


<b>AGENCY:</b> Department of Financial Services	<b>February 2017</b>
<b>PROJECT:</b> 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 procurement of a Financial Management Solution. There will be a transition period between the initial vendor responses to the procurement and the Design, Development and Implementation (DDI) Phase 1.

**SCHEDULE DATA**

<b>Start Date</b>	<b>Planned End Date <sup>1</sup></b>	<b>Actual / Forecasted End Date<sup>1</sup></b>
May 19, 2014	March 14, 2018	March 14, 2018

**VARIANCE INDICES**

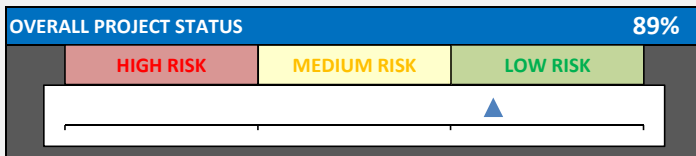
<b>Schedule (SPI)</b>	<b>Cost (CPI)</b>

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

**COST DATA**

<b>Appropriated Budget for FY 2016 - 17<sup>2</sup></b>	<b>Planned Project Budget for FY 2016 - 17<sup>2</sup></b>	<b>Planned Expenditures to Date for FY 2016 - 17</b>	<b>Actual Expenditures to Date for FY 2016 - 17<sup>3</sup></b>
\$8,807,423	\$6,472,546	\$4,144,733	\$3,951,340

**KEY PROJECT PERFORMANCE INDICATORS**



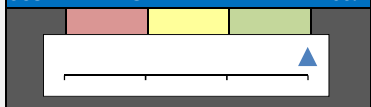
**KPI ANALYSIS NOTES**

- <sup>1</sup> The project is currently in the Pre-DDI Phase so the Planned End Date is for the completion of the Pre-DDI Phase.
- <sup>2</sup> 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.
- <sup>3</sup> Expenditures incurred to date.

**KPI Scoring Legend**

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

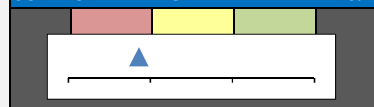
**SCOPE MANAGEMENT 100%**



Scope Management presents low risk.

There were no scope changes reported during the reporting period.

**SCHEDULE MANAGEMENT 70%**



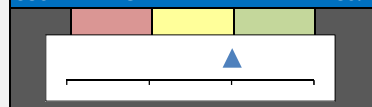
Schedule Management presents high risk.

AST continues to have the same recommendations as previous months.

The project team meets the beginning of each month to review the schedule and baseline tasks that will be due during that month. During this meeting the team also reviews the committed tasks to ensure resources are not over allocated. If over allocation exists the task is rescheduled. This only allows the team to plan, monitor, and control the project schedule 30 days at a time.

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**COST MANAGEMENT 86%**



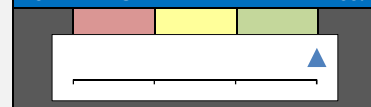
Cost Management presents low risk.

The variance between planned and incurred costs for the fiscal year to date is \$193,393. This variance is due to contract staff working fewer hours than planned and having a vacancy; a vacancy in a state position; IV&V costs less than planned; and not requiring as much outside counsel as planned. There is no indication that the variance is negatively impacting the project.

AST recommends that the project wait to incur the cost once the project is confident

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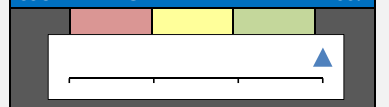
**RISK MANAGEMENT 100%**



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 follows the Issue Management process identified in the Project Management Plan. This process documents how issues will be identified, analyzed, escalated and monitored.

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**SCOPE MANAGEMENT**

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**SCHEDULE MANAGEMENT**

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AST continues to recommend the project begin baselining tasks at least six months out, reduce the number of milestones to 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 (AST would consider yielding on this more stylistic issue if the schedule similarly contained all substantive activities). 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 (even if beyond six month milestone) 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.

**COST MANAGEMENT**

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in the amount (invoice received, timesheet submitted, etc.). AST also recommends that the project not change planned costs unless there is an approved change request authorizing the rebaselining of the Spending Plan.

**RISK MANAGEMENT**

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**ISSUE MANAGEMENT**

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