



MEETING MINUTES

State of Louisiana LaGov ERP Project

Blueprint Workshop / PS-008/ Project Management

11/19/2008 - 08:30 to 4:30

Location: DOTD East Wing 5th Floor, Conference Room 501

Attendees:

| No. | Name | Invited? | Attended | Email Address |
|-----|-------------------|----------|----------|--------------------------------|
| 1. | Ron Burke | Y | N | Ron.Burke@la.gov |
| 2. | John Davis | Y | Y | John.Davis@la.gov |
| 3. | Tony Ducote | Y | Y | TonyDucote@dotd.la.gov |
| 4. | Carl Highsmith | Y | N | Carl.Highsmith@fhwa.dot.gov |
| 5. | Tom Hislop | Y | Y | Tom.Hislop@la.gov |
| 6. | John Hodnett | Y | Y | John.Hodnett@la.gov |
| 7. | Larry Hofstad | Y | Y | Larry.Hofstad@la.gov |
| 8. | Christine Lee | Y | Y | Christine.Lee@la.gov |
| 9. | James McMenis | Y | N | JamesMcmenis@dotd.la.gov |
| 10. | Bill Morrison | Y | Y | Bill.Morrison@la.gov |
| 11. | Peggy Jo Paine | Y | Y | PeggyPaine@dotd.la.gov |
| 12. | Mike Schiro | Y | N | MikeSchiro@dotd.la.gov |
| 13. | Mary Stringfellow | Y | N | Mary.Stringfellow@fhwa.dot.gov |
| 14. | Chris Williams | Y | Y | Chris.Williams@la.gov |
| 15. | Jack Bales | Y | Y | Jack.Bales@fhwa.dot.gov |
| 16. | Dom Cali | Y | Y | DomCali@dotd.la.gov |
| 17. | Sal Faldetta | Y | Y | SalFaldetta@dotd.la.gov |
| 18. | Dana Hafenstine | Y | N | Dana.Hafenstine@fhwa.dot.gov |
| 19. | Beverly Hodges | Y | N | Beverly.Hodges@la.gov |
| 20. | Lori Humm | Y | Y | lhumm@dyemanagement.com |
| 21. | Michelle Klecker | Y | N | Michelle.Klecker@la.gov |
| 22. | Marty Milner | Y | Y | Marty.Milner@la.gov |
| 23. | John Oglesby | Y | N | John.Oglesby@la.gov |
| 24. | Danielle Stafford | Y | N | Danielle.Stafford@la.gov |
| 25. | Drew Thigpen | Y | N | Drew.Thigpen@la.gov |
| 26. | Sylvia Vaught | Y | N | Sylvia.Vaught@la.gov |
| 27. | Jennifer Mitchell | N | Y | Jennifer.Mitchell@LA.gov |
| 28. | JoAnn Kurts | N | Y | Jkurts@dotd.la.gov |
| 29. | Mona Sturges | N | Y | Monasturges@dotd.la.gov |
| 30. | Tina Milano | N | Y | Tinamilano@dotd.la.gov |

| <i>Agenda Item and Notes</i> | <i>Owner(s)</i> | <i>Action Items & Assignments</i> | <i>Comments / Follow-up</i> |
|---|-----------------|---|--------------------------------------|
| 1. Logistics, Ground Rules, & Introduction | John Hodnett | <ul style="list-style-type: none"> None | |
| 2. Project Timeline | John Hodnett | <ul style="list-style-type: none"> None | |
| 3. Workshop Objectives <ul style="list-style-type: none"> Reporting <ul style="list-style-type: none"> Review Standard SAP reporting capabilities Provide educational overview of BI reporting functionality Identify additional key reporting requirements for program managers/project managers to effectively manage their projects Networks and Activities <ul style="list-style-type: none"> Review which areas (DOTD, FPC, CPRA) require the use of networks and activities Review current As-Is processes for scheduling of tasks and activities Review the PS Network and Activity functionality in SAP Define To-Be processes, including roles and responsibilities, surrounding tracking of networks and activities | John Hodnett | <ul style="list-style-type: none"> See workshop objectives and items below. | |
| 4. Business Process Review | | <ul style="list-style-type: none"> See action items & assignments below. | Hard copies provided - SAP Glossary. |
| <ul style="list-style-type: none"> SAP Standard Reports | Christine Lee | | |
| <ul style="list-style-type: none"> DW/BI Reporting | Tom Hislop | | |

- DOTD Reporting – As-Is Tony Ducote
- OCPR Reporting – As-Is Chris Williams
- DOTD PPMS Overview Tony Ducote
- FP&C STARS Overview Marty Milner,
John Davis, Bill
Morrison
- CWPPRA PTS Overview Chris Williams

5. Action Items

- Follow-up
 1. Ability to send reports through MS Outlook – Christine
 2. Need to create security role(s) for FHWA to display data in SAP. FHWA currently has Read Only access to TOPS, Site Manager, LETS – Jack Bale
 3. DNR Report Status - hot linked from web
 4. DOTD access to BI (Security)
 5. Email capability from BI to Outlook email (PS Team)
 6. Review PPMS, AARS, URTS, ETS reports (PS Team)
 7. List of DOTD Reports from Sarah Collins (Dom & Lori)
 8. Follow-up with John Davis to discuss: SM Quality Control spreadsheet, Major Action Items spreadsheet, Active Local Projects spreadsheet, Overall reporting needs
 9. OCPR Templates for network & configuration (approx 10). These templates will be re-aligned for new phases.
 10. Budget levels need to be reviewed @ Validation Session (OCPR, FP&C) – PS Team
 11. Gather PTS report samples from Chris Williams.

Discussion:

John Hodnett began the PS-008 Project Management Blueprint session at 8:45 with the customary introductions of all attendees followed by an overview of LaGov project goals, project timelines and future work sessions including a discussion of the validation session. The work session then moved to the discussion of agenda items.

This session was intended to cover project related reporting requirements in the first half and revisit management of projects using networks and activities in the second half. A preliminary overview on networks and activities was introduced in the Project Structures blueprint session for each area. This session would revisit some of the open items from those earlier sessions.

Listed below are the highlights of these discussions, which include the listing of any key decisions, organization impacts, integration points, and parking lot items identified in the course of these discussions.

- Dom Cali inquired on the subject of the Validation Sessions. He asked if documentation will be sent out prior to the session. Christine Lee stated that all final minutes have been posted on the LaGov Project Website. The minutes are a guideline of the decisions that have been made and the discussions surrounding them. No additional documentation will be sent out.
- Dom also brought up the issue of DOTD staff not able to attend all scheduled Validation Sessions as a result of concurrent sessions being conducted. The Assets Validation and Project Systems validation occur during the same time period. Christine explained that the Enterprise Readiness Team did the best job possible to avoid concurrent sessions being scheduled. The one-week delay by hurricane Gustav and our effort to complete the Blueprint phase by the end of December required concurrent sessions to be scheduled. DOTD has agreed to do their best to divide resources between the two sessions.
- Tony Ducote also commented on blueprint session agendas not being sent out prior to sessions being scheduled. This would allow agencies to prepare for sessions. He also expressed concern on how 100 reports from the PPMS could be reviewed in a blueprint session. Christine – addressed Tony’s concern by discussing the project’s reporting strategy. The session would first cover standard SAP reports, BI reporting functionality, and then focus on additional reporting requirements that are not met by either of the two.

Review SAP Standard Reports – Christine provided a high-level overview of SAP-ECC Standard Reporting, which included slides covering: (1) Key Behavior Traits of Reporting, (2) SAP Reporting Sources and Tools, (3) Navigation to ECC Reports, and (4) Reviewed SAP Reporting Icons.

Christine then reviewed a handout - Example of Structure Report – WBS Element Overview (CN43N) that showed:

- How to run a report with Dynamic selections, Multiple selections, specific statuses to narrow down search by specific fields and/or statuses. This reduces processing time by selecting only the data the user requires.
- Once report is run – change report layouts to include additional fields, adding columns, variants.
- Reports can be exported into Microsoft Excel or other file formats so that users can also do manipulations to the layout and calculations.

Standard ECC reports covered:

- Structures (PS)
 - Reporting by Project Definition
 - Reporting by WBS Element
 - Networks and Activities
 - Reporting by Milestones
 - Reporting by other project master data (such as Person Responsible, Status, User fields, etc)
- Financials (PS)
 - Hierarchy Reports- hierarchical representation of the projects with drill down capability into further details. Hierarchy reports can compare plan vs. actual vs commitments vs remaining plan.
 - Cost Element Reports- evaluate project financials by cost element
 - Line Item Reports- evaluate individual postings by line item. Line item reports have drill down capability down to the transactional level.
- Budget (FM)
 - Budget reports through FM module since projects are budgeted through the use of Funded Programs
 - Funded Programs are 1:1 with WBS elements and have the same naming convention

As part of this discussion, Marty Milner discussed his experience with reporting during the AFS Implementation. He talked about how they recreated most of the legacy reports during that implementation and users ultimately did not use them. Instead, users in AFS created ad-hoc reports in Business Objects to meet their reporting needs. His advice to the group is to not expect all legacy reports to be recreated in SAP. If data is available for reporting, it is not required to create specific reports on that data because ad-hoc reporting will be available and more flexible.

- Dom asked if ECC and/or BI Reporting will be accessible through Portal such as SAP Payroll - Employee Self Service reports. Tom Hislop – decision not yet made, but leaning towards Internet Explorer solution.
- Marty – asked if descriptions will be brought into reports, otherwise reports are not very useful. Christine – showed slide where Description can be selected into report. Depends on the report in ECC.

Christine concluded this section by reviewing Overall Reporting Strategy. Items covered:

- BI will be the primary reporting tool for the State
- Transfers the processing load from the transactional database (ECC) to the reporting database (BI)
- Provides enhanced reporting capabilities including filtering, sorting, analysis, calculations, exporting, and presentation
- Generally, BI is refreshed overnight
 - Typically, delta loads for transactional data and full loads for master data
- Real time reporting requirements to support daily decision making process will need to be supported by ECC
 - Example: Available project budget at any point in time to deal with budget errors

BREAK 9:40pm

Review of DW/BI Reporting

Tom Hislop provided an overview of DW/BI:

- Discussed the reporting strategy - try to use as much of the standard reporting as possible but where special needs arise, capture all of the necessary details to meet business requirements
- Data Warehouse
 - Prefer to do reporting here as reporting within the ECC System may impact performance of that system
- Covered BI glossary
- Types of reporting
 - Strategic and management
 - Tactical & functional
 - Transaction & control reports
- Reporting hierarchy
 - Based upon the types of reporting above, we must determine where reporting will occur (ECC vs. BW vs. Business Objects)
- Covered ECC vs. BW reporting decision matrix - used to determine where reports originate

Marty asked if "Super Users" will be allowed to create additional joins in DW. Tom Hislop – this is a business decision that will need to be made.

ACTION ITEMS – the action items listed below result from the review/discussion of DW/BI Reporting

1. Ability to send reports through MS Outlook – Christine
2. Need to create security role(s) for FHWA to display data in SAP. FHWA currently has access to TOPS, Site Manager, LETS – Jack Bale
3. DNR Report Status - hot linked from web
4. DOTD access to BI (Security)
5. Email capability from BI to Outlook email (PS Team)

Christine indicated while only one dashboard is required in the contract, we still need to identify all dashboard requirements. (Current DOTD Dashboards listed below)

Marty inquired whether users will have access to AFS and Lagniappe data once we go-live with SAP. FP&C will need to access historical data from Lagniappe to deal with hurricanes. Christine – all active projects will be converted into SAP. Marty – will the projects be converted with detail level or will users be required to inquire in two systems? Christine – this issue has been presented to the PMO and awaiting an answer.

AS-IS REPORTING

DOTD Reporting – “As-Is”

A preliminary list of DOTD Project reports was reviewed. This list of reports is not considered complete, but only a sample of the type of reports that would be required by DOTD. Further analysis is required to determine how DOTD reporting requirements will be met in SAP-ECC or DW/BI Reporting.

- Reviewed list of reports
 - Reporting by Program Manager by Fiscal Year
 - Letting
 - Tier Reports (Currently out of FMIS)
 - 10 year Engineering -> Status Update in ROW
 - 20 ROW -> Construction Status
 - 500 Series (statewide report)
 - Task Manager Report (accountability)
 - Lists tasks by forecasted dates
 - How are reports sent out?
 - Other reports outside of standard budget/actuals, etc
 - Key performance indicator Dashboards
 1. Projects Bid when scheduled
 2. Projects Bid within 10% of estimated cost
 3. Projects Completed on Time
 4. Projects Completed for less than 10% over bid

ACTION ITEM - review PPMS, AARS, URTS, ETS reports (PS Team)

ACTION ITEM - list of DOTD Reports from Sarah Collins (Dom & Lori)

OCPR Reporting – “As-Is”

A preliminary list of OCPR Project reports was reviewed. This list of reports is not considered complete, but only a sample of the type of reports that would be required by OCPR. Further analysis is required to determine how OCPR reporting requirements will be met in SAP-ECC or DW/BI Reporting.

- Status and Schedule Report - Run monthly sent to Secretary of Dept.
- Task Due List sent to Project Managers via Outlook - Report weekly (Mondays) for tasks due within 2 weeks, etc.

Enterprise Readiness Challenges

- Training on navigation and reporting functionality
- Training on use of real-time, multi-dimensional reporting
- Business object reports currently processed today will be replaced by standard SAP reports and BI reports. Users will need to be trained on available reports and execution of the key reports

Networks and Activities

DOTD- “As-Is” Process Overview

- PPMS is currently used to manage activities and tasks for DOTD projects
- Utilizes Primavera scheduling engine
- Includes subsystems: AARS, ETS, URTS
- PPMS has approximately 25 templates; 6-8 are most commonly used
- PPMS has approximately 800 active projects
- Future of PPMS is pending PMO decision on 11/20/2008

LUNCH 12:00 PM

FPC –“As-Is” Process Overview

A preliminary list of FPC Project reports/spreadsheets was reviewed. This list of reports is not considered complete, but only a sample of the type of reports that would be required by FPC. Further analysis is required to determine how FPC reporting requirements will be met in SAP-ECC or DW/BI Reporting.

- State projects currently tracked in STARS
 - Design milestones/deliverables
 - Majority of work performed by contractors
 - FI-PS-002 Decision was made not to use networks and activities, but FPC would like to track:
 - Task List (**Decision** was made here... Discussed with Bill Morrison and Networks and Activities will not be used to track the Task List)
 - Performance Planning Review (PPR) This is an employee performance review. (**Decision** was made here... Discussed with Bill Morrison and Networks and Activities will not be used to track the PPR)
 -
- Non-state projects currently tracked in spreadsheets
 - PM tracks disbursements in project-specific spreadsheets
 - FI-PS-002 Decision was made not to use networks and activities, but FPC would like to track:
 - Active Local Project Spreadsheet
 - Major Action Items (MAI) Spreadsheet
 - Senior Manager Quality Control
 - we didn't get to visit these three spreadsheets because John Davis had another meeting to go to. Need to add these as action items
 - Active Local Projects: Non-State Projects – Tracks co-op agreements for Non-State Projects. There is a need to capture several key dates as per the spreadsheet provided by John Davis:
 - Two options for capturing these “Key Dates” - User field (custom) or Milestones. (See slide 72 for additional information.)
 - Standard solution to track co-operative endeavor (amendment) dates, users would add milestone to respective WBS element, or
 - User-field
- Key Comments shared by the FP&C staff:
 - Bill Morrison expressed the importance of implementing ad-hoc reporting for FP&C staff. He expressed the importance of being able to generate two reports in SAP: (1) Real Design Project List and (2) Real Construction Project List reports. These reports provide several key project dates (milestones) and statuses, and can be exported to MS Excel spreadsheets. A graphical view of project statuses is used by FP&C to evaluate/reschedule project timelines as needed. This is functionality also important to FP&C.
 - Marty Milner expressed the importance of the FP&C Monthly/Quarterly reports currently generated from ISIS. He suggested that the ERP Team should visit with agencies to review their current reporting requirements.

Parking Lot: Status of active Project Spreadsheet that captures co-op status in SAP: Creating a milestone is an option, but custom user fields preferred.

Action Item: Follow-up with John Davis to discuss:

1. SM Quality Control spreadsheet
2. Major Action Items (MAI) spreadsheet
3. Active Local Projects spreadsheet
4. Reporting needs

OCPR- "As-Is" Process Overview – Chris Williams provide an overview of OCPR's PTS system (for tracking CWPPRA projects).

- Project Tracking System (PTS) used to track man hours by project/task
- MS Project (MSP) templates used for project task scheduling
- MSP/PTS can be linked for reporting

As part of the As-Is Process Overview of OCPR, Chris Williams reviewed PTS user screen:

- PTS Project –specific User Screen
 - PO – Feasibility ->
 - P1 – Design ->
 - P2 – Construction ->

The above statuses (PO, P1, and P2) will be determined based on CRTD, REL, CLSD, Hold, and Inactive statuses.

Parking Lot: Parent / Children Projects tracked as individual projects, budgeted at the Parent level

Key Decision: OCPR User-fields (Basin, Acreage, Restoration Technique-validated field, Planning Unit,

FRICE-W Item: OCPR Comments: Comment Type, Data, Comment (Zfields)

PTS User Screen for each Project Manager

- Status report by Parish, Funding Program, Etc...
- Task List – Emailed to PM every Monday morning: By Project, Project Line Item, % Complete

Parking Lot Item: Assign Manager @ Overall Project and individual phases, exception Design Engineer has up to 3 Manager.

Action Item: OCPR Templates for network & configuration (approx 10). These templates will be re-aligned for new phases.

Action Item: Budget levels need to be reviewed @ Validation Session (CPRA, FP&C) – PS Team

Action Item: Gather PTS report samples from Chris Williams.

Enterprise Readiness Challenges

- Training
 - Maintenance of cost plan and start and finish dates of WBS elements, milestones and network activities
- Hold Project Managers more accountable for managing their projects
 - Compare planned, budgeted, and actual expenditures
 - Cost planning for projects does not impact the project budget
- Evolving roles and responsibilities for project management, cleanup, and closeout
- New tasks for management of the integrated settlement process

Next Steps

- Prepare and send out meeting minutes to invitees.
- Draft Design Document is prepared.
- Follow up on action items identified during the workshop.
- Schedule off-line meeting (s) to discuss areas of special concern
- Plan follow-on workshops, as required.
- Plan validation workshop.
- Ensure all to-do's are appropriately documented

Meeting Adjourned at 3:00 pm.