



























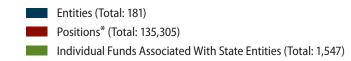
# Graphics Highlighting Issues From FI\$Cal Letter Reports

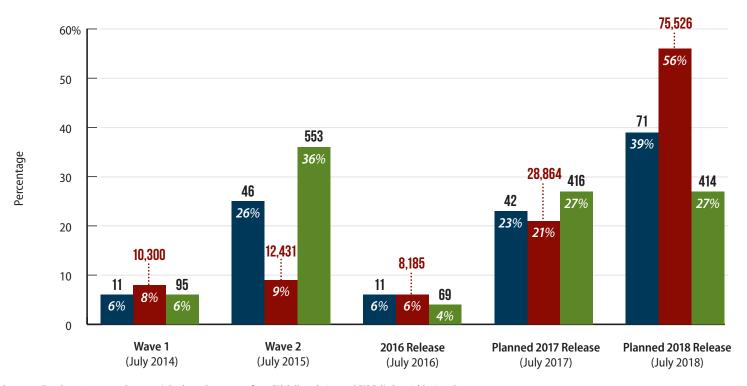
This document is only intended to graphically present selected information from letter reports on the Financial Information System for California (FI\$Cal)





Figure 1 The Complexity of FI\$Cal's Workload by Waves and Releases





Sources: Fiscal year 2016–17 Governor's Budget, documents from FI\$Cal's website, and FI\$Cal's Special Project Report #6.

Note: According to the sixth special project report, the number of state entities, number of users, and the number of funds associated with each state entity affect the complexity of a release.

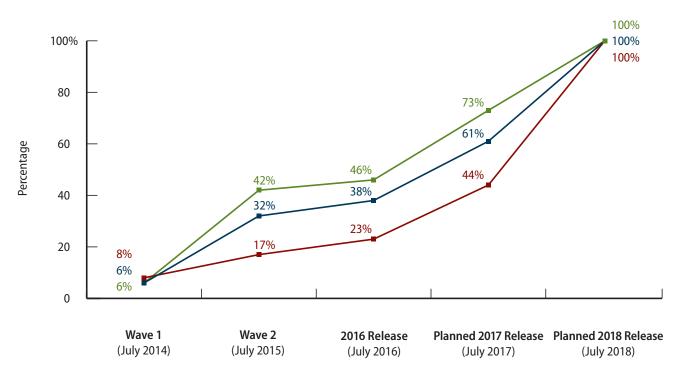
<sup>\*</sup> The number of positions does not reflect the number of users; however, it gives an indication of the size of an entity. If an entity implemented FI\$Cal across multiple waves or releases, we included its workload in each respective wave or release.

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Figure 2
The Complexity of FI\$Cal's Cumulative Workload





Sources: Fiscal year 2016–17 Governor's Budget, documents from FI\$Cal's website, and FI\$Cal's Special Project Report #6.

Note: According to the sixth special project report, the number of state entities, number of users, and the number of funds associated with each state entity affect the complexity of a release.

<sup>\*</sup> The number of positions does not reflect the number of users; however, it gives an indication of the size of an entity. If an entity implemented FI\$Cal across multiple waves or releases, we included its workload in each respective wave or release.

Figure 3
A History of Changes to FI\$Cal's Budget and Estimated Completion Date

# FEASIBILITY STUDY REPORT (FSR)

Budget: \$137.9 million

Estimated Project End Date: July 2011

The Department of Finance (Finance) developed an FSR proposing the implementation of a new system to meet statewide and departmental budget development and budget administration needs.

# **SPR #2**

Budget: \$1.6 billion

Estimated Project End Date: June 2017

**Scope**—The project expanded its scope to address the Legislature's request for reporting activities.

Schedule—The project extended the schedule by two years to address the expanded scope and to provide additional time for procurement and design activities.

**Cost**—The project increased its costs by \$285.9 million to address scope and schedule changes.

### SPR #4

Budget: \$616.8 million

Estimated Project End Date: July 2016

Scope—The project did not change its scope.

**Schedule**—The project changed its implementation approach, which ultimately reduced the schedule by one year.

Cost—The project revised its estimates based on lessons learned from the procurement process and its decision not to reimburse costs for state department subject matter expert staff.

## **SPR #6**

Budget: \$910.0 million

Estimated Project End Date: July 2019

Scope—The project changed its implementation approach from waves to releases and it incorporated an additional year for testing State Controller's and State Treasurer's control agency functionality.

Schedule—The project experienced significant difficulties during its previous waves, which required the project to extend its schedule by two years.

**Cost**—The project increased its costs by \$237.4 million to address scope and schedule changes.

July **2005** 

December 2006

December 2007

November 2009

March **2012** 

January 2014

February **2016** 

# SPECIAL PROJECT REPORT (SPR) #1

Budget: \$1.3 billion

Estimated Project End Date: June 2015

**Scope**—The project expanded its scope to address other financial management areas, such as accounting, financial reporting, and grant and human resources management.

**Schedule**—The project extended the schedule by four years to address the expanded scope.

**Cost**—The project increased its costs by \$1.2 billion to address the expanded scope.

### **SPR #3**

**Budget:** The project team did not update the second SPR's estimate of costs.

**Estimated Project End Date:** The project team did not provide a date.

Scope, Schedule, and Cost—The third SPR only addressed the resources and schedule necessary to execute the procurement phase. The project planned to re-estimate its overall costs and address its long-term funding and financing plans in the fourth SPR.

### SPR #5

Budget: \$672.6 million

Estimated Project End Date: July 2017

Scope—The project expanded its scope by including the replacement of Department of General Services accounting system with FI\$Cal.

Schedule—The project proposed to include additional time in each respective wave, thus extending the schedule by a year.

**Cost**—The project increased its costs by \$55.8 million to address scope and schedule changes.