ID	Title	Requester Name	Owner Name	Created	Due Date	Wave	Risk Score	Status	Risk Category	Probability	Trend	Impact Rating	Status Comment	Background	Mitigate or Monitor Plan and Resolution	Impact if Unmanaged
1	The Project may have negative impacts due to insufficient staffing or delays in onboarding	Jimmy Cox	Angie Robertson	4/26/2023	6/30/2026	Financials; Payroll	9	Monitoring	2. Schedule 3. Cost	3	Increasing	3	07/09/2025 - Updated Due Date from 6/30/2025 to 6/30/2026.	The Project may have negative impacts due to insufficient staffing or delays in onboarding. This would impact: 1. The ability to make time-critical and informed decisions 2. The ability to perform mission critical duties 3. Execute knowledge transfer to new resources The Project has several vacancies in key roles, which have been difficult to fill with qualified candidates. As go live approaches, and testing activities ramp up, turnover and vacancies create additional risk of missed deadlines.	The Project will track the status of all positions to identify where possible, which positions will be coming vacant and when. The Project will use, at a minimum, the following resources and strategies to decrease the time needed to fill the vacancy, onboard the new team member, and to bring the team member up to speed quickly: 1. Florida PALM Orientation and Onboarding materials and process 2. Standard Operating Procedures 3. Florida PALM Project Management Plan 4. Project Team member mentoring 5. Accenture Staffing Plan 6. Onboarding Checklist The Project will also: 1. Identify backups for decision making resources to be kept informed and be able to assist if a position is vacated unexpectedly or a replacement is not on-boarded timely 2. Hold regular staff meetings with the Team Managers, Project Architects and Project Directors to provide updates on Project progress, planning, and needs 3. Where possible, hire replacements to overlap current resources and allow for knowledge transfer 4. Keep the ESC and Executive sponsors informed of staffing issues as appropriate 5. Review the SSI contractor staffing plan regularly to ensure alignment with the planned activities or Schedule tasks 6. Partner with other DFS Divisions and Bureaus to enhance awareness and understanding of the needs of the Project with regard to personnel and technology resources	Schedule: Gaps in staffing could result in delayed completion of work related to building, testing, training or cutting over/deploying, which could result in a greater compression for Project activities. Compounded or significant delays could impact the Florida PALM's go-live date. Cost: The Project could incur additional costs due to rework or the cost of securing additional resources.
2	External stakeholders (e.g., Legislature, EOG) and agencies expectations may not be aligned with the Florida PALM cost, schedule, or scope	Jimmy Cox	Jimmy Cox	4/26/2023	6/30/2026	Financials; Payroll	9	Mitigating	1. Scope; 2. Schedule 3. Cost	3	Increasing	3	07/09/2025 - Updated Due Date from 6/30/2025 to 6/30/2026.	External stakeholders (e.g., Legislature, EOG) expectations may not be aligned with the Florida PALM cost, schedule, or scope which could result in impacts to funding and support of the Project, as well as agency's ability to be ready for implementation. An example of potential misalignment relates to the scope of Data Warehouse/Business Intelligence (DW/BI) Solution. DW/BI was added to the project's scope as part of Amendment 8 to provide self-service reporting for agencies and to replace the legacy FLAIR Information Warehouse (IW). Numerous agencies currently use large data extracts from the IW to seed their agency-specific data warehouses using an ODBC or similar connection to connect to the FLAIR IW and extract large sets of data into their Agency-Specific Data Warehouse. By design, the design and build phases for the DW/BI solution lag behind the implementation work for the Financials (FIN) and Human Capital Management (HCM) modules. This has caused a delay in being able to fully define the end point design for the DW/BI solution. Consequently, agencies have numerous questions and concerns regarding what specific data will be available and how they will be able to extract the data. This has led to agencies having to: 1.) select interface files they may not use; and 2.) making assumptions about what will/will not be available in the DW/BI solution. If agency assumptions turn out to be incorrect, there will likely be a direct impact on the agency's ability to timely participate in interface testing, which could impact their ability to be ready for deployment in July 2026.	Project Directors will provide Project cost, schedule, and scope updates to external stakeholders regularly using the monthly Project status report, other required reports per Proviso, legislative meetings (e.g., committee meetings) and other ad hoc opportunities. The Project will: 1. Share information about business process models, interface designs and report designs through the Knowledge Center as they are approved. 2. Share comprehensive details about the Solution (FIN/Payroll/DW) as it becomes available and is ready for distribution. 3. Share information through activities, such as Advisory Council meetings and Sponsor Summits, and through written materials, such as Newsletter, Sponsor Scoops, and articles in the Knowledge Center. 4. Work with agencies as needed to educate agencies on available reports, queries, and interface files, and to support the agencies determinations on whether their agency critical business needs are met by these Solutions, or if additional agency specific Solutions are required. 5. Address agency questions during Readiness Touchpoints and as follow-ups to agency submitted questions, including publishing questions to the public view of the Question Log on Florida PALM website. 6. Support agency evaluation of business system needs as they relate to data and reporting.	Scope: Legislative action could increase or decrease scope based on incorrect assumptions. Schedule: The tasks on the Project's critical path, including the go live date, could be impacted by additions of scope. Cost: Project funding may not be commensurate with the needs to meet the scope or timeline for implementation. Agencies may select incorrect interfaces due to timing of when information about the DW/BI Solution will be ready for sharing. This may result in unnecessary work preparing for interfaces that could be met through self-service in the Data Warehouse, etc. Conversely, agencies might incorrectly assume information is available through self-service in the DW/BI and fail to prepare adequately (e.g., select the appropriate interfaces).
3	Budget related events may impact Project cost	Jimmy Cox	Jimmy Cox	4/26/2023	6/30/2026	Financials; Payroll	3	Monitoring	2. Schedule 3. Cost	1	Increasing	3	07/09/2025 - Updated Due Date from 6/30/2025 to 6/30/2026.	The Project budget may be affected by the following budget related events: 1. Deliverables not being accepted with sufficient time to be paid within the current fiscal year 2. Project LBR not being fully or timely approved 3. Budget amendments not being fully or timely approved 4. The identification of unplanned expenditures	The Project will utilize one or more of the following strategies to manage the risk: 1. Use the weekly RADAR process to record schedule task progress and to identify potential delays 2. Work with task owners and coordinators for deliverables at risk of delay to keep deliverables on schedule 3. Notify Project Leadership as soon as potential delays are identified 4. Actively communicate budget needs internally and externally 5. Submit clear budget related documentation, including the monthly spend plan, as early as practicable 6. Utilize Carry Forward funding for invoices which could otherwise be delayed due to a delay in approval of the next fiscal year's budget	Schedule: Lack of funding or delays in paying for services could delay completion of implementation activities. Cost: The Project may not have sufficient funds available to pay for accepted deliverables or other incurred expenditures in a timely manner or at all. This could cost the State money due to the Project incurring interest on invoices or requiring a settlement agreement on unpaid expenditures.

ID	Title	Requester Name	Owner Name	Created	Due Date	Wave	Risk Score	Status	Risk Category	Probability	Trend	Impact Rating	Status Comment	Background	Mitigate or Monitor Plan and Resolution	Impact if Unmanaged
4	Agencies' ability to adequately engage and participate may impact agency readiness	Jimmy Cox	Angie Robertson	4/26/2023	1/30/2026	Financials; Payroll	9	Mitigating	2. Schedule; 3. Cost	3	Increasing	3	03/27/2025 - Updated Due Date to align with SG4; updated Background to include references to Amendment 12 and the new Stage Gate decision date; updated Impact if Unmanaged for Schedule impacts.	Inadequate agency engagement and participation in readiness activities, not completing tasks in a timely manner, not including knowledgeable staff in work efforts, and insufficient planning for transition may impact an agency's readiness to implement Florida PALM and contribute to a misunderstanding of the Florida PALM scope and implementation timeline. An agency's ability to engage may be impacted by several factors, including inadequate funding or staffing (resources), lack of planning, or other unplanned events. As more Readiness Workplan Tasks are released with a Direct Impact on the Project, the criticality of timely completion increases and compounds the probability agencies may fall behind, without adequate planning and resource engagement. In Amendment 12, a new Stage Gate (SG4) Continue Deployment was added for the Executive Steering Committee to decide whether to continue deployment activities for a July 2026 go live or to defer the go live date to January 2027. That decision will be based on a State readiness evaluation on the status of interface testing, agency UAT and enterprise system readiness and must be made no later than January 30, 2026.	The Project will utilize one or more of the following mitigations to manage the risk: 1. Conduct monthly meetings between Readiness Coordinators and agency Change Champion Network members to discuss their internal readiness and preparation to transition to Florida PALM 2. Conduct meetings between Project leadership and agency sponsors to discuss the agency's progress and any concerns, needs, or roadblocks that the agency is facing in their transition activities 3. Lead meetings and workshops designed to share timely and relevant information with agencies throughout the project lifecycle 4. Provide tools and information (e.g., graphics and content) to support messaging and communication within the agency regarding key implementation activities and change impacts 5. Review bimonthly agency status reports for indicators and trends relating to engagement difficulties	Schedule: Agencies may not be prepared to transition to Florida PALM resulting in a delay to launch or in a decision in Stage Gate 4 to change the go live date to January 2027. Cost: A delay in launch could extend the Project's lifecycle and require additional funding.
5	The timing and efficiency of information sharing between enterprise partners and agencies, and the Project could impact the success of the Project	Jimmy Cox	Jimmy Cox	4/26/2023	6/30/2026	Financials; Payroll	9	Mitigating	1. Scope; 2. Schedule	3	Increasing	3	07/09/2025 - Updated Due Date from 6/30/2025 to 6/30/2026.	Untimely or ineffective information sharing between enterprise partners (e.g., MFMP, People First) and agencies, and the Project could negatively impact the success of the next major implementation.	The Project will leverage existing meetings and schedule additional as needed to discuss: 1. The Project's timeline and status identifying timing for key work to be completed 2. Projected changes to: a. enterprise systems and their potential impact on the Project b. the Project and its potential impact on enterprise systems. 3. Progress of integration 4. The Project will look for potential connections between the applications and Florida PALM identified during design and development and their impacts to enterprise partners.	Scope: Enterprise partners and agencies may identify needs outside of what was expected during implementation resulting in changes to requirements or unplanned customizations Schedule: Lack of necessary information may result in enterprise partners and agencies needing more time to address critical changes to their systems, and overall readiness to transition to Florida PALM, which may impact the implementation date for Florida PALM
6	The execution of contracts and procurement activities outside of the Project may impact Florida PALM implementation and agency readiness	Angie Robertson	Angie Robertson	4/26/2023	6/30/2026	Financials; Payroll	6	Monitoring	2. Schedule 3. Cost	2	Increasing	3	07/09/2025 - Updated Due Date from 6/30/2025 to 6/30/2026.	Agencies and enterprise partners are or may need to execute amendments to existing contracts or procure services from outside parties to support their readiness activities, including system remediation or internal business process redesigns / updates. Delays in executing those agreements or failure to secure the services could impact the system or agency readiness and the Project's ability to complete design, build, or testing activities. Delays could be due to lack of action, poor vendor response, or lack of budgetary authority. Preparation or readiness of enterprise systems, such as the vendor portal, PCard Works, or People First could have an even larger scale impact. As the Project approaches Interface Testing - Cycle 2, pertinent contracts have been executed, therefore, the approach to this risk has been updated to Monitoring. While the approach has changed, the overall Risk Score remains unchanged, due to the criticality of the external partners in testing efforts.	The Project will utilize one or more of the following strategies to manage the risk: 1. Provide the Project's timeline and key Project dates essential for agency and enterprise partner readiness (e.g., milestones). 2. Engage regularly with agency and enterprise partners to share information and to report progress towards key milestone dates. 3. Request updates and status reporting on key readiness activities. 4. Provide support or information to support agency, enterprise partner, or oversight body planning or decision making or needs. 5. Continue regular meetings and develop mitigation actions should specific contracts not be executed and applications ready at Florida PALM Launch.	Schedule: Agencies and enterprise partners may not be prepared to timely or thoroughly test their systems or processes with the Project, resulting in delays in confirming readiness. Cost: Unidentified or misidentified interface needs could result in Project Change Requests to add or change development items after approved design.
11	Delays in or extended duration of interface testing with enterprise partners for cycle 2 will result in testing overlaps which impact resource allocation as well as activity timing and completion	Jimmy Cox	Jimmy Cox	5/30/2025	10/24/2025	Financials; Payroll	6	Monitoring	2. Schedule	2	Stable	3	05/30/2025 - Approved by Project Director.	Each enterprise partner has to maintain their current production system and be ready for Florida PALM. This means that both available resources and development and testing environments may be limited for their Florida PALM remediation efforts. Additionally, as each enterprise system is currently active in production, their specific integrations with Florida PALM are often highly customized. Interface Testing Cycle 2 serves as the first point these custom solutions will be tested between the respective enterprise system and Florida PALM. It's highly likely that additional changes and remediation will be identified, resulting in the need to repeat testing over an extended period of time for each partner system. Additionally, some of the enterprise partners will not be ready to begin Interface Testing Cycle 2 – Technical Testing on-time or may need to extend their duration to complete their initial interface testing cadence due to various reasons (e.g., design changes, staffing limitations, test environment limitations, timing of contract amendments). Others, such as the Department of Financial Services enterprise systems (e.g., FACTS), are ready to begin testing early.	The Project will take one or more actions listed below: 1. Continue to meet regularly with enterprise partners, increasing the cadence where needed, to stay up to date on their progress. 2. Create and use partner-specific (e.g., People First, MFMP) testing alignment documents to support detailed activities and tracking of progress. 3. Support a testing approach that allows for each partner to have an approach that supports their readiness scenario and timeline. For example, the FACTS integration can be something that is tested first. 4. Expand testing duration for enterprise partners. 5. Move additional Project staff to support Technical Interface Testing.	Schedule: Entering Interface Testing Cycle 2 – Technical Testing late or extending Interface Cycle 2 – Technical Testing duration would result in: 1. An overlap with, or delayed start of, Interface Cycle 3 – End-to-End interface testing. Cycle 3 is aligned with UAT, therefore, any impacts to Cycle 3 could impact UAT. 2. Resource allocation issues given that resources needed for Interface Cycle 2 – Technical Testing are also needed for Interface Cycle 3 – End-to-End Testing. 3. Not allowing enough time to complete needed design changes discovered during testing. These could ultimately result in the delay of Florida PALM implementation.
12	The number of RICEFW items in System Test Segment III and their complexity combined with available resources may delay System Test Segment III completion and could impact the timing of the ESC's Stage Gate 3 – Ready to Begin UAT decision	Jimmy Cox	Jimmy Cox	6/11/2025	7/11/2025	Financials; Payroll	9	Mitigating	2. Schedule	3	Increasing	3	07/09/2025 - Changed Probability from 2 to 3, updated Score to 9.	System Testing is in the critical path to Stage Gate 3 – Ready to Begin UAT. In comparison to the earlier test segments, System Test Segment III has the highest number of RICEFW items to be tested. While the team has successfully completed the previous test segments, it is recognized that System Test Segment III is both larger and more complex due to the increased number and complexity of the RICEFW items being tested. Additionally, other testing activities, including Interface Testing, Mock Conversion Testing, Quality Assurance Testing, Functional Testing, Independent Verification and Validation (IV&V) Testing, Performance Testing, Regression Testing, etc. are overlapping with System Testing, draining on available resources to complete competing test objectives. In addition to the drain on available Project resources from the various testing services, the concentration of testing activities will likely increase the number of System Investigation Reports (SIRs) that are reported and require an action by the same resources (e.g., clarification, configuration change, design change, code change). This also increases risk that we may not meet the Stage Gate 3 criteria of having no high or critical SIRs, and/or that we enter UAT with a high volume of outstanding medium SIRs.	1. Resources from SSI Vendor that have become available from other activities, such as Build and Regression Test Event 1, will be temporarily added to the testing team. These additional resources, which will include support from the current production support staff (as time permits and without impacting production support), will help execute the remaining system test execution. 2. Hold daily meetings and check-in points to discuss the current testing progress, priorities, and impediments. 3. Use a collaborative approach that combines both State and SSI Vendor resources to speed up the triage, review, and resolution processes for SIRs classified as "clarification," instead of only assigning these SIRs to the SSI Vendor. A "clarification" type of SIR refers to someone seeking understanding or needing additional information or explanations about a process or technical detail. 4. The Application Development team will conduct a smoke test or technical validation, including some regression testing, in the System Integration Test (SIT) environments right after the code fixes are migrated. This approach aims to reduce the number of new issues or SIRs and minimize the need for repeated runs of test scripts, allowing the testing team to allocate more time to complete the test execution of test scripts.	Schedule: Delays in completing System Test Segment III may delay the ESC's decision for Stage Gate 3 – Ready to Begin UAT, which could delay the start of User Acceptance Testing, reducing the time available for end-users to test prior to go-live.

ID	Title	Requester Name	Owner Name	Created	Due Date	Wave	Risk Score	Status	Risk Category	Probability	Trend	Impact Rating	Status Comment	Background	Mitigate or Monitor Plan and Resolution	Impact if Unmanaged
13	Data Warehouse/Business Intelligence (DW/BI) Data Readiness for UAT	Jennifer Reeves	Jennifer Reeves	7/4/2025	7/28/2025	Financials; Payroll	9	Mitigating	2. Schedule	3	Increasing	3	07/09/2025 - Updated Probability from 2 to 3; updated Score to 9.	The DW/BI includes reports and self-service functionality. Significant work continues to implement the DW/BI solution and complete system testing to prepare for UAT. Delays in completion of that work impacts the State's ability to complete QA testing and allow for SIR resolution prior to UAT start. Additionally, in the State's testing, a gap was identified in the readiness of the self-service functionality for UAT users. The work delays and the identified gap analysis increase the risk that the reports and/or self-service functionality will not be ready for UAT.

Reports are available to all users while the self-service functionality is intended for selected users assigned the DW/BI Author role. The Florida PALM data will be available (after a nightly load) and organized by subject areas, with fields available within each subject area. The self-service functionality allows the users to drag and drop fields to create or modify queries to meet specific reporting needs.

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The State team identified that the data structure presentation layer requires updates. In DW, the available subject areas and fields need to be pruned to present only what is applicable for Financials and Payroll Wave. The subject areas and fields, particularly the ChartFields, require relabeling to be consistent with Florida PALM and to be recognizable to users.

These updates must be completed in addition to other significant DW/BI work in progress. System testing and the State's QA testing is ongoing. The tested reports are not producing expected results, delaying the completion of scripts. Delays in successfully completing the scripts also delays the State teams in completing their testing for these items. Absent significant process in resolving SIRs, the reports may not be tested by the State functional team and ready for UAT.

Additionally, security roles, business unit and organization security, and data masking is nearing readiness for system testing, and all reports will need to be retested. The security solution needs to be working appropriately before UAT. Testing has not been started by the State teams yet for security roles, business unit and organization security and data masking.

Technical work, including ETL mapping and batch loads is ongoing. Tree updates, such as account groups for balance sheet groupings (expense, revenues, assets, liabilities) are in progress. These items must be successfully completed to address root causes for some SIRs.

A separate set of work, Accenture's gap analysis, is in progress to update the DW/BI for the custom Florida PALM fields added as part of Attachment 5.2 extensions. The applicable extensions have been identified. Work is ongoing to identify the specific customizations made to Florida PALM. These fields will then need to be mapped to the relevant subject areas in the DW/BI. This set of activities impacts self-service reporting functionality. | To fulfill the requirements for User Acceptance Testing (UAT), close coordination and collaboration is required to complete the work needed to ensure that reports and self-service reporting functionality are ready for UAT, including;

• The State and Accenture teams will conduct daily stand ups to prioritize work effort and SIR resolution. Reports should be addressed first. Delivered self-service functionality is second priority. Adding the custom Florida PALM fields is the third priority. These priorities are to allow for sufficient testing by the State in time for UAT readiness.

• Accenture will update the security roles to limit access to the designated (implemented) subject areas within the Financials, Payroll and Projects folders. These two approaches include: (1) removing subject areas and columns (fields) that will never be implemented, such as student related topics; and (2) hiding those using role security for subject areas where additional functionality is planned for Optional Services, such as Grants, Contracts and Projects.

• The State will identify the relabeling needed for the DW data structure. The State will coordinate with Accenture, after their system testing is completed, to upload the applicable changes and test for any impacts to the pre-built reports that will be available to users. | If delays persist in completing key DW/BI work and addressing related SIRs identified in testing, the State's testing to validate reports and self-service functionality will be delayed and may not be completed in time for the start of UAT. Additionally, the self-service reporting functionality without updates for relabeling and pruning will not be usable for users in UAT and after go-live. The wording used for subject areas and fields will not be recognizable to Florida PALM users because the DW application uses different language. For example, many Florida PALM ChartFields (e.g., business unit & organization) are not named similarly in DW (e.g., legal entity and cost center) without relabeling. Absent these changes, each Author user will require intensive Project support to navigate and understand the DW/BI data structure.

Although doing the additional updates to the data presentation will further compress the DW/BI workload (security, testing and technical activities) to be ready for UAT in August, it should reduce the negative impacts and workload expected if these changes are not completed before the DW/BI self-service functionality is shared with users for UAT.

If these updates are not made before UAT, it is recommended to defer releasing the Author roles to agencies until such improvements can be made for self-service reporting.

If prioritization of the remaining work effort is not agreed on and worked in order of priorities, the Project risks not having a cohesive work unit available for UAT. |