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Reporting Period

September - October 2025

Agency Sponsor

Ryan Schenck

RW Task Timeliness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 99.49%

Submitted On Time = 37

Submitted Late = 2

Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.05%

Submitted On Time = 75

Submitted Late = 6

Pending Submission = 0

RW Task Completeness

Direct Impact Task Completeness



Direct Task Completeness:

Score = 99.23%

Submitted Complete = 35

Submitted Incomplete = 0

Completed After Submission = 4

Other Task Completeness



Other Task Completeness:

Score = 98.11%

Submitted Complete = 52

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	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	12/19/25	100% - Submitted	09/25/25			
Direct	People	573-B	Complete and Submit End User Role Mapping Worksheet for remaining End Users.	07/14/25	12/19/25	75% - Consolidating/Inputting Information for Submission				
Direct	Data	587-A	Complete Data Cleansing Based on Mock Conversion 3	08/11/25	11/07/25	100% - Submitted	09/30/25		Submission Complete	
Direct	Data	587-B	Complete Data Cleansing Based on Mock Conversion 3 – APC001 Suppliers	08/11/25	10/17/25	100% - Submitted	08/19/25		Submission Complete	
Direct	Data	661	Update Conversion Field Mapping	08/11/25	11/05/25	100% - Submitted	11/04/25			
Direct	Data	662	Submit Updated Configuration Workbooks	08/11/25	11/05/25	100% - Submitted	11/04/25			
N/A	N/A	617	Submit Bimonthly Agency Readiness Status Report	08/29/25	09/10/25	100% - Submitted	09/05/25		Submission Complete	
Indirect	N/A	664	Submit Monthly Progress Report - Testing	09/02/25	09/30/25	100% - Submitted	09/26/25		Submission Complete	
Direct	Data	662-A	Submit Updated Configuration Workbooks - State Program Selection for Budget Allotments	09/15/25	10/29/25	100% - Submitted	09/22/25		Submission Complete	
Indirect	N/A	665	Submit Monthly Progress Report - Testing	10/01/25	10/31/25	100% - Submitted	10/28/25		Submission Complete	
N/A	People	666	Share Florida PALM Updates	10/13/25	10/24/25	100% - Submitted	10/22/25		Submission Complete	
N/A	N/A	627	Submit Bimonthly Agency Readiness Status Report	11/03/25	11/10/25	100% - Submitted	11/05/25			
Indirect	N/A	667	Submit Monthly Progress Report - Testing	11/03/25	11/25/25	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 Sep. - Oct. 2025
Closed	10/16/25	10/23/25	Agency Business System	Not having a comprehensive crosswalk for FLAIR data elements to PALM may impact agency systems remediation and its effectiveness.	Increasing	9 (High/High)	Newly added on 10/16/2025.	Risk Management Strategy : Mitigate. 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	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	9/11/2025: Agency could partially complete the FLAIR data elements mapping based on the interface specifications. The team reached out to State PALM team for their support in data mapping for the 24% of the data elements,

								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.		which could not be done due to limited information available with the agency. 10/14/2025: Continue to work with the State PALM team, as this gap in the data elements mapping may impact the remediation planning for several agency systems. 10/23/2025: This risk is being closed as it has been escalated to an issue (Id 08)
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.	10/23/2025: Not having standardized approach/templates from State PALM team leading agencies to devise their own approach, often it might not be very optimal. Agencies continue to collaborate in the multi-agency PML-CML forum. 10/30/2025: Reduced emphasis on unified approach for OCM activities are discussed with PALM readiness coordinator.
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.	Increasing	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: 12/31/2025	Fail to achieve the mandatory success measure of User Acceptance Testing for PALM Go-Live.	10/23/2025: Pre-UAT phase has been introduced, between October and December. State PALM team is updating the Readiness workplan. Agency shall revisit this risk based on the revised readiness workplan.
Open and Mitigating	12/04/24		Business Process Chang	Inadequate planning to identify specific process gaps and remediation planning may impact agency user readiness/ adoption.	Stable	6 (High/Medium)	Archived Risk Id: 015/ 012	Risk Mitigation Strategy: Mitigate Action: Develop and Launch Pre-PALM Training Closing Activities. Closing Activity 1: Process Gap Analysis Closing Activity 2: Process Gap Remediation Target Closure Date: 06/30/2026	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	10/26/20205: Process Gaps will be accessed and documented following Agency based training and closing activities.
Open and Mitigating	12/04/24		Staffing/Resource Availa	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	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: 5/31/2026	Fail to achieve the mandatory success measure User Acceptance Testing, User training and People readiness for PALM Go-Live.	10/23/2025: Since Pre-UAT started on 10/20/25, we are currently still feeling the impact of getting data cleansed and completion of configurations, process mapping & remediation and agency systems remediations.
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 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	Stable	4 (Medium/Medium)	Archived Risk Id: 013/ 010	Risk Management Strategy: Reduction Action: Develop and Launch to PALM Superusers the pre]	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	10/26/2025: Demo exposure and progression through UAT Prerequisites is underway for SME UAT testers Wisdom

				member and grant agency user readiness/ adoption.				Expressed as per 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:12/31/2025		Wednesday weekly micro learnings launched 09/2025. All PALM end users are being exposed to these trainings.
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: 12/30/2025	Fail to achieve the mandatory success measure User Acceptance Testing and Go-Live Readiness for PALM Go-Live.	10/23/2025: Pre-UAT sessions started with 3 SMEs per Advisory Council Agency, but they have been given broader system role. Therefore agency could not experience the effectiveness of the role mapping which was done earlier. Agency continues assessing if current available information is sufficient to determine the right roles for 'All' agency PALM users.
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. Target Closure Date: 8/31/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	8/20/2025: Setting up of BARS archival is planned around the PALM go-live, whereas preparation for this shall begin a few months prior to the go-live.
Open and Mitigating	12/04/24		Staffing/Resource Availa	Unavailability of IT resources with required skillset may impact timely remediations of agency business systems.	Decreasing	3 (High/Low)	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: 10/30/2025	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	10/23/2025: Currently the IT team is fully staffed. There are dependency on a few shared resources from broader IT organization, who supports various technical aspects of the PALM system transition activities. Therefore the agency will continue to monitor this risk, however the likelihood has been updated to 'Low'.

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 Sep. - Oct. 2025
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 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	11/30/25	10/24/25: State PALM has yet to deliver all the interface files, and this has a direct impact to our Agency Interface testing and systems remediation. We have started with Cycle 2 Testing with the files that we received.	
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	12/31/25	10/25/25: State PALM has been making changes to the interface files, which will require us to re-address those interfaces that have changed. This rework requires us to often deprioritize Interface testing and building out our Reporting solution.	

						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	10/01/25		Critical - Impacts the ability of the 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.	12/31/25	10/1/2025: Technical Interface Testing of Bar Code Scanning tool continued to be blocked as the State PALM team to continues to work with the vendor to provide Outbound AMI004 sample/ test file with the agency. State PALM team continues to work on issue resolution for Outbound API031 interface, therefore It impacted the interface testing of AxiomPro application.. Escalate Risk (007) to this Issue, due to above, and closed the respective risk in the Risk Register. 10/14/2025: The product vendor for AxiomPro kept the application remediation efforts on-hold suspecting possible re-work, since the State PALM continued to work on the API031 interface. 10/25/25: State PALM has yet to deploy API031, AMI004 & AMI008, which are a dependency for our 3rd parties to start initial testing. Therefore systems remediation and Cycle 2 testing for these 3rd party systems are put on-hold. Date Status on PALM Website for AMI004 & AMI008 is over 1 month old, which makes it difficult to do any planning. 10/30/2025: State PALM team provided sample/test files for Voucher & Payment Extract Outbound interface (API031) on 10/29. Vendor team started to prepare revised development plan and resume system remediation.
Open	10/23/25		Critical - Impacts the ability of the 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	11/30/25	10/23/2025: Agency team continues to follow up, currently it is impacting the remediation of number of agency systems. Therefore Risk #12 has been escalated into this Issue. 10/30/2025: Requested PALM readiness coordinator for FDC & FCOR, for a working session between agency SMEs and State PALM technical & functional team to identify the applicable data elements mapping.
Open	02/28/24		High - Impacts the ability of 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	10/23/2025: Pre-UAT phase has been introduced, between October and December. State PALM team is updating the Readiness workplan. 'Follow' feature in the Knowledge-Center helping agencies to keep track of several types of updates. 10/28/2025: Some interfaces are rolled back due to critical defect fixes. Agencies could not start Cycle 2 Testing for these, however these are mentioned as 'Agency Testing in-progress' in the 'Monthly Progress Report' Smartsheet.
Open	07/31/24		High - Impacts the ability of 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.	Archived Issue Id: 005/ 004	Onboard additional staff aug position with FLAIR data experience.	10/30/25	10/23/2025: Since onboarding two additional staff aug positions to assist with data cleanup and data analysis this issue can be closed once current set of data cleansing and configurations deliverables are completed
Open	08/31/24		High - Impacts the ability of 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.	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	10/23/2025: Additional QA Analysts are onboarded to take handover from current Testing Services vendor. This should bring increased focus on preparation for UAT and Agency systems testing. 10/30/2025: Revised guidelines on documenting UAT Test cases, now being based on Business Process Steps, has a large impact to the agency Test cases preparation activity. Therefore the completion of readiness task (#574) has been reverted from 100% to 25%, to complete the impact assessment due to this change in direction and rework.
Open	08/21/23		High - Impacts the ability of Staffing/Resource Availability	Not having resource backup in the FDC F&A team for recently created agency systems, to ensure business continuity.	Archived Issue Id: 001/ 001	1. Crosstrain staff to ensure adequate backup. 2. Cross training to be completed during the PALM project to ensure operational resiliency.	12/31/25	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 Sep. - Oct. 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	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-2 Technical Interface Testing	Logged	08/20/25	All agency business systems and the remediation of agency business systems.	No change this 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 *

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FCOR Status Report Confirmation			
Reporting Period	Agency Sponsor Name:	Confirmed By:	Confirmation Date:
September - October 2025	Ryan C. Schenck	ryanschenck@fcor.state.fl.us	11/05/25
July - August 2025	Ryan C. Schenck	ryanschenck@fcor.state.fl.us	09/05/25
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