BDS IT Advancement Project (ITAP)

Prepared by:

Ross Caron, ITAP Project Manager, and

Richard Appleyard, BDS Technology Manager

Presented at: September 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

TOC: ITAP Update

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

TOC: ITAP Update

Current Status

- **Project Manager Recruitment.** Recruiting a limited-term full-time project manager
  - Finalizing job offer for finalist. Expected start date in September 2013.

- **Contract Progress**
  - All Three Project Contracts are Signed.
    - Sierra Systems – implementation services
    - Infor – Infor Public Sector (IPS) software (previously “Hansen”) for permit case management
    - Avolve - ProjectDox software for digital plan review.

- **Deliverable-Based Work: Phase One – Project Initiation, Analysis, Specification**
  - Deliverable D2. Formal Project Plan. The Formal Project Plan includes 17 sub-deliverables.
    - Working project management plans and sub-plans developed. Holding Risk Management Kick off Meetings week of September 9.
    - Conducted deliverable requirements gathering workshops
    - Starting technical and functional requirements meetings between vendor, BDS and BTS technical staff to identify project needs.

TOC: ITAP Update

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), Dynamic Portal installed in 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 (POC).
    - City ITAP Subject Matter Expert Team identified workflow processes to test IPS/Project Dox 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

TOC: ITAP Update

Next Milestones

- **Project Manager Recruitment.** Agree on start date for successful candidate.

- **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. Set up training environment. Finalize phase one training schedule. Begin formal training.
  - D5. Proof of Concept. Finalize documentation for POC. Start development of POC in sandbox environment.

TOC: ITAP Update

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: 9/6/13*)
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.

TOC: ITAP Update

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.

TOC: ITAP Update

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 07/31/2013)**	**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	$635,072	$109,240	0%	0
		Vendor	$2,703,777	$1,898		
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).

TOC: ITAP Update

Revised Monthly Budget Information

Year-to-Date Totals					
Expenditures Line Items	**FY 2013-14 Budget**	**Year-to-Date Actuals AP01**	**Projected Annual Totals**	**Projected Year-End Variance**	**% Variance**
Personnel Services (salaries and benefits)	**852,588**	**71,280**	**852,588**	**0**	**0.0%**
External Materials and Services	**3,361,638**	**1,898**	**3,361,638**	**0**	**0.0%**
Purchased Services (contracts)	*3,283,305*	*1,898*	**3,283,305**	*0*	*0.0%*
Supplies	*0*	*0*	**0**	*0*	*#DIV/0!*
Other	*78,333*	*0*	**78,333**	*0*	*0.0%*
Internal Materials and Services	**311,203**	**37,960**	**311,203**	**0**	**0.0%**
BTS Services	311,203	37,960	**311,203**	0	0.0%
Other	0	0	**0**	0	#DIV/0!
Capital Outlay	**0**	**0**	**0**	**0**	**#DIV/0!**
Contingency	**905,086**	**0**	**905,086**	**0**	**0.0%**
Interest	**0**	**0**	**0**		**#DIV/0!**
TOTAL	**5,430,515**	**111,138**	**5,430,515**	**0**	**0.0%**

Prior Year(s) Actuals	0
Project-to-Date Actuals (*Prior Year Actuals + Year-to-Date Actuals)*	111,138
Remaining Projected Project Costs	0

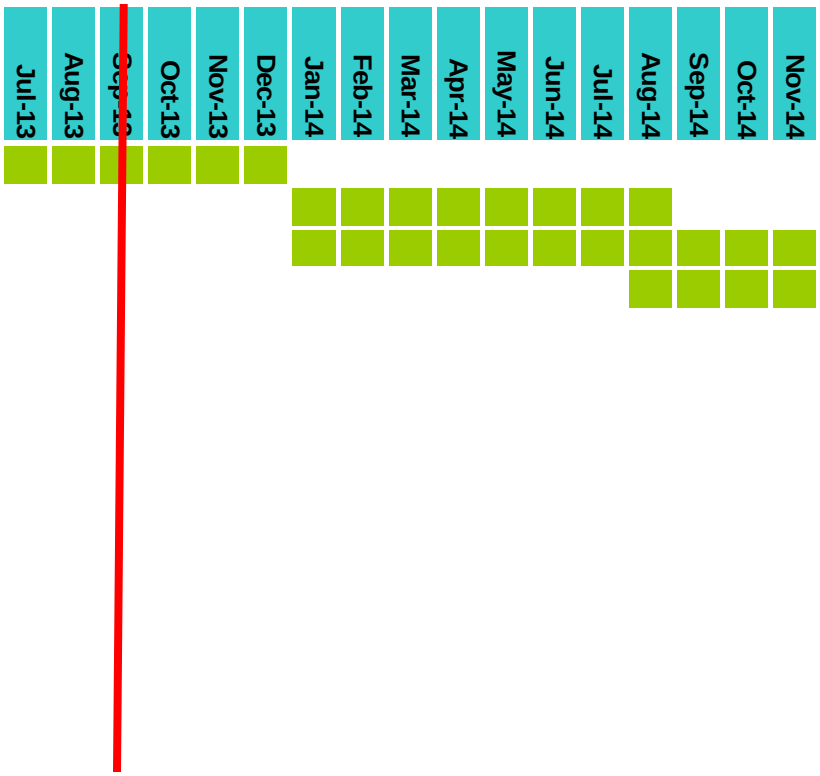
Projected Project Total Costs *(Prior Year Actuals + Remaining Projected Project Costs)*	**111,138**
Total Project Budget	**11,840,828**
Projected Variance	**11,729,690**

Comments:

TOC: ITAP Update

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	

TOC: ITAP Update

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																
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	

Grey bar designates scheduled determined at RFP

TOC: ITAP Update

Project Staff Resource Planning

Bureau	Position	Role	Bill time to Project	Planned FTE	Monthly Forecast	[redacted]																							
Development Services	Project Manager	Project Manager	Yes	**1**	Last	1	1																						
					Current	1	1																						
Development Services	Subject Matter Expert	BDS/IA stakeholder (internal and external) system	Yes	**4.1**	Last	4,1	4,1																						
					Current	2.1	2.1																						
Development Services	BDS Tech Team Manager	BDS technology functionality and requirements	Yes	**0.5**	Last	0.5	0.5																						
					Current	0.3	0.3																						
Development Services	Business System Analyst	Evaluation, Requirements, Testing	Yes	**3**	Last	15	15																						
					Current	15	15																						
Technology Services	Vertical Apps Manager	BTS Project Coordination	Yes	**0.5**	Last	0.3	0.3																						
					Current	0.3	0.3																						
Technology Services	Systems Analyst	Evaluation and testing	Yes	**1**	Last	0.2	0.2																						
					Current	0.2	0.2																						
Technology Services	GIS Tech	Development of BDS permitting GIS solutions	Yes	**1**	Last	1	0																						
					Current	1	0																						
Development Services	Sr. Program Manager		Yes	**0.5**	Last	0	0																						
					Current	0	0																						
Total Staff FTE				**11.6**		**6.4**	5.4																						

TOC: ITAP Update

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 individual.

- **Phase One Deliverables include development of Formal Project Plan (Project Management Plan and Project Schedule).**
  - Project software design and development execution will not take place until Phase Two of Project. Phase One “estimated” June to December 2013 will include project planning and baselining per formal Project Plan.
  - City reserves right to discontinue contract after Phase One, which would require proceeding to an alternate solution

TOC: ITAP Update

Questions