


AGENCY: Department of Financial Services	June 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	TBD

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	\$6,472,546	\$5,699,191

KEY PROJECT PERFORMANCE INDICATORS

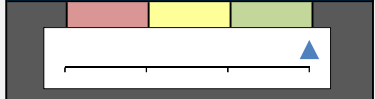


KPI ANALYSIS NOTES

- ¹ The Planned End Date is for the completion of the Pre-DDI Phase.
- ² The June 2017 Project Schedule shows the end date extended by two months due to additional time required for SSI Procurement evaluations; however, this is not considered an official date change. The project team will reevaluate schedule impacts after confirming the negotiation strategy with the appointed negotiators.
- 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.



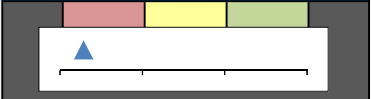
SCOPE MANAGEMENT 100%



Scope Management presents low risk.

There were no scope changes reported during the reporting period.

SCHEDULE MANAGEMENT 65%



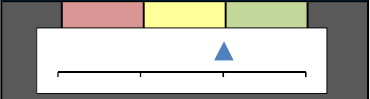
Schedule Management presents high risk.

The project is behind schedule for the reporting period due to the evaluation activities not being completed as planned. The project team will reevaluate schedule impacts after confirming the negotiation strategy with the appointed negotiators.

While the project team actively maintains the schedule, the schedule is not effectively planned. Adopting the corrective actions previously reviewed with the team and summarized below will improve the team's ability to plan, monitor, and control the project schedule.

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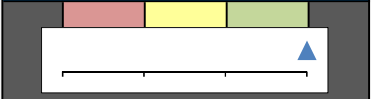
COST MANAGEMENT 86%



Cost Management presents low risk.

The variance between planned and incurred costs for the fiscal year to date is \$773,355; this is approximately 12% under budget for the fiscal year to date. This variance is due to contract staff working fewer hours than planned; a vacancy in a state position; IV&V costs being less than planned; and the Outside Counsel costs being less than planned. There is no indication that being under budget is negatively impacting project performance.

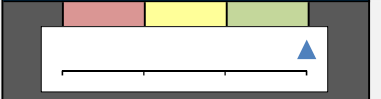
RISK MANAGEMENT 100%



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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June 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 and include tasks that represent 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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