State Courts Systems (SCS) UAT Engagement Plan

For Florida PALM Financials, Payroll, and Data Warehouse/Business Intelligence

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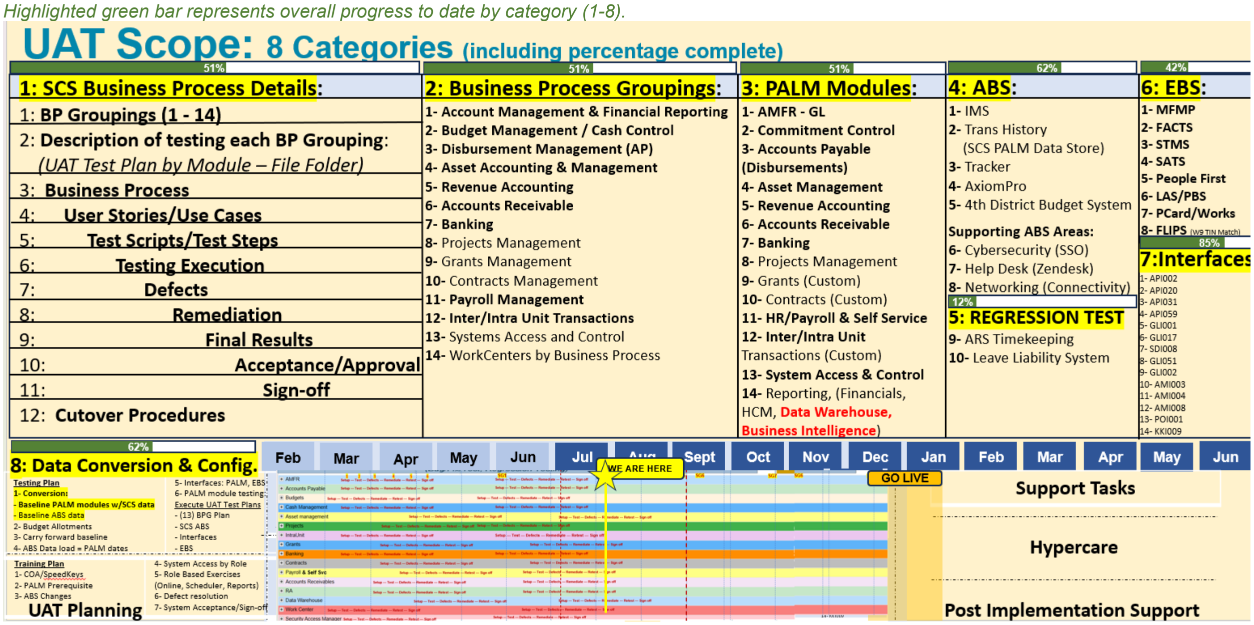
Overview

The following User Acceptance Testing (UAT) Engagement Plan framework outlines the strategic structure and operational scope designed to ensure a seamless system transition. By defining critical testing parameters, this overview aligns project timelines with key organizational stakeholders to mitigate deployment risks. It establishes a rigorous validation pathway focusing on core system integration, interface reliability, and data accuracy to guarantee readiness for full production rollout.

The following diagram identifies eight (8) high priority UAT categories, testing timelines, scope components, and key participants. Included are several key successes factors our end users must test and validate, such as *Florida PALM Business Processes, PALM Module Functionality, Agency Business System (ABS), Enterprise Business Systems (EBS), Interfaces, Regression Tests, Configuration values, and FLAIR Data Conversion.*

SCS UAT Key Elements, Timelines, Scope

UAT Key Elements, High-level Timeline, Scope
Highlighted green bar represents overall progress to date by category (1-8).



Test plans will be created for each scope category as follows:

1. SCS Business Process Plan
2. PALM Business Process Groupings Plan
3. PALM Application Modules Plan
4. SCS ABS (Agency Business Systems) Plan
5. Enterprise Business Systems (External Partners) Plan
6. PALM Interface Plan
7. Data Conversion Validation
8. Agency Configuration Values

Key End User Engagement Participants

SME UAT Testing Participants

F&A:	Budget:	Payroll:	General Services:	OIT:	Courts Admins:
Jackie Knight	Jessie McMillan	Lindsay McGee	Steve Updike	Reginald Dickey	None Identified
Dean Brown	Dorthy Willard	Cheri Holliday	Jessica Mitchell	Denise Overstreet	
Latoya Thurston	Aditi Patel	Danielle Terrell	Pamela McLean	Syamala Velichety	
Liberty Thomas	Wilkens Pierre-Antoine	Debbie Nable		Lucy Wang	
Andrea (Andy) Skaling	Cameron Davis	Ana Rosas		David O'Kane	
				Joshua Ramirez Padilla	

User Engagement Approach

Testing Scope

This UAT Engagement Plan guides the State Courts Systems (SCS) in preparing staff, processes, and systems for the Florida PALM Financials and Payroll go-live. It details the required training, testing scopes, and integrations with critical Agency Business Systems (ABS) and Enterprise Business Systems (EBS) necessary for seamless financial operations by January 2027.

Timeline

- **Target Go-Live:** January 2027.
- **Testing Execution:** Includes 9-month All Agency UAT, incorporating prerequisite training via the [People First Learning Management System].
- **Tracking Framework:** Tailored to track SCS-specific metrics including prerequisite completions, defect logs, and UAT script activity.

Key Business Processes

- **High-Priority Business Processes Groupings:** Account Management and Financial Reporting (AMFR), Disbursements (AP), Accounts Receivable, Inter/IntraUnit Transactions (IU), Budget Management and Cash Control (BM/CC), HR/Payroll and Assets, and Data Warehouse/Business Intelligence (DW/BI).
- **Additional Business Processes Groupings:** Revenue Accounting, Banking Deposits, Projects (Fixed Capital), System Access and Controls (SAC), Contracts, and Grants.

SCS Ecosystem Integrations

- **Agency Business Systems (ABS):**
  - Invoice Management Systems (IMS)
  - Tracker (Contracts and Grants)
  - Transaction History Repository
  - 4th District Court Budget Tracking System
  - Axiom Pro (Employee Profile/Document Management)
  - Attendance Reporting System (ARS)
  - Leave Liability (Manual entry/stand-alone processes)
- **Enterprise Business Systems (EBS):**
  - My Florida Marketplace (MFMP)
  - Florida Accountability Contract Tracking System (FACTS)
  - Florida Statewide Travel Management System (STMS)
  - Strategic Asset Tracking System (SATS)
  - Bank of America PCard/Works

Key Stakeholders

- Executive Sponsors & Leadership
- Change Champion Network (CCN) / UAT Team
- End User Community:
    - Super Users / Subject Matter Experts (SME)
    - PALM End Users
    - Data Warehouse/Business Intelligence Report Recipients

End User Engagement Success Factors

- SCS is fully operational in PALM, ABS and EBS for Finance, HR/Payroll and Business Intelligence Reporting Operations
- Project resources are made available as scheduled while maintaining an acceptable balance between daily production duties and responsibilities
- Quality of operations is comparable to FLAIR performance and capabilities as a minimum acceptable level
- SCS staff, business operations, technology systems, and data integrity are tested, validated, maintainable & stable
- Staff are Trained and confident in performing their duties
- Project Tasks, Schedules, Milestones & Deliverables are met
- Timely & Effective Communications to remove any roadblocks

Key Resources: PALM Modules Owners, Lead Testers, Additional Testers

PALM Modules, Module Owners, Lead Testers, Additional Testers and Status

Module	Module Owner	Lead Tester	Additional Testers	Test Status
AMFR Module	JK Jackie Knight	Latoya Thurston	F&A Staff	In Progress, Target comp 8.07.2026
Accounts Payable M	JK Jackie Knight	Liberty Thomas	F&A Staff	In Progress, Target comp 8.07.2026
Budgets Module	Sharon Bentley	Jessie McMillan	Budgets Staff	In Progress, Target comp 8.07.2026
Cash Management I	JK Jackie Knight	Latoya Thurston	F&A Staff	In Progress, Target comp 8.07.2026
Asset Management	JK Jackie Knight	Dean Brown	F&A Staff	In Progress, Target comp 8.07.2026
Projects Module	JK Jackie Knight	Jessie McMillan	F&A and Budget Staff	In Progress, Target comp 8.07.2026
IntraUnit Module	JK Jackie Knight	Latoya Thurston	F&A Staff	In Progress, Target comp 8.07.2026
Grants Module	SH Steven Hall	Jessica Mitchell	General Services Staff	In Progress, Target comp 8.07.2026
Banking Module	JK Jackie Knight	Latoya Thurston	F&A Staff	In Progress, Target comp 8.07.2026
Contracts Module	SH Steven Hall	Steve Updike	General Services Staff	In Progress, Target comp 8.07.2026
Payroll Module	MP Michelle Pyle	Lindsay McGee	HR/Payroll Staff	In Progress, Target comp 8.07.2026
Accounts Receivabl	JK Jackie Knight	Latoya Thurston	F&A Staff	In Progress, Target comp 8.07.2026
RA Module	JK Jackie Knight	Latoya Thurston	F&A Staff	In Progress, Target comp 8.07.2026
Data Warehouse	JK Jackie Knight	Dean Brown	F&A Staff. External Testers*	In Progress, Target comp 8.07.2026

**External Testers include staff members representing: Supreme Court, District Courts of Appeal (DCAs), Trial Courts, OSCA & Judicial Qualifications Commission (JQC)*

End User Testing Approach

End user testing is designed to include representation from the operational areas involved in the cutover to go live, Finance, and technical community. Each business area will be asked to provide resources and expertise that will best represent the financial business and technical requirements. These resources may assist in the update/refinement of test cases/scripts and the execution of these scripts, along with any other tasks deemed relevant by the project to accomplish thorough testing of the system.

- *Test Planning & Preparation* – Develop test plans and test schedule and work with Business Unit personnel, functional SMEs, and technical resources to identify and build items required for test execution.
- *Test Execution* – Conduct the testing utilizing the deliverables from the test preparation stage.
- *Test Reporting & Validation* – Metrics and measures that will be reported regarding the testing in progress or that has been conducted that documents errors and compares actual results to the documented expected results.
- *Test Management & Control* – Meetings, Communications, Reviews, Issue & Defect Management

Challenges

PALM is a new application so highly experienced users of the system on this version will not exist for UAT. Management of PALM functionality and UAT refresh cycles will require dynamic testing adjustments that could impact resources and target completion dates.
As problems are encountered during testing and validation, resolving them as quickly as possible will be critical. Things like new fields, process adjustments, responsibilities changing between BUs, and workflow definitions leads to applying changes in a timely manner then creating and executing regression test plans.

Keeping a large group of testers engaged throughout the testing process, especially if they are fully engaged in day-to-day operations and a critical participant in user acceptance testing (UAT).

End Users Testing Phases

The main objective of testing is to validate that the application meets the business requirements that prove the value of the system and can be used effectively in its business environment.

The different test phases are designed to address configuration, customizations, reports, interfaces, conversion, security, and system performance. The main test phases and their objectives are:

- **Unit Test** focuses on the functionality of individual functionality. As the first 'line of defense' in the testing process, unit testing aims to uncover problems early in the development process. It ensures that functionality, when tested individually, is error free before entering System Integration Test. It also ensures the functionality has achieved the intent of the design. Less formal testing – no test scripts

- **Module Tests** focus on testing the functionality of the module with testing of standard functionality while utilizing the developed test items. These tests are run iteratively, as configuration is entered, and final tests are run at the end of the configuration phase. Module tests are usually informal and run by the functional lead, verbally communicate that module tests are complete, including the module level customizations.

- **System Integration Tests** focus on defined business processes. Its purpose is to validate end-to-end processes while incorporating interfaces, conversions, reports and batch processes. Integration Test ensures that the system interacts appropriately before entering User Acceptance Test. System Integration testing is more formal for COTS (commercial off the shelf) applications and requires controlled, integrated tests, using formal test scripts, etc. This also can include security testing and regression testing.

- **User Acceptance Test** focuses on testing key business transactions from beginning to end from an end-user perspective in a production-like environment. It will be used to determine whether the system design is acceptable for cutover into production. This test stage will mimic production activity as closely as possible, including having department end-users enter transactions from their normal work locations and/or by utilizing normal live work data. User Acceptance Test uses production-ready converted legacy data, workflow, and security configurations. **Performance and load testing can be conducted in the UAT or PRD environment.**

- **Move to Production** focuses on testing the preparedness of the system, integration points, and the team to move into a production environment through a simulation of the production cutover activities. A Move to Production Test ensures that the cutover plan can be executed effectively and in a timely manner. Production Touch Tests are run right before the users go live to make sure security, and other key areas can be accessed. This process can start with early database build and be improved during each building cycle.

Progress To Date *(Use Cases, Test Cases and Reports will be updated after UAT Refresh)*

UAT Progress Report

Primary	AM	AMFR	AP	Budgets	CM	Projects	AR	Banking	Contracts	Grants	IU	Payroll
Total:												
Use Cases	19	11	16	9	2	10	12	3	9	1	11	1
Test Cases	76	64	39	34	12	27	20	5	10	5	64	8
Reports	17	29	53	30	4	3	7	0	0	1	10	45
Completed:												
Use Cases	8	6	8	5	1	5	6	1	4	1	6	0
Test Cases	38	32	20	17	6	13	10	3	5	2	32	4
Reports	8	14	26	15	2	2	3	0	0	0	5	22
Remaining:												
Use Cases	11	5	8	4	1	5	6	2	5	0	5	1
Test Cases	38	32	19	17	6	14	10	2	5	3	32	4
Reports	9	15	27	15	2	1	4	0	0	1	5	23

Totals do not include Enterprise Business Systems (EBS) or Agency Business Systems (ABS)

SCS Training Approach

What needs to be Trained:

Business Process Groupings:
1- Account Management & Financial Reporting
2- Budget Management / Cash Control
3- Disbursement Management (AP)
4- Asset Accounting & Management
5- Revenue Accounting
6- Accounts Receivable
7- Banking
8- Projects Management
9- Grants Management
10- Contracts Management
11- Payroll Management
12- Inter/Intra Unit Transactions
13- Systems Access and Control

PALM Modules & Reports:
1- AMFR
2- Budgets Commitment Control
3- Accounts Payable (Disbursements)
4- Asset Management
5- Revenue Accounting
6- Accounts Receivable
7- Banking
8- Projects Management
9- Grants (Custom)
10- Contracts (Custom)
11- HR/Payroll & Self Service
12- Inter/Intra Unit Transactions (Custom)
13- System Access & Control
14- Reporting, (Financials, HCM,
Data Warehouse, Business Intelligence)

Enterprise Partners:
1. MFMP
2. FACTS
3. STMS
4. SATS
5. People First
6. LAS/PBS
7. Works/PCard

Agency Business Systems:
1. IMS
2. Trans History
3. Tracker
4. Axiom Pro
5. ARS Timekeeping
6. Leave Liability System
7. 4th District Budget System
8. Cybersecurity (SSO)
9. Networking (Connectivity)
10. Operations (Help Desk)

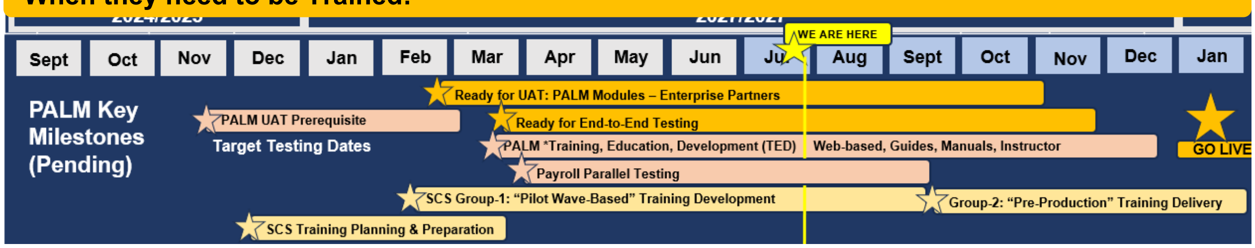
Who needs to be Trained:

Office / Bureau / Section
1. OSCA F&A
2. OSCA Budget Services
3. OSCA HR
4. OSCA General Services
5. OSCA OIT

Mainly Report Recipients
6. OSCA IG
7. OSCA Court Services
8. OSCA Dispute Resolution
9. OSCA Office of Problem-Solving Counts
10. OSCA Family Courts
11. OSCA General Counsel
12. OSCA Court Improvement
13. OSCA Court Education
14. OSCA Innovations & Outreach
15. Supreme Court
16. District Courts of Appeal (DCAs)
17. Trial Courts
18. Judicial Qualifications Commission (JQC)

Business Unit / Functionality	Preliminary Training User Community	Resources (160+)
F&A	Finance & Accounting SMEs	26+
Budget	Budget Role-based Users	8+
HR/Payroll	HR/Payroll SMEs	10+
General Services	Contract & Grants SMEs	8+
OIT	SCS Systems	14+
SCS	Testers	25+
Change Management	Training SMEs	8+
Communications	Agency Communication	2+
Court Admins Role	DCA / Trial – Invoices & Reports	60+
All SCS Employees	HR/Payroll Self Service	3000+

When they need to be Trained:



Roles and Responsibilities

Table 1: Agency UAT Roles and Responsibilities

Role	Responsibility	Resources
Agency Sponsor	• Certify readiness to participate in UAT. • Regularly monitoring agency UAT progress. • Monitor agency risks, issues, and mitigation plans and communicate them to the Project. • Request, provide and assign appropriate resources as needed, and remove obstacles to successfully complete UAT activities.	Eric Maclure
Agency Liaison	• Collaborate closely with UAT Coordinator and provide updates to the Agency Sponsor. • Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	Jackie Knight Dean Brown
Business Liaison	• Identify and confirm all agency business processes to be tested. • Confirm the creation of User Stories and updated documentation for processes and procedures. • Ensure that end-to-end testing of agency business processes is conducted. • Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	Jackie Knight Steven Hall Sharon Bentley Michelle Pyle Roosevelt Sawyer, Jr.
Technical Liaison	• Identify and confirm all agency business systems to be tested. • Confirm agency business systems are ready for full integration testing. • Coordinate agency business system remediation as needed, based on the results of testing. • Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	Brian Peterson
Project Management Liaison	• Capture and track both Project- and internal agency-driven UAT activities and maintain awareness of progress and due dates. • Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	Andrea Wilson
Change Management Liaison	• Develop and maintain UAT communication plan • Support the identification and tracking of agency UAT participants.	Dean Brown Jessie McMillan Steve Updike Lindsay McGee Brian Peterson

Role	Responsibility	Resources
	• Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	
Training Liaison	• Identify and track agency UAT participants. • Support agency hosted UAT sessions with end users. • Coordinate or lead the agency training material development. • Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	Liberty Thomas Dorothy Willard Jessica Mitchell Danielle Terrell Andrea Wilson
UAT Coordinator	• Track and confirm testing progress. • Lead the Testing Error Triage Team. • Serve as the primary point of contact with the Florida PALM Project team for reporting progress, discussing testing issues, ensuring coordination of agency efforts with the overall UAT timeline.	Dean Brown Daniel Catania
Testing Error Triage Team	• Meet regularly to review progress and discuss upcoming activities. • Review testing errors to determine resolution or need for escalation.	Bharath Amaravai Devin Tobin Venkat Rao
Subject Matter Experts *(Assigned per Business Process Grouping)*	• Support UAT planning (e.g., user stories/script development, agency-specific materials development). • Participate as first end users in UAT. • Conduct agency hosted UAT session with end users. • Serve as primary point of contact for end user business processes, data, and technical questions. • Support agency training material development. • Report testing errors and testing progress to UAT Coordinator. • Support end user understanding during UAT and after go-live. • Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	Jackie Knight Dean Brown Latoya Thurston Liberty Thomas Andrea (Andy) Skaling Jessie McMillan Dorthy Willard Aditi Patel Wilkens Pierre-Antoine Cameron Davis Lindsay McGee Cheri Holliday LaNance King Danielle Terrell Debbie Nable Ana Rosas Steve Updike Jessica Mitchell Pamela McLean Reginald Dickey

Role	Responsibility	Resources
		Denise Overstreet Syamala Velichety Lucy Wang David O’Kane Joshua Ramirez Padilla
Security Access Manager	• Perform and track role assignment changes for SMEs and end users during UAT. • Report agency-specific Florida PALM risks and issues to Agency Sponsor and UAT Coordinator and support mitigation strategies or resolutions.	Dean Brown
Identity Provider Subject Matter Expert	• Add end users to the active directory (or applicable tool) for access to UAT. • Maintain active directory for access throughout UAT (adding new end users or removing end users as needed).	Josh Hough
File Manager	• Serve as the primary point of contact for interface testing. • Access the Florida PALM Managed File Transfer (MFT) site to send and receive files between the agency and Florida PALM.	Brian Peterson
Batch Error Contact	• Serve as the primary point of contact for batch errors or change in batch process timing.	Denise Overstreet
End Users	• Practice related job processes. • Confirm end user role assignment(s). • Report testing errors and testing progress to SME or UAT Coordinator, as appropriate.	Included in Table 2 below.

User Story Testing Progress

Table 2: User Story Testing Progress

Number of Activities	Unique Number of User Stories	Number of Successfully Tested Unique User Stories	Number of Times the User Stories Have Been Tested	Status Comments
Account Management and Financial Reporting (AMFR)				
4	28	21	64	• BPC Baseline (positive & negative) • Includes GL interfaces • End-to-end testing in progress
Accounts Receivable (AR)				
3	5	3	9	• Baseline by BPC
2	2	2	15	• F&A Office SME
Asset Accounting and Management (AAM)				
16	22	19	52	• BPC Baseline (positive & negative) • In-progress/pending IU Asset transfers • Includes AM Interface Use cases

Number of Activities	Unique Number of User Stories	Number of Successfully Tested Unique User Stories	Number of Times the User Stories Have Been Tested	Status Comments
14	14	26	43	• F&A Office SME
Banking (BK)				
1	3	1	6	• BPC Baseline (positive & negative) • Accounts management • Deposits
Budget Management and Cash Control (BM/CC)				
8	14	12	42	• BPC Baseline (positive & negative) • Includes KK Spreadsheet upload • In-progress/pending budget closing & forms
4	8	8	600+	• Budget Office SME
Contracts Management (CT)				
2	2	1	6	• BPC Baseline (positive & negative) • SCS> FACTS > PALM>Contract
Disbursements Management (DM)				
16	26	22	100+	• BPC Baseline (positive & negative) • Includes API002, combo-edit, recycle • End-to-end Testing: EBS/PALM/ABS in next run
12	12	12	975	• F&A Office SME
Data Warehouse/Business Intelligence (DW/BI)				
	8	8	20	• BPC Baseline (positive & negative) • DW/BI Reports & Queries for DM, KK, AMFR • End-to-end Testing
Grants Management (GM)				
1	1			• BPC Baseline (positive & negative) • Grant payment processing
Inter/IntraUnit Transactions (IU)				
12	14	11	21	• BPC Baseline (positive & negative) In-Progress/ Pending
4	4	4	39	• F&A Office SME
Payroll Management (PR)				
12	12	2	10	• BPC Baseline (positive & negative) In-Progress/ Pending • Includes Payroll reports
13	38	55	55	• HR/Payroll Office SME
Projects Management (PM)				
2	2	1	1	• BPC Baseline (positive & negative)
Revenue Accounting (RA)				
2	3	2	4	• BPC Baseline (positive & negative)
System Access and Controls (SAC)				
	6	4	8	• BPC Baseline (positive & negative) • SME tested, role-specific +/- path

Agency Business System Testing Progress

Table 3: Agency Business System Testing Progress

Business System Name	Cycle 3 Status *(Not Started, In Progress, Complete)*	End User Testing Needed *(Y/N)*	Status of End User Testing *(Not Started, In Progress, Complete)*	Planned or Actual Completion Date of End User Testing
IMS	In Progress	Y	In Progress	10/31/2026
Tracker	In Progress	Y	In Progress	10/31/2026
Transaction History	In Progress	Y	Not Started	10/31/2026
Axiom Pro	In Progress	Y	Not Started	10/31/2026
4th District Budget System	In Progress	Y	Not Started	10/31/2026

End User Testing

Table 4: End User Testing by Business Process Grouping

Planned or Actual Number of End Users Performing Testing	Anticipated Time Commitment	End User Organization(s) or Agency Business System	Planned or Actual Dates for End Users to Perform Testing *(Start and End Dates)*
Account Management and Financial Reporting (AMFR)			
3	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
Accounts Receivables (AR)			
3	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
3	1-2 hours each week	*F&A Office SME*	May 2026 through November 2026
Asset Accounting and Management (AAM)			
3	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
4	1-2 hours each week	*F&A Office SME*	*F&A Office SME*
Banking (BK)			
1	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
Budget Management and Cash Control (BM/CC)			
3	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
5	1-2 hours each week	*OSCA Budget Office SME*	May 2026 through November 2026
Contracts Management (CT)			
3	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
Disbursements Management (DM)			
3	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
20	1-2 hours each week	*F&A Office SME*	May 2026 through November 2026
Data Warehouse/Business Intelligence (DW/BI)			

Planned or Actual Number of End Users Performing Testing	Anticipated Time Commitment	End User Organization(s) or Agency Business System	Planned or Actual Dates for End Users to Perform Testing *(Start and End Dates)*
3	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
Grants Management (GM)			
1	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
Inter/IntraUnit Transactions (IU)			
3	1-2 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
5	4-8 hours each week	*F&A Office SME*	May 2026 through November 2026
Payroll Management (PR)			
3	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
Projects Management (PM)			
1	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
Revenue Accounting (RA)			
3	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026
System Access and Controls (SAC)			
3	4-8 hours each week	*Baseline Testing by BPC*	February 2026 through November 2026

UAT Engagement Risks

Risk #1 (Stable)
If PALM is not fully operational in UAT, then SCS schedules, timelines, and delivery dates will need to be modified with dependencies adjusted.

Depending on what PALM UAT functionality is delivered for go-live, if less than full operations, SCS's will need to reassess which parts of our Financial, HR/Payroll, and Reporting operations will be serviced in PALM. To ensure SCS is properly aligned, additional analysis of our business process models, staffing levels, resource structures, workflows, operating procedures, and internal Agency Business Systems impacts will need to be understood to determine our functional and technical operations model.

Risk #2 (Increasing)
If Enterprise Business Systems (EBS) Partners are not fully operational in UAT, then our ability to complete our testing schedules, deliverables and timelines will be severely impacted. SCS will need to adjust all testing plans and schedules then determine the impact to our operational models.

Enterprise Partners are critical in processing SCS Financial, HR/Payroll, and Report distribution information. Depending on what functionality is delivered, SCS will need to properly alignment our operations with the functionality of our service providers. This will cause SCS to perform additional analysis of our business process models, staffing levels, resource structures, workflows, operating procedures, and changes to internal Agency Business Systems to determine our functional and technical capabilities.

Risk #3 (Increasing)
If SCS cannot process peak transaction volumes at or above FLAIR service levels, (i.e., invoice-to-warrant within 48 hours or procure-to-pay within 48 hours), SCS will find it difficult to certify that PALM and Enterprise Partners' applications are ready to service SCS Financial Operations.

Risk #4 (Increasing)
If SCS does not receive supplemental funding as requested, then SCS's ability to migrate to PALM business process models, staffing levels, organizational structures, workflow efficiencies, and new operating procedures for Financials, HR/Payroll, and Reporting will be at risk.

Receiving requested funds will allow SCS to properly prepare, migrate, and transition to PALM Financial, HR/Payroll, and Reporting models within agreed upon delivery dates.

Risk #5 (Stable)
If PALM Business Intelligence, Reporting and Data Warehouse is not like FLAIR functionality in UAT, then SCS will have to modify current PALM defined business process models, staffing levels, resource structures, workflows, operating procedures and changes to internal Agency Business Systems which will delay SCS schedules, timelines, and delivery dates.