

Date	08/26/2026	Time	1:30 – 4:30 p.m.
Location	Department of Environmental Protection		
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. Fifteen members were present for the meeting (*Names of members not in attendance appear with strikethroughs in the above table.*)

Presentation

Administrative; Jimmy Cox, Julian Gotreaux, Angie Robertson

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.

The Project remains on schedule to be implemented in January of 2027. There is one Stage Gate 4 Critical Path Item and two Stage Gate 5 Critical Path Items trending behind.

Mr. Gotreaux shared updates made to the Project Management Plan, the Florida PALM Charter, and the ESC Charter to align with new reporting requirements and an updated Project organization structure.

Mr. Gotreaux provided an update on Project Risks and Issues. Risks 1 and 2 increased in probability which increased their overall Risk score to nine. Mitigation plans for Risks 4 and 14 were updated. Issue 39 and 40 are making good progress; Issue 41 is new and was created for the Carry Forward Receipt transaction-process functionality gap. Issue 42 is also new and was created for the delay in training materials. Details on the Issues will be shared during the presentation. The Florida PALM [Open Issues Log](#) and [Open Risk Log](#) details the above-mentioned Risks and Issues.

Mr. Jimmy Cox and Ms. Angie Robertson detailed the newest Issue (42); The timing of training delivery will not complete as scheduled and an Issue was opened to log an action plan for providing training content to agencies. The key elements of the action plan are that the Project will be publishing training materials in waves, focusing first on the functions users will use the most; End User Manual content for business processes will also be published in waves and will

supplement existing Process Steps; and in-person session will be held in early October to cover Florida PALM Fundamentals to kick start the end user learning experience.

Ms. Robertson said the Project is reversing the original training strategy, pivoting from the approach of using completed sections of the End User Manual as the guide for developing web-based training to now prioritizing web-based training with End User Manual content being published in parallel or in the rear. Web-based training is planned to publish in waves from October 2 through November 30. The training period for agencies with Project support runs from October 2026 through January 2027. Mr. Cox reiterated training content is being prioritized by the largest end user group and the most utilized functionality in the first week after go-live. A Committee member said he liked the change in approach and thinks the waved approach will be better.

A new section was created in the Knowledge Center specifically for training resources where two new articles listing the learning opportunities end users can plan for and utilize today. For example, end users can learn where to view in-person UAT session materials, the future web-based training publication calendar (timing by business process grouping), upcoming in-person trainings, and ways the Project will support agencies through Office Hours, Customer Portal tickets, and as-needed training sessions. Another planned article within Training Resources will be an article written to end users. Training resources will continue to grow, and agencies will be notified when trainings and materials are available.

Ms. Robertson walked through the web-based training approach of Read It, Watch It, Do It. The Read It portion will include narration; the Watch It will be demonstrations of transactions and quizzes; and the Do It portion that give users the ability to interact with the content. Following web-based training, end users should practice in the UAT environment which will be available until go-live. Mr. Cox reiterated that after November 6 UAT concludes, the environment is for training only and agencies should not be testing processes for the first time. Additionally, Mr. Cox reminded everyone that all testing related tickets should be submitted before UAT concludes.

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

Ms. Sarah Crouch shared their monthly IV&V assessment. She reported the overall Project Risk Rating for July is High due to agency testing progress, the backlog of system stability tickets, system readiness for production, and the delayed training tasks.

Finding 35 – the lowest recorded testing activity and volume was recorded in July. The Committee asked if IV&V was surprised to see a decline in testing. Ms. Crouch and Mr. Cox said it was expected knowing agencies had competing priorities and personal vacation time during the summer months.

Finding 36 – the number of new end user logins increased; however, the time spent in the system per user declined. IV&V projects that many of the end users will not be fully trained until shortly before the end of UAT and the delay in training may limit end user ability to effectively prepare for go-live.

Finding 39 – Performance Testing Segment I is complete, but key exit criteria and approvals remain outstanding. Segment II execution has begun. Mr. Cox said that Ms. Stacey Morton will share more up-to-date information later in the presentation.

Finding 40 – Batch processing of high-volume files remains incomplete, and some interface files are not meeting expectations. End-to-end batch cycle performance has not been fully validated. Mr. Cox clarified that the batch process changes relating to Project Issue 40 have been made and have been rolled into the UAT environment. Validation of those fixes will occur with the continued

agency testing (volume) along with Project control testing 'bad files' with the help of DFS OIT. The Committee asked what kind of files are being tested as part of Batch testing. Mr. Cox said Issue 40 related to agency files, Issue 39 related to FRS Payroll file; Ms. Crouch said the Finding was created because the system cannot yet handle production capacity. The Committee member followed up by asking what an 'incomplete' file meant. Mr. Cox said various rejections can happen, but examples are files that are sent with incorrect file format or incorrect file threshold limits. The batch process in UAT is intended to resemble production, except it is not running 24 hours like it will in true production. Errors are fixed the next day and often have downstream impacts.

Code-related defects account for the majority of open backlog tickets. IV&V stated these may impact system stability and performance. Continued ticket generation and ticket aging indicate the system is still maturing, and sustained improvements have not yet been demonstrated. The Committee asked if the aging tickets were still duplicative as was shared in previous meetings. Mr. Cox said the some of the tickets are still duplicative. Some of the high-priority tickets were resolved during the UAT Refresh. The low-medium priority tickets are being dispositioned by the Project to indicate if it is static or requires an Oracle fix, is a future enhancement that will get updated after go-live or not at all, or if it will be a known issue with a work-around at the time of go-live. The member followed up by asking if any of the high-priority tickets are catastrophic for go-live. Mr. Cox said the majority of the high-priority tickets are tied to the Carry Forward process in order to get them completed by the start of the UAT year-end sessions; they should be closed following the sessions.

Ms. Shannon Finley shared data quality is improving with the remaining remediation efforts concentrated in Assets, General Ledger, and Open Encumbrances. Prior agency data cleansing efforts indicate the cleansing of Dry Run 2 data can be completed on time.

Finding 33 – two outbound and six inbound interfaces across four agencies have not completed Interface Cycle 2 Testing, which are at risk for not going live with Florida PALM.

Ninety-four percent of agency interfaces have been executed multiple times in Interface Cycle 3 Testing. Continued progress of Interface Cycle 3 Testing and the low volume of tickets indicate validation of agency interfaces can be completed by the end of UAT.

Mr. Cox circled back to say there are 22 high-priority tickets currently open with 19 of those ready for retest.

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 number of delayed tasks, delayed Dry Run 2 completion, being under budget, and risks relating to testing. He recommended focusing on the critical path tasks in order to implement on time and consider acceleration options as warranted. Mr. Sponholtz recommended a mitigation plan that focused on four areas:

- Critical and barrier resolution – Create clear expectations on Performance Testing.
- UAT and agency readiness – Marshaling resources and leveraging State leadership to get agencies to lean into UAT.
- Quantitative agency readiness criteria – Ensuring ESC has adequate information to make a decision on Stage Gate 4.
- Cross-agency and enterprise dependency management – Suggests creating an inventory of agency dependencies and proactively managing it.

Mr. Sponholtz offered FL[DS]'s help with making connections with State leaders and providing resources to assist agencies or the Project, as needed.

UAT Engagement Plans; Jimmy Cox

Twenty-eight agencies submitted UAT Engagement Plans pursuant to section 249 of the FY 26/27 GAA. The Project published the plans on the website.

Testing Updates; Jimmy Cox, Stacey Morton, Angie Robertson

Mr. Cox shared 'After the UAT Refresh' reminders:

Data was updated with Dry Run 2 data (an as-of date of June 30, 2026). July encumbrances were loaded into UAT, mostly current year and some prior year. Florida PALM encumbrances consume budget; therefore, the month of July and first 14 days of August budget was consumed by encumbrances. Once reconciliation efforts between Florida PALM and LAS/PBS complete, the remaining budget and files will be loaded and a daily processes cadence will resume. The budget production process is being run in UAT as it will in production. All transactions processed in UAT were cleared during the Refresh, providing agencies with a clean starting point.

The Data Warehouse has not had a full refresh yet but is planned for the weekend of August 28, 2026. Pre-cutover data remained in the DW/BI UAT environment and will get updated after the first full week after the UAT Refresh.

Detailed information was provided to agencies to support their reconciliation of their General Ledger Balance. Agencies will see a few nuances; 1 – the outstanding warrant conversion from FLAIR to Florida PALM created duplicate entries. Florida PALM will update the process to back out the entries for the remaining Dry Runs and go-live so duplicates will not occur in future conversions. 2 – different types of transactions and impacts that hit the GL today versus tomorrow. 3 – the CMS environment has cash account values that agencies are seeing (1010##). To assist agency's reconciliation, the Project is pulling a snapshot of each agency's conversion and highlighting the changes/impacts noted above.

Agencies should create and post their budgetary allotments for both FY 25/26 and 26/27 or their schedule of allotment balance will not be accurate.

Following the UAT Refresh, agencies should expose remaining end users to the UAT environment and Knowledge Center resources. Agencies should continue testing agency processes in Florida PALM, with their agency business systems, and with enterprise systems. They should continue Interface Cycle 3 Testing, including end-to-end testing where possible. Mr. Cox suggested agencies begin shifting ownership from contractors to agency teams before go-live, as this transition often takes longer than anticipated and several agencies are highly dependent on these contractors who were intended to be short-term resources.

Interface Cycle 3 Testing ends on October 2, 2026, UAT ends on November 6, 2026 (though the UAT environment will be available through go-live for training purposes), and Agency Certification #4 is due November 6, 2026.

Year-end UAT sessions are occurring this week and next week. Process Steps, session materials and recordings are published in the Knowledge Center.

Ms. Morton discussed testing, beginning with Performance Testing. She prefaced her presentation by addressing Issue 41 (Carry Forward) where various resolution items were needed in order to true up the Carry Forward functions. This has been completed and retested, so the functionality is available for UAT year-end sessions. Addressing Issue 39 (FRS), the Project made six passes of testing in a separate environment to get the best performance from the delivered capabilities. The final results show the process will likely take less than two days to complete the FRS payroll file. The Project will test this process in the UAT environment in September. In parallel,

the Project is building and testing a custom solution to further improve FRS Payroll file performance. The customization will remove the budget and cash checking occurring in accounts payable and move it to occur in the General Ledger after payment processing. If implemented, this customization would only be of the FRS Payroll file. The Committee asked for the success rate of processing this file in the current design. Ms. Morton said the process always completes; it is the performance timing that the Project is working to improve.

Ms. Mortain said Performance Testing Segment I is complete; Segment II is being conducted on the upgraded PeopleSoft toolset. Volume testing from Segment I is also occurring in conjunction with Segment II.

Penetration (PEN) testing consists of two key cycles: web application and Infrastructure. Cycle 1 is in progress and cycle two is scheduled to complete October 30. The start of PEN testing was delayed due to Dry Run 2 running a few weeks behind.

Regression testing event 3 (out of 4) completed. The pass rate was 94 percent with 5 tickets pending resolution.

Ms. Morton displayed a graph of system ticket status across all testing activities. The highest percentage for tickets are due to code. The aging tickets are seen across various reasons, referencing what Mr. Cox mentioned earlier in the presentation being code fixes, data issues and design updates.

Agency Readiness Certification #3; Nikki Klein

Agency configuration and conversion workbooks were closed August 21 in preparation for Dry Run 3. Dry Run 3 has no impact on the UAT environment data therefore several agencies did not mark data cleansing activities as complete. Overall, agency workbooks are looking much better and are trending well for cutover. Agencies should maintain workbooks with updates and be forward thinking as they prepare for the final workbook lockdown in November leading into cutover.

Agency's August Monthly Progress Reports were updated with a questionnaire pertaining to the UAT Proviso requirements. For the month of August, agencies identified individuals responsible for completing the UAT activities to confirm Proviso requirements, and in September, they will begin reporting on their progress. Ms. Klein reminded the Committee of the other two open Readiness Workbook tasks; Deployment Planning and Cutover Checklist which is due September 11, and the Creation of Agency-Specific Learning Materials which is due October 30.

The final Readiness Certification (Cert #4) is due November 6, prior to the ESC decision on Stage Gate 4. The Project requested Agency Sponsors complete a biweekly [pulse check](#) to ensure their attention and care for activities leading up to their certification. It will also keep the Committee aware of agency progress leading up to their decision. Responses will be published on the Florida PALM website and shared in ESC meetings.

A new dashboard was published on the Florida PALM website that pulls data from Agency Monthly Progress Reports and reflects details on Interface Testing, UAT Execution, Training, and Project Management by agency. Data is updated nightly. The Risks and Issues will be updated each month after agency submission of their progress report.

The July Monthly Progress Report showed 27 of 29 agencies reported progress with Interface Cycle 3 Testing. Twenty-two of twenty-five agencies are testing inbound interfaces (five additional from the previous month) and twenty-five of twenty-eight agencies are testing outbound interfaces. Eighty-eight percent of agencies reported being satisfied with testing performance.

Thirty-two of thirty-five agencies reported testing User Stories (two additional from last month). Ninety-four percent reported being satisfied with testing performance. Ms. Klein shared a graph indicating the modules most tested (AAM, AMFR, BMCC, AR, and DM) and the modules with the most positive performance (BK, CT, GM, PM, RA and SAC). The Committee asked what percentage of User Story testing is expected. Ms. Klein said each agency has a different population, so they are measured by the agency's reported Topics and Activities. The Project shared a standard set of Topics and Activities, and agencies were able to say which applied to their business operations, and which did not. From their agency-specific list, the Project measures that they've tested at least the Activity; they may have one or more User Story per Activity.

Next Meeting and Adjournment

Steven Fielder, Chair

Mr. Cox shared closing remarks and additional context to the presentation.

From a training perspective, agencies should use their agency-to-agency network and learn from others; some are ahead and can help lend suggestions and resources.

Dry Run 2 finished seven days late. Reasons being, expectations were too large and tried to do too much. The Project gleaned lessons learned for the next run. Dry Run 3 is underway and going well. The Project has adjusted how they are tracking the amount of time it takes to complete cutover tasks which is helping to fine tune the overall dry run efficiency.

Agencies must create production support teams and processes to triage tickets at go-live and through Hypercare. It will help their true system issues get resolved faster and will help with system stabilization if non-system issue tickets can be resolved at the agency-level. A team created now can test the process before go-live.

The Project team is working towards implementing Florida PALM as a viable product which means the team is prioritizing tickets that must be resolved prior to go-live and dispositioning others. Mr. Cox recognized agencies may not be happy their requests for enhancements will not be implemented but acknowledged they are not crucial for go-live.

The meeting was adjourned at 4:00 p.m. The next meeting is scheduled for September 23, 2026, at the District Court of Appeal.