

**Helpful Links**

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# DMS Status Report Dashboard

**Reporting Period**

November - December 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

## RW Task Completeness

**Direct Impact Task Timeliness**



**Direct Impact Task Timeliness:**

Score = 99.59%

- Submitted On Time = 46
- Submitted Late = 2
- Pending Submission = 0

**Other Task Timeliness**



**Other Task Timeliness:**

Score = 97.01%

- Submitted On Time = 73
- Submitted Late = 11
- Pending Submission = 0

**Direct Impact Task Completeness**



**Direct Task Completeness:**

Score = 84.38%

- Submitted Complete = 31
- Submitted Incomplete = 4
- Completed After Submission = 13

**Other Task Completeness**



**Other Task Completeness:**

Score = 90.70%

- Submitted Complete = 49
- Submitted Incomplete = 1
- 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 = 8
- 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
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	100% - Submitted	01/09/26	Midpoint Check-in due Sept 12 - completed Sept 8.  Sept 22: Complete.  Jan 8: Final review and updates to End User Stories to date complete. All materials to date archived on DMS PALM Training page. Further development is ongoing.	Submission Complete	
Direct	People	573-B	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	100% - Submitted	12/18/25	Sept 3: Holding review meetings. Dec 18: Additional review meetings complete. Added PF and STMS. MFMP may be added during second load.	Task Closed - Submission Incomplete	
Direct	Data	587-A	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	11/10/25		Submission Complete	
Direct	Data	661	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	11/05/25		Task Closed - Submission Incomplete	
Direct	Data	662	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	11/05/25		Task Closed - Submission Incomplete	
N/A	N/A	627	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	11/07/25		Submission Complete	
Indirect	N/A	667	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	100% - Submitted	11/25/25		Submission Complete	
Indirect	N/A	668	Submit Monthly Progress Report - Testing	12/01/25	12/30/25	100% - Submitted	12/29/25		Submission Complete	
Direct	Technology	592	Agency IdP SMEs Add End Users to Agency's Identity Provider	12/08/25	01/09/26	100% - Submitted	01/09/26	In progress in Nov/Dec: Scheduling the meeting to discuss the Florida PALMs migration from Azure to Okta. Once a migration date is confirmed, SAMS will ensure it is included in the DMS PALM communications. Will need to coordinate a meeting with the ForgeRock partners for UAT, as well as with the Florida PALMs Solution Center to complete the production setup.  DMS SAMS will work closely with Evelyn Harrison, DMS PALM Agency Liaison / Project Manager, to coordinate both meetings with PALM.  Given that UAT is scheduled to begin in February 2026, DMS will perform due diligence to complete the migration prior to UAT, if feasible, unless otherwise advised by the PALM team.  A DMS OIT Employee Actions Request has been submitted (Ticket #10842083350) to add End Users to IdP UAT in Prod	Submission Complete	

									End Users will move over to Okta during the migration cited above.  01-06-26: All End Users have been added to current IdP for UAT and Prod. Meeting scheduled 01-07-26 to discuss migration from Azure to Okta for UAT.  01-08-26: UAT IdP migration to Okta has been completed and tested. The Project needs to update the locked columns in this sheet to reflect this		
Indirect	People	688	Update UAT Plan	12/08/25	01/09/26	100% - Submitted	01/09/26	Updated plan is confirmed and attached.			
Indirect	N/A	606	Update Agency Readiness Certification #2	12/15/25	01/09/26	100% - Submitted	01/09/26	Agency Sponsor, Sponsor Backup, and Technical Support have been briefed. Task is confirmed.			
N/A	N/A	671	Submit Bimonthly Agency Readiness Status Report	12/29/25	01/14/26	100% - Submitted	01/13/26				
Indirect	N/A	669	Submit Monthly Progress Report - Testing	01/05/26	01/30/26	25% - Beginning Initial Internal Meetings and Information Gathering					
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	99/99/99						
N/A	Processes	602	Update Agency Business Process Documentation	01/12/26	06/26/26						
N/A	People	670	Share Florida PALM Updates	01/12/26	01/23/26						

### 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 for Nov. - Dec. 2025
<a href="#">STMS Risks</a>	Open and Monitoring	07/29/25			Cycle 2 Testing Delays	Decreasing	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.	All interface files have been tested in Cycle 2. Only the web service connection remains.
<a href="#">DMS Risks</a>	Open and Mitigating	02/19/25		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.	As of Dec 17, this continues to pose a risk.
<a href="#">DMS Risks</a>	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.	PALM continues to make layout changes.
<a href="#">FRS Risks</a>	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	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	Reviewed with team 12/23/2025

							<p>pay date.</p> <ul style="list-style-type: none"> <li>• 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.)</li> <li>o This may need to be adjusted on the fly for natural disasters.</li> <li>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)).</li> <li>o Florida PALM needs to be responsible for scheduling changes or adjustments.</li> <li>• 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.</li> <li>• Of other known retirement systems, none process benefit payments through Accounts Payable (AP) modules.</li> <li>• Potential Options: <ul style="list-style-type: none"> <li>o Have a direct interface with the state disbursement bank (currently JP Morgan) (this is how other states function).</li> <li>o Third Party sending bank files to and from our state disbursement bank account.</li> <li>o Build the AP module around our pay cycle. (Supplemental and Monthly)</li> </ul> </li> </ul>	<p>than the last business day of the month, tax payments/accounting will be affected as well.</p>		
<a href="#">FRS Risks</a>	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)	<p>Cut over and the impact on payroll, both weekly and monthly retirement payroll processing:</p> <ul style="list-style-type: none"> <li>- Timing if down in July, impacts COLA, service retirement and DROP exit;</li> <li>- EFT Reversals;</li> <li>- Direct Deposit starts/stops (Sun-Thur);</li> <li>- Need to know in advance so we can send communication to members regarding the Direct Deposit starts and stops;</li> <li>- 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.</li> <li>- Legacy warrants paid in the DFS system conversion into PALM</li> </ul>	<p>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.</p>	<p>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.</p>	<p>This is impacted by the go-live date changing from July to January.</p> <p>Added: Legacy warrants paid in the DFS system conversion into PALM</p>
<a href="#">FRS Risks</a>	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)	<p>Affected:</p> <ul style="list-style-type: none"> <li>• M30 FRS monthly/SUSORP, SMSOAP biweekly retirement data files (PALM PRI030).</li> <li>• Receipt processing by Division for retirement files for state and non-state agencies.</li> <li>• 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,</li> </ul>	<p>Factors outside of the Division's control:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Dependent on when it occurs and the length of time.</li> <li><input type="checkbox"/> Dependent on DOR's accommodations for the transition.</li> </ul> <p>Factors within the Division's control:</p> <p>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.)</p> <ul style="list-style-type: none"> <li><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.)</li> <li><input type="checkbox"/> Payments received</li> </ul>	<p>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.</p>	<p>Reviewed with team 12/23/2025</p>

							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.	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.		
<a href="#">STMS Risks</a>	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.	Closely monitoring schedule and resources.
<a href="#">STMS Risks</a>	Open and Mitigating	12/30/25	User Acceptance Testing	UAT Start Date Delays	Stable	6 (Medium/High)	UAT is tentatively scheduled to begin 2/2/26. STMS beginning UAT in alignment with PALM requires no delays in receiving interface file, role mapping, and seamless migration to UAT environment.	Continue to monitor schedule and tasks. If delays occur, STMS will begin UAT as soon as possible.	Delay in UAT.	Monitoring.
<a href="#">DMS Risks</a>	Open and Mitigating	04/27/23	Staffing/Resource Avail	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.	No change. Some staff aug in place. Continuing to monitor.
<a href="#">MFMP Risks</a>	Open and Monitoring	04/30/24	Business Process Chang	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	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 with PALM

							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 the MFMP to Florida PALM integration and interface implementation.				
<a href="#">MFMP Risks</a>	Open and Monitoring	06/06/25		Interface	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.	Still monitoring with PALM
<a href="#">FRS Risks</a>	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</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.	Added National Guard comment.

								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.  Including National Guard supplementals.			
<a href="#">FRS Risks</a>	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.	Reviewed with team 12/23/2025
<a href="#">FRS Risks</a>	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.	Reviewed with team 12/23/2025
<a href="#">STMS Risks</a>	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.	Received API133.
<a href="#">DMS Risks</a>	Open and Monitoring	04/21/23		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 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.
<a href="#">DMS Risks</a>	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.
<a href="#">FRS Risks</a>	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.	Reviewed with team 12/23/2025
<a href="#">PF Risks</a>	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	People First is on schedule and anticipates continuing to be in lock step with the project timeline well before the next stage	Certain tests may not be possible in the defined timeframe if stakeholders aren't ready	As UAT Full approaches, the testing approach for People First / PALM connectivity continues to be defined.

								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.	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.		Previously, the People First team didn't anticipate that there would be agency involvement in the People First UAT environment. This approach is being revisited to allow agency testing of People First and PALM connectivity (scoped to payroll). Ultimately, this change increases complexity and People First team workload. However, it will create more opportunity for defect discovery in UAT.
<a href="#">PF Risks</a>	Open and Monitoring	09/09/24		Conversion/Configurator	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/	Changes in requirements for conversion data hierarchy has increased development and redevelopment time.
<a href="#">DMS Risks</a>	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.
<a href="#">FRS Risks</a>	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.	Reviewed with team 12/23/2025
<a href="#">FRS Risks</a>	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.	Reviewed with team 12/23/2025
<a href="#">FRS Risks</a>	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.)	Key staff in financial wave roles will be identified and included	If risk becomes an issue COOP Plan must be activated.	Less likelihood with a January go-live than July go-live.

								were to cause office closures during the deployment/cutover from FLAIR to PALM there would be great risk to accurate, timely participation.	in coop planning for any disasters that occur in the cutover timeframe.		
<a href="#">MFMP Risks</a>	Open and Monitoring	05/01/24		Staffing/Resource Availa	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 with PALM
<a href="#">PF Risks</a>	Open and Mitigating	06/28/24		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.	Delays in go-live date for the PALM project increase the length of time that parallel payroll testing will continue. This is a resource constraint as the People First team will have to maintain and procure more environments for a longer duration than previously anticipated.
<a href="#">STMS Risks</a>	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.	The voucher UI has been created and completed Cycle 2 testing. Continuing to work with PALM on the web service connection.

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 for Nov. - Dec. 2025
<a href="#">DMS Issues</a>	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	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	PALM has pushed out process steps and provided more info in the Knowledge Center. DMS will close this list if this info is applicable.
<a href="#">MFMP Issues</a>	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	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	TBD	Still monitoring with PALM

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 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

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.

							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			
<a href="#">STMS Issues</a>	Open	10/01/24		High - Impacts the ability	Interface	GLI012 - Time out error when testing web service connection	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	Continuing to work through the web service connectivity. Chris Slay is scheduling a Teams meeting in January 2026. Sumathi created a case with Salesforce to confirm the Training sandbox is configured as required.
<a href="#">STMS Issues</a>	Closed	10/28/25	12/30/25	High - Impacts the ability	Interface	Cycle 2 Testing Delays	Cycle 2 testing delays in receiving interface files. API031, API133	API031 is in testing for PALM internally, but is not ready for Cycle 2 testing. API133 is in development.	11/28/25	API031, API133, POI007 were all received for Cycle 2 testing.
<a href="#">STMS Issues</a>	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	POI006 was successfully processed after PALM changes.
<a href="#">DMS Issues</a>	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.	07/15/25	Response time from the project is averaging a month. Still waiting on PALM for full interface testing.
<a href="#">DMS Issues</a>	Open	08/21/24		Low - All impacts not listed as Critical or High	Role Mapping	End Users New to DMS and PALM	The majority of the DMS End Users are	Consistent monitoring, training and follow up.	06/30/26	Continuing to monitor and address this issue.

						Owner: Evelyn Harrison, OOS	new to DMS. An even larger percentage have held their current jobs at DMS for less than 5 years.	Regular communication, meetings, and increased involvement in the project Readiness Workplan Tasks.	Multiple meetings and learning sessions using the Knowledge Center have been held to address the End User Role Mapping task for UAT.
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### DMS Assumptions

Sheet Name	Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Nov. - Dec. 2025
<a href="#">DMS Assumptions</a>	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 is being mitigated through consistent communications, planning and training. There will always be unexpected staff changes.  Staff are being required to identify back ups. It is the intent of management to reduce lag in areas with staff retirements and separations before, during and after PALM UAT and GoLive.
<a href="#">PF Assumptions</a>	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	Remains a valid assumption
<a href="#">PF Assumptions</a>	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	Remains a valid assumption
<a href="#">FRS Assumptions</a>	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	Working with the Florida PALM team - received a payroll file that included state file with details. Testing is in progress.

### 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.

Agency Sponsor Name: \*

Confirm \*

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### DMS Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
November - December 2025	Lance Dyal	lance.dyal@dms.fl.gov	01/13/26
September - October 2025	Lance Dyal	lance.dyal@dms.fl.gov	11/07/25
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

### FRS Status Report Confirmation

Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
November - December 2025	Kathy Gould	kathy.gould@dms.fl.gov	01/06/26
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:
November - December 2025	Ayanna Bridges	ayanna.bridges@dms.fl.gov	01/12/26
November - December 2025	Ayanna Bridges	ayanna.bridges@dms.fl.gov	01/12/26
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:
November - December 2025	Jesse Johnston	jesse.johnston@dms.fl.gov	01/12/26
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:
November - December 2025	Casey Taylor	casey.taylor@dms.fl.gov	12/30/25
September - October 2025	Casey Taylor	casey.taylor@dms.fl.gov	11/04/25
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