



N/A	People	598	Share Florida PALM Updates	04/14/25	04/25/25	100% - Submitted	04/24/25		Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25					

People	Processes	Technology	Data
<p>The staff and stakeholders affected by your agency's transition to Florida PALM.</p> <p><b>Implementation:</b></p> <p><b>Planned Florida PALM End Users = 141</b></p> <p>• Business Process Groupings = 13/13</p> <p><b>Identified Subject Matter Experts = 38</b></p>	<p>The sequence of procedures to accomplish a business objective.</p> <p><b>Implementation:</b></p> <p><b>Impacted Agency Business Processes = 156</b></p> <p>• Related Business Process Groupings = 12/13</p> <p>• Planned Spreadsheet Uploads = 10</p>	<p>The applications or tools used to process, track, or report on financial operations.</p> <p><b>Implementation:</b></p> <p><b>Business Systems Planned for Integration = 15</b></p> <p><b>Planned Interfaces = 74</b></p> <p>- Inbound Interfaces = 1</p> <p>- Outbound Interfaces = 73</p>	<p>Information used in or produced from an agency's financial business operations.</p> <p><b>Implementation:</b></p> <p><b>Configuration</b></p> <p>• <b>Commitment Control (KK)</b></p> <p>- Budget Allotments - Control Option = Option # 3 - Track without Budget</p> <p>- Account ChartField Tier Selection = Account Tier #3: Family</p> <p>- Organization ChartField Translation Tree Selection = Translation Tree #3: No Tree Assigned</p> <p>• <b>Org Security Rule = Agencywide</b></p> <p>• <b>Optional ChartFields</b></p> <p>- OA1 = To Be Configured</p> <p>- OA2 = Not To Be Configured</p> <p>- PC Category = To Be Configured</p> <p>- PC Subcategory = To Be Configured</p> <p>- PC Source Type = To Be Configured</p> <p><b>Conversion</b></p> <p>• <b>Optional Conversions</b></p> <p>- Accounts Receivable = Not Needed</p> <p>- Assets = Needed</p> <p>- Contracts = Needed</p> <p>- Customers = Not Needed</p> <p>- Encumbrances = Needed</p> <p>- Grants = Needed</p> <p>- Projects = Needed</p> <p>- Projects Balances = Needed</p>

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	Risk Category	Risk Title	Trend	Risk Rating	Monitor/Mitigation Plan/Resolution	Reporting Period Comments for March - April 2025
Open and Mitigating	12/04/24		Staffing/Resource Availability	Unavailability of IT resources with required skillset may impact timely remediations of agency business systems.	Decreasing	6 (High/Medium)	<p>Risk Managment Strategy : Mitigate.</p> <p>1. Identify the High level solution for Agency Business System (ABS) remediation.</p> <p>2. Finalize the Architectural design and technology stack identification.</p> <p>3. Conclude the resources/ roles required for ABS remediation.</p> <p>4. Onboard the required resources, complete the IT development activities to ensure readiness for E2E interface testing/ UAT</p> <p>Planned closing date: 06/30/25</p>	<p>11/05/2024 : Solution concept shared with th OIT experts to review and guide FDC PALM team on the next steps for technical solutionin</p> <p>11/06/2024 : Initial resourcing plan has been reviewed with OI leadership and receive alignment on hiring Reports developer.</p> <p>12/10/2024 : Solution concept aligned with the OIT Enterprise Architect.</p> <p>Next step is to have a technical workshop, to finalize on the Architectural design ar Technology platform.</p> <p>2/10/2025: Hiring of staff-aug Reports Developer and Business Analyst has been initiated, interviews are currentl in-progress.</p> <p>3/25/2025: Reports Developer and Business Analyst resources have been identified and expecte to join the IT team soo</p> <p>4/16/2025: Business Analyst and Solution Architect has been onboarded. Reports Developer boardi</p>

								Developer onboarding in-progress.
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.	Increasing	6 (High/Medium)	<p>Risk Management Strategy : Reduction</p> <p>Action: Develop and Launch to PALM Superusers the pre] PALM 4-Part training series.</p> <p>Training 1.1: Orientation to PALM Business Process Groups.</p> <p>Training 1.2: Orientation to PALM Modules.</p> <p>Training 1.3: Orientation to PALM Business Process Models.</p> <p>Training 1.4: Orientation to PALM Roles &amp; Workflows.</p> <p>Planned closing date: 07/31/25</p>	<p>12/17/2024: CML- Training Development is underway and is on track to be completed by June 30, 2025.</p> <p>12/16/2024: Identification of Train-the-trainer and PALM superusers community for FDC has been initiated.</p> <p>2/19/2025: Training liaison has been engaged to prepare fo overall training plan ar training materials.</p> <p>04/23/2025: CML- Training deployment date was updated to now launch in August 2025 as opposed to June 2025.</p> <p>Development of presentations is still underway and on track to be completed by Jul 31, 2025.</p>
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.	Stable	6 (High/Medium)	<p>Risk Mitigation Strategy: Reduction</p> <p>1. Prepare the UAT testing team thoroughly, w.r.to Business processes, Configurations, User roles, PALM trainings, Test scripts.</p> <p>2. Establish a communication channel with Florida PALM to get quick turnaround on the defect management.</p> <p>3. Identify across-agency best practices for UAT planning and execution.</p> <p>4. Continue to touch base with the Florida PALM team, and assess the impact due to the risk.</p> <p>Planned closing date: 08/31/25</p>	<p>12/05/2024: Florida PALM team held across-agency kick-off of the UAT planning activity.</p> <p>There are several follow-up workshops shall be planned, to support agency teams in preparation for UAT.</p> <p>Most of the preparatio activities are affected t non-availability of the final system.</p> <p>2/17/2025: Awaiting FL PALM ESC approval o the extension of the PALM go-live. FL PALM to publish updated Readiness Workplan ii Mar/2025, for FDC-FCOR PALM project team to re-assess this risk.</p> <p>3/25/2025: Received F PALM ESC approval o the revised go-live of July/2026. The impact to agency testing activities can be assessed after FL PALM team published the updated Readines Workplan (expected b: end-April/2025).</p> <p>4/16/2025: Revised go live of July/2026 removes the overlap between FL PALM System testing and Agency UAT. However agency team continue to work with FL PALM get details on the UAT SME sessions, the UA defect triage / management process and planned collaboration / RACI between Agency and FL PALM planned during UAT sessions.</p>
Open and Mitigating	12/04/24		Business Process Change	Inadequate planning to identify specific process gaps and remediation planning may impact agency user readiness/ adoption.	Stable	6 (High/Medium)	<p>Risk Mitigation Strategy: Mitigate</p> <p>Action: Develop and Launch Pre-PALM Training Closing Activities.</p> <p>Closing Activity 1: Process Gap Analysis</p> <p>Closing Activity 2: Process Gap Remediation</p> <p>Planned closing date: 09/30/25</p>	<p>12/17/2024: CML- Training Development is underway and will precede the initiation c the Closing Process Gap Analysis and Remediation activities.</p> <p>The deployment of the training Series is on track to launch by February 01, 2025.</p> <p>11/30/2024: As-is processes (FLAIR) are mapped to the to-be processes (PALM).</p> <p>2/19/2025: Identificatio of specific gaps and remediation plan has been initiated.</p> <p>4/23/2025: Workplan preparation underway for validation of chang impact analysis results on the process.</p>
Open and Mitigating	12/04/24		Staffing/Resource Availability	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.	Decreasing	6 (High/Medium)	<p>Risk Mitigation Strategy: Mitigate</p> <p>1. Identify the areas where it needs the SMEs bandwidth.</p> <p>2. Come out with a plan to support FDC PALM project with required SMEs bandwidth.</p> <p>Planned closing date: 09/30/25</p>	<p>12/10/2024 : Highlighted the risk in the FDC/FCOR Sponsors briefing.</p> <p>To continue working or to find a remediation plan, on how to optimize the resource allocation between the business critical activities and supportir activities to ensure agency readiness for PALM project.</p> <p>Identification of specifi</p>

								remediation plan has been initiated. 2/17/2025: Awaiting FL PALM ESC approval of the extension of the PALM go-live. FL PALM to publish updated Readiness Workplan in Mar/2025, for FDC-FCOR PALM project team to re-assess this risk. 4/23/2025: Re-assess the risk based on revised readiness workplan, which is planned to be published in May/25.
Open and Mitigating	12/04/24		Agency Business System	Timely remediation of the 3rd party managed agency systems (Axiom Pro and SSTC Bar Code Scanning tool) could be challenging as (a) the vendor adopts a common remediation approach across agencies and (b) high dependency on technical specifications and sample interface files from FL PALM.	Stable	6 (High/Medium)	Risk Mitigation Strategy: Mitigate  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 testing data available. 4. Vendor to perform exhaustive Technical Testing of the system integration (Cycle 2 - Testing)  Planned closing date: 10/30/25	2/17/2025: Vendor is remediating the systems, but continues to face challenges due to limitations of sample data available, and the change in the interface specifications by FL PALM team. Also identified high dependency on the updated timeline from PALM regarding to conduct. 4/16/2025: Vendors are on-track to start the Technical testing of the interfaces in Aug/2025 FL PALM team to share further information on the availability of testing infrastructure. 5/5/2025: ImageAPI team is working on the cost estimates for the agencies to remediate the AxiomPro system in-line with the PALM system transition.
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.	Increasing	4 (Medium/Medium)	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.  Planned closing date: 07/31/25	11/30: Team started exploring the user & security roles definition in the Florida PALM portal. 12/09/2024: CML-As a part of RWP Task 560, the PALM State team has now provided the agency teams with the "Topic is & Activities" Workbook. The People Readiness Lead will sunset the previously created Role Mapping Workbook and transition work efforts to this new work book. 12/17/2024: CML-The provision of the RWP 560-"Topics & Activities" Workbook invalidates the need for further effort towards Action 2 (Mapping is Provided). Work effort towards the completion of Action 3 has launched. 2/19/2025: FDC-FCOF PALM project team is awaiting detailed information from FL PALM team on security roles, privileges, and segregation of duty information for Financials wave. Similar details from CMS wave is being considered as a reference. 11/15/2024: CML-People Readiness Lead completed the development of the Role Mapping Workbook and socialized workbook with the project team. 04/23/2025: Awaiting security model and role definition, when it gets published by FL PALM project team.
Open and Mitigating	12/04/24		Agency Business System	Unavailability of existing BARS reporting infrastructure will impact agency ability to generate user reports based on legacy/historical data.	Decreasing	3 (High/Low)	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.  Planned closing date: 07/01/26	11/06/2024: Overall requirement was reviewed with OIT leadership and received alignment. Currently in discussion with OIT Systems Management team to identify a solution. Next step is implement and test the solution. 1/10/2025: Technical workshop conducted with FDC OIT experts and finalized the architectural design and technology platform. 2/10/2025: FDC-FCOF PALM project team and OIT technical teams are

								currently brainstorming on the scope and approach for BARS archival. 4/16/2025: Brainstorming in-progress with the OIT technical and infrastructure team to align with the agency technology roadmap.
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FDC Issues								
Status	Date Opened	Date Closed	Priority	Issue Category	Issue Title	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for March - April 2025
Open	01/30/25		Critical - Impacts the ability	Agency Business System	Unavailability of PALM Data Warehouse and technical specifications (File format, Data dictionary) affecting the remediation activities for the agency based system.	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	08/29/25	1. It is recently understood that PALM Data Warehouse shall be available in Jun/2025. No technical specification for the PALM Datawarehouse will be available before that. Therefore, the FDC/ FCOR PALM team is taking a workaround to mitigate the Reporting platform and 11 other downstream system mitigation using PALM outbound interfaces. 2. Solution approach and Architectural design for New Database and CAIRS has been prepared. 3. Team is working on detailed activity planning and hiring resources to perform the IT development activities. 4/16/2025: Team continue to work on the workaround solution to meet reporting/ analytics requirements for FDC and FCOR.
Open	03/25/25		Critical - Impacts the ability	Agency Business System	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.	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	2/25/2025: This risk was discussed with the FL PALM Readiness Coordinator, and understood that these changes to the interface specifications are currently inevitable, since Segment 3 and 4 related interfaces development are in-progress. FDC PALM team to do detailed assessment of the impact and propose remediation plan. 3/20/2025: Team continues to identify changes in the detailed specifications of the identified interfaces, which is leading to rework of the CAIRS data model and downstream systems remediation. Therefore Risk #19 has been escalated to Issue #8. 4/16/2025: Ongoing communication with FL PALM team (as specified in Issue #4). Ongoing monitoring of FL PALM changes has been put in-place, to analyse and plan for the impacted area.
Open	08/21/23		High - Impacts the ability	Staffing/Resource Availability	Not having resource backup in the FDC F&A team for recently created agency systems, to ensure business continuity.	1. Crosstrain staff to ensure adequate backup. 2. Cross training to be completed during the PALM project to ensure operational resiliency.	12/31/25	The Planned or Actual Resolution Date is extended to 06/30/2025 to provide 6 months of readiness prior to the current Project Production date – January 2026. 4/16/2025: FL PALM go-live has been changed to July/2026, therefore this risk needs to be assessed 6 months prior to the go-live.
Open	02/28/24		High - Impacts the ability	Interface	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.	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	1. Communicated to Florida PALM team on the challenges with ongoing changes to task instructions. 2. Ongoing basis FDC team highlight the specific issues with the Smartsheets to get quick turnaround on issues. 2/19/2025: Highlighted this issue again as part of Thursdays Task Talk topics, and requested FL PALM team to consolidate all updates to the PALM readiness workplan and share at once, with appropriate level of communication. 4/16/2025: Continue to highlight this issue and the cascading impact on the deliverables due to rework. FL PALM team indicated that the details/ specifications expected to go through changes till the IT development activities at FL PALM completes.
Open	07/31/24		High - Impacts the ability	Staffing/Resource Availability	Lack of resource capacity within FDC F&A team for Financial data analysis, impacting the timely data cleanup activities and ensure conversion readiness.	Onboard additional staff aug position with FLAIR data experience.	10/30/25	1. Created RFQ for an additional staff aug position. 2. The resource has been onboarded in early December 2024. 2/10/2025: New resource to be onboarded as a replacement for the person onboarded in December 2024. Additionally one more resource request has been raised with FDC Contract management team. 3/25/2025: Data cleansing resource has been identified and expected to join the business team soon. 4/16/2025: Functional expert has joined the team and starting working on the data cleansing activities. Challenge identified with the limited bandwidth in the team. 5/5/2025: Identified FLAIR data expert for 2nd staff aug position to

								assist with data cleansing.
Open	08/31/24		High - Impacts the ability	Staffing/Resource Availability	Resource availability is limiting agency ability to progress on UAT preparation activities, e.g., UAT Test Plan, UAT Test Scripts, Future State Work Processes.	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	9/12/2024 : waiting for clarity on the UAT approach, scope and volume of work. 10/16/2024: UAT high level plan was shared in PALM advisory council meeting. 11/20/2024: BA requirement has been reviewed with the OIT leadership and available vendors are being evaluated. 2/7/2025: Discussion in-progress with the OIT Quality Assurance (QA) vendor to leverage their expertise in UAT planning and preparation of test cases and test scripts. 4/16/2025: Discussions concluded with the QA vendor, QA Analysts to join the team. Shorter engagement to understand how these resources can support in preparing & finalizing UAT Test cases/ scripts.

FDC Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025	
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	FDC's Organizational Change Management (OCM) Lead was onboarded and started working 05/06/2024. Onboarded project team from OIT including Project Manager, Business Analyst and Data Analyst. Key SMEs from F&A team has been engaged actively. 4/30/2025: Archived Assumption Id - 002/ 002	
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	Currently still relevant. 4/30/2025: Archived Assumption Id - 003/ 003	
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	List of agency business systems are documented, i.e., as-is state, systems in the scope of remediation. Remediation approach for 2 systems is finalized, and the same for remaining systems are currently in-discussion. Team will continue with analysis and reach out to sponsors for any major change in the interface approach. 4/30/2025: Archived Assumption Id - 004/ 004	
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.	The complete data mapping sheet/ crosswalk between FLAIR and PALM data fields are yet to be published by the Florida PALM team. 4/30/2025: Archived Assumption Id - 007/ -	
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	Requested additional clarity from Florida PALM team. Florida PALM team to setup follow up sessions with the agency team to finalize the details of the UAT plan. 4/30/2025: Archived Assumption Id - 008/ 006	
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.	Tentative plan for go-live is 1/6/2026, and the forecasted cutover period is around 2 weeks prior to it. Agency teams are asked to prepare the list of pre-requisites and the plan to meet this timeline. Agency to schedule further discussion to get the required support from the Florida PALM team/ DFS. 4/30/2025: Archived Assumption Id - 009/ 007	
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.	User Acceptance Test plan to document the pre-requisites and support required from Florida PALM team. 4/30/2025: Archived Assumption Id - 010/ 008	
People Processes Technology Data	Enterprise systems shall be available for User Acceptance Testing including respective business processes.	Logged	12/20/24	All UAT Testers.	During Florida PALM design workshop, it is understood that the IT development activities for enterprise systems are in-progress. 4/30/2025: Archived Assumption Id - 011/ 009	
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.	Florida PALM team expected to share the volumetrics for the agency. 4/30/2025: Archived Assumption Id - 012/ 010	
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.	4/30/2025: Archived Assumption Id - 013/ 011	

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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FDC Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
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