

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:

March – April 2026

Helpful Links

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

AHCA Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Jon Manalo

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 97%

- Submitted On Time = 41
- Submitted Late = 9
- Pending Submission = 0

Other Task Timeliness:

Score = 76.08%

- Submitted On Time = 58
- Submitted Late = 39
- Pending Submission = 0

Direct Task Completeness:

Score = 92.45%

- Submitted Complete = 43
- Submitted Incomplete = 1
- Completed After Submission = 5

Other Task Completeness:

Score = 93.33%

- Submitted Complete = 61
- Submitted Incomplete = 1
- Completed After Submission = 7

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

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

Change Champion Network:

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

- Unique Filled Role = 10
- 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	03/26/26
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	04/01/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26	4/30/2026: API needs to be run to clear the errors	Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26	4/30/2026: API need to run for the cleared Org errors. Position funding needs to be updated once the Speedkeys are available after API run.	Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/08/26			05/08/26
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26					
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
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Open and Mitigating	11/29/24		Deployment/Cutover	unavailability of Accounting System	Decreasing	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.	Assuming: FLAIR will go down week of 12/21/26 and PALM will go live week of 1/4/27 1) Plan for Medicaid payments (Projection Runs) for 12/21/26 through 1/14/27 2) Recommendation: Advance payments to providers NEXT STEPS: Bureau of Financial Services: Discussions of advance payment with CMS MPF - projection by providers, provider alerts, receivable/payable process during transition JPMorgan - 1 advance, no payments for next 3 weeks AHCA IT - SunFocus cutoff, SunPALM ready by 1/11, contingency plan DFS - overall plan with Florida PALM, DFS A&A and Treasury	millions of dollars in interest/fines/penalties.	5/8/2026: Updated the mitigation plan
Open and Mitigating	12/05/25		Agency Business System	New ABS Medicaid Enhancements	Increasing	9 (High/High)	If the new enhancements to the SunFocus Medicaid Module are not completed and tested in SunFocus before June 30, 2026, remediation of those new enhancements for Florida PALM cannot be accomplished before the conclusion End-to-End Testing.	1. Hire additional development resource. 2. Prioritization of the changes that are to be done. 3. Identify the changes to SunPALM as changes are being made to SunFocus. 4. Multiple cycles of WMR testing needs to be completed before October 16, 2026.	Extensive manual intervention in the Bureau of Financial Services after Go-Live	5/8/2026: Prioritization process continues to be adhered to. Decisions continue to be made on whether minor changes can be accommodated with the remediation efforts.
Open and Monitoring	07/18/25		Agency Business System	Non remediated Tier 1 ABS (Delayed SunFocus Remediation)	Decreasing	6 (High/Medium)	If SunFocus is not remediated by 07/31/2026, the Bureau of Financial Services will need to manually perform some of the operational tasks that are currently in SunFocus.	The critical business processes (Weekly Medicaid Run module and Invoicing modules) will be 100% remediated by 05/01/2026 allowing for four cycles of the Medicaid Runs to be tested and validated by June 12. Manual processes have been documented to perform the functions for the remaining modules.	Extensive manual processing in the Bureau of Financial Services	5/8/2026: Completed 1 of the 4 cycles required in the mitigation plan.
Open and Mitigating	01/31/25		Agency Business System	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 - Completed ABS: ePar ABS: FX-No Impact ABS: AHCA Network - Impact ABS: CATS - N/A	PAR will need to be completed manually	5/8/2026: Update - ABS Application CATS will be remediated to interface/test with FACTS early FY26-27. In the meantime, the team is testing manually in FACTS.

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 Mar. - Apr. 2026
Open	09/06/24		High - Impacts the ability	Staffing/Resource Avail	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	Leadership will prioritize the activities	12/31/26	

						work with the Florida PALM Project to identify when a deliverable will be late.			
Closed	10/28/24	05/08/26	Low - All impacts not listed	Agency Business System	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).	Revised Plan of Action: Remediation of CATS is underway and will be completed to participate in End-to-End Testing. ePAR remediation impacts and planning remains under investigation., but can perform the process manually if necessary.	04/24/26	5/8/2026: Closed for the current FY

AHCA Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period	Comments for Mar. - Apr. 2026

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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AHCA Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Jon Manalo	jon.manalo@ahca.myflorida.com	05/08/26
January - February 2026	Jon Manalo	jon.manalo@ahca.myflorida.com	03/10/26

Helpful Links

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

APD Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Rose Salinas

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 97.92%

- Submitted On Time = 51
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness:

Score = 99.9%

- Submitted On Time = 96
- Submitted Late = 1
- Pending Submission = 0

Direct Task Completeness:

Score = 87.31%

- Submitted Complete = 36
- Submitted Incomplete = 4
- Completed After Submission = 12

Other Task Completeness:

Score = 87.97%

- Submitted Complete = 50
- Submitted Incomplete = 4
- Completed After Submission = 15

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Change Champion Network:

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

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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	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26	1/14 - starting the review - already updates have been made based on the last configuration workbook 2/13 - Team contributions- sheets downloaded into working files - no issues 3/6 - on track with files sparsed and working with teams 3/11 - BA has the teams working on the updates due today for final Smartsheet action - on track for submission for 3/13	Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/06/26	3/3 - working on updates 3/6 - updates completed today with email to rose for sign off	Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26	3/3 - IT team reviewing 3/6 - understanding Smartsheet links and values contribution to the newer progress report with UAT added 3/9 - updates in progress	Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26	4/2 - APD Team has reviewed and is working all updates 4/9 - in review - by team 4/24 - updating but focus is in MAY by all teams - emails out for survey and review 4/30 - Challenges for Agency size and updating sheets for those errors that can be cleared - May team review for best organizational alignment 4/30 - updated for addition errors to clear - most all errors cleared and SOD justification in place - submitting as completed for this task effort	Task Closed - Submission Incomplete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26	4/2 - APD Team has reviewed and is working all updates 4/9 - team discussion on sheet alignment and updates - checking linking etc 4/24 - updates in progress - team review 4/30 - submission completed by Sponsor - reviewed by team	Task Closed - Submission Incomplete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26	4/2 - HB is managing and team is in support of all sheets tied to and will help complete - HB guiding 4/9 - in person sessions to review week of 4/13 4/24 - org codes update and link tree flow corrected and in progress to complete by due date 4/29 - updates transitioned from internal sheets - Team working all workbooks	Task Closed - Submission Incomplete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	75% - Consolidating/Inputting Information for		4/9 - revisions and updates to original draft in progress with APD team 4/24 - reviewed updating with UAT		

N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26	4/29 - Test Plan updates being made with changes to some strategies 5/7 - internal updates to original draft are in progress	Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	75% - Consolidating/Inputting Information for Submission		4/24 - reviewing and initiating updates 5/7 - team working to review deliverables for task are completed		
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress		4/24 - reviewing and initiating updates 5/7 - reviewed with PALM Team for corrections and updates to Org/Speedkey/Funds and data flow thru for all sheets - target for data cleanse on config workbooks for 5/22 to help support this task		
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26	5/7 - Risks - Assumptions - Issues all updated and reviewed - sponsor to sign off on Friday 5/8		05/11/26
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	75% - Consolidating/Inputting Information for Submission		5/7 - IT Team testing inbound and outbound for MAY will update report for task on time		
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	75% - Consolidating/Inputting Information for Submission		5/7 - PALM Team review with target for week early completion to see if all changes flowed thru as required for clearing - May 22 target		
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	75% - Consolidating/Inputting Information for Submission		5/7 - many roles cleared for errors - now DW/BI license review in progress and effort to align with 5/22 as completion goal - reviewed with PALM team		
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	50% - In Progress		5/7 - ongoing for APD and Business Process Documentation commences with the UAT efforts by all teams within APD		
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	50% - In Progress		5/7 Training Plan in the works for updates - Full UAT will help with training application		

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 Mar. - Apr. 2026
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	hands on time is best learning tool - the refresh timeline will be a major focus to success for training in the system for APD
Open and Monitoring	09/08/25		Agency Business System	Encumbrance ID and the ABC re-write change from FLAIR	Decreasing	9 (High/High)	Because the encumbrance id is not generated in real time and requires an overnight feed - this poses a huge impact on the flow of work/process in the ABC system	Discussion with PALM team to review options and see how things can be worked thru	process change will impact the way ABC handles transactions	May clear with UAT after refresh - still working with Team processes
Open and Monitoring	09/10/25		Post Implementation	PALM Security - audit and transaction history trail for ALL activity within the system - currently noted as it pertains to transactions in the active CMS Framework.	Stable	9 (High/High)	Current Transaction was initiated in CMS and was posted with a successful view on screen/online, however the transaction was GONE the next day. The follow up with PALM was that they could not or had no way of knowing who interacted with this transaction - why was it gone, who did it, what is the history, where did it go? and the solution from PALM was they didn't know - NOT A GOOD ANSWER - and that the agency should retract/delete the transaction and re-do it - without understanding if this would cause a duplication etc.	PALM for CMS is currently in use- the APD Team is working to try and find a SME on the issue with explanation and there is not a solution or fix on tracking the history of what took place for audit - understanding - for how to fix and find	HUGE - it causes a loss of integrity - a loss of trust in the system - a need to challenge the security parameters used for this application	APD is monitoring based on PALM Presentations and overviews of system capabilities and this remains a post implementation test
Open and Mitigating	05/02/25		User Acceptance Testing	Limited time for user testing due to technical delays - interface changes and updates not finalized	Stable	6 (Medium/High)	APD IT Teams preparation and training and UAT	Create a risk buffer in schedule for testing; prioritize high-value scripts - IT Team working sprint and actively testing as you go	Missed defect discovery leading to production errors	Timeline is still tracking - but the Fiscal year closing - carry over and UAT Refresh are still ahead and will provide direction for migration challenges.
Open and Mitigating	07/07/25		User Acceptance Testing	Testers Lack Knowledge of the New PALM Platform	Stable	6 (Medium/High)	No one has seen that actual PALM application - logged on or used it yet - this will be a learn by fire scenario	Training, mentorship, guides expecting PALM direction and initial effort with teams/agencies	Challenged during UAT to fully test the system	PALM continues to changes and update the Knowledge center and there isn't always a clear alignment with current use of platform - until stability is reached - remains open
Open and Monitoring	09/08/25		Post Implementation	Increased support demand post go-live due to	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	Increased support demand post go-live due to rushed testing/training	APD is planning ahead for additional Training support

				rushed testing/training				guides and job aids.		
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	Application speed and system response is still hard to have knowledge of because it is not the true active platform and UAT use has been a challenge
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	APD Role mapping challenges will be fully reviewed during UAT refresh Phase
Open and Monitoring	05/02/25		Conversion/Configuration	Data corruption or loss during migration process	Stable	6 (High/Medium)	APD IT Teams preparation and training and UAT	Perform dry-run migrations; ensure backups are tested and validated - need PALM Conversion Plan as soon as ready o Perform multiple rounds of test migrations before UAT o Use automated reconciliation tools to compare legacy vs. cloud data o Include specific test cases for historical data validation o Assign a dedicated data QA team	Permanent loss of financial or transactional data	UAT refresh and the actual post migration testing will clear this risk for any data mis-alignment
Open and Monitoring	05/02/25		Deployment/Cutover	Failure of third-party integrations post-migration - unknowns for peripheral systems - STMS/MFMP/etc	Decreasing	6 (High/Medium)	APD IT Teams preparation and training and UAT	Engage vendors early; build fallback interface plans - APD attending all meetings at this time	Failure to process essential transactions like payroll or grants	APD is currently working with the Enterprise teams to help them test for UAT - ope iissue
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	APD supports IT updates - but what if's remain for understanding of PALM actions for cut over challenges until the convergence plan is provided
Open and Mitigating	07/07/25		User Acceptance Testing	Incomplete or Incorrect Test Scenarios	Stable	6 (High/Medium)	APD Finance Teams creation of testing stories for UAT inadequate	o Involve key accounting SMEs in test case design o Map test cases to migrated business processes and compliance requirements o Conduct a pre-UAT review/approval of test scripts o Use traceability matrix to ensure coverage	unable to test fully	Users stories continue to be added or changed due to PALM change in topics and activities as the initial UAT phase winds down - remains open
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	this is to be determined - as APD needs all the time allotted to train and prepare for go live activities
Open and Monitoring	09/08/25		Conversion/Configuration	Data migration defects not identified in time due to late UAT	Stable	6 (High/Medium)	Use of Config workbook data from current Mock versions - making certain the data is APD's	Perform early mock data conversions; include data validation as a separate workstream; increase data reconciliation effort post-UAT.	Data migration defects not identified in time due to late UAT	APD is working thru data cleanse with impact of new org codes changes that effected everything prior to PALM updates - ongoing
Open and Monitoring	09/08/25		Conversion/Configuration	Cutover rehearsal shortened or skipped	Increasing	6 (High/Medium)	Determine of Freeze timeframe is critical to all transactions	Lock cutover rehearsal windows early; use dry-runs even if UAT lags; ensure rollback procedures are validated.	Cutover rehearsal shortened or skipped	PALM Convergence Plan yet to be reviewed
Open and Mitigating	05/02/25		Training	1. Inadequate trainer knowledge	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Conduct Train-the-Trainer programs; certify trainers before rollout	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	APD is creating a training strategy - what is trained remains a challenge as this is a new application and the trainer knowledge is newly learned and unknown at this time.
Open and Mitigating	05/02/25		Training	3. Inconsistent training across departments	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Standardize training materials and delivery; track attendance and completion	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	PALM modules all have unique features or "tweaks" - there is not a full consistency across modules that provide a confirmation of consistent training across all the modules - remains to be seen
Open and Mitigating	05/02/25		Training	4. Technical issues during training (e.g., system crashes)	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Test systems in advance; have IT support on standby during training	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	timeline activity in progress - so remains to be seen on how this is supported by PALM at that time.
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 working with teams on business processes that will be updated or changed with PALM and the teams are trying to understand with knowledge center resourcing
Open and Mitigating	05/02/25		Training	7. Knowledge retention loss post-training	Stable	4 (Medium/Medium)	APD Teams preparing for PALM Training	Provide job aids, refreshers, and post-training support	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	Hands on - moving from uat and use of tool to daily practice remains a timeline target that is tracking but remains to be seen
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	remain open as training is targeted for late fall 2026
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	APD preparing for All User Training and Use of system

Open and Monitoring	05/02/25		Staffing/Resource Availability	Delay in configuring role-based access and permissions - changes updates learned during training and UAT	Stable	4 (Medium/Medium)	APD IT Teams preparation and training and UAT	Map all roles early; perform iterative testing with key users - advantage during UAT	Access issues for users; delay in operations post-migration	Role mapping is a challenge for APD and will require A&A approvals for broader approval rights - to be seen
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	APD is working to create a training plan that is challenged by not having fully understood - used and practised the system prior to creation for it's users
Open and Mitigating	09/08/25		User Acceptance Testing	User resistance and loss of confidence due to perceived instability	Stable	4 (Medium/Medium)	Communication of expectations remains	Maintain clear communication about reasons for delay; involve super users in UAT to advocate system readiness; reinforce benefits of new system.	User resistance and loss of confidence due to perceived instability	UAT Refresh will provide a better experience as the system is more stable - teams will review for accounting accuracy
Open and Mitigating	05/02/25		Training	2. Low user engagement or attendance	Stable	3 (High/Low)	APD Teams preparing for PALM Training	Mandatory training policy; offer flexible schedules and formats	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	APD is a small agency so participation is planned around task/job responsibilities - this will be ongoing challenge for full participation with each APD Team
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	Still tracking for Jan 2027 Go Live - federal govt compliance in place for APD Medicare
Open and Monitoring	05/02/25		Staffing/Resource Availability	5. Resistance to change from employees	Stable	2 (Medium/Low)	APD Teams preparing for PALM Training	Communicate benefits early; involve staff in design and feedback	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	UAT has proven that some but not all PALM processes and use do make sense in the task performed but nuances and use of application will help mitigate
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	APD training plan and UAT effort are being rolled out to evaluate success - process for determining remains an effort thru these processes

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 Mar. - Apr. 2026
Open	05/01/25		High - Impacts the ability of the agency to meet deadlines or milestones	Agency Business System	PALM Project Mapping Key	APD IT Teams preparation and training and UAT	Develop interface translation layers; validate APIs early - continual review and update	05/30/25	Mapping Key refers to the ability for the Finance Team to understand that a legacy data account has been reflected accurately and with a direct correlation into PALM - numbers are reconcilable - that moving the accounting from the legacy platform to the PALM platform fully transferred and PALM has accounted for all data. UAT has not yet provided that confidence - looking forward to refresh and APD's Data cleanse/org/speedkey/funds to align as required by APD

APD Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
People Data	Legacy system data is complete and accurate	Logged	05/12/25	Finance, IT, Audit, All modules using historical data	APD is challenged by the re-org that took place during the data cleanse - so remains an assumption that all will flow thru the system(s) as processed
Processes Technology	Chart of Accounts structure will be successfully mapped to the new system	Logged	05/12/25	Budget, General Ledger, Accounting Leads	reconciliation is a key to success for accounting/finances
People Processes	All critical business processes are documented	Logged	05/12/25	All accounting teams, Change Management, Training Team	Knowledge Center Changes continue - with UAT refresh and system stability no more changes should be needed
Technology Data	Cloud system will support all required functionalities	Logged	05/12/25	Program and Financial Users, System Admins	Cloud based capacity is the primary reason for change to new system from legacy
People Processes Technology Data	Interfaces with peripheral systems will remain compatible	Logged	05/12/25	IT, Third-Party Vendors, Grants/Payroll/Procurement Units	APD Data strategy is working so no issue
Processes Technology Data	Data migration will occur with minimal downtime	Logged	05/12/25	All staff, especially Payroll, Accounts Payable, and Receivables	Convergence PLAN Pending from PALM - should take into consideration timeline for effort to migrate based on accounting needs and requirements
People Processes Technology Data	End users will receive adequate training prior to go-live	Logged	05/12/25	All functional end users	PALM has planned adequate time for training at this time
People Processes	Security roles and access permissions will be properly configured	Logged	05/12/25	Security Admins, HR, Supervisors, External Auditors	APD hopes to clear this challenge
Processes Technology Data	Reports used in the legacy system will be recreated accurately	Logged	05/12/25	Finance, Program Managers, Oversight Agencies	DW/BI and PLAM reporting show promise for the needed reporting at this time
People Processes Technology Data	Project timeline will remain on schedule despite unknowns	Logged	05/12/25	Project Managers, Executive Sponsors, All involved teams	To be determined
People Processes Technology Data	UAT - the system requirements and user stories reflect the real-world processes and accounting requirements of the end	Logged	07/07/25	UAT - Critical features may be missing or behave incorrectly,	UAT refresh will full participation will help to determine best scenario testing with user stories and if all have been captured

Technology	Data	users.			requiring rework late in the project	
People	Processes	UAT Testers have sufficient training or knowledge of the new system as they execute UAT from PALM instruction, are able to validate the accounting processes.	Logged	07/07/25	UAT - hard to determine false positives and false negatives.	Looking forward to PALM team training plan
Technology	Data					
People	Processes	Assuming that connected systems (e.g., payroll, enterprise systems, all modules, tax engines, banks) are available and simulate live interaction appropriately for UAT	Logged	07/07/25	UAT - Errors may appear that are integration-related (enterprise systems) rather than related to the core application, delaying sign-off.	APD looking forward to the refresh
Technology	Data					
People	Processes	Timeline & Scheduling Assumptions	Logged	09/08/25	Schedule - dates - timelines must change	Timeline is still tracking
Technology	Data	<ul style="list-style-type: none"> 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. 				
People	Processes	Resource & Cost Assumptions	Logged	09/08/25	Impact of financial is all overarching to all aspects of the project	project trakis still in place - extentions will be addressed if needed
Technology	Data	<ul style="list-style-type: none"> 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. 				
People	Processes	Training & Change Management Assumptions	Logged	09/08/25	All Users are affected	getting into the UAT refresh and training phase prior to go live will determine success or need to add or delay by the PALM team
Technology	Data	<ul style="list-style-type: none"> 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. 				
People	Processes	Quality & Risk Assumptions	Logged	09/08/25	All Users are affected	hypercare is being provided for post go live so that any challenges can be addressed immediately
Technology	Data	<ul style="list-style-type: none"> 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. 				
People	Processes	Stakeholder & Communication Assumptions	Logged	09/08/25	All Users are affected	APD Teams and leadership are continuously updated on project progress
Technology	Data	<ul style="list-style-type: none"> 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. 				

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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APD Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Rose Salinas	rose.salinas@apdcares.org	05/11/26
January - February 2026	Rose Salinas	rose.salinas@apdcares.org	03/06/26

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

March - April 2026

Agency Sponsor

Rosa Walsh

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Other Task Timeliness



Direct Impact Task Completeness



Other Task Completeness



Direct Impact Task Timeliness:

Score = 89.35%

- Submitted On Time = 32
- Submitted Late = 14
- Pending Submission = 1

Other Task Timeliness:

Score = 91.15%

- Submitted On Time = 73
- Submitted Late = 23
- Pending Submission = 0

Direct Task Completeness:

Score = 83.33%

- Submitted Complete = 31
- Submitted Incomplete = 5
- Completed After Submission = 9

Other Task Completeness:

Score = 76.76%

- Submitted Complete = 48
- Submitted Incomplete = 13
- Completed After Submission = 7

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

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

Change Champion Network:

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

- Unique Filled Role = 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		Task Closed - 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		Task Closed - 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		Task Closed - Submission Incomplete	
Indirect	People	536-B	Create Agency Specific User Acceptance Testing Plan	08/19/24	10/11/24	Pending Resubmission	01/09/26		Task Closed - Submission Incomplete	
N/A	Technology	558	Update Agency Business System Documentation	11/18/24	01/10/25	Pending Resubmission	04/16/25		Task Closed - Submission Incomplete	
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	Pending Resubmission	01/09/26		Task Closed - Submission Incomplete	
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		Citrus has begun this task. As of 5/11/26, Citrus has awarded a contract for a vendor and expects completion of this task on 7/1/2026.		
Indirect	People	688	Update UAT Plan	12/08/25	01/09/26	Pending Resubmission	01/09/26		Submission Incomplete	
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	02/26/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	04/28/26
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			

Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
Open and Monitoring	02/28/25		Business Process Change	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 open and being monitored.
Open and Monitoring	03/10/26		Role Mapping	Separation of Duties	Stable	9 (High/High)	Citrus has a smaller staff than is possible to use role mapping to establish separation of duties.	Citrus will develop a plan for compensating controls and submit it to A&A for approval by 6/26/26.	Possible audit findings. Issues using Florida PALM.	This risk is open and being monitored.
Open and Monitoring	02/28/25		Business Process Change	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 open and being monitored.
Open and Monitoring	02/28/25		Staffing/Resource Availail	Funding Alignment	Decreasing	3 (High/Low)	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 open and being monitored.

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 Mar. - Apr. 2026

CITRUS Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
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 remains valid.
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 remains valid.
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 remains valid.
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 remains valid.
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 remains valid.
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 remains valid.
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 remains valid.
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 remains valid.
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 remains valid.

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 remains valid.
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 remains valid.
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 remains valid.
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 remains valid.
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 remains valid.
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 remains valid.

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:
March - April 2026	Rosa Walsh	rwalsh@citrus.myflorida.com	05/11/26
January - February 2026	Rosa Walsh	rwalsh@citrus.myflorida.com	03/10/26

Helpful Links

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

COM Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Tisha Womack

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 98.04%

- Submitted On Time = 44
- Submitted Late = 7
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.7%

- Submitted On Time = 88
- Submitted Late = 9
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 88.60%

- Submitted Complete = 39
- Submitted Incomplete = 4
- Completed After Submission = 7

Other Task Completeness



Other Task Completeness:

Score = 95.07%

- Submitted Complete = 63
- Submitted Incomplete = 2
- Completed After Submission = 4

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/21/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	75% - Consolidating/Inputting Information for Submission				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	50% - In Progress				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	50% - In Progress				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	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.

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 Mar. - Apr. 2026
Open and Monitoring	08/26/24		Business Process Change	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	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,	Risk remains the same for Commerce at this time.

							details are not known to agencies at this time. Contingency plans have been identified and Commerce is currently working to determine best response if Project Costing module will not provide needed support.		and delay decision making processes that rely on cumulative financial data.	
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.	Risk remains the same for Commerce at this time.
Open and Mitigating	12/12/24		Business Process Change	Documentation Tracking Process	Decreasing	6 (High/Medium)	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.	Risk remains the same for Commerce at this time.
Open and Mitigating	01/30/25		Conversion/Configuration	Data Migration Process	Stable	4 (Medium/Medium)	Proactive efforts by project team to identify potential data-related risks.	<ul style="list-style-type: none"> - 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.	Risk remains the same for Commerce at this time.
Closed	03/09/26	03/18/26	Interface	DW/BI Report (APR009)	Stable	4 (Medium/Medium)	A report which lists all disbursements vouchers needs to be provided. This report does not appear to be available in PALM online at this time.	Coordinate with the DW/BI team to confirm the development timeline and deployment schedule for the consolidated disbursement voucher report.	If the DW/BI report that consolidates all disbursement vouchers is not available on schedule and there is no equivalent report in PALM online, then Commerce may lack a centralized source to access complete payment details, potentially impacting financial oversight, reconciliation, and reporting accuracy.	This is a new risk that Commerce will continue to monitor. UPDATE 3/18/26: risk closed - currently being managed/resolved using SNow Ticketing system.
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.	<ul style="list-style-type: none"> - 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.	Risk remains the same for Commerce at this time.
Open and Mitigating	01/07/25		Interface	FLAIR Integrations	Stable	2 (Medium/Low)	Proactive efforts by project team to identify potential interface risks.	<ul style="list-style-type: none"> - 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 	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.	Risk remains the same for Commerce at this time.

Open and Mitigating	01/07/25		Business Process Change	Business Processes Alignment with Florida PALM	Stable	2 (Medium/Low)	Proactive efforts by project team to identify potential business process risks.	any issues promptly using Florida PALM help desk"	- 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 PALM - Document the redesigned processes and train staff to ensure smooth adoption - Conduct regular reviews post-implementation to identify and address any process gaps	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.	Risk remains the same for Commerce at this time.
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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 Mar. - Apr. 2026

COM Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
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	This assumptions remains for Commerce 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	This assumptions remains for Commerce 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	This assumptions remains for Commerce 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	This assumptions remains for Commerce at this 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 *

[Privacy Policy](#) | [Report Abuse](#)

COM Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Tisha Womack	caroline.womack@commerce.fl.gov	05/11/26
January - February 2026	Tisha Womack	caroline.womack@commerce.fl.gov	03/09/26

Helpful Links

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

DACS Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Alan Edwards

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 100%

- Submitted On Time = 54
- Submitted Late = 0
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.19%

- Submitted On Time = 93
- Submitted Late = 4
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 99.62%

- Submitted Complete = 51
- Submitted Incomplete = 0
- Completed After Submission = 2

Other Task Completeness



Other Task Completeness:

Score = 99.85%

- Submitted Complete = 67
- 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.

Change Champion Network:

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

- 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/12/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/04/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26			
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/04/26			05/04/26
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	50% - In Progress				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	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 Mar. - Apr. 2026
Open and Monitoring	10/31/24		Agency Business System	Florida PALM UAT Plan details needed for batch processing	Stable	3 (High/Low)	UAT testing details impact our internal management of this risk. The Department is actively engaged with PALM in on-going end to end testing in which processes and schedules may continue to be developed and modified.	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 related to testing (PALM Technical Team communications, AC meetings, ESC meetings, Florida PALM Website, Florida PALM Knowledge Center, Task Talk, etc.) Dates	FL PALM must be running regular batch processing during UAT to allow FDACS to interface Agency Business System test 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	04/2026 - The department continues to test against the PALM UAT Batch schedule, which will likely not be the final version of the PALM Production Batch Schedule. This risk will remain open throughout PALM UAT.

Helpful Links

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

DBPR Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Sally Huggins

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 93.73%

- Submitted On Time = 43
- Submitted Late = 8
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 94.74%

- Submitted On Time = 80
- Submitted Late = 15
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 91.37%

- Submitted Complete = 45
- Submitted Incomplete = 4
- Completed After Submission = 2

Other Task Completeness



Other Task Completeness:

Score = 98.51%

- Submitted Complete = 66
- Submitted Incomplete = 1
- Completed After Submission = 0

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

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

Change Champion Network:

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

- Unique Filled Role = 9
- Duplicate Filled Role = 4
- Vacant Role = 3

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	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26	A Service Now ticket was entered to ask PALM to take a closer look at the query pulling the duplicate data.	Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26	Role mapping sheet is being updated due to staff changes.	Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26	Complete	Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26	Updates are completed.	Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	50% - In Progress				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
Open and Mitigating	01/13/25		Agency Business System	If significant problems are encountered during UAT when testing Versa Regulation output files (spreadsheet	Decreasing	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	20260331: The Upload file has been corrected. We will arrange for testing with PALM tomorrow.

				uploads and interfaces), there may not be enough time for DBPR IT to make modifications in time to be retested						
Open and Monitoring	03/06/26		Deployment/Cutover	If a querying tool similar in ease of use as the FLAIR@DBPR application is not provided by PALM, DBPR may need to create their own version of PALM@DBPR. This may require development assistance instead of macros as was done in the past.	Increasing	9 (High/High)	DBPR staff are extensive users of the FLAIR@DBPR application. If this system is not replaced, it may negatively impact productivity.	A gap analysis is needed to show available data in the data warehouse that DBPR can query from, and the query abilities of FLAIR@DBPR. If the data warehouse is limited to report data, and if DBPR must have access to real time PALM data, this could become an issue. The complexity of PALM may be too high for existing F & A staff to develop a query tool on their own.	The solution for this cannot negatively impact productivity.	03/30/2026-The assignments have been made for the DWBI classes. After attendees complete this training, this issue will be revisited to determine next steps.
Closed	03/06/26	03/30/26	Deployment/Cutover	The OCM has left the agency the end of February. This may cause delays in updating procedures during PALM UAT	Stable	6 (Medium/High)	OCM left unexpectedly at the end of February. His task was to update procedure documentation since test cases have been completed.	Much of the procedure update documentation needs are captured in the Test Cases. This information can be used to populate draft procedures to start. There may be a need for the addition of policies to ensure quality, for example, PALM file upload naming standards, etc. to ensure uniformity and cleanliness at DBPR high standards. Discussions with Sally and supervisors will determine if this should be elevated to an issue, or if the PM and existing staff can complete the work.	Pending discussions with supervisors and F & A Chief.	20260330: The new OCM has arrived and is working with DBPR business units to gain more traction on completion of test cases and LMS Training, including the new Knowledge Center course added last week.
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	Decreasing	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	20260330-Asset Management is the last remaining group to review test cases and processes before attending UAT in mid April. Once their review is complete this risk will be closed.
Open and Mitigating	11/15/24		Deployment/Cutover	If DBPR does not have a 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.	Stable	3 (High/Low)	Down time and other conditions need to be planned for to ensure a smooth transition.	Create a Cutover Plan that identifies all planned activities and possible impacts, taking into account Florida rules and regulations, and other considerations.	Key business processes may not be able to be completely timely and could have negative consequences	20260330-DBPR needs more information from PALM on what their responsibilities are, and what they expect from the agencies.
Open and Mitigating	05/31/24		Business Process Change	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	2 (Medium/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	20260330-The new OCM is making arrangements with business units to gain better traction regarding test case execution and LMS training completion. In-person UAT has greatly diminished anxiety with using PALM and users have seen that their processes are represented.

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 Mar. - Apr. 2026
Open	06/04/25		Critical - Impacts the ability	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	04/09/2026: DBPR has placed the corrected file on 04/06/2026
Open	04/20/26		High - Impacts the ability	User Acceptance Testing	UAT Test Case Completion has been	Staff losses in DBPR have impacted the	Work with Budget to make sure	05/29/26	DBPR has been working on spreadsheet uploads and running into

				very slow to complete. This is impacting other testers regarding the availability of test data for downstream processes.	ability for business units to test since there is a lack of test data for them to test with. This may also be impacting enterprise applications	appropriations for all divisions have been completed. Continue to acquire and train new staff to ramp up into PALM as soon as possible. Schedule in person UAT sessions with staff to gauge test data issues and work with team to identify solutions.	issues with required and conditional fields. Layouts don't always match the templates.
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DBPR Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
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	20260331-All errors have been corrected. Scheduling with PALM will happen soon.
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	20260330-Florida PALM has provided requirements for the agency, somewhat timely. Leaving this assumption open until Asset Management in person UAT, and DWBI training is complete.
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	20260330-Business processes have not changed much, but the number of steps to achieve them has increased.
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	20260309: Enterprise business systems testing schedules have been released and arrangements are being made. API002 is nearing the next upload test with PALM, possibly by the end of this week.
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	20260309: DBPR is currently running test cases and updating the number of times user stories have been tested
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	20260309: PALM is enforcing the RTM through Agencies populating the User Story Inventory PALM Smartsheets are tracking some traceability, and DBPR is tracking agency specific user stories to test cases to cover any DBPR specific requirements.
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	20260330-All enterprise business systems have scheduled or are in the process of scheduling UAT.
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	20260330-PALM is going to add more tasks related to maintaining updates to Configurations, conversions, and to the Role Mapping worksheet. The schedule will be updated accordingly.
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	20260309: API010 is scheduled for testing Bank Deposit files from Versa after API002 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	20260309: This will be tested once the Versa interface is complete.
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	20260331-Final corrections have been made. Arrangements will be made to test with PALM by 04/03/2026
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	20260330-The new OCM will be writing/updating training materials soon.
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.	20260309: The project is being tracked as required.
People Technology Data	PALM will provide a tool with the same capabilities as FLAIR@DBPR so that staff can query PALM data	Logged	03/06/26	Finance and Accounting Bureau Chief Project Manager Finance and Accounting Supervisors	20260330-This will be revisited after DWBI training is complete. A gap analysis will be made at that time to justify the need for a PALM@DBPR application interface.
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	Removed	03/30/26	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	20260330: There have not been any requirements unique to DBPR and at this point, none are expected. Removing this assumption.
People Processes Technology Data	Language in the Future-State Process Flows created by DFS PALM will be clear and understood by DBPR staff	Removed	03/09/26	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	Language has not been an issue. Removing this assumption
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	Removed	03/09/26	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief	PALM has provided data elements in reports but DBPR is responsible for those created by DBPR such as OA1 and OA2. Removing this assumption.
People Processes Data	DBPR will be responsible for providing traceability details and new requirements for business requirements that are unique to DBPR	Removed	03/09/26	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst	Removing this as a duplicate of #23

People Technology	Processes Data	Taking advantage of available PALM interfaces will be available after PALM goes live	Removed	03/09/26	DBPR IT DBPR stakeholders	PALM Interfaces are being used in In-Person UAT and will be used when PALM goes to Production. Removing this assumption.
People Data	Processes	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	Removed	03/09/26	All DBPR division/office staff Project Manager Organizational Change Manager	Use stories have been completed. Test cases contain scenarios needed by DBPR.

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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DBPR Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Sally Huggins	sally.huggins@myfloridalicense.com	05/11/26
January - February 2026	Sally Huggins	sally.huggins@myfloridalicense.com	03/10/26

Helpful Links

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

DCF Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Chad Barrett

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 94.07%

- Submitted On Time = 39
- Submitted Late = 15
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 80.62%

- Submitted On Time = 62
- Submitted Late = 35
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 85.85%

- Submitted Complete = 41
- Submitted Incomplete = 5
- Completed After Submission = 7

Other Task Completeness



Other Task Completeness:

Score = 82.90%

- Submitted Complete = 49
- Submitted Incomplete = 0
- Completed After Submission = 20

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	03/10/26
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/20/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/08/26			05/11/26
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
Open and Monitoring	11/18/25		Business Process Change	Loss of Cross-Agency Payroll Processing Capability in PALM	Increasing	9 (High/High)	DCF currently has the ability in FLAIR to process salary and OPS payroll payments for employees of other state agencies based on...	Collaborate with PALM team to identify and implement a long-term solution that restores cross-agency payroll processing capability or...	Loss of Current Functionality: Elimination of established business capability that DCF performs for other state...	No additional comments to add this reporting period

							on People First permissions. In PALM, this functionality will be restricted and DCF will only be able to issue payments for DCF employees, eliminating the cross-agency payroll processing capability that DCF currently provides.	establishes a sustainable alternative process.	agencies Workflow Disruption: Interruption to current payroll processing workflows for non-DCF employees Service Impact: Potential service interruption for other state agencies that depend on DCF for payroll processing Process Redesign Required: May necessitate establishment of new inter-agency coordination procedures and process changes Relationship Impact: Could affect DCF's service relationships with other state agencies	
Open and Monitoring	04/24/26		Interface	Cycle 2 Interface Testing Deadline in Jeopardy Due to PALM Support Response Delays	Stable	9 (High/High)	DCF has 2 remaining Cycle 2 interface test to be completed by end of April 2026 (PALM-mandated deadline). However, possible critical technical changes and remediations are pending with current ticket/inquiry response times averaging 2+ weeks. This response delay creates a critical path bottleneck that may prevent DCF from meeting the mandated testing deadline, despite DCF's readiness to proceed.	Monitor weekly, escalate aggressively, document everything, and protect DCF's accountability by building a clear audit trail of vendor delays.	Compressed timeline may force elimination of edge cases, error handling scenarios, and volume testing	Current PALM response delays create a HIGH technical risk that DCF cannot fully mitigate independently. Without improved PALM responsiveness within 2 weeks, DCF faces choice between accepting elevated post-go-live technical risk or requesting deadline extension.
Open and Monitoring	05/06/25		Agency Business System	Risk of not completing system development/ready by deadline for interface testing approval, potentially resulting in exclusion from PALM end-to-end testing at a future date.	Increasing	6 (Medium/High)	The Florida PALM Project has imposed a deadline for agencies to identify and have in place the interfaces for 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.	Avoid. Establish aggressive development milestones. Increase development 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	Missing development deadlines can exclude the project from critical testing phases, impacting overall project success and delivery.	1 outbound interface test remaining.
Open and Monitoring	12/30/25		Business Process Change	DCF Budget Consolidation to Headquarters - Impact on PALM Systems and Functionality	Increasing	6 (Medium/High)	DCF is planning a major organizational change to consolidate all budget authority to Headquarters (Org L2=20 or 30) at the department level, moving away from the current regional budget structure (L2=31, 32, 33, etc.). While expenditures will continue at the regional level, all budgetary control and authority will be centralized. This significant policy and structural change is planned for implementation on July 1, 2026, and may have substantial impacts on existing systems, particularly AJT/CJT functionality and future FRC functionality within PALM.	Conduct comprehensive impact analysis through cross-functional working group to identify all system, process, and organizational barriers prior to July 1, 2026 implementation. Develop mitigation plans for each identified impact area and coordinate with PALM implementation timeline.	If critical system limitations identified, escalate to executive leadership for policy modification or timeline adjustment.	No comments to add this reporting period
Open and Mitigating	05/06/25		Business Process Change	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	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.	No comments to add for this reporting period

							circumstances, a new business process will be needed to replace prior one.			
Open and Mitigating	05/06/25		Agency Business System	FL PALM's inclusion of Speed Keys, particularly 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.	No comments to add this reporting period
Open and Mitigating	05/06/25		Agency Business System	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.	No comments to add this reporting period
Open and Mitigating	05/06/25		Agency Business System	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.	No comments to add this reporting period
Open and Monitoring	05/06/25		Business Process Change	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.	Mitigate. 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.	No comments to add 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 Mar. - Apr. 2026
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 to add 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 to add 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 to add this reporting period
Open	05/08/25		High - Impacts the ability of the agency to meet deadlines or milestones	Business Process Change	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 to add 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 to add this reporting period
Open	05/08/25		High - Impacts the ability of the agency to meet deadlines or milestones	Conversion/Configuration	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 to add this reporting period
Open	04/22/26		High - Impacts the ability of the agency to meet deadlines or milestones	Agency Business System	PALM ProcessID Length Change Requires Outbound File Naming Convention Rework	PALM changed documentation regarding the length of the ProcessID field in the outbound file naming convention. This late-stage documentation change requires rework of DCF's already-developed interface file naming logic across multiple business systems. Impact Systems Affected: All DCF business systems with outbound interfaces to PALM Code Rework Required: File naming logic must be modified and retested Testing Impact: Additional test cycles required to validate new naming convention Timeline Impact: Delays interface testing completion and increases risk to April 30 Cycle 3 deadline Documentation Impact: DCF technical documentation and runbooks require updates	DCF Actions: Identify all affected outbound interfaces and systems Update file naming logic code in all affected systems Modify test scripts and validation logic Update technical documentation and operational runbooks Retest all affected interfaces with new naming convention Obtain PALM validation of corrected file naming PALM Actions Required: Provide final, authoritative ProcessID length specification Confirm no additional file naming convention changes pending Validate DCF's corrected file naming samples Update all PALM documentation consistently	TBD	No additional 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 Mar. - Apr. 2026

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

DCF Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Chad Barrett	chad.barrett@myffamilies.com	05/08/26
January - February 2026	Chad Barrett	chad.barrett@myffamilies.com	03/09/26

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Helpful Links

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

DEM Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Jeremy Smith

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 99.57%

- Submitted On Time = 44
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness:

Score = 97.63%

- Submitted On Time = 83
- Submitted Late = 14
- Pending Submission = 0

Direct Task Completeness:

Score = 95.56%

- Submitted Complete = 43
- Submitted Incomplete = 2
- Completed After Submission = 0

Other Task Completeness:

Score = 97.10%

- Submitted Complete = 67
- Submitted Incomplete = 2
- Completed After Submission = 0

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

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

Change Champion Network:

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

- Unique Filled Role = 8
- 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/26/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/23/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/28/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/20/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/08/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
Open and Mitigating	05/21/25		Agency Business System	Interface need fulfillment	Stable	6 (High/Medium)	If the PALM interfaces do not cover all required data elements as currently engaged by	DEMES development assets have been onboarded to the PALM project to project any	Cost will be added to the DEMES development project.	No changes during this reporting period.

							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	issues that may arise and attempt to port all elements of the FLAIR structure		
Open and Mitigating	06/20/25		Agency Business System	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 listed will be impossible	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	No changes during this reporting period.
Open and Monitoring	05/21/25		Interface	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	No changes during this reporting period.
Open and Mitigating	05/21/25		Agency Business System	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	No changes during this reporting period.
Open and Monitoring	06/20/25		Interface	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	No changes during this reporting period.
Open and Monitoring	05/21/25		Business Process Change	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	No changes during this reporting period.
Open and Mitigating	05/21/25		Conversion/Configuration	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 its 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	No changes during this reporting period.
Open and Mitigating	05/21/25		Conversion/Configuration	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	No changes during this reporting period.
Open and Monitoring	05/21/25		Deployment/Cutover	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	DEM will need to develop a plan to address cash flow, payroll, and payments to vendors/subrecipients.	No changes during this reporting period.

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 Mar. - Apr. 2026

DEM Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
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	No changes during this reporting period.
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	No changes during this reporting period.
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;	No changes during this reporting period.
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	No changes during this reporting period.

Processes	Data	Project information and OA1 & 2 can be added to PALM if needed for data conversion post Configuration	Logged	05/12/25	Finance	No changes during this reporting period.
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	No changes during 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: *

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DEM Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Jeremy W. Smith	jeremy.smith@em.myflorida.com	05/08/26
January - February 2026	Jeremy W. Smith	jeremy.smith@em.myflorida.com	03/09/26

Helpful Links

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

DEP Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Karen Armstrong

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 100%

- Submitted On Time = 53
- Submitted Late = 0
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.8%

- Submitted On Time = 93
- Submitted Late = 4
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 99.81%

- Submitted Complete = 51
- Submitted Incomplete = 0
- Completed After Submission = 1

Other Task Completeness



Other Task Completeness:

Score = 100.00%

- Submitted Complete = 69
- Submitted Incomplete = 0
- Completed After Submission = 0

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

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

Change Champion Network:

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

- Unique Filled Role = 19
- 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/06/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	50% - In Progress				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	50% - In Progress				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	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.

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 Mar. - Apr. 2026
Open and Mitigating	02/25/26		Training	Training Center	Stable	6 (Medium/High)	Official PALM training content is not scheduled to be provided to agencies until the Fall of 2026. DEP's training plan implements end user training prior to this timeframe, which will likely cause the agency to rely on existing PALM information in the knowledge center to	DEP will create PALM training information based on existing process steps, demo videos, and SME knowledge from the knowledge center and testing activities. PALM training materials will be reviewed to supplement agency training information	Agency resources will spend additional time creating PALM training information for end users which will reduce time spent reviewing testing of PALM and ABS issues, and other go-live preparation activities.	DEP is developing a process to create our training content and delivery. Training and reference documentation has begun and will continue as testing evolves.

						create its own training materials.	once available.			
Open and Monitoring	08/31/23		Staffing/Resource Availability	Loss of knowledge due to staff turnover and time to get added staff trained to meet expectations	Stable	6 (High/Medium)	Accounting for staff turnover that may occur during the implementation phase of the project.	Ensure job-specific processes are properly documented, staff are cross trained and backups are trained on processes.	Will require retraining of new resources and potential reshuffling of existing resources which could affect the agency's ability to meet critical deadlines	DEP is working through this risk due to SMEs leaving the agency. Positions are begin filled and tasks reassigned to continue business operations as well as PALM preparation efforts.
Open and Mitigating	11/20/24		Business Process Change	Availability of reports through PALM	Increasing	6 (High/Medium)	PALM reporting information is being provided in a staggered cadence, with many reports dependent on the outcome of the data warehouse design which will extend report definitions and mockup completion until February 2026. Reports not provided by PALM, will require agency resources to build reports utilizing a mix of interface data and DW/BI custom reporting. There is a risk that agency reporting needs may not be identified until UAT, depending on when PALM releases DW/BI information to the agencies. Delayed identification of reports needed for PALM could cause additional strain on agency remediation schedules and the ability to provide management reporting needs in time for go-live.	DEP is monitoring changes to PALM reports through the knowledge center. DEP is now mitigating this by identifying critical reports that PALM will not provide or may be provided in the data warehouse. These critical reports will be developed in DEP applications.	Will require additional agency resources to build suitable reports for PALM using DW/BI and ABS systems data which could cause delays in critical information needs for management.	DEP continues to monitor the release of PALM report details to identify potential uses. DW/BI author roles were recently provided to allow staff to begin testing use of creating reports from the DW/BI tool instead of creating them from interface file data. DEP continues the process of re-writing existing reports using interface data to meet the agency's reporting needs.
Open and Monitoring	09/06/24		Training	Training and Testing Resource Conflicts	Increasing	6 (High/Medium)	Internal training efforts for agency users is dependent on agency SME's completing PALM system training and testing during UAT efforts, test ABS, develop agency training material, and being able to train agency end users while also being expected to conduct all agency UAT.	PALM has moved Full UAT start date to February 2026. Formal training for PALM is scheduled for October 2026, so DEP will need to build internal training to assist end users.	SMEs would be unfamiliar with the new systems to confidently complete UAT and unable to properly train end users, which would lead to incomplete and inaccurate UAT results. Invalid UAT results would potentially lead to an unsuccessful go-live.	SMEs continue to test PALM, enterprise, and agency business processes to build knowledge and future training documentation.
Open and Monitoring	05/08/25		Business Process Change	Changing Requirements and Impacts on Resources and Delivery	Stable	6 (High/Medium)	High volume and impact changes to PALM processes and interfaces could negatively impact the agency's ability to remediate and test ABS prior to interface testing and UAT. Changes are anticipated to continue, though large volume or late developing updates in these areas have to be analyzed for impact and work redirected to change remediation 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). Pre-UAT testing allowed SME's to review PALM screen functionality for the first time and understand how PALM may work prior to Full UAT.	Business system remediation could be delayed or extended impacting interface testing and business system testing and preparedness. Impacts to interface testing have already been realized. Additionally, impacts to role assignments and workload estimations could occur.	DEP continues to monitor updates to PALM business processes and interfaces for impacts to the agency.
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	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.	Some SME testing efforts are being impacted by the need to review multiple sources of information needed to complete a test case. Efficient an effective testing is occurring with full understanding of the knowledge center process steps, reference information, module configuration values, and crosswalks of agency specific data and transactions.

							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.			
Open and Mitigating	01/12/26		User Acceptance Testing	Test Case Identification	Stable	4 (Medium/Medium)	Due to the variety and volume of processes changing due to PALM, the agency may not identify all needed scenarios that need to be tested. This includes verifying remediated reports and ABS reflect correct balances.	DEP continues to analyze test cases as changes are identified, testing multiple roles for the same test cases, participating in cross agency collaborations for test cases, scripts, etc., identifying negative test scenarios, and multiple data inputs/options for processing transactions.	Critical processes or scenarios not tested could lead to critical issues upon PALM implementation, delaying recording and reporting information timely.	DEP continues to monitor and identify new test scenarios which are added to the test case assignments for SMEs and end users.
Open and Monitoring	02/25/26		User Acceptance Testing	Conversion and	Stable	4 (Medium/Medium)	Agency conversion and configuration data available for testing will conclude with data as of June and July 2026 (DR2). Additional updates to data identified after this time frame (6 months) will not be available in the UAT environment to test based on the current testing information. Significant variances in testing data identified after DR2 could result in unverified information that would impact the success of PALM implementation for the agency.	DEP will continue to identify applicable testing scenarios and data updates to ensure data conversions and configurations are accurate.	Unknown issues affecting ABS and reports could result from untested data conversions and configurations.	DEP will continue to identify applicable testing scenarios and data updates to ensure data conversions and configurations are accurate.
Open and Monitoring	02/27/26		Deployment/Cutover	Revert ABS after	Stable	3 (High/Low)	PALM is scheduled to make a final go-live decision on January 4th, 2027. Agency's will have to follow suit to migrate business systems based on this decision. If PALM has to delay go-live for any reason, agency business systems will not be able to revert back to their previous FLAIR setup without causing large risks and issues to data and processing abilities.	DEP will delay the migration of ABS to the PALM production versions as late as possible after PALM approves the final go-live and monitor PALM activities for possible mitigating activities.	DEP would continue to feature freeze ABS for a longer period of time and potentially lose some agency data. The ability to continue agency business functions would be negatively impacted.	DEP is working with Offices/Divisions/Districts to identify key issues and impacts to the timing of cutover activities that will aid in the final decision.
Open and Monitoring	12/29/25		Role Mapping	Role Mapping and Permissions	Stable	2 (Low/Medium)	Role mapping exercises were initially believed to be utilized as a result of the lessons learned from SME UAT. Due to the switch to Pre-UAT testing with limited SMEs, the ability for role assignments to be tested was delayed. Additionally, SME testing was removed from PALM scope and agencies were asked to include SME testing as part of Full UAT testing. This risks the ability of role assignments to be properly tested within the agencies to a window at the end of the UAT cycle.	DEP has assigned roles with no long term conflicts for the initial phase of all agency UAT. DEP will perform testing to mimic end user role conflicts during the first phase of testing to prepare for their end users testing efforts and role needs.	There will be a short UAT window for agency SMEs to work with end users on role assignments to help plan for an efficient and effective work flow. This may lead to some re-arrangement of roles within the agency prior to go-Live or post go-live.	DEP is testing role assignments in UAT and has identified areas for role mapping changes. Full role testing will not occur until after the UAT refresh once the SOD conflicts are enforced and all end users are testing the system.

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 Mar. - Apr. 2026

DEP Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
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.	Agency SMEs continue to test DEP business systems, identifying defects, and resolving issues.
People Processes Technology	Agency SME's have completed initial testing and are ready to train end users prior to fiscal year end.	Logged	06/30/25	All SME's and end-users scheduled for training and end user testing. This impacts agency's ability to certify readiness for go-live by SG4 in November 2026.	Agency SMEs continue to test PALM processes, as well as enterprise and agency business system processes.
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 functionality during the full UAT testing phase.	DEP continues to follow and monitor PALM documentation updates. Updates to existing DEP tools and information are recorded to stay aligned with PALM.
People Processes	Final changes to external systems such as MFMP, Works,	Logged	06/30/25	SMEs would be required to	DEP continues to monitor communication and information

Technology	STMS, People First and FACTS will be provided by the respective enterprise partners, along with process impacts, in advance of end user UAT, to allow time for specific content to be incorporated into DEP training.	create enterprise training materials and end users will be unable to effectively test enterprise systems functionality during the full UAT testing phase.	developments regarding enterprise systems.
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Agency Sponsor Confirmation

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

Agency Sponsor Name: *

Confirm *

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DEP Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Karen Armstrong	karen.e.armstrong@floridadep.gov	05/11/26
January - February 2026	Karen Armstrong	karen.e.armstrong@floridadep.gov	03/06/26

Helpful Links

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

DFS Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Scott Fennell

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 99.81%

- Submitted On Time = 52
- Submitted Late = 1
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 91.55%

- Submitted On Time = 84
- Submitted Late = 13
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 99.42%

- Submitted Complete = 49
- Submitted Incomplete = 0
- Completed After Submission = 3

Other Task Completeness



Other Task Completeness:

Score = 99.13%

- Submitted Complete = 68
- 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.

Change Champion Network:

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

- 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	02/17/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/06/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/30/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26					
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
Open and Monitoring	04/17/25		Conversion/Configuration	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, leading to incomplete or	A&A will work closely with the Project to understand where agencies need support and additional guidance in understanding their	This could result in operational inefficiencies, data integrity issues, potential delays in project timelines, and	No changes. A&A continues to monitor.

						incorrect data being converted to Florida PALM.	agency's FLAIR data. <ul style="list-style-type: none"> 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. Reviewing Conversion Validation Approach to mitigate risk 	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)	<ul style="list-style-type: none"> 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 depth need to continue operating with a high level of service and accuracy. A&A was approved for for 9 FTEs to be onboarded for FY 2026. We are in the process of filling these positions. 	It can hinder successful implementation of project.	Modified mitigation bullet. We are actively filling the 9 positions that we were granted.	
Open and Monitoring	10/11/23		Staffing/Resource Availal	ENTERPRISE A&A - Resource Impacts.	Increasing	9 (High/High)	<p>Resource impacts due to A&A operational staff spending a significant amount of time performing Project related tasks.</p> <ul style="list-style-type: none"> Project tasks may require additional time outside employees designated working hours to attend meetings, review time sensitive documents, or contribute to critical tasks. Some positions are not granted flexibility to flex time throughout the month, but they must flex it within the week. This policy limitation causes a strain on availability of resources. Allowing current staff more flexibility to flex their time beyond the work week would help with resource allocation. As we get closer to implementation, the number of items that will require attention will continue to increase. This will include, assisting agencies with data management, preparing enterprise data for conversion, developing cut-over and FLAIR close out plans, participating in all levels of integration and UAT testing, validating testing results, participation and validation of mock and production conversions, developing policy around new processes. 	<ul style="list-style-type: none"> Contract with staff aug who can help with data analysis, developing testing scenarios, perform testing functions, support cut-over, support FLAIR retirement activities. Hire additional staff (FTE or OPS) to learn current operations so that our experienced staff can continue to participate with the Florida PALM Project in design, testing, and implementation activities. Consider providing current staff with Special Pay Increase to acknowledge the increased job responsibilities and retain these critical members of the team. Work with Human Resources to properly document team members who should be classified as SES staff. Establish plans for reduction of current operational activities and prioritize responsibilities based on risk and probability. This could include posting all payments and suspending pre-audit activities, suspending Article V and Contract Management audits, suspending processing of EFT applications, as examples. 	Pulling resources from operations, will increase workloads, and will cause stress and an increased chance of employee burnout.	Trend on this is now increasing. No other changes. We continue to monitor.
Open and Monitoring	10/11/23		Staffing/Resource Availal	ENTERPRISE A&A - Risk of External Impacts on Business Processes.	Increasing	6 (Medium/High)	<p>A&A serves all other agencies; therefore, our processes are at risk from external impacts:</p> <ul style="list-style-type: none"> Agencies – All A&A processes are downstream of agency processes. Agencies 	<ul style="list-style-type: none"> Continue to work closely with the Florida PALM Project to identify areas where significant training will be needed for agency staff. A&A OFFE team make outreach with agencies 	This will cause significant issues for A&A to be able to continue operations at an acceptable level and could cause more significant increase in work or rework for A&A staff around go live.	Trend on this is now increasing. No other changes. We continue to monitor.

						<p>may lack their own training and resources for proper preparation. If agencies are not ready for implementation, this will cause significant issues for A&A to be able to continue operations at an acceptable level and could cause more significant increase in work or rework for A&A staff around go live.</p> <ul style="list-style-type: none"> • Project – There may be changes in Project directions or decisions that negative affect A&A that would cause an increase of time and resources or provide confusion and lack of clarity among A&A's expectations. • Government/Florida Statutes/Regulations – Any potential changes to laws, regulations, or elected officials could change Project direction or restrict A&A's operations. 	<p>to determine training needs for skills that will be needed in Florida PALM users.</p> <ul style="list-style-type: none"> • Participate with all FFMS and Enterprise partners to ensure remediation, testing and change management needs are understood and acted upon. • Assist agencies with readiness tasks such as data analysis and cleansing. • Develop contingency plans for agencies that are not prepared for Florida PALM implementation. • Monitor activities, changes in rules and regulations, and agencies competencies. • Establish contingency plans as risks become more probable (as information becomes available) and communicate those changes as quickly and clearly as possible. • A&A is seeking funding through the LBR process to contract for financial expertise that State Agencies can use to identify knowledge gaps and areas needing improvement and address those issues. 			
Open and Monitoring	10/08/24		Agency Business System	ENTERPRISE A&A - ABS Testing.	Stable	6 (Medium/High)	<p>A&A is responsible for several enterprise business systems, some of which are interdependent. Testing each system through the entire process, from start to finish, will be critical to determine success. This will require testing to be synchronized according to the Interdependencies and workflow. Failure to do so could result in functions not being appropriately tested. This risk is really meant to address the issue around the complication of staging multiple business systems and the data within them for testing. This requires a huge effort and any misalignment of data, or refresh dates, can impact testing results, or the ability to test processes. Both Interface Testing and User Acceptance Testing can be impacted.</p>	<ul style="list-style-type: none"> • Identify all enterprise business systems that will need to be tested. • Work with Division/Office management to allow dedicated technical and functional resources to be available for enterprise business systems testing efforts when the UAT timeline is released. • We plan to work through the CCN Network with other agencies on planning and collaboration that needs to happen for those cross agencies testing scenarios. • A&A has onboarded a UAT Testing Team, and is currently working to onboard an HCM functional expert to assist with transformation. 	<p>It has potential to impact, or delay go live if agency enterprise systems cannot be fully tested in the allotted time. The enterprise owners and systems impacted includes STMS, PeopleFirst, PCard Works, FACTs, LASPBS, and other critical agency business systems that interface with Florida PALM.</p>	<p>Trend on this is now stable. No other changes. We continue to monitor.</p>
Open and Monitoring	01/25/24		Deployment/Cutover	TREASURY - Outstanding warrants at cutover	Stable	6 (High/Medium)	<p>Discussions relating to the status of outstanding warrants at the cutover from June 2026 to July 2026 has not been finalized and could, potentially have impacts to warrant recipients and reconciliation processes.</p>	<ul style="list-style-type: none"> • Continue to collaborate with the Florida PALM Project on policy relating to outstanding warrants. • Potential solutions being discussed between PALM and Treasury including the possibility that warrants would be maintained in FLAIR and concurrently canceled and reissued in PALM while maintaining warrant number. Note that solution is pending approval from Treasury. 	<p>Could potentially have impacts to warrant recipients and reconciliation processes.</p>	<p>Treasury continues to participate in cutover discussions with A&A and PALM. We have requested a version of Florida PALM to assist us with managing outstanding warrants during the cutover period and are awaiting further confirmation from Florida PALM that this solution will be made available to us.</p>
Open and Monitoring	12/13/23		Conversion/Configuration	TREASURY - Concentration account	Increasing	6 (High/Medium)	<p>The current Deposit Concentration Account was issued in 2016 contract ends in March of 2026. DFS has already invoked one 5-year renewal and does have one 6-month extension available. If a different financial institution is awarded the contract during the procurement process, an implementation will need to occur with Florida PALM.</p>	<ul style="list-style-type: none"> • Continue to collaborate with the Florida PALM Project and seek resources through staff augmentation, additional FTE, or contracts as needs are discovered. • The current concentration account agreement, Contract #TR201, has a 6-month extension available as permitted in Section 287.057, F.S. if additional time is 	<p>Although unlikely, if Wells Fargo does not agree to extend their contract, this could result in agencies not being able to make deposits into their accounts and impacting agencies revenue.</p>	<p>Negotiations are ongoing. The Wells Fargo contract has been extended through September 2026.</p>

						<p>the subaccounts (currently 550+) will need to be configured in PALM, along with file transmissions, BAI codes, returned item processing, book to bank processing, cash transfer processing, and reconciliation rules. Agencies will be involved in this transition and will need to communicate new depository instructions to their vendors, including Federal agencies. Agencies would also need to receive and distribute new depository supplies to their locations.</p> <p>This could also impact User Acceptance Testing if processes are validated using current contractor and new vendor values are not in the UAT environment.</p>	<p>needed. Treasury and OPCS will work together to implement the extension when appropriate.</p> <ul style="list-style-type: none"> Stay in close communications with Edward Nabong within OPCS on the vendor negotiation status. Edward is the sole point of contact for the ongoing ITN, and all communications must be directed specifically to him. If negotiations not concluded before December 2025, DFS will extend our contract with existing financial institution in 6-month increments. 		
Open and Monitoring	02/19/24	Business Process Change	CCN - Potential loss of CCN resources.	Stable	6 (High/Medium)	<p>The loss of CCN resources would constrain current CCN staff capacity and could result in the loss of critical functional and institutional knowledge, which is imperative to the success of the Florida PALM Project.</p>	<ul style="list-style-type: none"> Create a knowledge base of CCN operational processes and procedures; develop training methods to facilitate knowledge transfer; and provide cross-training among CCN members where feasible. Use of dedicated back-up CCN Liaisons will aid in the short-term continuity. 	It could result in the loss of critical functional and institutional knowledge.	Risk reviewed and mitigation continues.
Open and Monitoring	10/11/23	Deployment/Cutover	ENTERPRISE A&A - Planning.	Decreasing	6 (High/Medium)	<p>Planning for some critical activities has not been done. Until these plans have been developed, A&A cannot adequately determine needed resources, time and effort.</p> <ul style="list-style-type: none"> Cutover planning FLAIR retirement planning Stabilization period planning Specialized knowledge that may be needed for new processes, such as processing States' taxes from payroll Financial Reporting mappings and data rollup 	<ul style="list-style-type: none"> Continue to collaborate with the Florida PALM Project and seek resources through staff aug. additional FTE or contracts as needs are discovered. Cutover planning sessions are in progress 	Lack of required resources to support around go live and beyond.	No changes. A&A continues to monitor.
Open and Mitigating	11/13/25	Interface	TREASURY - Operations.	Stable	6 (High/Medium)	<p>June 12th 2025-First meeting with JPM. Testing was originally scheduled for August, PALM requested we move the timeline to June so we can start early. June 23rd was the second meeting and a weekly schedule was established for Mondays.</p> <p>The lack of engagement from the task owner is causing delays to the execution of the test plan.</p> <p>The following tasks need to complete for a successful implementation of JP Morgan Interface Financial wave disbursements test files.</p> <p>Lack of engagement from task owner at the Florida PALM implementation vendor could lead to implementation delays. The key resource who is also a task owner has not participated in meetings to provide updates and / or confirmation that the following tasks will be completed in a timely manner:</p> <p>Confirm approval to transition BAI2 file to the production environment Send first Positive Pay test file for review Send first ACH file for review Task Owner to provide Technical SME (JP ..</p>	<p>Mitigation Plan: Treasury will escalate to Accenture as per the escalation matrix to get confirmations from Task Owner or senior management</p> <p>Mitigation Status Update: Treasury escalated to Accenture and task owner has attended multiple recent meetings and is appearing to be engaged.</p>	<p>JPM acknowledge the risk that these delays would impact further interface testing that should be completed before UAT begins. If testing is not complete and verified timely, the project go live date could be impacted. DFS would not be able to send ACH origination files and positive pay files to the bank and would not be able to receive and reconcile disbursement activity from the bank. The potential for fraud is a high risk as well.</p> <p>INBOUND FILES: /ARP01-POSITIVE PAY FILE-API005, PRI045 /ACH01-ACH FILE-CMI002, CMI016, PRI012, PRI056 OUTBOUND FILES: /H2H01-PREVIOUS DAY BANK STATEMENT-CMI003 /RET-ACH RTN FILE-CMI001 /ACK-ACH ACKNOWLEDGMENT-CMI006 /ABA-AUTHORIZED BANK FILES-API030</p>	Interface testing with JPMorgan will resume the week of 5/12/26.

							morgan) with production server details Confirm approval to move Bank Title File to Production.			
Open and Monitoring	12/13/23		Conversion/Configuration	TREASURY - CMIA	Stable	4 (Medium/Medium)	Relating to CMIA, expenditures for agency covered programs will need to be tracked in PALM by CFDA number so clearance patterns can be calculated. Agencies will be responsible for providing the PALM chartfields for their covered programs and PALM will need to track the expenditures for those account codes. Clearance patterns will have to be calculated by CFDA Number for CMIA reporting.	<ul style="list-style-type: none"> Continue to collaborate with the Florida PALM Project and seek resources through staff augmentation, additional FTE, or contracts as needs are discovered. 	If PALM cannot track and calculate the clearance pattern for CMIA, Federal reporting will be impacted	We are working with our Florida PALM Treasury team to create transactions in UAT that will allow us to test the CMIA reports.
Open and Mitigating	02/27/24		User Acceptance Testing	OIT/ABS - Third Party Vendors	Stable	4 (Medium/Medium)	Agency business systems supported by third-party vendors could have different design and build timelines for Florida PALM remediation activities.	<ul style="list-style-type: none"> Communicate the Florida PALM timelines with third-party vendors. Provide information and advisory support to the functional area(s) related to remediation activities and timelines. Provide advisory support if needed related to interfaces, interface field mapping, and possible functional changes. 	This could impact the Department's ability to meet the scheduled finish dates for Florida PALM Readiness Workplan tasks related to design, build, and testing activities.	Risk reviewed and mitigation continues.
Open and Mitigating	10/20/23		Staffing/Resource Availa	OIT/ABS - Resource Impacts.	Stable	4 (Medium/Medium)	Resource impacts due to unforeseen system changes from DFS divisions, other projects, and external entities.	<ul style="list-style-type: none"> Work closely with the ABS functional and technical owners to coordinate the timeline of changes with the Florida PALM timeline. Work closely with the ABS functional and technical owners on design strategies related to Florida PALM integration. 	It could cause delays in the ABS Remediation timeline.	Risk reviewed and mitigation continues.
Open and Monitoring	10/11/23		Business Process Chang	ENTERPRISE A&A - Process Changes.	Increasing	4 (Medium/Medium)	<ul style="list-style-type: none"> All bureaus within the division will have significant process changes. Insufficient preparation or reluctance to adopt and adapt to changes could result in delays; operational deficiencies; and critical operations, tools, technologies, and resources not being available. Performance issues at implementation if staff are not able to adapt and produce results at the current, expected level of output. 	<ul style="list-style-type: none"> Prepare staff through regular change management engagements. Perform knowledge transfer on why things are done so we can ensure better understanding of future processes. Complete thorough process analysis and mapping of each process, along with the technology, tools, and resources to future functionality can ensure that we have identified where operational changes will occur and to what extent it will be affected. Monitor staffs' engagement. Analyze current skill sets and mentor or provide training needed to acquire the proper skills and address skill gaps. Review organizational charts and identify succession planning or knowledge transfers for known gaps. A&A has contracted with a People Soft experienced resource to help with implementation activities, including identifying staffing model changes and process changes. A&A onboarded a UAT Testing Team, and is working to onboard an HCM functional expert to assist with transformation. 	Due to the unique activities that A&A performs at an enterprise level, reduced performance could have a negative impact on agencies.	No changes. A&A continues to monitor.

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 Mar. - Apr. 2026

DFS Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
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 reviewed and still 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 reviewed and still 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 reviewed and still valid.

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 *

[Privacy Policy](#) | [Report Abuse](#)

DFS Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Scott Fennell	scott.fennell@myfloridacfo.com	05/11/26
January - February 2026	Scott Fennell	scott.fennell@myfloridacfo.com	03/06/26

Helpful Links

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

DJJ Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Heather DiGiacomo

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 98.57%

- Submitted On Time = 44
- Submitted Late = 5
- Pending Submission = 0

Other Task Timeliness:

Score = 90.41%

- Submitted On Time = 77
- Submitted Late = 20
- Pending Submission = 0

Direct Task Completeness:

Score = 87.50%

- Submitted Complete = 38
- Submitted Incomplete = 4
- Completed After Submission = 6

Other Task Completeness:

Score = 96.38%

- Submitted Complete = 64
- Submitted Incomplete = 2
- Completed After 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.

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

Change Champion Network:

- Unique Filled Role = 14
- Duplicate Filled Role = 0
- Vacant Role = 0

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

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

RW Tasks - Completed or Open Items

Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/30/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/21/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			05/11/26
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26					
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26					
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
Open and Monitoring	12/22/25		User Acceptance Testing	Limited SME and Staff availability for UAT could negatively impact testing	Decreasing	9 (High/High)	Project SMEs and staff performing UAT also need to perform their regular duties during the same period. This implies limited	Escalate the staffing issue to leadership; Request additional hiring resources.	UAT and regular work delays, reduced deliverable quality and increased risk of rework.	Risk is still pertinent.

				and its outcome			availability for either UAT or regular duties, which could affect UAT negatively. Attempts are being made by the affected bureaus to boost staffing, but the the gaps still remain because is has been difficult to find capable persons to fill vacant positions.			
Open and Mitigating	04/21/25		Conversion/Configuration	Encumbrance Conversions into Florida PALM	Increasing	9 (High/High)	Current agency business processes do not include the active management of encumbrances balances throughout the year. Contract encumbrances are not managed by bureaus so that they remain in balance with approved allotments. The management of encumbrances is done manually in FLAIR at year-end.	Budget (Mitigation): Budget PALM Administrator and FCO Analyst actively monitor the FWOS, the FCO Tracking Log, and the FLAIR Encumbrance report to reconcile actual expenditures and encumbrance balances. If updates are needed to an contracted activation encumbrance, request is sent by the Budget Office to F&A for updates. Additionally, encumbrance information is provided by Budget staff when approving invoices submitted through FIBS to ensure encumbrances are utilized for payments. Encumbrances established thru AOD are the responsibility of the Requester, so if a discrepancy is noticed, Budget staff email the Requester requesting for encumbrance updates to be made through AOD as to not further disconnect the relationship of encumbrance between AOD and FLAIR.	Duplicate encumbrances and encumbrances not properly managed (overencumbered) will consume budget when converted to PALM. This will reduce the remaining allotment available to pay invoices.	Mitigation plan in place in Budget is still applicable. This remains a risk until encumbrances can be successfully converted and pass budget check in Florida PALM.
Open and Mitigating	02/12/26		Interface	Outbound Inter/IntraUnit Interface (IU1003) Needed	Stable	9 (High/High)	The Department did not select the IU1003 interface during interface selections, but have come to understand that this interface will be needed in the Axiom Pro/Print Plus solution when filing supporting documentation for vouchers.	The Department has submitted a SNow Ticket to request the additional interface, which was approved by the PALM Project Director. The vendor is aware that we have selected this interface and we expect to receive additional information by the end of April 2026.	F&A staff will be responsible for filing IU voucher supporting documentation outside of Axiom Pro until the interface can be integrated.	Still a risk until the system is remediated and testing can be completed by the end of July 2026.
Open and Mitigating	05/05/26		User Acceptance Testing	Delay in Downloading Reports due to Zscaler	Increasing	9 (High/High)	DJJ's security solution causes a delay in receiving Florida PALM reports. The delay could be anywhere from 5-20 minutes. This delay impacts timeliness of running test scripts and has the potential to cause missed deadlines during UAT and delay in processing transactions at Go-Live	Mitigation plan is at the initial phase of discussion.	Delay in meeting UAT milestones.	New risk added.
Open and Monitoring	11/04/24		User Acceptance Testing	Limited Staff for UAT	Decreasing	6 (High/Medium)	Vacancies and competing priorities within bureaus heavily affected by the implementation of PALM have caused less time to work on preparing for UAT.	Mitigation Plan: bureaus are actively advertising, interviewing, and recruiting for vacancies as they occur. Additionally, bureaus are training backups to work emergency activations, so if needed, they can free up SME's for UAT.	Bureau SME's and staff may be unavailable for UAT if positions are not filled and competing priorities not realigned.	Risk still pertinent to General Services only.
Open and Mitigating	02/28/25		Business Process Change	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 is still pertinent.
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 still applicable for all bureaus.
Open and Monitoring	02/20/26		Staffing/Resource Availability	Possible reduction in PALM funding to DJJ starting	Increasing	6 (High/Medium)	Senate proposed budget would reduce DJJ PALM funding down to \$229,104.00.	Monitoring closely proposed FY 26/27 appropriations. Many of the present duties being done by OPS PALM	Funding reduction would potentially reduce the number OPS PALM positions preparing for PALM and	Risk still applicable until Special Session concludes.

				7/1/2026				positions would need be handled by DJJ SME's.	PALM conversion. Loss of any OPS PALM positions could delay DJJ's readiness.	
Open and Monitoring	04/20/26		Conversion/Configurator	Data Cleansing Maintenance - General Ledger	Decreasing	6 (High/Medium)	Data Cleansing maintenance has been on-going since late 2024 of the GL's. A meeting with DFS staff to assist in the cleanup for the 5XXXXX, Fund Balance GLs. Data cleansing review will be an on-going activity by the F&A PALM Administrator until go-live.	Monitoring: As of Dry 1 Run, the GL Conversion results has been successful to date, rising to over 99%. F&A will cleanse the remaining errors, continue to run Master File Reports, and monitor the conversion data. F&A (Ms. Libby) has been trying to get some guidance on cleansing the 22,000 lines that have issues. Although DFS has provided some guidance, F&A thinks access to PALM GL module group (the people actually running the reports) for complete and proper guidance is needed, which has been difficult. F&A has also been in touch with sister agencies that have the same issues. Ms. Libby believes access to the PALM GL module group is key.	This could result in inaccurate financial information being transferred into PALM at go-live.	Updated Monitoring plan
Open and Mitigating	05/05/26		User Acceptance Testing	Unable to Complete SME UAT by 5/29/26 - General Services	Increasing	6 (High/Medium)	Based on the UAT plan provided by the bureaus to the UAT Coordinator, the completion rate of tests indicates that testing will not be completed by 5/29/26.	Mitigation Plan: Ranked test cases in priority order (High/Medium/Low) and added more time to calendars to work through remaining high priority test cases.	If not completed by 5/29/26, test cases will continue to be run through the remainder of testing which could impact training other bureau and program staff.	New risk added.
Open and Mitigating	05/05/26		User Acceptance Testing	Unable to Complete SME UAT by 5/29/26 - Finance and Accounting	Increasing	6 (High/Medium)	Based on the UAT plan provided by the bureaus to the UAT Coordinator, the completion rate of tests indicates that testing will not be completed by 5/29/26.	Mitigation Plan: Ranked test cases in priority order (High/Medium/Low) and added more time to calendars to work through remaining high priority test cases.	If not completed by 5/29/26, test cases will continue to be run through the remainder of testing which could impact training other bureau and program staff.	New risk added.
Open and Monitoring	06/06/25		Interface	People First DB Links	Increasing	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	Still a risk. Expecting data in the beginning of May.
Open and Monitoring	01/05/25		User Acceptance Testing	Limited Guidance Provided prior to UAT Regarding PALM Payroll Processing	Decreasing	3 (High/Low)	Information and process steps have been released by the Project, but not for any payroll-related processes. Biweekly payroll will be tested the third week of February and the only information DJJ has is what has been provided in the Knowledge Center and Advisory Council meetings.	Check with PALM Coordinator about when materials, process steps, and/or guidance may be available for training environment before UAT starts. Bureau staff should review the business process steps provided in the Knowledge Center prior to their in-person UAT meeting to familiarize themselves again with the payroll process in Florida PALM.	Staff will not be as prepared heading into UAT; testing payroll may take longer than expected.	Still a risk, but a low risk for HR.
Open and Mitigating	05/05/26		User Acceptance Testing	Unable to Complete SME UAT by 5/29/26 - Budget	Decreasing	3 (High/Low)	Based on the UAT plan provided by the bureaus to the UAT Coordinator, the completion rate of tests indicates that testing will not be completed by 5/29/26.	Mitigation Plan: Ranked test cases in priority order (High/Medium/Low) and added more time to calendars to work through remaining high priority test cases.	If not completed by 5/29/26, test cases will continue to be run through the remainder of testing which could impact training other bureau and program staff.	New risk added.
Open and Mitigating	05/05/26		User Acceptance Testing	Unable to Complete SME UAT by 5/29/26 - Human Resources	Decreasing	1 (Low/Low)	Based on the UAT plan provided by the bureaus to the UAT Coordinator, the completion rate of tests indicates that testing will not be completed by 5/29/26.	Mitigation Plan: Ranked test cases in priority order (High/Medium/Low) and added more time to calendars to work through remaining high priority test cases.	If not completed by 5/29/26, test cases will continue to be run through the remainder of testing which could impact training other bureau and program staff.	New risk added.

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 Mar. - Apr. 2026
Open	05/04/26		High - Impacts the ability of the agency to meet deadlines or milestones	User Acceptance Testing	Delay in PALM Report Delivery	Due to the Department's security solution, Florida PALM reports that are downloaded to users' computers either take 5-20 minutes to generate or they aren't generated at all.	Bring to IT Bureau Chief for resolution.	05/31/26	This is a new issue that impacts timeliness of meeting UAT milestones.

DJJ Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026	
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)	This assumption is still valid.	
People	All SMEs will be available to work on required PALM-tasks.	Logged	04/17/24	Bureau SMEs	This assumption is still valid.	
People	There is a commitment from end users to the PALM Project.	Logged	04/23/24	All	This assumption is still valid.	
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	This assumption is still valid.	
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	This assumption is still valid.	
People Processes Technology Data	The PALM team will provide sufficient and adequate guidance to DJJ.	Logged	04/23/24	F&A, Budget, General Services, HR, BPCA, BCM, PMO	This assumption is still valid.	
People	DJJ PMO can drive the implementation of the PALM Project with four team members.	Logged	12/03/24	PMO	This assumption is still valid.	
Data	Unreconciled payroll warrants will not be included in the Outstanding Warrant Report (APR018).	Logged	04/21/25	HR	This assumption is still valid. Will continue to research and verify.	
People Technology	Cutover will be no longer than approximately 3 weeks.	Logged	04/30/25	Supplier payments	This assumption is still valid.	
Technology	PALM will incorporate additional interfaces after Go-Live, if needed by DJJ.	Logged	05/01/25	IT, F&A	This assumption is still valid.	
Technology Data	PALM will not alter the interfaces DJJ has selected.	Logged	05/01/25	IT	This assumption is still valid.	
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	This assumption is still valid.	
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	This assumption is still valid at this time.	
Data	Zero dollar contracts in FACTS will not be converted to PALM	Logged	10/15/24	BCM, F&A contract disbursement payments	This assumption is still valid at this time. We should be able to validate this when DJJ staff participate in FACTS UAT.	
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	This assumption is still valid at this time.	
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	This assumption is still valid at this time.	
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	This assumption is still valid at this time.	
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	This assumption is still valid at this time.	
Processes	DFS will provide agencies with instructions on how employees can access the Employee Information Center (EIC) in Florida PALM.	Logged	05/08/26	All users	New assumption	
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.	Removed	03/05/26	Agency Liaison and SMEs	Removed 03/05/26	
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."	Removed	04/29/26	BPCA, Contract Tracking System (ABS), and F&A Contract employees	Removing assumption since FACTS UAT has begun (statewide, not for DJJ). Agency staff will be able to test FACTS during PALM UAT.	
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.	Removed	04/29/26	Asset and property conversion data (General Services)	PALM has converted the assets to category 060000 to ensure conversion. Any changes needing to be made will occur after Go-Live.	

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 *

DJJ Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Heather DiGiacomo	heather.digiacomofldjj.gov	05/11/26
January - February 2026	Heather DiGiacomo	heather.digiacomofldjj.gov	03/10/26

Helpful Links

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

DLA Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Darlene Faris

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 98.8%

- Submitted On Time = 45
- Submitted Late = 5
- Pending Submission = 2

Other Task Timeliness:

Score = 92.99%

- Submitted On Time = 83
- Submitted Late = 14
- Pending Submission = 0

Direct Task Completeness:

Score = 88.20%

- Submitted Complete = 33
- Submitted Incomplete = 4
- Completed After Submission = 13

Other Task Completeness:

Score = 89.57%

- Submitted Complete = 53
- Submitted Incomplete = 3
- Completed After Submission = 13

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

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

Change Champion Network:

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

- Unique Filled Role = 17
- 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	75% - Consolidating/Inputting Information for Submission		Blocked due to missing Single Pay procedures, which prevents testing.		
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	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/16/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26	SAM/SOD Error resolutions are in progress.	Task Closed - Submission Incomplete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26	Conversion Worksheets are pending	Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/23/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	75% - Consolidating/Inputting Information for Submission				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
Open and Mitigating	01/13/26		Staffing/Resource Availa	Limited SME availability and Potential SOD Conflicts during UAT Due to Operational Workload	Increasing	9 (High/High)	Agency SMEs are responsible for supporting Florida PALM UAT activities while also managing day-to-day operational responsibilities. Due to limited staffing and overlapping responsibilities, SMEs may encounter potential segregation of duties(SOD) conflicts during testing.	The risk was discussed with PALM team. Agency will monitor SME availability and potential SOD conflicts during UAT and adjust participation as needed based on operational priorities.	Delays or gaps in UAT execution may occur, resulting in reduced test coverage, delayed defect identification and resolution, and potential impacts to overall project readiness and go-live timelines.	Open risk; monitoring SME availability during UAT and potential impact on test script validation. 05/07- During the recent team discussion, SMEs confirmed that leadership is continuing recruitment efforts with no confirmed timeline for the Division of Administration resource. DFS has also requested a separate meeting to discuss possible mitigation approaches for the SOD issues.
Open and Monitoring	01/13/26		Deployment/Cutover	Potential System Downtime During PALM-FLAIR Transition	Increasing	9 (High/High)	During the transition from FLAIR to Florida PALM, there may be anticipated periods where system availability is reduced. Clarification has been requested from the PALM team regarding any planned downtime.	Agency raised the question with PALM RCs and is awaiting confirmation regarding anticipated system downtime. Agency will monitor updates.	It may delay processing activities, impact UAT execution, and affect day-to-day operational tasks during the transition period.	Open risk; monitoring updates and awaiting further guidance from PALM.
Open and Monitoring	01/14/26		User Acceptance Testing	UAT Data Readiness Dependency on Mock Conversion 4	Increasing	9 (High/High)	Data cleansing based on Mock Conversion 4 is scheduled to be completed by March 13, while UAT is planned to begin in February. If UAT begins before Mock Conversion 4 data is available or validated, testing may need to proceed with incomplete or non-final data.	Agency has raised the concern with PALM RCs and is awaiting guidance on UAT data expectations.	UAT execution may be delayed or limited, resulting in reduced test coverage, increased work, and potential impacts to testing timelines.	Agency review of data readiness is ongoing in preparation for UAT.
Open and Monitoring	04/15/26		Agency Business System	DFS Single Pay Approval Impact on consumer restitution payments and Refunds.	Increasing	9 (High/High)	Additional processes are being added to support Single Pay for consumer restitutions, and refunds, requiring updates to ABS and supplier records to prevent payment delays.	We need to revise ABS processes to include supplier records being added by DFS then being ingested by ABS which causes delay in payment processing.	Delay in payment processing affects timely disbursements.	Open risk
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.	Monitoring responsibilities and training considerations for payroll activities.
Open and Monitoring	01/13/26		Deployment/Cutover	Inter-Agency PALM Go-Live Readiness Impacting DLA Operations	Stable	6 (Medium/High)	Agency relies on inter-agency transactions and coordination to support day-to-day operations. If one or more dependent agencies are not ready for Florida PALM go-live, required inter-agency processes and transactions may be delayed or disrupted, potentially impacting agency's operational continuity.	The risk was previously discussed with PALM RCs. Agency will continue to monitor updates from DFS and adjust planning as needed to minimize operational priorities.	Delays or disruptions in inter-agency processes may impact DLA's day-to-day operations and require interim or manual procedures until all dependent agencies are fully live in Florida PALM	Open risk related to inter-agencies dependencies; monitoring readiness and coordination updates with DFS and IV&V.
Open and Mitigating	05/06/26		Business Process Chang	Lack of Batch Upload Capability for Supporting Documents/ Project ID Processing	Stable	6 (High/Medium)	Current understanding is that PALM may require supporting documents and Project ID related records to be uploaded manually one at a time instead of through a batch upload process. Existing agency processes currently support bulk uploads through Excel/scripting in FLAIR. If PALM does not support batch upload functionality, Finance & Accounting staff may experience operational delays and increased manual workload after cutover.	<ul style="list-style-type: none"> • Validate functionality during UAT testing. • Escalate to PALM/DFS if no batch upload capability exists. 	Manual one-by-one uploads may significantly delay processing activities and increase operational workload during post-cutover production activities, especially during high-volume processing periods.	05/07- Further validation pending through UAT testing and PALM KC review.
Open and Mitigating	05/07/26		Business Process Chang	Manual Payroll Split Processing for Federal Grants	Stable	6 (High/Medium)	Current Medicaid Fraud payroll and related expenditures are processed using split funding between Federal Grants Trust Fund and General Revenue. Existing processes use journal transfers and spreadsheet/scripting activities. There is uncertainty regarding how PALM payroll processing and split funding functionality will operate after cutover.	<ul style="list-style-type: none"> • Coordinate with PALM/DFS regarding split funding approach • Validate split funding capability during UAT activities. • Continuing discussions with Finance and Payroll SMEs regarding future-state processing 	If PALM does not support expected split funding functionality, additional manual journal transfers and payroll adjustment activities may be required after cutover, increasing operational workload and reconciliation efforts.	05/07- Monitor future-state payroll split funding process and PALM split funding functionality during UAT and cutover planning.

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 Mar. - Apr. 2026
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.	Follow up with DW/BI UAT Testing participants and PALM resources to confirm available data warehouse testing capabilities and reporting validation approach.	06/30/26	Data warehouse availability for testing is being monitored. 05/07- Awaiting DW/BI UAT feedback and confirmation on reporting validation/testing capabilities.
Open	09/10/25		High - Impacts the ability	Conversion/Configuration	Review and validation of extensive PALM 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. 05/07- Continue reviewing the Supplier file and identify an efficient approach for validating extensive supplier records. Coordinate with PALM and other agencies for clarification and best practices.	05/30/26	05/07- Review and validation approach for the extensive PALM supplier file is being evaluated. Supplier file contains approximately 325K+ records, and additional clarification on agency-specific validation expectations is pending.
Open	04/08/26		High - Impacts the ability	Deployment/Cutover	Unclear guidance on PCard usage, prompt payment, and payment processing during PALM cutover	The agency has requested clarity on operational impacts during the PALM cutover period (Dec 19, 2026 – Jan 1, 2027), including PCard usage, prompt payment processing, and general payment activities. A&A indicated that WORKS and related systems will experience downtime, and transactions will not be accessible until the updated environment is available. Guidance on PCard usage and prompt payment handling is still being finalized and requires State-level decisions. Additionally, the agency has identified several operational concerns, including inability to process on-demand checks, restrictions on advance payments, and potential delays in invoice processing. Finalized guidance is not yet available, creating uncertainty for agency planning and communication.	Follow up with DFS/PALM for finalized guidance on: <ul style="list-style-type: none"> PCard usage during cutover Prompt payment handling Payment processing limitations Track updates from State-level decisions Identify and document agency contingency plans Prepare communication inputs for executive and agency staff 	12/01/26	Open item related to cutover impacts on PCard usage, prompt payment, and payment processing. Agency has identified multiple operational risks; awaiting finalized guidance from DFS/PALM.

DLA Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026	
Processes	Processes will require modification to accommodate new roles	Logged	09/07/23	Finance & Accounting	05/07- SAM/SOD remediation and role modification activities are ongoing. Additional coordination with IT and business teams is required to resolve remaining role conflicts and access dependencies.	
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	Pending ARI024 outbound file from PALM. Agency side API002 manual upload efforts by IT.	
Processes Data	Supplier records were added by DLA; however, PALM and FLAIR supplier outputs require additional validation and clarification.	Logged	05/31/26	Finance & Accounting	05/07- Validation approach for extensive PALM supplier records is under review.	

Agency Sponsor Confirmation

DLA Status Report 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 *

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Darlene Faris - Interir	darlene.faris@myfloridalegal.com	05/11/26
January - February 2026	Darlene Faris - Interir	darlene.faris@myfloridalegal.com	03/16/26
January - February 2026	Darlene Faris - Interir	darlene.faris@myfloridalegal.com	03/10/26

Helpful Links

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

DMA Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Col. Adam Curry

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 99.41%

- Submitted On Time = 48
- Submitted Late = 3
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 99.07%

- Submitted On Time = 90
- Submitted Late = 7
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 88.20%

- Submitted Complete = 35
- Submitted Incomplete = 3
- Completed After Submission = 12

Other Task Completeness



Other Task Completeness:

Score = 96.09%

- Submitted Complete = 58
- Submitted Incomplete = 2
- Completed After Submission = 9

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26	RC marked complete from PML confirmation of task completion, due to PML being OOO.	Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/05/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/28/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/28/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/28/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26					
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/22/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26					
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26					
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/07/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26					
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26					
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26					
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
Open and Monitoring	01/05/26		Agency Business System	ARRO interface testing.	Increasing	3 (High/Low)	Need to test ARRO interface Jan/Feb 26	Test interface prior to Go-Live.	DMA/FSG will not be paid.	Tested once but had issues. Working with ARRO for another test.

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 Mar. - Apr. 2026
Open	07/31/25		High - Impacts the ability	Agency Business System	Start planning process for 2-3 week downtime of system when FLAIR converts to PALM	DMA Staff must plan and implement downtime process necessary for the potential FLAIR offline due to conversion to PALM.	Continue to monitor	06/01/26	Continue to monitor
Open	02/28/25		Low - All impacts not listed	Agency Business System	Lump sum payment made for multiple items that become Assets: a. FLAIR allows these payments to be unitized into Assets by the Asset tag and cost per item. b. Palm allows these payments to be unitized into Assets by dividing the total costs by the total assets averaging the costs per unit rather than by the true costs.	Cost averaging is ok if every asset has the exact same cost but there are many assets purchased together where the costs are completely different. This will result in inaccurate asset valuations. Example would be a skid steer with multiple attachments.	Continue to monitor	10/01/25	Continue to monitor
Open	02/28/25		Low - All impacts not listed	Agency Business System	FLAIR Pending table vs PALM staging table	a. FLAIR allows for pending items to be deleted. If payments are made for assets that fall outside the threshold of property by State and Agency requirements. These can be deleted. b. Palm allows for the pending item to be skipped but its can never be deleted.	Continue to monitor	10/01/25	Continue to monitor

DMA Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
Processes	Changing of ARRO file format	Logged	03/05/24	Agency has concern about potential file changes that will be required from ARRO without missing any bi-weekly payrolls.	No change
People Processes Technology Data	A downtime plan for FLAIR will be in place prior to the conversion to PALM	Logged	07/31/25	All agency business systems	No change
People Processes Technology Data	Florida State Guard data will be managed by DMA.	Logged	09/04/25	FSG is currently managed by DMA and is a separate agency. Need to ensure that our DMA accounting staff has access and can manage FSG.	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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DMA Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	COL Adam Curry	adam.m.curry.mil@army.mil	05/07/26
January - February 2026	COL Adam Curry	adam.m.curry.mil@army.mil	03/05/26

Helpful Links

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

DMS Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Lance Dyal

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 99.6%

- Submitted On Time = 48
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness:

Score = 97.32%

- Submitted On Time = 86
- Submitted Late = 11
- Pending Submission = 0

Direct Task Completeness:

Score = 84.69%

- Submitted Complete = 32
- Submitted Incomplete = 4
- Completed After Submission = 13

Other Task Completeness:

Score = 93.77%

- Submitted Complete = 62
- Submitted Incomplete = 2
- 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.

Change Champion Network:

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

- Unique Filled Role = 8
- 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	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	02/24/26	02-24-26: The successful percentage for this data pull has increased with each Mock Conversion. The total is only incrementally less than 100%. This indicates it is sufficient for testing.	Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/08/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
DMS Risks	Open and Monitoring	04/09/25		Interface	Interfaces and Possible Redevelopment	Increasing	9 (High/High)	Interfaces Late discovery of defects, requirements changes, or any other event that could cause redevelopment for DMS could strain resources on the DMS team. Owner: OIT / Production Support	Weekly internal technical meetings to review and address. Recommend PALM establish a cutoff date to any changes to fields and interface layouts. Interface testing readiness is crucial to DMS success.	Changes will negatively affect the interface reliability.	Ongoing. Continuing to monitor.
DMS Risks	Open and Monitoring	03/16/26		Deployment/Cutover	PALM System Usability and Workforce Transition Risk	Increasing	9 (High/High)	The State is transitioning from the legacy Florida Accounting Information Resource (FLAIR) to the new Planning, Accounting, and Ledger Management System (PALM). Many agency financial staff have decades of experience working within the FLAIR system and its established business processes. Under the current implementation schedule, agencies will have approximately ten months to test the new system and train staff prior to statewide cutover. Preliminary testing has indicated that the PALM system requires significantly more navigation steps and is less intuitive for routine transactions than the current FLAIR system. Transactions that previously took approximately 30 seconds to complete in FLAIR are currently taking approximately 2.5 minutes in PALM during testing. This increased complexity, combined with the limited transition period for staff to adapt to new workflows and system functionality, presents operational risks for agencies. Risk Statement (Cause – Risk – Impact) Due to the increased complexity and navigation requirements of the PALM system, coupled with a limited transition and training period for staff accustomed to FLAIR processes, agencies may experience reduced transaction efficiency and difficulty adapting to the new system prior to implementation. This may result in slower processing times, increased workload for financial staff, and potential backlogs in financial transactions following system cutover. Potential Impacts • Reduced efficiency in processing routine financial transactions • Increased processing time for high-volume transactions • Increased training and support needs for agency financial staff • Temporary backlogs in transaction processing during the transition period • Greater risk of user errors as staff adjust to new workflows and system navigation	DMS continues to engage at a level necessary to develop end user aptitude based on information made available to state agencies and by incorporating elements of training and learning into its UAT strategy, so as to reduce adverse impacts of deploying a system with low relative levels of relative familiarity.	Such an issue could result in reduced efficiency in processing routine financial transactions, increased processing time for high-volume transactions, increased training and support needs for agency financial staff, temporary backlogs in transaction processing during the transition period, greater risk of user errors as staff adjust to new workflows and system navigation.	No change. Continuing to monitor.
FRS Risks	Open and Monitoring	09/22/23		Conversion/Configurator	Retiree payroll warrants and EFTs not being processed timely and/or accurately.	Stable	9 (High/High)	Retiree payroll warrants and EFTs (approximately \$12 billion per year for 472,000+ payees) not being processed timely and/or accurately. Currently, because we are using the accounts payable module, instead of a payroll module, we may not be able to schedule payrolls with a specific timing. We may not be	Going through confirming requirements, build an acceptable design, extensive testing - especially formal parallel testing to ensure everything is running properly for several cycles. Working with PALM to get more information to better define the programming needs.	FL Statute mandates that FL retirees are paid on the last business day of each month and dates are set one year in advance. Members are aware that their benefit is received on the last business day of the month. RP cannot coordinate to print "Early" as retirees will have a false understanding of	No changes.

							<p>guarantee that the payments will be made timely, or the checks will be printed prior to the pay date.</p> <ul style="list-style-type: none"> • Pay dates for Retired Payroll is set a year in advance. After going through an approval process, these dates are sent to DFS every year before December prior to the year beginning. (Payroll schedule attached.) o This may need to be adjusted on the fly for natural disasters. o Pay date for Retired Payroll is the last business day of every month, as required by statute (F.S. 121.091(1), F.S. 121.091(3), and F.S. 121.091(4)). o Florida PALM needs to be responsible for scheduling changes or adjustments. • We believe we can make this work using the Accounts Payable (AP) module, however, this could be an extremely human driven and coordinated process, if this cannot be pre-established with supplemental and monthly fixed dates. • Of other known retirement systems, none process benefit payments through Accounts Payable (AP) modules. • Potential Options: <ul style="list-style-type: none"> o Have a direct interface with the state disbursement bank (currently JP Morgan) (this is how other states function). o Third Party sending bank files to and from our state disbursement bank account. o Build the AP module around our pay cycle. (Supplemental and Monthly) 	monthly timing.	If checks are deposited on a different day other than the last business day of the month, tax payments/accounting will be affected as well.		
FRS Risks	Open and Monitoring	04/08/25		Deployment/Cutover	Cut over and the impact on payroll, both weekly and monthly retirement payroll processing.	Stable	9 (High/High)	<p>Cut over and the impact on payroll, both weekly and monthly retirement payroll processing:</p> <ul style="list-style-type: none"> - Timing if down in July, impacts COLA, service retirement and DROP exit; - EFT Reversals; - Direct Deposit starts/stops (Sun-Thur); - Need to know in advance so we can send communication to members regarding the Direct Deposit starts and stops; - Holds/in Lieu of list where the member has direct deposit set up, but we have put them on the in lieu of list to create a physical warrant in lieu of direct deposit. - Legacy warrants paid in the DFS system conversion into PALM 	timing of when there will be no access – run monthly payroll early or ensure monthly payroll will not be impacted. This will need sign off on not processing weekly payrolls during the “down” time and busiest months.	RetiredPayroll will not be able to run weekly or monthly payrolls. The monthly payroll is mandated by statute and tax monies and retiree payments will have to be allocated prior to the transition time.	No changes.
FRS Risks	Open and Monitoring	07/11/25		Deployment/Cutover	Active Retirement Receipts and Report Processing during transition period from the legacy system to PALM.	Stable	9 (High/High)	<p>Affected:</p> <ul style="list-style-type: none"> • M30 FRS monthly/SUSORP, SMSOAP biweekly retirement data files (PALM PRI030). • Receipt processing by Division for retirement files for state and non-state agencies. • Payments submitted to Retirement through the Dept. of Revenue (DOR) for non-state agencies. <p>Pursuant to chapter 121 F.S. (various references) contributions are due to the Division of Retirement no later than the 5th working day of the month immediately following the month during which the payroll period ended. Accompanying payroll data must be transmitted concurrent with the contributions. Submissions that are not able to process</p>	<p>Factors outside of the Division’s control:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Dependent on when it occurs and the length of time. <input type="checkbox"/> Dependent on DOR’s accommodations for the transition. <p>Factors within the Division’s control: The assessment of penalties (delinquency fees) is programmed into IRIS based on dates data or contributions are received and/or when a submission balances. (A waiver would not fall within the intent of the law, and granting such may require approval from the Governor’s office.)</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Division could program IRIS to not assess delinquency fees for late submission for a period of time, but this would be a blanket approach covering all agencies. (Note, the state’s submission are 	Any delay in processing could affect the timely transfer of funds for the FRS Investment Plan or SUSORP/SMSOAP to member accounts for investment. While there may not be a loss of earnings assessed (if a moratorium is short term), there may be pushback from the membership, especially on the SUSORP side. If DOR if does not provide accommodation for the transition, what will happen? There are over 900 agencies of which the state is considered one. We do not track the agencies that use DOR and cannot force agencies to pay in a particular way, and many agencies have their own limitations on the way they can remit payment, and any change may require broader approval from their leadership/board	No changes.

							<p>missed data/contribution or out of balance), are considered delinquent, and a penalty is assessed. SUSORP/SMSOAP are on a biweekly schedule. The Division receives payment from the Bureau of State Payrolls for the state's submissions. Non-state agencies have the option to remit payment through DOR and through other sources. Concern: During the transition period to PALM, if there is a moratorium enacted on processing, without an allowance for parallel processing under the legacy system, and it falls on either the monthly or biweekly due dates</p> <ol style="list-style-type: none"> 1) Preventing the state's monthly and/or biweekly from being submitted 2) Preventing non-state agencies from transmitting funds through DOR 3) Preventing the Division's Accounting team from receiving funds transmitted from any source (EFT/ wire transfer, check) 4) Preventing the Division's Accounting teams entering logging information (in FLAIR?) <p>The impact could be far reaching.</p>	<p>state's submissions are not assessed delinquency fees.)</p> <p><input type="checkbox"/> Payments received from non-state agencies (outside of DOR) could be held internally, if they are logged into IRIS and allocated with the actual receipt date. If this occurs properly, IRIS will not register a delinquency.</p>	<p>with receipt/updates or constituent group.</p>	
STMS Risks	Open and Monitoring	11/06/23		Timeline. Competing deadlines immediately prior to go-live.	Increasing	6 (Medium/High)	<p>Timeline. Competing deadlines immediately prior to go-live.</p> <p>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.</p>	<p>Identify impacted users and trainings that will be offered, to coordinate a DMS training schedule.</p> <p>Meetings with PALM.</p>	<p>Unable to meet timelines to go-live.</p>	Monitoring
DMS Risks	Open and Mitigating	03/16/26	User Acceptance Testing	Coordination of Interdependent Test Case Execution in the Absence of a Standardized User Acceptance Testing Protocol	Increasing	6 (Medium/High)	<p>User acceptance testing (UAT) is not standardized at the statewide level. Because there is no standardized UAT protocol, state agencies and other organizations responsible for executing UAT are independently charged with developing and implementing logistics for testing and evaluating results for acceptance (which may involve differing strategies, coding/naming conventions, and tracking mechanisms). As such, and with interdependency between and amongst such organizations requisite in the adequate completion of certain UAT test cases, a risk of not being able to properly monitor and comprehensively evaluate the results of UAT testing in instances where an activity begins in one organization, leads to other organizations, and either ends elsewhere or returns to the originating agency, exists and is exacerbated with increases in testing volume and complexity if interdependent processes.</p>	<p>DMS has incorporated a specific strategy, including a coding and naming convention, and procedures necessary to identify test cases which involve external parties. Such cases are being monitored and evaluated for performance against acceptance criteria, and to the extent possible, DMS is coordinating with other parties for purposes of following test cases from commencement through completion. This strategy will allow for DMS to report on the progress and performance of test case execution results germane to components executed internally - however, for any test case components dependent on external parties, such aspects would not be captured. In the absence of a standardized UAT, it is unclear how such processes would comprehensively be evaluated.</p>	<p>If this risk becomes an issue, it may result in a go-live deployment of a system that has not been adequately tested and evaluated according to a set of comprehensive acceptance criteria. While each individual state agency may be able to conduct a UAT on certain activities and functions, there remains specific processes of an interdependent nature, that may go untested or improperly evaluated in the absence of structured logistics. The ability to maintain continuity of operations post-deployment may be impacted.</p>	Ongoing. No change. Continuing to monitor.
DMS Risks	Open and Monitoring	03/16/26	User Acceptance Testing	Delays in Testing Associated with Test Case Elements Executed by External Parties	Increasing	6 (Medium/High)	<p>Comprehensive User Acceptance Testing (UAT) requires, in certain instances, for some components of a process to be conducted by an external party relative to the party commencing</p>	<p>DMS has incorporated into its UAT strategy, procedures necessary to identify test cases which involve external parties. Such cases are being monitored and evaluated for performance against</p>	<p>If this risk becomes an issue, it may result in significant delays to UAT.</p>	Continuing to monitor. It would be beneficial if PALM will stage a variety of scenarios for UAT.

							the case. In such instances, delays on behalf of the external party impact the overall execution of the test case as a whole and pose a risk to the ability of any one party to properly evaluate against acceptance criteria.	acceptance criteria, and to the extent possible, DMS is coordinating with other parties for purposes of following test cases from commencement through completion. The ability to track the time during which dependent components of a given test case spend with external parties, will allow for DMS to make contact with such parties in the event that a case is held up for an extended period of time.			
DMS Risks	Open and Monitoring	04/28/26		User Acceptance Testing	Variability Between Documented and Observed System Functionality, Processes, and Operations	Increasing	6 (Medium/High)	<p>During User Acceptance Testing (UAT), participants have identified instances where system functionality, processes, or operational behaviors appear to differ from published documentation or prior experience within the Florida PALM environment. These observations include variations in process steps, evolving system responses, and differences between documented guidance and system behavior during execution.</p> <p>In some cases, participants have noted that certain activities function differently than outlined in existing materials, or that alternative approaches shared during collaborative sessions have resulted in successful task completion. Additionally, there have been instances where system errors are resolved through ongoing system updates or refinements, though the associated changes may not always be immediately reflected in formal documentation or broadly communicated artifacts.</p> <p>As is typical in large-scale system implementations, these evolving conditions reflect the dynamic nature of the UAT phase, where system adjustments, defect resolutions, and process refinements are actively occurring. However, these differences may create temporary uncertainty for users as they work to align current system behavior with available guidance. This has the potential to impact training consistency, user preparedness for go-live, and overall user confidence if not addressed through clear and timely communication.</p>	DMS continues to actively support UAT participants by reinforcing internal communication protocols and encouraging documentation of observed system behaviors, including both successful approaches and challenges encountered. This information is being consolidated to support ongoing coordination with the Project team and to inform updates to training materials and guidance documentation.	If variability between documented guidance and system behavior is not progressively aligned, there is a risk that certain testing activities may be delayed or performed inconsistently. This could affect the completeness of UAT, limit knowledge transfer, and reduce user confidence in system readiness. Proactive communication and continued alignment efforts will be key to supporting a successful transition to go-live.	No change. Continuing to monitor and mitigate discovery items from in person sessions.
DMS Risks	Open and Mitigating	04/27/23		Staffing/Resource Avail	PALM and Statutorily Required Tasks Overlap	Stable	6 (High/Medium)	<p>Timeline and Resources. There are multiple overlapping Palm tasks with due dates that utilize the same personnel resources as statutorily required tasks during year end.</p> <p>Owner: Eric Thiele, FMS</p>	Complete the tasks early or ask for a later due date. Most PALM tasks completed early - some still in progress. Year end required tasks complete.	This will negatively impact the testing and training tasks prior to GoLive.	No change. Continuing to monitor.
MFMP Risks	Open and Monitoring	04/30/24		Business Process Chang	DFS Vendor Portal	Stable	6 (High/Medium)	<p>On June 5, 2025, DFS PALM and DFS Accounting & Auditing agreed to update the MFMP-DFS vendor exchange so that only vendors registered and validated in FLIPS can transmit to PALM and MFMP. This required MFMP to redesign, rebuild, and retest several system components to support the new process. In 2024, DFS A&A decided not to convert</p>	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	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.	Still monitoring

							"N" type vendors, including foreign and fictitious records. In November 2025, this decision was revisited due to MFMP's plan to stop allowing new "N" type registrations in Q3 FY26. In December 2025, A&A agreed to continue supporting non-standard IDs for foreign vendors and to work with those vendors on required updates.	cannot begin building to support the new vendor portal at this time.		
MFMP Risks	Open and Monitoring	06/06/25	Interface	MFMP Florida PALM Testing Delays	Stable	6 (High/Medium)	<p>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.</p> <p>Based on these events and according to Florida PALM's current timeline, this puts 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.</p>	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.	Still monitoring
FRS Risks	Open and Mitigating	11/07/23	Business Process Chang	Retirement needs to be able to go negative in specific funds	Decreasing	6 (High/Medium)	<p>Retirement benefits payments must be supported by PALM to allow for timely release of funds. This would create a loss of earnings for the trust funds if transfer is delayed.</p> <p>Retirement needs to be able to go negative in specific funds, not all funds have been approved that are required to be able to go into negative cash balances. Specifically fund 70500 (need to invest Health Insurance Subsidy (HIS) and Investment Plan (IP) Investment Vouchers need to post even if the fund is negative in cash), other funds needed were previously approved. The current process has allowed us to keep loss of earnings at a minimum, however, if the process is changed and we are unable to go negative and must wait on funds</p>	<p>Programming needs to be completed to allow for flexibility so funds can be released timely.</p> <p>Continue to work with the PALM team.</p>	If the process is changed and we are unable to go negative and must wait on funds to be available to transfer funds to Investment Plan (IP) member accounts, we will be forced to pay more loss of earnings which would negatively affect the Florida Retirement System (FRS) Trust Fund.	No changes.

							to be available to transfer funds to Investment Plan (IP) member accounts we will be forced to pay more loss of earnings which would negatively effect the Florida Retirement System (FRS) Trust Fund. Including National Guard supplementals.				
FRS Risks	Open and Monitoring	11/07/23		Conversion/Configurator	Pulling reports from FLAIR/PALM is mandatory to complete the statutory requirements.	Stable	6 (High/Medium)	Pulling reports from FLAIR/PALM is mandatory to complete the statutory requirement to publish the ACFR by December 31st. Multiple agencies are involved in this publication.	Plan for report identification and testing. Verify reports are available.	If the information in FL PALM is not complete or correct, and/or we are not able to pull reports, the ACFR will not be accurate and will cause an audit finding.	No changes.
FRS Risks	Open and Monitoring	02/17/22		Interface	Any significant change to existing Retiree payroll, EFT processing, BOSP retirement reporting, and/or interface files between IRIS and FLAIR could require substantial programming and lead time.	Stable	6 (High/Medium)	Any significant change to existing Retiree payroll, EFT processing (EFT processes, including payment information for retirees, pre-noting, bank account changes, EFT returns, stop payments, etc., not being automated or not being processed timely and/or accurately.), BOSP retirement reporting, and/or interface files between IRIS and FLAIR could require substantial programming and lead time.	Going through confirming requirements, build an acceptable design, extensive testing. Clearly define processes, make sure no interfaces are missed - all designs/build/tests are accounted for. Some items have a work around, some do not - unknown solution at this time. The only option would be to create online entries manually in Florida PALM. Working with PALM to get more information to better define the programming needs.	If EFTs and Direct Deposit stops are not done timely it could result in monies being put into a fraudulent, closed or the wrong account. The impact could also include overpayments due to death.	No changes.
STMS Risks	Open and Monitoring	05/01/25		API133 - new interface		Stable	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.	Received file for API133. Testing loading of the errors in May.
MFMP Risks	Open and Monitoring	02/24/26		Business Process Chang	DFS Vendor Port	Stable	4 (Medium/Medium)	DFS confirmed that FLIPS will go live with ACH request functionality in October 2025 but has not provided additional milestones, testing phases, or a broader implementation timeline. MFMP requested details on the strategy for transitioning existing suppliers, including communication and change management plans, but has not received an update. With more than 100,000 suppliers statewide, it is unclear how vendors will be notified to update their remittance information in FLIPS once it becomes the system of record. Currently, suppliers make these updates in MFMP, and after PALM go-live, MFMP will no longer be able to support them, creating transition concerns. On December 2, 2025, MFMP again requested information on FLIPS' testing strategy, timelines, and environment readiness. DFS advised that A&A would meet internally on December 4 to discuss next steps. MFMP also outlined key testing and integration needs, including bi-directional API processing, supplier conversion validation, record ingestion, and support for API134 updates to CBE codes.	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.	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.	Still monitoring
FRS Risks	Open and Monitoring	11/07/23		Conversion/Configurator	Unknown risks due to changes to major statewide systems during modernizations.	Stable	4 (Medium/Medium)	Unknown risks due to changes to major statewide systems during modernizations. (Example: Changes to HR Class Code System, Changes to People First System)	Solution is continued information sharing and communication with PALM team and Retirement. As well as adhering to the Retirement reporting format. Continuing to monitor Class Code implications by being aware of what is coming out of HR regarding class codes.	IRIS is designed based on the way the classification system is today. If the system is changed, operation and administration of Special Risk, EOC and SMSC will be affected. A complete overhaul may be needed.	No changes.
PF Risks	Open and Monitoring	09/09/24		Business Process Chang	Multiple agencies with	Stable	4 (Medium/Medium)	With development happening in multiple	People First is on schedule and	Certain tests may not be possible in the	Risk remains open for this reporting period.

				different testing schedules and testing needs			systems held by multiple organizations, schedule variance in different areas can have unforeseen impacts on People First development. If developments become too out of sync, it could cause issues with productivity and the ability to pass stage gates successfully.	anticipates continuing to be in lock step with the project timeline well before the next stage gate. COMPLETE: Team has hired a project manager with primary focus on ensuring People First maintains PALM readiness. Additionally, People First will be adding significant staff augmentation to assist us.	defined timeframe if stakeholders aren't ready	The complexity of end-to-end testing with agencies using both People First data and PALM data to seed agency/business systems makes timing crucial for interface testing.	
PF Risks	Open and Monitoring	09/09/24		Conversion/Configuration	Late discovery / defect management	Stable	4 (Medium/Medium)	Late discovery of defects, requirements changes, or any other event that could cause redevelopment for People First could strain resources on the People First team and our vendor.	PALM and People First teams will continue to meet weekly to collaborate on testing timelines and will add additional meetings on special topics as needed. COMPLETE: We are continuing to refine our parallel testing schedule to ensure that we have time built into the schedule for development. People First will continue to send functional design documents to the PALM team to review and provide feedback to minimize surprises during development.	If a defect is identified too late and People First and / or PALM has to enter re-development, it could strain resources and potentially cause delays or loss of functionality/	Risk remains open for this reporting period. As expected, end-to-end testing is going well. However, there have continued to be some late-stage discoveries and change requests / re-development. None of these items are a cause for concern of delay, however we continue to track as a risk.
DMS Risks	Open and Monitoring	05/01/25		Deployment/Cutover	Act of God/ office closure during cut over.	Stable	3 (High/Low)	If an Act of God (Pandemic, Hurricane, Tornado, Snow, etc.) were to cause office closures during the deployment/cutover from FLAIR to PALM there would be great risk to accurate, timely participation. Owner: Stephen Russell, DSGI / Eric Thiele, FMS	Key staff in financial wave roles will be identified and included in coop planning for any disasters that occur in the cutover timeframe.	If risk becomes an issue COOP Plan must be activated.	No change. Continuing to monitor. Risk increases during hurricane season.
FRS Risks	Open and Monitoring	02/17/22		Agency Business System	Bureau of State Payrolls' (BOSP) reporting and payment of contributions to the Division of Retirement for both the FRS and optional retirement plans not being completed timely and/or accurately.	Stable	3 (High/Low)	Bureau of State Payrolls' (BOSP) reporting and payment of contributions to the Division of Retirement for both the FRS and optional retirement plans not being completed timely and/or accurately.	Going through confirming requirements, build an acceptable design, extensive testing. In the process of working through the design with PALM. No work around except using the existing payroll system.	The delay will affect allocations to balance the retirement reports, which will delay posting of contribution data in IRIS. This will result in the delay of fund transfers to Investment Plan member accounts, which may result in loss of earnings. If the employer submitted timely and the delay is on Retirement, the loss of earnings could be assessed to the Division of Retirement. For the pension plan, the trust fund will have a loss of investment earnings, which are needed for benefit payments.	No changes.
FRS Risks	Open and Mitigating	02/17/22		Interface	Upload of revenue accounting transactions from the Division's business system (IRIS) to PALM not being processed timely and/or accurately.	Decreasing	3 (High/Low)	Upload of revenue accounting transactions from the Division's business system (IRIS) to PALM not being processed timely and/or accurately. This risk includes the timely and accurate posting of revenues in PALM. (These transactions record the receipt of retirement contributions of approximately \$6 billion per year.) If this risk happens, Retirement would not be able to receive the revenue and be able to invest (loss of earnings) and allocate to employer's accounts (the delay will affect allocations to balance the retirement reports which will delay posting of contribution data in IRIS which delays funds transfers to Investment Plan member accounts which may result in loss of earnings. If the employer submitted timely and the delay is on Retirement, the loss of earnings could be assessed to Retirement).	Going through confirming requirements, build an acceptable design, extensive testing. The risk would be on IRIS - would be able to take information from the Department of Revenue website and manually enter, reconcile, and adjust in IRIS. Completed everything regarding strategy, need to test in UAT.	The delay will affect allocations to balance the retirement reports, which will delay posting of contribution data in IRIS. This will result in the delay of fund transfers to Investment Plan member accounts, which may result in loss of earnings. If the employer submitted timely and the delay is on Retirement, the loss of earnings could be assessed to the Division of Retirement. For the pension plan, the trust fund will have a loss of investment earnings, which are needed for benefit payments.	No changes.
FRS Risks	Open and Monitoring	04/29/25		Deployment/Cutover	Act of God/ office closure during cut over.	Stable	3 (High/Low)	If an Act of God (Pandemic, Hurricane, Tornado, Snow, etc.) were to cause office closures during the deployment/cutover	Key staff in financial wave roles will be identified and included in coop planning for any disasters that occur in the cutover timeframe.	If risk becomes an issue COOP Plan must be activated.	No changes.

								from FLAIR to PALM there would be great risk to accurate, timely participation.			
MFMP Risks	Open and Monitoring	05/01/24		Staffing/Resource Avail	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.	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.	Monitoring through May.
DMS Risks	Open and Monitoring	06/30/25		Identity Provider (IdP)	Testing Environment Access	Stable	1 (Low/Low)	In reference to Task 591 - Confirm IdP Configuration for Florida PALM, both DMS SAMs successfully logged in to test access. However, loading of the page and the search function was excessively delayed. This may cause backlog issues in the UAT environment during testing activities. This note appears in the comments column of the DMS UAT IdP Smartsheet. Owner: OIT / Production Support	The Project has acknowledged this potential risk and will keep DMS informed re: mitigation.	This may cause backlog issues in the UAT environment during DMS PALM testing activities.	Changed from medium to low risk due to improved performance.

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 Mar. - Apr. 2026

DMS Assumptions

Sheet Name	Critical Operational	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026

Elements						
DMS Assumption	People Processes Technology Data	Personnel using the Florida PALM system will have a lower sense of familiarity with operational function compared with that of FLAIR. There will be unforeseen vacancies in positions with key functional Florida PALM roles, either during UAT or after go-live, which will compound impacts related to user inaptitude concerning system familiarity.	Logged	09/07/23	All DMS PALM end users are impacted. Owner: Evelyn Harrison, OOS	No change. Continuing to monitor.
DMS Assumption	People Processes Data	Florida PALM users will require more time to complete activities performed manually in the system relative to the current duration of time required to perform the same tasks in FLAIR.	Logged	03/10/26	Florida PALM users required to perform manual tasks via system functionality.	No change. Continuing to monitor.
FRS Assumption	Data	The State Retirement file from Bureau of State Payrolls (BOSP) will contain all of the same data elements that it currently contains, the reporting will function as it currently does, and Retirement will continue receiving the same information from People First.	Logged	08/28/24	Bureau of Enrollment and Contributions, IRIS	No changes.

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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DMS Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Lance Dyal	lance.dyal@dms.fl.gov	05/08/26
January - February 2026	Lance Dyal	lance.dyal@dms.fl.gov	03/10/26

FRS Status Report Confirmation

Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Kathy Gould	kathy.gould@dms.fl.gov	05/07/26
January - February 2026	Kathy Gould	kathy.gould@dms.fl.gov	03/10/26

MFMP Status Report Confirmation

Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Ayanna Bridges	ayanna.bridges@dms.fl.gov	05/04/26
January - February 2026	Gerard Steele	gerard.steele@dms.fl.gov	03/10/26

PF Status Report Confirmation

Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Jesse Johnston	jesse.johnston@dms.fl.gov	05/08/26
January - February 2026	Jesse Johnston	jesse.johnston@dms.fl.gov	03/10/26

STMS Status Report Confirmation

Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Casey Taylor	casey.taylor@dms.fl.gov	05/05/26
January - February 2026	Casey Taylor	casey.taylor@dms.fl.gov	03/10/26

Helpful Links

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

DOAH Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Megan Silver

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 97.66%

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

Other Task Timeliness:

Score = 93.13%

- Submitted On Time = 86
- Submitted Late = 10
- Pending Submission = 1

Direct Task Completeness:

Score = 96.52%

- Submitted Complete = 43
- Submitted Incomplete = 1
- Completed After Submission = 2

Other Task Completeness:

Score = 90.58%

- Submitted Complete = 58
- Submitted Incomplete = 5
- Completed After 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.

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

Change Champion Network:

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

- Unique Filled Role = 4
- 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.

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.

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		Goal is to have the task completed by 2/16/2026.	Task Closed - Submission Incomplete	
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/03/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/06/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Task Closed - Submission Incomplete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	50% - In Progress				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
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 perform their function in PALM.	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 affected staff (all end users) participate in testing and training for PALM. All SMEs have participated in Segment III and IV workshops.	DOAH will not effectively function in PALM and business processes will be delayed for completion. This will effect our internal and external customers.	DOAH staff are actively participating in UAT to ensure familiarity with the system and working knowledge on how to process transactions.
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	2 (Medium/Low)	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.	DOAH is working with Docufree/Image API to ensure IUI003 file will be ready like to test prior to GoLive Date. API031 file has been tested and verified already.
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.	DOAH staff are actively participating in UAT to ensure familiarity with the system and working knowledge on how to process transactions.

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 Mar. - Apr. 2026
Open	03/03/26		Low - All impacts not list	Staffing/Resource Availal	Accountant III- Disbursements Leave During UAT	Accountant III- Disbursements will be on extended leave from the third week of May until the third week in August.	The core functions of the Accountant III- Disbursements position will be handled by staff outside of the Purchasing and Accounting unit. These staff will have to be trained prior to the Accountant III- Disbursements leave of absence. Other duties performed by the Accountant III- Disbursements will be managed by the Purchasing and Accounting unit. During the leave of absence, PALM UAT testing related to this position will have to be conducted by back-ups.	08/24/26	Accountant III has been assigned additional hours of UAT prior to going on leave to ensure UAT is being completed. Staff have been trained on the Accountant's core business processes and have received the associated accesses to the systems.

DOAH Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
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	DOAH staff are actively participating in UAT and working towards being able function in PALM efficiently.
Technology	Axiom Pro Application will be reconfigured to pull the vouchers in PALM by UAT.	Logged	10/31/24	End Users	DOAH is working with Docufree/Image API to have the IUI003 file converted to the application to capture the vouchers from other agencies.
People	All positions will be filled with staff trained on current business processes.	Logged	04/04/25	End Users	New DOAH staff are working on being trained on all their assigned duties and responsibilities.

Agency Sponsor Confirmation

As Agency Sponsor, I understand my role and responsibility for monitoring and reporting on my agency's readiness status. I have

DOAH Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Darren Schwartz	darren.schwartz@doah.state.fl.us	05/11/26
January - February 2026	Megan S. Silver	megan.silver@doah.state.fl.us	03/06/26

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

March - April 2026

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 = 97%

- Submitted On Time = 47
- Submitted Late = 3
- Pending Submission = 0

Other Task Timeliness:

Score = 91.03%

- Submitted On Time = 79
- Submitted Late = 18
- Pending Submission = 0

Direct Task Completeness:

Score = 81.84%

- Submitted Complete = 27
- Submitted Incomplete = 5
- Completed After Submission = 17

Other Task Completeness:

Score = 86.57%

- Submitted Complete = 51
- Submitted Incomplete = 5
- 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.

Change Champion Network:

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

- 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/30/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/15/26		Task Closed - Submission Incomplete	
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
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 new financial platform.	Mitigate. Ensure job-specific processes are documented and generic enough to permit retraining of new,	Delays could occur.	Staff turnover has been minimal during this period.

								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.	Readying for Cycle 3 testing.
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.	Agency is implementing in-house training
Open and Monitoring	07/29/25		Staffing/Resource Availa	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.	Progress made in integrating training with UAT.
Open and Mitigating	07/29/25		Conversion/Configuratio	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.	Testing has progressed without incident
Open and Mitigating	11/22/24		Staffing/Resource Availa	The project leans on several 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	2 (Medium/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.	Staff turnover has been minimal during this period.
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.	PM is assisting with OCM activities.
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.	Readying for Cycle 3 testing.
Open and Mitigating	01/07/25		Agency Business System	ABS Applications (FLAGS, Deposit, Indirect Cost and PARS) risk being not ready for UAT and go-live due to insufficient remediation.	Stable	2 (Low/Medium)	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	Significant progress has occurred in this area.
Open and Mitigating	07/29/25	12/19/25	Staffing/Resource Availa	Competing Responsibilities for Key Roles During Testing	Increasing	1 (Low/Low)	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.	UAT prioritization has been evident during the period.

DOE Issues

Date Opened	Date Closed	Priority	Primary Issue Category	Issue Title	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for Mar. - Apr. 2026

DOE Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026

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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DOE Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Matt Kirkland	matt.kirkland@fldoe.org	05/15/26
January - February 2026	Suzanne Pridgeon	suzanne.pridgeon@fldoe.org	03/09/26

Helpful Links

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

DOEA Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Teresa Johnson

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 98.04%

- Submitted On Time = 42
- Submitted Late = 4
- Pending Submission = 0

Other Task Timeliness:

Score = 76.53%

- Submitted On Time = 64
- Submitted Late = 31
- Pending Submission = 0

Direct Task Completeness:

Score = 93.48%

- Submitted Complete = 40
- Submitted Incomplete = 2
- Completed After Submission = 4

Other Task Completeness:

Score = 93.58%

- Submitted Complete = 60
- Submitted Incomplete = 3
- Completed After Submission = 4

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26	Confirmed with TF that the task is ready to be submitted.	Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	03/10/26
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26	Confirmed with TF. Actively working to resolve remaining SAM issue.	Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26	Confirmed with TF.	Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26	AVV sent out newsletter via email.	Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/08/26			05/08/26
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
Open and Monitoring	03/05/26		Training	Understanding the why	Increasing	9 (High/High)	As testing has progressed and users have navigated the	Targeting office hours for specific units covering the why and	Increased likelihood of errors and strain on the knowledgeable staff	Creating Agency specific trainings for users to fill in the identified gaps.

							system, we have identified gaps in general understanding of the agency's and state's business processes. While our sessions have been effective in helping bridge these knowledge gaps, the information is being absorbed gradually. Many of our users joined the agency within the current fiscal year and were initially shown only where to perform tasks, without the broader context of why those tasks are completed in a particular way. As a result, we are now learning PALM while still becoming comfortable with FLAIR, all as we approach one of the busiest periods of the year. Although we anticipated some challenges, the extent of the knowledge gaps became more apparent through our testing discussions.	what as well as communicating with individuals on their understanding. Developing more clear and concise learning session agendas to cover the overall financial processes and how individual units affect others.	resulting in reduction of overall readiness and confidence entering production	
Open and Mitigating	09/05/24		Conversion/Configurator	Data Clean Up	Increasing	4 (Medium/Medium)	While cleaning up existing data, making sure new data entered meets PALM requirements for conversion. This was Risk 4 from the archived Risk log.	Reviewing conversion inventory carefully to minimize post go-live clean up. Communicating new requirements to staff. Also working with contracted staff to aid in the clean up of data.	Inflated workload post go-live for Agency staff.	As conversions are more understood, agency is continuing to identify areas that require additional review.
Open and Monitoring	10/21/25		Training	Lack of information on PCard Works	Decreasing	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).	Enterprise team has provided communication but there are still plenty of unknowns and the agency has a limited ability to create training documents.
Open and Mitigating	09/10/23		Business Process Change	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.	Agency still reliant on manual processes, however continuing to modernize with digitization but not automation.

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 Mar. - Apr. 2026
Open	01/16/24		Low - All impacts not listed	Staffing/Resource Avail	New Staff Knowledge	Filled vacancies and new hires are being trained but still have knowledge gaps. This increases the workload on existing staff	Continue training new hires, and continuing to update desk procedures to make sure they are up to date.	06/30/26	Hosting Agency specific trainings for users to fill in the identified gaps. The training is cross-unit meaning the different areas get to share what they do and how it impacts others.

DOEA Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026

Agency Sponsor Confirmation

DOEA Status Report 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.

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Teresa Johnson	johnsont@elderaffairs.org	05/08/26
January - February 2026	Teresa Johnson	johnsont@elderaffairs.org	03/09/26

Agency Sponsor Name: *

Helpful Links

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

DOH Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Robert Herron

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 100%

- Submitted On Time = 52
- Submitted Late = 0
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.7%

- Submitted On Time = 92
- Submitted Late = 5
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 82.35%

- Submitted Complete = 30
- Submitted Incomplete = 5
- Completed After Submission = 16

Other Task Completeness



Other Task Completeness:

Score = 92.46%

- Submitted Complete = 57
- Submitted Incomplete = 2
- Completed After Submission = 10

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/09/26		Task Closed - Submission Incomplete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/30/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	03/23/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	Pending Resubmission	04/30/26		Submission Incomplete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26					
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/23/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26					
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26					
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/07/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26					
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26					
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26					
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
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. DOH has a large volume	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	Risk reviewed with the core team

			of organization codes and is concerned with the process flowing through DFS.							
Open and Monitoring	04/22/25		Business Process Change	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.	Risk reviewed with the core team
Open and Monitoring	04/22/25		Business Process Change	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.	Risk reviewed with the core team
Open and Monitoring	04/22/25		Post Implementation	<p>With the implementation of PALM there will be many enterprise processes that are overseen by one agency that will impact all agencies.</p> <p>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.</p> <p>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</p>	Stable	9 (High/High)	N/A	DOH will await the changes in policies and procedures	DOH will have to prepare for possible delays.	Risk reviewed with the core team

			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.						
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 November - December 2026 when PRP is to process in January 2027 using the PALM data? • How will FIRS or CHDs edit or correct any vouchers between November - December 2026 when we go to PALM January 2027? • If only the balances are rolling over to PALM, then what about the voucher details? This is specific for Payroll Reallocation, but this will be true for all Vouchers."	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.	Risk reviewed with the core team
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	Risk reviewed with the core team
Open and Monitoring	10/22/25	Conversion/Configurator	Cross Agency: Uncertainty around Data Warehouse Data and Access may cause a delay in agency planning or rework. Still concerned with the Data Warehouse functionality as the FLAIR reports which exist today in Information Warehouse were not migrated to the new warehouse only the FLAIR data tables were migrated.	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.	Risk reviewed with the core team
Open and Monitoring	03/06/26	User Acceptance Testing	SME's cannot test all functionality. Few controls are missing or not available to SME's. SME's are learning in limited scope - not understanding the complete end to end process.	Increasing	9 (High/High)	This was discovered during UAT	SME's will continue to participate and understand and ask questions as much as they can.	Work with PALM team to get the full picture.	Risk reviewed with the core team

Open and Monitoring	03/06/26		User Acceptance Testing	Many big impactful changes are being made without understanding the complete process within the system.	Increasing	9 (High/High)	This was discovered during UAT	SME's will continue to participate and understand and ask questions as much as they can.	Work with PALM team to get the full picture.	Risk reviewed with the core team
Open and Monitoring	03/06/26		User Acceptance Testing	Limited number of SMEs at UAT	Stable	9 (High/High)	Only 3 SMEs are allowed by PALM to attend UAT sessions	SME's will continue to participate and understand and ask questions as much as they can.	3 SMEs that go to PALM UAT will work with rest of the SMEs	Risk reviewed with the core team
Open and Monitoring	03/06/26		User Acceptance Testing	Auditors do not accept reports that do not come out of the source system. Current RDS reports come out of FLAIR (source system)	Increasing	9 (High/High)	Auditors have rejected reports that are not produced from source system.	We will review the DW / BI reports	Work with PALM team to add reports needed by auditors	Risk reviewed with the core team
Open and Monitoring	03/06/26		User Acceptance Testing	Configurations and Configurations are not coordinated with source system teams and PALM Project team. Directions are given adhoc. Smartsheets throw errors and DOH has experienced that batch jobs running adhoc as the team is updating the configurations.	Increasing	9 (High/High)	PM has informed RC	We are working very hard on getting the	DOH team will continue to work on this	Risk reviewed with the core team
Open and Monitoring	05/06/26		User Acceptance Testing	Currently STMS has not processed a payment in PALM UAT and DOH has had difficulty having a AOD-PALM payment process through to PALM and pay. DOH annually processes 45K to 50K AOD invoices and 15K to 16K STMS payments. Issues not flushed out and remediated prior to go live can cause delays at go live and significant bottle necks in payment processing, when payment queues will already be overloaded and stressed with crossover.	Increasing	9 (High/High)	Issues not flushed out and remediated prior to go live can cause delays at go live and significant bottle necks in payment processing, when payment queues will already be overloaded and stressed with crossover.	Test / Figure out issues in Production environment	This will have a big impact on DOH due to high volumes of STMS and AOD payments. Staff will have to work overtime to accommodate and timely payments may not be made.	New risk added by Robert Herron
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.	Risk reviewed with the core team
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	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.	Risk reviewed with the core team

			before go live either.						
Open and Monitoring	10/22/25	Business Process Change	Cross Agency: Uncertainty Around Batch Schedule during E2E Interface Testing, may create challenge for agency ability to perform E2E Testing. There is currently a batch schedule; however, still not clear on if it is running as scheduled since there are times that DOH has been told the batches were stopped due to issues.	Decreasing	6 (High/Medium)	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.	Risk reviewed with the core team
Open and Monitoring	04/27/26	User Acceptance Testing	MFMP has indicated that agencies can manually add users for testing purposes. While this is helpful, this approach presents several challenges. One issue identified during UAT is that user roles and groups in the AOD PALM UAT environment were not configured to mirror the current production environment. Without MFMP's support in establishing these user accounts, DOH must determine the correct roles and groups through trial and error. This is highly time consuming, especially given the volume of system generated error messages encountered during user maintenance and the fact that DOH has thousands of users. Additionally, MFMP has developed a conversion plan for all AOD user profiles that will result in incorrect ORG security levels for DOH users. This plan was created without DOH input, and DOH is not aware of any plans to test the converted user profiles during agency UAT. DOH should have the opportunity to review converted user accounts during UAT rather than waiting until go live to troubleshoot both the issues already identified and any new	Increasing	6 (High/Medium)	Just like with PALM, we need CHD and program users actively testing their business processes in the system and gaining exposure to the new fields and converted data. We cannot have them logging in for the first time when the system goes live in January. That scenario would set us up for major issues.	Train CHD users after Go-Live	Train CHD users after Go-Live	Samanatha W talked to Robert H about this risk to be added to DOH Risks.

				issues that may arise.						
Open and Monitoring	10/22/25		Conversion/Configurator	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	Risk reviewed with the core team
Open and Monitoring	04/22/25		Business Process Change	Agency is unable to determine how the Trial Balance, Schedule of Allotment Balances, year-end closing processes and Schedule 1 processes will be completed with the Account field which combines the current FLAIR General Ledger Code and Object Code.	Stable	3 (Low/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.	Risk reviewed with the core team
Open and Monitoring	09/09/25		Agency Business System	Timely completion of AxiomPro system remediation.	Stable	2 (Low/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.	Risk reviewed with the core team
Open and Monitoring	10/22/25		Agency Business System	Cross Agency: Timely completion of AxiomPro system remediation	Stable	2 (Low/Medium)	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.	Risk reviewed with the core team
Open and Monitoring	04/22/25		Agency Business System	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.	Decreasing	1 (Low/Low)	N/A	We are creating DOH's FDW	DOH will have to continue working on remediation.	Risk reviewed with the core team
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	1 (Low/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.	Risk reviewed with the core team

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 Mar. - Apr. 2026
Open	04/24/26		High - Impacts the ability	User Acceptance Testing	AOD is indicating agencies can add users for the purpose of testing. This will assist, but due to some of the challenges DOH has faced within in the AOD-PALM UAT, it would be beneficial if AOD-PALM tested adding users using an automated process similar to migration at go-live, prior to go-live.	CHDs would not access until go-live. I think this is an issue we need to add to our issue log.	Train CHDs after Go-Live	12/01/26	Discussed with leadership
Open	05/01/25		Low - All impacts not listed	Agency Business System	Changes to PALM website, PALM tasks, and the Interface files:	DOH staff got used to receiving emails for Interface and Report	Resources will check PALM site and Change Log every week	06/30/26	Discussed with leadership

				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	updates, now we have 2 or 3 resources who will check the Change Log every so often		
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DOH Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
<input type="checkbox"/> People <input type="checkbox"/> Processes <input type="checkbox"/> Technology <input type="checkbox"/> Data	PALM will provide solution and remediation of enterprise applications i.e., STMS, PeopleFirst, etc.	Logged	05/01/25	DOH Finance and Accounting	Discussed in the core meeting and decided to keep the assumption
<input type="checkbox"/> People <input type="checkbox"/> Processes <input type="checkbox"/> Technology <input type="checkbox"/> Data	PALM will maintain the project "On schedule"	Logged	05/01/25	DOH PALM Project team	Discussed in the core meeting and decided to keep the assumption
<input type="checkbox"/> People <input type="checkbox"/> Processes <input type="checkbox"/> Technology <input type="checkbox"/> 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	Discussed in the core meeting and decided to keep the 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 *

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DOH Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Robert Herron	robert.herron@flhealth.gov	05/07/26
January - February 2026	Robert Herron	robert.herron@flhealth.gov	03/09/26

Helpful Links

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

DOL Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Becky Ajhar

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 99.38%

- Submitted On Time = 46
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.45%

- Submitted On Time = 87
- Submitted Late = 6
- Pending Submission = 4

Direct Impact Task Completeness



Direct Task Completeness:

Score = 96.67%

- Submitted Complete = 42
- Submitted Incomplete = 1
- Completed After Submission = 5

Other Task Completeness



Other Task Completeness:

Score = 96.56%

- Submitted Complete = 60
- Submitted Incomplete = 1
- Completed After 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.

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

Change Champion Network:

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

- Unique Filled Role = 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		
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				
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
Indirect	N/A	672	Submit Monthly Progress Report - Testing	02/02/26	02/27/26	Pending Resubmission	02/27/26		Task Closed - Submission Incomplete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26					
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	100% - Submitted	04/30/26		Submission Complete	
Direct	Data	698	Complete Data Cleansing in	04/20/26	06/17/26					

Preparation for Dry Run 2									
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/08/26		05/11/26
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26				

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 Mar. - Apr. 2026
Open and Mitigating	06/02/25		Business Process Change	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.	No updates for this reporting period. The monthly close-out timing remains dependent on interest availability, which continues to occur after the 20th. This may still impact the timing of monthly transfers. DOL will revisit this process with Florida PALM as the project approaches go-live to identify a feasible resolution
Open and Monitoring	05/01/24		Business Process Change	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.	No new developments; the item continues to be monitored
Open and Mitigating	05/26/25		Business Process Change	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.	Status remains unchanged. Planning activities for end-of-year close-out and go-live transition are still underway

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 Mar. - Apr. 2026

DOL Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026

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:
March - April 2026	Rebecca Ajhar	ajharb@flalottery.com	05/08/26
January - February 2026	Rebecca Ajhar	ajharb@flalottery.com	03/10/26

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Helpful Links

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

DOR Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Clark Rogers

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 95.51%

- Submitted On Time = 40
- Submitted Late = 9
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 93.51%

- Submitted On Time = 85
- Submitted Late = 12
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 88.13%

- Submitted Complete = 34
- Submitted Incomplete = 3
- Completed After Submission = 11

Other Task Completeness



Other Task Completeness:

Score = 88.84%

- Submitted Complete = 53
- Submitted Incomplete = 3
- Completed After Submission = 13

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

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

Change Champion Network:

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

- Unique Filled Role = 15
- 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26	Monthly progress report was submitted on 3/31/26	Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/07/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
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	Most COA values are in place. Some cross agency COA values need to be rectified
Open and Monitoring	12/04/24		Business Process Change	PALM Reporting and Datawarehouse	Stable	2 (Medium/Low)	With Agency Reporting Systems like RABBIT 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 its reporting needs	We got access to DW/BI towards the end of April. We are currently exploring the custom reporting with DW/BI.
Open and Monitoring	10/17/23		Staffing/Resource Available	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.	E-File project has been extended. We are still monitoring for resource availability.
Open and Monitoring	09/24/25		Interface	Interface testing delays and file structure, file format/ layout, requirements changes	Stable	1 (Low/Low)	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 errors is uncertain, unclear and no ETA are available to the agency.	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 resolve the issues.	ABS remediation readiness hampered, delayed, and perhaps stalled.	We are still waiting on a few files from Florida PALM.

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 Mar. - Apr. 2026	

DOR Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026	
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.	Continue to verify the COA data	
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.	validating and verifying during testing	
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.	Continue to verify the COA data	

Agency Sponsor Confirmation

DOR Status Report 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.

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Clark M. Rogers	clark.rogers@floridarevenue.com	05/07/26
January - February 2026	Clark M. Rogers	clark.rogers@floridarevenue.com	03/09/26

Agency Sponsor Name: *

Confirm *

Helpful Links

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

DOS Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Antonio Murphy

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 97.17%

- Submitted On Time = 43
- Submitted Late = 3
- Pending Submission = 0

Other Task Timeliness:

Score = 85.74%

- Submitted On Time = 63
- Submitted Late = 31
- Pending Submission = 1

Direct Task Completeness:

Score = 83.48%

- Submitted Complete = 28
- Submitted Incomplete = 5
- Completed After Submission = 13

Other Task Completeness:

Score = 80.61%

- Submitted Complete = 50
- Submitted Incomplete = 8
- Completed After Submission = 8

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

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

Change Champion Network:

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

- Unique Filled Role = 9
- Duplicate Filled Role = 0
- Vacant Role = 6

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	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	
Indirect	People	688	Update UAT Plan	12/08/25	01/09/26	Pending Resubmission	01/09/26		Submission Incomplete	
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	04/14/26		Task Closed - Submission Incomplete	
N/A	People	670	Share Florida PALM Updates	01/12/26	01/23/26	Pending Resubmission	01/26/26		Submission Incomplete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Task Closed - Submission Incomplete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26					
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26					
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26					
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26					
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26					
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26					
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26					
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
Open and Mitigating	03/10/26		Staffing/Resource Availa	Attrition	Increasing	9 (High/High)	DOS has lost several key personnel within the last 6 months. As a	DOS is actively looking to hire staff to fill current vacancies.	DOS will fall behind test scenarios in the UAT environment.	Still a current risk.

result, availability and attendance for UAT has been limited.

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 Mar. - Apr. 2026
Open	03/31/26		High - Impacts the ability	Staffing/Resource Availal	Personnel	DOS has lost many key employees prior to the start of UAT.	DOS is in the process of onboarding additional staff to be able to help cover day to day duties. This will allow managers more time to operate in the testing environment.	05/29/26	Current and ongoing issue.

DOS Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026

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:
March - April 2026	Antonio Murphy	antonio.murphy@dos.myflorida.com	05/11/26
January - February 2026	Antonio Murphy	antonio.murphy@dos.myflorida.com	03/10/26

Helpful Links

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

DVA Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

AI Carter

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 95.6%

- Submitted On Time = 47
- Submitted Late = 3
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 83.71%

- Submitted On Time = 70
- Submitted Late = 27
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 91.22%

- Submitted Complete = 38
- Submitted Incomplete = 2
- Completed After Submission = 9

Other Task Completeness



Other Task Completeness:

Score = 85.49%

- Submitted Complete = 56
- Submitted Incomplete = 6
- Completed After Submission = 9

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

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

Change Champion Network:

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

- Unique Filled Role = 7
- Duplicate Filled Role = 17
- 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	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	04/01/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/23/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			05/11/26
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26					
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26					
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26					
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
Open and Mitigating	05/14/25		Staffing/Resource Avail	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	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.	FDVA continues to work with contractors to meet implementation requirements. With the contractors, the Agency is able to keep pace with requirements and continue to work the required SOPs.

							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.			
Open and Monitoring	05/14/25		Staffing/Resource Avail	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.	Contractors are assisting the Agency in meeting implementation requirements, especially the task deliverables.
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.	FDVA is having success in working through the IT related requirements. Think this risk can be reduced to a low risk in the coming months.
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.	FDVA experienced some data input issues during the past quarter, but these have now been worked out. Hopefully going forward there will be fewer system errors to report.
Open and Monitoring	02/27/26		User Acceptance Testing	UAT Testing and Data Capture	Stable	4 (Medium/Medium)	UAT of data stories has become more complicated than expected. Current stories which reflect day-to-day operations is not yielding the full scope of work being completed.	UAT Testing and data capture are proceeding as planned. Alignment between the live spreadsheet and the state-provided User Story Smartsheet requires structured reconciliation to ensure dashboard reporting reflects real-time progress. The FDVA PALM Team has implemented a process to ensure full accuracy and compliance by the March reporting deadline.	Data errors and inaccurate reporting of progress.	FDVA believes the data errors and inaccurate reporting has improved. We continue to work with our State counterparts to resolve issues quickly. We think that by the end of the fiscal year, these errors experienced will be minimal.

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 Mar. - Apr. 2026
Open	04/22/25		Low - All impacts not listed	Staffing/Resource Avail	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 Contract 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	Agency hopes funding is provided in this special legislative budget session to keep the contractors through the implementation period.	

DVA Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period	Comments for Mar. - Apr. 2026
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.	FDVA continues to work the UAT process inputs and testing to ensure we are aligned to meet the conversion date. We also continue to work the associated SOPs required and the developing training for personnel in the new PALM functions.	
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)	FDVA continues to work the SOPs that focus on the conversion of processes from FLAIR to PALM in efforts to meet the end-state. Our contractors have been a tremendous help in this area and hope to receive funding in the upcoming legislative special budget session to keep them on staff through implementation.	
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)	FDVA continues to work the UAT process inputs and testing, SOP development, and training with our contractors to meet required tasks and implementation deadlines. Being able to secure funding to keep our contract staff through implementation will be critical to our agencies success.	

Agency Sponsor Confirmation

As Agency Sponsor, I understand my role and responsibility for

DVA Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	ALFRED D. CARTER	al.carter@fdva.fl.gov	05/11/26
March - April 2026	ALFRED D. CARTER	al.carter@fdva.fl.gov	05/11/26

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.

January - February 2026	ALFRED D. CARTER	al.carter@fdva.fl.gov	03/10/26
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Agency Sponsor Name: *

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Helpful Links

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

EOG Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Dawn Hanson

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 100%

- Submitted On Time = 52
- Submitted Late = 0
- Pending Submission = 0

Other Task Timeliness:

Score = 99.58%

- Submitted On Time = 95
- Submitted Late = 1
- Pending Submission = 0

Direct Task Completeness:

Score = 94.71%

- Submitted Complete = 43
- Submitted Incomplete = 2
- Completed After Submission = 6

Other Task Completeness:

Score = 99.26%

- Submitted Complete = 63
- 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.

Change Champion Network:

- Unique Filled Role = 3
- Duplicate Filled Role = 12
- Vacant Role = 0

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

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

RW Tasks - Completed or Open Items

Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/12/26	Confirmed with DEM 3/12/2026.	Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/05/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26	Confirmed with DEM 4/30/2026.	Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26					
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/16/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26					
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26					
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/07/26			05/07/26
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26					
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26					
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26					
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
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	Efficiency and accuracy of transactions will be hindered.	No changes.

							that are participating in UAT, training, and 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 Avail	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/accounting 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.	No changes.
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. As of current UAT status, EOG is unable to filter approval or other screens by budget entity, making it difficult to remove DEM from certain PALM views forcing use of various reports rather than workcenters.	Incorrect, inaccurate reporting, combined transactions that will have to be re-vouchered; incorrect personnel inputting or approving transactions not related to the correct individual's roles/responsibilities	No changes.
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. The IU module does have reports that contain budget entity; however, it is still difficult to determine to whom transactions originating outside of EOG belong.

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 training challenge; however, there exists the risk that procedures, guidelines, data, queries, etc will be misinterpreted or not updated properly.	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.	No changes.
Open and Monitoring	10/31/23		Business Process Change	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.	No changes.
Open and Monitoring	06/06/24		Business Process Change	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 accommodate. If warrants combine, the entire warrant may need to be deleted and invoices re-vochured. Noted during review of configuration values worksheet that DEM has been assigned 2 print 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. As of the latest UAT session, PALM is looking into the ability to make the 'separate payments' checkbox a defaulted value to avoid accidental combining of payments to shared supplier/vendors.	If warrants combine, the entire warrant will need to be deleted and invoices re-vochured. This is an efficiency and effectiveness issue that will need to be addressed.	No changes.
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).	No changes.
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.	No changes.

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.	No changes.
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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 Mar. - Apr. 2026

EOG Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period	Comments for Mar. - Apr. 2026
<input type="checkbox"/> People <input type="checkbox"/> Technology <input type="checkbox"/> Processes <input type="checkbox"/> 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		No changes. PALM plans to provide training.
<input type="checkbox"/> People <input type="checkbox"/> Technology <input type="checkbox"/> Processes <input type="checkbox"/> 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		No changes. In most instances roles can be shared in so long as the functions are not performed by the same individual.
<input type="checkbox"/> People <input type="checkbox"/> Technology <input type="checkbox"/> Processes <input type="checkbox"/> 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		No changes.
<input type="checkbox"/> People <input type="checkbox"/> Technology <input type="checkbox"/> Processes <input type="checkbox"/> 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		No changes.
<input type="checkbox"/> People <input type="checkbox"/> Technology <input type="checkbox"/> Processes <input type="checkbox"/> Data	EOG assume that during cutover, if purchasing/procure to pay systems are unavailable, that DFS will provide mechanism for payment of necessary goods and services to allow continuance of agency critical operations.	Logged	01/13/26	Administrative Services		No changes.

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 *

EOG Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Dawn Hanson	dawn.hanson@eog.myflorida.com	05/07/26
January - February 2026	Dawn Hanson	dawn.hanson@eog.myflorida.com	03/05/26

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Helpful Links

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

FCOR Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Ryan Schenck

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 99.56%

- Submitted On Time = 43
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.7%

- Submitted On Time = 91
- Submitted Late = 6
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 99.32%

- Submitted Complete = 41
- Submitted Incomplete = 0
- Completed After Submission = 3

Other Task Completeness



Other Task Completeness:

Score = 98.55%

- Submitted Complete = 68
- 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.

Change Champion Network:

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

- 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/10/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/30/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/15/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/06/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
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.	Increasing	6 (High/Medium)	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: 3/31/2027	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Continue to monitor this risk, based on progress of CAIRS Reports solution.
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)	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: 8/31/2026	Fail to achieve the mandatory success measure of User Acceptance Testing for PALM Go-Live.	4/23/2026: Agency continues to experience around 13% Test cases Failure. Continued to work with the FL PALM team to identify the resolution of the defects. 5/4/2026: Several functionalities are planned to be tested in the later phase of Testing, leading to the challenge of ability to test those functionalities adequately, e.g. Year-end closure, Role based Security Access model. Known Issues list does not adequately cover the current list of known issues.
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)	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: 11/30/2026	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	4/23/2026: Process Impact Analysis (PIA) proposal has been reviewed with the project leadership. Preparation activities in progress to kick-off the initiatives, based on the successful areas in the UAT.
Open and Mitigating	12/04/24		Staffing/Resource Availability	Unavailability of IT resources with required skillset may impact timely remediations of agency business systems.	Increasing	6 (High/Medium)	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: 12/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: This is currently in control, however delays in publishing FL PALM Interfaces may affect the IT team to complete Interface Testing in timely manner.
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.	Stable	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: 12/31/2026	Fail to achieve the mandatory success measure User Acceptance Testing, User training and People readiness for PALM Go-Live.	4/23/2026: Agency continues to monitor this risk, however delays in publishing FL PALM documentation could affect the UAT-SMEs of the agency to carry on with the UAT execution in timely manner.
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.	Stable	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	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Team will review the Task instructions for cutover planning, once it is published by June.

								on the agency specific plan and ongoing monitoring Target Closure Date: 11/30/2026		
Open and Monitoring	02/06/26		Deployment/Cutover	Engagement with 'FL PALM Testing vendor to support agencies' during the same period when agency is fully-engaged in UAT may impact agency progress and timely readiness for go-live.	Stable	6 (High/Medium)	New Risk - Opened on 2/6/2026	Risk Management Strategy : Reduce. 1. Identify suitable time for the agency for this engagement, considering minimal impact to the agency from schedule and efforts perspective. 2. 'FL PALM Testing vendor to support agencies' to propose the improvements and the implementation plan. 3. Agency leadership to determine the criticality and urgency of implementing these proposed improvements, considering the impact to scope/ schedule/ cost impact to the agency. 4. Agency PALM project team to plan and implement the improvements, and conduct ongoing review with the agency leadership. Target Closure Date: 12/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Questionnaire on Financial regulatory compliance has been completed and shared with the 'FL PALM Testing vendor to support agencies'. No follow up actions identified.
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:12/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: FL PALM intimated that there will be limited number of Demos, i.e. not covering all the Topics & Activities. Also Process steps for few Activities are yet to be published. Therefore there is limited resources available to train agency users, before FL PALM training starts in October. 5/4/2026: Unavailability of adequate reference materials (above) and identification of high number of defects during UAT are hindering onboarding of remaining end-users to the FL PALM system.
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: 12/30/2026	Fail to achieve the mandatory success measure User Acceptance Testing and Go-Live Readiness for PALM Go-Live.	4/23/2026: Additional instructions being published for Security Access Model module. However the Separation-of-Duties is not implemented so far to test user role mapping for the agency 5/4/2026: Security Access Model could not be tested till late-August, since it is planned to be implemented in during second phase of the UAT.
Open and Mitigating	06/25/25		Deployment/Cutover	Several readiness deliverables for agencies have been removed from the Florida PALM Program plan.	Decreasing	4 (Medium/Medium)	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: 12/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Project Change request has been approved by the project sponsors. FL PALM Readiness workplan continues to get enhanced to bring increased focus on the detailed deliverables, as 19 new deliverables has been added in the last one month.

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 Mar. -Apr. 2026
Open	01/30/25		Critical - Impacts the abil	Agency Business System	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	06/30/26	4/23/2026: FL PALM team yet to publish the steps for agency to request for the AMI004 interface file. Therefore, Interface Testing could be planned for both Asset Outbound and Inbound interfaces (AMI004, AMI008) accordingly. This is currently a roadblock for the agency to complete the AMI008 Inbound Interface	

							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		Testing by July.
Open	03/25/25		Critical - Impacts the abil	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.	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.	06/30/26	4/23/2026: FL PALM team yet to publish the steps for agency to request for the AMI004 interface file. Therefore, Interface Testing could be planned for both Asset Outbound and Inbound interfaces (AMI004, AMI008) accordingly. This is currently a roadblock for the agency to complete the AMI008 Inbound Interface Testing by July. 4/24/2026: Changes to FL PALM interface standards, interface file related defects leading to significant rework for the agencies.
Open	10/01/25		Critical - Impacts the abil	Agency Business System	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.	06/30/26	4/24/2026: AMI004 yet to be published by FL PALM team, in case this file is not available by end-April it will become challenging to complete the Inbound interface testing (AMI008) by July.
Open	10/23/25		Critical - Impacts the abil	Agency Business System	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.	12/31/26	4/23/2026: Agency is able to complete 82% of the data mapping from relevant FLAIR fields to PALM data elements, due to crosswalk or PALM data dictionary is not available. Agency is currently assessing the impact due to this limitations and trying to find workaround.
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	4/15/2026: FL PALM published a few more process steps, therefore process steps for 78% of Activities are available so far. Continued to work with FL PALM team in remediating role discrepancy in the documentations. 4/23/2026: Inconsistencies in applicable roles for an activity across various project documentation continues to hinder agency understanding of the FL PALM system. Additionally inconsistency in maintaining version history and explicitly mentioning specific changes in the version history is leading to agency rework.
Open	08/31/24		High - Impacts the ability	Staffing/Resource Availa	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.	06/30/26	4/24/2026: 22% of the process steps yet to be published by FL PALM therefore UAT preparation for agencies are impacted. Additionally, continued changes to process documentation is leading to significant rework for the agencies.
Open	08/21/23		High - Impacts the ability	Staffing/Resource Availa	Not having resource harkin in the FDC F&A	Archived Issue Id: 001/001	1. Crosstrain staff to ensure adequate	12/31/26	4/24/2026: Continuing to monitor and reassess 6 months prior to Go-Live

					team for recently created agency systems, to ensure business continuity.		backup. 2. Cross training to be completed during the PALM project to ensure operational resiliency.		
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FCOR Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period	Comments for Mar. - Apr. 2026
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-3 End-to-end Interface Testing	Logged	05/04/26	All agency business systems and the remediation of agency business systems.		5/4/2026: Logged this new assumptions, related to Cycle3 - End-to-end Interface Testing.

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 *

[Privacy Policy](#) | [Report Abuse](#)

FCOR Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Ryan C. Schenck	ryanschenck@fcor.state.fl.us	05/06/26
January - February 2026	Ryan C. Schenck	ryanschenck@fcor.state.fl.us	03/09/26

Helpful Links

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

FDC Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Mark Tallent

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 95.29%

- Submitted On Time = 43
- Submitted Late = 8
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 90.82%

- Submitted On Time = 83
- Submitted Late = 14
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 85.80%

- Submitted Complete = 38
- Submitted Incomplete = 5
- Completed After Submission = 7

Other Task Completeness



Other Task Completeness:

Score = 97.54%

- Submitted Complete = 65
- Submitted Incomplete = 0
- Completed After Submission = 4

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/10/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/06/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/30/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/15/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/07/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
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.	Increasing	6 (High/Medium)	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.	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Continue to monitor this risk, based on progress of CAIRS Reports solution.

								Target Closure Date: 3/31/2027		
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)	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 cross-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: 8/31/2026	Fail to achieve the mandatory success measure of User Acceptance Testing for PALM Go-Live.	4/23/2026: Agency continues to experience around 13% Test cases Failure. Continued to work with the FL PALM team to identify the resolution of the defects. 5/4/2026: Several functionalities are planned to be tested in the later phase of Testing, leading to the challenge of ability to test those functionalities adequately, e.g. Year-end closure, Role based Security Access model. Known Issues list does not adequately cover the current list of known issues.
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: 11/30/2026	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	4/23/2026: Process Impact Analysis (PIA) proposal has been reviewed with the project leadership. Preparation activities in progress to kick-off the initiatives, based on the successful areas in the UAT.
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.	Stable	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: 12/31/2026	Fail to achieve the mandatory success measure User Acceptance Testing, User training and People readiness for PALM Go-Live.	4/23/2026: Agency continues to monitor this risk, however delays in publishing FL PALM documentation could affect the UAT-SMEs of the agency to carry on with the UAT execution in timely manner.
Open and Mitigating	12/04/24		Staffing/Resource Availal	Unavailability of IT resources with required skillset may impact timely remediations of agency business systems.	Increasing	6 (High/Medium)	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: 12/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: This is currently in control, however delays in publishing FL PALM Interfaces may affect the IT team to complete Interface Testing in timely manner.
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.	Stable	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: 11/30/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Team will review the Task instructions for cutover planning, once it is published by June.
Open and Monitoring	02/06/26		Deployment/Cutover	Engagement with 'FL PALM Testing vendor to support agencies' during the same period when agency is fully-engaged in UAT may impact agency progress and timely readiness for go-live.	Stable	6 (High/Medium)	New Risk - Opened on 2/6/2026	Risk Management Strategy : Reduce. 1. Identify suitable time for the agency for this engagement, considering minimal impact to the agency from schedule and efforts perspective. 2. 'FL PALM Testing vendor to support agencies' to propose the improvements and the implementation	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Questionnaire on Financial regulatory compliance has been completed and shared with the 'FL PALM Testing vendor to support agencies'. No follow up actions identified.

								<p>3. Agency leadership to determine the criticality and urgency of implementing these proposed improvements, considering the impact to scope/ schedule/ cost impact to the agency.</p> <p>4. Agency PALM project team to plan and implement the improvements, and conduct ongoing review with the agency leadership.</p> <p>Target Closure Date: 12/31/2026</p>		
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	<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 & Workflows.</p> <p>Target Closure Date: 12/31/2026</p>	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: FL PALM intimated that there will be limited number of Demos, i.e. not covering all the Topics & Activities. Also Process steps for few Activities are yet to be published. Therefore there is limited resources available to train agency users, before FL PALM training starts in October. 5/4/2026: Unavailability of adequate reference materials (above) and identification of high number of defects during UAT are hindering onboarding of remaining end-users to the FL PALM system.
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	<p>Risk Mitigation Strategy: Mitigate</p> <p>1. Read & understand the access security model and role definition, published by FL PALM.</p> <p>2. Map the current business teams to the appropriate user role.</p> <p>3. Identify the users for whom role/ responsibility are changed.</p> <p>4. Provide required support to the users to adapt to their changed role.</p> <p>Target Closure Date: 12/30/2026</p>	Fail to achieve the mandatory success measure User Acceptance Testing and Go-Live Readiness for PALM Go-Live.	4/23/2026: Additional instructions being published for Security Access Model module. However the Separation-of-Duties is not implemented so far to test user role mapping for the agency. 5/4/2026: Security Access Model could not be tested till late-August, since it is planned to be implemented in during second phase of the UAT.
Open and Mitigating	06/25/25		Deployment/Cutover	Several readiness deliverables for agencies have been removed from the Florida PALM Program plan.	Decreasing	4 (Medium/Medium)	Newly added, on 6/25/2025	<p>Risk Management Strategy: Mitigate</p> <p>1. Analysis of the removed readiness workplan tasks which are still applicable to the agencies.</p> <p>2. Agencies to add the applicable deliverables as part of agency specific activities.</p> <p>3. Continue to progress these agency specific deliverables and ongoing monitoring.</p> <p>Target Closure Date: 12/31/2026</p>	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Project Change request has been approved by the project sponsors. FL PALM Readiness workplan continues to get enhanced to bring increased focus on the detailed deliverables, as 19 new deliverables has been added in the last one month.

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 Mar. - Apr. 2026
Open	01/30/25		Critical - Impacts the abil	Agency Business System	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	<p>1. Setup new database, to remediate 12 agency business systems/ tools, depends on the PALM Data Warehouse for data.</p> <p>2. Design the new database, and subsequently plan for the user reporting solution (CAIRS - Corrections Accounting Information Resource System) with appropriate reports.</p> <p>3. Remediate Agency based systems to integration to CAIRS and internal functional testing</p>	06/30/26	4/23/2026: FL PALM team yet to publish the steps for agency to request for the AMI004 interface file. Therefore, Interface Testing could be planned for both Asset Outbound and Inbound interfaces (AMI004, AMI008) accordingly. This is currently a roadblock for the agency to complete the AMI008 Inbound Interface Testing by July.	
Open	03/25/25		Critical - Impacts the abil	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	Archived Issue Id: 008/007	<p>Team to work on minimizing the impact due to this issue.</p> <p>1. Develop a scalable solution design with system level flexibility built-in.</p> <p>2. Collaborate closely with the FL PALM interface team, and</p>	06/30/26	4/23/2026: FL PALM team yet to publish the steps for agency to request for the AMI004 interface file. Therefore, Interface Testing could be planned for both Asset Outbound and Inbound interfaces (AMI004, AMI008) accordingly. This is currently a roadblock for the agency to complete the AMI008 Inbound Interface Testing by July. 4/24/2026: Changes to FL PALM interface standards, interface file related defects	

				could lead to agencies missing the interface testing milestone.		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.		leading to significant rework for the agencies.
Open	10/01/25	Critical - Impacts the abil	Agency Business System	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.	06/30/26	4/24/2026: AMI004 yet to be published by FL PALM team, in case this file is not available by end-April it will become challenging to complete the Inbound interface testing (AMI008) by July.
Open	10/23/25	Critical - Impacts the abil	Agency Business System	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.	12/31/26	4/23/2026: Agency is able to complete 82% of the data mapping from relevant FLAIR fields to PALM data elements, due to crosswalk or PALM data dictionary is not available. Agency is currently assessing the impact due to this limitations and trying to find workaround.
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	4/15/2026: FL PALM published a few more process steps, therefore process steps for 78% of Activities are available so far. Continued to work with FL PALM team in remediating role discrepancy in the documentations. 4/23/2026: Inconsistencies in applicable roles for an activity across various project documentation continues to hinder agency understanding of the FL PALM system. Additionally inconsistency in maintaining version history and explicitly mentioning specific changes in the version history is leading to agency rework.
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.	06/30/26	4/24/2026: 22% of the process steps yet to be published by FL PALM therefore UAT preparation for agencies are impacted. Additionally, continued changes to process documentation is leading to significant rework for the agencies.
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.	12/31/26	4/24/2026: 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 Mar. - Apr. 2026
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-3 End-to-end Interface Testing	Logged	05/04/26	All agency business systems and the remediation of agency business systems.	5/4/2026: Logged this new assumptions, related to Cycle3 - End-to-end Interface Testing.

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:
March - April 2026	Mark Tallent	mark.tallent@fdc.myflorida.com	05/07/26
January - February 2026	Mark Tallent	mark.tallent@fdc.myflorida.com	03/06/26

Helpful Links

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

FDLE Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Mike Moore

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 95.47%

- Submitted On Time = 43
- Submitted Late = 10
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 88.56%

- Submitted On Time = 82
- Submitted Late = 15
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 88.65%

- Submitted Complete = 43
- Submitted Incomplete = 3
- Completed After Submission = 6

Other Task Completeness



Other Task Completeness:

Score = 93.48%

- Submitted Complete = 61
- Submitted Incomplete = 1
- Completed After Submission = 7

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

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

Change Champion Network:

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

- Unique Filled Role = 5
- 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/12/26	Done -3/12/26	Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26	Done 3/10/26	Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26	Done	Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26	Submitted on 4/30/26	Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26	Submitted on 4/30/26	Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26	Submitted on 4/30/26	Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress		Working it now -5/11/26		
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/23/26	Completed 4/23/26	Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress		Working it now -5/11/26		
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress		Working it now -4/20/26		
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26	Completing -5/11/26		
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress		Working it now -5/11/26		
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	50% - In Progress		Working it now -5/11/26		
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress		Working it now -5/11/27		
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	50% - In Progress		Working it now -5/11/28		
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	50% - In Progress		Working it now -5/11/26		

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 Mar. - Apr. 2026
Open and Monitoring	09/04/24		Deployment/Cutover	There is a RISK that FDLE will not receive 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 to have ITS code and	Increasing	9 (High/High)	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	Reviewed on 5/11/26.

				Test error handling across Florida PALM functions including interfaces and online functionality. (Anik)						
Open and Monitoring	04/20/26		Interface	GLI006 - Yet to confirm if reconciliation works as expected. Due to the lack of information related to this interface and error messages there is a RISK that this will delay the RAMS business system E2E testing. (Anik, Anu)	Increasing	9 (High/High)	For the GLI006 interface FDLE is using this to load data from RAMS into PALM.	We are working with the PALM GLI006 Team both technical and Process oriented to determine exactly how the GL files are updated within PALM .	If we cannot confirm how GLI006 works - Then this will become an issue.	Reviewed on 5/11/26
Open and Monitoring	04/20/26		Agency Business System	If the EAP upgrade to Java 21 is delayed past July 2026, then there is a RISK that the DTS, AIM, and HRDB FDLE Business systems will not be ready for Go-live in January of 2027. (Ajay)	Increasing	6 (High/Medium)	FDLE is in the process of upgrading the EAP that affects DTS, AIM and HRDB Business Systems.	Monitoring for now - Will escalate to ORACLE if the JAVA upgrade fails.	The impact to the Agency will require manual loading and processing of data into PALM from these business systems.	Reviewed on 5/11/26
Open and Monitoring	11/18/25		Interface	If the Interface file structure, file format/ layout and requirements change, then there is a Risk that this may lead to rework for agencies. (Ajay, Anik)	Stable	4 (Medium/Medium)	The Project should provide ample advanced notice of any pending or possible interface file changes.	Cosmetic Changes can be done, but functional or structural changes will require resources to be extended.	If this Risk becomes an issue, then the Impact to FDLE would be that remediation readiness hampered, delayed, and perhaps stalled.	Reviewed on 5/11/26
Closed	04/20/26	04/23/26	Interface	ARI007 - There is a Risk that the data being collected through this interface for Inbound Deposit Data is not being reconciled correctly.	Decreasing	4 (Medium/Medium)	ARI007 is blocking the End 2 End Testing with RAMS.	When we are able to complete E2E testing of this interface this will be closed.	If we cannot confirm how ARI007 works - Then this will become an issue.	New
Open and Monitoring	09/23/25		Deployment/Cutover	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. This plan will help FDLE plan their Code Freeze. (Anik)	Stable	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. A partial plan was received from a EOC meeting held in April 26.	FDLE will not be able to go Live without Coordination with the PALM team providing a CUT OVER Plan from FLAIR to PALM.	Reviewed 4/23/26. Received updates regarding Cut over from Jimmy Cox during April EOC. Reviewed on 5/11/26
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. (Mike)	Stable	2 (Medium/Low)	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	Updated Probability rating to Low. 4/23/26. (Mike) Reviewed on 5/11/26.

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 Jan. - Feb. 2026
Closed	09/08/25	03/10/26	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	Reviewed for FDLE Team	
Open	01/09/26		High - Impacts the ability	Interface	Delays in developing end-to-end integration test scenarios.	Cycle 3 Testing has started for FDLE on 3/1/26. FDLE still needs to Develop End 2 End Test Cases API031, AMI004 & AMI008 so Full Integration testing can be underway.	FDLE PALM Program Manager is working with the ITS, Agency business units and Vendor Systems to build out End 2 End Test Cases for the 3 remaining interfaces.	05/29/26	Reviewed on 5/11/26	
Open	03/24/26		High - Impacts the ability	Staffing/Resource Availa	Business Analyst Resource no longer with FDLE.	A Business Analyst no longer works at FDLE and left on 2/9/26.	Until a new Business Analyst is hired, the FDLE PALM Program Manager is taking on the additional Tasks.	06/30/26	Reviewed on 5/11/26	
Open	05/07/26		High - Impacts the ability	User Acceptance Testing	Constant changes in the Knowledge Center, Topics & Activities and updates to the PALM UAT System causes rework for the Agency.	With limited resources within FDLE. Constant changes to the UAT Stories, Test Cases, related to Topics & Activities is not obtainable.	FDLE is consolidating updates to the UAT stories and test cases to maintain accurate and current documentation. Also, for the Conversion and Configuration changes FDLE is making updates the last week of each month.	11/06/26	Reviewed on 5/11/26 - New	

FDLE Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
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	Reviewed on 5/11/26
Data	We assume that this will stay for indefinite time in Warehouse.	Logged	07/02/25	All agency business systems	Reviewed on 5/11/26
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	Reviewed on 5/11/26
Processes Technology	If Confidential data is used in the UAT environment, then it is assumed that the PALM Security Team has taken the appropriate steps to protect this information.	Logged	11/05/25	All PALM Agencies	Reviewed on 5/11/26
People Processes Technology Data	The Florida PALM Project Team has implemented a Service Level Agreement (SLA) tracking process for the UAT Service Desk to ensure that all UAT service tickets — including incident reports and service requests — are handled within the agreed performance parameters.	Logged	05/07/26	All PALM Agencies	Reviewed on 5/11/26

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:
March - April 2026	Mike Moore	mikemoore@fdle.state.fl.us	05/11/26
January - February 2026	Mike Moore	mikemoore@fdle.state.fl.us	03/10/26

Helpful Links

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

FDOT Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Lisa Saliba

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 93.33%

- Submitted On Time = 35
- Submitted Late = 16
- Pending Submission = 1

Other Task Timeliness:

Score = 81.75%

- Submitted On Time = 63
- Submitted Late = 34
- Pending Submission = 0

Direct Task Completeness:

Score = 90.20%

- Submitted Complete = 38
- Submitted Incomplete = 3
- Completed After Submission = 9

Other Task Completeness:

Score = 91.45%

- Submitted Complete = 53
- Submitted Incomplete = 3
- Completed After Submission = 13

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

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

Change Champion Network:

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

- Unique Filled Role = 24
- 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
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		Update from 3/9/26: 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 16% remaining.		
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/12/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	03/10/26
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26	Updated but continuing to work on SOD conflicts and refinements into May. All errors including those involving PALM's Topic and Activity changes have been resolved.	Task Closed - Submission Incomplete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/13/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
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.	no comment for this 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.	no comment for this 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.	no comment for this reporting period.
Open and Monitoring	08/21/25		Conversion/Configurator	Handling Historical Data & Unclear Data Warehouse 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.	no comment for this reporting period.
Open and Monitoring	09/15/25		Conversion/Configurator	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.	no comment for this reporting period.
Open and Monitoring	09/15/25		Conversion/Configurator	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.	no comment for 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	no comment for this reporting period.
Open and Monitoring	03/05/26		User Acceptance Testing	PALM Structure Volatility	Stable	9 (High/High)	Batch jobs, batch schedule, and interfaces are all considered changeable by PALM up until and after go-live. Inherently, with this type of project coordination there's risk of Agency's working in a direction in sync with PALM's details, and that being reversed based on PALM detail changes.	Monitor, this isn't something that can be mitigated or resolved by FDOT.	PALM Environment volatility could disenfranchise system testers and agency users, making conversion to the PALM system more difficult at the agency level.	no comment for this reporting period.
Open and Monitoring	02/19/26		User Acceptance Testing	Year/Month-End & Carry Forward Testing Timing Window	Stable	9 (High/High)	The UAT Environment will be available from November to January. This testing will occur during a holiday period where many employees and potentially PALM Team members will be out. It is also very close to the PALM Go-Live date.	Year end & Carry Forward will need to be exclusively tested at the agency level during this testing period to ensure Agency processes won't be interrupted.	If interruptions during Year-End & Carry Forward cause any issues in Production it would cripple financial systems and activity at FDOT.	no comment for this reporting period.
Open and Mitigating	02/19/26		Interface	Interface File Date/Time Naming & Delivery Ambiguity	Increasing	9 (High/High)	PALM uses 12-hr timestamps, post-midnight files are labeled as next-day business date. This could cause missed or duplicate processing and downstream reporting inaccuracies. Files are also being	Clarify with PALM when files will be delivered via the batch schedule and see if there are any options for better naming conventions that aren't as misleading. The batch schedule has to be "defined" with	If files continue to be delivered inconsistently more effort will be required to test and resolve issues effectively. Agency resources will need to be put towards identifying if issues are internal or caused by	no comment for this reporting period.

							delivered with incorrect formats, are full instead of deltas, are sent multiple times daily, etc.	enough time for Agencies to accommodate their own processes and schedules to account for what is being sent by PALM.	design deviations. in production, this inconsistency will cause cascading issues with Agency Business Systems receiving information that they are not designed for or when they are not expecting it.	
Open and Mitigating	02/26/26		Interface	Recon Logic Risk	Increasing	9 (High/High)	Related to Interface File Naming & Delivery Ambiguity Risk. If Informatica assumes same-day matching between API 031 and GLI 051, but files arrive on different days (or GLI fails/arrives late), records won't join and downstream tables (e.g., Cost Table 22) won't be accurately populated.	Subcommittee formed to investigate interface file discrepancies and create a strategy for internal batch schedule.	Multiple other items discuss cascading data inaccuracies or lack of data due to batch and file delivery ambiguity.	no comment for this reporting period.
Open and Monitoring	02/05/26		Conversion/Configuration	Unclear Account Balance Conversion Logic	Increasing	9 (High/High)	FDOT has communicated this question/risk to DFS/A&A, FDOT has not received finalized logic for Account Balance Conversions.	This is not an item that FDOT can mitigate, this conversion logic needs to come from A&A to apply to all state agencies.	If this risk is not addressed and resolved, it will pose a very large obstacle for FDOT's Go-Live Stability.	no comment for this reporting period.
Open and Monitoring	04/01/26		Interface	PALM Data Quality Problems.	Increasing	9 (High/High)	Incorrect Supplier names in PALM with PALM committing to fix in August refresh.	Monitor and accept, with resolution dependent on PALM's August refresh.	If risk becomes an issue, because supplier names feed directly into financial, procurement, and reporting processes, the impact is high and widespread.	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.	no comment for this 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.	no comment for this 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.	no comment for this reporting period.
Open and Monitoring	02/19/26		Staffing/Resource Availability	Question Log Deprecation	Stable	6 (Medium/High)	The PALM hosted Smartsheet Question Log is no longer being used. Questions that would normally be stored in the Smartsheet Question Log will now be submitted and stored in the PALM ServiceNow. Only a small amount of users have access to the PALM ServiceNow instance, so questions have to be coordinated through them, and managing questions will also need to be coordinated through them.	This introduces a bottleneck to getting questions in front of the PALM Team and managing the questions in the native environment, it will put more importance on the Agency Question Log, that will now need to find a better process to capture questions being submitted in ServiceNow.	This will become an issue if not addressed, more users with Read-Only or Write Access will be needed to see and manage the question log in ServiceNow.	no comment for this reporting period.
Open and Monitoring	02/26/26		Interface	Audit Control Risk	Stable	6 (Medium/High)	Lack of a clear posting date / posting log in the extracts (or lack of access to it) creates weak auditability—hard to prove when something hit GL vs source module.	Request more clear date and time stamps on interfaces	Difficulty loading interface information to ABS	no comment for this reporting period.
Open and Mitigating	02/05/26		Conversion/Configuration	Limited Conversion Test Opportunities	Stable	6 (Medium/High)	Agency will only have two opportunities to test the full conversion from FLAIR to PALM. There is a risk of insufficient validation before Go-Live due to this restriction.	Utilize the opportunities available to document full process to prepare data as best as possible and resources that will assist with conversion as best as possible.	Insufficient validation of Agency financial data in PALM after Go-Live.	no comment for this 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.	no comment for this reporting period.
Open and	12/12/24		User Acceptance	Delayed Testing for	Decreasing	6 (High/Medium)	PALM Interfaces -	Awaiting the ability to	Not having a way to test	no comment for this

Monitoring			Testing	Excel Uploads			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)	completely test the upload functionality.	in advance removes the opportunity to work through errors or unknowns and be prepared for implementation.	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.	no comment for this 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.	no comment for this 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.	no comment for this 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.	no comment for this reporting period.
Open and Monitoring	09/17/25		Interface	Inbound Interface file identification inconsistencies 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.	no comment for 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 question may not be	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.	no comment for this reporting period.

							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.	no comment for this 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 duplicate 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.	no comment for this reporting period.
Open and Monitoring	09/25/25		Conversion/Configurator	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	no comment for this reporting period.
Open and Mitigating	02/05/26		User Acceptance Testing	UAT Time Compression	Stable	4 (Medium/Medium)	Agency Interface access will be cutoff on October 1st. The full UAT window will essentially be February - September. Limiting the amount of time that full end to end testing can occur.	Utilize a testing strategy that gets as much full system testing done in the provided February - September window as possible.	Potential for issues to be missed with interfaces due to shortened testing time and changing design.	no comment for this reporting period.
Open and Mitigating	04/01/26	04/01/26	Interface	Time Stamp Format Change (AM / PM 24 hr.).	Stable	4 (Medium/Medium)	FDOT is waiting on PALM to send updated files.	FDOT is expected to monitor and take action once PALM delivers updated files.	If risk is not addressed, it can cause moderate disruption but is technically fixable once the updated PALM file format is received.	new and closed this reporting period.
Open and Mitigating	04/29/26		Interface	PeopleFirst Interface File with timesheet information is critical to FDOT's Payroll Cost Distribution process and a necessary component.	Increasing	4 (Medium/Medium)	PeopleFirst has yet to provide the timesheet interface file. Delay in providing this file extends effort and testing towards preparing, remediating, and confirming the interface and data function as expected with ample validation confirmation. This connects to a decision made in March of 2025 regarding data access as is in current PeopleFirst: "DataLink should be leveraged for all data interfaced between PeopleFirst and PPS."	This is not an item that FDOT can mitigate due to external dependencies.	Delay in providing this file extends effort and testing towards preparing, remediating, and confirming the interface and data function as expected with ample validation confirmation	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.	no comment for this reporting period.
Open and Mitigating	12/12/24		Conversion/Configurator	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.	no comment for 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	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	no comment for this reporting period.

Open and Monitoring	03/05/26		Interface	Risk/Issue - MFT Traceability	Stable	3 (High/Low)	Multiple inbound files with different time stamps can be submitted per day, but only one outbound file can be submitted per day. The Agency's concern is that for error file handling & traceability if & when multiple outbound error files ultimately happens. How will we identify which line is which and what they are for.	Monitor, PALM team has been made aware of this error file issue, unknown whether current strategy on error file handling will change to accommodate agency needs.	Error reconciliation will require much more effort because lines in error files will not easily be tied back to the original files they came from.	no comment for 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.	no comment for this reporting period.
Open and Monitoring	02/19/26		User Acceptance Testing	Audit Checkbox Test Scenario	Stable	1 (Low/Low)	Testing is currently underway around the Audit Checkbox. Unclear what the purpose or functionality of the Audit Checkbox is and if it needs to be tested and how.	Will need coordination with DFS & A&A. A&A has indicated that the audit checkbox does not impact them either way.	Functionality may not be tested correctly, and functionality important to PALM or Agency processes may not be ready for Go-Live.	no comment for this 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 Mar. - Apr. 2026
Open	03/05/25		Critical - Impacts the ability	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 in complexity for PALM Go-Live. Half of the functionality in the old system and half in the new PALM system. (19)	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. People and computer processing resources.	04/01/26	no comment for this reporting period.
Open	05/09/24		High - Impacts the ability	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	no comment for this reporting period.
Open	06/13/24		High - Impacts the ability	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	no comment for this reporting period.
Open	06/13/24		High - Impacts the ability	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	no comment for this reporting period.
Open	09/16/24		High - Impacts the ability	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	no comment for this reporting period.
Open	10/30/24		High - Impacts the ability	Interface	Need Interface Error Report	PALM Interfaces - Submission feedback: In the Interface layouts, the tab containing the	Raise to the Technical Coordinator. Run error report next day, soft errors. We do not know	08/01/25	no comment for this reporting period.

					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)	how we will receive feedback on the fatal errors. Continue to work with PALM and by August we expect to have more information.			
Open	12/12/24		High - Impacts the ability of 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	no comment for this reporting period.	
Open	12/12/24		High - Impacts the ability of 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	no comment for this reporting period.	
Open	06/12/25		High - Impacts the ability of 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	no comment for this reporting period.	
Open	09/15/25		High - Impacts the ability of 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	no comment for this reporting period.	
Open	10/01/25		High - Impacts the ability of 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	no comment for this reporting period.	
Open	10/16/25		High - Impacts the ability of 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	no comment for this reporting period.	
Open	01/29/26		High - Impacts the ability of Staffing/Resource Availability	Administrative Burden from Limited PALM ServiceNow Licenses	With only two PALM ServiceNow Licenses for FDOT, this funnels communication and questions to the PALM Team and adds more effort to resources that are already heavily involved in Agency Administration and Management of PALM Project. High possibility details will be lost in the cracks because "On Behalf of" emails are not being sent out by PALM ServiceNow, so comments from PALM have to be conveyed back and forth through SN License Holders.	Implement strategy to alleviate tracking and management of communication with PALM Team pressure on SN License Holders, so that items can be monitored at the agency level.	12/31/26	no comment for this reporting period.	
Open	02/05/26		Low - All impacts not likely	Staffing/Resource Availability	Administrative Burden from PALM Tracking Requirements	Monthly Smartsheet requirement to declare and then report planned vs. actual number of tests per interface that was introduced as UAT was beginning.	Implement strategy to capture this information with SMEs as BAs are administering testing scenarios. Unknown if this will be applicable for all UAT Testing that FDOT will complete.	12/31/26	no comment for this reporting period.

FDOT Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
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	no comment this 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	no comment this 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	no comment this reporting period.
People	Due to the overall allocation 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	no comment this 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	no comment this 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	no comment this 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	no comment this 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	no comment this 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	no comment this 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	no comment this 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	no comment this 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	no comment this 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	no comment this 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	no comment this 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	no comment this 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 AM1003.	no comment this 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	no comment 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	no comment 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)	no comment 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)	no comment this reporting period.
Technology Data	Author Level access (and ODBC connectivity) to the data warehouse is expected later (May).	Logged	02/19/26	FPST Program Managers FDOT Business Owners FDOT Systems dependent on Data Retention & History	no comment this reporting period.
Processes Technology Data	Agency will receive API031 & GLI051 in time for reconciliation and that delivery will be consistent	Logged	02/26/26	FPST Program Managers FDOT Business Owners FDOT Systems dependent on Data Retention & History	no comment this reporting period.
Processes Data	Journal ID can be reliably used to join across extracts as the primary linkage key.	Logged	02/26/26	FPST Program Managers FDOT Business Owners FDOT Systems dependent on Data Retention & History	no comment this reporting period.
Processes	Empty files not required unless PALM requests. Assumes PALM will define expectations.	Logged	04/01/26	FPST Program Managers FDOT Business Owners FDOT Systems dependent on Data Retention & History	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 *

FDOT Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Lisa Saliba	lisa.saliba@dot.state.fl.us	05/11/26
January - February 2026	Lisa Saliba	lisa.saliba@dot.state.fl.us	03/09/26

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

March - April 2026

Agency Sponsor

Lisa Mustain

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 97.92%

- Submitted On Time = 41
- Submitted Late = 7
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 97.32%

- Submitted On Time = 82
- Submitted Late = 15
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 93.19%

- Submitted Complete = 38
- Submitted Incomplete = 1
- Completed After Submission = 8

Other Task Completeness



Other Task Completeness:

Score = 88.99%

- Submitted Complete = 53
- Submitted Incomplete = 5
- Completed After Submission = 11

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/20/26		Task Closed - Submission Incomplete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	05/04/26		Task Closed - Submission Incomplete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/08/26		Submission Complete	
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26					
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26					
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26					
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
Open and Monitoring	11/25/24		Agency Business System	FGCC is unable to receive our source data from Versa (DBPR). Without this source data	Increasing	9 (High/High)	This risk is the results of current meetings with DBPR	FGCC is trying to identify alternative methods to create upload	This risk has lead to an issue	Risk is being monitored

				FGCC will be unable to create revenue inbound interfaces/spreadsheet uploads for interface testing, UAT, and Go Live.				interface/spreadsheets		
Open and Monitoring	09/27/24		User Acceptance Testing	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	Risk is being monitored
Open and Monitoring	06/28/24		Conversion/Configuration	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	Risk is being monitored
Open and Monitoring	11/25/24		Interface	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	Risk is being monitored
Open and Monitoring	09/25/24		User Acceptance Testing	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	Risk is being monitored

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 Mar. - Apr. 2026
Open	05/12/25		Critical - Impacts the ability of the agency to move forward with work without resolution	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		Issue is being reviewed
Open	09/05/25		High - Impacts the ability of the agency to meet deadlines or milestones	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	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		Issue is being reviewed

				therefore the agency can only guess as to what is one the other tabs.				
Open	09/09/25	High - Impacts the ability of the agency to meet deadlines or milestones	User Acceptance Testing	<p>The Knowledge Center reports sections appears to be out of date or in some case incorrect.</p> <p>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.</p> <p>Additionally, there are numerous reports that only provide a message for "more information will be available soon" (GLR132, GLR133, GLR136, GLR139, GLR140, etc.)</p> <p>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.</p>	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	Issue is being reviewed
Open	09/17/25	High - Impacts the ability of the agency to meet deadlines or milestones	Interface	<p>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.</p> <p>This outbound interface is not a financial wave interface. GLI001 is a CMS wave interface that has been in production for years.</p> <p>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 within Agency Business Systems, Inbound Interface/Spreadsheet files, and other agency business processes.</p>	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	05/01/25	Issue is being reviewed
Open	05/12/25	Low - All impacts not listed as Critical or High	Interface	<p>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</p>	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	06/30/26	Issue is being reviewed

				<p>functionality of the new statewide accounting system. This also means that FGCC will 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.</p>	<p>functionality.</p>	
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FGCC Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
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 on-going
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 on-going
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 on-going

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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FGCC Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Lisa Mustain	lisa.mustain@flgaming.gov	05/08/26
January - February 2026	Lisa Mustain	lisa.mustain@flgaming.gov	03/10/26

Helpful Links

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

FLHSMV Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Steve Burch

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 98.11%

- Submitted On Time = 47
- Submitted Late = 6
- Pending Submission = 0

Other Task Timeliness:

Score = 97.08%

- Submitted On Time = 87
- Submitted Late = 9
- Pending Submission = 1

Direct Task Completeness:

Score = 95.09%

- Submitted Complete = 42
- Submitted Incomplete = 0
- Completed After Submission = 11

Other Task Completeness:

Score = 86.09%

- Submitted Complete = 53
- 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.

Change Champion Network:

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

- 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.	Task Closed - Submission Incomplete	
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 Complete	01/30/26
N/A	Processes	527	Identify Change Impacts and Update Agency Business Process Documentation for Segment III	04/15/24	07/12/24	Pending Resubmission	01/30/26	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.	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	11/01/24	Submitted 11/1/2024 per previous update.	Submission Complete	01/30/26
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/10/26	Mock Conversion sheet updated w/ completion dates.	Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	100% - Submitted	05/06/26		Submission Complete	
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	25% - Beginning Initial Internal Meetings and Information Gathering				

Agency Reported

The Risks, Issues, and Assumptions tables below display only items that were marked confirmed and were opened/logged, closed/resolved or active during the reporting period.

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 Mar. - Apr. 2026
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 is analyzing APC001 from Dry Run 1, and additional supplier files, and will re-examine manual processing time required to match Supplier IDs.	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. Test Supplier IDs were provided in interim to support UAT testing.	The ability to match the Supplier ID (throughout multiple mock conversions) to agency data would be quite taxing and require multiple, additional hours that are not currently included in the plan budget.	Agency monitoring.
Open and Monitoring	12/16/25		Interface	Supplier ID - Cycle 3 Interface Testing	Stable	6 (Medium/High)	Complete supplier ID tables will not be available for test during UAT for API and IUI interfaces. Only select supplier IDs will be available for testing in UAT.	The agency will select which supplier IDs to test with each interface. The supplier IDs will vary (i.e., counties, agencies, other vendors, etc).	Agency may not be able to test all supplier IDs during interface cycle 3 testing / End to End testing.	Agency is currently working on task 698 to analyze APC001 supplier files.
Open and Mitigating	05/07/26		User Acceptance Testing	PALM changes to Config/Conversion smart sheets and to Topics/Activities sheet are impacting agency task delivery and data quality, and increasing staff processing time	Increasing	6 (Medium/High)	For the third consecutive month in 2026, frequent, unscheduled, and uncommunicated data refreshes by PALM to the configuration/conversion smart sheets and other agency data sources are causing considerable agency re-work, research and analysis, and extra monitoring time, thus impacting task completion and delivery time. Unpredictable data refreshes and value changes by PALM continue to lead to errors in the agency configuration or conversion sheets, sometimes (increasingly) after the data has been reviewed for quality (error-free), and after a midday refresh for further quality checks, and after business hours "just before task deadline", leaving the agency little to no remediation time and an incomplete task, despite considerable attention and effort by the agency business team.	Agency is monitoring sheets daily, and further reviewing multiple times per day in the final review period before task submission. The communication and support from Readiness Coordinators is valuable, appreciated, and helpful. However, the unpredictable system refreshes just before task deadlines means the agency risks not including all timely data updates in subsequent UAT updates. MITIGATION: The agency requests the PALM project considers pausing the data refreshes to the applicable configuration and conversion smart sheets during the final days during tasks for configuration, conversion, role mapping, user stories (inventory and coverage), to avoid further risks to the agency and project data.	Agency data in system would not be fully updated or accurate.	Tasks impacted: 697 675 Previous impacts: 674 672
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 hasn't 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.	Agency monitoring.
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.	Agency monitoring.
Open and Mitigating	09/01/23		Agency Business System	FAME application	Stable	2 (Medium/Low)	HSMV processes large volume of data through its FAME application	HSMV is working on developing multiple interfaces and has	The agency could have impacts to readiness for PALM go-live if the	Agency monitoring.

(Revenue Distribution, WEX, Goodyear, PRIDE, etc.). It is imperative that the interfaces and reports work properly when tested.

begun developing reports. Changes to the payment batch jobs are in progress.

FAME application is not remediated.

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 Mar. - Apr. 2026
Open	05/06/26		Critical - Impacts the abil	User Acceptance Testing	Concerns with PALM delays in Cycle 3 impacting agency Interface Testing: AMI002 and PRI005	<p>AMI002 - During the cycle 2 testing, FLHSMV was informed by the PALM project that we will not be able to use the Asset Transfer interface we selected (AMI002) to process asset transfers without an updated chartfield value. Agency is waiting for a query from PALM for chartfield value, on March 26, 2026 virtual meeting. This is a major concern for our agency as we selected AMI002 to transfer assets from one location to another. FLHSMV has over 50 transfer requests a day; it will be a major setback if we are unable to seamlessly update the location of assets at go-live.</p> <p>PRI005 - PeopleFirst advised HSMV on 5/6/26 that real test data for PRI005 will not be available until after refresh (August 2026), putting the testing window for PRI005 past the July 31 inbound test deadline.</p>	<p>AMI002 - Subsequently, the agency has not received a solution from the Project. On 5/6/26, PALM provided options which would be temporary or partial workarounds, still requiring manual work and further development to be completed well after go live. The agency and PALM have ruled out AMI006 as a feasible option "at this time" and are considering using AMI008 and other agency work in lieu of AMI002 for transfers. (HSMV will use AMI002 for disposals.) However these workarounds or "bandaids" require additional considerations for the agency to business process quality and reporting. [AMI002 is still in Cycle 2 due to PALM delays.]</p> <p>PRI005 - Agency will need to work closely with PeopleFirst and PALM during PRI005 next tests, before July deadline, to ensure it is as close as possible to a real payroll life cycle test as possible (timing of DMS test data after refresh).</p>	08/07/26	Resolution date is dependent upon PALM.
Open	05/06/26		Critical - Impacts the abil	Staffing/Resource Availa	Agency not ready for July 31 inbound interface deadline; potential further delays	<p>The agency PALM project team has experienced some ongoing challenges with development resource assignments since October 30, 2025, culminating in internal escalation in March. The agency had planned and assigned development tasks to culminate in readiness by August, to align with the implementation and testing schedules. The July 31, 2026 inbound interface testing deadline was communicated to agencies at the March 24, 2026 advisory and ESC meetings. This change required the agency to add additional technical resources.</p> <p>Impacted Interfaces: *API031 *API002 *IUI002</p>	<p>Several productive conversations have been held with internal technical resource teams and management has reconfirmed their commitment to support assignment of allocated agency resources to assigned PALM tasks. The agency PALM team meets in daily standups with business and technical teams to assess progress. Weekly status reports are provided to technical management. Frequent monitoring conversations occur and will continue. Agency will attempt to obtain positive tests on interfaces as they become ready. Interfaces API002 and IUI002 are priority but have dependences.</p>	08/31/26	Agency is deploying all available resources.

FLHSMV Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
Data	Florida PALM will provide similar functionality as FLAIR@HSMV	Logged	08/31/23	Impacted Stakeholders include all end users.	Agency monitoring.
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.	Agency 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: *

FLHSMV Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Steve Burch	steveburch@flhsmv.gov	05/11/26
January - February 2026	Grady Smith	gradysmith@flhsmv.gov	03/10/26

Helpful Links

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

FSDB Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Tracie Snow

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 95%

- Submitted On Time = 38
- Submitted Late = 8
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.11%

- Submitted On Time = 71
- Submitted Late = 24
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 76.60%

- Submitted Complete = 28
- Submitted Incomplete = 7
- Completed After Submission = 12

Other Task Completeness



Other Task Completeness:

Score = 83.13%

- Submitted Complete = 46
- Submitted Incomplete = 7
- 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.

Change Champion Network:

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

- 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	Pending Resubmission	09/12/25	Stories uploaded	Task Closed - Submission Incomplete	12/19/25
Indirect	People	688	Update UAT Plan	12/08/25	01/09/26	Pending Resubmission	01/07/26		Task Closed - Submission Incomplete	
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26	Errors in the asset module load have not been resolved yet	Task Closed - Submission Incomplete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/30/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/22/26		Task Closed - Submission Incomplete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/22/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/22/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	100% - Submitted	04/23/26	Confirmed	Submission Complete	05/05/26
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/15/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26					
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	50% - In Progress				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
Open and Monitoring	06/02/25		Conversion/Configurator	Local fund loss	Increasing	9 (High/High)	Local funds hold over \$36.0 million dollars in	DFS A&A proposes to combine local funds into	Commingling of funds for different purposes	Same

							donations. PALM has proposed eliminating these local funds which will remove them from the CAFR. and Agency GL.	the GR funds as a solution, separated by a unique speed key.	is not a good idea as proposed. Maintaining a local fund apart from other funds is the real solution.	
Open and Monitoring	11/12/25		Conversion/Configurator	Missing Admin Fund	Increasing	9 (High/High)	Admin Fund 4890-20-2-021007 is missing from dropdown tabs	We will need the Admin Fund to be present in PALM to be able to transfer between State funds.	Loss of the Admin fund will make temporary inter State fund transfers difficult to track.	Same
Open and Monitoring	01/30/24		Conversion/Configurator	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	Same
Open and Monitoring	01/30/24		Conversion/Configurator	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	Same
Open and Monitoring	03/13/26		Conversion/Configurator	Review of the error file for assets in Mock 4 identified missing room numbers needed to conduct annual inventory.	Increasing	6 (Medium/High)	Mock 4 testing revealed that tangible asset locations are not transferring	PALM has the capability to data parse asset data to import room locations into PALM	Annual tangible asset inventory will be hampered by not knowing which room the tangible items were in last time as a starting point.	The SNOW ticket response was that the field is freeform and that the agency may enter the needed data there. The answer does not resolve the obvious issue of existing data not being transferred to PALM and instead places the burden onto the agency to add room location data for over four thousand tangible assets. The RC team also did not provide a better solution. I have provided the RC team a copy of our entire asset listing that needs to be present in PALM.
Open and Monitoring	03/13/26		Conversion/Configurator	Review of the error file for assets in Mock 4 identified that some older buildings did not transfer to PALM that should have.	Increasing	6 (Medium/High)	Mock 4 testing revealed that some buildings and associated asset dollars are not transferring to PALM	PALM needs to transfer all assets and associated dollars to ensure a paper loss to the state does not occur on go live day for PALM.	Some assets of the State of Florida will go missing if not transferred correctly.	Buildings and their improvements need to be accurately transferred from FLAIR to PALM or a paper loss will occur.
Open and Monitoring	04/22/26		Conversion/Configurator	Trial Balance Reports	Increasing	4 (Medium/Medium)	The Standard Trial Balance reports in PALM do not track with those in FLAIR.	Within PALM reports are unreliable at this stage. PALM must resolve and provide useful reports.	We need accurate trial balance reports to be able to produce accurate financial statements.	Presumably PALM will provide standard reports that reconcile to FLAIR.

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 Mar. - Apr. 2026
Open	06/02/25		High - Impacts the at	Conversion/Configurator	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	Same
Open	01/30/24		High - Impacts the at	Conversion/Configurator	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	Same
Open	01/30/24		High - Impacts the at	Conversion/Configurator	Loss of on demand payments	It is unknown what can take place of on demand payments	No replacement evident	None planned	Same
Open	11/12/25		High - Impacts the at	Conversion/Configurator	Administrative fund is missing in workbooks.	DFS directed us to use the Admin fund to hold the local funds dollars during conversion	Absent the Admin fund, we have no place to collocate the Endowment funds in during conversion.	None planned	Same
Open	10/01/25		High - Impacts the at	Conversion/Configurator	Grant fields are missing from FACTS extract and cannot be updated.	Available grant fields in PALM are not current resulting is most missing that are already in FACTS.	RC is pursuing PALM tech staff on uploading the most current data extract from FACTS.	TBD	Same
Open	04/22/26		High - Impacts the at	Conversion/Configurator	PALM standard Trial Balance reports do not track with FLAIR reports.	Review of the within PALM trial balance reports indicates it is not yet tracking with FLAIR.	PALM IT is reviewing	TBD	Reports within PALM need to track with FLAIR to be useful.
Open	03/13/26		Low - All impacts not	Conversion/Configurator	Assets are not loading with room numbers in PALM	Review of the error file for assets in Mock 4 identified missing room numbers needed to conduct annual inventory.	PALM IT is reviewing	TBD	The SNOW ticket response was that the field is freeform and that the agency may enter the needed data there. The answer does not resolve the obvious issue of existing data not being transferred to PALM and instead places the burden onto the agency to add room location data for over four thousand tangible assets.
Open	03/13/26		Low - All impacts not	Conversion/Configurator	Some older buildings are not loading into PALM	Review of the error file for assets in Mock 4 identified that some older buildings did not transfer to PALM that should have.	PALM IT is reviewing	TBD	Buildings and their improvements need to be accurately transferred from FLAIR to PALM or a paper loss will occur.

FSDB Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026

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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FSDB Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Tracie C. Snow	snowt@fsdbk12.org	05/15/26
January - February 2026	Tracie C. Snow	snowt@fsdbk12.org	03/10/26

Helpful Links

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

FWC Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Jessica Crawford

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 98.43%

- Submitted On Time = 45
- Submitted Late = 6
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 97.84%

- Submitted On Time = 94
- Submitted Late = 3
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 92.00%

- Submitted Complete = 40
- Submitted Incomplete = 3
- Completed After Submission = 7

Other Task Completeness



Other Task Completeness:

Score = 98.55%

- Submitted Complete = 68
- Submitted Incomplete = 1
- Completed After Submission = 0

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/12/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/27/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/28/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	Pending Resubmission	04/28/26		Submission Incomplete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/23/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	50% - In Progress				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	50% - In Progress				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	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 Mar. - Apr. 2026
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.	No change

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 Mar. - Apr. 2026

FWC Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026

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 *

[Privacy Policy](#) | [Report Abuse](#)

FWC Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Jessica Crawford	jessica.crawford@myfwc.com	05/11/26
January - February 2026	Jessica Crawford	jessica.crawford@myfwc.com	03/09/26

Helpful Links

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

JAC Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Alton L. "Rip" Colvin, Jr.

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 91.96%

- Submitted On Time = 42
- Submitted Late = 9
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 86.84%

- Submitted On Time = 74
- Submitted Late = 23
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 79.20%

- Submitted Complete = 29
- Submitted Incomplete = 6
- Completed After Submission = 15

Other Task Completeness



Other Task Completeness:

Score = 83.62%

- Submitted Complete = 43
- Submitted Incomplete = 4
- Completed After Submission = 22

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	04/14/26		Task Closed - Submission Incomplete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/10/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress		PMO		
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26			CCN		
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress		CCN		
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/07/26	PMO		
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering		PMO		
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26			CCN		
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress		PMO		
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26			PMO		
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26			PMO		

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 Mar. - Apr. 2026
Open and Monitoring	04/30/25		Deployment/Cutover	Downtime during transition	Increasing	6 (Medium/High)	In the period between FLAIR sunset and PALM go-live (currently scheduled for ~3.5 weeks), JAC risks violation of prompt payment statutes, and anticipates significant transactional volume backlog and increased	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.	Risk is confirmed for March - April 2026 reporting period.

							calls from vendors regarding payment schedules. JAC anticipates there to be an extended period, ex: 2-4 weeks, to work through the backlog once PALM is live.			
Open and Monitoring	05/06/26		Deployment/Cutover	Spreadsheet Upload Failures	Stable	6 (High/Medium)	JAC has observed spreadsheet upload failures when testing across multiple BPGs	At this time, JAC is monitoring this risk. If not resolved by late summer 2026, JAC will have to develop a mitigation plan for data entry into PALM	There is a high degree of risk to JAC's business if this is not resolved with sufficient time to test prior to go live. JAC has planned heavily to use Spreadsheet upload in day-to-day business post go live. Users need ample time to test the upload feature set prior to go-live.	Risk opened for March - April reporting period.
Open and Monitoring	05/06/26		Deployment/Cutover	System Reliability	Increasing	4 (Medium/Medium)	Ongoing changes to system, including its documentation, prevent agencies from truly learning the system and its functionality.	JAC has observed ongoing changes to system documentation, requiring constant reevaluation of approach, additional work to revise scenario workbooks, and revision to planned testing schedules + cadence. As a result, JAC continues to develop materials to support business user readiness for PALM go-live, but remains concerned whether there is sufficient time to prepare its workforce for go-live.	This directly impacts JAC's confidence in go-live and will influence JAC's final Certification response.	Risk opened for March - April reporting period.
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 March 2026, 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.	Risk is confirmed for March - April 2026 reporting period.
Open and Monitoring	05/09/25		Agency Business System	Business Management Operations System (BOMS)	Decreasing	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.	Risk is confirmed for March - April 2026 reporting period.

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 Mar. - Apr. 2026

JAC Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026	
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	
People Processes Technology	JAC will receive requested funding throughout the duration of the PALM project lifecycle.	Logged	05/09/25	All JAC staff	JAC validates this assumption	
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 received confirmation for final Cycle 2 testing timeline on 5/5	
People Processes	DFS A&A will actively work to support the agencies to be as up to date as possible by the time FLAIR is shut down.	Logged	05/06/26	JAC + Vendors (Suppliers)	Newly added assumption	
People Processes Technology Data	Florida PALM will lock system & documentation changes prior to go live with sufficient time for agencies to develop final testing & cutover plans	Logged	05/06/26	JAC + JROs	Newly added 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.

JAC Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	05/07/26
January - February 2026	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	03/10/26

Helpful Links

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

LEG Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Heather Cleary

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 88.6%

- Submitted On Time = 33
- Submitted Late = 17
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 91.03%

- Submitted On Time = 75
- Submitted Late = 22
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 82.45%

- Submitted Complete = 34
- Submitted Incomplete = 6
- Completed After Submission = 9

Other Task Completeness



Other Task Completeness:

Score = 81.59%

- Submitted Complete = 53
- Submitted Incomplete = 4
- Completed After Submission = 12

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/16/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/31/26	The Cycle 2 and Cycle 3 interface testing data has not yet been provided and will be provided once it is obtained and available. The additional information was emailed to RC on 4/13/2026.	Task Closed - Submission Incomplete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/29/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Task Closed - Submission Incomplete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/23/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26					
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26					
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26					
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26					
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26					
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026
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 support the Legislature	Continue to work through issue with partners	High	Meetings are being conducted with Florida PALM, AG, EDR and LEG to address the data concerns.
Open and Mitigating	08/26/24		Agency Business System	Procurement of a new Travel Management	Stable	3 (Low/High)	Current Legislative travel system vendor	Continue to work through issue with	High	No additional comments

				System to be implemented and integrated commensurate with PALM implementation			will not support PALM. New travel management system must be procured and operational in time for PALM Go-Live on July 1, 2027.	partners		
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, 2027.	Continue to work through issue with partners	Medium	No additional comments

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 Mar. - Apr. 2026
Open	03/09/26		Low - All impacts not listed as Critical or High	Interface	New versus update issue for PRI001 and PRI003	<p>Related Dependencies:</p> <ol style="list-style-type: none"> 1. We must have a Personal (Employee ID) and Job record (Employee ID/Appointment ID) established to pay an employee. 2. The same Employee ID and Appointment ID combo must be used throughout the daily and payroll interfaces to create an employee and tie all earnings and deductions together. 3. Employee ID, Appointment ID, and SSN cannot be updated through PRI003. That will require a manual process that is being discussed by FLP. 4. We cannot have duplicate SSNs in FLP, so each employee will have one Personal record. 5. People First and Legislature will share the employee's Personal record, and their Job record will be updated with top of stack as the employee moves around. 6. The People First assigned Employee ID will need to replace any temporary ID, such as LEG##### for Pages. 	<p>LEG workaround for PRI003/PRI001: HL sends a N with the employees People First ID on PRI003. HL will receive an error for duplicate SSN. The Personal record already exists for the employee. HL will need to request a manual update to any field that has changed or resend the line with a U. The home and work addresses would be the most updated. HL sends the Employee ID and new Appointment ID on PRI001. The Job record will load using the existing Employee ID creating a new Employee Record to cover the new Appointment ID. HL sends PRI005/PRI006 to pay the PF Employee ID/Appointment ID combo.</p> <p>LEG workaround for PRI003/PRI001 Scenario 2: Legislature hires a new Page that previously worked at another agency. HL sends a N with the employees LEG##### ID on PRI003. HL sends a N with the employees LEG##### ID on PRI003. HL will receive an error for duplicate SSN. The Personal record already exists for the employee with their People First Employee ID. HL will need to request a manual update to any field that has changed or resend the line the following day with a U using the People First Employee ID. The home and work addresses would be the most updated. The key here is making sure you use the already existing People First Employee ID. HL sends the LEG##### on PRI001. HL will receive an error for Employee ID not found. HL will need to resend the line with a U using the People First Employee ID and LEG##### ID for the Appt ID if time permits for payroll processing. Otherwise, we will need to manually enter the Job data if payroll is being processed that day. The key here is making sure you use the already existing People First Employee ID. HL sends PRI005/PRI006 to pay the employee. The employee will not be paid if the LEG##### ID is used for the Employee ID. The employee will be paid correctly if the PF Employee ID/ LEG##### Appointment ID combo is used.</p>	01/13/26	No additional comments.

LEG Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
People	Will not lose project resources to competing priorities, retirements or other turnover.	Logged	07/01/23	Temporary impact to project	F&A staff turnover, Clyde Woodbury accepted another opportunity. LEG has already hired a replacement starting employment 5/18. This new employee has state F&A experience and is familiar with Florida 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: *

Confirm *

Submit

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LEG Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Heather Cleary	cleary.heather@leg.state.fl.us	05/11/26
January - February 2026	Heather Cleary	cleary.heather@leg.state.fl.us	03/10/26

Helpful Links

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

PSC Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Apryl Lynn

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Completeness

Other Task Completeness



Direct Impact Task Timeliness:

Score = 95%

- Submitted On Time = 31
- Submitted Late = 11
- Pending Submission = 0

Other Task Timeliness:

Score = 97.37%

- Submitted On Time = 82
- Submitted Late = 13
- Pending Submission = 0

Direct Task Completeness:

Score = 86.90%

- Submitted Complete = 31
- Submitted Incomplete = 4
- Completed After Submission = 7

Other Task Completeness:

Score = 92.09%

- Submitted Complete = 53
- Submitted Incomplete = 2
- Completed After Submission = 12

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

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

Change Champion Network:

- Unique Filled Role = 2
- Duplicate Filled Role = 12
- Vacant Role = 0

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

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

RW Tasks - Completed or Open Items

Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26		Submission Complete	
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/27/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/28/26		Task Closed - Submission Incomplete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/24/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			05/11/26
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	50% - In Progress				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26					
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26					

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 Mar. - Apr. 2026

PSC Issues

										Reporting Period

Status	Date Opened	Date Closed	Priority	Primary Issue Category	Issue Title	Background	Action Plan	Planned or Actual Resolution Date	Comments for Mar. - Apr. 2026

PSC Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026

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](#)

PSC Status Report Confirmation

Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Apryl Lynn	alynn@psc.state.fl.us	05/11/26
January - February 2026	Apryl Lynn	alynn@psc.state.fl.us	03/12/26
January - February 2026	Apryl Lynn	alynn@psc.state.fl.us	03/09/26

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

March - April 2026

Agency Sponsor

Eric Maclure

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 99.6%

- Submitted On Time = 49
- Submitted Late = 1
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 97.63%

- Submitted On Time = 88
- Submitted Late = 9
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 89.39%

- Submitted Complete = 34
- Submitted Incomplete = 2
- Completed After Submission = 13

Other Task Completeness



Other Task Completeness:

Score = 93.33%

- Submitted Complete = 55
- Submitted Incomplete = 2
- Completed After Submission = 12

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

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

Change Champion Network:

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

- Unique Filled Role = 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
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	100% - Submitted	03/13/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/08/26		Submission Complete	03/09/26
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	100% - Submitted	03/30/26		Submission Complete	
Indirect	People	696	Maintain Role Mapping Worksheet	03/23/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	N/A	675	Submit Monthly Progress Report - Testing	04/01/26	04/30/26	100% - Submitted	04/30/26		Submission Complete	
Indirect	Data	697	Maintain Configuration and Conversion Workbooks	04/01/26	04/30/26	Pending Resubmission	04/30/26		Submission Incomplete	
N/A	People	607	Update Training Plan	04/06/26	06/05/26	50% - In Progress				
N/A	People	676	Share Florida PALM Updates	04/13/26	04/24/26	100% - Submitted	04/23/26		Submission Complete	
Direct	Data	713	Confirm Supplier Records	04/20/26	05/22/26	50% - In Progress				
Direct	Data	698	Complete Data Cleansing in Preparation for Dry Run 2	04/20/26	06/17/26	50% - In Progress				
N/A	N/A	677	Submit Bimonthly Agency Readiness Status Report	05/01/26	05/11/26	100% - Submitted	05/11/26			
Indirect	N/A	678	Submit Monthly Progress Report - Testing, Training	05/01/26	05/29/26	50% - In Progress				
Indirect	Data	699	Maintain Configuration and Conversion Workbooks	05/01/26	05/29/26	50% - In Progress				
Indirect	People	700	Maintain Role Mapping Worksheet	05/01/26	05/29/26	50% - In Progress				
N/A	Processes	602	Update Agency Business Process Documentation	05/04/26	10/30/26	50% - In Progress				
N/A	People	604	Create Agency-Specific Learning Materials to Support End Users	05/04/26	10/30/26	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.

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 Mar. - Apr. 2026
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	SCS will not accept the PALM solution for go-live.	SCS is waiting to hear back from PALM about our request to have PALM schedule formal "performance based" UAT test scenarios that measure processing proficiency as agencies initiate concurrent high-volume "end-to-end" transactions. The performance goal is to

							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.		achieve transaction processing times that FLAIR and Enterprise Partners achieve today - at a minimum. Service Level Agreement (SLA) targets need to be discussed, defined, achieved and accepted by SCS, PALM and Enterprise Partners before SCS will allow PALM and our Enterprise Partner applications to support SCS financial operations in Production.	
Open and Mitigating	05/02/25		User Acceptance Testing	<p>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.</p> <p>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.</p>	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.	<p>SCS continues to monitor PALM functionality in UAT to ensure the system will fully satisfy SCS operational requirements. If not, then SCS schedules, timelines, and delivery dates in SCS IMS will need to be adjusted as we work closely with the PALM project team..</p> <p>If by chance partial PALM functionality is deployed instead of full functionality, depending on what is delivered, SCS's will need time 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.</p>
Open and Mitigating	05/02/25		User Acceptance Testing	<p>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.</p> <p>Enterprise Partners are critical in processing SCS Financial, HR/Payroll, and Report distribution information.</p> <p>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..</p>	Increasing	6 (High/Medium)	PALM has encouraged Agencies to take on more responsibilities by directly engaging Enterprise Partners (EP). This approach can overwhelm EPs.	<p>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</p> <p>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.</p>	SCS will not be able to process critical transactions end-to-end in PALM resulting in schedules, timelines, and delivery date delays.	<p>SCS continues to prepare and monitor internal ABS testing with Enterprise Partners where applicable. Also, communicating our requirements & expectations with our external partners to ensure successful integration</p> <p>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."</p>
Open and Mitigating	05/02/25		Staffing/Resource Availa	<p>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.</p> <p>Receiving requested funds will allow SCS to properly prepare, migrate, and transition to PALM Financial, HR/Payroll, and Reporting operations within schedules,</p>	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.	Continue to monitoring funding allocations

				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 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).	SCS has attended the PALM provided DW/BI in-person sessions. SCS will leverage the DW/BI functionality as much as possible to ensure SCS required Business Intelligence, Reporting and Data Warehouse business requirements are satisfied. SCS is looking to minimize the impact to our current PALM defined business process models, staffing levels, resource structures, workflows, operating procedures and changes to internal Agency Business Systems which could cause delays in SCS schedules, timelines, and delivery dates.
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	Stable	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.	SCS is working with PALM to have this information included. SCS is also looking at alternate ways to load Asset information that relates to specific payment transactions.
Open and Mitigating	10/31/25		Agency Business System	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.	SCS continues to interpret any People First and PALM HRMS changes within the context of our configuration, then reach out to PALM when necessary for clarity.
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.	SCS continues to work with PALM IT with case number CS0012635 - to resolve any .gov related access issues.
Open and Mitigating	05/02/25		Conversion/Configurator	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.	SCS is working with PALM and MFMP to determine how FLAIR Vendor/Seq # are converted to PALM Supplier #

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 Mar. - Apr. 2026
Open	05/07/25		High - Impacts the ability	Business Process Change	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	SCS continues to monitor and observe any adoption of 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

SCS Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026	
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	SCS UAT SMEs continue to test full PALM application functionality for all modules & business processes to support SCS's modified production performance model. SCS continues to prepare to perform full integration tests of PALM, ABS, and EBS testing scenarios that will integrate a complete "end-to-end" testing scenario between SCS, Enterprise Partners, & PALM	
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	SCS continues to validate changes to Leave Liability and ARS. These ABS application will be effective post Go-Live in January of 2027. They will be processed in the June - July 2027 time period. 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	

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.

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SCS Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
March - April 2026	Eric W. Maclure, State	(macluree@flcourts.org)	05/10/26
January - February 2026	Eric W. Maclure, State	(macluree@flcourts.org)	03/08/26