



			Update Agency Readiness Certification #1	06/26/25	07/10/25	100% - Submitted	07/10/25	06/26 - Readiness Review in process based on listed certification document from PALM 6/27 - in review and working 7/9 - working on this in full as a team working with teams all week updating for the requirements 7/18 - all updates made - Mitigation plan for asset mgmt team for 8/22 added, Agency sponsor sign-off completed	Submission Complete	
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/07/25	7/7 - loading risks etc this morning 7/7 - forwarded to Rose for sign off	Submission Complete	
N/A	People	616	Share Florida PALM Updates	07/14/25	07/25/25	100% - Submitted	07/21/25	7/16 - completed - checking for all attachments 7/21 - completed - all boxes filled out	Submission Complete	
Direct	People	573-B	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	10/03/25	75% - Consolidating/Inputting Information for Submission		7/16 - read 7/23 - reviewing matrix and all participant roles review with teams 8/5 - teams validation being checked 8/12 - Working thru APD structure and tea alignment with SAM and leadership 9/8 - working all teams - APD working to get things completed		
Indirect	N/A	660	Submit Monthly Progress Report - Testing	08/04/25	08/29/25	100% - Submitted	08/28/25	8/5 - reviewing 8/27 - Rose approved and signed off	Submission Complete	
Direct	Data	587-A	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	10/03/25	75% - Consolidating/Inputting Information for Submission		8/12 - APD Team is reviewing the Conversion Files/Documentation and required updates 9/8 - all workbooks are in progress		
Direct	Data	587-B	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/03/25	75% - Consolidating/Inputting Information for Submission		8/12 - APD Team is reviewing the Conversion Files/Documentation and required updates 8/18 - working in sheets - review of suppliers 9/8 - all workbooks are in progress		
Direct	Data	587-C	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/03/25	75% - Consolidating/Inputting Information for Submission		8/12 - APD Team is reviewing the Conversion Files/Documentation and required updates 9/8 - all workbooks are in progress		
Direct	Data	661	Update Conversion Field Mapping	08/11/25	10/03/25	75% - Consolidating/Inputting Information for Submission		8/12 - APD Team is reviewing the Conversion Files/Documentation and required updates 9/8 - all workbooks are in progress		
Direct	Data	662	Submit Updated Configuration Workbooks	08/11/25	10/03/25	75% - Consolidating/Inputting Information for Submission		8/12 - APD Team is reviewing the Conversion Files/Documentation and required updates 9/8 - all workbooks are in progress		
N/A	N/A	617	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	75% - Consolidating/Inputting Information for Submission		8/29 - working all updates for risks/issues/assumptions - 9/8 - completed and sent to Rose for sign off		
Indirect	N/A	664	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	50% - In Progress		9/8 - tracking and ready for updates		

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.

APD Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for July - August 2025
Open and Monitoring	09/08/25		Training User Acceptance Testing	Compressed schedule reduces time for end-user training	Increasing	9 (High/High)	Internal training assistance will be hired in early 2026	Adjust training schedule dynamically; prepare modular training that can be updated quickly; ensure "train-the-trainer" resources are ready.	Compressed schedule reduces time for end-user training	looking to compress based on delays
Open and Monitoring	09/08/25		Agency Business System Business Process Change Conversion/Configuration Deployment/Cutover	Encumbrance ID and the ABC re-write change from FLAIR	Increasing	9 (High/High)	Because the encumbrance id is not generated in real time and requires an overnight feed - this poses a huge impact on the flow of work/process in the ABC system	Discussion with PALM team to review options and see how things can be worked thru	process change will impact the way ABC handles transactions	this new issue is one that needs to be addressed for process update and then figure the process due to this limitation
Open and Monitoring	05/02/25	07/07/25	Agency Business System Deployment/Cutover Staffing/Resource Availability User Acceptance Testing	Insufficient IT staff experience with cloud technologies	Stable	6 (Medium/High)	APD IT Teams preparation and training and UAT	Upskill internal staff; augment with vendor/cloud consultants - adjust APD staff	Delays and rework due to misconfiguration; higher support burden	close as APD techs are onboard and staffed accurately - no issue
Open and Monitoring	05/02/25		Agency Business System Interface Role Mapping Staffing/Resource Availability Training User Acceptance Testing	Limited time for user testing due to technical delays - interface changes and updates not finalized	Stable	6 (Medium/High)	APD IT Teams preparation and training and UAT	Create a risk buffer in schedule for testing; prioritize high-value scripts - IT Team working sprint and actively testing as you go	Missed defect discovery leading to production errors	PALM to provide the final changes and acknowledge the close of effecting changes
Open and Monitoring	07/07/25		Business Process Change Training User Acceptance Testing	Testers Lack Knowledge of the New PALM Platform	Stable	6 (Medium/High)	No one has seen that actual PALM application - logged on or used it yet - this will be a learn by fire scenario	Training, mentorship, guides expecting PALM direction and initial effort with teams/agencies	Challenged during UAT to fully test the system	APD still unsure of what PALM UAT will really be like.
Open and Monitoring	09/08/25		Staffing/Resource Availability	Increased support demand post go-live due to rushed testing/training	Increasing	6 (Medium/High)	Post implementation questions for both IT and functional efforts	Strengthen hypercare team; extend support hours post go-live; provide quick reference guides and job aids.	Increased support demand post go-live due to rushed testing/training	Hypercare prep and availability is expected
Open and Monitoring	05/02/25		Agency Business System Interface User Acceptance Testing	Legacy system interfaces mapping with ABS-PALM APIs	Stable	6 (High/Medium)	APD IT Teams preparation and training and UAT	Develop interface translation layers; validate APIs early - continual review and update	Critical data exchanges fail; project delays and costly rework	Interface testing in process and APD is meeting all requirements - working with the PALM Tech team

Open and Monitoring	05/02/25		Conversion/Configuration Deployment/Cutover	Inadequate cloud platform performance under high user load due to multi agency impact	Stable	6 (High/Medium)	APD IT Teams preparation and training and UAT	Conduct load testing in pre-production; scale infrastructure proactively	Users face slow performance; loss of trust in system usability	performance is still a question especially with the CMS issue notices - to be tested
Open and Monitoring	05/02/25		Role Mapping Staffing/Resource Availability Training User Acceptance Testing	Security configuration gaps during system transition	Stable	6 (High/Medium)	APD IT Teams preparation and training and UAT	Security audits and review access controls before go-live	Data breaches or access violations; potential audit or legal issues	Big issue for APD with a current tracking and history issue noted for a normal transaction in the CMS module
Open and Monitoring	05/02/25		Interface Conversion/Configuration Deployment/Cutover Post Implementation	Data corruption or loss during migration process	Stable	6 (High/Medium)	APD IT Teams preparation and training and UAT	Perform dry-run migrations; ensure backups are tested and validated - need PALM Conversion Plan as soon as ready o Perform multiple rounds of test migrations before UAT o Use automated reconciliation tools to compare legacy vs. cloud data o Include specific test cases for historical data validation o Assign a dedicated data QA team	Permanent loss of financial or transactional data	DW/BI must be in place to migrate and this is a big issue for APD
Open and Monitoring	05/02/25		Deployment/Cutover Identity Provider (IdP) Role Mapping	Failure of third-party integrations post-migration - unknowns for peripheral systems - STMS/MFMP/etc	Stable	6 (High/Medium)	APD IT Teams preparation and training and UAT	Engage vendors early; build fallback interface plans - APD attending all meetings at this time	Failure to process essential transactions like payroll or grants	critical to success
Open and Monitoring	05/02/25		Conversion/Configuration Post Implementation	Inadequate disaster recovery or backup strategy during cutover - new system - what if's	Stable	6 (High/Medium)	APD IT Teams preparation and training and UAT	Implement robust backup and rollback strategies; conduct failover tests - once understanding of PALM conversion plan is in place - adjust and ready	Irreversible data loss or extended downtime during transition	understand PALM's process for "Go-Back"
Open and Monitoring	07/07/25		Business Process Change Conversion/Configuration Role Mapping User Acceptance Testing	Incomplete or Incorrect Test Scenarios	Stable	6 (High/Medium)	APD Finance Teams creation of testing stories for UAT inadequate	o Involve key accounting SMEs in test case design o Map test cases to migrated business processes and compliance requirements o Conduct a pre-UAT review/approval of test scripts o Use traceability matrix to ensure coverage	unable to test fully	working the UAT stories to complete all APD job tasks fully
Open and Monitoring	09/08/25		Deployment/Cutover	Delay in UAT completion pushes back project go-live	Increasing	6 (High/Medium)	Planning due to PALM PAUSE	Build buffer into project plan; prioritize critical test cases; agree on criteria for UAT sign-off; escalate blockers quickly.	Delay in UAT completion pushes back project go-live	Planning due to PALM PAUSE
Open and Monitoring	09/08/25		Conversion/Configuration Post Implementation	Data migration defects not identified in time due to late UAT	Increasing	6 (High/Medium)	Use of Config workbook data from current Mock versions - making certain the data is APD's	Perform early mock data conversions; include data validation as a separate workstream; increase data reconciliation effort post-UAT.	Data migration defects not identified in time due to late UAT	mitigation may not have the required time to be rectified
Open and Monitoring	09/08/25		Deployment/Cutover	Cutover rehearsal shortened or skipped	Increasing	6 (High/Medium)	Determine of Freeze timeframe is critical to all transactions	Lock cutover rehearsal windows early; use dry-runs even if UAT lags; ensure rollback procedures are validated.	Cutover rehearsal shortened or skipped	prepping for the cutover - not yet overviewed
Open and Monitoring	05/02/25		Business Process Change Training User Acceptance Testing	1. Inadequate trainer knowledge	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Conduct Train-the-Trainer programs; certify trainers before rollout	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	UAT and Training delayed for PALM PAUSE
Open and Monitoring	05/02/25		Business Process Change Role Mapping Staffing/Resource Availability Training User Acceptance Testing	3. Inconsistent training across departments	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Standardize training materials and delivery; track attendance and completion	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	Continuing to assist and grow the Training effort
Open and Monitoring	05/02/25		Agency Business System Interface Training User Acceptance Testing	4. Technical issues during training (e.g., system crashes)	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Test systems in advance; have IT support on standby during training	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	unknown but identified
Open and Monitoring	05/02/25		Business Process Change Staffing/Resource Availability Training	6. Training not aligned with actual job functions	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Customize training per role; gather pre-training feedback	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	APD Teams want to train together
Open and Monitoring	05/02/25		Staffing/Resource Availability Training	7. Knowledge retention loss post-training	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Provide job aids, refreshers, and post-training support	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	consideration for active learning and continued PALM use of sandbox and connection to the application
Open and Monitoring	05/02/25		Role Mapping Staffing/Resource Availability Training User Acceptance Testing	8. Delayed training timeline	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Build buffer into project schedule; monitor progress regularly	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	APD wants all the time possible - and tho there are delays in UAT and training at this time - APD hopes there is consideration for time sliding to go live to accommodate all that is needed for app use

Open and Monitoring	05/02/25		Business Process Change Role Mapping Staffing/Resource Availability Training User Acceptance Testing	9. Overwhelming training content	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Break into modules; offer self-paced options	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	working to prepare internal training materials while waiting on PALM
Open and Monitoring	05/02/25		Business Process Change Role Mapping Staffing/Resource Availability Training User Acceptance Testing	Delay in configuring role-based access and permissions - changes updates learned during training and UAT	Stable	4 (Medium/Medium)	APD IT Teams preparation and training and UAT	Map all roles early; perform iterative testing with key users - advantage during UAT	Access issues for users; delay in operations post-migration	remembering that this is not FLAIR aligned and must be viewed as a new role based matrix
Open and Monitoring	05/02/25	07/07/25	Agency Business System Business Process Change Interface	Unanticipated technical debt from legacy customizations - for interfaces - need to reduce to cause cost savings - but not aligning with what we have - PALM issue	Stable	4 (Medium/Medium)	APD IT Teams preparation and training and UAT	Catalog all custom logic and evaluate for platform-fit - updating in ABS	Unexpected bugs and incompatibilities in cloud version	PALM issue - interfaces were cost driven - APD needs everything it says it needs
Open and Monitoring	09/08/25		Training	Training content misaligned with final system functionality	Increasing	4 (Medium/Medium)	Revisions and adjustments are dynamic and currently being supported	Develop training with placeholders for UAT updates; plan for quick revisions; validate training content with UAT leads.	Training content misaligned with final system functionality	changes need to be monitored because they are not tied down
Open and Monitoring	09/08/25		User Acceptance Testing	User resistance and loss of confidence due to perceived instability	Increasing	4 (Medium/Medium)	Communication of expectations remains	Maintain clear communication about reasons for delay; involve super users in UAT to advocate system readiness; reinforce benefits of new system.	User resistance and loss of confidence due to perceived instability	PALM integrity - transaction history - audit and capabilities are in question
Open and Monitoring	05/02/25		Business Process Change Role Mapping Staffing/Resource Availability Training	2. Low user engagement or attendance	Stable	3 (High/Low)	APD Teams preparing for PALM Training	Mandatory training policy; offer flexible schedules and formats	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	Small Agency module responsibility overlap and security rights all in review without use of PALM at this time
Open and Monitoring	09/08/25		Business Process Change	Missed regulatory or financial reporting deadlines if go-live slips	Increasing	3 (High/Low)	deadlines and cutoffs for APD are very important	Identify critical reporting deadlines; prepare contingency plan (e.g., run legacy system in parallel); escalate early if deadlines are at risk.	Missed regulatory or financial reporting deadlines if go-live slips	regulatory - APD requirements
Open and Monitoring	05/02/25		Role Mapping Staffing/Resource Availability Training	5. Resistance to change from employees	Stable	2 (Medium/Low)	APD Teams preparing for PALM Training	Communicate benefits early; involve staff in design and feedback	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	APD is currently working on Change Mgmt Initiatives and participation in offered learning events
Open and Monitoring	05/02/25		Role Mapping Staffing/Resource Availability Training User Acceptance Testing	10. Lack of evaluation and feedback mechanisms	Stable	2 (Medium/Low)	APD Teams preparing for PALM Training	Implement surveys, quizzes, and performance tracking	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	APD Core team working to determine module training and retention opportunities

APD Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for July - August 2025
Open	05/01/25		Agency Business System Interface Conversion/Configuration	PALM Project Mapping Key	High - Impacts the ability	APD IT Teams preparation and training and UAT	Develop interface translation layers; validate APIs early - continual review and update	05/30/25	Not closing as there are balance mapping exercises the Agency must need to understand and validate for migration of balance based on old FLAIR COA to the NEW PALM COA
Open	09/08/25		Agency Business System Business Process Change Conversion/Configuration Deployment/Cutover	Encumbrance ID	High - Impacts the ability	The ABC re-write has exposed an issue that limits a very effective process in assigning IDs for encumbrances that will delayed	review within APD and IT team in the process requirements - understand and see what PALM can support	01/30/26	new issue and this will need to be a process review - the encumbrance Id not being able to be created by hand is forcing the ABC team to address their design, and perhaps their architecture

APD Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for July - August 2025	
People Data	Legacy system data is complete and accurate	Logged	05/12/25	Finance, IT, Audit, All modules using historical data	working with MOCK files is significant	
Processes Technology	Chart of Accounts structure will be successfully mapped to the new system	Logged	05/12/25	Budget, General Ledger, Accounting Leads	Working thru interface validations has given a reason to check all the COA setup	
People Processes	All critical business processes are documented	Logged	05/12/25	All accounting teams, Change Management, Training Team	work in progress	
Technology Data	Cloud system will support all required functionalities	Logged	05/12/25	Program and Financial Users, System Admins	FLAIR is bested	
People Processes Technology Data	Interfaces with peripheral systems will remain compatible	Logged	05/12/25	IT, Third-Party Vendors, Grants/Payroll/Procurement Units	Interface testing is proving a good test	
Processes Technology Data	Data migration will occur with minimal downtime	Logged	05/12/25	All staff, especially Payroll, Accounts Payable, and Receivables	PALM has yet to provide the conversion plan	
People Processes Technology Data	End users will receive adequate training prior to go-live	Logged	05/12/25	All functional end users	UAT and TRaining have not yet started	
People	Security roles and access permissions will be properly	Logged	05/12/25	Security Admins, HR, ...	Working on the user role matrix for APD	

Processes	configured			Supervisors, External Auditors	
Processes Technology Data	Reports used in the legacy system will be recreated accurately	Logged	05/12/25	Finance, Program Managers, Oversight Agencies	UAT and training will be used for report checking
People Processes Technology Data	Project timeline will remain on schedule despite unknowns	Logged	05/12/25	Project Managers, Executive Sponsors, All involved teams	At 9/8 - no change for the timeline yet
People Processes Technology Data	UAT - the system requirements and user stories reflect the real-world processes and accounting requirements of the end users.	Logged	07/07/25	UAT - Critical features may be missing or behave incorrectly, requiring rework late in the project	UAT Pending
People Processes Technology Data	UAT for August - version being tested includes all features required for accounting functions and is free of critical/blocking bugs.	Logged	07/07/25	UAT Tests may not reflect true accounting workflows, leading to gaps or inability for validation.	Interface testing is currently in progress
People Processes Technology Data	UAT Testers have sufficient training or knowledge of the new system as they execute UAT from PALM instruction, are able to validate the accounting processes.	Logged	07/07/25	UAT - hard to determine false positives and false negatives.	pre-req training is being completed by SME's
People Processes Technology Data	Assuming that connected systems (e.g., payroll, enterprise systems, all modules, tax engines, banks) are available and simulate live interaction appropriately for UAT	Logged	07/07/25	UAT - Errors may appear that are integration-related (enterprise systems) rather than related to the core application, delaying sign-off.	Enterprise system is being tracked by APD as the dependencies are agency wide
People Processes Technology Data	Timeline & Scheduling Assumptions <ul style="list-style-type: none">• The overall project timeline will shift, or downstream activities (training, cutover prep, data migration) will need to be compressed or re-sequenced.• A buffer must be assumed for additional test cycles or defect resolution, since issues may be uncovered later than planned.• Project milestones tied to UAT completion (e.g., training readiness, go-live rehearsals) will also shift.	Logged	09/08/25	Schedule - dates - timelines must change	APD is waiting to see what impact this will have on everyone with holidays coming up
People Processes Technology Data	Resource & Cost Assumptions <ul style="list-style-type: none">• Additional time will be required from testers, business SMEs, trainers, and project team members, potentially leading to higher project costs.• Extended overlap of legacy system and new system (e.g., parallel runs, dual licensing, support contracts) must be assumed.• Overtime or additional resources may be required to handle compressed activities.	Logged	09/08/25	Impact of financial is all overarching to all aspects of the project	PALM funds are being use for Core PM/BA/IT support - APD Trainer will be a new cost and could extend more than the original project projection
People Processes Technology Data	Training & Change Management Assumptions <ul style="list-style-type: none">• Training materials may need revisions after UAT is complete, as final system behaviors/configurations may not yet be validated.• End-user training may need to be shortened, delivered closer to go-live, or delivered in waves (e.g., super-user first, general users later).• Users may have less time to adapt before cutover, so additional hypercare/support must be assumed post go-live.	Logged	09/08/25	All Users are affected	UAT - Training - we will need to update any training to adjust for an adjustment to how long training and UAT will last.
People Processes Technology Data	Quality & Risk Assumptions <ul style="list-style-type: none">• Not all test scenarios may be fully executed if UAT time is reduced, so assumptions must include higher risk of defects surfacing post go-live.• Data migration validation may be less thorough, requiring additional reconciliation effort during hypercare.• Post-go-live support demand will likely be higher than originally planned due to reduced user readiness.	Logged	09/08/25	All Users are affected	Risks increase if time is not allowed for the full time needed for the whole project success elements
People Processes Technology Data	Stakeholder & Communication Assumptions <ul style="list-style-type: none">• Stakeholders must assume increased communication needs to manage expectations and maintain user confidence.• Executive sponsors may need to assume greater tolerance for go-live risk or accept the trade-off of delaying further.	Logged	09/08/25	All Users are affected	Updates, communication and all direction from PALM must become and stay transparent

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: *

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APD Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
July - August 2025	Rose Salinas	rose.salinas@apdcares.org	09/09/25
May - June 2025	Rose Salinas	rose.salinas@apdcares.org	07/07/25
March - April 2025	Rose Salinas	rose.salinas@apdcares.org	05/12/25
January - February 2025	Rose Salinas	rose.salinas@apdcares.org	03/06/25