Date	04/23/2025	Time	1:30 – 4:30 p.m.
Location	Department of Revenue		
Objective	Executive Steering Committee Meeting Minutes		
Committee Members	Jason Adank (FDOT); Steven Fielder, Chair (DFS); Sally Huggins (DBPR); Charlotte Jerrett (FWC); Mike Jones (EOG); Matt Kirkland (DOE); Tony Lloyd (DMS); Angie Martin (DFS); Mark Merry (DFS); Jennifer Pelham (DFS); Warren Sponholtz (FL[DS]); Shannon Segers (DOR); Christina Smith (EOG); ~~Lynn Smith (AHCA);~~ ~~Brandon Spencer (DMS);~~ ~~Martin Stevens (DEP);~~ Scott Stewart (DFS); Scott Ward (AHCA)		
Speakers	Jimmy Cox (DFS); Sarah Crouch (PCG); Steven Fielder (DFS); Nikki Klein (DFS); Angie Robertson (DFS); Stacey Terry (Accenture); Tommy Werner (DFS)		
Materials	Meeting Presentation		

Meeting Recording

The meeting can be viewed on: https://myfloridacfo.com/floridapalm/oversight.

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. Fifteen members were present for the meeting.

Presentation

Budget, Risks and Issues; Tommy Werner

Mr. Tommy Werner gave an update on the Florida PALM Spend Plan for FY 24-25 with a detailed breakdown of expense categories. Mr. Werner explained the action plan for Issue 33, Inability to Achieve Stage Gate 3 on the Current Timeline, noting the deadlines for updating the Project Schedule and Readiness Workplan. He also shared that no new Project Risks were opened and no Risks were closed. Risks (2, 4, 5, and 6) with a score of six or higher remain open. Risk 1 changed from stable to increasing in risk trend, and Risk 6 was changed from mitigating to monitoring.

Independent Verification and Validation Update; Sarah Crouch

Ms. Sarah Crouch gave an Independent Verification and Validation (IV&V) report. Ms. Crouch discussed the following IV&V Findings:

Finding 14; delays to Build could impact the completion of System Testing and start of User Acceptance Testing (UAT). Build Segment IV Application Design (AD) documents have been drafted and the approval pace is ahead of schedule. All AD documents for Data Warehouse/Business Intelligence (DW/BI) have been drafted and approvals are in progress. This Finding has been closed.

Finding 16; compounding delays in Mock Conversion 0 and 1 that led to a compressed timeline for Mock Conversion 2 which may cause impact to Interface Testing and Stage Gate 3 timing. Ms. Crouch shared that IV&V continues to recommend the SSI vendor provide anticipated resolution

dates for remaining and new Mock Conversion System Investigation Requests (SIR)s, noting seven Mock 1B SIRs remain unresolved. All Mock Conversion 2 activities are targeted to complete by May 2, 2025.

Finding 15; high failure rate for RICEFW-related test scripts may impact Stage Gate 3. Sustained improvement from the initial failure rate has reduced the risk level. The Committee asked what attributed to the decline in defect for testing scripts; Ms. Crouch said the Application Development document review process is very thorough. The high-risk rating lowered to medium for development because the IV&V team is not seeing delays in development and are confident the Project will meet their target.

Finding 18; current pace of System Test execution by the SSI vendor and the addition of Test Scripts as Build Segments are completed could delay the completion of System Testing and increase the overlap with UAT. The Finding has been closed based on the extended System Testing timeline in Amendment 12 and the removal of the overlap between System Testing and User Acceptance Testing.

System Testing for Segment III is in progress and the number of SIRs has reduced. Full Regression Testing began in March for Segments I and II. DW/BI System Testing is planned to begin in May 2025.

Finding 19; Project could benefit from increased adherence and updates to the Risk and Issue management process. There have been no changes to this Finding.

Finding 17; overlap timing of UAT, Training activities, and Year End Close tasks. There have been no changes to this Finding.

Lastly, Ms. Crouch shared feedback and recommendations on organizational change management and agency readiness.

Implementation Activities; Stacey Terry

Ms. Stacey Terry shared an update on Build. Segment IV is in progress and on schedule to complete in May. The DW/BI Build Segment III is on schedule and targeted to complete in early May. She then provided the status of System Test execution for Segment III. Ms. Terry shared there are 921 test scripts, the number executed, and their pass/fail rate. She also noted the number of SIRs by priority (high, medium, low), new, resolved, retest, on hold, rejected, cancelled, or complete. Overall test execution is on schedule. Metrics for Regression Testing will be shared in the May meeting.

Mock 1 Conversion is complete and all SIRs are resolved. Mock 2 Conversion is in progress and on schedule. She outlined the results thus far from Mock 2A and 2B. Financials has 11 total conversions and Payroll has 14. A trend in performance-related SIRs being resolved was noted. Ms. Terry then gave an overview of Interface Testing: Cycle 1 is complete except for one enterprise partner who remains testing; Cycle 2 will begin in June 2025; and Cycle 3 will run in parallel with UAT Full and begin in December 2025. To date, 473 interface connections have been identified.

Agency Readiness and Training Activities; Nikki Klein

Ms. Nikki Klein shared updates to the Readiness Workplan (RW) and for readiness activities. Recurring tasks to manage risks and issues were removed and will now be reported by agencies through their monthly status report. Based on the Committee's feedback, the CCN dial was removed from agency dashboards. Changes to the other dials will be reflected in the upcoming RW task to submit bimonthly reports.

Agency business system-related RW tasks by Segment that remain outstanding (59 occurrences) can now be absorbed through current RW task 576 – Complete Internal Agency Business System Test and Remediation to prepare for Cycle 2. Agencies have additional time to complete remediation tasks they did not complete during Design Segments I-IV.

Generalized RW tasks will be removed from the RW; however, new monthly progress report tasks will be added to support agencies through Testing, Training, Cutover, and Hypercare.

The Committee asked how the Project will record metrics and measure agency progression. Ms. Klein said agencies will be able to self-report through several outlets. They will have four opportunities to certify they are ready to begin or progress through different phases of the implementation timeline, namely testing and training, via Agency Certifications. Agencies must meet the criteria to certify they are ready. The new progress reports will reflect readiness on a monthly basis, and the interface report will show a live look at their progression of their internal interface build.

Ms. Klein shared the May RW tasks as they pertain to readying agency's people, process, technology, and data. She also shared the Agency Question Log and process was recently enhanced to improve the timeliness and quality of response.

Testing Activities; Jimmy Cox, Angie Robertson
Technical Interface Testing

Mr. Jimmy Cox grounded the testing conversation by briefly reviewing the Testing Timeline, noting third parties are now shown as testing at the same time as enterprise partners. He also called out mock conversions, dry runs, and parallel testing timing. The Committee asked if Mock 4 Run would be the last mock run before go-live. Mr. Cox said, no, that Amendment 12 states all Dry Runs will include a mock run (full conversion cycle). They also asked for details on cutover but those details are still being discussed with enterprise partners and external stakeholders.

Mr. Cox shared the purpose of Technical Interface Testing is to validate that agency business systems (ABS) and enterprise systems were remediated correctly in order to generate/process the selected interface files in the Florida PALM interface file format. It will also validate that Florida PALM is correctly generating outbound and processing inbound files with third parties.

Technical Interface Testing is scheduled to occur between June and November 2025. Enterprise partners and third parties will test first, with agencies following. The Project is creating a testing schedule based on agencies feedback on when they will be ready to begin testing.

Mock 2 data will be used during Technical Interface Testing, with data as of March 1, 2025, for Financials and as of March 30, 2025, for Payroll. Mr. Cox discussed what would not be tested in Technical Interface Testing; online entry, spreadsheet uploads, and full integration testing. Testing for these areas will be accomplished at another time during the testing timeline. The Committee asked in what way are enterprise partners testing their end-to-end processes, to which Mr. Cox replied that on the Florida PALM end, they will be tested in the UAT environment. The Project is still planning with individual enterprise partners to align their environment and testing needs with their system capabilities.

Mr. Cox continued to share what to expect about the testing cycle and the expected outcomes. He noted that Technical Interface Testing must be complete before agencies can participate in End-to-End Testing (Cycle 3). Mr. Cox explained the exit criteria for Technical Interface Testing; inbound and outbound files are successful and repeatable.

The Project will hold a one-day workshop in June to discuss interface testing preparation.

User Acceptance Testing

UAT Online will begin in August 2025, as Project-hosted sessions for agency Subject Matter Experts (SME)s. Users will test with Mock 3 data (data as of July 6, 2025), perform online transactions using online batch. Interfaces and interface batch will not be included in the UAT environment to test until December for UAT Full. The UAT environment will be taken offline for a data refresh during the last two weeks in November. The environment will reload with Mock 4 data (data as of October 12, 2025). Full UAT begins December 2025 with all end users. SMEs that participated in UAT Online will assist agency end-users with conducting UAT agency-hosted sessions. All end users are expected to participate. During UAT, users will familiarize themselves with how transaction, data, and reporting will work within Florida PALM. Throughout UAT agencies should continue to update business processes, internal procedures, etc., as well as identify gaps that need additional remediation. Ms. Angie Robertson noted the importance of agencies completing their UAT Plan in order to test and address impacts to their people, processes, technology, and data. The Committee asked when the agencies' UAT Plan was due and Ms. Robertson responded the third iteration of their plan is due May 2.

The Committee asked if UAT Online sessions can be recorded as a contingency for SMEs who cannot make it (e.g., small agency during crucial agency activities). Mr. Cox said the Project will review logistics for recordings. Ms. Robertson expounded with what agencies can expect by outlining the responsibilities of the Project and of the agencies. The Project will create and maintain the UAT environment and materials, resolve system-related issues, facilitate Project-hosted sessions, and support agency testing. Agencies must create user stories and agency-specific training materials, host internal UAT sessions, coordinate testers, track testing issues, and resolve ABS-related issues.

The Committee shared a request to test fiscal year close/start activities with enterprise partners agencies during UAT. Ms. Robertson replied that agencies are collaborating through workgroups that is helping them plan for their fiscal year impacts. The Project will likely coordinate testing of fiscal year close/start after the month-end close testing in UAT occurs in March 2026, but planning is in the early stages. The Committee asked if fiscal year 2025-2026 would occur in Florida PALM and Mr. Cox said cutover activities and definition of what will occur in FLAIR versus Florida PALM are still being discussed. The Committee further asked about end-to-end testing and if/how external parties are involved with the agency processes. Ms. Robertson said yes, other parties will be involved with completing an agency transaction (e.g., DFS Auditor process) before the transaction is complete. An upcoming RW task will ask agencies to create User Stories that outline standard and unique processes for end-to-end testing.

Ms. Robertson detailed the material development and timeline for supporting agencies through testing, training, and through go-live. UAT materials will include pre-requisites information, general navigation, and step-by-step instructions for completing transactions within Florida PALM. Training materials will be a mix of web-based training, Knowledge Checks, and select instructor-led courses and self-guided coursework. The end user manual will be housed in the Knowledge Center to encompass Florida PALM functionality from an end user's perspective. She noted materials will continue to evolve through go-live. The Knowledge Center Change Log will list any changes made in the Knowledge Center.

The Committee asked if the Project has discussed where to document enterprise/cross-entity operations. Ms. Robertson said a User Story from an enterprise perspective would be a great resource. Each entity should consider what are appropriate test cases for their needs. The

coordinated year end testing later in UAT could be an opportunity to confirm cross-entity processes.

Ms. Robertson listed the activities agencies should be doing to prepare for UAT while Mr. Cox discussed agency activities during UAT Online and UAT Full. He noted configuration workbooks will remain open during UAT so agencies may update based on their testing. Agencies should review those holding Security Access Manager (SAM) positions as their role is expanding, as well as evaluate if additional SAMs are needed. At the end of UAT, agencies will certify through their final Agency Readiness Certification that they are ready to go live.

Stage Gate 3; Jimmy Cox, Angie Robertson

Mr. Cox introduced Stage Gate 3 – Ready to Begin UAT as an ESC decision that is planned for July 30. He reminded the Committee of the stage gate criteria outlined in Amendment 12. Mr. Cox shared additional considerations the Project will provide the Committee that is not tied to the stage gate criteria. Lastly, Mr. Cox asked the Committee to provide feedback on items they'd like to review to support their Stage Gate 3 decision. This question and conversation will be discussed in the May ESC meeting so that the Project can work to ensure the information needed is available in advance of the July meeting and vote. The July meeting will be moved from July 23 to July 30 to align with the vote for Stage Gate 3 set forth in the SSI Contract.

Next Meeting and Adjournment, Steven Fielder

The meeting was adjourned at 4:00 p.m. The next meeting is scheduled for May 28, 2025, at the Department of Revenue.