

FLORIDA LOCAL GOVERNMENT INFORMATION SYSTEMS ASSOCIATION
PRESIDENT'S AWARD PROGRAM



1. What business problem were you trying to solve by implementing this project/application?

The Project Information Management System (PIMS) project was sparked by the fact that the existing Capital Improvement Projects (CIP) tracking system, developed for one department in dBase 3, was ending its life cycle. This system had been developed in-house early in the 1990s and had been modified, enhanced, and added on to over the years to the point that it was unwieldy and difficult to use. The need to replace it provided the opportunity to develop an entirely new approach and architecture to address the need to track CIP projects from both schedule and financial perspectives and to share this information with as wide an audience as possible.

Hillsborough County is the home to over 1 million citizens and encompasses over 1000 square miles on the west coast of central Florida. The County includes the incorporated cities of Tampa, Temple Terrace, and Plant City. The unincorporated portion of the County is a mix of residential and agriculture. However, the amount of residential areas is growing significantly along with the infrastructure demands for public services and facilities such as road improvements, sidewalks, water and wastewater lines, libraries, fire stations, and county government service centers.

2. Describe the features, functionality and benefits of the project/application.

The development of PIMS was innovative in that it integrated project scheduling information from an off-the-shelf project management software package and detailed financial accounting information from the County's standard financial accounting software into Oracle's Financial application software and linked the projects financial and schedule data to the County's Geographical Information System. The integration was accomplished with interface programs, which automatically take data from one system and input it into PIMS. Standard commercial software packages have been combined together with interfaces, triggers, and materialized views to develop PIMS. This has resulted in significantly less staff time devoted to software maintenance than if PIMS had been developed entirely in-house. Most of the reports were created using Oracle Discoverer while reports requiring special formatting are in Oracle Reports.

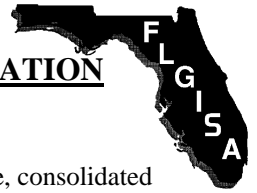
3. Describe the technology used to create the application.

PIMS consist of mini-servers, a middleware server, and desktop hardware. The applications are Primavera P3e, Oracle Financials, Oracle's Forms, Reports, and Discoverer development tools, Invoice Tracking (custom built to meet statutory requirements), and numerous interfaces. The primary data retrieval and input function is through the internet capabilities of the system applications with key individuals having desktop applications as a backup for access on the intranet.

4. Did the project/application extend or replace an existing system? If yes, provide a description of what was accomplished.

The project plans are in the County's Capital Improvement Plan (CIP) that spans 5-6 years with responsibility for the projects resting with the individual department such as Public Works or Water Resources. To determine what projects were planned and their status for a particular area, top-level management and citizens would have to consult with each department. There was no consolidated information source that combined project schedule and financial information. Because a Request for Proposal for an off-the-shelf solution did not produce any viable offerings, the Information & Technology Services Department (ITS) initiated the project that resulted in the system of applications called PIMS.

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PIMS has set standards for the project management of CIP projects in all departments. PIMS is the one, consolidated information source for any question on the schedule and financial status of a CIP project. PIMS provides an efficient and effective tool to manage the \$1.44 billion dollars in the CIP budget.

ITS built an interface that selected from a nightly file generated by the County's financial accounting system (KPMG's Financial Accounting Management Information System, FAMIS) all the financial transactions that applied to CIP projects. The selected transactions are then input to Oracle Financials module. Separately, project schedule information from the County's standard project management software, Primavera, is feed into a standard project schedule template in Oracle Projects. This standard project schedule template must be used by all projects. 5.

5. How has the business process been improved as a result of the project/application? Provide data that demonstrates this improvement.

Better coordination between CIP projects under different departments is possible since all projects planned in an area, regardless of the responsible department, can be viewed. Rather than tear up a street once for laying a water main and then tear it up to widen the road a few months later, the departments can coordinate their projects to do both projects at the same time.

Prioritization of resources and projects can be more easily done when key information about all CIP projects in the program can be viewed at one time.

The production of the bi-annual CIP Project Book has been almost entirely automated within PIMS. Instead of taking literally weeks of staff effort, the document is now produced automatically in hours with project descriptions, costs, and maps

6. What has been the economic benefit of the project/application (cost savings, cost avoidance, etc)?

The savings are hard to quantify. How much is it worth for a project manager to see what other projects are scheduled for the same area as his? How much is it worth to the members of the Board of County Commissioners to answer a constituent's question about when a project is going to start or when it is scheduled to be completed? How much is it worth to the County Administrator, the Deputy County Administrator, the Assistant County Administrators, Department Directors, and Section Managers to see when a project is going over budget or getting off schedule soon enough to take effective action? The dollar value of these benefits cannot be calculated.

7. Who benefits from the use o the project/application?

The PIMS information may be accessed on the County's Internet Web Site

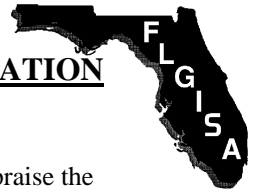
<http://www-gis.hillsboroughcounty.org/gis/pims/home.cfm> . Citizens can see a map that shows all the CIP projects in a geographical area. They do not have to go through the hundreds of pages in the CIP Project Book to find projects in their area. The PIMS/GIS Viewer home page averages 12,000 to 14,000 hits per month and has had as many as 27,000 hits in a single month during the past year of its existence.

Citizens can 'drill down' and get detailed schedule and financial information on any project.

Citizens may also send an email to the project manager of the project with comments and questions they may have about a project, program, sub-program, or the overall CIP.

The Greater Tampa Utilities Group and the Florida Underground Utilities Group have instant access to the status of changed projects that effect how they allocate their resources as they also use the County's "right of way". Though

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there is no statistical data available the representatives of the major corporation making up this group praise the system for the specific report that provides them with the monthly changes made by the County. This report allows them to make the best use of their fiscal and physical resources.

County Project Managers and other employees have access to a password-protected area providing them direct access to more detailed project information for coordination purposes of future and current projects.

A historical record set is now available to assist in estimating cost, resources, and schedule information based on past-completed similar projects. This more accurate forecast of future projects assists executive level management to insure resources are allocated to their highest priority projects.

Many people in County departments have benefited from PIMS:

Management, from the top to the project manager, can easily access various levels of project information.

Department accounting staff can use the system to input and track the multitude of invoices associated with a capital project

Project managers and project site managers are more knowledgeable about other departments' projects in the area and thereby can answer citizen questions about them.

All CIP project managers have improved their understanding of project management as the result of many discussions that established standard project phases and task definitions.

The Citizens Action Center which citizens may call with any question, and the aides to the Board of County Commissioners use PIMS to answer questions.

8. What is the current usage of the project/application and what is the populations that is eligible to use it?

The system is used over 120 project management team members, 60 accounting/financial personnel, 5 schedulers, 40 procurement specialist, 60 mid to upper management leaders and 60 real estate support personnel who provide data input. Access to the data is available not only to the County employees who work with projects but the following. Those eligible to use include: Hillsborough County Citizens, 1.4 million, GTUG and FLUUG members: 60 of the County's major corporations providing citizens a service.

9. How has the project/application been marketed to end-users?

A short info session was filmed by the County's CATV and provided periodically for viewing on the County's local TV channel. Also a copy of the interview was placed in the County's newsletter that is provided to the Citizens and the local Citizen Neighborhood Improvement teams. The PIMS team conducted training for all County employees that use the system.

10. Provide a link to the project/application if available for external viewing.

PIMS/GIS <http://www-gis.hillsboroughcounty.org/gis/pims/home.cfm>

11. FOR ALL DEVELOPMENT AWARD NOMINEES: Describe the project's collaborative environment in terms of governance, funding, project management, communication and other relevant data.

PIMS was a joint effort between the County Administrator's Office of Quality Services and the Information and Technology Services (ITS) department. ITS got the project moving forward from a technical standpoint and the Office of Quality Services tackled the organizational challenges of overcoming resistance to change and establishing project management standards.