

Customer Case Study: Commonwealth of Massachusetts Division of Capital Asset Management (DCAM)



DCAM Improves its Processes, Communication and Budget Control with Prolog® Software

The Commonwealth of Massachusetts Division of Capital Asset Management (DCAM) serves its citizens by providing professional and comprehensive services in the areas of public building design, construction, maintenance and real estate management. Located in Boston, Mass., the agency manages approximately \$320M in new construction and renovation projects each year. DCAM also manages more than 500 lease agreements on behalf of State properties and is in the process of redeveloping nearly 4,000 acres of State-owned land.

DCAM
*Division of Capital
Asset Management*

The year was 2003 and the State of Massachusetts was migrating to a new accounting system. The Commonwealth's DCAM agency felt that implementing a new project management system in conjunction with the accounting upgrade would provide significant benefits to both parties. The goal would be to integrate the two programs to create seamless data sharing for managing projects and performing accounting functions. In addition, a modern project management system would provide the opportunity for online management of a number of functions, which were not captured in any existing system.

According to Craig DiGiorgi, DCAM's project management and accounting system (PMAS) manager, the agency evaluated a number of different products before choosing Prolog Manager and Prolog WebSite from Meridian Systems. Flexibility, ease of use and local support via Meridian's channel partner, PSS Consulting Group, were the primary factors that differentiated Prolog from the competition.

In addition, Prolog's self-hosted architecture was a real benefit to DCAM and a driving factor in the agency's final decision. The Division wanted the security and control provided by self-hosting its project management tool.

A Well-Executed Implementation

In charge of DCAM's implementation of Prolog, DiGiorgi began by consulting the agency's internal IT Division to make sure the appropriate hardware was in place. Next, he met with each division within DCAM to discuss specific needs and functionality.

"We did step-by-step process mapping that detailed everything that happens within our organization," DiGiorgi explains. "We sat down with PSS and Meridian's technical services team to discover how Prolog could improve these current processes. Prolog was then configured and customized to do what we needed it to do."

Data migration was a significant piece of DCAM's Prolog implementation.

Data was pulled from the Division's legacy project management system and the State's soon-to-be-replaced accounting software. When the data migration was complete, DCAM had imported approximately 425 active jobs into Prolog, complete with project data and accounting details.

Creating the integration link between Prolog and the State's accounting system was a significant step in DCAM's implementation. "Integration is a big, important piece of the way we do things at DCAM. Meridian used a pretty aggressive set of events written into the backend of the software that provides the interface to transmit data between Prolog and accounting," says DiGiorgi. "We are now in the process of setting up an interface between Prolog and our facilities management software so that all of our primary systems talk to each other."

DiGiorgi credits PSS and Meridian as being integral to DCAM's successful implementation. "PSS provided us with our initial Prolog training and continues to provide support services today," he explains. "They were also instrumental in helping us communicate with Meridian regarding our integration needs." And without Meridian's technical services team, DiGiorgi says, "I don't know that we would be as far along as we are. Meridian's team knows how to get things done."

"We have to look at whether our project management tool helps us streamline our workload and control projects better. Are our project teams more informed on what's happening with their projects? Are we close to reaching the spending cap? Do we have enough funds to pick up a couple more projects? Looking at all these things, Prolog has definitely generated a significant return on investment."

*Craig DiGiorgi, PMAS manager,
Commonwealth of Massachusetts/DCAM*

Process Improvement

It's been two years since DCAM began using Prolog. "Construction management data used to be housed in three or four separate systems," explains DiGiorgi. "Now, all of our data is centralized in Prolog." This has greatly enhanced time management for the DCAM staff; processes that used to take a week or more to complete now take just a day or two.

For example, the Finance division and Construction division are on separate floors and payment communication used to be hand-carried or transmitted via inter-office memo. Using Prolog's Document Management module and e-mail functionality, documents are now transferred instantly from one department to the next.

Prolog WebSite has also contributed to process improvement at DCAM. Using the Internet, outside contractors can log meeting minutes and post RFI's right in Prolog. "In the past," explains DiGiorgi, "DCAM would get together with a contractor for a meeting and someone would write up the minutes and send them over for review. If changes were made, the minutes would need to be redistributed. Today, that contractor can log the meeting minutes directly into Prolog for access and review by the entire project team. The turn-around time is much faster now."

Prolog from an Owner's Perspective

DCAM is currently managing about 1,100 projects with Prolog and its entire staff of 250 uses the software at some level. Because the agency is actually the owner of all its projects, and has an annual dollar amount that it needs to spend on behalf of the Commonwealth, budget management at DCAM is all about getting the most bang for its buck.

Using Prolog's budget reports, Project Managers can see what dollars have been committed and what funds are still available to spend.

Subcontract visibility for ongoing work – with RFI and change order management handled through Prolog WebSite – provides complete control over project management.

"As a government organization," DiGiorgi explains. "We have to look at whether our project management tool helps us streamline our workload and control projects better. Are our project teams more informed on what's happening with their projects? Are we close to reaching the spending cap? Do we have enough funds to pick up a couple more projects? Looking at all these things, Prolog has definitely generated a significant return on investment."

DiGiorgi looks at DCAM's implementation of Prolog as a work-in-progress, with continuous enhancement of project management processes being the ultimate goal. "I've been to the last two Meridian Systems user conferences and have found them to be a wealth of information – a great way to pick up tips and new ideas on how to better utilize Prolog," he states. "These events demonstrate that Meridian is committed to taking care of its users."

DCAM Project Profile

Historic John Adams Courthouse (Suffolk County), located in Boston's Pemberton Square

In June of 2002, the Old Suffolk County Courthouse was renamed the John Adams Courthouse to honor its new namesake for the contributions made to Massachusetts' history. The Courthouse renovation project was one of many managed by the Commonwealth's DCAM agency.

Key Project Elements

- ▶ Restore architectural features of the Courthouse, such as original oak panel courtrooms and marble floors
- ▶ The addition of a new, large courtroom for the Supreme Judicial Court, equipped with modern technology for computers, audio-visual needs and Web broadcasting.
- ▶ A separate courtroom, shared with the Appeals Court, to be used for single Justice hearings
- ▶ A new Social Law Library with expansive and technologically equipped reading and book collection rooms
- ▶ New windows, stairways and elevators
- ▶ Updated electric, heating, ventilation, security and fire protection systems

Project designer: Child Bertman Tseckares

Project contractors: Suffolk Construction Company, Inc./NER Construction Management, Inc.

Project cost: \$147.3M

Project completed: February 2005



Results

A complete rehabilitation and renovation of the Historic John Adams Courthouse (Suffolk County) in Boston's Pemberton Square was completed on time and within budget. This building houses the Supreme Judicial Court, the Appeals Court and the Social Law Library and serves as both a judicial and civic center.



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