APD 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

September - October 2025

Agency Sponsor

Rose Salinas

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 97.76%

- Submitted On Time = 45
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 99.88%

- Submitted On Time = 80
- Submitted Late = 1
- Pending Submission = 0

Direct Impact Task Completeness

Direct Task Completeness:

Score = 83.83%

- Submitted Complete = 30
- Submitted Incomplete = 3
- Completed After Submission = 14

Other Task Completeness

Other Task Completeness:

Score = 90.00%

- Submitted Complete = 37
- Submitted Incomplete = 0
- Completed After Submission = 16

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.

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

Change Champion Network:

- Unique Filled Role = 11
- Duplicate Filled Role = 4
- 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
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	75% - Consolidating/Inputting Information for Submission		6/5 - APD is working on all UAT stories with teams and initiating the Smartsheet Workbook updated for each team - in person reviews - week of 6/9 6/9 - all teams are working their team Smartsheet to complete at least 3-5 user samples 6/19 - teams are actively working on their stories in Smartsheet - APD 7/23 - continued work in progress - APD separate within Agency Smartsheet's 8/5 - finalizing the task sheet to transfer over to task due sheet 8/11 - working with individual team members and SME's on all updates - documented UAT resources and sample 9/23 - working with teams on greater detail and inventory outside of PALM to reflect the UAT stories that will be tested when needed 10/2-all reports loaded in all team sheets - team review in progress 10/29 Teams in re-write and adding test cases with revisions to the original stories - UAT colab team will standardize and working on collaborating efforts 11/5 - team meetings with SME's working in next 2 weeks - to review/re-write and update all stories for UAT		
Direct	People	573-B	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	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 9/23 - working with teams on greater detail and inventory outside of PALM to reflect the UAT stories that will be tested when needed 10/2 - mapping review with alignment - using user roles in place - tb done by 10/10 10/29 - team is in review and with Pre-UAT can be useful as there are updates that don't align with original legacy system 11/5 - end user survey sent out by 11/10 for updates to positioning and use of system		
Direct	Data	587-A	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	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 9/23 - working with teams on greater detail and inventory outside of PALM to reflect the UAT stories that will be tested when needed*		

								10/2 - workbooks with teams for updates and review with HB *10/29 - updates reviewed with team and submission pending* *Friday submission* *11/5 - remaining updates - HB*		
Direct	Data	587-B	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	09/25/25	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 9/23 - working with teams on greater detail and inventory outside of PALM to reflect the UAT stories that will be tested when needed 9/25 - Completed with updated comments (no yellow on sheet)	Submission Complete	
Direct	Data	587-C	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	10/29/25	*8/12 - APD Team is reviewing the Conversion Files/Documentation and required updates* *9/8 - all workbooks are in progress* *9/23 - working with teams on greater detail and inventory outside of PALM to reflect the UAT stories that will be tested when needed* *10/2 - workbooks with teams for updates and review with HB* *10/29 - reviews completed with teams and readied for submission* *Wednesday Submission*	Submission Complete	
Direct	Data	661	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	11/05/25	*8/12 - APD Team is reviewing the Conversion Files/Documentation and required updates* *9/8 - all workbooks are in progress* *9/23 - working with teams on greater detail and inventory outside of PALM to reflect the UAT stories that will be tested when needed* *10/2 - workbooks with teams for updates and review with HB* *10/29 - reviewed with teams - updates in progress* *Wednesday submission*	Submission Complete	
Direct	Data	662	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	11/05/25	*8/12 - APD Team is reviewing the Conversion Files/Documentation and required updates* *9/8 - all workbooks are in progress* *9/23 - working with teams on greater detail and inventory outside of PALM to reflect the UAT stories that will be tested when needed* *10/2 - workbooks with teams for updates and review with HB* *Wednesday Submission*	Submission Complete	
N/A	N/A	617	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	09/09/25	8/29 - working all updates for risks/issues/assumptions - 9/8 - completed and sent to Rose for sign off	Submission Complete	
Indirect	N/A	664	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	09/29/25	9/8 - tracking and ready for updates	Submission Complete	
Direct	Data	662-A	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	10/27/25	9/23 - working with teams on greater detail and inventory outside of PALM to reflect the UAT stories that will be tested when needed 10/2 - workbooks with teams for updates and review with HB	Submission Complete	
Indirect	N/A	665	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	10/30/25	*10/2 - team working on updates - targeting testing week of 10/6* *10/10 - KB re-submitted clean file an updated the Smartsheet with Ran/PALM* *10/22 - reviewing to submitt as updated* *10/29 - target 10/31 as stated on sheets - in progress and readied to RS to sign off* *Friday Submission*	Submission Complete	
N/A	People	666	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	10/22/25	10/13 - opened and reviewed - in the process of updating the Smartsheet 10/22 - all updates completed - submitting	Submission Complete	
N/A	N/A	627	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	11/06/25	11/5 - updates being posted to Smartsheet sending to Rose for review 11/6 11/6 - review on status call - Rose to sign off - email sent		11/06/25
Indirect	N/A	667	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	50% - In Progress		11/5 - updates being reviewed with the team - interface files with corrections submitted to PALM 11/5 - updated files submitted for testing - status tracking in progress		

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 for Sep. - Oct. 2025
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	UAT timeline has changed with open user trial skipping the SME UAT effort - tbd
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	Discussion with PALM team to review options and see how things can be worked thru	process change will impact the way ABC ahndles transactions	APD has reviewed and will confirm that this will not be a risk going forward because a change in process has been established for review with the teams.

Status	Date		Category	Risk/Issue	Trend	Score	Description	Mitigation	Impact	Update
							in the ABC system			
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 success ful view on screen/online, however the transacation 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 didnt 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	Understood the explanation from PALM but also understanding that PALM is working to address with changing settings that effect PALM post implementation and will give audit/history - transaction tracking available - this is an agency wide risk/issue
Open and Monitoring	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	UAT will have timeline available to fully test and evaluate
Open and Monitoring	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 initiatl effort with teams/agencies	Challenged during UAT to fully test the system	Pre-UAT participation is giving the teams insight on what toexpect with PALM - hands on will add value
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	Training Support to be added at a later date and pause in project has allowed for better preparation.
Open and Monitoring	05/02/25		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	Interface data files are being executed with success and the testing is ongoing with PALM Tech team
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	Noted that the system is slow in the Pre-UAT trial
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	Agency wide concern noted with CoLab team that security is not yet fully understood and assumptions without validation in play
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	Internal UAT planning in progress for ABS
Open and Monitoring	05/02/25		Deployment/Cutover	Failure of third-party integrations post-migration - unknowns for peripheral systems - STMS/MFMP/et	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	Enterprise systems in progress for updates and PALM adjustments - understood and APD participating in the webinar and overviews
Open and Monitoring	05/02/25		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	Migration of data to PALM will be validated/reconciled by the teams
Open and Monitoring	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	UUAT move on timeline will give better preparation time
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	UAT stories being developed and added time brings more capabilities for testing more

Status	Date		Category	Risk	Trend	Score	Background	Action Plan	Impact	Reporting Period Comments
										quickly.
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	Since there is no FLAIR to PALM mapping provided and it is understood the PALM data base is multiple data tables and dimensions - so will need to establish reconciliation criteria upon migration Go Live
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 even if UAT lags; use dry-runs even if UAT lags; ensure rollback procedures are validated.	Cutover rehearsal shortened or skipped	PALM must provide a good cutover plan with dates defined and determined prior to G0_live - this is a future get and will be provided by the PALM team as stated by them.
Open and Monitoring	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	PALM Pause has delayed the training effort
Open and Monitoring	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	Module based and inclusion for all users needed and to be documented
Open and Monitoring	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	System support planning in progress for testing/training/UAT
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	APD is cross training so that there are adequate back-ups within each module team alignment
Open and Monitoring	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	All PALM updates, knowledge center highlights and demos are emphazied for each to review learn and practice from
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	UAT and Training will be hand in hand according to PALM timeline adjustments
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	Pre-Req requirements are giving good overviews and demos for teams to prepare with
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	APD is a small agency and cross-over roles are being considered for security options
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	Training vs UAT to be determined
Open and Monitoring	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	APD is currently participating in the Pre-UAT Testing as a member of the Advisory Council and this is helping to confirm the positive application of PALM and the benefits it will bring to the Finance Teams.
Open and Monitoring	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	Working to keep training motivation and engagement with HR aligned LMS assignments - this currently applies with the Pre-UAT training requirements
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	Understanding date impacts and the change in the project dates has helped with better planning
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	APD Team efforts continue and it is meant to encourage support and motivation to make this migration a success
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	UAT added time will give the ability to determine the criteria that needs to be met

APD Issues

Status	Date Opened	Date Closed	Priority	Primary Issue Category	Issue Title	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for Sep. - Oct. 2025
Open	05/01/25		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	Keeping open as it aligns with APD FAS query tool and APD is yet to get an overview of the DW/BI - Query Tool. Re-write is very cumbersome for this effort when APD has to continue with the ABS FAS if there is a better solution with the PALM Query version

APD Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
People Data	Legacy system data is complete and accurate	Logged	05/12/25	Finance, IT, Audit, All modules using historical data	Working on data cleanse thru the whole process

Category	Assumption	Status	Date	Affected	Notes
Data				using historical data	
Processes Technology	Chart of Accounts structure will be successfully mapped to the new system	Logged	05/12/25	Budget, General Ledger, Accounting Leads	no mapping from PALM - working with COA
People Processes	All critical business processes are documented	Logged	05/12/25	All accounting teams, Change Management, Training Team	Documenting during UAT for Job Aide going forward
Technology Data	Cloud system will support all required functionalities	Logged	05/12/25	Program and Financial Users, System Admins	given - contracted
People Processes Technology Data	Interfaces with peripheral systems will remain compatible	Logged	05/12/25	IT, Third-Party Vendors, Grants/Payroll/Procurement Units	APD API supported
Processes Technology Data	Data migration will occur with minimal downtime	Logged	05/12/25	All staff, especially Payroll, Accounts Payable, and Receivables	Waiting on PALM Conversion Plan
People Processes Technology Data	End users will receive adequate training prior to go-live	Logged	05/12/25	All functional end users	Agency driven at this point - directing teams to PALM Knowledge Center
People Processes	Security roles and access permissions will be properly configured	Logged	05/12/25	Security Admins, HR, Supervisors, External Auditors	Security and Safety are assumed in risks
Processes Technology Data	Reports used in the legacy system will be recreated accurately	Logged	05/12/25	Finance, Program Managers, Oversight Agencies	Learning the reports and expecting PALM Query tool to support APD needs
People Processes Technology Data	Project timeline will remain on schedule despite unknowns	Logged	05/12/25	Project Managers, Executive Sponsors, All involved teams	Tinmeline adjustments are understood
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	GAAP accounting adaptation and work flow learning 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-Requisites training has been HR Assigned and teams are completing
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.	Pre-UAT testing in progress and noting any issues
People Processes Technology Data	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	Waiting on PALM updates to full project timeline with new Go-Live date
People Processes Technology Data	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	still sasuming the migration efforts are considered
People Processes Technology Data	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	in progress effort with Pre-UAT underway
People Processes Technology Data	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	without hands on there is an assumption that all scenarios have not been vetted and the teams will adapt
People Processes Technology Data	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	APD Sponsor tha executives are provided status and updates and are aligned with the PALM efforts

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 *

[Submit]

APD Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Rose Salinas	rose.salinas@apdcares.org	11/06/25
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