

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 98.07%

- Submitted On Time = 55
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 99.9%

- Submitted On Time = 102
- Submitted Late = 1
- Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:

Score = 88.21%

- Submitted Complete = 40
- Submitted Incomplete = 4
- Completed After Submission = 12

Other Task Completeness



Other Task Completeness:

Score = 88.65%

- Submitted Complete = 54
- Submitted Incomplete = 5
- Completed After Submission = 15

The RW Task Timeliness dials reflect the timeliness of your agency's submission of all RW tasks based on the task due date. Calculations are based on all RW tasks to date.

The RW Task Completeness dials reflect the completeness of your agency's task submissions based on the task rubric. Calculations of task completeness includes all RW Tasks since RW 512.

Change Champion Network:

- Unique Filled Role = 11
- Duplicate Filled Role = 4
- Vacant Role = 0

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

The dials above include an intuitive Green-Yellow-Red spectrum, where green indicates the measure is in a positive range, yellow represents that the gaps in expected results present an increasing risk to the agency, and red indicates that there are significant gaps in expected results that present an elevated risk level for the agency.

RW Tasks - Completed or Open Items										
Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
N/A	People	607	Update Training Plan	04/06/26	06/05/26	100% - Submitted	06/04/26	4/9 - revisions and updates to original draft in progress with APD team 4/24 - reviewed updating with UAT practice and in progress 4/29 - Test Plan updates being made with changes to some startegies 5/7 - internal updates to original draft are in progress 5/12 - APD Training coordinator and PM reviewing and updating with adjusted strategy and plans - in progress 5/22 - on track for updates to be completed with high level forecasted planning 5/27 - updates are completed - adding new documentation on training plan activities based on UAT activity 6/4 - completed - team in last review internally - Submission 100%	Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	100% - Submitted	05/22/26	4/24 - reviewing and initiating updates 5/7 - team working to review deliverables for task are completed 5/12 - HB working with updates to add - and in communication with the RC 5/20 - PALM Team to update the Tacachale Description - all good to go 5/22 - completed - but HB is verifying with Dee Warren that there is nothing else and will submit	Submission Complete	
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	100% - Submitted	06/17/26	4/24 - reviewing and initiating updates 5/7 - reviewed with PALM Team for corrections and updates to Org/Speedkey/Funds and data flow thru for all sheets - target for data cleanse on cofig workbooks for 5/22 to help support this task 5/12 - actively working sheets to update and complete task 5/20 - reviewing in detail for processing system updates to clear/clean data 5/22 - Asst mgt team meeting 5/26 - for review and status 5/27 - on-going efforts by all teams supporting Asst Mgmt team. 6/4 - managing teams for additional updates in FLAIR to clear bad/old data - to use as training actions should there be more finds for data to correct	Submission Complete	
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26	5/7 - Risks - Assumptions - Issues all updated and reviewed - sponsor to sign off on Friday 5/8	Submission Complete	
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	100% - Submitted	05/29/26	5/7 - IT Team testing inbound and outbound for May will update report for task on time 5/12 - team review today - updates for task to be documented	Submission Complete	

								tests to be documented 5/20 - team updating the cycle 3 testing information 5/22 - updates for cycle 3 completed/noted all in touchpoint with PALM team - finals on all worksheets in progress 5/27 - reviewing the API impact on Thursday 5/28		
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	100% - Submitted	05/29/26	5/7 - PALM Team review with target for week early completion to see if all changes flowed thru as required for clearing - May 22 target 5/12 - internal meetings working thru each sheet for updates 5/20 - working on speedkey's and fund updates - only errors at this time - updating with position splits by OCA - work in progress 5/27 - reviewing the API impact on Thursday 5/28 5/29 - errors accounted for and relayed to RC and PALM team - all other sheets verified for completion and accuracy	Task Closed - Submission Incomplete	
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	100% - Submitted	05/29/26	5/7 - many roles cleared for errors - now DW/BI liscense review in progress and effort to align with 5/22 as completion goal - reviewed with PALM team 5/12 - internal meet to walk thru first 50 - for updates and cleanse of mapping roles 5/20 - cleared errors exception: SOD errors to be defined in June with A&A exceptions permissions requested and UAT trial helping to define. 5/22 - updates completed - reviewing internally - but done 5/27 - reviewing the API impact on Thursday 5/28	Submission Complete	
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	75% - Consolidating/Inputting Information for Submission		5/7 - ongoing for APD and Business Process Documentation commences with the UAT efforts by all teams within APD 5/12 - Business Process Documentation form in creation for each team/module 5/20 - part of the UAT activities with teams going forward 7/3 - updating with UAT Stories - KC driven		
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	75% - Consolidating/Inputting Information for Submission		5/7 Training Plan in the works for updates - Full UAT will help with training application 5/12 - Internal training planning in progress with training resources to be considered 5/20 - training effort being defined and updated for each team - tailored to the team 7/3 - In conjunction with UAT exercises		
Direct	Data	701	Submit Configuration and Conversion Workbooks	06/01/26	06/17/26	100% - Submitted	06/17/26	6/4 - teams working with HB to update any sheets as needed 6/5 - working thru sheets internally to transfer over to PALM sheets - in progress 6/17 - Confirmed all sheets are updated, no errors on error report	Submission Complete	
Direct	People	702	Submit Role Mapping Worksheet	06/01/26	06/26/26	100% - Submitted	06/26/26	6/4 - DW/BI decisions - and updates in progress - A&A approval for justifications being addressed 6/5 - team meetings scheduled all week for review and final decisions 6/17 - in review and permissions app to A&A this week 6/33 - justification submitted to A&A in progress 6/26 - Awaiting proper PALM changes but was told to submit by Dora and the changes will be completed!	Submission Complete	
Indirect	N/A	679	Submit Monthly Progress Report - Testing, Training	06/01/26	06/30/26	100% - Submitted	06/30/26	6/4 - all actions in progress for getting this signed off by month end 6/23 - working all updates into Smartsheet - Inbound testing to be completed 6/29 - final review - testing and linked sheets 6/30-Rose signed off..%s to increase	Submission Complete	06/30/26
Indirect	N/A	619	Update Agency Readiness Certification #3	06/22/26	07/10/26	75% - Consolidating/Inputting Information for Submission		6/23 - reviewing the status of all required smartsheet linked sheets 6/26 - team review of sheets and completing where needed		
Indirect	Technology	586	Create Agency Deployment Plan and Cutover Checklist to Prepare for Go-Live	06/29/26	09/11/26	50% - In Progress		6/29 - reading thru -new review 7/3 - CCN involvement to determine best practices		
N/A	N/A	680	Submit Bimonthly Agency Readiness Status Report	07/01/26	07/10/26	100% - Submitted	07/07/26	6/29 - moving updates to sheets - in progress - RS aware - need sign off by July 7th 6/30 - working to complete for early signoff by Rose 7/3 - Rose updated and provided message to review and sign off		
Indirect	N/A	681	Submit Monthly Progress Report - Testing, Training, Cutover	07/01/26	07/31/26	50% - In Progress		7/3 - moving to update for Progress on inbound testing specifically - in progress		
Indirect	Data	703	Maintain Configuration and Conversion Workbooks	07/01/26	07/31/26	50% - In Progress		7/3 - in review by HB and Team		
Indirect	People	704	Maintain Role Mapping Worksheet	07/01/26	08/21/26	50% - In Progress		7/3 - ongoing and each team is participating at APD		

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	Primary Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments
Open and Monitoring	09/08/25		User Acceptance Testing	Compressed schedule reduces time for end-user training	Stable	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	No change to initial risk - in progress status - TBD with Refresh
Open and Monitoring	09/08/25		Agency Business System	Encumbrance ID and the ABC re-write change from FLAIR	Decreasing	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	No change to initial risk - in progress status - July ABC live roll out of new upgrade with FLAIR to PALM convergence pending due to move in Go Live dates
Open and Monitoring	09/10/25		Post Implementation	PALM Security - audit and transaction history trail for ALL activity within the system - currently noted as it pertains to transactions in the active CMS Framework.	Stable	9 (High/High)	Current Transaction was initiated in CMS and was posted with a successful view on screen/online, however the transaction was GONE the next day. The follow up with PALM was that they could not or had no way of knowing who interacted with this transaction - why was it gone, who did it, what is the history, where did it go? and the solution from PALM was they didn't know - NOT A GOOD ANSWER - and that the agency should retract/delete the transaction and re-do it - without understanding if this would cause a duplication etc.	PALM for CMS is currently in use- the APD Team is working to try and find a SME on the issue with explanation and there is not a solution or fix on tracking the history of what took place for audit - understanding - for how to fix and find	HUGE - it causes a loss of integrity - a loss of trust in the system - a need to challenge the security parameters used for this application	No change to initial risk - in progress status
Open and Mitigating	05/02/25		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	No change to initial risk - in progress status - Refresh will be the tell all - for validation
Open and Mitigating	07/07/25		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	No change to initial risk - in progress status - UAT Roll out by APD is very tailored and managed
Open and Monitoring	09/08/25		Post Implementation	Increased support demand post go-live due to rushed testing/training	Stable	6 (Medium/High)	Post implementation support is 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	No change to initial risk - in progress status - unknown
Closed	05/02/25	05/08/26	Interface	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	APD has mapped internal dataware house and API's strategy is working with continued testing - no longer a risk factor for IT teams and ABS support
Open and Monitoring	05/02/25		User Acceptance Testing	Inadequate cloud platform performance under high user load due to multi agency impact	Increasing	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	No change to initial risk - in progress status - still seen as an issue because all that is available is the UAT space
Open and Monitoring	05/02/25		Post Implementation	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	No change to initial risk - in progress status - role mapping is to adjust with user knowledge and responsibilities
Open and Monitoring	05/02/25		Conversion/Configuration	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	No change to initial risk - in progress status - still a RISK and will be tested by teams within APD - UAT platform does not give assurances that balances are aligned at this time
Open and Monitoring	05/02/25		Deployment/Cutover	Failure of third-party integrations post-migration - unknowns for peripheral systems - STMS/MFMP/etc	Decreasing	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	No change to initial risk - in progress status - working with the Ent. teams to test at this time
Open and Monitoring	05/02/25		Post Implementation	Inadequate disaster recovery or backup strategy during cutover - new system - what	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	No change to initial risk - in progress status - no convergence plan has been shared by PALM so remains an open issue

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Open and Mitigating	07/07/25		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	No change to initial risk - in progress status - remains to be seen with refresh - as APD is aligning with the Knowledge Center Business Process so this may be for specific tasks only performed by APD - TBD
Open and Monitoring	09/08/25		User Acceptance Testing	Delay in UAT completion pushes back project go-live	Stable	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	No change to initial risk - in progress status
Open and Monitoring	09/08/25		Conversion/Configuration	Data migration defects not identified in time due to late UAT	Stable	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	No change to initial risk - in progress status
Open and Monitoring	09/08/25		Conversion/Configuration	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	No change to initial risk - in progress status - no understanding of migration - convergence plan at this time
Open and Mitigating	05/02/25		Training	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	No change to initial risk - in progress status
Open and Mitigating	05/02/25		Training	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	No change to initial risk - in progress status
Open and Mitigating	05/02/25		Training	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	No change to initial risk - in progress status - planning in the works
Open and Monitoring	05/02/25		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	No change to initial risk - in progress status - APD adjusting to UAT and Training roll out based on the Knowledge Center Business Process and APD adaptation to task that follow the process flow
Open and Mitigating	05/02/25		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	No change to initial risk - in progress status - training will be in a timeframe close to the target Go-Live so the training will be fresh to users
Open and Monitoring	05/02/25		Training	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	No change to initial risk - in progress status - APD Plan is adjusted to support this
Open and Monitoring	05/02/25		Training	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	No change to initial risk - in progress status - APD has a training plan that is adapted to the Knowledge Center alignment
Open and Monitoring	05/02/25		Staffing/Resource Availability	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	No change to initial risk - in progress status - newly assigned SAM and process in place with APD
Open and Monitoring	09/08/25		Training	Training content misaligned with final system functionality	Stable	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	No change to initial risk - in progress status - training is being defined by APD UAT and TRaining efforts - TBD
Open and Mitigating	09/08/25		User Acceptance Testing	User resistance and loss of confidence due to perceived instability	Stable	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	No change to initial risk - in progress status
Open and Mitigating	05/02/25		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	No change to initial risk - in progress status
Open and Monitoring	09/08/25		Post Implementation	Missed regulatory or financial reporting deadlines if go-live slips	Stable	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	No change to initial risk - in progress status - planning in progress for contingency plans due to special transactions with Federal requirements and Client Services
Open and Monitoring	05/02/25		Staffing/Resource Availability	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	No change to initial risk - in progress status
Open and Monitoring	05/02/25		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	No change to initial risk - in progress status - TBD

APD Issues									
Status	Date Opened	Date Closed	Priority	Primary Issue Category	Issue Title	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments
Open	05/01/25		High - Impacts the ability of the agency to meet deadlines or milestones	Agency Business System	PALM Project Mapping Key	APD IT Teams preparation and training and UAT	Develop interface translation layers; validate APIs early - continual review and update	05/30/25	ABS updates/changes and decisions for change are dynamic with testing still ongoing - keeping open as it still impacts as an issue the re-write requirements of the specific needs within APD - rollout for ABC is in July 2026 with FLAIR and to be converted to PALM specifications upon go-live - delays have made this re-write complications prevalent

APD Assumptions						
Critical Operational Elements		Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for May - June 2026
People	Data	Legacy system data is complete and accurate	Logged	05/12/25	Finance, IT, Audit, All modules using historical data	No change to initial assumption - in progress - APD still challenged with source of Asset information so therefore - assumption is that the data will be migrated with the opportunity to clean in PALM
Processes	Technology	Chart of Accounts structure will be successfully mapped to the new system	Logged	05/12/25	Budget, General Ledger, Accounting Leads	No change to initial assumption - in progress
People	Processes	All critical business processes are documented	Logged	05/12/25	All accounting teams, Change Management, Training Team	No change to initial assumption - in progress - APD following Knowledge Center Business processes
Technology	Data	Cloud system will support all required functionalities	Logged	05/12/25	Program and Financial Users, System Admins	No change to initial assumption - in progress
People	Processes	Interfaces with peripheral systems will remain compatible	Logged	05/12/25	IT, Third-Party Vendors, Grants/Payroll/Procurement Units	No change to initial assumption - in progress - currently being tested by ent teams
Processes	Technology	Data migration will occur with minimal downtime	Logged	05/12/25	All staff, especially Payroll, Accounts Payable, and Receivables	No change to initial assumption - in progress - waiting on PALM migration Plan and no way to evaluate success at this time as PALM is not sharing results and issues
People	Processes	End users will receive adequate training prior to go-live	Logged	05/12/25	All functional end users	No change to initial assumption - in progress
Technology	Data					
People	Processes	Security roles and access permissions will be properly configured	Logged	05/12/25	Security Admins, HR, Supervisors, External Auditors	No change to initial assumption - in progress - role mapping is a challenge for APD and to overcome - planning is dependent on training and use
Processes	Technology	Reports used in the legacy system will be recreated accurately	Logged	05/12/25	Finance, Program Managers, Oversight Agencies	No change to initial assumption - in progress - PALM shows successful reporting with query capabilities that will help with use of platform from prior sources in FLAIR
People	Processes	Project timeline will remain on schedule despite unknowns	Logged	05/12/25	Project Managers, Executive Sponsors, All involved teams	No change to initial assumption - in progress
Technology	Data					
People	Processes	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	No change to initial assumption - in progress - aligning with PALM
Technology	Data					
People	Processes	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.	No change to initial assumption - in progress - refresh will help clarify
Technology	Data					
People	Processes	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.	No change to initial assumption - in progress
Technology	Data					
People	Processes	Timeline & Scheduling Assumptions • 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	No change to initial assumption - in progress - no change to timeline - refresh and UAT will determine with certification stage gates defined
Technology	Data					
People	Processes	Resource & Cost Assumptions • 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	No change to initial assumption - in progress - to be determined by APD
Technology	Data					
People	Processes	Training & Change Management Assumptions • 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	No change to initial assumption - in progress - APD aligning with PALM Knowledge Center - adjusting as needed
Technology	Data					
People	Processes	Quality & Risk Assumptions • 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	No change to initial assumption - in progress
Technology	Data					
People	Processes	Stakeholder & Communication Assumptions • 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	No change to initial assumption - in progress - as Go Live becomes closer to date - there is open and honest communication about success rates and viability for the PALM Platform to perform as required in Proviso as defined by legislature
Technology	Data					

Agency Sponsor Confirmation

Fields marked with an asterisk (*) are required.

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.

APD Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2026	Rose Salinas	rose.salinas@apdcare.org	07/07/26
March - April 2026	Rose Salinas	rose.salinas@apdcare.org	05/11/26
January - February 2026	Rose Salinas	rose.salinas@apdcare.org	03/06/26