



King County

ABT PROGRAM

Accountable Business Transformation

ABT Program

Detailed Implementation Plan Program Charter

April, 2008

Revision History

Version	Prepared by	Date	Reviewed by	Approved by	Note
Original v.1	Keith Pace - CIBER	May 5, 2008	Marjorie Mills	Manny Ovena	

Table of Contents

1.0 Vision.....	4
2.0 Deliverables	5
3.0 Assumptions.....	6
4.0 Critical Success Factors	7
5.0 Issues Management and Elevation of Issues Procedures	8
6.0 Risk Analysis and Mitigation Strategies.....	9
7.0 Communication Planning	10
8.0 Meeting Planning and Ground Rules	11
9.0 Methodology Overview	12
10.0 Schedule.....	13
11.0 Organizational Chart	14

1.0 Vision

It is King County's vision that Financial, Human Resources and Budget Management functions are fully-integrated, efficient and effective, and enhance the county's ability to provide essential services to its customers. Realization of this vision will require a transformation and standardization of business processes, a single core public sector Financial system including Budget Management, and a complete migration to the PeopleSoft HRMS.

Within this vision, King County's Financial, Human Resource, Payroll and Budget operations have established nine Guiding Principles that will drive future financial system efforts, as follows:

1. Ensure effective leadership, comprehensive stakeholder agreement and alignment with County's goals
2. Apply the Technology Governance direction for future project efforts
3. Standardize and streamline operations and business practices to adopt best practices
4. Consolidate and integrate the computing infrastructure to eliminate redundancy
5. Reduce computer maintenance, management, and service costs
6. Improve customer service, decision support, and reporting capabilities
7. Enhance existing service levels and capabilities
8. Ensure the privacy and security of financial, human resource and budget information
9. Commitment to organization and "county cultural" change must be accepted and effectively implemented

2.0 Deliverables

Deliverables for the DIP phase include:

Technology

- Technology Architecture Plan
- Interface Systems Strategy Plan
- Transition Strategy Plan (technical)
- Modifications Strategy Plan
- Testing Strategy Plan

Business Processes

- Functional and Organizational Phasing Plan
- DIP Work Sessions
- Transition Strategy Plan (functional)
- Business Process Redesign Strategy Plan
- Reporting Strategy Plan
- Data Management Plan

People

- Organizational Change Management Plan
- Training Strategy Plan

Schedule and Resources

- Resource Loaded Project Plan
- Comprehensive ABT Resource Plan
- Post Implementation Support Plan

Overall

- Issue Management Plan
- Risk Management Plan
- Program Success Criteria
- Cost Benefit Comparison Impact Statement
- Detailed Cost Plan for ABT Program
- Detailed Implementation Plan

3.0 Assumptions

The following represents a list of key assumptions necessary for the successful completion of the DIP phase:

It is assumed that,

- Members of the ABT team will contribute knowledge of the systems, current business processes and policies of the county
- Team members will be available on agreed upon meeting dates and times. The ABT team members will participate in the working sessions and meetings in order to obtain knowledge, communicate information, and adequately address business and operational requirements. ABT team members will address all issues in a timely manner.
- CIBER must have reasonable access to ABT personnel. For instance, ABT must provide sufficient resources and to supply required information, resolve outstanding issues, validate the solution design, and achieve identified milestones in a timely manner.
- The DIP will be treated as a high priority with an ABT sponsor available to champion the project to completion. This person will participate in the Steering Committee that will have the authority to make executive decisions and attempt to remove barriers that jeopardize the success of the project.
- The Project will be controlled with specific deliverables at the end of each project stage, requiring client sign-off, assuring expectations, meeting deadlines and controlling scope and cost.
- CIBER and ABT will work together in the spirit of partnership, sharing information and working diligently toward common project and business objectives.
- ABT and CIBER project management will establish a decision-making process, and are empowered to prioritize issues and resources in order to maintain project implementation timeframes and costs.
- ABT will make every attempt to resolve procedural issues and project critical decisions within 72 hours.

4.0 Critical Success Factors

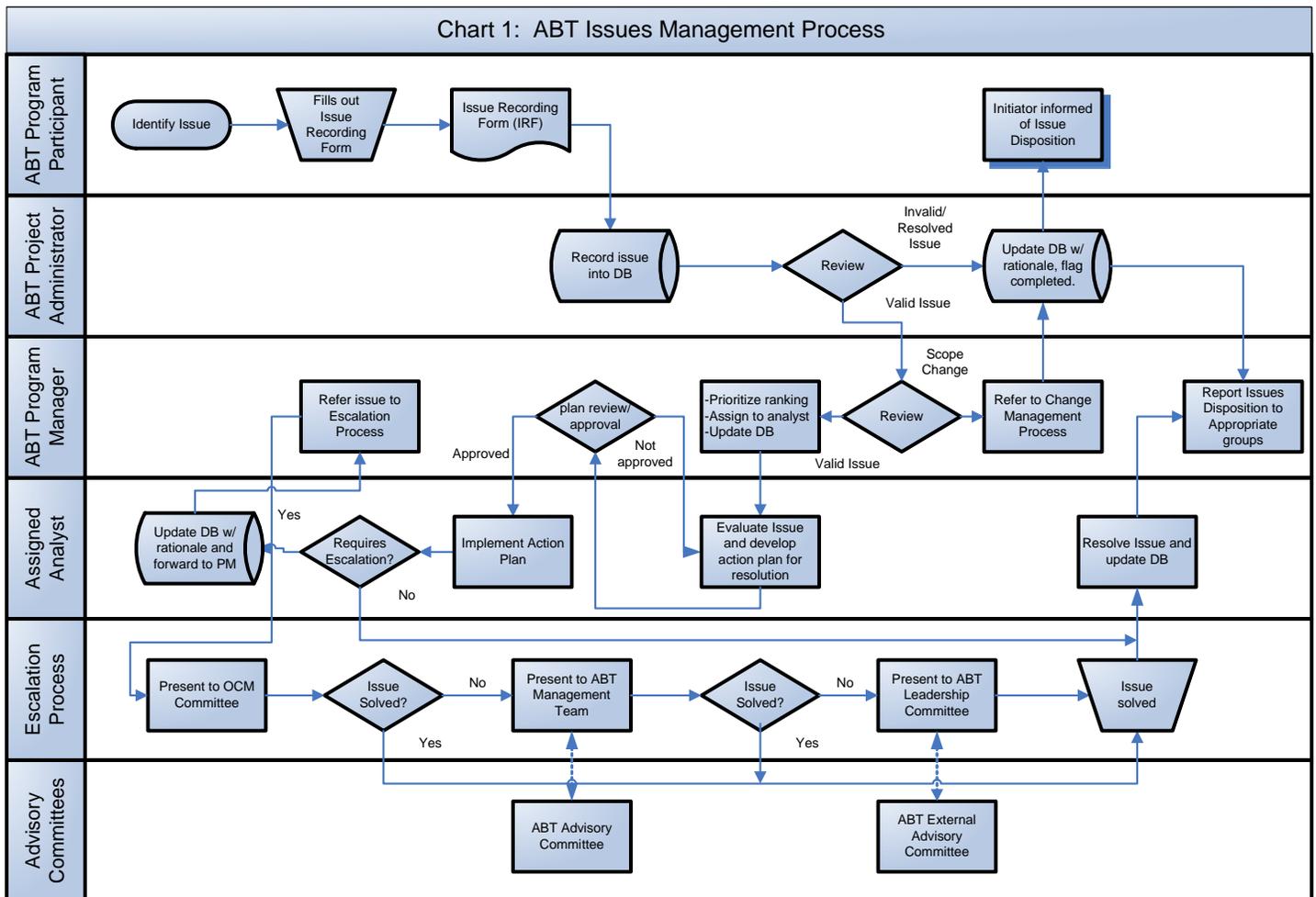
The following represents a list of critical success factors necessary for the successful completion of the DIP Phase:

- Executive Support
- Organizational Change Management
- Diligent Planning and Documentation
- Communication, Communication, Communication

5.0 Issues Management and Elevation of Issues Procedures

An efficient issue resolution process is pivotal in minimizing impact on forward progress of a project. The key to issue handling is the way in which an issue is defined and who the best representative for a quick resolution is. First, an issue must be properly identified, prioritized, logged in a central project file and assigned to the appropriate resource with a due date. It has yet to be determined which Issue Management tool will be used, however once an issue has been logged and assigned, project management (ABT Project Manager and CIBER Project Manager) must ensure that progress is being made. Issues indicated with a status of “open” will be reviewed by the project team on a weekly basis at the team meeting.

The team will follow the current ABT issues resolutions process below:



6.0 Risk Analysis and Mitigation Strategies

Risk is inherent in all implementations. Generally, the risk increases as the size and complexity of the implementation increases. Of all the steps that can be implemented to ensure project success, or more importantly, avoid project failure, risk management is one of the simplest and most cost-effective.

Below are some of the most common things that can put the DIP Phase at risk:

Potential Risks	Addressed By
Scope Increase	ABT PMO, CIBER, Governance
County Resource availability	ABT PMO
CIBER Resource availability	CIBER Project Manager
Project dependencies – Cost Benefit Comparison, Budget System Evaluation.	ABT PMO, Hackett Group
Required Business decisions are not made	ABT PMO, Governance

Identifying risk is a continuous process, with regularly scheduled reviews. Risk may be identified by anyone at any time during a project. We will set aside time to discuss potential risk on a regular basis during the project. CIBER is dedicated to our clients' success and by maintaining a close watch on potential project risk; together we can avoid any major project issues.

7.0 Communication Planning

Project communication serves a vital link to the King County user-community, helping to share important decisions and milestones. From executives to end-users to staff, individuals are much more responsive to change when they have a sense of involvement, or at least some warning of possible changes.

Communication serves several key goals: education, obtaining buy-in, and providing information to those individuals impacted by changes to policies and practices. Given the short duration of the DIP project we will summarize communication into the following plan:

- Project Meetings/Events
- Communication Checkpoints with the OCM group
- Intranet newsletter
- Key Meeting with Stakeholders

Benefits:

- Provides an organized and planned approach to the delivery of key communications during the course of the project
- Clearly assigns responsibility, outlines the schedule of communication to key audiences, and identify the most effective mode(s) of communication
- Supports the change management effort by providing change information incrementally over a period of time.

8.0 Meeting Planning and Ground Rules

With any project there are a variety of meetings that occur to ensure the project success. As a result, the following will apply to the ABT Program:

1. Scheduled meetings with the project team will take place at a prescribed day and time each week. These will happen every morning at 8:45am.
2. Planned meetings with Project Stakeholders will take place as needed. Meetings will be scheduled as strategies become clearer.
3. On occasion, ad-hoc meetings will be required of ABT resources and CIBER resources. On such occasions, as much time as is required will be allocated to complete the meeting.
4. Ground Rules will be followed for all meetings.

Ground Rules for Meetings

1. Meetings will begin and end promptly according to the schedule.
2. Please come prepared for these “working sessions”. Assemble supporting documentation prior to the meeting and bring it with you. You will be asked to report on activities related to the project and you will find the documentation to be helpful.
3. Participation by everyone is essential. The focus will be on interactive exchange of information between us. The knowledge and information you bring to the meetings is critical to the success of the new system(s).
4. We will have many topics to review in a short period of time. Accordingly, discussions must focus only on the topic being presented.
5. The meetings are intended to help familiarize the team with where we are with the work effort and review issues that may have arisen.

9.0 Methodology Overview

Our implementation planning methodology is an iterative process that is five phase methodology, as follows:



Throughout each phase of our methodology we will engage ABT Program and Department Leads to review our findings and/or recommendations

PLANNING

The logistical tasks necessary to set the project in motion are completed in the Planning phase. ABT will provide access to both Oracle and PeopleSoft. Finally, a kickoff meeting is held to provide project details to team members.

VALIDATE

During the Validation phase we will be reviewing existing ABT documentation. This phase will identify any gaps in process, resources, data, tools and technology. We will review and assess existing documentation provided by the ABT Program – Business Case, High Level Business Plan, and High Level Business Design. Where existing documentation is not available, Team CIBER will bring our methodologies and tools, based on years of Oracle and PeopleSoft implementation experience, to validate the ABT program objectives defined in the ABT Program – (DIP) request for proposal. Where applicable we will produce a high level work session analysis documentation for each objective that will be further validated during the Design and Develop phases.

DESIGN

During our design phase we will leverage the information gathered in the Validation phase and design the corresponding deliverables that support each objective defined. Our activities and deliverables are noted in the table below:

DEVELOP

Once our validation and design phases are completed and approved by the ABT Program Leads, Team CIBER will begin to develop any deliverables required to meet the ABT objectives. The activities and deliverables are noted in the following table:

APPROACH

At the conclusion of the Approach phase, Team CIBER will provide a summary of findings, grouping our recommendations logically and present to the ABT Program and Department Leads. We expect to provide at least two options for the countywide implementation approach with corresponding pros and cons. Our CIBER team will define alternative approaches to address gaps and provide estimates of effort for each alternative. Team CIBER will also provide an executive level Power Point presentation that summarizes our approach and findings.

10.0 Schedule

The following represents a list of key dates that the ABT team will work towards that will be necessary for the successful completion of the DIP phase.

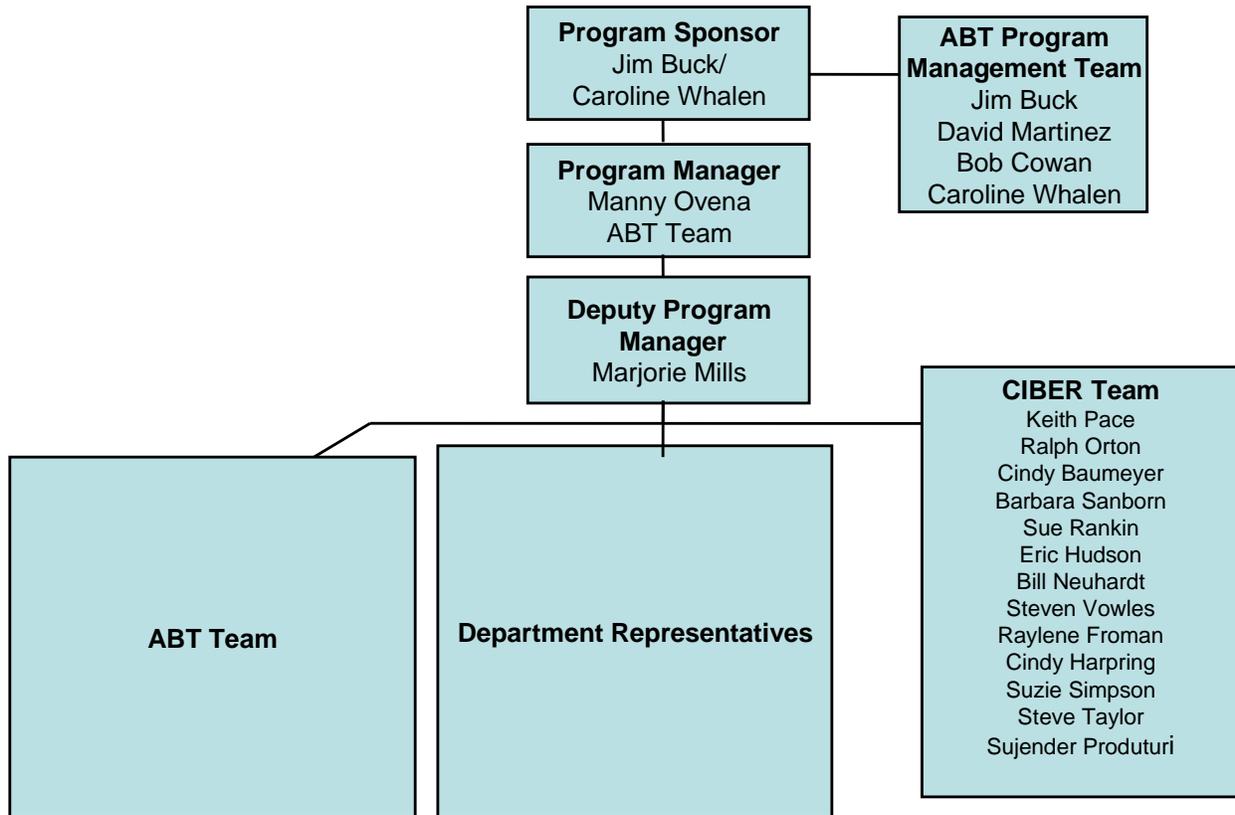
Schedule:

Deliverable	Start Date	End Date
DIP Project Charter	3/31/2008	4/2/2008
DIP Work Sessions	4/3/2008	4/11/2008
Phasing Plan	4/14/2008	4/21/2008
Business Process Redesign Plan	4/24/2008	5/2/2008
Program Success Criteria (Updated Roadblocks Document)	4/24/2008	5/2/2008
Change Management Plan	4/7/2008	4/25/2008
Transition Strategy Review	4/7/2008	4/25/2008
Training Strategy Plan	4/22/2008	4/30/2008
Testing Strategy Plan	4/22/2008	4/30/2008
Tech Architecture Plan	4/14/2008	5/22/2008
Interface System Plan	4/7/2008	4/28/2008
Reporting Strategy Plan	4/14/2008	5/2/2008
Data Management Plan	4/24/2008	5/9/2008
Modifications Strategy Plan	4/24/2008	5/9/2008
Comprehensive Resource Plan	5/12/2008	5/20/2008
Issues Management Plan	4/30/2008	5/9/2008
Risk Mitigation Plan	4/30/2008	5/9/2008
Resource Loaded Project Plan	5/9/2008	5/23/2008
Post Implementation Plan	5/9/2008	5/23/2008
Cost Benefit Study review and support	5/9/2008	5/30/2008
Deliverable Cost Plan for ABT	5/12/2008	5/30/2008

11.0 Organizational Chart

The following represents a list of key project team groups necessary for the successful completion of the DIP phase of the ABT Program project.

Org Chart:



Approvals:

ABT Program Management Office

<i>Manuel Ovena, ABT Program Manager</i>	<i>Date</i>
<i>Marjorie Mills, ABT Deputy Program Manager</i>	<i>Date</i>

CIBER Consulting

<i>Keith Pace, Project Manager</i>	<i>Date</i>
------------------------------------	-------------