


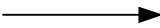

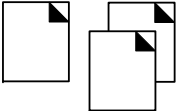
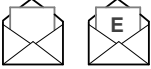

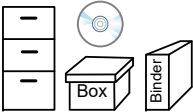
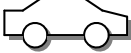





# Session 2: CIP Project Management Software As-Is Business Process

## Symbol Legend

-  Customer symbol: indicates an internal or external customer coming to initiate or receive services.
-  Process step box symbol: indicates a step in a business process.
-  Decision tree symbol: indicates Y / N options or decision in a business process.
-  Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop.
-  Electronic process directional arrow: indicates a process that is carried out electronically, either through an application, e-mail, batch program, etc.
-  Hardcopy document(s): indicates a system produced document (as output), or documents that start out as hardcopy. An 'E' or 'F' in the symbol indicates e-mail or fax, respectively. Multiple symbol indicates a package of documents.
-  Envelope symbol: indicates a process step carried out by mail, internal or external correspondence. An "E" in the envelope indicates e-mail.
-  Existing database symbol: indicates an existing DB and / or a commercial off-the-shelf / custom developed application.
-  Vertical file, box, binder and CD-ROM symbols: indicates existing hardcopy file storage, onsite / offsite document archives, or electronic file storage.
-  Car symbol: indicates a step in the process carried out by automobile, or movement of information by car.
-  Anchor symbol: indicates instance(s) where an external department or organization adversely impedes the effective execution of a business process.
- 1,4,7** Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.

**Problems** Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.

**Impacts** Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.

**Solutions** Solution Statement: possible policy, process, and / or technology solutions.

**Benefits** Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

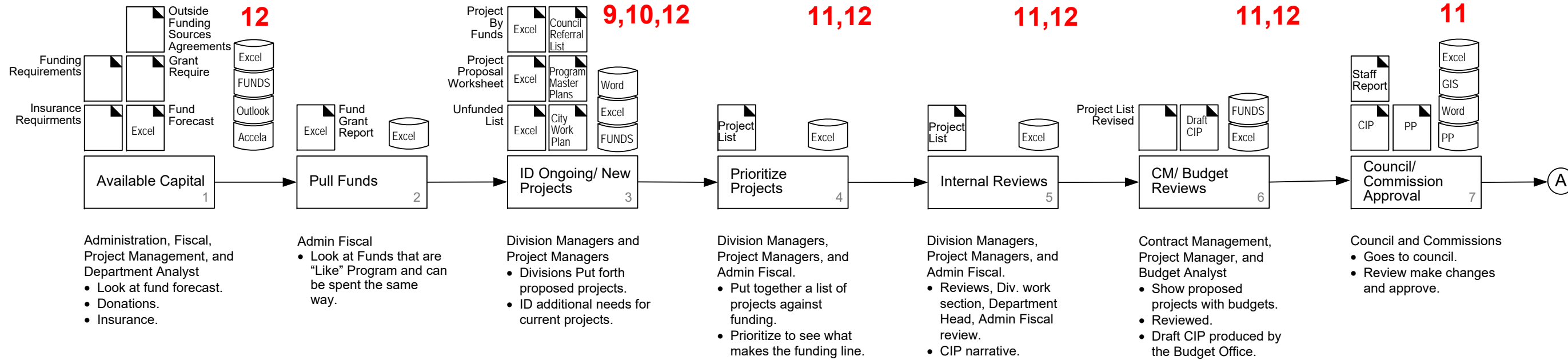
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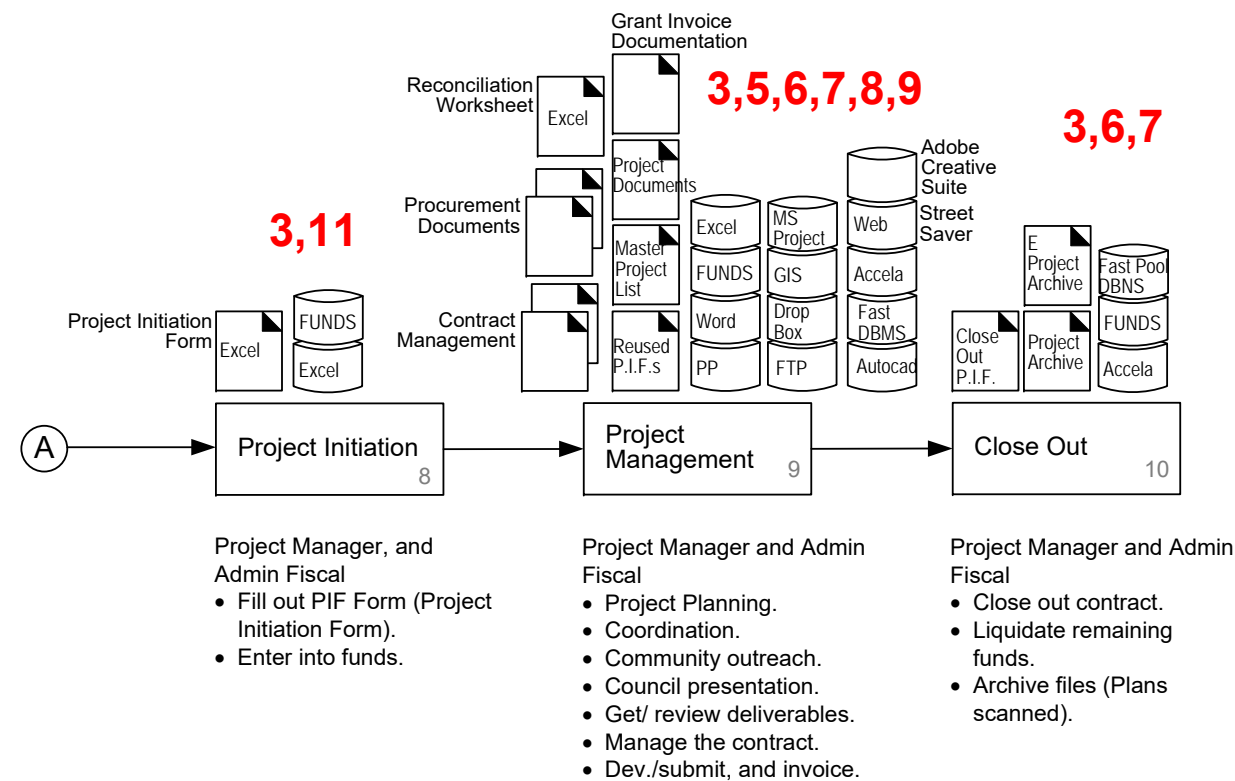


# Session 2: CIP Project Management Software As-Is Business Process

## Budget



**General: 1, 2, 4,10,13**





# Session 2: CIP Project Management Software As-Is Business Process

## Problems

1. Process is onerous and time consuming.
2. Process requires managing dozens of spreadsheets.
3. Policy basis is not always clear for filling out various forms.
4. One person can hold up the process.
5. Not all departments have access to the same file and shared drive folders.
6. File limitation. Difficult to share files.
7. Hard to track process, cost, labor, hours, invoices, and payments.
8. Contract approval process is opaque.
9. Few project management tools and training: how to do it and why.
10. Lack of a centralized database.
11. There is a disconnect with how many projects exist, how much funding exists, and what can get done.
12. Considering operation and maintenance cost.
13. Stakeholders don't allocate enough time and resources to be part of the process.

## Impacts

1. - Staff morale.
- Waste of time.
- Employee turn over.
2. - Time consuming.
- Errors.
- Confusing to staff.
- Version control.
3. - Same as #1.
4. - Missed deadlines.
- Delayed schedules.
- Loose funding.
- Frustrated vendors.
5. - Email owner.
- Same as #1 and 3.
- Confusion.
- Version Control.
6. - Project delays.
- Resorting to solutions and not sanctions by IT.
- Deletion of files,
- Inefficiencies.
7. - Delays.
- Potential for mistakes in a document.
- Inconsistent Project Management.
8. - Same as #4.
9. - Same as #7.
- Inability to deliver projects on time/ budget.
- Loss of time.
10. - Staff time looking for files.
- Confusion.
- Version Control.
11. - Resident morale
- Inability to implement previously prioritized project.
12. - Same as #11.
- Inability to maintain what has been constructed.
- Staff and Community morale is undermined.
13. - Staff/ Community morale.
- Last minute/ costly changes.
- Quality of projects.
- Inter-Department conflict.

## Solutions

### 1. CIP/ Project Tracking Application

#### Features and Functions

- Automated workflow:
  - Routing
  - Tracking
  - Automatic notifications
  - Reviews
  - Rejections
  - Approvals
  - E-signatures
  - Escalations.
- Fund forecast.
- Project budgets that feed fund forecast.
- Project list.
- Projects by fiscal year.
- Unfunded project list.
- Project proposal form.
- Projects by Funds.
- Project Initiation Form
- Easy to make revisions in moving funds around
- Ongoing project costs, labor, invoices, and payments.
- Reconciliation.
- Search functions.
- Construction administration forms.
- Produce project management schedules easily.
- Resource allocation.

#### Reports

- Project Budget
- Project activity listing.
- Payroll distribution.
- Overall fund.
- Budgets by Funds.
- Budget by fiscal year.
- Funded and
- Master project list report.
- Resources by projects.
- Project staff labor: by date range, payroll period, and by task.
- Proposed projects to be funded/ priority.
- List of Project Managers/ Projects.
- Stages of projects.
- Vendor Disbursements.
- Dashboards.
- Public Portal.

#### Interfaces

- ERP Financials/ HR Payroll
- GIS
- Outlook (MS Office Suite/ MS Project).
- Acrobat
- Accela
- Future Work Order System
- Contract Management
- Open Data
- EDM (OnBase)

#### System Requirements

1. - Clean up shared drive structure and taxonomy.
2. - Explore large file transfer.

#### Policies

3. - Sit down with Fiscal Staff and Managers to determine what is needed and why? Identify resource allocation.
11. - Reusing the council report, fiscal impact.







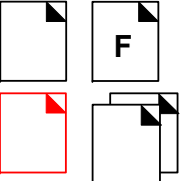
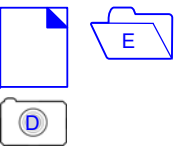

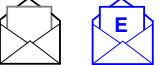
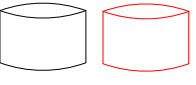


## Benefits

1. - Clear consistent direction.
- Evidence based policy.
2. - Consistent and accurate information.
- More time for other projects.
3. - Same as #1.
4. - Complete projects on time.
- Improve process flow.
- Improve employee morale.
5. - Time savings
- Clarity of purpose and direction.
- Same as #2.
- Less reduced on instructional memory.
6. - Easier communication with vendors
- Less reliance on adhoc solutions
7. - projects completed on time and budget.
- Less potential audit and negative findings.
8. - Business process improvement.
9. - Same as #7.
10. - Same as #1,2,3.
11. - More staff experience
12. - Same as #11.
13. - Same as #1 and 4.



# Session 5: CIP Project Management Software To-Be Business Process

## To Be Process Symbol Legend

-  Customer symbol: indicates an internal or external customer coming to initiate or receive services.
-  Existing process step box symbol: indicates a step in the business process.
-  New process step box symbol: indicates a new step in a business process.
-  Existing process step box symbol: indicates an existing step in a business process that will be eliminated in the future state.
-  Decision tree symbol: indicates Y / N options or decision in a business process.
-  Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop. A Blue arrow indicates an electronic process: indicates a process that is carried out electronically, automatically or batch program.
-  Hardcopy documents: A black symbol indicates a system produced document (as output), or documents that start out as hardcopy. An 'E' or 'F' in the symbol indicates email or fax, respectively. A red-lined symbol indicates an existing document that will be eliminated in the future state. A multiple document symbol indicates a packet / package of documents.
-  Electronic documents/content/files: indicates a system produced document (Word, Excel, PowerPoint, PDF, etc) or documents that start out as hardcopy that are scanned and stored in the ECMS. (This could also include future digital photos, digital video, or digital recordings.) Multiple symbols indicates a package of documents; the folder indicates a group of associated documents.
-  Electronic Form: "E" indicates a standard form produced and/or posted on Intranet / Internet, or as an interoffice e-form. An "X": in the document symbol indicates a requirement for an E-Signature.
-  Envelope symbol: indicates a process step carried out by mail, internal or external correspondence. An "E" in the envelope indicates email or auto-notification.
-  Existing database symbol: indicates an existing database and / or a commercial off-the-shelf / custom developed application. A red outline database symbol denotes an existing system replaced by a new system.
-  New database symbol: indicates a new database and / or a commercial off-the-shelf / custom developed application. The type of system is noted inside or adjacent to the symbol
-  CD-Rom symbol: indicates electronic documents stored on / transmitted on a CD.

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## Future State Solutions Legend

### Management / Policy Solutions

These solutions entail new management policies and practices that are required as a result of introducing new information technology solutions and / or business process changes. Common examples include policy statements, organizational change, Change Management, Service Level Agreements, etc.

### Business Process / Operational Solutions

These solutions entail the introduction of new business process steps – or the elimination of existing business process steps, for Business Process Improvement, or as a result of introducing new Information Technology solutions identified in the Rapid Workflow™ workshops. Business Process / Operational solutions also include business process improvement opportunities identified as part of the Rapid Workflow® business process analysis workshops that do not have any direct relationship to Information Technology.

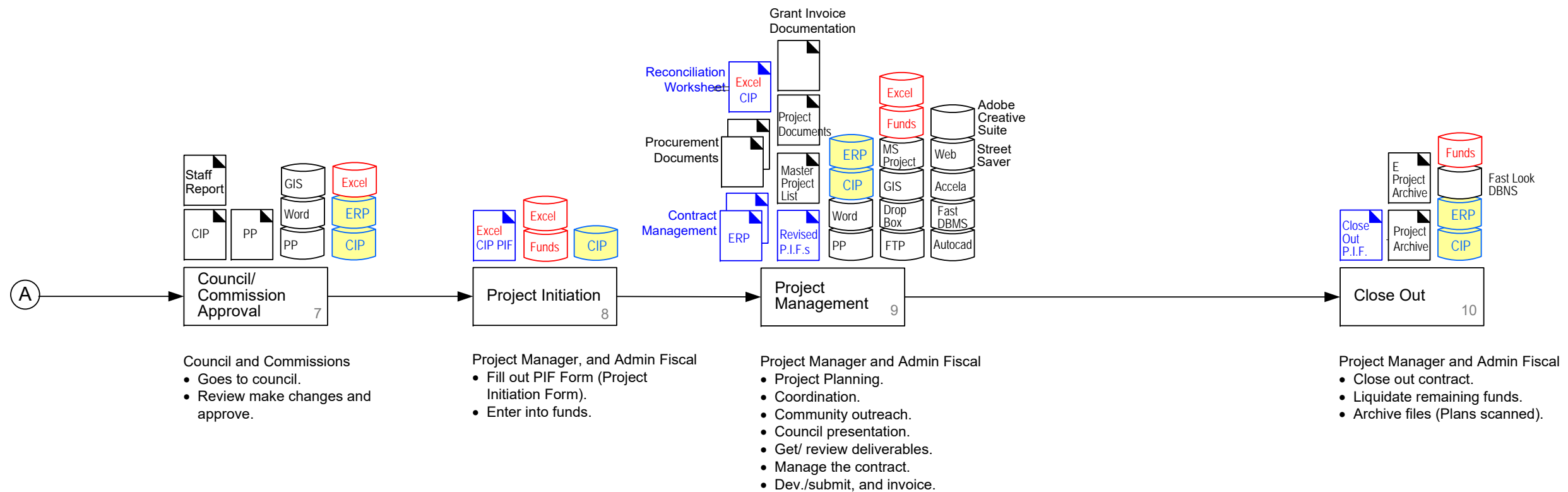
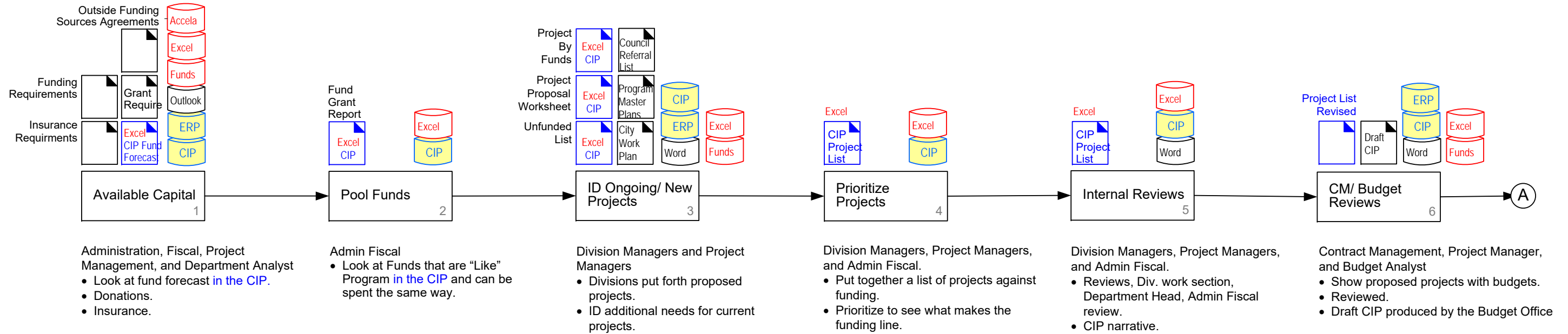
### Information Technology Solutions

- These solutions entail a variety of solutions, including the:
- Introduction of new Information Technologies
  - Replacement of existing systems with new technologies
  - Enhancement of existing Information Technologies / Systems to compliment new management policies.
  - Enhancement of existing Information Technologies as identified in the Rapid Workflow™ workshops as Business Process Improvement opportunities.
  - Integration of proposed technologies with existing technologies



### Session 5: CIP Project Management Software To-Be Business Process

#### Budget





## Session 5: CIP Project Management Software To-Be Business Process

### Information Technology Solutions

#### 1. CIP/ Project Tracking Application

##### Features and Functions

- Automated workflow:
  - Routing
  - Tracking
  - Automatic notifications
  - Reviews
  - Rejections
  - Approvals
  - E-signatures
  - Escalations.
- Fund forecast: [check or post available funding](#).
- Project budgets that feed fund forecast.
- Project list: [a list of all projects \(funded, proposed, unfunded\)](#).
- Projects by fiscal year.
- Projects by Funds.
- Easy to make revisions in transferring funds.
- Ongoing project costs, labor, invoices, and payments.
- Reconciliation: [flowing unspent funds \(encumbered/un-encumbered\) from one FY to another](#).
- Search functions:
  - [Project Status: where it is, revenue and expense status](#).
  - [Project Phase](#).
  - [By department](#)
  - [By program](#)
  - [By Fund](#)
  - [By Project Manager](#)
  - [By Location](#)
  - [By deadline](#)
  - [By keywords](#)
- Project Schedules:
  - [Provide the ability within the application to produce simple project schedules for overlapping schedules, available to all relevant staff, not requiring an individual license](#).
  - [Produce project management schedules that can be easily exported to MS Project](#).
- Resource allocation:
  - [Can plug in pertinent staff in the project schedule. Provide resource pooling features to indicate availability of staff hours](#).
  - [Identify roles and responsibilities of each staff person](#).

- [Charting capabilities: Gant charts, pie, bar charts, donut, etc.](#)
- [Dashboard](#)
- [Ability to export data, i.e., Excel](#).
- [Project ranking and prioritization](#)
- [CIP Phases: proposal, evaluation, etc. Scenarios](#).
- [Project Funding Allocation auto-balancing](#).
- [Within project costs, breakout of operation and maintenance costs](#).
- [Ability to group funds or program by fund types](#).

##### Forms

- **Project Proposal Form:**  
[Used to evaluate proposals, which would be used by departments. Project description, justifications, cost \(by year and total\), location, proposed funding source, schedule or estimated completion date; should reference: council priority or referral, department work plan, etc.](#)
- **Project Initiation Form:**  
[Used to allocate funding for specific line items for approved projects. Line items should reference GL account. Description of the type of allocated costs, breakdown of phases \(planning, design, bidding, construction\). Break out funding by line item by specific funding source](#)
- **Construction Administration Form:**  
[\(New form\) used to inspection dailies, recording interaction with contractors. Quantities of materials installed, onsite equipment, weather, date, time, personnel.](#)
- **Project Costing and Scoping Form:** [to provide a unified system of doing this. Used to develop estimates.](#)
- [Templates](#).

##### Reports

- [Project Budget](#)
- [Project activity listing](#).
- [Payroll distribution](#).
- [Overall fund](#).
- [Budgets by Funds](#).
- [Budget by fiscal year](#).
- [Funded/Unfunded](#)
- [Master project list report](#).
- [Resources by projects](#).

##### Reports: continued

- [Project staff labor and vendor invoices: by date range, payroll period, and by task](#).
- [Proposed projects to be funded/ priority](#).
- [List of Project Managers/ Projects](#).
- [Stages of projects](#).
- [Vendor Disbursements](#).
- [Project Status: where it is, revenue and expense status](#).
- [Project Phase](#).
- [By department](#)
- [By program](#)
- [By Location](#)
- [By deadline](#)
- [By keywords](#)
- [By Calendar year](#)

#### T 2 Interfaces

- [ERP Financials/ HR Payroll: Pull data budget/expenses, invoices, contracts, staff labor hours \(all hard data to inform the CIP\). Push labor hours, expenses into the ERP Finance. Contract Management](#)
- [GIS: bidirectional – push location based project information that could be read by the GIS, i.e., projects](#).
- [Integrates with ArcGIS Online](#)
- [Outlook \(MS Office Suite/ MS Project\)](#).
- [Future Work Order System: Push: request for pre-construction work. Pull: summary of work performed](#).
- [Open Data Port](#)
- [Post up spatial data from the GIS](#)
- [Post alpha/numeric and meta data from the CIP](#)
- [EDM \(OnBase\)](#)

#### T3 System Requirements

- [Clean up shared drive structure and taxonomy](#).
- [Explore large file transfer](#).



## Session 5: CIP Project Management Software To-Be Business Process

### Business Process / Operational Solutions

- O 1. **Step 1 - Available Capital:** The CIP module will replace Excel and the ERP will replace FUNDS. The CIP Fund Forecast will be produced in the CIP module, not Excel. Staff will look up the fund forecast in the CIP.
- O 2. **Step 2 - Pool Funds:** The CIP module will replace Excel, and the Fund Grant Report will be produced in the CIP module, not Excel.
- O 3. **Step 3 - ID Ongoing/ New Projects:** The CIP module will replace Excel and the ERP will replace FUNDS. The following documents will be produced in the CIP module:
  - Project By Funds
  - Project Proposal Worksheet
  - Unfunded List
- O 4. **Step 4 - ID Ongoing/ New Projects:** The CIP module will replace Excel. The CIP Project List will be produced in the CIP module, not Excel.
- O 5. **Step 5 - ID Internal Reviews:** The CIP module will replace Excel. The CIP Project List will be produced in the CIP module, not Excel.
- O 6. **Step 6 - ID Ongoing/ New Projects:** The CIP module will replace Excel and the ERP will replace FUNDS. The Revised Project List will be produced in the CIP module.
- O 7. **Step 7 - Council/ Commission Approval:** The CIP module will replace Excel and the ERP will be introduced in this step.
- O 8. **Step 8 – Project Initiation:** The CIP module will replace Excel and the ERP will be introduced in this step. The CIP PIF will be produced in the CIP module.

- O 9. **Step 9 - ID Ongoing/ New Projects:** The CIP module will replace Excel and the ERP will replace FUNDS. The following documents will be produced in the CIP module:
  - Reconciliation Worksheet
  - Prevised PIFThe Contract agreement will produced in the ERP module.
- O 10. **Step 10 – Close Out:** The CIP module will replace Excel and the ERP will replace FUNDS. The Close Out PIF will be produced in the CIP module.

### Management / Policy Solutions

- M 1. Sit down with Fiscal Staff and Managers to determine what financial information is needed and why? Identify resource allocation. Take a deeper dive in [why](#) so many Excel spreadsheets are done.
- M 2. Revising the council report, specifically the Fiscal Impact. Identify the tradeoffs inherent in any new funding allocation. Provide context, where funds are coming from, what is left over, etc. The current approach sends a message of unlimited funding. Special focus, where needed, should be on operating and maintenance costs.
- M 3. Establish a culture where utilizing this tool is required or important, critical to the role of being a project manager. Adopt standard project management best practices.
- M 4. Provide role-based PM principles training.
- M 5. Change Management effort in implementing the ERP and CIP software, including where interfaces will be used. Moving from “PM light” in ERP to “PM Heavy” in CIP.
- M 6. Accela: explore opportunities to improve the functionality for Public Works.
- M 7. Revise the process for staff / funding distribution; both baseline and projects. Right now, there is double budgeting in some cases.
- M 8. Determine a policy for carry over versus baseline program spending.