

**AGENCY:** Department of Financial Services  
**PROJECT:** Florida Planning, Accounting, and Ledger Management (PALM)

January 2022

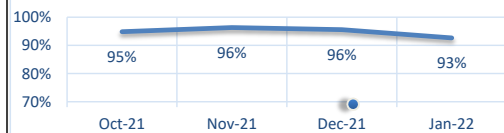
**PROJECT DESCRIPTION**

The Florida PALM project is replacing the Florida Accounting Information Resource Subsystem (FLAIR) and the Cash Management Subsystem (CMS) with a core Enterprise Resource Planning (ERP) solution. The project has completed the Pre-Design, Development and Implementation (Pre-DDI) phase which consisted of four tracks: Business Process Standardization (BPS), Project Management Office (PMO) including procurements, Organizational Change Management (OCM) including Workforce Transition (WFT), and System and Data Strategy (SDS). The project has executed a contract with a Software and Systems Integrator (SSI) as of July 20, 2018. The team has transitioned to the DDI phase of the project.

SCHEDULE DATA		COST DATA   FY 2021-22		Total Estimated Project Cost	
<b>Start Date</b>	May 19, 2014	<b>Appropriated Budget <sup>4</sup></b>	<b>Planned Project Budget</b>	<b>Planned Expenditures to Date</b>	<b>Actual Expenditures to Date</b>
		\$35,730,837	\$31,412,405	\$17,295,629	\$12,877,294
<b>Original Finish Date <sup>1</sup></b>	August 26, 2026	<b>Schedule / Cost Data Notes</b> <sup>1</sup> Original Finish Date is the date the project was originally forecasted to end based on the October 2018 DDI Project Schedule, which was one of the first schedules developed in collaboration with the vendor. This date does not include Production Support, which continues through June 30, 2027. <sup>2</sup> Planned Finish Date is the project end date listed in the Monthly Status Report from the current reporting period. <sup>3</sup> Forecasted Finish Date is the project end date reported in the DDI Project Schedule from the current reporting period. This date does not include Production Support, which continues through June 30, 2027. <sup>4</sup> Appropriated Budget is listed in the Monthly Status Report from the current reporting period.			
<b>Planned Finish Date <sup>2</sup></b>	June 30, 2027				
<b>Forecasted Finish Date <sup>3</sup></b>	May 20, 2026				

**OVERALL PROJECT STATUS SCORE & TREND**

93%

**KPI SCORING LEGEND**

0 - 71.99%	High Risk	May require escalation
72 - 85.99%	Medium Risk	Needs attention
86 - 100%	Low Risk	Monitor and maintain; continuous process improvement

**NOTES REGARDING OVERALL PROJECT STATUS**

According to the current spend plan and schedule, the Florida PALM Project is currently within budget for the fiscal year, and the schedule is forecasted to finish on time.

**SCOPE MANAGEMENT**

100%

Scope Management presents low risk.

According to the Monthly Status Report, there were no approved change requests in the reporting period.

**SCHEDULE MANAGEMENT**

50%

Schedule Management presents high risk.

The project team implemented a new schedule in the reporting period and there are several schedule quality concerns which have also been identified by the IV&V vendor. The project team is working on addressing these issues and will be reevaluated in subsequent reporting periods.

**COST MANAGEMENT**

100%

Cost Management presents low risk.

The project was \$4,418,335 under budget (69%) for the reporting period.

The project was \$4,418,335 under budget (26%) for the fiscal year to date.

This variance currently does not appear to indicate a negative impact to scope or schedule.

**RISKS & ISSUES MGMT**

100%

Risk & Issue Management presents low risk.

There were 32 active risks during the reporting period, including one closed risk. There were no new risks. There was one active risk listed as High Probability / High Impact.

There was four active issues during the reporting period, including one new issue. There were no closed issues.

**PROJECT MGMT PRACTICES**

100%

Project Management Practices present low risk.

The project appears to be utilizing sound project management processes.



Department of  
**MANAGEMENT  
SERVICES**

SCOPE MANAGEMENT	100%
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SCHEDULE MANAGEMENT	50%
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COST MANAGEMENT	100%
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RISKS & ISSUES MANAGEMENT	100%
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PM PRACTICES	100%
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