

Date	03/25/2026	Time	1:30 – 4:30 p.m.
Location	Department of Revenue		
Objective	Executive Steering Committee Meeting Minutes		
Committee Members	Jason Adank (FDOT); Richard Evans (EOG); Rebecca Evers (DOR); Steven Fielder, Chair (DFS); Theresa Gagnon (EOG); Dennis Hollingsworth (DEP); Sally Huggins (DBPR); Charlotte Jerrett (FWC); Jesse Johnston (DMS); Matt Kirkland (DOE); Jon Manalo (AHCA); Jesse Marks (DMS); Angie Martin (DFS); Mark Merry (DFS); Jennifer Pelham (DFS); Warren Sponholtz (FL[DS]); Scott Stewart (DFS)		
Speakers	Jimmy Cox (DFS); Sarah Crouch (PCG); Julian Gotreaux (DFS); Steven Fielder (DFS); Shannon Finley (PCG); Kimberly Kemp (DFS); Nikki Klein (DFS); Angie Robertson (DFS); Stacey Terry (Accenture)		
Materials	Meeting Presentation		

Meeting Recording

An audio recording is located on the [Florida PALM website](#).

Opening Remarks and Roll Call

Steven Fielder, Chair

Mr. Steven Fielder called the meeting to order at 1:30 p.m. with a roll call of the Executive Steering Committee (Committee) members. Thirteen members were present for the meeting. (*Names of members not in attendance appear with strikethroughs in the above table.*)

Mr. Fielder gave a legislative budget update and said currently there did not appear to be concerns with requested funding for agencies and the Project.

Presentation

Administrative; Julian Gotreaux

Mr. Julian Gotreaux gave an update on the Florida PALM Spend Plan for fiscal year (FY) 25-26 with a detailed breakdown of expense categories.

Mr. Gotreaux then provided an update on Project Risks and Issues. One Issue (38) remains open. The Project will evaluate how to adjust the UAT timeline for PCard Works. Five Risks remain open with a score of six or higher with one Risk with a score of nine. Risk 4 – Agency Engagement changed from stable to increasing. The Florida PALM [Open Issues Log](#) and [Open Risk Log](#) details the above-mentioned Risks and Issues.

Overall, the Project remains on schedule to be implemented in January of 2027. There was no change in the Schedule Performance Index from last month (.98). Stage Gate 4 – Agency Readiness is on schedule. Likewise, the tasks in Stage Gate 5 – Deployment Readiness are also on schedule.

Testing Activities; Jimmy Cox, Angie Robertson, Stacey Terry

Mr. Jimmy Cox shared testing progress with enterprise partners and third-party vendors:

- LAS/PBS: Interface Cycle 2 Testing is still in progress; LAS/PBS requested the removal of several non-operating categories, so those updates are in progress. Thirteen files for GLI088 are in progress and expected to generate and send files from UAT within the next couple of weeks. All other files have completed cycle 2 testing.
- MFMP: Regression testing has begun and is anticipated to continue through March. Interface Cycle 3 Testing with Florida PALM has begun. MFMP is coordinating with agencies to start UAT in the MFMP test site in April.
- STMS: Interface Cycle 3 Testing with Florida PALM has begun. Webservices connections are still in cycle 2 testing and anticipate resuming testing next week. STMS is coordinating with agencies to start UAT in the STMS test site.
- People First: All files are in the UAT environment and currently going through regression testing. Two AP files are expected to begin cycle 3 testing in a few weeks.
- FACTS: Interface testing with MFMP and agencies is underway. FACTS will onboard agency users this week.
- FRS: No major changes since the last ESC meeting. Issues are being worked for PRI030 outbound file and with retiree payroll job testing performance.
- Bank of America: No major changes since the last ESC meeting. Interface Cycle 2 Testing is ongoing and is expected to be completed in May. BOA is building one interface, and the Project team is updating two interfaces based on initial feedback from cycle 2.
- JP Morgan Chase: No major changes since the last ESC meeting. All files were tested successfully except one. The Project will update the standard file to accommodate the JPM process. There will be no impact on agency testing. The Project anticipated concluding testing by the end of March 2026.
- FIS (Deferred Compensation Vendor): Interface Cycle 2 Testing will conclude after a file field length issue is resolved by the Project, anticipated within two-three weeks. Additional feedback was received from the vendor in which the Project is currently reviewing.
- Corebridge (OPS FICA alternative vendor): The Project and the vendor are reviewing a formatting issue and will continue to test.

Mr. Cox gave an update on agency Interface Cycle 2 Testing. Four hundred and three of 451 active connections have completed cycle 2 testing¹. Four hundred and fifty one includes one recently deferred connection, four newly approved connections, and three pending connections based on design changes. Agencies report 34 connections have not started testing. Testing is in progress for 18 connections, 17 of which are in various stages of review with agencies, and 1 in review with the Project team. Mr. Cox shared all inbound files must complete cycle 2 testing by the end of April or they will be delayed until at least six months following go-live. All outbound files must complete cycle 2 testing by the end of July or they will be delayed until at least six months following go-live. Mr. Fielder added that agencies should be mindful that if interfaces are delayed, it can affect agency funding in the 2027-2028 fiscal year. This information was also shared during the Advisory Council meeting early in the day.

Ms. Angie Robertson gave an update on UAT in-person sessions, sharing the percentage of registered participants attending and overall satisfaction with the sessions was high, while attendee-reported preparation was not as high. She reiterated the need for participants to prepare before attending is critical to the success of the sessions. Agencies are switching their participants last-minute, which may not be helpful if they are not the subject matter expert, nor prepared to attend (e.g., have taken prerequisite trainings and reviewed pre-materials). The Project is seeing that not all attendees are completing their prerequisite trainings, some have limited knowledge of

¹ Updated numbers were shared during the meeting that differ from presentation.

the subject matter, and some are not utilizing the Knowledge Center materials. The Project team published a few new resources to support agencies in their preparation; an interactive web-based course on how to navigate UAT materials on the Knowledge Center, a printable flyer listing reminders on what should be completed prior to attending an in-person session, a PALMcast message focused to Agency Sponsors on UAT, and queries are being built for Security Access Managers to help them manage UAT login activity. Additionally, important information is being published on the Knowledge Center UAT Communication page message board, and the Known Issues and Enhancements list has been republished in Smartsheet which allows for real-time updates rather than weekly.

A mid-point survey was sent to all UAT in-person session attendees. Two hundred and seven responses were received. The survey requested feedback on testing efforts to date, such as testing progress, materials, and challenges. The Project will summarize the responses and share an analysis in the following meeting.

Looking at trends in the testing environment, the Project has seen the average session time has doubled. The number of testers with access to the environment has grown by over 200 since the beginning of UAT; however, roughly 45 percent of enabled users have not logged in to the UAT environment. For those who have logged in and began testing, the volume of testers is higher on the UAT Project-hosted in-person session days, with Mondays and Fridays being lighter volume days. Some testers log in over the weekend. Significant gains in volumes of transactions tested is being seen, likely due to in-person sessions.

Ms. Stacey Terry shared data on testing tickets which includes all testing being performed (e.g., regression, performance, system, interface, UAT). For all related testing services, 3,653 tickets have been logged, 2,921 have been closed, and 732 remain open. The majority of open tickets have medium or low-priority status. The largest category of tickets/issues report is due to coding. For agency UAT tickets, 586 have been logged, 418 have been closed, and 168 remain open. The majority of the open tickets have a medium-priority status. The top two categories of tickets/issues are clarification and code.

Mr. Cox shared the growth in the number of tickets was in part due to deactivating the Agency Question Log, where instead of logging questions, agencies are now logging tickets. Also, the process for resolving tickets often creates duplicate tickets for one issue requiring the same resolution. The Committee asked if the tickets needed resolving before going live with Florida PALM. Ms. Terry discussed the ticket disposition process and said the published Known Issues and Enhancements list will continue to update through go-live and in some cases will provide a work-around.

Ms. Terry spoke to other testing efforts: Regression testing events in the SIT environment. Accenture added 3 additional resources to assist with testing. Accenture suggested extending the regression testing timeline by three weeks in order to complete the 102 remaining test scripts. Seventy-six percent of the test scripts have been executed and achieved a 90 percent pass rate. Performance testing is also taking place; the Project is in cycle one of seven total cycles. The Project is also testing for the PeopleTools upgrade that will occur during cutover for production to the Florida PALM CMS system. Mr. Cox clarified that during the UAT refresh, the Project will load dry run 2 data and a copy of the current CMS environment into the UAT environment. The Project will test the PeopleTools upgrade during UAT, essentially testing what will occur during cutover. Then the final regression testing will occur.

Ms. Terry shared an overview of Dry Run 1 activities. Dry Run activities mimic cutover activities. The stages of Dry Run 1 include preparation, pre-cutover, cutover, and post-cutover. Ms. Terry

said to date there are 2,400 tasks on the cutover checklist. Multiple dry runs will occur to refine the cutover checklist. Mr. Cox said the Project is trending slightly behind. A conversion approach is changing which is causing delays, however, the overall completion and debrief sessions for Dry Run 1 and the start of Dry Run 2 are on schedule.

Readiness Activities; Nikki Klein

Readiness Workplan (RW) tasks related to configuration and conversion were due March 2; these directly impact Dry Run 1 data. There were 28 out of 35 agencies that did not complete the workbooks or had errors/missing data. Seven out of 35 agencies did not complete the data cleansing RW task. Agencies asked for additional tasks to help them stay on track; therefore, the Project added additional tasks through go-live. They are a combination of submission and maintenance tasks that focus on data cleansing, role mapping, configuration, and conversion. The tasks are aligned to Dry Runs and the UAT Refresh.

February Monthly Progress Reports expanded the testing reporting elements. Interface testing includes cycles 2 and 3 and show inbound and outbound separately; UAT execution shows user stories, performance outcomes, role mapping, UAT prerequisite training completions, and UAT in-person participation; Conversion and Data readiness shows the status of Mock 4 data cleansing and conversion load percentages. Fourteen of 27 agencies reported they have begun Interface Cycle 3 Testing. Sixty two percent reported experiencing “inadequate” performance outcomes due to timing/batch schedule, number of tickets submitted, and other non-reported reasons.

Twenty-three out of 35 agencies have begun testing their user stories. Six agencies report having fewer than 20 to test and two agencies report having over 500. Their reported overall performance outcome was satisfactory.

Agencies also submitted their Bimonthly Status Report for the months of January and February. New risks were logged in areas of attrition, separation of duties, subject matter expert availability, timing of training delivery, and conversion/data readiness. The category trend for reported agency Issues did not change. The reported agency assumption themes include reporting, cutover, and interface delivery.

Training Activities; Kimberly Kemp

Ms. Kimberly Kemp shared the new process steps and articles published since the last ESC meeting. She further described the trainings and pre-materials available that will prepare all UAT users for testing. Ms. Kemp shared an overview on Project-provided training resources. Agencies are expected to complete UAT through agency-guided exposure and hands-on experience in the system. Then, training will be provided through various channels and methods, and an End User Manual will be published in the Knowledge Center that encapsulates all information from the trainings. The types of training delivery will include web-based, in-person, and support sessions. The web-based will be housed in People First LMS and be self-paced. These will focus on completing transactions by topic. In-person training will be held in a classroom or virtually and will target subject areas where complex activities cross business process modules and/or topics. Support sessions will be held virtually to help agencies upon demand. They are topic-specific and based on the end users' needs.

Independent Verification and Validation; Sarah Crouch and Shannon Finley

Ms. Sarah Crouch shared their monthly IV&V assessment, beginning with the February Risk Rating for the Project, which is a Medium-risk score based on open Findings.

Regression Test event 2 is behind, leading IV&V to open a new Finding (#32). Delays and scope changes could postpone defect discovery in later stages when remediation time is limited. Performance Testing cycle 1 did not meet the expected completion date; however, the delay is not expected to impact the implementation timeline.

There are ongoing design changes after the approval of Application Design documents. Finding #34 was opened in February due to limited evidence of system testing, impact analysis, and traceability for design changes.

Over 96 percent of UAT test scripts are linked to agency user stories. Agencies are reporting zero or inconsistent updates in Smartsheet which makes it difficult to assess actual testing progress. Test scripts not completed will roll over into the next month and may compound future testing efforts. The number of SNow tickets created by agencies to date is 632, with 171 open as of March 13, 2026.

Ms. Crouch reported the current System Investigative Report (SIR) backlog is 837; 73 percent are classified as medium impact. The March SIR intake volume is trending to increase by 24 percent in March likely due to agency "clarification" tickets opened during UAT.

Ms. Shannon Finley reported mock conversion Dry Run 1 started in February. Smoke testing is complete for Financials and Payroll conversions. Initial load times for Grants conversion is taking longer than expected. Interface preparation tasks are complete, cutover tasks and DW/BI tasks are in progress.

Agency Conversion task is complete with the largest fallout seen with General Ledger, Assets/Property, Open Encumbrances, Contracts, and Projects. Agencies are working with the Project and DFS A&A on the General Ledger discrepancies.

Ms. Crouch reported interface Finding #29 closed in February because it met the exit criteria. She reported on the progress of additional interface testing and SIR categories. Finding #31 is the Pcard Works testing remains delayed.

Finding #33 was opened in February as a preliminary concern due to the declined pace for agencies still testing in cycle 2. Delays are driven by resource constraints, agency business system remediation, and repeated testing.

Lastly, Ms. Crouch reported observing various levels of preparation for UAT in-person session. They suggested agency CCN provided targeted communications and coordination to increase their readiness. She also suggested agency policies and workflows be updated to align with Florida PALM.

The Road to Go-Live; Jimmy Cox

Mr. Cox shared that Dry Run 1 is the starting point for fine tuning cutover activities. Dry Run 1 is currently in progress with the Project team. Biweekly Parallel Testing is in progress. This is a key activity for ensuring payroll is accurately processed after go-live. UAT in-person sessions are over halfway complete. Two additional in-person sessions were added for Project Costing. Following in-person sessions, agency testers should take the information they learned and engage others in their agency to expand their agency's testing footprint. Interface cycles 2 and 3 continue to progress.

During this time, agencies should be completing or maintaining several activities:

- Test all downstream processes and system integrations.
- Maintain their configuration workbooks with new COA values during testing.

- Cleanse their data conversion errors from mock conversion and dry runs.
- Continue testing and supporting testing at their agency.
- Prepare for Agency Certification #3 which will be due in June.

During the August 8 – 23 UAT refresh, the UAT environment will be unavailable. A PeopleTools upgrade will be applied, Dry Run 2 data will be applied, all agency transactions will be wiped, SOD conflicts will be enforced, and agencies will need to confirm their FLAIR balances.

Next Meeting and Adjournment

Steven Fielder, Chair

The meeting was adjourned at 3:45 p.m. The next meeting is scheduled for April 22, 2026, at the Department of Environmental Protection.