

Helpful Links

- Dashboard Snapshots
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- Readiness Workplan

FCOR Status Report Dashboard

Reporting Period

March - April 2026

Agency Sponsor

Ryan Schenck

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

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 99.56%

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

Other Task Timeliness



Other Task Timeliness:

Score = 96.7%

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

Direct Impact Task Completeness



Direct Task Completeness:

Score = 99.32%

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

Other Task Completeness



Other Task Completeness:

Score = 98.55%

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

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

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

Change Champion Network:

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

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

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

RW Tasks - Completed or Open Items

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

Agency Reported

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

FCOR Risks

Status	Date Opened	Date Closed	Primary Risk Category	Risk Title	Trend	Risk Rating	Background	Monitor/Mitigation Plan/Resolution	Impact if Risk Becomes an Issue	Reporting Period Comments for Mar. - Apr. 2026
Open and Mitigating	12/04/24		Agency Business System	Unavailability of existing BARS reporting infrastructure will impact agency ability to generate user reports based on legacy/ historical data.	Increasing	6 (High/Medium)	Archived Risk Id: 012/009	Risk Management Strategy : Mitigate 1. Work with FDC OIT on archival of BARS reporting solution, including database, UI and any platform components. 2. Archive BARS reporting solution, as the reporting tool for the legacy (FLAIR) information. Target Closure Date: 3/31/2027	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Continue to monitor this risk, based on progress of CAIRS Reports solution.
Open and Monitoring	12/04/24		User Acceptance Testing	The Testing phases in the Florida PALM project plan assumes right-at-first-time, therefore may not allow sufficient time for defect management and retest of fixes.	Stable	6 (High/Medium)	Archived Risk Id: 014/011	Risk Mitigation Strategy: Reduction 1. Prepare the UAT testing team thoroughly, w.r.to Business processes, Configurations, User roles, PALM trainings, Test scripts. 2. Establish a communication channel with Florida PALM to get quick turnaround on the defect management. 3. Identify across-agency best practices for UAT planning and execution. 4. Continue to touch base with the Florida PALM team, and assess the impact due to the risk. Target Closure Date: 8/31/2026	Fail to achieve the mandatory success measure of User Acceptance Testing for PALM Go-Live.	4/23/2026: Agency continues to experience around 13% Test cases Failure. Continued to work with the FL PALM team to identify the resolution of the defects. 5/4/2026: Several functionalities are planned to be tested in the later phase of Testing, leading to the challenge of ability to test those functionalities adequately, e.g. Year-end closure, Role based Security Access model. Known Issues list does not adequately cover the current list of known issues.
Open and Mitigating	12/04/24		Business Process Change	Inadequate planning to identify specific process gaps and remediation planning may impact agency user readiness/ adoption.	Stable	6 (High/Medium)	Archived Risk Id: 015/012	Risk Mitigation Strategy: Mitigate Action: Develop and Launch Pre-PALM Training Closing Activities. Closing Activity 1: Process Gap Analysis Closing Activity 2: Process Gap Remediation Target Closure Date: 11/30/2026	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	4/23/2026: Process Impact Analysis (PIA) proposal has been reviewed with the project leadership. Preparation activities in progress to kick-off the initiatives, based on the successful areas in the UAT.
Open and Mitigating	12/04/24		Staffing/Resource Availability	Unavailability of IT resources with required skillset may impact timely remediations of agency business systems.	Increasing	6 (High/Medium)	Archived Risk Id: 010/007	Risk Management Strategy: Mitigate 1. Identify the High level solution for Agency Business System (ABS) remediation. 2. Finalize the Architectural design and technology stack identification. 3. Conclude the resources/ roles required for ABS remediation. 4. Onboard the required resources, complete the IT development activities to ensure readiness for E2E interface testing/ UAT Target Closure Date: 12/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: This is currently in control, however delays in publishing FL PALM Interfaces may affect the IT team to complete Interface Testing in timely manner.
Open and Mitigating	12/04/24		Staffing/Resource Availability	Competing priorities for SMEs leading to limited bandwidth availability, may impact timely completion and quality of FDC/ FCOR PALM project deliverables, including data cleanup, configurations, process mapping & remediation, Trainings, agency systems remediations, and UAT preparation & execution.	Stable	6 (High/Medium)	Archived Risk Id: 017/014	Risk Mitigation Strategy: Mitigate 1. Identify the areas where it needs the SMEs bandwidth. 2. Come out with a plan to support FDC PALM project with required SMEs bandwidth. Target Closure Date: 12/31/2026	Fail to achieve the mandatory success measure User Acceptance Testing, User training and People readiness for PALM Go-Live.	4/23/2026: Agency continues to monitor this risk, however delays in publishing FL PALM documentation could affect the UAT-SMEs of the agency to carry on with the UAT execution in timely manner.
Open and Mitigating	06/25/25		Deployment/Cutover	Lack of clear guidelines from the Florida PALM Program on preparing for Cutover activities and setting up Operations support for the agencies.	Stable	6 (High/Medium)	Newly added, on 6/25/2025	Risk Management Strategy: Mitigate 1. Identify the agency specific cutover activities for the agency systems and readiness activities to prepare for operations support. 2. Add the agency specific cutover activities and operations support preparation to agency plan. 3. Continue to progress	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Team will review the Task instructions for cutover planning, once it is published by June.

								on the agency specific plan and ongoing monitoring Target Closure Date: 11/30/2026		
Open and Monitoring	02/06/26		Deployment/Cutover	Engagement with 'FL PALM Testing vendor to support agencies' during the same period when agency is fully-engaged in UAT may impact agency progress and timely readiness for go-live.	Stable	6 (High/Medium)	New Risk - Opened on 2/6/2026	Risk Management Strategy : Reduce. 1. Identify suitable time for the agency for this engagement, considering minimal impact to the agency from schedule and efforts perspective. 2. 'FL PALM Testing vendor to support agencies' to propose the improvements and the implementation plan. 3. Agency leadership to determine the criticality and urgency of implementing these proposed improvements, considering the impact to scope/ schedule/ cost impact to the agency. 4. Agency PALM project team to plan and implement the improvements, and conduct ongoing review with the agency leadership. Target Closure Date: 12/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Questionnaire on Financial regulatory compliance has been completed and shared with the 'FL PALM Testing vendor to support agencies'. No follow up actions identified.
Open and Mitigating	12/04/24		Training	Unavailability of Florida PALM system training and Demo sessions early in the project phase may result in insufficient time given to agency user readiness/ adoption.	Stable	4 (Medium/Medium)	Archived Risk Id: 013/010	Risk Management Strategy: Reduction Action: Develop and Launch to PALM Superusers the pre] PALM 4-Part training series. Training 1.1: Orientation to PALM Business Process Groups. Training 1.2: Orientation to PALM Modules. Training 1.3: Orientation to PALM Business Process Models. Training 1.4: Orientation to PALM Roles & Workflows. Target Closure Date:12/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: FL PALM intimated that there will be limited number of Demos, i.e. not covering all the Topics & Activities. Also Process steps for few Activities are yet to be published. Therefore there is limited resources available to train agency users, before FL PALM training starts in October. 5/4/2026: Unavailability of adequate reference materials (above) and identification of high number of defects during UAT are hindering onboarding of remaining end-users to the FL PALM system.
Open and Monitoring	12/04/24		Role Mapping	Insufficient information on access security model and planning of changes to current user roles/responsibilities may impact agency user readiness/ adoption.	Stable	4 (Medium/Medium)	Archived Risk Id: 016/013	Risk Mitigation Strategy: Mitigate 1. Read & understand the access security model and role definition, published by FL PALM. 2. Map the current business teams to the appropriate user role. 3. Identify the users for whom role/ responsibility are changed. 4. Provide required support to the users to adapt to their changed role. Target Closure Date: 12/30/2026	Fail to achieve the mandatory success measure User Acceptance Testing and Go-Live Readiness for PALM Go-Live.	4/23/2026: Additional instructions being published for Security Access Model module. However the Separation-of-Duties is not implemented so far to test user role mapping for the agency 5/4/2026: Security Access Model could not be tested till late-August, since it is planned to be implemented in during second phase of the UAT.
Open and Mitigating	06/25/25		Deployment/Cutover	Several readiness deliverables for agencies have been removed from the Florida PALM Program plan.	Decreasing	4 (Medium/Medium)	Newly added, on 6/25/2025	Risk Management Strategy: Mitigate 1. Analysis of the removed readiness workplan tasks which are still applicable to the agencies. 2. Agencies to add the applicable deliverables as part of agency specific activities. 3. Continue to progress these agency specific deliverables and ongoing monitoring. Target Closure Date: 12/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	4/23/2026: Project Change request has been approved by the project sponsors. FL PALM Readiness workplan continues to get enhanced to bring increased focus on the detailed deliverables, as 19 new deliverables has been added in the last one month.

FCOR Issues										
Status	Date Opened	Date Closed	Priority	Primary Issue Category	Issue Title	Background	Action Plan	Planned or Actual Resolution Date	Reporting Period	Comments for Mar. - Apr. 2026
Open	01/30/25		Critical - Impacts the abil	Agency Business System	Unavailability of PALM Data Warehouse and technical specifications (File format, Data dictionary) affecting the remediation activities for the agency based system.	Archived Issue Id: 007/006	1. Setup new database, to remediate 12 agency business systems/ tools, depends on the PALM Data Warehouse for data. 2. Design the new database, and	06/30/26	4/23/2026: FL PALM team yet to publish the steps for agency to request for the AMI004 interface file. Therefore, Interface Testing could be planned for both Asset Outbound and Inbound interfaces (AMI004, AMI008) accordingly. This is currently a roadblock for the agency to complete the AMI008 Inbound Interface	

							subsequently plan for the user reporting solution (CAIRS - Corrections Accounting Information Resource System) with appropriate reports. 3. Remediate Agency based systems to integration to CAIRS and internal functional testing		Testing by July.
Open	03/25/25		Critical - Impacts the abil	Agency Business System	Continued changes to the interface specifications by FL PALM due to ongoing system development, may require FDC PALM project team to rework on the solution for agency systems remediation, which could lead to agencies missing the interface testing milestone.	Archived Issue Id: 008/007	Team to work on minimizing the impact due to this issue. 1. Develop a scalable solution design with system level flexibility built-in. 2. Collaborate closely with the FL PALM interface team, and ensure the FDC PALM team is updated with the recent/ upcoming changes to the interface file structures. 3. Resolve the gaps in the agency system remediation solution. 4. Escalate in case the changes to interfaces are not feasible to be mitigated.	06/30/26	4/23/2026: FL PALM team yet to publish the steps for agency to request for the AMI004 interface file. Therefore, Interface Testing could be planned for both Asset Outbound and Inbound interfaces (AMI004, AMI008) accordingly. This is currently a roadblock for the agency to complete the AMI008 Inbound Interface Testing by July. 4/24/2026: Changes to FL PALM interface standards, interface file related defects leading to significant rework for the agencies.
Open	10/01/25		Critical - Impacts the abil	Agency Business System	Timely remediation of the 3rd party managed agency systems (Axiom Pro and SSTC Bar Code Scanning tool) is impacted as (a) the vendor adopts a common remediation approach across agencies and (b) high dependency on technical specifications and sample interface files from State PALM.	FDC/ FCOR Risk Is: 007/ 008	1. Vendor to refer FL PALM knowledge center to plan & design the system remediation. 2. Vendor to perform unit testing with the information provided by the FL PALM team. 3. FL PALM Team to make sizable and reliable sample/ test files available. 4. Vendor to perform exhaustive Technical Testing of the system integration (Cycle 2 - Testing) and complete defect fixes.	06/30/26	4/24/2026: AMI004 yet to be published by FL PALM team, in case this file is not available by end-April it will become challenging to complete the Inbound interface testing (AMI008) by July.
Open	10/23/25		Critical - Impacts the abil	Agency Business System	Not having a comprehensive crosswalk for FLAIR data elements to PALM may impact agency systems remediation and its effectiveness.	FDC/ FCOR Risk Is: 012/ 012	1. Identify the FLAIR data elements is required for the agency and prepare crosswalk, based on the available information. 2. Reach out to PALM for their support in validating and providing the data elements cross walk from FLAIR to PALM. 3. Agency to consider the crosswalk from PALM as the basis for internal systems remediation and agency internal activities. Target Closure Date: 12/31/2026.	12/31/26	4/23/2026: Agency is able to complete 82% of the data mapping from relevant FLAIR fields to PALM data elements, due to crosswalk or PALM data dictionary is not available. Agency is currently assessing the impact due to this limitations and trying to find workaround.
Open	02/28/24		High - Impacts the ability	Deployment/Cutover	Lack of clear instructions and frequent changes to the Task guidelines from Florida PALM team impacts agency's ability to complete the tasks on time.	Archived Issue Id: 004/003	1. To minimize frequent changes in task instructions. Consistent guidance fosters stability and improves overall performance. 2. Collaborate with Florida PALM team on the issues with the Smartsheets. 3. Continue to communicate with the FL PALM on the impacted delayed deliverables. 4. Re-prioritize/ reorganize the work in agencies to complete the deliverables with minimal impact possible.	07/01/26	4/15/2026: FL PALM published a few more process steps, therefore process steps for 78% of Activities are available so far. Continued to work with FL PALM team in remediating role discrepancy in the documentations. 4/23/2026: Inconsistencies in applicable roles for an activity across various project documentation continues to hinder agency understanding of the FL PALM system. Additionally inconsistency in maintaining version history and explicitly mentioning specific changes in the version history is leading to agency rework.
Open	08/31/24		High - Impacts the ability	Staffing/Resource Availa	Resource availability is limiting agency ability to progress on UAT preparation activities, e.g., UAT Test Plan, UAT Test Scripts, Future State Work Processes.	Archived Issue Id: 006/005	1. Onboard additional OIT BA to assist with mapping future state work processes to PALM and write test scenarios. 2. The SMEs from F&A team will guide this OIT BA and will review, revise, approve, and use the test scripts in UAT. 3. OIT BA will guide the F&A team on the UAT process and support on Test Management and monitoring UAT progress. 4. Continue to monitor the effectiveness/ productivity of the QA resources from OIT and make course-corrections, as required.	06/30/26	4/24/2026: 22% of the process steps yet to be published by FL PALM therefore UAT preparation for agencies are impacted. Additionally, continued changes to process documentation is leading to significant rework for the agencies.
Open	08/21/23		High - Impacts the ability	Staffing/Resource Availa	Not having resource harkin in the FDC F&A	Archived Issue Id: 001/001	1. Crosstrain staff to ensure adequate	12/31/26	4/24/2026: Continuing to monitor and reassess 6 months prior to Go-Live

team for recently created agency systems, to ensure business continuity.

backup.
2. Cross training to be completed during the PALM project to ensure operational resiliency.

FCOR Assumptions

Critical Operational Elements	Assumption	Status	Date Logged or Removed	Impacted Stakeholder(s) and/or System(s)	Reporting Period Comments for Mar. - Apr. 2026
People Processes Technology	FDC's Change Champion Network will continue to attend workshops, working sessions, meetings, and other forums for collaboration to ensure the continued functionality of inbound and outbound interface points between the two agencies.	Logged	07/31/23	All agency business systems and CCN roles	No change this period.
People Processes Technology	FDC will understand and document our current state technical architecture and business systems and modify to integrate with the financial management solution.	Logged	07/31/23	All agency business systems and CCN roles	No change this period.
People Processes Technology	There will be sufficient engagement by resources knowledgeable about agency business processes and technical capabilities.	Logged	07/31/23	All agency business systems and CCN roles	No change this period.
People Processes Technology	Additional clarity required from Florida PALM team, for finalizing the FDC UAT plan	Logged	10/21/24	UAT Planning for user readiness for performing UAT	No change this period.
People Processes Technology	Florida PALM team will work closely with agency team to mitigate any challenges the agency may face to meet the strict cutover timeline.	Logged	12/20/24	All users in agency financial functions.	No change this period.
People Processes Technology	Agency team will receive required support (availability of Infrastructure and Florida PALM team) while performing the User Acceptance Testing and defect management.	Logged	12/20/24	All UAT Testers.	No change this period.
People Processes Technology Data	Enterprise systems shall be available for User Acceptance Testing including respective business processes.	Logged	12/20/24	All UAT Testers.	No change this period.
Technology	IT Infrastructure for the agency shall support the user access and continued use of Florida PALM system.	Logged	12/20/24	All users in agency financial functions.	No change this period.
Processes Technology	Required operations support team (both IT and F&A team) has been setup to support Florida PALM system access for the agency users, e.g. ongoing user access, user/ security roles assignments, access to data/ reports etc.	Logged	12/20/24	All users in agency financial functions.	No change this period.
Technology	State PALM team to provide necessary support to the agency for Cycle-3 End-to-end Interface Testing	Logged	05/04/26	All agency business systems and the remediation of agency business systems.	5/4/2026: Logged this new assumptions, related to Cycle3 - End-to-end Interface Testing.

Agency Sponsor Confirmation

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

Agency Sponsor Name: *

Confirm *

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FCOR Status Report Confirmation

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