



PCI Revenue Project Update

Audit Committee Presentation

June 2, 2021

Challenges - City

- ❖ Multiple Legacy Systems
 - ❖ Patchwork of “fixes” applied over decades that created variations in record layout and nomenclature
 - ❖ Significant manual cleanup to correct for variations in historical data
 - ❖ If-Then logic for conversions continues to grow in length and complexity
- ❖ Departmental Processes
 - ❖ Historically compartmentalized; challenging to adapt to unified processes
 - ❖ Changes engender new risks that require new control design
- ❖ Competing Priorities (Operational vs Project)
 - ❖ Staff in both offices have limited availability
 - ❖ January through May – Personal Property and Business License

Challenges - PCI

- ❖ PCI System is Not an “Off the Shelf” Product
 - ❖ The base system does not work “out of the box”
 - ❖ Requires extensive configuration and build out for each client
 - ❖ Limited user instructions / documentation due to customization
- ❖ Project Management
 - ❖ Project Manager’s first full Implementation
 - ❖ Passive vs Proactive
 - ❖ City has to request resources vs PCI scheduling appropriate resources in advance
 - ❖ PCI does not appear to use its project plan as a benchmark of progress or to provide direction about priorities
 - ❖ PCI under pressure from other Virginia clients for upgrades and patches
 - ❖ PCI purchased by Government Brands

Challenges - COVID

- ❖ Office Renovations and Reconfigurations Affecting Interactions & Efficiency
- ❖ Cleaning Protocols that Consume Time and Slowdown Day-to-Day Work
- ❖ Real Time Face-to-Face Interactions Severely Limited
 - ❖ City employees working remotely at various times
 - ❖ Time off to care for family, recover from illness, isolate due to exposure
- ❖ Incremental Stress
 - ❖ Fear of contracting COVID
 - ❖ Family issues (layoffs and daycare)
 - ❖ Frustrated and emotional taxpayers and customers
 - ❖ Zoom fatigue
- ❖ Adapting Operations to Maintain Customer Service in a More Virtual Environment

Plan

- ❖ Delay Go-Live
 - ❖ **Wednesday, October 20, 2021**
- ❖ Focus Sessions
 - ❖ Blocks of time with PCI staff and users to troubleshoot
 - ❖ Concentrate on one tax type / functional area at a time
 - ❖ Complete configuration before moving to next focus area
 - ❖ Ready for user acceptance testing by July 27, 2021
- ❖ Prioritize Project Over Operations After June 7, 2021
 - ❖ Asked Offices to Consider Closing One Day Each Week
 - ❖ Suspends operational duties for the day in favor of project work
 - ❖ Allows more staff to be involved in the project
 - ❖ Eliminates distractions (i.e. meetings, calls) for key decision makers

Progress

As of May 28, 2021

Major Area	Complete (Target)	Complete (Actual)
Overall Project	90%	61%
Planning	100%	100%
System Development & Configuration	98%	51%
Conversions	95%	91%
Establish Application Environments	67%	67%
Training	39%	39%
User Acceptance Testing	0%	5%

COSTS

	Amount
Original Budget	\$ 1,580,000
Spent To-Date	(981,344)
Committed to PCI	(407,670)
Customizations No Longer Needed	39,200
Uncommitted Budget	\$ 230,186
Cashiering Equipment	(15,346)
DOT Temporary Developer (Estimate)	(27,450)
Real Estate Conversion (Remaining Estimated Outsourced Cost)	(10,000)
Additional Customizations Under Considered	(37,800)
Available Budget	\$ 139,590

GOALS FOR NEXT REVIEW

DATE OF NEXT STATUS UPDATE

- September 1, 2021

GOALS FOR NEXT STATUS UPDATE

- Integrated System Testing Complete
- System Configuration Complete
- User Acceptance Testing Wrapping Up
- Conversion and Reconciliation Processes Ready
- All Operational Process Changes Finalized
- October 20th Go-Live Date Confirmed