COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER

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REVISED

February 24, 2005

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FROM: J. Tyler McCauley
Auditor-Controller

SUBJECT: **eCAPS Project Status Report – February 2005**

These bi-monthly project status reports are to keep your Board apprised of progress in meeting deliverables and identifying issues that may effect successfully implementing this enterprise application (eCAPS Project). The CIO is providing project oversight and quality assurance during the project.

The main focus of the eCAPS Project for the last two months has been working on a variety of project tasks to successfully meet the July, 2005 go-live date. These include designing and developing application modifications required to meet the County's business needs; working with departments to finalize Chart of Accounts values for use in FY2005-06; developing interfaces from departmental applications; and initiating training for departmental co-trainers.

Project Status

Project On Schedule:	Yes
Project Within Budget:	Yes
Issues Requiring Attention:	Department Interfaces Applications
CIO Oversight Concerns:	Yes

The eCAPS Project remains on schedule for implementing the new financial system on July 1, 2005. There are, however, several interim deliverables, such as interfaces and completion of the table setup for acceptance testing where some tasks have been

delayed. Alternatives are being pursued to complete these tasks, keep the project on schedule and not affect the implementation date.

Project Accomplishments This Period

Project accomplishments for the previous two month period include:

- Established the Training and Report Development AIX/Oracle environments. This will allow the County to begin training for County trainers in March and the development of countywide and departmental reports for use when the application goes live in July.
- Completed the software testing of the first group (Iteration I) of software modifications delivered to meet County business requirements. Testing resulted in 22 reported issues / concerns of which 18 have been resolved to date.
- Completed the design of the second group of software modifications (Iteration II). Delivery of the software modifications to the County for testing is scheduled in early March.
- Continued to work with departments to finalize Chart of Accounts requirements to meet their departmental business needs.
- Began the development of procedures, internal control plan guidelines and materials based on the design of the upgraded application.
- Began implementing the training plan for departmental trainers. Over 200 departmental employees were provided an overview and orientation to the Advantage application in all functional areas. In March, DHR will be providing a trainer skills session to all department trainers in preparing for user acceptance training beginning in April.
- Began receiving interface files for inbound interfaces from departments for legacy applications that will be sending files to eCAPS, such as department applications requesting warrants, DHS procurement and patient accounting applications and DPW's financial application. Files are being tested and feedback was provided to departments.
- Distributed a Department Readiness Checklist for use by County departments to perform a self-assessment of their department's readiness for implementation of eCAPS in July. It identifies tasks and time tables for key upcoming actions.

Planned Activities for Next Reporting Period

The eCAPS Project Team's main focus for the next two-month period is software testing; completing the testing of interface files; completing the configuration of the application tables; preparation for end user training scheduled to begin in April; and clean-up of the vendor / customer records for conversion to the upgraded application. Activities include:

Training
- Finalizing training materials for end user training scheduled to begin in April;

Interfaces
- Receiving and testing files from departments for inbound interfaces;
- Completing the design and developing outbound interfaces to send information from eCAPS to other legacy applications;

Software Development
- Completing software testing for Iteration II and III;
- Completing the software design for all remaining software modifications and forms;

Setup and Testing
- Completing the setup and validating all configuring tables and loading the application database in preparation for software performance testing; and

Reporting
- Completing the functional design for all reports planned to be available on July 1 and begin developing application reports for all functional areas.

Project Issues and Corrective Actions - Developing System Interfaces

Issues have been identified related to system interfaces, which, if not addressed aggressively, could impact the implementation schedule of the project.

Currently, there are many departmental systems that are interfaced in one fashion or another with the current CAPS legacy system. Typically, the interface involves the transfer of data in the form of electronic files. The interface can be an:

- "Inbound interface" - data is transferred from a departmental system to CAPS
- "Outbound interface" - data is transferred from CAPS to a departmental system.

In order to ensure an effective implementation, some of the existing CAPS inbound and outbound interfaces need to be reprogrammed to be compatible with the new eCAPS system. As described below, this effort is behind schedule.

Inbound Interfaces

In total, there are 80 inbound interface files that departments have to program and provide to the eCAPS project team. In the original project plan it was anticipated that all of these interface files would have been completed by now. However, as of today, less than half of these have been completed. The reasons for the delay are:

- The eCAPS Project took longer to release the design documents by providing more detail than originally planned for departments to use in developing the interface; and

- The learning curve for departments to understand the changes from CAPS to eCAPS has been slower than anticipated. This is due to both the additional features of the Chart of Accounts and additional requirements to process documents in eCAPS as compared to the legacy applications.

The eCAPS Advisory Committee has discussed the status of departmental interfaces and corrective actions to be taken. In addition, the Auditor-Controller also identified this issue at the CAO's monthly department head meeting and stressed the importance of departments providing files according to the specified timeframes. ISD has also been requested to provide additional resources to assist in completing the interfaces. These efforts have already yielded some positive results. The status of interfaces test files received has improved and we expect that most of the inbound interface test files will be received by March 7th. Some of the more complex files will take longer and specific deadlines are being established with those departments that will not disrupt the eCAPS Project schedule.

Outbound Interfaces

The second part of the interface issue relates to files the eCAPS Project will be sending to departments. The eCAPS Project Team is responsible for generating these files based on the designs supplied by the user departments and departmental IT staff is responsible for taking the program steps to ensure that the new files work with their legacy systems.

The original date for completion of the outbound interface files was January 31, 2005. This date was not achieved because some of the outbound interfaces are dependent on the completion of the inbound interfaces and County staff had difficulty translating what was needed to transfer a legacy application requirement into the terminology and approach used by the new Advantage application.

The revised target date for completing the files is March 31st. Once these outbound interface files are created, departments can complete the work required to test the new files and ensure that they work with the applicable legacy system.

We believe that the eCAPS Project Team will be able to generate the outbound interface files by the revised deadline of March 31, 2005. However, departments will still need to test the files in their legacy systems and make any necessary changes by the July 1, 2005 implementation date. The eCAPS project team and Advisory Committee will closely monitor this issue. In addition, ISD will monitor all departments receiving files and will be working with the departments they service to assure the successful receipt of eCAPS information.

Other Issues

In addition to interfaces, departments will continue to experience additional work as they assess the impact of the eCAPS Project design on their business procedures; identify

training needs for their staff, and assist in providing trainers for the project. The need for departments to meet project deadlines is becoming more critical as the July 1st implementation date approaches. The Department Readiness Toolkit and Checklist have been developed to assist departments and to monitor their progress in key areas.

CIO Oversight Concerns and Recommendations

Delays in developing inbound and outbound interfaces and preparing the necessary test files for testing in March is critical to both successful testing of the eCAPS application and assuring department business processes are not disrupted. Several identified application interfaces are behind schedule and this is being aggressively addressed by the eCAPS Advisory Committee, the eCAPS Project Team, and ISD. The planned release of design documents for departments to use in developing interfaces was delayed and many departments are taking longer than anticipated in understanding the requirements of the eCAPS application and providing files for testing. These two delays have limited the amount of time remaining to complete required interface tasks prior to system performance testing.

Specific target dates have been established for departments to submit inbound and outbound interface test files that will allow the eCAPS Project to remain on target for the July 1, 2005 implementation. ISD has the lead in developing strategies to address this problem and to report back to the eCAPS Advisory Committee at our March 9, 2005 meeting. We will be closely monitoring this issue to ensure that schedule adherence is maintained.

JTM:rad

c: Chief Administrative Officer
eCAPS Advisory Committee
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Reviewed by:

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