

Helpful Links

- Dashboard Snapshots
- Knowledge Center
- Florida PALM Workbook for DEP
- Readiness Workplan

DEP Status Report Dashboard

Click on the various statistics or dials to view the supporting information within your agency's Smartsheet Florida PALM Workbook.

Reporting Period

November - December 2025

Agency Sponsor

Karen Armstrong

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Other Task Timeliness



Direct Impact Task Completeness



Other Task Completeness



Direct Impact Task Timeliness:

Score = 100%

- Submitted On Time = 47
- Submitted Late = 0
- Pending Submission = 0

Other Task Timeliness:

Score = 99.87%

- Submitted On Time = 77
- Submitted Late = 1
- Pending Submission = 3

Direct Task Completeness:

Score = 99.80%

- Submitted Complete = 48
- Submitted Incomplete = 0
- Completed After Submission = 1

Other Task Completeness:

Score = 100.00%

- Submitted Complete = 51
- Submitted Incomplete = 0
- Completed After Submission = 0

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

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

Change Champion Network:

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

- Unique Filled Role = 20
- Duplicate Filled Role = 0
- Vacant Role = 0

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	Technology	547	Remediate Agency Business Systems based on Segment III	07/22/24	12/13/24	75% - Consolidating/Inputting Information for Submission		DEP's current remediation schedule is prioritized based on the agency business system (ABS) tier. DEP's ABS remediation schedule continues to be adjusted to allow for interface updates posted to the knowledge center. Remediation is anticipated to be completed prior to PALM UAT.		
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	100% - Submitted	01/09/26		Submission Complete	
Direct	People	573-B	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	100% - Submitted	12/18/25		Submission Complete	
Direct	Data	587-A	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	11/07/25		Submission Complete	
Direct	Data	661	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	11/05/25		Submission Complete	
Direct	Data	662	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	11/05/25		Submission Complete	
N/A	N/A	627	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	11/04/25		Submission Complete	
Indirect	N/A	667	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	100% - Submitted	11/25/25		Submission Complete	
Indirect	N/A	668	Submit Monthly Progress Report - Testing	12/01/25	12/30/25	100% - Submitted	12/30/25		Submission Complete	
Direct	Technology	592	Agency IdP SMEs Add End Users to Agency's Identity Provider	12/08/25	01/09/26	100% - Submitted	12/30/25		Submission Complete	
Indirect	People	688	Update UAT Plan	12/08/25	01/09/26	100% - Submitted	01/09/26			
Indirect	N/A	606	Update Agency Readiness Certification #2	12/15/25	01/09/26	100% - Submitted	01/09/26		Submission Complete	
N/A	N/A	671	Submit Bimonthly Agency Readiness Status Report	12/29/25	01/14/26	100% - Submitted	01/14/26			
Indirect	N/A	669	Submit Monthly Progress Report - Testing	01/05/26	01/30/26	50% - In Progress				
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	670	Share Florida PALM Updates	01/12/26	01/23/26	25% - Beginning Initial Internal Meetings and Information Gathering				

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.

DEP 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 for Nov. - Dec. 2025
Open and Monitoring	11/04/24		Agency Business System	Timeline for ABS system testing and PALM UAT	Stable	9 (High/High)	PALM Process Changes were introduced in a staggered approach which impacted ABS remediation efforts until PALM changes and impacts were completed. As a result, some ABS system testing may not be fully completed until all agency UAT.	Continuing to monitor remediation progress. Remediation is anticipated to complete in advance of all agency UAT start date.	Will require ABS testing to be continued during UAT	DEP has completed interface testing with PALM and some internal interface testing.
Open and Monitoring	08/31/23		Staffing/Resource Availa	Loss of knowledge due to staff turnover and time to get added staff trained to meet expectations	Stable	6 (High/Medium)	Accounting for staff turnover that may occur during the implementation phase of the project.	Ensure job-specific processes are properly documented, staff are cross trained and backups are trained on processes.	Will require retraining of new resources and potential reshuffling of existing resources which could affect the agency's ability to meet critical deadlines	DEP continues to monitor this risk, which has now leveled off with several vacancies being filled.
Open and Mitigating	11/20/24		User Acceptance Testing	PALM data availability for ABS testing of remediated applications	Increasing	6 (High/Medium)	Based on preliminary information about PALM's mock conversion data and configuration processes, agencies will not have access to PALM data files until full UAT in February 2026. Waiting for full UAT training with PALM files could create testing and remediation delays that would coincide with PALM UAT and agency training efforts.	DEP will establish a data strategy for testing based on the mock conversion and configuration data submitted to PALM. Additional mock files and data will have to be created where PALM does not have planned conversions. Sample test data will be created by using FLAIR data files mapped to PALM values. DEP will also establish testing scenarios and cases to ensure that transactions are posted correctly to the new Chart of Accounts and verifiable totals possible for new and old transactions based on reporting.	The movement of Full UAT to February 2026 from December 2025 will cause a delay in completing ABS testing activities and validating system processes and reports.	DEP has created test files for some ABS data testing, though complete PALM interface files with PALM data will be used in all agency UAT.
Open and Mitigating	11/20/24		Business Process Chang	Availability of reports through PALM	Increasing	6 (High/Medium)	PALM reporting information is being provided in a staggered cadence, with many reports dependent on the outcome of the data warehouse design which will extend report definitions and mockup completion until February 2026. Reports not provided by PALM, will require agency resources to build reports utilizing a mix of interface data and DW/BI custom reporting. There is a risk that agency reporting needs may not be identified until UAT, depending on when PALM releases DW/BI information to the agencies. Delayed identification of reports needed for PALM could cause additional strain on agency remediation schedules and the ability to provide management reporting needs in time for go-live.	DEP is monitoring changes to PALM reports through the knowledge center. DEP is now mitigating this by identifying critical reports that PALM will not provide or may be provided in the data warehouse. These critical reports will be developed in DEP applications.	Will require additional agency resources to build suitable reports for PALM using DW/BI and ABS systems data which could cause delays in critical information needs for management.	DEP has identified the initial critical reports needed to be developed for PALM and began remediation to complete them. Due to DW/BI author functionality not being available until the summer of 2026, this functionality will not be relied on for reporting needs unless there is not another option. DEP will be focusing on finalizing the remediation priorities and using PALM reports as needed.
Open and Mitigating	09/06/24		Training	Training and Testing Resource Conflicts	Increasing	6 (High/Medium)	Internal training efforts for agency users is dependent on agency SME's completing PALM system training and testing during UAT efforts, test ABS, develop agency training material, and being able to train agency end users while also being expected to conduct all agency UAT.	PALM has moved Full UAT start date to February 2026. Formal training for PALM is scheduled for October 2026, so DEP will need to build internal training to assist end users.	SMEs would be unfamiliar with the new systems to confidently complete UAT and unable to properly train end users, which would lead to incomplete and inaccurate UAT results. Invalid UAT results would potentially lead to an unsuccessful go-live.	DEP continues to move forward with planning initial SME priority testing at the beginning of all agency UAT with a phased implementation of end user testing. SMEs will also be coordinating with staff to ensure daily FLAIR related tasks are completed while PALM testing and training are conducted.
Open and Monitoring	05/08/25		Business Process Chang	Changing Requirements and Impacts on Resources and Delivery	Stable	6 (High/Medium)	High volume and impact changes to PALM processes and interfaces could negatively impact the agency's ability to remediate and test ABS prior to interface testing and UAT. Changes are anticipated to continue, though large volume or late developing updates in these areas have to be analyzed for impact and work redirected to change remediation	The agency will continue to monitor the PALM Change log and proactively seek to understand how to allocate resources and knowledge transfer across the agency (SMEs and End Users). Pre-UAT testing has allowed SME's to review PALM screen functionality for the first time and understand how PALM may work prior to Full UAT.	Business system remediation could be delayed or extended impacting interface testing and business system testing and preparedness. Impacts to interface testing have already been realized. Additionally, impacts to role assignments and workload estimations could occur.	DEP has identified only minor changes to interface requirements to date through PALM interface testing. Additional testing is needed for both PALM and internal testing during the all agency UAT.

							and process knowledge efforts. Changes in requirements and replanning of activities due to unforeseen changes can lead to rescheduling of project activities. This can disrupt project flow, affect dependencies, and require changes to resource allocations in a short time leading to unforced errors, overloaded resources and delayed delivery schedules.			
Open and Monitoring	05/02/25		Training	UAT Preparation and Readiness	Stable	4 (Medium/Medium)	The extended timeframe between design sessions and UAT and the unknown details of PALM training could lead to SMEs being unfamiliar with PALM processes and their affect on agency processes which could lead to inefficient or inaccurate end user training and testing. UAT preparation activities are dependent on agency staff reviewing knowledge center resources, using newly developed agency workgroup materials, and preparing testers for the PALM UAT testing process, updated agency processes, defect tracking, and coordinating ABS updates. The DEP PALM team will be responsible for ensuring SMEs and end users are equipped with the knowledge and information to be efficient and successful during UAT.	DEP is a member of the PALM workgroups that are producing UAT preparation materials and is developing tasks for SMEs to be prepared for UAT. The PALM core team is also creating reference guides based on PALM process steps to aid users ability to perform various tasks.	Lack of training and preparedness for testing and detailed PALM navigation and process steps could potentially affect the efficiency and effectiveness of SME UAT. This could lead to uncertainty and delays in preparing end users for testing and completing full integration testing.	DEP continues to closely monitor new additions and changes to PALM processes and related information through the knowledge center. Additional training and reference materials are being created to aid SMEs with testing and training.
Open and Mitigating	01/12/26		User Acceptance Testing	Test Case Identification	Stable	4 (Medium/Medium)	Due to the variety and volume of processes changing due to PALM, the agency may not identify all needed scenarios that need to be tested.	DEP continues to analyze test cases as changes are identified, testing multiple roles for the same test cases, participating in cross agency collaborations for test cases, scripts, etc., identifying negative test scenarios, and multiple data inputs/options for processing transactions.	Critical processes or scenarios not tested could lead to critical issues upon PALM implementation, delaying recording and reporting information timely.	DEP is working to identify the multiple scenarios for each task and update test cases as new information is identified.
Open and Monitoring	12/29/25		Role Mapping	Role Mapping and Premissions	Stable	2 (Low/Medium)	Role mapping exercises were initially believed to be utilized as a result of the lessons learned from SME UAT. Due to the switch to Pre-UAT testing with limited SMEs, the ability for role assignments to be tested was delayed. Additionally, SME testing was removed from PALM scope and agencies were asked to include SME testing as part of Full UAT testing. This risks the ability of role assignments to be properly tested within the agencies to a window at the end of the UAT cycle.	DEP has assigned roles with no long term conflicts for the initial phase of all agency UAT. DEP will perform testing to mimic end user role conflicts during the first phase of testing to prepare for their end users testing efforts and role needs.	There will be a short UAT window for agency SMEs to work with end users on role assignments to help plan for an efficient and effective work flow. This may lead to some re-arrangement of roles within the agency prior to go-Live or post go-live.	DEP is continually adjusting test cases to include testing role assignments on the same tasks.

DEP Issues

Status	Date Opened	Date Closed	Priority	Primary Issue Category	Issue Title	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for Nov. - Dec. 2025

DEP Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Nov. - Dec. 2025
People Processes Technology	Agency critical tier 1 and tier 2 processes and business systems are successfully tested with PALM UAT environment and have zero "critical" defects prior to recommending readiness for go-live.	Logged	06/30/25	All Tier 1, 2 and 3 systems and interfaces and DEP business processes affected by PALM.	DEP is completing ABS unit testing to minimize the impacts on full integration testing along with future all agency PALM UAT.
People Processes Technology	Agency SME's have completed initial testing and are ready to train end users prior to fiscal year end.	Logged	06/30/25	All SME's and end-users scheduled for training and end user testing. This impacts agency's ability to certify readiness for go-live by SG4 in November 2026.	The assumption has been updated due to the implementation schedule change and the elimination of the unique SME testing phase. DEP will now coordinate splitting full UAT into two phases, with SME testing initially and later end user testing. To help prepare for all agency testing, DEP provided knowledge transfer sessions with SME's in Pre-UAT to display and test PALM functionality,
People Processes Technology	PALM process steps, navigation guides, and other UAT materials will be provided in a timely fashion in advance of end user UAT to allow SMEs to develop DEP training content for end users	Logged	06/30/25	SMEs would be required to create all PALM training materials and end users will be unable to effectively test PALM	A large volume of PALM Process Steps were provided for Pre-UAT, though additional process steps and demo videos are needed for DW/BI and payroll prior to all agency UAT.

	and users.			users to effectively test their functionality during the full UAT testing phase.	
People Processes Technology	Final changes to external systems such as MFMP, Works, STMS, People First and FACTS will be provided by the respective enterprise partners, along with process impacts, in advance of UAT, to allow time for specific content to be incorporated into DEP training.	Logged	06/30/25	SMEs would be required to create enterprise training materials and end users will be unable to effectively test enterprise systems functionality during the full UAT testing phase.	It is unclear if all enterprise systems will be available to test at the beginning of all agency UAT and for what time periods.

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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DEP Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
November - December 2025	Karen Armstrong	karen.e.armstrong@floridadep.gov	01/14/26
September - October 2025	Shamara D. Bostic	shamara.bostic@floridadep.gov	11/04/25
July - August 2025	Darinda McLaughlin	darinda.mclaughlin@floridadep.gov	09/10/25
May - June 2025	Darinda McLaughlin	darinda.mclaughlin@floridadep.gov	07/10/25
March - April 2025	Darinda McLaughlin	darinda.mclaughlin@floridadep.gov	05/09/25