	Upload of revenue accounting transactions from the Division's business system (IRIS) to PALM not being processed timely and/or accurately. This risk includes the timely and accurate posting of revenues in PALM. (These transactions record the receipt of retirement contributions of approximately \$6 billion per year.) If this risk happens, Retirement would not be able to receive the revenue and be able to invest (loss of earnings) and allocate to employer's accounts (the delay will affect allocations to balance the retirement reports which will delay posting of contribution data in IRIS which delays funds transfers to Investment Plan member accounts which may result in loss of earnings. If the	Going through confirming requirements, build an acceptable design, extensive testing. The risk would be on IRIS - would be able to take information from the Department of Revenue website and manually enter, reconcile, and adjust in IRIS. Completed everything regarding strategy, need to test in UAT.	The delay will affect allocations to balance the retirement reports, which will delay posting of contribution data in IRIS. This will result in the delay of fund transfers to Investment Plan member accounts, which may result in loss of earnings. If the employer submitted timely and the delay is on Retirement, the loss of earnings could be assessed to the Division of Retirement. For the pension plan, the trust fund will have a loss of investment earnings, which are needed for benefit payments.	2025-08-26: Reviewed and confirmed still valid.

								employer submitted timely and the delay is on Retirement, the loss of earnings could be assessed to Retirement).			
FRS Risks	Open and Monitoring	04/29/25		Deployment/Cutover	Act of God/ office closure during cut over.	Stable	3 (High/Low)	If an Act of God (Pandemic, Hurricane, Tornado, Snow, etc.) were to cause office closures during the deployment/cutover from FLAIR to PALM there would be great risk to accurate, timely participation.	Key staff in financial wave roles will be identified and included in coop planning for any disasters that occur in the cutover timeframe.	If risk becomes an issue COOP Plan must be activated.	2025-08-26: Reviewed and confirmed still valid.
STMS Risks	Open and Mitigating	11/06/23		Interface	Interface. Inability to design flat file transfer process.	Decreasing	2 (Medium/Low)	Concern about flat file data loading and transfer of files.	Provide information about when and where flat file data will be provided and how it will be accessed. Meetings with PALM continue.	Failure to receive file transfers.	In Cycle 2 Testing, where file transfers occur on MFT.
STMS Risks	Open and Mitigating	12/19/23		Business Process Change Interface Training	Functionality. Inability to design user interface to accommodate Speed Keys instead of Expansion Options	Decreasing	2 (Medium/Low)	Concern about design and process changes with speed keys.	Provide information about the Speed Key interface, as well as training about how agencies will be using it in PALM. Provide training about how Speed Keys will be used by travelers to communicate billing information to Fiscal Accountants. Meetings with PALM continue. CCN and Enterprise Partners are currently collaborating. Close to resolution; will review next cycle.	Training issues with end users.	Speedkeys are in Cycle 2 Testing.
MFMP Risks	Open and Monitoring	05/01/24		Staffing/Resource Availability	Project Staff Turnover	Stable	2 (Medium/Low)	Over time, the Florida PALM project team has encountered staff turnover. This can present risk associated with knowledge transfer, or lack thereof, between the existing resource and their successor. New project staff must be informed and prepared to continue open integration and interface design decisions. Delayed or incomplete knowledge transfers for the successor may delay design decisions, thus risking the implementation of the MFMP to Florida PALM integration according to the existing timeline.	MFMP will work with Florida PALM to assist in expediting any knowledge transfer incoming successors require to mitigate delays in design decisions	Insufficient transfer of knowledge can result in delays in design decision making, putting the implementation timeline or quality of design efforts at risk.	No update continuing to monitor
PF Risks	Open and Mitigating	06/28/24		Interface Conversion/Configurator Deployment/Cutover User Acceptance Testing	Parallel Testing Complexity	Decreasing	2 (Medium/Low)	The need for parallel testing will increase the complexity of operations. Data will need to be maintained in a new environment and the legacy environment and could lead to inconsistencies.	Ongoing weekly sync ups with PALM continue to brainstorm solutions, sync on results, and align on test success criteria. Complete: Parallel testing meetings Scheduled for August 2024 to ensure that the needs of PALM project team align with the current processes implemented by People First team and vendor. In addition, People First team has brought in a full-time project manager so that the team can maintain PALM readiness and continue day to day operations without sacrificing either.	Testing results may not match expected outcomes if data desynchronization happens.	Mitigation plan updated to reflect activities that have been completed.
PF Risks	Open and Mitigating	10/28/24		Conversion/Configurator	Environment Management	Stable	2 (Medium/Low)	Testing for PALM includes multiple success criteria. To be successful, People First will need to test payroll parallel to production payroll. But we will also need to test interfaces, conversions, and end user testing of changes within People First and our agency interfaces / reports. Scheduling must align with PALM schedules and environments will need to be refreshed at multiple intervals. We currently are limited in testing environments, so schedule management is key.	People First continues to prioritize scheduling and is anticipating schedule variance by being ahead of schedule and by adopting hybrid project management methodology. COMPLETE: People First team is crafting a change order to add 5 additional environments during the PALM testing period. This will allow us to build contingencies into the testing schedule to accommodate any schedule creep. This will also allow us to hold production data from the first payroll run in	People First UAT would be impacted without environments ready to run multiple scenarios with different data requirements in parallel.	Mitigation plan updated to reflect activities that have been completed.

									2025 until PALM's environment is built to run parallel testing of payroll.		
									Along with Amendment 12, the PALM schedule has extended its testing period, which should mitigate the complexity of testing for People First (in conjunction with enhanced environment management).		
STMS Risks	Open and Mitigating	11/06/23		Interface Conversion/Configuration Staffing/Resource Availability Training	Functionality. Inability to design new STMS user interface for creating vouchers	Decreasing	1 (Low/Low)	Concern about creating UI for vouchers.	Provide training in PALM for creating vouchers so that we can attempt to replicate the process and minimize confusion for users in both systems. Provide information about flat files with information required to build vouchers in STMS and confidently pass combo edit checks using the PALM Combo Edit Check API. Meetings with PALM continue.	Training issues with end users.	Vouchers are in Cycle 2 Testing.

DMS Issues										
Sheet Name	Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for July - August 2025
DMS Issues	Open	02/19/25		Role Mapping Training User Acceptance Testing	Risk of User Acceptance Testing (UAT) Failure Owner: Stephen Russell	High - Impacts the ability of the agency to meet deadlines or milestones	Current scheduled readiness tasks require agencies to have created their testing and training plan for all business processes without knowing or seeing the manual procedures in PALM to perform the business process transaction. Under this situation, DMS is unable to create a detailed enough test and training to ensure successful end user training.	Based on discussions with PALM in the touchpoint meeting, PALM will create "process steps" that will provide the needed detail to create the UAT tests. UAT success will be depended on PALM publishing the "process steps" in time to be utilized by the agencies for UAT plans.	07/30/25	No change. Continuing to monitor.
MFMP Issues	Open	06/06/25		Business Process Change Interface Conversion/Configuration Deployment/Cutover Post Implementation	DFS Vendor Portal	High - Impacts the ability	The Department was originally made aware in March 2024 of a new vendor portal project the Department of Financial Services (DFS) was pursuing to replace their current W9 portal and vendor electronic funds transfer (EFT) business process. After further discussions with DFS, the Department logged a risk for this vendor portal in April 2024, citing the concern that a new DFS vendor portal design, build, and test process operating parallel with MFMP and Florida PALM's implementation activities and during the current build schedule presents significant risk the MFMP to Florida PALM integration and interface implementation. Since that time, DFS completed a competitive solicitation and awarded a contract in December 2024 to begin their design, build, and test process. Up until that activity, and since that time, the Department has continually requested information from DFS on how supplier integrations between MFMP, Florida PALM, and the new DFS vendor portal are intended to function, with very few updates. Beginning on April 23, 2025, the Department attended bi-weekly design sessions with Florida PALM and DFS Accounting and Auditing (A&A) to better understand what is to be called the Florida Integrated Payment System (FLIPS) functional and technical requires so that the	The Department will continue to meet with DFS A&A and Florida PALM to confirm business and functional requirements. Once those are confirmed, MFMP will make changes in VIP, AOD, and our interfaces to accommodate the changes in approach. MFMP will include these changes in its testing efforts to ensure everything is functioning as expected. Agency Customer education will be essential in mitigating this issue, emphasizing the importance of choosing the correct remittance address associated with their payments. Because this will present a moderate change in business process for customers, they should plan for this change prior to Florida PALM and FLIPS Go-Live.	TBD	No update continuing to monitor

Department can ensure a successful integration between the two systems and Florida PALM. Based on previous knowledge and these discussions starting in April, there are two primary issues with FLIPS related to MFMP and Florida PALM's ability to be successful with a July 2026 Go Live:

1. Timeline and Scope – MFMP and PALM have worked together to design and build the interface based on PALM's defined supplier interface requirements for over a year, with testing scheduled to begin in June 2025. During that time, no information was available allowing the two programs to design what FLIPS would require, and any designs or supplier integration models do not currently accommodate FLIPS as part of the process. Attempting to make an integration shift this late in the process is an issue that has resulted in increased scope and project cost, a shift in testing timelines that have already been planned out, and use of time already allocated to other Florida PALM – MFMP integration activities to instead redesign the supplier integration approach. Interface Cycle Two – Technical Testing is scheduled to begin on June 9, 2025, and extend through the end of October 2025. This means the Department and Florida PALM are required to dedicate resources to redesigning the supplier integration approach and expected to test that integration in the same timeline window. FLIPS will also need to participate in this testing, meaning they must be far along enough in their build process to begin testing between August and October 2025, likely requiring MFMP, Florida PALM, and FLIPS to utilize the contingency period of Interface Cycle 2 Technical Testing in November 2025. Based on all of these considerations, DMS is raising the risk originally logged in April 2024 to an issue as of June 2025.

2. Supplier Data Connection and Remit Information – As of June 5, 2025, less than one week before Interface Cycle 2 Technical Testing is scheduled to begin, it has been communicated to the Department by DFS A&A that they have decided the expectation is for MFMP to not send any supplier data to Florida PALM or FLIPS. DFS A&A intends on all supplier data responsible for direction of the payment process to originate from FLIPS and be sent over to Florida PALM for creation of a PALM Supplier ID. Florida PALM would then send remittance address information to MFMP for inclusion in the MFMP Vendor Information Portal (VIP) and Ariba On Demand (AOD). This introduces issues with connecting vendor records between all

							three enterprise systems, requiring remittance data to be applied in MFMP strictly at the Tax ID level because no unique identifier will be integrated between MFMP and Florida PALM prior to FLIPS sending			
STMS Issues	Open	10/01/24		Interface	GLI012 - Time out error when testing web service connection	High - Impacts the ability	PALM & STMS Teams are troubleshooting the connection issue. Multiple meetings have been scheduled. STMS provided the IPs to the sandboxes for whitelisting.	Provided the IPs to whitelist in 4/4/2025. STMS requested another session to confirm PALM is seeing connection attempts. If still an issue, STMS will request Salesforce assistance.	07/31/25	STMS has uploaded one of the certificates. The chain of certificates
DMS Issues	Open	01/15/25		Business Process Change Interface	MIP Interface Selections Owner: OIT / Production Support	Low - All impacts not listed as Critical or High	MIP interfaces selected may not be 100% remediated without testing.	Could be manually resolved with more manpower, but would want to make changes to interface selection and possibly the interfaces themselves to account for missing / unknown elements. Oct 23: Confirmed interfaces. MIP has updated and automated internal FLAIR reports. Next steps are in progress - id data fields that need to be integrated with MIP and PALM. Feb 19: Reconfirmed interface selections. Potential interfaces are selected, but may not be initially required.	07/15/25	No change. Continuing to monitor.
DMS Issues	Open	08/21/24		Staffing/Resource Availability Training	End Users New to DMS and PALM Owner: Evelyn Harrison, OOS	Low - All impacts not listed as Critical or High	The majority of the DMS End Users are new to DMS. An even larger percentage have held their current jobs at DMS for less than 5 years.	Consistent monitoring, training and follow up. Regular communication, meetings, and increased involvement in the project Readiness Workplan Tasks.	06/30/26	Consistently tracking this via the stated Action Plan. New hires are included in workgroup meetings. One-on-one interactions are scheduled as needed.
FRS Issues	Open	09/22/23		Agency Business System	Business System (IRIS) upgrade	Low - All impacts not listed as Critical or High	Business System (IRIS) upgrade is happening at the same time as the PALM implementation. This impacts resources and a new system, with new screens and interfaces.	Testing and training in advance - plan to be developed.	12/31/25	2025-08-26: Reviewed and confirmed still valid.
STMS Issues	Closed	06/25/25	08/25/25	Interface	GLI017 - Change to required fields (fund and category) on interface not communicated to STMS until 6/24/25.	Low - All impacts not listed as Critical or High	STMS developed based on the interfaces provided. Once integration files were received and reviewed 6/18/25, our team asked for clarification on 6/24/25. PALM team noted the field was not required, resulting in a change in coding for STMS. Any changes this late require coding and may impact testing timelines.	STMS team is making the coding change for the field to not be required based on details from PALM team. 6/25/25	07/18/25	STMS made coding changes which are now in interface testing.

DMS Assumptions						
Sheet Name	Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for July - August 2025
DMS Assumption	People Processes Technology Data	Decreased timeliness and staff familiarity with the new PALM system prior to go live. Unforeseen vacant positions in key role areas will have an effect on over utilization on staff not familiar with PALM in general.	Logged	09/07/23	All DMS PALM end users are impacted. Owner: Evelyn Harrison, OOS	This has also been logged as a risk. Continuing to address this with consistent communication, training, and inclusion.
PF Assumptions	Processes Technology	Funding will continue as needed to maintain People First operationally as well as for changes necessary to implement the PALM project.	Logged	06/28/24	People First, PALM	No changes
PF Assumptions	People Processes Technology	The additional monies allocated to our vendor to fulfill necessary changes to People First to integrate with PALM will be sufficient for the project.	Logged	06/28/24	People First, PALM	No changes
FRS Assumption	Data	The State Retirement file from Bureau of State Payrolls (BOSP) will contain all of the same data elements that it currently contains, the reporting will function as it currently does, and Retirement will continue receiving the same information from People First.	Logged	08/28/24	Bureau of Enrollment and Contributions, IRIS	2025-08-26: Reviewed and confirmed still valid.

Agency Sponsor Confirmation

As Agency Sponsor, I understand my role and responsibility for monitoring and reporting on my agency's readiness status. I have reviewed and confirmed the accuracy of my agency's readiness status as reflected in this dashboard.

DMS Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
July - August 2025	Lance Dyal	lance.dyal@dms.fl.gov	09/08/25
May - June 2025	Lance Dyal	lance.dyal@dms.fl.gov	07/08/25
March - April 2025	Lance Dyal	lance.dyal@dms.fl.gov	05/07/25
January - February 2025	Lance Dyal	lance.dyal@dms.fl.gov	03/11/25

Agency Sponsor Name: *

☐ Confirm *

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FRS Status Report Confirmation			
Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
July - August 2025	Kathy Gould	kathy.gould@dms.fl.gov	08/28/25
May - June 2025	Kathy Gould	kathy.gould@dms.fl.gov	07/07/25
March - April 2025	Kathy Gould	kathy.gould@dms.fl.gov	05/05/25
January - February 2025	Kathy Gould	kathy.gould@dms.fl.gov	02/24/25

MFMP Status Report Confirmation			
Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
July - August 2025	Ayanna Bridges	ayanna.bridges@dms.fl.gov	08/29/25
May - June 2025	Tyler Brown	tyler.brown@dms.fl.gov	06/25/25
March - April 2025	Tyler Brown	tyler.brown@dms.fl.gov	05/05/25
January - February 2025	Tyler Brown	tyler.brown@dms.fl.gov	03/03/25

PF Status Report Confirmation			
Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
July - August 2025	Jesse Johnston	jesse.johnston@dms.fl.gov	09/05/25
May - June 2025	Jesse Johnston	jesse.johnston@dms.fl.gov	07/02/25
March - April 2025	Tony Lloyd	tony.lloyd@dms.fl.gov	05/06/25
January - February 2025	Tony Lloyd	tony.lloyd@dms.fl.gov	02/28/25

STMS Status Report Confirmation			
Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
July - August 2025	Casey Taylor	casey.taylor@dms.fl.gov	08/27/25
May - June 2025	Casey Taylor	casey.taylor@dms.fl.gov	07/02/25
March - April 2025	Casey Taylor	casey.taylor@dms.fl.gov	05/02/25
January - February 2025	Casey Taylor	casey.taylor@dms.fl.gov	02/28/25