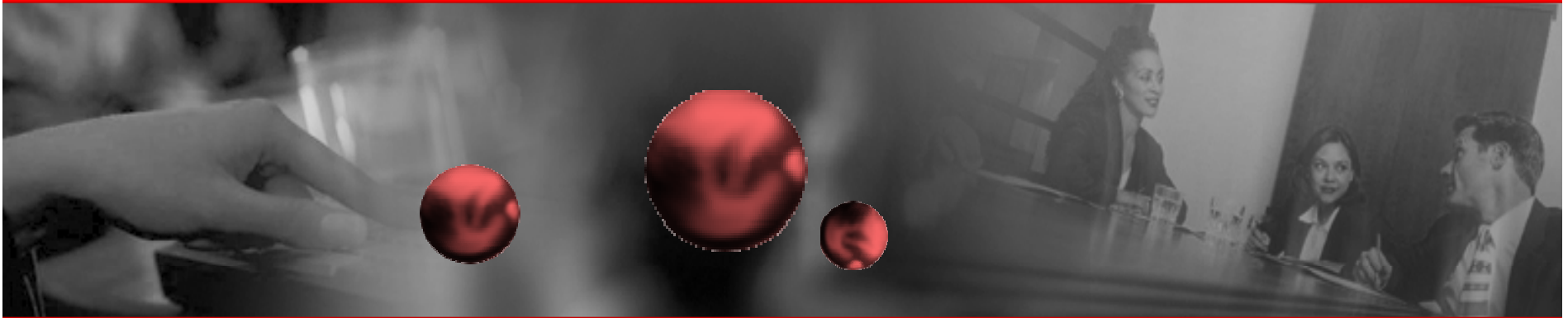
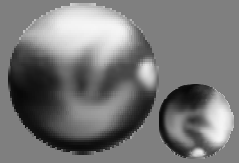


Project Prioritization and Resourcing



Once Size Does Not Fit all



Agenda

1. Overview

2. Prioritization



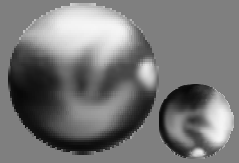
3. Ideas – ROI VOI

4. Resourcing



5. Tips Assignment & Monitoring

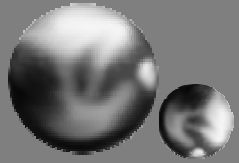
6. Open Forum



Overview

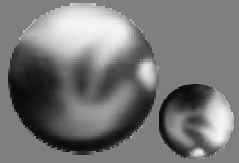
- Over the past year, companies have been faced with the toughest economic downturn in decades, making it increasingly more important for them to focus their budgets and resources on the most business critical projects.
- In many companies, the response has been budget cuts and layoffs. Oftentimes with the expectation that the individuals remaining will pick up the existing workload of those laid off. Unemployment rate was 9.7% August 2009*
- This makes it critical that projects are prioritized based on what is most important to the organization and resources stay focused on delivery.

**Source: United States Department of Labor*



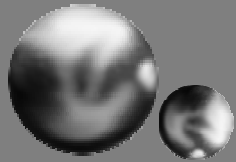
Contributors

- **Cheryl Harbison, PMP, CBAP**
 - Director of Business Analysis, Scottrade Financial Services
- **Liz Lahm**
 - Director of Project Policy and Finance, AmerenUE
- **Cindy Shaneberger**
 - Department Leader for PMO Planning Services, Edward Jones
- **Laurie Douglas, PMP**
 - Principal Consultant, Daugherty Business Solutions
- **Jim Morgan**
 - Senior Project Manager, Burns & McDonnell
- **Lou Bahrmasel, PMP**
 - Staff Program Manager, American Power Conversion



What's Your Size?

	ROI (Return On Investment)	VOI (Value Of Investment)
Focus	Revenue Generation	Value To Customer (Internal or External)
Budget	Hard Allocation of \$\$	Hours of Effort
Resources	Dedicated To Project	Dedicated or Shared (Based on Availability)
Schedule	Control of \$\$ and Dates	Roadmap To Delivery
Variance	Budget +/- (CPI) Schedule +/- (SPI) EV	Milestone +/-
Measurement	On Time Delivery Formal Validation of Return	On Time Delivery Improved Customer Satisfaction



ROI Defined



$$\text{ROI} = \text{Net Profit} / \text{Total Investment}$$

Simple ... right?

What about the time value of money?

NPV (Net Present Value)

EVA (Economic Value Added)

Or alternative investments?

CPWRR (Cumulative Present

Worth Revenue Requirements)

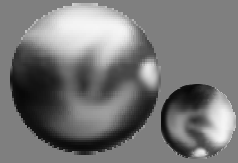
IRR (Internal Rate of Return)

ROI Methodology



Calculate ROI Proposition

*Source: www.sblco.com

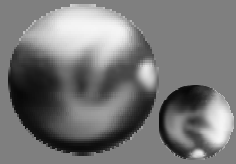


ROI Financial Calculations

Net Present Value (NPV): The total present value (PV) of a time series of cash flows. It is a standard method for using the time value of money to appraise long-term projects.

Economic Value Added (EVA): Economic criteria considering the operating income plus cost of capital associated with the expenditure of funds. This model represents an economic comparison of alternatives and is appropriate when assessing a project's economic worth over time.

Cumulative Present Worth of Revenue Requirements (CPWRR): Criteria which considers the economics of capitalizing projects and earning a rate of return from a regulated commission. This criteria is most appropriate when considering the economics of projects which are subject to rate recovery under a regulated environment.



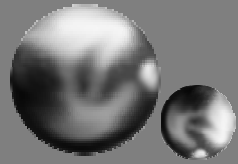
ROI In Practice

XXX CORPORATION			ECONOMIC VALUE ADDED (EVA) / NET PRESENT VALUE OF CASH FLOWS (NPV) / CUMULATIVE PRESENT WORTH OF REVENUE REQUIREMENTS (CPWRR) MODEL										
VERSION 2009 - Revision 05-15-2009													
Project Description:													
Functional Category for Which This Analysis is Applicable:			MAKE A SELECTION BY CLICKING ARROW! ▼										
			Rates Used in EVA / NPV A			Rates Used in Revenue			Rates Used for AFUDC				
Debt Ratio & Interest Rate:			0.000%										
Equity Ratio & Return on Equity:			0.000%										
Weighted-Average After-Tax Cost of Capital:													
Construction Period, In Years ("1" if 12 Months or Less):			1										
Enter Year that the Project Goes In Service:			2010										
Define Base Year for Present Value Calculations:			2009										
FOR REVENUE REQUIREMENTS ANALYSIS & PRO FORMA FINANCING													
# of Years Following In-Service Date That Revenue Required (Enter "0" for "Perfect Ratemaking" Or IFC)													
Year That Revenue Requirements Began to be Received ("Perfect Ratemaking")													
Percentage of Initial Years' Revenue													
Include Adjustment To Revenue Required (Enter "0" if Non-Depreciable)													
Percentage of Revenues / Benefits / Savings Required to be Given Back													
BASIC CAPITAL EXPENDITURE INFORMATION													
Description of Capital Expenditure			Enter Economic Life (in Years) of the Capital Asset Acquired (Enter "0" if Non-Depreciable)	Enter Net Value of Asset's Initial Book Value (Enter a Initial Book Value)									
Category 1 Capital:			30	0									
Category 2 Capital:			30	0									
Category 3 Capital:			30	0									

EVA CALCULATION									
A	B	C	D	E	F	G	H	I	J
154	Annual EVA (NOFAT Minus Capital Charge)	\$	-	\$	-	\$	-	\$	-
155	FV Factor @ WACC Rate of N/A :	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000
156	Discounted Annual EVA :	-	-	-	-	-	-	-	-
157	Cumulative NPV of Annual EVAs	\$	-	\$	-	\$	-	\$	-
CASH FLOW ANALYSIS									
163	Annual Cash Flow:	\$	-	\$	-	\$	-	\$	-
164	Discounted Annual Cash Flow @ WACC Rate of N/A :	-	-	-	-	-	-	-	-
165	Cumulative NPV of Annual Cash Flow	\$	-	\$	-	\$	-	\$	-
Breakeven Year Indicator:			Does Not Breakeven	Does Not Breakeven	Does Not Breakeven	Does Not Breakeven	Does Not Breakeven	Does Not Breakeven	Does Not Breakeven

EVA / CASH FLOW ANALYSIS

Legend: ● Cumulative NPV of Annual EVAs ● Cumulative NPV of Annual Cash Flow



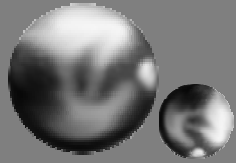
ROI Prioritization Results

The following example is a subset of data that is considered in prioritizing projects. However, you will note that substantial financial impact analysis is used to determine the priority.

Risk is factored into the priority decision

You will also note that projects have been included with negative financial values – these are noted "environmental" or "compliance" and the work has been mandated

XX Corporation												
Optimized Project List												
Project ID# (PIN)	Optimization Result - 2010	Mandatory Category	Project Title/Name	Outage Related?	Total Investment O&M	Total Investment Capital	Current Year - 2010- Investment O&M	Current Year - 2010- Investment Capital	Strategic Score	Risk	Value per Dollar	Rank
P31016	Optimized	Not Mandatory	Project XXX	No Outage or Derate Required	0	550,000	0	550,000	2.45	2	4.4545	40
P85344	Optimized	Not Mandatory	Project XXX	Outage Required	0	312,300	0	312,300	1.81	4	5.7877	34
P75372	Optimized	Environmental Compliance	Project XXX	No Outage or Derate Required	0	10,776,000	0	10,276,000	-0.24	0	-0.0225	290
P30557	Optimized	Environmental Compliance	Project XXX	No Outage or Derate Required	0	6,025,710	0	20,670	-0.30	20	-0.0498	303
P57280	Optimized	Not Mandatory	Project XXX	Outage Required	0	11,462	0	236	2.66	9	231.8531	11
P33017	Optimized	Not Mandatory	Project XXX	Outage Required	1,000,000	1,000,001	1,000,000	1	2.35	16	2.3450	84
P23404	Optimized	Not Mandatory	Project XXX	Outage Required	0	438,057	0	45,096	1.66	9	3.7895	55
P74751	Optimized	Not Mandatory	Project XXX	Outage Required	0	300,000	0	90,000	1.27	8	4.2167	47
P40038	Optimized	Not Mandatory	Project XXX	Outage Required	0	10,214	0	10,214	0.77	0	74.9009	12
P67431	Optimized	Environmental Compliance	Project XXX	No Outage or Derate Required	0	54,404,300	0	1,253,500	-0.30	25	-0.0055	269
P14685	Optimized	CRC Mandated	Project XXX	No Outage or Derate Required	0	953,700	0	100,000	0.49	0	0.5112	179
P23444	Optimized	CRC Mandated	Project XXX	No Outage or Derate Required	0	4,056,000	0	745,900	-0.09	0	-0.0222	284
P81820	Optimized	Not Mandatory	Project XXX	Outage Required	0	272,000	0	272,000	1.40	15	5.1287	35
P99789	Optimized	Not Mandatory	Project XXX	No Outage or Derate Required	0	115,000	0	115,000	0.73	0	6.3261	26
					\$48,114,006	\$ 135,814,550	\$29,271,301	\$ 13,790,917				



ROI Prioritization Process

- Budgetary funding approved
- Project justification reviewed and either
 - approved to proceed or rejected
- Approved projects submitted to "racking and stacking process"

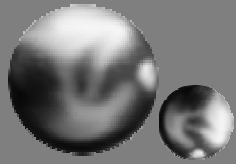
- Funding spread over approved projects
- Ties are determined by economics and risk factors

**Project
Activated**

- Create project justification which includes*:
 - costs (internal and external),
 - hours, benefits to be achieved,
 - payback period, EVA/NPV,
 - assumptions, resources, etc

*Takes into consideration types of project (Earned Value, Mandate, Reliability)

- Project metrics and baseline established
- Status reporting and EVMS set up



ROI 101

Cash Flow Worksheet:

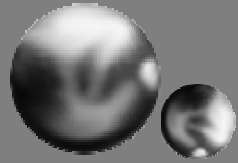
•ROI and NPV

•**IRR** = Measure of your investment performance, expressed as percent return per year. It is essentially equal to the (annualized) interest rate a bank would have to pay you to duplicate the performance of your portfolio.

Advantage: Management tends to understand the concept of returns stated in percentages and find it easy to compare to the required cost of capital.

Disadvantage: Can skew returns when used to evaluate projects where there are **changing cash flows**.

COSTS	CURRENT YEAR	2008	2009	2010	2011	FINAL YEAR	TOTAL
Investment Amount							
Non PC Hardware/Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PC Hardware/Software	(\$496,311)	\$0	\$0	\$0	\$0	\$0	(\$496,311)
Telecommunications Hardware/Software							
Total Investment Amount	(\$496,311)	\$0	\$0	\$0	\$0	\$0	(\$496,311)
Initial Costs							
Salaries	(\$287,648)	\$0	\$0	\$0	\$0	\$0	(\$287,648)
Training							
Consulting	(\$135,000)	\$0	\$0	\$0	\$0	\$0	(\$135,000)
Other Costs							
Total Initial Costs	(\$422,648)	\$0	\$0	\$0	\$0	\$0	(\$422,648)
Annual Costs							
Operational	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance	\$0	(\$78,000)	(\$80,340)	(\$82,750)	(\$85,233)	(\$43,895)	(\$370,218)
Consulting	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	(\$49,631)	(\$99,262)	(\$99,262)	(\$99,262)	(\$99,262)	(\$49,631)	(\$496,310)
Total Annual Costs	(\$49,631)	(\$177,262)	(\$179,602)	(\$182,012)	(\$184,495)	(\$93,526)	(\$866,528)
Total Costs	(\$472,279)	(\$177,262)	(\$179,602)	(\$182,012)	(\$184,495)	(\$93,526)	(\$1,289,176)
Increase in FTE Headcount	0	0	0	0	0	0	\$0
BENEFITS							\$0
Initial Benefits							\$0
Total Initial Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Benefits							\$0
Operational	\$31,710	\$326,840	\$326,840	\$326,840	\$326,840	\$326,840	\$1,665,910
New Business	\$15,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$315,000
Total Annual Benefits	\$46,710	\$386,840	\$386,840	\$386,840	\$386,840	\$386,840	\$1,980,910
Total Benefits	\$46,710	\$386,840	\$386,840	\$386,840	\$386,840	\$386,840	\$1,980,910
Savings in FTE Headcount	0	0	0	0	0	0	\$0
Pretax affect on Income	(\$425,569)	\$209,578	\$207,238	\$204,828	\$202,345	\$293,314	\$691,734
Taxes	(\$161,716)	\$79,640	\$78,750	\$77,835	\$76,891	\$111,459	\$262,859
After Tax	(\$263,853)	\$129,938	\$128,488	\$126,993	\$125,454	\$181,855	\$428,875
Add Back Non-Cash Expenses	(\$49,631)	(\$99,262)	(\$99,262)	(\$99,262)	(\$99,262)	(\$49,631)	(\$496,310)
Cash Flow Including Investment Amount	(\$710,533)	\$229,200	\$227,750	\$226,255	\$224,716	\$231,486	\$188,874
NPV	(\$64,594)	\$20,836	\$20,705	\$20,569	\$20,429	\$21,044	\$38,989
ROI	-8.9%	396%	382%	367%	354%	781%	150%
Internal Rate Of Return	18.13%						

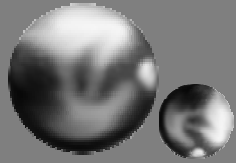


ROI 101 Prioritization Results

Prioritization is done within each line of business

- Ranked in ROI order
- Regulatory / compliance goes to the top
- In flight projects are considered
- Risk factor (risk can be either business risk if project is not completed OR risk created by the change – documented in the Business Case)

Project Names	Risk Factor	ROI	NPV	IRR	Time To Implement (Months)	Total Investment + One Time Costs	Priority
Project A	H	437	231633	20.12	22	1,536,222	1
Project B	L	431	153261	18.13	8	823,000	2
Project C	H	-231	-46367	-15.6	10	260,888	3
Project F	M	398	271340	16.25	16	536,222	3
Project D	M	222	77010	18	30	45,532	4
Project H	L	201	22034	15.6	6	50,000	4
Project E	M	195	342212	15.5	15	460,322	5
Project J	H	185	386507	16.3	22	625,000	6
Project B	L	150	153261	18.13	8	422,628	7



ROI 101 Prioritization Process

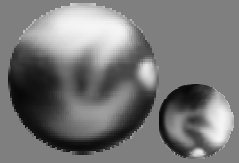
- Evaluated against existing or other new projects
- Does budget exist?
- If not, is new expenditure (budget) approved

- Project approved and budget assigned
- Resources evaluated (use existing or augment staff)
- Validate budget is within threshold, if not submit for preapproval

**Project
Activated**

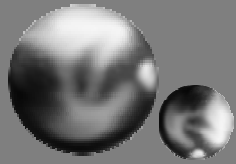
- Business Case Completed
 - NPV
 - IRR
 - ROI
- Presented to Executive Steering Committee (Consumer Lending)

- Project Manager assigned
- Project set-up in time entry system
- Budget entered into project tracking system
- Team assigned



VOI Defined

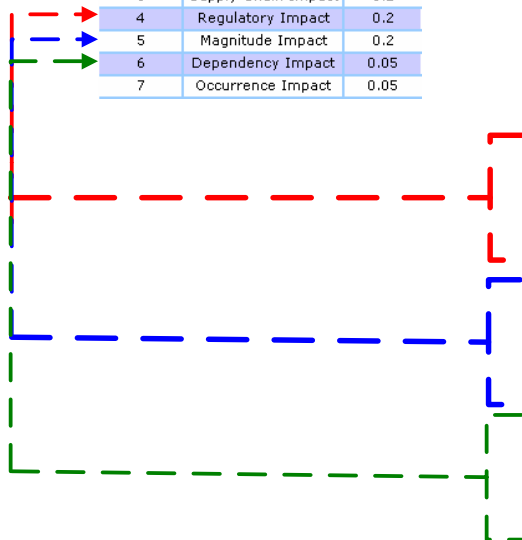
- Business Value Assessment (BVA)
 - balanced scorecard technique for evaluating dissimilar projects
 - company defines questions (criteria) that each have a weighting (totals up to 1 or 100%)
 - define answers and a scale value
 - Numeric value (BVA) is calculated based on weight and scale
- Provides guidance – final priority determined by Prioritization Committee



BVA Calculation

Criteria / Weight

Criteria ID	Criteria Description	Weighting
1	Financial Impacts	0.2
2	Customer Impact	0.2
3	Supply Chain Impact	0.1
4	Regulatory Impact	0.2
5	Magnitude Impact	0.2
6	Dependency Impact	0.05
7	Occurrence Impact	0.05



Answers / Scale

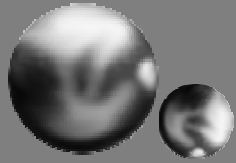
Business Value Scale		
Scale Value	Business Criteria	Business Description
0	Regulatory	0 - No Impact Known
25	Regulatory	1 - Low Impact
50	Regulatory	2 - Local Media Exposure/Civil Legal Action
75	Regulatory	3 - Legislative Impact
100	Regulatory	4 - Regional Media Exposure/Criminal Investigation
0	Magnitude Impact	0 - No Impact Known
25	Magnitude Impact	1 - Long-term Sustainable Alternative Exists
50	Magnitude Impact	2 - Low Impact
75	Magnitude Impact	3 - Alternative Exists But Will Fail Over Time
100	Magnitude Impact	4 - High Impact
0	Dependency	0 - No Impact Known
25	Dependency	1 - Impacts Other IS Systems Elements/Other Functions
50	Dependency	2 - Low Impact
75	Dependency	3 - Significantly Impacts Use of Key IS System
100	Dependency	4 - High Impact
0	Occurrence Impact	0 - No Impact Known
25	Occurrence Impact	1 - Impacts/Enables a Single Function or Business Area
50	Occurrence Impact	2 - Impacts/Enables a Single Function and Business Area
75	Occurrence Impact	3 - Impacts / Enables Multiple Functions
100	Occurrence Impact	4 - Impact /Enables Multiple Functions and Business Areas



One Simple Input Screen

Assessment Criteria	Assessment Scale	Justification
Financial Impacts	1 - = \$500,000 to \$999,999 per Year	
Customer Impact	0 - <= \$500,000 per Year	
Supply Chain Impact	1 - = 5% to 14% of a s	
Regulatory Impact	1 - Low Impact	
Magnitude Impact	1 - Long-term sustainable Alternative exists	
Dependency Impact	1 - Impacts other IS System elements/other functions	
Occurrence Impact	1 - Impacts/enables a single function or business area	

Add



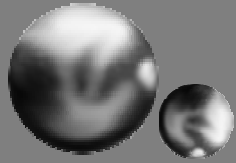
VOI Prioritization Results

Business Value Assessment (BVA)

- Initial cut prioritized by BVA
- Regulatory Mandates
- Consider any project with “major” impact to one area
- Evaluate Phase and baseline “go-live”
- Consider work groups required
- Add in “technical” projects

Sample Prioritization Report

Project ID #	Project Name	Executive Sponsor	Initial Jul 09 Priority	Apr 09 Priority	BVA	Major Impact	Project Phase	Go Live	Teams Impacted	Project Manager	Business Analyst
3583	Project Name	Executive Name	1	1	92.5	1,2,3,4,6	Closing	6/30/2009	SRV, TKR, MID, AS/400, NW	Project Mgr Name	BA Name
4442	Project Name	Executive Name	2	NEW	92.5	1,2,3,4,6	Requirements	TBD	SRV, TKR, MID, AS/400, NW	Project Mgr Name	BA Name
4462	Project Name	Executive Name	3	NEW	67.5	1,2,4,6	Pending	TBD	ALL, CRI	Project Mgr Name	BA Name
4022	Project Name	Executive Name	4	2	45	3	Implementation	8/3/2009 8/10/2009	CRI, DB DEV, DBA, RPT	Project Mgr Name	BA Name
3924	Project Name	Executive Name	5	4	42.5	1,5	Iterative	2/12/2010	SCTDR, DB DEV, SEC, EUT, NW, WEB	Project Mgr Name	BA Name
4023	Project Name	Executive Name	6	5	45	3	Requirements	TBD	CRI, DB DEV, DBA, MID	Project Mgr Name	BA Name
4282	Project Name	Executive Name	7	5a	18.75		Construction	8/18/2009	CRI, WEB	Project Mgr Name	BA Name
3902	Project Name	Executive Name	8	6	85	1,2,3,6	Construction	10/29/2009	DB DEV, DBA, MID, WEB	Project Mgr Name	BA Name
3242	Project Name	Executive Name	9	14	63.75	3,4,6	QA Testing	2/12/2010	CRI	Project Mgr Name	BA Name
3504	Project Name	Executive Name	10	15	63.75	3,4,6	QA Testing	2/12/2010	TKR, SRV, SEC, NW	Project Mgr Name	BA Name



VOI Prioritization Process

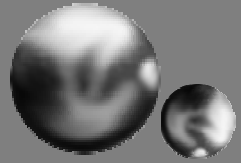
- Estimated Work Request Reviewed / Approved by Executive PMO
- Added to List of Pending Projects

- Executive PMO Quarterly Prioritization
- Complete list of Active and Pending Projects
- Sorted By Previous Priority
- Newly Added Project Sorted by BVA
- Executive PMO Determines final priority of Projects

**Project
Activated**

- Enterprise Analysis (Document Scope and Business Requirements – Work Request BVA Established)
- Approved by Executive Sponsor and submitted to IT PMO
- IT Work Estimated in Hours
- Hardware / Software Cost Estimated

- Project priority is updated in VPMi
- Project Priority (Resource Forecast) Report is reviewed to determine “break point”
- Project priority is finalized and all project “above the line” are / will be activated within the current quarter. of Projects



Open Forum

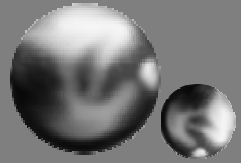
Questions

Suggestions



Comments

Feedback



Resources Tips

Assign



Know resource allocation to your project



Understand availability of team resources – consider time off, training, etc.



Be aware of “competing work” and priority of each project

Schedule



Use real people not roles

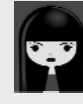


Understand the work of each team member



Work with what you have

Track



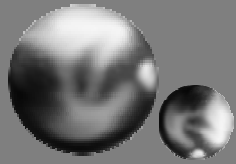
Work with what you have



Update often – stay on top of what is accomplished (or not)



Be prepared to negotiate on behalf of your project team



Assign Idea



1 Project Prioritization Report

2

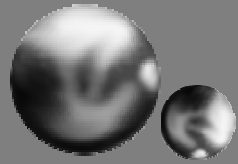
3

4	VPMI ID	Project Name	Project Type	Process Step	Priority	Application Architect	Application Support Engineer	AS400 Administrator	Computer Operations Technician	Critical Facilities Technician	CRM Developer	DB Developer Oracle	DB Developer SQL NonTrading	DB Developer SQL Trading	DBA Oracle	DBA SQL	ABC Developer	Enterprise Analyst	Enterprise Apps Architect	Enterprise Apps Developer	Enterprise Reporting Developer	Enterprise UCM Developer	End User Technology Engineer
31	4467	Project Name	Regulatory	Pending Projects	27	0	0	0	0	0	0	0.06	0	0	0.03	0	0	0	0	0	0	0	0
32	4468	Project Name	Regulatory	Pending Projects	28	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
33	4469	Project Name	Regulatory	Pending Projects	29	0	0	0	0	0	0.03	0	0.05	0	0	0.02	0	0	0	0	0	0	0
34	4470	Project Name	Regulatory	Pending Projects	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35	102	Project Name	Strategic	Active Projects	31	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36	4342	Project Name	Strategic	Active Projects	32	0	0	0.27	0	0	0	0	0	0.11	0	0.08	0	0	0	0	0	0	0
37	3087	Project Name	Strategic	Active Projects	33	0	0	0	0	0	0	0	0	0	0	0.02	0.02	0	0	0	0	0	0
38	4167	Project Name	Strategic	Active Projects	34	0	0	0	0	0	0	0.15	0.1	0	0.04	0	0	0	0	0	0	0	0
39	3244	Project Name	Strategic	Active Projects	35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40	3483	Project Name	Strategic	Active Projects	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
41	4123	Project Name	Strategic	Pending Projects	37	0	0	0	0	0	0	0	0.08	0	0.05	0	0	0	0	0	0	0	0
42	4182	Project Name	Strategic	Active Projects	38	0	0	0.19	0	0	0	0	0.58	0	0.09	0	0	0	0	0	0	0	0
43	4222	Project Name	IT Steering Committee	Active Projects	39	0	0	0	0	0	0	0	0.5	0	0	0	0	0	0	0	0	0	0
44	4026	Project Name	IT Steering Committee	Active Projects	40	0	0.07	0.09	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
45	4082	Project Name	Strategic	Active Projects	41	0	0	0	0	0	0	0.4	0.43	0	0	0	0	0	0	0	0	0	0
46	4102	Project Name	Strategic	Active Projects	42	0	0.32	0	0	0	0	0	0	0	0.06	0	0	0	0	0	0	0	0
47	4027	Project Name	Strategic	Active Projects	43	0	0	0.13	0	0	0	0	0.7	0	0.02	0	0	0	0	0	0	0	0
48	3182	Project Name	Strategic	Active Projects	44	0	0	0.05	0	0	0	0	0	0.21	0	0.02	0	0	0	0	0	0.22	0
49	3382	Project Name	Strategic	Active Projects	45	0	0.14	0	0	0	0	0	0.01	0	0.01	0.01	0	0	0	0	0.22	0	0
50	4385	Project Name	Strategic	Pending Projects	46	0	0	0	0	0	0	0	0.11	0	0.08	0	0	0	0	0	0	0.13	0
51	4182	Project Name	Strategic	Pending Projects	47	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
52	4185	Project Name	Strategic	Active Projects	48	0	0.7	0	0	0	0	0.46	1.2	0	0.22	0	0	0	0	0	0	0.19	0.07
53	3303	Project Name	Strategic	Active Projects	49	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
54	484	Project Name	Strategic	Active Projects	50	0.17	0	0.14	0	0.46	0	0	0	0.36	0	0.27	0.24	0	0	0	0	0	0
55	3422	Project Name	Strategic	Active Projects	51	0	0.15	0	0	0	0	0	0	0	0.05	0	0	0	0.01	0	0	0	0
56	3082	Project Name	Strategic	Active Projects	52	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
57	3845	Project Name	Strategic	Active Projects	53	0	0	0	0	0	0	0	0.15	0	0	0	0	0	0	0	0.15	0	0
58	4043	Project Name	Strategic	Pending Projects	54	0	0	0	0	0	0	0	0	0.01	0	0.12	0	0	0	0	0	0	0
59	3485	Project Name	Strategic	Completed Projects	55	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Shared Resources:

- Estimates are entered for each project by workgroup
- Projects are listed in priority order
- Support has been allocated
- Supply and Demand reviewed
- “Breakpoint” established

	Application Architect	Application Support Engineer	AS400 Administrator	Computer Operations Technician	Critical Facilities Technician	CRM Developer	DB Developer Oracle	DB Developer SQL NonTrading	DB Developer SQL Trading	DBA Oracle	DBA SQL	ABC Developer	Enterprise Analyst	Enterprise Apps Architect
August 2009 Total FTE	0.81	4.59	2.91	0.17	0.98	0.16	1.34	4.92	8.62	0.52	4.02	4.22	2.49	0.59
September 2009 Total FTE	0.83	5.69	2.72	0.07	0.57	0.04	1.17	6.62	8.35	0.3	4.39	2.79	2.89	1.88
October 2009 Total FTE	0.85	5.34	2.13	0.31	0.58	0.03	1.22	4.65	5.55	0.5	4.32	1.58	3.17	2.06
Total FTE's Required for Support by role (projects in Support Bucket)	0.33	12.49	3.79	9.6	4.01	1	0.27	3.92	2.53	2.47	2.73	0.81	1.25	0.34
Total of the FTE's required on prioritized projects (maximum month) and support by role	1.18	18.18	6.7	9.91	4.99	1.16	1.61	10.54	11.15	2.99	7.12	5.03	4.42	2.4
Total FTE's Available by role	2.4	16.8	5.6	9.6	4.8	1.6	1.2	9.2	7.2	4.67	4.83	3.95	2.4	1.2
Over/Under Allocation of FTE's role	1.22	-1.38	-1.1	-0.31	-0.19	0.44	-0.41	-1.34	-3.95	1.68	-2.29	-1.08	-2.02	-1.2



Schedule and Tracking

Earned Value: Technique for measuring project progress in an objective manner

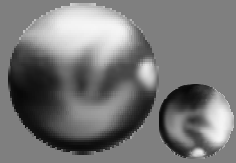
SPI (Schedule Performance Index)

- SPI value above 1 indicates project team is very efficient in utilizing the time allocated to the project.
- SPI value below 1 indicates project team is less efficient in utilizing the time allocated to the project.

CPI (Cost Performance Index)

- Positive Cost Variance Indicates the project is under budget
- Negative Cost Variance Indicates the project is over budget

Task Name	Earned Value Method	Physical % Complete	Planned Value - PV (BCWS)	Earned Value - EV (BCWP)	AC (ACWP)	SV	CV	SPI	CPI	EAC	BAC	VAC
4342 Project A	% Complete	3%	\$50,233.10	\$2,887.50	1,253.69	(\$47,345.60)	(\$8,366.19)	0.06	0.26	343,878.02	88,233.10	255,644.92
Requirements Ph	% Complete	20%	\$14,479.10	\$2,887.50	1,253.69	(\$11,591.60)	(\$8,366.19)	0.2	0.26	\$56,430.58	14,479.10	\$41,951.48
Project Kickoff	% Complete	63%	\$3,000.00	\$1,880.00	1,200.00	(\$1,120.00)	(\$1,320.00)	0.63	0.59	\$5,106.38	\$3,000.00	(\$2,106.38)
Review Wf	Physical % Complete	100%	\$1,800.00	\$1,800.00	1,800.00	\$0.00	\$0.00	1	1	\$1,800.00	\$1,800.00	\$0.00
Identify Pr	Physical % Complete	20%	\$400.00	\$80.00	\$600.00	(\$320.00)	(\$520.00)	0.2	0.13	\$3,000.00	\$400.00	(\$2,600.00)
Develop Pi	Physical % Complete	0%					(\$400.00)	0	0	\$400.00	\$400.00	\$0.00
Determine	Physical % Complete	0%					(\$400.00)	0	0	\$400.00	\$400.00	\$0.00
Complete Fun	% Complete	0%	8,233.10	(\$255,644.92)	1,822.67 hrs	225.07 hrs	\$7,549.94	0	0	\$7,950.00	\$7,549.94	(\$400.06)
Analysis A	Physical % Complete	0%	4,479.10	(\$41,951.48)	289.58 hrs	225.07 hrs	(\$400.00)	0	0	\$400.00	\$400.00	\$0.00
Define Wa	Physical % Complete	0%	3,000.00	(\$2,106.38)	60 hrs	64 hrs	(\$400.00)	0	0	\$400.00	\$400.00	\$0.00
Evaluate i	Physical % Complete	0%	1,800.00	\$0.00	36 hrs	36 hrs	(\$400.00)	0	0	\$400.00	\$400.00	\$0.00
			\$400.00	(\$2,600.00)	8 hrs	12 hrs		0	0	\$0.00	\$0.00	\$0.00
			\$400.00	\$0.00	8 hrs	8 hrs						
			\$400.00	\$0.00	8 hrs	8 hrs						
			7,549.94	(\$400.06)	151 hrs	151 hrs						
			\$400.00	\$0.00	8 hrs	8 hrs						
			\$400.00	\$0.00	8 hrs	8 hrs						



Schedule and Tracking


Status Date 9/15

Design Phase										
	VPM	filest	Task Name	Duration	% Complete	Work	% Work Complete	Start	Finish	Resource Names
0	No		<Project ID> <Project Name>	50.9 days	13%	1,217.5 hrs	3%	Thu 8/27/09	Thu 11/5/09	
1	Yes	No	▣ Visioning & Targeting Phase	41.9 days	33%	279.5 hrs	15%	Thu 8/27/09	Fri 10/23/09	
2	No	No	▣ Project Kickoff Meeting	1 day	100%	16 hrs	100%	Thu 8/27/09	Thu 8/27/09	
3		No	Review WVR and Schedule Visioning and Target Phase	0.5 days	100%	8 hrs	100%	Thu 8/27/09	Thu 8/27/09	Mike Toad,Suzi Steal
4		No	Identify Project Team Organization	1 day	100%	2 hrs	100%	Thu 8/27/09	Thu 8/27/09	3SS
5		No	Develop Project Team Communication Plan	1 day	100%	2 hrs	100%	Thu 8/27/09	Thu 8/27/09	3SS
6		No	Determine Milestone and Timelines	1 day	100%	4 hrs	100%	Thu 8/27/09	Thu 8/27/09	3SS
7	No	No	▣ Complete Functional Requirements	30.29 days	44%	216 hrs	12%	Fri 8/28/09	Fri 10/9/09	
8		No	Analysis Activity	24 days	50%	192 hrs	13%	Fri 8/28/09	Wed 9/30/09	Suzi Steal
9		No	Define Warranty Period	0.25 days	0%	2 hrs	0%	Thu 10/1/09	Thu 10/1/09	Suzi Steal
10		No	Evaluate impact to DR Environment and DR Requirements	0.22 days	0%	4 hrs	0%	Thu 10/1/09	Thu 10/1/09	Suzi Steal,Bob Architect[25%],Mike Toad
11		No	Complete Draft Functional Requirements	2 days	0%	16 hrs	0%	Thu 10/1/09	Mon 10/5/09	8,9,10 Suzi Steal
12		No	Conduct Draft Functional Requirements QA Review Meeting	1.04 days	0%	2 hrs	0%	Fri 10/8/09	Fri 10/9/09	11SS+5 Mike Toad[8%],Sally Tester[8%],Suzi Steal
13	No	No	▣ Functional Requirements Walkthrough with Team	1.61 days	0%	7.5 hrs	0%	Fri 10/9/09	Mon 10/12/09	11,12
14		No	Functional Requirements Walkthrough Meeting	0.05 days	0%	3 hrs	0%	Fri 10/9/09	Fri 10/9/09	8,9 Suzi Steal,Devvy Mall,Matt Ball,Sue Miller
15		No	Complete Functional Requirements	0.5 days	0%	4 hrs	0%	Fri 10/9/09	Fri 10/9/09	14,12 Suzi Steal
16		No	Send Functional Requirements to Approvers	0.06 days	0%	0.5 hrs	0%	Fri 10/9/09	Fri 10/9/09	15 Suzi Steal
17		Yes	Functional Requirements Approved	1 day	0%	0 hrs	0%	Fri 10/9/09	Mon 10/12/09	16

Dashboard Report

3462 Project Name

This section will be used to document the project description including high level scope and benefits to be derived from the project



1-Aug-08

Today

Requirements 9/23/08

Design 10/10/08

QA/UAT Testing 11/21/08

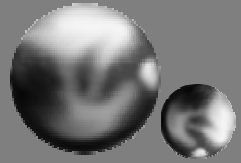
Construction 11/14/08

11/26/08 TENTATIVE GO LIVE

Project Closure 12/12/08

31-Dec-08

Priority	PCR	CRI	Phase	Status	Status Comments:
44	0	No	Requirements	Green	



Open Forum

Questions



Suggestions

Comments

Feedback

Thank you for your participation!