Bimonthly Agency Readiness Status Report

This report is a collection of Bimonthly Agency Readiness Status Reports as provided by agencies on a bimonthly basis, containing the status of the agency and enterprise remediation progress for each business system required for the Florida PALM Financials and Payroll deployment, in accordance with Proviso contained in the 2024/25 General Appropriations Act.

Reporting Period:

September – October 2025

Helpful Links

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

AHCA 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

Jon Manalo

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 96.81%

- Submitted On Time = 35
- Submitted Late = 9
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 77.2%

- Submitted On Time = 43
- Submitted Late = 32
- Pending Submission = 6

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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 85.87%

- Submitted Complete = 37
- Submitted Incomplete = 1
- Completed After Submission = 8

Other Task Completeness

Other Task Completeness:

Score = 87.39%

- Submitted Complete = 35
- Submitted Incomplete = 1
- Completed After Submission = 10

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 = 9
- Duplicate Filled Role = 6
- 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	Processes	**515**	Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II	01/29/24	04/12/24	75% - Consolidating/Inputting Information for Submission		10/07/2025: AHCA BAs continue to work with the Bureau of Financial Services for documenting the processes to include processes that are part of the Certification 1 mitigation plan.		
N/A	Technology	**519**	Remediate Agency Business Systems based on Segment I	01/29/24	06/28/24	50% - In Progress	**03/07/25**	10/07/2025: Agency Unique Process: The Weekly Medicaid Run Remediation is impeded due to the absence of the 'current AllBals file received from FLAIR.' There is not a comparable outbound file in Florida PALM. The Agency reached out to FLAIR to identify the specific ledger information that is contained on the Allbals file. The Agency is in the process of combining the different outbound ledger files to create the same information that is currently on the AllBals file. (Lowered the % complete to 50% for remediation for the Medicaid Module)		05/09/25
N/A	Processes	**527**	Identify Change Impacts and Update Agency Business Process Documentation for Segment III	04/15/24	07/12/24	75% - Consolidating/Inputting Information for Submission		10/07/2025: AHCA BAs continue to work with the Bureau of Financial Services for documenting the processes to include processes that are part of the Certification 1 mitigation plan. Additionally, the agency is addressing the process change for recording AR(s) monthly instead of annually.		
N/A	Technology	**531**	Remediate Agency Business Systems based on Segment II	04/29/24	10/04/24	75% - Consolidating/Inputting Information for Submission		10/07/2025: Agency has not addressed error handling and process payments is not complete.		
N/A	Processes	**543**	Identify Change Impacts and Update Agency Business Process Documentation for Segment IV	07/22/24	10/18/24	50% - In Progress		10/07/2025: AHCA BAs continue to work with the Bureau of Financial Services for documenting the processes to include processes that are part of the Certification 1 mitigation plan.		
N/A	Technology	**547**	Remediate Agency Business Systems based on Segment III	07/22/24	12/13/24	75% - Consolidating/Inputting Information for Submission		10/07/2025: SunFocus remediation is completed for addressing AR activities. Agency Tier 2 application (VERSA) needs to be remediated to create the spreadsheet upload for HQA deposits.		
N/A	Technology	**561**	Remediate Agency Business Systems based on Segment IV	10/21/24	03/14/25	25% - Beginning Initial Internal Meetings and Information Gathering		10/07/2025: Currently addressing IU. Payroll Processing Module has not started. Allotments and budget transactions are being addressed in the Budget Spend Plan Module.		
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	75% - Consolidating/Inputting Information for Submission				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25					

Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**10/31/25**	10/31/2025: Reviewing some Encumbrances but completed the cleansing activity for Mock 3 Conversion	Submission Complete	
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/16/25**	10/16/2025- Awaiting OGC confirmation regarding Confidential Suppliers. But ACHA F&A and ACHA Procurements have confirmed that there are no known confidential Suppliers. 10/10/2025 Florida PALM: Moved progress from 100% to 75% so agency can review confidential supplier portion of the task	Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/04/25**	11/04/2025: Will need to create 2 new Location codes in next mock conversion (AM). Mapped those to existing IDs.	Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**10/31/25**	9/10/2025 - GL Configurations have been completed. Other configurations are in progress.	Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**	9/10/2025 - Updated the Mock Conversion to reflect completion.	Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	09/26/25		Submission Complete	

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.

AHCA 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 Mitigating	11/25/24		Deployment/Cutover	Unavailability of Accounting System	Increasing	9 (High/High)	If there is not an accounting system available in December 2026/January 2027, AHCA will not be able to complete the Weekly Medicaid Runs and will not have the ability to pay the providers, costing the State, millions of dollars in fines/penalties.	Strategy: 1) Change statutory requirements 2) Meet with CMS to explain the absence of Accounting System to plan for holding federal funds for more than 72 hours. 3) Meet with A&A and Treasury to aid in decision making process on the solution. 4) Multiple Projections for the month of December/January. Note: Banks are still operational	Millions of dollars in interest/fines/penalties.	10/23/2025: Will need to reach out to other agencies to understand what their plans are for handling this
Open and Mitigating	07/09/25		Agency Business Systen	Continued Implementation of SunFocus enhancements	Stable	6 (High/Medium)	To enhance operational efficiencies, we are conducting an analysis and implementing identified improvements using our development resources.	1) Complete Mitigation plans for SunFocus Remediation (which will the identification of additional technical resources 2) Leadership Prioritization of SunFocus Remediation vs. SunFocus Enhancements	Deployment/Cutover	10/23/2025: Adding additional resources to address process efficiencies
Open and Mitigating	07/18/25		Agency Business Systen	Non remediated Tier 1 ABS (Delayed SunFocus Remediation)	Increasing	6 (High/Medium)	If SunFocus is not remediated by 06/30/2026 then the Bureau of Financial Services may need to manually perform the operational tasks that are currently in SunFocus.	The critical business processes (Weekly Medicaid Run module and Invoicing modules) will be 100% remediated by 02/01/2026 and three cycles of the Medicaid Runs have been tested and validated as a success criterion. Manual processes have been documented to perform the functions for the remaining modules.	Extensive manual processing in the Bureau of Financial Services	11/07/2025: Added risk as a result delayed completion of the Agency unique critical process. (The Weekly Medicaid Run)
Open and Mitigating	01/31/25		Agency Business Systen	Known Impacted ABS	Decreasing	1 (Low/Low)	If remediation for In-house ABS applications that are impacted with the implementation of Florida PALM have not been planned for by 3/30/2026, AHCA may have resource constraints for the remediation, resulting in the inability of AHCA processes to function.	1) Hire a second PM to manage the ABS applications that are indirectly impacted by Florida PALM where impacts are associated with the Enterprise applications (PeopleFirst, FACTS, etc.)-Completed 2) Identify change requirements for identified applications. ABS: Versa - Completed ABS: ePar- In progress ABS: FX-PeopleFirst Impact ABS: AHCA Network-PeopleFirst Impact ABS: CATS - Due to the nature of this COTS software remediation is not required for Go-Live. Remediation can be completed after FACTS has made its changes. 3) Create Plan of ABS remediation and testing ABS: Versa -	The inability to log into the AHCA Network and Federal Resources (FX)	10/23/2025: Finalizing requirements for Network PeopleFirst View Changes to address AD_Group changes

								Completed ABS: ePar ABS: FX- ABS: AHCA Network -		

AHCA 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	09/24/24		High - Impacts the ability	Staffing/Resource Availal	Lack of Bureau of Financial Services Resources	As of August 2024, BFS had 22 vacant positions. As a result, the Bureau of FS team is challenged with performing operational activities and Florida PALM task requirements. The Florida PALM workload will only increase as the project progresses, where testing will require more of their time during end of year process and will hinder the ability for AHCA to complete task assignments.	Identify process improvements	06/30/26	10/21/2025: Ten positions were removed from Bureau of Financial Services (BFS) for the FY25-26. Other vacancies were filled. As a countermeasure, BFS continues to look for system and process efficiences.
Open	09/30/24		High - Impacts the ability	User Acceptance Testing	ABS Remediation Schedule different than Florida PALM	Remediation of the Agency Business System (SunFocus) application is not on the same schedule as the Florida PALM schedule. Some remediation activities will cross Segments, causing the agency timeliness metric to continue to be low.	Interface remediation will be completed to be ready to perform Cycle 2 Interface Testing before the August start date. Update the comments of the remediation tasks as they become complete.	11/21/25	10/21/2025: Mitigated plan for completion of development is scheduled May 5/2026.
Open	09/06/24		High - Impacts the ability	Staffing/Resource Availal	Florida PALM Tasks and SunFocus Operations Competing Resources	Production incidents and time sensitive activities will continue to interfere with the resource tight bureau. Accept the issue and work with the Florida PALM Project to identify when a deliverable will be late.	Leadership will prioritize the activities	12/31/26	11/07/2025: Create dedicated resources to enhance SunFocus, while the current SunFocus team focuses on remediation efforts.
Open	10/28/24		Low - All impacts not liste	Agency Business Systen	FY25-26 Lack of Funding for Third-Party Vendor supported Agency Business System	Funding was not requested for Third Party Vendor-Supported applications for the FY25-26 due to analysis of agencies business systems being done concurrently with the deadline for the submission of the Legislative Budget Request. Those applications that have now been identified are ePAR (electronically routed PAR app) the is impacted by PeopleFirst changes and CATS (agency contract application that feeds FACTS).	Workaround has been established with CATS. Contract managers will utilize FACTS directly until remediation of CATS can be planned and completed. ePAR remediation impacts and planning remains under investigation.	08/25/25	10/21/2025: Working with vendor

AHCA Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025

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

AHCA Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Jon Manalo	jon.manalo@ahca.myflorida.com	11/07/25
July - August 2025	Jon Manalo	jon.manalo@ahca.myflorida.com	09/10/25
May - June 2025	Jon Manalo	jon.manalo@ahca.myflorida.com	07/10/25
March - April 2025	Lynn Smith	lynn.smith@ahca.myflorida.com	05/09/25
January - February 2025	Lynn Smith	lynn.smith@ahca.myflorida.com	03/10/25

Helpful Links

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

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

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

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.

RW Task Completeness

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 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*		
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 Systen	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.

							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 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 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/Configuratior	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

								quickly.		
Open and Monitoring	09/08/25		Conversion/Configuratior	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/Configuratior	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	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 Availal	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 Availal	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 Systen	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

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

Helpful Links

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

CITRUS 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

Rosa Walsh

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 88.6%

- Submitted On Time = 26
- Submitted Late = 14
- Pending Submission = 1

Other Task Timeliness

Other Task Timeliness:

Score = 92.05%

- Submitted On Time = 58
- Submitted Late = 19
- Pending Submission = 3

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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 77.38%

- Submitted Complete = 26
- Submitted Incomplete = 5
- Completed After Submission = 11

Other Task Completeness

Other Task Completeness:

Score = 78.20%

- Submitted Complete = 34
- Submitted Incomplete = 8
- Completed After Submission = 8

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 = 5
- Duplicate Filled Role = 9
- 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	People	**535**	Update Workforce Readiness Plan	06/17/24	08/02/24	Pending Resubmission	**05/27/25**		Submission Incomplete	
N/A	Processes	**543**	Identify Change Impacts and Update Agency Business Process Documentation for Segment IV	07/22/24	10/18/24	Pending Resubmission	**10/23/24**		Submission Incomplete	
N/A	Technology	**544**	Update Agency Business System Documentation for Segment IV	07/22/24	10/18/24	Pending Resubmission	**10/23/24**		Submission Incomplete	
Indirect	People	**536-B**	Create Agency Specific User Acceptance Testing Plan	08/19/24	10/11/24	75% - Consolidating/Inputting Information for Submission				
N/A	Technology	**558**	Update Agency Business System Documentation	11/18/24	01/10/25	Pending Resubmission	**04/16/25**		Submission Incomplete	
Indirect	People	**536-C**	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	50% - In Progress				
N/A	Processes	**560**	Submit Change Analysis Tool	12/09/24	05/02/25	Pending Resubmission		The Change Analysis Tool provided by Florida PALM does not conform to the methodology selected by Citrus. As such, we have deferred this task indefinitely and will complete the required analysis as part of the completion of Task 574.		
Direct	Technology	**576**	Complete Internal Agency Business System Test and Remediation to prepare for Cycle 2 - Technical Interface Testing	01/06/25	07/25/25	Pending Resubmission		Citrus has delayed this task to begin until September 2025 due to budget and operational constraints. Citrus is using only outbound interfaces, and their completion does not pose a risk to the overall project timeline.		
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	100% - Submitted	**08/07/25**	Per the task instructions, Citrus is using Option 3: Agency-specific format which is attached to this tracker.	Submission Incomplete	09/11/25
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**10/28/25**	Citrus updated Conversion Inventory to reflect full completion of activities on 11/7/25.	Submission Complete	11/07/25
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/15/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**10/28/25**		Task Closed - Submission Incomplete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**10/29/25**		Task Closed - Submission Incomplete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/26/25**		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**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/27/25**		Submission Complete	

N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/16/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/07/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	50% - 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.

CITRUS 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	02/28/25		Staffing/Resource Availal	Funding Alignment	Stable	9 (High/High)	The legislature has provided funding for this fiscal year, but there is a misalignment between the timing of project schedule, the availability of funds, and the timeframe staffing resources are needed.	Certain Readiness Tasks are delayed until remediation can be accomplished. It is anticipated that Citrus will be able to complete these tasks by Fall 2025.	This is a risk we re monitoring, and we do not anticipate it becoming an issue.	This risk is still valid for the reporting period
Open and Monitoring	02/28/25		Business Process Chang	Design Misalignment	Stable	9 (High/High)	Florida PALM designs fail to take into account the reporting and business needs of the agencies, requiring each agency to develop alternative solutions to meet their existing business needs currently met by FLAIR.	Citrus is working to resolve the reporting issues we anticipate through the use of interfaces from PALM.	Lack of reporting to our governing body.	This risk is still valid for the reporting period
Open and Monitoring	02/28/25		Business Process Chang	Foreign Currency Transactions	Stable	6 (Medium/High)	Citrus currently purchases foreign currency to pay overseas vendors. We use a SPIA account, and transfer funds as needed to wire payments overseas. Foreign vendors are transitioning away from accepting paper check, which is the only way the state will allow us to pay with USD (Treasury will not wire funds to a foreign bank).	Citrus is working with Treasury and CFO's office to identify possible solutions. Still to be identified is method for reporting foreign currency payments in FACTS.	If the issues is not resolved, information in FACTS could be incomplete/inaccurate.	This risk is still valid for the reporting period
Open and Monitoring	09/19/23		Training	New IT Staff	Decreasing	2 (Low/Medium)	Citrus has newer IT staff with no knowledge of PALM.	IT staff is quickly coming up to speed with Citrus business systems and the needs going forward with the implementation of PALM. More meetings/workshops targeted to the technical liaisons would be beneficial.	IT systems not capable of meeting the needs of PALM implementation.	This risk is still valid for the reporting period

CITRUS 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

CITRUS 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	The leadership of the Department of Citrus will support the project by providing resources, access to systems and stakeholders, and by supporting the organizational change management strategy created by the project team.	Logged	05/12/25	Citrus Accounting Dept and all Admin staff, CCN's PALM project team	This assumption continues to be valid for the reporting period.
People Processes Technology	The Legislature will appropriate and timely release General Revenue funding for contracted services for Agency support of the PALM project and those resources are available to perform the work assigned to them as scheduled.	Logged	11/14/23	Citrus Accounting Dept and all Admin staff, CCN's PALM project team	This assumption continues to be valid for the reporting period.
People Processes Technology Data	The timeline of the project is subject to the independent DFS Florida PALM project and all key milestones and transition dates are provided by the larger PALM Project.	Logged	05/12/25	PALM Project Team, Citrus Accounting Dept, CCN's	This assumption continues to be valid for the reporting period.
People Processes	Citrus business process owners will provide input for necessary process mapping efforts with enough detail and time to implement needed changes according to the Florida PALM schedule.	Logged	05/12/25	Citrus Accounting Dept and all Admin staff, CCN's PALM project team	This assumption continues to be valid for the reporting period.
People Technology	Citrus business system owners will provide requirements for necessary system modifications with enough detail and time to implement needed changes according to the Florida PALM schedule.	Logged	05/12/25	Citrus Accounting Dept and all Admin staff, CCN's PALM project team	This assumption continues to be valid for the reporting period.
People Processes	Citrus project stakeholders, involved parties, and other interested individuals will be available for feedback and review of documentation to meet project milestones.	Logged	05/12/25	Citrus Accounting Dept and all Admin staff, CCN's PALM project team	This assumption continues to be valid for the reporting period.
Technology	Citrus stakeholders have a clear understanding of the benefits and limitations of low-code development and are supportive of its implementation.	Logged	05/12/25	Citrus Accounting Dept and all Admin staff, CCN's PALM project team	This assumption continues to be valid for the reporting period.
People Technology	The project team has access to relevant documentation, specifications, and knowledge about the legacy systems and their data structures.	Logged	05/12/25	Citrus Accounting Dept and all Admin staff, CCN's PALM project team	This assumption continues to be valid for the reporting period.
People Processes	The DFS Florida PALM project team will provide a PALM UAT environment to all CCN members, SMEs, and End Users prior to go-live. The Department will be given sufficient time to test and practice critical transactions before go-live in this dedicated testing environment	Logged	11/14/23	PALM Project Team, Citrus Accounting Dept, CCN's	This assumption continues to be valid for the reporting period.

People Processes Technology Data	The DFS Florida PALM project will provide key information identifying the functionality, business processes, and timeline of the larger project in a timely manner to facilitate planning and execution.	Logged	08/30/24	PALM Project Team, Citrus Accounting Dept, CCN's	This assumption continues to be valid for the reporting period.
Processes Technology Data	The DFS Florida PALM project team will provide a reporting solution at go-live to support the business needs of the Department.	Logged	11/14/23	PALM Project Team, Citrus Accounting Dept, CCN's	This assumption continues to be valid for the reporting period.
Processes Data	The DFS Florida PALM project team will provide information regarding the data fields to support all Chart of Accounts values Citrus currently uses (such as OCA's).	Logged	11/14/23	PALM Project Team, Citrus Accounting Dept, CCN's	This assumption continues to be valid for the reporting period.
Technology	The DFS Florida PALM project team will provide solutions and integration for Enterprise applications - WORKS, STMS, People First, Etc.	Logged	11/14/23	PALM Project Team, Citrus Accounting Dept, CCN's	This assumption continues to be valid for the reporting period.
People	The DFS Florida PALM project team will provide both in-person, on-line, and recorded training for CCN's, SMEs, and all accounting staff.	Logged	11/14/23	PALM Project Team, Citrus Accounting Dept, CCN's	This assumption continues to be valid for the reporting period.
People Processes Technology Data	Key tasks, such as user maintenance, vendor maintenance, vendor payment registration, etc. will be done outside of PALM in their respective enterprise systems, e.g. AOD, STMS, VIP, etc.	Logged	02/09/24	PALM Project Team, Citrus Accounting Dept, CCN's	This assumption continues to be valid for the reporting period.

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

CITRUS Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Rosa Walsh	rwalsh@citrus.myflorida.com	11/12/25
September - October 2025	Rosa Walsh	rwalsh@citrus.myflorida.com	11/07/25
July - August 2025	Rosa Walsh	rwalsh@citrus.myflorida.com	09/10/25
May - June 2025	Christine Marion	cmarion@citrus.myflorida.com	07/10/25
March - April 2025	Christine Marion	cmarion@citrus.myflorida.com	05/12/25

Helpful Links

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

COM 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

Tisha Womack

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 97.92%

- Submitted On Time = 38
- Submitted Late = 7
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 96.05%

- Submitted On Time = 72
- Submitted Late = 9
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 87.61%

- Submitted Complete = 35
- Submitted Incomplete = 4
- Completed After Submission = 7

Other Task Completeness

Other Task Completeness:

Score = 93.58%

- Submitted Complete = 47
- Submitted Incomplete = 1
- Completed After Submission = 5

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 = 14
- 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
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	75% - Consolidating/Inputting Information for Submission	**09/25/25**			
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/07/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/25/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/05/25**		Task Closed - Submission Incomplete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/05/25**		Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/08/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/25/25**		Submission Complete	09/25/25
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/29/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/22/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	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.

COM 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	08/26/24		Business Process Chang	Lack of support for Life-to-Date Accounting and Reporting	Stable	9 (High/High)	Commerce needs LTD balances for federal grant reporting, which is a predominant portion of funding for this department. PALM will make available a Project Costing module that has some type of LTD capability but details are not known to agencies at this time.	Create internal life-to-date reporting system.	Commerce will face significant disruptions in financial oversight, reconciliation, and compliance. This gap will hinder our ability to produce accurate historical financial reports, negatively impact audit readiness, and delay decision making processes that	This risk remains the same at this time for Commerce.

							Contingency plans have been identified and Commerce is currently working to determine best response if Project Costing module will not provide needed support.		rely on cumulative financial data.	
Open and Mitigating	12/12/24		Business Process Chang	Documentation Tracking Process	Decreasing	9 (High/High)	Team identified the need for a consistent documentation tracking process.	Develop documentation tracking process tool, schedule meetings with supervisors and determine a centralized location for BPs. We will then develop a matrix to cross check and verify all BPs listing in the tracking tool are in the centralized location. Supervisors will provide any missing information or correct incorrect information.	If there is no documentation tracking process in place, then documentation updates may be missed, causing delays, inconsistencies, or errors in project deliverables.	This risk remains the same at this time for Commerce.
Open and Mitigating	12/12/24		Training	Common Understanding of Florida PALM project goals	Decreasing	6 (Medium/High)	Florida PALM project impacts many business units in Commerce's F&A area. Team acknowledges there must be unity in understanding of project goals.	Provide project update communications to team or team members associated with the areas of impact via email, Teams channels, Teams chat, face-to-face and/or virtual meetings. Also provide opportunities to participate in workshops and CoLab sessions provided by PALM. We will also provide and share information to team members with office/agency social gatherings approved by management in approved locations/areas.	If there is no common understanding of the PALM project goals, then there could be misalignment among team members, leading to potential misunderstandings, inconsistent priorities, and inefficiencies in project task execution.	This risk remains the same at this time for Commerce.
Open and Mitigating	01/30/25		Conversion/Configuratio	Data Migration Process	Stable	4 (Medium/Medium)	Proactive efforts by project team to identify potential data-related risks.	- Perform a comprehensive data audit before migration to identify and resolve inconsistencies - Use automated data validation tools to ensure data accuracy during migration - Conduct multiple rounds of data testing in a staging environment to verify accuracy and completeness - Establish a plan to address any critical issues identified post migration	If the data migration process from FLAIR to PALM encounters inconsistencies or errors, then critical financial data could be compromised, leading to reporting inaccuracies and delays in operational processes.	This risk remains the same at this time for Commerce.
Open and Mitigating	01/07/25		Training	End User Training	Stable	3 (High/Low)	Proactive efforts by project team to identify potential end user risks.	- Develop a detailed training plan tailored to various user roles, including hands-on practice sessions - Provide user-friendly guides, FAQs, and on-demand video tutorials for continuous learning - Partner with Florida PALM to provide support helpdesk information to address end-user questions during and after implementation - Involve SMEs and end users in Commerce specific and Florida PALM User Acceptance Testing for familiarization purposes, as well as feedback"	If end users are not adequately trained or fail to adapt to Florida PALM, then system usage could be inefficient, causing a decrease in productivity and potential disruption to daily operations.	This risk remains the same at this time for Commerce.
Open and Mitigating	01/07/25		Interface	FLAIR Integrations	Stable	2 (Medium/Low)	Proactive efforts by project team to identify potential interface risks.	- Conduct a system mapping and dependency analysis for all interfacing applications - Test integrations thoroughly during User Acceptance Testing - Partner with Florida PALM, third-party vendors, and in-house teams to ensure compatibility - Monitor system performance post-integration and address any issues promptly using Florida PALM help desk"	If FLAIR does not seamlessly integrate with existing Commerce applications and third-party interfaces (MFMP, etc.), then there could be disruptions in data exchange, resulting in operational bottlenecks and delayed financial transactions.	This risk remains the same at this time for Commerce.
Open and Mitigating	01/07/25		Business Process Chang	Business Processes Alignment with Florida PALM	Stable	2 (Medium/Low)	Proactive efforts by project team to identify potential business process risks.	- Review all Florida Commerce Finance & Administration business processes impacted by the Florida PALM implementation in order to identify inefficiencies and areas for improvement before system implementation - Collaborate with key stakeholders to design optimized processes that align with the capabilities of Florida	If existing business processes are not adequately reviewed and aligned with Florida PALM, the inefficiencies may persist or new process gaps could emerge, leading to operational delays and reduced system effectiveness.	This risk remains the same at this time for Commerce.

								PALM - Document the redesigned processes and train staff to ensure smooth adoption - Conduct regular reviews post-implementation to identify and address any process gaps		
Open and Monitoring	09/25/25		User Acceptance Testing	Loss of Engagement	Stable	2 (Medium/Low)	Postponing UAT may lead to disengagement or loss of momentum among SMEs and End Users due to shifting priorities or project fatigue.	- Maintain familiarity with user stories, training materials, and expected UAT responsibilities during weekly PALM team meetings. - Monitor SME readiness and reconfirm availability to the rescheduled UAT timelines. - Implement a communication strategy to keep SMEs informed and engaged during the delay.	If User Acceptance Testing (UAT) continues to be postponed for an extended period of time, then SMEs/End Users may become disengaged or deprioritize project-related activities, potentially resulting in reduced participation and lower testing quality during UAT execution.	This risk remains the same at this time for Commerce.

COM 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

COM Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Technology	It is assumed that Florida PALM will be fully operational and accessible to all users at go-live, with minimal downtime required for maintenance and updates.	Logged	01/08/25	Commerce F&A Stakeholders	Assumption remains the same at this time.
Data	It is assumed that all critical financial data from FLAIR will be accurately migrated and available in the cloud-based system before go-live, ensuring continuity in financial operations and reporting.	Logged	01/08/25	Commerce F&A Stakeholders	Assumption remains the same at this time.
Data	It is assumed, at go-live, Florida PALM will provide a data warehouse with detailed data tables, including data that may not currently be available through outbound interfaces. This data will be essential for supporting F&A's reporting and financial analysis requirements.	Logged	01/08/25	Commerce F&A Stakeholders	Assumption remains the same at this time.
Processes Technology	It is assumed that the user stories, business procedures, and training materials created to date will still be relevant with minimal changes required when UAT resumes.	Logged	09/25/25	Commerce F&A Stakeholders	Assumption remains the same at this time.
People Processes Technology	It is assumed that the UAT delay will not impact the overall project go-live date, and adequate time will be provided for UAT activities once rescheduled.	Removed	09/25/25	Commerce F&A Stakeholders	Overall project go-live date is now January 2027.

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

COM Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Tisha Womack	caroline.womack@commerce.fl.gov	11/10/25
July - August 2025	Tisha Womack	caroline.womack@commerce.fl.gov	09/08/25
May - June 2025	Tisha Womack	caroline.womack@commerce.fl.gov	07/14/25
March - April 2025	Tisha Womack	caroline.womack@commerce.fl.gov	05/12/25
January - February 2025	Tisha Womack	caroline.womack@commerce.fl.gov	03/06/25

Helpful Links

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

DACS 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

Alan Edwards

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 100%

- Submitted On Time = 48
- Submitted Late = 0
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 95.43%

- Submitted On Time = 77
- Submitted Late = 4
- Pending Submission = 0

Direct Impact Task Completeness

Direct Task Completeness:

Score = 99.36%

- Submitted Complete = 44
- Submitted Incomplete = 0
- Completed After Submission = 3

Other Task Completeness

Other Task Completeness:

Score = 99.81%

- Submitted Complete = 52
- Submitted Incomplete = 0
- Completed After Submission = 1

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 = 13
- Duplicate Filled Role = 2
- Vacant Role = 0

The dials above below 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	50% - In Progress				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/26/25**		Submission Complete	
Direct	Data	**587-C**	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	**10/16/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**10/30/25**		Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	75% - Consolidating/Inputting Information for Submission	**11/04/25**			
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/03/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/26/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/28/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/28/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/05/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	50% - 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.

DACS 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	10/31/24		Agency Business System	Florida PALM UAT Plan details needed for batch processing	Stable	3 (High/Low)	We attended PALM's test preparation workshop in November 2024 where these topics were discussed, and the PALM team provided more insight but not the final UAT plan. Pending information about UAT	Internal management and mitigation of this risk is dependent on pending information about Florida PALM UAT testing details from the PALM Project. Our Agency CCN collectively continues to monitor any updates	FL PALM Project Full end to end UAT Plan details unknown at this time. FL PALM must be running regular batch processing during UAT to allow FDACS to interface Agency Business System test scenario data (API002	10/2025 - The department will be participating in Pre-UAT activities (10/2025 - 12/2025), but this will not include end-to-end or batch processing schedules. We will continue to monitor as future UAT activities and end to end testing plans are released to agencies.

							information about UAT testing details will impact our internal management of this risk. The Department is waiting on more information from PALM regarding their full end to end testing plans.	monitor any updates related to testing (PALM Technical Team communications, AC meetings, ESC meetings, Florida PALM Website, Florida PALM Knowledge Center, Task Talk, etc.) Dates and timing impacts correlate to the Projects testing timeline. On	scenario data (API002, ARI007, ARI009, ARI011, IUI002, POI002, POI006, SDI009) to PALM during the testing window. Failure to successfully test batch processing is detrimental to the departments planning and preparation for go live fiscal operations.	
Open and Monitoring	10/31/24		Interface	Florida PALM UAT Plan details needed for Outbound Interfaces	Stable	3 (High/Low)	The Department began Outbound Interface Testing with PALM August 2025. We are receiving outbound files for interface testing and have been successfully loaded 7 outbound interface files out of 21. We have 5 outbound interfaces that were provided but failed for various reasons. We are waiting on initial testing for 9 outbound interfaces. We are incorporating the data as it becomes available in our ABS remediation to ensure we have valid data ready for UAT and go-live. Additionally, all of our inbound interfaces, with the exception of AMI008, have been initially provided to the PALM team for evaluation and are in various stages of a testing cycle. The data in this file is dependent on the successful load of Outbound AMI004, which is one of the outbound files that failed. We are waiting for a new AMI004 file. This risk remains open until successful completion of testing of all Outbound Interfaces.	Internal management and mitigation of this risk is dependent on the successful continuation of Interface Testing with the PALM Project. We have had a few of the outbound files that did not get successfully loaded and have communicated issues with the Florida PALM Technical Readiness team. Outside of our internal monitoring of testing activities, our Agency CCN and PALM Readiness Technical Team collectively continues to monitor any updates related to testing (PALM Technical Team communications, AC meetings, ESC meetings, Florida PALM Website, Florida PALM Knowledge Center, Task Talk, etc.) Dates and timing impacts correlate to the Projects testing timelines and the availability of interface testing files.	FDACS must be able to continue to receive and test outbound interface file data from PALM that will contain records associated with the agency test data and foundational data such as the chart of account values, chartfield combinations, and budget information. Failure to successfully test these outbound interface files and data is detrimental to the departments planning and preparation for go live fiscal operations.	10/2025 - Interface testing activities continue. This risk remains open until successful completion of testing of all Outbound Interfaces.

DACS 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

DACS Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Technology	Funding for staff augmentation and services will continue through implementation and Hypercare.	Logged	08/31/23	Software remediation and Chart of Accounts crosswalk transitioning from FLAIR to PALM.	10/2025 - On going through Hypercare. Continuing to monitor.
Data	Division reporting needs currently handled by Data Warehouse will be taken care of by user roles for Information Warehouse or PALM reports.	Logged	12/19/23	Division fiscals, Finance and Accounting, OPB, Purchasing, Payroll	10/2025 - Assumption stands until reporting functionality can be tested and confirmed to meet department needs.
People	The Florida PALM team will be able to provide timely and complete requirements for the transition to Florida PALM with sufficient detail and time to implement the changes according to the Florida PALM schedule.	Logged	11/13/23	FDACS PALM Readiness Team, CCN, all FDACS key stakeholders, PALM/impacted Agency Business System end users	10/2025 - Continuing to monitor.
Processes	Work efforts of staff augmentation resources are undertaken to collectively achieve a broader understanding of the totality of work that must be accomplished to meet all Critical Success Factors. As such, the deliverables outlined in the Operational Work Plan are critical, and the FDACS PALM Transition Readiness Team assumes that the deliverables are accurately and thoroughly defined and reflect the necessary Level of Effort to achieve all transition tasks and activities. Work efforts under the deliverables may adjust to accommodate operational variances, but the deliverables are fixed.	Logged	11/13/23	Staff Augmentation; FDACS PALM Readiness Team, CCN	10/2025 - Assumption stands until completion of UAT, at minimum.
Technology Data	FDACS is assuming that interface testing between PALM and enterprise partners/third parties will be completed on schedule and that suitable batch scheduling between PALM and enterprise partners/third parties will be established. Deviation from those outcomes might impact downstream project activities including agency interface testing and user acceptance testing.	Logged	10/22/24	FDACS PALM Readiness Team, PALM/impacted Agency Business System end users.	10/2025 - Assumption stands until completion of UAT, at minimum.

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: *

DACS Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Alan Edwards	alan.edwards@fdacs.gov	11/05/25
July - August 2025	Alan Edwards	alan.edwards@fdacs.gov	09/03/25
May - June 2025	Alan Edwards	alan.edwards@fdacs.gov	07/01/25
March - April 2025	Alan Edwards	alan.edwards@fdacs.gov	05/01/25
January - February 2025	Alan Edwards	alan.edwards@fdacs.gov	03/03/25

Helpful Links

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

DBPR 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

Sally Huggins

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 97.17%

- Submitted On Time = 38
- Submitted Late = 6
- Pending Submission = 1

Other Task Timeliness

Other Task Timeliness:

Score = 94.05%

- Submitted On Time = 66
- Submitted Late = 13
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 92.61%

- Submitted Complete = 41
- Submitted Incomplete = 3
- Completed After Submission = 2

Other Task Completeness

Other Task Completeness:

Score = 98.04%

- Submitted Complete = 50
- Submitted Incomplete = 1
- Completed After Submission = 0

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 = 9
- Duplicate Filled Role = 6
- Vacant Role = 1

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
Direct	Technology	**576**	Complete Internal Agency Business System Test and Remediation to prepare for Cycle 2 - Technical Interface Testing	01/06/25	07/25/25	75% - Consolidating/Inputting Information for Submission		The next test for API002 will be in December.		
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	50% - In Progress		User Stories are being rewritten to match Topics and Activities in PALM.		
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	50% - In Progress		In prep for pre-UAT we found a few roles that were missing assignments. We are working through these.		
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	75% - Consolidating/Inputting Information for Submission		GLC001 is outstanding as A&A research closing entries from 2018. RC is looking into it.		
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/17/25**	Forms were submitted and confirmed complete.	Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**10/30/25**	All code issues have been resolved.	Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**10/30/25**	All code issues have been resolved	Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Task Closed - Submission Incomplete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**	DBPT-IT is meeting late this afternoon to work on the file.	Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/29/25**	Submitted by Sally on 10/28/2025	Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/31/25**	The next test for the Versa file will be in December 2025	Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/21/25**	Communications have been sent and information uploaded to our PALM Implementation Teams Channel. Examples are posted in the DBPR Agency Communications Smart Sheet.	Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

DBPR 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 Mitigating	01/13/25		Agency Business System	If significant problems are encountered during UAT when testing Versa Regulation output files (spreadsheet uploads and interfaces), there may not be enough time for DBPR IT to make modifications in time to be retested	Stable	9 (High/High)	DBPR IT has many simultaneous projects on their plates and they are trying to prioritize to get the PALM project what is needed when it is needed.	Conduct structured walkthroughs, desk-checks, and as much unit testing as possible prior to UAT	There may not be enough time for DBPR IT to make modifications in time to be retested	20251017: The second round of corrections have been made to the Versa file. We will pull a test file and schedule with PALM to test the interface again.
Closed	09/12/25	09/22/25		Test Cases are being written for PALM against user stories written for FLAIR. These may be too "high level" for staff to understand and may require more detailed test cases to be written, causing more delays in readiness for Online UAT	Stable	6 (Medium/High)	Test cases for testing PALM were not consistent with user stories based on FLAIR processes. In our monthly meeting with our RC, she suggested we, instead, base user stories on PALM Topics and Activities.	Review the newly released steps from PALM to see if these can be used in Test Cases for SMEs	Delays may be encountered for Online UAT Testing	We have started writing User Stories based on PALM Topics and Activities. We are using existing user stories to understand and map DBPR Processes to PALM Topics and Activities. This will create an issue in that we will likely not meet our 10/17/2025 deadline for completing UAT documentation.
Open and Monitoring	06/11/25		Conversion/Configuration	If Mock 3 conversion data is not full cleansed and converted from FLAIR to PALM, then DBPR could have incomplete and/or inaccurate data in the UAT environment and that could negatively impact UAT testing	Stable	6 (High/Medium)	This Risk relates to PALM Tasks 571, 657, and 659 that are very substantial and impactful. The due dates are aggressive.	Work closely with SMEs and data experts and closely monitor and manage PALM Tasks 571, 657/657-A, and 659.	Incomplete or inaccurate data for the UAT Online sessions.	20251017: The issues with Mock 3 data have been identified and are being cleaned up. The date for cleanup was extended to 10/29/2025.
Closed	09/12/25	10/17/25	Staffing/Resource Availal	The OCM has been out due to illness so communications GL User Stories, and other tasks are not getting the level of attention they need.	Stable	6 (High/Medium)	The OCM Lead is also serving as BA,	Determine an ETA for the OCM Manager. If this cannot be identified, elevate to an issue.	Delays may be encountered in coordinating Training and in UAT testing.	20251017: The OCM has returned. Due to Pre-UAT, the OCM has changed focus from User Stories to Test Cases so the staff can be prepared.We will return to user story development after Pre-UAT testing.
Open and Mitigating	02/19/25		User Acceptance Testing	If all business processes (Current-State and Future-State) are not reviewed before UAT begins, DBPR SMEs will have minimal time to catch up	Stable	4 (Medium/Medium)	Subject Matter experts need to review all workflows (present and future) to ensure the business functions are documented properly because this documentation serves as the foundation for many other PALM Project activities.	Make every attempt to schedule and conduct business process review sessions (Crosswalks) before UAT begins. UAT currently scheduled to begin in August 2025.	DBPR SMEs will have minimal time to catch up review of business processes	20251021: SMEs are reviewing the system in Pre-UAT and are learning alot from actually being in the system.
Open and Mitigating	04/09/24		Business Process Chang	If DBPR process owners are not prepared from an Organizational Change perspective (training, documentation, understanding, and emotional), then PALM readiness could be negatively impacted	Decreasing	3 (High/Low)	Requires Organizational Change Management	Analyze DBPR future Process Flows to identify new process steps, document them, and communicate with Process Owners. Create visual aids, mapping documents, and other PALM educational tools.	PALM readiness for DBPR could be negatively impacted	20251017: We are posting links to the new demo videos and process steps to all members of the DBPR - PALM Implementation Team Channel. We will continue to update SMEs and End User members as more demos and process steps are added.
Open and Mitigating	05/31/24		Business Process Chang	If DBPR end users are not familiar with and understand PALM Future-State Processes, then translating Current-State Business Processes will be difficult and will negatively impact DBPR PALM readiness	Decreasing	3 (High/Low)	Documentation on Future-State business processes is being provided by The Project on the PALM website.	Establish and conduct PALM Education and related planning. Review Future-State processes with end users. Add Tasks to the Project Schedule and manage their completion.	Translating Current-State Business Processes will be difficult and will negatively impact DBPR PALM readiness	20251021: New UAT Prep materials, videos and Pre-UAT sessions are alleviating some anxiety.
Open and Mitigating	11/15/24		Deployment/Cutover	If DBPR does not have a	Stable	3 (High/Low)	Down time and other conditions need to be	Create a Cutover Plan that Identifies all	Key business processes may not be	20251021: Deployment was pushed to January 2027 and that is improving

				cutover plan for the duration when FLAIR is shutdown but PALM is not yet available, key business processes may not be able to be completely timely and could have negative consequences.			planned for to ensure a smooth transition.	planned activities and possible impacts, taking into account Florida rules and regulations, and other considerations.	able to be completely timely and could have negative consequences	confidence. More realistic timelines for UAT testing and recovery means PALM is taking the need for adjustments seriously.
Open and Mitigating	01/13/25		Business Process Chang	If Future-State PALM flows are not captured at a detail enough level, it may be hard to develop detailed test scripts as well as properly prepare for UAT, which could negatively impact the timely, efficient, and successful completion of UAT	Stable	3 (High/Low)	It is important to have detailed and comprehensive test scripts in order to conduct thorough testing and reduce the possibility of errors in production.	Ensure that crosswalks, user stories, and flow detail diagrams are covered at a detail level. Ensure sources of data required to complete business processes (e.g. FLAIR@BPR, Reports, queries, etc are identified for current processes so equivalents (when applicable can be identified before test scripts are created.	Negative impact to the timely, efficient, and successful completion of UAT	20251017: PALM has begun creating step-by-step instructions and videos for SMEs attending UAT since there is no access to a test environment for writing test cases. The PM and the OCM are writing test cases based on videos provided by PALM. Until they attend some form of UAT, it is difficult to predict the level of detail needed in the test cases.
Open and Mitigating	04/23/24		Conversion/Configuratior	If PALM does not provide efficient Data Warehouse and PALM data availability tools similar to FLAIR@BPR capabilities, then DBPR may not have the data (when needed) necessary to complete Future-State Business Processes once we go live	Stable	2 (Medium/Low)	FLAIR@BPR has been a tool that DBPR staff have relied to run real-time custom queries to get current data necessary to complete business functions.	Review and document FLAIR@BPR data requirements and compare to PALM Chart of Accounts to identify any gaps. Identify and establish the necessary PALM data queries and store them for subsequent use. Identify constraints and limitations precipitated by batch cycles that need to run.	DBPR may not have the data (when needed) necessary to complete Future-State Business Processes once we go live with PALM	20251021: PALM is working on a DW tool and report configurations on the PALM site are answering some questions. Some PALM reports may reduce the need for queries in some cases, but not all. Mapping Report data is on the "To Do" list.
Open and Mitigating	08/16/24		User Acceptance Testing	If DBPR does not test all send/receive transactions for Inter/IntraUnit process model, UAT testing could be inadequate and could negatively impact DBPR PALM readiness	Stable	2 (Medium/Low)	It would be better to have real transfers occur involving the actual real-life players to get more real testing and to reduce the likelihood of unanticipated errors.	Identify an Agency that we can partner up with and coordinate send/receive testing with them	UAT testing could be inadequate and could negatively impact DBPR PALM readiness	20251017: IU Processes are included in Pre-UAT for the Advisory Council agencies. IU Processes will be tested then.
Open and Mitigating	08/19/24		Conversion/Configuratior	If DBPR does not test email notifications from PALM as part of our UAT testing (particularly proxies and delegates), then DBPR may not have the desired flexibility once we go to production with PALM	Stable	2 (Medium/Low)	We need to not only test normal email notifications sent from PALM, but also special conditions and overrides to simulate the real world.	Be sure to create test scripts that incorporate proxies and delegates for PALM email notifications during UAT	DBPR may not have the desired email notification flexibility once we go to production with PALM	20251021: It is too early to compare email notification needs from FLAIR to PALM. The PALM system provides multple methods of notifications/communications from within. It may be necessary to compare during UAT just how many PALM processes replace the need for emails.

DBPR 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	06/04/25		Critical - Impacts the abil	Interface	ABS Versa Regulation remediation is behind schedule	DBPR IT has not produced any output files from the remediation of Versa Regulation for PALM and development of the direct interface API002 has not even been started, which should have started in May based on the re-baselined Project Schedule.	Escalate to DBPR leadership and make sure it is prioritized highly by DBPR IT.	10/31/25	20251017: The last remaining issue is completed. We will pull another file and ask to schedule another interface test with PALM.
Open	09/26/25		High - Impacts the ability	User Acceptance Testing	Rewrite of User Stories and Test Cases	DBPR was informed in the September 19th DBPR/FL Palm Monthly Readiness Meeting that user stories should have been written for the activities (column Activity Name) in the Florida PALM Topics and Activities Smartsheet.	Export the PALM Topics and Activities list and write user stories for them. Work with business units to show how the new user stories apply to the same business processes they will be doing in PALM. The resulting user stories will have test cases written for them. Resolution date TBD.	12/19/25	10/03/2025: PALM extended the schedule to January 2027. This gives us more time to complete the user story rewrite and test cases.

DBPR 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	Resources will be available to support the agreed-upon schedule.	Logged	04/01/24	All DBPR division/office staff	20251028: There have not been any issues regarding support resources this period.
People Processes	There will be sufficient engagement by division/office resources knowledgeable about their organization business processes.	Logged	04/01/24	All DBPR division/office staff	20251028: There have not been any issues regarding engagement by knowledgeable resources in this period.
People Processes Data	Division/Offices act on the CCN/PALM Readiness information and direction.	Logged	04/01/24	All DBPR division/office staff	20251028: As noted in #s 3 & 5, staff have participated as needed witht he PM and CCN on PALM Tasks.
People Processes Technology Data	The Department will complete all necessary interface and spreadsheet upload builds to allow for business operations to continue in the Florida PALM solution.	Logged	04/01/24	DBPR IT Project Manager Organizational Change Manager DBPR Revenue staff DBPR Disbursements staff Accounting Systems Analyst	20251028: This continues to be a work in progress.
Processes Technology Data	Following (and contingent upon) the successful Go Live implementation of Florida PALM and confirmation of its operational stability, FLAIR will not be available as a "fallback" option after the transition to Florida PALM. Note: A snapshot of FLAIR@BPR data query tool will be retained and available for subsequent use of historical data only.	Logged	04/01/24	All DBPR stakeholders	20251028: Leaving this open as an assumption in that, moving back to FLAIR for all state agencies, other than for searching historical content, would be even more difficult than making corrections to PALM.
Processes Technology Data	All FLAIR functions and sub-functions will be transitioned to Florida PALM or identified as no longer needed.	Logged	04/01/24	All DBPR stakeholders	20251028: We will know more after Full UAT if there are any missing pieces in the transition.
Processes Technology Data	The Florida PALM Project will be able to provide timely and complete requirements for agency business processes with enough detail and time to implement the changes according to the Florida PALM schedule.	Logged	04/01/24	All DBPR stakeholders	20251028: Business process changes are becoming more visible since PALM added process steps in UAT Preparations.
People Processes Technology Data	DBPR Divisions/Offices will identify and make the necessary business process changes with enough detail and time to implement the changes according to the Florida PALM Project Schedule.	Logged	04/01/24	All DBPR stakeholders	20251028: Process changes will be reviewed but not finalized until full UAT.
People Processes Technology Data	Testing of remediated agency and enterprise business systems and business processes will be rigorous and scheduled well-ahead of implementation to ensure enough time to resolve identified issues.	Logged	04/01/24	DBPR IT Project Manager Organizational Change Manager DBPR Revenue staff	20251028: DBPR is currently testing API002 with PALM.
People Processes Technology Data	The Department will actively participate in the agency testing efforts of the new processes and validate the outputs meet the needs of the Department.	Logged	04/01/24	All DBPR division/office staff Project Manager Organizational Change Manager Finance & Accounting Bureau Chief	20251028: When SMEs have access to PALM in Online or Full UAT this will no longer be an assumption.
People	Funding for contracted services will be released and those resources will be available to perform the work assigned to them as scheduled.	Logged	04/01/24	DBPR Sponsor Project Manager Organizational Change Manager	20251028: Funding has not been an issue and resources have joined the project for DBPR.
People Processes	The Florida PALM Project will prepare and provide training and related training materials.	Logged	04/01/24	All DBPR division/office staff Project Manager	20251028: PALM is adding more training materials for UAT Preparation, and has been adding detailed steps and demo videos to

				Organizational Change Manager Finance & Accounting Bureau Chief	help with training.
People Processes Technology Data	The Department will support data cleansing. PALM configuration and conversion tasks will facilitate this cleansing.	Logged	04/01/24	All DBPR division/office staff Project Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	20251028: DBPR is actively updating and clearing out errors in configuration and conversion data
People Processes Technology Data	DFS PALM (The Project) will maintain the Requirements Traceability Matrix (RTM) as well as recording the traceability details for all Business requirements	Logged	04/18/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	20251028: PALM has Smartsheets for agencies to track user stories and test cases for traceability.
People Processes Data	DBPR will identify any unique Business requirements resulting from review of the Future-State processes and will maintain these requirements in the DBPR PALM Readiness RTM as well as related traceability details for these requirements only	Logged	04/18/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	20251028: No specific DBPR requirements have been identified at this time.
People Processes Technology Data	Language in the Future-State Process Flows created by DFS PALM will be clear and understood by DBPR staff	Logged	04/18/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	20251028: DBPR staff have been reviewing process flows with the PM and CCN and there have not been any issues.
People Processes Technology Data	Some Current-State Business Processes are not in PALM and thus will not have corresponding Future-State Business Processes to map to. Business Processes that fall into this category will still be reviewed for accuracy and tested where appropriate. Business Processes that have become obsolete and do not need to be tested will be flagged accordingly.	Logged	05/01/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	20251028: While processes in PALM do not exactly mirror existing state in FLAIR, they are there, just improved and faster.
People Processes Technology Data	A Test environment will be made available to F&A staff so they can learn/confirm	Logged	06/12/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief	20251028: A Pre-UAT environment has been provided, but is not accessible to all SMEs.
People Processes	DFS PALM (The Project) will create base test scripts that illustrate navigation through the PALM system for UAT and DBPR staff will tweak as needed with specific department data and details	Logged	06/14/24	Project Manager Business Analyst	20251028: If Steps in UAT Prep can be considered "Base Test Scripts" than this may no longer be an assumption.
People Processes	All PALM Future-State Business Processes will be able to be reviewed in some form or fashion (video, PALM TECH, and/or demonstration) well in advance of actual UAT testing	Logged	06/17/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief	20251028: It is not enough to review future processes in flowcharts. Staff will not be at ease until they can play in a testing ground before UAT.
People Processes	Data elements included in FLAIR standard reports will be provided by DBPR as well as will identify data elements included in DBPR custom reports	Logged	09/25/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief	20251028: There have been mentions of a data dictionary to be built by PALM but it can't be released until the end of the project when the level of changes is greatly decreased.
People Processes Technology Data	All state-wide enterprise Business Systems will be remediated by their owners and are not the responsibility of DBPR; however, DBPR will be responsible for testing all systems.	Logged	06/21/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief Project Sponsor	20251028: DBPR is testing its only ABS currently with PALM
People Processes Data	DBPR will be responsible for providing traceability details and new requirements for business requirements that are unique to DBPR	Logged	07/17/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst	20251028: There have not been any business requirements unique to DBPR at this time.
People Processes Technology Data	The Project Management Plan (PMP) will be reviewed quarterly (every 3 months) for accuracy and the appropriate updates will be applied so that the PMP does not become outdated and obsolete.	Logged	08/07/24	Project Manager Finance & Accounting Bureau Chief Project Sponsor	20251028: The Project Management Plan will be updated once the schedule for January 2027 is flushed out.
Data	All PALM reports will include all Chart of Accounts fields (including OA2-Object Codes)	Logged	08/16/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief Project Sponsor	20251028: The Chart of Account fields are currently available in PALM Smartsheets.
People Processes Technology Data	Taking advantage of available PALM interfaces will be available after PALM goes live	Logged	08/29/24	DBPR IT DBPR stakeholders	20251028: DBPR is adopting interfaces appropriate for the agency.
People Processes Technology Data	All needed PALM data can be obtained from PALM via queries and online screens as and when needed in an efficient and acceptable time frame.	Logged	09/25/24	All DBPR division/office staff Project Manager Accounting Systems Analyst Finance & Accounting Bureau Chief Project Sponsor	20251028: We have yet to test query functionality and reports in PALM or the DW.
People Processes Technology Data	DBPR can resolve all technical hurdles and get Bank Deposit files out of Versa to FGCC without involving the DBPR Business staff	Logged	10/23/24	DBPR IT DBPR Revenue staff Project Manager	20251028: We'll know more when testing is complete.
People Processes Technology Data	DBPR Finance and Accounting staff can review the QLIK report generated out of Versa Regulation when they need to see Remittance Type (Deposit Type) details	Logged	12/04/24	DBPR Revenue staff	20251028: Versa will continue to be used as an agency application after PALM is deployed and implemented. Until that time this assumption will remain on the list.
People Processes Technology Data	Multiple Future-State Crosswalks that are behind schedule can be done simultaneously and will be completed in accordance with the re-baselined Project Schedule	Logged	12/04/24	All DBPR division/office staff Project Manager Organizational Change Manager	20251028: Crosswalks can be done within the new scheduled timeframe.

People Processes Data	In addition to obtaining various scenarios and anomalies at Future-State Crosswalk sessions, details necessary to create/enhance all user stories will also be an objective out of the sessions	Logged	12/05/24	All DBPR division/office staff Project Manager Organizational Change Manager	20251029: Details and anomalies are being discovered in the Test Case development process instead of User Stories since detailed steps in PALM were needed.
People Processes Technology Data	All Enterprise Partners will provide the various scenarios for their respective Enterprise Business Systems that will be used to ensure the proper test scripts are created for UAT. Owners of enterprise business systems will provide the necessary test script details to perform business functions.	Logged	12/18/24	Project Manager Business Analyst	20251029:Agencies are working together on user stories and test scripts.
People Processes Technology Data	Monthly review of the DBPR PALM Readiness Project Schedule with DBPR leadership will be scheduled and conducted and will provide the forum for sharing and discussing schedule details	Logged	02/12/25	Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief Project Sponsor	10/29/2025: The schedule and tasks due are reviewed at least twice a week.
People Processes Technology Data	All of the Change Analysis details will be completed in Smartsheet with enough time for a final review and update of technical details	Logged	01/07/25	Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief Project Sponsor	10/29/2025: The Change Analysis sheets are getting a closer look since we are filling in the blanks as processes are updated in PALM
People Processes Technology Data	DBPR IT will complete the ABS modification for Versa Regulation (ABS) in time for all required testing	Logged	03/05/25	DBPR IT Project Manager	10/29/2025: We are on schedule to test again in December.
People Processes Technology Data	Existing DBPR high-level Risks related to PALM education and training will continue to be mitigated/managed and any specific challenges related to training will be addressed as assumptions within the Training Plan rather than creating new individual Risks	Logged	04/02/25	Project Manager Organizational Change Manager	20251029: With PALM providing UAT materials in the form of steps and demo videos, there are no specific challenges to training at this time/
People Processes Data	DBPR as well as the Project will follow PMI best practices and Rule 60GG statute.	Logged	05/28/25	IV&V endorses this.	20251028: DBPR continues to follow 60GG
People	The success of the Florida PALM project is one of the highest DBPR project priorities. All other financial functional projects should be scheduled appropriately.	Removed	10/28/25	All DBPR stakeholders	20251028: The DBPR Sponsor is attending Pre-UAT meetings showing that the dedication to this project is absolute. Therefore, we are removing this assumption as of this date.
Processes	The Agency Project Schedule will be used to establish and monitor scope and progress of tasks supporting the implementation of Florida PALM.	Removed	10/28/25	All DBPR stakeholders	20251028: The Project Schedule exists and is being used to track scope and progress of tasks. This is not an assumption but a task.
Processes Technology	All work required by the Florida PALM project for Agency Readiness will be documented in the Florida PALM Readiness Workplan (Smartsheet).	Removed	10/28/25	Project Manager Organizational Change Manager DBPR Sponsor	20251028: PALM has and continues to communicate tasks in both the Agency Readiness page, and the RW Tracker Smartsheet. This is no longer an assumption.
Processes	Based on the current Florida PALM implementation timeline, the Go-Live date for the Florida PALM solution is expected to occur no sooner than July 2026.	Removed	10/28/25	All DBPR stakeholders	20251028: This assumption is now a reality thanks to PALM extending the schedule to January 2027. This is no longer an assumption.
People Processes	The DBPR Functional PALM Readiness Project will be supported and managed by executive leadership in addition to the Project Manager.	Removed	10/28/25	DBPR Executive Leadership Project Manager	20251028: As noted in #9, the project sponsor is active in managing the PALM project and supporting the PM. This is no longer an assumption.
People Processes Technology Data	The Department will remediate all agency business systems (ABS) impacted by Florida PALM that cannot be retired.	Removed	10/28/25	DBPR IT Project Manager Organizational Change Manager DBPR Revenue staff	20251028: The agency is actively working with PALM on their only ABS, Versa. This is no longer an assumption.
People Processes Technology Data	The Florida PALM Project will perform data conversion.	Removed	10/28/25	All DBPR division/office staff Project Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	20251028: This is no longer an assumption. DBPR is cleaning up conversion data.
People Data	The Florida PALM Project will provide a Chart of Accounts crosswalk, interface layouts, and conversion layouts.	Removed	10/28/25	All DBPR division/office staff Project Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	20251028: PALM has provided these materials. This is no longer an assumption.
People Processes Technology Data	Newly discovered CMS Wave remediation (if necessary) will be managed and conducted by DFS PALM outside of the DBPR PALM Readiness Project	Removed	10/28/25	DBPR Revenue staff Project Manager Finance & Accounting Bureau Chief DBPR Sponsor	20251028: Remediation of processes after the CMS wave were not necessary. This is no longer an assumption.
People Processes Technology	Review and familiarity with PALM Future-State Business Processes will be caught up and completed before UAT begins in August 2025.	Removed	10/28/25	All DBPR division/office staff Project Manager Organizational Change Manager	20251028: Closing this assumption since the date has moved for UAT, and Pre-UAT is revealing more detail in transactions and future state processes.
People Processes Technology Data	All appropriate supplier data (including detail addresses) will be converted and available in PALM	Removed	10/29/25	All DBPR division/office staff	20291025: Supplier data was supplied for PALM.
People	The new Business Analyst will be onboarded and available to attend PALM Training during the initial leg of UAT in August 2025.	Removed	10/28/25	Project Manager Business Analyst	20251028: The OCM Manager is serving as the business analyst for this project. This is no longer an assumption

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

DBPR Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Sally Huggins	sally.huggins@myfloridalicense.com	11/10/25
July - August 2025	Sally Huggins	sally.huggins@myfloridalicense.com	09/10/25
May - June 2025	Sally Huggins	sally.huggins@myfloridalicense.com	07/08/25
March - April 2025	Sally Huggins	sally.huggins@myfloridalicense.com	05/12/25
January - February 2025	Sally Huggins	sally.huggins@myfloridalicense.com	03/06/25

Helpful Links

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

DCF 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

Chad Barrett

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 93.6%

- Submitted On Time = 33
- Submitted Late = 15
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 76.79%

- Submitted On Time = 46
- Submitted Late = 35
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 84.04%

- Submitted Complete = 35
- Submitted Incomplete = 4
- Completed After Submission = 8

Other Task Completeness

Other Task Completeness:

Score = 77.92%

- Submitted Complete = 34
- Submitted Incomplete = 1
- Completed After Submission = 18

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 = 7
- Duplicate Filled Role = 7
- 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	Processes	**560**	Submit Change Analysis Tool	12/09/24	05/02/25	Pending Resubmission	**06/10/25**	This indirect task is ongoing. Many of our business processes will be mapped out during and post UAT.	Submission Incomplete	
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	75% - Consolidating/Inputting Information for Submission	**08/04/25**	DCF received notification that the task is incomplete as is. Note, the rubric listed on the 'RW Task Completion Verification Form' is not fully listed on the task instructions themselves. With the extension given and a more detailed rubric provided by our RC, DCF is working to mitigate.		
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/04/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/28/25**		Submission Complete	
Direct	Data	**587-C**	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	**10/27/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/04/25**			
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/05/25**			
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/08/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/28/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/28/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/07/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	50% - 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.

DCF 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	05/06/25		Agency Business System	Risk of not completing system development/re by deadline	Increasing	6 (Medium/High)	The Florida PALM Project has imposed a deadline for agencies to identify and have in place the interfaces for	Avoid. Establish aggressive development milestones Increase development	Missing development deadlines can exclude the project from critical testing phases, impacting overall	This risk remains open for this reporting period

				for interface testing approval, potentially resulting in exclusion from PALM end-to-end testing at a future date.			systems that will connect to PALM. Risk of not completing system development/remediation by that deadline for interface testing approval, potentially resulting in exclusion from PALM end-to-end testing. Since many of the development teams that will address these builds and remediations are newly online, there is a high likelihood that work will not be completed by this deadline.	resources Weekly progress monitoring Early interface testing preparation Prioritize critical system components Regular communication with PALM project team Mock up files as if they were coming from our apps, for completion of April/May testing	project success and delivery.	
Open and Mitigating	05/06/25		Staffing/Resource Availal	Out-of-balance prioritization of PALM with other business processes	Increasing	6 (Medium/High)	Potential negative impacts to user acceptance training, business interface development and deployment, and readiness for go-live may result if activities related to the transition to Florida PALM are raised to the same (or higher) priority than other, legacy business processes in and around FLAIR.	Mitigate. Work with business units to develop work management plan to ensure adequate distribution of personnel resources across competing priorities. Involve SMEs frequently in discussion of interface systems to ensure mapping of existing FLAIR chartfields to PALM chartfields. Engage Agency Liaison and Sponsor as necessary to set priorities for business system managers	Imbalanced prioritization can strain resources and affect the efficiency of other business processes, leading to operational challenges.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Business Process Chang	If encumbrances are not accomplished in MFMP then sufficient budget may not be available for purchase even though purchase order is approved.	Increasing	6 (High/Medium)	DCF accumulates expenses that are payable from multiple fund sources (Federal, Grant, GF, etc). In FLAIR, encumbrances could be made against a single fund, regardless of whether or not that fund was sufficient to pay the obligations. When the expenses were realized, they were split across multiple funds to accumulate a sufficient amount. Since MFMP will budget check against PALM at the time of the encumbrance, a new business process will be needed to replace prior one.	Mitigate. Provide training and job guides to teach that budget check must be conducted before seeking purchase order approval.	Failure to accomplish encumbrances can lead to budgetary issues and financial mismanagement, affecting project funding and execution.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availal	Operational Staff Turnover - General	Stable	4 (Medium/Medium)	Personnel changes are an ever-present risk to the project.	Accept. Ensure job-specific processes are documented and generic enough to permit retraining of new incoming staff.	Similar to management turnover, this can cause delays in operations but can be managed with proper documentation and training.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Agency Business Systen	FL PALM's inclusion of Speed Keys, particuarly with Enterprise Applications, can support current business processes that utilize Expansion Option with front end processing.	Stable	4 (Medium/Medium)	FL PALM's inclusion of Speed Keys, particularly with Enterprise Applications, may not be able to support current business processes that utilize Expansion Option with front end processing.	Mitigate. Adjust documentation where needed. If Speed Keys are not adopted such that they can support "front end processing" for "splits" then a new application must be made to act as a front end to conduct those operations.	Improper integration of speed keys can disrupt business processes, requiring additional resources to develop new applications and potentially causing delays.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Agency Business Systen	Incomplete/Imp Data Cleansing Activities	Increasing	4 (Medium/Medium)	FL PALM initiated agency data cleansing activities in September 2024 with Mock 1. After the first error dump, it was discovered that there were algorithmic errors the precluded the Mock 2 data extraction on November 30, 2024. Since that time, the focus of the data cleansing timeline has shifted to meet stage gates on the PALM schedule rather than focus on data integrity.	Avoid. Continue data cleansing activities, otherwise UAT testing with the data sets will produce unexpected and inaccurate results.	Inaccurate data cleansing can lead to flawed data analysis and decision-making, affecting the reliability of project outcomes.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Agency Business Systen	Incomplete/Imp Current State Analysis	Stable	4 (Medium/Medium)	DCF's project strategy shifted after the due dates of several of the initial current state assessment tasks had lapsed. In light of this change, current state analysis has occurred on an evolving basis.	Mitigate. Due to change in implementation strategy and change in stakeholders, avoiding inconsistencies in current state analysis is unlikely. Remediation must take place when and where appropriate.	Misunderstanding the current state can result in flawed project planning and execution, leading to inefficiencies and potential project failure.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Deployment/Cutover	Incomplete/Imp UAT planning and execution	Decreasing	4 (Medium/Medium)	With the approval of Amendment 12, UAT has shifted to a two-fold purpose: 1) test PALM; 2) Train on how to use PALM. The second of these two purposes could derail deliberate	Avoid. Build user stories that accurately represent current business processes so that users are aware which processes to test against PALM and enterprise systems.	Poor user acceptance testing can result in untested processes and system failures post-implementation, affecting project success.	This risk remains open for this reporting period

							focus on testing PALM and connected ABSs.	Ensure a time management plan for SMEs so that a testing/work balance can be achieved.		
Open and Monitoring	05/06/25		Business Process Chang	Federal Grant System Integration Approval Requirements	Increasing	4 (Medium/Medium)	Potential delays or complications in obtaining federal approval for transition of GRANTS remediation/replacement when interfacing with Florida PALM versus current FLAIR system. This may impact federal grant management and reporting capabilities.	Mitigation. Early engagement with federal stakeholders Detailed documentation of PALM-GRANTS interface specifications Parallel testing of both systems during transition Regular status updates to federal authorities Contingency planning for extended approval timeline	Delays in approval can affect project timelines and funding, potentially jeopardizing project success.	This risk remains open for this reporting period
Open and Monitoring	05/06/25		Training	Delays and negative impacts may result if adequate training materials and information are not made available by the Florida PALM Project Team.	Stable	4 (Medium/Medium)	The PALM Project team has mentioned statewide training a number of times, only to remove commitments from discussion at a later date. The common rationale is that the agencies will be responsible for training.	Monitor. Continue to request materials and information from PALM. Work with SMEs and other agencies to develop comprehensive training plan independent of PALM Project team.	Lack of adequate training materials can hinder user adoption and system effectiveness, affecting overall project outcomes.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availal	Project Manager/Agen Liaison Turnover	Stable	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Mitigate. Ensure project approach and status are well-documented.	Disruption in leadership can lead to communication breakdowns and loss of project momentum. New leadership may require time to understand project intricacies, potentially causing delays in project timelines and affecting team morale.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availal	Project Staff Turnover	Stable	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Accept. Ensure project staff responsibilities are well defined and documentation is up-to-date	While manageable, staff turnover can lead to temporary disruptions in workflow and productivity. It may require additional resources for recruitment and training, impacting project costs and timelines.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Business Process Chang	Operational Management Turnover - General	Stable	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Accept. Ensure job-specific processes are documented and generic enough to permit retraining of new incoming staff.	Changes in operational management can lead to inefficiencies in process execution and decision-making. It may require time for new managers to adapt, potentially affecting project deliverables and stakeholder satisfaction.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availal	Department Leadership Turnover	Decreasing	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Accept. Monitor political developments as they unfold, and adapt as needed.	A shift in department leadership can alter project priorities and affect strategic alignment, potentially leading to changes in project scope or objectives.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availal	Financial Leadership Distraction by competing priorities	Decreasing	2 (Medium/Low)	Including EOY activities, the budget process, and day-to-day resource challenges, the agency has many distractions that may impact the ability to focus on PALM at key times in the project lifecycle.	Avoid. Engage stakeholders in a constant dialogue regarding the status and direction of the Project.	If financial leadership is distracted, it can lead to mismanagement of resources and financial oversight, affecting project funding and resource allocation.	This risk remains open for this reporting period
Open and Monitoring	05/06/25		Training	Not enough time for training before go live.	Stable	2 (Medium/Low)	The announced plan for rollout of PALM UAT suggests the window for SME Training will be too small for adequate training given the competing priorities for legacy business activities and processes.	Monitor. Continue to promote the importance of prioritizing the PALM transition at a level equal to or greater than performance of legacy business processes.	Insufficient training can lead to user errors and operational inefficiencies, affecting the smooth transition to new systems.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Business Process Chang	Potential for inaccurate or inconsistent mapping of organizational codes during transition from FLAIR to PALM, affecting financial tracking, reporting, and departmental accountability.	Stable	2 (Medium/Low)	The changes to chartfield purposes and lengths with PALM have necessitated a complete org code restructuring for the agency. This new structure will not be fully testable until access to PALM is provided.	Mitigate. Conduct a Comprehensive audit of existing FLAIR org codes. Documentation of mapping logic and decisions. Stakeholder validation of crosswalk methodology	Inaccurate mapping can affect financial tracking and accountability, leading to compliance issues and financial discrepancies.	This risk remains open for this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availal	Project Sponsor Turnover	Stable	1 (Low/Low)	Personnel changes are an ever-present risk to the project.	Ensure sponsor commitments and operational plans are well documented and rationale is well established.	May result in delays in decision-making, potential loss of funding, and a decrease in stakeholder engagement. The project may struggle to align with organizational goals, leading to potential scope	This risk remains open for this reporting period

									potential scope changes or project cancellation.	
Open and Mitigating	05/06/25		Staffing/Resource Availal	Operational Staff Turnover - Key Personnel	Stable	1 (Low/Low)	Personnel changes are an ever-present risk to the project.	Accept. Work to document key personnel knowledge and specific operational processes in the event of a sudden or unexpected departure.	Loss of key personnel can create significant knowledge gaps and operational inefficiencies, impacting project execution and outcomes.	This risk remains open for this reporting period
Open and Monitoring	05/06/25		Deployment/Cutover	Cutover date from FLAIR to PALM not formally established	Stable	1 (Low/Low)	Amendment 12 shifted go live to July 26 and is now aligned with end-of-year activities. At an ESC meeting earlier this year, one of the discussion items pertained to the cutover date. As of this date, we do not have confirmation of a specific date when cutover will occur.	Monitor. Continue to engage with PALM contract to obtain meaningful and timely schedule for cutover. Establish "roughed-in" and anticipated cutover date and build agency plan around this expectation.	Uncertainty in transition timelines can disrupt planning and resource allocation, leading to potential delays and confusion.	This risk remains open for this reporting period

DCF 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	05/08/25		Critical - Impacts the ability of the agency to move forward with work without resolution	Agency Business System	Cost Allocation Not Available in PALM. (See attachments)	DCF is revisiting as plans for remediating internal applications for PALM. Several overtures have been made to PALM RA to communicate functional impacts to DCF processes and requesting one or more sessions with PALM technical and DFS F&A staff regarding DCF concerns.	On going pending SpeedKey and other conversation with Enterprise applications	08/28/26	No comments for this reporting period.
Open	05/08/25		Critical - Impacts the ability of the agency to move forward with work without resolution	Agency Business System	DCF's journal distribution process	Given information provided, DCF team has concluded there are 2 viable options: building a front end application to perform front end splits or utilize Speed Key functionality (amongst PALM and Enterprise Applications) to simulate splits. Further conversation will be had post Segment 4 as of 8/20.	As DCF is moving forward with reviewing and updating processes, we have several concerns related to the journal distributions which is a critical business process in DCF. We have sent the related concerns to the PALM team, conversations are on-going. Several of our updates are dependent on the concerns being addressed.	08/28/26	No comments for this reporting period.
Open	05/08/25		Critical - Impacts the ability of the agency to move forward with work without resolution	Agency Business System	Budget Funding Process since PTAXX cannot be loaded in FACTS.	DCF's project strategy shifted after the due dates of several of the initial current state assessment tasks had lapsed. In light of this change, current state analysis has occurred on an evolving basis.	Develop alternate budgeting process for TANF processing that estimates and budgets revenue per year.	08/28/26	No comments for this reporting period.
Open	05/08/25		High - Impacts the ability of the agency to meet deadlines or milestones	Business Process Chang	MFMP to PALM interface will not support more than 100 splits per invoice line item, some of our Collocated expenditures are expected to split to at least 500 lines, directly impacting our ability to utilize that enterprise business system.	Given information provided, DCF team has concluded there are 2 viable options: building a front end application to perform front end splits or utilize Speed Key functionality (amongst PALM and Enterprise Applications) to simulate splits. Further conversation will be had post Segment 4 as of 8/20.	Restructure invoices and implement manual processing in the short term Develop intermediate processing systems and request interface enhancements in the medium term System integration improvements and potential accounting structure redesign for the long term	08/28/26	No comments for this reporting period.
Open	05/08/25		High - Impacts the ability of the agency to meet deadlines or milestones	Deployment/Cutover	Agency often experiences delays between requests for meetings and other communication with various PALM teams and acknowledgement of these requests.	PALM RCs are placed between agencies and SMEs on various topics. This has proven to cause confusion and miscommunication on several occasions.	Continue to submit requests and follow-up with RCs to ensure message is received and appropriate prioritization occurs.	08/28/26	No comments for this reporting period.
Open	05/08/25		High - Impacts the ability of the agency to meet deadlines or milestones	Conversion/Configuratior	Staffing challenges in General Services are presenting difficulties with readiness workplan tasks related to assets, leading to voids in data migration.	DCF's project strategy shifted after the due dates of several of the initial current state assessment tasks had lapsed. In light of this change, current state analysis has occurred on an evolving basis.	Meet with impacted stakeholders to create strategy for resolving personnel and training shortfalls.	08/28/26	No comments for this reporting period.

DCF Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025

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

DCF Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Chad Barrett	chad.barrett@myflfamilies.com	11/07/25
July - August 2025	Chad Barrett	chad.barrett@myflfamilies.com	09/08/25
May - June 2025	Chad Barrett	chad.barrett@myflfamilies.com	07/10/25
March - April 2025	Chad Barrett	chad.barrett@myflfamilies.com	05/12/25

as reflected in this dashboard.

January - February 2025	Chad Barrett	chad.barrett@myflfamilies.com	03/13/25

Agency Sponsor Name: *

Confirm*

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Helpful Links

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

DEM 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

Jeremy Smith

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 99.53%

- Submitted On Time = 41
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 97.78%

- Submitted On Time = 70
- Submitted Late = 11
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 97.62%

- Submitted Complete = 41
- Submitted Incomplete = 1
- Completed After Submission = 0

Other Task Completeness

Other Task Completeness:

Score = 100.00%

- Submitted Complete = 53
- Submitted Incomplete = 0
- Completed After Submission = 0

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 = 5
- Duplicate Filled Role = 10
- 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	01/09/26	75% - Consolidating/Inputting Information for Submission				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/27/25**		Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/12/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/29/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/16/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/12/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

DEM 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 Mitigating	05/21/25			Interface need fulfillment	Stable	6 (High/Medium)	If the PALM interfaces do not cover all required data elements as currently engaged by DEMES to FLAIR connections, then either the elements will need to be accessed via the data warehouse or DEMES will need to be changed to interact correctly with the new PALM structure	DEMES development assets have been onboarded to the PALM project to project any issues that may arise and attempt to port all elements of PALM on top of the FLAIR structure	Cost will be added to the DEMES development project.	
Open and Mitigating	06/20/25			New Interfaces Required due to changing ABS functionality	Increasing	4 (Medium/Medium)	If there is no way to ask for new interface connections to our ABS starting now moving into the future then any new (or overlooked) functionality that requires an interface connection not initially	If new interface needs arise, email our Readiness Coordinator and technical coordinator with the new need and what new interface is requested.	Wasted Development Dollars, decreased ABS functionality	

							listed will be impossible			
Open and Monitoring	05/21/25			EOG/DEM Interface relationship	Stable	2 (Medium/Low)	EOG and DEM interfaces and elements are under the same OLO umbrella.	Working directly with Kelley Sasso in EOG to put process agreements in place.	Increased lead time in access aspects of processes or reporting confusion when summarizing agency workload	
Open and Mitigating	05/21/25			PA Payment Process	Increasing	2 (Low/Medium)	Many projects related to DEM incidents are built by an enterprise business system Florida PA. If the Florida PA development team is not aware of the inbound and outbound Project information interface needs the process of creating projects related to an incident may become more complex	Will socialize with Florida PA users and then the poc for those users to ensure the appropriate interface conversation is had	IT spend will be used to upgrade Florida PA or create a secondary process/system for data movement	
Open and Monitoring	05/21/25			Need PALM Promoters	Stable	2 (Low/Medium)	If PALM is seen as creating work or uncertainty then the finance team will be unwilling to explore further functionality	Communication about PALM including changes and updates is ongoing, frequent and positively positioned	The FDEM agency Will have trouble with accounting post PALM launch	
Open and Monitoring	06/20/25			Backend Report Information	Stable	2 (Low/Medium)	If no information is released about how reports are created using interface data then the teams building ABS functionality from reports will be unable to replicate report information in the regular exports and a manual process will need to be used	Monitoring the Knowledge Center to determine if new information is released	Inclusion of a manual process and person hour requirements in ABS updates	
Open and Monitoring	05/21/25			Payroll Process	Increasing	1 (Low/Low)	If the payroll processes built in PALM cannot support the needs of the FDEM Payroll team, then the payroll system currently managed by FDEM IT may need continuing support meaning the Payroll process may become more complex/expensive	Highlighting Payroll within UAT as an important module with downstream impact so we can quickly close or escalate this risk	We cannot sunset the Payroll system and we may require IT spend to update	
Open and Mitigating	05/21/25			Grant LTD balances	Stable	1 (Low/Low)	If life to date balances are not transferred either as a datum or as a concept between FLAIR grant tracking and PALM project costing then a system of balance tracking processes will need to be built to managed life to date reporting	The FDEM Finance team is building it's reporting effectiveness to increase the agility of building reporting structures to the necessary level to meet this challenge	Process complexity will be added to the Finance team	
Open and Mitigating	05/21/25			Fund Data Freshness	Stable	1 (Low/Low)	If stale funds are carried over into the project costing module then the day to day operation of project accounting will increase in complexity	The budget team in the finance bureau has been tasked with clearing stale funds/project ids out of our system	Project costing module will create less value for the accounting team	
Open and Monitoring	05/21/25			FLAIR to PALM shutdown around Year End	Stable	1 (Low/Low)	If FLAIR shuts down before PALM goes live then our business processes will be delayed	Request more information from Felecia	We will lose effectiveness on PALM rollout as well as day to day business execution	

DEM 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

DEM 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 Processes Technology Data	The Division will be able to process all financial activity in order to adequately report to our grantors and all requestors to continue to assist in financial management of the Division's missions and objectives	Logged	05/12/25	FDEM	
Technology Data	Connecting to interfaces within PALM will be supported by a request process that is not difficult to navigate AFTER launch	Logged	05/12/25	DEMES; FDEM IT; Slalom Development Team	
Processes	There will be a process to change, add, remove speedkeys after launch. The knowledge center is up to date on exceptions and speedkey expectations.	Logged	05/12/25	Finance;	
Data	The PALM Data Warehouse will be accessible by appropriate agency staff for self service reporting	Logged	05/12/25	DEMES; FDEM IT; Slalom Development Team; Finance	
Processes Data	Project information and OA1 & 2 can be added to PALM if needed for data conversion post Configuration	Logged	05/12/25	Finance	
Processes	Budget Year Close will be either done in FLAIR or easily managed in PALM post cutover 6/1/26	Logged	05/12/25	Finance	
Processes Data	Grant LTD balances can be represented in the PALM General Ledger with representative entries balanced with a reporting element, and users will be able to access this information in the PALM Data Warehouse	Logged	05/12/25	Finance	

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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DEM Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Jeremy W. Smith	jeremy.smith@em.myflorida.com	11/12/25
July - August 2025	Jeremy W. Smith	jeremy.smith@em.myflorida.com	09/12/25
May - June 2025	Jeremy W. Smith	jeremy.smith@em.myflorida.com	07/10/25
March - April 2025	Jeremy W. Smith	jeremy.smith@em.myflorida.com	05/12/25
January - February 2025	Jeremy W. Smith	jeremy.smith@em.myflorida.com	03/06/25

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

September - October 2025

Agency Sponsor

Darinda McLaughlin

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 100%

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

Other Task Timeliness

Other Task Timeliness:

Score = 99.87%

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

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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 99.78%

- Submitted Complete = 44
- Submitted Incomplete = 0
- Completed After Submission = 1

Other Task Completeness

Other Task Completeness:

Score = 100.00%

- Submitted Complete = 50
- Submitted Incomplete = 0
- Completed After Submission = 0

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 = 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	**531**	Remediate Agency Business Systems based on Segment II	04/29/24	10/04/24	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.		
N/A	Technology	**547**	Remediate Agency Business Systems based on Segment III	07/22/24	12/13/24	50% - In Progress		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.		
N/A	Technology	**561**	Remediate Agency Business Systems based on Segment IV	10/21/24	03/14/25	50% - In Progress		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	12/19/25	75% - Consolidating/Inputting Information for Submission				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/08/25**		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**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	75% - Consolidating/Inputting Information for Submission				
N/A	N/A	**617**	Submit Bimonthly Agency Readiness	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Submission	

			Status Report						Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/25/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**09/22/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/30/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/23/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/04/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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 Sep. - Oct. 2025
Open and Monitoring	11/04/24		Agency Business Systen	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 remediation may not be fully completed until Interface testing which may not allow for all internal ABS testing to be completed prior to PALM UAT.	Continuing to monitor remediation progress. Remediation is anticipated to complete in advance of full UAT start date.	Will require ABS testing to be continued during UAT	ABS remediation is planned to be completed prior to PALM UAT.
Open and Monitoring	08/31/23		Staffing/Resource Availal	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	Vacant positions are being advertised and filled to meet staffing needs prior to PALM testing and implementation.
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 December 2025. Therefore, Agency will have to create sample files or sample data sets to mimic PALM data to test agency business systems and reports. 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.	Will cause a delay in completing ABS testing activities and validating system processes and reports.	ABS integration testing is delayed due to ABS remediation and unit testing, PALM UAT delays, and incomplete conversion data for testing. DEP has created a ABS test environment to use PALM interface conversion information and mock data to use all available test data.
Open and Mitigating	11/20/24		Business Process Chang	Availaibility 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 into the Spring of 2025. 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 is remediating internal FIN reports to ensure that the current unavailability of PALM DW/BI reporting does not affect reporting capability overall.
Open and Mitigating	09/06/24		Training	Training and Testing Resource	Increasing	6 (High/Medium)	Internal training efforts for agency users is dependent on agency	DEP will ensure that SME's are prepared for full UAT based on	SMEs would be unfamiliar with the new systems to confidently	DEP is using Pre-UAT to impart some knowledge to SME's who otherwise do not have access to the Pre-UAT

				Resource Conflicts			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 Full UAT.	full UAT based on process and role information from the knowledge center and Pre-UAT testing. ABS testing will begin prior to PALM UAT where possible. DEP PALM core team and training staff will provide support to SMEs for creating training materials and coordinating training sessions, in addition to coordinating testing efforts.	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.	not have access to the Pre-UAT environment and building its own training material. DEP is also leveraging the process steps and demo video training material that PALM has published for Pre-UAT.
Open and Monitoring	05/08/25		Business Process Chang	Changing Requirements and Impacts on Resources and Delivery	Increasing	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 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.	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)	Business system remediation could be delayed or extended impacting interface testing and business system testing and preparedness. Additionally, impacts to role assignments and workload estimations could occur.	There has been additional Knowledge Center process changes material published by PALM for Pre-UAT that is being reviewed by DEP for impacts to understanding of PALM processes and transfering that knowledge to the SME's and End Users.
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.	Utilizing material from PALM Process steps and Collab material, DEP is beginning to create its own training material for SMEs and End Users

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 Sep. - Oct. 2025

DEP 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 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.	Assumption remains
People Processes Technology	Agency SME's are trained and ready to execute DEP and PALM processes in UAT prior to PALM Full UAT.	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 at the end of January 2026.	Assumption remains
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	Assumption remains

	end users.			unable to effectively test PALM 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.	Assumption remains

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

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DEP Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
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
January - February 2025	Darinda McLaughlin	darinda.mclaughlin@floridadep.gov	03/10/25

Helpful Links

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

DFS 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

Scott Fennell

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 99.8%

- Submitted On Time = 46
- Submitted Late = 1
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 90%

- Submitted On Time = 68
- Submitted Late = 13
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 97.35%

- Submitted Complete = 44
- Submitted Incomplete = 0
- Completed After Submission = 5

Other Task Completeness

Other Task Completeness:

Score = 96.86%

- Submitted Complete = 49
- Submitted Incomplete = 0
- Completed After Submission = 2

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 = 12
- Duplicate Filled Role = 6
- 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	01/09/26	75% - Consolidating/Inputting Information for Submission		As of 7/17/25, DFS has reached 82.76% completion of the PALM Standard Topics, exceeding the 75% threshold required for Agency Certification ahead of the 7/18 deadline.		
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**09/29/25**		Submission Complete	
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**09/29/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**10/28/25**	Initially submitted on 9/30/25, because of recent changes, we will be submitting once we address those changes.	Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**10/31/25**	Initially submitted on 9/30/25, because of recent changes, we will be submitting once we address those changes.	Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**		Submission Complete	09/30/25
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**09/19/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/31/25**			
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/23/25**			
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	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.

DFS 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	04/17/25		Conversion/Configuratior	ENTERPRISE A&A - Conversion and Data Validation:	Stable	9 (High/High)	There is a risk that the agencies' data conversion validation process may not be thorough or accurate,	• A&A will work closely with the Project to understand where agencies need support and additional guidance	This could result in operational inefficiencies, data integrity issues, potential delays in	A&A reviewed risk will continue to monitor and mitigate as indicated.

							leading to incomplete or incorrect data being converted to Florida PALM.	in understanding their agency's FLAIR data. • A&A will provide guidance to agencies to help them understand the critical things to consider and evaluate for conversion. • A&A will meet with agencies through workshops or one-on-one sessions to further support agencies in cleaning up their data in preparation for conversion. • Closely working with project and agencies on mock conversion results to find solutions.	project timelines, and incorrect trial balance information in Florida PALM, which could impact financial reports.	
Open and Monitoring	10/20/23		Deployment/Cutover	ENTERPRISE A&A - Project Timeline.	Stable	9 (High/High)	• The Project timeline is very conservative regarding flexibility, and A&A's involvement is critical for project success. A&A Our level of involvement pulls our resources in multiple directions putting a strain on our time to complete tasks. A&A change management and internal preparation for A&A preparedness activities have already started, but having adequate resources will be key to successful implementation.	• Recruit knowledgeable and skilled staff, not entry level positions, to help with preparedness activities and management of daily operations. • Retain our critical staff that are involved in Florida PALM activities and those who are picking up added job responsibilities so that subject matter experts can dedicate time to Florida PALM activities. • Provide expectations that staff will cross-train and provide knowledge transfer to increase the	It can hinder successful implementation of project.	A&A reviewed risk will continue to monitor and mitigate as indicated.

DFS 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

DFS Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Technology	The Florida PALM Project will be able to provide timely and complete requirements for agency business system interfaces and business processes with enough detail and time to implement the changes according to the Florida PALM schedule.	Logged	10/20/23	Agency Business Systems	Assumption has been reviewed and continues to be valid.
Technology	Agency business system owners will understand Florida PALM impacts to be able to provide requirements for system modifications with enough detail and time to implement the changes according to the Florida PALM schedule.	Logged	10/20/23	Agency Business Systems	Assumption has been reviewed and continues to be valid.
Technology	The Go-Live date for Florida PALM is expected to occur in January 2027 based on the Florida PALM Project's decision to move the Financials, Payroll, and Data Warehouse/BI implementation.	Logged	10/23/25	Agency Business Systems	Assumption added due to the updated Florida PALM Go-Live date.
Technology	Based on the Florida PALM implementation timeline established with the execution of Amendment #12, the Go-Live date for the Florida PALM solution is expected to occur in July 2026.	Removed	10/03/25	Agency Business Systems	Assumption has been removed due to the updated Florida PALM Go-Live date.

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

DFS Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Scott Fennell	scott.fennell@myfloridacfo.com	11/10/25
July - August 2025	Scott Fennell	scott.fennell@myfloridacfo.com	09/10/25
May - June 2025	Scott Fennell	scott.fennell@myfloridacfo.com	07/10/25
March - April 2025	Scott Fennell	scott.fennell@myfloridacfo.com	05/09/25
January - February 2025	Scott Fennell	scott.fennell@myfloridacfo.com	03/06/25

Helpful Links

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

DJJ 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

Heather DiGiacomo

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 98.48%

• Submitted On Time = 38

• Submitted Late = 5

• Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 88.52%

• Submitted On Time = 61

• Submitted Late = 20

• Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 83.72%

• Submitted Complete = 32

• Submitted Incomplete = 4

• Completed After Submission = 7

Other Task Completeness

Other Task Completeness:

Score = 98.87%

• Submitted Complete = 49

• Submitted Incomplete = 0

• Completed After Submission = 4

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 = 14

• 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
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	50% - In Progress				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/07/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/21/25**	DJJ does not have confidential suppliers.	Submission Complete	
Direct	Data	**587-C**	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	**10/28/25**		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**			
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/05/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/24/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/29/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/23/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	50% - 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.

DJJ 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 Mitigating	12/03/24		User Acceptance Testing	Separation of Qualified Employees - F&A	Increasing	9 (High/High)	If DJJ loses quality staff, then the agency may be at risk of losing historical agency knowledge. The Reporting and Reconciliation supervisor has recently left the agency. This person was included as role for UAT SME.	Libby will be the SAM until the training, then it will change to Marcia so that Libby can operate other roles; SME end user roles will need to be reviewed and if applicable, reassigned to other employees. Encourage SMEs to document and archive their job functions and business processes to allow for swift training and knowledge transfer.	Bureau staff may not be as prepared for UAT SME.	Risk remains open. Staff turnover continues to pose a risk to institutional knowledge and UAT SME readiness; mitigation efforts include role reassignment, documentation of processes, and ongoing recruitment.

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

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

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

DJJ Issues

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

DJJ Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Processes Data	Chart of Account (COA) will not change beyond what the FL PALM team has forecast	Logged	08/01/23	Marcia Haye (F&A)	Reviewed for current period. Still applicable.
People	All SMEs will be available to work on required PALM-tasks.	Logged	04/17/24	Bureau SMEs	Reviewed for current period. Still applicable.
People	There is a commitment from end users to the PALM Project.	Logged	04/23/24	All	Reviewed for current period. Still applicable.
People Technology	PALM funding is maintained at the current level or greater allowing current BU-specific PALM administrators to be kept on staff.	Logged	04/23/24	PMO, F&A, General Services, Budget	Reviewed for current period. Still applicable.
People Processes Data	There will be sufficient engagement from DJJ's SME's who are knowledgeable about agency business processes.	Logged	04/23/24	F&A, Budget, General Services, HR, BPCA, BCM	Reviewed for current period. Still applicable.
People Processes	The PALM team will provide sufficient and adequate guidance to DJJ.	Logged	04/23/24	F&A, Budget, General Services, HR, BPCA, BCM, PMO	Reviewed for current period. Still applicable.

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

Agency Sponsor Confirmation

As Agency Sponsor, I understand my role and responsibility for monitoring and reporting on my agency's readiness status. I have reviewed and confirmed the accuracy of my agency's readiness status as reflected in this dashboard.

Agency Sponsor Name: *

Confirm *

Submit

DJJ Status Report Confirmation

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

DLA Status Report Dashboard

Helpful Links
- Dashboard Snapshots
- Knowledge Center
- Florida PALM Workbook for DLA
- Readiness Workplan

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
Vacant Vacant

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 98.94%
- Submitted On Time = 41
- Submitted Late = 4
- Pending Submission = 1

Other Task Timeliness

Other Task Timeliness:

Score = 91.6%
- Submitted On Time = 67
- Submitted Late = 14
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 86.89%
- Submitted Complete = 28
- Submitted Incomplete = 3
- Completed After Submission = 14

Other Task Completeness

Other Task Completeness:

Score = 86.42%
- Submitted Complete = 37
- Submitted Incomplete = 2
- Completed After Submission = 14

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 = 12
- Duplicate Filled Role = 13
- 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
Direct	Technology	**576**	Complete Internal Agency Business System Test and Remediation to prepare for Cycle 2 - Technical Interface Testing	01/06/25	07/25/25	50% - In Progress		The file format has been identified and provided to Business Unit for Remediation. Testcases are in Progress.		
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	50% - In Progress				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/07/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/16/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	75% - Consolidating/Inputting Information for Submission			Task Closed - Submission Incomplete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/04/25**			
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/09/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	Pending Resubmission	**11/03/25**		Submission Incomplete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/23/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

DLA 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 Mitigating	02/26/24		Staffing/Resource Availal	Loss of technical CNN participant	Increasing	9 (High/High)	The position is still vacant, creating a gap in support for F&A functions.	Backup technical CNN participant will need to take lead role. IT will be recruiting for replacement staff to support Finance & Accounting functions.	F&A tasks may face delays. affecting project deadlines and deliverables.	Risk remains open; risk continues to impact F&A timelines and deliverables.

Open and Mitigating	04/30/25		Role Mapping	Segregation of responsibilities with a Florida PALM user role.	Increasing	6 (Medium/High)	FLAIR user access allows the agency to restrict functions but Florida PALM user roles do not allow for restricting activities.	We need to determine if this will be a training issue or if responsibilities will need to be shifted to HR for payroll related activities.	HR will have to assume additional responsibilities.	Risk remains open.

DLA 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	12/20/24		Critical - Impacts the abil	Interface	Approval seeking on batch upload to Import process for supporting documents	The need for batch upload approval was identified to improve the efficiency of importing supporting documents.	If there is no project solution it will require considerable staff effort to complete the supporting docs	04/14/25	This issue is still open
Open	04/09/25		Critical - Impacts the abil	Business Process Chang	Manual payroll split for federal grants.	Manual process may be required to split payroll costs related to federal grants rather than utilizing Florida PALM payroll accounting functions.	We are hopeful that the future tasks will allow us to rectify the issue	09/25/25	Issue remains open.
Open	05/21/25		Critical - Impacts the abil	User Acceptance Testing	Data Warehouse	we have no way to test whether the new data warehouse will function the way that it does today because it's not available for us to test it.	We will explore optional reporting solutions.	06/30/26	No change in status this period.
Closed	08/20/25	09/15/25	Critical - Impacts the abil	Staffing/Resource Availal	Transition of Agency Sponsor Role	The current Agency Sponsor departed in early September, leaving a leadership gap.	The role of Agency Sponsor will be replaced by Senior Executive Staff from F&A to ensure leadership continuity and decision-making support.	09/30/25	Interim sponsor-Darlene managing responsibilities; leadership transition stabilized- issue can be closed.
Open	09/10/25		High - Impacts the ability	Conversion/Configuratior	Review and validation of extensive APLM Supplier file	The PALM Supplier file is significantly large, making it difficult for F&A staff to complete reviews within the required timeframe. This may impact timely validations and downstream processes.	Extend review timelines or allocate additional resources to ensure accurate validation of supplier data.	11/07/25	Supplier file review ongoing-monitoring continues.
Open	09/02/25		Low - All impacts not liste	Staffing/Resource Availal	Project Team Member out on extended FMLA who had expertise working with our grants and property areas.	This individual is currently the only person who handles our property inventory and works with the agency business system application that is a part of the inventory tracking. He is also the primary person for out grant reporting.	Key resource remains unavailable. Monitoring will continue until the individual returns or additional support is secured.	11/07/25	Monitor continues until resource returns from FMLA or backup support is provided.

DLA Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Processes	Processes will require modification to accommodate new roles	Logged	09/07/23	Finance & Accounting	Assumption remains valid.
Data	Data field changes will impact systems	Logged	09/07/23	Finance & accounting, VANExt, EGrants, SQL reporting	Assumption continues.
People Processes Technology Data	Final build is complete and available for UAT and Interface Testing	Logged	12/20/24	Finance & accounting, VANExt, EGrants, SQL reporting	Assumption remains valid. UAT user story writing and validation activities are in progress.
Processes Data	Supplier records were added by DLA, but PALM and FLAIR outputs show discrepancies that need clarification.	Logged	09/10/25	Finance & Accounting	Assumption remains open.

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

DLA Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Darlene Faris - Interi	darlene.faris@myfloridalegal.com	11/10/25
July - August 2025	Darlene Faris - Interi	darlene.faris@myfloridalegal.com	09/10/25
May - June 2025	Sabrina Donovan	sabrina.donovan@myfloridalegal.com	07/10/25
March - April 2025	Sabrina Donovan	sabrina.donovan@myfloridalegal.com	05/09/25
January - February 2025	Sabrina Donovan	sabrina.donovan@myfloridalegal.com	03/07/25

Helpful Links

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

DMA 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

Col. Adam Curry

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 99.36%

- Submitted On Time = 42
- Submitted Late = 3
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 98.89%

- Submitted On Time = 74
- Submitted Late = 7
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 89.35%

- Submitted Complete = 32
- Submitted Incomplete = 2
- Completed After Submission = 12

Other Task Completeness

Other Task Completeness:

Score = 90.75%

- Submitted Complete = 38
- Submitted Incomplete = 0
- Completed After Submission = 15

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 = 12
- Duplicate Filled Role = 2
- 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	25% - Beginning Initial Internal Meetings and Information Gathering	**08/28/25**			
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	100% - Submitted	**09/29/25**			
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**10/22/25**		Submission Complete	
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/28/25**		Submission Complete	
Direct	Data	**587-C**	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	**09/15/25**		Submission Complete	10/21/25
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**10/22/25**	Grant IDs are not applicable due to DMA using Quickbooks to track Cooperative Agreements.	Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/05/25**	Speedkeys created today and will not show on spreadsheet until next day. Placed temporary speedkeys and will update the sheet when it becomes available again.		
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/09/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/24/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/29/25**	COL Curry out of office and unable to sign. His Deputy (Tim Smith) signed.	Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**	COL Curry out of office and unable to sign. His Deputy (Tim Smith) signed.	Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/22/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/07/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

DMA 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

DMA 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
Closed	07/31/25	08/15/25	Low - All impacts not liste		Quickbooks replacement go-live will be prior to PALM go-live. Potential changes may occur in PALM which would require changes to be made to the Quickbooks program.	Ensure that DMA tracks any changes in PALM that would affect any changes to Quickbooks replacment program. Have a contingency PO in place to fund changes to Quickbooks replacement program.	Continue to monitor	10/01/25	Contract to replace Quickbooks has been canceled. DMA will continue to use Quickbooks.

DMA Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025

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

Privacy Policy | Report Abuse

DMA Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	COL Adam Curry	adam.m.curry.mil@army.mil	11/07/25
July - August 2025	COL Adam Curry	adam.m.curry.mil@army.mil	09/09/25
May - June 2025	COL Adam Curry	adam.m.curry.mil@army.mil	07/08/25
March - April 2025	COL Adam Curry	adam.m.curry.mil@army.mil	05/05/25
January - February 2025	COL Adam Curry	adam.m.curry.mil@army.mil	03/04/25

Helpful Links

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

DMS 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

Lance Dyal

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 99.78%

- Submitted On Time = 43
- Submitted Late = 1
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 96.79%

- Submitted On Time = 70
- Submitted Late = 11
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 89.53%

- Submitted Complete = 29
- Submitted Incomplete = 1
- Completed After Submission = 13

Other Task Completeness

Other Task Completeness:

Score = 91.57%

- Submitted Complete = 44
- Submitted Incomplete = 0
- Completed After Submission = 7

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 = 7
- Duplicate Filled Role = 6
- Vacant Role = 1

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	100% - Submitted	**09/22/25**	Midpoint Check-in due Sept 12 - completed Sept 8. Sept 22: Complete.		
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		Sept 3: Holding review meetings.		
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/17/25**	08-26-25: Florida PALM Workbook for DMS > Inventories > Agency Supplier Record has been completed. Edited version of the APC001 Mock 3 data pull with comments checked back into the DMS Secure Portal.	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**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/05/25**		Task Closed - Submission Incomplete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/05/25**			
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/08/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**10/01/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**09/22/25**	Sept 22: Agency sponsor reviewed and completed.	Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**11/03/25**			
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**			
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/07/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

DMS Risks

Sheet Name	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

STMS Risks	Open and Monitoring	07/29/25			Cycle 2 Testing Delays	Increasing	9 (High/High)	Cycle 2 testing delays in getting the error log or outbound file.	Continue to monitor the timeframe when files are sent to PALM and results returned.	Delays in schedule.	API031 is still not available after API002 is sent to PALM.
STMS Risks	Open and Monitoring	11/06/23			Timeline. Competing deadlines immediately prior to go-live.	Increasing	6 (Medium/High)	Timeline. Competing deadlines immediately prior to go-live. Fiscal accountants and other users will be trying to learn PALM as well as changes to departmental and enterprise systems affected by PALM implementation, at the same time. The STMS Team, as well as other system owners, may need to make late changes while also trying to train end users.	Identify impacted users and trainings that will be offered, to coordinate a DMS training schedule. Meetings with PALM.	Unable to meet timelines to go-live.	Monthly webinars with agencies continue for consistent communication about changes in STMS.
MFMP Risks	Open and Monitoring	04/30/24		Business Process Chang	DFS Vendor Portal	Stable	6 (High/Medium)	On March 1, 2024, the Department of Financial Services (DFS), Division of Accounting and Auditing (A&A) team met with the MFMP program to discuss its vendor management initiative. This initiative includes analyzing existing vendor management business processes, determining improvements, and developing a data clean-up plan. DFS A&A also proposed a new vendor portal solution that will impact the vendor registration and master vendor data exchange between MFMP and Florida PALM. DFS issued a competitive solicitation in July 2024 for the new portal, executing a contract in mid-FY2024-25. The project has started before Florida PALM's July 2026 go-live date with a phased approach to full implementation by Florida PALM Go-Live. MFMP, Florida PALM, and DFS are discussing integration and interface requirements, including the master data vendor exchange. Launching a design, test, and implementation effort for a new DFS vendor portal parallel with MFMP's Florida PALM implementation activities and during the current build schedule presents significant risk the MFMP to Florida PALM integration and interface implementation.	MFMP and Florida PALM continue to design the master vendor data exchange based on MFMP and Florida PALM's existing requirements. MFMP will continue to work with DFS and Florida PALM on planning activities for the new vendor portal; however, based on the current lack of formal requirements, a defined implementation plan, timeline, etc., MFMP cannot begin building to support the new vendor portal at this time.	Failure to successfully integrate supplier records between MFMP, Florida PALM, and FLIPS would cause several critical issues within the Procure to Pay process in the State of Florida.	No updates/still monitoring
MFMP Risks	Open and Monitoring	06/06/25		Interface	MFMP Florida PALM Testing Delays	Stable	6 (High/Medium)	Due to a lack of return data from Florida PALM mock testing, MyFloridaMarketPlace (MFMP) was unable to participate in Mock One testing and did not have Mock Two PALM conversion data until the end of May 2025 to begin evaluating. Florida PALM not returning Mock Two conversation data to MFMP until six business days before the planned start of Florida PALM's Interface Cycle Two Testing (June 2025) presents significant risk with the two programs being unable to evaluate possible errors and valid or invalid failure reasons until shortly before the start of Cycle Two testing. Mock One and Two testing was intended to begin exploring conversion results and troubleshooting issues that arise prior to the start of Cycle Two Testing. Based on these events and according to Florida PALM's current timeline, this puts	The Department will continue to monitor timely completion of testing activities and openly communicate with the Florida PALM project when data return deadlines are not met. If these return deadlines continue to have delays, they may result in an overall delay in the MFMP and Florida PALM testing timelines.	Continued delays in receipt of testing data from Florida PALM to MFMP will hinder the Department's ability to complete testing activities that have a dependency on available Florida PALM testing return data.	No updates/still monitoring

								MFMP a full cycle behind in testing efforts from the Florida PALM data perspective. MFMP has continued to complete all system and integration design, build, and test activities in its timeline that it has control over; however, any testing requiring data from Florida PALM is behind the anticipated schedule. Although these testing efforts can be completed during Cycle Two testing, this requires several activities to occur later in the cycle than originally anticipated, introducing risk on both sides of the project to meet the completion dates in preparation for User Acceptance Testing, End-to-End testing, and Go-Live Dry-Run testing.			
[STMS Risks]	Open and Monitoring	05/01/25			API133 - new interface	Increasing	4 (Medium/Medium)	New interface for voucher errors likely to be used by STMS. This will provide error messages for vouchers.	Initial meeting with PALM 5/1/25 to discuss interface. Continue to review the interface and determine the impact to STMS.	Possible delay in schedule with adding a new interface.	No new information for this interface. This interface is not ready for testing.
[STMS Risks]	Open and Mitigating	11/06/23			Interface. Inability to design flat file transfer process.	Decreasing	2 (Medium/Low)	Concern about flat file data loading and transfer of files.	Provide information about when and where flat file data will be provided and how it will be accessed. Meetings with PALM continue.	Failure to receive file transfers.	Files are being sent to PALM in Cycle 2 testing.
[STMS Risks]	Open and Mitigating	12/19/23			Functionality. Inability to design user interface to accommodate Speed Keys instead of Expansion Options	Decreasing	2 (Medium/Low)	Concern about design and process changes with speed keys.	Provide information about the Speed Key interface, as well as training about how agencies will be using it in PALM. Provide training about how Speed Keys will be used by travelers to communicate billing information to Fiscal Accountants. Meetings with PALM continue. CCN and Enterprise Partners are currently collaborating. Close to resolution; will review next cycle.	Training issues with end users.	Currently in Cycle 2 testing where speed keys are being used for expenses and processed on vouchers.
[MFMP Risks]	Open and Monitoring	05/01/24		Staffing/Resource Availal	Project Staff Turnover	Stable	2 (Medium/Low)	Over time, the Florida PALM project team has encountered staff turnover. This can present risk associated with knowledge transfer, or lack thereof, between the existing resource and their successor. New project staff must be informed and prepared to continue open integration and interface design decisions. Delayed or incomplete knowledge transfers for the successor may delay design decisions, thus risking the implementation of the MFMP to Florida PALM integration according to the existing timeline.	MFMP will work with Florida PALM to assist in expediting any knowledge transfer incoming successors require to mitigate delays in design decisions	Insufficient transfer of knowledge can result in delays in design decision making, putting the implementation timeline or quality of design efforts at risk.	No updates/still monitoring
[STMS Risks]	Open and Mitigating	11/06/23			Functionality. Inability to design new STMS user interface for creating vouchers	Decreasing	1 (Low/Low)	Concern about creating UI for vouchers.	Provide training in PALM for creating vouchers so that we can attempt to replicate the process and minimize confusion for users in both systems. Provide information about flat files with information required to build vouchers in STMS and confidently pass combo edit checks using the PALM Combo Edit Check API. Meetings with PALM continue.	Training issues with end users.	Currently in Cycle 2 testing. The vouchers are being created and processed in testing.

DMS Issues

Sheet Name	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

[MFMP Issues]()	Open	06/06/25		High - Impacts the ability	Interface	DFS Vendor Portal	The Department was originally made aware in March 2024 of a new vendor portal project the Department of Financial Services (DFS) was pursuing to replace their current W9 portal and vendor electronic funds transfer (EFT) business process. After further discussions with DFS, the Department logged a risk for this vendor portal in April 2024, citing the concern that a new DFS vendor portal design, build, and test process operating parallel with MFMP and Florida PALM's implementation activities and during the current build schedule presents significant risk the MFMP to Florida PALM integration and interface implementation. Since that time, DFS completed a competitive solicitation and awarded a contract in December 2024 to begin their design, build, and test process. Up until that activity, and since that time, the Department has continually requested information from DFS on how supplier integrations between MFMP, Florida PALM, and the new DFS vendor portal are intended to function, with very few updates. Beginning on April 23, 2025, the Department attended bi-weekly design sessions with Florida PALM and DFS Accounting and Auditing (A&A) to better understand what is to be called the Florida Integrated Payment System (FLIPS) functional and technical requires so that the Department can ensure a successful integration between the two systems and Florida PALM. Based on previous knowledge and these discussions starting in April, there are two primary issues with FLIPS related to MFMP and Florida PALM's ability to be successful with a July 2026 Go Live: 1. Timeline and Scope – MFMP and PALM have worked together to design and build the interface based on PALM's defined supplier interface requirements for over a year, with testing scheduled to begin in June 2025. During that time, no information was available allowing the two programs to design what FLIPS would require, and any designs or supplier integration models do not currently accommodate FLIPS as part of the process. Attempting to make an integration shift this late in the process is an issue that has resulted in increased scope and project cost, a shift in testing timelines that have already been planned out, and use of time already allocated to other Florida PALM – MFMP integration activities to instead redesign the supplier integration approach. Interface Cycle Two – Technical Testing is scheduled to begin on June 9, 2025, and extend through the end of October 2025. This means the Department and Florida PALM are	The Department will continue to meet with DFS A&A and Florida PALM to confirm business and functional requirements. Once those are confirmed, MFMP will make changes in VIP, AOD, and our interfaces to accommodate the changes in approach. MFMP will include these changes in its testing efforts to ensure everything is functioning as expected. Agency Customer education will be essential in mitigating this issue, emphasizing the importance of choosing the correct remittance address associated with their payments. Because this will present a moderate change in business process for customers, they should plan for this change prior to Florida PALM and FLIPS Go-Live.	TBD	No updates

							and Florida PALM are required to dedicate resources to redesigning the supplier integration approach and expected to test that integration in the same timeline window. FLIPS will also need to participate in this testing, meaning they must be far along enough in their build process to begin testing between August and October 2025, likely requiring MFMP, Florida PALM, and FLIPS to utilize the contingency period of Interface Cycle 2 Technical Testing in November 2025. Based on all of these considerations, DMS is raising the risk originally logged in April 2024 to an issue as of June 2025. 2. Supplier Data Connection and Remit Information – As of June 5, 2025, less than one week before Interface Cycle 2 Technical Testing is scheduled to begin, it has been communicated to the Department by DFS A&A that they have decided the expectation is for MFMP to not send any supplier data to Florida PALM or FLIPS. DFS A&A intends on all supplier data responsible for direction of the payment process to originate from FLIPS and be sent over to Florida PALM for creation of a PALM Supplier ID. Florida PALM would then send remittance address information to MFMP for inclusion in the MFMP Vendor Information Portal (VIP) and Ariba On Demand (AOD). This introduces issues with connecting vendor records between all three enterprise systems, requiring remittance data to be applied in MFMP strictly at the Tax ID level because no unique identifier will be integrated between MFMP and Florida PALM prior to FLIPS sending			
STMS Issues	Open	10/01/24		High - Impacts the ability	Interface	GLI012 - Time out error when testing web service connection	PALM & STMS Teams are troubleshooting the connection issue. Multiple meetings have been scheduled. STMS provided the IPs to the sandboxes for whitelisting.	Provided the IPs to whitelist in 4/4/2025. STMS requested another session to confirm PALM is seeing connection attempts. If still an issue, STMS will request Salesforce assistance.	07/31/25	Successful handshake with web service achieved on 10/22/2025. Full integration in progress.
STMS Issues	Open	10/28/25		High - Impacts the ability	Interface	Cycle 2 Testing Delays	Cycle 2 testing delays in receiving interface files. API031, API133	API031 is in testing for PALM internally, but is not ready for Cycle 2 testing. API133 is in development.	11/28/25	API031 is still not ready, delaying cycle 2 testing.
STMS Issues	Open	10/28/25		High - Impacts the ability	Interface	Interface Changes required after errors received from processing Inbound files.	Raised concern about inconsistency in POI006 Interface with error log received after processing file. The Receipt Quantity should be 1 when Amount Only Flag = Y. The current interface for Receipt Quantity is "Conditionally Required when the "Amount Only Flag" = 'N'. The Quantity should always be a positive value and should not be a negative value. Zero is allowed. The Receipt Line Quantity should not exceed the remaining quantity on the PO Line Quantity."	11/4/25 - PALM is updating the processing rules. After review, it will be posted to Knowledge Center.	11/28/25	This is preventing testing carry forward process.

DMS Assumptions

Sheet Name	Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025

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

Privacy Policy | Report Abuse

DMS Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Lance Dyal	lance.dyal@dms.fl.gov	11/07/25
July - August 2025	Lance Dyal	lance.dyal@dms.fl.gov	09/08/25
May - June 2025	Lance Dyal	lance.dyal@dms.fl.gov	07/08/25
March - April 2025	Lance Dyal	lance.dyal@dms.fl.gov	05/07/25
January - February 2025	Lance Dyal	lance.dyal@dms.fl.gov	03/11/25

FRS Status Report Confirmation

Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
July - August 2025	Kathy Gould	kathy.gould@dms.fl.gov	08/28/25
May - June 2025	Kathy Gould	kathy.gould@dms.fl.gov	07/07/25
March - April 2025	Kathy Gould	kathy.gould@dms.fl.gov	05/05/25
January - February 2025	Kathy Gould	kathy.gould@dms.fl.gov	02/24/25

MFMP Status Report Confirmation

Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
July - August 2025	Ayanna Bridges	ayanna.bridges@dms.fl.gov	08/29/25
May - June 2025	Tyler Brown	tyler.brown@dms.fl.gov	06/25/25
March - April 2025	Tyler Brown	tyler.brown@dms.fl.gov	05/05/25
January - February 2025	Tyler Brown	tyler.brown@dms.fl.gov	03/03/25

PF Status Report Confirmation

Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
July - August 2025	Jesse Johnston	jesse.johnston@dms.fl.gov	09/05/25
May - June 2025	Jesse Johnston	jesse.johnston@dms.fl.gov	07/02/25
March - April 2025	Tony Lloyd	tony.lloyd@dms.fl.gov	05/06/25
January - February 2025	Tony Lloyd	tony.lloyd@dms.fl.gov	02/28/25

STMS Status Report Confirmation

Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Casey Taylor	casey.taylor@dms.fl.gov	11/04/25
July - August 2025	Casey Taylor	casey.taylor@dms.fl.gov	08/27/25
May - June 2025	Casey Taylor	casey.taylor@dms.fl.gov	07/02/25
March - April 2025	Casey Taylor	casey.taylor@dms.fl.gov	05/02/25
January - February 2025	Casey Taylor	casey.taylor@dms.fl.gov	02/28/25

Helpful Links

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

DOAH 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

Megan Silver

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 97.5%

- Submitted On Time = 39
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 93%

- Submitted On Time = 71
- Submitted Late = 9
- Pending Submission = 1

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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 96.19%

- Submitted Complete = 39
- Submitted Incomplete = 1
- Completed After Submission = 2

Other Task Completeness

Other Task Completeness:

Score = 94.62%

- Submitted Complete = 46
- Submitted Incomplete = 1
- Completed After Submission = 5

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 = 4
- Duplicate Filled Role = 8
- Vacant Role = 2

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	Processes	**560**	Submit Change Analysis Tool	12/09/24	05/02/25	75% - Consolidating/Inputting Information for Submission				
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25					
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**08/26/25**		Submission Complete	
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/14/25**		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**			
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/08/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/29/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/29/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**	Attached document to Row 66	Submission Incomplete	10/30/25
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

DOAH 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 Mitigating	07/05/23		Training	If resources are not fully trained to do their jobs, go-live will continue but DOAH will not be ready for go-live.	Decreasing	6 (High/Medium)	DOAH is a small agency with limited workforce. There are eight purchasing and accounting positions, one budget director, and one personnel director that perform functions in FLAIR today. It is critical these personnel are able to	DOAH will work with the DOAH's SMEs and PALM team to ensure staff's capabilities to function in PALM by attending meetings, reviewing information from the Knowledge Center, and Thursday Talks to keep abreast of information Have	DOAH will not effectively function in PALM and business processes will be delayed for completion. This will effect our internal and external customers.	In this quarter, three Accountants left their positions either for a promotion or to another agency, we have filled 3 of the 4 positions and identified a candidate for the remaining position.

							personnel are able to perform their function in PALM.	information. Have affected staff (all end users) participate in testing and training for PALM. All SMEs have participated in Segment III and IV workshops.		
Open and Mitigating	11/07/24		User Acceptance Testing	If Axiom Pro is not reconfigured for UAT, accountants will be unable to test and verify the functionality of the application with FL PALM..	Decreasing	4 (Medium/Medium	DOAH utilizes the Axiom Pro application for our voucher schedule workflow approval and as a repository for our voucher schedules.	Agency Liaison will collaborate with other agencies and Image API to ensure the reconfiguration is completed prior to UAT. Agency Liaison will request status updates from Image API to ensure timeliness of end product.	Staff will make plans to test the process using our previous method of assembling and storing our vouchers.	Docufree/Image API has provided a coversheet template for our feedback and our waiting on our approved API031 file in order to move forward with reconfiguring the application.
Open and Mitigating	08/28/24		Staffing/Resource Availal	The staff's previous experience with system implementation may lead to low or lack of engagement in transitioning to the new financial system.	Decreasing	1 (Low/Low)	Staff's experience with the previous rollout of the CMS was did not go well. They are anxious about transitioning to a new system.	Agency Liaison will integrate PALM awareness through emails, meeting discussions and providing updates regarding PALM during management staff meetings. Agency Liaison will provide staff with PALM resources to become familiar with the system. SMEs and future end users will participate in Segment IV meetings and meet regularly to discuss PALM implementation in designated meetings so the conversation is focused."	Staff will not be actively engaged and will hinder the testing and training with PALM. Thus, not having trained staff to function in PALM on the Go-Live date.	Since having to fill four Accounting position this quarter, the majority of the Accounting staff do not have previous experience with PALM CMS Wave and thus lessens the number of staff anxious about transiting to PALM with the Financial Wave.

DOAH 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	04/08/25		High - Impacts the ability	Staffing/Resource Availal	Accounting Supervisor Resigned	Accounting Supervisor resigned their position of March 21st and their duties and responsibilities have been reallocated in the interim.	Management will review the accounting supervisor's duties and responsibilities to develop a strategy to address the structure of the unit. Based on the analysis, it will be determined how to move forward with position.	09/30/25	DOAH management elected to reclassify the position to an Accounting, Lead Professional. The position was advertised and has been filled. The new staff member will start on November 17th.
Open	02/07/25		Low - All impacts not liste	Staffing/Resource Availal	Contract Manager Leaving	Staff Member (Contract Manager) leaving October 31st who prepares invoices for auditors and creates invoices for ALJ Services Contracts	Transition Plan to fill the position with overlap time in order for the outgoing staff member to train the new staff.	10/31/25	The position has been filled with an internal employee in our Accounting unit. The current contract manager agreed to stay through November due to the current staff shortages.
Open	09/03/25		Low - All impacts not liste	Staffing/Resource Availal	Accountant III-Revenue Resigned	Accountant III-Revenue resigned their position on September 3rd. New Accountant III-Revenue resigned on October 10, 2025.	Accountant II will be placed in the Accountant III role with assigned duties and responsibilities effective September 12th. This will create a vacancy with the Accountant II position. Advertise and fill Accountant II position.	11/03/25	Advertised the Accountant II and Accountant III positions. The Accountant II position was filled on October 13th and we have identified a top candidate for the Accountant III position with expectation to fill the position in the next week.
Open	09/26/25	10/20/25	Low - All impacts not liste	Staffing/Resource Availal	Accountant III-Disbursements Resigned	Accountant III-Disbursements resigned their position on September 26th.	Advertise and fill the position	11/30/25	Advertised and filled the position. The new staff member's start date was October 20, 2025.

DOAH 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 Processes Technology Data	Staff will be able to perform their assigned function proficiently in PALM on Go Live Date	Logged	09/08/23	End Users	Docufree/Image API has provided a coversheet template for our feedback and our waiting on our approved API031 file in order to move forward with reconfiguring the application. All other staff completed their prerequisite training modules for UAT.
Technology	Axiom Pro Application will be reconfigured to pull the vouchers in PALM by UAT.	Logged	10/31/24	End Users	Docufree/Image API has provided a coversheet template for our feedback and our waiting on our approved API031 file in order to move forward with reconfiguring the application.
People	All positions will be filled with staff trained on current business processes.	Logged	04/04/25	End Users	In this quarter, three Accountants left their positions either for a promotion or to another agency, we have filled 3 of the 4 positions and identified a candidate for the remaining position. All other staff are continuing to review their desk manuals and aligning them with the topics/activities with FL PALM.

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: *

DOAH Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Megan S. Silver	megan.silver@doah.state.fl.us	11/10/25
July - August 2025	Megan S. Silver	megan.silver@doah.state.fl.us	09/08/25
May - June 2025	Megan S. Silver	megan.silver@doah.state.fl.us	07/08/25
March - April 2025	Megan S. Silver	megan.silver@doah.state.fl.us	05/12/25
January - February 2025	Megan S. Silver	megan.silver@doah.state.fl.us	03/07/25

Helpful Links

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

DOE 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

Suzanne Pridgeon

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 96.74%

- Submitted On Time = 41
- Submitted Late = 3
- Pending Submission = 0

Other Task Timeliness:

Score = 89.63%

- Submitted On Time = 66
- Submitted Late = 15
- Pending Submission = 0

Direct Task Completeness:

Score = 77.21%

- **Submitted Complete = 21**
- Submitted Incomplete = 5
- Completed After Submission = 17

Other Task Completeness:

Score = 85.96%

- Submitted Complete = 36
- Submitted Incomplete = 2
- Completed After Submission = 14

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 = 9
- Duplicate Filled Role = 3
- Vacant Role = 2

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				
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				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/07/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/16/25**		Submission Complete	
Direct	Data	**587-C**	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	**10/28/25**		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**			
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/02/25**		Submission Complete	09/10/25
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/25/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/28/25**	Agency Backup Sponsor is also Comptroller and in the best position to validate need for state program in budgeting. In the interest of meeting the RW Task suspense, it was a more efficient use of time and resources to have the comptroller complete.	Submission Complete	10/30/25
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/27/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/07/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	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.

DOE 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 Mitigating	07/02/25		Staffing/Resource Availal	Operational Staff Turnover - General	Stable	4 (Medium/Medium)	Staff turnover is an ever-present risk and is especially significant when contemplating a	Mitigate. Ensure job-specific processes are documented and generic enough to	Delays could occur.	Several key SMEs have left the agency lending support to maintaining this risk as open and mitigating.

							new financial platform.	permit retraining of new, incoming staff.		
Open and Mitigating	07/15/25		Interface	Weak integration plan between legacy agency systems and PALM	Stable	4 (Medium/Medium)	Current agency systems may not align or integrate cleanly with PALM data structures or workflows.	Mitigate: Continue to evaluate ABS during PALM testing.	Delays in data flow and reporting; potential data loss or duplication.	API002 tested and returned with significant errors.
Open and Monitoring	07/15/25		Training	No training plan or materials provided for end users	Increasing	4 (Medium/Medium)	Training needs assessment not conducted; PALM training assets not yet distributed.	Monitor. Coordinate with PALM training team; develop internal training schedule and delivery method.	Low adoption, user errors, and surge in post-go-live support needs.	Project training resources insufficient.
Open and Mitigating	07/29/25		Role Mapping	SMEs and UAT	Increasing	4 (Medium/Medium)	SMEs have limited availability or unclear responsibilities for test participation.	Mitigate. Establish SME commitment calendar with sponsor oversight.	Insufficient test coverage and validation of configurations.	Will re-evaluate as Online UAT commences.
Open and Monitoring	07/29/25		Staffing/Resource Availal	Overlapping UAT and Training Development	Increasing	4 (Medium/Medium)	Critical path activities such as SME testing and internal training design are scheduled simultaneously.	Monitor. Separate workstreams with distinct leads and buffer schedules.	Reduced availability of key resources and delays in readiness activities.	Will re-evaluate as Online UAT commences.
Open and Mitigating	07/29/25		Conversion/Configuratior	Data Integrity Issues During FLAIR-to-PALM Conversion	Increasing	4 (Medium/Medium)	Data extracted from the legacy FLAIR system may be incomplete, inconsistent, or poorly structured, posing conversion challenges.	Mitigate. Perform multiple test conversions and reconciliations; involve business SMEs to verify data mapping accuracy.	Financial records may be inaccurate, requiring extensive reconciliation and delaying go-live.	Many inconsistent messages from project regarding conversion and data cleansing. Still waiting on an answer to question on special characters.
Open and Mitigating	11/22/24		Staffing/Resource Availal	The project is leans on one or two key people who possesses the primary knowledge of the business applications. If these individuals become unavailable (due to illness, departure, or other reasons), there is a risk of project delays, errors, and reduced efficiency in resolving technical or operational challenges.	Stable	3 (High/Low)	Matt has extensive knowledge of the Comptroller's business applications. The staff that backs Matt up knowledge of the applications are limited and would cause delays if the Matt becomes unavailable.	Mitigate: 1.) Knowledge Sharing: Implement regular knowledge-sharing sessions to distribute expertise among team members. 2.) Documentation: Develop comprehensive documentation for business applications, ensuring critical knowledge is stored and accessible. 3.) Cross-Training: Train other team members to create redundancies in expertise. 4.) Backup Plans: Establish a clear plan for knowledge transition and business continuity. 5.) Mentorship Programs: Pair the individual with a mentee who can gradually acquire similar expertise. By addressing this risk proactively, the project can reduce its dependency on a single resource and ensure continuity.	-Delays in project timelines due to the lack of expertise available to address critical issues. -Reduced quality of deliverables due to incomplete understanding of business applications. -Increased operational and knowledge transfer costs if the individual exits or is unavailable. -Potential for project failure in critical phases where the knowledge is essential.	Several key SMEs have left the agency lending support to maintaining this risk as open and mitigating.
Open and Mitigating	01/07/25		Agency Business Systen	ABS Applications (FLAGS, Deposit, Indirect Cost and PARS) risk being not ready for UAT and go-live due to insufficient remediation.	Stable	2 (Medium/Low)	DOE has encountered development delays resulting from moving interface file standards with the Project and lacked one developer for applications.	Monitor. Prioritize Applications: Assess and prioritize applications based on criticality and impact. Focus remediation efforts on the highest-risk applications first; Reallocate resources: Identify and allocate resources from less critical projects or consider temporary hires/contractors to bolster the team; implement phased rollout: Consider a phased rollout approach where non-critical features are delayed to allow for necessary remediation; Conduct regular progress reviews: Implement weekly check-ins to monitor remediation progress and adjust resources as needed.	Significant delays could occur	Two occurrences in September.
Open and Mitigating	07/29/25		Business Process Chang	Moderate OCM efforts.	Stable	2 (Medium/Low)	Organizational Change Management efforts have been minimal, risking user adoption and SME readiness.	Mitigate. Accelerate internal OCM activities, engage leadership, deliver targeted messaging.	Delayed adoption and lack of preparedness during implementation.	Developed survey and provided OCM materials.
Open and Mitigating	07/29/25		Interface	ABS and interface compatibility with PALM	Stable	2 (Medium/Low)	Interfaces and legacy systems may fail to transmit or receive PALM-compatible data.	Mitigate. System integration testing, interface validation, early defect tracking.	Critical data failures during financial processing or reporting.	API002 tested and returned with significant errors.
Open and Mitigating	07/29/25		Staffing/Resource Availal	Competing Responsibilities for Key Roles During Testing	Increasing	2 (Low/Medium)	Key agency staff fulfilling Project Team roles (e.g., BAs, Liaisons, Workgroups) are also managing core business responsibilities, limiting availability for PALM testing and training.	Mitigate. Secure dedicated time allocations through resource management planning and escalate conflicts to Sponsor for prioritization.	UAT execution may be delayed or insufficient, leading to missed defects and rework.	Will re-evaluate as Online UAT commences.
Open and Mitigati	07/15/25		Role Mapping	PALM roles	Decreasing	1 (Low/Low)	Agency not yet focused	Mitigate. Schedule role-	Users receive incorrect	Continuing to emphasize role mapping.

Mitigating				not yet aligned to agency job functions			on solidifying role-mapping effort.	mapping session and communicate responsibilities.	permissions, reducing efficiency or creating access issues.	

DOE 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
Closed	09/05/25	09/25/25	Critical - Impacts the abil		API002 Interface file transmittal from DOE to PALM not being received correctly by PALM Project.	A core requirement of ABS-PALM interface testing is the transmittal of ABS-generated interface file getting picked up from PALM server for processing. The agency has the responsibility to ensure file is placed in the correct folder on the PALM server and PALM Project the responsibility for correctly picking up that file.	DOE has initiated communication with PALM development team to seek resolution to API002 reaching the correct location and PALM picking up that file from the location.	09/19/25	Missing file at location issue identified on 9/4/2025.
Closed	09/19/25	11/04/25	High - Impacts the ability	Conversion/Configuratior	Project not answering question regarding special characters approved in Knowledge Center.	Reviewed the KC article and noted that UTF-8 to ASCII(ANSI) conversion of underscores and spaces is acceptable in text fields, such as descriptions. Consolidated error report reflects a large number of API errors related to invalid characters in long and short descriptions, even though the characters in the field(s) are acceptable.	Relayed concern to Project on September 19th and followed-up on September 23rd. No answer provided as due dates for tasks loom. Agency will follow instructions in KC.	10/17/25	Initiated

DOE 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	All staffing needs will be met to complete the project	Logged	03/03/25	Leadership	Monitoring
People	The PALM central project team will provide deadlines, templates, and support for key deliverables.	Logged	07/15/25	SMEs, Leadership, End Users	Monitoring
People Processes	Business process knowledge is fragmented but recoverable through interviews and document reviews.	Logged	07/15/25	SMEs, Leadership, End Users	Monitoring
People	Current lack of OCM effort is due to oversight, not resistance.	Logged	07/15/25	SMEs, Leadership, End Users	Monitoring
Processes Data	The division has access to or can obtain relevant FLAIR documentation and historical process flows.	Logged	07/15/25	SMEs, Leadership, End Users	Monitoring
People Processes	End-user community is unaware of upcoming changes and will require structured, repeated communication.	Logged	07/15/25	SMEs, Leadership, End Users	Monitoring
People Processes Technology Data	Data conversion from FLAIR will rely heavily on existing systems and internal technical SMEs.	Logged	07/15/25	SMEs, Leadership, End Users	Monitoring
People Processes Technology Data	UAT will require active participation from functional staff.	Logged	07/15/25	SMEs, Leadership, End Users	Monitoring
People Processes	PALM stakeholders will respond positively to constructive engagement.	Logged	07/15/25	SMEs, Leadership, End Users	Monitoring

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

DOE Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Suzanne Pridgeon	suzanne.pridgeon@fldoe.org	11/07/25
July - August 2025	Suzanne Pridgeon	suzanne.pridgeon@fldoe.org	09/05/25
May - June 2025	Suzanne Pridgeon	suzanne.pridgeon@fldoe.org	07/18/25
March - April 2025	Suzanne Pridgeon	suzanne.pridgeon@fldoe.org	05/12/25
January - February 2025	Suzanne Pridgeon	suzanne.pridgeon@fldoe.org	03/12/25

Helpful Links

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

DOEA 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

Teresa Johnson

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 97.86%

- Submitted On Time = 36
- Submitted Late = 4
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 71.77%

- Submitted On Time = 48
- Submitted Late = 31
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 90.48%

- Submitted Complete = 35
- Submitted Incomplete = 2
- Completed After Submission = 5

Other Task Completeness

Other Task Completeness:

Score = 89.80%

- Submitted Complete = 44
- Submitted Incomplete = 3
- Completed After Submission = 4

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 = 3
- Duplicate Filled Role = 11
- 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	50% - In Progress		SMEs working on documenting different testing scenarios and gathering data for test scenarios.		
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	100% - Submitted	**10/28/25**	Confirmed with SMEs that the updates have been completed.		
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**10/29/25**	Confirmed with SMEs that the updates have been completed.		
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**09/11/25**	Confirmed with JN that suppliers were listed and confirmed with RW, RP, &FF for the agency supplier record.	Submission Complete	
Direct	Data	**587-C**	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	**10/28/25**	Confirmed with CE and SF that the updates have been completed.	Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**10/29/25**	Confirmed with SMEs that the updates have been completed.	Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**10/29/25**	Confirmed with the SMEs that the updates have been completed. Updated SpeedKey configuration to include PCard SpeedKey.	Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/09/25**	TJ submitted the bimonthly report.	Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/29/25**	Confirmed with TJ that the status report was submitted.	Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/29/25**	Confirmed with TJ that the selection was made.	Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**	Confirmed with TJ that the report was submitted.	Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**	Sent quarterly newsletter out to SMEs, End Users, and other Agency Stakeholders.	Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/07/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	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.

DOEA 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 Mitigating	09/05/24		Conversion/Configuratior	Data Clean Up	Decreasing	4 (Medium/Medium)	While cleaning up existing data, making sure new data entered meets PALM requirements for conversion. This was Risk 4 from the	Reviewing conversion inventory carefully to minimize post go-live clean up. Communicating new requirements to staff. Also working with	Inflated workload post go-live for Agency staff.	Reviewing how the change in go-live date impacts the Agency data needs for conversion.

							Risk 4 from the archived Risk log.	Also working with contracted staff to aid in the clean up of data.		
Open and Monitoring	10/21/25		Training	Lack of information on PCard Works	Increasing	4 (Medium/Medium)	This risk is to document the concern about the lack of information being shared by the PCard Works vendor regarding the coming changes due to Florida PALM. Other vendors (STMS and MFMP) have had meetings on a regular basis regarding the PALM Changes. The concern is that the Department won't be able to create training documents and test scripts for that system in a timely manner (i.e. the training documentation gets communicated to end users after go-live or a few weeks before go-live).	Regularly communicate with the PALM project on the status of the PCard Works.	The Department won't be able to create training documents and test scripts for that system in a timely manner (i.e. the training documentation gets communicated to end users after go-live or a few weeks before go-live).	Receiving updates from the Project via Advisory and ESC meetings.
Open and Monitoring	09/10/23		Business Process Chang	Streamlining Manual Processes	Stable	2 (Low/Medium)	Agency has been dependent on manual and/or outdated processes prior to data entry currently in FLAIR. This is replacing Risk 1 from the archived Risk log.	Having internal cross-functional meetings to reduce dependencies on manual/physical processes.	Minimal impact - more work for the training team and staff to learn in tandem with new system.	Implementing process changes to reduce reliance on manual/paper processes.

DOEA 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	01/16/24		Low - All impacts not liste	Staffing/Resource Availal	Multiple Position Vacancies	Have vacancies and new hires leading to knowledge gaps and increased workload on existing staff	Activley filling positions, training new hires, and continuing to update desk procedures to make sure they are up to date.	06/30/26	Continuing to fill vacancies are being filled and train new hires.

DOEA Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025

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

Privacy Policy | Report Abuse

DOEA Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Teresa Johnson	johnsont@elderaffairs.org	11/07/25
July - August 2025	Teresa Johnson	johnsont@elderaffairs.org	09/09/25
May - June 2025	Teresa Johnson	johnsont@elderaffairs.org	07/09/25
March - April 2025	Teresa Johnson	johnsont@elderaffairs.org	05/09/25
January - February 2025	Teresa Johnson	johnsont@elderaffairs.org	03/10/25

Helpful Links

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

DOH 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

Robert Herron

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 100%

- Submitted On Time = 46
- Submitted Late = 0
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 96.17%

- Submitted On Time = 77
- Submitted Late = 4
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 84.09%

- Submitted Complete = 25
- Submitted Incomplete = 2
- Completed After Submission = 17

Other Task Completeness

Other Task Completeness:

Score = 91.22%

- Submitted Complete = 37
- Submitted Incomplete = 1
- Completed After Submission = 11

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 = 16
- 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
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	100% - Submitted	**09/22/25**	Task completed. Had meeting with PALM on 9/22 reviewing task before submittal.		
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	100% - Submitted	**10/29/25**			
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	50% - In Progress				
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/13/25**		Submission Complete	
Direct	Data	**587-C**	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	**10/24/25**	All errors in the Smartsheet are fixed.	Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	50% - In Progress				
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	50% - In Progress				
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/04/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/29/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**09/30/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/30/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/22/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/04/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

DOH 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	04/22/25		Business Process Chang	Agency is unable to determine how the Trial Balance, Schedule of Allotment Balances, year-end closing processes and	Stable	9 (High/High)	N/A	DOH is reviewing all the information available on Knowledge center to understand and implement changes to the best of ability.	DOH will have to continue working on remediation with the information they have.	DOH team has reviewed the risk

				Schedule I processes will be completed with the Account field which combines the current FLAIR General Ledger Code and Object Code.						
Open and Monitoring	04/22/25		Business Process Chang	The intention is for DFS to setup all of our organization codes and they have to route through their team for an approval process as well.	Stable	9 (High/High)	N/A	DOH will wait for the Organization codes to be set up by DFS	This will delay things for DOH	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Training	Lack of prototype system. Agency would like a demo of the overall process in the PALM to better understand how the processes would start and end.	Increasing	9 (High/High)	N/A	DOH resources will attend the in-person trainings	DOH will have to have expedite the testing and training.	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Business Process Chang	DOH currently uses multiple RDS and existing reports in preparation of Federal Grant Reporting. DOH is concerned how the agency will generate Grant Reporting within PALM.	Increasing	9 (High/High)	N/A	DOH is reviewing all the information available on Knowledge center to understand and implement changes to the best of ability. DOH resources are also reviewing current Grants reports start to end again.	DOH will have to continue working on remediation with the information they have.	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Business Process Chang	PALM eliminating the IBI field for DOH	Stable	9 (High/High)	N/A	DOH is working on a work-around to address this issue.	DOH will have to continue working on remediation with the information they have.	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Post Implementation	With the implementation of PALM there will be many enterprise processes that are overseen by one agency that will impact all agencies. One example of this is DFS. DFS oversees areas such as Vendor Relations, Auditing, Financial Statements and New Account Codes. DFS will solely establish processes that will impact the successful implementation of PALM at the agency level based on these processes in relation to PALM being provided prior to implementation.	Stable	9 (High/High)	N/A	DOH will await the changes in policies and procedures	DOH will have to prepare for possible delays.	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Business Process Chang	"Payroll Reallocation Voucher Adjustment: • How will we complete payroll reallocations for a voucher that posted in FLAIR in May - June 2026 when PRP is to process in July 2026 using the PALM data? • How will FIRS or CHDs edit or correct any vouchers between May- June 2026 when we go to PALM July 2026? • If only the balances are rolling over to	Stable	9 (High/High)	N/A	DOH is reviewing all the information available on Knowledge center to understand and implement changes to the best of ability.	DOH will have to continue working on remediation with the information they have.	DOH team has reviewed the risk

				PALM, then what about the voucher details? This is specific for Payroll Reallocation, but this will be true for all Vouchers."						
Open and Monitoring	04/22/25		Business Process Chang	Enterprise entities like AG/IG's offices or Agencies like DMS, DFS may present new processes / changes at or close to Go-Live or during Hypercare, that may present more work on the Agency. For example, auditing of payments and the increased number of returns and possibly hold up of payments all while transitioning and learning how to work within PALM. Back in 2019 when we went live with the Statewide Travel Management System (STMS), our trips were sampled for audit and returned by DFS increased from approximately 0-2 trips returned per month to 34 trips returned in April 2019 and 197 trips returned in May 2019. Once these trips were returned, we had to review the return and clear up the issue with the returns which meant coordinating with each traveler for each trip returned. This was very time consuming and a struggle to learn a new system and deal with the influx in sampled trips being returned.	Stable	9 (High/High)	N/A	DOH will await the changes in policies and procedures	DOH will be prepared for delays.	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Deployment/Cutover	Missing or Incomplete information - Clear understanding and instructions from the Project team to the agency to complete tasks. Time to process the ask of the task and have enough time to discuss and complete the task correctly.	Stable	9 (High/High)	N/A	DOH is in constant touch with the Readiness Coordinator to understand / clarify instructions	DOH PM will be in touch with the PALM Project Readiness Coordinator	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Deployment/Cutover	PALM Go-Live planned during hurricane season	Increasing	9 (High/High)	N/A	This may cause possible delays to Go-Live	Possible delays in Go-Live activities	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Conversion/Configuratior	DOH PALM ABS are required to create test data (Agency Business Systems need more than the 5 rows of data provided by PALM), we could miss	Increasing	9 (High/High)	N/A	DOH is converting a couple of months of old data	DOH technical team is working with Terri Mulkey to create data for testing	DOH team has reviewed the risk

				scenarios during testing. The sample data provided in the interface files is not accurate.						
Open and Monitoring	04/22/25		Staffing/Resource Availal	Go-Live is planned at Year End, this will not give enough time for DOH staff to complete Year end activities, PALM Testing, and completing various activities for Go-Live.	Increasing	9 (High/High)	DOH staff works almost fulltime on Yearend closing activities in May, June and July.	DOH SMEs will struggle to make time for year-end activities as well as PALM testing and various Go-Live tasks.	DOH will struggle to Go-Live with Year end activities	DOH team has reviewed the risk
Open and Monitoring	10/22/25		Agency Business Systen	Cross Agency: Timely completion of AxiomPro system remediation	Stable	9 (High/High)	AxiomPro is a 3rd party managed Agency business system, which is used by at least 9 different agencies.	1. Vendor to refer FL PALM knowledge center to plan & design the system remediation. 2. Vendor to perform unit testing with the information provided by the FL PALM team. 3. FL PALM Team to make sizable and reliable sample/ test files available. 4. Vendor to perform exhaustive Technical Testing of the system integration (Cycle 2 - Testing) and complete defect fixes. 5. Agency to monitor the progress of the system remediation and provide support/ consultations.	ABS remediation of several agencies will be impacted. Some agency may have manual workaround however this may impact go-live readiness for a few agencies.	DOH team has reviewed the risk
Open and Monitoring	10/22/25		Conversion/Configuratior	Cross Agency: Uncertainty around Data Warehouse Data and Access may cause a delay in agency planning or rework.	Increasing	9 (High/High)	The answer to this risk affects our designs for agency data structure.	Check documents released by the PALM Team to confirm assumptions or resolve end user needs by creating reports in FDW	The longer that this design is delayed the more likely that rework will be required at the agency level to meet historical data needs for Agency Business Systems and Users, which will potentially put the Go-Live Date at risk.	DOH team has reviewed the risk
Open and Monitoring	10/22/25		Business Process Chang	Cross Agency: Interface file structure, file format/ layout and requirements changes may lead to rework for agencies.	Stable	6 (Medium/High)	The Project should provide ample advanced notice of any pending or possible interface file changes.	DOH monitors PALM site for updates to the interface regularly. This activity takes about 4-6 hours of work for a Business Analyst, Tech Lead and PM to review and analyze the changes and impact.	ABS remediation readiness hampered, delayed, and perhaps stalled.	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Training	Lack of Training: The training needs to be specific to the State of Florida implementation, including specific Chart of Accounts ChartField values as well as other configured elements. In addition, there also needs to be technical related training for interfacing methods, data access for the IW, and remediation techniques	Increasing	6 (High/Medium)	N/A	DOH is working on creating Foundational trainings and involved in UAT Pre-requisite meetings with DFS team.	DOH will have to have expedite training.	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Training	The training timeframe given will not be enough time for us to create and launch agency specific trainings. End users won't have time to take them before go live either.	Stable	6 (High/Medium)	N/A	DOH training team is currently working on metrics to create a UAT plan to manage trainings for all PALM users.	DOH will have to have expedite training.	DOH team has reviewed the risk
Open and Monitoring	09/09/25		Agency Business Systen	Timely completion of AxiomPro system remediation.	Stable	4 (Medium/Medium)	AxiomPro is a 3rd party managed Agency business system, which is used by at least 9 different agencies.	DOH is working with Image API to identify the requirements and the final report.	DOH will work with Image API on an alternate solution.	DOH team has reviewed the risk
Open and Monitoring	10/22/25		Interface	Cross Agency: Challenges around availability of Interface files (Inbound and Outbound) and timely communication may lead	Decreasing	4 (Medium/Medium)	Cycle 2 Testing requires multiple interface submissions to identify all issues with interface submissions. With some of the interfaces using agency data for this, implementing development changes requires more	Interface testing with the PALM Project team until we get the files in successful status from PALM	Agencies may not successfully complete Cycle 2 testing under the current schedule with the amount of time the PALM team is taking for responses to interface submissions. This is also slowing development	DOH team has reviewed the risk

				agencies not to be able to complete the Cycle 2 testing by October/ 2025.			coordination than normal as to not interfere with interface testing.		implementations due to testing concerns.	
Open and Monitoring	10/22/25		Conversion/Configuratior	Cross Agency: Limited use of special characters may lead to rework/ additional work at agencies	Stable	4 (Medium/Medium)	The project could have automated the removal of special characters. Configurations and conversions were updated by technical resources.	Configurations and conversions Smartsheets were updated by technical resources.	Rework/additional work will be needed	DOH team has reviewed the risk
Open and Monitoring	04/07/25		User Acceptance Testing	Lack of Testing Environment: Subject matter experts can determine the processes needed, document those processes, and train staff within a sandbox environment prior to go live. Subject matter experts can also start working through processes and identify gaps for the staff and determine additional training requirements.	Increasing	3 (High/Low)	N/A	DOH has raised this risk to PALM Project. The delivery of test environment is scheduled in August 2025. Upon delivery of this we will remove the risk.	DOH will have to have expedite the testing and training.	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Agency Business Systen	Awaiting confirmation and finalized configurations, conversions, and interfaces so DOH can calculate work effort on remediation and develop project timelines for completion of necessary tasks.	Stable	3 (High/Low)	N/A	We are creating DOH's FDW	DOH will have to continue working on remediation.	DOH team has reviewed the risk
Open and Monitoring	04/22/25		Training	Payroll Design Sessions are scheduled to complete / finalize by the PALM project in July-October 2024 (Segment IV). Agencies may not have enough time to understand and implement change of processes, requirements, interface files.	Decreasing	3 (High/Low)	N/A	DOH is reading all the available information on knowledge center to understand Payroll changes.	DOH will have to continue working on remediation with the information they have.	DOH team has reviewed the risk
Open and Monitoring	10/22/25		Business Process Chang	Cross Agency: Uncertainty Around Batch Schedule during E2E Interface Testing, may create challenge for agency ability to perform E2E Testing	Decreasing	3 (High/Low)	We can't know when new information is going to be coming from PALM to schedule processes to populate Agency Business Systems with up to date financial information.	Worked closely with the PALM team to coordinate and resolve issues that arise during Interface Testing.	The later that this is delayed the more likely that there will be impacts at the agency level that will require rework to meet the PALM Batch Schedule and potentially put the Go-Live Date at risk at the agency level.	DOH team has reviewed the risk

DOH 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	Agency Business Systen	Changes to PALM website, PALM tasks, and the Interface files: Our agency is taking a lot of effort to educate and train technical and non-technical staff. Constant changes disrupts processes and it takes time to find the same information and retrain staff. For e.g., DOH staff got used to receiving emails for Interface and Report updates, now we have 2 or 3 resources who will check the Change Log every so often	DOH staff got used to receiving emails for Interface and Report updates, now we have 2 or 3 resources who will check the Change Log every so often	Resources will check PALM site and Change Log every week	06/30/26	Issue reviewed with CORE team

DOH 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 Processes Technology Data	PALM will provide solution and remediation of enterprise applications i.e., STMS, PeopleFirst, etc.	Logged	05/01/25	DOH Finance and Accounting	Assumption reviewed with CORE team
People Processes Technology Data	PALM will maintain the project “On schedule”	Logged	05/01/25	DOH PALM Project team	DOH assumes the new Go-Live January 2027
People Processes Technology Data	Enterprise entities like AG/IG's office, or Agencies like DMS, DFS will not add changes or new processes at Go-Live or during PALM HyperCare period	Logged	05/01/25	DOH Finance and Accounting	Assumption reviewed with CORE team

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

Privacy Policy | Report Abuse

DOH Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Robert Herron	robert.herron@flhealth.gov	11/04/25
July - August 2025	Robert Herron	robert.herron@flhealth.gov	09/04/25
May - June 2025	Robert Herron	robert.herron@flhealth.gov	07/07/25
March - April 2025	Robert Herron	robert.herron@flhealth.gov	05/02/25
January - February 2025	Robert Herron	robert.herron@flhealth.gov	03/06/25

Helpful Links

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

DOL 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

Becky Ajhar

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 99.32%

- Submitted On Time = 40
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 97.11%

- Submitted On Time = 72
- Submitted Late = 4
- Pending Submission = 5

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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 93.95%

- Submitted Complete = 36
- Submitted Incomplete = 1
- Completed After Submission = 6

Other Task Completeness

Other Task Completeness:

Score = 95.32%

- Submitted Complete = 43
- Submitted Incomplete = 1
- Completed After Submission = 3

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 = 4
- Duplicate Filled Role = 9
- 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	Processes	**515**	Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II	01/29/24	04/12/24	75% - Consolidating/Inputting Information for Submission		Updating current state business process documentation is underway, but it's taking longer than initially anticipated. Due to the comprehensive review needed, the timeline for completing this task is being adjusted. We anticipate finalizing the updated documentation within 3 weeks. 5/29 - Documentation for business processes reviewed and completed. Areas which require remediation have been identified and currently being updated by Finance Department. ETC unknown. 7/12/24 - Documentation updates still pending for submittal 12/2024 - Will not submit until UAT		
N/A	Processes	**527**	Identify Change Impacts and Update Agency Business Process Documentation for Segment III	04/15/24	07/12/24	50% - In Progress		Updating current state business process documentation is underway, but it's taking longer than initially anticipated. Due to the comprehensive review needed, the timeline for completing this task is being adjusted. 7/12/24 - Documentation updates still pending for submittal 12/2024 - Will not submit until UAT		
N/A	Processes	**543**	Identify Change Impacts and Update Agency Business Process Documentation for Segment IV	07/22/24	10/18/24	50% - In Progress		12/2024 - Will not submit until UAT		
Indirect	People	**536-C**	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	Pending Resubmission	**07/22/25**		Submission Incomplete	
N/A	Processes	**560**	Submit Change Analysis Tool	12/09/24	05/02/25	50% - In Progress				
N/A	People	**568**	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**10/29/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/27/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**10/29/25**		Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**10/29/25**		Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/05/25**		Submission Complete	

Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/29/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/13/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/07/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

DOL 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 Mitigating	06/02/25		Business Process Chang	Delay in monthly transfer to the EETF. This occurs on the 20th of each month.	Increasing	9 (High/High)	A&A will schedule the close each month. It has been suggested that close will take place after interest has been received each month. Currently, interest is not available until after the 20th which will put us behind in our monthly transfers.	Discuss with Florida PALM closer to go-live to develop resolution.	DOE will not receive monthly transfer.	Lottery will no longer have control regarding the month end close.
Open and Mitigating	10/06/25		Interface	PRI007 (Outbound Salary Detail File) - contains PII information that is not encrypted.	Stable	9 (High/High)	PRI007 contains sensitive data; as a result, unable to upload file to centralized location.	Data Management will work with ISM to create a secure folder that will store file.	The unintended release of PII	N/A - new risk
Open and Monitoring	05/01/24		Business Process Chang	The new Claims and Payment System (CAPS) may delay training efforts in Florida PALM	Stable	4 (Medium/Medium)	The implementation of Lottery's new Claim and Payment System (CAPS) is tentatively scheduled to go-live during FY 26-27. The implementation may impact Florida PALM training activities. The new CAPS will be replacing the current system known as Fortune.	Lottery will develop a proactive strategy for the upcoming launch of the new CAPS; will focus on early communication, training for Florida PALM activities, continuous monitoring, and establish contingency plans to address any potential adjustments required in the supplied data.	There may be resource constraints which may result in scheduling delays and project slippage.	Currently no update regarding go-live date; continues to be monitored.
Open and Mitigating	05/26/25		Business Process Chang	Fiscal year-end agency audits will overlap with Florida PALM go-live	Stable	4 (Medium/Medium)	New go-live date will conflict with the audit schedule and may impact go-live and UAT.	Lottery will develop a mitigation and communication plan to ensure successful end of year close-out activities and go-live transition.	There may be resource constraints which may result in delays.	Lottery will be wrapping up the statutory mandated audit at the time of the new go-live date.

DOL 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

DOL Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025

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

DOL Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Rebecca Ajhar	ajharb@flalottery.com	11/07/25
July - August 2025	Rebecca Ajhar	ajharb@flalottery.com	09/05/25
May - June 2025	Rebecca Ajhar	ajharb@flalottery.com	07/08/25
March - April 2025	Rebecca Ajhar	ajharb@flalottery.com	05/07/25
January - February 2025	Rebecca Ajhar	ajharb@flalottery.com	03/07/25

Helpful Links

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

DOR 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

Clark Rogers

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 95.11%

- Submitted On Time = 34
- Submitted Late = 9
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 92.22%

- Submitted On Time = 69
- Submitted Late = 12
- Pending Submission = 0

Direct Impact Task Completeness

Direct Task Completeness:

Score = 88.81%

- Submitted Complete = 29
- Submitted Incomplete = 2
- Completed After Submission = 11

Other Task Completeness

Other Task Completeness:

Score = 84.90%

- Submitted Complete = 35
- 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 = 14
- 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
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	75% - Consolidating/Inputting Information for Submission				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/16/25**		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**			
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/10/25**	9/10/25: Status reset by Readiness team; not available for completion until last 5 days of task period.	Submission Complete	09/30/25
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/29/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/28/25**			
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/23/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/06/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	50% - 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.

DOR 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	09/24/25		Interface	Interface testing delays and file structure, file format/ layout, requirements changes	Stable	4 (Medium/Medium)	As ABS testing with PALM continues, interface file changes in structure and requirements can set remediation progress back and cause agency development efforts rework. The response on interface testing	The Project should provide ample advanced notice of any pending or possible interface file changes. If an SIR is filed due to errors on an interface, agencies should be notified with an expected timeline to	ABS remediation readiness hampered, delayed, and perhaps stalled.	Monitoring the progress of interface testing

							on interface testing errors is uncertain, unclear and no ETA are available to the agency.	expected timeline to resolve the issues.		
Open and Monitoring	06/28/24		User Acceptance Testing	DOR - PALM and ABS UAT	Stable	2 (Medium/Low)	All enterprise systems will be remediated and operating with PALM COA data in the test environment used for UAT so that agency business systems may be fully validated by processing actual data generated by normal business processes in the test environment. Originally filed by Shannon Segers	Unable to mitigate at agency level; must be mitigated by the enterprise.	Work with SMEs, PALM Projects and DOR remediation Teams	Waiting on the PALM UAT Availability
Open and Monitoring	12/04/24		Business Process Chang	PALM Reporting and Datawarehouse	Stable	2 (Medium/Low)	With Agency Reporting Systems like RABIT and FICAS retiring away, DOR will solely rely on PALM Reports and the proposed PALM Datawarehouse for all its reporting needs. Until the PALM Data warehouse is available, DOR is not sure whether it can meet its reporting needs. PALM Datawarehouse is proposed to be available in June 2025.	Unable to mitigate at agency level; must be mitigated by the enterprise.	With no other ABS planned for RABBIT and reporting systems, DOR will explore datawarehouse capability for tis reporting needs	Monitoring PALM DW/BI reports and waiting on DW/BI availability in UAT Environment.
Open and Monitoring	10/17/23		Staffing/Resource Availal	GTA - EFile and Pay	Stable	1 (Low/Low)	The GTA E-services project may be conducted at the same time agency business system remediation is conducted. Originally filed by Business Technology Office	Staff augmentation resources to support Florida PALM activities.	Need to ensure PALM resources are not diverted to EFile & Pay until SUNTAX remediation is completed.	Very low impact risks. We are monitoring the EFile & Pay project.

DOR 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

DOR Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Data	New chart of account data from the configuration workbooks will be loaded by the Florida PALM Project Team into all enterprise business systems.	Logged	03/08/24	All agencies, all agency business systems.	Awaiting UAT Environment availability
Data	People First data will be cleansed and updated chart of accounts data will be available in a test environment for UAT.	Logged	04/12/24	All agencies, all business systems that use People First data.	Awaiting UAT Environment availability
Processes Data	All enterprise systems will be remediated and operating with PALM COA data in the test environment used for UAT so that agency business systems may be fully validated by processing actual data generated by normal business processes in the test environment.	Logged	06/28/24	All enterprise systems will be remediated and operating with PALM COA data in the test environment used for UAT so that agency business systems may be fully validated by processing actual data generated by normal business processes in the test environment.	Awaiting UAT Environment availability

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

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DOR Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Clark M. Rogers	clark.rogers@floridarevenue.com	11/06/25
July - August 2025	Clark M. Rogers	clark.rogers@floridarevenue.com	09/10/25
May - June 2025	Clark M. Rogers	clark.rogers@floridarevenue.com	07/10/25
March - April 2025	Clark M. Rogers	clark.rogers@floridarevenue.com	05/09/25
January - February 2025	Clark M. Rogers	clark.rogers@floridarevenue.com	03/05/25

Helpful Links

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

DOS 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

Antonio Murphy

RW Task Timeliness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 99.3%

- Submitted On Time = 38
- Submitted Late = 2
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 81.90%

- Submitted Complete = 24
- Submitted Incomplete = 3
- Completed After Submission = 15

Other Task Completeness:

Score = 84.00%

- Submitted Complete = 39
- Submitted Incomplete = 3
- Completed After Submission = 8

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.

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	01/09/26	100% - Submitted	**09/17/25**			
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/07/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/17/25**	Department has reviewed secure file data and confirmed accuracy of exisiting data.	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	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**10/01/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/28/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/27/25**			
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	Pending Resubmission	**10/21/25**	Meeting held with F&A chief to discuss current status of outstanding tasks.	Submission Incomplete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	100% - Submitted	**11/10/25**	Agency current has no interfaces selected for testing.		

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.

DOS 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

DOS 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

DOS Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025

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

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DOS Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Antonio Murphy	antonio.murphy@dos.myflorida.com	11/10/25
July - August 2025	Antonio Murphy	antonio.murphy@dos.myflorida.com	09/10/25
May - June 2025	Antonio Murphy	antonio.murphy@dos.myflorida.com	07/11/25
March - April 2025	Antonio Murphy	antonio.murphy@dos.myflorida.com	05/09/25
January - February 2025	Antonio Murphy	antonio.murphy@dos.myflorida.com	03/07/25

Helpful Links

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

DVA 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

Al Carter

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 95.32%

- Submitted On Time = 41
- Submitted Late = 3
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 80.74%

- Submitted On Time = 56
- Submitted Late = 25
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 91.33%

- Submitted Complete = 35
- Submitted Incomplete = 2
- Completed After Submission = 8

Other Task Completeness

Other Task Completeness:

Score = 81.92%

- Submitted Complete = 37
- Submitted Incomplete = 5
- Completed After Submission = 10

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 = 6
- Duplicate Filled Role = 13
- 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	Processes	**515**	Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II	01/29/24	04/12/24	Pending Resubmission	**06/28/24**	1/16/2025: task remains incomplete. Address items noted in verification form for completion. -dlt ETA by July 2024 - RFQ in process RC comment: as of 8/20, task remains incomplete via review with E. RiceMorgan. Anticipate completion by end of December 2024. VACO Analyst Jose Gutierrez working through Business processes.	Submission Incomplete	01/15/25
N/A	Processes	**527**	Identify Change Impacts and Update Agency Business Process Documentation for Segment III	04/15/24	07/12/24	Pending Resubmission	**07/12/24**	Remains incomplete. 1. Mark None where spreadsheet uploads are not identified. 2. Complete process documentation updates for Segments I, II, and III. -dlt, 11/6/2024	Submission Incomplete	09/19/24
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	75% - Consolidating/Inputting Information for Submission				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	25% - Beginning Initial Internal Meetings and Information Gathering		Looking to bring new vendor on board August 1. Then will incorporate them into the process of working training matters. End User Role mapping is nearly complete.		
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/06/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/19/25**	DVA does not have any confidential Supplier records.	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**		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	**11/04/25**		Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/01/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/30/25**		Submission Complete	10/30/25
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/12/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

DVA 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 Mitigating	05/14/25		Staffing/Resource Availal	Staffing shortfalls	Increasing	6 (Medium/High)	FDVA has one person performing most functions and must keep PALM tasks on track while simultaneously performing day-to-day required tasks. Also, staff turnover is an issue as some of these personnel are retiring or terminating employment due to increased workload. Additionally, major cyclic operations and events like year-end closeout and hurricane season becomes priority for these singularly manned positions.	Working to hire a new vendor/consultant to assist with key tasks as the current vendor was terminated for work performance.	Tasks will not be accomplished in a timely manner, if at all.	New vendor now on board for almost a month and making great progress getting integrated into the agency and assisting with SOP's and user stories.
Open and Monitoring	05/14/25		Staffing/Resource Availal	Contracting and Procurement Funding	Stable	6 (High/Medium)	Our Agency is unique and may require contractor support to meet implementation requirements and ensure our processes and procedures align to meet State, federal and local requirements, and that it supports the transition of staff. It could impact the Agencies ability to meet deliverables. Processes that don't align with PALM will have to be retooled to do so. Technology expertise may not be resident to perform retooling requirements.	Requesting that current funding be reverted and reallocated to support getting the contractual support needed.	PALM and Agency required processes won't synchronize leading to the Agency having to do manual processes.	Agency is on track with deliverables to date. Working with new contractor to ensure we can meet requirements and train Agency personnel on new PALM processes when the time comes to do so.
Open and Monitoring	05/14/25		Interface	Technology - IT Staffing	Stable	4 (Medium/Medium)	Existing IT Staffing has limited knowledge of PALM system and will take time to get trained up, especially given their existing Agency requirements. Agency requested additional personnel through the LBR process but positions to date, have not been approved.	Agency requested additional IT personnel through the LBR process, but these positions were not approved by the legislature. The next legislative session is another year away and the PALM implementation will have begun	Agency will not be able to meet IT requirements timely, if at all, if IT personnel can't support.	Using contractor personnel in lieu of full time state employees. Too early to determine how this will work out in the long run, but currently they are working sufficiently to meet our current needs.
Open and Monitoring	05/14/25		Interface	FDVA FLAIR and PALM Data Interface	Decreasing	4 (Medium/Medium)	FLAIR and Florida PALM data will be different in its input and likely representation, which may cause challenges when performing data analysis as well as input errors.	Staff will incur extra time and productivity lag in trying to learn, crosswalk and translate data outputs. Hopefully training and SOPs will minimize this issue. SOP being developed and revised, and training plan in place to mitigate this issue.	Data errors or data lag in inputting data.	We are working through SOP conversion with our existing staff and new contractor. The delay in PALM go live should work to our Agencies advantage if no other requirements outside of PALM get levied against our small staff.

DVA 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	04/22/25		Low - All impacts not liste	Staffing/Resource Availal	Human Resources Shortfall	VACO Consultants were hired to assist Agency with PALM Transition 9 months ago, but had to fire them due to performance issues on 15 April 2025.	Secure a new contractor from State Term Contact listing and bring them onboard NLT 15 May 2025. A new vendor contract is being worked and we anticipate the new contractor being on board on 1 August 2025.	08/01/25	New vendor on board as of October and the Agency is working to integrate them into the Agency operations and our PALM requirements.

DVA 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 Processes Technology Data	Funding will be approved/provided by the Florida Legislature to secure personnel or contract vendors to support the Agencies full PALM Transition.	Logged	09/18/23	FDVA and the overall Statewide PALM project implementation/all connected Agency process converted to PALM.	Agency alerted that PALM extended so Agency is concerned that funding will not be available through the 2027 extension period.
People Processes Technology Data	Sufficient contract personnel will be available to support the Agency as it undergoes its PALM integration.	Logged	05/14/25	FDVA PALM required processes (Admin, Fiscal, and Finance and Accounting functions)	New contractor now on board and is being integrated with the Agency. If contractor is working well, this issues will be resolved by the end of the next quarter.
People	FDVA Executive Leadership, including project Sponsor, will support the project by providing resources, access to systems and by supporting the organizational change management strategy created by the project development team.	Logged	09/18/23	Agency Administrative functions (Fiscal and Finance & Accounting)	Agency continues to resource PALM requirements but personnel shortfalls make support difficult. New Deputy Executive Director joined the Agency on 7 November 2025 and is now being introduced to PALM. Anticipate having him up to speed by end of December 2025.

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

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DVA Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	ALFRED D. CARTER	al.carter@fdva.fl.gov	11/12/25
July - August 2025	ALFRED D. CARTER	al.carter@fdva.fl.gov	09/10/25
May - June 2025	ALFRED D. CARTER	al.carter@fdva.fl.gov	07/01/25
March - April 2025	ALFRED D. CARTER	al.carter@fdva.fl.gov	05/12/25
January - February 2025	ALFRED D. CARTER	al.carter@fdva.fl.gov	03/07/25

Helpful Links

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

EOG 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

Dawn Hanson

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 100%

- Submitted On Time = 46
- Submitted Late = 0
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 99.5%

- Submitted On Time = 79
- Submitted Late = 1
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 94.00%

- Submitted Complete = 37
- Submitted Incomplete = 2
- Completed After Submission = 6

Other Task Completeness

Other Task Completeness:

Score = 98.87%

- Submitted Complete = 47
- Submitted Incomplete = 0
- Completed After Submission = 6

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 = 3
- Duplicate Filled Role = 12
- 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	100% - Submitted	**08/05/25**		Submission Complete	
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25					
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25					
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/27/25**	Confirmed DEM completion 8/27/2025. Confirmed EOG completion 9/9/2025.	Submission Complete	
Direct	Data	**587-C**	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	**10/16/25**	Confirmed DEM completion 10/16/2025.		
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/03/25**	Confirmed DEM completion 11/3/2025.	Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/03/25**	Confirmed DEM completion 11/3/2025.		
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/04/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/03/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/16/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/04/25**			11/05/25
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

EOG 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	10/31/23		Staffing/Resource Availal	Limited Staff	Stable	9 (High/High)	The EOG has limited staff and technical/training resources.	EOG will monitor transactions and will use UAT for training. It should be noted that on boarding temporary additional staff may not be the most effective method to handle additional workload, as the same individuals that are participating in UAT, training, and	Efficiency and accuracy of transactions will be hindered.	Reviewed. No changes to risk level required.

								FLAIR work are also the same individuals that would be training onboarded new staff. Onboarding temporary new staff may place a greater work strain on current staff than none at all.		
Open and Monitoring	02/17/25		Staffing/Resource Availal	Limited Staff - Timing	Increasing	9 (High/High)	There are/will be many competing priorities for staff working on this project. Staff on the project serve in more than one capacity and time may not be fully dedicated to accounting and FL PALM work. Some of the FL PALM tasks coincide with some of the busiest times for financial/budget/accounti agency resources. The training period of July - October timeframe is the busiest of the fiscal year with most duties falling to a very limited number of individuals. The cutover and go-live for FL PALM: November, 2026- early 2027 is an elected official transition period. This timeframe affects the workload of all Administrative Services (PALM end user) staff. The cutover period may affect abilities to transact and to update payroll and personnel changes timely during the transition period December 2026/January 2027 time period.	The EOG will monitor staff workload, and will utilize UAT as a training period to be ready to support the incoming administration. The EOG will reach out to DFS (and PALM) and other enterprise agencies for assistance should we not be able to properly assist the incoming administration on important matters necessitating timely input and processing that cannot be accomplished in systems closed due to cutover.	Efficiency, pace, and timeliness of transactions will be hindered. Timely processing of payroll and personnel revisions and other financial transactions may not be accomplished during cutover.	Reviewed. Updated to increasing risk due to the change in go live date to January, 2027.
Open and Monitoring	12/31/24		Business Process Chang	DEM - Separation General	Stable	9 (High/High)	The Division of Emergency Management is physically and functionally separate from the Executive Office; however, the two entities share the same OLO/business unit. Risks exist surrounding data management, reporting, payments, transaction differentiation, and incorrect updates based on assumptions of shared/not shared data in DEM business systems.	The EOG and DEM have met with FL PALM to outline concerns and have requested additional meetings regarding pending inquiries. It was determined that many of the solutions initially discussed will not be able to be effectively implemented. We will continue to monitor and meet with the PALM team as the final design takes shape to determine the best methodologies for the differentiation of data. System configuration will be tested during UAT to determine what will be policy or procedure driven changes vs. what will require additional PALM knowledge or staff resources.	Incorrect, inaccurate reporting; combined transactions and payments that will have to be re-vouchered; incorrect personnel inputting or approving transactions not related to the correct individual's roles/responsibilities	Reviewed. No changes to risk level required.
Open and Monitoring	08/23/24		Business Process Chang	DEM - Separation InterUnit Transactions	Stable	6 (Medium/High)	The Division of Emergency Management is physically and functionally separate from the Executive Office; however, the two entities share the same OLO/business unit. Detailed risk outlined in Risk Line 007 relates to payment management. In reviewing Segment IV -Inter-Unit transactions, we noted that all receiving transactions may be rolled together with no ability to discern 'ownership' of the transaction since only OLO/Business Unit is required. Sent suggestions to the PALM team requesting additional fields be mandatory. Also requested that search menus be available on each workcenter screen to filter out unneeded transactions to only those relevant to DEM or EOG.	The EOG has reported the issue and made suggestions to FL PALM as potential solutions. EOG will document errors (should they occur) to the project during UAT.	Incorrect transfers will be incorrectly approved or will not be approved, since staff will not know to whom the transfer belongs.	Reviewed. No changes to risk level required.
Open and Monitoring	06/06/24		Training	Nomenclature	Stable	6 (Medium/High)	Nomenclature is changing in from FLAIR terms to PALM terms. Some fields in PALM are named the same as in FLAIR but with different meanings/uses. Examples are category, asset location, etc. This will primarily be a	The EOG will work to highlight terminology/naming differences and provide documents to mitigate risk of confusion. Users are participating in prerequisite overview training.	Incorrect fields or incomplete transactions posted due to misinterpretation.	Reviewed. No changes to risk level required.

							will primarily be a training challenge; however, there exists the risk that procedures, guidelines, data, queries, etc will be misinterpreted or not updated properly.			
Open and Monitoring	10/31/23		Business Process Chang	Limited Staff - Roles and Workflow	Stable	6 (High/Medium)	FL PALM transactions are based on roles with an approval workflow. Because of EOG's limited staff, transactions requiring approvals will likely bottleneck with 1 or possibly 2 staff members. There are not enough appropriate staff available to assign unique backup processors and approvers.	The EOG has discussed this risk with FL PALM and communicated its inability to have role backups and the risk of transaction approval bottlenecks with so few individuals available to work on any given process. There exists the possibility for some transactions to utilize a spreadsheet upload of transactions rather than individual transaction approvals. DFS policies will most likely still require the spreadsheet upload to be reviewed and approved prior to upload. While this may mitigate some risks, the transactions will still bottleneck to one or two employees knowledgeable in the specific transactions. EOG will work with DFS to request roles that are currently unallowable due to separation of duty prohibitions.	Efficiency, pace, and timeliness of transactions will be hindered.	Reviewed. Language regarding working with DFS to request Separation of Duties approvals pursuant to DFS memo was added.
Open and Monitoring	06/06/24		Business Process Chang	DEM - Separation Warrant Management	Stable	6 (High/Medium)	The Division of Emergency Management is physically and functionally separate from the Executive Office; however, the two entities share the same OLO/business unit. Detailed risk outline in Risk Line 007 relates to payment management. In reviewing the hardcopy draft of new warrants, if the wrong payment handling code is selected by DEM, EOG will not be able to tell who the warrant belongs to since BE is not printed on the warrant.	The EOG and DEM have met with FL PALM to outline concerns. We will reach out to the PALM team during configuration to determine at what level certain codes can be defaulted to ensure this does not happen. As long as the warrants do not combine, we will be able to research to accomodate. If warrants combine, the entire warrant may need to be deleted and invoices re-vouchered. Noted during review of configuration values worksheet that DEM has been assigned 2 pmt handling codes. Also noted that ORIGIN will not work for differentiation since Works, MFMP, STMS are origins which both EOG and DEM use. We will review reports during early phases of UAT to seek a solution, since end to end UAT will not be available during the early testing periods.	If warrants combine, the entire warrant will need to be deleted and invoices re-vouchers. This is an efficiency and effectiveness issue that will need to be addressed.	Reviewed. No changes to risk level required.
Open and Monitoring	10/31/23		Training	Limited Staff - Processing Changes	Stable	2 (Medium/Low)	Due to limited staff and staff turnover, there exists a risk that relevant or important steps in a new or revised task will be missed or not completed.	The EOG will monitor staff workload and will utilize UAT as a training period for all staff. EOG will monitor reports and instructional/policy documents provided by the Department of Financial Services and the FL PALM team.	Inaccurate or incomplete data/reports may result (depending on the requirement).	Reviewed. No changes to risk level required.
Open and Monitoring	10/31/23		Training	Statewide System Revisions/	Stable	2 (Medium/Low)	With the revision of interfaces for all Enterprise business systems, such as Works, STMS, and MFMP, and staff learning the updates to all new systems with FL PALM, it may be more difficult to pinpoint the source of errors in UAT and early implementation transaction processing.	EOG will monitor all tasks and attempt to report issues to all relevant parties.	Transactions will be incorrectly processed (or not processed timely) - inefficiencies in issue resolution.	Reviewed. No changes to risk level required.
Open and Monitoring	10/31/23		Training	Attachments	Stable	1 (Low/Low)	Risks relate to attachments of documents in FL PALM. Staff will need training on what can and should be attached or redacted prior to attaching in FL PALM.	The EOG will outline as many processes as possible to mitigate risk of incorrectly attached documents, and will ensure that all staff attend training and have access to PALM resources when appropriate.	Incorrect/improper record keeping of documentation.	Reviewed. No changes to risk level required.

EOG 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

EOG 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 Processes Technology Data	EOG assumes that FL PALM will provide adequate in-person training and will assist in workflows where there is insufficient staff for approvals.	Logged	04/18/25	Administrative Services	Reviewed. No changes required.
People Processes Technology Data	EOG assumes that while processor roles cannot approve his/her own transactions, the processor can also be assigned an approver role, so that in all cases, staff can function as backup processors or approvers.	Logged	04/18/25	Administrative Services	Reviewed. No changes required.
People Processes Technology Data	EOG assumes that ALL transactions and functions will be available for User Acceptance Testing to allow for full learning opportunities will prior to system go-live.	Logged	04/18/25	Administrative Services	Reviewed. No changes required.
People Processes Technology Data	EOG assumes that during cutover, if statewide HRM and FLAIR/PYRL is not available during cutover, DFS will still be able to provide necessary adjustments for payroll when timeliness is critical.	Logged	10/29/25	Administrative Services	This is a new assumption based on the updated go-live date to January, 2027.

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

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EOG Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Dawn Hanson	dawn.hanson@eog.myflorida.com	11/04/25
July - August 2025	Dawn Hanson	dawn.hanson@eog.myflorida.com	09/04/25
May - June 2025	Dawn Hanson	dawn.hanson@eog.myflorida.com	07/08/25
March - April 2025	Dawn Hanson	dawn.hanson@eog.myflorida.com	05/07/25
January - February 2025	Dawn Hanson	dawn.hanson@eog.myflorida.com	03/04/25

Helpful Links

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

FCOR 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

Ryan Schenck

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 99.49%

- Submitted On Time = 37
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 96.05%

- Submitted On Time = 75
- Submitted Late = 6
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 99.23%

- Submitted Complete = 35
- Submitted Incomplete = 0
- Completed After Submission = 4

Other Task Completeness

Other Task Completeness:

Score = 98.11%

- Submitted Complete = 52
- Submitted Incomplete = 0
- Completed After Submission = 1

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 = 14
- 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
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	100% - Submitted	**09/25/25**			
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				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**09/30/25**		Submission Complete	
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/19/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/04/25**			
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/04/25**			
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/05/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/26/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**09/22/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/28/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/22/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/05/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	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.

FCOR 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
Closed	10/16/25	10/23/25	Agency Business System	Not having a comprehensive crosswalk for FLAIR data elements to PALM may impact agency systems remediation and its effectiveness.	Increasing	9 (High/High)	Newly added on 10/16/2025.	Risk Management Strategy : Mitigate. 1. Identify the FLAIR data elements is required for the agency and prepare crosswalk, based on the available information. 2. Reach out to PALM for their support in	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	9/11/2025: Agency could partially complete the FLAIR data elements mapping based on the interface specifications. The team reached out to State PALM team for their support in data mapping for the 24% of the data elements,

								validating and providing the data elements cross walk from FLAIR to PALM. 3. Agency to consider the crosswalk from PALM as the basis for internal systems remediation and agency internal activities. Target Closure Date: 12/31/2026.		which could not be done due to limited information available with the agency. 10/14/2025: Continue to work with the State PALM team, as this gap in the data elements mapping may impact the remediation planning for several agency systems. 10/23/2025: This risk is being closed as it has been escalated to an issue (Id 08)
Open and Mitigating	06/25/25		Deployment/Cutover	Several readiness deliverables for agencies have been removed from the Florida PALM Program plan.	Increasing	6 (Medium/High)	Newly added, on 6/25/2025	Risk Management Strategy: Mitigate 1. Analysis of the removed readiness workplan tasks which are still applicable to the agencies. 2. Agencies to add the applicable deliverables as part of agency specific activities. 3. Continue to progress these agency specific deliverables and ongoing monitoring. Target Closure Date: 11/30/2025	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	10/23/2025: Not having standardized approach/ templates from State PALM team leading agencies to devise their own approach, often it might not be very optimal. Agencies continue to collaborate in the multi-agency PML-CML forum. 10/30/2025: Reduced emphasis on unified approach for OCM activities are discussed with PALM readiness coordinator.
Open and Monitoring	12/04/24		User Acceptance Testing	The Testing phases in the Florida PALM project plan assumes right-at-first-time, therefore may not allow sufficient time for defect management and retest of fixes.	Increasing	6 (High/Medium)	Archived Risk Id: 014/ 011	Risk Mitigation Strategy: Reduction 1. Prepare the UAT testing team thoroughly, w.r.to Business processes, Configurations, User roles, PALM trainings, Test scripts. 2. Establish a communication channel with Florida PALM to get quick turnaround on the defect management. 3. Identify across-agency best practices for UAT planning and execution. 4. Continue to touch base with the Florida PALM team, and assess the impact due to the risk. Target Closure Date: 12/31/2025	Fail to achieve the mandatory success measure of User Acceptance Testing for PALM Go-Live.	10/23/2025: Pre-UAT phase has been introduced, between October and December. State PALM team is updating the Readiness workplan. Agency shall revisit this risk based on the revised readiness workplan.
Open and Mitigating	12/04/24		Business Process Chang	Inadequate planning to identify specific process gaps and remediation planning may impact agency user readiness/ adoption.	Stable	6 (High/Medium)	Archived Risk Id: 015/ 012	Risk Mitigation Strategy: Mitigate Action: Develop and Launch Pre-PALM Training Closing Activities. Closing Activity 1: Process Gap Analysis Closing Activity 2: Process Gap Remediation Target Closure Date: 06/30/2026	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	10/26/20205: Process Gaps will be accessed and documented following Agency based training and closing activities.
Open and Mitigating	12/04/24		Staffing/Resource Availal	Competing priorities for SMEs leading to limited bandwidth availability, may impact timely completion and quality of FDC/ FCOR PALM project deliverables, including data cleanup, configurations, process mapping & remediation, Trainings, agency systems remediations, and UAT preparation & execution.	Increasing	6 (High/Medium)	Archived Risk Id: 017/ 014	Risk Mitigation Strategy: Mitigate 1. Identify the areas where it needs the SMEs bandwidth. 2. Come out with a plan to support FDC PALM project with required SMEs bandwidth. Target Closure Date: 5/31/2026	Fail to achieve the mandatory success measure User Acceptance Testing, User training and People readiness for PALM Go-Live.	10/23/2025: Since Pre-UAT started on 10/20/25, we are currently still feeling the impact of getting data cleansed and completion of configurations, process mapping & remediation and agency systems remediations.
Open and Mitigating	06/25/25		Deployment/Cutover	Lack of clear guidelines from the Florida PALM Program on preparing for Cutover activities and setting up Operations support for the agencies.	Increasing	6 (High/Medium)	Newly added, on 6/25/2025	Risk Management Strategy: Mitigate 1. Identify the agency specific cutover activities for the agency systems and readiness activities to prepare for operations support. 2. Add the agency specific cutover activities and operations support preparation to agency plan. 3. Continue to progress on the agency specific plan and ongoing monitoring Target Closure Date: 11/30/2025	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	7/7/2025: The Agency specific plan is being updated. Next step is to brainstorm on the agency specific cutover planning and readiness for operations support.
Open and Mitigating	12/04/24		Training	Unavailability of Florida PALM system training and Demo sessions early in the project phase may result in insufficient time given to	Stable	4 (Medium/Medium)	Archived Risk Id: 013/ 010	Risk Management Strategy: Reduction Action: Develop and Launch to PALM Superusers the pre]	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	10/26/2025: Demo exposure and progression through UAT Prerequisites is underway for SME UAT testers Wisdom

				agency user readiness/ adoption.				PALM 4-Part training series. Training 1.1: Orientation to PALM Business Process Groups. Training 1.2: Orientation to PALM Modules. Training 1.3: Orientation to PALM Business Process Models. Training 1.4: Orientation to PALM Roles & Workflows. Target Closure Date:12/31/2025		Wednesday weekly micro learnings launched 09/2025. All PALM end users are being exposed to these trainings.
Open and Monitoring	12/04/24		Role Mapping	Insufficient information on access security model and planning of changes to current user roles/responsibilities may impact agency user readiness/ adoption.	Stable	4 (Medium/Medium)	Archived Risk Id: 016/ 013	Risk Mitigation Strategy: Mitigate 1. Read & understand the access security model and role definition, published by FL PALM. 2. Map the current business teams to the appropriate user role. 3. Identify the users for whom role/ responsibility are changed. 4. Provide required support to the users to adapt to their changed role. Target Closure Date: 12/30/2025	Fail to achieve the mandatory success measure User Acceptance Testing and Go-Live Readiness for PALM Go-Live.	10/23/2025: Pre-UAT sessions started with 3 SMEs per Advisory Council Agency, but they have been given broader system role. Therefore agency could not experience the effectiveness of the role mapping which was done earlier. Agency continues assessing if current available information is sufficient to determine the right roles for 'All' agency PALM users.
Open and Mitigating	12/04/24		Agency Business Systen	Unavailability of existing BARS reporting infrastructure will impact agency ability to generate user reports based on legacy/ historical data.	Stable	3 (High/Low)	Archived Risk Id: 012/ 009	Risk Management Strategy : Mitigate 1. Work with FDC OIT on archival of BARS reporting solution, including database, UI and any platform components. 2. Archive BARS reporting solution, as the reporting tool for the legacy (FLAIR) information. Target Closure Date: 8/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	8/20/2025: Setting up of BARS archival is planned around the PALM go-live, whereas preparation for this shall begin a few months prior to the go-live.
Open and Mitigating	12/04/24		Staffing/Resource Availal	Unavailability of IT resources with required skillset may impact timely remediations of agency business systems.	Decreasing	3 (High/Low)	Archived Risk Id: 010/ 007	Risk Management Strategy: Mitigate 1. Identify the High level solution for Agency Business System (ABS) remediation. 2. Finalize the Architectural design and technology stack identification. 3. Conclude the resources/ roles required for ABS remediation. 4. Onboard the required resources, complete the IT development activities to ensure readiness for E2E interface testing/ UAT Target Closure Date: 10/30/2025	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	10/23/2025: Currently the IT team is fully staffed. There are dependency on a few shared resources from broader IT organization, who supports various technical aspects of the PALM system transition activities. Therefore the agency will continue to monitor this risk, however the likelihood has been updated to 'Low'.

FCOR 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	01/30/25		Critical - Impacts the abil	Agency Business Systen	Unavailability of PALM Data Warehouse and technical specifications (File format, Data dictionary) affecting the remediation activities for the agency based system.	Archived Issue Id: 007/ 006	1. Setup new database, to remediate 12 agency business systems/ tools, depends on the PALM Data Warehouse for data. 2. Design the new database, and subsequently plan for the user reporting solution (CAIRS - Corrections Accounting Information Resource System) with appropriate reports. 3. Remediate Agency based systems to integration to CAIRS and internal functional testing	11/30/25	10/24/25: State PALM has yet to deliver all the interface files, and this has a direct impact to our Agency Interface testing and systems remediation. We have started with Cycle 2 Testing with the files that we received.
Open	03/25/25		Critical - Impacts the abil	Agency Business Systen	Continued changes to the interface specifications by FL PALM due to ongoing system development, may require FDC PALM project team to rework on the solution for agency systems remediation, which could lead to agencies missing the interface testing milestone.	Archived Issue Id: 008/ 007	Team to work on minimizing the impact due to this issue. 1. Develop a scalable solution design with system level flexibility built-in. 2. Collaborate closely with the FL PALM interface team, and ensure the FDC PALM team is updated with the recent/ upcoming changes to the interface	12/31/25	10/25/25: State PALM has been making changes to the interface files, which will require us to re-address those Interfaces that have changed. This rework requires us to often deprioritize Interface testing and building out our Reporting solution.

							file structures. 3. Resolve the gaps in the agency system remediation solution. 4. Escalate in case the changes to interfaces are not feasible to be mitigated.		
Open	10/01/25		Critical - Impacts the abil	Agency Business Systen	Timely remediation of the 3rd party managed agency systems (Axiom Pro and SSTC Bar Code Scanning tool) is impacted as (a) the vendor adopts a common remediation approach across agencies and (b) high dependency on technical specifications and sample interface files from State PALM.	FDC/ FCOR Risk Is: 007/ 008	1. Vendor to refer FL PALM knowledge center to plan & design the system remediation. 2. Vendor to perform unit testing with the information provided by the FL PALM team. 3. FL PALM Team to make sizable and reliable sample/ test files available. 4. Vendor to perform exhaustive Technical Testing of the system integration (Cycle 2 - Testing) and complete defect fixes.	12/31/25	10/1/2025: Technical Interface Testing of Bar Code Scanning tool continued to be blocked as the State PALM team to continues to work with the vendor to provide Outbound AMI004 sample/ test file with the agency. State PALM team continues to work on issue resolution for Outbound API031 interface, therefore It impacted the interface testing of AxiomPro application.. Escalate Risk (007) to this Issue, due to above, and closed the respective risk in the Risk Register. 10/14/2025: The product vendor for AxiomPro kept the application remediation efforts on-hold suspecting possible re-work, since the State PALM continued to work on the API031 interface. 10/25/25: State PALM has yet to deploy API031, AMI004 & AMI008, which are a dependency for our 3rd parties to start initial testing. Therefore systems remediation and Cycle 2 testing for these 3rd party systems are put on-hold. Date Status on PALM Website for AMI004 & AMI008 is over 1 month old, which makes it difficult to do any planning. 10/30/2025: State PALM team provided sample/test files for Voucher & Payment Extract Outbound interface (API031) on 10/29. Vendor team started to prepare revised development plan and resume system remediation.
Open	10/23/25		Critical - Impacts the abil	Agency Business Systen	Not having a comprehensive crosswalk for FLAIR data elements to PALM may impact agency systems remediation and its effectiveness.	FDC/ FCOR Risk Is: 012/ 012	1. Identify the FLAIR data elements is required for the agency and prepare crosswalk, based on the available information. 2. Reach out to PALM for their support in validating and providing the data elements cross walk from FLAIR to PALM. 3. Agency to consider the crosswalk from PALM as the basis for internal systems remediation and agency internal activities. Target Closure Date: 12/31/2026	11/30/25	10/23/2025: Agency team continues to follow up, currently it is impacting the remediation of number of agency systems. Therefore Risk #12 has been escalated into this Issue. 10/30/2025: Requested PALM readiness coordinator for FDC & FCOR, for a working session between agency SMEs and State PALM technical & functional team to identify the applicable data elements mapping.
Open	02/28/24		High - Impacts the ability	Deployment/Cutover	Lack of clear instructions and frequent changes to the Task guidelines from Florida PALM team impacts agency's ability to complete the tasks on time.	Archived Issue Id: 004/ 003	1. To minimize frequent changes in task instructions. Consistent guidance fosters stability and improves overall performance. 2. Collaborate with Florida PALM team on the issues with the Smartsheets. 3. Continue to communicate with the FL PALM on the impacted delayed deliverables. 4. Re-prioritize/ reorganize the work in agencies to complete the deliverables with minimal impact possible.	07/01/26	10/23/2025: Pre-UAT phase has been introduced, between October and December. State PALM team is updating the Readiness workplan. 'Follow' feature in the Knowledge-Center helping agencies to keep track of several types of updates. 10/28/2025: Some interfaces are rolled back due to critical defect fixes. Agencies could not start Cycle 2 Testing for these, however these are mentioned as 'Agency Testing in-progress' in the .Monthly Progress Report' Smartsheet.
Open	07/31/24		High - Impacts the ability	Staffing/Resource Availal	Lack of resource capacity within FDC F&A team for Financial data analysis, impacting the timely data cleanup activities and ensure conversion readiness.	Archived Issue Id: 005/ 004	Onboard additional staff aug position with FLAIR data experience.	10/30/25	10/23/2025: Since onboarding two additional staff aug positions to assist with data cleanup and data analysis this issue can be closed once current set of data cleansing and configurations deliverables are completed
Open	08/31/24		High - Impacts the ability	Staffing/Resource Availal	Resource availability is limiting agency ability to progress on UAT preparation activities, e.g., UAT Test Plan, UAT Test Scripts, Future State Work Processes.	Archived Issue Id: 006/ 005	1. Onboard additional OIT BA to assist with mapping future state work processes to PALM and write test scenarios. 2. The SMEs from F&A team will guide this OIT BA and will review, revise, approve, and use the test scripts in UAT. 3. OIT BA will guide the F&A team on the UAT process and support on Test Management and monitoring UAT progress.	11/30/25	10/23/2025: Additional QA Analysts are onboarded to take handover from current Testing Services vendor. This should bring increased focus on preparation for UAT and Agency systems testing. 10/30/2025: Revised guidelines on documenting UAT Test cases, now being based on Business Process Steps, has a large impact to the agency Test cases preparation activity. Therefore the completion of readiness task (#574) has been reverted from 100% to 25%, to complete the impact assessment due to this change in direction and rework.
Open	08/21/23		High - Impacts the ability	Staffing/Resource Availal	Not having resource backup in the FDC F&A team for recently created agency systems, to ensure business continuity.	Archived Issue Id: 001/ 001	1. Crosstrain staff to ensure adequate backup. 2. Cross training to be completed during the PALM project to ensure operational resiliency.	12/31/25	6/26/2025: Continuing to monitor and reassess 6 months prior to Go-Live.

FCOR 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 Processes Technology	FDC's Change Champion Network will continue to attend workshops, working sessions, meetings, and other forums for collaboration to ensure the continued functionality of inbound and outbound interface points between the two agencies.	Logged	07/31/23	All agency business systems and CCN roles	No change this period.
People Processes Technology	FDC will understand and document our current state technical architecture and business systems and modify to integrate with the financial management solution.	Logged	07/31/23	All agency business systems and CCN roles	No change this period.
People Processes Technology	There will be sufficient engagement by resources knowledgeable about agency business processes and technical capabilities.	Logged	07/31/23	All agency business systems and CCN roles	No change this period.
People Processes Technology	Additional clarity required from Florida PALM team, for finalizing the FDC UAT plan	Logged	10/21/24	UAT Planning for user readiness for performing UAT	No change this period.
People Processes Technology	Florida PALM team will work closely with agency team to mitigate any challenges the agency may face to meet the strict cutover timeline.	Logged	12/20/24	All users in agency financial functions.	No change this period.
People Processes Technology	Agency team will receive required support (availability of Infrastructure and Florida PALM team) while performing the User Acceptance Testing and defect management.	Logged	12/20/24	All UAT Testers.	No change this period.
People Processes Technology Data	Enterprise systems shall be available for User Acceptance Testing including respective business processes.	Logged	12/20/24	All UAT Testers.	No change this period.
Technology	IT Infrastructure for the agency shall support the user access and continued use of Florida PALM system.	Logged	12/20/24	All users in agency financial functions.	No change this period.
Processes Technology	Required operations support team (both IT and F&A team) has been setup to support Florida PALM system access for the agency users, e.g. ongoing user access, user/ security roles assignments, access to data/ reports etc.	Logged	12/20/24	All users in agency financial functions.	No change this period.
Technology	State PALM team to provide necessary support to the agency for Cycle-2 Technical Interface Testing	Logged	08/20/25	All agency business systems and the remediation of agency business systems.	No change this period.

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

Privacy Policy | Report Abuse

FCOR Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Ryan C. Schenck	ryanschenck@fcor.state.fl.us	11/05/25
July - August 2025	Ryan C. Schenck	ryanschenck@fcor.state.fl.us	09/05/25
May - June 2025	Ryan C. Schenck	ryanschenck@fcor.state.fl.us	07/10/25
March - April 2025	Ryan C. Schenck	ryanschenck@fcor.state.fl.us	05/07/25
January - February 2025	Ryan C. Schenck	ryanschenck@fcor.state.fl.us	03/05/25

Helpful Links

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

FDC 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

Mark Tallent

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 94.67%

- Submitted On Time = 37
- Submitted Late = 8
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 91.27%

- Submitted On Time = 67
- Submitted Late = 12
- Pending Submission = 2

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 86.14%

- Submitted Complete = 33
- Submitted Incomplete = 4
- Completed After Submission = 7

Other Task Completeness

Other Task Completeness:

Score = 94.71%

- Submitted Complete = 46
- Submitted Incomplete = 0
- Completed After Submission = 5

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 = 14
- 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	**561**	Remediate Agency Business Systems based on Segment IV	10/21/24	03/14/25	50% - In Progress		3/7/2025: Task-519 was marked 'Completed' based on the understanding of success criteria and readiness workplan at the time of task due date. With the increased clarity on success criteria recently we realized that some parts of this task are still in-progress. However based on the discussion with FL PALM project team we agreed to keep the status of those tasks unchanged, and FDC will continue to work on systems remediation activities. 10/28/25: Still waiting on all interfaces for Cycle 2 Testing to be sent.		
N/A	Technology	**558**	Update Agency Business System Documentation	11/18/24	01/10/25	50% - In Progress		This task cannot be completed. This is due to us not have the sufficient information from PALM to complete the remediation of our Agency Business Systems. We are still analyzing the data that they have provided, and will continue to work to complete this task. ETA Unknown. 3/7/2025: Task-504 and Task-544 were marked 'Completed' based on the understanding of success criteria and readiness workplan at the time of task due date. With the increased clarity on success criteria recently we realized that some parts of this task are still in-progress. However, based on the discussion with FL PALM project team we agreed to keep the status of those tasks unchanged, and FDC will continue to work on systems remediation activities. 10/28/25: Still waiting on all interfaces for Cycle 2 Testing to be sent.		
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	25% - Beginning Initial Internal Meetings and Information Gathering	**09/25/25**	Based on our Touchpoint meeting 10/28/25, we are reducing our task progress back to 25% to re-evaluate the whole task.		
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				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/07/25**		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**		Submission Complete	

Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/04/25**			
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/05/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/25/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**09/25/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/22/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/05/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	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.

FDC 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
Closed	10/16/25	10/23/25	Agency Business Systen	Not having a comprehensive crosswalk for FLAIR data elements to PALM may impact agency systems remediation and its effectiveness.	Increasing	9 (High/High)	Newly added on 10/16/2025.	Risk Management Strategy : Mitigate. 1. Identify the FLAIR data elements is required for the agency and prepare crosswalk, based on the available information. 2. Reach out to PALM for their support in validating and providing the data elements cross walk from FLAIR to PALM. 3. Agency to consider the crosswalk from PALM as the basis for internal systems remediation and agency internal activities. Target Closure Date: 12/31/2026.	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	9/11/2025: Agency could partially complete the FLAIR data elements mapping based on the interface specifications. The team reached out to State PALM team for their support in data mapping for the 24% of the data elements, which could not be done due to limited information available with the agency. 10/14/2025: Continue to work with the State PALM team, as this gap in the data elements mapping may impact the remediation planning for several agency systems. 10/23/2025: This risk is being closed as it has been escalated to an issue (Id 08)
Open and Mitigating	06/25/25		Deployment/Cutover	Several readiness deliverables for agencies have been removed from the Florida PALM Program plan.	Increasing	6 (Medium/High)	Newly added, on 6/25/2025	Risk Management Strategy: Mitigate 1. Analysis of the removed readiness workplan tasks which are still applicable to the agencies. 2. Agencies to add the applicable deliverables as part of agency specific activities. 3. Continue to progress these agency specific deliverables and ongoing monitoring. Target Closure Date: 11/30/2025	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	10/23/2025: Not having standardized approach/ templates from State PALM team leading agencies to devise their own approach, often it might not be very optimal. Agencies continue to collaborate in the multi-agency PML-CML forum. 10/30/2025: Reduced emphasis on unified approach for OCM activities are discussed with PALM readiness coordinator.
Open and Monitoring	12/04/24		User Acceptance Testing	The Testing phases in the Florida PALM project plan assumes right-at-first-time, therefore may not allow sufficient time for defect management and retest of fixes.	Increasing	6 (High/Medium)	Archived Risk Id: 014/ 011	Risk Mitigation Strategy: Reduction 1. Prepare the UAT testing team thoroughly, w.r.to Business processes, Configurations, User roles, PALM trainings, Test scripts. 2. Establish a communication channel with Florida PALM to get quick turnaround on the defect management. 3. Identify across-agency best practices for UAT planning and execution. 4. Continue to touch base with the Florida PALM team, and assess the impact due to the risk. Target Closure Date: 12/31/2025	Fail to achieve the mandatory success measure of User Acceptance Testing for PALM Go-Live.	10/23/2025: Pre-UAT phase has been introduced, between October and December. State PALM team is updating the Readiness workplan. Agency shall revisit this risk based on the revised readiness workplan.
Open and Mitigating	12/04/24		Business Process Chang	Inadequate planning to identify specific process gaps and remediation planning may impact agency user readiness/ adoption.	Stable	6 (High/Medium)	Archived Risk Id: 015/ 012	Risk Mitigation Strategy: Mitigate Action: Develop and Launch Pre-PALM Training Closing	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	10/26/20205: Process Gaps will be accessed and documented following Agency based training and closing activities.

								Activities. Closing Activity 1: Process Gap Analysis Closing Activity 2: Process Gap Remediation Target Closure Date: 12/30/2025 Paused Action: Develop and Launch Pre-PALM Training Closing Activities. Closing Activity 1: Process Gap Analysis Closing Activity 2: Process Gap Remediation Target Closure Date: 06/30/2026		
Open and Mitigating	12/04/24		Staffing/Resource Availal	Competing priorities for SMEs leading to limited bandwidth availability, may impact timely completion and quality of FDC/ FCOR PALM project deliverables, including data cleanup, configurations, process mapping & remediation, Trainings, agency systems remediations, and UAT preparation & execution.	Increasing	6 (High/Medium)	Archived Risk Id: 017/ 014	Risk Mitigation Strategy: Mitigate 1. Identify the areas where it needs the SMEs bandwidth. 2. Come out with a plan to support FDC PALM project with required SMEs bandwidth. Target Closure Date: 5/31/2026	Fail to achieve the mandatory success measure User Acceptance Testing, User training and People readiness for PALM Go-Live.	10/23/2025: Since Pre-UAT started on 10/20/25, we are currently still feeling the impact of getting data cleansed and completion of configurations, process mapping & remediation and agency systems remediations.
Open and Mitigating	06/25/25		Deployment/Cutover	Lack of clear guidelines from the Florida PALM Program on preparing for Cutover activities and setting up Operations support for the agencies.	Increasing	6 (High/Medium)	Newly added, on 6/25/2025	Risk Management Strategy: Mitigate 1. Identify the agency specific cutover activities for the agency systems and readiness activities to prepare for operations support. 2. Add the agency specific cutover activities and operations support preparation to agency plan. 3. Continue to progress on the agency specific plan and ongoing monitoring Target Closure Date: 11/30/2025	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	7/7/2025: The Agency specific plan is being updated. Next step is to brainstorm on the agency specific cutover planning and readiness for operations support.
Open and Mitigating	12/04/24		Training	Unavailability of Florida PALM system training and Demo sessions early in the project phase may result in insufficient time given to agency user readiness/ adoption.	Stable	4 (Medium/Medium)	Archived Risk Id: 013/ 010	Risk Management Strategy: Reduction Action: Develop and Launch to PALM Superusers the pre] PALM 4-Part training series. Training 1.1: Orientation to PALM Business Process Groups. Training 1.2: Orientation to PALM Modules. Training 1.3: Orientation to PALM Business Process Models. Training 1.4: Orientation to PALM Roles & Workflows. Target Closure Date:12/31/2025	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	10/26/2025: Demo exposure and progression through UAT Prerequisites is underway for SME UAT testers. Wisdom Wednesday weekly micro learnings launched 09/2025. All PALM end users are being exposed to these trainings.
Open and Monitoring	12/04/24		Role Mapping	Insufficient information on access security model and planning of changes to current user roles/responsibilities may impact agency user readiness/ adoption.	Stable	4 (Medium/Medium)	Archived Risk Id: 016/ 013	Risk Mitigation Strategy: Mitigate 1. Read & understand the access security model and role definition, published by FL PALM. 2. Map the current business teams to the appropriate user role. 3. Identify the users for whom role/ responsibility are changed. 4. Provide required support to the users to adapt to their changed role. Target Closure Date: 12/30/2025	Fail to achieve the mandatory success measure User Acceptance Testing and Go-Live Readiness for PALM Go-Live.	10/23/2025: Pre-UAT sessions started with 3 SMEs per Advisory Council Agency, but they have been given broader system role. Therefore agency could not experience the effectiveness of the role mapping which was done earlier. Agency continues assessing if current available information is sufficient to determine the right roles for 'All' agency PALM users.
Open and Mitigating	12/04/24		Agency Business Systen	Unavailability of existing BARS reporting infrastructure will impact agency ability to generate user reports based on legacy/ historical data.	Stable	3 (High/Low)	Archived Risk Id: 012/ 009	Risk Management Strategy : Mitigate 1. Work with FDC OIT on archival of BARS reporting solution, including database, UI and any platform components. 2. Archive BARS reporting solution, as the reporting tool for the legacy (FLAIR) information. Target Closure Date: 8/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	8/20/2025: Setting up of BARS archival is planned around the PALM go-live, whereas preparation for this shall begin a few months prior to the go-live.
Open and	12/04/24		Staffing/Resource Availal	Unavailability of IT	Decreasing	3 (High/Low)	Archived Risk Id: 010/	Risk Management	Fail to achieve the	10/23/2025: Currently

Mitigating				resources with required skillset may impact timely remediations of agency business systems.			007	Strategy: Mitigate 1. Identify the High level solution for Agency Business System (ABS) remediation. 2. Finalize the Architectural design and technology stack identification. 3. Conclude the resources/ roles required for ABS remediation. 4. Onboard the required resources, complete the IT development activities to ensure readiness for E2E interface testing/ UAT Target Closure Date: 10/30/2025	mandatory success measure of agency systems readiness for PALM Go-Live.	the IT team is fully staffed. There are dependency on a few shared resources from broader IT organization, who supports various technical aspects of the PALM system transition activities. Therefore the agency will continue to monitor this risk, however the likelihood has been updated to 'Low'.

FDC 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	01/30/25		Critical - Impacts the abil	Agency Business Systen	Unavailability of PALM Data Warehouse and technical specifications (File format, Data dictionary) affecting the remediation activities for the agency based system.	Archived Issue Id: 007/ 006	1. Setup new database, to remediate 12 agency business systems/ tools, depends on the PALM Data Warehouse for data. 2. Design the new database, and subsequently plan for the user reporting solution (CAIRS - Corrections Accounting Information Resource System) with appropriate reports. 3. Remediate Agency based systems to integration to CAIRS and internal functional testing	11/30/25	10/24/25: State PALM has yet to deliver all the interface files, and this has a direct impact to our Agency Interface testing and systems remediation. We have started with Cycle 2 Testing with the files that we received.
Open	03/25/25		Critical - Impacts the abil	Agency Business Systen	Continued changes to the interface specifications by FL PALM due to ongoing system development, may require FDC PALM project team to rework on the solution for agency systems remediation, which could lead to agencies missing the interface testing milestone.	Archived Issue Id: 008/ 007	Team to work on minimizing the impact due to this issue. 1. Develop a scalable solution design with system level flexibility built-in. 2. Collaborate closely with the FL PALM interface team, and ensure the FDC PALM team is updated with the recent/ upcoming changes to the interface file structures. 3. Resolve the gaps in the agency system remediation solution. 4. Escalate in case the changes to interfaces are not feasible to be mitigated.	12/31/25	10/25/25: State PALM has been making changes to the interface files, which will require us to re-address those Interfaces that have changed. This rework requires us to often deprioritize Interface testing and building out our Reporting solution.
Open	10/01/25		Critical - Impacts the abil	Agency Business Systen	Timely remediation of the 3rd party managed agency systems (Axiom Pro and SSTC Bar Code Scanning tool) is impacted as (a) the vendor adopts a common remediation approach across agencies and (b) high dependency on technical specifications and sample interface files from State PALM.	FDC/ FCOR Risk Is: 007/ 008	1. Vendor to refer FL PALM knowledge center to plan & design the system remediation. 2. Vendor to perform unit testing with the information provided by the FL PALM team. 3. FL PALM Team to make sizable and reliable sample/ test files available. 4. Vendor to perform exhaustive Technical Testing of the system integration (Cycle 2 - Testing) and complete defect fixes.	12/31/25	10/1/2025: Technical Interface Testing of Bar Code Scanning tool continued to be blocked as the State PALM team to continues to work with the vendor to provide Outbound AMI004 sample/ test file with the agency. State PALM team continues to work on issue resolution for Outbound API031 interface, therefore It impacted the interface testing of AxiomPro application.. Escalate Risk (007) to this Issue, due to above, and closed the respective risk in the Risk Register. 10/14/2025: The product vendor for AxiomPro kept the application remediation efforts on-hold suspecting possible re-work, since the State PALM continued to work on the API031 interface. 10/25/25: State PALM has yet to deploy API031, AMI004 & AMI008, which are a dependency for our 3rd parties to start initial testing. Therefore systems remediation and Cycle 2 testing for these 3rd party systems are put on-hold. Date Status on PALM Website for AMI004 & AMI008 is over 1 month old, which makes it difficult to do any planning. 10/30/2025: State PALM team provided sample/test files for Voucher & Payment Extract Outbound interface (API031) on 10/29. Vendor team started to prepare revised development plan and resume system remediation.
Open	10/23/25		Critical - Impacts the abil	Agency Business Systen	Not having a comprehensive crosswalk for FLAIR data elements to PALM may impact agency systems remediation and its effectiveness.	FDC/ FCOR Risk Is: 012/ 012	1. Identify the FLAIR data elements is required for the agency and prepare crosswalk, based on the available information. 2. Reach out to PALM for their support in validating and providing the data elements cross walk from FLAIR to PALM. 3. Agency to consider the crosswalk from	11/30/25	10/23/2025: Agency team continues to follow up, currently it is impacting the remediation of number of agency systems. Therefore Risk #12 has been escalated into this Issue. 10/30/2025: Requested PALM readiness coordinator for FDC & FCOR, for a working session between agency SMEs and State PALM technical & functional team to identify the applicable data elements mapping.

							PALM as the basis for internal systems remediation and agency internal activities. Target Closure Date: 12/31/2026.		
Open	02/28/24		High - Impacts the ability	Deployment/Cutover	Lack of clear instructions and frequent changes to the Task guidelines from Florida PALM team impacts agency's ability to complete the tasks on time.	Archived Issue Id: 004/ 003	1. To minimize frequent changes in task instructions. Consistent guidance fosters stability and improves overall performance. 2. Collaborate with Florida PALM team on the issues with the Smartsheets. 3. Continue to communicate with the FL PALM on the impacted delayed deliverables. 4. Re-prioritize/ reorganize the work in agencies to complete the deliverables with minimal impact possible.	07/01/26	10/23/2025: Pre-UAT phase has been introduced, between October and December. State PALM team is updating the Readiness workplan. 'Follow' feature in the Knowledge-Center helping agencies to keep track of several types of updates. 10/28/2025: Some interfaces are rolled back due to critical defect fixes. Agencies could not start Cycle 2 Testing for these, however these are mentioned as 'Agency Testing in-progress' in the .Monthly Progress Report' Smartsheet.
Open	07/31/24		High - Impacts the ability	Staffing/Resource Availal	Lack of resource capacity within FDC F&A team for Financial data analysis, impacting the timely data cleanup activities and ensure conversion readiness.	Archived Issue Id: 005/ 004	Onboard additional staff aug position with FLAIR data experience.	10/30/25	10/23/2025: Since onboarding two additional staff aug positions to assist with data cleanup and data analysis this issue can be closed once current set of data cleansing and configurations deliverables are completed
Open	08/31/24		High - Impacts the ability	Staffing/Resource Availal	Resource availability is limiting agency ability to progress on UAT preparation activities, e.g., UAT Test Plan, UAT Test Scripts, Future State Work Processes.	Archived Issue Id: 006/ 005	1. Onboard additional OIT BA to assist with mapping future state work processes to PALM and write test scenarios. 2. The SMEs from F&A team will guide this OIT BA and will review, revise, approve, and use the test scripts in UAT. 3. OIT BA will guide the F&A team on the UAT process and support on Test Management and monitoring UAT progress. 4. Continue to monitor the effectiveness/ productivity of the QA resources from OIT and make course-corrections, as required.	11/30/25	10/23/2025: Additional QA Analysts are onboarded to take handover from current Testing Services vendor. This should bring increased focus on preparation for UAT and Agency systems testing. 10/30/2025: Revised guidelines on documenting UAT Test cases, now being based on Business Process Steps, has a large impact to the agency Test cases preparation activity. Therefore the completion of readiness task (#574) has been reverted from 100% to 25%, to complete the impact assessment due to this change in direction and rework.
Open	08/21/23		High - Impacts the ability	Staffing/Resource Availal	Not having resource backup in the FDC F&A team for recently created agency systems, to ensure business continuity.	Archived Issue Id: 001/ 001	1. Crosstrain staff to ensure adequate backup. 2. Cross training to be completed during the PALM project to ensure operational resiliency.	12/31/25	6/26/2025: Continuing to monitor and reassess 6 months prior to Go-Live.

FDC Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Technology	IT Infrastructure for the agency shall support the user access and continued use of Florida PALM system.	Logged	12/20/24	All users in agency financial functions.	No change this period.
Processes Technology	Required operations support team (both IT and F&A team) has been setup to support Florida PALM system access for the agency users, e.g. ongoing user access, user/ security roles assignments, access to data/ reports etc.	Logged	12/20/24	All users in agency financial functions.	No change this period.
People Processes Technology	There will be sufficient engagement by resources knowledgeable about agency business processes and technical capabilities.	Logged	07/31/23	All agency business systems and CCN roles	No change this period.
People Processes Technology	FDC's Change Champion Network will continue to attend workshops, working sessions, meetings, and other forums for collaboration to ensure the continued functionality of inbound and outbound interface points between the two agencies.	Logged	07/31/23	All agency business systems and CCN roles	No change this period.
People Processes Technology	FDC will understand and document our current state technical architecture and business systems and modify to integrate with the financial management solution.	Logged	07/31/23	All agency business systems and CCN roles	No change this period.
Technology Data	It is assumed that data in FLAIR will exist in a new field in PALM except for fields that are discontinued. For the discontinued fields, it is assumed that PALM project team will communicate the names of the discontinued fields and will be shared as the data dictionary is updated for each Palm Design Segment.	Logged	04/22/24	All agency business systems and the remediation of agency business systems.	No change this period.
People Processes Technology	Additional clarity required from Florida PALM team, for finalizing the FDC UAT plan	Logged	10/21/24	UAT Planning for user readiness for performing UAT	No change this period.
People Processes Technology	Florida PALM team will work closely with agency team to mitigate any challenges the agency may face to meet the strict cutover timeline.	Logged	12/20/24	All users in agency financial functions.	No change this period.
People Processes Technology	Agency team will receive required support (availability of Infrastructure and Florida PALM team) while performing the User Acceptance Testing and defect management.	Logged	12/20/24	All UAT Testers.	No change this period.
People Processes Technology Data	Enterprise systems shall be available for User Acceptance Testing including respective business processes.	Logged	12/20/24	All UAT Testers.	No change this period.
Technology	State PALM team to provide necessary support to the agency for Cycle-2 Technical Interface Testing	Logged	08/20/25	All agency business systems and the remediation of agency business systems.	No change this period.

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

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FDC Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Mark Tallent	mark.tallent@fdc.myflorida.com	11/05/25
July - August 2025	Mark Tallent	mark.tallent@fdc.myflorida.com	09/05/25
May - June 2025	Mark Tallent	mark.tallent@fdc.myflorida.com	07/10/25
March - April 2025	Mark Tallent	mark.tallent@fdc.myflorida.com	05/12/25
January - February 2025	Mark Tallent	mark.tallent@fdc.myflorida.com	03/07/25

Helpful Links

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

FDLE 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

Mike Moore

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 95.2%

- Submitted On Time = 37
- Submitted Late = 10
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 87.38%

- Submitted On Time = 66
- Submitted Late = 14
- Pending Submission = 1

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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 83.54%

- Submitted Complete = 37
- Submitted Incomplete = 3
- Completed After Submission = 8

Other Task Completeness

Other Task Completeness:

Score = 91.73%

- Submitted Complete = 46
- Submitted Incomplete = 0
- Completed After Submission = 6

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 = 4
- Duplicate Filled Role = 9
- Vacant Role = 1

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	Processes	**560**	Submit Change Analysis Tool	12/09/24	05/02/25	75% - Consolidating/Inputting Information for Submission		10/10/25 - Delayed, FDLE New Target Goal of 12/19/25 with 573-B		
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	75% - Consolidating/Inputting Information for Submission		10/28/25 On Track for 12/19/25		
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	50% - In Progress		10/28/25 On Track for 12/19/25		
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/07/25**	11/07/25 - Validated Mock 3 Conversion Workbook was updated to reflect Data Cleansing Status.		
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/17/25**	FDLE does not have any Confidential suppliers.	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**	Submitted on 10/29 Task Completed	Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/05/25**	10/28/25 On Track for 11/05/25 - All ok	Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/05/25**	10/29/25- Configuration WB for AM, AR, CM, CM, GL, PC and org security rule verified complete 11/05 Completed SpeedKey and PR Funding worksheet.	Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**	9/10/25 On Track for 9/10/25	Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/29/25**	9/30/25 Completed	Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**09/16/25**	Submitted on 9/16/25	Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/31/25**	Submitted on 10/31/25	Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**	10/24/25 Completed -- Smartsheet Updated https://app.smartsheet.com/sheets/rqmj8	Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**	Cannot Submit, due to bi-monthly status report won't allow Sponsor to Confirm and Approve - Escalated to Dora and Nicole on 11/7/25 and to Vince Cicco on 11/10/25 awaiting response.		
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	50% - 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.

FDLE 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	05/16/24		Post Implementation	FDLE will be unable to do life-to-date tracking and trend analysis for data that is in both FLAIR and PALM.	Stable	4 (Medium/Medium)	Many of our budget and grant tasks required life-to-date tracking and research.	Develop crosswalk methodology if the new Data Warehouse will not provide this capability.	None for now	Need to Determine if PALM Data Warehouse will provide life to date tracking for both FLAIR and PALM (No Change).
Open and Monitoring	10/31/24		Conversion/Configuratior	The Configuration Review and Update task during UAT poses a potential risk. Changes could affect the UAT timelines and outcomes.	Stable	4 (Medium/Medium)	Pause the risk as of now	Paused	Paused	Awaiting rescheduling of the PALM UAT to determine if there is a Conflict. (No Change).
Open and Monitoring	09/23/25		Conversion/Configuratior	There is a RISK that FDLE will not receive a Cut-over plan in time to plan the Agency's cut over from FLAIR to PALM. FDLE needs this plan at least 6 months prior to the PALM go live.	Decreasing	3 (High/Low)	Question sent to PALM Readiness Coordinator on 9/18/25:Can you please let FDLE ITS know when and how the PALM team is planning to cut over from FLAIR to PALM? It is my understanding that FDLE will need to coordinate this with the Interfaces to PALM. We would like to see a comprehensive plan on how the PALM system will be cutover from FLAIR, so FDLE can plan to cut over it's interfaced applications and business systems from FLAIR to PALM.	Appropriate cutover details will be shared in support of RW Task 586 Create Agency Deployment Plan and Cutover Checklist to Prepare for Go-Live. This is currently scheduled for January 2026, but will be rebaselined to publish in June/July of 2026 due to the go-live date change to January 2027.	FDLE will not be able to go Live without Coordination with the PALM team providing a CUT OVER Plan from FLAIR to PALM.	Cut over plan is still needed, but with addition time the probability of the RISK is unlikely to occur. (No Change)..
Open and Monitoring	09/04/24		Conversion/Configuratior	There is a RISK that FDLE will not recieve a comprehensive list early enough of anticipated errors and warnings that may occur in relation to interface interactions and report parameters input. This is needed at least 6 months prior to go live in order to have ITS code and Test error handling across Florida PALM functions including interfaces and online functionality.	Decreasing	2 (Medium/Low)	Waiting for the updates that are planned for Spring of 2026 according to the Question Log/Answer #0520	The project is developing a comprehensive Error Handling Matrix that will be released in early Spring next year (2026). This matrix will cover errors across Florida PALM functions including interfaces and online functionality.	Scope : Mitigate the Interface Errors Cost : Development time may increase Schedule : Implementation timeline will be affected	Since the rescheduling of the Go -live to January 2027. The Error handling Matrix is NOW needed by June of 2026. Therefore, receiving it by "Early Spring of 2026" will mitigate this Risk. (No Change).
Open and Monitoring	11/04/25		User Acceptance Testing	There is a RISK that confidential information is being used in the UAT environment and is not masked, scrubbed, encrypted or substituted for testing purposes.	Increasing	2 (Medium/Low)	It is standard IT-Security practices not to use Production Data i.e. confidential data within a Test environment, even a UAT environment.	If Production (Mock 3 and 4 data) is being used for testing purposes, then all confidential data should be masked, scrubbed, encrypted or substituted for testing purposes. This will ensure that if there is a breach, the data won't be compromised.	If this Risk becomes an issue, then the State of Florida is risking confidential data being exposed if there is a breach of the UAT environment.	An Assumption was opened as well.

FDLE 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	09/08/25		High - Impacts the ability	Deployment/Cutover	The task "Update Reports Inventory" is missing from the new 'Agency Implementation Roadmap.' There is no visibility of the Data Warehouse reporting tool in the current roadmap.	This RISK was opened up on 2/17/25 and we have yet to receive updates as to when the Data Warehouse work will be started and completed.	FDLE is analyzing the reports needed and mapping them over to the PALM equivalent through the information provided within the Knowledge Center. FDLE was informed that the Data Warehouse and BI will be ready for full UAT starting on 2/2/26 along with documentation to support and build out the DW queries. FDLE has 22 queries that need to be analyzed and compared to the PALM queries. Awaiting DWBI on 2/2/26.	03/27/26	Awaiting updated Timeline with new Roadmap and release of DWBI on 2/2/26.
Closed	02/17/25	09/09/25	Low - All impacts not liste		No Cut over plan for FDLE to transition from Existing systems to PALM.	There is no cutover plan to transition from current systems to PALM compliant systems in future on the day of PALM go-live.	Cut-over plan Task 586 is in the FDLE Readiness Plan "Create Agency Deployment Plan and Cutover Checklist to Prepare for Go-Live" (1/19/26 - 3/27/26)	09/09/25	Move to Archive

FDLE Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Technology Data	PALM will not change the identified Chart of Accounts structure between now and go-live.	Logged	07/01/23	Agency business systems	No Changes have been made to the Chart of Accounts as of 10/1/25.
Data	PALM will provide similar functionality as ABS which is used for querying FLAIR and PYRL data so that we can retire those applications.	Logged	09/01/23	Office of Financial Management Office of Policy and Planning All divisional/regional business liaisons Management	Oracle Analytical Cloud reporting tools will be available to support agency self-service needs as stated in Question Log #0369 on 7/15/24. Waiting to verify before closing assumption.

People Processes Technology Data	PALM will provide significant time to test and practice specific transactions before go-live in a dedicated testing environment (UAT).	Logged	10/31/23	All agency business systems	PALM is planning on this awaiting new Schedule.
Data	PALM transactional data will be moved to Palm Warehouse on daily basis. We assume that this will stay for indefinite time in Warehouse.	Logged	07/02/25	All agency business systems	Yes, completed transactional data will be moved to the DW on a daily basis. At this time, the data will be maintained according to Florida's retention policy according Question log #1131. Waiting to verify before closing assumption.
Processes Technology Data	FDLE assumes that the PALM Team will provide a comprehensive Cut-over plan from FLAIR to PALM.	Logged	09/09/25	All agency business systems	Awaiting Cut-over plan..Waiting to verify before closing assumption.
Processes Technology	If Confidential data is used in the UAT environment, then the PALM Security Team has taken the appropriate steps to protect this information.	Logged	11/05/25	All PALM Agencies	See attachment e-mail with concern.
Technology Data	FDLE assumes all PALM reports WILL match 1:1 with current FLAIR reports	Removed	09/09/25	Office of Information and Technology Systems Office of Financial Management	They will not be a 1 to 1 Match with Flair.
Technology Data	FDLE assumes that PALM Reports and Data will meet Florida's Retention Policy Standards.	Removed	09/08/25	All agency business systems	Confirmed according to Question Log #1130 on 05/20/25

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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FDLE Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Mike Moore	mikemoore@fdle.state.fl.us	11/10/25
July - August 2025	Mike Moore	mikemoore@fdle.state.fl.us	09/10/25
May - June 2025	Charlotte Fraser	charlottefraser@fdle.state.fl.us	07/08/25
March - April 2025	Charlotte Fraser	charlottefraser@fdle.state.fl.us	05/12/25
January - February 2025	Charlotte Fraser	charlottefraser@fdle.state.fl.us	03/07/25

Helpful Links

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

FDOT 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

Lisa Saliba

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 93.06%

- Submitted On Time = 30
- Submitted Late = 16
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 78.27%

- Submitted On Time = 48
- Submitted Late = 33
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 89.57%

- Submitted Complete = 35
- Submitted Incomplete = 2
- Completed After Submission = 10

Other Task Completeness

Other Task Completeness:

Score = 94.62%

- Submitted Complete = 40
- Submitted Incomplete = 1
- Completed After Submission = 11

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 = 25
- Duplicate Filled Role = 0
- Vacant Role = 1

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
Direct	Technology	**576**	Complete Internal Agency Business System Test and Remediation to prepare for Cycle 2 - Technical Interface Testing	01/06/25	07/25/25	75% - Consolidating/Inputting Information for Submission	**07/25/25**	Update from 11/7/25: Interface testing data has improved progress on ensuring ABS are ready for cycle 2 testing. This list has been updated and will continue to be a living document until all systems are ready. Currently 22% remaining.		
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	75% - Consolidating/Inputting Information for Submission	**09/12/25**	Option 3: Agency Specific format, with copy of results to User Story Inventory worksheet (Option 2). 4127 stories shared; 574 Midpoint Check-in completed. Under re-review for new end date.		
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for Remaining End Users	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**09/25/25**		Submission Complete	11/06/25
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/16/25**		Submission Complete	
Direct	Data	**587-C**	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	**09/18/25**		Submission Complete	10/28/25
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/05/25**	For Grant ID - 20224 is an active program, also shows as active in FACTS, but maybe not yet in the FLAIR Title file? The 'PALM Grant ID' dropdown should list this Grant as 20224. Need more guidance as to exactly why this did not past conversion.	Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/05/25**	AM, AR, CM, GL, KK, PC, ORG Security Rule workbooks for 10/29 are 100% complete. PR and SK complete on 11/5.	Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/09/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/29/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/17/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/31/25**			
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/23/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	50% - 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.

FDOT 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	07/30/24		User Acceptance Testing	Late Publication of Batch Schedule	Stable	9 (High/High)	PALM Interfaces - Not knowing the batch schedule will leave agencies little time to remediate processes as needed. (39)	Continue to work with the Readiness and Technical Coordinators. Plan to align the UAT batch schedule with business processing as part of interface testing and Cycle 3 testing.	The FDOT file processing is performed in a specific order and priority, within a defined timeframe. Interruption or the inability to align with our system design will impact the effectiveness of the remediation or cause data mismatches and errors.	From previous reporting period
Open and Monitoring	07/30/24		Interface	Excel Upload Volume Capacity	Stable	9 (High/High)	PALM Interfaces - The inability to efficiently enter large amounts of records via Excel uploads will incur delays on account of providing technical solutions for mass entry. (41)	Project costing could have a large number of records - an interface to automatically accept our transactions is necessary.	If volume exceeds capacity and the upload is interrupted, it will undermine the success of the record processing.	From previous reporting period
Open and Mitigating	09/30/24		Interface	Data Source Indicator - Input or System Generated	Stable	9 (High/High)	PALM Technical - Need to identify the "Input and Automated" records in extracts. FLAIR indicates whether records are input manually, automated, or system generated. FDOT uses this indicator for various reporting and balancing methods. (47)	If PALM cannot provide the transaction indicator for the data source, we will need to design backup plans and work with the business experts to develop alternative methods.	PALM not having this indicator could cause major impacts to Cost Allocation and Cash Forecasting, especially if the automated records do not come across in the extracts.	From previous reporting period
Open and Monitoring	08/21/25		Conversion/Configuration	Handling Historical Data & Unclear Data Warehous Structure & Access	Stable	9 (High/High)	Related to Decision 100 & 101, currently unclear how we'll be storing historical data that is going away with the elimination of OOC Table 31 & 33 and SAMAS Table 16. (76)	Will monitor for Data Warehouse design & access to be provided to identify what agency options are to resolve this risk	Will delay our development when we don't have a full idea of the design of the PALM Data Warehouse and what we will have access to.	From previous reporting period
Open and Monitoring	09/15/25		Conversion/Configuration	Payables - FLAIR to PALM Conversion Process	Stable	9 (High/High)	Uncertainty in how these existing payables will be converted to PALM will result in uncertainty as to how we track and relieve these financial liabilities once PALM goes live (81).	Can only monitor the risk until more information is provided about the conversion process.	This will need to be resolved before FDOT can fully utilize the PALM system.	New this reporting period
Open and Monitoring	09/15/25		Conversion/Configuration	FLIPS - Unclear TIN Verification Process	Increasing	9 (High/High)	The process for TIN verification in the FLIPS system is still unclear and may impact supplier verification and payments. (83)	Will be monitoring for more information on this verification process.	This will probably be an issue/risk for other if not all state agencies, and will need to be resolved before PALM Go-Live.	New this reporting period
Open and Mitigating	09/25/25		Interface	Delay with Cycle 2 Interface Testing Results	Increasing	9 (High/High)	Interface Cycle 2 Testing Responses are taking 2-3 weeks to return to the agency. These greatly reducing the amount of time for the agency to make changes within the Cycle 2 Testing Schedule and putting our successful completion of testing in jeopardy. (82)	Cycle 2 Testing requires multiple interface submissions to identify all issues with interface submissions. With some of the interfaces using agency data for this, implementing development changes requires more coordination than normal as to not interfere with interface testing.	Delays in PALM responses impose roadblocks or unplanned downtime for agency resources and impacts agency schedule	New this reporting period
Open and Mitigating	06/12/25		Staffing/Resource Availability	PALM Changes late in Development	Stable	6 (Medium/High)	PALM changes occurring late in any phase introduces uncertainty when phase activities are in progress and functioning properly. Late changes are a step backward, jeopardizing quality and the timeline. (66)	Stay informed of PALM notices and changes, and raise questions early.	Difficult to meet the deadlines when simultaneously handling changes, and assessing completeness or quality.	From previous reporting period
Open and Mitigating	08/06/25		User Acceptance Testing	Outbound Interface Testing	Stable	6 (Medium/High)	Not receiving a Delta File for Interface Testing impedes the ability to validate the outbound files. PALM is providing Master Files, the master file that they sent had about 60k projects on it and want us to use that, which isn't a realistic daily interface file that we will normally get. Also, not all records are included in this file, causing extra time to be taken using the provided master file for validation. (71)	Using our own 20 records that we're using to validate our testing rather than the provided master file. PALM will be providing these Delta files in a few months.	Using the master file will not be a realistic opportunity to test this process, since a delta file will be provided to agency after Go-Live.	From previous reporting period
Open and Monitoring	08/07/25		User Acceptance Testing	Online UAT Schedule Delay	Stable	6 (Medium/High)	PALM is likely going to push Online UAT back a few weeks which may shorten the testing and bug resolution window for agencies. (72)	Monitoring at this time to see what the new start date will be for UAT.	FDOT won't have the proper testing and resolution time to be prepared and ready for Go-Live.	From previous reporting period
Open and Monitoring	10/24/24		Agency Business System	Project Costing - Manual Inputs	Decreasing	6 (High/Medium)	PALM Technical - Project Costing Module: Manually adding additional data into Florida PALM for over 15,000 projects is not feasible. (51)	Florida PALM - will advise if it can be through Excel upload.	Hiring staff will be more expensive than developing an interface. Average 70-90 updates a day. Manual entry may introduce errors.	From previous reporting period

Open and Monitoring	12/12/24		User Acceptance Testing	Delayed Testing for Excel Uploads	Decreasing	6 (High/Medium)	PALM Interfaces - Uploading data files through the use of Excel is critical for interface testing, yet there is no mechanism in place to test this in advance of our unit testing. (54)	Awaiting the ability to completely test the upload functionality.	Not having a way to test in advance removes the opportunity to work through errors or unknowns and be prepared for implementation.	From previous reporting period
Open and Mitigating	02/18/25		Interface	Interfaces and Data Processing Visibility	Decreasing	6 (High/Medium)	PALM Technical - Unresolved questions and issues regarding the PALM interfaces, including details on the layouts and contents of the interfaces, limits the ability to remediate Agency Business Systems. (61)	Expect an unknown amount of rework, consider this in planning activities.	When the data interpretation or system expectations are incorrect, the agency's downstream systems may have errors in testing with PALM.	From previous reporting period
Open and Mitigating	04/24/25		User Acceptance Testing	Data Warehouse	Stable	6 (High/Medium)	Not knowing the FLAIR data that will be part of the PALM's Data Warehouse can affect our mitigation planning for several risks. (63)	Request information from the PALM Readiness Coordinator, monitor the Knowledge Center and ask questions.	The ambiguity of the data contained in the Data Warehouse impacts the validity of some risk mitigations because we are assuming specific data will be available.	From previous reporting period
Open and Mitigating	06/12/25		Deployment/Cutover	FY Balances and Fund Availability	Stable	6 (High/Medium)	From a business perspective, year-end processes like certified, carry forward, and others have changed massively, and the unknowns cannot be identified until they are fully worked through. (65)	Define scenarios and data variations for a complex and comprehensive testing strategy.	Balances may be incorrect, funds for payables may be insufficient.	From previous reporting period
Open and Mitigating	08/07/25		Interface	Encumbrances Not Linked to Chart of Accounts Fields Used	Stable	6 (High/Medium)	New Risk, based on PALM Line Ref # 1289: Needs Encumbrance Balance available on POI001 (Outbound Encumbrance Extract) and IUI003 (Outbound Inter/Intra Unit Interface) interfaces at the Distribution/Line (lowest) level so that it is linked to the Chart of Accounts (COA) fields used. Agencies were advised to use reports, such as KKR018 in to achieve this, but it has the following issues: KKR018 doesn't have all pertinent information in it (just as a quick example, Organization is not on the output), so it really requires multiple reports to be run and chained together to track the balances (at minimum 3 reports would need to be chained together). Reports aren't easily digestible through automated processes, due to the non-tabular format, and chaining multiple ones together adds even more complexity. This risk could be alleviated if the Data Warehouse tracks the balances at a level that links it to the COA string. (73)	Monitoring, seeing if PALM will change course on this decision.	Will require complex coordination and manipulation of reports to resolve this risk without PALM changing course on this design.	From previous reporting period
Open and Monitoring	09/17/25		Interface	Inbound Interface file identification inconcistencies between input and output	Increasing	6 (High/Medium)	Process IDs on the files in the archive folder match for the .log and .err files but differ from the Process IDs on the .txt (input) files. The .log (and .err) files also do not match the .txt files within the archive folder. This was evident in AMI006 and other interfaces as of 9/17/25. The lack of correlating information makes it difficult or impossible to match data sent to PALM and resulting processing information. This could cause significant maintenance and resolution handling issues resulting in additional work, more PALM-Agency technical involvement, and critical delays on transaction processing. (89)	Monitor, this will only be a problem if the agency sends multiple of the same file in one day, or if PALM processes multiple of the same file for the agency in one day. If this occurs the error files send back by PALM will not be able to be synced up to the files that were sent by the agency. Not expected to experience this issue much, if at all, but it will require manual action to go through the logs if it does occur.	Will require agency resources to go through files and logs manually to sync them, which will take time and effort to do.	New this reporting period
Open and Mitigating	07/22/21		User Acceptance Testing	PALM Responses for Detail Information	Decreasing	4 (Medium/Medium)	PALM Response - FDOT not receiving clear answers from Florida PALM in a timely manner will increase the duration to perform the remediation. Responses are marked as Completed when the	Continue to have our open/new questions as part of our PALM Touchpoint meetings, and email our Readiness Coordination between meetings if we are blocked..	Not having information to understand the interoperations of Florida PALM will lead to assumptions and incorrect remediation of systems.	From previous reporting period

							as Completed when the question may not be answered. (15)			
Open and Mitigating	02/06/25		Role Mapping	Roles Required	Stable	4 (Medium/Medium)	PALM Functionality - There is a concern that more PALM user roles will be added in the future before go-live. If additions are not communicated timely there is a risk going forward that some roles may not be captured in AARF/SailPoint right away, delaying our ability to set up user roles. (62)	Moving forward, we are developing a PowerBI dashboard, AARF roles, and SQL-based reports in a flexible manner so that when roles are provided, we can quickly add them.	Additional rework is required, and limitations for users' access.	From previous reporting period
Open and Mitigating	08/12/25		Interface	Inbound/Outbound Payment Linking	Stable	4 (Medium/Medium)	No unique identifier to link outbound payments from EED to inbound confirmations from PALM. Current Limitation: PALM generates journal IDs post-processing, making it impossible to pre-link. (75)	Potential Work Around: Use Supplier ID + Invoice ID as a composite key. Consider populating the document number field in the outbound voucher line with a custom tracking ID. Use line and distribution line numbers to increase granularity. Be cautious: repeated document numbers across multiple distribution lines may reduce uniqueness. Possibility of dupicate payments, we won't know what happened to payments if we don't get a successful acknowledgment from PALM, not only related to EED.	Will require some sort of workaround by the agency to link outbound payments from Agency Business System (EED) to inbound confirmations from PALM.	From previous reporting period
Open and Monitoring	09/25/25		Conversion/Configuratior	FLIPS - Conversion Complexity	Increasing	4 (Medium/Medium)	Multiple active supplier accounts with different remittance addresses may be difficult to convert into a single supplier record, leading to possible errors or loss of information. Missing conversion records for suppliers with multiple active names may result in incomplete or inaccurate data migration. (85)	Conversion is occurring now, once comparison has been completed agency will sample and compare to internal records for conversion.	Will require agency resources to go through supplier accounts and analyze and research which accounts to use in the case of duplicates	New this reporting period
Open and Mitigating	07/22/21		Staffing/Resource Availability	Funding to Completion	Stable	3 (High/Low)	PALM Funding - Allocations may not be available through to completion for all systems. (6)	Document program funding requirements and communicate with FDOT leadership, the Governor's office, and House/Senate staff.	Unable to remediate and test systems within the timeline, and the Florida PALM implementation may not be successful.	From previous reporting period
Open and Mitigating	12/12/24		Conversion/Configuratior	Mock Conversion	Decreasing	3 (High/Low)	PALM Data - The Mock Conversion is problematic, having conversion errors that are inaccurate. (56)	Continue to collaborate with PALM to work through the process and find a pattern to help identify the problem points.	Some of the data conversions may be inaccurate causing erroneous processing or failure and impacting the goal of successful UAT.	From previous reporting period
Closed	09/15/25	09/25/25		FLIPS - Single Address Limitation	Stable	3 (High/Low)	The new FLIPS system will only allow one remittance address per supplier, which may cause payment routing issues for agencies with multiple districts or locations. (84)	Will be monitoring for more information on how suppliers with multiple addresses are going to be handled with FLIPS and PALM.	May need to have different supplier accounts to allow for multiple addresses if this strategy isn't changed.	New this reporting period
Open and Monitoring	09/23/25		Interface	Interfaces lacking data considered as testing complete.	Stable	3 (High/Low)	GLI002 contains some records from the current PALM/CMS productions environment that are missing some chart of account values. The records will be reclassified and the missing chartfields will be present in UAT Full (Mock 4 data). - PALM TC. A similar issue exists with PCI001 where some portions are pending. (90)	Monitor and stress for contingency plans: Planning to re-test at a future date when additional testing cycles, such as UAT full, are available.	Will require agency to retest specific interfaces at a later time (outside of the intended phase) once PALM has completed interface design to ensure correct functionality again	New this reporting period
Open and Monitoring	05/09/24		User Acceptance Testing	Knowledge Center Change Identification	Decreasing	2 (Medium/Low)	PALM Technical - Knowledge Center does not have version history on what was changed. It is a manual compare effort. This would require agencies to check each field in every interface to implement technical changes and some changes may be missed. (27)	Requested the Readiness Coordinator for additional communications when there are updates to the Knowledge Center, and what was updated.	Missing essential PALM changes for the remediation work.	From previous reporting period

FDOT 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	03/05/25		Critical - Impacts the al	User Acceptance Testing	No UAT for Year-end	In the PALM timeline, a financial year-end scenario will not be replicated in the PALM UAT phase. The parallel work stream with year-end is a major increase	Assessing how we will accomplish both the Go-Live and year-end tasks, a gargantuan effort that would involve a number of resources already at capacity	04/01/26	From previous reporting period

						end is a major increase in complexity for PALM Go-Live. Half of the functionality in the old system and half in the new PALM system. (19)	already at capacity. People and computer processing resources.		
Open	05/09/24		High - Impacts the abili	Staffing/Resource Availability	Mainframe capacity	FDOT - Low on mainframe available capacity and space to allocate for separate PALM environments. (6)	Requested NWRDC/Ensono for 10% increase by end of SFY 2025. A large application (Right of Way Management System) is scheduled to be moved off of the mainframe by end of SFY 2026 which will provide more processing capacity. FDOT Technical resource is looking at offloading flat files to SQL Server by 08/2026.	08/03/26	From previous reporting period
Open	06/13/24		High - Impacts the abili	Interface	Interfaces Continue to Change	PALM Interfaces – Interfaces continue to change and the documentation is incomplete in some areas. This impacts our design, remediation, and integration with our systems. And any updates to the interface structure requires the agency to restart testing and resets testing progress up to that point. (10)	Continue to convey the importance to PALM Readiness Coordinator during Touchpoint meetings.	08/01/25	From previous reporting period
Open	06/13/24		High - Impacts the abili	Staffing/Resource Availability	Limited SMEs	FDOT - SME Resources limited for business processes and the technical knowledge experts are overallocated. (12)	Monitor allocations closely and identify tasks that may be accomplished by another resource. Streamline communications. Set Priorities and work arounds. Escalate to management when necessary.	07/01/26	From previous reporting period
Open	09/16/24		High - Impacts the abili	Interface	Interface Data Relationships	PALM Interfaces - Cannot provide ERD's or DDL for the interface files reduces the understanding of the data relationships. There is insufficient detail on parent/child/sibling, one:one, or one:many, relationships, or optional record types. There is a need for ERD diagrams to answer these questions for remediation efforts. (15)	Reach out to PALM regularly for details. Work with PALM to articulate the need and offer examples and communicate how it impacts us, particularly in the way we adhere to data integrity at the database level.	08/01/25	From previous reporting period
Open	10/30/24		High - Impacts the abili	Interface	Need Interface Error Report	PALM Interfaces - Submission feedback: In the Interface layouts, the tab containing the feedback the agencies will receive after file processing was removed. This information is necessary to know of successful entries, or which ones had errors and the cause; need the format/layout and definition of feedback we will receive. (17)	Raise to the Technical Coordinator. Run error report next day, soft errors. We do not know how we will receive feedback on the fatal errors. Continue to work with PALM and by August we expect to have more information.	08/01/25	From previous reporting period
Open	12/12/24		High - Impacts the abili	Agency Business System	Functionality Gap	FDOT Applications - Switching from the FLAIR transactions to the internal PALM functionality is considerably different for our internal systems. (16.b)	Business processes, functionality, and data mapping is progressing, and once we are in UAT we will reassess any gaps, the impact and mitigation.	07/01/26	From previous reporting period
Open	12/12/24		High - Impacts the abili	Interface	Sample Data Scenarios	PALM Technical - The sample data for the interface files is standalone and does not represent the complete set of transactions. Without data continuity examples that support workflow scenarios the accuracy of the internal edits and quality checks may be incorrectly assessed. (18)	PALM advised that we will not receive sample data. As an alternative we are creating test data to represent the full scenarios.	08/01/25	From previous reporting period
Open	06/12/25		High - Impacts the abili	Staffing/Resource Availability	RW Tasks expanded after they start	The Florida PALM Readiness Work tasks are being expanded beyond the original description, often after the tasks' start date and without extending the dates that the RW tasks are to be completed. For example, the requirements for configuration have had ongoing changes, and new tasks are being added with short notice. (21)	Request a longer lead time before the task start date. Request the full scope of the task and instructions when the task is added.	12/31/25	From previous reporting period

Open	09/15/25		High - Impacts the abili	Interface	Delay with Cycle 2 Interface Testing Results	Interface Cycle 2 Testing Responses are taking 2-3 weeks to return to the agency. These greatly reducing the amount of time for the agency to make changes within the Cycle 2 Testing Schedule and putting our successful completion of testing in jeopardy. (23)	Cycle 2 Testing requires multiple interface submissions to identify all issues with interface submissions. With some of the interfaces using agency data for this, implementing development changes requires more coordination than normal as to not interfere with interface testing.	01/15/26	New this reporting period. Expected to be improved for the next Interface Testing Cycle.
Open	10/01/25		High - Impacts the abili	Interface	Interface Dependencies causing delays in System Remediation	Testing paused by PALM for GLI-006 and API-002, this affects the agencies ability to test the outbound interfaces GLI-051 and API-031. (24)	Will have to rely on PALM to re-open testing for those interfaces, to resolve the issue here, dependency can't be resolved.	12/01/25	New this reporting period. Actively working on feedback regarding API002, while GLI006 feedback is pending.
Open	10/16/25		High - Impacts the abili	Business Process Change	No Year-End Functionality in PALM Design	No year-end processes or functionality have been communicated to exist in the design for PALM. Year-end processes are important for FDOT's internal applications and processes. (25)	Communicate to the Cross-Agency Committee to identify their concerns and mitigation/resolution.	02/16/26	New this reporting period. Expecting PALM to showcase guidance for year-end activities as we enter Full UAT.

FDOT Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Processes	The Florida PALM Project implementation will replace the current FLAIR functionality and will not encompass FDOT's agency-specific planning and analysis requirements. (1)	Logged	06/30/23	FDOT Florida PALM End Users FDOT Application Owners	From previous reporting period
Processes	FPST work efforts classified as operations and maintenance (O&M) will follow the established standards for O&M activities. (5)	Logged	06/30/23	FDOT Florida PALM Agency Liaisons FPST Program Managers FDOT Application Services Section Managers	From previous reporting period
People	Adequate staffing, equipment, software, and hardware are primary drivers of the department's FPST Program activities will be available, and there will be funding to support FDOT FPST Program. (6)	Logged	06/30/23	Executive FPST Program Sponsors Chief Information Officer	From previous reporting period
People	Due to the overallocation of FDOT key subject-matter resources, hiring consultants and other resources to augment the FPST Program is essential for the department's continuity of operations and successful transition to the Florida PALM solution. (8)	Logged	06/30/23	Executive FPST Program Sponsors	From previous reporting period
Technology	FDOT has total dependencies on the PALM Solution Design deliverables. (10)	Logged	06/30/23	FDOT Florida PALM Agency Liaisons FPST Program Managers	From previous reporting period
Processes	Staff resources are assigned to multiple workstreams and may have limited availability for FPST activities. Scheduling and resourcing for the FPST Program must take into consideration the department's annual operational schedule to minimize interference with development and delivery of the Work Program and required activities for the state and federal fiscal year-end closings. (11)	Logged	06/30/23	Executive FPST Program Sponsors	From previous reporting period
Technology	Excel spreadsheet uploads will be entered by business users, and the process will be simple and function smoothly. (13)	Logged	02/20/24	FDOT End Users	From previous reporting period
Data	The 'CFDA' number storage location needed in PALM for expenditure of grants, workaround would be to leverage OA fields and create data relationships.	Logged	04/05/24	FDOT Florida PALM Agency Liaisons FPST Program Managers	From previous reporting period
Data	OA1 and OA2 will fully remain agency specified. This will ensure that PALM will not be using these fields for any PALM functionality that could conflict with other agency's usage of OA1 or OA2. (18)	Logged	05/17/24	FDOT Florida PALM Agency Liaisons FPST Program Managers FDOT Business Owners	From previous reporting period
Technology	MFMP - System integration between MFMP and PALM will not introduce incompatibility with FDOT. (19)	Logged	06/19/24	FDOT Procurement and Payments	From previous reporting period
Technology	People First - System integration between People First and PALM will not introduce incompatibility with FDOT. (20)	Logged	06/19/24	FDOT Payroll	From previous reporting period
Processes	PALM will provide functionality to allow FDOT to input accounts payables into the system. (Part of the carry forward process last months of the year.) (22)	Logged	10/01/24	FPST Program Managers FDOT Business Owners	From previous reporting period
Data	PALM Data Warehouse and/or PALM Reports will provide the necessary information that our systems and processes require to perform core functionality. (23)	Logged	04/24/25	FPST Program Managers FDOT Business Owners FDOT End Users	From previous reporting period
Data	Testing during Cycle 3 will be comprehensive and inclusive of our business scenarios, volume testing, and error conditions to assess how failures are handled. Cycle 2 testing is primarily a connectivity test, but some error records can still be submitted. (24)	Logged	06/27/25	FPST Program Managers FDOT Business Owners	From previous reporting period
Data	The Sub Funds functionality that will be used for FDOT local funds will need to be updated in the GL module and that should be comparable to the Funds used today. (25)	Logged	07/10/25	FPST Program Managers FDOT Business Owners	From previous reporting period
Processes Data	Related to Decision 97, assuming that PALM is going to treat Asset ID in Production the same way that it is right now, first asset will be 11 zeros and a 1, second will be 11 zeros and a 2, and so on. If they don't, this will create a problem with how we're utilizing Journal ID and Asset ID (26)	Logged	08/07/25	Agency Business Systems that utilize AMI003.	From previous reporting period
Processes	The Retainage payout process will continue as it does today, through manual entry in the EED system, with no expected process changes. (28)	Logged	09/15/25	Accounts Payables	New this reporting period.
Processes Data	It is assumed that PALM and FLIPS will eventually support multiple remittance addresses, though this is not currently available (29)	Logged	09/15/25	Supplier Records	New this reporting period.
Data	From conversion interface, APC001, the “Legact Supplier ID” column for the first 120 records does not contain a leading “F” or an “S”. (FEIN or SSN) We are interpreting these as FEIN (F). (31)	Logged	10/10/25	Supplier Records (TVI)	New this reporting period.
Data	From conversion interface, APC001, values in the first 120 records for the “Legact Sequence Number” column only contain one- and two-digit numbers. We will pad these short values with leading zeroes. (32)	Logged	10/10/25	Supplier Records (TVI)	New this reporting period.

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

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FDOT Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Lisa Saliba	lisa.saliba@dot.state.fl.us	11/10/25
July - August 2025	Lisa Saliba	lisa.saliba@dot.state.fl.us	09/09/25
May - June 2025	Lisa Saliba	lisa.saliba@dot.state.fl.us	07/09/25
March - April 2025	Lisa Saliba	lisa.saliba@dot.state.fl.us	05/12/25
January - February 2025	Lisa Saliba	lisa.saliba@dot.state.fl.us	03/10/25

Helpful Links

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

FGCC 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

Lisa Mustain

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 98.44%

• Submitted On Time = 36

• Submitted Late = 6

• Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 97.53%

• Submitted On Time = 72

• Submitted Late = 9

• Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 94.88%

• Submitted Complete = 35

• Submitted Incomplete = 0

• Completed After Submission = 8

Other Task Completeness

Other Task Completeness:

Score = 91.80%

• Submitted Complete = 37

• Submitted Incomplete = 1

• Completed After Submission = 12

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 = 5

• Duplicate Filled Role = 9

• 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	01/09/26	75% - Consolidating/Inputting Information for Submission				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/03/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/15/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/03/25**		Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/03/25**		Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/09/25**		Submission Incomplete - Task Closed	09/12/25
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/15/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**			10/29/25
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**			
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/12/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

FGCC 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	11/25/24			FGCC is unable to receive our source data from Versa (DBPR). Without this source data FGCC will be unable to create revenue inbound interfaces/spreadsheet uploads for interface testing, UAT, and Go	Increasing	9 (High/High)	This risk is the results of current meetings with DBPR	FGCC is trying to identify alternative methods to create upload interface/spreadsheet	This risk has lead to an issue	This continues to be a risk and FGCC continues to work on solutions

				Live.						
Open and Monitoring	09/27/24			FGCC has not found definitive information about the process, procedures, and schedule related Enterprise systems updating the PALM UAT environment during UAT. This impacts our ability to develop appropriate test plans and may also hinder the ability to input and reconcile PALM UAT data and balances.	Increasing	6 (Medium/High)	This risk was uncovered by reviewing the available information from knowledge center and multiple PALM workshops	FGCC requests clarification of the interaction between each Enterprise system and PALM UAT environment during UAT	Additional changes to process, procedures, and testing plans	This risk continues because information related to the interaction between PALM and Enterprise systems has not been provided the FGCC
Open and Monitoring	06/28/24			FGCC has not found any definitive information regarding the scope and depth of the conversion testing. Additionally, FGCC has not found definitive information about the available of outbound interface files that can be used to reconcile conversion data in order to identify conversion errors.	Increasing	4 (Medium/Medium)	This risk was uncovered by reviewing the available information from knowledge center and multiple PALM workshops	FGCC has bene told that the PALM team is working on process changes between Mock 2 and Mock 3 and that the Mock 3 conversion process will provide more insight	Additional changes to our Go Live process and procedures will need to occur in order to identify and address any conversion errors that are identified after Go Live	This risk continues to exist because the information has not been provided
Open and Monitoring	11/25/24			FGCC has found no definitive information about the schedule and availability of outbound interface files during UAT.	Increasing	4 (Medium/Medium)	This risk was uncovered by reviewing the available information from knowledge center and multiple PALM workshops	FGCC requests clarification that outbound interfaces files will be available on a daily scheduled basis	May impact the ability to complete Testing objectives and reconciliation during UAT	This continues to be a risk
Open and Monitoring	09/25/24			PALM has explained that there are no scheduled resets of initial data loads during UAT. This introduces a risk associated with overall UAT processing. Without reset of initial data loads there is no way to test and confirm fixes associated with errors associated with data conversion that cannot be recreated. This means that the same errors may still occur during Go Live.	Increasing	1 (Low/Low)	This risk was uncovered by reviewing the available information from knowledge center and multiple PALM workshops	FGCC requests that there be a few scheduled resets of initial conversion data	Adding additional steps to process and procedures to identify and address errors in cutover promptly	This continues to be a risk. Without scheduled resets during UAT proper testing can not be completed

FGCC 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	05/12/25		Critical - Impacts the	Agency Business System	FGCC is unable to receive our source data from Versa (DBPR).	This has been an outstanding issue from the beginning	There is no action plan to resolve this issue. FGCC is trying to find alternative methods of getting our revenue data	06/30/26	This continues to be an issue and FGCC continues to identify possible solutions
Open	09/17/25		Critical - Impacts the	Interface	Outbound interface GLI001 is unavailable to FGCC. Without the ability for FGCC to download any changes to the PALM COA values it prevents FGCC from developing Agency Business Systems as well as business process and procedures from ensuring that proper COA coding is used when creating and verifying any inbound interfaces and spreadsheets. In addition, FGCC is limited in its ability to develop process and procedures to validate proper coding on any manual transaction prior to direct input into PALM. This outbound interface is not a financial wave interface. GLI001 is a CMS wave interface that has been in production for years. This is not an issue for PALM UAT as the PALM project has made the current COA values available via download from the Knowledge Center for testing and mock conversion purposes. However, these stop gap measures will not continue to be available as we approach Go Live or after Go Live. FGCC is completely blocked from developing automated scheduled jobs to utilize GLI001 in order to maintain accurate PALM COA values	This issue has been identified during interface development and testing	FGCC requests that DFS provide this production outbound interface file to FGCC as soon as possible	11/30/25	This issue continues to cause great concern. Without receiving this interface FGCC will not be able to receive updated COA information from PALM during UAT or after go live.

					within Agency Business Systems, Inbound Interface/Spreadsheet files, and other agency business processes.				
Open	09/05/25		High - Impacts the a	User Acceptance Testing	The Knowledge Center business process screen shots, descriptions, and explanations tend to be incomplete. This coupled with the delay in access to UAT environment impacts the ability to verify and validate interface file layouts, developing updated agency business processes, and finalizing agency system remediation. For example, when you go to the knowledge center for Acquire and Setup Assets 40.1 there are 4 sub process. 40.1.2 Online Asset Add is described as "creates individual asset records from details through direct input in Asset Management (AM)." This page contains zero screen shots and zero instructions for how an Agency AM Asset Processor would input anything. Under 40.1.1 Import Asset Add is intended to describe the import (inbound interface/spreadsheet upload) process. This does have a few screen shots. The screen shots show that the asset module has 6 tabs (general, maintenance, acquisition, location, license, supplemental). However, the knowledge center only provides a screen shot of two of these tabs and therefore the agency can only guess as to what is one the other tabs.	This issue has been identified during interface development and testing	There is no action plan to resolve this issue. FGCC requests that PALM update the knowledge center or provide the agencies access to additional PALM screen shots until access to UAT is granted	06/30/26	It continues to be an issue that the knowledge center does not provide complete information within the business process modules
Open	09/09/25		High - Impacts the a	User Acceptance Testing	The Knowledge Center reports sections appears to be out of date or in some case incorrect. There are multiple reports within the General Ledger Module that appear to be incorrect because they include a column for GAAFR which is a FLAIR data element that has been replaced and does not exist in PALM. A few examples are GLR085, GLR112, and GLR115. Additionally, there are numerous reports that only provide a message for "more information will be available soon" (GLR132, GLR133, GLR136, GLR139, GLR140, etc.) As we prepare out testing plan for UAT as well as our training plans we are unable to identify what can be tested and what will be available to users and agency business systems. Currently, it has been explained that if some data is not available in outbound interfaces then it would be available via the reporting modules. We are unable to complete these processes and plans without knowing what information may be available.	This issue has been identified during interface development and testing	There is no plan of action to resolve this. FGCC requests that PALM update the Knowledge Center Reporting information	06/30/26	It continues to be an issue that the information provided within the knowledge center continues to be out of date or incorrect
Open	05/12/25		Low - All impacts no	Interface	FGCC will not be able to utilize all of the built-in PALM Interfaces in preparation for UAT and at PALM Go Live. Therefore, FGCC will not be able to utilize all current capability and functionality of the new statewide accounting system. This also means that FGCC will not be able to fully test	This was uncovered during the interface approval process	There is no action plan to resolve this issue. Currently, FGCC must change our desired business process and procedure to accommodate the lack of access to all PALM functionality.	06/30/26	It continues to be an issue that FGCC will not have access some desired PALM functionality and capabilities that other agencies have access to

					not be able to fully test available functionality during UAT. Additionally, instead of consistent automated business processes, FGCC must utilize a combination of standard interfaces, spreadsheet uploads, and exported hard copy reports in order to piece together process and procedures to send, receive, and reconcile data between agency business systems, PALM, and other state enterprise systems.				

FGCC Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Technology Data	FGCC is making the assumption that all Enterprise systems will establish an environment that will coordinate with PALM UAT and that we will be able to enter transactions/data into the enterprise UAT environment and these transactions/data will be integrated into PALM UAT	Logged	05/01/25	Agency Business Sytems	Assumption still applies
Technology Data	FGCC will not have a Versa Replacement system in place prior to PALM Go Live	Logged	05/01/25	Agency Business Sytems	Assumption still applies
Technology Data	FGCC will be able to utilize all PALM interface available to other agencies files at some point after PALM Go Live but will only have the approved PALM Interfaces for PALM Go Live	Logged	05/01/25	Agency Business Sytems	Assumption still applies

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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FGCC Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Lisa Mustain	lisa.mustain@flgaming.gov	11/12/25
July - August 2025	Lisa Mustain	lisa.mustain@flgaming.gov	09/09/25
May - June 2025	Lisa Mustain	lisa.mustain@flgaming.gov	06/23/25
March - April 2025	Lisa Mustain	lisa.mustain@flgaming.gov	05/06/25
January - February 2025	Lisa Mustain	lisa.mustain@flgaming.gov	03/12/25

Helpful Links
Dashboard Snapshots
Knowledge Center
Florida PALM Workbook for FLHSMV
Readiness Workplan

FLHSMV 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

Steve Burch

RW Task Timeliness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 97.96%

- Submitted On Time = 41
- Submitted Late = 6
- Pending Submission = 0

Other Task Timeliness:

Score = 97.72%

- Submitted On Time = 71
- Submitted Late = 8
- Pending Submission = 2

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.

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 92.34%

- Submitted Complete = 35
- Submitted Incomplete = 0
- Completed After Submission = 12

Other Task Completeness:

Score = 83.00%

- Submitted Complete = 36
- Submitted Incomplete = 2
- Completed After Submission = 12

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 = 14
- Duplicate Filled Role = 2
- 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
	People	**328**	Document Current Agency Business Processes	07/31/23	12/15/23	50% - In Progress		Due to the importance of other tasks, and the agency's operational work priorities, this task may not be completed by HSMV.	N/A	
N/A	Processes	**515**	Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II	01/29/24	04/12/24	Pending Resubmission	**04/16/24**	We have completed this task, except for the updates to our current state business process documentation. Our goal is to update our procedures during UAT testing, when we'll have full access to the PALM screens and testing environment.	Submission Incomplete	
N/A	Processes	**527**	Identify Change Impacts and Update Agency Business Process Documentation for Segment III	04/15/24	07/12/24	75% - Consolidating/Inputting Information for Submission		We have completed this task, except for the updates to our current state business process documentation. Our goal is to update our procedures during Agency UAT testing, when we'll have full access to the PALM screens and testing environment.		
N/A	Processes	**543**	Identify Change Impacts and Update Agency Business Process Documentation for Segment IV	07/22/24	10/18/24	Pending Resubmission	**11/01/24**	Submitted 11/1/2024 per previous update.	Submission Incomplete	
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	75% - Consolidating/Inputting Information for Submission		The agency continues to gather test data and collect and analyze support materials for HSMV SMEs in Project UAT and HSMV End Users in Agency UAT. HSMV has compiled agency user stories for unique processes, and continues to enhance or change those as necessary. The team reviewed and will continue to review the project-recommended activities worksheet released on 7/10/25. The agency is using Option 3 in Task 574, and will submit an Excel file containing agency user stories to task 574. HSMV will use task 663 due 10/3/25 to update the UAT user stories, support materials, and gathering test data.		
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				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/06/25**	Ready to mark complete as of 10/27 meeting	Submission Complete	
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/15/25**	10/15/25: confirmed via email the agency supplier record is correct and APC001 analysis complete including identification of confidential suppliers - KG	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**	10/29/25: confirmed via email the agency analysis and updating of the PCC001 sheet is completed.	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	**10/29/25**		Submission Complete	

N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/09/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**09/30/25**	Sponsor info shared 9/20/25. Sponsor meeting held 9/29/25.Sponsor submitted form 9/30/2025.	Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**			
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/07/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	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.

FLHSMV 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	12/20/24		User Acceptance Testing	Supplier ID	Stable	9 (High/High)	Final Supplier ID will be provided by PALM before Go Live. Risk to agency is in not receiving finalized Supplier IDs until or just before go live. In order to successfully match supplier IDs provided by PALM, the FEID is critically needed by FLHSMV, confirmed by Data Manager. The agency will re-examine manual processing time required to match Supplier IDs when Mock 4 data is received (approximately January 2026).	The agency will test Supplier ID fields and matching as received on each iterative Mock Conversion, and will use the iterative Supplier ID test results	The ability to match the Supplier ID (throughout multiple mock conversions)period to agency data would be quite taxing and require multiple, additional hours that are not currently included in the plan budget.	The agency completed analysis of the Mock 3 APC001 Supplier Crosswalk, and will analyze the Mock 4 Supplier data when provided (ETA January 2026).
Open and Monitoring	04/14/25		Interface	Interface Error File and Summary Logs	Stable	6 (High/Medium)	Interface Error Log layouts (multiple) have not been provided to HSMV.	HSMV has tested Error Files for API002 from PALM (during interface testing). While PALM did provide additional fields in the error logs for easier identification, HSMV hasnt been able to complete our automation process as we had with FLAIR. This processing is still in development and will be better tested in full UAT.	The agency was advised by PALM that agencies will receive error files and summary logs at Interface Testing. FLHSMV would need to re-evaluate impact if the error files and summary logs are NOT able to be read (further development and testing may be required). Resolving the errors may be delayed in UAT.	While PALM updated the values provided in the error log, continuing analysis is needed from development on the agency's automation process.
Open and Mitigating	12/20/24		Staffing/Resource Availal	Resources - Accounting (training / up-skilling for PALM)	Stable	4 (Medium/Medium)	The agency has identified a need to cross-train accounting staff, and allied teams, to learn new / daily business processes in addition to testing the PALM system and learning adjacent systems.	HSMV is actively working to cross-train existing staff, and to provide Florida PALM training and job aides.	Training challenges could impact successful PALM implementation and go-live experience during a critical period.	The agency continues to cross-train staff.
Open and Monitoring	06/18/25		Conversion/Configuratior	Mock 4 Conversion Errors	Stable	4 (Medium/Medium)	The agency completed Mock 3 data tasks. Overall, conversion results were improved from Mock 2 to Mock 3.	HSMV will review Mock 4 conversion errors and correct as soon as possible. (January 2026 ETA)	The agency continues to consider staff burnout due to daily job duties, UAT participation, and cleanup of Mock 4 conversion files.	Mock 4 data will be provided to agencies in January 2026. To support Mock 3 to Mock 4 data analysis, the agency should maintain and update the relevant conversion and configuration workbooks in either Smartsheet or, for those workbooks that are now locked, download and maintain an offline copy. The workbooks locked are in AM, AR, DM, KK, GL, Org Security, PCC001, PR, Speedkeys, and Conversion Mapping. The agency conversion results were improved from Mock 2 to Mock 3.
Open and Mitigating	09/01/23		Agency Business Systen	FAME application	Stable	2 (Medium/Low)	HSMV processes large volume of data through its FAME application (Revenue Distribution, WEX, Goodyear, PRIDE, etc.). It is imperative that the interfaces and reports work properly when tested.	HSMV is working on developing multiple interfaces and has begun developing reports. Changes to the payment batch jobs are in progress.	The agency has adequate time to complete development, given delay to project UAT.	FAME interface testing is in progress for API002 and IUI002. Note: Asset Interface AMI002 also in progress; identified FAME dependencies leading to additional development. FAME Interface testing is complete per PALM for GLI001, as of 8/25/25. FAME Interface testing is on hold for API031 as of 10/21/25, while PALM works to resolve challenges, per interface catalog update.

FLHSMV 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
Closed	11/07/23	09/03/25	Low - All impacts not liste		Accounting resources / availability to Florida PALM	FLHSMV has a large number of key vacancies within the Bureau of Accounting. Due to difficulties in filling these positions, FLHSMV will need to move duties performed by vacant positions to other employees reducing the amount of time that can be committed to complete	HSMV is actively working to fill these positions.	10/01/25	Closed for the period. Positions were able to be filled.

						committed to complete Florida PALM Tasks.			

FLHSMV Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025
Data	Florida PALM will provide similiar functionality as FLAIR@HSMV	Logged	08/31/23	Impacted Stakeholders include all end users.	No change.
People Technology	Departmental technical resources will be available to update internal databases and reports for distributions from FRVIS to FAME for the new PALM Account codes.	Logged	08/31/23	Impacted ABS could include FAME, Hireback, Asset Management, Service Now, and spreadsheet uploads as they pertain to FAME. Impacted Stakeholders include All End Users and potentially other agencies.	No change.

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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FLHSMV Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Steve Burch	steveburch@flhsmv.gov	11/07/25
July - August 2025	Steve Burch	steveburch@flhsmv.gov	09/09/25
May - June 2025	Steve Burch	steveburch@flhsmv.gov	07/08/25
March - April 2025	Steve Burch	steveburch@flhsmv.gov	05/12/25
January - February 2025	Steve Burch	steveburch@flhsmv.gov	03/07/25

Helpful Links

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

FSDB 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

Tracie Snow

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 94.65%

- Submitted On Time = 32
- Submitted Late = 8
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 95.57%

- Submitted On Time = 57
- Submitted Late = 22
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 73.57%

- Submitted Complete = 22
- Submitted Incomplete = 6
- Completed After Submission = 14

Other Task Completeness

Other Task Completeness:

Score = 81.40%

- Submitted Complete = 31
- Submitted Incomplete = 3
- Completed After Submission = 16

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 = 2
- Duplicate Filled Role = 12
- 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	Processes	**560**	Submit Change Analysis Tool	12/09/24	05/02/25	Pending Resubmission	**05/12/25**		Submission Incomplete	
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	100% - Submitted	**09/12/25**	Stories uploaded		
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	100% - Submitted	**10/29/25**			
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**10/29/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**09/30/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/05/25**		Task Closed - Submission Incomplete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**11/05/25**		Task Closed - Submission Incomplete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/03/25**	Awaiting operational system	Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**		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**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**11/03/25**			11/04/25
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	75% - Consolidating/Inputting Information for Submission				

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.

FSDB 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	06/02/25		Conversion/Configuratior	Local fund loss	Increasing	9 (High/High)	Local funds hold over $33.3 million dollars in donations. PALM has proposed eliminating these local funds which will remove them from the CAFR. and Agency GL.	DFS A&A proposes to combine local funds into the administrative funds as a solution.	Commingling of funds for different purposes is not a good idea as proposed. Maintaining a local fund apart from other funds is the real solution.	No other option seen

Open and Monitoring	01/30/24		Conversion/Configuratior	Loss of EO field	Stable	6 (Medium/High)	Mitigation seems unlikely since PALM will not have an EO field that is used for grant reporting.	None as of yet	Loss of consistent grant reporting	No other option seen
Open and Monitoring	01/30/24		Conversion/Configuratior	Loss of on demand payments	Stable	6 (Medium/High)	It is unknown what can take place of on demand payments	None as of yet	Inability to create on demand payments	Possible solution in works

FSDB 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	06/02/25		High - Impacts the ab	Conversion/Configuratior	Local fund	PALM proposes to eliminate local fund 20-8-082109, 20-8-84301, and 71-8-084209 which collectively hold over $33.3 million dollars in Agency managed donations owned by the State. These local funds have been authorized and in use for well over 20 years and are needed to manage received donations. We expect them to be active in PALM.	PALM must convert these funds when converting from FLAIR to avoid the loss of $33.3 million dollars from State assets not being reported in the CAFR.	During conversion	No change seen
Open	01/30/24		High - Impacts the ab	Conversion/Configuratior	Loss of OCA/EO fields	Use of FLAIR OCA/EO fields are more effective than speedkeys and help collect data in a more cohesive manner.	None likely	None planned	No likely replacement
Open	01/30/24		High - Impacts the ab	Conversion/Configuratior	Loss of on demand payments	It is unknown what can take place of on demand payments	No replacement evident	None planned	Possible option in works

FSDB Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025

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

Privacy Policy | Report Abuse

FSDB Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Tracie C. Snow	snowt@fsdbk12.org	11/10/25
July - August 2025	Tracie C. Snow	snowt@fsdbk12.org	09/03/25
May - June 2025	Tracie C. Snow	snowt@fsdbk12.org	07/10/25
March - April 2025	Tracie C. Snow	snowt@fsdbk12.org	05/28/25
January - February 2025	Tracie C. Snow	snowt@fsdbk12.org	03/14/25

Helpful Links

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

FWC 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

Jessica Crawford

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 98.3%

- Submitted On Time = 39
- Submitted Late = 6
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 97.41%

- Submitted On Time = 78
- Submitted Late = 3
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 90.68%

- Submitted Complete = 33
- Submitted Incomplete = 3
- Completed After Submission = 8

Other Task Completeness

Other Task Completeness:

Score = 96.04%

- Submitted Complete = 50
- Submitted Incomplete = 0
- Completed After Submission = 3

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 = 6
- Duplicate Filled Role = 8
- 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	50% - In Progress				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**10/29/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/22/25**		Submission Complete	
Direct	Data	**587-C**	Complete Data Cleansing Based on Mock Conversion 3 – PCC001 Projects	08/11/25	10/29/25	100% - Submitted	**10/28/25**		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	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/08/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/29/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/23/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/29/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/23/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/07/25**			11/07/25
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	50% - 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.

FWC 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	11/06/23		Staffing/Resource Availability	Limited subject matter expert (SME) availability	Increasing	6 (Medium/High)	Our agency is short-staffed, therefore, we have limited access to SMEs	1. Identify any planned schedule issues 2. Obtain and include backup resources in activities	If SMEs aren't available to learn and test the system, we will have issues once we go live.	No change

Open and Monitoring	11/06/23		Staffing/Resource Availability	Team Attrition	Stable	6 (Medium/High)	People come and go	1. Ensure sufficient cross training in all project activities 2. Establish and enforce adequate documentation standards	If team members leave, they take all their knowledge with them, making it that much harder for whoever is left once we go live.	No change
Open and Monitoring	11/06/23		Training	Resistance to change	Stable	4 (Medium/Medium)	We have a workforce that is familiar with current processes, any type of change, causes fear amongst the team members.	1. Include impacted stakeholders early in the process and often 2. Educate the reason for the change and impact	If folks don't get on board with the changes, we will have issues once we go live	No change
Open and Monitoring	08/09/24		User Acceptance Testing	There is no communication plan between PALM, Enterprise systems and the agencies. FWC is unable to accurately define impacts to processes and potentially agency business systems.	Stable	4 (Medium/Medium)	Agencies are very dependent upon the enterprise systems, since Florida PALM is not managing a communication plan as part of the process, agencies are left hoping there is communication going to occur.	1. FWC Analysis, design, and system remediation is being based on calculated assumptions	If we learn of enterprise changes too late in the process, we will be at risk for not being able to perform the needed activities within those applications at go live.	No change
Open and Monitoring	11/06/23		Interface	Not all PALM interfaces are fully designed/documented, additionally currently defined interfaces are subject to change.	Stable	1 (Low/Low)	Since Florida PALM is using an agile development approach interfaces aren't fully designed and documented prior to agencies needing to do development/remediation activities	1. FWC Analysis and design is being based on calculated assumptions	If interfaces change too late in the game, we will be at risk for not being able to process incoming files once we go live.	At this point, we have seen both of our interfaces and we feel this is a very low risk but will keep this open just in case the interfaces change in the upcoming months.

FWC 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

FWC Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025

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

Privacy Policy | Report Abuse

FWC Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Jessica Crawford	jessica.crawford@myfwc.com	11/07/25
July - August 2025	Jessica Crawford	jessica.crawford@myfwc.com	09/08/25
May - June 2025	Jessica Crawford	jessica.crawford@myfwc.com	07/07/25
March - April 2025	Jessica Crawford	jessica.crawford@myfwc.com	05/07/25
January - February 2025	Jessica Crawford	jessica.crawford@myfwc.com	03/05/25

Helpful Links

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

JAC 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

Alton L. "Rip" Colvin, Jr.

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 93.54%

- Submitted On Time = 37
- Submitted Late = 8
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 84.07%

- Submitted On Time = 58
- Submitted Late = 23
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 79.57%

- Submitted Complete = 26
- Submitted Incomplete = 5
- Completed After Submission = 15

Other Task Completeness

Other Task Completeness:

Score = 84.42%

- Submitted Complete = 31
- Submitted Incomplete = 1
- Completed After Submission = 20

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 = 13
- Duplicate Filled Role = 2
- 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	01/09/26	75% - Consolidating/Inputting Information for Submission				
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/07/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/17/25**		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**		Task Closed - Submission Incomplete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Submission Complete	09/12/25
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/24/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/31/25**		Submission Complete	
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/23/25**			10/31/25
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

JAC 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	04/30/25		Deployment/Cutover	Downtime during transition	Increasin	3 (Low/High)	In the period between FLAIR sunsetting and PALM go-live, JAC risks violation of prompt payment statutes, and anticipates significant transactional volume backlog and increased calls from vendors regarding payment schedules.	Monitor schedule and plan accordingly, constant communication with the JROs and vendors on the delay and timelines.	This will cause a significant disruption to the workflow as well as compliance and interest penalties owed to vendors. JAC will work through the backlog as quickly as possible.	JAC determines this risk to be valid, with a January 2027 go-live following the 2026 Holiday Season, creating scheduling and personnel challenges for the agency.

Open and Monitoring	05/12/25		Post Implementation	Transfer of FLAIR IW data to PALM DW fails.	Stable	3 (High/Low)	The Florida PALM plan indicates that FLAIR IW data will be extracted and stored in PALM DW. If this process fails, the agency will be without historical data needed for reporting	As of November 2025, we will monitor the risk and updates from the Florida PALM team related to DW. In the future, we may need a more robust plan. At this time, JAC does not have a viable mitigation plan to address the risk.	The agency would be unable to access data to be able to complete reports using historical data. The Risk would elevate to an issue. At this time, JAC does not have a viable response plan if this were to become an issue, however JAC would be required to develop a plan to store and maintain large amounts of revenue and expenditure transaction data, along with a reporting tool to meet future data requests & requirements.	JAC updated the Monitor/Mitigation Plan/Resolution based on Nov. 2025 assessment of Risk.
Open and Monitoring	05/09/25		Agency Business Systen	Business Management Operations System (BOMS)	Decreasir	3 (High/Low)	JAC, and the Judicial Related Offices (JROs) JAC serves, utilize an external business system (BOMS) for core business functionality. BOMS requires substantial remediation efforts to meet PALM requirements, including system and process-based changes.	JAC formed an Advisory Council comprised of JRO leaders to work with the vendor on remediation activities. JAC will continue to assist the Advisory Council when requested regarding activities related to BOMS. to support the successful remediation of the system and associated processes.	If BOMS remediation is unsuccessful, substantial manual workarounds would need to be developed to continue core business operations across JAC and the JROs it serves.	As of November 2025, the Vendor is reporting continued progress on BOMS remediation activities.

JAC 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

JAC 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 Processes	Project teams will have access to the appropriate management, staff and related Program stakeholders (internal and external) and other resources as required and as needed without delays	Logged	05/09/25	All Stakeholders and Systems	JAC validates this assumption for the reporting period.
Technology	There will be no technical barriers to the integrations required for future-state data exchange between JAC systems and those impacted by PALM.	Logged	05/09/25	All Agency Business Systems	JAC validates this assumption for the reporting period.
Data	JAC validates this assumption for the reporting period.	Logged	05/09/25	All JAC staff, including JRO fiscal staff	JAC validates this assumption for the reporting preriod.
People Processes Technology	JAC will recieve requested funding throughout the duration of the PALM project lifecycle.	Logged	05/09/25	All JAC staff	JAC validates this assumption for the reporting period.
People Processes Technology	All JAC agency business system remediation projects that require direct interface with PALM will successfully achieve PALM and JAC requirements.	Logged	05/09/25	All JAC staff	JAC validates this assumption for the reporting period.
People Processes Technology Data	JAC assumes the PALM schedule will be updated to reflect the delay in UAT and provide sufficient time (as much or more than previously scheduled) for UAT when the new schedule is published to Agencies.	Logged	09/09/25	All JAC staff	JAC validates this assumption for the reporting period.

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

JAC Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	11/10/25
July - August 2025	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	09/10/25
May - June 2025	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	07/10/25
March - April 2025	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	05/12/25
January - February 2025	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	03/08/25

Helpful Links

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

LEG 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

Heather Cleary

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 88.09%

- Submitted On Time = 28
- Submitted Late = 16
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 89.51%

- Submitted On Time = 61
- Submitted Late = 20
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 80.89%

- Submitted Complete = 30
- Submitted Incomplete = 6
- Completed After Submission = 9

Other Task Completeness

Other Task Completeness:

Score = 80.98%

- Submitted Complete = 38
- Submitted Incomplete = 1
- Completed After Submission = 12

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 = 7
- Duplicate Filled Role = 12
- 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	01/09/26	75% - Consolidating/Inputting Information for Submission		Submitted addendum 8/28/2025		
Direct	People	**573-B**	Complete and Submit End User Role Mapping Worksheet.	07/14/25	12/19/25	50% - In Progress				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/07/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**08/25/25**	Updated Agency Supplier Record and marked confidential suppliers are complete as is. Legislature does not have any confidential suppliers.	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	**11/03/25**	Updated GL Workbooks: General Ledger Allocation, Organization	Task Closed - Submission Incomplete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/10/25**		Submission Complete	09/11/25
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**	PRI002 status was updated by Florida PALM to show that there was an error. Two PRI002 files were submitted by LEG to Florida PALM in July and August. There were no errors on LEG side, the error must be on the Florida PALM side. There is no request or communication from Florida PALM to LEG for action needed.	Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**09/22/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/31/25**			
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/21/25**			
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/10/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25					

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.

LEG 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 Mitigating	10/28/24		Interface	EDR and Auditor General Data needs	Stable	9 (High/High)	PALM must continue to provide EDR and Auditor General the data they need to	Continue to work through issue with partners	High	This will continue to be listed as a risk as this data is vitally important to the Auditor General and EDR

							data they need to support the Legislature			Auditor General and EDR.
Open and Mitigating	08/26/24		Agency Business System	Procurement of a new Travel Management System to be implemented and integrated commensurate with PALM implementation	Stable	3 (Low/High)	Current Legislative travel system vendor will not support PALM. New travel management system must be procured and operational in time for PALM Go-Live on July 1, 2026.	Continue to work through issue with partners	HIgh	Continuing to work toward selection and ultimately implementation of a new travel/expense management system.
Open and Mitigating	08/26/24		Agency Business System	Procurement of a new Asset Management System to be implemented and integrated commensurate with PALM implementation	Stable	3 (Low/High)	Current Asset Management system vendor will not support PALM. New system must be procured and operational in time for PALM Go-Live on July 1, 2026.	Continue to work through issue with partners	Medium	Continuing to work toward selection and ultimately implementation of a new Asset Management System.

LEG 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

LEG 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	Will not lose project resources to competing priorities, retirements or other turnover.	Logged	07/01/23	Temporary impact to project	As this is always a concern, it is not as high of a concern with having two LEG employees that are former Florida PALM employees. It will remain as an assumption.

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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LEG Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Heather Cleary	cleary.heather@leg.state.fl.us	11/10/25
July - August 2025	Heather Cleary	cleary.heather@leg.state.fl.us	09/10/25
May - June 2025	Lee Boatwright	boatwright.lee@leg.state.fl.us	07/07/25
March - April 2025	Lee Boatwright	boatwright.lee@leg.state.fl.us	05/09/25
January - February 2025	Lee Boatwright	boatwright.lee@leg.state.fl.us	03/10/25

Helpful Links

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

PSC 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

Apryl Lynn

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 97.11%

- Submitted On Time = 26
- Submitted Late = 10
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 96.84%

- Submitted On Time = 66
- Submitted Late = 13
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 85.53%

- Submitted Complete = 27
- Submitted Incomplete = 3
- Completed After Submission = 8

Other Task Completeness

Other Task Completeness:

Score = 89.40%

- Submitted Complete = 37
- Submitted Incomplete = 1
- Completed After Submission = 12

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 = 2
- Duplicate Filled Role = 12
- 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				
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				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/16/25**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**10/16/25**		Submission Complete	
Direct	Data	**662**	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	**09/29/25**		Submission Complete	
N/A	N/A	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/05/25**		Submission Complete	
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/29/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/29/25**		Submission Complete	10/30/25
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/30/25**			
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/16/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/06/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	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.

PSC 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

PSC 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

PSC Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Sep. - Oct. 2025

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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PSC Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Apryl Lynn	alynn@psc.state.fl.us	11/06/25
July - August 2025	Apryl Lynn	alynn@psc.state.fl.us	09/05/25
May - June 2025	Apryl Lynn	alynn@psc.state.fl.us	07/10/25
March - April 2025	Apryl Lynn	alynn@psc.state.fl.us	05/05/25
January - February 2025	Apryl Lynn	alynn@psc.state.fl.us	03/03/25

Helpful Links

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

SCS 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

Eric Maclure

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 99.57%

- Submitted On Time = 43
- Submitted Late = 1
- Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 97.16%

- Submitted On Time = 72
- Submitted Late = 9
- Pending 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.

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 86.22%

- Submitted Complete = 29
- Submitted Incomplete = 2
- Completed After Submission = 14

Other Task Completeness

Other Task Completeness:

Score = 89.61%

- Submitted Complete = 39
- Submitted Incomplete = 1
- Completed After Submission = 11

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 = 16
- 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
Indirect	Processes	**574**	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	75% - Consolidating/Inputting Information for Submission				
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				
Direct	Data	**587-A**	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	**11/05/25**			
Direct	Data	**587-B**	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	**10/14/25**	SCS has verified the APC001 Supplier Crosswalk, Confidential Suppliers, performed preliminary verification against our ABS, and updated our Agency Supplier Record	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**		Submission Complete	
Direct	Data	**661**	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	**11/04/25**		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	**617**	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	**09/09/25**		Submission Complete	09/10/25
Indirect	N/A	**664**	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	**09/30/25**		Submission Complete	
Direct	Data	**662-A**	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	**10/29/25**		Submission Complete	
Indirect	N/A	**665**	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	**10/31/25**			
N/A	People	**666**	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	**10/24/25**		Submission Complete	
N/A	N/A	**627**	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	**11/07/25**			
Indirect	N/A	**667**	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	75% - Consolidating/Inputting Information for Submission				

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.

SCS 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 Mitigating	06/11/25		User Acceptance Testing	If SCS can not process end-to-end transactions at or above FLAIR transaction times, (i.e., invoice-to-warrant within 48 hours or procure-to-pay within 48 hours), SCS will not certify that the PALM system and Enterprise Partners are ready for SCS to go live.	Increasing	9 (High/High)	SCS has requested PALM to include formal UAT testing scenarios that exercises PALM processing times (singular) and Enterprise Partners (dual processing dependencies)	SCS has requested PALM to include formal "performance based" UAT test scenarios that includes multiple end-to-end transaction types that measure life-cycles timings in PALM and Enterprise Partners against what FLAIR and Enterprise Partners achieve today. Service Level Agreement (SLA) targets need to be defined and achieved with UAT testing for SCS to accept the PALM and Enterprise Partner systems for go-live.	SCS will not accept the PALM solution for go-live.	Reported this requirement to the PALM Asset Management (AM) Functional team during our October 7th SCS/Florida PALM Readiness Touchpoint meeting.
Open and Mitigating	05/02/25		User Acceptance Testing	If PALM is not fully operations in UAT, then SCS schedules, timelines, and delivery dates in SCS IMS will need to be delayed with dependencies adjusted. . Depending on what PALM UAT functionality is delivered, SCS's will need to reassess which parts of our Financial, HR/Payroll, and Reporting operations PALM will be able to service. To ensure proper alignment is in place to operate in PALM throughout UAT and possibly Training and Production, SCS must perform additional analysis of our business process models, staffing levels, resource structures, workflows, operating procedures, and changes to internal Agency Business Systems to determine our SCS functional and technical operational models.	Increasing	6 (High/Medium)	Milestones missed, Schedules and Timelines have been extended	Requested through IV&V to have PALM communicate directly to all agencies their progress against plan on establish "control thresholds information" on a regular basis. Following up with PALM POC's and other Agency contact.	SCS schedules, timelines, and delivery dates in SCS IMS will be delayed with increases in time and costs.	Continued to report this requirement to the PALM Asset Management (AM) Functional team during our October 7th SCS/Florida PALM Readiness Touchpoint meeting.
Open and Mitigating	05/02/25		User Acceptance Testing	If Enterprise Partner applications are not operational in UAT, then SCS schedules, timelines, and delivery dates in SCS IMS will need to be delayed with dependencies adjusted. . Enterprise Partners are critical in processing SCS Financial, HR/Payroll, and Report distribution information. Depending on what functionality is delivered, SCS's will need to reassess which parts of our Financial, HR/Payroll, and Reporting operations PALM and Enterprise Partners will be able to service. To ensure proper alignment is in place to operate in PALM throughout UAT and possibly Training and Production, SCS must perform additional analysis of our business process models, staffing levels, resource structures, workflows, operating procedures, and changes to internal Agency Business Systems to determine our SCS functional and technical operational models..	Increasing	6 (High/Medium)	PALM has encouraged Agencies to take on more responsibilities by directly engaging Enterprise Partners (EP). This approach can overwhelm EPs.	SCS is focusing on internal ABS testing and defining where Enterprise Partners can be leveraged. Also, communicating with external partners our requirements & expectations for successful integration support Continuing to reach out to Enterprise Partner (EP) POC, PALM POC's, and other Agency contacts. Attending EP workshops and demos as they are made available.	SCS will not be able to process critical transactions end-to-end in PALM resulting in schedules, timelines, and delivery date delays.	Continued to report this requirement to the PALM Asset Management (AM) Functional team during our October 7th SCS/Florida PALM Readiness Touchpoint meeting.
Open and Mitigating	05/02/25		Staffing/Resource Availal	If SCS does not receive supplemental funding as requested, then SCS's ability to migrate and transform to PALM Financials, HR/Payroll, and Reporting at go-live will be at risk. Receiving requested funds will allow SCS to properly prepare, migrate, and transition to PALM Financial,	Increasing	6 (High/Medium)	SCS will submit supplemental funding request and justification to support additional SCS resources	Monitoring funding allocations	SCS's ability to migrate and transform to PALM Financials, HR/Payroll, and Reporting at go-live will be at risk.	Continued to report this requirement to the PALM Asset Management (AM) Functional team during our October 7th SCS/Florida PALM Readiness Touchpoint meeting.

				HR/Payroll, and Reporting operations within schedules, timelines, target delivery dates, and costs.						
Open and Mitigating	06/06/25		User Acceptance Testing	If PALM Business Intelligence, Reporting and Data Warehouse is not similar to FLAIR functionality in UAT, then SCS will to have to modify our current PALM defined business process models, staffing levels, resource structures, workflows, operating procedures and changes to internal Agency Business Systems which will delay SCS schedules, timelines, and delivery dates.	Increasing	4 (Medium/Medium)	In July 2024, prior to opening a Risk, SCS sent a question to the PALM Project Team regarding Financial Transaction Details and received a response in December. This did not satisfy SCS reporting requirements that are provided in FLAIR today.	Following up with PALM POC's and other Agency contacts. Sent an email to PALM on June 06/06/2025 requesting similar FLAIR Data Warehouse capabilities and for PALM to conduct a session discussing reporting solutions/alternatives with agencies. SCS has received responses from PALM around operationalizing PALM delivered Business Intelligence, Reporting and Data Warehouse functionality. SCS is currently set to begin testing internal ABS testing scenarios that will accommodate "end-to-end" functional scenarios between PALM, SCS, & Enterprise Partners. However, based on PALM's responses to SCS questions around PALM delivered Business Intelligence, Reporting and Data Warehouse utilization, SCS is having to modify our current PALM defined business process models, staffing levels, resource structures, workflows, operating procedures, and changes to internal Agency Business Systems. SCS Transaction History will be our heavy lift on how to retrieve transactional data fields from a wide array of PALM tables.	SCS will not be able to properly provide pre-defined and custom reports for individuals, units, organizations, locally, and remotely (Florida-wide SCS community).	Continued to report this requirement to the PALM Asset Management (AM) Functional team during our October 7th SCS/Florida PALM Readiness Touchpoint meeting.
Open and Mitigating	10/07/25		Interface	If PALM Interfaces do not provide Asset information that relates to specific payment transactions through the API031 Outbound Voucher and Payment Extract interface, then SCS will not be able to load that information into our ABS Trans-History application for Agency to utilize	Increasing	4 (Medium/Medium)	SCS requires Asset information that relates to specific payment transactions be available for our ABS Trans-History application for users to utilize	SCS is looking at alternate ways to load Asset information that relates to specific payment transactions.	SCS will not be able to load that information into our ABS Trans-History application for users to utilize.	Reported this requirement to the PALM Asset Management (AM) Functional team during our October 7th SCS/Florida PALM Readiness Touchpoint meeting.
Open and Mitigating	10/31/25		Agency Business Systen	If SCS does not receive clear instructions from People First and PALM on how to perform our annual Leave Liability and ARS reconciliation, then SCS time-to-close will be extended to allow for additional manual processing to complete our Leave Liability balance postings to DFS Financials.	Increasing	4 (Medium/Medium)	This situation exists because SCS does not use People First for employee time entry processing. SCS utilizes two ABS applications instead, ARS for employees to enter their time throughout the fiscal year and Leave Liability to reconcile and post their liability balances to DFS Financials at yearend.	SCS must interpret any People First and PALM HRMS changes within the context of our configuration, then reach out when necessary for clarity.	SCS time-to-close will be extended to allow for additional manual processing to complete our Leave Liability balance postings to DFS Financials.	Documented and communicated this Risk on October 28, 2025.
Open and Mitigating	05/02/25		Identity Provider (IdP)	If SCS domain transition from ".org" to ".gov" is not complete before PALM UAT is available, then SCS users may have trouble accessing the PALM UAT environment resulting in falling behind with migration and transformation activities in UAT.	Stable	1 (Low/Low)	This change has impacted current SCS Cash Management (CM) users' ability to access the current PALM CM application. If these changes aren't rolled out before PALM UAT begins, it will affect timely submission of upcoming tasks and can also affect SME access to the UAT environment.	SCS is working with PALM IT with case number CS0012635 - to resolve any .gov related access issues.	SCS users may have trouble accessing the PALM UAT environment resulting in falling behind with migration and transformation activities in UAT.	Continued to report this requirement to the PALM Asset Management (AM) Functional team during our October 7th SCS/Florida PALM Readiness Touchpoint meeting.
Open and Mitigating	05/02/25		Conversion/Configuratior	If SCS does not understand how PALM is converting FLAIR Vendor/Sequence Numbers to PALM Supplier Numbers, then SCS will not be able to properly process Contracts and Supplier transactions correctly. FLAIR Vendor/Seq number to PALM Supplier number conversion cross-walk is critical in processing transactions correctly.	Stable	1 (Low/Low)	SCS is working with PALM and MFMP to determine how FLAIR Vendor/Seq # are converted to PALM Supplier #	SCS is working with PALM and MFMP to determine how FLAIR Vendor/Seq # are converted to PALM Supplier #	SCS will not be able to properly process Contracts and Supplier transactions correctly.	Continued to report this requirement to the PALM Asset Management (AM) Functional team during our October 7th SCS/Florida PALM Readiness Touchpoint meeting.

SCS 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	05/07/25		High - Impacts the ability	Business Process Chang	SCS is adopting new PALM HR/Payroll business processing requirements, designs, & reporting: - This will Impact internal SCS ABS ARS Timekeeping, Leave Liability reconciliation with PALM Financials and SCS HRIS payroll reporting from PALM	Implementing the information collected during the PALM HR/Payroll workshops. SCS is conducting internal design sessions to update agency procedures.	Validating updated processing with SCS HR, F&A, & OIT	07/31/25	Continue to perform SCS activities targeting internal design sessions to update agency procedures as further information is released from PALM the project.

SCS 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 Processes Technology Data	SCS is assuming that PALM will provide full application functionality for all modules & business processes to support SCS's modified production performance model. SCS is creating internal ABS testing scenarios that will integrate a complete "end-to-end" testing scenario between SCS, Enterprise Partners, & PALM	Logged	06/06/25	SCS Business Units: - F&A - Budget - Contracts & Grants - HR/Payroll - OIT - Courts Administration	Continue to perform SCS activities with targeting full PALM functionality for all modules & business processes to support SCS's modified production performance models.
People Processes Technology Data	PALM related changes to Leave Liability and ARS will not be processed until June 2027, post PALM go-live date targeted for January 2027. There will be a grace period from PALM's go-live date to the date when Leave Liability and ARS will be processed for fiscal end-of-year reconciliation and posting to PALM	Logged	10/28/25	SCS Business Units: - F&A - HR/Payroll - OIT	Continue to perform SCS activities with a target to process Leave Liability and ARS in June 2027, post PALM go-live date targeted for January 2027

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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SCS Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Eric W. Maclure, State (	macluree@flcourts.org	11/07/25
July - August 2025	Eric W. Maclure, State (	macluree@flcourts.org	09/09/25
May - June 2025	Eric W. Maclure, State (	macluree@flcourts.org	07/10/25
March - April 2025	Eric W. Maclure, State (	macluree@flcourts.org	05/07/25
January - February 2025	Eric W. Maclure, State (	macluree@flcourts.org	03/10/25