Project Management and Reporting System Quality Assurance

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Proviso:

The attached report addresses requirements in Section 212 (2) of Chapter 470, Laws of 2009 (ESSB 5352) regarding development of the Washington State Department of Transportation's Project Management and Reporting System (PMRS). The proviso states:

> "…On a quarterly basis, the department shall report to the office of financial management and the transportation committees of the legislature on the status of the development and integration of the system. At a minimum, the reports shall indicate the status of the work as it compares to the work plan, any discrepancies, and proposed adjustments necessary to bring the project back on schedule or budget if necessary."

Project Background:

The Department's Project Management and Reporting System (PMRS) objectives are to provide construction projects with improved software tools, best practice driven business processes, reporting, and training to deliver projects on-time, on-budget, and within scope. The project was authorized to proceed in July, 2006 following completion of the Statewide Program Management Group's (SPMG) strategic plan. After which, PMRS completed acquisition of Commercial Off-The-Shelf Software (COTS) packages for project scheduling, cost control, estimation, contract administration, and enterprise content management. The project was funded to integrate these tools with legacy business applications, and to develop a Web portal that provides access to synchronized and layered management information from all tools needed to track project and budget status. Each tool was deployed using a sequenced, statewide rollout.

Project Status:

Updates and status since the December 2010 Report:
Modifications to enhance the Contract Manager tool to assist users in forecasting bid item Overruns and Underruns in a construction contract have been completed.

Customized reports from Contract Manager have been developed to assist with project communication for project offices. These customized reports include Estimates at Completion, project variances from bid item overruns and underruns, change orders and potential risks; agreement tracking; construction engineering planned vs actual and various other reports. Users are realizing saved time from these reports. In the past users needed to copy and paste from source systems into Excel. Eliminating manual processes minimizes data entry errors and combines the automated data with forecast data for more accurate information.

The new PMRS Web Construction Status Report automates data from Contract Manager and P6 Scheduler, reducing the laborious process. The prior PMRS Web Construction Status Report was entirely manual data entry. The PMRS Web Construction Status Report will allow individuals without Primavera licenses to access project information. The automated Construction Status Report is currently in testing and will be active in production during April 2011.

The P6 Scheduler modifications are in user testing and completion planned by the end of June 2011. These modifications will allow the breaking out of actual project cost detail across multiple schedule activities; populating the actual cost on the same budget line; and, allowing schedules modified by users to be updated with actual cost detail.

The plan to include schedule data in the data mart has been modified from developing an internal data mart to purchasing Oracle's Enterprise Reporting Database (ERD) solution. Oracle's solution contains tables of data that allows for ad hoc reporting in a more simplified model. Purchase before the end of the biennium is planned with remaining PMRS budget. Utilizing the ERD will allow individuals without Primavera licenses to access project data and users will most likely be able to access data using Hyperion.

PMRS interfaces with the Department's new Financial Data Mart have been developed and will be tested following the Financial Data Mart deployment, fall 2011.

Overall Status:

Scope
During the past quarter, the PMRS team has been working directly with project office end users to assist with challenges of learning the new systems. Benefits conveyed from Region users are:
- Automation of documentation for accomplishments, upcoming activities and risks
  - Reduced effort to extract from information already in progress
- User friendly and more accurate/comprehensive cost information
  - Estimate at Completion and Aging forecasts (cash flow estimates)
- Improved organization and visibility
- Strengthening communication in and from Project Offices
- Improved prioritization of critical path deliverables
- Methods of viewing schedule data for quality, relating to budget and forecasting
- More accessible and simplified collaborative environment for Inspector Daily Reports

Other recognized benefits:
- Standardized processes and procedures
- Improved reporting
- Improved financial management
- Reduced time to administer contracts
- Reduced manual processes

- Reduced transaction and payment time
- Automated standard processes and workflow
- Consolidated contract databases
- Produced more accurate schedules and cost estimates

Schedule

The project went into production status on June 1, 2010, which was the approved implementation date by the State's Information Services Board (ISB). Modifications to the deployed PMRS software interfaces are in production and will be completed by June 30, 2011. Additional training and training materials are also being developed to coincide with the deployment of the modifications.

Budget

The project's budget baseline was reestablished on July 1, 2009, at the start of the 2009-11 biennium. The baseline budget amount of $16,113,186 is lower than the baseline amount of $17,252,000, used in previous reports. This is the result of under-expenditures in the previous biennia and a lower level of funding in the 2009-11 biennium. The project was delivered within the July 1, 2009 baseline budget.

Budget Category	Baseline Budget as of July 1, 2009	Actual Expenditures as of February 28, 2011
CPDM/SPMG Staff Costs – PM, Analysis, COTS Configuration, Training, Report Development	$6,541,603	$6,008,380
OIT Staff and IT Contractor Costs – Integration, modifications and IT Support	$4,549,788	$4,467,339
Hardware	$1,297,863	$1,297,863
COTS Software Licenses	$2,876,224	$2,887,617
External QA	$139,625	$125,625
Training Support	$508,083	$423,803
Other Expenses	$0	$0
Risk Reserve	$200,000	$0
Total	**$16,113,186**	**$15,210,627**

Milestone Tracking:

Project Major Milestones	Planned completion Date	Forecasted completion Date	Actual completion Date	Milestone Outlook (Pending, late, complete, etc.)
RFPs for PM and ECM Suites	8/7/06		10/9/06	Completed
Process Mapping	6/6/07		4/30/07	Completed
Requirements Complete	7/31/07		7/17/07	Completed
Physical Infrastructure	7/25/07		7/25/07	Completed
Software Acquisition	7/7/08	10/07/08	9/30/08	Completed

Project Major Milestones	Planned completion Date	Forecasted completion Date	Actual completion Date	Milestone Outlook (Pending, late, complete, etc.)
ECM Pilot Start	9/28/07	11/15/07	11/15/07	Completed
P6 Scheduling Deployment Start	1/29/08	8/18/08	8/18/08	Completed
ECM Full Deployment Start	4/17/08	6/04/08	6/04/08	Completed
Cost Management Deployment Start (full solution)	5/15/08	9/23/09	08/31/09	Completed
Estimating Deployment Start	7/8/08	NA	N/A	Cancelled– Removed from scope
Primavera Scheduler/Web Access Deployment Started with North Central Region	11/3/08	8/18/08	8/18/08	Completed
Primavera Scheduler/Web Access Regional Deployment Complete	08/31/09	08/31/09	08/31/09	Completed
Primavera Contract Manager Deployment Complete	03/10/10	03/10/10	03/10/10	Completed
Cost Management Deployment Complete	06/01/10	06/1/10	5/04/10	Completed
Project Initial Implementation	6/1/10	6/1/10	6/1/10	Completed
Project Post Implementation Modifications	12/31/2010	6/30/2011	6/30/11	In process

Risk Assessment:

No further risks at this time.

Risk/Impact	Observed Status/Possible Responses