# BDS IT Advancement Project (ITAP)

Prepared by:

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Presented at: December 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 Current Status

## ITAP Non-Deliverable Based Work

- Business Process Review and Improvement - completed.
- Geographic Information System (GIS) - ETD Q1-14.
  - BTS CGIS completing  Addressing Data Maintenance Environment (DME) and City-wide Master Address Repository (MAR) projects for testing by end-users.  DME and MAR are core part of City Property Model solution.
- Data Clean-up & Conversion.  - WIP

## Deliverable-Based Work: Phase One – Project Initiation, Analysis, Specification

- Deliverable D2. Formal Project Plan – ETD EOY/2013.
  - The Formal Project Plan includes 17 sub-deliverables
- Deliverable D3. Set-up Sandbox/training environment - completed.
- Deliverable D4. Project Team Training for Proof of Concept Gap Analysis – completed.
- Deliverable D5. Prototype for Proof of Concept (POC).

# TOC: ITAP Update - Next Milestones

- **Non-Deliverable Based Work.**
  - GIS
  - Data Clean-up

- **Deliverable Based Work.**
  - D2. Formal Project Plan.
    - Implement project management plans. Start fully utilizing communication plan and start decision log use. Continue to update plans to meet project governance needs.
    - Continue technical and functional requirements & data interface/conversion workshops and meetings.
  - D5. Proof of Concept – ETD YE 2013.
    - Gap Analysis

# TOC: ITAP Triple Constraint Tracking

Through November 2013 - No change this period

| | **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: 10/14/13*) |
|---|---|---|---|
| **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 Project Cost

Through November 2013

| 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 Milestone* Based Budget Performance

Through November 2013

| **Project Milestones**<br>Project Start 7/1/2011 Finish 5/29/2015<br>Assume a 2/29/2012 analysis date | **Milestone Dates** | **Budget at Completion (BC)** | | **Cost AC (as of 10/31/2013)** | **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 | $195,746 | 0% | 0 |
| | | Vendor | $2,703,777 | $1,214,812 | | |
| 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 Revised Monthly Budget Information

Through November 2013

| Year-to-Date Totals | | | | | |
|---|---|---|---|---|---|
| **Expenditures Line Items** | **FY 2013-14 Budget** | **Year-to-Date Actuals AP04** | **Projected Annual Totals** | **Projected Year-End Variance** | **% Variance** |
| Personnel Services (salaries and benefits) | **852,588** | **131,075** | **852,588** | **0** | **0.0%** |
| External Materials and Services | **3,361,638** | **1,214,812** | **3,361,638** | **0** | **0.0%** |
| *Purchased Services (contracts, licenses)* | *3,283,305* | *1,214,812* | **3,283,305** | *0* | *0.0%* |
| *Supplies* | *0* | *0* | **0** | *0* | **0.0%** |
| *Other* | *78,333* | *0* | **78,333** | *0* | *0.0%* |
| Internal Materials and Services | **311,203** | **64,671** | **311,203** | **0** | **0.0%** |
| *BTS Services* | 311,203 | 63,949 | **311,203** | 0 | 0.0% |
| *Other* | 0 | 722 | **0** | 0 | **0.0%** |
| Capital Outlay | **0** | **0** | **0** | **0** | **0.0%** |
| Contingency | **905,086** | **0** | **905,086** | **0** | **0.0%** |
| Interest | **0** | **0** | **0** | | **0.0%** |
| **TOTAL** | **5,430,515** | **1,410,558** | **5,430,515** | **0** | **0.0%** |

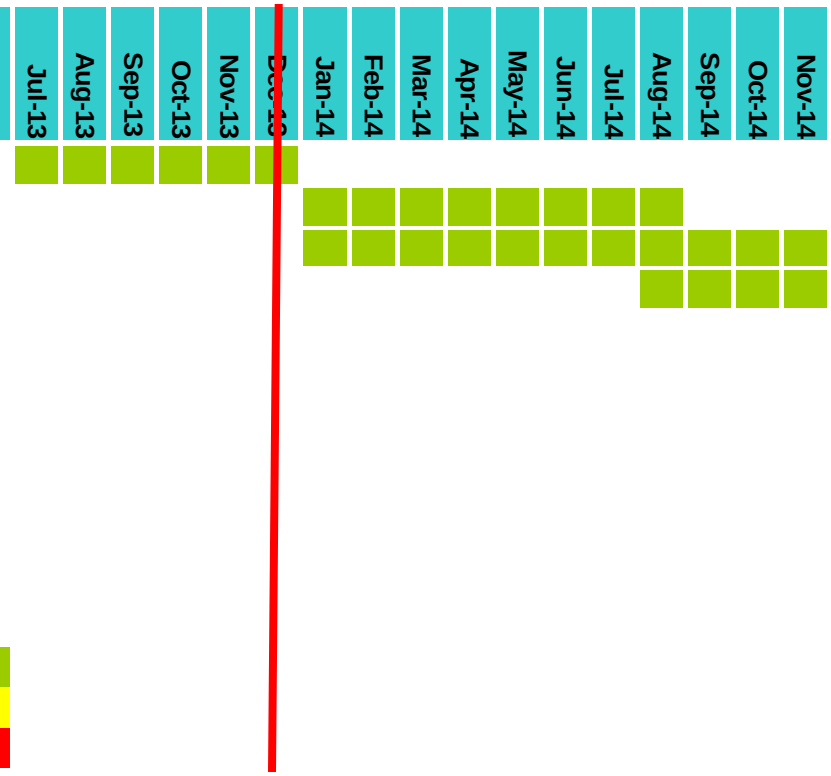
| | |
|---|---|
| **Prior Year(s) Actuals** | 0 |
| **Project-to-Date Actuals *(Prior Year Actuals + Year-to-Date Actuals)*** | 1,410,558 |
| **Remaining Projected Project Costs** | 0 |

| | |
|---|---|
| **Projected Project Total Costs *(Prior Year Actuals + Remaining Projected Project Costs)*** | **1,410,558** |
| **Total Project Budget** | **11,840,828** |
| **Projected Variance** | **10,430,270** |

# 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 | |

# TOC: ITAP Project Staff Resource Planning

Through November 2013

| Bureau | Position | Role | Bill to Project | Plan FTE | Fore-cast | 2013 | | | | | | 2014 | | | | 2015 | | | | 2016 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Jul | Aug | Sep | Oct | Nov | Dec | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
| BDS | Project Manager | Capital Project Lead | Yes | 1 | Plan | 1 | 1 | 1 | 1 | 1 | | | | | | | | | | | |
| | | | | | Actual | 1 | 1 | 1 | 1 | 1 | | | | | | | | | | | |
| BDS | Subject Matter | BDS/IA Stakeholders (internal & external) | Yes | 4.1 | Plan | 4 | 4 | 4 | 4 | 4 | | | | | | | | | | | |
| | | | | | Actual | 2 | 3.6 | 3.6 | 3.6 | 3.6 | | | | | | | | | | | |
| BDS | BDS Tech Team | BDS technology functionality & | Yes | 0.5 | Plan | .5 | .5 | .5 | .5 | .5 | | | | | | | | | | | |
| | | | | | Actual | .5 | .5 | .5 | .5 | .5 | | | | | | | | | | | |
| BDS | Business System | Evaluation, Requirements, Testing | Yes | 3 | Plan | 2 | 2 | 2 | 2 | 2 | | | | | | | | | | | |
| | | | | | Actual | 2 | 2 | 2 | 2 | 2 | | | | | | | | | | | |
| BTS | Vertical Apps | BTS Project Coordination | Yes | 0.5 | Plan | .5 | .5 | .5 | .5 | .5 | | | | | | | | | | | |
| | | | | | Actual | .5 | .5 | .5 | .5 | .5 | | | | | | | | | | | |
| BTS | Appl Analyst | Evaluation and Testing | Yes | 1 | Plan | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | |
| | | | | | Actual | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | |
| BTS | GIS Tech | BDS permitting GIS solution (Dev) | Yes | 1 | Plan | 1 | 1 | 1 | 1 | 1 | | | | | | | | | | | |
| | | | | | Actual | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | |
| BDS | Sr. Program | Communications & SME Manager | Yes | 0.5 | Plan | 0 | 0 | 0 | 0 | .5 | | | | | | | | | | | |
| | | | | | Actual | 0 | 0 | 0 | 0 | .5 | | | | | | | | | | | |
| BDS | Project Coord | Project Coordinator | Yes | 1 | Plan | .5 | .5 | .5 | .5 | .5 | | | | | | | | | | | |
| | | | | | Actual | .5 | .5 | .5 | .5 | .5 | | | | | | | | | | | |
| **FTE Actual** | | | | **11.5** | | **6** | **8** | **8** | **8** | **8** | | | | | | | | | | | |

# TOC: ITAP Issues, Dependencies and Impacts

- **Phase One Deliverables include development of Formal Project Plan (Project Management Plan and Project Schedule).**
  - Project software design and development 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