



				for interface testing approval, potentially resulting in exclusion from PALM end-to-end testing at a future date.			systems that will connect to PALM. Risk of not completing system development/remediation by that deadline for interface testing approval, potentially resulting in exclusion from PALM end-to-end testing. Since many of the development teams that will address these builds and remediations are newly online, there is a high likelihood that work will not be completed by this deadline.	resources Weekly progress monitoring Early interface testing preparation Prioritize critical system components Regular communication with PALM project team Mock up files as if they were coming from our apps, for completion of April/May testing	project success and delivery.	
Open and Mitigating	05/06/25		Staffing/Resource Available	Out-of-balance prioritization of PALM with other business processes	Increasing	6 (Medium/High)	Potential negative impacts to user acceptance training, business interface development and deployment, and readiness for go-live may result if activities related to the transition to Florida PALM are raised to the same (or higher) priority than other, legacy business processes in and around FLAIR.	Mitigate. Work with business units to develop work management plan to ensure adequate distribution of personnel resources across competing priorities. Involve SMEs frequently in discussion of interface systems to ensure mapping of existing FLAIR chartfields to PALM chartfields. Engage Agency Liaison and Sponsor as necessary to set priorities for business system managers	Imbalanced prioritization can strain resources and affect the efficiency of other business processes, leading to operational challenges.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Business Process Change	If encumbrances are not accomplished in MFMP then sufficient budget may not be available for purchase even though purchase order is approved.	Increasing	6 (High/Medium)	DCF accumulates expenses that are payable from multiple fund sources (Federal, Grant, GF, etc). In FLAIR, encumbrances could be made against a single fund, regardless of whether or not that fund was sufficient to pay the obligations. When the expenses were realized, they were split across multiple funds to accumulate a sufficient amount. Since MFMP will budget check against PALM at the time of the encumbrance, a new business process will be needed to replace prior one.	Mitigate. Provide training and job guides to teach that budget check must be conducted before seeking purchase order approval.	Failure to accomplish encumbrances can lead to budgetary issues and financial mismanagement, affecting project funding and execution.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Available	Operational Staff Turnover - General	Stable	4 (Medium/Medium)	Personnel changes are an ever-present risk to the project.	Accept. Ensure job-specific processes are documented and generic enough to permit retraining of new incoming staff.	Similar to management turnover, this can cause delays in operations but can be managed with proper documentation and training.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Agency Business System	FL PALM's inclusion of Speed Keys, particularly with Enterprise Applications, can support current business processes that utilize Expansion Option with front end processing.	Stable	4 (Medium/Medium)	FL PALM's inclusion of Speed Keys, particularly with Enterprise Applications, may not be able to support current business processes that utilize Expansion Option with front end processing.	Mitigate. Adjust documentation where needed. If Speed Keys are not adopted such that they can support "front end processing" for "splits" then a new application must be made to act as a front end to conduct those operations.	Improper integration of speed keys can disrupt business processes, requiring additional resources to develop new applications and potentially causing delays.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Agency Business System	Incomplete/Imp Data Cleansing Activities	Increasing	4 (Medium/Medium)	FL PALM initiated agency data cleansing activities in September 2024 with Mock 1. After the first error dump, it was discovered that there were algorithmic errors the precluded the Mock 2 data extraction on November 30, 2024. Since that time, the focus of the data cleansing timeline has shifted to meet stage gates on the PALM schedule rather than focus on data integrity.	Avoid. Continue data cleansing activities, otherwise UAT testing with the data sets will produce unexpected and inaccurate results.	Inaccurate data cleansing can lead to flawed data analysis and decision-making, affecting the reliability of project outcomes.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Agency Business System	Incomplete/Imp Current State Analysis	Stable	4 (Medium/Medium)	DCF's project strategy shifted after the due dates of several of the initial current state assessment tasks had lapsed. In light of this change, current state analysis has occurred on an evolving basis.	Mitigate. Due to change in implementation strategy and change in stakeholders, avoiding inconsistencies in current state analysis is unlikely. Remediation must take place when and where appropriate.	Misunderstanding the current state can result in flawed project planning and execution, leading to inefficiencies and potential project failure.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Deployment/Cutover	Incomplete/Imp UAT planning and execution	Decreasing	4 (Medium/Medium)	With the approval of Amendment 12, UAT has shifted to a two-fold purpose: 1) test PALM; 2) Train on how to use PALM. The second of these two purposes could derail deliberate	Avoid. Build user stories that accurately represent current business processes so that users are aware which processes to test against PALM and enterprise systems.	Poor user acceptance testing can result in untested processes and system failures post-implementation, affecting project success.	This risk remains open for this reporting period

							focus on testing PALM and connected ABSs.	Ensure a time management plan for SMEs so that a testing/work balance can be achieved.		
Open and Monitoring	05/06/25		Business Process Change	Federal Grant System Integration Approval Requirements	Increasing	4 (Medium/Medium)	Potential delays or complications in obtaining federal approval for transition of GRANTS remediation/replacement when interfacing with Florida PALM versus current FLAIR system. This may impact federal grant management and reporting capabilities.	Mitigate. Early engagement with federal stakeholders. Detailed documentation of PALM-GRANTS interface specifications. Parallel testing of both systems during transition. Regular status updates to federal authorities. Contingency planning for extended approval timeline.	Delays in approval can affect project timelines and funding, potentially jeopardizing project success.	This risk remains open for this reporting period
Open and Monitoring	05/06/25		Training	Delays and negative impacts may result if adequate training materials and information are not made available by the Florida PALM Project Team.	Stable	4 (Medium/Medium)	The PALM Project team has mentioned statewide training a number of times, only to remove commitments from discussion at a later date. The common rationale is that the agencies will be responsible for training.	Monitor. Continue to request materials and information from PALM. Work with SMEs and other agencies to develop comprehensive training plan independent of PALM Project team.	Lack of adequate training materials can hinder user adoption and system effectiveness, affecting overall project outcomes.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability	Project Manager/Agency Liaison Turnover	Stable	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Mitigate. Ensure project approach and status are well-documented.	Disruption in leadership can lead to communication breakdowns and loss of project momentum. New leadership may require time to understand project intricacies, potentially causing delays in project timelines and affecting team morale.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability	Project Staff Turnover	Stable	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Accept. Ensure project staff responsibilities are well defined and documentation is up-to-date.	While manageable, staff turnover can lead to temporary disruptions in workflow and productivity. It may require additional resources for recruitment and training, impacting project costs and timelines.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Business Process Change	Operational Management Turnover - General	Stable	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Accept. Ensure job-specific processes are documented and generic enough to permit retraining of new incoming staff.	Changes in operational management can lead to inefficiencies in process execution and decision-making. It may require time for new managers to adapt, potentially affecting project deliverables and stakeholder satisfaction.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability	Department Leadership Turnover	Decreasing	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Accept. Monitor political developments as they unfold, and adapt as needed.	A shift in department leadership can alter project priorities and affect strategic alignment, potentially leading to changes in project scope or objectives.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability	Financial Leadership Distraction by competing priorities	Decreasing	2 (Medium/Low)	Including EOY activities, the budget process, and day-to-day resource challenges, the agency has many distractions that may impact the ability to focus on PALM at key times in the project lifecycle.	Avoid. Engage stakeholders in a constant dialogue regarding the status and direction of the Project.	If financial leadership is distracted, it can lead to mismanagement of resources and financial oversight, affecting project funding and resource allocation.	This risk remains open for this reporting period
Open and Monitoring	05/06/25		Training	Not enough time for training before go live.	Stable	2 (Medium/Low)	The announced plan for rollout of PALM UAT suggests the window for SME Training will be too small for adequate training given the competing priorities for legacy business activities and processes.	Monitor. Continue to promote the importance of prioritizing the PALM transition at a level equal to or greater than performance of legacy business processes.	Insufficient training can lead to user errors and operational inefficiencies, affecting the smooth transition to new systems.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Business Process Change	Potential for inaccurate or inconsistent mapping of organizational codes during transition from FLAIR to PALM, affecting financial tracking, reporting, and departmental accountability.	Stable	2 (Medium/Low)	The changes to chartfield purposes and lengths with PALM have necessitated a complete org code restructuring for the agency. This new structure will not be fully testable until access to PALM is provided.	Mitigate. Conduct a Comprehensive audit of existing FLAIR org codes. Documentation of mapping logic and decisions. Stakeholder validation of crosswalk methodology.	Inaccurate mapping can affect financial tracking and accountability, leading to compliance issues and financial discrepancies.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability	Project Sponsor Turnover	Stable	1 (Low/Low)	Personnel changes are an ever-present risk to the project.	Ensure sponsor commitments and operational plans are well documented and rationale is well established.	May result in delays in decision-making, potential loss of funding, and a decrease in stakeholder engagement. The project may struggle to align with organizational goals, leading to potential scope	This risk remains open for this reporting period

									personnel changes or project cancellation.	
Open and Mitigating	05/06/25		Staffing/Resource Availa	Operational Staff Turnover - Key Personnel	Stable	1 (Low/Low)	Personnel changes are an ever-present risk to the project.	Accept. Work to document key personnel knowledge and specific operational processes in the event of a sudden or unexpected departure.	Loss of key personnel can create significant knowledge gaps and operational inefficiencies, impacting project execution and outcomes.	This risk remains open for this reporting period
Open and Monitoring	05/06/25		Deployment/Cutover	Cutover date from FLAIR to PALM not formally established	Stable	1 (Low/Low)	Amendment 12 shifted go live to July 26 and is now aligned with end-of-year activities. At an ESC meeting earlier this year, one of the discussion items pertained to the cutover date. As of this date, we do not have confirmation of a specific date when cutover will occur.	Monitor. Continue to engage with PALM contract to obtain meaningful and timely schedule for cutover. Establish "roughed-in" and anticipated cutover date and build agency plan around this expectation.	Uncertainty in transition timelines can disrupt planning and resource allocation, leading to potential delays and confusion.	This risk remains open for this reporting period

DCF Issues										
Status	Date Opened	Date Closed	Priority	Primary Issue Category	Issue Title	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period	Comments for Sep. - Oct. 2025
Open	05/08/25		Critical - Impacts the ability of the agency to move forward with work without resolution	Agency Business System	Cost Allocation Not Available in PALM. (See attachments)	DCF is revisiting as plans for remediating internal applications for PALM. Several overtures have been made to PALM RA to communicate functional impacts to DCF processes and requesting one or more sessions with PALM technical and DFS F&A staff regarding DCF concerns.	On going pending SpeedKey and other conversation with Enterprise applications	08/28/26		No comments for this reporting period.
Open	05/08/25		Critical - Impacts the ability of the agency to move forward with work without resolution	Agency Business System	DCF's journal distribution process	Given information provided, DCF team has concluded there are 2 viable options: building a front end application to perform front end splits or utilize Speed Key functionality (amongst PALM and Enterprise Applications) to simulate splits. Further conversation will be had post Segment 4 as of 8/20.	As DCF is moving forward with reviewing and updating processes, we have several concerns related to the journal distributions which is a critical business process in DCF. We have sent the related concerns to the PALM team, conversations are on-going. Several of our updates are dependent on the concerns being addressed.	08/28/26		No comments for this reporting period.
Open	05/08/25		Critical - Impacts the ability of the agency to move forward with work without resolution	Agency Business System	Budget Funding Process since PTAXX cannot be loaded in FACTS.	DCF's project strategy shifted after the due dates of several of the initial current state assessment tasks had lapsed. In light of this change, current state analysis has occurred on an evolving basis.	Develop alternate budgeting process for TANF processing that estimates and budgets revenue per year.	08/28/26		No comments for this reporting period.
Open	05/08/25		High - Impacts the ability of the agency to meet deadlines or milestones	Business Process Change	MFMP to PALM interface will not support more than 100 splits per invoice line item, some of our Collocated expenditures are expected to split to at least 500 lines, directly impacting our ability to utilize that enterprise business system.	Given information provided, DCF team has concluded there are 2 viable options: building a front end application to perform front end splits or utilize Speed Key functionality (amongst PALM and Enterprise Applications) to simulate splits. Further conversation will be had post Segment 4 as of 8/20.	Restructure invoices and implement manual processing in the short term Develop intermediate processing systems and request interface enhancements in the medium term System integration improvements and potential accounting structure redesign for the long term	08/28/26		No comments for this reporting period.
Open	05/08/25		High - Impacts the ability of the agency to meet deadlines or milestones	Deployment/Cutover	Agency often experiences delays between requests for meetings and other communication with various PALM teams and acknowledgement of these requests.	PALM RCs are placed between agencies and SMEs on various topics. This has proven to cause confusion and miscommunication on several occasions.	Continue to submit requests and follow-up with RCs to ensure message is received and appropriate prioritization occurs.	08/28/26		No comments for this reporting period.
Open	05/08/25		High - Impacts the ability of the agency to meet deadlines or milestones	Conversion/Configuration	Staffing challenges in General Services are presenting difficulties with readiness workplan tasks related to assets, leading to voids in data migration.	DCF's project strategy shifted after the due dates of several of the initial current state assessment tasks had lapsed. In light of this change, current state analysis has occurred on an evolving basis.	Meet with impacted stakeholders to create strategy for resolving personnel and training shortfalls.	08/28/26		No comments for this reporting period.

DCF Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period	Comments for Sep. - Oct. 2025

Agency Sponsor Confirmation				DCF Status Report Confirmation			
<p>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</p>				Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
				September - October 2025	Chad Barrett	chad.barrett@myffamilies.com	11/07/25
				July - August 2025	Chad Barrett	chad.barrett@myffamilies.com	09/08/25
				May - June 2025	Chad Barrett	chad.barrett@myffamilies.com	07/10/25
				March - April 2025	Chad Barrett	chad.barrett@myffamilies.com	05/12/25

as reflected in this dashboard.

Agency Sponsor Name: *

☐ Confirm *

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January - February 2025	Chad Barrett	chad.barrett@myffamilies.com	03/13/25
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