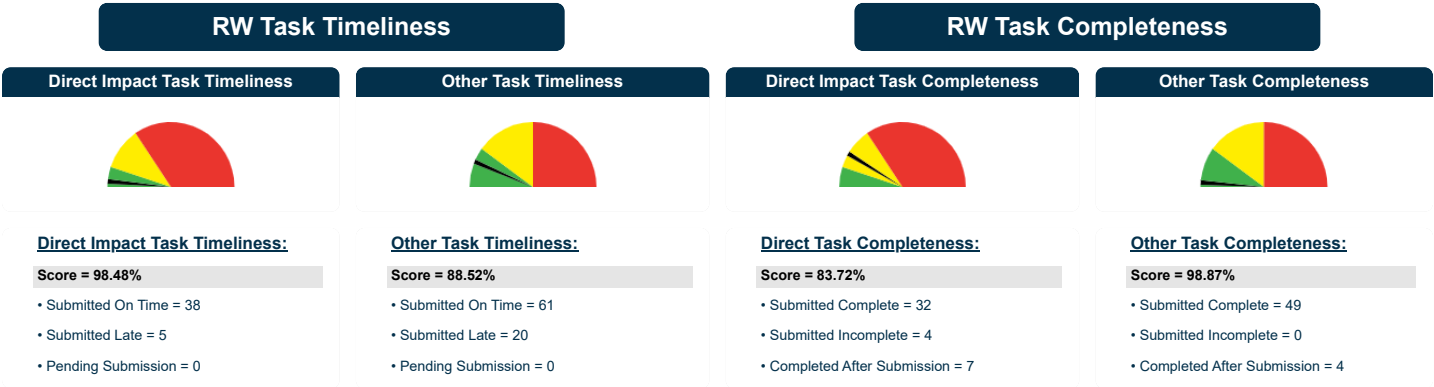




								and knowledge transfer; Continue to advertise to recruit for vacant positions; Continue to allow for management decisions that support personnel actions to retain qualified employees.		
Open and Monitoring	05/29/25	10/31/25	User Acceptance Testing	Inventory/SME UAT Overlap	Decreasing	6 (Medium/High)	Owner: General Services In preparation of Florida PALM, General Services staff are conducting a statewide physical inventory between June 2025 and October 2025. During this time, property staff will travel throughout the state to document assets and property. Also between September 1st and December 31st the Property Office will also be conducting the annual statewide physical inventory.	The main two SME's for Property are the Acting Bureau Chief and Deputy Assistant Secretary for Administration when available. Two possible Deputy Bureau Chiefs have been identified once the Deputy Bureau Chief position is vacated. We plan to have at least one of the two SME's available during UAT. We are working to have back-up staff to cover duties for these two roles, should both SME's be required for UAT.	Bureau property SME's maybe limited on their involvement with UAT between September - December 2025.	"Risk mitigated through SME coverage planning and inventory schedule alignment. No further action required."
Open and Mitigating	08/19/25		User Acceptance Testing	Delay In Documenting Test Scripts	Decreasing	6 (Medium/High)	If SMEs wait for the PALM Project to provide test procedures before writing UAT test scripts, they may be overwhelmed and not have sufficient time to complete the creation of their UAT test scripts. Currently, the Project's process steps are expected to be provided just one week before UAT.	Use the current business processes documented by DJJ to draft/create generic aspects of tests of the scripts with assistance from PMO, and then complete the scripts with the PALM Project test procedures when they become available. However, F&A has opted to wait for PALM to provide more specific and actionable information before proceeding; they are prepared to work overtime, including weekends, if needed, to get this done.	SMEs could be overwhelmed trying to create the test scripts from scratch during UAT.	"Risk remains open. F&A plans to rely on PALM-provided procedures, which may result in time constraints and SME workload challenges during UAT script development.
Open and Monitoring	10/17/25		User Acceptance Testing	DJJ super subject matter experts (SMEs) not participating in pre-UAT may cause inadequate UAT preparation	Increasing	6 (Medium/High)	DJJ is not a member of the PALM Advisory Council, and our super SMEs will not be participating in pre-UAT activities starting on 10/20/25. The pre-UAT activities are meant to give participants the exposures to learn and do preliminary testing of PALM, in order to give a good understanding of the system and get them better prepared for UAT.	Collaborate with Advisory Council members attending pre-UAT to glean lessons learned during preliminary testing.	DJJ may enter UAT with limited system familiarity, reducing testing efficiency, increasing learning curves, and potentially delaying issue identification and resolution.	Risk remains open. DJJ SMEs will not participate in pre-UAT, which may limit system familiarity and readiness for UAT.
Open and Monitoring	11/04/24		User Acceptance Testing	Limited Staff for End-User UAT	Stable	6 (High/Medium)	Vacancies and competing priorities within bureaus heavily affected by the implementation of PALM have caused less time to work on developing and preparing for UAT SME.	Mitigation Plan: bureaus are actively advertising, interviewing, and recruiting for vacancies as they occur. Training backups to work activations, so if needed, they can free up SME's for UAT.	Bureau SME's and staff may be unavailable for end-to-end UAT if positions are not filled. Budget will not have adequate participation in UAT and/or not have sufficient office coverage during UAT. Staff may be unavailable to test access to end user report.	Risk remains active. Recruitment and backup training efforts are underway, but SME availability for end-to-end UAT and report access testing may still be impacted if vacancies persist.
Open and Mitigating	02/28/25		Business Process Change	Reliance on Florida PALM and Data Warehouse for Reporting Functionality	Stable	6 (High/Medium)	FLAIR @ DJJ is an agency system that staff rely on to pull financial information and to conduct research. When PALM goes live, FLAIR @ DJJ will only maintain financial historical information; it will not be remediated to incorporate PALM financial information. Because of this, users will need to rely on untested PALM and Data Warehouse reports for their duties, potentially leading to challenges.	SMEs to work with Agency Liaison to ensure that all related financial reports and research information are documented and tested during UAT; Bureau staff will study the reports currently available in the Knowledge Center; PMO to stay abreast of changes and/or updates to reports and communicate major changes to pertinent bureaus.	Reporting functionality will be severely hindered.	Risk remains open. Coordination is ongoing to document and test PALM and Data Warehouse reports during UAT; however, reliance on unvalidated reporting tools post-FLAIR may continue to impact financial research and operational readiness.
Open and Monitoring	11/04/24		User Acceptance Testing	Staff Involvement in UAT Preparation	Stable	6 (High/Medium)	Vacancies within the bureaus responsible for UAT preparation limit the amount of time spent on preparing for UAT SME.	Bureau Chiefs are monitoring vacancies and are striving to fill them within a timely manner so that preparation of UAT is not impacted; PALM Administrators within Budget and Finance and Accounting are preparing the majority of the test scripts with input from the SMEs when available.	Preparation and understanding of expectations during UAT will not be learned by UAT SMEs. UAT will be less informed and may take longer to get through test scripts; Staff will not have a sufficient knowledge base or understanding of the elements of PALM, which could lead to frustration, lack of motivation, and prolonged participation in UAT.	Risk remains open. While PALM Administrators are leading test script development, ongoing vacancies continue to limit SME preparation time and may impact UAT efficiency and engagement.
Open and Monitoring	05/29/25	10/31/25	User Acceptance Testing	Staff Involvement	Stable	6 (High/Medium)	Owner: General Services	General Services SME's all have roles	Bureau SME's would be limited on their	"Risk closed. Contingency plans in place to support UAT coverage during

				in UAI - Hurricane Response			Bureau SME's are also the department lead emergency coordinators for Hurricane Season. Pending on any storms effecting the state this year, SME's would be unavailable for UAT testing during activation and recovery stages of storm events.	during storm activations and recovery. The Bureau will try to use back-up staff to help with storm-related activities to minimize the time that SME's would be unavailable for UAT.	involvement with UAI if any storms effect the state.	potential storm-related SME absences."
Open and Monitoring	08/11/25		User Acceptance Testing	Test Scenarios Unidentified	Stable	6 (High/Medium)	Required testing items may be inadvertently omitted during UAT.	Newly identified test scenarios will be documented and test scripts will be created as UAT testing evolves.	Untested scenarios can result in post-deployment defects and/or unmet functional requirements.	Risk remains open. Test coverage is being expanded as UAT progresses, but continued vigilance is needed to capture evolving scenarios and prevent post-deployment gaps.
Open and Monitoring	07/01/25		User Acceptance Testing	People First UAT Unknown	Stable	6 (High/Medium)	We don't have any information about when People First UAT will begin, what's going to be included, or how it will be structured.	There isn't anything to mitigate at this point. DJJ staff will wait until we receive information from People First about UAT.	If we are unable to test People First during end-to-end UAT, the agency will not be able to see how PALM works with People First and how the data looks. Additionally, not having any information about the PF UAT timeline prevents HR staff from preparing for end-to-end testing and developing internal training materials.	"Risk remains open. Lack of People First UAT timeline and structure continues to hinder HR preparation and end-to-end testing readiness.
Open and Mitigating	10/31/25		User Acceptance Testing	PALM Administrator vacancy in HR may impact UAT preparation and execution	Increasing	6 (High/Medium)	This vacancy in the HR PALM Administrator role may delay UAT preparation and execution. This position is essential for validating test scripts, coordinating HR input, and ensuring timely issue resolution. Interim support may be needed to maintain testing timelines.	Continue aggressive effort to recruit OPS; work with PMO to begin UAT prep	UAT preparation and execution may be delayed. This could result in incomplete or delayed test script validation, reduced coordination of HR input, slower issue resolution, and overall disruption to UAT timelines and quality.	Risk remains open. Vacancy in HR PALM Administrator role may delay UAT prep and execution; interim support and recruitment efforts are underway.
Open and Monitoring	02/28/25	10/21/25	User Acceptance Testing	Processing Backlog of AOD Invoices	Decreasing	4 (Medium/Medium)	With limited staff resources, F&A is currently managing a heavy workload of disbursements due to ABS failure in the last quarter of FY 2023-24. If F&A is unable to process the backlog of outstanding invoices to bring the agency to managing the standard workload, SMEs may not have time for adequate participation in UAT. The backlog of invoices has been reduced significantly over the past fiscal year. As of 7/30 25% of outstanding AOD invoices were older than the 45-day payment window. By the end of August, that amount decreased to 18%.	Mitigation is in progress. Overtime has been approved to reduce the backlog, but competing priorities (year-end, financial statements, certified forward) and vacancies remain. Regular reports are provided to leadership.	Finance and Accounting staff may be unavailable for both UAT SME and UAT End-to-End	Risk is closed. As of 10/21/2025, the AOD backlog has been resolved and the unit is fully staffed., Continued monitoring will occur, and the PMO will be notified if the risk needs to be reassessed.
Open and Mitigating	12/13/24		Agency Business System	Limited Availability of Interface Testing Sample Data	Stable	4 (Medium/Medium)	Limited number of testing data has been provided by the Project, leaving interface testing to be done with many assumptions as opposed to testing with real test files.	Test remediations with the sample data that has already been provided. Additionally, IT to create agency-specific sample data to test in ABS'.	Additional remediation may be needed on agency business systems when system data is received during end-to-end testing. Depending on the remediation that's needed, this risk has the potential to delay the usage of the ABS' at go-live.	Risk remains open. Interface testing continues with limited sample data; potential ABS remediation during end-to-end testing may impact readiness for go-live.
Open and Monitoring	08/09/24		Conversion/Configuration	Data Cleansing Maintenance - Contracts - FACTS	Stable	4 (Medium/Medium)	Data cleansing activities not conducted on a routine basis which could lead to inaccurate, incomplete, or errors in data being transferred to Florida PALM.	The following mitigation plan will occur in order to reduce the likelihood of this risk: 1. CTS will be reconciled with FACTS to ensure that all contracts have been input into FACTS. 2. FACTS reports will be run on a quarterly basis and items addressed as needed.	This could result in inaccurate contract information being transferred into PALM at go-live and additional work by staff must occur to input and/or correct data once PALM is live.	Risk remains open. Quarterly FACTS reconciliation and reporting are in place, but continued monitoring is needed to ensure contract data accuracy prior to PALM go-live.
Open and Monitoring	06/06/25		Agency Business System	People First DB Links	Stable	4 (Medium/Medium)	People First is yet to deliver the DB Links used by DJJ's agency business systems. Upon reaching out to People First directly, we did not receive confirmation that the DB links will be available before interface testing. People First impacted DB links list is shared with all agencies, the date by which People First DB links will be ready is still not known. expected to look for additional information	Currently systems are remediated with the information provided by People First.	Will not be able to test the ABS that has been remediated for PALM without the updated DB Links from People First. Impacted ABS: HRES	Risk remains open. ABS testing for HRES is dependent on receipt of updated DB Links from People First; timeline for delivery remains unconfirmed.
Open and Mitigating	06/03/25		Conversion/Configuration	Data Cleansing	Stable	4 (Medium/Medium)	Prior to PALM, Project IDs were not	Mitigation plan has ensured that the	Inaccurate Project data converted into PALM	Risk remains open. Project ID cleanup and reconciliation processes are

mitigating				Cleansing Maintenance - Projects			...s were not deactivated or deleted in FLAIR and there was not a process to do so. In preparation for Go-Live, the Budget PALM Administrator and Facility Services staff researched all Project IDs and determined those that needed to be deactivated and deleted. A script was created and run to mark those Project IDs as I or D in FLAIR. These data need to be reviewed on a recurring basis so that inaccurate or incomplete information is not converted to Florida PALM.	ensured that the additional details associated with Project IDs are being correctly input in FLAIR (those that are required in PALM). Additionally, the Facility Work Order System (DJJ's ABS to manage Projects) is being remediated to incorporate a financial reconciliation and Project ID close-out workflow. For monitoring, Budget is actively reviewing, updating, and/or correcting Project Data to ensure the data requirements for conversion are met.	conversion into PALM will result in conversion failures, too many records being converted, or inaccurate records being recorded. This would require additional efforts to clean the data in multiple system.	and reconciliation processes are underway, but continued monitoring is required to prevent conversion errors and ensure data integrity across systems at go-live.
Open and Monitoring	06/03/25	10/31/25	Conversion/Configuration	Data Cleansing Maintenance - FLAIR Encumbrances and AOD	Stable	4 (Medium/Medium)	The decision has been made that FLAIR will be the book of record and that AOD will not be cleansed. There has been discussion that at the time of go-live, PALM will only convert the encumbrances active in FLAIR and the remaining balances will be reflected accurately in AOD.	DJJ is planning to establish Available Balance (AB) Checking August 1 so that program staff submitting purchase orders in AOD will begin to understand how encumbrances affect available budget. Because of the budget control option DJJ has selected for PALM, AB checking will be a precursor to how encumbrances will work within PALM.	If encumbrances aren't managed in AOD and AB checking isn't implemented prior to PALM Go-Live, then budget check will occur on encumbrances as planned in Florida PALM. Since encumbered purchase orders consume budget, there is a chance that there will be limited budget to pay suppliers.	Risk is closed. DJJ has confirmed that FLAIR will serve as the book of record, and AB checking is scheduled to begin August 1. Encumbrance management approach aligns with PALM budget controls, mitigating the risk of supplier payment issues at go-live.
Open and Monitoring	09/01/25		Interface	Preliminary Risk: More Information Needed for Cycle 2 Technical Interface Testing	Stable	4 (Medium/Medium)	DJJ hasn't received the interface files with the information we were expecting to receive. We've communicated these issues via SmartSheet (as per task instructions) and followed-up via email, but still are left with questions. Jessica has requested a meeting to discuss with PALM's technical team. If our questions are not resolved and/or new interface files sent, our Cycle 2 Testing could be impacted. Waiting to hear back from PALM regarding the meeting. Adding here as a preliminary risk - will update after that meeting happens.	Continue follow-up via SmartSheet and email; meet with PALM technical team to resolve file issues.	Cycle 2 Testing may be delayed or incomplete due to missing interface data, leading to gaps in validation, potential defects, and reduced confidence in system readiness for go-live.	Risk remains open. DJJ has not received expected interface files; meeting with PALM technical team is pending. Unresolved questions may impact Cycle 2 Testing readiness and data validation.
Open and Monitoring	03/28/24		Conversion/Configuration	Inaccurate Completion of Project Tasks	Stable	3 (High/Low)	Previously submitted tasks (prior to March 2024) were marked as complete, but after further analysis were not complete. Additionally, having multiple reviewers on larger data-centric tasks is a best practice and reduces mistakes, mistyping, and missing information provided within task assignments.	Submissions will be checked by the F&A PALM Administrator and Agency Liaison prior to submission to the Project; associated SME's and PALM administrators will be invited to attend Task Talks when tasks are assigned to them.	Conversion and/or configuration data will not be accurate in Florida PALM; agency staff will be responsible for entering missing data when PALM goes live	Risk remains open. review in place, continued monitoring is required to ensure task accuracy and data completeness prior to Florida PALM go-live.
Open and Mitigating	06/03/25		Conversion/Configuration	Data Cleansing Maintenance - Assets and Property	Stable	3 (High/Low)	Data cleansing activities not conducted on a routine basis which could lead to inaccurate, incomplete, or errors in data being transferred to Florida PALM.	Data review and cleansing will be occur on a monthly basis; Teams task cards will be used as a way to assign a checklist of items needing review.	This could result in inaccurate property information being transferred into PALM at go-live and additional work by staff must occur to input and/or correct data once PALM is live.	Risk remains open. Monthly data cleansing and task tracking have been implemented, but continued oversight is needed to prevent inaccurate property data transfer at go-live.
Open and Monitoring	06/03/25	08/29/25	Staffing/Resource Availa	Separations of Qualified Employees - HR	Stable	2 (Medium/Low)	One SME within HR retired 7/31/2025.	HR is in the process of filling the position and aims to have it filled as quickly as possible.	If this position isn't filled, involvement in UAT SME will be impacted.	Risk closed 8/29: HR will not be participating in UAT SME so this risk does not apply any longer. Closed

DJJ 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	

DJJ Assumptions						
Critical Operational Elements	Assumption				Status	Reporting Period Comments for Sep. - Oct. 2025
Processes Data	Chart of Account (COA) will not change beyond what the FL PALM team has forecast				Logged	Reviewed for current period. Still applicable.
People	All SMEs will be available to work on required PALM-tasks.				Logged	Reviewed for current period. Still applicable.
People	There is a commitment from end users to the PALM Project.				Logged	Reviewed for current period. Still applicable.
People Technology	PALM funding is maintained at the current level or greater allowing current BU-specific PALM administrators to be kept on staff.				Logged	Reviewed for current period. Still applicable.
People Processes Data	There will be sufficient engagement from DJJ's SME's who are knowledgeable about agency business processes.				Logged	Reviewed for current period. Still applicable.
People Processes	The PALM team will provide sufficient and adequate guidance to DJJ.				Logged	Reviewed for current period. Still applicable.

Technology Data					
People	DJJ PMO can drive the implementation of the PALM Project with four team members.	Logged	12/03/24	PMO	Reviewed for current period. Still applicable.
Data	Unreconciled payroll warrants will not be included in the Outstanding Warrant Report (APR018).	Logged	04/21/25	HR	Reviewed for current period. Still applicable.
People Technology	Cutover will be no longer than approximately 3 weeks.	Logged	04/30/25	Supplier payments	Reviewed for current period. Still applicable.
Technology	PALM will incorporate additional interfaces after Go-Live, if needed by DJJ.	Logged	05/01/25	IT, F&A	Reviewed for current period. Still applicable.
Technology Data	PALM will not alter the interfaces DJJ has selected.	Logged	05/01/25	IT	Reviewed for current period. Still applicable.
Data	If balances on purchase orders in AOD are different than what's reported in FLAIR, when encumbrance data is converted to PALM, AOD will update to reflect the FLAIR/PALM balances. As long as encumbrance balances are maintained in FLAIR, the full balances of the purchase orders from AOD will not be converted to PALM, potentially causing budget checking issues.	Logged	05/01/25	F&A, Budget, General Services	Reviewed for current period. Still applicable.
Data	We assume that Florida PALM is updating the user role export document as changes are made and enhancements are added from Pre-UAT testing.	Logged	05/05/25	Agency Liaison and SMEs	Reviewed for current period. Updated the assumption to include any changes made during Pre-UAT.
Data	We assume that Florida PALM is updating the report export document as changes are made and enhancements are added from Pre-UAT testing.	Logged	05/05/25	Agency Liaison and SMEs	Reviewed for current period. Updated the assumption to include any changes made during Pre-UAT.
Data	Zero dollar contracts in FACTS will not be converted to PALM	Logged	10/15/24	BCM, F&A contract disbursement payments	Reviewed for current period. Still applicable.
People Processes Technology	FACTS will be available to test when end-to-end user testing for PALM begins. When asking FACTS about UAT, the response was that "...we are still in the testing phases with Florida PALM. We will provide the agencies with an update when the UAT environment becomes available."	Logged	06/26/25	BPCA, Contract Tracking System (ABS), and F&A Contract employees	Reviewed for current period. Still applicable.
Processes	The BOSP Beneficiary Form will be updated from FLAIR to PALM account values and provided to the agencies prior to PALM Go-Live	Logged	07/25/25	Human Resources	Reviewed for current period. Still applicable.
People Data	Employees will be provided training on the object code to account crosswalk.	Logged	08/20/25	UAT SMEs and End-Users involved in UAT Full	Reviewed for current period. Still applicable.
Data	Regarding old FCO categories associated with active assets - the Project will implement a change for this in future conversions. This will allow for the asset records to be converted to Florida PALM.	Logged	09/04/25	Asset and property conversion data (General Services)	Reviewed for current period. Still applicable.
People	Identified SMEs and end users will be available throughout UAT and will have documented and understood the test cases assigned to them prior to execution.	Logged	09/05/25	UAT SMEs and End-Users	Reviewed for current period. Still applicable.
Technology	The Florida PALM system will remain continuously available and accessible for the full duration of User Acceptance Testing (UAT).	Logged	09/05/25	All End-Users	Reviewed for current period. Still applicable.
Processes	DFS A&A will provide agencies with new policies by the start of Florida PALM End User Acceptance Testing (UAT) in December. New policies will allow DJJ to adjust any agency specific test scripts.	Removed	10/31/25	All end users involved in UAT	Assumption removed during the reporting period - DFS A&A has released two memos that provide draft policies.
Processes	Process steps will be provided for all Project-Recommended Standard Activities documented in the Topics and Activities list.	Removed	10/31/25	UAT SMEs	Assumption removed during the reporting period - Florida PALM has begun releasing process steps for the Activities.
People	UAT will follow the established schedule without deviation. Timeframes of three months for Subject Matter Experts (SMEs) and four months for end users will be sufficient to complete all test cases. The PALM Project will provide all necessary testing materials (e.g., test scripts, step-by-step instructions) in advance and supply additional resources or support personnel as needed.	Removed	10/31/25	UAT SMEs and End-Users	Assumption removed during the reporting period. No longer applicable, due to the UAT schedule being modified by the Project. DJJ is still waiting for official information on UAT dates and expectations from the Project during that time.

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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DJJ Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Heather DiGiacomo	heather.digiacomо@fldj.gov	11/10/25
July - August 2025	Heather DiGiacomo	heather.digiacomо@fldj.gov	09/05/25
May - June 2025	Heather DiGiacomo	heather.digiacomо@fldj.gov	07/09/25
March - April 2025	Heather DiGiacomo	heather.digiacomо@fldj.gov	05/09/25
January - February 2025	Heather DiGiacomo	heather.digiacomо@fldj.gov	03/10/25