


AGENCY: Department of Financial Services	April 2017
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 procurement of a Financial Management Solution. In addition to the Invitation-to-Negotiate (ITN) related activities, the project team is performing readiness activities to transition from the Pre-DDI Phase to the DDI Phase.

SCHEDULE DATA

Start Date	Planned End Date ¹	Actual / Forecasted End Date²
May 19, 2014	March 14, 2018	March 27, 2018

VARIANCE INDICES

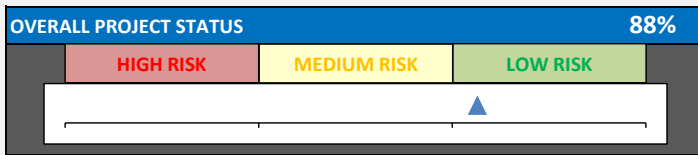
Schedule (SPI)	Cost (CPI)

*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 - 17³	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	\$6,472,546	\$5,193,174	\$4,684,857

KEY PROJECT PERFORMANCE INDICATORS



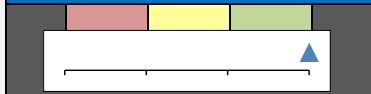
KPI ANALYSIS NOTES

- 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 Forecasted End Date changed from March 14, 2018 to March 27, 2018 to account for the completion of invoicing processes.
- 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

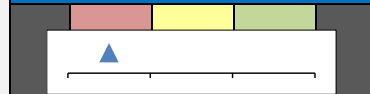
71.99% - 0%	High Risk	
85.99% - 72%	Medium Risk	
100% - 86%	Low Risk	

SCOPE MANAGEMENT 100%



Scope Management presents low risk.
There were no scope changes reported during the reporting period.

SCHEDULE MANAGEMENT 65%

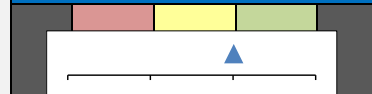


Schedule Management presents high risk.
The project is behind schedule for the reporting period due to the activities regarding the ITN Evaluation not being completed as planned. Once the ITN evaluation activities are completed, the project will determine if there is any impact to the Pre-DDI end date.

The project team improved the schedule by committing (baselining) tasks through June 30, 2017. This change improves the team's ability to plan, monitor, and control the project schedule more than the previous 30 days at a time.

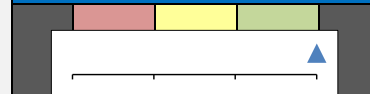
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COST MANAGEMENT 86%



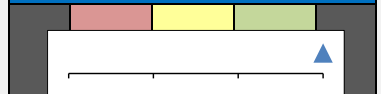
Cost Management presents low risk.
The variance between planned and incurred costs for the fiscal year to date is \$508,317 under budget. This variance is due to contract staff working fewer hours than planned and having a vacancy; a vacancy in a state position; and IV&V costs being than planned. There is no indication that the variance is negatively impacting the project.

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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April 2017



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). The project reports that it is currently working on planning activities for FY2017-18 and the schedule will be updated once these activities are approved. These changes will provide a more accurate representation of the substantive work of the project.

AST further recommends that the project 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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RISK MANAGEMENT

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ISSUE MANAGEMENT

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