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| AGENCY: Department of Financial Services | December 2016 |
| PROJECT: Florida Planning, Accounting, and Ledger Management (PALM) |  |

PROJECT DESCRIPTION

The PALM project is to replace the Florida Accounting Information Resource Subsystem (FLAIR) and the Cash Management Subsystem (CMS) with a core Enterprise Resource Planning (ERP) solution. The project is currently in the Pre-Design, Development and Implementation (Pre-DDI) phase and consists 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's goal is to procure and contract with a Software and Systems Integrator (SSI) in 2018. The Pre-DDI phase will be considered complete upon receiving the initial vendor responses to the procurement. Then, a transition period will occur between this phase and the next phase, DDI 1.

SCHEDULE DATA

| | | |
|-------------------|--------------------------------------|---|
| Start Date | Planned End Date ¹ | Actual / Forecasted End Date¹ |
| May 19, 2014 | March 14, 2018 | March 14, 2018 |

VARIANCE INDICES

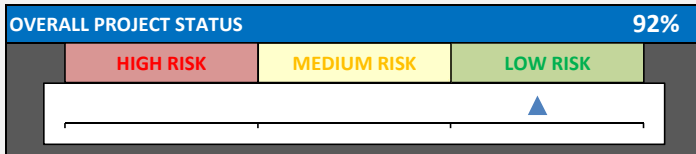
| | |
|-----------------------|-------------------|
| Schedule (SPI) | Cost (CPI) |
| | |

*AST is not reporting SPI and CPI during FY2016-17 due to inconsistencies in agencies' approaches to calculating SPI and CPI.

COST DATA

| | | | |
|--|--|--|---|
| Appropriated Budget for FY 2016 - 17^{2, 3} | Planned Project Budget for FY 2016 - 17³ | Planned Expenditures to Date for FY 2016 - 17 | Actual Expenditures to Date for FY 2016 - 17⁴ |
| \$8,807,423 | \$6,472,390 | \$2,781,301 | \$2,781,301 |

KEY PROJECT PERFORMANCE INDICATORS



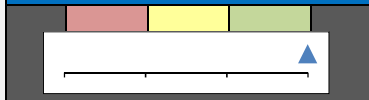
KPI ANALYSIS NOTES

- ¹ The project is currently in the Pre-DDI Phase so the Planned End Date is for the completion of the Pre-DDI Phase.
- ² The Appropriated Budget from \$8,768,423 to \$8,807,423 is due to adjustments for Salary & Benefits.
- ³ The difference between the Appropriated Budget and the Planned Project Budget is the removal of the amount to be reverted to Fiscal Year (FY) 2017-18, the additional funds for Salary & Benefits, Risk Management Insurance, and the DMS Transfer.
- ⁴ Expenditures incurred to date.

KPI Scoring Legend

| | | |
|--------------|-------------|--|
| 71.99% - 0% | High Risk | |
| 85.99% - 72% | Medium Risk | |
| 100% - 86% | Low Risk | |

SCOPE MANAGEMENT 100%



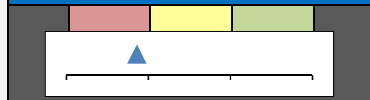
Scope Management presents low risk.

There were no scope changes reported during the reporting period.

There was one Project Change Request (PCR) for the reporting period; PCR #25, Data Management Plan Schedule Changes. This change request was to move the acceptance and approval dates of the Data Management Plan (DMP) to accommodate additional time to incorporate and review the additional content proposed by the Project's Data Architecture Support Services contractor.

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SCHEDULE MANAGEMENT 70%



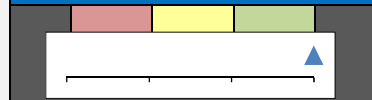
Schedule Management presents high risk.

AST and PALM met January 4, 2017 to discuss the AST recommendations regarding schedule management. The PALM team is reviewing the recommendations to determine which ones will be incorporated into the January schedule. As of December 2016, the recommendation for additional tasks for the ITN process has been incorporated into the schedule.

AST continues to recommend the project begin baselining tasks at least six months out, reduce the number of milestones to

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COST MANAGEMENT 100%

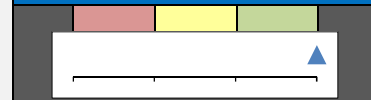


Cost Management presents low risk.

The project is on budget for this reporting period.

The project rebaselined the spending plan and is planning to revert \$2,334,877 of the Fiscal Year (FY) 2016-17 appropriation and request a reappropriation to FY 2017-18.

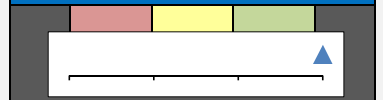
RISK MANAGEMENT 100%



Risk Management presents low risk.

The project continues to demonstrate the ability to identify, monitor, and mitigate project risks through defined processes as documented in the Project Management Plan.

ISSUE MANAGEMENT 100%



Issue Management presents low risk.

The project has an issue management process included in the Project Management Plan that documents how issues will be identified, analyzed, escalated and monitored.

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SCOPE MANAGEMENT

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This change request only impacts the project schedule (no impact to the project scope or budget).

SCHEDULE MANAGEMENT

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only those representing the completion of significant work packages or efforts, include tasks that represent the substantive work of the project, and reduce the number of overhead/administrative tasks. These changes will provide a more accurate representation of the substantive work of the project.

AST further recommends that the project baseline all project tasks and milestones that are not subject to change, remove recurring tasks such as invoice reviews, meetings and status reports. In addition the project should assign the resources to the schedule only once and allocate resources either with work effort or available percentage of time. These changes will provide a reliable project status, project end date and accurate resource requirements.

These changes will provide the project team a schedule that guides the work and reflects the progress and performance.

COST MANAGEMENT

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RISK MANAGEMENT

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ISSUE MANAGEMENT

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