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| <b>Date</b>              | 09/23/2026                                                                                                                                                                                                                                                                                                                                                                                           | <b>Time</b> | 1:30 – 4:30 p.m. |
| <b>Location</b>          | First District Court of Appeal                                                                                                                                                                                                                                                                                                                                                                       |             |                  |
| <b>Objective</b>         | Executive Steering Committee Meeting Minutes                                                                                                                                                                                                                                                                                                                                                         |             |                  |
| <b>Committee Members</b> | 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); <del>Jennifer Pelham (DFS)</del> ; Warren Sponholtz (FL[DS]); Scott Stewart (DFS) |             |                  |
| <b>Materials</b>         | <a href="#">Meeting Presentation</a>                                                                                                                                                                                                                                                                                                                                                                 |             |                  |

## 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 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 trending behind but is making good progress. More information will be shared during the presentation. Stage Gate 5 Critical Path Items are on schedule.

Mr. Gotreaux provided an update on Project Risks and Issues. Issues 40 and 41 were closed. A Project Change Request (PCR) is being drafted related to system changes identified based on Issue 39 (performance of the FRS Retiree Payroll file).

Mr. Jimmy Cox asked the Committee if they would prefer reported progress related to Training Build based off the baseline dates in the Project Schedule or if they prefer the Project Schedule be updated based on the planned dates in Issue 42, that were discussed in the August ESC meeting. The Committee said they preferred reporting against the updated dates; therefore, the Project will do a Decision to change the baseline dates in the Schedule.

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.

*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.

Ms. Crouch reported seventy-three percent of end users have accessed the User Acceptance Testing (UAT) environment, as of September 14. Late exposure to the system contributes to a greater risk that end users will not be able to perform job duties at go-live and/or identify business process impacts before go-live. The Committee inquired if agencies have blockers for logging in, to which the Ms. Crouch said no. A follow-up question was asked for the percentage of those that have not logged in, which of those have a reporter role rather than a transactional user. Ms. Crouch said the 785 reported as not logged in is based on the number of users the agency expects to have access to the system. Ms. Angie Robertson said the Project can extrapolate the percentage of users that are reporting roles only, which can be shared at the next meeting. Circling back to the prior question about accessing the system, Ms. Robertson said access is given by the agency, making it very quick and easy for new users to gain access the to the system.

A Committee member shared a comment about Prerequisite training metrics for awareness; the vacant roles in her agency were pulling the completion metrics down. Her agency worked with the Project team to remove the vacant roles which corrected the completion metrics. Another Committee member asked what efforts are being taken with regard to the 785 users that have not logged in. Ms. Robertson said the Project continues to message the importance of testing/accessing the system through various ways; detailed agency reporting on the Florida PALM website, publishing of multiple training resources and end user manual content; weekly UAT Office Hours opportunities, and through individualized touchpoints and Agency Sponsor support.

Finding 35 – the execution of Test Cases for UAT increased in September; however, only sixty percent of agency testing is complete. With six weeks remaining in UAT, and one hundred percent needed to exit UAT, the current pace is creating a negative trend for exiting UAT on time.

Performance Testing Segment II is underway and needs additional tuning. Ms. Stacey Morton will share more up-to-date information later in the presentation.

Finding 40 – Batch processing test files are ready; the high-volume files will be performed in Performance Testing Segment II. The workaround to speed up the FRS Retiree Payroll processing timing extends through the weekend. A long-term fix will be implemented after go-live. A Committee member asked for clarification on the temporary fix for the FRS Retiree Payroll file. Ms. Crouch shared the temporary workaround (for/at go-live) where the Project will process the file over the weekend. After go-live an enhancement will be implemented to reduce the amount of time the file needs to process. Mr. Cox shared that tests have been conducted to ensure the process can be completed as expected. There is a zero-dollar cost for the change.

Finding 41 – critical and high-impact ticket trends do not yet show system stability. Nineteen new high-impact tickets have been logged, thirteen high-impact tickets have been outstanding for over 30 days, and new and aging tickets are continuing. Ms. Crouch said these high-impact tickets are being opened predominantly by the Project team (across all testing activities), meaning, agencies are not having high-impact system issues.

Finding 43 – IV&V reported garnishments missed the accuracy threshold in the final biweekly payroll parallel cycle. They reported the target was ninety-five percent but the results were eighty-nine percent and an additional cycle is being run to validate corrective actions. Mr. Cox corrected IV&V's report by saying the Project will not run an additional biweekly parallel test; garnishments are part of production and are over ninety percent accurate. He continued, IV&V separated garnishment reporting which created misleading metrics. Mr. Cox stated the correct process of measuring garnishments due to their uniqueness. The Project is working with People First to run payroll in Dry Run 4 for additional testing. Ms. Crouch agreed; there is no deliverable exit criteria

for garnishment deductions, and as a whole, garnishments exceeded the ninety-five percent target. Ms. Crouch said IV&V tracked the percentage for garnishments separately because they are configured differently, have non-standardized rule. The reported percentage is not meant for a basis for exit criteria.

Ms. Shannon Finley reported Finding 33 – only three agency interface connections remain in Interface Cycle 2 Testing. The Project received 22 new outbound connections; however, these are standard data feeds and will not have impacts on the schedule or resources.

Ninety-six percent of agency connections have been tested in Interface Cycle 3 Testing, with ninety-three percent rated as Satisfactory or Above Expectations. There are no critical or high-impact tickets in this testing category.

Finding 42 – Dry Run 3 is in progress. As of September 15, thirty-four percent of tasks exceeded their planned duration, but fourteen percent finished ahead of schedule. Timing trends have improved since Dry Runs 1 and 2.

### *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, System Investigation Requests (SIRs), performance results, an underspent budget, and risks relating to testing.

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

- Establishing reduction targets for SIRs
- Find, test and reconcile critical production gaps
- Accelerate training and agency readiness
- Ensure the Committee has list of Stage Gate criteria and quantitative data for decision-making

### *Testing Updates; Jimmy Cox, Stacey Morton, Angie Robertson*

Mr. Fielder shared remarks about the current January 2027 implementation path, sharing the same information he did with the Advisory Council meeting the week prior. There are four main options when implementing an accounting system:

- At Fiscal Year: As a state, we've demonstrated the lack of resources agencies can dedicate to testing during year-end activities. If implementation occurred during year-end, it can be predicted that the same behavior would occur.
- By Quarter at September/October: The timing would coincide with certified forward and Legislative Budget Request submission.
- By Quarter at March/April – The timing would coincide with Legislative session, data reporting, bill analysis, and impact conferences.
- By Quarter at December/January – The current timing utilizes holidays during system downtime, current payroll processing deadlines can remain the same, and it avoids other resource issues seen during the year.

Mr. Fielder said the contract amendment placeholder in today's presentation will be postponed until the October ESC meeting. The amendment will be shared with Committee members prior to the discussion and their voting action. Mr. Fielder was clear that the Project has not been asked to change the implementation go-live date from January 2027.

Ms. Robertson began the update for testing activities: the Project hosted year-end UAT sessions in August and September and will be wrapped up in October. The year-end testing so far has

included year-end close, Carry Forward Obligations, and transfers to LAS/PBS. The remaining testing will include preliminary close, the first and second reversions, the adjustment period close, and the completion/cutoff of Carry Forward processing.

An Agency Sponsor Summit is planned for October 21 where the Projected invited the Agency Sponsors to bring up to eight guests that can support their conversion on Agency Certification #4 in addition to the final activities leading to go-live. The Sponsor Summit will be held in lieu of October Advisory Council meeting.

Ms. Robertson said agencies have thirty-two more days to test in UAT. Since the refresh, the testing has been slow growing. UAT Stats (August and September) will be published at the end of September. The Project is not yet seeing the desired volume of transactions or the time spent in the system. Ms. Robertson displayed system usage metrics showing the users that can access the system versus users that have actually logged in. This graph doesn't show their activity, only their log in. It also doesn't differentiate their role as a reporter versus a transactional user.

As the Committee prepares for upcoming Stage Gate decisions, Mr. Cox walked through ticket priority definitions to educate the Committee on the reported data.

Critical-priority tickets generally mean one of the three systems (Financials, Payroll, DW/BI) is unavailable for use. These are usually resolved quickly (minutes to hours). There are currently no critical-priority tickets. There have been three critical priority tickets during UAT, of which two should have been classified as high-priority, not critical. The one that was a true critical-priority was for the availability of the payroll system. A network change was made that impacted the unified navigation in UAT. The change was rolled back and the issue was resolved within an hour.

High-priority tickets generally have impact(s) on business operations. These must be resolved before cutover begins. The increase in high-priority tickets is due to the phase of the Project; the closer you get to go-live the more urgent the resolution.

Medium-priority tickets are classified as such due to the magnitude or impact of the issue. These are the majority of tickets. Examples include code, bugs, batch, clarifications, and configuration. Some may be accepted as a Known Issue at cutover and may be resolved after go-live.

Low-priority tickets can go live without resolving, without absorbing risks for process functionality. For example, aesthetic, bug, or clarification. Low-priority tickets are not worked as quickly so the team can focus on tickets with a higher business impact. Often times this contributes to an aging ticket.

Mr. Cox said many factors contribute to how long it takes for a ticket to get resolved. Code changes require a retest; Enhancements and design changes must cycle through the design-build-test phases and release into UAT for testing; Competing priorities, such as Dry Runs, payroll parallel testing, regression testing, and in-person UAT/Training sessions, remove resources from ticket resolution. Mr. Cox further stated that the Project often has issues with a slow response from agency testers when additional information is requested or the user is requested to retest the fix.

A four-step approach will be taken to create the Known Issues and Enhancements List for cutover (Stage Gate 5). Key inputs include a) close out agency interface testing, b) close UAT, c) implement a develop code-freeze for go-live, and d) conduct a final review of outstanding tickets.

Ms. Morton shared that Performance Testing Segment II is currently on schedule to complete by the end of October. Cycles 1 is complete, cycle 2 is in progress and slightly behind, cycles 3 is in progress but slightly behind. The remaining cycles (4-7) have not started. Cycle 2 (currently

testing) areas of focus are Employee Self-Service (ESS) and spreadsheet uploads (online and batch). Remediation is being discussed and solutioned.

Penetration Testing – cycle 1 – completed in September. Cycle two has not started, per plan.

Regression Testing Events 1-3 are complete. Event 4 began ahead of schedule in September in FINSIT environment. Testing is trending well. This tests the downstream process impacts of automated scripts.

Ms. Morton shared the areas with the most tickets across all testing services are categorized as code, Oracle bugs, or performance. The most UAT-ticket are categorized as needing clarification, data issue, or TBD. Lastly, she shared graphs of aging tickets by priority (all, and UAT-specific) two of those being high-priority under UAT.

### *Training Activities; Kimberly Kemp*

Ms. Kemp shared an update for Training. The Project published two content releases of the End User Manual which includes new articles, existing Process Steps, and Complement Your Knowledge articles. Ms. Kemp shared End User Manual “view” metrics, highlighting Inter/IntraUnit Management and Budget Management and Cash Control as the most-viewed sections.

Web-Based Trainings (WBT) will soon be publishing in the People First LMS. Two Business Process Groups (BPG) are scheduled to publish on October 2 with another BPG scheduled to publish on October 16, which will account for 48% of end user activity in the system. The completion rate for these three WBTs will be used as one of the Agency Readiness Certification #4 criteria.

WBT Subject Areas are Topics grouped together in a way that make sense for end user learning. There are over 35 Subject Areas not including DW/BI and System Access Control (SAC). DW/BI learning will be through End User Manual content and Project-hosted in-person sessions. SAC learning will be through End User Manual content, as well.

Each WBT lesson aligns with a Topic and is built with a Read It, Watch It, Do It structure. They are interactive, have review questions, demonstration videos, and printable reference materials. The Project’s Thursday Task Talk this week will introduce how agencies can determine which trainings are required for specific end user roles.

Agency training will be measured between October 2026 and January 2027. All end users are expected to complete the required Florida PALM training. Security Access Managers and DW/BI Authors/Consumers are not included in the required trainings. Training is measured and considered complete when: a) all lessons within a WBT course have been taken, b) eighty percent or greater passing score on the Knowledge Check, and c) complete an end of course survey. The People First LMS will track completions and agencies will report their end users’ completion progress on a Project Training Tacker through Smartsheet to be included in their Agency Progress Report.

Ms. Kemp said agencies can prepare for WBT release by reviewing their Role Mapping worksheet to identify end users and then help them find their prerequisites and training requirements. Agencies should also review their training plans and are ready to be operationalized.

The Project will host several in-person training sessions during October, November, and December. The Training calendar and the Training Resources page on the Knowledge Center list the in-person session and virtual opportunities. The details include the appropriate audience, registration availability, and session logistics.

### *Cutover & Deployment Activities; Jimmy Cox*

Mr. Cox reminded the Council of the Deployment and Planning page in the Knowledge Center (KC); that it is routinely updated with key information for cutover planning. He encouraged the Council to “follow” this page for timely update notifications. The Project has developed a new page for cutover and deployment agency questions.

Key updates for cutover and deployment were shared with the Advisory Council and include;

- A [Sample Payment Processing Communication Content for Vendor/Supplier Community](#) was published on the KC to address payments during the cutover downtime.
- DFS A&A will publish FAQs on their website for vendors.
- Added a section for Personnel/HR processes during the downtime. It includes clarifications for HR professionals and agency leadership, along with a [draft HR email](#) with guidance on how and where payroll will be processed, as well as the downtime for both the payroll system (PYRL) and People First.
- Added a section for PCard use during the downtime.
- Published DFS – [AAM08 memo](#) that provide key dates and activities across several financial functions impacted by the cutover from FLAIR to Florida PALM.

Mr. Cox further reminded the Committee of the steps agencies should take for critical payments during the downtime. Priority one is identifying which critical payments are due during the downtime. Priority two is identifying how emergencies will be handled. Then communicate to your team and with the vendors. Mr. Fielder addressed a Committee member who previously asked a question about alternative payment processing during the down time for items like Medicaid/Kid Care. Mr. Fielder said the question was addressed during the September the Advisory Council to which the agencies represented there vocalized plans for such payments and were not concerned.

Mr. Cox addressed during the cutover downtime while People First is down. He said Florida PALM has not recommend a hiring freeze. If the hiring information is updated in People First on or before December 23, their payroll will run as normal. If the information is not in People First before the downtime, information will be held until People First reopens on January 8 and will run with January processing.

Mr. Cox addressed ways agencies can assess if they are adequately prepared for cutover and deployment. Having a cutover plan is key; making sure the plans align with the DFS A&A and the Project deadlines; planning for cutoff/lock out dates internally, having rollback and back-up plans, and having communication chains in place, are a few suggestions Mr. Cox mentioned.

### *Readiness Activities; Nikki Klein*

Ms. Nikki Klein spoke about Readiness Workplan activities. Agencies submitted their initial Deployment and Cutover Checklists; they should continue to refine and update as more information is shared by DFS A&A and the Project. Agencies are now working on developing a post-implementation support plan to determine the necessary support structure as Florida PALM become operational. It's suggested that agencies reflect on how they supported testers during UAT as a baseline for this task. September Monthly Progress Reports will include information from their cutover checklist and progress on their UAT Proviso requirements. Updated Configuration and Conversion workbooks will be due October 9, with the final updated submission in November.

Agency Readiness Pulse Checks 1 and 2 responses have been published on the Florida PALM website. Pulse Check dashboards are published after each submission; they show their

confidence levels across the reporting periods, showing trends for the four critical reporting areas. The majority of Pulse Check 2 responses showed a high or moderate confidence of meeting the readiness criteria by November 6. Sixteen agencies reported no concerns, while some agencies did.

Ms. Klein shared the testing progress for User Stories from February through September 19. About half of the agencies are close to completing their User Story testing. These stats get updated nightly and are taken from agency Progress Reports. Numbers are expected to rise as the month ends and September Progress Reports are due.

Mr. Cox addressed the two agencies that listed concerns in the Pulse Checks; two agencies are having challenges with the GLC001 reconciliation and have worked closely with the Project team for a resolution. Their concerns, seen in these metrics, stem from that conversion.

Ms. Klein continued, sharing another graph data for inbound and outbound Interface Cycle 3 Testing. About half of the agencies are nearing the completion of interface testing. The ESC presentation Appendix includes more information on testing concerns and roadblocks. Only four agencies reported potential concerns for meeting interface testing completion date.

## **Next Meeting and Adjournment**

***Steven Fielder, Chair***

The meeting was adjourned at 4:15 p.m. The next meeting is scheduled for October 28, 2026, at the Department of Revenue.