

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

March 2018



**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 which 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 SSI procurement activities, the project team is performing readiness activities to transition from the Pre-DDI Phase to the DDI Phase.

**SCHEDULE DATA**

Start Date
May 19, 2014

Planned Finish Date <sup>1</sup>
March 14, 2018

Forecasted Finish Date <sup>2</sup>
September 4, 2018

**COST DATA | FY 2017-18**

Appropriated Budget <sup>3</sup>
\$27,868,275

Planned Project Budget <sup>4</sup>
\$5,364,871

Planned Expenditures to Date <sup>5</sup>
\$3,980,959

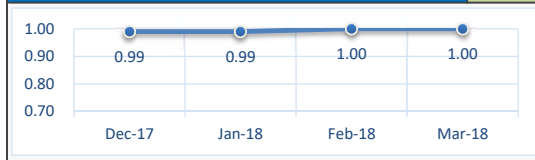
Actual Expenditures to Date <sup>6</sup>
\$3,832,235

**Schedule / Cost Data Notes**

- <sup>1</sup> The Planned Finish Date is the original baselined finish date for the completion of the Pre-DDI Phase.
- <sup>2</sup> The Forecasted Finish Date is the date when the project is currently forecasted to end based on task completion and the addition and removal of tasks. The March 30, 2018 version of the project schedule shows September 4, 2018 (current baselined finish date) as the end of the Pre-DDI Phase.
- <sup>3</sup> The project was originally appropriated a total of \$27,781,232 for FY 2017-18. The release of Administered Funds in August 2017 and September 2017 increased the total fiscal year appropriation to \$27,868,275.
- <sup>4</sup> As of December 31, 2017, the project rebaselined its Spend Plan to adjust projected amounts for the remainder of FY17-18 and only plans to spend \$5,364,871 of the released appropriation. As a result of PCR-26, the project does not expect to submit a budget amendment to request the reserve funding of \$18,073,199 for the DDI phase in FY 2017-18.
- <sup>5</sup> With December 31, 2017 rebaseline adjustment to the Project Spend Plan.
- <sup>6</sup> Actual Expenditures to Date reflects expenditures incurred to date.

**OVERALL PROJECT STATUS SCORE & TREND**

100%



**KPI SCORING LEGEND**

0 - 71.99%	High Risk	May require escalation
72 - 85.99%	Medium Risk	Needs attention
86 - 100%	Low Risk	Monitor and maintain; continuous process improvement

**NOTES REGARDING OVERALL PROJECT STATUS**

None at this time.

**SCOPE MANAGEMENT**

100%

Scope Management presents low risk.

There were no scope changes logged during the reporting period.

**SCHEDULE MANAGEMENT**

100%

Schedule Management presents low risk.

No critical path tasks were late as of the end of the reporting period.

The project team continues to plan and add DDI readiness tasks to the project schedule using rolling wave planning/elaboration procedures outlined in PALM's Project Management Plan. These DDI readiness tasks are flexible in their completion timeframes and generally targeted to be completed by the start of DDI.

(continued on the following page)

**COST MANAGEMENT**

100%

Cost Management presents low risk.

While expenses incurred for most budget categories were less than planned, the project is \$12,521 (3%) over budget for the reporting period. This is due to invoicing for outside counsel (SSI ITN negotiations) and project administration expenses (purchase of new computers for project team members) being more than planned.

The project, however, is \$148,724 (4%) under budget for the fiscal year to date (with the adjustment from the December 2017 rebaseline of the Project Spend Plan).

(continued on the following page)

**RISKS & ISSUES MGMT**

100%

Risk & Issue Management presents low risk.

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

**PROJECT MGMT PRACTICES**

100%

Project Management Practices present low risk.

The project employs sound project management practices in the areas of scope, change, cost, schedule, and risk and issue management.

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

March 2018



SCOPE MANAGEMENT	100%	SCHEDULE MANAGEMENT	100%	COST MANAGEMENT	100%	RISKS & ISSUES MANAGEMENT	100%	PM PRACTICES	100%
<p>(This area is intentionally left blank)</p>		<p>(continued from previous page)</p> <p>While the project team actively maintains the project's schedule, future tasks might only be baselined 30 days in advance with resources shown with greater availability than is the case.</p> <p>AST recommends that the project elaborate future tasks representing the substantive work remaining on the project and allocate resources either by work effort or available percentage of time. This will improve the team's ability to plan, monitor, and control the project schedule as well as provide more reliable resource requirements.</p>		<p>(continued from previous page)</p> <p>This is attributed to expenses for project administration being less than planned and invoicing for contracted support services and IV&amp;V being less than planned.</p> <p>There is no indication being under budget reflects issues with project performance.</p>		<p>(This area is intentionally left blank)</p>		<p>(This area is intentionally left blank)</p>	