

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

September 2017



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 ¹
March 14, 2018

Forecasted Finish Date ²
TBD

COST DATA | FY 2017-18

Appropriated Budget ³
\$27,868,275

Planned Project Budget ⁴
\$5,279,079

Planned Expenditures to Date
\$1,237,510

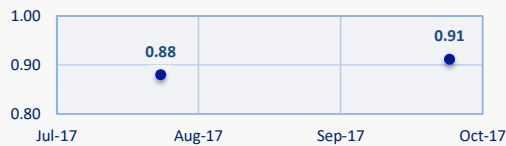
Actual Expenditures to Date ⁵
\$1,010,905

Schedule / Cost Data Notes

- ¹ The Planned Finish Date is for the completion of the Pre-DDI Phase.
- ² 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 project team is undertaking planning activities associated with PCR-26 (which extended the SSI Contract execution date to June 20, 2018) to determine the date Pre-DDI activities end. Thus, PALM's Pre-DDI project schedule is currently in flux. The team is targeting May 31, 2018 for completion of Pre-DDI activities.
- ³ Please reference the Cost Management section below for an explanation of changes.
- ⁴ As of August 31, 2017, the project only plans to spend \$5,279,079 of the released appropriation. This is a decrease of \$4,111 from the Planned Project Budget reported in July.
- ⁵ Actual Expenditures to date reflects expenditures incurred to date.

OVERALL PROJECT STATUS SCORE & TREND

91%



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

A KPI Report was not produced for PALM for the month of August 2017.

SCOPE MANAGEMENT

100%

Scope Management presents low risk.

There were no scope changes logged during the reporting period.

The Executive Steering Committee (ESC) approved a Project Change Request (PCR26: Key Project Milestone Schedule Change) at the ESC meeting on September 27, 2017. The Master Project Schedule will be updated with the following:

- Change Planned Finish Date for ITN Negotiations and Contract Award from February 20, 2018 to June 20, 2018.

SCHEDULE MANAGEMENT

60%

Schedule Management presents high risk.

Schedule Management is considered high risk due to the schedule management practices employed by the project team. While the project team actively maintains the schedule, the schedule is not effectively planned: substantive tasks lack appropriate detail, tasks might only be baselined 30 days in advance, and resources are shown with greater availability than is the case.

AST continues to recommend the project elaborate tasks that represent the substantive work of the project, baseline tasks at least six months in advance, and allocate resources either by work effort or available percentage of time.

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COST MANAGEMENT

100%

Cost Management presents low risk.

The project is \$70,638 (17%) under budget for the reporting period. The project is \$226,605 (18%) under budget for the fiscal year to date. This variance is due to office closures associated with Hurricane Irma resulting in reduced hours from contract staff and fewer hours than planned from IV&V and Outside Counsel.

Project costs are tracked and monitored through a Project Spending Plan according to Cost Management procedures documented in the Project Management Plan.

See next page for explanation of footnote 3.

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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. There were no open issues during the reporting period.


PROJECT MGMT PRACTICES

94%

Project Management Practices present low risk.

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

AST recommends improvements to the project's schedule management practices.

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SCOPE MANAGEMENT	100%	SCHEDULE MANAGEMENT	60%	COST MANAGEMENT	100%	RISKS & ISSUES MANAGEMENT	100%	PM PRACTICES	94%
(This area is intentionally left blank)		<p>(continued from previous page)</p> <p>The project team states they will continue with current schedule management practices until the end of the Pre-DDI Phase.</p> <p>The ESC's approval of PCR26: Key Project Milestone Schedule Change authorized the rescheduling of the SSI Contract Execution from February 20, 2018 until June 20, 2018. Thus, the project's critical path tasks, all of which relate to the SSI procurement, are considered on schedule.</p> <p>The project team continues to plan and add Pre-DDI Phase and DDI readiness deliverables to the project schedule. Many deliverables are flexible in their completion timeframes and generally targeted to be available upon the start of DDI.</p> <p>Adopting the corrective actions previously reviewed with the team and summarized again above will improve the team's ability to plan, monitor, and control the project schedule and will provide more accurate and reliable project status, end date forecasts, and resource requirements.</p>	<p>(continued from previous page)</p> <p>The project was originally appropriated a total of \$27,781,232 for FY 2017-18. The recent release of Administered Funds associated with Salaries & Benefits increased the total fiscal year appropriation to \$27,868,275.</p>	(This area is intentionally left blank)		(This area is intentionally left blank)		(This area is intentionally left blank)	