

Helpful Links

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

# FCOR Status Report Dashboard

Reporting Period

May - June 2025


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

Direct Impact Task Timeliness



Direct Impact Task Timeliness:


Score = 99.43%

Submitted On Time = 33

Submitted Late = 2

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 95.56%


Submitted On Time = 66

Submitted Late = 6

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:


Score = 99.43%

Submitted Complete = 32

Submitted Incomplete = 0

Completed After Submission = 3

Other Task Completeness



Other Task Completeness:

Score = 97.78%

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.

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	05/02/25		Submission Complete	05/02/25
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	05/22/25		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	01/09/25	FCOR doesn't have any ABS systems to update so no interfaces or remediation required	Submission Complete	
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	05/07/25		Submission Complete	
Indirect	Technology	578	Confirm Identity Provider for Florida PALM	05/05/25	05/23/25	100% - Submitted	05/22/25		Submission Complete	
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	06/20/25		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	Not needed	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.

FCOR 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	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	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	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.  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	Risk Management Strategy : Mitigate  1. Work with FDC OIT on archival of BARS reporting solution, including database, UI and any platform components. 2. Archive BARS reporting solution, as the reporting tool for the legacy (FLAIR) information.  Planned closing date: 07/01/26	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	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	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