

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 99.63%

- Submitted On Time = 52
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 97.38%

- Submitted On Time = 91
- Submitted Late = 12
- Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:

Score = 83.96%

- Submitted Complete = 35
- Submitted Incomplete = 5
- Completed After Submission = 13

Other Task Completeness



Other Task Completeness:

Score = 94.27%

- Submitted Complete = 68
- Submitted Incomplete = 2
- Completed After Submission = 5

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:

- Unique Filled Role = 9
- Duplicate Filled Role = 6
- Vacant Role = 0

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

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
N/A	People	607	Update Training Plan	04/06/26	06/05/26	100% - Submitted	05/26/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	100% - Submitted	05/20/26	APC001 was checked out of the DMS Secure Files Library, completed and confirmed with no changes, then checked back in on 05-20-26.	Submission Complete	
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	100% - Submitted	06/16/26		Submission Complete	
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/08/26		Submission Complete	
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	100% - Submitted	05/29/26		Submission Complete	
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	100% - Submitted	05/29/26		Submission Complete	
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	100% - Submitted	05/29/26		Submission Complete	
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	50% - In Progress				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	50% - In Progress				
Direct	Data	701	Submit Configuration and Conversion Workbooks	06/01/26	06/17/26	100% - Submitted	06/16/26		Submission Complete	
Direct	People	702	Submit Role Mapping Worksheet	06/01/26	06/26/26	100% - Submitted	06/26/26		Task Closed - Submission Incomplete	
Indirect	N/A	679	Submit Monthly Progress Report - Testing, Training	06/01/26	06/30/26	100% - Submitted	07/01/26		Submission Complete	
Indirect	N/A	619	Update Agency Readiness Certification #3	06/22/26	07/10/26	50% - In Progress				
Indirect	Technology	586	Create Agency Deployment Plan and Cutover Checklist to Prepare for Go-Live	06/29/26	09/11/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	680	Submit Bimonthly Agency Readiness Status Report	07/01/26	07/10/26	100% - Submitted	07/09/26			
Indirect	N/A	681	Submit Monthly Progress Report - Testing, Training, Cutover	07/01/26	07/31/26	50% - In Progress				
Indirect	Data	703	Maintain Configuration and Conversion Workbooks	07/01/26	07/31/26	50% - In Progress				
Indirect	People	704	Maintain Role Mapping Worksheet	07/01/26	08/21/26	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	Primary Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments
DMS Risks	Closed	02/19/25	05/08/26	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.	This risk has evolved and is being addressed in a newly documented risk.
DMS Risks	Open and Monitoring	04/09/25		Interface	Interfaces and Possible Redevelopment	Increasing	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.	Continuing to monitor.
DMS Risks	Open and Monitoring	03/16/26		Deployment/Cutover	PALM System Usability and Workforce Transition Risk	Increasing	9 (High/High)	The State is transitioning from the legacy Florida Accounting Information Resource (FLAIR) to the new Planning, Accounting, and Ledger Management System (PALM). Many agency financial staff have decades of experience working within the FLAIR system and its established business processes. Under the current implementation schedule, agencies will have approximately ten months to test the new system and train staff prior to statewide cutover. Preliminary testing has indicated that the PALM system requires significantly more navigation steps and is less intuitive for routine transactions than the current FLAIR system. Transactions that previously took approximately 30 seconds to complete in FLAIR are currently taking approximately 2.5 minutes in PALM during testing. This increased complexity, combined with the limited transition period for staff to adapt to new workflows and system functionality, presents operational risks for agencies. Risk Statement (Cause – Risk – Impact) Due to the increased complexity and navigation requirements of the PALM system, coupled with a limited transition and training period for staff accustomed to FLAIR processes, agencies may experience reduced transaction efficiency and difficulty adapting to the new system prior to implementation. This	DMS continues to engage at a level necessary to develop end user aptitude based on information made available to state agencies and by incorporating elements of training and learning into its UAT strategy, so as to reduce adverse impacts of deploying a system with low relative levels of relative familiarity.	Such an issue could result in reduced efficiency in processing routine financial transactions, increased processing time for high-volume transactions, increased training and support needs for agency financial staff, temporary backlogs in transaction processing during the transition period, greater risk of user errors as staff adjust to new workflows and system navigation.	Continuing to monitor.

								implementation. This may result in slower processing times, increased workload for financial staff, and potential backlogs in financial transactions following system cutover. Potential Impacts • Reduced efficiency in processing routine financial transactions • Increased processing time for high-volume transactions • Increased training and support needs for agency financial staff • Temporary backlogs in transaction processing during the transition period • Greater risk of user errors as staff adjust to new workflows and system navigation			
FRS Risks	Open and Monitoring	09/22/23		Conversion/Configuration	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. • 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: - 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)	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.	No changes.
FRS Risks	Open and Monitoring	04/08/25		Deployment/Cutover	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: - 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	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.	No changes.

								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. - Legacy warrants paid in the DFS system conversion into PALM			
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: • 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 1) Preventing the state's monthly and/or biweekly from being submitted 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.	Factors outside of the Division's control: ☐ Dependent on when it occurs and the length of time. ☐ 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.) ☐ 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.) ☐ 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. Confirmed in June 2026 that Revenue website will remain open during cutover. ☐ Meetings scheduled with the SBA, Department of Revenue, Treasury, A&A to discuss cutover - timing and logistics (July 14, 2026)	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.	Added information to mitigation plan.
FRS Risks	Open and Monitoring	07/01/26		Post Implementation	PALM Issue #39	Increasing	9 (High/High)	The Florida PALM Team logged an issue (#39) that the full monthly Retired Payroll took 40 hours to run.	DMS - Retirement is monitoring the issue logged by the Florida PALM team and continue open communication along with assistance in any way possible.	Risk is already an issue for the Florida PALM team - must be corrected.	Added.
STMS Risks	Open and Monitoring	11/06/23			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.	no update
DMS Risks	Open and Mitigating	03/16/26		User Acceptance Testing	Coordination of Interdependent Test Case Execution in the	Increasing	6 (Medium/High)	User acceptance testing (UAT) is not standardized at the statewide level.	DMS has incorporated a specific strategy, including a coding and naming convention and	If this risk becomes an issue, it may result in a go-live deployment of a system that has not	Continuing to monitor.

					Absence of a Standardized User Acceptance Testing Protocol			Because there is no standardized UAT protocol, state agencies and other organizations responsible for executing UAT are independently charged with developing and implementing logistics for testing and evaluating results for acceptance (which may involve differing strategies, coding/naming conventions, and tracking mechanisms). As such, and with interdependency between and amongst such organizations requisite in the adequate completion of certain UAT test cases, a risk of not being able to properly monitor and comprehensively evaluate the results of UAT testing in instances where an activity begins in one organization, leads to other organizations, and either ends elsewhere or returns to the originating agency, exists and is exacerbated with increases in testing volume and complexity if interdependent processes.	procedures necessary to identify test cases which involve external parties. Such cases are being monitored and evaluated for performance against acceptance criteria, and to the extent possible, DMS is coordinating with other parties for purposes of following test cases from commencement through completion. This strategy will allow for DMS to report on the progress and performance of test case execution results germane to components executed internally - however, for any test case components dependent on external parties, such aspects would not be captured. In the absence of a standardized UAT, it is unclear how such processes would comprehensively be evaluated.	been adequately tested and evaluated according to a set of comprehensive acceptance criteria. While each individual state agency may be able to conduct a UAT on certain activities and functions, there remains specific processes of an interdependent nature, that may go untested or improperly evaluated in the absence of structured logistics. The ability to maintain continuity of operations post-deployment may be impacted.	
DMS Risks	Open and Monitoring	03/16/26		User Acceptance Testing	Delays in Testing Associated with Test Case Elements Executed by External Parties	Increasing	6 (Medium/High)	Comprehensive User Acceptance Testing (UAT) requires, in certain instances, for some components of a process to be conducted by an external party relative to the party commencing the case. In such instances, delays on behalf of the external party impact the overall execution of the test case as a whole and pose a risk to the ability of any one party to properly evaluate against acceptance criteria.	DMS has incorporated into its UAT strategy, procedures necessary to identify test cases which involve external parties. Such cases are being monitored and evaluated for performance against acceptance criteria, and to the extent possible, DMS is coordinating with other parties for purposes of following test cases from commencement through completion. The ability to track the time during which dependent components of a given test case spend with external parties, will allow for DMS to make contact with such parties in the event that a case is held up for an extended period of time.	If this risk becomes an issue, it may result in significant delays to UAT.	Continuing to monitor.
DMS Risks	Open and Monitoring	04/28/26		User Acceptance Testing	Variability Between Documented and Observed System Functionality, Processes, and Operations	Increasing	6 (Medium/High)	During User Acceptance Testing (UAT), participants have identified instances where system functionality, processes, or operational behaviors appear to differ from published documentation or prior experience within the Florida PALM environment. These observations include variations in process steps, evolving system responses, and differences between documented guidance and system behavior during execution. In some cases, participants have noted that certain activities function differently than outlined in existing materials, or that alternative approaches shared during collaborative sessions have resulted in successful task completion. Additionally, there have been instances where system errors are resolved through ongoing system updates or refinements, though the associated changes may not always be immediately reflected in formal documentation or broadly communicated artifacts. As is typical in large-scale system implementations, these evolving conditions	DMS continues to actively support UAT participants by reinforcing internal communication protocols and encouraging documentation of observed system behaviors, including both successful approaches and challenges encountered. This information is being consolidated to support ongoing coordination with the Project team and to inform updates to training materials and guidance documentation. Additionally, DMS is promoting consistent feedback loops between users and project stakeholders to help ensure that system updates, clarifications, and best practices are communicated as efficiently as possible. Where appropriate, supplemental guidance is being evaluated and aligned with official documentation to improve consistency and usability.	If variability between documented guidance and system behavior is not progressively aligned, there is a risk that certain testing activities may be delayed or performed inconsistently. This could affect the completeness of UAT, limit knowledge transfer, and reduce user confidence in system readiness. Proactive communication and continued alignment efforts will be key to supporting a successful transition to go-live.	Continuing to monitor.

								reflect the dynamic nature of the UAT phase, where system adjustments, defect resolutions, and process refinements are actively occurring. However, these differences may create temporary uncertainty for users as they work to align current system behavior with available guidance. This has the potential to impact training consistency, user preparedness for go-live, and overall user confidence if not addressed through clear and timely communication.			
DMS Risks	Open and Mitigating	04/27/23		Staffing/Resource Availat	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.	This will negatively impact the testing and training tasks prior to GoLive.	Continuing to monitor.
MFMP Risks	Open and Monitoring	04/30/24		Business Process Chang	DFS Vendor Portal	Stable	6 (High/Medium)	On June 5, 2025, DFS PALM and DFS Accounting & Auditing agreed to update the MFMP-DFS vendor exchange so that only vendors registered and validated in FLIPS can transmit to PALM and MFMP. This required MFMP to redesign, rebuild, and retest several system components to support the new process. In 2024, DFS A&A decided not to convert "N" type vendors, including foreign and fictitious records. In November 2025, this decision was revisited due to MFMP's plan to stop allowing new "N" type registrations in Q3 FY26. In December 2025, A&A agreed to continue supporting non-standard IDs for foreign vendors and to work with those vendors on required updates.	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.	Still monitoring
MFMP Risks	Open and Monitoring	06/06/25		Interface	MFMP Florida PALM Testing Delays	Stable	6 (High/Medium)	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. 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	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.	Still monitoring

								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.			
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)	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. 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 affect the Florida Retirement System (FRS) Trust Fund. Including National Guard supplementals.	Programming needs to be completed to allow for flexibility so funds can be released timely. Continue to work with the PALM team.	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.	No changes.
FRS Risks	Open and Monitoring	11/07/23		Conversion/Configuration	Pulling reports from FLAIR/PALM is mandatory to complete the statutory requirements.	Stable	6 (High/Medium)	Pulling reports from FLAIR/PALM is mandatory to complete the statutory requirement to publish the ACFR by December 31st. Multiple agencies are involved in this publication.	Plan for report identification and testing. Verify reports are available.	If the information in FL 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.	No changes.
FRS Risks	Open and Monitoring	02/17/22		Interface	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.	No changes.
STMS Risks	Open and Monitoring	05/01/25			API133 - new interface	Stable	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.	Testing continues with API133.
STMS Risks	Open and Monitoring	05/19/26		User Acceptance Testing	FLIPS for API020 Non-Employees	Increasing	4 (Medium/Medium)	On 5/19/26 STMS was informed that non-employees will need to register through FLIPS to be reimbursed for travel.	On 5/26/26 PALM shared that Agencies can request Suppliers through Supplier Registration process within Florida PALM.	Additional steps for testers to register to test for non-employees.	The full impact of this change is still under analysis. PALM team provided the steps to register as a non-employee. Testing for non-employees likely to occur in Sept. 2026.
DMS Risks	Closed	04/21/23	05/08/26	Deployment/Cutover	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	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.	This remains a risk until UAT goes into production.	UAT is online.

								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	Sandbox status has not changed. PALM is addressing this risk.		
MFMP Risks	Open and Monitoring	02/24/26		Business Process Change	DFS Vendor Port	Stable	4 (Medium/Medium)	DFS confirmed that FLIPS will go live with ACH request functionality in October 2025 but has not provided additional milestones, testing phases, or a broader implementation timeline. MFMP requested details on the strategy for transitioning existing suppliers, including communication and change management plans, but has not received an update. With more than 100,000 suppliers statewide, it is unclear how vendors will be notified to update their remittance information in FLIPS once it becomes the system of record. Currently, suppliers make these updates in MFMP, and after PALM go-live, MFMP will no longer be able to support them, creating transition concerns. On December 2, 2025, MFMP again requested information on FLIPS' testing strategy, timelines, and environment readiness. DFS advised that A&A would meet internally on December 4 to discuss next steps. MFMP also outlined key testing and integration needs, including bi-directional API processing, supplier conversion validation, record ingestion, and support for API134 updates to CBE codes.	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.	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.	Still monitoring
PF Risks	Open and Monitoring	09/09/24		Business Process Change	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	We continue to monitor this risk, especially with the August refresh on the horizon and a need for data prep for various agencies for end-to-end testing of business systems tied to payroll data.
PF Risks	Open and Monitoring	09/09/24		Conversion/Configuration	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 our vendor.	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. 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.	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/	We continue to track this risk as minor tweaks to interfaces continue to be made during end-to-end testing. No issues identified this period as the tweaks are consistent with normal testing and defect management activities.
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.	Continuing to monitor.
BFS Risks	Open and Monitoring	02/17/22		Agency Business System	Bureau of State	Stable	3 (High/Low)	Bureau of State	Going through	The delay will affect	No changes

FRS Risks	Open and Monitoring	02/17/22		Agency Business System	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.	No changes.
FRS Risks	Open and Mitigating	02/17/22		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 employer submitted timely and the delay is on Retirement, the loss of earnings could be assessed to Retirement).	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.	No changes.
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.	No changes.
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.	Still monitoring
PF Risks	Closed	06/28/24	05/08/26	User Acceptance Testing	Parallel Testing Complexity	Stable	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.	Risk closed. Parallel testing is stable and routine at this point

STMS Risks	Open and Mitigating	11/06/23			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.	Risk will remain open until vouchers are fully tested including Carry Forward testing. CF testing to occur in Sept 2026.
FRS Risks	Open and Monitoring	11/07/23		Conversion/Configuration	Unknown risks due to changes to major statewide systems during modernizations.	Stable	1 (Low/Low)	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.	Adjusted risk rating.

DMS Issues										
Sheet Name	Status	Date Opened	Date Closed	Priority	Primary Issue Category	Issue Title	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments
DMS Issues	Open	02/19/25		High - Impacts the ability of the agency to meet deadlines or milestones	User Acceptance Testing	Risk of User Acceptance Testing (UAT) Failure Owner: Stephen Russell	From an operating perspective - changes to process steps, particularly following the initial distribution of such information, may undermine the integrity and/or efficacy of certain UAT strategies in that test cases might have been developed based on out-of-date information and/or data. From a technical perspective – changes to system functionality, relative to Cycle 2 technical interface testing, may hinder effective UAT testing for certain impacted interfaces.	DMS, as part of its UAT strategy, has implemented a UAT protocol which is adaptive in nature and takes into consideration expected changes to process steps and other operational specifications. Test cases are modified, as needed, to more accurately reflect the steps required to administer a given activity. Agency business systems have been remediated in ways that should serve to buffer against PALM-related functional change.	11/06/26	Continuing to monitor.
MFMP Issues	Open	06/06/25		High - Impacts the ability	Interface	DFS Vendor Portal	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).	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	Still monitoring

functional and technical requires so that the 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	10/28/25	12/30/25	High - Impacts the ability	Interface	Interface Changes required after errors received from processing Inbound files.	Raised concern about inconsistency in POI006 Interface with error log received after processing file. The Receipt Quantity should be 1 when Amount Only Flag = Y. The current interface for Receipt Quantity is "Conditionally Required when the "Amount Only Flag" = 'N'. The Quantity should always be a positive value and should not be a negative value. Zero is allowed. The Receipt Line Quantity should not exceed the remaining quantity on the PO Line Quantity."	11/4/25 - PALM is updating the processing rules. After review, it will be posted to Knowledge Center.	11/28/25	no change
STMS Issues	Open	04/30/26		High - Impacts the ability	Interface	Projects show on GLI017	Project values need to show in both the GLI017 and PCI001 interface files. When an agency has a project ID that is valid, but not in both files, it results in a combo error.	PALM is working to resolve.	05/26/26	PC Source Type, PC Cate
DMS Issues	Open	01/15/25		Low - All impacts not listed as Critical or High	Interface	MIP Interface Selections Owner: OIT / Production Support	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. March 10: Full integration testing has commenced and DMS is in the process of evaluating interface functionality and interoperability with the Florida PALM system relative to acceptance criteria." May 8: Full integration testing has commenced and DMS is in the process of evaluating interface functionality and interoperability with the Florida PALM system relative to acceptance criteria. July 7: Ongoing.	06/30/26	Continuing to monitor.
DMS Issues	Open	08/21/24		Low - All impacts not listed as Critical or High	Role Mapping	End Users New to DMS and PALM Owner: Evelyn Harrison, OOS	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. March 10: In addition to the above efforts, DMS's UAT execution strategy involves a systematic approach to documentation culminating in the production of a comprehensive step-by-step Florida PALM end-user manual that will effectively include every activity and function possible in the system with image references and commentary throughout. This manual could be used to lessen impacts resulting from	06/30/26	Continuing to monitor.

