


AGENCY:	Department of Financial Services	July - September 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	May 19, 2017

VARIANCE INDICES

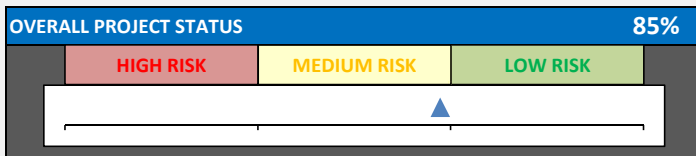
Schedule (SPI)	Cost (CPI)

*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	Planned Project Budget for FY 2016 - 17	Planned Expenditures to Date for FY 2016 - 17	Actual Expenditures to Date for FY 2016 - 17²
\$8,785,347	\$8,785,347	\$1,637,557	\$1,012,446

KEY PROJECT PERFORMANCE INDICATORS

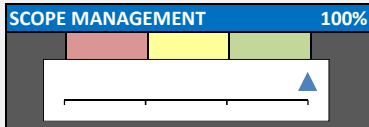


KPI ANALYSIS NOTES

¹ The project is currently in the Pre-DDI Phase so the Planned End Date is for the completion of the Pre-DDI Phase. The difference in the Planned End Date and the Forecasted End Date is due to the project not being fully committed or baselined.
² Expenditures incurred to date.

KPI Scoring Legend

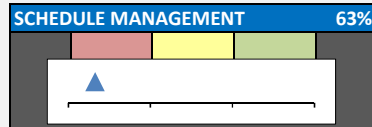
71.99% - 0%		High Risk
85.99% - 72%		Medium Risk
100% - 86%		Low Risk



Scope Management presents low risk.

There were no scope changes reported during the reporting period.

There was one Project Change Request (PCR) submitted and approved during the reporting period which was the Key Project Milestone Schedule Change. This change request was to update the Business Requirements finalized for the Invitation to Negotiate (ITN), Data Management Plan and Approval of the ITN milestones. This change request only impacts the project schedule (no impact to the project scope or budget).

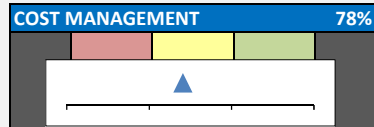


Schedule Management presents high risk.

The discrepancy in the Planned End Date and Forecasted End Date shown above is due to the project's approach of estimating and committing to tasks on a short-term basis.

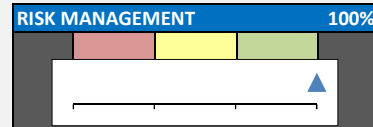
AST recommends the project begin baselining tasks at least six months out, reduce the number of milestones to only those representing the completion of significant work packages or efforts, include tasks that represent the substantive work of the project, and reduce the number of overhead/administrative tasks. These changes will provide a more accurate representation of the substantive work of the project.

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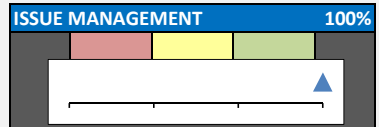
Cost Management presents medium risk.

The project's incurred costs are \$625,111 less than planned this reporting period. This variance is due to the project not requiring as many resources as originally planned from the outside counsel, staff augmentation, salaries and benefits, and IV&V. In addition, the project administration category includes the project's contingency budget. The project is expecting to continue this trend throughout Fiscal Year 2016-17 and revert approximately \$2.3 million dollars to Fiscal Year 2017-18.



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 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.

There was one issue opened and closed during the reporting period. Issue #14, Fulltime resources dedicated to the agency business case initiative are unable to perform the assigned tasks and a replacement resource has not been assigned, was opened in July 2016 and closed August 2016. There was no impact to the scope, schedule or budget.

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SCOPE MANAGEMENT

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SCHEDULE MANAGEMENT

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The Agency for State Technology (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. 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.

AST has provided a schedule analysis with recommendations to the project team.

COST MANAGEMENT

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AST recommends the project rebaseline the project spending plan and reflect the contingency and anticipated reappropriation amounts to a specific line item and not reflect the amount in the monthly planned column of the spending plan. This will allow the project to reflect the true planned expenditures for each month of the fiscal year.

RISK MANAGEMENT

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ISSUE MANAGEMENT

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