# Project Management and Reporting System Quality Assurance

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December 2010

**Washington State
Department of Transportation**

**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 is being deployed using a sequenced, statewide rollout.

**Project Status:**

Updates and status since the September 2010 Report:
Identification of user requirements has been completed and development is underway for a Contract Manager tool modification which will assist users in forecasting Overruns and Underruns for bid items in a construction contract.

User requirements are being collected for developing custom reports from Contract Manager that will be used to provide automated data for the Web Detail Construction Status Report.  These reports will assist users in computing project Estimates at Completion.  This capability is the users' top priority for the Contract Manager tool.

User requirements were completed and development is underway for the top three Scheduler tool modifications.  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.

User requirements have been identified for the PMRS Schedule Data Mart which will be developed in spring 2011. The Schedule Data Mart when deployed will allow greater access to project data for reporting without requiring the need for additional Primavera licenses.

PMRS interfaces with the Department's new Financial Data Mart have been developed and will be tested during the spring of 2011 after the Financial Data Mart is deployed.

As part of WSDOT's enhanced communication protocols, PMRS External Reports have been modified to include Project Update and Project News information when warranted. PMRS External Reports are now available for all active highway construction, selected rail and selected ferry/terminal projects.

Overall Status:

**Scope**
Since deployment on June 1, 2010, the enterprise PMRS tools have been in use by many region project offices and supported by WSDOT Headquarters Capital Program Development and Management. The Department recently asked each region to provide feedback on their experiences using the deployed PMRS tools and any realized project delivery benefits. In summary, the regions stated the PMRS tools have:
- 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 the June 1, 2010, which is the approved implementation date from the State's Information Services Board (ISB). Modifications to existing 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 this and other minor modifications.

**Funding**
The project anticipates a budget under run of $500,000 which was provided to the Office of Financial Management on December 1, 2011 for inclusion in the Governor's Transportation Budget submittal.

**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 November 30, 2010 |
|---|---|---|
| CPDM/SPMG Staff Costs – PM, Analysis, COTS Configuration, Training, Report Development | $6,541,603 | $5,991,213 |
| OIT Staff and IT Contractor Costs – Integration, modifications and IT Support | $4,549,788 | $4,418,160 |
| 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** | **$15,144,281** |

**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 |
| 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 |

| Project Major Milestones | Planned completion Date | Forecasted completion Date | Actual completion Date | Milestone Outlook (Pending, late, complete, etc.) |
|---|---|---|---|---|
| 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 |
|---|---|
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