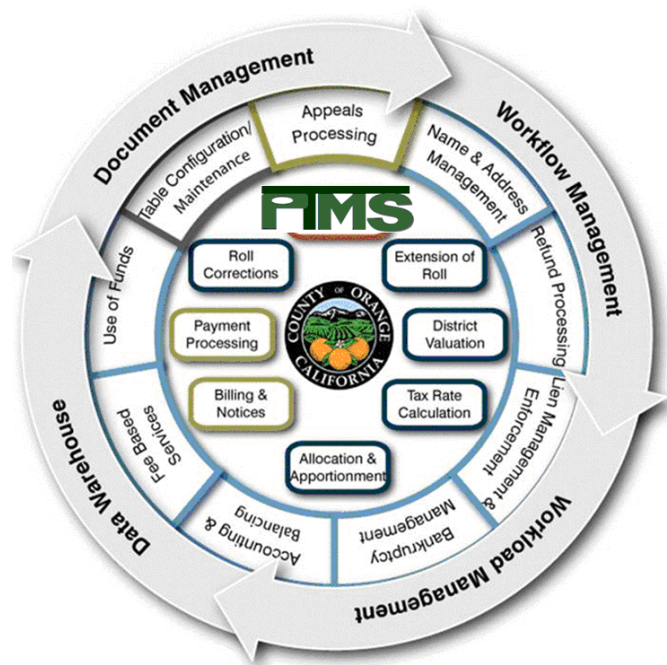# Board of Supervisors

Quarterly Update

OC PTMS
Property Tax Management System

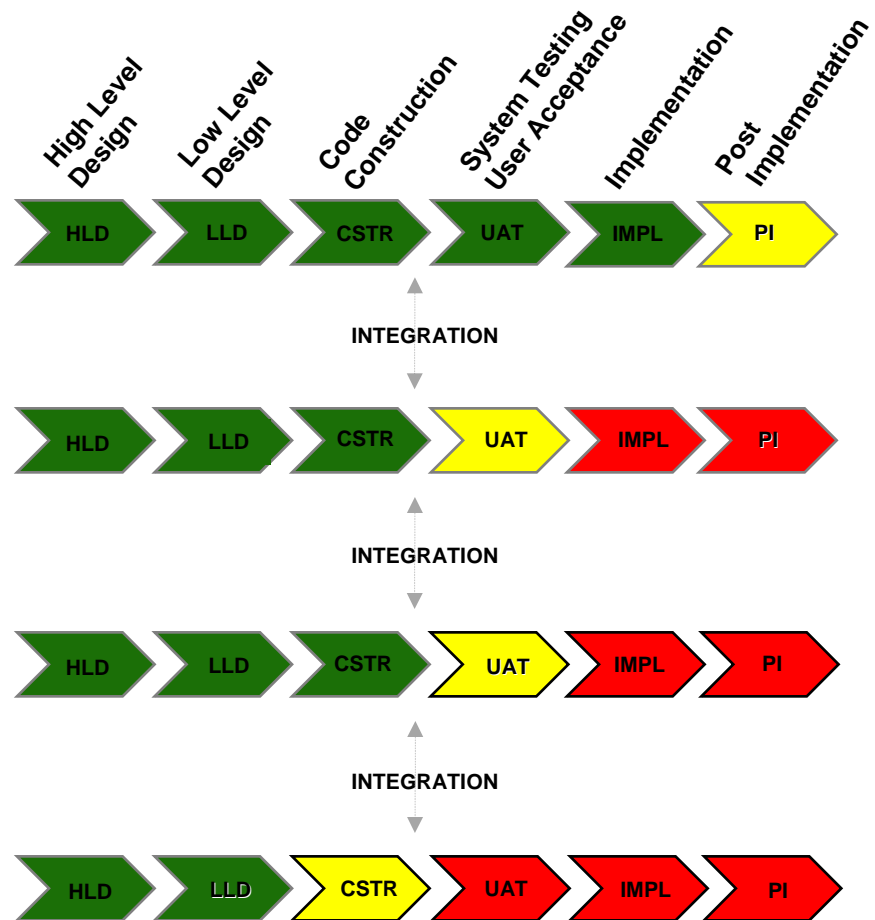## February 7, 2012

Agenda

- **State of the Project**

- **Project Risks**

- **Revised Project Schedule**

- **Go Forward Strategy**

- **Budget Highlights**

OC PTMS

State of the Project - Software Development Life Cycle Status

The Four Tiers of PTMS

	High Level Design	Low Level Design	Code Construction	System Testing User Acceptance	Implementation	Post Implementation
Tier 1 COB and TTC Shared Modules	HLD	LLD	CSTR	UAT	IMPL	PI
				INTEGRATION		
Tier 1A COB Assessment Appeals	HLD	LLD	CSTR	UAT	IMPL	PI
				INTEGRATION		
Tier 2 Auditor/Controller	HLD	LLD	CSTR	UAT	IMPL	PI
				INTEGRATION		
Tier 3 Treasurer Tax Collector	HLD	LLD	CSTR	UAT	IMPL	PI

Legend: Completed In-Progress Not Started

State of the Project (continued)

❖ **Significant Progress**

- *Tier 1:* **COB and TTC shared modules:** *Claims for Refund, Fee Based Data Services*

► **System went Live 2010**

- *Tier 1A:* **COB Assessment Appeals**

► **Code delivered and County testing in final stages**

- *Tier 2:* **A/C Modules:** *Allocation, Extension of Roll*

► **Code delivered and County testing in final stages**

► **The Allocation and Extension of Roll receiving good results**

- *Tier 3:* **TTC Core Modules:** *Tax Bill Creation, Billing & Notices, Payment Processing and Roll Maintenance*

► **Code completed for core modules and Vendor is verifying quality**

State of the Project (continued)

❖ **Upcoming Major Milestones**

- ▪ *Tier 1A:* **COB Assessment Appeals**

  ► April 2012 – County acceptance sign-off

- ▪ *Tier 2:* **A/C Apportionment module**

  ► March 2012 – County completion of Apportionment of Levies testing

  ► April 2012 – County acceptance sign-off of all Tier 2 modules

- ▪ *Tier 3:* *TTC core modules*

  ► May 18, 2012 - Receive coded modules from Tata Consultancy Services (TCS) and begin County testing

State of the Project (continued)

❖ **Major Milestone Dates That <u>Will Be</u> Missed**

- **February 2012 - TCS delivery of a complete and fully integrated PTMS per contract agreement**

  - ► **TCS coding of Tier 3 modules is behind schedule**

  - ► **Integration of all PTMS Tiers will be impacted**

- **July 2012 - Scheduled Go-Live**

  - ► **County cannot Go-Live July 2012 with missed Tier 3 deadlines**

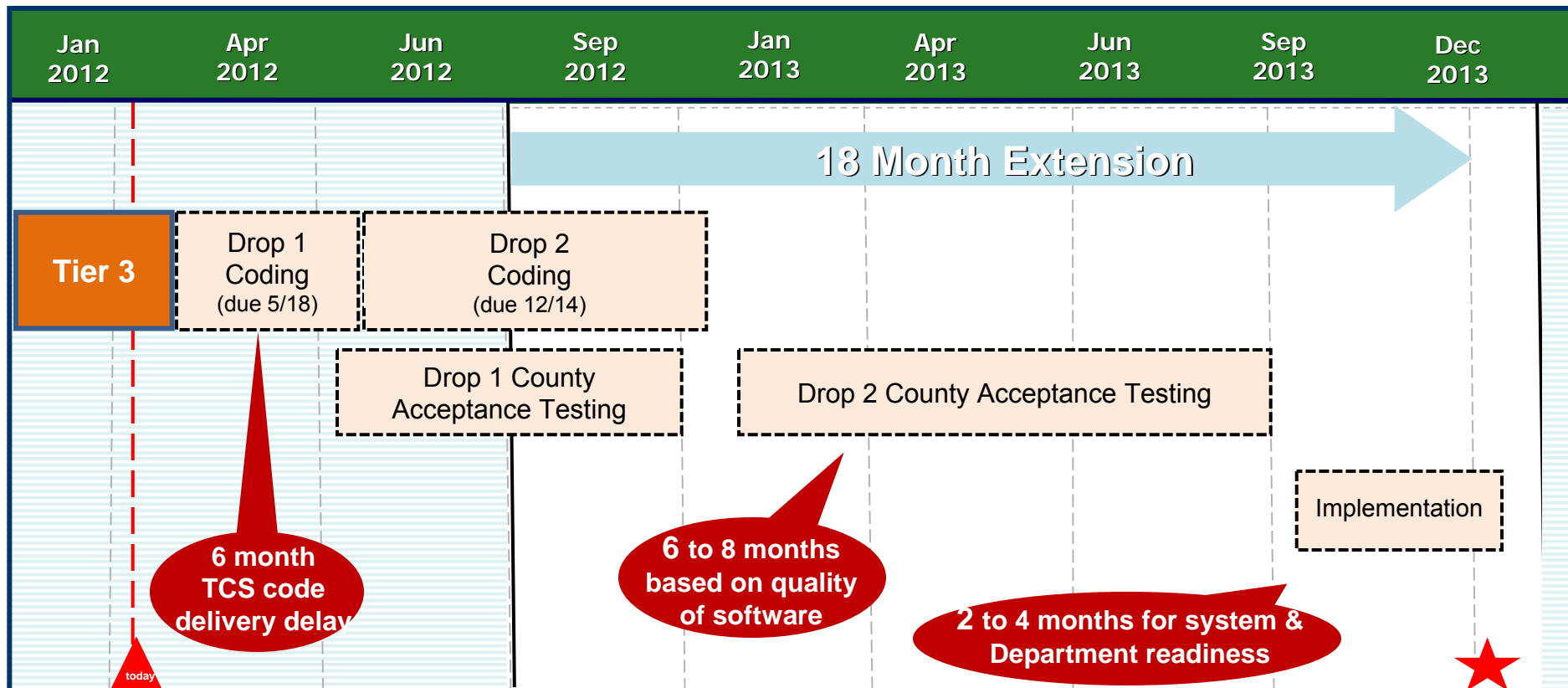 - ► **Insufficient time for County testing and implementation roll-out**

State of the Project (continued)

❖ **Impact of Code Delivery Delays**

- **New TCS Proposal - Deliver Tier 3 code in 2 drops**

  - ▶ **May 2012 - Drop 1: Tier 3 core modules**

  - ▶ **Dec 2012 - Drop 2: Tier 3 remaining modules plus integrated PTMS**

- **PTMS Go-Live Date Revised to December 2013**

  - ▶ **Final County testing cannot start until January 2013 and will require 6 to 8 months to complete**

  - ▶ **Upon County final PTMS acceptance, roll-out to users will require an additional 2 to 4 months**

Project Risks

❖ **Delivery by TCS**

- **Timeliness of completion**
- **Quality of vendor testing**
- **Quality of vendor code and tiered development approach**
- **Tier 3 more complicated than anticipated**
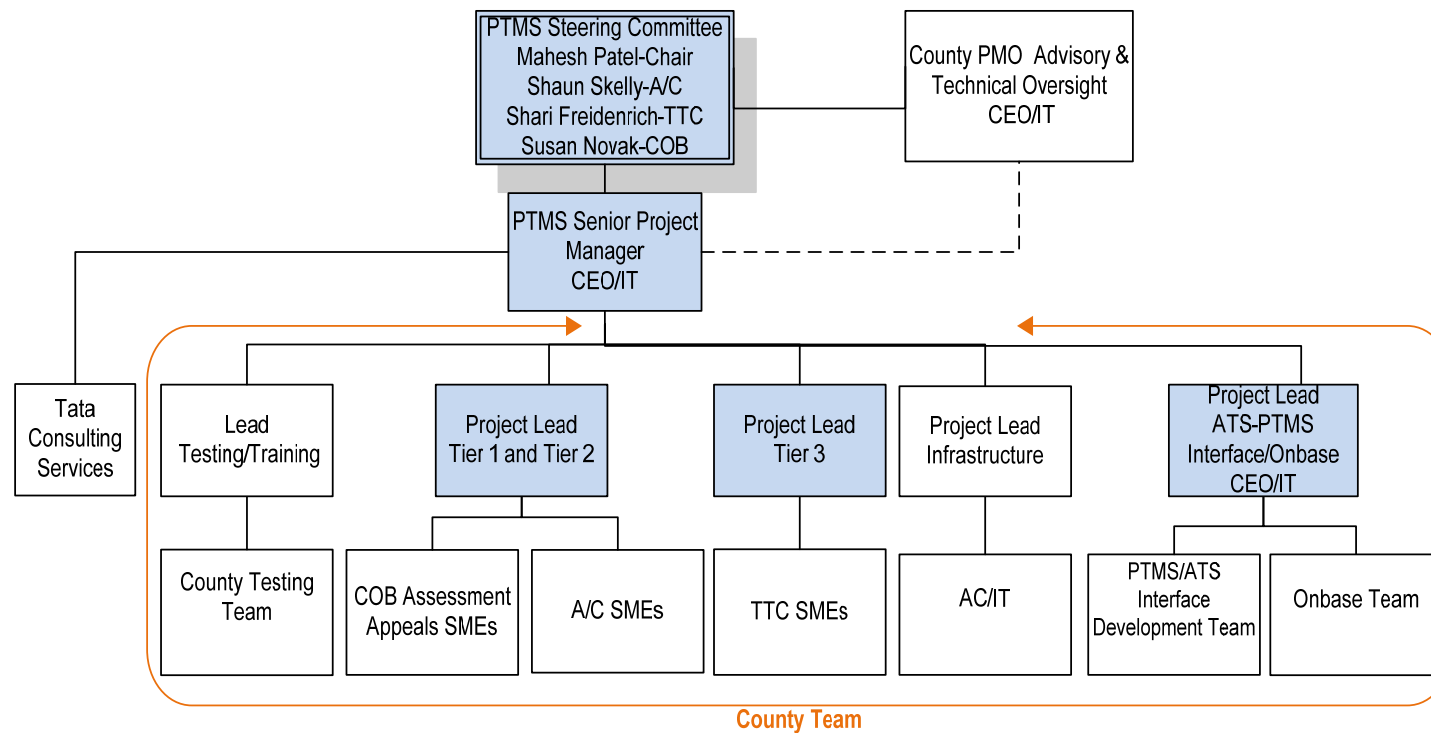
❖ **Scope Change Orders**

- **Completeness of requirements**
- **Managing scope to focus on core functionality**

❖ **User Acceptance Testing**

- **Significant County effort**
- **Availability of resources by Departments**

Go Forward Strategy

New Project Governance

```
                    ┌─────────────────────────┐          ┌──────────────────────┐
                    │ PTMS Steering Committee  │          │ County PMO Advisory &│
                    │    Mahesh Patel-Chair    │          │  Technical Oversight │
                    │    Shaun Skelly-A/C      │          │        CEO/IT        │
                    │   Shari Freidenrich-TTC  │          └──────────────────────┘
                    │    Susan Novak-COB       │
                    └─────────────────────────┘
                    ┌─────────────────────────┐
                    │  PTMS Senior Project     │
                    │        Manager           │
                    │        CEO/IT            │
                    └─────────────────────────┘
```

Tata Consulting Services	Lead Testing/Training	Project Lead Tier 1 and Tier 2	Project Lead Tier 3	Project Lead Infrastructure	Project Lead ATS-PTMS Interface/Onbase CEO/IT
	County Testing Team	COB Assessment Appeals SMEs / A/C SMEs	TTC SMEs	AC/IT	PTMS/ATS Interface Development Team / Onbase Team

County Team

Go Forward Strategy (cont'd)

Revised Governance / Project Management

- Overall project responsibility in the hands of CEO/IT allows for a more independent perspective and addresses needs of stakeholders

- Enables improved CEO/IT reporting of project to Board of Supervisors

- Divides responsibility across multiple project leads to <u>focus</u> on specific deliverables and support to each department

- Project Leads <u>responsible</u> for and held <u>accountable</u> for their deliverables

- Enables greater <u>communication at the working level</u> on a daily basis

- Issue resolution handled at project team level but managed by Senior PM

- Testing receives necessary focus

- Assigns appropriate subject matter experts to directly support agencies

Next Steps

Activity	Objective
Rollout new project team	Provide focus / support to each key area
Focus on completion of COB Tier 1A & A/C Tier 2	Finish significantly completed deliverables
Assess TTC Tier 3 Walkthroughs to measure improvement	Measure level of improvement in quality in advance of final delivery
Assess impact of scope change orders to project	Determine possible financial and schedule impact to project due to scope issues
Perform comprehensive budget review and impact analysis	Identify complete funding requirements to fulfill project
Obtain commitment from TCS on project completion and amend contract accordingly	Ensure contract is up-to-date and all parties have a clear understanding of commitment
Report to Board by March 20, 2012	

Questions and Answers