BDS IT Advancement Project (ITAP)

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Presented at: August 2013 Meeting

ITAP
Presentation Agenda

- Current Status
- Next Milestones
- Triple Constraint Tracking
- Project Staff Resource Planning
- Project Budget Planned vs. Actual
- Project Schedule Planned vs. Actual
- Total Projected Project Cost
- Issues, Dependencies and Impacts

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Current Status

- **ITAP Non-Deliverable Based Work.** Following workgroups focused on sub-projects in preparation for conversion/integration/interface with ITAP:
  - Business Process Review and Improvement. Consistent – Accountable – Transparent – Simple business process needs and solutions
    - Finalizing business process improvement to existing business user workflows.
    - Leading resolution to business user issues
  - Geographic Information System (GIS). Coordination and development of BDS GIS solutions
    - Scoping/background/researching process for CGIS BDS Addressing Data Maintenance Environment (DME) project
    - Extracting, assessing and defining BDS geospacial needs for ITAP system
  - Data Clean-up & Conversion. Analysis and coordination of TRACS data base information clean-up in preparation for conversion to ITAP system.
    - BDS IT Team review, analysis and surveying of business user stakeholders to develop priority of data clean up tasks

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Current Status

- **Project Manager Recruitment.** Recruiting a limited-term full-time project manager
  - Reference checks and Third Round of Interviews. Narrowed down to final four candidates for final round of interviews. Estimated start date of beginning of September 2013.

- **Contract Progress**
  - Avolve ProjectDox. Digital Plan Review software system.
    - Digital plan review software system contract signed by vendor on Friday, August 9, 2013
    - Chief Procurement Officer signature scheduled for week of August 12, 2013.

- **Deliverable-Based Work: Phase One – Project Initiation, Analysis, Specification**
  - Deliverable D1. Engagement Plan (accepted). Engagement Plan finalized and accepted by the City on August 9, 2013

  - Deliverable D2. Formal Project Plan. The Formal Project Plan includes 17 sub-deliverables.
    - Drafting of project management plans and sub-plans, including risk & issue management plan and communication plan are currently underway.
    - Conducted deliverable requirements gathering workshop
    - Starting technical and functional requirements meetings between vendor, BDS and BTS technical staff to identify project needs.

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Current Status

- **Deliverable-Based Work: Phase One – Project Initiation, Analysis, Specification**
  - Deliverable D3. Set-up Sandbox/training environment.
    - Sandbox environment set up on BTS City servers and Infor Public Sector (IPS) software (permitting and case management software) downloaded onto sandbox
    - City ITAP Team have access to IPS system to start familiarization process
  - Deliverable D4. Project Team Training.
    - Identified and added to Phase One Schedule training needs for City staff in following categories: Core, Advanced, Web-services and GIS training
  - Deliverable D5. Prototype for Proof on Concept.
    - City ITAP Subject Matter Expert Team identified workflow processes to test IPS/Project Doxs POC functionality and technical requirements
    - Team Sierra converted City workflows into IPS workflows and developed documentation (MS Visio workflows) to demonstrate functionality
    - Team Sierra reviewed IPS workflows with City

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Next Milestones

- **Project Manager Recruitment.** Finalize selection of top candidate. Make offer.

- **Non-Deliverable Based Work.** Continue GIS, Data Clean-up and Business Process Review and Improvement work.

- **Deliverable Based Work.**
  - D2. Formal Project Plan.
    - Implement project management plans. Start risk, issue and decision log use. Continue to update plans to meet project governance needs.
    - Continue technical and functional requirements workshops and meetings.
  - D3. Sandbox. Continue installation of IPS modules and ProjectDox. Continue City staff use.
  - D4. Training. Develop technical and user training plans. Develop training environment.
  - D5. Proof of Concept. Finalize documentation for POC. Start development of POC in sandbox environment.

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Project Triple Constraint Tracking

	Initial Estimate at TOC Intake as of date: 3/7/2012	**Planned at Baseline*** *(Based on contract signing)* as of date: 7/1/2013	**Current Revision** (*Based on Phase One Planning and Analysis as of date: 8/16/13*)
Expected Completion	**May 29, 2015**	**Summer 2015** Project schedule will be finalized during Project Phase 1 – Formal Project Plan	**Winter 2015** (December 2015 Go-live) Project schedule will be finalized during Project Phase 1 – Formal Project Plan
Confidence Level	**Low**	**Medium**	**Medium**
Budget	**Approx. $8.2 mil** $2.75 mil in vendor services and software license costs plus $5.5 mil in City capital costs (Ordinance allowing BDS to start RFP process included $3 mil vendor service and license costs)	**Approx. $11.8 mil** $6 mil in vendor (services and software license) costs plus $5.8 mil in City capital costs (Vendor costs does not include approx. $1 mil for 5-years of maintenance fees or $0.8 mil in vendor support post go-live)	**Approx. $11.8 mil** Change in schedule may cause increase in City capital costs
Confidence Level	**Low**	**High**	**Medium**
Scope Stability Confidence Level	**High**	**High**	**High**

* Project execution will not take place until Phase 2 of Project. Phase 1 “estimated” June to December 2013 will include project planning and baselining per formal Project Plan.

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Summary Project Budget

Item	Forecast March 1, 2013 through June 30, 2013*	Actual thru June 30, 2013	Balance*	Notes
Labor	$0	$234,956	$0	
Equipment	$0	$0	$0	
Licensing	$0	$0	$0	
Services	$0	$360,359	$0	
Other	$0	$6,932	$0	
Contingency	$0	$0	$0	
Total	$0	$602,247	$0	

* Milestone 1 & Milestone 1 Extension (Contract Negotiation) under budget by $552,449. Money to be used for Mile Stone – Extension II (Contact Finalization).

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Total Projected Project Cost

Total Projected Project Cost*				
Expenditures Line Items	**FY 2013-14**	**FY 2014-15**	**FY 2015-16**	**TOTAL**
Personnel Services (salaries and benefits) -SME, BSA	**726,593**	**943,683**	**485,997**	**2,156,273**
Technology Capital Project Manager (salary and benefits)	**125,995**	**155,730**	**80,201**	**361,926**
External Materials and Services	**3,361,638**	**1,387,145**	**1,803,555**	**6,552,338**
Purchased Services (contracts)	3,283,305	1,308,812	1,401,388	*5,993,505*
Supplies	0	0	313,000	*313,000*
Other	78,333	78,333	89,167	*245,833*
Internal Materials and Services	**311,203**	**320,539**	**165,078**	**796,820**
BTS Services	311,203	320,539	165,078	796,820
Other	0	0	0	0
Capital Outlay	**0**	**0**	**0**	**0**
Contingency (20% of Total)	**905,086**	**561,419**	**506,966**	**1,973,471**
Interest Costs	**0**	**0**	**0**	**0**
TOTAL	**5,430,515**	**3,368,516**	**3,041,796**	**11,840,828**

Projected Funding Sources				
Funding Sources	**FY 2013-14**	**FY 2014-15**	**FY 2015-16**	**TOTAL**
Line of Credit	0	0	0	0
Bureau Reserves	5,430,515	3,368,516	3,041,796	11,840,828
TOTAL	**5,430,515**	**3,368,516**	**3,041,796**	**11,840,828**

* Costs presented in this table encompass time period after the vendor starts working on the project to the go-live date.
The amounts presented above are estimates and subject to change once Phase 1 - Proof of Concept is over and formal project plan is established.

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Milestone Based Budget Performance

Project Milestones Project Start 7/1/2011 Finish 5/29/2015 Assume a 2/29/2012 analysis date	**Milestone Dates**	**Budget at Completion (BC)**		**Cost AC (as of 06/30/2013)**	**Actual Schedule Complete (ASC)**	**BPI = (AC/BC)/ASC**
Milestone 1 – Vendor contract signing/Project start date	8/1/11 – 9/30/12		$1,345,844	$908,251	100%	0.67
Mile Stone 1 – Extension (Contract Negotiation)	10/1/12-2/28/13		$467,486	$352,630	60%	0.55
Milestone 1 – Extension II (Contract	3/1/13 – 7/1/13		*	$602,247	*	*
Milestone 2 – Phase One: Project Initiation, Analysis, Specification	7/1/13 – 12/31/13	City	TBD	$0	0%	0
		Vendor				
Milestone 3 – Phase Two: Analysis & Specification	12/31/2013-8/26/2014	City		$0	0%	0
		Vendor				
Milestone 4 – Phase Three: Initial Configuration & Testing	12/31/2013-2/24/2015	City		$0	0%	0
		Vendor				
Milestone 5 – Phase Four: System Implementation & Testing	8/26/2014-11/24/2015	City		$0	0%	0
		Vendor				
Milestone 6 – Phase Five Beta testing/Deployment Rehearsal	2/24/2015-12/1/2015	City		$1	0%	0
		Vendor				
Milestone 7 – Phase Six: Deployment **(Hard Go-Live)**	12/1/2015-12/29/2015	City		$2	0%	0
		Vendor				
Milestone 8 – Phase Seven: Warranty/Final Commission/Declaration of Project	12/29/2015-3/22/2016	City		$3	0%	0
		Vendor				

* Milestone 1 & Milestone 1 Extension (Contract Negotiation) under budget by $552,449. Money to be used for Mile Stone – Extension II (Contact Finalization).

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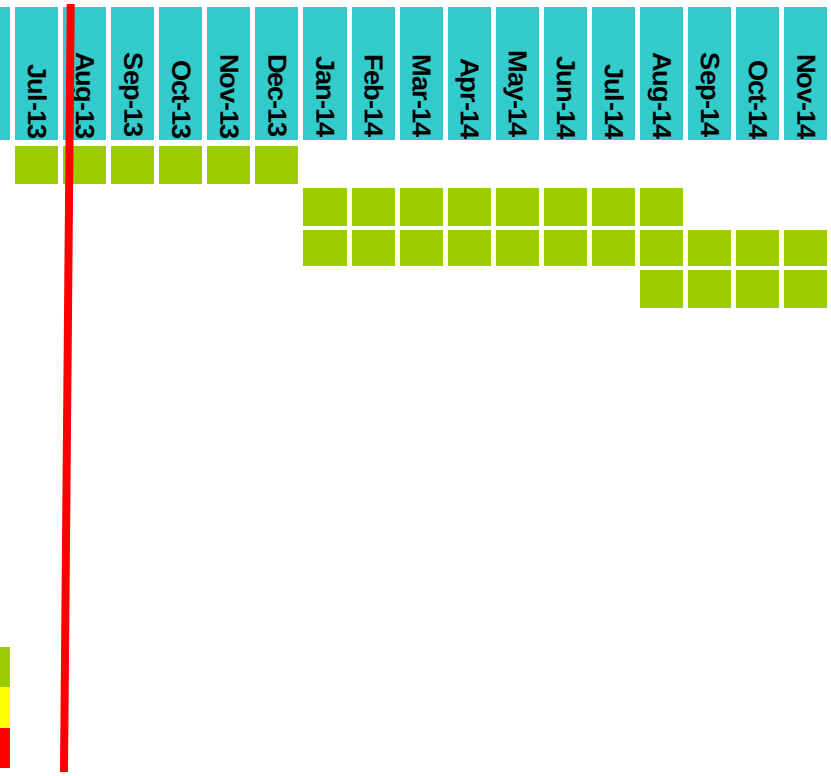
Schedule-Phase 1-4

Milestone \ Task	Dates (Tentative)
Phase I-Initiation, Planning	July - Dec 31, 2013
Phase II-Sys Analysis, Specification	Jan 1 - Aug 26, 2014
Phase III-Initial System Implementation	Jan 1, 2014 - Feb 24, 2015
Phase IV-Further System Implementation	Aug 26, 2014 - Nov 24, 2015
Phase V-Beta Testing, Rehearsal	Feb 24, 2015 - Dec 1, 2015
Phase VI-Deployment, Go Live	Dec 1 - 29, 2015
Phase VII-Warranty, Final Commission	Dec 29, 2015 - Mar 22, 2016
Target Go Live Date	**Dec 20, 2015**
Target Completion Date	**Mar 22, 2016**



Legend:

Milestone tracking on schedule	
Moderate risk of schedule variance	
Known schedule variance	

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Schedule-Phase 3-7

Milestone \ Task	Dates (Tentative)	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Phase I-Initiation, Planning	July - Dec 31, 2013																
Phase II-Sys Analysis, Specification	Jan 1 - Aug 26, 2014																
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Phase VI-Deployment, Go Live	Dec 1 - 29, 2015																
Phase VII-Warranty, Final Commission	Dec 29, 2015 - Mar 22, 2016																

Target Go Live Date	**Dec 20, 2015**
Target Completion Date	**Mar 22, 2016**

Legend:

Milestone tracking on schedule	
Moderate risk of schedule variance	
Known schedule variance	

Grey bar designates scheduled determined at RFP

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Project Staff Resource Planning

Bureau	Position	Role	Bill time to Project	Planned FTE	Monthly Forecast	Fiscal Year 2013/14	Fiscal Year 2014/15
Development Services	Project Manager	Project Manager	Yes	**1**	Last	1	
					Current	1	
Development Services	Subject Matter Expert	BDS/IA stakeholder (internal and external) system	Yes	**4.1**	Last	4,1	
					Current	2.1	
Development Services	BDS Tech Team Manager	BDS technology functionality and requirements	Yes	**0.5**	Last	0.5	
					Current	0.3	
Development Services	Business System Analyst	Evaluation, Requirements, Testing	Yes	**3**	Last	15	
					Current	15	
Technology Services	Vertical Apps Manager	BTS Project Coordination	Yes	**0.5**	Last	0.3	
					Current	0.3	
Technology Services	Systems Analyst	Evaluation and testing	Yes	**1**	Last	0.2	
					Current	0.2	
Technology Services	GIS Tech	Development of BDS permitting GIS solutions	Yes	**1**	Last	1	
					Current	1	
Development Services	Sr. Program Manager		Yes	**0.5**	Last	0	
					Current	0	
Total Staff FTE				**11.6**		**6.4**	

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Issues, Dependencies and Impacts

- **Recruitment of City ITAP Project Manager**
  - Delay possible due to integration of new leadership for project.
  - This could be mitigated by recruiting a highly qualified individu**al.**

- **Phase One Deliverables include Formal Project Plan and Sandbox/Training.**
  - City reserves right to discontinue contract after Phase One, which would require proceeding to an alternate solution

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Questions