

Helpful Links

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

FCOR 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

January - February 2026

Agency Sponsor

Ryan Schenck

RW Task Timeliness

RW Task Completeness

Direct Impact Task Timeliness



Direct Impact Task Timeliness:

Score = 99.55%

- Submitted On Time = 42
- Submitted Late = 2
- Pending Submission = 0

Other Task Timeliness



Other Task Timeliness:

Score = 96.48%

- Submitted On Time = 85
- Submitted Late = 6
- Pending Submission = 0

Direct Impact Task Completeness



Direct Task Completeness:

Score = 99.30%

- Submitted Complete = 40
- Submitted Incomplete = 0
- Completed After Submission = 3

Other Task Completeness



Other Task Completeness:

Score = 98.41%

- Submitted Complete = 62
- 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
Indirect	Processes	574	Prepare Documentation for User Acceptance Testing	06/02/25	01/09/26	100% - Submitted	09/25/25		Submission Complete	01/08/26
Direct	Technology	592	Agency IDP SMEs Add End Users to Agency's Identity Provider	12/08/25	01/09/26	100% - Submitted	12/29/25		Submission Complete	
Indirect	People	688	Update UAT Plan	12/08/25	01/09/26	100% - Submitted	01/08/26		Submission Complete	
Indirect	N/A	606	Update Agency Readiness Certification #2	12/15/25	01/09/26	100% - Submitted	01/09/26		Submission Complete	
N/A	N/A	671	Submit Bimonthly Agency Readiness Status Report	12/29/25	01/14/26	100% - Submitted	01/09/26		Submission Complete	
Indirect	N/A	669	Submit Monthly Progress Report - Testing	01/05/26	01/30/26	100% - Submitted	01/26/26		Submission Complete	
Direct	Data	597	Complete Data Cleansing Based on Mock Conversion 4	01/12/26	03/13/26	75% - Consolidating/Inputting Information for Submission				
N/A	People	670	Share Florida PALM Updates	01/12/26	01/23/26	100% - Submitted	01/16/26		Submission Complete	
Indirect	N/A	672	Submit Monthly Progress Report - Testing	02/02/26	02/27/26	100% - Submitted	02/26/26		Submission Complete	
N/A	N/A	673	Submit Bimonthly Agency Readiness Status Report	03/02/26	03/10/26	100% - Submitted	03/09/26			
Indirect	N/A	674	Submit Monthly Progress Report - Testing	03/02/26	03/31/26	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 Jan. - Feb. 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.	3/3/2026: Agency continues development of CAIRS reporting solution to replace BARS. Currently archival of BARS is planned in March/2027, based on the PALM go-live in January/2027.

Open and Monitoring	12/04/24		User Acceptance Testing	The Testing phases in the Florida PALM project plan assumes right-at-first-time, therefore may not allow sufficient time for defect management and retest of fixes.	Stable	6 (High/Medium)	Archived Risk Id: 014/011	Risk Mitigation Strategy: Reduction 1. Prepare the UAT testing team thoroughly, w.r.to Business processes, Configurations, User roles, PALM trainings, Test scripts. 2. Establish a communication channel with Florida PALM to get quick turnaround on the defect management. 3. Identify 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.	3/3/2026: UAT Testing has been started in February/2026. ~ 15% of the Test cases are failing leading to Bugs. Currently working with the FL PALM team on defect fixes and reviewing the Known Issues list. Requested better clarity/transparency from FL PALM team on the schedule for the fixes for the Bugs.
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: 06/30/2026	Fail to achieve the mandatory success measure Business Process readiness for PALM Go-Live.	3/3/2026: A Process Impact Analysis Proposal is in work to be presented to the business on 03/10/2026 for approval. Results of the analysis will be used to inform remediation planning concerning training materials.
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: 6/30/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	3/3/2026: Identified the enhancement list for the PALM integration solution and continued working with the OIT leadership team to leverage additional bandwidth with ADF skillset.
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.	3/5/2026: Agency is currently able to manage the increased volume of activities with the existing resources by prioritizing their workplan.
Open and Mitigating	06/25/25		Deployment/Cutover	Lack of clear guidelines from the Florida PALM Program on preparing for Cutover activities and setting up Operations support for the agencies.	Stable	6 (High/Medium)	Newly added, on 6/25/2025	Risk Management Strategy: Mitigate 1. Identify the agency specific cutover activities for the agency systems and readiness activities to prepare for operations support. 2. Add the agency specific cutover activities and operations support preparation to agency plan. 3. Continue to progress on the agency specific plan and ongoing monitoring Target Closure Date: 11/30/2026	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	3/3/2026: Awaiting more information on cutover planning to be shared by the FL PALM team.
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	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	3/5/2026: Initial discussion with the vendor identified Test Automation of agency business system is not viable and Agency already using industry standard Test case template. Continue to engage on the standardization opportunities for UAT testing of agency systems.

								<p>Review the severity and urgency of implementing these proposed improvements, considering the impact to scope/ schedule/ cost impact to the agency.</p> <p>4. Agency PALM project team to plan and implement the improvements, and conduct ongoing review with the agency leadership.</p> <p>Target Closure Date: 12/31/2026</p>		
Open and Mitigating	12/04/24		Training	Unavailability of Florida PALM system training and Demo sessions early in the project phase may result in insufficient time given to agency user readiness/ adoption.	Stable	4 (Medium/Medium)	Archived Risk Id: 013/010	<p>Risk Management Strategy: Reduction</p> <p>Action: Develop and Launch to PALM Superusers the pre] PALM 4-Part training series.</p> <p>Training 1.1: Orientation to PALM Business Process Groups.</p> <p>Training 1.2: Orientation to PALM Modules.</p> <p>Training 1.3: Orientation to PALM Business Process Models.</p> <p>Training 1.4: Orientation to PALM Roles & Workflows.</p> <p>Target Closure Date: 12/31/2026</p>	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	3/3/2026: Demo's (for topics that have videos available in the Knowledge Center) have been scheduled for all PALM UAT testers. The People Readiness Lead will continue to monitor the KC and will add more demo sessions as the material is added. Additional demo sessions are being planned for all non-testers to allow a greater portion of the population to have access to the materials. PALM Training Sessions are planned in October.
Open and Monitoring	12/04/24		Role Mapping	Insufficient information on access security model and planning of changes to current user roles/responsibilities may impact agency user readiness/ adoption.	Stable	4 (Medium/Medium)	Archived Risk Id: 016/013	<p>Risk Mitigation Strategy: Mitigate</p> <p>1. Read & understand the access security model and role definition, published by FL PALM.</p> <p>2. Map the current business teams to the appropriate user role.</p> <p>3. Identify the users for whom role/ responsibility are changed.</p> <p>4. Provide required support to the users to adapt to their changed role.</p> <p>Target Closure Date: 12/30/2026</p>	Fail to achieve the mandatory success measure User Acceptance Testing and Go-Live Readiness for PALM Go-Live.	3/5/2026: Role mapping is currently being maintained as we learn what is required for all processes as we progress through UAT and as updates are received from FL PALM directly.
Open and Mitigating	06/25/25		Deployment/Cutover	Several readiness deliverables for agencies have been removed from the Florida PALM Program plan.	Decreasing	4 (Medium/Medium)	Newly added, on 6/25/2025	<p>Risk Management Strategy: Mitigate</p> <p>1. Analysis of the removed readiness workplan tasks which are still applicable to the agencies.</p> <p>2. Agencies to add the applicable deliverables as part of agency specific activities.</p> <p>3. Continue to progress these agency specific deliverables and ongoing monitoring.</p> <p>Target Closure Date: 6/30/2026</p>	Fail to achieve the mandatory success measure of agency systems readiness for PALM Go-Live.	3/3/2026: Revised readiness workplan was published in January/2026, with additional deliverables due to extension of the project. No major impact to the project, agency project change request has been approved to re-baseline the project schedule.

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 Jan. - Feb. 2026
Open	01/30/25		Critical - Impacts the abil	Agency Business System	Unavailability of PALM Data Warehouse and technical specifications (File format, Data dictionary) affecting the remediation activities for the agency based system.	Archived Issue Id: 007/006	<p>1. Setup new database, to remediate 12 agency business systems/ tools, depends on the PALM Data Warehouse for data.</p> <p>2. Design the new database, and subsequently plan for the user reporting solution (CAIRS - Corrections Accounting Information Resource System) with appropriate reports.</p> <p>3. Remediate Agency based systems to integration to CAIRS and internal functional testing</p>	06/30/26	3/5/2026: Agency completed 98% of the Technical Interface Testing. Remaining 1 is planned to be completed by March, which was impacted by the delayed publish of the API031 interface file. Received 65% of the interface files so far for the Cycle 3 - End-to-end Interface Testing.
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	<p>Team to work on minimizing the impact due to this issue.</p> <p>1. Develop a scalable solution design with system level flexibility built-in.</p> <p>2. Collaborate closely with the FL PALM interface team, and ensure the FDC PALM team is updated with the recent/ upcoming</p>	06/30/26	3/5/2026: Continue to observe minor updates to the Interface specifications and file format. The data validation rules for the agency PALM integration continued to be updated

							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	10/01/25		Critical - Impacts the ability	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	3/5/2026: Cycle2-Technical Interface Testing and Cycle3-End to end Interface Testing for Axiom Pro planned to be completed in March/2026. Awaiting interface file (AMI004) to start the End to end Interface Testing for Bar code scanning tool. Agency continued to perform data mapping for OpenGov system and SAS Budget Payroll reconciliation process.
Open	10/23/25		Critical - Impacts the ability	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	3/5/2026: Team continued to work on the crosswalk between FLAIR to PALM. Internal discussion will be scheduled to remediate the residual gap.
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	3/5/2026: Continued to receive additional information and deliverables, with short turnaround time, e.g. new template Monthly Progress Report, Review Object code mapping etc. All questions in the Question Log has been 'Closed/' 'Cancelled', agency needs to review it and create SNOW tickets if any questions are unresolved.
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	3/5/2026: QA team is fully staffed, Test Plan has been updated. Completed Test Cases preparation for the first part of PALM UAT. Limited availability (around 65%) of Process Steps, that are applicable to the agency, impacting agency preparation of UAT Test cases, hence readiness for later part of the PALM UAT. Significant discrepancies and inconsistencies among the FL PALM documentation adding into the ambiguity and rework, e.g. Role mismatch in Activities List, Process Steps and Subject matter.
Open	08/21/23		High - Impacts the ability	Staffing/Resource Availa	Not having resource backup in the FDC F&A team for recently created agency systems, to ensure business continuity.	Archived Issue Id: 001/ 001	1. Crosstrain staff to ensure adequate backup. 2. Cross training to be completed during the PALM project to ensure operational resiliency.	12/31/26	3/5/2026: 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 Jan. - Feb. 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	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.	

Technology					
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:
January - February 2026	Ryan C. Schenck	ryanschenck@fcor.state.fl.us	03/09/26