

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

February 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.

		<b>Total Estimated Project Cost</b>			
		<b>\$286,905,137</b>			
<b>SCHEDULE DATA</b>		<b>COST DATA   FY 2021-22</b>			
<b>Start Date</b>	<b>Appropriated Budget <sup>4</sup></b>	<b>Planned Project Budget</b>	<b>Planned Expenditures to Date</b>	<b>Actual Expenditures to Date</b>	
May 19, 2014	\$35,730,837	\$31,412,405	\$21,188,357	\$14,193,992	

<b>Original Finish Date <sup>1</sup></b>
August 26, 2026
<b>Planned Finish Date <sup>2</sup></b>
June 30, 2027
<b>Forecasted Finish Date <sup>3</sup></b>
May 20, 2026

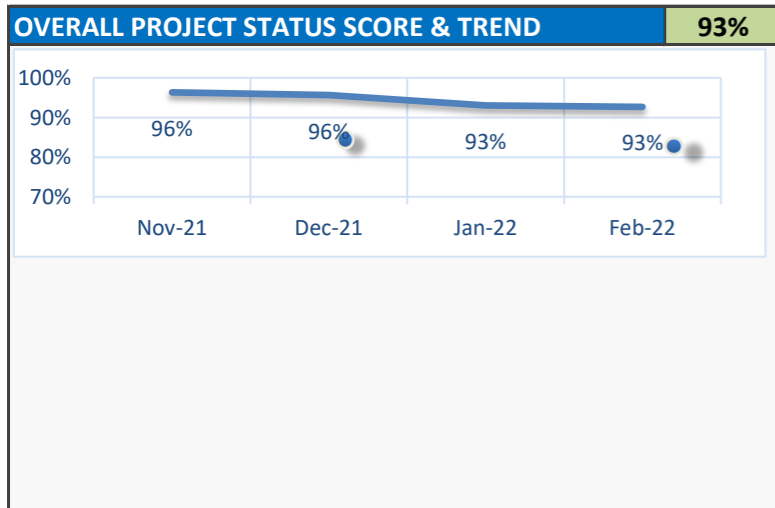
**Schedule / Cost Data Notes**

<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.



**KPI SCORING LEGEND**

<b>0 - 71.99%</b>	High Risk	May require escalation
<b>72 - 85.99%</b>	Medium Risk	Needs attention
<b>86 - 100%</b>	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. The recent schedule adjustments to activities does not change the overall Project implementation timeline. The detailed Project Schedule for activities beginning in January 2022 has not yet been finalized.

In the later stages of Amendment 6 discussions, the Project team determined that a new approach is needed as well as additional time to let the new Project Director join the team (March 14, 2022) and come up to date on project activities and allowing the legislative season to close out (March 11, 2022).

**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** **70%**

Schedule Management presents high risk.

The Schedule Management score is being affected by tasks with a positive finish variance and because the schedule was submitted late this month.

**COST MANAGEMENT** **80%**

Cost Management presents medium risk.

The project was \$1,464,892 under budget (53%) for the reporting period.

The project was \$6,994,366 under budget (33%) for the fiscal year to date.

The variance currently does not impact scope or schedule.

**RISKS & ISSUES MGMT** **100%**

Risk & Issue Management presents low risk.

There were 32 active risks during the reporting period, including one new risk and one closed risk. There was one active risk listed as High Probability / High Impact.

The project team opened Risk #272 regarding the FY 2022-2023 LBR. If the funding is not approved, there may not be sufficient funds for all projected expenditures. The project team and FL[DS] will monitor the risk closely.

**PROJECT MGMT PRACTICES** **100%**

Project Management Practices present low risk.

The project appears to be utilizing sound project management processes.

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There were 3 active issues during the reporting period, including one new issue and two closed issues. Issue 27 was created for impacts in establishing an updated schedule. The Project is actively monitoring risks associated with the 2024 scheduled implementation. Issue 30 was opened during the reporting period: The externally managed investment process has not launched as scheduled due to a delay in the receipt of the conversion data.

SCOPE MANAGEMENT 100%

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SCHEDULE MANAGEMENT 70%

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COST MANAGEMENT 80%

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RISKS & ISSUES MANAGEMENT 100%

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PM PRACTICES 100%

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