

# Major IT Project Portfolio

Status as of July 31, 2006

Presented To:  
**Legislative Finance Committee**  
 October 12, 2006

**Jeff Brandt, Deputy State CIO**



INFORMATION TECHNOLOGY SERVICES DIVISION  
 October 12-13, 2006



## Administration – Service Management Phase 1

Service Management Phase 1 project is part of the Excellence in Service Management program that implements best practices based on the ITIL framework. This project establishes the initial integrated IT Service Center functions.

<b>Project Status: Active</b>		<b>Overall Condition: Good</b>
Sponsor: CIO Dick Clark PMO: Yes IV&V: No Contingency: TBD	Budget: \$514K Size: Large Risk: High Due: Feb 2007	
<b>Issues:</b>	<b>Risks: H M L</b>	<b>Next Steps:</b>
1. Limited ITSD staff availability 2. Limited budget may impact return on investment 3. Lack of a service provider culture	R1 (H) - Resource availability limited R2 (M) - Reluctance to change R3 (M) - Maintain business as usual during implementation	<ul style="list-style-type: none"> <li>•Project start set for 8/14/06</li> <li>•Vendor-led Project Kickoff 8/16/06</li> <li>•Requirements gathering starts on 8/17/06</li> <li>•Detailed Project schedule to be determined by the middle of September</li> </ul>



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## Administration – Office of Public Defender

The purpose of this project is to provide all OPD employees with telephone and fax service, state network connectivity, state email accounts, and access to enterprise and public defender information technology applications.

<b>Project Status: Active</b>		<b>Overall Condition: Manageable</b>
<b>Sponsor:</b> CIO Dick Clark <b>PMO:</b> Yes <b>IV&amp;V:</b> No <b>Contingency:</b> Yes \$100K	<b>Budget:</b> \$500K Est. <b>Size:</b> Large <b>Risk:</b> High <b>Due:</b> 11/1/06	<p>Scope, budget, &amp; schedule driven by OPD and never locked-down so tracking is challenged</p>
<b>Issues:</b>	<b>Risks: H M L</b>	<b>Next Steps:</b>
<ol style="list-style-type: none"> <li>Diverse technologies in multiple locations</li> <li>Flip the switch (county to state operations in one weekend) leaves no time to shake down system</li> </ol>	<p>R1(H) – Dramatically increased scope – 5 plans to 11 plans</p> <p>R2(H) - Scale &amp; scope of work remaining with little time &amp; resources</p> <p>R3(H) - Competing project priorities</p>	<ul style="list-style-type: none"> <li>Working from Site Specific Punch lists</li> <li>ITSD is awaiting notification by OPD on leases for the last 5 offices. Those offices will be scheduled for service (network &amp; phone installation) when leased. Equipment ready.</li> <li>Final permanent office in place by 11/1/06</li> </ul>



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## Justice – Broker System

This project will create an interface system (broker) for transmitting data and transactions between applications at Justice, Corrections, and the Courts. The Integrated Justice Information System (IJIS) Broker is an extendable open standards platform.

<b>Project Status: Active</b>		<b>Overall Condition: Good</b>
<b>Sponsor:</b> Bill Griffenberg <b>PMO:</b> Yes <b>IV&amp;V:</b> No <b>Contingency:</b> No	<b>Budget:</b> \$1.67M+ <b>Size:</b> Large <b>Risk:</b> Medium <b>Due:</b> 2 <sup>nd</sup> Qtr 07	
<b>Issues:</b>	<b>Risks: H M L</b>	<b>Next Steps:</b>
Interagency cooperation and interfaces	R1 (M) – Key Resources availability	<ul style="list-style-type: none"> <li>Continue support of the <b>CCR MVD Disposition Reporting</b> pilot and close out that phase</li> <li>Continue the <b>Criminal Photo Repository</b> phase</li> </ul>



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## Revenue – IRIS Phase III

This is the final phase of the IRIS project and the purpose is to integrate all DOR administered taxes using the GenTax system, shutdown the POINTS system as per legislative mandate, and add DOJ gambling tax to the GenTax system

<b>Project Status: Active</b>		<b>Overall Condition: Good</b>
Sponsor: Gene Walborn & Gene Huntington PMO: Yes IV&V: Yes Contingency: Yes	Budget: \$9.1M Size: Large Risk: High Due: 1/2007	
<b>Issues</b>	<b>Risks</b>	<b>Next Steps</b>
1. Interagency project (DOR/DOJ) 2. Multiple Tax Types 3. IRS DATA Security 4. Production Support	R1 (H) - Decision Making R2 (M) - Staff Turnover R3 (M) - Excessive Customization	<ul style="list-style-type: none"> <li>Formal signoff on Rollout 1 functionality</li> <li>Continue with Rollout 2 system test</li> <li>Launch Rollout 2 – 10/2</li> <li>Finalize Rollout 3 requirements</li> </ul>



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## Revenue – Property Valuation and Assessment System (PVAS)

The Department of Revenue, Property Assessment Division is replacing five legacy computer systems (MODS, BEVS, CAMA, UAS, and Landisc) with one statewide Real and Personal Property Valuation System.

<b>Project Status: Active</b>		<b>Overall Condition: Good</b>
Sponsor: Randy Wilke PMO: Yes IV&V: Yes Contingency: Yes	Budget: \$5.75M Size: Large Risk: High Due: 07/07	
<b>Issues</b>	<b>Risks</b>	<b>Next Steps</b>
1. Development work behind schedule 2. Resource Allocations 3. Internal Project Management	R1 (H) - Conversion, multiple systems R2 (M) – Schedule slippage R3 (M) – Operational Performance	<ul style="list-style-type: none"> <li>Continue Design work on CAMA CALCS</li> <li>Continue MT specific Development</li> <li>Update Conversion Issues Log</li> <li>Complete System Performance</li> <li>Complete System Test and Conversion Scenarios</li> <li>Complete Mock Conversions</li> <li>Implement Mitigation Strategies</li> </ul>



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## Transportation – SiteManager Construction Implementation

The project purpose is to provide MDT with consistent, uniform, and accurate construction contract administration processes and procedures utilizing the American Association of State Highway and Transportation Officials (AASHTO) best practices.

<b>Project Status: Active</b>		<b>Overall Condition: Good</b>												
<b>Sponsor:</b> Lisa Durbin <b>PMO:</b> Yes <b>IV&amp;V:</b> No <b>Contingency:</b> Yes	<b>Budget:</b> \$5.2M <b>Size:</b> Large <b>Risk:</b> High <b>Due:</b> 6/2008	<table border="1"> <caption>Planned vs Actual Progress</caption> <thead> <tr> <th>Category</th> <th>Planned (%)</th> <th>Actual (%)</th> </tr> </thead> <tbody> <tr> <td>Scope</td> <td>55</td> <td>35</td> </tr> <tr> <td>Budget</td> <td>45</td> <td>45</td> </tr> <tr> <td>Schedule</td> <td>45</td> <td>45</td> </tr> </tbody> </table>	Category	Planned (%)	Actual (%)	Scope	55	35	Budget	45	45	Schedule	45	45
Category	Planned (%)	Actual (%)												
Scope	55	35												
Budget	45	45												
Schedule	45	45												
<b>Issues</b>	<b>Risks</b>	<b>Next Steps</b>												
<ol style="list-style-type: none"> <li>Subcommittee interaction and communication – need to ensure all gaps are caught and addressed</li> <li>Scope is behind</li> <li>Proposed process reviews could delay teams</li> </ol>	<p>R1 (H) - Schedule and impacts</p> <p>R2 (H) – External connectivity</p> <p>R3 (L) –Long-term maintenance and training needs/FTE</p>	<ul style="list-style-type: none"> <li>SuMit teams are working hard on the fit/gap process and the development of the proposed processes. The process reviews need to be completed to keep the project moving forward.</li> <li>As proposed processes are developed, teams are identifying the list of values of the associated code tables. An action team has been formed to review the proposed values, after which the System Administration team will load them into the system.</li> <li>Teams have started their user acceptance testing.</li> </ul>												



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## Transportation – SiteManager Materials Implementation

The project purpose is to implement the materials management functions within the Trns\*port module, SiteManager to various entities inside and outside the Materials department. This will provide MDT with consistent an accurate materials administration utilizing national DOT best practices.

<b>Project Status: Active</b>		<b>Overall Condition: Good</b>												
<b>Sponsor:</b> Matt Strzich <b>PMO:</b> Yes <b>IV&amp;V:</b> No <b>Contingency:</b> Yes	<b>Budget:</b> \$1.28M (Contractor Only) <b>Size:</b> Large <b>Risk:</b> High <b>Due:</b> 6/2008	<table border="1"> <caption>Planned vs Actual Progress</caption> <thead> <tr> <th>Category</th> <th>Planned (%)</th> <th>Actual (%)</th> </tr> </thead> <tbody> <tr> <td>Scope</td> <td>5</td> <td>5</td> </tr> <tr> <td>Budget</td> <td>5</td> <td>5</td> </tr> <tr> <td>Schedule</td> <td>5</td> <td>5</td> </tr> </tbody> </table>	Category	Planned (%)	Actual (%)	Scope	5	5	Budget	5	5	Schedule	5	5
Category	Planned (%)	Actual (%)												
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Budget	5	5												
Schedule	5	5												
<b>Issues</b>	<b>Risks</b>	<b>Next Steps</b>												
<ol style="list-style-type: none"> <li>Changes in InfoTech resources</li> <li>Project schedule and budget has not been baselined and finalized</li> <li>MDT resources busy during construction season</li> </ol>	<p>R1 (H) – Long term maintenance and Training needs/FTE</p> <p>R2 (H) – Schedule and impacts</p> <p>R3 (H) –Time expectations of internal resources</p>	<ul style="list-style-type: none"> <li>Baseline project schedule and MDT budget by the end of September</li> <li>Timely review and posting of action items and meeting minutes</li> <li>Ensure appropriate transition for replacement InfoTech staff</li> <li>Complete and refine project management structure set-up</li> </ul>												



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## Justice – MERLIN

MERLIN (Montana Enhanced Registration and Licensing Information Network) is the next Phase of the Team 261 Business Process Reengineering effort. MERLIN will implement a customized commercial Motor Vehicle system developed by Archon within the Motor Vehicle Division.

<b>Project Status: Active</b>		<b>Overall Condition: Caution-Funding</b>												
<b>Sponsors:</b> Larry Fasbender, Dean Roberts <b>PMO:</b> Yes <b>IV&amp;V:</b> No <b>Contingency:</b> No	<b>Budget:</b> \$22.5M <b>Size:</b> Large <b>Risk:</b> High (Due to \$) <b>Due:</b> 2 <sup>nd</sup> Qtr 2008	<table border="1"> <caption>Planned vs Actual Performance</caption> <thead> <tr> <th>Category</th> <th>Planned</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Scope</td> <td>20</td> <td>25</td> </tr> <tr> <td>Budget</td> <td>25</td> <td>30</td> </tr> <tr> <td>Schedule</td> <td>30</td> <td>35</td> </tr> </tbody> </table>	Category	Planned	Actual	Scope	20	25	Budget	25	30	Schedule	30	35
Category	Planned	Actual												
Scope	20	25												
Budget	25	30												
Schedule	30	35												
<b>Issues:</b>	<b>Risks: H M L</b>	<b>Next Steps:</b>												
<b>Funding:</b> IV&V and contingency not budgeted	<b>R1(M)</b> - Funding Constraints <b>R2(M)</b> - Mandated Legislative Changes <b>R3(M)</b> - Knowledge transfer	<ul style="list-style-type: none"> <li>•Continue Strategy and Design Activities for second software release (Title &amp; Registration planned release July 1, 2007)</li> <li>•Begin Strategy and Design Activities for third software release (Driver Services planned release Q1 2008).</li> <li>•<b>Recent Accomplishments:</b> 1) Completed rollout activities for first software release (Accounting functions July 1, 2006)</li> </ul>												



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## Major IT Programs

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## Administration – Interoperability Montana (Public Safety Radio Initiative) PROGRAM

This initiative will create a state-wide public safety radio system implemented through a series of regional installations.

<b>Program Status: Active</b>		<b>Overall Information</b>
<b>Sponsors:</b> County law enforcement; Interoperability Montana Project Board; nine regional communication consortia. <b>State coordinator:</b> ITSD/Public Safety Bureau <b>PM:</b> Yes		<b>Estimated expenditures:</b> potential \$150M (NTIC \$14M) <b>Size:</b> Large <b>Risk:</b> High <b>Estimated completion:</b> 2013
<b>Issues:</b>	<b>Risks: H M L</b>	<b>Next Steps:</b>
<ul style="list-style-type: none"> <li>• Due to limited funding, the implementation must be completed in phases over an extended period of time.</li> <li>• Extensive coordination with local, tribal, state and federal agencies.</li> </ul>	<ul style="list-style-type: none"> <li>R1 (M) - Finding new funding sources</li> <li>R2 (M) - Independent Governance Structure is eventually required</li> <li>R3 (M) - Multiple stakeholder buy in</li> </ul>	<ul style="list-style-type: none"> <li>• The Northern Tier project will be implemented over the next 12 months. It will form the foundation for statewide deployment (est. summer 2007 completion)</li> <li>• IMPD will define priorities for deployment beyond the Northern Tier</li> <li>• Obtain frequencies from Federal Sources</li> <li>• IMPD will implement site development for '05/'06 homeland security funding over the next two years.</li> <li>• Obtain additional federal and state funding.</li> </ul>



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## Administration – E-911 Initiative PROGRAM

The initiative will implement state-wide E911 service, including Phase II wireless capability. Enhanced 911 provides the phone number and location information to the Public Safety Answering Point (PSAP). Phase II wireless provides the phone number, location and GIS coordinates to the PSAP. The initiative also includes an emergency notification service and a redundant network.

<b>Program Status: Active</b>		<b>Overall Information</b>
<b>Sponsors:</b> Counties <b>State Coordinator:</b> ITSD/Public Safety Bureau <b>PM:</b> Yes		<b>Estimated expenditures:</b> \$3.3M <b>Estimated State expenditures:</b> \$3.3M <b>Size:</b> Large <b>Risk:</b> High <b>Estimated completion date:</b> December 2006
<b>Issues:</b>	<b>Risks: H M L</b>	<b>Next Steps:</b>
<ul style="list-style-type: none"> <li>• 28 PSAPs participating</li> <li>• 3 Tribal PSAPs participating</li> <li>• 4 PSAPs taking live calls</li> </ul>	<ul style="list-style-type: none"> <li>R1 (M) – 1<sup>st</sup> software upgrade due early August</li> <li>R2 (M) - Work with local jurisdictions to develop MSAG</li> </ul>	<ul style="list-style-type: none"> <li>• Allow integration between existing telephone systems and 9-1-1 call taking equipment.</li> <li>• All jurisdictions at different level of MSAG development for 9-1-1 database</li> </ul>



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