Date	11/18/2026	**Time**	3:00 – 5:00 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)		
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 3:00 p.m. with a roll call of the Executive Steering Committee (Committee) members. All seventeen members were present for the meeting.

Presentation

Administrative; Angie Robertson

Ms. Angie Robertson gave an update on the Florida PALM Spend Plan for fiscal year (FY) 26/27 with a detailed breakdown of expense categories.

Stage Gate 4 Critical Path items are complete. All but three Stage Gate 5 Critical Path items are complete with the remaining three items progressing as scheduled. The Project Schedule is ninety eight percent complete. The Project remains on schedule to be implemented in January of 2027.

Ms. Robertson provided an update on Project Risks and Issues. Issues 39 (FRS File) and 42 (Training Build) were closed. One Risk was closed related to the User Acceptance Testing Exit Criteria. The Florida PALM Open Issues Log and Open Risk Log details the above-mentioned Risks and Issues.

Contract Renewal; Steven Fielder

During the October Executive Steering Committee Meeting, the Committee voted to approve Contract Amendment 14 which included the contract renewal scope and pricing. During today's meeting, the Committee is being asked to vote on Contract Renewal No. 1. The renewal dates extend the contract from July 20, 2027 to January 31, 2028.

With no questions from the Committee or from the public, Mr. Fielder conducted a voting action. The Committee voted unanimously to approve the Contract Renewal.

Florida Digital Service (FL[DS]) Monthly Status Report; Warren Sponholtz

Mr. Warren Sponholtz gave a report for FL[DS], ranking the Project as High Risk due to increasing schedule pressure, performance results and defects, and risks relating to testing and readiness.

He shared the Project has made meaningful progress in resolving SIRs and tickets and that none in the critical and high categories remain. Eighty six percent of Agency Sponsors responded "they were ready" in their Agency Readiness Certification #4 submissions. Mr. Sponholz suggested targeted support to close the readiness gaps identified in the agency reporting.

Independent Verification and Validation (IV&V) – Stage Gate 4; Sarah Crouch

Ms. Sarah Crouch shared their assessment of Stage Gate 4. The IV&V team recommends approval of Stage Gate 4 and continuing Project activities as planned.

Based on the agency submitted information per Agency Readiness Certification task, Ms. Crouch shared a breakdown of their assessment by the critical operational elements:

People – agency training and proficiency are still underway, as 38 percent of the required Project-provided course assignments are complete. Eighty-two percent of end users have gained hands-on experience by logging into UAT. The amount of time in the system varies, but it averages to 32 hours of testing time per user in the environment.

Process – Ninety-nine percent of agency interface connections were tested and had an associated satisfactory or above expectations rating. Eighty-six percent of the Project Recommended Activities were tested. Many agencies did not complete business process documentation as recommended by the Project. The Committee asked how IV&V defines "interface connection". Ms. Crouch said IV&V uses the term "interface connection" differently from the SSI vendor, and in their report is used to define if a "file" is received successfully.

Technology – some agencies planning to use outbound interface files have not tested them; however, the outbound interfaces have been tested by other agencies. IV&V observed gaps in agency deployment and cutover planning, specifically in task ownership and escalation plans. The Committee asked for an update on enterprise or third-party testing. Mr. Jimmy Cox shared that third-party testing is technically complete; however, the Project is choosing to conduct additional testing for returned items to ensure the results are consistent. The Committee also asked for clarification on the IV&V slide where it states IV&V has limited assurance that agencies can execute cutover. Ms. Crouch said IV&V observed agencies having a general idea of cutover expectations, but are not seeing names tied to specific tasks, the lack of escalation plans (e.g., defined triage groups), and an overall level of detail is missing from their deployment plans.

Data – Fewer errors are seen with each Dry Run and Mock Conversion. Agencies are also meeting the data cleansing timelines. Agencies are conducting testing on reports and should be validating the information is as expected. The Committee asked if agencies felt the reports are helpful; Ms. Crouch said it depends on the individual reporting needs of the agency. Mr. Cox added that agencies are still navigating Florida PALM reporting, the volume of reports, the multiple types and places for reports and the fact that agencies did not realize numerous reports they relied on were agency-created and agency-specific reports. This has led agencies to dig in to and understand the DW/BI reporting capabilities to build their agency unique reports within Florida PALM.

Project Presentation; Jimmy Cox, Steven Fielder, Nikki Klein, Stacey Morton, Angie Robertson

State Gate 4

Ms. Nikki Klein reviewed the Agency Readiness Certification criteria for the operational elements: People, Process, Technology, and Data, along with metrics reported by agencies as "met" and "unmet".

- Eighty six percent reported they met the criteria
- The majority of agencies had three or less unmet criteria
- Six agencies had “no” unmet criteria
- Nine agencies had 4 or more unmet criteria

Agencies reported 93 percent met for People, 76 percent met for Processes, 87 percent met for Technology, and 80 percent met for Data.

New dashboards were provided on the Florida PALM website on November 10, detailing agency responses, including mitigation plans.

Ms. Klein further summarized responses by each operational element:

People – Readiness gaps were reported in training and end user time spent in UAT. While training is ongoing through January, some agencies report they rely on Project-provided training only, while some agencies are still completing their agency-specific training plans. Ms. Klein reminded the Committee the responses were taken at a point in time, and progress is being seen in training and end user practice. All agencies plan to have end users trained and practicing in the system by the end of December.

Processes – Readiness gaps were seen relating to testing and business process documentation. Of the agencies that did not complete testing, five were nearing completion (85+ percent complete). Three agencies reported less than 85 percent complete. The UAT environment remains open for users to practice and continue testing. Agencies are behind on documenting business processes; however, this is an ongoing effort that will extend beyond go-live. Collaborative meetings between agencies seem to be improving this effort.

Technology – Readiness gaps are primarily related to agency business system remediation. Six agencies have outstanding remediation but plan to complete it by December. The Project is working with two agencies to complete testing on three interfaces. Three agencies have outstanding Deployment and Cutover Plans but expect to complete them by December. Project is shifting its readiness attention to go-live support. In December, the weekly “Thursday Task Talks” will transition to “Getting to Go-Live” to support agencies in deployment and post implementation support planning.

Data – Readiness gaps were seen around agencies testing reports. Testing reports is expected to be last, as it follows data and transaction testing. Criteria 4.2 has slightly more ‘unmet’ criteria because it referenced Dry Run 3 data in preparation for Dry Run 4. Five agencies did not complete data cleansing prior to Dry Run 4 but still have the opportunity to do so before cutover. Additionally, for reporting needs, across all agencies, 1,300 critical reporting needs were identified. Sixty-eight percent of those have confirmed that testing is complete, 28 percent is in progress, and 4 percent have not started.

Enterprise partner testing with four of the five partners is complete. LAS/PBS is 89 percent complete, with three outbound interfaces in progress.

Stage Gate 4 Discussion and Vote

A timeline that spanned 2024 to current day displayed the various testing activities conducted by the Project and agencies. The number of executed test scripts are listed with the respective testing activities. Mr. Fielder emphasized and praised the comprehensive testing accomplishment.

Further focusing on agency readiness, Mr. Fielder displayed a chart where agencies noted mitigation plans with planned due dates. A total of 79.45 percent of all mitigation plans are

expected to be completed before go-live. Fifteen mitigations plans were noted to extend beyond go-live.

Mr. Fielder asked the Committee for questions regarding the information presented on Agency Readiness Certification #4. The Committee asked if the Project felt agencies have adequate reconciliation and error resolution processes in place with regard to agency file transfers, interface processing, and spreadsheet uploads. Mr. Cox said the information is published in the End User Manual, in Business Process Steps, and in the Web-Based Training courses; however, he acknowledges that everyone may not understand it.

The Committee also asked about unresolved system performance issues. While more information will be shared prior to Stage Gate 5 in December, Mr. Cox briefly gave an update on the FRS Retiree Payroll file, in that the performance timing reduced from 70 hours to roughly 20 hours with the custom solution in place. It has been fully tested and will be implemented at go-live. Mr. Cox shared similar information for the payroll customization. That one has also been migrated to UAT and tested. Results showed improvements for the budget and cash checking customization, reducing the time from ~19 hours to less than 30 minutes. Most remaining performance tickets are in retest, with no major performance issues. Ms. Stacey Morton further discussed performance testing by sharing the outcomes of each Performance Testing cycle. Additional testing includes infrastructure for the system's maintenance and stability.

Mr. Fielder suggested the Committee vote on moving through Stage Gate 4 – Agency Readiness to move to the next Stage Gate (in December) based on the information presented and discussed. Mr. Fielder requested comments from the public; having none, and no further questions from the Committee, he conducted a voting action. The ESC voted unanimously to approve Stage Gate 4.

Reporting, Training, Testing and Cutover

The remaining presentation slides were not presented; however, key areas from portions of the presentation were briefly highlighted:

The monthly IV&V assessment for the Project is outlined on the presentation slides. Ms. Crouch briefly highlighted the accomplishments and hard work to this point by the Florida PALM team and agency.

Mr. Fielder thanked the Department of Revenue for loaning their meetings rooms to the Project for hosting in-person training sessions. Ms. Robertson said agencies will continue to report training completions through January. She shared web-based training (WBT) completions are increasing, with the agency-reported satisfaction generally reporting a 3 or higher on a 5-point scale. Feedback from WBT surveys are used as topics of conversation in the weekly Learning Matters virtual sessions. Another form of feedback reported from agencies is their confidence level for performing their job after taking their WBT. Ms. Robertson said there is no replacement for users having hands-on in the system and reinforced agency-specific training and system practice.

Mr. Cox noted the cutover and deployment activities that have been completed. He noted the Project will conduct conversion activities early in an effort to make cutover simpler and smoother. The remaining cutover and deployment activities remain the same.

Mr. Fielder noted during the cutover downtime, agencies will be able to conduct business. Agencies can ask Florida PALM or the DFS Accounting and Auditing team to better understand temporary solutions during this time.

Next Meeting and Adjournment

Steven Fielder, Chair

The meeting was adjourned at 4:33 p.m. The next meeting is scheduled for December 14, 2026, with additional contingency meetings scheduled for December 15-18.