

Reporting Date: 12/10/2008									
Project: Cash Receipting Replacement - Phase 1 Clerk of Superior Court Maricopa County Stakeholders: G. Mulleneaux (506-3794) Project Manager: D. Garbarino (506-5874)	General Program Status	Red, Green, or Yellow	Target					Estimate	
			Budget	\$ 887,000				\$ 887,000	
			End Date	8/22/2008				9/30/2009	
Deliverables	Current Status	% Complete	COT Original Delivery Date	CACC Target Delivery Date	08/15/2008 Revised Delivery Date	12/10/2008 Revised Delivery Date	Revised Delivery Date	Actual Delivery Date	Comment
Project Plan	Green	100%							
Project Schedule	Green	100%							
Project Budget	Green	100%							
Financials – Cash Receipting Replacement	Yellow	78%	8/22/2008	8/22/2008		9/30/2009	9/30/2009		
Stage I - Qualification	Green	100%	7/20/2007	7/20/2007			1/21/2008	7/20/2007	
Budget Estimate Completed	Green	100%	7/24/2007	7/24/2007				7/24/2007	
Project Proposal Submitted	Green	100%	7/16/2007	7/16/2007			8/1/2007	8/1/2007	
Scope Statement Completed	Green	100%	9/7/2007	9/7/2007				9/7/2007	
Stage II - Business Requirements	Green	100%	10/26/2007	10/26/2007				10/26/2007	
Business Requirements Approved	Green	100%	9/17/2007	9/17/2007			9/25/2007	10/18/2007	
Budget Finalized	Green	100%	9/15/2007	9/15/2007			10/1/2007	10/25/2007	
Stage III - Planning	Green	100%	11/15/2007	11/15/2007				11/27/2007	
Project Plan Completed	Green	100%	8/23/2007	8/23/2007			9/25/2007	11/27/2007	
Stage IV - Execution	Yellow	70%	8/18/2008	8/18/2008	3/2/2009	8/31/2009	8/31/2009		
Design Phase	Green	100%	3/13/2008	3/13/2008				3/13/2008	
Work Breakdown Structure (WBS) Design Phase	Green	100%	1/18/2008	1/18/2008				1/18/2008	
Environment Definition	Green	100%	1/18/2008	1/18/2008				1/18/2008	
External Interface Definition	Green	100%	1/18/2008	1/18/2008			1/25/2008	2/22/2008	
Architectural Plan	Green	100%	1/18/2008	1/18/2008				1/18/2008	
High Level Design - Application Architecture	Green	100%	1/18/2008	1/18/2008				1/18/2008	
Data Conversion Design	Green	100%	2/14/2008	2/14/2008			4/15/2008	4/8/2008	
Functional Design	Green	100%	2/21/2008	2/21/2008			2/29/2008	2/29/2008	
User Interface Design	Green	100%	2/21/2008	2/21/2008			2/29/2008	2/29/2008	
Development Management Plan	Green	100%	3/6/2008	3/6/2008				3/4/2008	
Test Management Plan	Green	100%	3/13/2008	3/13/2008				3/13/2008	
Prototyping Phase	Green	100%	3/21/2008	3/21/2008				3/5/2008	Early Finish
Data Prototyping	Green	100%	2/29/2008	2/29/2008				2/26/2008	Early Finish
Data Access Layer Prototyping	Green	100%	2/14/2008	2/14/2008				2/14/2008	
Integration Prototyping	Green	100%	3/21/2008	3/21/2008				3/4/2008	Early Finish
Look and Feel Prototyping	Green	100%	3/5/2008	3/5/2008				3/5/2008	
Development Phase	Yellow	75%	6/30/2008	6/30/2008	11/30/2008	7/2/2009	7/2/2009		
Development Environment	Green	100%	3/10/2008	3/10/2008				2/29/2008	Early Finish
Sprint 1 Fee Code UI Demo	Green	100%	3/18/2008	3/18/2008				3/14/2008	Early Finish
Sprint 2 - List and Service Code Development	Green	100%	4/11/2008	4/11/2008			5/21/2008	5/21/2008	
Sprint 3 - Receipting Setup Tables, Messaging, Device Integration	Green	100%	added	added			6/5/2008	6/5/2008	
Sprint 4 - Cashier Receipting, GL and RFR Integration	Yellow	80%	added	added	10/14/2008	1/30/2009	1/30/2009		
Sprint 5 - Cashier Balancing/Deposit/Credit Card Processing	Yellow	60%	added	added	10/31/2008	4/29/2009	4/29/2009		
Sprint 6 - Batch Processing, Data Conversion, Reporting	Yellow	19%	added	added	11/15/2008	6/18/2009	6/18/2009		
Sprint 7 - Reporting and Final Q/A cycle	Yellow	13%	added	added	11/30/2008	6/30/2009	6/30/2009		
Data Conversion Deployment Plan	Yellow	15%	added	added	11/15/2008	3/30/2009	3/30/2009		
Development Complete	Yellow	0%	6/30/2008	6/30/2008	11/30/2008	7/2/2009	7/2/2009		
User Acceptance/Training Plan	Yellow	60%	added	added	11/15/2008	3/30/2009	3/30/2009		
Regression Testing/Informal User Acceptance Phase	Yellow	12%	added	added	12/30/2008	7/31/2009	7/31/2009		
User Acceptance Phase	Yellow	0%	7/15/2008	7/15/2008	1/30/2009	7/31/2009	7/31/2009		
Training and Implementation Phase	Yellow	0%	8/18/2008	8/18/2008	2/27/2009	8/28/2009	8/28/2009		
Deployment	Yellow	0%	8/18/2008	8/18/2008	3/2/2009	8/31/2009	8/31/2009		
Stage V - Close Out	Yellow	0%	8/22/2008	8/22/2008	3/27/2009	9/30/2009	9/30/2009		
Changes									
Current Updates		Minor	Updated percentages to reflect current status. Changed Items in Blue and Bolded above.						

<p>Added 28 weeks to the Development Phase. This has moved the Deployment date out to 08/31/2009.</p>	<p>Major</p>	<p>Although progress has been made, the project is experiencing delays in the development area due to the continuing issues that are related to resources and new technology.</p> <p>*The technology being implemented is new therefore inaccurate estimates were being provided due to the inexperience of the programmers with the development tools.</p> <p>*Troubleshooting requires extra time due to lack of experience</p> <p>*Resources are also performing support tasks on other applications</p> <p>*The lack of experience with user interfaces (UI) has meant that extra time is needed on the Look and Feel of the application to ensure that the end user has a product that is functionally usable and meets professional standards</p> <p>*The architecture of the application is complex and new to the organization</p> <p style="text-align: right;">*As indicated in previous CACC reports the hiring and retention of qualified .net programmers has been a challenge.</p>		
<p>Line 50</p>	<p>Minor</p>	<p>To ensure that end user requirements are being met, programs that have been developed are being reviewed for completeness by the project BA and QA staff. Deviations are being reported now and remediated during the development phase rather than waiting for the remediation/user acceptance phase which has been scheduled to begin in December.</p>		
<p>Added Task Regression Testing/Informal User Acceptance Phase</p>	<p>Major</p>	<p>Due to the complexities to test the application an additional month was added to the schedule. An additional Phase was added to give QA time to complete a full end to end test of the application. In addition, during this Phase Lead Business Users will work with QA to refine the product before the start of the formal User Acceptance Phase. Although this Phase has been added to the project the budget does not require any additional funding.</p>		
<p>Resource Issues</p>	<p>Major</p>	<p>Project Architect/Senior Developer has left the project for another position. This was a contract resource. We are currently looking for two additional external developers to replace the Senior position as well as provide additional development capacity to reduce the impact to the schedule.</p>		
<p style="text-align: center;">Risk</p>		<p style="text-align: center;">Probability</p>		
<p>Budget</p>	<p style="text-align: center;">15%</p>	<p>Due to current budget issues being experienced across the state, it is possible that County funding could be reallocated to higher priority initiatives.</p>		
<p>Resource Availability and Retention</p>	<p style="text-align: center;">100%</p>	<p>This risk has been realized and is now an issue.</p>		
<p>Technical Lead for the project will take over the Directorship of ITG sometime in July.</p>	<p style="text-align: center;">100%</p>	<p>This risk has been realized and is now an issue.</p>		
<p>New Resources/Skill Levels</p>	<p style="text-align: center;">25%</p>	<p>The skill levels of the new resources is unknown.</p>		
<p style="text-align: center;">Issue</p>		<p style="text-align: center;">Owner</p>	<p style="text-align: center;">Status</p>	<p style="text-align: center;">Impact/Action</p>
<p>Business Analyst Suffered Broken Shoulder</p>	<p>Diana Garbarino (PM)</p>	<p>Resolved</p>	<p>Our business analyst and Subject Matter Expert suffered a broken shoulder on Tuesday 03/18/2008. The project manager picked up</p>	
<p>Technical issues with the Grid Control used for the user interface</p>	<p>Diana Garbarino (PM)</p>	<p>Resolved</p>	<p>A 3rd party tool was selected to provide a Grid Control for displaying data to the user. This 3rd party tool was purchased for a prior</p>	
<p>User Acceptance Testing</p>	<p>Diana Garbarino (PM)</p>	<p>Resolved</p>	<p>During discussions about user acceptance it was determined that the two weeks allocated would not be enough time to coordinate the</p>	
<p>Project Delay due to resource issues</p>	<p>Diana Garbarino (PM)</p>	<p>Resolved</p>	<p>One and a half months were added to the development schedule, see Staffing Issues section below for further details.</p>	
<p style="text-align: center;">Staffing Issue/Position Title</p>		<p style="text-align: center;"># Needed</p>	<p style="text-align: center;">Status</p>	<p style="text-align: center;">Impact/Action</p>
<p>Contractor Developer Resource Removed from Project</p>	<p>0</p>	<p>Resolved</p>	<p>A contract developer was not providing the level of development expertise necessary to continue working on the project. Consistent</p>	
<p>Continued from previous line due to text display limitation in the cell.</p>		<p>Resolved</p>	<p>The main reasons to support the decision were: 1. The unavailability of resources from the Vendor, 2. The lead time needed to procure</p>	
<p>Another Contractor Developer Resource Removed from Project</p>	<p>2</p>	<p>Resolved</p>	<p>A contract developer was not providing the level of development expertise necessary to continue working on the project. Two internal</p>	
<p>Project Architect/Senior Developer has left the project for another position.</p>	<p>2</p>	<p>Resolved</p>	<p>Since the past reporting period ended, the Project Architect has left the project. Although the majority of the design work is complete, the Project Architect was scheduled to move into a Senior Level Developer role.</p>	

Maricopa Superior Clerk's Office Cash Receipting Project

Status Report

December 18, 2008

Project Status

The focus of the Receipting Replacement Project over the past month has been to bring the functionality that has already been developed as close to production ready as possible. The development and QA team have been working closely on the functionality of Receipt Processing, Balance Drawer, Maintenance Tables, Notes, Drawdown, and Receipt Inquiry.

The look and feel of the application has also been a priority. Web based applications have usability limitations and time is being spent adding features that are inherent in client side applications. These features will provide end users with an easy way to navigate around the system by providing arrow keys, function keys, and short cuts.

In addition, each screen is being reviewed for consistency to ensure that the application presents a professional looking user interface that will be used by both internal employees and external users as well (APO, County Finance, Law Library, Self Service Centers).

As new versions of the application are being deployed to the test system, QA staff have started unit testing the application to ensure that the business requirements are being met. Programming staff have also made progress in the conversion of legacy data to the new system.

Although progress has been made, the project is experiencing delays in the development area due to the continuing issues that are related to resources and new technology. The original staffing plan for the project was never fulfilled. The restrictive procurement process and the inability to find experienced .net resources have been major challenges for the project.

Project Challenges

The project has experienced various delays as a result of both technological and resource issues.

- The technology being implemented is new therefore inaccurate estimates were being provided due to the inexperience of the programmers with the development tools
- Troubleshooting requires extra time due to lack of experience
- Resources are also performing support tasks on other applications
- The lack of experience with user interfaces (UI) has meant that extra time is needed on the Look and Feel of the application to ensure that the end user has a product that is functionally usable and meets professional standards
- The architecture of the application is complex and new to the organization

Maricopa Superior Clerk's Office Cash Receipting Project

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- Two Architects were contracted for the Design/Development phase of the project. The Senior Architect left the project after 3 weeks. The project team spent 9 weeks interviewing for the vacant position.
- Another Architect was selected but only stayed with the project for 11 weeks.
- To supplement the programming effort, the team procured two additional programming sources (to replace the Senior Architect/Programmer) from local vendors. One of these resources was let go after 12 weeks and was not replaced until the end of July.
- The two local contractors that remained were not senior level programmers and required a lot of supervision and assistance from internal IT staff. The contracts for both of these resources ended the first week of November.

The development for Batch Processing, resolution of Suspense items, Credit Card Processing, and Reports has not started. These major pieces of functionality have been estimated to take up to 28 weeks to complete. In addition, programming staff have requested extra time to work on performance issues, and perform additional unit testing on the Data Service and Business Logic Tiers.

It is requested that the completion date for the Design/Development phase be moved to 07/02/2009 which would move the Deployment date to 08/31/2009. This additional time will allow the Team to provide end users with a high quality product.

Below is a revised Milestone Summary which shows the updated delivery dates.

Milestone	Original Date	Revised Date 04/18/2008	Revised Date 10/17/2008	Proposed Date 12/18/2008
Design/Development	06/30/2008	08/15/2008	11/30/2008	07/02/2009
User Acceptance	07/15/2008	09/08/2008	01/30/2008	07/31/2009
Training	08/18/2008	10/14/2008	02/27/2008	08/28/2009
Deployment	08/22/2008	10/27/2008	03/02/2008	08/31/2009

This schedule was recast based on the past performance of each developer, their skill level, % of time allocated to the project, and availability to work on the project. Based on the changes we have made in the estimates and the increasing skill level of the current resources, we have a high confidence in meeting the revised delivery schedule.