Date	10/28/2026	**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)		
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. Sixteen 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) 26/27 with a detailed breakdown of expense categories.

Stage Gate 4 Critical Path items are in good standing; one is complete and two are in progress. Stage Gate 5 Critical Path items are making good progress; one is trending late and one item is trending behind, otherwise the rest are completed or progressing on time. The Project remains on schedule to be implemented in January of 2027.

Mr. Gotreaux provided an update on Project Risks and Issues. Issue 41 regarding Carry Forward receipt transaction process was closed. Issue 39 (FRS Retiree Payroll file) and 42 (Training Materials Build) remain open. There were no changes to the Risks since the last Committee meeting. The Florida PALM Open Issues Log and Open Risk Log details the above-mentioned Risks and Issues.

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, an underspent budget, and risks relating to testing and readiness.

Mr. Sponholtz recommended a mitigation plan that focused on four areas:

- Accelerating activities that are essential to readiness;
- Validating critical production processes, e.g., scheduling dry runs;
- Strengthening agency readiness; and

- Demonstrating readiness using quantitative criteria for decision-making.

Independent Verification and Validation (IV&V); Sarah Crouch, John Gunnfusen

Ms. Sarah Crouch shared their monthly assessment and an assessment of the Contract Amendment.

Beginning with their monthly assessment; agencies' test execution is seventy percent complete at the end of September. IV&V expects the percentage to increase via their progress reporting at the end of October. Seven hundred and sixty-six (766) agency end users have not logged in to the UAT environment. Trends show a decline in daily business hours testing in the environment. The Committee asked if the 766 end users were subject matter experts (SME) or general transaction users. Ms. Crouch said the number represents all user roles that can access the system, which includes SMEs, transaction roles, and reporter-only roles.

Ms. Crouch shared fourteen agencies self-reported being moderately confident that critical business processes would be tested end-to-end. And several agencies reported InterUnit transactions have not, or cannot, be completed without partnering agencies. The Committee questioned how Pulse Checks differed from Proviso requirements. Mr. Fielder explained that Proviso focuses the requirements on the system, while Pulse Checks is focused on agency readiness and is a tool to help Agency Sponsors prepare for their Agency Readiness Certification in November.

Mr. John Gunnfusen discussed performance testing, sharing there are some areas of the application where the response time objectives have not been met. He shared that if performance objectives are not met, users may experience slow response times, transaction failures, or service disruption. The Committee asked what the impact would be if performance objectives were not met. Mr. Jimmy Cox said the Project has made good progress with Performance Testing to which Ms. Stacey Morton will discuss during the Testing presentation.

Two weeks remain for Regression Testing. Seventy-one test scripts require review or defect resolution, and seventy-two test scripts have not been executed. Completing on time is achievable at the current pace of execution. Ms. Crouch and Mr. Gunnufsen both agreed the metrics IV&V are reporting have changed since the slides were created. The Project is moving at a very fast pace in which metrics change daily making reporting accurate details challenging. Lastly, for the monthly assessment, Mr. Gunnufsen said ninety-seven percent of agency interfaces have been tested with ninety-eight percent receiving a satisfactory performance rating from agencies.

Sharing the IV&V assessment of the Contract Amendment, Ms. Crouch highlighted the cost changes to include renewal pricing, total cost over the nine-year period, and specific services and cost for post-implementation support.

The Amendment establishes a process for the State and the SSI vendor to prioritize system enhancements with no additional costs. It defines the PeopleSoft upgrade schedule and adds four zero-dollar cost customizations. IV&V stated these customizations appear to be necessary for go-live. Additional Amendment details will be shared during the Contract presentation. The Committee asked for clarification on the enhancement criteria. Mr. Cox said the Amendment gives flexibility to implement based on criteria outlined in the Statement of Work (SOW) at zero-cost.

Regarding the contract renewal, IV&V said by extending the post-implementation support period through January 2028, the Project reduces risk by providing dedicated stabilization resources to address post go-live issues. IV&V recommends approving Amendment 14 while providing recommendations for handling enhancements, documentation, and resources.

Contract; Jimmy Cox, Steven Fielder

The Committee received the contract changes prior to the meeting. Mr. Fielder opened the conversation to questions regarding the changes. He also said the Project will be discussing Amendment 14 only and the renewal will be shared and voted on in November. He highlighted the greatest change in A14 is the pricing for the renewal periods. He reminded the Committee that with Amendment 8, a complete restructuring of implementation was set forth, adding additional scope of work for the Data Warehouse / Business Intelligence (DW/BI) solution, and countless enhancements. However, the pricing in Attachment 2 was never updated, so the price increased being presented in Amendment 14 represents the changes and additional scope of work in Amendment 8 – Amendment 13.

Mr. Cox discussed the Contract Amendment 14 with the Committee, highlighting the changes to the contract. The SOW had several updates including the name of the IAM tool, a swap of 34.8 reports for 58 additional interface connections at zero-cost, added enhancement language at zero-cost, and an added section for a contract renewal. The added enhancement language in both post-implementation and production support sections allows flexibility to prioritize small and medium enhancements over low and medium priority tickets. It does not increase staff or capacity. The renewal language clarifies key staff, PeopleTools upgrades, and support tools during the nine-year timeframe. Attachment 2 was updated to reflect the renewal costs. There were no changes to the Payment Schedule or Labor Rate.

Four customizations were included in Attachment 5.2, all at zero cost.

- FRS Retirement Payroll Processing Customization (Issue 39) addresses the performance issues for budget and cash checking for retiree payroll. This customization is required for go-live and has already been built and is being tested.
- Payroll Budget/Cash Checking Processing Customization addresses performance issues for budget and cash checking for biweekly payroll. This customization is required for go-live and has already been built and is being tested.
- Agency Approval Criteria for Inbound Voucher Interface and Spreadsheet Upload Customization to force uploaded vouchers to route through the online approval workflow, if the voucher is updated prior to fully processing. This customization is required for go-live.
- Carry Forward Voucher Restriction Customization prevents the manipulation of a Carry Forward Receipt. This customization is required prior to Year-End processing for fiscal year 2026-2027.

The Committee asked if the voucher customization would affect agencies and if they'd be required to test the customization. Mr. Cox said agencies have already tested, and the process will not change with the customization. The Committee asked for the expected downtime to implement the carry forward customization into production. Mr. Cox said it will be released over a weekend. A follow up question was asked regarding the downtime for PeopleTools upgrades. Mr. Cox said historical downtime cannot be applied to estimated future downtimes due to the size of Florida PALM after go-live versus the current production of CMS.

Moving forward with the voting action, Mr. Fielder requested comments from the public and questions from the Committee. Having none, he conducted a voting action where the Committee voted unanimously to approve Amendment 14.

Testing Updates; Jimmy Cox, Stacey Morton, Angie Robertson

Ms. Angie Robertson began the update for testing activities by revisiting the testing timeline visual.

User Acceptance Testing (UAT) ends November 6 with the last Office Hours being held on November 6. Ms. Robertson shared the counts of transactions in the UAT environment since the refresh. Non-reporting users are those with the ability to create or approve transactions in the system as shown as light green in the graph. Reporting-only user are shown as the dark green. Ms. Robertson shared another graph depicting users that have logged in more than once out of the total number of users that can/have the ability to log in. A third graph depicts the number of users who created transactions in the system versus the number who can/have the ability to do so. The counts are transaction roles, not reporting-only roles.

Mr. Cox briefly summarized the Florida PALM Fundamentals session the Project hosted with all agency end users in October. The materials and recording from those sessions are published online.

Ms. Stacey Morton gave an update on the FRS Retiree Payroll (Issue 39) file. The customization Build and Unit Test have completed; the customization is now in System Testing and Regression Testing. The final stage will consist of testing the file with FRS which is planned for November.

Performance Testing II is progressing well; Ms. Morton updated cycle progress which differs from the presentation: Cycles 1-2, and 6 are complete, Cycle 3 has one job remaining, Cycles 4-5 are processing today, and Cycle 7 is expected to complete tomorrow. As a reminder, all cycles pass through FIN, PAY, and ESS environments.

Penetration Testing Cycles 1-2 are complete. The findings from testing cycles are being assessed for next steps.

Regression Testing is 99.8 percent complete, with one test script remaining. The pass rate is 95.1 percent. There are 11 open tickets; 9 medium, 2 low. The Committee asked if the test scripts were automated, to which Ms. Morton said roughly 43 percent are automated. When asked how long it takes to go through a full suite of testing, Ms. Morton said there are varying factors and she'll need to follow up with the Committee member for more details to answer accurately.

Ms. Morton shared ticket metrics for all testing. The categories with the most tickets across all testing services are categorized as code, Oracle bugs, functional design or performance. The most UAT tickets are categorized as needing clarification, code, or data issue. Lastly, she shared graphs of all aging tickets by urgency.

Mr. Cox shared the Project's efforts of going through all open tickets to disposition or re-evaluate the status. Some were closed based on clarifications or enhancement requests that will not be fulfilled. Then the remaining items were viewed for impact to process, if the defect or enhancement is critical, and if the tickets need to be completed by go-live. A Known Issues and Enhancements list will be published in December. The Project will conduct this effort again by reviewing and triaging tickets a final time in December.

Training Activities; Kimberly Kemp

Ms. Kemp shared an update on Training activities. The Project published 12 Subject Area Web-Based Trainings (WBT) to date, with 11 more publishing on October 30. The Payroll Management chapter was also added to the End User Manual. Ms. Kemp shared WBT agency feedback has been a mix of easy and hard curriculum and a satisfaction rating from course completion surveys.

The Project will continue to host in-person training sessions which started in October and will conclude in December. The Training calendar and the Training Resources page on the Knowledge Center list the in-person sessions and virtual opportunities. Registration for all courses has been shared with agencies. In addition, several virtual opportunities are available on a weekly basis for transactional end users and report-only users.

Readiness Activities; Nikki Klein

Ms. Nikki Klein shared that several Readiness Workplan (RW) tasks are due at the end of the month. This is the last month for agencies to report progress on UAT and Interface Testing. The Readiness Certification #4 task was released this week; Ms. Klein shared that the due date was extended from November 6 to November 10, giving agencies time to complete their agency progress reports after the conclusion of UAT. There are several worksheets agencies will need to complete that feed their Readiness Certification #4, so they should plan the time to complete all necessary work.

The Project hosted an Agency Sponsor Summit on October 21 where the Agency Sponsors and their SMEs attended to discuss Agency Certification #4 in addition to the final activities leading to go-live. Over 190 individuals were in attendance, in-person or virtually, representing 33 agencies.

Ms. Klein briefly highlighted the journey that agencies have been on since 2023 with regards to their readiness and preparation for go-live. She shared key themes from throughout the years, such as “getting to know your agency needs”, “preparing for testing”, and “conducting testing”. Activities such as the Personalized Agency Working Sessions (PAWS), Design Workshops, Interface/Integration Testing, identifying end users, beginning UAT, to name a few, were supported through RW tasks that covered People, Process, Technology, Data, and other business areas. As previously mentioned, Agency Readiness Certification #4 is due November 10 and will cover 18 criteria. Five Pulse Checks have been submitted leading up to the agency certification that have helped agencies and the Project gain a better understanding of current-state readiness and their outlook and confidence level of meeting the Agency Readiness Certification #4 criteria. The fifth Pulse Check was published to the Florida PALM website this week. Pulse Check 5 indicates agency concerns are trending downward.

Ms. Klein shared a graph of the cumulative user story testing progress which reflects testing from February 2 through October 24 and another graph depicting the inbound and outbound Interface Cycle 3 testing progress. Regarding interfaces that are not complete, they will be deferred to after go-live unless approved by the Project. The Committee asked if any of the interfaces in jeopardy of not completing are critical, to which Mr. Cox said, “No”. Ms. Klein shared a final graph depicting training completion progress as reported on their progress reports. Several agencies have met the 25 percent training completion criteria listed as an Agency Readiness Certification #4 criterion. The Committee asked for clarification on agencies reporting zero percent to which Ms. Klein said the progress is tied to their progress report; October is the first month they’ve been asked to log their training progress, and some agencies may not have updated their progress yet.

Cutover & Deployment Activities; Jimmy Cox

Mr. Cox covered a deployment and cutover update:

The ChartField values will freeze (except for Contract and Grants) on November 14. Newly identified ChartFields after this date must be saved and configured once Florida PALM is live.

November 18 – 20 the ESC will have daily meetings, if necessary, to discuss agency readiness and hold a vote for Stage Gate 4. The focus will be on agency readiness.

November 19 – 23 the Project will start processing conversion files (supplier, grants, and contracts).

November 30 final agency workbooks are due; configuration, conversion, and role mapping.

December 1 – 4 configuration values will start processing in the production conversion environment and will be refreshed again before go-live.

December 5 the code freeze will get updated with suppliers, grants, contracts values. Contracts and grants must be created on or before December 4; new vendors must register by December 4, as well.

December 7 – 11 the Project will process delta files for supplier, contracts, and grants, load SpeedKeys, and finalize pre-cutover activities.

December 14 – 18 the ESC will have daily meetings, if necessary, to review cutover activities. The focus will be on the Project being ready for go-live. The final list of Known Issues and Enhancements will be discussed, as well.

December 14 – 23 the Project will generate data value extract for enterprise partners and agencies that receive those files.

December 23 all enterprise partner systems go offline at 5 p.m. for processing.

December 24 Florida PALM cutover begins. On this day, a snapshot of FLAIR data will be used to create conversion files. A restore point of the CMS environment will be created. The production CMS sandbox environment will be refreshed. Warrant Cancellations will be processed.

No agency interface files should be submitted during the downtime except for catch-up deposits. If an agency is continuing to process in their agency business system during the downtime, transactions must be rolled into one file and submitted for processing on or after January 12.

December 26 starts 24/7 cutover execution. Financial and Payroll files begin conversion.

December 27 the Project will finalize code migrations, finish payroll conversions, start processing Financials conversions, and ready the system for processing the January 8 biweekly pay schedule.

January 1 – 3 finish Financials conversions, process catch-up for payroll, and start processing biweekly payroll.

January 4 Stage Gate 6 decision will be held by the Director. If the decision is to move forward with implementation, payroll will be finalized, there will be no “going back” and Florida PALM will implement as scheduled.

January 4 – 11 downstream processing for Financials conversions, catch-up processing for banking files, and finalize and post biweekly payroll.

January 11 a virtual ESC meeting will be held to vote on a Stage Gate 7 decision.

January 12 Florida PALM will be live for end users, full batch processing, and start nightly processing.

Next Meeting and Adjournment

Steven Fielder, Chair

The meeting was adjourned at 4:15 p.m. The next meeting is scheduled for November 18, 2026, with additional contingency meetings scheduled for November 19, at the Department of Revenue, and November 20, virtually.