Date	01/21/2026	Time	1:30 – 4:30 p.m.
Location	First District Court of Appeals		
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); Steven Fielder (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. Fifteen members were present for the meeting. *(Names of members not in attendance appear with strikethroughs in the above table.)*

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. The Committee asked if the Project was anticipating an increase in Oracle costs. Mr. Gotreaux said the Project is working on that information and will share it in a future ESC meeting. The Committee also inquired about projected contingency funds to which Mr. Cox said contingency funds would not be used this fiscal year.

Mr. Gotreaux then provided an update on Project Risks and Issues. One issue opened (38) and two closed (36, 37). Issue 38 was opened due to the delayed interface testing with Bank of America. Ms. Jesse Marks asked for clarification on the delay as it relates to the contract extension. Mr. Cox stated the testing is in progress and is progressing quickly. Updates to Risks include Risk 4 changed in status from "Increasing" to "Stable" and Risk 11 was closed. The Florida PALM Open Issues Log and Open Risk Log details the above-mentioned Risks and Issues.

The finalized Project Schedule, which was updated to align with Amendment 13, has been approved. The update includes new go-live date, new deliverables, updated stage gates, updated task dates and durations, and new UAT execution timing.

Stage Gate 3; Jimmy Cox, Sarah Crouch, Steven Fielder, Angie Robertson, Stacey Terry

Ms. Sarah Crouch presented the IV&V assessment for Stage Gate 3 – Ready to Begin User Acceptance Testing. She stated Stage Gate 3 criteria #1 and #2 were met and Criteria #3 is likely to be met. IV&V recommends the approval the Stage Gate 3.

Ms. Stacey Terry presented Accenture's UAT readiness. Completed activities include the UAT environment build with Mock 4 data; catch-up code migration, configuration, and security; DW/BI loaded, a batch schedule; smoke testing and functional validations of converted data; and validated downstream processing. One in-progress activity remains for the State functional team conducting smoke testing for Financials, Payroll, and DW/BI environments; however, it will be completed prior to the start of UAT. There are also activities planned for post Stage Gate 3 approval including enabling Security Access Manager and end users' UAT access, loading ledgers, and enabling the batch schedule. The Committee asked Ms. Terry about staffing plans leading up to go-live. Ms. Terry said there may be fluctuations in resources depending on specific activities, but overall resources will remain steady.

Mr. Cox presented the Project's UAT readiness. The goal of Stage Gate 3 is to allow users into the UAT environment to start testing and get familiar with the system. Completion of Interface Cycle 2 Testing is not included in Stage Gate 3. Where testing has been completed, interfaces for agency business systems, enterprise systems, and third-party systems will be included in the UAT environment. For systems and interfaces that are not ready, they will be added in the UAT environment approximately two weeks after they complete Cycle 2 testing in order to conduct Cycle 3 testing.

Ms. Angie Robertson discussed the Agency Readiness Certification #2 criteria and results. All 35 agencies submitted a certification. Eighty-eight percent of all criteria were noted "as met", eight percent were noted as "not met", with the remaining four percent as "N/A". The Committee asked about the nature of the criteria that were "not met". Ms. Robertson said those were related to Interface Cycle 2 Testing not being completed, as well as data cleansing. Generally, agencies felt moderately confident moving into UAT. Details from agency responses for each criterion can be found on the Florida PALM website under Agency Reporting.

Mr. Steven Fielder conducted a voting action. He requested public comment to which there was none. The Committee unanimously voted to approve Stage Gate 3 – Ready to Begin User Acceptance Testing.

Independent Verification and Validation; Sarah Crouch

Ms. Crouch introduced Shannon Finley as the new IV&V Deputy Project Manager. Ms. Crouch then shared their monthly IV&V assessment, beginning with the Risk Rating for the Project which is remaining at a Medium-risk score based on open Findings.

Finding 29 – Completion date for Interface Testing Cycle 2 is at risk of not being met. 17 passed interfaces are needed to meet Exit Criteria. All High-priority System Investigation Requests (SIRs) have been resolved. The testing timeline appears reasonable.

Finding 31 – Unconfirmed testing dates for the PCard Works interfaces may delay cycle 3 End-to-End testing and All Agency UAT. One interface was tested in December using mocked data to implement Design updates and will require retesting. Two others have unconfirmed testing dates. Mr. Cox noted they have begun; the inbound are processing and the outbound will start once generated.

Finding 30 – Lack of engagement during Pre-UAT may be an indicator of engagement levels during All Agency UAT was logged in November. IV&V recommends agencies plan seriously for UAT which will help with a successful execution. Mr. Fielder shared his approach to supporting agencies through leadership.

Ms. Crouch noted the volume of SIRs are anticipated to increase and there may be a reduction in staffing as additional consideration leading into All Agency UAT. Ms. Terry confirmed her remarks from earlier in the presentation about Accenture staffing plans. Likewise, the Project's Risk for staff is stable. IV&V recommends the Project establishing checkpoints with agencies throughout UAT; evaluate staffing levels against SIRs and resolutions; and develop a process for a tiered approach to SIR triage. IV&V reported on agencies UAT readiness confidence levels and on the percentage of Readiness Certification #2 criteria met. She noted there are not critical blockers impacting their ability to begin testing when All Agency UAT begins.

Interface Testing; Jimmy Cox

Mr. Cox reviewed the Interface Testing status for the integration partners (agencies, enterprise partners, and third parties). There are 454 total interface connections (inbound or outbound) for agencies, 71 for enterprise partners, and 16 for third parties. Mr. Cox shared that status of the connections not started or in progress. The enterprise partner connections critical for All Agency UAT are complete. The Committee asked at what point along the testing timeframe should attention be brought to the connections that are trending late. The concern was there would not be adequate time to test. Mr. Cox said there will be another agency certification mid-UAT where the Committee will get a pulse-check on their testing confidence.

What's Next; Jimmy Cox

All Agency UAT begins on February 2, 2026. Two UAT Kick-off meetings will be held January 26, 2026, and January 28, 2026, for those identified to participate in Project-hosted UAT sessions and UAT Coordinators. On February 2, all 35 agencies will gain access to the UAT environment. Interfaces with a status of 'completed' for Interface Cycle 2 Testing will be activated in the UAT environment to start Interface Cycle 3 Testing.

Between February and July 2026, agencies will be expected to conduct several activities:

- Test all downstream processes and system integrations
- Attend Project-hosted in-person UAT sessions (identified participants, only)
- Submit the Agency Certification #3
- Maintain configuration workbooks
- Cleanse conversion data errors from Mock 4 and dry runs

The UAT Refresh will occur August 8 – 23. During this time:

- The UAT environment will not be available for testing
- PeopleTools Upgrade will be applied
- Dry Run 2 data will be applied
- All prior agency test transactions will be wiped
- All Separation of Duties (SOD) conflicts must be resolved
- Agencies will confirm their FLAIR balance

Between August and October 2026, agencies will be expected to conduct several activities:

- Finalize all downstream processes and integrations, finalizing all testing in Florida PALM
- Continue to host agency-UAT sessions and bring other/all users into the UAT environment
- Attend year-end testing sessions hosted by the Project (identified participants, only)

Between November and December 2026, the following activities are planned:

- Project-hosted and agency-hosted training sessions
- Agencies will finalize readiness and begin cutover
- UAT will conclude and Agency Certification #4 is due
- Stage Gates 4 and 5 voting actions will be conducted
- Project cutover and deployment activities will begin
- CMS and FLAIR offline activities will begin

In January 2027, the following cutover activities are planned:

- Stage Gate 6 decision
- Agencies will begin cutover for their business system
- Biweekly payroll processing will begin; payroll will be finalized and distributed
- Cutover activities will be complete

On January 11, 2027, a voting action for Stage Gate 7 will determine if Florida PALM is ready to go live. If Stage Gate 7 is approved, on January 12, 2027, agencies will be activated to use Florida PALM, batch processing will be activated, daily interface workflow streams will be activated, Florida PALM will be open for use and Hypercare will begin.

The Committee asked how long Hypercare will be conducted. Mr. Cox said Hypercare will occur from January through April 2027 and then it will transition to post-implementation support. The Committee asked how long FLAIR will be offline. Mr. Cox said the specific timeframe has not been determine and depends on several factors. DFS Accounting and Auditing will help agencies with planning for critical payments. It was also noted that when CMS is also offline, deposits, investments, and disinvestments functionality will not be available.

The Committee asked what is expected of the agency's Change Champion Network (CCN) during Hypercare. Ms. Robertson said All Agency UAT will be a good practice for agency Hypercare in that the Testing Triage Team should naturally transition to a Hypercare team for their agency. The Project will assist agencies, via Readiness Workplan tasks, to set up a Hypercare plan.

The Committee shared a suggestion on including an organizational change management-focused attendee to the Project-hosted UAT sessions. Mr. Cox acknowledged the suggestion.

Next Meeting and Adjournment
Steven Fielder, Chair

The meeting was adjourned at 3:45 p.m. The next meeting is scheduled for February 25, 2026, at the Department of Transportation.