

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:

May – June 2025

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AHCA Status Report Dashboard

Reporting Period

May - June 2025

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

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 96.25%

- Submitted On Time = 31
- Submitted Late = 9
- Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 83.33%

- Submitted Complete = 30
- Submitted Incomplete = 1
- Completed After Submission = 8

Other Task Completeness:

Score = 87.63%

- Submitted Complete = 29
- Submitted Incomplete = 0
- 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:

- Unique Filled Role = 11
- Duplicate Filled Role = 4
- 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
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		6/26/2025-AHCA BAs are working with the Bureau of Financial Services to get the remaining to be processes documented. 5/9/2025 - Documentation has not been completed for the lack of access to the BFS team that are understaffed. 11/1 - Discussed completion of the tasks and in the process of documentation 8/30 - On-going process for updates. Identifying most important processes to document. 7/12 - Continue to work on the AS-IS and have begun design the To-Be. processes for Disbursement. Assets To-Be Designs are in progress. AR To-Be processes are in progress. Contracts is not impacted as much and internal Agency Business System (CATS) needs to be remediated. 6/28 - Continuing discovery of processes performed by the BFS team 4/30 - New Resources are reviewing as is to identify gaps. 4/12 - Documentation of business processes have not begun due to resource constraints		
N/A	Technology	519	Remediate Agency Business Systems based on Segment I	01/29/24	06/28/24	50% - In Progress	03/07/25	6/26/2025-Accounts Module and MAR Modules 95% complete in remediation. These modules handle the Agency invoicing functionality. 3/7/2025 - ABS Remediation Complete for parts of the module impacted. 11/1 - Completed remediation for the Chart of Account structure 9/18 - Agency Business System remediation is not in line with Florida PALM remediation requirements. Agency is documenting a remediation plan for Agency Business System remediation to address Florida PALM remediation requirements. 8/30 - Development team is actively involved with the remediation, beginning with the Chart of Accounts.		05/09/25
N/A	Processes	527	Identify Change Impacts and Update Agency Business Process Documentation for Segment III	04/15/24	07/12/24	75% - Consolidating/Inputting Information for Submission		6/26/2025-AHCA BAs are working with the Bureau of Financial Services to get the remaining to be processes documented. 5/9/2025 - Documentation has not been completed for the lack of access to the BFS team that are understaffed. 7/12 - Continue to work on the AS-IS and have begun design the To-Be. Assets To-Be Designs are in progress. AR To-Be processes are in progress. CMIA is being worked. 6/28 - Continuing discovery of processes performed by the BFS team		

N/A	Technology	531	Remediate Agency Business Systems based on Segment II	04/29/24	10/04/24	75% - Consolidating/Inputting Information for Submission		7/09/2025 - Modules for Receipts are in UAT. - Error Handling for is being addressed. 5/9/2025 - SunFocus Modules for Receipts are 95% complete. End User Testing underway. For CATS (Contracts ABS) remediation has not begun.		
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		6/26/2025-AHCA BAs are working with the Bureau of Financial Services to get the remaining to be processes documented. 5/9/2025 - Documentation has not been completed for the lack of access to the BFS team that are understaffed.		
N/A	Technology	547	Remediate Agency Business Systems based on Segment III	07/22/24	12/13/24	75% - Consolidating/Inputting Information for Submission		6/20/2025- Interface for loading suppliers has been remediated. There are no other processes within SunFocus that require remediation for Segment III. 5/9/2025 - ABS Remediation is not on the same Segment Schedule as Florida PALM. 9/18 - Agency Business System remediation is not in line with Florida PALM remediation requirements. Agency is documenting a remediation plan for Agency Business System remediation to address Florida PALM remediation requirements.		
N/A	Technology	561	Remediate Agency Business Systems based on Segment IV	10/21/24	03/14/25	25% - Beginning Initial Internal Meetings and Information Gathering		7/9/2025 - ABS Remediation is not on the same Segment Schedule as Florida PALM.		
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25	5/9/2025 - Resubmitted with updated Scope 4/25/2025-Awaiting SME review and additional input before submission	Submission Complete	05/19/25
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/05/25	4/25/2025-SME s continuing the completion of the tool, with the limited resources	Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/30/25		Submission Complete	
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		5/9/2025 ABS Remediation is not on the same Segment Schedule as Florida PALM. All but 1 interface is ready to exchange with Florida PALM although the remediation efforts of the SunFocus modules is not completed. 4/25/2025 - All but 1 interface are ready for Cycle 2 Interface Testing 4/7/2025 - All but 3 interfaces are ready for Cycle 2 Testing. But system is not remediated to process the files for each of the system modules 01/27-All files have started 01/17- A third of the interfaces have been remediated.		
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	05/13/25
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/12/25		Submission Complete	05/12/25
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/17/25		Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25	06/18/2025 - BA SME's roles are mapped	Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/25/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	06/24/25		N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

Agency Reported

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

AHCA Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	11/25/24		Business Process Change	Unavailability of Accounting System	Increasing	9 (High/High)	If there is not an accounting system available in June 2026, AHCA will not be able to complete the Weekly Medicaid Run and will not have the ability to pay the providers, costing the State, millions of dollars in fines/penalties.	Strategy: 1) Change statutory requirements 2) Meet with CMS to explain the absence of Accounting System to plan for holding federal funds for more than 72 hours. 3) Meet with A&A and Treasury to aid in decision making process on the solution. 4) Multiple Projections for the month of July	Millions of dollars in interest/fines/penalties.	7/09/2025 - Agency Liaison is reaching out to other agencies to understand their approaches

								Note: Banks are still operational		
Open and Mitigating	07/09/25		Agency Business System Business Process Change Deployment/Cutover Staffing/Resource Availability User Acceptance Testing	Continued Implementation of SunFocus enhancements	Increasing	9 (High/High)	To enhance operational efficiencies, we are conducting an analysis and implementing identified improvements using our development resources.	1) Complete Mitigation plans for SunFocus Remediation (which will the identification of additional technical resources 2) Leadership Prioritization of SunFocus Remediation vs. SunFocus Enhancements	Deployment/Cutover	7/09/2025 - New
Open and Monitoring	06/20/25		Agency Business System Deployment/Cutover	Loss of Lead Developer with institutional knowledge	Increasing	9 (High/High)	Lead Developer has replaced by new resource for the new FY	Monitor remediation progress more closely	Deployment/Cutover	7/09/2025 - Although this is an issue, we are keeping it as a Risk
Open and Mitigating	02/28/25		Business Process Change Post Implementation Staffing/Resource Availability Training User Acceptance Testing	Implementation Timeline Changes	Stable	2 (Low/Medium)	If Florida PALM project timeline changes, the Agency's FY25-26 LBR funding requests will be inadequate to complete the Florida PALM transition (schedule, scope and budget).	Request administrative funding from the Legislature.	Operational activities	7/09/2025 - Turned into Issue - 006, but will remain open as a risk until to Implementation
Open and Mitigating	01/31/25		Agency Business System	Unidentified Impacted ABS	Decreasing	2 (Low/Medium)	If remediation for In-house ABS applications that are impacted with the implementation of Florida PALM have not been planned for by 8/30/2025, AHCA may have the resource constraints for the remediation, resulting in the inability of AHCA communication 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- ABS: AHCA Network - In Progress ABS: CATS - N/A	The inability to log into the AHCA Network and Federal Resources (FX)	7/09/2025 - Received the PeopleFirst (Data Warehouse) Structural changes and we are actively reviewing changes that will impact ACHA Network

AHCA Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	09/24/24		Role Mapping Staffing/Resource Availability Training User Acceptance Testing	Lack of Bureau of Financial Services Resources	High - Impacts the ability	As of August 2024, BFS had 22 vacant positions. As a result, the Bureau of FS team is challenged with performing operational activities and Florida PALM task requirements. The Florida PALM workload will only increase as the project progresses, where testing will require more of their time during end of year process and will hinder the ability for AHCA to complete task assignments.	Continue to actively recruit		7/09/2025 - With on-going recruiting efforts, additional staff is being added to the Bureau of Financial Services Team
Open	09/30/24		Agency Business System	ABS Remediation Schedule different than Florida PALM	High - Impacts the ability	Remediation of the Agency Business System (SunFocus) application is not on the same schedule as the Florida PALM schedule. Some remediation activities will cross Segments, causing the agency timeliness metric to continue to be low.	Interface remediation will be completed to be ready to perform Cycle 2 Interface Testing before the August start date. Update the comments of the remediation tasks as they become complete.	11/21/25	7/09/2025-Completing mitigation plans for the remediation of SunFocus to be completed before End-to-End Testing begins.
Open	09/06/24		Business Process Change Post Implementation Staffing/Resource Availability Training User Acceptance Testing	Florida PALM Tasks and SunFocus Operations Competing Resources	High - Impacts the ability	Production incidents and time sensitive activities will continue to interfere with the resource tight bureau. Accept the issue and work with the Florida PALM Project to identify when a deliverable will be late.	Leadership will prioritize the activities		7/09/2025 - Leadership is continuing to prioritize Operational activities as the Bureau continue to recruit and fill vacant positions. As a result, more time will be allocated specifically for Florida PALM Tasks.
Open	07/09/25		Agency Business System Business Process Change	Implementation Timeline Changes	High - Impacts the ability	Florida PALM project timeline changes occurred after the submission of the	Verify AHCA Florida PALM Budget after end of year officially closes. Review mitigation	08/25/25	7/09/2025 - Documenting mitigation plans that will serve as input to the Legislative Budget Amendment Request

			Post Implementation Staffing/Resource Availability Training User Acceptance Testing			Agency's FY25-26 LBR funding requests.	plans. Revise the Spending Plan Revise Operational Work Plan to create the legislative budget amendment request.		
Open	07/09/25		Agency Business System Deployment/Cutover	Loss of Intuitional and Technical knowledge	High - Impacts the ability	Lead Developer has replaced by new resource for the new FY	Action planning is in progress Monitor progress of remediation closely	08/25/25	7/07/2025 - New Issue
Open	10/28/24		Post Implementation	FY25-26 Lack of Funding for Third-Party Vendor supported Agency Business System	Low - All impacts not liste	Funding was not requested for Third Party Vendor-Supported applications for the FY25-26 due to analysis of agencies business systems being done concurrently with the deadline for the submission of the Legislative Budget Request. Those applications that have now been identified are ePAR (electronically routed PAR app) the is impacted by PeopleFirst changes and CATS (agency contract application that feeds FACTS).	Workaround has been established with CATS. Contract managers will utilize FACTS directly until remediation of CATS can be planned and completed. ePAR remediation impacts and planning remains under investigation.	08/25/25	7/09/2025 - Funding for these two applications will be considered and included in the Legislative Budget Amendment Request

AHCA Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for May - June 2025

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

☐ Confirm *


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

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 97.38%

Submitted On Time = 40

Submitted Late = 2

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 99.86%


Submitted On Time = 71

Submitted Late = 1

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 81.00%

Submitted Complete = 23

Submitted Incomplete = 3

Completed After Submission = 14

Other Task Completeness



Other Task Completeness:

Score = 88.22%

Submitted Complete = 29

Submitted Incomplete = 0

Completed After Submission = 16

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

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

Change Champion Network:

Unique Filled Role = 11

Duplicate Filled Role = 4

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	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		1/24 - IT team working 3/3 - IT sources working in tandem and updates in progress 3/31 - team working this as a remediation for overarching ABS that will be completed by task due date - FRS database completed and NOT taking the segment approach - working as an overall update to each ABS - IT team in process 5/12 - actively updating and working - PALM question out for answer to FLAIR to PALM Mapping pending 5/27 - will continue to update as needed - discussed in touchpoint 6/5 - put FRS on hold - working all Interfaces - inbound to PALM at this time 6/19 - continues work - ongoing preparation 6/27 - smartsheet notes and % updates current		
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/13/25	5/12 - in review by the team at this time 5/13 - IT Team email working this to confirm SME's and review both sheets - team reviewed - updated the sme list and checked off - completed	Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25	5/13 - BA working the new task for team review 5/21 - ongoing effort - files in sharepoint - is working thru with the appropriate functional team 6/5 - working with teams to update per task 6/9 - BA tracking and working with the teams to clear 6/19 - completing in APD Smartsheet workbooks and moving to PALM Smartsheet today 6/20 - completed as is - with the identified Smartsheet/PALM issues noted in comments	Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25	5/21 - reviewing and working on assignment updates 5/27 - working 6/5 - working all sheets at this time 6/9 - BA tracking and working with the teams to clear 6/19 - completing in APD Smartsheet workbooks and moving to PALM Smartsheet today 6/20 - completed as is - with the identified Smartsheet/PALM issues noted in comments	Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25	5/21 - reviewing and working on assignment updates 5/27 - working 6/5 - reviewing the answer to the questions from PALM along with task requirements	Submission Complete	

								6/9 - BA tracking and working with the teams to clear 6/19 - completing in APD Smartsheet workbooks and moving to PALM Smartsheet today 6/20 - completed - reviewed in full		
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25	5/21 - reviewing with system access manager - in progress 5/27 - working 6/9 - BA tracking and working with the teams to clear 6/19 - completing in APD Smartsheet workbooks and moving to PALM Smartsheet today 6/20 - completed with exceptions to request "ALL" roles for Ramon/Dee/Rose	Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	75% - Consolidating/Inputting Information for Submission		6/5 - APD is working on all UAT stories with teams and initiating the Smartsheet Workbook updated for each team - in person reviews - week of 6/9 6/9 - all teams are working their team Smartsheet to complete at least 3-5 user samples 6/19 - teams are actively working on their stories in Smartsheet - APD		
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25	6/19 - actively working to update and provide by due date 6/20 - the team is updating and will submit on time 6/25 - working with DW - HB on track 6/27 - Configured for Tacachale location, unsure if payment type qualifies but will use UAT to better understand process	Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	75% - Consolidating/Inputting Information for Submission		6/25 - working with teams to verify those users and update - team meetings the next 2 weeks 6/27 - updates in progress	N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	75% - Consolidating/Inputting Information for Submission		6/25 - working with the Team - KB leading 6/27 - KB and PL working actively 7/1 - AH will test - the KB handling the Group load in IdP		
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	50% - In Progress		6/25 - Readiness Review in process based on listed certification document from PALM 6/27 - in review and working		
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/07/25	7/7 - loading risks etc this morning 7/7 - forwarded to Rose for sign off	Submission Complete	

Agency Reported

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

APD Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	05/02/25	07/07/25	Agency Business System Deployment/Cutover Staffing/Resource Availability User Acceptance Testing	Insufficient IT staff experience with cloud technologies	Stable	6 (Medium/High)	APD IT Teams preparation and training and UAT	Upskill internal staff; augment with vendor/cloud consultants - adjust APD staff	Delays and rework due to misconfiguration; higher support burden	close as APD techs are onboard and staffed accurately - no issue
Open and Monitoring	05/02/25		Agency Business System Interface Role Mapping Staffing/Resource Availability Training 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	PALM is still correcting
Open and Monitoring	07/07/25		Business Process Change Training 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	APD UAT Preparation
Open and Monitoring	05/02/25		Agency Business System Interface User Acceptance Testing	Legacy system interfaces mapping with ABS-PALM APIs	Stable	6 (High/Medium)	APD IT Teams preparation and training and UAT	Develop interface translation layers; validate APIs early - continual review and update	Critical data exchanges fail; project delays and costly rework	Mock trials are being initiated
Open and Monitoring	05/02/25		Conversion/Configuration Deployment/Cutover	Inadequate cloud platform performance under high user load due to multi agency impact	Stable	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	state system should be good
Open and Monitoring	05/02/25		Role Mapping Staffing/Resource Availability Training User Acceptance Testing	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	User roles to be evaluated during training
Open and Monitoring	05/02/25		Interface Conversion/Configuration Deployment/Cutover Post Implementation	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	Permanent loss of financial or transactional data	unknown - prep work in progress

								cloud data o Include specific test cases for historical data validation o Assign a dedicated data QA team		
Open and Monitoring	05/02/25		Deployment/Cutover Identity Provider (IdP) Role Mapping	Failure of third-party integrations post-migration - unknowns for peripheral systems - STMS/MFMP/etc	Stable	6 (High/Medium)	APD IT Teams preparation and training and UAT	Engage vendors early; build fallback interface plans - APD attending all meetings at this time	Failure to process essential transactions like payroll or grants	enterprise systems in the works for PALM upgrades and changes - keep open
Open and Monitoring	05/02/25		Conversion/Configuration 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 database - revert planning to be reviewed
Open and Monitoring	07/07/25		Business Process Change Conversion/Configuration Role Mapping 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	APD UAT Preparation
Open and Monitoring	05/02/25		Business Process Change Training User Acceptance Testing	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	Having no PALM direct use is still a challenge in getting all things queued up for Training and UAT/being run simultaneously
Open and Monitoring	05/02/25		Business Process Change Role Mapping Staffing/Resource Availability Training User Acceptance Testing	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	keeping open
Open and Monitoring	05/02/25		Agency Business System Interface Training User Acceptance Testing	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	keeping open
Open and Monitoring	05/02/25		Business Process Change Staffing/Resource Availability 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	PALM terminology and differences
Open and Monitoring	05/02/25		Staffing/Resource Availability 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	basic training challenge
Open and Monitoring	05/02/25		Role Mapping Staffing/Resource Availability Training User Acceptance Testing	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	Keeping with PALM Timeline
Open and Monitoring	05/02/25		Business Process Change Role Mapping Staffing/Resource Availability Training User Acceptance Testing	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	Teams like hands on training as noted in survey
Open and Monitoring	05/02/25		Business Process Change Role Mapping Staffing/Resource Availability Training User Acceptance Testing	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	keeping open
Open and Monitoring	05/02/25	07/07/25	Agency Business System Business Process Change Interface	Unanticipated technical debt from legacy customizations - for interfaces - need to reduce to cause cost savings - but not aligning with what we have - PALM issue	Stable	4 (Medium/Medium)	APD IT Teams preparation and training and UAT	Catalog all custom logic and evaluate for platform-fit - updating in ABS	Unexpected bugs and incompatibilities in cloud version	PALM issue - interfaces were cost driven - APD needs everything it says it needs
Open and Monitoring	05/02/25		Business Process Change Role Mapping Staffing/Resource Availability 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	Org changes and retirements within agency continue - availability challenged
Open and Monitoring	05/02/25		Role Mapping Staffing/Resource Availability Training	5. Resistance to change from employees	Stable	2 (Medium/Low)	APD Teams preparing for PALM Training	Communicate benefits early; involve staff in design and feedback	Training is a work in progress and will adjust with any PALM received direction - PALM roll out in progress	APD is pretty good about accepting what is coming
Open and Monitoring	05/02/25		Role Mapping Staffing/Resource Availability	10. Lack of evaluation and feedback	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	planned feedback being worked

			Training User Acceptance Testing	mechanisms				direction - PALM roll out in progress	
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APD Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	05/01/25		Agency Business System Interface Conversion/Configuration	PALM Project Mapping Key	High - Impacts the ability	APD IT Teams preparation and training and UAT	Develop interface translation layers; validate APIs early - continual review and update	05/30/25	Leaving open - the mapping key isn't available but still asking as we move to migrate balances and align with the APD database 7/7 - still a desired issue for correct mapping and alignment based on PALM activities.

APD Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025	
People Data	Legacy system data is complete and accurate	Logged	05/12/25	Finance, IT, Audit, All modules using historical data	Keep open	
Processes Technology	Chart of Accounts structure will be successfully mapped to the new system	Logged	05/12/25	Budget, General Ledger, Accounting Leads	PALM will not provide the mapping key - still asking	
People Processes	All critical business processes are documented	Logged	05/12/25	All accounting teams, Change Management, Training Team	Teams are working to tie down their requirements for all business process flows with PALM as the basis	
Technology Data	Cloud system will support all required functionalities	Logged	05/12/25	Program and Financial Users, System Admins	expecting the deminsional platform	
People Processes Technology Data	Interfaces with peripheral systems will remain compatible	Logged	05/12/25	IT, Third-Party Vendors, Grants/Payroll/Procurement Units	STMS/MFMP - etc are being updated and ready by UAT	
Processes Technology Data	Data migration will occur with minimal downtime	Logged	05/12/25	All staff, especially Payroll, Accounts Payable, and Receivables	Planned and fully executed agreed conversion plan reviewed by each agency	
People Processes Technology Data	End users will receive adequate training prior to go-live	Logged	05/12/25	All functional end users	PALM and train the trainer efforts are successful	
People Processes	Security roles and access permissions will be properly configured	Logged	05/12/25	Security Admins, HR, Supervisors, External Auditors	Reviewing for role matrix	
Processes Technology Data	Reports used in the legacy system will be recreated accurately	Logged	05/12/25	Finance, Program Managers, Oversight Agencies	PALM will provide the query tool and report structure APD needs	
People Processes Technology Data	Project timeline will remain on schedule despite unknowns	Logged	05/12/25	Project Managers, Executive Sponsors, All involved teams	Timeline thru amendment 12 includes stagegates	
People Processes Technology Data	UAT - the system requirements and user stories reflect the real-world processes and accounting requirements of the end users.	Logged	07/07/25	UAT - Critical features may be missing or behave incorrectly, requiring rework late in the project	Preparing for UAT	
People Processes Technology Data	UAT for August - version being tested includes all features required for accounting functions and is free of critical/blocking bugs.	Logged	07/07/25	UAT Tests may not reflect true accounting workflows, leading to gaps or inability for validation.	Preparing for UAT	
People Processes Technology Data	UAT Testers have sufficient training or knowledge of the new system as they execute UAT from PALM instruction, are able to validate the accounting processes.	Logged	07/07/25	UAT - hard to determine false positives and false negatives.	Preparing for UAT	
People Processes Technology Data	Assuming that connected systems (e.g., payroll, enterprise systems, all modules, tax engines, banks) are available and simulate live interaction appropriately for UAT	Logged	07/07/25	UAT - Errors may appear that are integration-related (enterprise systems) rather than related to the core application, delaying sign-off.	Preparing for UAT	

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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APD Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Rose Salinas	rose.salinas@apdcares.org	07/07/25
March - April 2025	Rose Salinas	rose.salinas@apdcares.org	05/12/25
January - February 2025	Rose Salinas	rose.salinas@apdcares.org	03/06/25

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[Knowledge Center](#)
[Florida PALM Workbook for COM](#)
[Readiness Workplan](#)

COM Status Report Dashboard

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

Reporting Period

May - June 2025

Agency Sponsor

Tisha Womack

RW Task Timeliness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 97.62%

- Submitted On Time = 34
- Submitted Late = 7
- Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 88.50%

- Submitted Complete = 31
- Submitted Incomplete = 3
- Completed After Submission = 6

Other Task Completeness:

Score = 96.89%

- Submitted Complete = 41
- 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:

- 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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	02/18/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25	UPDATE AS OF 4/3/2025: business process unit teams are actively working to complete task activities by way of team meetings. We anticipate successful completion by task due date.	Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/30/25	UPDATE AS OF 4/3/2025: team is actively working on activities that impact the completion of the training plan. We anticipate successful completion by due date.	Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	04/29/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/13/25		Submission Complete	05/22/25
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	06/26/25		N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/10/25			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	50% - In Progress				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/14/25			

Agency Reported

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

Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	08/26/24		Agency Business System 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 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.	Create internal life-to-date reporting system.	Commerce will face significant disruptions in financial oversight, reconciliation, and compliance. This gap will hinder our ability to produce accurate historical financial reports, negatively impact audit readiness, and delay decision making processes that rely on cumulative financial data.	
Open and Mitigating	12/12/24		Business Process Change	Documentation Tracking Process	Decreasing	9 (High/High)	Team identified the need for a consistent documentation tracking process.	Develop documentation tracking process tool, schedule meetings with supervisors and determine a centralized location for BPs. We will then develop a matrix to cross check and verify all BPs listing in the tracking tool are in the centralized location. Supervisors will provide any missing information or correct incorrect information.	If there is no documentation tracking process in place, then documentation updates may be missed, causing delays, inconsistencies, or errors in project deliverables.	
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.	
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.	
Open and Mitigating	01/07/25		Training	End User Training	Decreasing	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.	
Open and Mitigating	01/07/25		Interface	FLAIR Integrations	Decreasing	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 using Florida PALM help desk" 	If FLAIR does not seamlessly integrate with existing Commerce applications and third-party interfaces (MFMP, etc.), then there could be disruptions in data exchange, resulting in operational bottlenecks and delayed financial transactions.	

Open and Mitigating	01/07/25		Business Process Change	Business Processes Alignment with Florida PALM	Decreasing	2 (Medium/Low)	Proactive efforts by project team to identify potential business process risks.	<ul style="list-style-type: none"> - 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.	
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COM Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025

COM Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
Technology	It is assumed that Florida PALM will be fully operational and accessible to all users at go-live, with minimal downtime required for maintenance and updates.	Logged	01/08/25	Commerce F&A Stakeholders	
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	
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	

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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COM Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Tisha Womack	caroline.womack@commerce.fl.gov	07/14/25
March - April 2025	Tisha Womack	caroline.womack@commerce.fl.gov	05/12/25
January - February 2025	Tisha Womack	caroline.womack@commerce.fl.gov	03/06/25

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[Knowledge Center](#)
[Florida PALM Workbook for DACS](#)
[Readiness Workplan](#)

DACS Status Report Dashboard

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

Reporting Period


May - June 2025

Agency Sponsor

Alan Edwards

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 100%

Submitted On Time = 43

Submitted Late = 0

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 94.86%


Submitted On Time = 68

Submitted Late = 4

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 99.27%

Submitted Complete = 38

Submitted Incomplete = 0

Completed After Submission = 3

Other Task Completeness



Other Task Completeness:

Score = 99.78%

Submitted Complete = 44

Submitted Incomplete = 0

Completed After Submission = 1

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

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

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

Change Champion Network:

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

The dials above 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	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete		
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete		
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/29/25		Submission Complete		
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		4/10: 576 Addendum for Interface Test Planning completed. Progress for Cycle 2 test readiness on-going.			
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	04/30/25		Submission Complete		
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/02/25		Submission Complete		
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/07/25		Submission Complete		
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Submission Complete		
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete		
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete		
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete		
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress					
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/24/25		Submission Complete		
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	06/26/25		N/A		
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	06/30/25				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	50% - In Progress					
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/01/25		Submission Complete		

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	10/31/24		Agency Business System Business Process Change Interface User Acceptance Testing	Florida PALM UAT Plan details needed for batch processing	Stable	3 (High/Low)	The Department is waiting on more information from PALM regarding their testing plans. We attended PALM's test preparation workshop in November 2024 where these topics were discussed and the PALM team provided more insight but not the final UAT plan. Pending information about UAT testing details will impact our internal management of this risk.	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 the release of the PALM Project UAT Plan (AC meetings, ESC meetings, Florida PALM Website, Florida PALM Knowledge Center, Task Talk, etc.) Dates and timing impacts correlate to the Projects testing time line.	FL PALM Project UAT Plan (not approach) details unknown at this time. FL PALM must be running regular batch processing during UAT to allow FDACS to interface Agency Business System test scenario data (API002, ARI007, ARI009, ARI011, IUI002, POI002, POI006, SDI009) to PALM during the testing window. Failure to successfully test batch processing is detrimental to the departments planning and preparation for go live fiscal operations.	06/12/2025 - PALM has not provided agencies with the PALM UAT Plan. PALM provided a high-level overview at the Interface Testing and Conversion Workshop, but no specific details on timing or how UAT will be conducted with agencies. No additional change or update at this time.
Open and Monitoring	10/31/24		Agency Business System Business Process Change Interface User Acceptance Testing	Florida PALM UAT Plan details needed for Outbound Interfaces	Stable	3 (High/Low)	The Department is waiting on more information from PALM regarding their testing plans. We attended PALM's test preparation workshop in November 2024 where these topics were discussed and the PALM team provided more insight but not the final UAT plan. Pending information about UAT testing details will impact our internal management of this risk.	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 the release of the PALM Project UAT Plan (AC meetings, ESC meetings, Florida PALM Website, Florida PALM Knowledge Center, Task Talk, etc.) Dates and timing impacts correlate to the Projects testing time line.	FL PALM Project UAT Plan (not approach) details unknown at this time. FDACS must receive outbound interface file data from PALM (AMI003, API020, API031, ARI002, ARI020, ARI024, ARI034, GLI001, GLI017, IUI003, KK1009, POI001, POI007, SDI008) that will contain records associated with the agency test data and foundational data such as the chart of account values, chartfield combinations, and budget information. Failure to successfully test these outbound interface files and data is detrimental to the departments planning and preparation for go live fiscal operations.	06/12/2025 - PALM has not provided agencies with the PALM UAT Plan. PALM provided a high-level overview at the Interface Testing and Conversion Workshop, but no specific details on timing or how UAT will be conducted with agencies. No additional change or update at this time.

DACs Issues

Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	10/31/24		Agency Business System Business Process Change Interface Conversion/Configuration Staffing/Resource Availability Training User Acceptance Testing	Florida PALM Segmented Design Approach	High - Impacts the ability	The division of FL PALM information by Segments and engagement and approach with Enterprise Partners may result in timing differences between what is needed for internal system remediation needs and Project remediation task due dates.	Our agency PRT is actively working on ABS remediation based on Segment designs, ensuring alignment with our own agency specific project management approach. The FDACS remediation approach is to complete all required changes for each application function following our internal project schedule, that cannot be defined by segment design timing. Agency remediation efforts are ongoing and will continue in order to meet the overall Florida PALM Project's timeline for remediation completion to participate in future testing activities. Regular monitoring of the interface catalog is occurring to stay up to date on any changes made to interface layouts or sample data files.	June/August 2025.	6/2025 - No Change or update at this time.

DACs Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
Technology	Funding for staff augmentation and services will continue through implementation and Hypercare.	Logged	08/31/23	Software remediation and Chart of Accounts crosswalk transitioning from FLAIR to PALM.	6/2025 - Continuing to Monitor.
Data	Division reporting needs currently handled by Data Warehouse will be taken care of by user roles for Information Warehouse or PALM reports.	Logged	12/19/23	Division fiscals, Finance and Accounting, OPB, Purchasing, Payroll	6/2025 - Continuing to Monitor.
People	The Florida PALM team will be able to provide timely and complete requirements for the transition to Florida PALM with sufficient detail and time to implement the changes according to the Florida PALM schedule	Logged	11/13/23	FDACS PALM Readiness Team, CCN, all FDACS key stakeholders, PALM/impacted Agency Business System end users	6/2025 - Continuing to Monitor.

Processes	Work efforts of staff augmentation resources are undertaken to collectively achieve a broader understanding of the totality of work that must be accomplished to meet all Critical Success Factors. As such, the deliverables outlined in the Operational Work Plan are critical, and the FDACS PALM Transition Readiness Team assumes that the deliverables are accurately and thoroughly defined and reflect the necessary Level of Effort to achieve all transition tasks and activities. Work efforts under the deliverables may adjust to accommodate operational variances, but the deliverables are fixed.	Logged	11/13/23	Staff Augmentation; FDACS PALM Readiness Team, CCN	6/2025 - Continuing to Monitor.
Technology Data	FDACS is assuming that interface testing between PALM and enterprise partners/third parties will be completed on schedule and that suitable batch scheduling between PALM and enterprise partners/third parties will be established. Deviation from those outcomes might impact downstream project activities including agency interface testing and user acceptance testing.	Logged	10/22/24	FDACS PALM Readiness Team, PALM/impacted Agency Business System end users.	6/2025 - Continuing to Monitor.

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 *

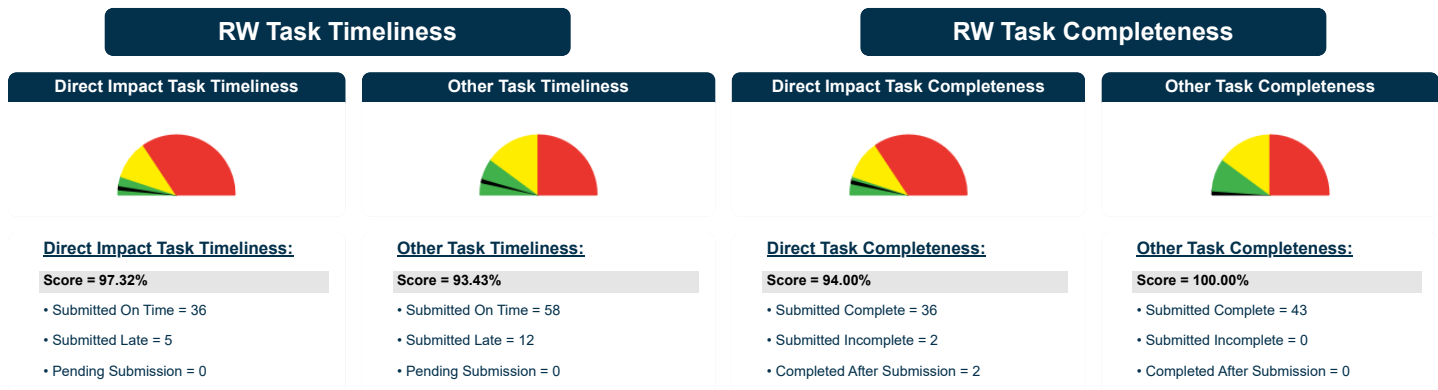
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DACS Status Report Confirmation

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



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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	01/13/25		Staffing/Resource Availability	If significant problems are encountered during UAT when testing Versa Regulation output files (spreadsheet uploads and interfaces), there may not be enough time for DBPR IT to make modifications in time to be retested	Increasing	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	20250604 Specifications have not been handed off to DBPR IT for API002 and IUI001 outputs. 20250521 Changed Probability from Medium (2) to High (3). 20250507 Increased Probability from Low (1) to Medium (2) to align with an increasing Risk.
Open and Mitigating	03/27/25		Deployment/Cutover	If the deployment PALM occurs on 7/1/2026 as is now planned, working on bugs and other remedies as well as transition activities could interfere with Year End activities.	Increasing	6 (High/Medium)	Year End is a very hectic time of the year for DBPR Finance & Accounting.	Discuss with readiness coordinators and arrive at logistics that least impact Year End efforts	Working on bugs and other remedies as well as transition activities could interfere with Year End activities	20250521 At Monthly Touchpoint RC explained many Agencies have raised this risk and have this same concern. 20250507 This is planned to be discussed at the next Monthly Touchpoint with the Readiness Coordinators.
Open and Mitigating	04/23/25		Business Process Change	If PALM (The Project) does not take into account Statutory requirements surrounding Financial Statement preparation and completion into their decision making (particularly Year end activities in 2026 around deployment time), then violations of statutes from a timing perspective may result	Increasing	6 (High/Medium)	This was discussed with IV&V at our monthly IV&V meeting	Share Risk with RC Team and ensure this is presented to the PALM Project decision-makers so Statutes can be incorporated into planning and subsequent Decisions that impact the Agencies.	The PALM Project could be out of compliance with state statute(s).	20250516 This was discussed with RCs at Monthly Touchpoint.
Open and Monitoring	06/11/25		Conversion/Configuration	If Mock 3 conversion data is not full cleansed and converted from FLAIR to PALM, then DBPR could have incomplete and/or inaccurate data in the UAT environment and that could negatively impact UAT testing	Decreasing	6 (High/Medium)	This Risk relates to PALM Tasks 571, 657, and 659 that are very substantial and impactful. The due dates are aggressive.	Work closely with SMEs and data experts and closely monitor and manage PALM Tasks 571, 657/657-A, and 659.	Incomplete or inaccurate data for the UAT Online sessions.	6/19/25 The timeline for completion of these PALM Tasks is compressed and a lot of data needs to be closely reviewed for accuracy.
Open and Mitigating	02/19/25		Business Process Change	If all business processes (Current-State and Future-State) are not reviewed before UAT begins, DBPR SMEs will have minimal time to catch up	Increasing	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	20250604 Future-State Crosswalk sessions have not started yet. 20250514 In the recently re-baselined Project schedule, Future-State Crosswalk sessions are slated to begin at the beginning of June (6/2). This pushes the completion of these sessions out to the end of August, which overlaps with Online UAT (training). 20250507 If Review Sessions do not start soon, there will not be enough time to complete them, and this Risk will need to be escalated. Tolerance was changed from Low (L) to Medium (M).
Open and Mitigating	04/09/24		Training	If DBPR process owners are not prepared from an Organizational Change perspective (training, documentation, understanding, and emotional),	Decreasing	3 (High/Low)	Requires Organizational Change Management	Analyze DBPR future Process Flows to identify new process steps, document them, and communicate with Process Owners. Create visual aids, mapping documents, and other PALM educational tools.	PALM readiness for DBPR could be negatively impacted	20250526 Training is a huge area of emphasis. 20250526 Training is a huge area of emphasis. 20250516 SMEs and process owners were redefined by the Project Sponsor and the SME Smartsheet has been updated.

				then PALM readiness could be negatively impacted						
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	Increasing	3 (High/Low)	Documentation on Future-State business processes is being provided by The Project on the PALM website.	Establish and conduct PALM Education and related planning. Review Future-State processes with end users. Add Tasks to the Project Schedule and manage their completion.	Translating Current-State Business Processes will be difficult and will negatively impact DBPR PALM readiness	20250611 Changed Status from Decreasing to Increasing as a result of not resuming planned Future-State process Crosswalk sessions. 20250528 Updates have been applied to the End Users Smartsheet. Reduced Priority from High (H) to Medium (M).
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	20250528 Discussed with IV&V at the last Monthly meeting. 20250521 Cutover plan is on hold until PALM shares the necessary planned details. 20250507 Changed Priority from Medium (M) to Low (L) until we get closer to GoLive.
Open and Mitigating	01/13/25		User Acceptance Testing	If Future-State PALM flows are not captured at a detail enough level, it may be hard to develop detailed test scripts as well as properly prepare for UAT, which could negatively impact the timely, efficient, and successful completion of UAT	Increasing	3 (High/Low)	It is important to have detailed and comprehensive test scripts in order to conduct thorough testing and reduce the possibility of errors in production.	Ensure that crosswalks, user stories, and flow detail diagrams are covered at a detail level. Ensure sources of data required to complete business processes (e.g. FLAIR@BPR, Reports, queries, etc are identified for current processes so equivalents (when applicable can be identified before test scripts are created.	Negative impact to the timely, efficient, and successful completion of UAT	202500619 Changed Status from Stable to Increasing. 20250521 Future-State Crosswalk sessions are scheduled to resume 6/2/25. 20250507 Looking at Current-State processes to identify prerequisite items that will likely carry over to Future-State processes so that we can begin to identify certain details. Changed Status from Stable to Decreasing.
Open and Mitigating	04/18/24		Business Process Change	If DBPR end users cannot understand Future-State Process Flow language (created by DFS PALM), then they will not be able to map current Process Flows, nor confirm the accuracy of the Future-State Process Flows and that could lead to incomplete workflows	Increasing	2 (Medium/Low)	KPMG assesses all of DBPR's current business processes and that documentation is be used to transition to PALM business processes. Flow diagrams are being used.	Continue to expose the staff to Business Processes and related details and ensure they have access to all tools (UAT sandbox, flow diagrams, screen mockups from Design Workshops, FLAIR Transactions to PALM Equivalents Crosswalk, etc.)	DBPR end users will not be able to map current Process Flows, nor confirm the accuracy of the Future-State Process Flows and that could lead to incomplete workflows	20250611 Changed Status from Decreasing to Increasing as Future-State Crosswalk sessions have not been resumed. 20250521 Newly hired end users are in the process of being onboarded
Open and Mitigating	04/23/24		Agency Business System	If PALM does not provide efficient Data Warehouse and PALM data availability tools similar to FLAIR@BPR capabilities, then DBPR may not have the data (when needed) necessary to complete Future-State Business Processes once we go live	Stable	2 (Medium/Low)	FLAIR@BPR has been a tool that DBPR staff have relied to run real-time custom queries to get current data necessary to complete business functions.	Review and document FLAIR@BPR data requirements and compare to PALM Chart of Accounts to identify any gaps. Identify and establish the necessary PALM data queries and store them for subsequent use. Identify constraints and limitations precipitated by batch cycles that need to run.	DBPR may not have the data (when needed) necessary to complete Future-State Business Processes once we go live with PALM	20250604 Changed Status from Decreasing to Stable. 20250521 PALM batch processing times are not yet known and could have an impact. 20250507 The timing and availability of related data must be considered as well. Changed Priority from Medium (M) to Low (L).
Open and Mitigating	08/16/24		User Acceptance Testing	If DBPR does not test all send/receive transactions for Inter/IntraUnit process model, UAT testing could be inadequate and could negatively impact DBPR PALM readiness	Stable	2 (Medium/Low)	It would be better to have real transfers occur involving the actual real-life players to get more real testing and to reduce the likelihood of unanticipated errors.	Identify an Agency that we can partner up with and coordinate send/receive testing with them	UAT testing could be inadequate and could negatively impact DBPR PALM readiness	20250604 Changes Status from Decreasing to Stable. 20250528 Changed Priority from Medium (M) to Low (L). 20250507 Changed Tolerance from Low (L) to Medium (M).
Open and Mitigating	08/19/24		User Acceptance Testing	If DBPR does not test email notifications from PALM as part of our UAT testing (particularly proxies and delegates).	Stable	2 (Medium/Low)	We need to not only test normal email notifications sent from PALM, but also special conditions and overrides to simulate the real world.	Be sure to create test scripts that incorporate proxies and delegates for PALM email notifications during UAT	DBPR may not have the desired email notification flexibility once we go to production with PALM	20250604 Changes Status from Decreasing to Stable. 20250521 Question #0995 still not answered.

				then DBPR may not have the desired flexibility once we go to production with PALM					
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DBPR Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	06/04/25		Agency Business System	ABS Versa Regulation remediation is behind schedule	Critical - Impacts the abil	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.	07/01/25	20250604 PALM Task 576 to test all ABS direct interfaces must be completed by 7/25/25. It is higher priority to develop Spreadsheet Upload ARI010 first. Risk #37 came to fruition and has been escalated to this issue.

DBPR Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025	
People	The success of the Florida PALM project is one of the highest DBPR project priorities. All other financial functional projects should be scheduled appropriately.	Logged	04/01/24	All DBPR stakeholders	No update for this period	
Processes	The Agency Project Schedule will be used to establish and monitor scope and progress of tasks supporting the implementation of Florida PALM.	Logged	04/01/24	All DBPR stakeholders	Project Schedule is reviewed, updated, and managed daily. Weekly snapshots in MS Project, Excel, and PDF formats is posted to the Project Repository. The Project Schedule has been re-baselined and includes all new Tasks and dates per the 6-month extension.	
Processes Technology	All work required by the Florida PALM project for Agency Readiness will be documented in the Florida PALM Readiness Workplan (Smartsheet).	Logged	04/01/24	Project Manager Organizational Change Manager DBPR Sponsor	Updates are current through June 2025.	
People	Resources will be available to support the agreed-upon schedule.	Logged	04/01/24	All DBPR division/office staff	Year End and other high-demand situations could be exceptions that will need to be managed.	
Processes	Based on the current Florida PALM implementation timeline, the Go-Live date for the Florida PALM solution is expected to occur no sooner than July 2026.	Logged	04/01/24	All DBPR stakeholders	The Project Schedule has been amended to include the 6-month extension as well as all other pertinent details and updates.	
People Processes	There will be sufficient engagement by division/office resources knowledgeable about their organization business processes.	Logged	04/01/24	All DBPR division/office staff	The DBPR staff remain active and engaged	
People Processes Data	Division/Offices act on the CCN/PALM Readiness information and direction.	Logged	04/01/24	All DBPR division/office staff	Project guidance and direction will continue to be provided by the DBPR Project Manager in a timely manner.	
People Processes	The DBPR Functional PALM Readiness Project will be supported and managed by executive leadership in addition to the Project Manager.	Logged	04/01/24	DBPR Executive Leadership Project Manager	DBPR leadership continues to be engaged.	
People Processes Technology Data	The Department will remediate all agency business systems (ABS) impacted by Florida PALM that cannot be retired.	Logged	04/01/24	DBPR IT Project Manager Organizational Change Manager DBPR Revenue staff	Versa Regulation is the only ABS being remediated. FLAIR@BPR will be replaced by Agency Query Writer and reports in PALM.	
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	DBPR has added a direct interface from Versa using format API002 for refunds out of Versa Regulation. Previously, an upload spreadsheet was going to be used. Versa is producing 2 other files to be imported into PALM, but those remain upload spreadsheets (ARI010 and IUI001).	
Processes Technology Data	Following (and contingent upon) the successful Go Live implementation of Florida PALM and confirmation of its operational stability, FLAIR will not be available as a "fallback" option after the transition to Florida PALM. Note: A snapshot of FLAIR@BPR data query tool will be retained and available for subsequent use of historical data only.	Logged	04/01/24	All DBPR stakeholders	However, a snapshot of FLAIR@BPR that will not be kept current will be available for historical reference. Also, there will be a period of time where neither FLAIR nor PALM will be available. Details are still not know at this time.	
Processes Technology Data	All FLAIR functions and sub-functions will be transitioned to Florida PALM or identified as no longer needed.	Logged	04/01/24	All DBPR stakeholders	There are some business processes that DBPR will perform that have no component in PALM but will still need to be completed. These will be tested as part of UAT. All identified current-state business processes serve as the starting point for what will be tested during UAT.	
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	Changes to business processes should be minimal. Organizational Change Manager leading sessions with Agency staff to become familiar with PALM business processes.	
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	The Project Schedule is updated and managed on a daily basis. Snapshots are captured on a weekly basis. Organizational Change Manager leading sessions with Agency staff to become familiar with PALM business processes and to identify any required changes.	
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	Versa Regulation (DBPR licensing ABS) remediation continues. One PALM Spreadsheet Upload has been completed and one more is in the works. One (1) direct interface from Versa to PALM (API002) is being developed. Enterprise Business Systems will be tested during Full UAT.	
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	UAT test scripts are being assigned to agency SMEs that will perform the functions in production as part of UAT. Details can be found in the UAT Testing Plan per PALM Task 536.	
People	Funding for contracted services will be released and those resources will be available to perform the work assigned to them as scheduled.	Logged	04/01/24	DBPR Sponsor Project Manager Organizational Change Manager	Consultant resources are currently under contract through June of 2025. A new PO for Fiscal year 2025-26 is being created.	
People Processes	The Florida PALM Project will prepare and provide training and related training materials.	Logged	04/01/24	All DBPR division/office staff Project Manager Organizational Change Manager Finance & Accounting Bureau Chief	PALM training Tasks are under way. In addition, PALM Task 568 addresses a training plan. Training for PALM by the project for SMEs will be conducted at the beginning of UAT in August of 2025.	

People Processes Technology Data	The Department will support data cleansing. PALM configuration and conversion tasks will facilitate this cleansing.	Logged	04/01/24	All DBPR division/office staff Project Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	DBPR was engaged in the required data cleansing in preparation for Mock 3. Additional cleansing may be required.
People Processes Technology Data	The Florida PALM Project will perform data conversion.	Logged	09/25/24	All DBPR division/office staff Project Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	Mock 2 conversion has been completed and preparations for Mock 3 are under way.
People Data	The Florida PALM Project will provide a Chart of Accounts crosswalk, interface layouts, and conversion layouts.	Logged	04/01/24	All DBPR division/office staff Project Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	These are available on the PALM website under the Chart of Accounts tab.
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	No specific DBPR requirements have been identified at this time.
People Processes Data	DBPR will identify any unique Business requirements resulting from review of the Future-State processes and will maintain these requirements in the DBPR PALM Readiness RTM as well as related traceability details for these requirements only	Logged	04/18/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	No specific DBPR requirements have been identified at this time.
People Processes Technology Data	Language in the Future-State Process Flows created by DFS PALM will be clear and understood by DBPR staff	Logged	04/18/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	Staff continue to review PALM Business Processes. Related Risks are being mitigated.
People Processes Technology Data	Newly discovered CMS Wave remediation (if necessary) will be managed and conducted by DFS PALM outside of the DBPR PALM Readiness Project	Logged	11/06/24	DBPR Revenue staff Project Manager Finance & Accounting Bureau Chief DBPR Sponsor	All PALM CMS processes that include a FLAIR component, were revisited to determine if the FLAIR component (because FLAIR is going away) needs to be replaced or accounted for. It was determined that nothing special needs to be done to account for FLAIR going away.
People Processes Technology Data	Some Current-State Business Processes are not in PALM and thus will not have corresponding Future-State Business Processes to map to. Business Processes that fall into this category will still be reviewed for accuracy and tested where appropriate. Business Processes that have become obsolete and do not need to be tested will be flagged accordingly.	Logged	05/01/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief DBPR Sponsor	Placeholder test scripts have been created and those that do not need to be tested because they are obsolete have been flagged as such.
People Processes Technology Data	A Test environment will be made available to F&A staff so they can learn/confirm	Logged	06/12/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief	Received confirmation we will only have the UAT environment, which will be available starting in August 2025.
People Processes	DFS PALM (The Project) will create base test scripts that illustrate navigation through the PALM system for UAT and DBPR staff will tweak as needed with specific department data and details	Logged	06/14/24	Project Manager Business Analyst	Navigation detailed steps will be addressed at UAT online and the DBPR Business Analyst will attend so that the proper navigation can be addressed in the Test scripts.
People Processes	All PALM Future-State Business Processes will be able to be reviewed in some form or fashion (video, PALM TECH, and/or demonstration) well in advance of actual UAT testing	Logged	06/17/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief	Future-State Business Processes are currently being reviewed with DBPR staff. Only 10 videos are currently available and availability of the remainder of the Business Processes has been presented to the RC. RC reports remaining videos are dependent upon build and test activities.
People Processes	Data elements included in FLAIR standard reports will be provided by DBPR as well as will identify data elements included in DBPR custom reports	Logged	09/25/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief	This data information is being captured as part of User Story development.
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	Enterprise Business Systems should be remediated by the time scheduled testing begins, and enterprise partners will provide the possible scenarios and assistance with related test scripts.
People Processes Data	DBPR will be responsible for providing traceability details and new requirements for business requirements that are unique to DBPR	Logged	07/17/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst	No specific DBPR requirements have been identified at this time.
People Processes Technology Data	The Project Management Plan (PMP) will be reviewed quarterly (every 3 months) for accuracy and the appropriate updates will be applied so that the PMP does not become outdated and obsolete.	Logged	08/07/24	Project Manager Finance & Accounting Bureau Chief Project Sponsor	The PMP quarterly review was completed as scheduled. The approved PMP v4 has been posted.
Data	All PALM reports will include all Chart of Accounts fields (including OA2-Object Codes)	Logged	08/16/24	All DBPR division/office staff Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief Project Sponsor	Reports are being reviewed and validated as they become available for analysis.
People Processes Technology Data	Taking advantage of available PALM interfaces will be available after PALM goes live	Logged	08/29/24	DBPR IT DBPR stakeholders	Only one direct interface is being developed for DBPR ABSs at this time (API002). PALM Tasks related to establishing interface network connectivity have been addressed. DBPR resources that will be transmitting files to PALM once in production are prepared to conduct testing of the connection as well.
People Processes Technology Data	All needed PALM data can be obtained from PALM via queries and online screens as and when needed in an efficient and acceptable time frame.	Logged	09/25/24	All DBPR division/office staff Project Manager Accounting Systems Analyst Finance & Accounting Bureau	Some data will be provided in the form of reports, but queries can be run whenever needed. Timing of batch cycles will need to be known and considered.

				Chief Project Sponsor	
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	PALM spreadsheet upload ARI010 has been finalized and turned over to DBPR IT for DBPR remediation. FGCC is responsible for working with DBPR IT for any FGCC specific details that need to be applied to Versa Regulation remediation outputs.
People Processes Technology	Review and familiarity with PALM Future-State Business Processes will be caught up and completed before UAT begins in August 2025.	Logged	11/27/24	All DBPR division/office staff Project Manager Organizational Change Manager	The review of the Current-State to Future-State Business Processes were rearranged, rescheduled, with revised tasks with the input from the OCM Lead. They are still behind schedule, even in the updated, re-baselined schedule.
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	The PALM Technical Team is limiting the Payment Method values that will be stored in PALM. The Remittance Type values included in the QLIK report should be sufficient to obtain the necessary detail when needed considering the values are limited in the ARI010 output from Versa.
People Processes Technology Data	Multiple Future-State Crosswalks that are behind schedule can be done simultaneously and will be completed in accordance with the re-baselined Project Schedule	Logged	12/04/24	All DBPR division/office staff Project Manager Organizational Change Manager	The Future-State crosswalks have been rescheduled, but are slipping behind again per the revised Project Schedule. They are slated to begin in early June 2025.
People Processes Data	In addition to obtaining various scenarios and anomalies at Future-State Crosswalk sessions, details necessary to create/enhance all user stories will also be an objective out of the sessions	Logged	12/05/24	All DBPR division/office staff Project Manager Organizational Change Manager	The Future-State crosswalks are currently planned to be resumed. User Stories are being used to capture a significant portion of the necessary details.
People Processes Technology Data	All Enterprise Partners will provide the various scenarios for their respective Enterprise Business Systems that will be used to ensure the proper test scripts are created for UAT. Owners of enterprise business systems will provide the necessary test script details to perform business functions.	Logged	12/18/24	Project Manager Business Analyst	STMS continues to provide monthly updates that are very helpful. MFMP has held sessions as well. Requested information from RC at monthly Touchpoint regarding Works, FACTS, and People First.
People Processes Technology Data	All appropriate supplier data (including detail addresses) will be converted and available in PALM	Logged	01/08/25	All DBPR division/office staff	Complete addresses must be available in PALM to support mailing of refunds. The API002 direct interface format accounts for this.
People Processes Technology Data	Monthly review of the DBPR PALM Readiness Project Schedule with DBPR leadership will be scheduled and conducted and will provide the forum for sharing and discussing schedule details	Logged	02/12/25	Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief Project Sponsor	Project Schedule Review sessions have been scheduled once a month and are being conducted with the Microsoft Project comprehensive version of the Schedule.
People Processes Technology Data	All of the Change Analysis details will be completed in Smartsheet with enough time for a final review and update of technical details	Logged	01/07/25	Project Manager Organizational Change Manager Accounting Systems Analyst Finance & Accounting Bureau Chief Project Sponsor	Completed as scheduled
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	Periodic updates are being requested from DBPR IT as to where they stand with remediation progress.
People	The new Business Analyst will be onboarded and available to attend PALM Training during the initial leg of UAT in August 2025.	Logged	03/19/25	Project Manager Business Analyst	Being in on the PALM portion of UAT will put the BA in a better position to write accurate test scripts
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	This is related to PALM Task 568 and Risk Management pertaining to training. In the How to Create a Training Plan training provided FL Digital Services and Tidal Basin on 4/2/25, including training Risks in Training Plan was one suggestion. The Risk Register already contains high-level PALM education and training Risks.
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.	IV&V endorses this.

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:
May - June 2025	Sally Huggins	sally.huggins@myfloridalicense.com	07/08/25
March - April 2025	Sally Huggins	sally.huggins@myfloridalicense.com	05/12/25
January - February 2025	Sally Huggins	sally.huggins@myfloridalicense.com	03/06/25

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 92.56%

Submitted On Time = 28

Submitted Late = 15

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 74.93%


Submitted On Time = 37

Submitted Late = 34

Pending Submission = 1

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 82.14%

Submitted Complete = 30

Submitted Incomplete = 4

Completed After Submission = 8

Other Task Completeness



Other Task Completeness:

Score = 87.30%

Submitted Complete = 25

Submitted Incomplete = 1

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:

Unique Filled Role = 9

Duplicate Filled Role = 5

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
N/A	Technology	558	Update Agency Business System Documentation	11/18/24	01/10/25	50% - In Progress		OITS, Remediation strategy has been discussed, approaching remediation with Segments I, II, III, and IV jointly.		
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	01/16/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	Pending Resubmission	06/10/25	This indirect task is ongoing. Many of our business processes will be mapped out during and post UAT.	Submission Incomplete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/27/25	Courtney Howell	Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	04/28/25		Submission Complete	06/17/25
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/14/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25	Rick, Vonda, April, Sue	Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/18/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25	Assigned to: Courtney Howell, Derek Hemenway	Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/25/25	Assigned to: Courtney Howell	Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/07/25	Assigned to: Courtney Howell	N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/09/25			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

Agency Reported

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

DCF Risks

Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
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Open and Monitoring	05/06/25		Agency Business System Business Process Change Training User Acceptance Testing	Risk of not completing system development/remediation 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.	No changes during this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability Training User Acceptance Testing	Out-of-balance prioritization of PALM with other business processes	Increasing	6 (Medium/High)	Potential negative impacts to user acceptance training, business interface development and deployment, and readiness for go-live may result if activities related to the transition to Florida PALM are raised to the same (or higher) priority than other, legacy business processes in and around FLAIR.	Mitigate. Work with business units to develop work management plan to ensure adequate distribution of personnel resources across competing priorities. Involve SMEs frequently in discussion of interface systems to ensure mapping of existing FLAIR chartfields to PALM chartfields. Engage Agency Liaison and Sponsor as necessary to set priorities for business system managers	Imbalanced prioritization can strain resources and affect the efficiency of other business processes, leading to operational challenges.	No changes during this reporting period
Closed	05/20/25	07/02/25	Business Process Change Role Mapping Staffing/Resource Availability Training User Acceptance Testing	If the organization makes substantial organizational management changes it may undermine the strength and cohesion of the Change Champion Network and negate gains.	Increasing	6 (Medium/High)	As go-live date continues to move closer, management staff with years of seniority may seek alternate roles away from PALM and/or critical CCN alignment may be disrupted by changes in focus based on new personnel moving into PALM space.	Mitigate. Continue to emphasize the importance of stability and cohesion between members of the PALM CCN Team.	Disruption in forward momentum built by established CCN Team.	This risk is closed. DCF has no concerns regarding staffing within the CCN or elsewhere.
Open and Mitigating	05/06/25		Business Process Change Deployment/Cutover Post Implementation	If encumbrances are not accomplished in MFMP then sufficient budget may not be available for purchase even though purchase order is approved.	Increasing	6 (High/Medium)	DCF accumulates expenses that are payable from multiple fund sources (Federal, Grant, GF, etc). In FLAIR, encumbrances could be made against a single fund, regardless of whether or not that fund was sufficient to pay the obligations. When the expenses were realized, they were split across multiple funds to accumulate a sufficient amount. Since MFMP will budget check against PALM at the time of the encumbrance, a new business process will be needed to replace prior one.	Mitigate. Provide training and job guides to teach that budget check must be conducted before seeking purchase order approval.	Failure to accomplish encumbrances can lead to budgetary issues and financial mismanagement, affecting project funding and execution.	No changes during this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability Training	Operational Staff Turnover - General	Stable	4 (Medium/Medium)	Personnel changes are an ever-present risk to the project.	Accept. Ensure job-specific processes are documented and generic enough to permit retraining of new incoming staff.	Similar to management turnover, this can cause delays in operations but can be managed with proper documentation and training.	No changes during this reporting period
Open and Mitigating	05/06/25		Agency Business System Business Process Change Training User Acceptance Testing	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 changes during this reporting period
Open and Mitigating	05/06/25		Agency Business System Business Process Change Interface Conversion/Configuration Deployment/Cutover Staffing/Resource Availability Training User Acceptance Testing	Incomplete/Incomplete 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 that 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	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 changes during this reporting period

							gates on the PALM schedule rather than focus on data integrity.			
Open and Mitigating	05/06/25		Agency Business System Business Process Change Interface Conversion/Configuration Deployment/Cutover Role Mapping Staffing/Resource Availability Training User Acceptance Testing	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 changes during this reporting period
Open and Mitigating	05/06/25		Deployment/Cutover Staffing/Resource Availability Training User Acceptance Testing	Incomplete/Imp UAT planning and execution	Decreasing	4 (Medium/Medium)	With the approval of Amendment 12, UAT has shifted to a two-fold purpose: 1) test PALM; 2) Train on how to use PALM. The second of these two purposes could derail deliberate focus on testing PALM and connected ABSs.	Avoid. Build user stories that accurately represent current business processes so that users are aware which processes to test against PALM and enterprise systems. Ensure a time management plan for SMEs so that a testing/work balance can be achieved.	Poor user acceptance testing can result in untested processes and system failures post-implementation, affecting project success.	No changes during this reporting period
Open and Monitoring	05/06/25		Business Process Change Deployment/Cutover Post Implementation	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 changes during this reporting period
Open and Monitoring	05/06/25		Deployment/Cutover Staffing/Resource Availability Training User Acceptance Testing	Delays and negative impacts may result if adequate training materials and information are not made available by the Florida PALM Project Team.	Stable	4 (Medium/Medium)	The PALM Project team has mentioned statewide training a number of times, only to remove commitments from discussion at a later date. The common rationale is that the agencies will be responsible for training.	Monitor. Continue to request materials and information from PALM. Work with SMEs and other agencies to develop comprehensive training plan independent of PALM Project team.	Lack of adequate training materials can hinder user adoption and system effectiveness, affecting overall project outcomes.	No changes during this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability	Project Manager/Agency Liaison Turnover	Stable	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Mitigate. Ensure project approach and status are well-documented.	Disruption in leadership can lead to communication breakdowns and loss of project momentum. New leadership may require time to understand project intricacies, potentially causing delays in project timelines and affecting team morale.	No changes during this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability	Project Staff Turnover	Stable	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Accept. Ensure project staff responsibilities are well defined and documentation is up-to-date	While manageable, staff turnover can lead to temporary disruptions in workflow and productivity. It may require additional resources for recruitment and training, impacting project costs and timelines.	No changes during this reporting period
Open and Mitigating	05/06/25		Agency Business System Business Process Change Staffing/Resource Availability Training User Acceptance Testing	Operational Management Turnover - General	Stable	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Accept. Ensure job-specific processes are documented and generic enough to permit retraining of new incoming staff.	Changes in operational management can lead to inefficiencies in process execution and decision-making. It may require time for new managers to adapt, potentially affecting project deliverables and stakeholder satisfaction.	No changes during this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability	Department Leadership Turnover	Decreasing	2 (Medium/Low)	Personnel changes are an ever-present risk to the project.	Accept. Monitor political developments as they unfold, and adapt as needed.	A shift in department leadership can alter project priorities and affect strategic alignment, potentially leading to changes in project scope or objectives.	No changes during this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability	Financial Leadership Distraction by competing priorities	Decreasing	2 (Medium/Low)	Including EOY activities, the budget process, and day-to-day resource challenges, the agency has many distractions that may impact the ability to focus on PALM at key times in the project lifecycle.	Avoid. Engage stakeholders in a constant dialogue regarding the status and direction of the Project.	If financial leadership is distracted, it can lead to mismanagement of resources and financial oversight, affecting project funding and resource allocation.	Currently EOY activities are underway no distractions noted as of yet
Open and Monitoring	05/06/25		Staffing/Resource Availability Training User Acceptance Testing	Not enough time for training before go live.	Stable	2 (Medium/Low)	The announced plan for rollout of PALM UAT suggests the window for SME Training will be too small for adequate training given the competing priorities for legacy business activities and processes.	Monitor. Continue to promote the importance of prioritizing the PALM transition at a level equal to or greater than performance of legacy business processes.	Insufficient training can lead to user errors and operational inefficiencies, affecting the smooth transition to new systems.	No changes during this reporting period

Open and Mitigating	05/06/25		Agency Business System Business Process Change Conversion/Configuration Deployment/Cutover User Acceptance Testing	Potential for inaccurate or inconsistent mapping of organizational codes during transition from FLAIR to PALM, affecting financial tracking, reporting, and departmental accountability.	Stable	2 (Medium/Low)	The changes to chartfield purposes and lengths with PALM have necessitated a complete org code restructuring for the agency. This new structure will not be fully testable until access to PALM is provided.	Mitigate. Conduct a Comprehensive audit of existing FLAIR org codes. Documentation of mapping logic and decisions. Stakeholder validation of crosswalk methodology	Inaccurate mapping can affect financial tracking and accountability, leading to compliance issues and financial discrepancies.	No changes during this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability	Project Sponsor Turnover	Stable	1 (Low/Low)	Personnel changes are an ever-present risk to the project.	Ensure sponsor commitments and operational plans are well documented and rationale is well established.	May result in delays in decision-making, potential loss of funding, and a decrease in stakeholder engagement. The project may struggle to align with organizational goals, leading to potential scope changes or project cancellation.	No changes during this reporting period
Open and Mitigating	05/06/25		Staffing/Resource Availability Training	Operational Staff Turnover - Key Personnel	Stable	1 (Low/Low)	Personnel changes are an ever-present risk to the project.	Accept. Work to document key personnel knowledge and specific operational processes in the event of a sudden or unexpected departure.	Loss of key personnel can create significant knowledge gaps and operational inefficiencies, impacting project execution and outcomes.	No changes during this reporting period
Open and Monitoring	05/06/25		Business Process Change Interface Deployment/Cutover Training User Acceptance Testing	Cutover date from FLAIR to PALM not formally established	Stable	1 (Low/Low)	Amendment 12 shifted go live to July 26 and is now aligned with end-of-year activities. At an ESC meeting earlier this year, one of the discussion items pertained to the cutover date. As of this date, we do not have confirmation of a specific date when cutover will occur.	Monitor. Continue to engage with PALM contract to obtain meaningful and timely schedule for cutover. Establish "roughed-in" and anticipated cutover date and build agency plan around this expectation.	Uncertainty in transition timelines can disrupt planning and resource allocation, leading to potential delays and confusion.	PALM Cutover has been identified as May-Jul 26

DCF Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	05/08/25		Agency Business System Business Process Change Conversion/Configuration Deployment/Cutover	Cost Allocation Not Available in PALM. (See attachments)	Critical - Impacts the ability to	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	06/30/26	DCF continues to explore options for remediating internal applications for PALM. We expect resolutions as we participate in UAT.
Open	05/08/25		Agency Business System Business Process Change Interface Conversion/Configuration Deployment/Cutover	DCF's journal distribution process	Critical - Impacts the ability to	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.	06/30/26	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.
Open	05/08/25		Agency Business System Business Process Change Interface Conversion/Configuration	Budget Funding Process since PTAXX cannot be loaded in FACTS.	Critical - Impacts the ability to	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.	06/30/26	No changes during this reporting period
Closed	05/08/25	05/08/25	Conversion/Configuration	Joint strategy to pursue applications development for Segments I-III will result in tasks being considered late.	High - Impacts the ability to	None	None	05/08/25	Agency Closed this issues and will be using RW Task 576 to track segment work
Open	05/08/25		Business Process Change Interface Role Mapping Staffing/Resource Availability Training User Acceptance Testing	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.	High - Impacts the ability to	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	06/30/26	DCF is still looking on practical ways to manage split funds. During and after UAT, there will be more discussions and a resolution.
Open	05/08/25		Deployment/Cutover Staffing/Resource Availability Training User Acceptance	Agency often experiences delays between requests for meetings and other communication with	High - Impacts the ability to	PALM RCs are placed between agencies and SMEs on various topics. This has proven to cause confusion and	Continue to submit requests and follow-up with RCs to ensure message is received and appropriate	06/30/26	We're continuing to submit requests, concerns, and questions directly to our RC.

			testing	various PALM teams and acknowledgement of these requests.		miscommunication on several occasions.	prioritization occurs.		
Open	05/08/25		Conversion/Configuration Staffing/Resource Availability Training	Staffing challenges in General Services are presenting difficulties with readiness workplan tasks related to assets, leading to voids in data migration.	High - Impacts the ability	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.	06/30/26	DCF continues to resolve personnel and training scarcity.

DCF Assumptions						
Critical Operational Elements	Assumption		Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

☐ Confirm *

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DCF Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Chad Barrett	chad.barrett@myffamilies.com	07/10/25
March - April 2025	Chad Barrett	chad.barrett@myffamilies.com	05/12/25
January - February 2025	Chad Barrett	chad.barrett@myffamilies.com	03/13/25



RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 99.5%

Submitted On Time = 38

Submitted Late = 2

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 97.64%


Submitted On Time = 62

Submitted Late = 10

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 97.44%

Submitted Complete = 38

Submitted Incomplete = 1

Completed After Submission = 0

Other Task Completeness



Other Task Completeness:

Score = 100.00%

Submitted Complete = 45

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:

Unique Filled Role = 5

Duplicate Filled Role = 10

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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	01/30/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	04/29/25	FH: Please take note of error messages in the cross-reference worksheets and update accordingly.	Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/23/25		Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/01/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/15/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/23/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	50% - In Progress			N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	50% - In Progress				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

Agency Reported

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

DEM Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	05/21/25		Business Process Change	Grant LTD balances	Stable	6 (Medium/High)	If life to date balances are not transferred	The FDEM Finance team is building it's	Process complexity will be added to the	Moved from Former Risk Log

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			Conversion/Configuration				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	reporting effectiveness to increase the agility of building reporting structures to the necessary level to meet this challenge	Finance team	
Open and Mitigating	05/21/25		Interface Post Implementation	Interface need fulfillment	Stable	6 (High/Medium)	If the PALM interfaces do not cover all required data elements as currently engaged by DEMES to FLAIR connections, then either the elements will need to be accessed via the data warehouse or DEMES will need to be changed to interact correctly with the new PALM structure	DEMES development assets have been onboarded to the PALM project to project any issues that may arise and attempt to port all elements of PALM on top of the FLAIR structure	Cost will be added to the DEMES development project.	Moved from Former Risk Log
Open and Mitigating	06/20/25		Agency Business System Interface Post Implementation	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	New Inclusion
Open and Monitoring	05/21/25		Interface Identity Provider (IdP)	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	Moved from Former Risk Log
Open and Monitoring	05/21/25		Agency Business System Business Process Change	Payroll Process	Increasing	2 (Medium/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	Moved from Former Risk Log
Open and Monitoring	06/20/25		Agency Business System Interface Conversion/Configuration	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	New Inclusion
Open and Mitigating	05/21/25		Agency Business System Business Process Change	PA Payment Process	Increasing	1 (Low/Low)	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	Moved from Former Risk Log
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	Moved from Former Risk Log
Open and Monitoring	05/21/25		Post Implementation Role Mapping Staffing/Resource Availability Training User Acceptance Testing	Need PALM Promoters	Stable	1 (Low/Low)	If PALM is seen as creating work or uncertainty then the finance team will be unwilling to explore further functionality	Communication about PALM including changes and updates is ongoing, frequent and positively positioned	The FDEM agency Will have trouble with accounting post PALM launch	Moved from Former Risk Log
Open and Monitoring	05/21/25		Deployment/Cutover Post Implementation User Acceptance Testing	FLAIR to PALM shutdown around Year End	Stable	1 (Low/Low)	If FLAIR shuts down before PALM goes live then our business processes will be delayed	Request more information from Felecia	We will lose effectiveness on PALM rollout as well as day to day business execution	Moved from Former Risk Log
Open and Monitoring	05/21/25		Conversion/Configuration	FACTS Contract Values	Stable	1 (Low/Low)	If CSFA and ALN values are not recognized from FACTS then duplicate work will be required to move that information into PALM	Review Mock Conversion 2 to see if changes were effective	Duplicate work on contract management in PALM	Moved from Former Risk Log

DEM Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	05/12/25		Conversion/Configuration	CSFA/ALN Value Recognition	High - Impacts the ability	CSFA and ALN values not recognized from FACTS, See Mock Conversion 1 for specifics Grants & Contracts in FACTS affected, 31086 should be active.	Discuss the specific expectations with a technical contact Need to Review Mock Conversion 2 to see if changes were effective	06/05/25	No Change

DEM Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
People Processes Technology 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	None to Add
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; Sialom Development Team	None to Add
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;	None to Add
Data	The PALM Data Warehouse will be accessible by appropriate agency staff for self service reporting	Logged	05/12/25	DEMES; FDEM IT; Sialom Development Team; Finance	None to Add
Processes Data	Project information and OA1 & 2 can be added to PALM if needed for data conversion post Configuration	Logged	05/12/25	Finance	None to Add
Processes	Budget Year Close will be either done in FLAIR or easily managed in PALM post cutover 6/1/26	Logged	05/12/25	Finance	None to Add
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	None to Add

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:
May - June 2025	Jeremy W. Smith	jeremy.smith@em.myflorida.com	07/10/25
March - April 2025	Jeremy W. Smith	jeremy.smith@em.myflorida.com	05/12/25
January - February 2025	Jeremy W. Smith	jeremy.smith@em.myflorida.com	03/06/25

- [Dashboard Snapshots](#)
- [Knowledge Center](#)
- [Florida PALM Workbook for DEP](#)
- [Readiness Workplan](#)

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

May - June 2025

Darinda McLaughlin

Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress			Submission Complete	
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/09/25		N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	75% - Consolidating/Inputting Information for Submission				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	50% - In Progress				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

Agency Reported

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

DEP Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	08/31/23		Agency Business System Business Process Change Conversion/Configuration Post Implementation Role Mapping Staffing/Resource Availability Training User Acceptance Testing	Loss of knowledge due to staff turnover and time to get added staff trained to meet expectations	Increasing	9 (High/High)	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	Continuing to monitor risk, cross train staff, and prepare backup processors for potential staffing changes.
Open and Monitoring	11/04/24		Agency Business System Interface Conversion/Configuration Staffing/Resource Availability Training User Acceptance Testing	Timeline for ABS system testing and PALM UAT	Stable	9 (High/High)	PALM Process Changes were introduced in a staggered approach which impacted ABS Remediation efforts until PALM changes and impacts were completed. As a result some ABS remediation may not be fully completed until Interface testing which may not allow for all internal ABS testing to be completed prior to PALM UAT.	Continuing to monitor remediation progress. Remediation is anticipated to complete in advance of UAT start date.	Will require ABS testing to be continued during UAT	Continuing to monitor remediation completion estimates and adjust resource needs as necessary. Remediation is expected to be completed by cycle 2 interface testing.
Open and Mitigating	11/20/24		Agency Business System Business Process Change Interface Conversion/Configuration User Acceptance Testing	PALM data availability for ABS testing of remediated applications	Increasing	6 (High/Medium)	Based on preliminary information about PALM's mock conversion data and configuration processes, agencies will not have access to PALM data files until full UAT in November 2025. Therefore, Agency will have to create sample files or sample data sets to mimic PALM data to test agency business systems and reports. Waiting until November 2025 for full UAT training with PALM files could create testing and remediation delays that would coincide with PALM UAT and agency training efforts.	DEP will establish a data strategy for testing based on the mock conversion and configuration data submitted to PALM. Additional mock files and data will have to be created where PALM does not have planned conversions. Sample test data will be created by using FLAIR data files mapped to PALM values. DEP will also establish testing scenarios and cases to ensure that transactions are posted correctly to the new Chart of Accounts and verifiable totals possible for new and old transactions based on reporting.	Will cause a delay in completing ABS testing activities and validating system processes and reports.	Building agency test data files for testing ABS using existing FLAIR files and conversion methods based on PALM mapping and conversion information. Test Cases are being documented for ABS and PALM UAT testing. Data cleansing efforts are ongoing.
Open and Monitoring	11/20/24		Agency Business System Business Process Change Interface Conversion/Configuration Post Implementation Staffing/Resource Availability Training User Acceptance Testing	Availability of reports through PALM	Stable	6 (High/Medium)	PALM reporting information is being provided in a staggered cadence, with many reports dependent on the outcome of the data warehouse design which will extend report definitions and mockup completion into the Spring of 2025. Reports not provided by PALM, will require agency resources to build reports utilizing a mix of interface data and DW/BI custom reporting. There is a risk that agency reporting needs may not be identified until UAT, depending on when PALM releases DW/BI information to the agencies. Delayed identification of reports needed for PALM could cause additional strain on agency remediation schedules and the ability to provide	DEP is monitoring changes to PALM reports through the knowledge center. DEP is identifying critical reports that PALM will not provide or may be provided in the data warehouse.	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 focusing on report remediation and creation. DEP reporting needs will be provided by an internal reporting tool.

							management reporting needs in time for go-live.			
Open and Mitigating	09/06/24		User Acceptance Testing	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 Full UAT.	DEP will ensure that SME's are prepared for SME UAT based on process and role information from the knowledge center. ABS testing will begin prior to PALM UAT where possible. DEP PALM core team and training staff will provide support to SMEs for creating training materials and coordinating training sessions, in addition to coordinating testing efforts.	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.	Training and the DEP PALM team are coordinating efforts to support SMEs with testing and training planning. SMEs will be supported by additional staff to complete core agency functions and assist with testing activities where applicable.
Open and Monitoring	05/08/25		Staffing/Resource Availability	Changing Requirements and Impacts on Resources and Delivery	Increasing	6 (High/Medium)	High volume and impact changes to PALM processes and interfaces could negatively impact the agency's ability to remediate and test ABS prior to interface testing and UAT. Changes are anticipated to continue, though large volume or late developing updates in these areas have to be analyzed for impact and work redirected to change remediation and process knowledge efforts. Changes in requirements and replanning of activities due to unforeseen changes can lead to rescheduling of project activities. This can disrupt project flow, affect dependencies, and require changes to resource allocations in a short time leading to unforced errors, overloaded resources and delayed delivery schedules.	The agency will continue to monitor the PALM Change log and proactively seek to understand how to allocate resources and knowledge transfer across the agency (SMEs and End Users)	Business system remediation could be delayed impacting interface testing and business system testing and preparedness. Additionally, impacts to role assignments and workload estimations could occur.	Monitoring changes and impacts to remediation and business processes. Communicating changes as needed to impacted SMEs.
Open and Monitoring	05/02/25		User Acceptance Testing	UAT Preparation and Readiness	Increasing	4 (Medium/Medium)	The extended timeframe between design sessions and UAT and the unknown details of PALM training could lead to SMEs being unfamiliar with PALM processes and their affect on agency processes which could lead to inefficient or inaccurate end user training and testing. UAT preparation activities are dependent on agency staff reviewing knowledge center resources, using newly developed agency workgroup materials, and preparing testers for the PALM UAT testing process, updated agency processes, defect tracking, and coordinating ABS updates. The DEP PALM team will be responsible for ensuring SMEs and end users are equipped with the knowledge and information to be efficient and successful during UAT.	Agency is a member of the Colab Training Workgroup to produce UAT preparation materials and is developing tasks for SMEs to be prepared for UAT.	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.	Preparing SME UAT preparation materials and tasks for SMEs to expand their knowledge of PALM prior to UAT.

DEP Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025

DEP Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
People Processes Technology	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.	Monitoring UAT Test Plan, identifying critical DEP and PALM processes, business systems, and interfaces in scope for Agency Readiness.
People Processes Technology	Agency SME's are trained and ready to execute DEP and PALM processes in UAT prior to January 2026.	Logged	06/30/25	All SME's and end-users scheduled for training and end user testing. This impacts	Monitoring training and testing plans for pre and post UAT activities.

				agency's ability to certify readiness for go-live by SG4 at the end of January 2026.	
People Processes Technology	PALM process/training 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.	Continuing to monitor the Knowledge Center for changes to processes and for PALM training material to be provided in advance of UAT.
People Processes Technology	Final changes to external systems such as MFMP, Works, STMS, People First and FACTS will be provided by the respective enterprise partners, along with process impacts, in advance of UAT, to allow time for specific content to be incorporated into DEP training.	Logged	06/30/25	SMEs would be required to create enterprise training materials and end users will be unable to effectively test enterprise systems functionality during the full UAT testing phase.	Continuing to monitor the enterprise partners links for changes to processes and training material in advance of UAT.

Agency Sponsor Confirmation

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DEP Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Darinda McLaughlin	darinda.mclaughlin@floridadep.gov	07/10/25
March - April 2025	Darinda McLaughlin	darinda.mclaughlin@floridadep.gov	05/09/25
January - February 2025	Darinda McLaughlin	darinda.mclaughlin@floridadep.gov	03/10/25

Helpful Links

[Dashboard Snapshots](#)
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[Readiness Workplan](#)

DFS Status Report Dashboard

Reporting Period

May - June 2025

Agency Sponsor

Scott Fennell

RW Task Timeliness

Direct Impact Task Timeliness

Other Task Timeliness

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Impact Task Timeliness:

Score = 99.77%

Submitted On Time = 42
Submitted Late = 1
Pending Submission = 0

Other Task Timeliness:

Score = 88.61%

Submitted On Time = 59
Submitted Late = 13
Pending Submission = 0

Direct Task Completeness:

Score = 96.90%

Submitted Complete = 37
Submitted Incomplete = 0
Completed After Submission = 5

Other Task Completeness:

Score = 98.64%

Submitted Complete = 43
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:

Unique Filled Role = 12

Duplicate Filled Role = 6

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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/01/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	07/10/25	Continuing to work on this task. Also leveraging document developed for task RW543.		
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/30/25		Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/01/25		Submission Complete	05/01/25
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/09/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/09/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/18/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25	Enterprise roles were not added by project team in the drop down boxes, enterprise roles for Treasury are included in the comments column. Also, A&A roles will be updated once made available.	Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/26/25	DFS included the "State of Florida" FEIN 59-6001874 to this RW task for BOSP, should be mapped to 4390. This would be for receiving payments and returns on payroll related items.	Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	06/26/25		N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/07/25			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	04/17/25		Conversion/Configuration Training User Acceptance Testing	ENTERPRISE A&A - Conversion and Data Validation:	Increasing	9 (High/High)	There is a risk that the agencies' data conversion validation process may not be thorough or accurate, leading to incomplete or incorrect data being converted to Florida PALM.	<ul style="list-style-type: none"> • A&A will work closely with the Project to understand where agencies need support and additional guidance in understanding their agency's FLAIR data. • A&A will provide guidance to agencies to help them understand the critical things to consider and evaluate for conversion. • A&A will meet with agencies through workshops or one-on-one sessions to further support agencies in cleaning up their data in preparation for conversion. • Closely evaluate mock conversions results. 	This could result in operational inefficiencies, data integrity issues, potential delays in project timelines, and incorrect trial balance information in Florida PALM, which could impact financial reports.	Trend to be updated to stable. JCO 7.10.2025 Mitigation - closely evaluate... change to: Closely working with project and agencies on mock conversion results to find solutions.
Open and Monitoring	02/19/24		Staffing/Resource Availability	CCN - Potential loss of CCN resources.	Stable	9 (High/High)	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.	<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.	Lost Back-up Business Liaison in May. CCN Agency Liaison reached out to OFB for replacement. OFB recommended strong SME to be Back-up Liaison. Replacement filled on 7/1/25 and Latora Brockman will be filling the back-up roll. Successfully mitigated and resolved.
Open and Monitoring	10/20/23		Deployment/Cutover Staffing/Resource Availability	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. 	<ul style="list-style-type: none"> • 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 is seeking additional FTE through the LBR process with intent to onboard and train within the 2025 FY. 	It can hinder successful implementation of project.	Last bullet - Modify: A&A has been authorized for 9 FTEs to be onboarded for FY 2026.
Open and Monitoring	10/11/23		Staffing/Resource Availability	ENTERPRISE A&A - Resource Impacts.	Stable	9 (High/High)	<ul style="list-style-type: none"> Resource impacts due to A&A operational staff spending a significant amount of time performing Project related tasks. • 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 	<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 	Pulling resources from operations, will increase workloads, and will cause stress and an increased chance of employee burnout.	This one is decreasing since we have been able to bring on additional staff.

							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.	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.		
Open and Monitoring	01/25/24		Deployment/Cutover	TREASURY - Outstanding warrants at cutover	Stable	6 (High/Medium)	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.	<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. 	Could potentially have impacts to warrant recipients and reconciliation processes.	Risk was reviewed and the trend continues to be stable.
Open and Monitoring	12/13/23		Interface 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> <p>The new bank and all of 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>	<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 needed. Treasury and OPCS will work together to implement the extension when appropriate. • 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. 	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.	Risk was reviewed and the trend continues to be increasing. Negotiations are underway.
Open and Monitoring	10/20/23		Agency Business System Interface User Acceptance Testing	OIT/ABS - Reduced Testing Window	Stable	6 (High/Medium)	Reduced duration for agency business system end-to-end testing with Florida PALM during UAT could impact Tier 1 agency business systems with significant changes, as well as those systems that will require downstream Tier 2 interface testing.	<ul style="list-style-type: none"> • Develop remediation timelines and resources to prepare the agency business systems to be ready for the start of ABS end-to-end testing with Florida PALM. • Work with Division/Office management to allow technical and functional resources to be available during the ABS end-to-end testing period with Florida PALM. 	As a result, DFS may not have enough time to successfully complete all of the testing needed for agency business systems, which in turn could impact agency readiness for go-live with Florida PALM.	Risk was reviewed and continues to be stable.
Open and Monitoring	10/11/23		Deployment/Cutover Staffing/Resource Availability Training	ENTERPRISE A&A - Planning.	Stable	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 	<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 have been scheduled for later in May 2025 	Lack of required resources to support around go live and beyond.	<p>Decreasing risk.</p> <p>Mitigation update: Cutover planning sessions are in progress.</p>

							processes, such as processing States' taxes from payroll • Financial Reporting mappings and data rollup			
Open and Monitoring	12/13/23		Business Process Change 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	Risk was reviewed and the trend continues to be stable. We expect to have a better understanding of this process during UAT.
Open and Mitigating	02/27/24		Agency Business System Deployment/Cutover User Acceptance Testing	OIT/ABS - Third Party Vendors	Increasing	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 was updated with increasing trend due to continued design discussions with supplier processing and FLIPS.
Open and Mitigating	10/20/23		Agency Business System Staffing/Resource Availability	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 was reviewed and continues to be stable.
Open and Monitoring	10/11/23		Business Process Change Deployment/Cutover Training	ENTERPRISE A&A - Process Changes.	Stable	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. 	Due to the unique activities that A&A performs at an enterprise level, reduced performance could have a negative impact on agencies.	Mitigation: Onboarding our UAT Testing Team, as well as an HCM functional expert to assist with transformation.
Open and Monitoring	10/11/23		Deployment/Cutover Staffing/Resource Availability	ENTERPRISE A&A - Risk of External Impacts on Business Processes.	Stable	4 (Medium/Medium)	<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 may lack their own training and resources for proper preparation. If agencies are not ready for implementation, this will cause significant issues 	<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 to determine training needs for skills that will be needed in Florida PALM users. • Participate with all FFMIS and Enterprise 	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.	No updates, still monitoring.

							<p>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>partners to ensure remediation, testing and change management needs are understood and acted upon.</p> <ul style="list-style-type: none"> • 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 Business Process Change Interface User Acceptance Testing	ENTERPRISE A&A - ABS Testing.	Stable	4 (Medium/Medium)	<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. 	<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>	Mitigation update: We are onboarding our UAT Test team


DFS Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025

DFS Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
Technology	The Florida PALM Project will be able to provide timely and complete requirements for agency business system interfaces and business processes with enough detail and time to implement the changes according to the Florida PALM schedule.	Logged	10/20/23	Agency Business Systems	Assumption reviewed and remains the same.
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 remains the same.
Technology	Based on the Florida PALM implementation timeline established with the execution of Amendment #12, the Go-Live date for the Florida PALM solution is expected to occur in July 2026.	Logged	03/31/25	Agency Business Systems	Assumption reviewed and remains the same.

Agency Sponsor Confirmation		DFS Status Report Confirmation	
<p>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.</p>		Reporting Period	Agency Sponsor Name:
		Confirmed By:	Confirmation Date:
	May - June 2025	Scott Fennell	scott.fennell@myfloridacfo.com 07/10/25
	March - April 2025	Scott Fennell	scott.fennell@myfloridacfo.com 05/09/25
	January - February 2025	Scott Fennell	scott.fennell@myfloridacfo.com 03/06/25

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 98.16%

Submitted On Time = 33

Submitted Late = 5

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 87.08%


Submitted On Time = 52

Submitted Late = 20

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 81.08%

Submitted Complete = 26

Submitted Incomplete = 4

Completed After Submission = 7

Other Task Completeness



Other Task Completeness:

Score = 98.67%

Submitted Complete = 41

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:

Unique Filled Role = 13

Duplicate Filled Role = 0

Vacant Role = 1

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

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

RW Tasks - Completed or Open Items										
Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	04/29/25		Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	03/10/25		Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	04/29/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	05/12/25
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/23/25		Submission Complete	05/27/25
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/19/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/11/25	No agency supplier record is needed for DJJ.	Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/02/25		N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/09/25			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	50% - In Progress				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

Agency Reported

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

DJJ Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025

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Open and Monitoring	03/28/24		Conversion/Configuration	Inaccurate Completion of Project Tasks	Increasing	9 (High/High)	Previously submitted tasks (prior to March 2024) were marked as complete, but after further analysis were not complete. Additionally, having multiple reviewers on larger data-centric tasks is a best practice and reduces mistakes, mistyping, and missing information provided within task assignments.	Submissions will be checked by the F&A PALM Administrator and Agency Liaison prior to submission to the Project; associated SME's and PALM administrators will be invited to attend Task Talks when tasks are assigned to them.	Conversion and/or configuration data will not be accurate in Florida PALM; agency staff will be responsible for entering missing data when PALM goes live	Risk is increasing due to the recent vacancy of the Budget PALM Administrator
Open and Mitigating	06/27/25		Agency Business System Business Process Change Conversion/Configuration Deployment/Cutover Post Implementation Role Mapping Staffing/Resource Availability Training User Acceptance Testing	Vacant Backup Agency Liaison/Budget PALM Administrator Role	Increasing	9 (High/High)	The PALM Administrator position within the Budget Office has been vacated. This position served as the backup agency liaison for DJJ's CCN and was the primary person involved in agency data configurations and conversions, role mapping, and preparing the office for UAT.	In order to mitigate this risk, Budget managers will work to fill the vacancy and budget analysts will work on drafting test scripts for Critical (Tier 1) test cases.	If this position remains vacant, configurations of PALM-specific values may not be accurately maintained, new configurations may not align with previous methodologies causing confusion and a mix of data configurations. In regard to the development of UAT test scripts, test scripts may not be completed, delaying the agency's ability to begin UAT. Many budget-related test cases are required for other bureau test cases to begin, therefore causing a cascade of delays.	This is a high risk to the agency.
Open and Mitigating	07/08/25		Conversion/Configuration Staffing/Resource Availability User Acceptance Testing	Inefficient Computer - F&A PALM Administrator	Stable	9 (High/High)	The F&A PALM Administrator's computer is inefficient in operating on a day-to-day basis. Programs cannot run, applications don't work, etc.	Libby is working with IT on getting a new laptop. It has been assigned and is awaiting imaging; she will work on a temporary computer, but without the proper set up there are only a limited number of tasks she can work on.	Task progress will stall.	New risk added this period. Anticipating to close soon.
Open and Monitoring	10/28/24		Staffing/Resource Availability User Acceptance Testing	UAT/LBR Timing Conflict	Increasing	6 (Medium/High)	Budget schedule conflict between UAT and LBR deadline.	When developing the testing schedule, the Budget Office will need to go first so that an appropriate amount of time is dedicated to both UAT and the LBR due 9/15/25; The agency's LBR schedule started earlier this year due to prepare for this.	Budget staff will be unavailable for SME UAT.	Risk is increasing due to the recent vacancy of the Budget PALM Administrator
Open and Mitigating	04/18/25		Agency Business System	Remediation of Axiom Pro	Increasing	6 (Medium/High)	DJJ's business system, Axiom Pro, may not be remediated by August 26, 2025, the date the Project has scheduled for interface testing. Image API, the company responsible for remediation, has stated that the solution can be completed and delivered to production environments within a 4-month calendar timeframe between August and November 2025. Without testing the interface prior to the date provided by the Project, the interface will not be included in end-to-end testing and when PALM goes live in July 2026.	Owner: F&A Monitoring: DJJ has received confirmation that Axiom Pro will be remediated and has agreed to submit a PO to cover the agency's cost. Additionally, PMO has reached out to the Project to request a later interface testing date so that the interface can be tested and therefore used in end-to-end testing and at Go-Live	If interface testing for API031 is not completed during the Project's given time frame, the new system will not be able to interface with PALM until at least 6 months after Go-Live. This means that invoice and payment information will not be saved electronically; supporting documentation will have to be saved individually and uploaded into Axiom Pro manually.	This risk trend is increasing. With the information received during this reporting period, it is unconfirmed that the system will be remediated and tested during the timeframe determined by the Project. Once more information is received this risk will be updated accordingly.
Open and Monitoring	05/29/25		Staffing/Resource Availability User Acceptance Testing	Inventory/SME UAT Overlap	Stable	6 (Medium/High)	Owner: General Services In preparation of Florida PALM, General Services staff are conducting a statewide physical inventory between June 2025 and October 2025. During this time, property staff will travel throughout the state to document assets and property.	The main two SME's for assets and property are the Bureau Chief and Deputy Bureau Chief of General services. We plan to have at least one of the two SME's available during UAT. We are working to have back-up staff to cover duties for these two roles, should both SME's be required for UAT.	Bureau property SME's maybe limited on their involvement with UAT between August and October.	Reviewed for period. No changes.
Open and Monitoring	11/04/24		Staffing/Resource Availability User Acceptance Testing	Limited Staff for End-User UAT	Stable	6 (High/Medium)	Vacancies and competing priorities within bureaus heavily affected by the implementation of PALM have caused less time to work on developing and preparing for UAT SME.	Mitigation Plan: bureaus are actively advertising, interviewing, and recruiting for vacancies as they occur.	Staff involvement in UAT will be limited.	Reviewed for period. No changes.
Open and Monitoring	02/28/25		Staffing/Resource Availability User Acceptance Testing	Processing Backlog of AOD Invoices	Stable	6 (High/Medium)	Finance and Accounting is currently managing a backlog of invoices due to ABS failure in the last quarter of FY 2023-24. If F&A is unable to process the backlog of outstanding invoices to bring the agency to managing the standard workload prior to UAT SME, F&A staff may not have time for adequate	Monitoring this risk. The backlog of invoices has been reduced significantly over the past fiscal year, however, in July 2025 F&A AOD invoices are still about 3 months behind. Overtime has been approved to reduce the backlog, but competing priorities (year-end, financial	Finance and Accounting staff may be unavailable for both UAT SME and UAT End-to-End	Reviewed for period. Backlog of AOD invoices still remains and impacts F&A staff's availability to participate in PALM-related tasks and activities.

							participation in preparing for and conducting UAT.	statements, certified forward) and vacancies remain.		
Open and Mitigating	02/28/25		Business Process Change Post Implementation	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.	Reviewed for period. No changes.
Open and Monitoring	05/29/25		Staffing/Resource Availability User Acceptance Testing	Staff Involvement in UAT - Hurricane Response	Stable	6 (High/Medium)	Owner: General Services Bureau SME's are also the department lead emergency coordinators for Hurricane Season. Pending on any storms effecting the state this year, SME's would be unavailable for UAT testing during activation and recovery stages of storm events.	General Services SME's all have roles during storm activations and recovery. The Bureau will try to use back-up staff to help with storm-related activities to minimize the time that SME's would be unavailable for UAT.	Bureau SME's would be limited on their involvement with UAT if any storms effect the state.	Reviewed for period. No changes.
Closed	05/19/25	06/18/25	Conversion/Configuration Staffing/Resource Availability	Special Session to resolve budget impasse for FY2025-26.	Increasing	6 (High/Medium)	The Legislature did not agree on a budget during regular session causing the need for a Special Session to be held at some point between now and 6/30/2025. During this time, Budget Office staff will be engaged in budget conference and may not be able to dedicate as much time to PALM tasks as they have in the past. Due to this, PALM tasks released in May may not be addressed as timely as they have been in the past.	PMO Business Analyst and F&A PALM Administrator will take the lead on configuration and mock conversion tasks until budget conference is finished; additional hours worked by Budget PALM Administrator to support both efforts	Agency data configurations may not be updated as much as needed, causing the work to be done in UAT.	Configuration data tasks were submitted on time. This conflict is no longer a potential risk to the implementation of PALM.
Open and Monitoring	06/03/25		Conversion/Configuration	Data Cleansing Maintenance - FLAIR Encumbrances and AOD	Stable	6 (High/Medium)	The decision has been made that FLAIR will be the book of record and that AOD will not be cleansed. There has been discussion that at the time of go-live, PALM will only convert the encumbrances active in FLAIR.	Encumbrances in AOD will not be cleansed, however, DJJ is planning to establish Available Balance (AB) Checking August 1 so that program staff submitting purchase orders in AOD will begin to understand how encumbrances affect available budget. Because of the budget control option DJJ has selected for PALM, AB checking will be a precursor to how encumbrances will work within PALM.	If encumbrances aren't managed in AOD and AB checking isn't implemented prior to PALM Go-Live, then budget check will occur on encumbrances as planned in Florida PALM. Since encumbered purchase orders consume budget, there is a chance that there will be limited budget to pay suppliers.	Additional mitigation steps taken to mitigate this risk.
Open and Mitigating	12/13/24		Agency Business System Interface	Limited Availability of Interface Testing Sample Data	Stable	4 (Medium/Medium)	Limited number of testing data has been provided by the Project, leaving interface testing to be done with many assumptions as opposed to testing with real test files.	Test remediations with the sample data that has already been provided.	Additional remediation may be needed on agency business systems when system data is received during end-to-end testing. Depending on the remediation that's needed, this risk has the potential to delay the usage of the ABS' at go-live.	Reviewed for period. No changes.
Open and Monitoring	08/09/24		Conversion/Configuration	Data Cleansing Maintenance - Contracts - FACTS	Stable	4 (Medium/Medium)	Data cleansing activities not conducted on a routine basis which could lead to inaccurate, incomplete, or errors in data being transferred to Florida PALM.	The following mitigation plan will occur in order to reduce the likelihood of this risk: 1. CTS will be reconciled with FACTS to ensure that all contracts have been input into FACTS. 2. FACTS reports will be run on a quarterly basis and items addressed as needed.	This could result in inaccurate contract information being transferred into PALM at go-live and additional work by staff must occur to input and/or correct data once PALM is live.	Reviewed for period. No changes.
Open and Monitoring	06/06/25		Agency Business System Interface User Acceptance Testing	People First DB Links	Stable	4 (Medium/Medium)	People First is yet to deliver the DB Links used by DJJ's agency business systems. Upon reaching out to People First directly, we did not receive confirmation that the DB links will be available before interface testing.	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	New risk added related to the remediation of the HRES system.
Open and Mitigating	06/03/25		Business Process Change Conversion/Configuration	Data Cleansing Maintenance - Projects	Stable	4 (Medium/Medium)	Prior to PALM, Project IDs were not deactivated or deleted in FLAIR and there was not a process to do so. In preparation for Go-Live, the Budget PALM Administrator and	Mitigation plan has ensured that the additional details associated with Project IDs are being correctly input in FLAIR (those that are required in PALM) Additionally the	Inaccurate Project data converted into PALM will result in conversion failures, too many records being converted, or inaccurate records being recorded. This would require	Mitigation and monitoring plans in progress.

							Facility Services staff researched all Project IDs and determined those that needed to be deactivated and deleted. A script was created and run to mark those Project IDs as I or D in FLAIR. These data need to be reviewed on a recurring basis so that inaccurate or incomplete information is not converted to Florida PALM.	Facility Work Order System (DJJ's ABS to manage Projects) is being remediated to incorporate a financial reconciliation and Project ID close-out workflow. For monitoring, Budget is actively reviewing, updating, and/or correcting Project Data to ensure the data requirements for conversion are met.	This would require additional efforts to clean the data in multiple system.	
Open and Monitoring	11/04/24		Staffing/Resource Availability Training User Acceptance Testing	Staff Involvement in UAT Preparation	Stable	3 (High/Low)	Vacancies within the bureaus responsible for UAT preparation limit the amount of time spent on preparing for UAT SME.	Bureau Chiefs are monitoring vacancies and are striving to fill them within a timely manner so that preparation of UAT is not impacted.	Preparation and understanding of expectations during UAT will not be learned by UAT SMEs. UAT will be less informed and may take longer to get through test scripts; Staff will not have a sufficient knowledge base or understanding of the elements of PALM, which could lead to frustration, lack of motivation, and prolonged participation in UAT.	Reviewed for period. Vacancy rate is 16%
Open and Mitigating	06/03/25		Conversion/Configuration	Data Cleansing Maintenance - Assets and Property	Stable	3 (High/Low)	Data cleansing activities not conducted on a routine basis which could lead to inaccurate, incomplete, or errors in data being transferred to Florida PALM.	Data review and cleansing will be occur on a monthly basis; Teams task cards will be used as a way to assign a checklist of items needing review.	This could result in inaccurate property information being transferred into PALM at go-live and additional work by staff must occur to input and/or correct data once PALM is live.	Additional mitigation steps taken to mitigate this risk.
Open and Mitigating	12/03/24		Business Process Change Staffing/Resource Availability Training User Acceptance Testing	Separation of Qualified Employees - F&A	Decreasing	2 (Medium/Low)	If DJJ loses quality staff, then the agency may be at risk of losing historical agency knowledge.	Encourage SMEs to document and archive their job functions and business processes to allow for swift training and knowledge transfer; Continue to advertise to recruit for vacant positions; Continue to allow for management decisions that support personnel actions to retain qualified employees.	Bureau staff may not be as prepared for end-to-end UAT.	This risk has decreased with the retirement and replacement of Sheila Boeve's position in F&A.
Open and Monitoring	06/03/25		Business Process Change Staffing/Resource Availability Training User Acceptance Testing	Separations of Qualified Employees - HR	Stable	2 (Medium/Low)	One SME within HR will be retiring 7/31/2025.	HR will advertise and try to fill the position as quickly as possible; Approval has been requested to advertise the position prior to the vacancy date.	If this position isn't filled, involvement in UAT SME will be impacted.	Added risk for this period related to retirement of HR employee. Request is pending to advertise the position prior to realized vacancy.

DJJ Issues

Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	06/27/25		Agency Business System Business Process Change Conversion/Configuration Deployment/Cutover Post Implementation Role Mapping Staffing/Resource Availability Training User Acceptance Testing	Vacant Budget PALM Administrator Position/Backup Agency Liaison Role in CCN.	High - Impacts the ability	The PALM Administrator position within the Budget Office has been vacated. This position served as the backup agency liaison for DJJ's CCN and was one of the primary positions involved in agency data configurations, conversions, role mapping, developing test scripts, preparing for cutover, preparing training documents, and implementing changes to business processes to prepare the agency for PALM.	Recruit new employee to fill the role. While that's occurring, coordinate with DFS to allow previous incumbent to work on some tasks in preparation for UAT.	08/08/25	Action plan in progress.

DJJ Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
Processes Data	Chart of Account (COA) will not change beyond what the FL PALM team has forecast	Logged	08/01/23	Marcia Haye (F&A)	Reviewed for current period. Still applicable.
People	All SMEs will be available to work on required PALM-tasks.	Logged	04/17/24	Bureau SMEs	Reviewed for current period. Still applicable.
Technology	Software licenses will be available for PMO staff to manage the project. (Adobe Pro and Microsoft Projects)	Logged	04/17/24	Project Management Office	Reviewed for current period. Still applicable.
People	There is a commitment from end users to the PALM Project.	Logged	04/23/24	All	Reviewed for current period. Still applicable.
People Technology	PALM funding is maintained at the current level or greater allowing current BU-specific PALM administrators to be kept on staff.	Logged	04/23/24	PMO, F&A, General Services, Budget	Reviewed for current period. Still applicable.
People Processes Data	There will be sufficient engagement from DJJ's SME's who are knowledgeable about agency business processes.	Logged	04/23/24	F&A, Budget, General Services, HR, BPCA, BCM	Reviewed for current period. Still applicable.
People Processes 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	Reviewed for current period. Still applicable.
People	DJJ PMO can drive the implementation of the PALM Project with four team members.	Logged	12/03/24	PMO	Reviewed for current period. Still applicable.
Data	Unreconciled payroll warrants will not be included in the Outstanding Warrant Report (APR018).	Logged	04/21/25	HR	Reviewed for current period. Still applicable.

People Technology	Cutover will be no longer than approximately 3 weeks.	Logged	04/30/25	Supplier payments	Reviewed for current period. Still applicable.
Technology	PALM will incorporate additional interfaces after Go-Live, if needed by DJJ.	Logged	05/01/25	IT, F&A	Reviewed for current period. Still applicable.
Technology Data	PALM will not alter the interfaces DJJ has selected.	Logged	05/01/25	IT	Reviewed for current period. Still applicable.
Data	If balances on purchase orders in AOD are different than what's in FLAIR, when encumbrance data is converted to PALM, AOD will update to reflect the FLAIR/PALM balances. As long as encumbrance balances are maintained in FLAIR, the full balances of the purchase orders from AOD will not be converted to PALM, potentially causing budget checking issues.	Logged	05/01/25	F&A, Budget, General Services	Reviewed for current period. Still applicable.
Data	We assume that all identified Florida PALM roles are included on the export from the PALM website.	Logged	05/05/25	Agency Liaison and SMEs	Reviewed for current period. Still applicable.
Data	We assume that all identified Florida PALM reports are included on the export from the PALM website.	Logged	05/05/25	Agency Liaison and SMEs	Reviewed for current period. Still applicable.
Processes	DFS A&A will provide agencies with new policies by the start of Florida PALM End User Acceptance Testing (UAT) in December. New policies will allow DJJ to adjust any agency specific test scripts.	Logged	05/08/25	All end users involved in UAT	Reviewed for current period. Still applicable.
Data	Zero dollar contracts in FACTS will not be converted to PALM	Logged	10/15/24	BCM, F&A contract disbursement payments	Reviewed for current period. Still applicable.
Technology	The supplier ID conversion data will be included within API020 so that we can test that interface with the applicable supplier IDs in Cycle 2 Testing.	Logged	05/21/25	IRR and CTS	Reviewed for current period. Still applicable.
People Processes Technology	FACTS will be available to test when end-to-end user testing for PALM begins. When asking FACTS about UAT, the response was that "...we are still in the testing phases with Florida PALM. We will provide the agencies with an update when the UAT environment becomes available."	Logged	06/26/25	BPCA, Contract Tracking System (ABS), and F&A Contract employees	Added 6/26/25 and will remain as an assumption until we get more detailed information about the how and when UAT will occur for FACTS.
Data	Purchase orders in MFMP with an end date that has passed are not considered active encumbrances and any remaining balances on the PO in AOD will not convert to Florida PALM.	Removed	05/01/25	F&A, Budget, General Services	Removed 05/01/2025
People Data	Role assignments provided by DJJ are assigned correctly prior to UAT.	Removed	06/26/25	UAT SMEs and SAMs	Roles have been assigned and if changes are needed they must be made in PALM when the UAT environment is available.

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

DJJ Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Heather DiGiacomo	heather.digiacomom@fldjj.gov	07/09/25
March - April 2025	Heather DiGiacomo	heather.digiacomom@fldjj.gov	05/09/25
January - February 2025	Heather DiGiacomo	heather.digiacomom@fldjj.gov	03/10/25

RW Task Timeliness

Direct Impact Task Timeliness




Direct Impact Task Timeliness:

Score = 98.81%

Submitted On Time = 38
Submitted Late = 4
Pending Submission = 0

Other Task Timeliness




Other Task Timeliness:

Score = 90.83%

Submitted On Time = 60
Submitted Late = 12
Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness




Direct Task Completeness:

Score = 88.05%

Submitted Complete = 25
Submitted Incomplete = 2
Completed After Submission = 14

Other Task Completeness



Other Task Completeness:

Score = 88.44%

Submitted Complete = 31
Submitted Incomplete = 0
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:

Unique Filled Role = 12
Duplicate Filled Role = 10
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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	01/17/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25	RC: Additional review and updates required as a result of Topics and Activities updates.	Submission Complete	05/16/25
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	03/04/25		Submission Complete	
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	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/06/25		Submission Complete	05/09/25
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/09/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/07/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/18/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25					
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/09/25		N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25					
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25					
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

Agency Reported

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

DLA Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	02/26/24		Staffing/Resource Availability	Loss of technical CNN participant	Increasing	9 (High/High)	The position is still vacant, creating a gap in support for F&A	Backup technical CNN participant will need to take lead role. IT will be	F&A tasks may face delays. affecting project deadlines and	still a risk

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							functions.	recruiting for replacement staff to support Finance & Accounting functions.	deliverables.	
Open and Mitigating	04/23/24		Business Process Change	Changes to project scope potentially impacts agency planned mitigation.	Increasing	9 (High/High)	Review of BPMs was initiated to access workflow changes and identify potential impacts on agency solutions, interfaces, and processes.	Review BPM's for changes to workflows to identify potential impacts to agency solutions, interfaces and processes.	Changes to project scope potentially impacts agency planned mitigation.	still a risk
Open and Mitigating	04/09/25		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.	still a 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.	still a risk

DLA Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	04/23/24		Agency Business System	Need ability to make corrections to closed reporting period	Critical - Impacts the abil	The need to correct transactions after the reporting period closed highlighted a system gap affecting timely financial adjustments.	Need a solution option	04/14/25	still an open issue
Open	12/20/24		Conversion/Configuration	Approval seeking on batch upload to Import process for supporting documents	Critical - Impacts the abil	The need for batch upload approval was identified to improve the efficiency of importing supporting documents.	If there is no project solution it will require considerable staff effort to complete the supporting docs	04/14/25	still an open issue
Open	10/31/24		User Acceptance Testing	UAT scheduling conflict due to fiscal year transition.	Critical - Impacts the abil	The recent decision to begin UAT on July1 will have an adverse impact on fiscal year close out and opening a new fiscal year and thats critical.	Need PALM funding to support F&A consultants that will perform the duties of F&A FTEs during UAT.	04/01/25	UAT rescheduled, but is stil within critical workload timeframe
Open	04/09/25		Agency Business System	Manual payroll split for federal grants.	Critical - Impacts the abil	Manual process may be required to split payroll costs related to federal grants rather than utilizing Florida PALM payroll accounting functions.	We are hopeful that the future tasks will allow us to rectify the issue	09/25/25	this issue is closed
Open	05/21/25		User Acceptance Testing	Data Warehouse	Critical - Impacts the abil	we have no way to test whether the new data warehouse will function the way that it does today because it's not available for us to test it.	we will explore optional reporting solutions.	06/30/26	this issue is closed

DLA Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025

Agency Sponsor Confirmation

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

Agency Sponsor Name: *


☐ Confirm*

Submit

DLA Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Sabrina Donovan	sabrina.donovan@myfloridalegal.com	07/10/25
March - April 2025	Sabrina Donovan	sabrina.donovan@myfloridalegal.com	05/09/25
January - February 2025	Sabrina Donovan	sabrina.donovan@myfloridalegal.com	03/07/25

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 99.5%

Submitted On Time = 38

Submitted Late = 2

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 98.89%


Submitted On Time = 66

Submitted Late = 6

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 87.11%

Submitted Complete = 25

Submitted Incomplete = 2

Completed After Submission = 11

Other Task Completeness



Other Task Completeness:

Score = 89.33%

Submitted Complete = 31

Submitted Incomplete = 0

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:

Unique Filled Role = 12

Duplicate Filled Role = 2

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	
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	01/21/25		Submission Complete		
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	05/08/25	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/28/25		Submission Complete		
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	25% - Beginning Initial Internal Meetings and Information Gathering					
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/01/25		Submission Complete		
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/05/25		Submission Complete	05/08/25	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/07/25		Submission Complete		
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/09/25		Submission Complete		
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/11/25	Sent email to A&A to correct errors in spreadsheet also changed row 2 and 10-12 on GL Ledger Allocation rows to No.	Submission Complete		
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/10/25		Task Closed - Submission Incomplete		
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/12/25		Task Closed - Submission Incomplete		
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	25% - Beginning Initial Internal Meetings and Information Gathering					
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/17/25	DMA does not receive payment from other agencies via warrant, nor does DMA replenish Revolving Fund Accounts or SPIA Accounts.	Submission Complete		
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/01/25		N/A		
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	50% - In Progress		Working with IT personnel on security group admissions			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25						
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/08/25		Submission Incomplete	07/09/25	

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	02/24/25		Agency Business System Business Process Change Interface Conversion/Configuration Identity Provider (IdP) Post Implementation Training User Acceptance Testing	QuickBooks Replacement	Stable	2 (Medium/Low)	Testing of Quickbooks replacement program interface with PALM	Must ensure that we test the system prior to go-live scheduled in Apr/May timeframe.	Will result to uploading via spreadsheet from QuickBooks or document in both QuickBooks and PALM	Continue to monitor

DMA Issues

Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	07/31/25		Agency Business System Business Process Change Interface Conversion/Configuration Deployment/Cutover Post Implementation Staffing/Resource Availability Training User Acceptance Testing	Start planning process for 2-3 week downtime of system when FLAIR converts to PALM	High - Impacts the ability	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		Agency Business System Business Process Change Training User Acceptance Testing	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.	Low - All impacts not listed	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		Agency Business System Business Process Change Interface Post Implementation Training User Acceptance Testing	FLAIR Pending table vs PALM staging table	Low - All impacts not listed	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
Open	07/31/25		Agency Business System Business Process Change Interface Conversion/Configuration Deployment/Cutover Identity Provider (IdP) Post Implementation Staffing/Resource Availability Training User Acceptance Testing	Quickbooks replacement go-live will be prior to PALM go-live. Potential changes may occur in PALM which would require changes to be made to the Quickbooks program.	Low - All impacts not listed	Ensure that DMA tracks any changes in PALM that would affect any changes to Quickbooks replacement program. Have a contingency PO in place to fund changes to Quickbooks replacement program.	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 March - April 2025
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.	Continue to monitor
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	Continue to monitor

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: *

DMA Status Report Confirmation

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

Helpful Links

[Dashboard Snapshots](#)

[Knowledge Center](#)

[Florida PALM Workbook for DMS](#)

[Readiness Workplan](#)

DMS Status Report Dashboard

Reporting Period

May - June 2025

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

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness

Other Task Timeliness

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness

Other Task Completeness

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

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

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

RW Tasks - Completed or Open Items										
Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25	May 2: The final pdf compiled with attachments is saved to this row. Separate files are archived on our DMS Teams site and can be provided upon request.	Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	04/25/25	April 25: Updated the SAC table to include an OIT-Unit option. Report shows that this task is completed to date. May 2: Per our discussion we have updated some of the new lines inserted for Task 560 on Tuesday, April 29. However, to fully review and complete the additional information we will need more time and request the deadline be pushed back to next Friday, May 9, 2025. DMS will continue to address completion as quickly as possible. May 6: Edits complete. Task resubmitted.	Submission Complete	05/06/25
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/27/25	Jan 24: Agency Training Plan Survey submitted. May 27: Final DMS Training Plan approved by the Agency Sponsor. Plan and associated files are attached to this row.	Submission Complete	
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		04-09-25: Addendum readiness columns complete for all interface testing.		
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	04/25/25	May 6: Errors corrected. Resubmitted.	Submission Complete	05/06/25
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/07/25	May 7: Conducted an Agency Sponsor dashboard review on May 6. Dashboard confirmed and approved May 7.	Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/20/25	Submitted task early for review on May 20.	Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	75% - Consolidating/Inputting Information for			N/A	

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Submission									
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	06/25/25	06-25-25: Testing complete with both DMS SAMs - Goldie McCloud and Michael Tribble. UAT SMEs have been added to the Active Directory group.	
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	100% - Submitted	07/09/25	07-07-25: DMS Agency Sponsor dashboard review meeting with Agency Liaison and Change Management Liaison. Agency Liaison is preparing an Executive brief on DMS Readiness to date - including Enterprise Partners status.	
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/09/25	07-07-25: DMS Agency Sponsor dashboard review meeting with Agency Liaison and Change Management Liaison.	

Agency Reported

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

DMS Risks											
Sheet Name	Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
DMS Risks	Open and Mitigating	02/19/25		Business Process Change Training User Acceptance Testing	User Acceptance Testing (UAT) Failure To Ensure Successful End User Training	Increasing	9 (High/High)	Current scheduled readiness tasks require agencies to have created their testing and training plan for all business processes without knowing or seeing the manual procedures in PALM to perform the business process transaction. Under this situation, DMS is unable to create a detailed enough test and training to ensure successful end user training.	Feb 19: Based on discussions with PALM in the touchpoint meeting, PALM will create "process steps" that will provide the needed detail to create the UAT tests and End User Training. UAT success will be dependent on PALM publishing the "process steps" in time to be utilized by the agencies for UAT plans. The success of end-user training and testing for PALM at any state agency is contingent of having detailed instructions of the steps to perform for each Business Process, also called a User Manual. Currently, the "process steps" are not available. Based on the PALM project timeline and need for accurate, uniform information as the basis of testing the training, the PALM Team will need provide these "Process Steps" in the form of a user manual for the Tier 1 and Tier 2 's Business Process before testing and training scripts can be created.	This will negatively impact the validity of testing DMS business processes in the new PALM system and conduct lucrative End User Training. Not having the Business Process steps available in early enough time to allow state agencies to create test scripts and training courses, creates a HIGH risk of failure to UAT.	No change. Continuing to monitor.
DMS Risks	Open and Monitoring	04/09/25		Interface Post Implementation Staffing/Resource Availability User Acceptance Testing	Interfaces and Possible Redevelopment	Stable	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.	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.	No change. Continuing to monitor. As UAT and Interface testing gets closer, the risk increases.
DMS Risks	Open and Monitoring	05/01/25		Deployment/Cutover Staffing/Resource Availability User Acceptance Testing	UAT SME Online Timing Dilemma	Stable	9 (High/High)	In planning for the SME UAT (ONLINE) time period from late August through October 2025, several DMS SME's that specialize in budget activities like LBRs and preparing the Schedule 1 report will not be available for testing before September 16th, 2025.	In mitigation discussions now. May be able to "divide and conquer" using different groups / teams.	This will negatively affect the Online UAT activities.	No change. Continuing to monitor. Relying on PALM to schedule time slots and assist with mitigation.
DMS Risks	Open and Monitoring	10/09/24		User Acceptance Testing	Developing Test Plans Prior to System Availability	Increasing	6 (Medium/High)	Developing test plans before the system is available will limit test coverage.	Have test environment available prior to UAT execution. Oct 23: UAT Plan currently in development to address this. Waiting on PALM to provide more info. Dec 18: No change. Continuing to monitor. Feb 19: No change. Continuing to monitor and address via tasks.	This will negatively impact the validity of testing DMS business operations in the new PALM system.	No change. Continuing to monitor. Moving forward and developing a general UAT and Training Plan - with the understanding that it may change.
DMS Risks	Open and Mitigating	04/27/23		Staffing/Resource Availability Training User Acceptance Testing	PALM and Statutorily Required Tasks Overlap	Stable	6 (High/Medium)	Timeline and Resources. There are multiple overlapping Palm tasks with due dates that utilize the same personnel resources as statutorily required	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.	Staff aug is partially addressing this risk from a technical perspective. However, this does little to relieve over taxed staff as they do fiscal year close out and attempt to complete

								tasks during year end.	Dec 18: Key staff are required to do fiscal year end close out. Also required to participate in UAT and Training activities. Attempting to mitigate this risk with staff augmentation.		numerous direct impact PALM tasks. Despite numerous requests to move task due dates past the June/July fiscal year close out activity deadlines, PALM tasks are overlapping and interfering with those efforts.
DMS Risks	Open and Mitigating	04/26/23		Agency Business System Business Process Change Interface Conversion/Configuration	Delivering PALM Functionality Required for DMS Operations	Stable	6 (High/Medium)	Functionality, Will PALM deliver the functionality needed for DMS operations? Full implementation simultaneously with "FLAIR-end" seems risky with the current change solutions. The seen and unforeseen functionality and compatibility issues at CMS Wave implementation adversely impacted and even stopped certain critical business processes for agencies.	Develop a testing plan. Use the PALM Sandbox environment. Functionality assessment in progress. Sandbox environment is approved for a limited number of DMS employees. PALM is addressing this risk. June 20: PALM is requiring that agencies create and implement their own testing plans. That initiative is in planning. Oct 23: Implementation plan in development. UAT plan is in progress. Dec 18: Still evaluating interface requirements in light of new business requirements. UAT plan will address this and is in progress. Feb 19: In progress. Evaluating training needs and requirements.	This will negatively impact DMS business operations.	No change. Continuing to monitor.
MFMP Risks	Open and Monitoring	04/30/24		Business Process Change Interface Conversion/Configuration Deployment/Cutover	DFS Vendor Portal	Stable	6 (High/Medium)	On March 1, 2024, the Department of Financial Services (DFS), Division of Accounting and Auditing (A&A) team met with the MFMP program to discuss its vendor management initiative. This initiative includes analyzing existing vendor management business processes, determining improvements, and developing a data clean-up plan. DFS A&A also proposed a new vendor portal solution that will impact the vendor registration and master vendor data exchange between MFMP and Florida PALM. DFS issued a competitive solicitation in July 2024 for the new portal, executing a contract in mid-FY2024-25. The project has started before Florida PALM's July 2026 go-live date with a phased approach to full implementation by Florida PALM Go-Live. MFMP, Florida PALM, and DFS are discussing integration and interface requirements, including the master data vendor exchange. Launching a design, test, and implementation effort for a new DFS vendor portal parallel with MFMP's Florida PALM implementation activities and during the current build schedule presents significant risk the MFMP to Florida PALM integration and interface implementation.	MFMP and Florida PALM continue to design the master vendor data exchange based on MFMP and Florida PALM's existing requirements. MFMP will continue to work with DFS and Florida PALM on planning activities for the new vendor portal; however, based on the current lack of formal requirements, a defined implementation plan, timeline, etc., MFMP cannot begin building to support the new vendor portal at this time.	Failure to successfully integrate supplier records between MFMP, Florida PALM, and FLIPS would cause several critical issues within the Procure to Pay process in the State of Florida.	Escalated from a risk originally logged in April 2024 to an issue in June 2025.
MFMP Risks	Open and Monitoring	06/06/25		Interface Conversion/Configuration Deployment/Cutover	MFMP Florida PALM Testing Delays	Stable	6 (High/Medium)	Due to a lack of return data from Florida PALM mock testing, MyFloridaMarketPlace (MFMP) was unable to participate in Mock One testing and did not have Mock Two PALM conversion data until the end of May 2025 to begin evaluating. Florida PALM not returning Mock Two conversation data to MFMP until six business days before	The 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.	New risk logged in May - June 2025 reporting period.

								<p>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>			
STMS Risks	Open and Monitoring	11/06/23		Deployment/Cutover Staffing/Resource Availability Training	Timeline. Competing deadlines immediately prior to go-live.	Stable	4 (Medium/Medium)	<p>Timeline. Competing deadlines immediately prior to go-live. Fiscal accountants and other users will be trying to learn PALM as well as changes to departmental and enterprise systems affected by PALM implementation, at the same time. The STMS Team, as well as other system owners, may need to make late changes while also trying to train end users.</p>	Identify impacted users and trainings that will be offered, to coordinate a DMS training schedule. Meetings with PALM.	Unable to meet timelines to go-live.	Delay in start of integration testing by 8 business days. 6/11/25 -> 6/20/25
STMS Risks	Closed	05/01/25	06/20/25	Conversion/Configuration User Acceptance Testing	Data needs for unit testing.	Stable	4 (Medium/Medium)	<p>Expanded data samples have been requested from PALM for unit testing:</p> <ol style="list-style-type: none"> 1. GLI001 2. SDI008 3. GLI017 4. PCI001 	STMS team has been manually creating sample data for testing. PALM has provided GLI001 and SDI008 samples for testing.	Data validation errors.	Risk closed, as files were received 6/20/25 as integration testing begins.
STMS Risks	Open and Monitoring	05/01/25		Business Process Change Interface	API133 - new interface	Increasing	4 (Medium/Medium)	<p>New interface for voucher errors likely to be used by STMS. This will provide error messages for vouchers.</p>	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.	The interface for API133 will be ready in September 2025
DMS Risks	Open and Monitoring	04/21/23		Training User Acceptance Testing	Sandbox Function	Stable	4 (Medium/Medium)	<p>Functionality. Will Agencies have enough time to work in the sandbox environment to ensure their respective divisions can test and see if the current work they perform in FLAIR can be achieved in the PALM Environment? If time is limited and a required field is missing, will there be enough time for it to be fixed and re-tested prior to the January 2026 go live date?</p>	<p>Roll out sandbox test capabilities as sections are completed for Agencies to test.</p> <p>Sandbox environment is not secure for testing - PALM needs to work on true test environment.</p> <p>Sandbox status has not changed. PALM is addressing this risk.</p>	This remains a risk until UAT goes into production.	<p>No change to this risk. Relying on PALM to resolve the Sandbox environment and associated security risk.</p> <p>For internal DMS remediation, a Training Plan is in development that includes LMS modules designed to address each business process performed at DMS that is associated with PALM.</p>
DMS Risks	Open and Monitoring	06/30/25		Identity Provider (IdP)	Testing Environment Access	Stable	4 (Medium/Medium)	<p>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</p>	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.	Relying on PALM to report back on improvement and / or mitigation.

								note appears in the comments column of the DMS UAT IdP Smartsheet.			
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.	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. Some of the PALM SMEs are also involved in the COOP Plan.
STMS Risks	Open and Mitigating	11/06/23		Interface	Interface. Inability to design flat file transfer process.	Decreasing	2 (Medium/Low)	Concern about flat file data loading and transfer of files.	Provide information about when and where flat file data will be provided and how it will be accessed. Meetings with PALM continue.	Failure to receive file transfers.	6/20/25 - Initial Integration Testing for files has been received and loaded into STMS for GLI001, GLI017, SDI008, and PCI001.
STMS Risks	Open and Mitigating	12/19/23		Business Process Change Interface Training	Functionality. Inability to design user interface to accommodate Speed Keys instead of Expansion Options	Decreasing	2 (Medium/Low)	Concern about design and process changes with speed keys.	Provide information about the Speed Key interface, as well as training about how agencies will be using it in PALM. Provide training about how Speed Keys will be used by travelers to communicate billing information to Fiscal Accountants. Meetings with PALM continue. CCN and Enterprise Partners are currently collaborating. Close to resolution; will review next cycle.	Training issues with end users.	6/26/25 - Integration testing of ELIs will begin 6/27/25 to use speed keys to generate financial coding of expenses.
MFMP Risks	Open and Monitoring	05/01/24		Staffing/Resource Availability	Project Staff Turnover	Stable	2 (Medium/Low)	Over time, the Florida PALM project team has encountered staff turnover. This can present risk associated with knowledge transfer, or lack thereof, between the existing resource and their successor. New project staff must be informed and prepared to continue open integration and interface design decisions. Delayed or incomplete knowledge transfers for the successor may delay design decisions, thus risking the implementation of the MFMP to Florida PALM integration according to the existing timeline.	MFMP will work with Florida PALM to assist in expediting any knowledge transfer incoming successors require to mitigate delays in design decisions	Insufficient transfer of knowledge can result in delays in design decision making, putting the implementation timeline or quality of design efforts at risk.	No May - June 2025 update.
STMS Risks	Open and Mitigating	11/06/23		Interface Conversion/Configuration Staffing/Resource Availability Training	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.	Design and development under way for STMS vouchers.

DMS Issues										
Sheet Name	Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
DMS Issues	Open	02/19/25		Role Mapping Training User Acceptance Testing	Risk of User Acceptance Testing (UAT) Failure	High - Impacts the ability of the agency to meet deadlines or milestones	Current scheduled readiness tasks require agencies to have created their testing and training plan for all business processes without knowing or seeing the manual procedures in PALM to perform the business process transaction. Under this situation, DMS is unable to create a detailed enough test and training to ensure successful end user training.	Based on discussions with PALM in the touchpoint meeting, PALM will create "process steps" that will provide the needed detail to create the UAT tests. UAT success will be depended on PALM publishing the "process steps" in time to be utilized by the agencies for UAT plans.	07/30/25	DMS is proceeding with UAT and Training planning. Slight revisions are anticipated after PALM releases the basic process steps and conducts SME / End User UAT Training sessions. DMS participated in the DFS-hosted UAT Prerequisite Agency Collaboration and is utilizing the materials created as a result. In addition, a Training Plan is in development that includes LMS modules designed to address each business process performed at DMS that is associated with PALM.

MFMP Issues	Open	06/06/25	Business Process Change Interface Conversion/Configuration Deployment/Cutover Post Implementation	DFS Vendor Portal	High - Impacts the ability	<p>The Department was originally made aware in March 2024 of a new vendor portal project the Department of Financial Services (DFS) was pursuing to replace their current W9 portal and vendor electronic funds transfer (EFT) business process. After further discussions with DFS, the Department logged a risk for this vendor portal in April 2024, citing the concern that a new DFS vendor portal design, build, and test process operating parallel with MFMP and Florida PALM's implementation activities and during the current build schedule presents significant risk the MFMP to Florida PALM integration and interface implementation.</p> <p>Since that time, DFS completed a competitive solicitation and awarded a contract in December 2024 to begin their design, build, and test process. Up until that activity, and since that time, the Department has continually requested information from DFS on how supplier integrations between MFMP, Florida PALM, and the new DFS vendor portal are intended to function, with very few updates. Beginning on April 23, 2025, the Department attended bi-weekly design sessions with Florida PALM and DFS Accounting and Auditing (A&A) to better understand what is to be called the Florida Integrated Payment System (FLIPS) functional and technical requires so that the Department can ensure a successful integration between the two systems and Florida PALM. Based on previous knowledge and these discussions starting in April, there are two primary issues with FLIPS related to MFMP and Florida PALM's ability to be successful with a July 2026 Go Live:</p> <p>1. Timeline and Scope – MFMP and PALM have worked together to design and build the interface based on PALM's defined supplier interface requirements for over a year, with testing scheduled to begin in June 2025. During that time, no information was available allowing the two programs to design what FLIPS would require, and any designs or supplier integration models do not currently accommodate FLIPS as part of the process. Attempting to make an integration shift this late in the process is an issue that has resulted in increased scope and project cost, a shift in testing timelines that have already been planned out, and use of time already allocated to other Florida PALM – MFMP integration activities to instead redesign the supplier integration approach. Interface Cycle Two – Technical Testing is scheduled to begin on June 9, 2025, and extend through the end of October 2025. This means the Department and Florida PALM are</p>	<p>The Department will continue to meet with DFS A&A and Florida PALM to confirm business and functional requirements. Once those are confirmed, MFMP will make changes in VIP, AOD, and our interfaces to accommodate the changes in approach. MFMP will include these changes in its testing efforts to ensure everything is functioning as expected. Agency Customer education will be essential in mitigating this issue, emphasizing the importance of choosing the correct remittance address associated with their payments. Because this will present a moderate change in business process for customers, they should plan for this change prior to Florida PALM and FLIPS Go-Live.</p>	TBD	Escalated from a risk originally logged in April 2024 to an issue in June 2025.
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							2. Supplier Data Connection and Remit Information – As of June 5, 2025, less than one week before Interface Cycle 2 Technical Testing is scheduled to begin, it has been communicated to the Department by DFS A&A that they have decided the expectation is for MFMP to not send any supplier data to Florida PALM or FLIPS. DFS A&A intends on all supplier data responsible for direction of the payment process to originate from FLIPS and be sent over to Florida PALM for creation of a PALM Supplier ID. Florida PALM would then send remittance address information to MFMP for inclusion in the MFMP Vendor Information Portal (VIP) and Ariba On Demand (AOD). This introduces issues with connecting vendor records between all three enterprise systems, requiring remittance data to be applied in MFMP strictly at the Tax ID level because no unique identifier will be integrated between MFMP and Florida PALM prior to FLIPS sending			
STMS Issues	Open	10/01/24		Interface	GLI012 - Time out error when testing web service connection	High - Impacts the ability	PALM & STMS Teams are troubleshooting the connection issue. Multiple meetings have been scheduled. STMS provided the IPs to the sandboxes for whitelisting.	Provided the IPs to whitelist in 4/4/2025. STMS requested another session to confirm PALM is seeing connection attempts. If still an issue, STMS will request Salesforce assistance.	07/31/25	6/12/25 troubleshooting session. Determined OpenSSL needs to be installed to load certificate. Created a ticket with DMS Security for assistance.
DMS Issues	Open	01/15/25		Business Process Change Interface	MIP Interface Selections	Low - All impacts not listed as Critical or High	MIP interfaces selected may not be 100% remediated without testing.	Could be manually resolved with more manpower, but would want to make changes to interface selection and possibly the interfaces themselves to account for missing / unknown elements. Oct 23: Confirmed interfaces. MIP has updated and automated internal FLAIR reports. Next steps are in progress - id data fields that need to be integrated with MIP and PALM. Feb 19: Reconfirmed interface selections. Potential interfaces are selected, but may not be initially required.	07/15/25	This is being addressed via staff aug hires who are dedicated to interface testing and UAT planning. Specifically, they participated in the June 11 Interface Testing and Conversion Workshop, researching DMS ABS, and are deeply involved in Task 576.
DMS Issues	Open	08/21/24		Staffing/Resource Availability Training	End Users New to DMS and PALM	Low - All impacts not listed as Critical or High	The majority of the DMS End Users are new to DMS. An even larger percentage have held their current jobs at DMS for less than 5 years.	Consistent monitoring, training and follow up. Regular communication, meetings, and increased involvement in the project Readiness Workplan Tasks.	06/30/26	Consistent monitoring, training and follow up. Regular communication, meetings, and increased involvement in the project Readiness Workplan Tasks. The DMS PALM Teams site is updated several times a week with new hires and internal activities.
STMS Issues	Open	06/25/25		Interface	GLI017 - Change to	Low - All impacts not listed	STMS developed based	STMS team is making	07/18/25	Late notice of interface

STMS Issues	Open	06/23/23	Interface	06/17 - Change to required fields (fund and category) on interface not communicated to STMS until 6/24/25.	LOW - All impacts not listed on the interfaces provided. Once integration files were received and reviewed 6/18/25, our team asked for clarification on 6/24/25. PALM team noted the field was not required, resulting in a change in coding for STMS. Any changes this late require coding and may impact testing timelines.	STMS team is making the coding change for the field to not be required based on details from PALM team. 6/25/25	07/10/23	Later notice of interface changes requires development rework and may impact testing.
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DMS Assumptions						
Sheet Name	Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
DMS Assumptions	People Processes Technology Data	Decreased timeliness and staff familiarity with the new PALM system prior to go live. Unforeseen vacant positions in key role areas will have an effect on over utilization on staff not familiar with PALM in general.	Logged	09/07/23	All DMS PALM end users are impacted.	This is being remediated in the same manner as Issue 002: Consistent monitoring, training and follow up. Regular communication, meetings, and increased involvement in the project Readiness Workplan Tasks. The DMS PALM Teams site is updated several times a week with new hires and internal activities. In addition, a Training Plan is in development that includes LMS modules designed to address each business process performed at DMS that is associated with 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 *

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DMS Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Lance Dyal	lance.dyal@dms.fl.gov	07/08/25
March - April 2025	Lance Dyal	lance.dyal@dms.fl.gov	05/07/25
January - February 2025	Lance Dyal	lance.dyal@dms.fl.gov	03/14/25

FRS Status Report Confirmation			
Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Kathy Gould	kathy.gould@dms.fl.gov	07/07/25
March - April 2025	Kathy Gould	kathy.gould@dms.fl.gov	05/05/25
January - February 2025	Kathy Gould	kathy.gould@dms.fl.gov	03/14/25


MFMP Status Report Confirmation			
Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Tyler Brown	tyler.brown@dms.fl.gov	06/25/25
March - April 2025	Tyler Brown	tyler.brown@dms.fl.gov	05/05/25
January - February 2025	Tyler Brown	tyler.brown@dms.fl.gov	03/03/25

PF Status Report Confirmation			
Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Jesse Johnston	jesse.johnston@dms.fl.gov	07/02/25
March - April 2025	Tony Lloyd	tony.lloyd@dms.fl.gov	05/06/25
January - February 2025	Tony Lloyd	tony.lloyd@dms.fl.gov	03/09/25

STMS Status Report Confirmation			
Reporting Period	Enterprise Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Casey Taylor	casey.taylor@dms.fl.gov	07/02/25
March - April 2025	Casey Taylor	casey.taylor@dms.fl.gov	05/02/25
January - February 2025	Casey Taylor	casey.taylor@dms.fl.gov	03/09/25

RW Task Timeliness

Direct Impact Task Timeliness




Direct Impact Task Timeliness:

Score = 99.73%

Submitted On Time = 36
Submitted Late = 1
Pending Submission = 0

Other Task Timeliness




Other Task Timeliness:

Score = 92.22%

Submitted On Time = 62
Submitted Late = 9
Pending Submission = 1

RW Task Completeness

Direct Impact Task Completeness




Direct Task Completeness:

Score = 95.56%

Submitted Complete = 33
Submitted Incomplete = 1
Completed After Submission = 2

Other Task Completeness



Other Task Completeness:

Score = 96.44%

Submitted Complete = 41
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:

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

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

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

RW Tasks - Completed or Open Items										
Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	75% - Consolidating/Inputting Information for Submission				
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/30/25		Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/19/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/19/25		Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/19/25		Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/19/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25	DOAH does not require an agency supplier record	Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/08/25			
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/10/25			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/08/25		Submission Complete	

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Agency Reported

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

DOAH Risks

Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	11/07/24		Agency Business System	If Axiom Pro is not reconfigured for UAT, accountants will be unable to test and verify the functionality of the application with FL PALM..	Decreasing	4 (Medium/Medium)	DOAH utilizes the Axiom Pro application for our voucher schedule workflow approval and as a repository for our voucher schedules.	Agency Liaison will collaborate with other agencies and Image API to ensure the reconfiguration is completed prior to UAT. Agency Liaison will request status updates from Image API to ensure timeliness of end product.	Staff will make plans to test the process using our previous method of assembling and storing our vouchers.	Image API has met with agencies and will submit proposals to establish a purchase order to ensure reconfiguration efforts begin and are met prior to Interface UAT.
Open and Mitigating	07/05/23		Staffing/Resource Availability	If resources are not fully trained to do their jobs, go-live will continue but DOAH will not be ready for go-live.	Decreasing	3 (High/Low)	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 effectively function in PALM and business processes will be delayed for completion. This will effect our internal and external customers.	Staff are actively reviewing and updating their business processes in preparation of UAT.
Open and Mitigating	08/28/24		Staffing/Resource Availability	The staff's previous experience with system implementation may lead to low or lack of engagement in transitioning to the new financial system.	Decreasing	2 (Medium/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.	Staff have been focused on year-end activities and the relocation of the DOAH HQ during this reporting period.

DOAH Issues

Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Closed	02/07/25	07/08/25	Staffing/Resource Availability	DOAH HQ Move	High - Impacts the ability	DOAH's HQ location is being relocated by June 30, 2025. All staff working on PALM related activities are impacted by this move.	Management and Staff will communicate regarding prioritizing tasks. Staff will use time blocking to ensure tasks are being addressed and focused on meeting deadlines.	06/30/25	Staff relocation to the new HQ is complete.
Open	04/08/25		Staffing/Resource Availability	Accounting Supervisor Resigned	High - Impacts the ability	Accounting Supervisor resigned their position of March 21st and their duties and responsibilities have been reallocated in the interim.	Management will review the accounting supervisor's duties and responsibilities to develop a strategy to address the structure of the unit. Based on the analysis, it will be determined how to move forward with position.	09/30/25	Operations Manager and Executive Management have agreed to review workload and analysis during UAT to determine what is the best position for Accounting moving forward.
Open	02/07/25		Staffing/Resource Availability	Contract Manager Leaving	Low - All impacts not listed	Staff Member (Contract Manager) leaving October 31st who prepares invoices for auditors and creates invoices for ALJ Services Contracts	Transition Plan to fill the position with overlap time in order for the outgoing staff member to train the new staff.	10/31/25	Operations Manager has developed advertisement for the Contract Manager position and will request to advertise the position as "anticipated vacancy" within the next week or two (July 14-21).

DOAH Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
People Processes Technology Data	Staff will be able to perform their assigned function proficiently in PALM on Go Live Date	Logged	09/08/23	End Users	Staff have been focused on year-end activities and the relocation of DOAH HQ during this reporting period.
Technology	Axiom Pro Application will be reconfigured to pull the vouchers in PALM by UAT.	Logged	10/31/24	End Users	Image API has met with agencies and will submit proposals to establish a purchase order to ensure reconfiguration efforts begin and are met prior to Interface UAT.
People	All positions will be filled with staff trained on current business processes.	Logged	04/04/25	End Users	Staff are actively reviewing and updating their business processes in preparation of UAT.

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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DOAH Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Megan S. Silver	megan.silver@doah.state.fl.us	07/08/25
March - April 2025	Megan S. Silver	megan.silver@doah.state.fl.us	05/12/25
January - February 2025	Megan S. Silver	megan.silver@doah.state.fl.us	03/07/25

RW Task Timeliness

Direct Impact Task Timeliness



Direct Task Completeness:


Score = 96.67%

Submitted On Time = 37

Submitted Late = 2

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 88.77%


Submitted On Time = 59

Submitted Late = 13

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 75.00%

Submitted Complete = 19

Submitted Incomplete = 5

Completed After Submission = 14

Other Task Completeness



Other Task Completeness:

Score = 86.22%

Submitted Complete = 31

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 = 7

Duplicate Filled Role = 7

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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	05/20/25
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	05/23/25
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/23/25		Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/30/25		Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/19/25		Task Closed - Submission Incomplete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25		Submission Complete	
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				
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress				
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/08/25		N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/15/25			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	75% - Consolidating/Inputting Information for Submission				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/15/25			
N/A	People	616	Share Florida PALM Updates	07/14/25	07/25/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	People	573-B	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	10/03/25	25% - Beginning Initial Internal Meetings and Information Gathering				

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	02/26/25		Agency Business System Staffing/Resource Availability	DOE is down to one developer causing delays in remediation	Stable	9 (High/High)	DOE had to let go a developer and is down to one for the application remediations	Mitigate: Procurement of additional resources	Significant delays could occur	None
Open and Monitoring	12/13/24		Agency Business System	<p>A potential risk for the TraQ application not being ready for User Acceptance Testing (UAT) is the possibility of incomplete functionality or unresolved bugs. If critical features are not fully implemented or existing issues have not been addressed, it can lead to:</p> <ol style="list-style-type: none"> Delays in Project Timeline: UAT is a crucial phase, and if the application isn't ready, it can push back the overall project schedule, affecting subsequent phases such as deployment and user training. Increased Costs: Remediation efforts to fix issues identified during UAT can lead to unexpected costs, particularly if extensive changes are needed or if additional resources are required. User Dissatisfaction: If the application does not meet user expectations during UAT, it can result in negative feedback, eroding user confidence and satisfaction, which may impact future adoption. Reputational Damage: Failing to deliver a functional product on time can harm the organization's reputation, especially if stakeholders or customers are relying on the application for critical business operations. Compliance 	Stable	4 (Medium/Medium)	Application owner has had trouble communicating with the vendor.	<p>Mitigate: Clear Communication: Maintain Transparent Communication with Stakeholders about timelines, potential risk and the importance of maintaining the project schedule.</p> <p>Risk Management Plan: Create a comprehensive risk plan to outline potential risk and the impacts on the application and the timeline of the project.</p>	Asset Management may have to input inventory events with spreadsheet	None

				Risks: If the application is intended to meet specific regulatory or compliance standards, not being ready for UAT could lead to non-compliance issues, resulting in legal or financial repercussions.						
Open and Mitigating	11/22/24		Agency Business System Interface Training User Acceptance Testing	<p>The project is heavily reliant on one individual (Matt Kirkland) who possesses the primary knowledge of the business applications. If this individual becomes 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.</p> <p>Impact:</p> <ul style="list-style-type: none"> -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. 	Stable	3 (High/Low)	Matt has extensive knowledge of the Comptroller's business applications. The staff that backs Matt up knowledge of the applications are limited and would cause delays if the Matt becomes unavailable.	<p>Mitigate:</p> <ol style="list-style-type: none"> 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. <p>By addressing this risk proactively, the project can reduce its dependency on a single resource and ensure continuity.</p>	The risk would create delays in the project	None
Open and Mitigating	01/07/25		Agency Business System Business Process Change Interface User Acceptance Testing	<p>Applications (FLAGS, Deposit, Indirect Cost and PARS) Missing Remediation and UAT Due to Resource (Programmers/ Constraint</p> <p>Risk 1: Applications Not Remediated Before Go-Live</p> <p>-Description: Critical applications may not be fully remediated, leading to potential failures, security vulnerabilities, or non-compliance with regulations post-launch.</p> <p>- Impact: High – Could result in operational disruptions, financial losses, and damage to</p>	Stable	2 (Medium/Low)	A delay in coding due to DOE having one developer for applications. The additional developer resource is no longer with DOE.	<p>Mitigate;</p> <p>Risk 1:</p> <ol style="list-style-type: none"> 1. Prioritization of Applications: Assess and prioritize applications based on criticality and impact. Focus remediation efforts on the highest-risk applications first. 2. Resource Allocation: Identify and allocate resources from less critical projects or consider temporary hires/contractors to bolster the team. 3. Phased Rollout: Consider a phased rollout approach where non-critical features are delayed to allow for necessary remediation. 4. Regular Progress Reviews: Implement weekly check-ins to monitor remediation progress and adjust resources as needed. <p>Risk 2:</p> <ol style="list-style-type: none"> 1. Engage Stakeholders Early: Involve key stakeholders early in the process to identify critical functionalities that must be tested. 2. Simplified UAT Processes: Streamline UAT processes by reducing the scope to 	Significant delays could occur	None

				<p>reputation.</p> <p>- Likelihood: Medium – Resource constraints are common, but proactive measures can reduce this risk.</p> <p>Risk 2: Missing User Acceptance Testing (UAT)</p> <p>- Description: Inadequate UAT can lead to undetected defects and user dissatisfaction, resulting in a product that does not meet user needs or expectations.</p> <p>-Impact: High – Can lead to significant rework, increased costs, and user resistance to adopting the solution.</p> <p>- Likelihood: Medium – UAT is often deprioritized under resource constraints.</p> <p>Risk 3: Delay in Project Timeline</p> <p>- Description: Both remediation and UAT delays can extend project timelines, affecting overall delivery and stakeholder satisfaction.</p> <p>- Impact: Medium – Extended timelines can lead to increased costs and resource contention.</p> <p>- Likelihood: High – Delays are likely if remediation and UAT are overlooked.</p> <p>Summary</p> <p>By actively identifying and addressing the risks associated with applications not being remediated and missing UAT due to resource constraints, Agency can take proactive measures to mitigate potential impacts. Implementing prioritization, effective resource allocation, and streamlined processes will enhance the likelihood of successful project outcomes despite challenges.</p>			<p>focus on core functionalities, allowing for quicker testing cycles.</p> <p>3. Utilize Automated Testing Tools: Implement automated testing tools to supplement manual UAT efforts, increasing efficiency.</p> <p>4. Schedule UAT in Phases: Conduct UAT in phases aligned with sprint cycles to ensure continual feedback and reduce the backlog of testing.</p> <p>Risk 3</p> <p>1. Clear Timeline Management Use project management tools to visualize timelines and set clear milestones.</p> <p>2. Buffer Periods: Incorporate buffer periods in project schedules to accommodate potential delays.</p> <p>3. Transparent Communication: Maintain open communication with stakeholders about potential risks and delays, managing expectations effectively.</p>		
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DOE Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	04/04/25		Agency Business System	Developer resource is limited causing delays in remediation	High - Impacts the ability	DOE is down a developer leave with only one developer for remediations	DOE has started the procurement process for the additional needed resource	08/02/25	In process to resolve issue.

DOE Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
People	All staffing needs will be met to complete the project	Logged	03/03/25	Leadership	None

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:
May - June 2025	Matt Kirkland	matt.kirkland@fldoe.org	07/15/25
March - April 2025	Suzanne Pridgeon	suzanne.pridgeon@fldoe.org	05/12/25
January - February 2025	Suzanne Pridgeon	suzanne.pridgeon@fldoe.org	03/12/25

RW Task Timeliness

Direct Impact Task Timeliness

Direct Impact Task Timeliness:

Score = 97.43%

Submitted On Time = 31

Submitted Late = 4

Pending Submission = 0

Other Task Timeliness

Other Task Timeliness:

Score = 68.59%

Submitted On Time = 40

Submitted Late = 31

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness

Direct Task Completeness:

Score = 88.57%

Submitted Complete = 28

Submitted Incomplete = 2

Completed After Submission = 5

Other Task Completeness

Other Task Completeness:

Score = 88.18%

Submitted Complete = 37

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:

Unique Filled Role = 4

Duplicate Filled Role = 10

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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	01/31/25	Confirmed with TJ and SMEs that all documents are ready for submission.	Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25	Updated sheets with errors.	Submission Complete	06/04/25
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/12/25	Confirmed with TJ and RP that documents are ready for submission.	Submission Complete	
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	100% - Submitted	01/09/25	Marked as completed due to DOEA not having any business systems interfacing with Florida PALM.	Submission Complete	
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/02/25	Confirmed SMEs with TJ and RP during status meeting.	Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25	Confirmed with TJ that she signed off on the bimonthly status report.	Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/16/25	Confirmed with DR that values listed in the smartsheet are correct but did log additional questions with the PALM team regarding the IdP.	Submission Complete	05/29/25
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/19/25	Confirmed with SMEs that errors have been resolved. Still have one outstanding	Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/20/25	Confirmed with the PALM team that this is only required if need to accept payments from other agencies outside of IU module. Confirmed with RW that DOEA does not have a need for this.	Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/09/25	Confirmed with TF that all users on smartsheets need access.		
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	50% - In Progress				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/09/25	TJ submitted the bimonthly report.		

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	09/05/24		Conversion/Configuration	Data Clean Up	Decreasing	4 (Medium/Medium)	While cleaning up existing data, making sure new data entered meets PALM requirements for conversion. This was Risk 4 from the 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.	Continuing to clean up data errors are discovered.
Open and Monitoring	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.	Continuing to update documentation as process change.

DOEA Issues

Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	01/16/24		Staffing/Resource Availability	Multiple Position Vacancies	Low - All impacts not listed	Have multiple vacancies leading to knowledge gaps and increased workload on existing staff	Actively filling positions, training new hires, and continuing to update desk procedures to make sure they are up to date.	06/30/26	Added language to the action plan to account for the new hires. Keeping risk because existing resources will be more strained as getting the new hires up to speed will take some time.
Closed	09/05/24	05/05/25	Business Process Change Staffing/Resource Availability	Outdated processes and procedures	Low - All impacts not listed	Working to update processes and utilize resources for when employees are learning and understanding the "why", and when possible looking in the knowledge center to understand how it will change	Continue to meet internally to review internal processes to review and optimize processes	05/05/25	N/A Issue is closed.

DOEA Assumptions

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

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

☐ Confirm *

Submit

DOEA Status Report Confirmation

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

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[Readiness Workplan](#)

DOH Status Report Dashboard

Reporting Period

May - June 2025

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

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 100%

Submitted On Time = 41

Submitted Late = 0

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 82.05%

Submitted Complete = 20

Submitted Incomplete = 2

Completed After Submission = 17

Other Task Completeness:

Score = 87.38%

Submitted Complete = 29

Submitted Incomplete = 2

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:

- Unique Filled Role = 16
- 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
N/A	Technology	519	Remediate Agency Business Systems based on Segment I	01/29/24	06/28/24	Pending Resubmission	06/14/24	Our Agency cannot reflect our remediation as 100% due to following reasons: 1) Interface files have updates based on questions or corrections asked to the PALM team, thus interface file is not finalized. 2) Some questions asked about the interfaces from Segment I for remediation are crucial and many technical decisions are made based on the answers provided by PALM 3) Part of remediation and data dependencies are contingent on Segment IV and recap in October	Submission Incomplete	04/25/25
N/A	Technology	531	Remediate Agency Business Systems based on Segment II	04/29/24	10/04/24	50% - In Progress	04/25/25	Our Agency cannot reflect our remediation as 100% due to following reasons: 1) Some questions asked about the interfaces are crucial and many technical decisions are made based on the answers provided by PALM 2) Part of remediation and data dependencies are contingent on Segment IV and recap in November. technical team is now deciphering information and meeting with ABS systems to give this information. 3) Coding to reflect and make changes has started but will not complete by 9/27 now 10/4		
N/A	Technology	547	Remediate Agency Business Systems based on Segment III	07/22/24	12/13/24	50% - In Progress	04/25/25	Our Agency cannot reflect our remediation as 100% due to following reasons: 1) Some questions asked about the interfaces are crucial and many technical decisions are made based on the answers provided by PALM 2) Part of remediation and data dependencies were contingent on Segment IV and recap in November. technical team is now deciphering information and meeting with ABS systems to give this information. 3) Coding to reflect and make changes has started but will not complete by 12/13 (Task end date)		
N/A	Technology	561	Remediate Agency Business Systems based on Segment IV	10/21/24	03/14/25	50% - In Progress	04/25/25	"Our Agency cannot reflect our remediation as 100% due to following reasons: 1) Some questions asked about the interfaces are crucial and many technical decisions are made based on the answers provided by PALM 2) Part of remediation and data dependencies were contingent on Segment IV and recap in November. Technical team is now deciphering information and meeting with ABS systems to give this information.		

								3) Coding to reflect and make changes has started but will not complete by 03/14 (Task end date)*		
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	01/21/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	01/16/25		Submission Complete	01/16/25
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	03/12/25		Submission Complete	
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					
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/01/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/05/25	Updated the Mitigation and If Impact becomes an issue column. These columns were not required at the initial submission.	Submission Complete	05/08/25
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/06/25		Submission Complete	05/06/25
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/20/25			
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/07/25			
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25					
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	100% - Submitted	07/07/25			
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/07/25			

Agency Reported

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

DOH Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
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.	Stable	9 (High/High)	N/A	We are creating DOH's FDW	DOH will have to continue working on remediation.	Risk reviewed with Core team and continues to be monitored by the core team. We are waiting on GLC conversion.
Open and Monitoring	04/22/25		Agency Business System Business Process Change Training User Acceptance Testing	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	9 (High/High)	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 Core team and continues to be monitored by the core team. Still unclear on Payroll.
Open and Monitoring	04/22/25		Agency Business System Business Process Change Training User Acceptance Testing	Agency is unable to determine how the Trial Balance, Schedule of Allotment Balances, year-end closing processes and Schedule I processes will be completed with the Account field which combines the current FLAIR General Ledger Code	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 Core team and continues to be monitored by the core team. We are still waiting to see some Reports that have specific data that we can map.

				and Object Code.						
Open and Monitoring	04/22/25		Business Process Change	The intention is for DFS to setup all of our organization codes and they have to route through their team for an approval process as well.	Stable	9 (High/High)	N/A	DOH will wait for the Organization codes to be set up by DFS	This will delay things for DOH	Risk reviewed with Core team and continues to be monitored by the core team.
Open and Monitoring	04/22/25		Training User Acceptance Testing	Lack of prototype system. Agency would like a demo of the overall process in the PALM to better understand how the processes would start and end.	Increasing	9 (High/High)	N/A	DOH resources will attend the in-person trainings	DOH will have to have expedite the testing and training.	Risk reviewed with Core team and continues to be monitored by the core team.
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 Core team and continues to be monitored by 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 Core team and continues to be monitored by the core team.
Open and Monitoring	04/22/25		Post Implementation	With the implementation of PALM there will be many enterprise processes that are overseen by one agency that will impact all agencies. One example of this is DFS. DFS oversees areas such as Vendor Relations, Auditing, Financial Statements and New Account Codes. DFS will solely establish processes that will impact the successful implementation of PALM at the agency level based on these processes in relation to PALM being provided prior to implementation.	Stable	9 (High/High)	N/A	DOH will await the changes in policies and procedures	DOH will have to prepare for possible delays.	Risk reviewed with Core team and continues to be monitored by the core team. It's our understanding that PALM is working with EA in relations to integration with PALM.
Open and Monitoring	04/22/25		Business Process Change	"Payroll Reallocation Voucher Adjustment: • How will we complete payroll reallocations for a voucher that posted in FLAIR in May - June 2026 when PRP is to process in July 2026 using the PALM data? • How will FIRS or CHDs edit or correct any vouchers between May-June 2026 when we go to PALM July 2026? • If only the balances are rolling over to 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 Core team and continues to be monitored by the core team.

Open and Monitoring	04/22/25		Business Process Change	Enterprise entities like AG/G's offices or Agencies like DMS, DFS may present new processes / changes at or close to Go-Live or during Hypercare, that may present more work on the Agency. For example, auditing of payments and the increased number of returns and possibly hold up of payments all while transitioning and learning how to work within PALM. Back in 2019 when we went live with the Statewide Travel Management System (STMS), our trips were sampled for audit and returned by DFS increased from approximately 0-2 trips returned per month to 34 trips returned in April 2019 and 197 trips returned in May 2019. Once these trips were returned, we had to review the return and clear up the issue with the returns which meant coordinating with each traveler for each trip returned. This was very time consuming and a struggle to learn a new system and deal with the influx in sampled trips being returned.	Stable	9 (High/High)	N/A	DOH will await the changes in policies and procedures	DOH will be prepared for delays.	Risk reviewed with Core team and continues to be monitored by the core team.
Open and Monitoring	04/22/25		Interface 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 Core team and continues to be monitored by the core team.
Open and Monitoring	04/22/25		Deployment/Cutover	PALM Go-Live planned during hurricane season	Increasing	9 (High/High)	N/A	This may cause possible delays to Go-Live	Possible delays in Go-Live activities	Risk reviewed with Core team and continues to be monitored by the core team.
Open and Monitoring	04/22/25		Interface Conversion/Configuration	DOH PALM ABS are required to create test data (Agency Business Systems need more than the 5 rows of data provided by PALM), we could miss scenarios during testing. The sample data provided in the interface files is not accurate.	Increasing	9 (High/High)	N/A	DOH is converting a couple of months of old data	DOH technical team is working with Terri Mulkey to create data for testing	Risk reviewed with Core team and continues to be monitored by the core team.
Open and Monitoring	04/22/25		Staffing/Resource Availability	Go-Live is planned at	Increasing	9 (High/High)	DOH staff works almost fulltime on Yearend	DOH SMEs will struggle to make time for year-	DOH will struggle to Go-Live with Year end	Risk reviewed with Core team and continues to be monitored by the core team.

				Year End, this will not give enough time for DOH staff to complete Year end activities, PALM Testing, and completing various activities for Go-Live.			closing activities in May, June and July.	end activities as well as PALM testing and various Go-Live tasks.	activities	team.
Open and Monitoring	04/22/25		Training User Acceptance Testing	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 Core team and continues to be monitored by 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 before go live either.	Stable	6 (High/Medium)	N/A	DOH training team is currently working on metrics to create a UAT plan to manage trainings for all PALM users.	DOH will have to have expedite training.	Risk reviewed with Core team and continues to be monitored by the core team.
Open and Monitoring	04/07/25		Business Process Change Training User Acceptance Testing	Lack of Testing Environment: Subject matter experts can determine the processes needed, document those processes, and train staff within a sandbox environment prior to go live. Subject matter experts can also start working through processes and identify gaps for the staff and determine additional training requirements.	Increasing	3 (High/Low)	N/A	DOH has raised this risk to PALM Project. The delivery of test environment is scheduled in August 2025. Upon delivery of this we will remove the risk.	DOH will have to have expedite the testing and training.	Risk reviewed with Core team and continues to be monitored by the core team. We are waiting to see how training and testing will occur.

DOH Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	05/01/25		Training	Changes to PALM website, PALM tasks, and the Interface files: Our agency is taking a lot of effort to educate and train technical and non-technical staff. Constant changes disrupts processes and it takes time to find the same information and retrain staff. For e.g., DOH staff got used to receiving emails for Interface and Report updates, now we have 2 or 3 resources who will check the Change Log every so often	High - Impacts the ability	DOH staff got used to receiving emails for Interface and Report updates, now we have 2 or 3 resources who will check the Change Log every so often	Resources will check PALM site and Change Log every week	06/30/26	Issue reviewed.

DOH Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
People Processes Technology Data	PALM will provide solution and remediation of enterprise applications i.e., STMS, PeopleFirst, etc.	Logged	05/01/25	DOH Finance and Accounting	Assumption reviewed with the Core team
People Processes Technology Data	PALM will maintain the project "On schedule"	Logged	05/01/25	DOH PALM Project team	Assumption reviewed with the Core team
People Processes Technology Data	Enterprise entities like AG/G's office, or Agencies like DMS, DFS will not add changes or new processes at Go-Live or during PALM HyperCare period	Logged	05/01/25	DOH Finance and Accounting	Assumption reviewed with the Core team

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

☐ Confirm *

Submit

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DOH Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Robert Herron	robert.herron@flhealth.gov	07/07/25
March - April 2025	Robert Herron	robert.herron@flhealth.gov	05/02/25
January - February 2025	Robert Herron	robert.herron@flhealth.gov	03/06/25

Helpful Links

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[Knowledge Center](#)
[Florida PALM Workbook for DOL](#)
[Readiness Workplan](#)

DOL Status Report Dashboard

Reporting Period

May - June 2025

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

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 99.21%

Submitted On Time = 36

Submitted Late = 2

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 95.56%

Submitted Complete = 30

Submitted Incomplete = 0

Completed After Submission = 6

Other Task Timeliness:

Score = 98.33%

Submitted On Time = 64

Submitted Late = 2

Pending Submission = 6

Other Task Completeness:

Score = 96.84%

Submitted Complete = 35

Submitted Incomplete = 0

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 = 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	Processes	515	Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II	01/29/24	04/12/24	75% - Consolidating/Inputting Information for Submission		Updating current state business process documentation is underway, but it's taking longer than initially anticipated. Due to the comprehensive review needed, the timeline for completing this task is being adjusted. We anticipate finalizing the updated documentation within 3 weeks. 5/29 - Documentation for business processes reviewed and completed. Areas which require remediation have been identified and currently being updated by Finance Department. ETC unknown. 7/12/24 - Documentation updates still pending for submittal 12/2024 - Will not submit until UAT		
N/A	Processes	527	Identify Change Impacts and Update Agency Business Process Documentation for Segment III	04/15/24	07/12/24	50% - In Progress		Updating current state business process documentation is underway, but it's taking longer than initially anticipated. Due to the comprehensive review needed, the timeline for completing this task is being adjusted. 7/12/24 - Documentation updates still pending for submittal 12/2024 - Will not submit until UAT		
N/A	Processes	543	Identify Change Impacts and Update Agency Business Process Documentation for Segment IV	07/22/24	10/18/24	50% - In Progress		12/2024 - Will not submit until UAT		
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	75% - Consolidating/Inputting Information for Submission				
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	50% - In Progress				
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	25% - Beginning Initial Internal Meetings and Information Gathering				
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	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/07/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/22/25		Submission Complete	05/30/25
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	

Mapping Worksheet for UAT.										Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25						
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25			Task Closed - Submission Incomplete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/09/25				
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	50% - In Progress					
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25						
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/09/25				

Agency Reported

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

DOL Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	05/26/25		Staffing/Resource Availability Training User Acceptance Testing	Fiscal year-end agency audits will overlap with Florida PALM go-live	Stable	9 (High/High)	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.	No updates at this time since the PALM go-live date still remains July 2026.
Open and Mitigating	06/02/25		Agency Business System Business Process Change Staffing/Resource Availability	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.	Revised language in Risk Title and Background for clearer context.
Open and Monitoring	05/01/24		Agency Business System Business Process Change Post Implementation Staffing/Resource Availability Training User Acceptance Testing	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.	CAPS continues to be prioritized; no additional updates at this time.

DOL Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025

DOL Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025

Agency Sponsor Confirmation				DOL 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:
				May - June 2025	Rebecca Ajhar	ajharb@flalottery.com	07/08/25
				March - April 2025	Rebecca Ajhar	ajharb@flalottery.com	05/07/25
				January - February 2025	Rebecca Ajhar	ajharb@flalottery.com	03/07/25

Agency Sponsor Name: *

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DOR Status Report Dashboard

Reporting Period

May - June 2025

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

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 94.36%

Submitted On Time = 30

Submitted Late = 9

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 87.63%

Submitted Complete = 25

Submitted Incomplete = 2

Completed After Submission = 11

Other Task Completeness:

Score = 83.11%

Submitted Complete = 30

Submitted Incomplete = 0

Completed After Submission = 15

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 = 0

Vacant Role = 0

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

RW Tasks - Completed or Open Items										
Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25	RC: Additional review and updates required as a result of Topics and Activities updates.	Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/30/25		Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/09/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/20/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/26/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	50% - In Progress			N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/09/25			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

Agency Reported

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

DOR Risks

Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
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	DOR continues to monitor the PALM and ABS remediations, and monitoring UAT schedules and training.
Open and Monitoring	12/04/24		Post Implementation Training	PALM Reporting and Datawarehouse	Stable	2 (Medium/Low)	With Agency Reporting Systems like RABIT and FICAS retiring away, DOR will solely rely on PALM Reports and the proposed PALM Datawarehouse for all its reporting needs. Until the PALM Data warehouse is available, DOR is not sure whether it can meet its reporting needs. PALM Datawarehouse is proposed to be available in June 2025.	Unable to mitigate at agency level; must be mitigated by the enterprise.	With no other ABS planned for RABBIT and reporting systems, DOR will explore datawarehouse capability for its reporting needs	DOR will get its first take on the DW/BI during August UAT.
Open and Monitoring	10/17/23		Staffing/Resource Availability	GTA - EFile and Pay	Decreasing	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 is not fully implemented and may utilize same resources as PALM.

DOR Issues

Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	12/04/24		Interface Conversion/Configuration	Supplier ID Conversion and Crosswalk	Low - All impacts not listed	Supplier ID to be provided by PALM for DOR Vendors. DOR is not able to perform any test generate vouchers/distributions until that information is available.	Supplier ID is a required field in Interface Files, and must be provided.	05/31/25	DOR received the Supplier Crosswalk, and currently waiting on A&A to provide the legacy sequence numbers for its distribution addresses.

DOR Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments or Updates
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.	
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.	
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.	

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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DOR Status Report Confirmation

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

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 99.17%

Submitted On Time = 34

Submitted Late = 2

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 81.83%


Submitted On Time = 45

Submitted Late = 26

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 79.46%

Submitted Complete = 19

Submitted Incomplete = 3

Completed After Submission = 15

Other Task Completeness



Other Task Completeness:

Score = 85.68%

Submitted Complete = 35

Submitted Incomplete = 1

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:

Unique Filled Role = 14

Duplicate Filled Role = 0

Vacant Role = 2

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

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

RW Tasks - Completed or Open Items										
Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	01/06/25	At DoS, our business systems will be replaced by PALM, and we currently do not have any test scripts requiring testing. We aim to mark this as complete during the 12/20 DFS touchpoint meeting.	Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25	RC: At time of submission, the task was complete. Errors are the result of recent Topics/Activities updates. Agency will continue to review and update worksheets.	Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/30/25	We are utilizing the attached test cases as a training plan and hope to use this template to gather user stories as well. We also have several staff members using PALM currently who will participate in the "Train the Trainer" program once the program details are available.	Submission Complete	
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	100% - Submitted	01/09/25		Submission Complete	
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/01/25	For task 579, the BPG workbook reflects our current processes in FLAIR, while the SME role mapping outlines the new functionality we plan to implement in PALM. This explains the discrepancies between the two.	Submission Complete	05/09/25
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/09/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/23/25	I've reached out to Jordan Cylatt, our Identity Access Manager—he's currently updating this using an Excel file. 5/23 Update: Jordan had no updates. Mike Esser is the IdP, with Jordan Cylatt serving as his backup.	Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/20/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	25% - Beginning Initial Internal Meetings and Information Gathering			N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida	06/23/25	07/11/25	25% - Beginning Initial				

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			PALM			Internal Meetings and Information Gathering				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/11/25			

Agency Reported

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

DOS Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025

DOS Issues										
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025	

DOS Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025	

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

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

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 94.36%

Submitted On Time = 36

Submitted Late = 3

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 79.44%


Submitted On Time = 47

Submitted Late = 24

Pending Submission = 1

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 90.00%

Submitted Complete = 29

Submitted Incomplete = 2

Completed After Submission = 8

Other Task Completeness



Other Task Completeness:

Score = 81.74%

Submitted Complete = 32

Submitted Incomplete = 6

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:

Unique Filled Role = 6

Duplicate Filled Role = 13

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
N/A	Processes	515	Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II	01/29/24	04/12/24	Pending Resubmission	06/28/24	1/16/2025: task remains incomplete. Address items noted in verification form for completion. -dlt ETA by July 2024 - RFQ in process RC comment: as of 8/20, task remains incomplete via review with E. RiceMorgan. Anticipate completion by end of December 2024. VACO Analyst Jose Gutierrez working through Business processes.	Submission Incomplete	01/15/25
N/A	Processes	527	Identify Change Impacts and Update Agency Business Process Documentation for Segment III	04/15/24	07/12/24	Pending Resubmission	07/12/24	Remains incomplete. 1. Mark None where spreadsheet uploads are not identified. 2. Complete process documentation updates for Segments I, II, and III. -dlt, 11/6/2024	Submission Incomplete	09/19/24
N/A	Processes	543	Identify Change Impacts and Update Agency Business Process Documentation for Segment IV	07/22/24	10/18/24	75% - Consolidating/Inputting Information for Submission				
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	01/30/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	05/12/25
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/12/25		Submission Complete	
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	100% - Submitted	04/08/25		Submission Complete	
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	04/30/25		Submission Complete	05/06/25
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/08/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/19/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/19/25		Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/26/25	DVA does not have any revolving accounts, payments are JT us, no payments via warrants.	Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	06/30/25		N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/09/25			

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Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	75% - Consolidating/Inputting Information for Submission				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

Agency Reported

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

DVA Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	05/14/25		Staffing/Resource Availability	Staffing shortfalls	Increasing	6 (Medium/High)	FDVA has one person performing most functions and must keep PALM tasks on track while simultaneously performing day-to-day required tasks. Also, staff turnover is an issue as some of these personnel are retiring or terminating employment due to increased workload. Additionally, major cyclic operations and events like year-end closeout and hurricane season becomes priority for these singularly manned positions.	Working to hire a new vendor/consultant to assist with key tasks as the current vendor was terminated for work performance.	Tasks will not be accomplished in a timely manner, if at all.	Internal staffing in Directorate of Administration now at 100%, but we still have to acclimate these employees and also procure the vendor. Anticipate 1 August 2025 to have vendor (Katydid) on board.
Open and Monitoring	05/14/25		Staffing/Resource Availability	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.	Office of Program and Budget released additional funding to the Agency to cover the cost of a contract vendor to assist with PALM SOPs and associated training.
Open and Monitoring	05/14/25		Staffing/Resource Availability	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.	Legislature did not approve the nine IT positions requested. Agency will have to manage with existing small staff. Anticipate delays as these personnel must also perform day-to-day tasks.
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.	Previous mitigation/resolution is still applicable.

DVA Issues										
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025	
Open	04/22/25		Staffing/Resource Availability	Human Resources Shortfall	Low - All impacts not listed	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	New vendor being procured. Anticipate having them on board on 1 August 2025.	

DVA Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

☐ Confirm *

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DVA Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	ALFRED D. CARTER	al.carter@fdva.fl.gov	07/01/25
May - June 2025	ALFRED D. CARTER	al.carter@fdva.fl.gov	06/09/25
March - April 2025	ALFRED D. CARTER	al.carter@fdva.fl.gov	05/12/25
March - April 2025	ALFRED D. CARTER	al.carter@fdva.fl.gov	04/22/25
January - February 2025	ALFRED D. CARTER	al.carter@fdva.fl.gov	03/07/25

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 100%

Submitted On Time = 41

Submitted Late = 0

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 99.44%


Submitted On Time = 71

Submitted Late = 1

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 90.75%

Submitted Complete = 31

Submitted Incomplete = 3

Completed After Submission = 6

Other Task Completeness



Other Task Completeness:

Score = 98.67%

Submitted Complete = 39

Submitted Incomplete = 0

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:

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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	01/30/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	04/28/25		Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/22/25		Submission Complete	
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	100% - Submitted	06/12/25	No internal business systems to test.	Submission Complete	
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	04/18/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/08/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/12/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/12/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/13/25	Confirmed DEM completion 6/12/2025.	Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/13/25	Confirmed DEM completion 6/12/2025.	Task Closed - Submission Incomplete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/12/25		Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25					
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/23/25	Confirmed DEM completion 6/23/2025.		
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/07/25			
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/07/25			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25					
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/08/25			

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	10/31/23		Deployment/Cutover Staffing/Resource Availability	Limited Staff	Stable	9 (High/High)	The EOG has limited staff and technical/training resources.	EOG will monitor transactions and will use UAT for training. It should be noted that on boarding temporary additional staff may not be the most effective method to handle additional workload, as the same individuals that are participating in UAT, training, and 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. EOG will monitor workload and with PALM's training assistance, determine what additional resources may be necessary.	Efficiency and accuracy of transactions will be hindered.	Reviewed and updated 7/7/2025
Open and Monitoring	02/17/25		Post Implementation Staffing/Resource Availability Training	Limited Staff - Timing	Stable	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 July - October timeframe is the busiest of the fiscal year with most duties falling to a very limited number of individuals. November, 2026- early 2027 is an elected official transition period. This timeframe affects the workload of all Administrative Services (PALM end user) staff.	The EOG will monitor staff workload, and will utilize UAT as a training period.	Efficiency, pace, and timeliness of transactions will be hindered.	Reviewed 7/7/2025
Open and Mitigating	12/31/24		Business Process Change Post Implementation	DEM - Separation General	Stable	9 (High/High)	The Division of Emergency Management is physically and functionally separate from the Executive Office; however, the two entities share the same OLO/business unit. Risks exist surrounding data management, reporting, payments, transaction differentiation, and incorrect updates based on assumptions of shared/not shared data in DEM business systems.	The EOG and DEM have met with FL PALM to outline concerns and have requested additional meetings regarding pending inquiries. It was determined that many of the solutions initially discussed will not be able to be effectively implemented. We will continue to monitor and meet with the PALM team as the final design takes shape to determine the best methodologies for the differentiation of data. System configuration will be tested during UAT to determine what will be policy or procedure driven changes vs. what will require additional PALM knowledge or staff resources.	Incorrect, inaccurate reporting; combined transactions and payments that will have to be re-vouchered; incorrect personnel inputting or approving transactions not related to the correct individual's roles/responsibilities	Reviewed 7/7/2025
Open and Monitoring	08/23/24		Business Process Change Post Implementation	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	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 7/7/2025

							requested that search menus be available on each workcenter screen to filter out unneeded transactions to only those relevant to DEM or EOG.			
Open and Mitigating	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.	Incorrect fields or incomplete transactions posted due to misinterpretation.	Reviewed 7/7/2025
Open and Monitoring	10/31/23		Business Process Change Role Mapping Staffing/Resource Availability	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.	Efficiency, pace, and timeliness of transactions will be hindered.	Reviewed 7/7/2025
Open and Mitigating	06/06/24		Business Process Change Post Implementation	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-vouchered. Noted during review of configuration values worksheet that DEM has been assigned 2 pmt handling codes. Also noted that ORIGIN will not work for differentiation since Works, MFMP, STMS are origins which both EOG and DEM use.	If warrants combine, the entire warrant will need to be deleted and invoices re-vouchers. This is an efficiency and effectiveness issue that will need to be addressed.	Reviewed 7/7/2025
Open and Monitoring	10/31/23		Business Process Change Staffing/Resource Availability 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 utilized UAT as a training period for all staff. EOG will monitor reports and instructional/policy documents provided by the Department of Financial Services and the FL PALM team.	Inaccurate or incomplete data/reports may result (depending on the requirement).	Reviewed 7/7/2025
Open and Monitoring	10/31/23		Post Implementation Training User Acceptance Testing	Statewide System Revisions/	Stable	2 (Medium/Low)	With the revision of interfaces for all Enterprise business systems, such as Works, STMS, and MFMP, and staff learning the updates to all new systems with FL PALM, it may be more difficult to pinpoint the source of errors in UAT and early implementation transaction processing.	EOG will monitor all tasks and attempt to report issues to all relevant parties.	Transactions will be incorrectly processed (or not processed timely) - inefficiencies in issue resolution.	Reviewed 7/7/2025
Open and Monitoring	10/31/23		Business Process Change Training	Attachments	Stable	1 (Low/Low)	Risks relate to attachments of documents in FL PALM. Staff will need training on what can and should be attached or redacted prior to attaching in FL PALM.	The EOG will outline as many processes as possible to mitigate risk of incorrectly attached documents, and will ensure that all staff attend training and have access to PALM resources when appropriate.	Incorrect/improper record keeping of documentation.	Reviewed 7/7/2025

EOG Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025

EOG Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
People Processes Technology Data	EOG assumes that FL PALM will provide adequate in-person training and will assist in workflows where there is insufficient staff for approvals.	Logged	04/18/25	Administrative Services	Reviewed 7/7/2025.
People Processes Technology Data	EOG assumes that while processor roles cannot approve his/her own transactions, the processor can also be assigned an approver role, so that in all cases, staff can function as backup processors or approvers.	Logged	04/18/25	Administrative Services	Reviewed 7/7/2025.
People Processes Technology Data	EOG assumes that ALL transactions and functions will be available for User Acceptance Testing to allow for full learning opportunities will prior to system go-live.	Logged	04/18/25	Administrative Services	Reviewed 7/7/2025.

Agency Sponsor Confirmation

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

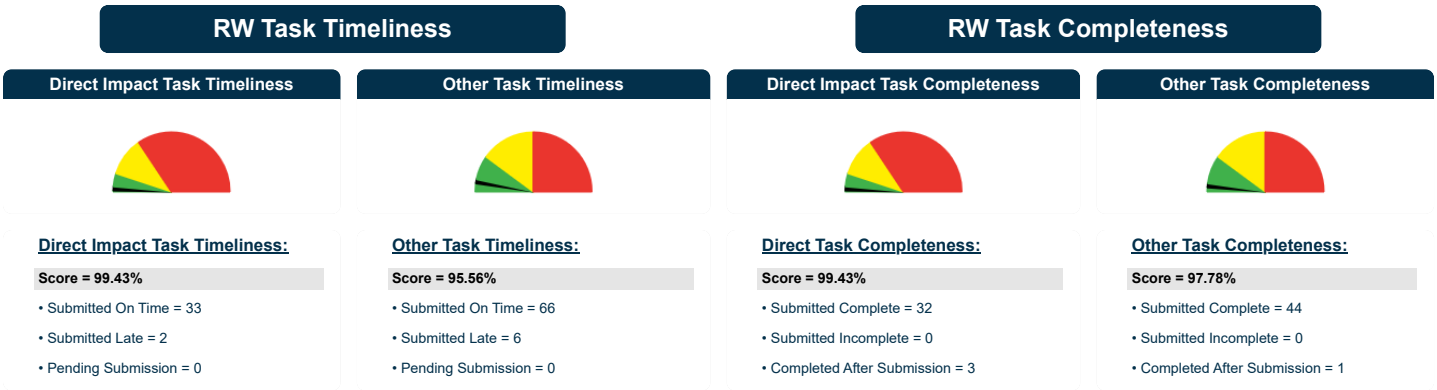
Agency Sponsor Name: *

☐ Confirm *

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EOG Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Dawn Hanson	dawn.hanson@eog.myflorida.com	07/08/25
March - April 2025	Dawn Hanson	dawn.hanson@eog.myflorida.com	05/07/25
January - February 2025	Dawn Hanson	dawn.hanson@eog.myflorida.com	03/04/25



Open and Mitigating	06/25/25		Deployment/Cutover	Several readiness deliverables for agencies have been removed from the Florida PALM Program plan.	Increasing	6 (Medium/High)	Newly added, on 6/25/2025	Risk Management Strategy: Mitigate 1. Analysis of the removed readiness workplan tasks which are still applicable to the agencies. 2. Agencies to add the applicable deliverables as part of agency specific activities. 3. Continue to progress these agency specific deliverables and ongoing monitoring. Target Closure Date: 11/30/2025	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	7/7/2025: Completed analysis of 45 removed readiness workplan activities and identified 19 activities are applicable from agency perspective. The Agency specific plan is being updated.
Open and Mitigating	12/04/24		Training	Unavailability of Florida PALM system training and Demo sessions early in the project phase may result in insufficient time given to agency user readiness/ adoption.	Increasing	6 (High/Medium)	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. Planned closing date: 07/31/25	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	6/25/2025: Sandbox will be available for SMEs (via the QA environment) 08/11 - 11/14 and 12/1 - 05/15 for all end users.
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. Planned closing date: 08/31/25	Fail to achieve the mandatory success measure of User Acceptance Testing for PALM Go-Live.	07/07/25: We are still awaiting any insight from PALM on SME training, SME documentation and Business Process planning, in order to have our SME's scheduled and determine impacts to their day to day roles. We are just over one month, and have not begun providing our Management Team with any insight on the impacts to the different Agency activities.
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 Planned closing date: 09/30/25	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	6/25/2025: Process gap to be finalized based on SMEs attending the individual sessions in UAT-Online.
Open and Mitigating	12/04/24		Staffing/Resource Availability	Unavailability of IT resources with required skillset may impact timely remediations of agency business systems.	Decreasing	6 (High/Medium)	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 Planned closing date: 06/30/25	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	6/25/2025: IT team is fully staffed, continued collaboration with the PALM Technical team and larger FDC OIT team for technical support. Agency project team will continue to monitor this risk for next few months.
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	Increasing	6 (High/Medium)	Archived Risk Id: 017/ 014	Risk Mitigation Strategy: Mitigate 1. Identify the areas where it needs the SMEs bandwidth. 2. Come out with a plan to support FDC PALM project with required SMEs bandwidth.	Fail to achieve the mandatory success measure User Acceptance Testing, User training and People readiness for PALM Go-Live.	6/25/2025: Several complex deliverables coming at once, based on the revised Readiness Workplan with shorter duration, and business-as-usual year-end activities are creating shortage of SMEs bandwidth availability to work on

				systems remediations, and UAT preparation & execution.				Planned closing date: 09/30/25		PALM deliverables.
Open and Mitigating	12/04/24		Agency Business System	Timely remediation of the 3rd party managed agency systems (Axiom Pro and SSTC Bar Code Scanning tool) could be challenging as (a) the vendor adopts a common remediation approach across agencies and (b) high dependency on technical specifications and sample interface files from FL PALM.	Increasing	6 (High/Medium)	Archived Risk Id: 018	<p>Risk Mitigation Strategy: Mitigate</p> <ol style="list-style-type: none"> 1. Vendor to refer FL PALM knowledge center to plan & design the system remediation. 2. Vendor to perform unit testing with the information provided by the FL PALM team. 3. FL PALM Team to make sizable and reliable testing data available. 4. Vendor to perform exhaustive Technical Testing of the system integration (Cycle 2 - Testing) <p>Planned closing date: 10/31/25</p>	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	7/7/2025: 3rd party product vendor (for Axiom Pro) is currently working on providing an update to meeting our timelines. They have been informed of timeline deadlines and impact to our Agency. Response is due in the coming days.
Open and Mitigating	06/25/25		Deployment/Cutover	Lack of clear guidelines from the Florida PALM Program on preparing for Cutover activities and setting up Operations support for the agencies.	Increasing	6 (High/Medium)	Newly added, on 6/25/2025	<p>Risk Management Strategy: Mitigate</p> <ol style="list-style-type: none"> 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 <p>Target Closure Date: 11/30/2025</p>	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	7/7/2025: The Agency specific plan is being updated. Next step is to brainstorm on the agency specific cutover planning and readiness for operations support.
Open and Monitoring	12/04/24		Role Mapping	Insufficient information on access security model and planning of changes to current user roles/responsibilities may impact agency user readiness/ adoption.	Increasing	4 (Medium/Medium)	Archived Risk Id: 016/ 013	<p>Risk Mitigation Strategy: Mitigate</p> <ol style="list-style-type: none"> 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. <p>Planned closing date: 07/31/25</p>	Fail to achieve the mandatory success measure User Acceptance Testing and Go-Live Readiness for PALM Go-Live.	6/25/2025: Role mapping for UAT-SME phase has been completed based on the knowledge articles published by Florida PALM team in May 2025. However, this activity was reeling with the continued changes to the role definitions, separation of duty rules and challenges with Smartsheet. FL PALM continue to resolve the access issue with Identity Provider access FCOR users using FDC as the agency.
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.	Stable	3 (High/Low)	Archived Risk Id: 012/ 009	<p>Risk Management Strategy : Mitigate</p> <ol style="list-style-type: none"> 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. <p>Planned closing date: 07/01/26</p>	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	6/25/2025: Business Requirement document for BARS Archival has been completed, identifying the steps needs to be taken to enable agency reporting based on historical data.

FCOR Issues										
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period	Comments for May - June 2025
Open	01/30/25		Agency Business System	Unavailability of PALM Data Warehouse and technical specifications (File format, Data dictionary) affecting the remediation activities for the agency based system.	Critical - Impacts the abil	Archived Issue Id: 007/ 006	<ol style="list-style-type: none"> 1. Setup new database, to remediate 12 agency business systems/ tools, depends on the PALM Data Warehouse for data. 2. Design the new database, and subsequently plan for the user reporting solution (CAIRS - Corrections Accounting Information Resource System) with appropriate reports. 3. Remediate Agency based systems to integration to CAIRS and internal functional testing 	08/29/25	07/07/25	- Team is currently building Sandbox to validate importing of outbound files to new environment. Changes to any outbound files by PALM must be continually monitored and impact to be determined, which in turn takes time away from other work efforts.
Open	03/25/25		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	Critical - Impacts the abil	Archived Issue Id: 008/ 007	<ol style="list-style-type: none"> Team to work on minimizing the impact due to this issue. 1. Develop a scalable solution design with system level flexibility built-in. 	12/31/25	7/7/2025:	Identified 6 (18 total to date) changes to the interface specifications for 5 Outbound interfaces over last two months. This led to several reworks to design and development efforts for agency system remediation at FDC and FCOR.

				on the solution for agency systems remediation, which could lead to agencies missing the interface testing milestone.			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.		
Open	02/28/24		Interface	Lack of clear instructions and frequent changes to the Task guidelines from Florida PALM team impacts agency's ability to complete the tasks on time.	High - Impacts the ability	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	6/26/2025: Team continued to adjust the agencies activities based on the revised guidelines from FL PALM, wherever applicable. The revised readiness workplan has been published at the end-May 2025 led to large impact to the agencies action plan and two new risks have been identified.
Open	07/31/24		Staffing/Resource Availability	Lack of resource capacity within FDC F&A team for Financial data analysis, impacting the timely data cleanup activities and ensure conversion readiness.	High - Impacts the ability	Archived Issue Id: 005/004	Onboard additional staff aug position with FLAIR data experience.	10/30/25	6/26/2025: 2nd staff aug resource joined June 2025 to assist with data cleansing, will monitor productivity before closing the issue.
Open	08/31/24		Staffing/Resource Availability	Resource availability is limiting agency ability to progress on UAT preparation activities, e.g., UAT Test Plan, UAT Test Scripts, Future State Work Processes.	High - Impacts the ability	Archived Issue Id: 006/005	1. Onboard additional OIT BA to assist with mapping future state work processes to PALM and write test scenarios. 2. The SMEs from F&A team will guide this OIT BA and will review, revise, approve, and use the test scripts in UAT. 3. OIT BA will guide the F&A team on the UAT process and support on Test Management and monitoring UAT progress.	11/30/25	07/07/25: We are still waiting on Schedules from PALM to ensure our building out of UAT test plans based on Business Processes in the right order. There is little to no communication on which business processes will be included in the first session, so we may not be utilizing our resources effectively.
Open	08/21/23		Staffing/Resource Availability	Not having resource backup in the FDC F&A team for recently created agency systems, to ensure business continuity.	High - Impacts the ability	Archived Issue Id: 001/001	1. Crosstrain staff to ensure adequate backup. 2. Cross training to be completed during the PALM project to ensure operational resiliency.	12/31/25	6/26/2025: Continuing to monitor and reassess 6 months prior to Go-Live.

FCOR Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
People Processes Technology	FDC's Change Champion Network will continue to attend workshops, working sessions, meetings, and other forums for collaboration to ensure the continued functionality of inbound and outbound interface points between the two agencies.	Logged	07/31/23	All agency business systems and CCN roles	Still relevant.
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	Still relevant.
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	Still relevant.
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	Still relevant.
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.	Still relevant.
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.	Still relevant.
People Processes Technology Data	Enterprise systems shall be available for User Acceptance Testing including respective business processes.	Logged	12/20/24	All UAT Testers.	Still relevant.
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.	Still relevant.
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.	Still relevant.

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.

FCOR Status Report Confirmation

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

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[Readiness Workplan](#)

FDC Status Report Dashboard

Reporting Period

May - June 2025


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


Direct Impact Task Timeliness



Direct Impact Task Timeliness:
Score = 94%

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

Other Task Timeliness




Other Task Timeliness:
Score = 90.14%

- Submitted On Time = 58
- Submitted Late = 12
- Pending Submission = 2

RW Task Completeness


Direct Impact Task Completeness



Direct Task Completeness:
Score = 84.62%

- Submitted Complete = 29
- Submitted Incomplete = 4
- Completed After Submission = 6

Other Task Completeness



Other Task Completeness:
Score = 93.72%

- Submitted Complete = 38
- 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:
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
N/A	Technology	561	Remediate Agency Business Systems based on Segment IV	10/21/24	03/14/25	50% - In Progress		3/7/2025: Task-519 was marked 'Completed' based on the understanding of success criteria and readiness workplan at the time of task due date. With the increased clarity on success criteria recently we realized that some parts of this task are still in-progress. However based on the discussion with FL PALM project team we agreed to keep the status of those tasks unchanged, and FDC will continue to work on systems remediation activities.		
N/A	Technology	558	Update Agency Business System Documentation	11/18/24	01/10/25	50% - In Progress		This task cannot be completed. This is due to us not have the sufficient information from PALM to complete the remediation of our Agency Business Systems. We are still analyzing the data that they have provided, and will continue to work to complete this task. ETA Unknown. 3/7/2025: Task-504 and Task-544 were marked 'Completed' based on the understanding of success criteria and readiness workplan at the time of task due date. With the increased clarity on success criteria recently we realized that some parts of this task are still in-progress. However, based on the discussion with FL PALM project team we agreed to keep the status of those tasks unchanged, and FDC will continue to work on systems remediation activities.		
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	04/08/25		Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/28/25		Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/22/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	

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Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/25/25		Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	06/26/25			
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

Agency Reported

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

FDC Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	06/25/25		Deployment/Cutover	Several readiness deliverables for agencies have been removed from the Florida PALM Program plan.	Increasing	6 (Medium/High)	Newly added, on 6/25/2025	<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: 11/30/2025</p>	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	7/7/2025: Completed analysis of 45 removed readiness workplan activities and identified 19 activities are applicable from agency perspective. The Agency specific plan is being updated.
Open and Mitigating	12/04/24		Training	Unavailability of Florida PALM system training and Demo sessions early in the project phase may result in insufficient time given to agency user readiness/ adoption.	Increasing	6 (High/Medium)	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>Planned closing date: 07/31/25</p>	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	6/25/2025: Sandbox will be available for SMEs (via the QA environment) 08/11 - 11/14 and 12/1 - 05/15 for all end users.
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	<p>Risk Mitigation Strategy: Reduction</p> <p>1. Prepare the UAT testing team thoroughly, w.r.to Business processes, Configurations, User roles, PALM trainings, Test scripts.</p> <p>2. Establish a communication channel with Florida PALM to get quick turnaround on the defect management.</p> <p>3. Identify across-agency best practices for UAT planning and execution.</p> <p>4. Continue to touch base with the Florida PALM team, and assess the impact due to the risk.</p> <p>Planned closing date: 08/31/25</p>	Fail to achieve the mandatory success measure of User Acceptance Testing for PALM Go-Live.	07/07/25: We are still awaiting any insight from PALM on SME training, SME documentation and Business Process planning, in order to have our SME's scheduled and determine impacts to their day to day roles. We are just over one month, and have not begun providing our Management Team with any insight on the impacts to the different Agency activities.
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	<p>Risk Mitigation Strategy: Mitigate</p> <p>Action: Develop and Launch Pre-PALM Training Closing Activities.</p> <p>Closing Activity 1: Process Gap Analysis</p> <p>Closing Activity 2: Process Gap Remediation</p> <p>Planned closing date:</p>	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	6/25/2025: Process gap to be finalized based on SMEs attending the individual sessions in UAT-Online.

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.	Increasing	6 (High/Medium)	Archived Risk Id: 017/014	09/30/25 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. Planned closing date: 09/30/25	Fail to achieve the mandatory success measure User Acceptance Testing, User training and People readiness for PALM Go-Live.	6/25/2025: Several complex deliverables coming at once, based on the revised Readiness Workplan with shorter duration, and business-as-usual year-end activities are creating shortage of SMEs bandwidth availability to work on PALM deliverables.
Open and Mitigating	12/04/24		Agency Business System	Timely remediation of the 3rd party managed agency systems (Axiom Pro and SSTC Bar Code Scanning tool) could be challenging as (a) the vendor adopts a common remediation approach across agencies and (b) high dependency on technical specifications and sample interface files from FL PALM.	Increasing	6 (High/Medium)	Archived Risk Id: 018	Risk Mitigation Strategy: Mitigate 1. Vendor to refer FL PALM knowledge center to plan & design the system remediation. 2. Vendor to perform unit testing with the information provided by the FL PALM team. 3. FL PALM Team to make sizable and reliable testing data available. 4. Vendor to perform exhaustive Technical Testing of the system integration (Cycle 2 - Testing) Planned closing date: 10/31/25	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	7/7/2025: 3rd party product vendor (for Axiom Pro) is currently working on providing an update to meeting our timelines. They have been informed of timeline deadlines and impact to our Agency. Response is due in the coming days.
Open and Mitigating	12/04/24		Staffing/Resource Availability	Unavailability of IT resources with required skillset may impact timely remediations of agency business systems.	Decreasing	6 (High/Medium)	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 Planned closing date: 06/30/25	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	6/25/2025: IT team is fully staffed, continued collaboration with the PALM Technical team and larger FDC OIT team for technical support. Agency project team will continue to monitor this risk for next few months.
Open and Mitigating	06/25/25		Deployment/Cutover	Lack of clear guidelines from the Florida PALM Program on preparing for Cutover activities and setting up Operations support for the agencies.	Increasing	6 (High/Medium)	Newly added, on 6/25/2025	Risk Management Strategy: Mitigate 1. Identify the agency specific cutover activities for the agency systems and readiness activities to prepare for operations support. 2. Add the agency specific cutover activities and operations support preparation to agency plan. 3. Continue to progress on the agency specific plan and ongoing monitoring Target Closure Date: 11/30/2025	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	7/7/2025: The Agency specific plan is being updated. Next step is to brainstorm on the agency specific cutover planning and readiness for operations support.
Open and Monitoring	12/04/24		Role Mapping	Insufficient information on access security model and planning of changes to current user roles/responsibilities may impact agency user readiness/ adoption.	Increasing	4 (Medium/Medium)	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. Planned closing date: 07/31/25	Fail to achieve the mandatory success measure User Acceptance Testing and Go-Live Readiness for PALM Go-Live.	6/25/2025: Role mapping for UAT-SME phase has been completed based on the knowledge articles published by Florida PALM team in May 2025. However, this activity was reeling with the continued changes to the role definitions, separation of duty rules and challenges with Smartsheet.
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.	Stable	3 (High/Low)	Archived Risk Id: 012/009	Risk Management Strategy : Mitigate 1. Work with FDC OIT on archival of BARS reporting solution, including database, UI and any platform components. 2. Archive BARS reporting solution, as the reporting tool for the legacy (FLAIR) information.	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	6/25/2025: Business Requirement document for BARS Archival has been completed, identifying the steps needed to be taken to enable agency reporting based on historical data.

Technology	Agency business processes and technical experience.			CCN roles	
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	Still relevant.
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	Still relevant.
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.	Still relevant.
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	Still relevant.
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.	Still relevant.
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.	Still relevant.
People Processes Technology Data	Enterprise systems shall be available for User Acceptance Testing including respective business processes.	Logged	12/20/24	All UAT Testers.	Still relevant.

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:
May - June 2025	Mark Tallent	mark.tallent@fdc.myflorida.com	07/10/25
March - April 2025	Mark Tallent	mark.tallent@fdc.myflorida.com	05/12/25
January - February 2025	Mark Tallent	mark.tallent@fdc.myflorida.com	03/07/25

Helpful Links

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[Readiness Workplan](#)

FDLE Status Report Dashboard

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

Reporting Period


May - June 2025

Agency Sponsor

Charlotte Fraser

RW Task Timeliness


Direct Impact Task Timeliness



Direct Impact Task Timeliness:
Score = 94.77%

- Submitted On Time = 33
- Submitted Late = 9
- Pending Submission = 0

Other Task Timeliness




Other Task Timeliness:
Score = 85.77%

- Submitted On Time = 57
- Submitted Late = 14
- Pending Submission = 1

RW Task Completeness


Direct Impact Task Completeness



Direct Task Completeness:
Score = 80.50%

- Submitted Complete = 30
- Submitted Incomplete = 3
- Completed After Submission = 7

Other Task Completeness



Other Task Completeness:
Score = 90.23%

- Submitted Complete = 38
- Submitted Incomplete = 0
- 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:

- Unique Filled Role = 5
- Duplicate Filled Role = 9
- 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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/01/25	Task Complete	Submission Complete	05/01/25
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	75% - Consolidating/Inputting Information for Submission		7/1/25 - work in progress		
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/29/25		Submission Complete	
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		Our Agency cannot reflect our remediation as 100% due to following reasons: 1) Some questions asked about the interfaces are crucial and many technical decisions are made based on the answers provided by PALM 2) Part of remediation and data dependencies were contingent on Segment IV and recap in November. Technical team is now deciphering information and meeting with ABS systems to give this information. 3) Coding to reflect and make changes has started but will not complete by – October 25 (Approx.) 12/6 Remediation Ongoing		
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/20/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	50% - In Progress				
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	50% - In Progress				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering				
N/A	N/A	611	Submit Bimonthly Agency Readiness	07/01/25	07/10/25	100% - Submitted	07/09/25			

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	02/01/25		Interface	Going live in July 2026 which is fiscal year-end, presents new challenges that need to be considered and addressed, as well as months of upfront work.	Increasing	9 (High/High)	Yearend in FLAIR is extremely complex and time consuming. Trying to learn an entirely new system as well as complete financial statement duties at the same could prove problematic.	Work through the challenges going live at this time will present.	None for now	07/02/25: No Change
Open and Monitoring	05/16/24		Interface	That we will be unable to do life-to-date tracking and trend analysis for data that is in both FLAIR and PALM.	Stable	4 (Medium/Medium)	Many of our budget and grant tasks required life-to-date tracking and research.	Develop crosswalk methodology if the new Data Warehouse will not provide this capability.	None for now	07/02/25: No Change
Open and Monitoring	08/07/24		Interface	Early visibility of Data Warehouse & Report Query Builder will help us to decide the future scope of custom reports for data validation (well before interface testing)	Increasing	4 (Medium/Medium)	There was no information about DW	Will address once PALM begins working on the Data Warehouse 05/07 : Waiting for the DW instance access	Cost: This will delay the project timelines for custom reporting Schedule: The tasks on the Project's critical path, including the go live date, could be impacted by additions of scope. Scope: Could increase or decrease scope based on incorrect assumptions.	07/02/25: No Change
Open and Monitoring	09/04/24		Interface	FDLE is in need of a comprehensive list of anticipated errors and warnings that may occur in relation to interface interactions and report parameters inputs.	Increasing	4 (Medium/Medium)	waiting for the updates	Pursue more information /direction from the PALM team. Further delay may impact our ability to meet downstream activities for example UAT.	Scope : Mitigate the Interface Errors Cost : Development time may increase Schedule : Implementation timeline will be affected	07/02/25: No Change
Open and Monitoring	10/31/24		Interface	The Configuration Review and Update task during UAT poses a potential risk. Changes could affect the UAT timelines and outcomes.	Increasing	4 (Medium/Medium)	Pause the risk as of now	Paused	Paused	07/02/25: No Change

FDLE Issues										
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025	

FDLE Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
Technology Data	PALM will not change the identified Chart of Accounts structure between now and go-live.	Logged	07/01/23	Agency business systems	07/02/25: Assumptions still valid
Data	PALM will provide similar functionality as ABS Open Reports 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	07/02/25: Assumptions still valid
People Processes Technology Data	PALM will provide significant time to test and practice specific transactions before go-live in a dedicated testing environment (UAT).	Logged	10/31/23	All agency business systems	07/02/25: Assumptions still valid
Data	PALM transactional data will be moved to Palm Warehouse on daily basis. We assume that this will stay for indefinite time in Warehouse.	Logged	07/02/25	All agency business systems	07/02/25: Newly added, please clarify if our understanding is inline with PALM Project Team.

Agency Sponsor Confirmation

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Agency Sponsor Name: *

☐ Confirm *

Submit

FDLE Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Charlotte Fraser	charlottefraser@fdle.state.fl.us	07/08/25
March - April 2025	Charlotte Fraser	charlottefraser@fdle.state.fl.us	05/12/25
January - February 2025	Charlotte Fraser	charlottefraser@fdle.state.fl.us	03/07/25

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[Readiness Workplan](#)

FDOT Status Report Dashboard

Reporting Period

May - June 2025

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

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 91.71%

Submitted On Time = 25

Submitted Late = 16

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 87.75%

Submitted Complete = 30

Submitted Incomplete = 2

Completed After Submission = 8

Other Task Completeness:

Score = 93.17%

Submitted Complete = 29

Submitted Incomplete = 1

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.

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Change Champion Network:

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

Unique Filled Role = 28

Duplicate Filled Role = 0

Vacant Role = 0

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RW Tasks - Completed or Open Items										
Project Impact	Critical Operational Element	Task ID	Task Name	Task Planned Start Date	Task Planned End Date	Agency Reported Task Progress	Agency Submission Date	Status Comment	Project Verification of Completion	Agency Corrected Submission Date
N/A	Technology	519	Remediate Agency Business Systems based on Segment I	01/29/24	06/28/24	50% - In Progress		Will be completing from a systems perspective rather than segment perspective. Segment delineations do not match with blended business system functionality. FDOT is planning to complete remediation tasks at once rather than in segment order. Completion Target at 7/18/2025		
N/A	Technology	531	Remediate Agency Business Systems based on Segment II	04/29/24	10/04/24	50% - In Progress		Will be completing from a systems perspective rather than segment perspective. Segment delineations do not match with blended business system functionality. FDOT is planning to complete remediation tasks at once rather than in segment order. Completion Target at 7/18/2025		
N/A	Technology	547	Remediate Agency Business Systems based on Segment III	07/22/24	12/13/24	50% - In Progress		Will be completing from a systems perspective rather than segment perspective. Segment delineations do not match with blended business system functionality. FDOT is planning to complete remediation tasks at once rather than in segment order. Completion Target at 7/18/2025		
N/A	Technology	561	Remediate Agency Business Systems based on Segment IV	10/21/24	03/14/25	50% - In Progress		Will be completing from a systems perspective rather than segment perspective. Segment delineations do not match with blended business system functionality. FDOT is planning to complete remediation tasks at once rather than in segment order. Completion Target at 7/18/2025		
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	04/29/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25	RC: At time of submission, the task was complete. Errors are the result of recent Topics/Activities updates.	Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/27/25		Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/01/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/12/25		Submission Complete	05/20/25
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	

Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/21/25		Task Closed - Submission Incomplete	
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/26/25		Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress				
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/09/25		N/A	
Direct	Technology	591	Confirm IdP Configuration for Florida PALM	06/23/25	07/11/25	75% - Consolidating/Inputting Information for Submission				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	50% - In Progress				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

Agency Reported

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

FDOT Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	07/30/24		User Acceptance Testing	Late Publication of Batch Schedule	Stable	9 (High/High)	PALM Interfaces - Not knowing the batch schedule will leave agencies little time to remediate processes as needed. (39)	Continue to work with the Readiness and Technical Coordinators. Plan to align the UAT batch schedule with business processing as part of interface testing and Cycle 3 testing.	The FDOT file processing is performed in a specific order and priority, within a defined timeframe. Interruption or the inability to align with our system design will impact the effectiveness of the remediation or cause data mismatches and errors.	Batch schedule will be available in December 2025.
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.	Continue to raise to Readiness Coordinator. WE do not have details on what PALM considers as too many records for an Excel file.
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.	Remains a Risk until we proceed through Cycle 3 testing.
Open and Mitigating	06/12/25		Staffing/Resource Availability	PALM Changes late in Development	Stable	6 (Medium/High)	PALM introducing changes late in the development cycle, creates uncertainty when remediation activities are in progress and we believe they are functioning properly. The 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.	New risk identified.
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.	PALM provided a new Project Budget Interface for FDOT, PCI009, and it includes project categories and additional data. This new interface is being analyzed.
Open and Monitoring	12/12/24		User Acceptance Testing	Delayed Testing for Excel Uploads	Decreasing	6 (High/Medium)	PALM Interfaces - Uploading data files through the use of Excel is critical for interface testing, yet there is no mechanism in place to test this in advance of our unit testing. (54)	Awaiting the ability to completely test the upload functionality.	Not having a way to test in advance removes the opportunity to work through errors or unknowns and be prepared for implementation.	Relying on the recent PALM plan for volume testing as part of Cycle 3 testing.
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.	Continue to request clarity on code values, processing sequence, and usage.
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 additional comment this period.
Open and Mitigating	06/12/25		Deployment/Cutover	FY Balances and Fund Availability	Stable	6 (High/Medium)	From a business perspective year-end	Define scenarios and data variations for a	Balances may be incorrect funds for	New risk identified.

							processes like certified, carry forward, and others have changed massively, and the unknowns cannot be identified until they are fully worked through. (65)	complex and comprehensive testing strategy.	payables may be insufficient.	
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 answered. (15)	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.	Turnaround time is improving. Most important items raised during the Touchpoint meetings or emails.
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.	We are staying in pace with the PALM changes as they are received. During this reporting period dozens of emails from the Knowledge Center containing articles related to the changing roles.
Open and Mitigating	06/12/25		Staffing/Resource Availability	Test Script for PALM	Stable	4 (Medium/Medium)	The recent request for agencies to write user stories and test scripts for the Florida PALM system, detailing the features the agency expects the system to perform is challenging since the agencies have not seen the system. Giving the request priority represents pulling from other assignments, and those respective outcomes may suffer. (67)	Get clarification on the expectation that each agency is to do the same or similar test scripts for PALM. Wait for Task Instructions to be provided.	Negative impact on other remediation and implementation work because of resource contention.	New risk identified.
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.	Budget planning is in progress for the duration of the project.
Open and Mitigating	12/12/24		Conversion/Configuration	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.	Waiting for completion and feedback from the Mock Conversion for determination of trend/status.
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.	Improving. Florida PALM has been sending separate emails to advise when there are updates to the Knowledge Center.

FDOT Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	03/05/25		User Acceptance Testing	No UAT for Year-end	Critical - Impacts the ability to complete the financial year-end scenario	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	Raise to the Readiness Coordinator
Open	05/09/24		Staffing/Resource Availability	Mainframe capacity	High - Impacts the ability to complete the financial year-end scenario	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	Monitoring closely and looking at options.
Open	06/13/24		Interface	Interfaces Continue to Change	High - Impacts the ability to complete the financial year-end scenario	PALM Interfaces – Interfaces continue to change and the documentation is incomplete in some areas. This impacts our design remediation	Continue to convey the importance to PALM Readiness Coordinator during Touchpoint meetings.	08/01/25	Interfaces are changing, and PALM acknowledges some inconsistencies, and the PALM team is looking into them.

						design, remediation, and integration with our systems. (10)			
Open	06/13/24		Staffing/Resource Availability	Limited SMEs	High - Impacts the ability to	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	SMEs are contributing answers and guidance as they can.
Open	09/16/24		Interface	Interface Data Relationships	High - Impacts the ability to	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	We received 23 of the 33 ERDs requested. For our continuation of relational integrity, the absence of ERDs makes remediation more difficult.
Open	10/30/24		Interface	Need Interface Error Report	High - Impacts the ability to	PALM Interfaces - Submission feedback: In the interface layouts, the tab containing the feedback the agencies will receive after file processing was removed. This information is necessary to know of successful entries, or which ones had errors and the cause; need the format/layout and definition of feedback we will receive. (17)	Raise to the Technical Coordinator. Run error report next day, soft errors. We do not know how we will receive feedback on the fatal errors. Continue to work with PALM and by August we expect to have more information.	08/01/25	Continue to raise to PALM Readiness Coordinator.
Open	12/12/24		Agency Business System	Functionality Gap	High - Impacts the ability to	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	Leverage SMEs' knowledge of business processes.
Open	12/12/24		Interface	Sample Data Scenarios	High - Impacts the ability to	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	Continue to create sample test data.
Open	06/12/25		Staffing/Resource Availability	RW Tasks expanded after they start	High - Impacts the ability to	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	New 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 March - April 2025
Processes	The Florida PALM Project implementation will replace the current FLAIR functionality and will not encompass FDOT's agency-specific planning and analysis requirements. (1)	Logged	06/30/23	FDOT Florida PALM End Users FDOT Application Owners	Assumption remains valid.
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	Assumption remains valid.
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	Assumption remains valid.
People	Due to the overallocation of FDOT key subject-matter resources, hiring consultants and other resources to augment the FPST Program is essential for the department's continuity of operations and successful transition to the Florida PALM solution. (8)	Logged	06/30/23	Executive FPST Program Sponsors	Assumption remains valid.
Technology	FDOT has total dependencies on the PALM Solution Design deliverables. (10)	Logged	06/30/23	FDOT Florida PALM Agency Liaisons FPST Program Managers	Assumption remains valid.
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	Logged	06/30/23	Executive FPST Program Sponsors	Assumption remains valid.

	year-end closings. (11)				
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	Assumption remains valid.
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	Assumption remains valid.
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	Assumption remains valid.
Technology	MFMP - System integration between MFMP and PALM will not introduce incompatibility with FDOT. (19)	Logged	06/19/24	FDOT Procurement and Payments	Assumption remains valid.
Technology	People First - System integration between People First and PALM will not introduce incompatibility with FDOT. (20)	Logged	06/19/24	FDOT Payroll	Assumption remains valid.
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	Assumption remains valid.
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	Assumption remains valid.
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	New this reporting period.

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

☐ Confirm *

Submit

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

Helpful Links

[Dashboard Snapshots](#)
[Knowledge Center](#)
[Florida PALM Workbook for FGCC](#)
[Readiness Workplan](#)

FGCC Status Report Dashboard

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

Reporting Period


May - June 2025

Agency Sponsor

Lisa Mustain

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 98.16%

Submitted On Time = 32

Submitted Late = 6

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 97.22%


Submitted On Time = 63

Submitted Late = 9

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 95.14%

Submitted Complete = 31

Submitted Incomplete = 0

Completed After Submission = 6

Other Task Completeness



Other Task Completeness:

Score = 89.56%

Submitted Complete = 33

Submitted Incomplete = 1

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:

Unique Filled Role = 5

Duplicate Filled Role = 9

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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	Pending Resubmission	05/02/25		Submission Incomplete	05/16/25
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/29/25		Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/01/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete	05/16/25
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/22/25		Submission Complete	
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Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
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Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/18/25		Submission Complete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/09/25			
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	75% - Consolidating/Inputting Information for Submission				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	50% - In Progress				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/07/25			

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	11/25/24		Agency Business System Business Process Change Interface User Acceptance Testing	FGCC is unable to receive our source data from Versa (DBPR). Without this source data FGCC will be unable to create revenue inbound interfaces/spreadsheet uploads for interface testing, UAT, and Go Live.	Increasing	9 (High/High)	This risk is the results of current meetings with DBPR	FGCC is trying to identify alternative methods to create upload interface/spreadsheet	This risk has lead to an issue	This is still an outstanding risk and FGCC continues to work on alternative methods for inbound spreadsheet uploads
Open and Monitoring	09/27/24		Agency Business System Business Process Change Interface 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.	Stable	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	The majority of FGCC's financial transactions are related to Enterprise systems. We still do not know Enterprise systems will update and collaborate with UAT environment
Open and Monitoring	06/28/24		Agency Business System Business Process Change Interface Conversion/Configuration User Acceptance Testing	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.	Stable	4 (Medium/Medium)	This risk was uncovered by reviewing the available information from knowledge center and multiple PALM workshops	FGCC has bene told that the PALM team is working on process changes between Mock 2 and Mock 3 and that the Mock 3 conversion process will provide more insight	Additional changes to our Go Live process and procedures will need to occur in order to identify and address any conversion errors that are identified after Go Live	This risk still exists. FGCC has been provided some information about outbound interfaces during interface testing, however we still do not have a clear picture of the availability of outbound interfaces specifically associated to the Mock 3 conversion results
Open and Monitoring	11/25/24		Agency Business System Business Process Change Interface User Acceptance Testing	FGCC has found no definitive information about the schedule and availability of outbound interface files during UAT.	Stable	4 (Medium/Medium)	This risk was uncovered by reviewing the available information from knowledge center and multiple PALM workshops	FGCC requests clarification that outbound interfaces files will be available on a daily scheduled basis	May impact the ability to complete Testing objectives and reconciliation during UAT	This is still an outstanding risk
Open and Monitoring	09/25/24		Business Process Change Conversion/Configuration 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.	Stable	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 outcover promptly	FGCC has not been provided any update on potential resets during UAT

FGCC Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	05/12/25		Agency Business System Business Process Change Interface User Acceptance Testing	FGCC is unable to receive our source data from Versa (DBPR).	Critical - Impacts the	This has been an outstanding issue from the beginning	There is no action plan to resolve this issue. FGCC is trying to find alternative methods of getting our revenue data	06/30/26	This is an ongoing issue. We are still working with DBPR to get access to our Versa data
Open	05/12/25		Agency Business System Business Process Change Interface User Acceptance Testing	FGCC will not be able to utilize all of the built-in PALM Interfaces in preparation for UAT and at PALM Go Live. Therefore, FGCC will not be able to utilize all current capability and functionality of the new statewide accounting system. This also means that FGCC will not be able to fully test 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.	Low - All impacts no	This was uncovered during the interface approval process	There is no action plan to resolve this issue. Currently, FGCC must change our desired business process and procedure to accommodate the lack of access to all PALM functionality.	06/30/26	This is still an ongoing issue

Open	05/12/25		Agency Business System Business Process Change User Acceptance Testing	The changes in the iterative PALM processes has forced FGCC to change intended business process as well as alter testing plans and preparation. The iterative processes leading to Mock conversions have changed and have limited the ability of FGCC to make intended changes in FLAIR as well as the subsequent related conversion process.	Low - All impacts no	This issue was created after the original identified risk was not addressed	There is no action plan that to resolve this issue. FGCC would like to restore the iterative process is possible.	06/30/26	This is still an ongoing issue however, FGCC is working on changing our processes due to the changes in the iterative conversion processes
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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 March - April 2025
Technology Data	FGCC is making the assumption that all Enterprise systems will establish an environment that will coordinate with PALM UAT and that we will be able to enter transactions/data into the enterprise UAT environment and these transactions/data will be integrated into PALM UAT	Logged	05/01/25	Agency Business Ssystems	This is still a current assumption. We would like to receive confirmation that this is true
Technology Data	FGCC will not have a Versa Replacement system in place prior to PALM Go Live	Logged	05/01/25	Agency Business Ssystems	This is a current assumption
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 Ssystems	FGCC would like to get an update on when additional interfaces will be available 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 *

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FGCC Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Lisa Mustain	lisa.mustain@flgaming.gov	06/23/25
March - April 2025	Lisa Mustain	lisa.mustain@flgaming.gov	05/06/25
January - February 2025	Lisa Mustain	lisa.mustain@flgaming.gov	03/12/25

Helpful Links

[Dashboard Snapshots](#)
[Knowledge Center](#)
[Florida PALM Workbook for FLHSMV](#)
[Readiness Workplan](#)

FLHSMV Status Report Dashboard

Reporting Period

May - June 2025

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

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 97.62%

- Submitted On Time = 36
- Submitted Late = 6
- Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 91.00%

- Submitted Complete = 28
- Submitted Incomplete = 0
- Completed After Submission = 12

Other Task Completeness:

Score = 80.68%

- Submitted Complete = 30
- 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 = 14
- Duplicate Filled Role = 2
- 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
	People	328	Document Current Agency Business Processes	07/31/23	12/15/23	50% - In Progress		Due to the importance of other tasks, and the agency's operational work priorities, this task may not be completed by HSMV.	N/A	
N/A	Processes	515	Identify Change Impacts and Update Agency Business Process Documentation for Segments I and II	01/29/24	04/12/24	Pending Resubmission	04/16/24	We have completed this task, except for the updates to our current state business process documentation. Our goal is to update our procedures during UAT testing, when we'll have full access to the PALM screens and testing environment.	Submission Incomplete	
N/A	Processes	527	Identify Change Impacts and Update Agency Business Process Documentation for Segment III	04/15/24	07/12/24	75% - Consolidating/Inputting Information for Submission		We have completed this task, except for the updates to our current state business process documentation. Our goal is to update our procedures during Agency UAT testing, when we'll have full access to the PALM screens and testing environment.		
N/A	Processes	543	Identify Change Impacts and Update Agency Business Process Documentation for Segment IV	07/22/24	10/18/24	Pending Resubmission	11/01/24	Submitted 11/1/2024 per previous update.	Submission Incomplete	
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25	Plan V9.0 FINAL is in agency teams library, and attached as PDF to this task for PALM. 5/2/25 Plan v5.0 in agency teams library for review. PALM extended due date from 4/11 to 5/2. Agency approved final (as of then) agency UAT plan on 1/30/25, for submission by original deadline of 1/31/25. Plan held given extended deadline to 3/28/25, to allow for review of PALM UAT plan when published. Agency UAT plan v5.0 shared to Readiness coordinators on 4/2 for review. Plan is being updated with latest project timeline/task dates. Test schedule, Error tracking workbooks, and user story enhancement/test scenarios are in progress. DW/BI reporting will be available in UAT. Project UAT plan will be considered when available.	Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	01/31/25	Agency reviewed response and updated DM sheet. Approved to resubmit. - 2/14/25 Agency reviewed and completed all 13 workbooks. Two lines in DM workbook require selections that are not available in the field menus: row 1; row 21. Submitting 1/31/25 for analysis, per original deadline. Review of cross-ref reports in process.	Submission Complete	02/19/25
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/30/25	Agency will begin submitting monthly Training progress report in March 2026.	Submission Complete	
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		On track for July 25 deadline per developer meetings June 26, 2025 and May 30, 2025 Update: discussion with developer 5/7/25 on replicating current		

								FLAIR process in PALM for support of existing TR2 file pickup. The business does not yet have new TR2 solution in place so development on GLI051 will be ready in October instead of August. We can work around the pending procurement and develop replicated process in PALM for TR2, until new solution can develop connection for automatic TR2 pickup via GLI051. Agency continues development monitoring via daily standups, regular collaborative work sessions. Last interface status discussion: 4/16/25 during April touchpoint agency prep meeting.		
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/02/25	Agency reviewed UAT SMEs in collab work session on 4/15/25, again on 4/29/25, in context of UAT plan review on 4/30/25, and on 5/2/25 (Project Lead / PML call) to verify at least 1 SME per process group. All SMES have contact information provided.	Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25	Agency Sponsor confirmed sign-off 5/12/25	Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/22/25	Reviewed file managers and batch error contacts again in standup 5/22/25; confirmed. Confirmed via agency tech liaison and via Primary IDP SME and their supervisor that FLHSMV IdP names as reported remain correct. Met on 5/16/25 w/primary IdP contact and project leads to review duties and task requirements (contacts and configuration for IdP in UAT). Sent the task 578 sheet w/ IDP configuration notes and IDP contact duties for early review to Eddy, Kevin and Fred on 5/7/25. - KG 5/8/25	Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25	GMC001 pending - TT as of 6/18.	Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25	Error log clear - 6/20; Payroll and Speedkeys completed by SC - 6/19/25	Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25	Completed Location code updates - 6/20/25 - TT	Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress		Met with group 6/20/25; Met w/ NS - 6/27/25; meeting w/ Budget for user stories 6/30/25		
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/25/25	PALM response received 6/25/25.		
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	06/30/25			
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/07/25	Users added to group; Confirmed both SAMs had affirmative testing result.		
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	50% - In Progress		Team collaborated on June 27; Agency Criteria sheet updated 6/27/25. Next meeting on July 14.		
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/08/25	Submitted July 8, 2025.		

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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	12/20/24		Agency Business System Interface Deployment/Cutover 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 does not have an idea of the manual processing time required to match Supplier IDs until initial data received (approximately May 2025).	The agency will test Supplier ID fields and matching as received on each iterative Mock Conversion, and will use the iterative Supplier ID test results	The ability to match the Supplier ID (throughout multiple mock conversions)period to agency data would be quite taxing and require multiple, additional hours that are not currently included in the plan budget.	The agency project team is communicating with technical teammates to align fields used to support DFS / FLHSMV data values in PALM.
Open and Monitoring	06/18/25		Conversion/Configuration	Mock 3 Conversion Errors	Stable	6 (Medium/High)	HSMV will need to correct Mock 3 conversion errors while performing year-end closing and UAT.	HSMV will review Mock 3 conversion errors and correct as soon as possible.	Staff burnout due to daily job duties, UAT participation, and cleanup of Mock 3 conversion files.	This is a new risk, added to capture potential challenges.
Open and Monitoring	04/14/25		Interface Deployment/Cutover Training User Acceptance Testing	Interface Error File and Summary Logs	Stable	6 (High/Medium)	Interface Error Log layouts (multiple) have not been provided to HSMV.	HSMV will test the Error Files and Summary Logs when received from PALM (during interface testing).	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.	The agency is continuing to monitor for receipt from PALM.
Open and	12/20/24		Staffing/Resource	Resources -	Stable	4	HSMV is training and	HSMV is actively	Staff resource	The agency is continuing to train new

Mitigating			Availability	Accounting (train / hire)		(Medium/Medium)	attempting to hire new accounting staff to learn new / daily business processes in addition to testing the PALM system and learning adjacent systems.	working to train new staff and provide Florida PALM information. The agency has filled some positions, and continues to work to fill others.	challenges could impact successful PALM implementation and go-live experience during a critical period.	members on PALM processes. Training sessions for end users on PALM accounting knowledge are in progress since May 2025.
Open and Mitigating	09/01/23		Agency Business System	FAME application	Stable	3 (High/Low)	HSMV processes large volume of data through its FAME application (Revenue Distribution, WEX, Goodyear, PRIDE, etc.). It is imperative that the interfaces and reports work properly when tested.	HSMV is working on developing multiple interfaces and has begun developing reports. Changes to the payment batch jobs are in progress.	If the interfaces are not ready for UAT, it will delay agency go-live. If the testing isn't successful or completed, the agency cannot fully implement PALM at go live.	The agency project team continues to monitor development of FAME interfaces and reports, via daily standups and ongoing development conversations with technical team. As of July 7, technical team members have confirmed no blockers in path to readiness for Cycle 2 interface testing.

FLHSMV Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	11/07/23		Staffing/Resource Availability	Accounting resources / availability to Florida PALM	Low - All impacts not listed	FLHSMV has a large number of key vacancies within the Bureau of Accounting. Due to difficulties in filling these positions, FLHSMV will need to move duties performed by vacant positions to other employees reducing the amount of time that can be committed to complete Florida PALM Tasks.	HSMV is actively working to fill these positions.	10/01/25	The agency continues its efforts to fill the approved positions.

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

Agency Sponsor Confirmation

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

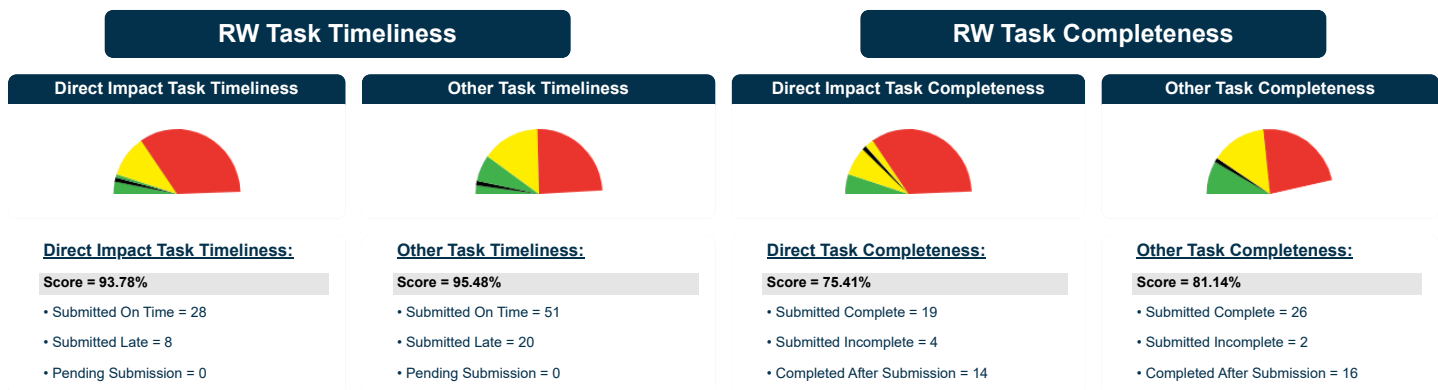
Agency Sponsor Name: *

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FLHSMV Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Steve Burch	steveburch@flhsmv.gov	07/08/25
March - April 2025	Steve Burch	steveburch@flhsmv.gov	05/12/25
January - February 2025	Steve Burch	steveburch@flhsmv.gov	03/07/25



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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	06/02/25		Conversion/Configuration	Local fund loss	Increasing	9 (High/High)	Local funds hold over \$33.3 million dollars in donations. PALM has proposed eliminating these local funds which will remove them from the CAFR. and Agency GL.	DFS A&A proposes to combine local funds into the administrative funds as a solution.	Commingling of funds for different purposes is not a good idea as proposed. Maintaining a local fund apart from other funds is the real solution.	A local fund option does not appear to be available in PALM at this time.
Open and Monitoring	01/30/24		Conversion/Configuration	Loss of EO field	Stable	6 (Medium/High)	Mitigation seems unlikely since PALM will not have an EO field that is used for grant reporting.	None as of yet	Loss of consistent grant reporting	No solution
Open and Monitoring	01/30/24		Conversion/Configuration	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	No solution

FSDB Issues

Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	06/02/25		Conversion/Configuration	Local fund	High - Impacts the ab	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	The DFS proposed solution is to commingle Endowment funds with the Administrative fund during conversion. No plan yet to again separate after conversion.
Open	01/30/24		Conversion/Configuration	Loss of OCA/EO fields	High - Impacts the ab	Use of FLAIR OCA/EO fields are more effective than speedkeys and help collect data in a more cohesive manner.	None likely	None planned	No change
Open	01/30/24		Conversion/Configuration	Loss of on demand payments	High - Impacts the ab	It is unknown what can take place of on demand payments	No replacement evident	None planned	No change

FSDB Assumptions

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

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

☐ Confirm *

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FSDB Status Report Confirmation

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

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RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 98%

Submitted On Time = 34

Submitted Late = 6

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:


Score = 97.08%

Submitted On Time = 69

Submitted Late = 3

Pending Submission = 0

Direct Task Completeness



Direct Task Completeness:


Score = 89.49%

Submitted Complete = 28

Submitted Incomplete = 3

Completed After Submission = 8

Other Task Completeness



Other Task Completeness:

Score = 95.33%

Submitted Complete = 42

Submitted Incomplete = 0

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 = 6

Duplicate Filled Role = 8

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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	01/29/25		Submission Complete	01/29/25
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	02/18/25		Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	04/29/25		Submission Complete	
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	100% - Submitted	03/03/25		Submission Complete	
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	04/23/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/07/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/06/25		Submission Complete	05/06/25
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/18/25		Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/23/25			
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	06/24/25			
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	06/25/25			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	50% - In Progress				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/07/25			

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	11/06/23		Staffing/Resource Availability	Limited subject matter expert (SME) availability	Increasing	6 (Medium/High)	Our agency is short-staffed, therefore, we have limited access to SMEs	1. Identify any planned schedule issues 2. Obtain and include backup resources in activities	If SMEs aren't available to learn and test the system, we will have issues once we go live.	Prep for SME UAT is occurring during year-end close out and dual year activities. We are doing our best to balance SMEs availability
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 changes
Open and Monitoring	08/09/24		Training 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 here, we are getting updates from all the Enterprise partners except PCard. This is causing us concern but not to the point of increasing the risk rating yet.
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.	We have reduced the risk rating here as the frequency in the interface changes is lessening and FWC does not have many interfaces with Florida PALM.

FWC Issues

Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025

FWC Assumptions

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

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

☐ Confirm *

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FWC Status Report Confirmation

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

Helpful Links

[Dashboard Snapshots](#)
[Knowledge Center](#)
[Florida PALM Workbook for JAC](#)
[Readiness Workplan](#)

JAC Status Report Dashboard

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

Reporting Period

May - June 2025

Agency Sponsor

Alton L. "Rip" Colvin, Jr.

RW Task Timeliness

Direct Impact Task Timeliness

Other Task Timeliness

Direct Impact Task Timeliness:

Score = 92.44%

- Submitted On Time = 33
- Submitted Late = 8
- Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness

Other Task Completeness

Direct Task Completeness:

Score = 81.25%

- Submitted Complete = 22
- Submitted Incomplete = 4
- Completed After Submission = 14

Other Task Completeness:

Score = 82.44%

- Submitted Complete = 26
- Submitted Incomplete = 0
- Completed After Submission = 19

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

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

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

Change Champion Network:

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

The dials above 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	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete		
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25	560 is ready for resubmission excluding the following: 10 BPG PM Activities / Topics - Creating and Maintaining Projects & Project Management Reporting (All Activities are marked Yes or No on the BPG PM sheet; dropdown not working to add Viewing PC Reports & Information/ Project Management Reporting as a Yes or No). 1 BPG ALL Activity- Reporting and Interface Error Handling / Topic - Viewing Interface Error Log File for BPG's "AAM DM AR BK CT AMFR BM/CC GM PM PR IU SAC" (Activity is not listed on any of the BPG sheet dropdowns to select).	Submission Complete	05/28/25	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/23/25		Submission Complete		
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	04/11/25	4/11/25:RC requested submission be changed back to 50%. JAC continues remediation and unit testing. Addendum completion does not complete task.			
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/02/25	JAC	Submission Complete		
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/12/25		Submission Complete		
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/23/25		Submission Complete		
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete		
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete		
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete		
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete		
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	25% - Beginning Initial Internal Meetings and Information Gathering					
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25		Submission Complete		
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/07/25		N/A		
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/10/25				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	25% - Beginning Initial Internal Meetings and Information Gathering					
N/A	N/A	611	Submit Bimonthly Agency Readiness	07/01/25	07/10/25	100% - Submitted	07/10/25				

Agency Reported

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

JAC Risks

Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Monitoring	05/09/25		Business Process Change Staffing/Resource Availability Training User Acceptance Testing	User Acceptance Testing (UAT) and complete test coverage	Stable	6 (High/Medium)	UAT coincides with year-end and financial statements, impacting JAC's Accounting and Financial Services teams heavily.	JAC is developing UAT planning materials and targeted communications aimed at preparing staff for UAT and its anticipated time commitments. This will allow staff to better prepare for the increased workload that UAT presented in addition to standard year end busy season.	JAC staff will inadequately prepare for UAT or fall behind on year-end duties.	JAC modified risk background and mitigation to more accurately reflect the original intent of the risk.
Closed	05/09/25	07/07/25	Agency Business System Business Process Change Deployment/Cutover Post Implementation	Large volume of activities required to gather future state business process documentation in PALM could result in delays	Stable	6 (High/Medium)	The information needed to recreate/modify existing business processes does not appear available for some business functions.	Working with other Agency groups, documenting and sharing information, attending PALM executive steering committee and advisory council meetings to gather PALM information, and use internal change management and training teams to develop and publish content across JAC and the JROs.	Select business functions / processes may not be ready for go-live.	PALM publishing additional information in the Knowledge Center
Open and Monitoring	05/05/25		Agency Business System	Limited Sample Data	Increasing	4 (Medium/Medium)	Limited sample data available for interface testing	Waiting for more test data to be available during interface testing and UAT	Agency Business Systems may have issues which were not discovered earlier	
Open and Monitoring	05/12/25		Agency Business System 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 July 2025, we will monitor the risk and updates from the Florida PALM team related to DW. In the future, we may need a more robust plan. At this time, JAC does not have a viable mitigation plan to address the risk.	The agency would be unable to access data to be able to complete reports using historical data. The Risk would elevate to an issue. At this time, JAC does not have a viable response plan if this were to become an issue.	
Open and Mitigating	04/30/25		Business Process Change User Acceptance Testing	Project/Grant Tracking - Revenue and Disbursement	Decreasing	3 (High/Low)	JAC anticipates losing priority accounting data elements (e.g., EO / LS) in the transition to PALM, which will require JAC to create a large volume of new projects for every grant or revenue stream in order to track both revenue and disbursements.	We are working with each JRO to set up projects they need to be tracked.	Due to the large volume of Projects created, JAC may fail to create all required Projects prior to go-live. In addition, JAC won't be able to provide accurate reporting at the grant/project level.	
Closed	05/09/25	07/07/25	Agency Business System Staffing/Resource Availability	Funding Risk	Stable	3 (High/Low)	JAC follows the annual legislative cycle for standard funding requests. In addition to normal funding levels, PALM required additional funding to maintain agency business operations, along with increased personnel and effort to remediate business systems and adjust processes related to the PALM implementation.	JAC has requested funding from the legislature to secure funding for FY 2025-26.	Without additional funding, JAC anticipates impacts across several project areas and may be unable to fulfil PALM requirements.	25-26 Funding approved
Open and Monitoring	05/05/25		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.	JAC understands BOMS remediation is based on a four (4) build model. It has been reported that build 1 has been submitted for testing and build 2 is in progress.
Open and Mitigating	04/30/25		Post Implementation	Downtime during transition	Increasing	1 (Low/Low)	In the period between FLAIR sunseting and PALM go-live, JAC risks violation of prompt payment statutes, and anticipates significant transactional volume backlog and increased calls from vendors regarding payment schedules.	Monitor schedule and plan accordingly, constant communication with the JROs and vendors on the delay and timelines.	This will cause a significant disruption to the workflow as well as compliance and interest penalties owed to vendors. JAC will work through the backlog as quickly as possible.	

JAC Issues

Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025

JAC Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025
People Processes	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	
People Processes	Stakeholder input will be provided in a timely manner so as to not impede the progress of the Project	Logged	05/09/25	All Stakeholders and Systems	
People Processes Technology Data	The Florida PALM project will go live in July 2026	Logged	05/09/25	All Stakeholders and Systems	
People Processes Technology Data	A hard cutover from FLAIR to Florida PALM will occur in July 2026 and FLAIR will no longer be operational	Logged	05/09/25	All Stakeholders and Systems	
Technology	There will be no technical barriers to the integrations required for future-state data exchange between JAC systems and those impacted by PALM.	Logged	05/09/25	All Agency Business Systems	
People Processes Data	We assume that the data in PALM is secured at the org security level in the modules identified as secure.	Logged	04/30/25	JAC would assume a significant amount of additional workload from the JROs if the security is not as promised.	
Data	JAC assumes data will be fully cleansed, and remain cleansed, prior to go-live.	Logged	05/09/25	All JAC staff, including JRO fiscal staff.	
People Processes Technology	JAC will receive requested funding throughout the duration of the PALM project lifecycle.	Logged	05/09/25	All JAC staff	
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	
Processes	JAC assumes the Florida PALM team will provide clarity regarding process to create certified forward payables during the cutover period from FLAIR to PALM in a timely manner to allow for necessary preparations to be made across JAC staff.	Logged	07/07/25	JAC Accounting, Financial Services, Budget	Assumption ID #12

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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JAC Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	07/10/25
March - April 2025	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	05/12/25
January - February 2025	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	03/08/25
January - February 2025	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	03/08/25
January - February 2025	Alton L. Colvin, Jr.	rip.colvin@justiceadmin.org	02/27/25

Helpful Links

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[Knowledge Center](#)
[Florida PALM Workbook for LEG](#)
[Readiness Workplan](#)

LEG Status Report Dashboard

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

Reporting Period


May - June 2025

Agency Sponsor

Lee Boatwright

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 86%

Submitted On Time = 24

Submitted Late = 16

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 88.19%


Submitted On Time = 52

Submitted Late = 20

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 80.00%

Submitted Complete = 24

Submitted Incomplete = 5

Completed After Submission = 9

Other Task Completeness



Other Task Completeness:

Score = 80.67%

Submitted Complete = 33

Submitted Incomplete = 1

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:

Unique Filled Role = 11

Duplicate Filled Role = 9

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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/01/25		Submission Complete	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/30/25	Completed and attached	Submission Complete	
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				
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	04/15/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/09/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/23/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/16/25		Submission Complete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/19/25		Task Closed - Submission Incomplete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/19/25		Task Closed - Submission Incomplete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25			
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/07/25			
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	75% - Consolidating/Inputting Information for Submission				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	100% - Submitted	07/07/25			
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/07/25			

Agency Reported

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

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LEG Risks										
Status	Date Opened	Date Closed	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	08/26/24		Agency Business System	Procurement of a new Travel Management System to be implemented and integrated commensurate with PALM implementation	Stable	9 (High/High)	Current Legislative travel system vendor will not support PALM. New travel management system must be procured and operational in time for PALM Go-Live on July 1, 2026.	Continue to work through issue with partners	High	Same
Open and Mitigating	10/28/24		Post Implementation	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	Same
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	6 (Medium/High)	Current Asset Management system vendor will not support PALM. New system must be procured and operational in time for PALM Go-Live on July 1, 2026.	Continue to work through issue with partners	Medium	Same

LEG Issues										
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025	

LEG Assumptions						
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for March - April 2025	
People	Will not lose project resources to competing priorities, retirements or other turnover.	Logged	07/01/23	Temporary impact to project	Same	

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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LEG Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Lee Boatwright	boatwright.lee@leg.state.fl.us	07/07/25
March - April 2025	Lee Boatwright	boatwright.lee@leg.state.fl.us	05/09/25
January - February 2025	Lee Boatwright	boatwright.lee@leg.state.fl.us	03/10/25

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 96.56%

Submitted On Time = 22

Submitted Late = 10

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.62%


Submitted On Time = 59

Submitted Late = 12

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 83.64%

Submitted Complete = 23

Submitted Incomplete = 3

Completed After Submission = 7

Other Task Completeness



Other Task Completeness:

Score = 87.95%

Submitted Complete = 31

Submitted Incomplete = 1

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
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	05/28/25
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	03/27/25		Submission Complete	04/22/25
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/28/25		Submission Complete	
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	100% - Submitted	02/13/25		Submission Complete	
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	04/25/25		Submission Complete	
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/05/25	There aren't any risk, issues, or assumptions. Katisha 5/12/25	Submission Complete	05/12/25
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/06/25		Submission Complete	
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete	
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete	
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	25% - Beginning Initial Internal Meetings and Information Gathering				
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/27/25		Task Closed - Submission Incomplete	
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/08/25		N/A	
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/08/25			
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	50% - In Progress				
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25			

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025

PSC Issues

Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025

PSC Assumptions

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

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

☐ Confirm *

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PSC Status Report Confirmation

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

Helpful Links

[Dashboard Snapshots](#)
[Knowledge Center](#)
[Florida PALM Workbook for SCS](#)
[Readiness Workplan](#)

SCS Status Report Dashboard

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

Reporting Period


May - June 2025

Agency Sponsor

Eric Maclure

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 99.49%

Submitted On Time = 38

Submitted Late = 1

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.81%


Submitted On Time = 63

Submitted Late = 9

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 84.10%

Submitted Complete = 23

Submitted Incomplete = 2

Completed After Submission = 14

Other Task Completeness



Other Task Completeness:

Score = 88.18%

Submitted Complete = 33

Submitted Incomplete = 1

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:

Unique Filled Role = 16

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	
Indirect	People	536-C	Create Agency Specific User Acceptance Testing Plan	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	05/02/25	
N/A	Processes	560	Submit Change Analysis Tool	12/09/24	05/02/25	100% - Submitted	05/02/25		Submission Complete	05/02/25	
N/A	People	568	Create Training Plan for Agency Managed End User Training	12/09/24	05/30/25	100% - Submitted	05/23/25				
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	100% - Submitted	04/11/25		Submission Complete		
Direct	People	579	Confirm UAT SMEs	04/14/25	05/02/25	100% - Submitted	05/07/25		Submission Complete		
N/A	N/A	599	Submit Bimonthly Agency Readiness Status Report	05/01/25	05/12/25	100% - Submitted	05/07/25		Submission Complete		
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/16/25		Submission Complete		
Direct	Data	571	Complete Data Cleansing Based on Mock Conversion 2	05/12/25	06/20/25	100% - Submitted	06/20/25		Submission Complete		
Direct	Data	657	Submit Updated Configuration Workbooks	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete		
Direct	Data	659	Update Conversion Field Mapping	05/19/25	06/20/25	100% - Submitted	06/20/25		Task Closed - Submission Incomplete		
Direct	People	573-A	Complete and Submit End User Role Mapping Worksheet for UAT.	05/19/25	06/20/25	100% - Submitted	06/20/25		Submission Complete		
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	08/08/25	50% - In Progress					
Direct	Data	657-A	Submit Updated Configuration Workbooks - Agency Supplier Record	06/09/25	06/27/25	100% - Submitted	06/20/25		Submission Complete		
N/A	People	610	Update Authorized Smartsheet Users	06/23/25	07/11/25	100% - Submitted	07/10/25				
Direct	Technology	591	Confirm IDP Configuration for Florida PALM	06/23/25	07/11/25	100% - Submitted	07/10/25				
Indirect	N/A	593	Update Agency Readiness Certification #1	06/23/25	07/18/25	75% - Consolidating/Inputting Information for Submission					
N/A	N/A	611	Submit Bimonthly Agency Readiness Status Report	07/01/25	07/10/25	100% - Submitted	07/10/25				

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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	Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for May - June 2025
Open and Mitigating	06/11/25		Agency Business System Business Process Change Deployment/Cutover Staffing/Resource Availability User Acceptance Testing	If SCS can not process end-to-end transactions at or above FLAIR transaction times, (i.e., invoice-to-warrant within 48 hours or procure-to-pay within 48 hours), SCS will not certify that the PALM system and Enterprise Partners are ready for SCS to go live.	Increasing	9 (High/High)	SCS has requested PALM to include formal UAT testing scenarios that exercises PALM processing times (singular) and Enterprise Partners (dual processing dependencies)	SCS has requested PALM to include formal "performance based" UAT test scenarios that includes multiple end-to-end transaction types that measure life-cycles timings in PALM and Enterprise Partners against what FLAIR and Enterprise Partners achieve today. Service Level Agreement (SLA) targets need to be defined and achieved with UAT testing for SCS to accept the PALM and Enterprise Partner systems for go-live.	SCS will not accept the PALM solution for go-live.	Working with PALM and Enterprise Partners to ensure end-to-end transaction functionality and performance times achieve or surpass FLAIR functionality and performance times of today.
Open and Mitigating	05/02/25		Agency Business System Interface Conversion/Configuration	If PALM is not fully operations in UAT, then SCS schedules, timelines, and delivery dates in SCS IMS will be delayed. Depending on what UAT functionality is delivered, SCS's will need to reassess its Financial, HR/Payroll, and Reporting distribution to ensure proper alignment is in place to operate. Depending on what is found, SCS business process models, staffing levels, resource structures, workflows, operating procedures, and changes to internal Agency Business Systems will need to be assessed for relevance.	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.	Continuing to actively monitor PALM progress
Open and Mitigating	05/02/25		Agency Business System Business Process Change Interface Conversion/Configuration Deployment/Cutover Role Mapping User Acceptance Testing	If Enterprise Partner applications are not operational in UAT, then SCS will not be able to process critical transactions in PALM resulting in schedules, timelines, and delivery date delays. Enterprise Partners are critical in processing SCS Financial, HR/Payroll, and Report distribution information.	Increasing	6 (High/Medium)	PALM has encouraged Agencies to take on more responsibilities by directly engaging Enterprise Partners (EP). This approach can overwhelm EPs.	SCS is focusing on internal ABS testing and defining where Enterprise Partners can be leveraged. Also, communicating with external partners our requirements & expectations for successful integration support Continuing to reach out to Enterprise Partner (EP) POC, PALM POC's, and other Agency contacts. Attending EP workshops and demos as they are made available.	SCS will not be able to process critical transactions end-to-end in PALM resulting in schedules, timelines, and delivery date delays.	Continuing to actively mitigate and monitor Enterprise Partner progress
Open and Mitigating	05/02/25		Agency Business System Business Process Change Interface Conversion/Configuration Deployment/Cutover Identity Provider (IdP) Post Implementation Role Mapping Staffing/Resource Availability Training User Acceptance Testing	If SCS does not receive supplemental funding as requested, then SCS's ability to migrate and transform to PALM Financials, HR/Payroll, and Reporting at go-live will be at risk. Receiving requested funds will allow SCS to properly prepare, migrate, and transition to PALM Financial, HR/Payroll, and Reporting operations within schedules, timelines, target delivery dates, and costs.	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.	Continuing to monitor funding requests for SCS
Open and Mitigating	05/02/25		Training User Acceptance Testing	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	4 (Medium/Medium)	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.	Continuing to actively monitor SCS roll-out progress
Open and Mitigating	05/02/25		Interface Conversion/Configuration User Acceptance Testing	If SCS does not understand how PALM is converting FLAIR Vendor/Sequence Numbers to PALM Supplier Numbers, then	Increasing	4 (Medium/Medium)	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.	Continuing to actively monitor PALM and MFMP progress

				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.						
Open and Mitigating	06/06/25		Agency Business System Business Process Change Interface 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).	Continuing to actively mitigate and monitor PALM progress

SCS Issues									
Status	Date Opened	Date Closed	Issue Category	Issue Title	Priority	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period Comments for May - June 2025
Open	05/07/25		Business Process Change Conversion/Configuration Role Mapping Staffing/Resource Availability User Acceptance Testing	SCS is adopting new PALM HR/Payroll processing requirements, designs, & reporting: - This will Impact internal SCS ABS Timekeeping with PALM and SCS HRIS payroll reports with PALM	High - Impacts the ability	Implementing the information collected during the PALM HR/Payroll workshops. SCS is conducting internal design sessions to update agency procedures.	Validating updated processing with SCS HR, F&A, & OIT	07/31/25	Continue to work with PALM and Enterprise Partners to ensure full end-to-end transaction functionality is available.

SCS Assumptions					
Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for May - June 2025
People Processes Technology Data	<p>SCS is assuming that PALM will provide full application functionality for all modules & business processes to support SCS's modified production performance model.</p> <p>SCS is creating internal ABS testing scenarios that will integrate a complete "end-to-end" testing scenario between SCS, Enterprise Partners, & PALM</p>	Logged	06/06/25	<p>SCS Business Units:</p> <ul style="list-style-type: none"> - F&A - Budget - Contracts & Grants - HR/Payroll - OIT - Courts Administration 	Continue to work with PALM and Enterprise Partners to ensure full end-to-end transaction functionality is available.

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: *

SCS Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
May - June 2025	Eric W. Maclure, State	(macluree@flcourts.org)	07/10/25
March - April 2025	Eric W. Maclure, State	(macluree@flcourts.org)	05/07/25
January - February 2025	Eric W. Maclure, State	(macluree@flcourts.org)	03/10/25