

Project Startup Report

Project Name: Billing Rewrite

Agency: Information Technology Department (ITD)

Business Unit/Program Area: Administrative Services

Project Sponsor: Dan Sipes

Project Manager: Brandi Fagerland

Project Description

ITD currently has three legacy billing systems that run on two separate ITD mainframes. These systems are over twenty-seven years old. This project involves the rewrite of two of these systems to a more current technology platform. ITD would also like to potentially gain some internal business efficiencies as well as give State agencies better access to billing details and reports.

The three separate ITD billing systems were developed in-house. The Data Processing (DP) system is the most complex of the three. This system bills out staffing, network, hosting, and miscellaneous charges. The Telecommunications (TC) system is used to bill for phones, phone features, long distance services, and miscellaneous charges. The Micrographics (MG) system is used to bill the hourly staffing for specialists, filming, and scanning charges. The MG system will not be converted within the scope of this project because ITD does not plan to offer these services in the 2013-2015 biennium.

Business Needs and Problems

1. Due to the ITD goal to shut down the mainframe, ITD needs to migrate the DP and TC billing applications to a current technology platform
2. Build a new billing system that meets ITD's business needs, gives more flexibility, and helps gain some internal business efficiencies
3. Provide customers better electronic access to billing reports and billing detail data

Key Metrics

Project Start Date	Project End Date	Original Baseline Budget
11/04/2013	06/09/2015	\$1,007,061

Objectives

Project Objectives	Measurement Description
<p>Business Need/Problem 1: Due to the ITD goal to shut down the mainframe, ITD needs to migrate the DP and TC billing applications to a current technology platform</p> <p><u>Objective 1.1:</u> Within six months of the new system implementation, the old system is shut down on the mainframe.</p>	<p><u>Measurement 1.1.1:</u> Within six months of the new system implementation, the project manager and technical lead will confer with the project sponsor to ensure the old system can be shut down. They will then make contact with ITD development and mainframe staff to shut down the system and follow-up to ensure it is shut down.</p>
<p>Business Need/Problem 2: Build a new billing system that meets ITD's business needs, gives more flexibility, and helps gain some internal business efficiencies</p> <p><u>Objective 2.1:</u> Create both system and</p>	<p><u>Measurement 2.1.1:</u> By final system implementation, the system and user documentation is complete and a process for keeping the documentation current has been developed.</p> <p><u>Measurement 2.2.1:</u> Within six months of the new system implementation, ITD Administrative Services staff will be</p>

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<p>user documentation for the new ITD billing system.</p> <p><u>Objective 2.2:</u> Provide more flexibility in defining revenue breakouts</p> <p><u>Objective 2.3:</u> The current system adequately meets several business needs. The new system must be built to continue to adequately meet those business needs.</p> <p><u>Objective 2.4:</u> Create efficiencies in the processes in the new system that aren't working ideally in the current system</p> <p><u>Objective 2.5:</u> Reduce the need for manual processes for distributing revenue</p>	<p>surveyed to determine whether they feel they have more flexibility in defining revenue breakouts than they did with the old system.</p> <p><u>Measurement 2.3.1:</u> Within six months of the new system implementation, ITD Administrative Services staff and ITD Software Development staff will be surveyed to determine whether the new system continues to meet the business needs that were met by the old system.</p> <p><u>Measurement 2.4.1:</u> Within six months of the new system implementation, ITD Administrative Services staff and ITD Software Development staff will be surveyed to determine whether efficiencies have been gained.</p> <p><u>Measurement 2.5.1:</u> Within six months of the new system implementation, ITD Administrative Services staff and ITD Software Development staff will be surveyed to determine whether the need for manual processes for distributing revenue has been reduced.</p>
<p>Business Need/Problem 3: Provide customers better electronic access to billing reports and billing detail data</p> <p><u>Objective 3.1:</u> Neither the ITD billing system mainframe client nor any other client software is needed by customers to access billing reports and billing detail data</p> <p><u>Objective 3.2:</u> ITD billing system customer reports are easier to navigate</p> <p><u>Objective 3.3:</u> Eliminate some static reports and replace with query capability</p> <p><u>Objective 3.4:</u> Provide the ability for customers to export data out of the new system in order to import that data into a State supported tool to do their own analysis</p>	<p><u>Measurement 3.1.1:</u> Within six months of the new system implementation, ITD billing system customers will be surveyed to determine if access to ITD billing system reports and data is easier or harder to gain than with the old system.</p> <p><u>Measurement 3.2.1:</u> Within six months of the new system implementation, ITD billing system customers will be surveyed to determine if ITD billing system reports are easier to navigate.</p> <p><u>Measurement 3.3.1:</u> Within six months of the new system implementation, ITD billing system customers will be surveyed to determine if the query capabilities better meet their business needs than the old system static reports.</p> <p><u>Measurement 3.3.1:</u> Within six months of the new system implementation, ITD billing system customers will be surveyed to determine if the exporting of data functionality in the new system allows them to import that data and perform analysis.</p>

Cost/Benefit Analysis

Anticipated Benefit(s): The current systems are over 27 years old and run on ITD's mainframe which is being phased out. Achieving this objective will provide the State with an enhanced ITD billing application and also allow ITD to remove one more applications from the mainframe.

Anticipated Benefit(s): Currently, billing system user-maintained documentation is incomplete. As a result, a few key ITD personnel are the only ones who fully understand the business use of the system. By creating documentation for the new system, new users of the system will be more likely to have the tools they need to understand the system faster. Also, having a process to keep the documentation current will ensure continued maintenance of the documentation.

Anticipated Benefit(s): The ITD accounting staff will be able to give the customer a simplified billing charge while allowing ITD accounting staff the ability to see the revenue distribution for specific cost centers.

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Anticipated Benefit(s): The current system has served the ITD billing needs for twenty-seven years. Meeting Objective 2.3 will ensure that at least those needs will continue to be met and ensures that enhancements and efficiencies will be achieved with the new system.

Anticipated Benefit(s): While the ITD Administrative Services staff does not foresee that the need for manual processes will be eliminated, they anticipate the need will be reduced. In financial audits of the past, auditors have been concerned about some of the data calculations that are performed outside of the application that hosts the system data.

Anticipated Benefit(s): Current electronic access to invoices and bill detail requires access to the State's mainframe and a mainframe client. The new system will provide better access to invoices, bill detail and supporting data utilizing a standard web browser.

Anticipated Benefit(s): Currently, detailed billing reports are difficult to use because individual billing detail reports are nested within the "Rate Charges by Department" report in OnDemand, the mainframe report repository and indexing system for mainframe reports. The new system will provide easier access to this data.

Anticipated Benefit(s): In the current system, reports exist that aren't used because they are too lengthy and/or too difficult to understand. Many of these reports can be replaced with application query capabilities.

Anticipated Benefit(s): ITD billing system customers have the need to better analyze ITD billing data. Giving them the ability to export their data will allow them to do this.

Key Constraints or Risks

Risk: The main risk to the project is to contain the scope of the project. There are many enhancements that the department and ITD customers would like to see to the ITD billing system.

Impact: Cost and time overruns

Response: Be very thorough in requirements gathering and evaluating which of the desired enhancements are included in the final project scope.

Risk: ITD Software Development staff supporting the project will be prioritized to work on customer projects instead of this internal project.

Impact: Cost and time overruns

Response: The decision to reprioritize Software Development staff will be approved by the Executive Steering Committee.

Risk: ITD Administrative Support staff has other priorities that prevent attention to this project.

Impact: Cost and time overruns

Response: ITD Administrative Support staff will be able to cover for each other to a point. When attention is needed by specific staff, the specific staff member will be notified.

Risk: Proper level of customer involvement

Impact: Quality – The new system does not meet the customer business requirements

Response: The project team will ensure that key customers are identified and a "Customer Advisory Group" is created. During planning, tasks will be scheduled to ensure that this Customer Advisory Group is engaged in key deliverables.