

1.1. General Information

Process Area	PJT – Project Development to Closeout
Process Workflows	(1) Set Up and Execute (2) Capture Costs/Revenue Cycle, (3) Closeout
As of	06/04/2015

1.2. Authors and Contributors

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1.3. Scope

This document depicts the Level 2 detailed proposed business process design for the project process area from the planning and project code set up to project closeout. Florida PALM will likely offer a range of project functionality beginning with simple project coding (i.e. limited functionality that appends a project code to general ledger postings). Florida PALM project functionality will include project level budget controls and project ledger functionality to enable agencies to perform financial analysis and allocations without impact to the general ledger. Florida PALM may also include functionality to provide agencies more detailed project planning functions. Project planning details can be used to monitor project execution and facilitate status reporting. Some project details will be required if automatic updates to record fixed assets are desired. Projects have linkages to several process areas for recording costs, revenues, and assets. The flow diagram provides references to the other process area diagrams to show connections.

1.4. Assumptions

- Any project as defined by state policy will be required to be quoted and accounted for using Florida PALM PJT functionality.
- The breadth of functionality (e.g. Project Coding, Project Budgeting, Project Planning) will offer options for agencies to implement
- Project files will be maintained by each agency
- Contracts related to projects will be handled in the Procurement to Payment Process Area
- Assets acquired/constructed through projects will be recorded and maintained in the Asset Requisition to Disposal Process Area
- Direct and indirect costs will be captured

- Fiscal data will reside in the accounting system
- There will be flexibility to capture, track and report on different characteristics of the project (e.g., external partner relationships, asset ownership)
- There will be the ability to account for multi-year projects and obligations
- There will be the ability to track activities and financial transactions across multiple funding sources
- Projects may have many contracts and one contract may be associated with many projects
- Feasibility studies, cost benefit analysis and other approvals are complete prior to starting project

1.5. Standardized Process Area Overview

The process area begins with a requirement to accumulate costs for a specific set of activities. A decision is made on whether the costs should be accumulated as a project. There are many factors in determining whether to classify as a project including cost, complexity, financial consequences, length of acquisition/development process, impact to external stakeholders, legislative mandates, etc.

If project planning functionality is adopted, the tasks, schedules, resource assignments, and milestones can be input to support project execution, monitoring and status Reporting. In some cases where the project produces a capital asset the milestones can be identified as triggers to record the asset as work-in-progress.

The project is established and details associated with project are validated and recorded in the project area. Once established, work on the project or financial transactions associated with the project can begin. Transactions associated with the project may be incurred in several of the other process areas and are sent to the project area to update the project cost information. If those costs need to be billed or are associated with a grant, information is sent to the ARB (Accounts Receivable / Billing) and/or GAC (Grants Acquisition to Closeout) process areas. Payment/revenue and other grant information are returned to the project area to update project records. Any allocations for costs or revenues are sent to the R2R (Record to Report) process area. If the project is a construction project or is acquiring assets, the A2D (Asset Requisition to Disposal) process area is updated to record the construction work in progress or the asset information.

1.6. Process Area Details

The table below describes each step in the process envisioned to use the Florida PALM PJT Projects functionality to set up a project, account for project activities, and closeout the project in the system. The Process Step ID refers to the step as depicted in the respective BPS Business Process Workflow diagram.

The workflow diagrams use horizontal swim lanes to depict where activities are likely to be performed by different parties. Each swim lane is titled with a role either agency-based or enterprise-based and in some cases representative of an external party (e.g. a vendor, a grantor/funding source). The swim lane roles may be different at an agency.

The swim lanes may change from page to page within a single process area as more or fewer roles are required to execute sections of the overall process. In the table below, a list of the roles involved in each section has been inserted where the process steps transition from page to page and a change occurs.

Workflow Page 1 of 3: PJT – Setup and Execute	
Swim lanes – Definition	Agency Project Manager – Agency person responsible for project coding and monitoring Agency Finance – Agency person responsible for project accounting and financial business processing

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
PJT 1.1	Input Tasks	<ul style="list-style-type: none"> • Input the tasks required to execute the project at the level of detail required by the agency or funding authority. • This may be optional depending on the scope of functionality adopted. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.
PJT 1.2	Input Resources	<ul style="list-style-type: none"> • Input project resource assignments (accountabilities and commitment levels) required to execute the project. • This may be optional depending on the scope of functionality adopted. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
			<ul style="list-style-type: none"> • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.
PJT 1.3	Input Schedule (Milestones)	<ul style="list-style-type: none"> • Input the schedule of activities at the level of detail required for the project. • This would also include key milestones to be achieved by the project. • This may be optional depending on the scope of functionality adopted. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.
PJT 1.4	Input Dependencies	<ul style="list-style-type: none"> • Input dependencies between tasks that establish predecessor relationships. • This may be optional depending on the scope of functionality adopted. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
			<ul style="list-style-type: none"> • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.
PJT 1.5	Input Project Profile (Checklists)	<ul style="list-style-type: none"> • Input a project profile to summarize activities and enable high level monitoring. • This can be used to create user friendly checklists focused on agency priorities such as activities within a period and/or select resources and their productivity. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.
PJT 1.6	Input Project Budget &	<ul style="list-style-type: none"> • Input the budget data at the level of detail required by the agency. This may be optional 	<ul style="list-style-type: none"> • Chapter 216, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
	Controls (Phases/Dates/Restrictions)	<p>depending on the scope of functionality adopted.</p> <ul style="list-style-type: none"> This functionality is used to control budget edits within a budget structure defined in the PJT module (i.e. below the appropriation level). Note: If the project is associated with other projects, it is during the project set up process or later by amending the project set up that the agency will associate or link the projects in Florida PALM. 	<ul style="list-style-type: none"> Chapter 255, F.S. Section 282.0051, F.S. Section 287.055, F.S. Section 287.05712, F.S. Section 489.145, F.S. Section 1013.23, F.S. Section 1013.45, F.S.
PJT 1.7	Input New Project Code (or Adjust Existing)	<ul style="list-style-type: none"> In this step the new project code will be created to become a valid value in the Chart of Accounts. PAY Note: If the project will incur payroll/labor costs, the agency can use the PAY process to establish default payroll cost allocations enabling multi-accounting posting at the time of payroll processing or set up the project code as a valid value in the People First timecard to capture time worked on the project. If Integrated with the PAY process, this would also enable real-time payroll cost allocation during the payroll production cycle. 	<ul style="list-style-type: none"> Chapter 216, F.S. Chapter 255, F.S. Section 282.0051, F.S. Section 287.055, F.S. Section 287.05712, F.S. Section 489.145, F.S. Section 1013.23, F.S. Section 1013.45, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
PJT 1.8	Grant Funded?	<ul style="list-style-type: none"> • If the project is grant-funded, the GAC process will be used to associate the project code with its respective grant(s). • If the project is grant funded, the drawdown or reimbursement cycle will be managed using the ARB process where the grant is associated with its funding source (customer) and where revenue receipts are processed. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.
PJT 1.9	Need Non-Grant Funded Billing?	<ul style="list-style-type: none"> • If the project requires billing or reimbursement from a source other than grants, the ARB process can be used to establish the project's funding source(s)/customer(s) and post receipts/revenue, if needed a Florida PALM based billing process can also be set up in ARB. • ARB customer records should be associated with any contracts in place relative to any billing events. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
			<ul style="list-style-type: none"> • Section 1013.45, F.S.
PJT 1.10	Producing Asset?	<ul style="list-style-type: none"> • If the project will produce one or more capital assets by its execution, and project planning detail functionality is used, Florida PALM may offer functionality that associates certain project milestones with asset recordation at the General Ledger. • This would enable automatic update to the A2D process area. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.
PJT 1.11	Input Milestone Triggers	<ul style="list-style-type: none"> • Selected milestones are identified as the point at which a capital asset is to be recorded. • This functionality can be used to book work-in-progress assets. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
			<ul style="list-style-type: none"> • Section 1013.23, F.S. • Section 1013.45, F.S.
PJT 1.12	Labor Costs?	<ul style="list-style-type: none"> • If the project funding is used to support state payroll expenses, Florida PALM will offer the ability to allocate project-coded costs directly to their associated accounting details via the PAY payroll production process. • This may be accomplished in two ways – via the People First Timecard or payroll allocation default. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.
PJT IP 1.13	Via People First Timecard	<ul style="list-style-type: none"> • This represents the update of People First to establish the new project code as a valid value for applicable employee timecards. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
			<ul style="list-style-type: none"> • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.
PAY 2.2	Payroll Default	<ul style="list-style-type: none"> • If an employee's payroll is to be allocated 100% to a single project, in that case it is the payroll default that is used to set up allocation with 1:1 distribution to an account code string. • If the allocation of project-coded payroll expenses need to be split to more than one account code string, and the split is routinely required, Florida PALM will offer the ability for the agency to set up a default allocation. • Note: Florida PALM will be able to use the project code to allocate the expenses at the time of payroll production. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S. • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.
PJT 1.14	Activate Projects Code(s)	<ul style="list-style-type: none"> • At this point the status of the new project code is made active for transaction processing by authorized users. • Status types may preclude selected users and/or all users from using the code depending on the stage of the program life-cycle. 	<ul style="list-style-type: none"> • Chapter 216, F.S. • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.055, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
			<ul style="list-style-type: none"> • Section 287.05712, F.S. • Section 489.145, F.S. • Section 1013.23, F.S. • Section 1013.45, F.S.

Workflow Page 2 of 3: PJT - Setup and Execute	
Swim lanes - Definition	<p>Enterprise – BOSP – Bureau of State Payroll</p> <p>Enterprise – A&A – Division of Accounting & Auditing</p> <p>Agency Purchasing /Buyer – Agency purchasing office</p> <p>Agency Project Manager – Agency person responsible for project coding and monitoring</p> <p>Agency Finance – Agency person responsible for project accounting and financial business processing</p> <p>Vendor – Provider of goods/services to Agency</p> <p>Funding Source – Grantor, Customer</p>

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
PJT 2.1	CAPTURE PROJECT COSTS Update Project Ledger and Budget	<ul style="list-style-type: none"> • The PJT Capture Costs/Revenue Cycle map depicts at which points in the business transaction processes the project code is introduced to ensure accounting entries are attributed to the project (purchasing, accounts payable, payroll, journal transfers, accounts receivable). • The PJT journals/ledgers contain comprehensive data (all entries including encumbrances) from the R2R General Ledger that can be used in the PJT projects functionality to perform modeling, analysis and “PJT projects-only” journal transfers that do not affect the General Ledger. 	<ul style="list-style-type: none"> • Chapter 255, F.S. • Section 215.195, F.S. • Section 216.181, F.S. • Section 282.0051, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
		<ul style="list-style-type: none"> Journal Transfers executed at the General Ledger level containing project codes will automatically update the Project Ledger in Florida PALM. 	<ul style="list-style-type: none"> Section 216.043, F.S. Section 287.05712 F.S. Section 489.145, F.S. Section 1013.23, F.S.
PJT IP 2.2	Outbound Interface to Agency Business Systems	<ul style="list-style-type: none"> Captured project costs /updates are transmitted to agency business systems from Florida PALM. 	<ul style="list-style-type: none"> Chapter 255, F.S. Section 215.195, F.S. Section 216.181, F.S. Section 282.0051, F.S. Section 216.043, F.S. Section 287.05712 F.S. Section 489.145, F.S. Section 1013.23, F.S.
PJT 2.3	Receive Vendor Invoice	<ul style="list-style-type: none"> This step represents the project manager receiving the invoice for good/services obtained via purchasing processes. The invoice will be processed as accounts payable in the P2P process. 	<ul style="list-style-type: none"> Chapter 255, F.S. Section 215.195, F.S. Section 216.181, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
			<ul style="list-style-type: none"> • Section 282.0051, F.S. • Section 216.043, F.S. • Section 287.05712 F.S. • Section 489.145, F.S. • Section 1013.23, F.S.
PJT 2.4	Identify Amount to Be Billed/ Reimbursed	<ul style="list-style-type: none"> • Online inquiry and reporting functionality is used periodically to identify and calculate total project costs based on expenses and journal transfers. • The totals represent the basis for receivables posted in ARB. • If ARB billing functionality is used to request reimbursement, these totals are used to prepare the bill and automatically post the ARB receivable. 	<ul style="list-style-type: none"> • Chapter 255, F.S. • Section 215.195, F.S. • Section 216.181, F.S. • Section 282.0051, F.S. • Section 216.043, F.S. • Section 287.05712 F.S. • Section 489.145, F.S. • Section 1013.23, F.S.
PJT 2.5	Agency Offline Billing	<ul style="list-style-type: none"> • Agency Billing Method not using Florida PALM. 	<ul style="list-style-type: none"> • Chapter 255, F.S. • Section 215.195, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
			<ul style="list-style-type: none"> • Section 216.181, F.S. • Section 282.0051, F.S. • Section 216.043, F.S. • Section 287.05712 F.S. • Section 489.145, F.S. • Section 1013.23, F.S.
PJT 2.6	Remit Payment	<ul style="list-style-type: none"> • The project funding source remits payment in response to ARB billing invoice or drawdown activity and the subsequent bank deposit and ARB cash receipt clear the respective receivable. 	<ul style="list-style-type: none"> • Chapter 255, F.S. • Section 215.195, F.S. • Section 216.181, F.S. • Section 282.0051, F.S. • Section 216.043, F.S. • Section 287.05712 F.S. • Section 489.145, F.S. • Section 1013.23, F.S.

Workflow Page 3 of 3: PJT - Setup and Execute	
Swim lanes - Definition	Agency Project Manager – Agency person responsible for project coding and monitoring Agency Finance – Agency person responsible for project accounting and financial business processing

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
PJT CP 3.1	Monitor Project Progress	<ul style="list-style-type: none"> Using the PJT functionality, Project Manager and Agency Finance/Accounting are able to update and monitor activity status and accounting activity within the PJT journal/ledger. If full functionality is in use, a set of status reports can be generated. 	<ul style="list-style-type: none"> Chapter 255, F.S. Section 282.0051, F.S. Section 287.05712 F.S. Section 489.145, F.S. Section 1013.23, F.S.
PJT 3.2	Finalize Transactions in Process	<ul style="list-style-type: none"> To begin the Projects Closeout process, first transactions in process should be completed (e.g. purchase orders, payments, payroll in arrears) or terminated. Purchase orders in process should be fulfilled or cancelled so that project encumbrances are liquidated. Payments in process should be completed through disbursement. Payroll in arrears for open project period activity should be processed through disbursement. 	<ul style="list-style-type: none"> Chapter 255, F.S. Section 282.0051, F.S. Section 287.05712 F.S. Section 489.145, F.S. Section 1013.23, F.S.
PJT CP 3.3	Complete Project Tasks (Input Status)	<ul style="list-style-type: none"> If program detail functionality is being used and has activity open, the activity should be completed or cancelled with statuses updated to reflect closure. Milestones that represent capital assets need to be updated to trigger updates to A2D asset records. 	<ul style="list-style-type: none"> Chapter 255, F.S. Section 282.0051, F.S. Section 287.05712 F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
		<ul style="list-style-type: none"> Note: It is at this point that the agency would likely need to change the status of the project code from active for general use to a status enabling completion of transactions in process but preventing new procurement or payables transactions from being processed using the code. 	<ul style="list-style-type: none"> Section 489.145, F.S. Section 1013.23, F.S.
PJT 3.4	Calculate Cost Allocation	<ul style="list-style-type: none"> If costs need to be allocated Cost allocation will take place in this step and will be recorded in the GL. 	<ul style="list-style-type: none"> Chapter 255, F.S. Section 282.0051, F.S. Section 287.05712 F.S. Section 489.145, F.S. Section 1013.23, F.S.
PJT 3.5	Capture Project Costs	<ul style="list-style-type: none"> Online inquiry and reporting functionality is used periodically to identify and calculate total project costs based on expenses and journal transfers. The totals represent the basis for receivables posted in ARB. If ARB billing functionality is used to request reimbursement, these totals are used to prepare the bill and automatically post the ARB receivable. 	<ul style="list-style-type: none"> Chapter 255, F.S. Section 282.0051, F.S. Section 287.05712 F.S. Section 489.145, F.S. Section 1013.23, F.S.
PJT 3.6	Agency Offline Billing/Receipt Cycle	<ul style="list-style-type: none"> Agency Billing Method not using Florida PALM. 	<ul style="list-style-type: none"> Chapter 255, F.S. Section 215.195, F.S. Section 216.181, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
			<ul style="list-style-type: none"> • Section 282.0051, F.S. • Section 216.043, F.S. • Section 287.05712 F.S. • Section 489.145, F.S. • Section 1013.23, F.S.
PJT CP 3.7	Analyze Project Performance (Confirm Closeout)	<ul style="list-style-type: none"> • Using the PJT online inquiry and reporting functionality, Project Manager and Agency Finance/Accounting are able to assess status of project and accounting activity to confirm the project is ready to be closed. 	<ul style="list-style-type: none"> • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.05712 F.S. • Section 489.145, F.S. • Section 1013.23, F.S.
PJT CP 3.8	Close Project (Deactivate Project Code)	<ul style="list-style-type: none"> • All activity using the project code prevented in this status. • Select users maintain the ability to reopen for exceptions requiring lagging adjustments. 	<ul style="list-style-type: none"> • Chapter 255, F.S. • Section 282.0051, F.S. • Section 287.05712 F.S. • Section 489.145, F.S. • Section 1013.23, F.S.

Process Step ID	Process Name	Description of Process	Governing Laws and Policies
PJT 3.9	Need to Reopen Project?	<ul style="list-style-type: none"> From time to time, after a project has been completed and the project code has been deactivated, there may arise a need to reactivate the project code for trailing transactions (e.g. a late bill arrives; project costs need to be adjusted; funding authority has disallowed a project cost). Florida PALM project set up functions will be accessible to authorized users to reactivate project codes. 	<ul style="list-style-type: none"> Chapter 255, F.S. Section 282.0051, F.S. Section 287.05712 F.S. Section 489.145, F.S. Section 1013.23, F.S.

1.7. Integration

Integration ID	FFMIS or Key System	Integration Description
PJT IP 1	Inbound from MFMP	Download project data. Triggered by Project Purchasing/Contract Activity.
PJT IP 2	Inbound from Agency Business Systems.	Upload project data. Triggered by New/Updated Project Data.
PJT IP 3	Florida PALM Outbound to Agency Business System.	Download project data. Triggered by Project Activity Posts.

1.8. Control Points

Control Pt. ID	Control Point Description
TBD	TBD

1.9. Reporting

Report No.	Description	Frequency and Triggering Event	Audience(s)	Classification	Governing Laws and Policies
PJT R 1	Report Status for Project Set Up activities	On Demand	Project Manager, Agency Finance	TBD	TBD
PJT R 2	Report on Expenditures/Revenue by Funding Source	On Demand	Project Manager, Agency Finance	TBD	TBD
PJT R 3	Report on Expenditures by Type	On Demand	Project Manager, Agency Finance	TBD	TBD
PJT R 4	Report Expenditures by Vendor and Invoice Number	On Demand	Project Manager, Agency Finance	TBD	TBD
PJT R 5	Report Project Actual Expenditures Period (Start-to-Date; Year-to-Date; Month-to-Date; User defined period.)	On Demand	Project Manager, Agency Finance	TBD	TBD
PJT R 6	Report Direct and Indirect Costs (assessment of fringe benefit and/or overhead costs associated with direct project labor)	On Demand	Project Manager, Agency Finance	TBD	TBD
PJT R 7	Report of pending workflow approvals older than (user defined period)	On Demand	Project Manager, Agency Finance	TBD	TBD
PJT R 8	Status Report on Activities/Tasks/Milestones Performance Period (Start-to-Date, Month-to-Date, User Defined Period)	On Demand	Project Manager, Agency Executives	TBD	TBD
PJT R 9	Report of Schedule Variance	On Demand	Project Manager, Agency Executives	TBD	TBD

Report No.	Description	Frequency and Triggering Event	Audience(s)	Classification	Governing Laws and Policies
PJT R 10	Report of Cost Variance	On Demand	Project Manager, Agency Executives. Agency Finance	TBD	TBD

1.10. Accounting Events

Accounting Event ID	Description	Accounting Entry DR – Debit CR – Credit
PJT AE 1	Asset is recorded (note – this may be done directly from P2P area at time of purchase if asset is purchased as part of project)	DR Capital Asset CR Construction Work in Progress or Expenditure

1.11. Key Performance Indicators/Measures

Measure	Relevance	Data Elements Needed to Generate Measure
Trending of actual project expenditures (direct vs. indirect) in relation to planned as well as current year budget	Efficiency Compliance Risk Identification	TBD
Obligations under contract	Forecasting Compliance	TBD
Actual indirect cost recoveries compared to allowable	Benefit Maximization Compliance	TBD
Reverted project budget	Efficiency	TBD
Timeliness of project closeout activities from date of last financial transaction	Efficiency Risk Identification	TBD
Timeliness of project closeout activities from final acceptance	Efficiency Compliance	TBD
Completion of Milestones (data and \$) with respect to the schedule.	Efficiency	TBD
Capture information around change orders (the number of	Efficiency	TBD

them, the complexity of them, and/or the value of them expressed in comparison to total project value).		
Trending of budget to actual expenditures.	Efficiency	TBD

1.12. Future Enhancements

TBD

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