

Questions for Contract 95478 – IT Strategic Planning

Question 1: Would you please clarify if the client references requested in the SOW are company references or candidate references?

“12.6 References: Provide three clients for similar type projects.” is requesting a contact name from three companies, where you have preformed similar work.

Question 2: What current planning documents are available to review (current IT plan, project list, status reports, etc.)?

Mn/DOT’s Program Management Section has a project portfolio, including Charters (Business Cases) in Discovery and Scoping and Projects in Initiation and Execution with project plans and status reports.

Question 3: What are the top 3 - 5 enterprise-wide IT initiatives that have been currently indentified? What stage are each of these initiatives in (planning, implementation, etc.)

Information on over 60 projects in various stages of development will be available to the successful responder.

Refer to attachment: Q3 FY10 IT Projects. Docx for some preliminary information.

Question 4: In section 1.3.1: For each DOT department: What are the specific departmental initiatives (new systems, system upgrades, new technology) Ex: Finance - What systems are they looking at for either additions/adjustments/replacements.

Section 1.3.1 states;

The focus of this project is to create an IT Strategic Plan for OI&TS and a methodology that can be repeated for other offices throughout the enterprise.

A strategic plan is being completed for OI&TS. Refer to the answer to question 3 for project/initiative information.

Question 5: Is there a set of business strategic departmental plans that can be shared at this time?

Mn/DOT Transportation Strategic Vision can be shared at this time.

<http://www.dot.state.mn.us/strategicvision/vision.html>

Question 6: What is the prioritize process for major IT investments currently in use?

The OI&TS Program Management section owns the prioritization process.

Refer to attachment: Q6 Program Policy 2008-08-25.ppt

Question 7: Are there lists of IT infrastructure (networks, storage, security equipment and number of PCs/laptops), business applications and investments (current and proposed for the next 2 years that can be shared?

Mn/DOT has many lists of IT Assets, including an IT Asset Management System (ITAMS) with hardware assets, including network, storage, security equipment and number of PCs/laptops. We also have an Application Inventory Application (AIA) with about 250 applications that include profile information, business value, technical condition and life cycle stage. Future investments were discussed in Question 2 and are part of the project portfolio. Mn/DOT has also recently completed the Office of Enterprise Technology IT Assessment inventory and information that will be available to the successful responder.

Question 8: 1.3.9: What metric are currently used to measure performance?

Refer to attachment: Q8 ODS IT Briefing Oct 30 2007 to Commissioner.ppt

Question 9: 1.3.15: Is there a current list of IT services that can be shared? Also, what is the current status of the ITIL implementation?

No, there is not a comprehensive list of IT Services and no IT Service Catalog. ITIL Foundation training and other certification training has been delivered to IT Staff. Project process initiatives are in very stages of maturity and implementation. Initiatives in production include Incident Management, Request Fulfillment, and Asset Management. Change Management is going thru the construction stage and Configuration Management has entered Analysis and Design. Remedy has been selected as the IT Service Management tool that will be deployed in 2010.

Question 10: 4.1.3: We would like a copy of the current IT organizational chart and sample job descriptions (if possible - manager level and above).

*Refer to attachment OITS Org chart version 1.81 dated 9 16 09.doc
Job descriptions can be made available to the successful responder.*

Question 11: Can you please clarify 12.4.4? I don't understand what you are expecting.

Section 12.4.4 states;

For each "response," responder would need to explain if their solution already includes the business/project requirements or would the solution have to be modified. Ask for a description of the deliverables that would be modified.

In your detailed response, clearly state if your solution includes all Mn/DOT Project Requirements; all section 2.0 duties and deliverables, and every 3.0 deliverable for this SOW.

Question 12: How many DOT resources will be assigned to this project? Roles? Hours/week?

No MnDOT project resources have been allocated to complete the deliverables in this SOW. Subject Matter Experts are available to provide information, assessment support, and planning as described in section 4.1.

Question 13: Do you prefer T&M or a fixed cost?

A fixed cost is preferred.

Question 14: How much training do you anticipate will be involved? What resources and how many will be trained? Will DOT allocate resources to assist with training development?

The amount of training depends on the proposed strategic methodology and initiatives. The training is initially for staff referenced in 4.1. Mn/DOT allocation of resources may be considered, based on the final communications plan that includes training plans.

Question 15: Will a DOT PM be assigned to this effort?

The successful responder will coordinate with the IT Strategic Planning Manager (Contract Manager) as described in section 4.1.2.

Question 16: Does DOT currently have a service catalog? How effective is it?

No.

Question 17: Will a DOT technical writer be available to assist with documentation?

No

Question 18: Do you prefer a team of one or more?

No preference as long as all requirements are met.

Question 19: In the SOW it indicates that "All rates provided must not exceed the rates identified under the Master Contract Program." The skill category for this role is Analyst-Business. Does this mean that our rate cannot be over our contract rate for Analyst-Business? Can we propose other types of resources for this project and if so, are we subject to the Analyst-Business rates or to the rate we have agreed to via the MCP for that role?

We are requesting that Analyst-Business resources have the required skills. Other types of resources can be proposed with rates that cannot exceed the Master Contract Program rate set up for that resource.

Question 20: Are you viewing this as a project whereby the vendor will supply more than one resource to complete this work, or is this considered a staff augmentation request?

Mn/DOT expects one or more resources to complete the work to implement the responders proposed work plan, methodology, and approach.

FY10 Division Director Development Funding - John

- Carryover
 - 1053 Cultural Resources Information System
 - \$342K
 - 1218 REALMS Phase 3 GIS
 - \$131K
- FY10 Scheduled
 - 1235 Climate Savers
 - \$100K
 - 1271 Performance Measures
 - \$10K
 - 1272 Safety Analyst Implementation
 - No hard \$
 - Staff time only
 - 1280 Employee Capability Management System (ECMS)
 - \$300K
 - 1281 OAPRRT-GIS Mapping for Outdoor Advertising
 - \$100K
 - 1285 Rail Grade Crossing Improvement Project (RGCIP) Enhancements
 - Federal Grant \$
- Committed \$983K
- Current Planned Over Commitment \$28K
 - Based on \$955K allocated.

FY10 Potential Execution Projects (Program Summary Handouts) - Kim

- 1009 Contract Management/EATS/CART Integration
- 1067 TIS Mainframe Retirement
- 1217 Steel Fabricator Inspection Projects
- 1237 Traffic Data Management System
- 1249 Live STIP Feasibility (Follow On Project)
- 1292 Construction Project 'One-Pagers'
- 1293 MDSS End of Shift Report & Business Data Analysis
- 1296 Bridge Inspection Data
- 1304 Commissioner Orders
- 1307 INNOTAS PARI Pilot
- 1308 Civil Rights AASHTO Interface (Phase 2)
- others in scoping

- others 'to be discovered' or requested

Division Director Decisions

- ✓ All IT projects will follow the Stage-Gate process, regardless of funding source.
- ✓ IT Projects will not be considered in the Consultant Services Funding solicitation.
 - ✓ Move any IT Projects proposed from the CSF process to the IT Project Process.
- ◆ The Central Development fund will be supplemented by \$400K to provide for a \$1.2M annual program.

What is a Project?

- ◆ Your idea is a Project if it meets any of the following criteria:
 - Has a combined soft & hard dollar cost > \$5,000.
 - Requires more than 80 person hours of effort.
 - Requires a duration of more than three or four calendar weeks to fully implement.
 - “Feels” like a project to you.

What are the IT Programs?

Program	Criteria/Definition
MN.Enterprise	<ul style="list-style-type: none">• IT Projects that are pursued at the statewide level. (It is anticipated that the results of the “Drive to Excellence” will originate some projects in this area and define criteria for what projects should be included here.)
DOT.Department (a.k.a. Division Director’s Program)	<ul style="list-style-type: none">• IT Projects with >\$50K combined soft & hard dollar cost• IT Projects That Have a “Sizeable” Impact (“Sizeable” is currently subjective)<ul style="list-style-type: none">○ Impact on Human Resources○ Impact on Delivery of Services• Projects that seem interesting to “someone” and seem to have departmental significance in their eyes.<ul style="list-style-type: none">○ “Someone” could be the 6-Pack, an Office Director or DE, The Major, Dept. of Admin/OT, you, etc.• IT Projects using Central Development or Consultant Services funds.
DOT.Office	<ul style="list-style-type: none">• IT projects with >5K and <50K combined soft & hard dollar cost that are performed by/for a district or office.
DOT.ITS	<ul style="list-style-type: none">• Intelligent Transportation Systems (ITS) projects with IT impact or statewide reporting requirements.

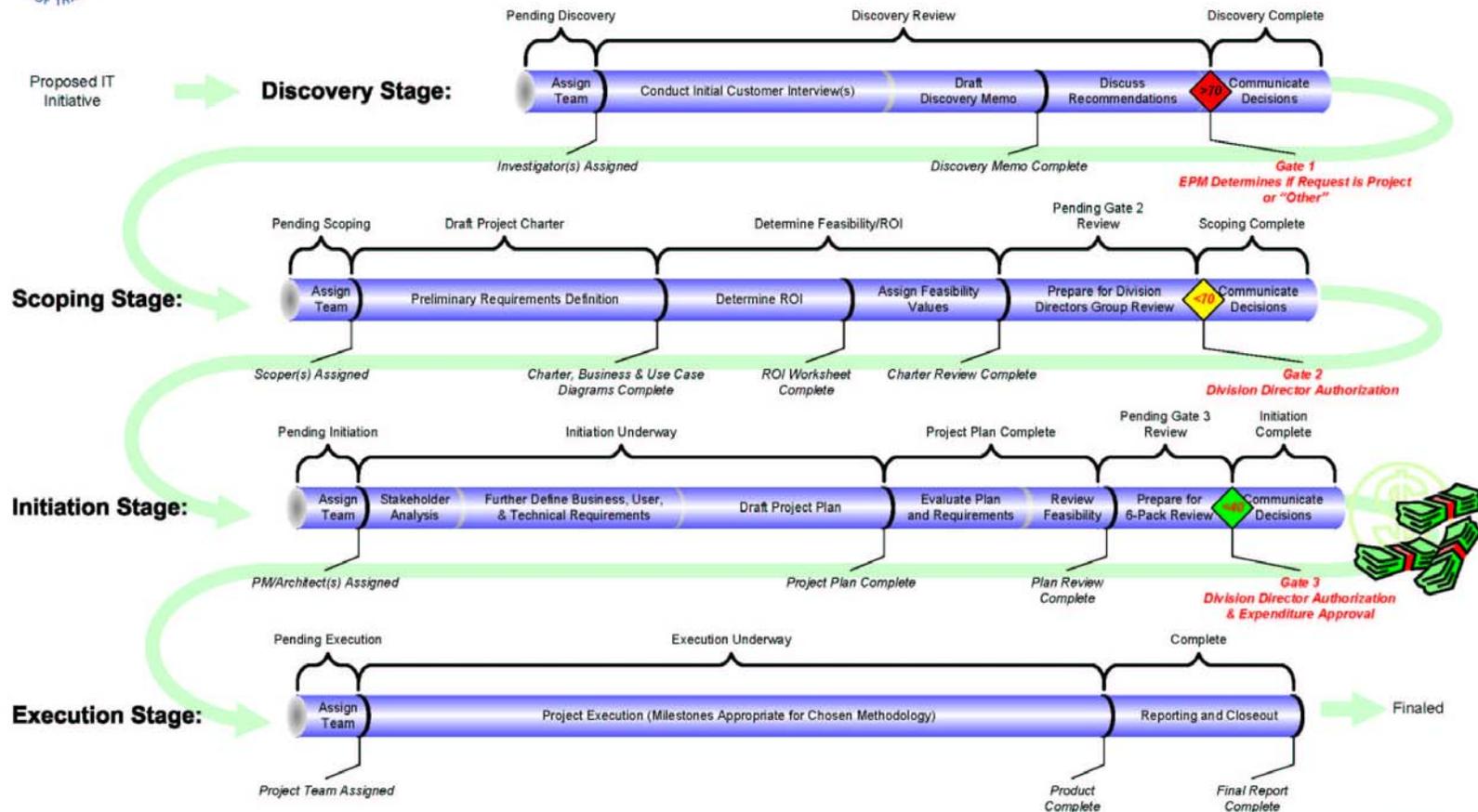
Mn/DOT's IT Program

- ◆ Managed by the Division Directors Group.
Their role is:
 - Select IT Projects for the Department's IT Program
 - Monitor status of Projects in the Department's IT Program
 - Manage the use of Central Development Funds
 - ◆ Bear in mind that if you use their money, you're in their program

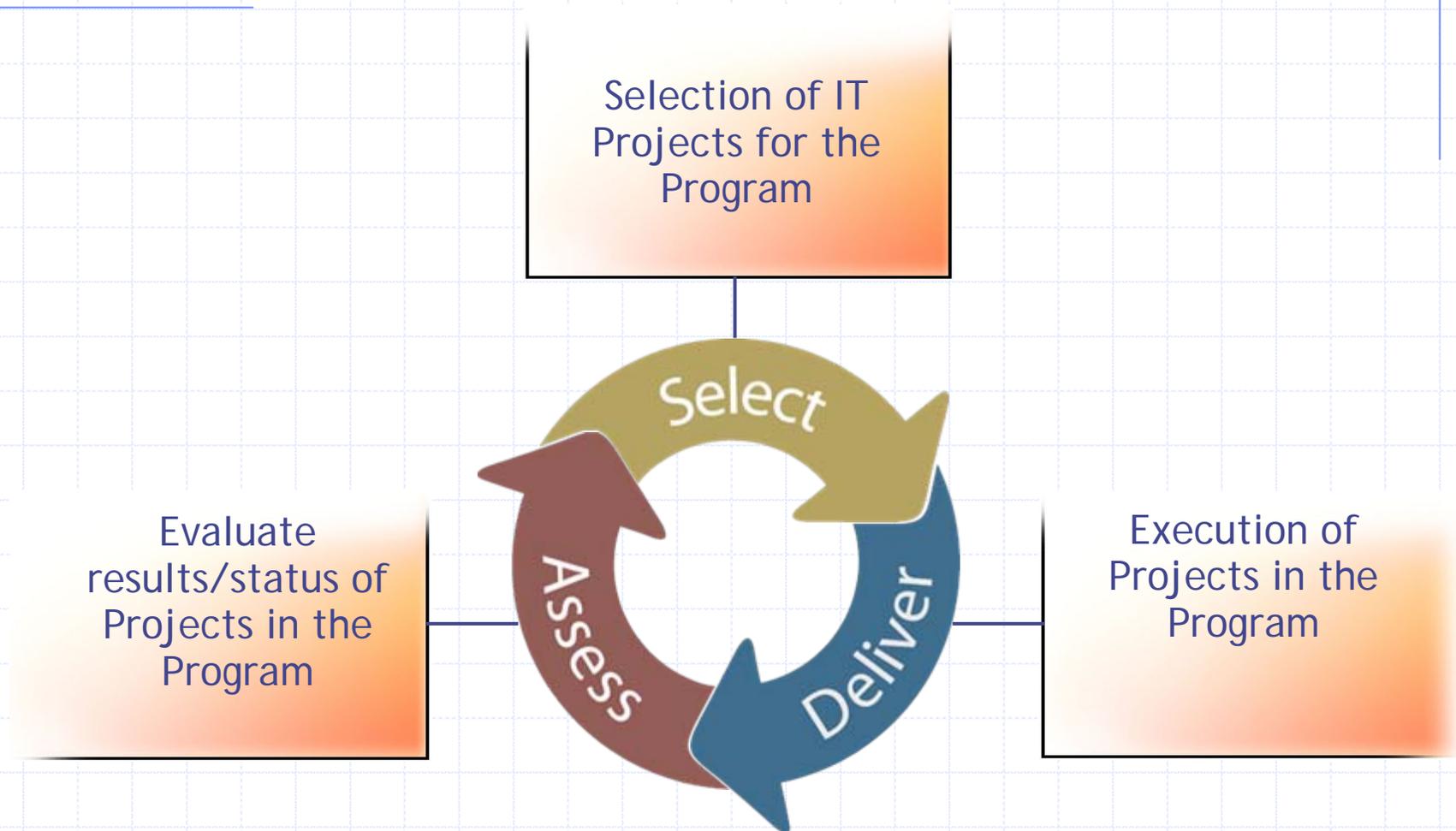
Review – Developing a Project (a.k.a. “Riding the Snake”)



IT Project Stage-Gate Model



Managing the Program (a.k.a. "Eating The Bagel")





Office of Decision Support

Annual Report to Commissioner's Staff

October 30, 2007

Areas to Cover

- Trends
- Mn/DOT IT projects
- Electronic government services
- State IT utility services
- Plans to evolve measures

Trends

- ❑ Increased use of technologies such as CADD, GIS, EDMS, video streaming, and portable devices
- ❑ IT funds shifting towards preservation and operations and less for new development
- ❑ Increased demand by business areas to use technology to improve delivery of products and services (more projects in the queue requiring better scoping, prioritization, communications, and management support for a limited number)

Trends (continued)

- ❑ Increased number and sophistication in IT security threats
- ❑ Increased need for strategic information planning to improve decision making, investments, and help resolve issues
- ❑ Increased statewide movement toward utility and shared services to improve security, business continuity, availability, and cost

Mn/DOT IT Projects

- Measures
 - % of Projects on schedule
 - % of Projects on budget

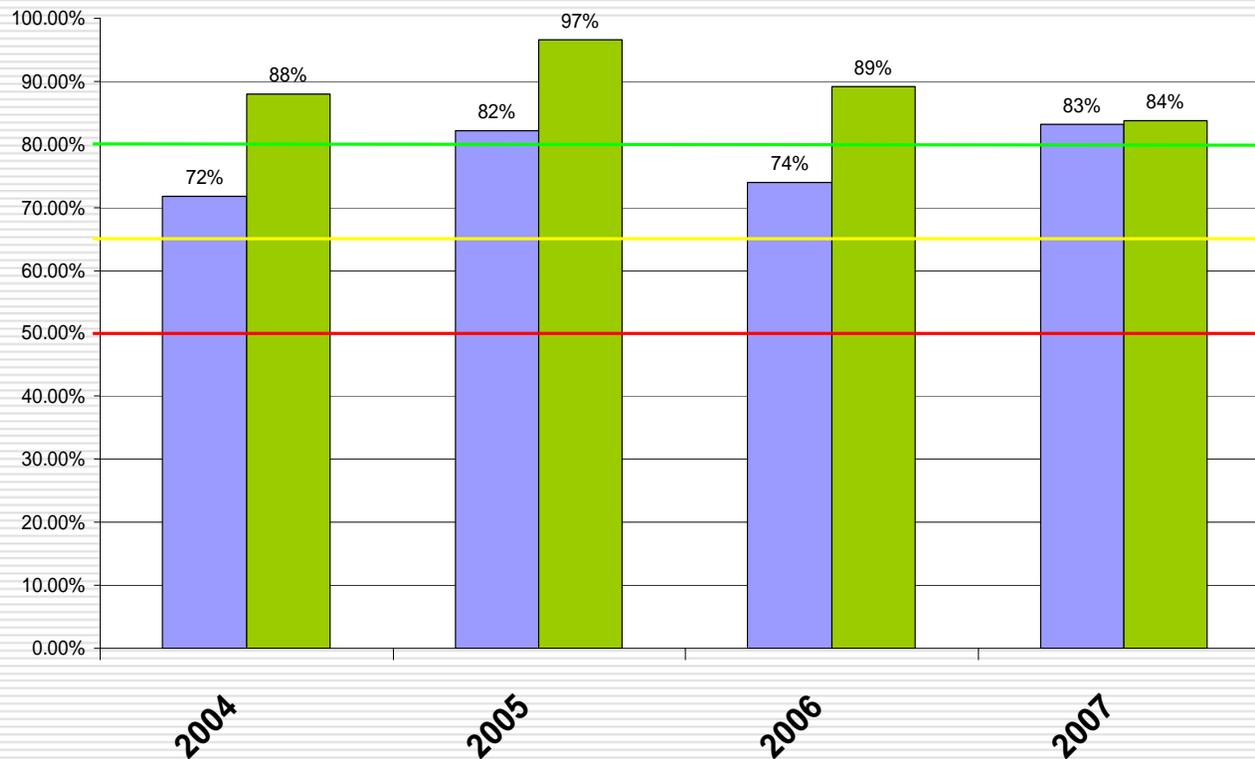
- **Target** - 80% of projects in the execution phase are completed on schedule and on budget

- 2007 – Averaged 83% for schedule, 84% budget

IT Project Performance

(Yearly Average from 2004 – 2007)

Target - 80% of Projects in the Execution Phase are completed on Schedule (blue bar) and on Budget (green bar)



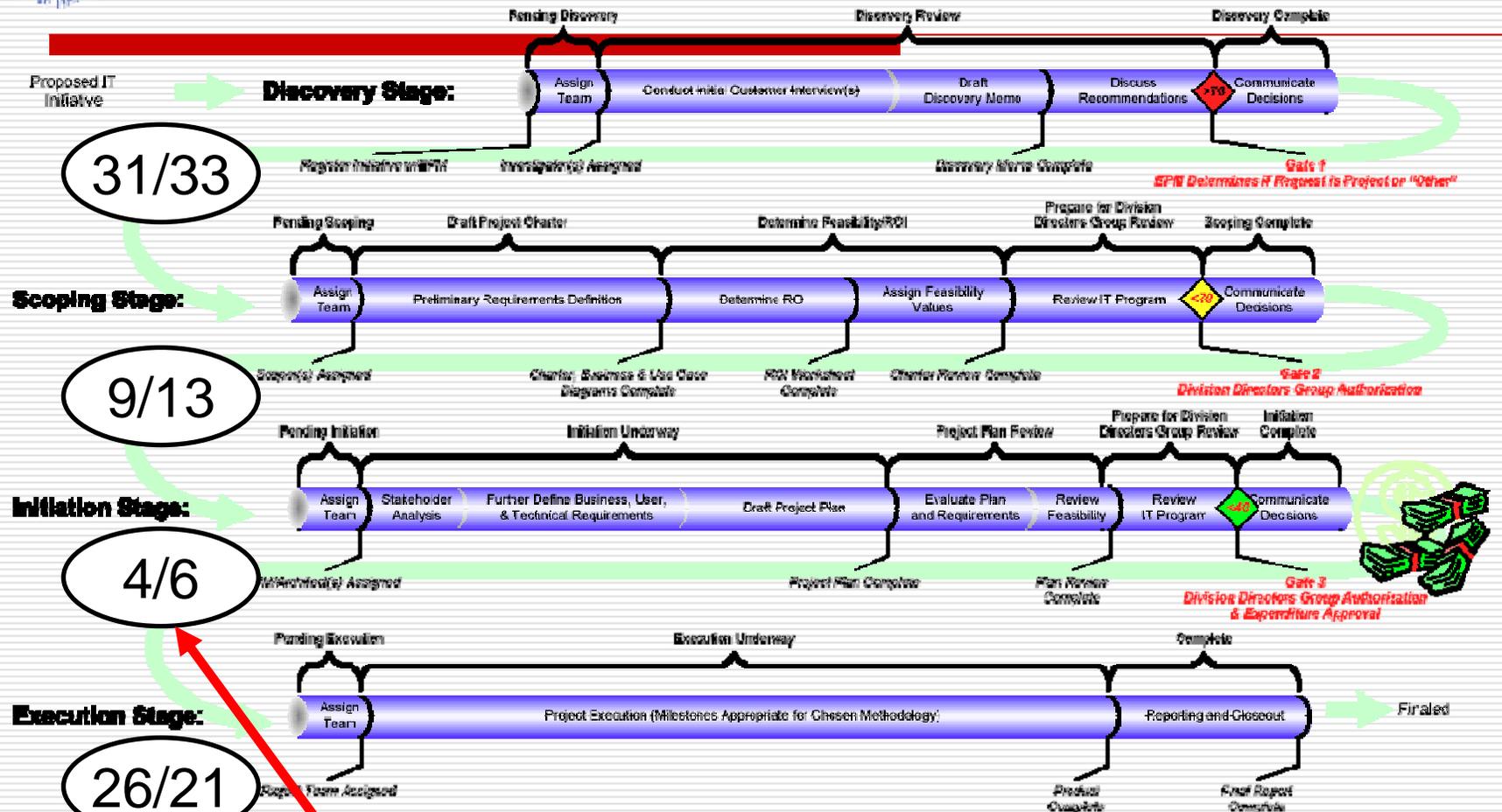
IT Program - What's Been Done

- ❑ Delivered 17 department level projects in FY07
- ❑ \$4.8M+ in IT development work in FY07 (\$800K central development fund)
- ❑ FY08 projects prioritized with division directors
- ❑ Provided quarterly updates to division directors and division business managers
- ❑ Other state agencies and OET modeling their program management functions after ours

IT Project Development Model



IT Project Stage-Gate Model



of Projects currently in each Stage
(Department Program/Office Program)

Version 2005.1.06

Example IT Projects Completed

- REALMS – phase I & II
- Electronic Plans Distribution
- Aries – Grievance Tracking System
- Spatial Index User Interface
- IT Asset Mgt System (ITAMS)
- Rail Grade Crossing Improvement Program
- RouteBuilder Replacement Feasibility
- MAPS replacement requirements
- WAN & Videoconference to OET – Phase 1

Example In-House Development Projects Completed

- 1054 Gopher State One Call (GSOC) Phase 2
- 1005 Data Practices Information Request (DPIR)
- 1098 Mn/DOT Vehicle Accident Tracking
- Consultant Agreements Web Site link to EDMS
- State Aid File Upload

Example IT Projects Executing in FY08

- HydInfra
- U MART Enhancements/EDMS Collaboration
- Sign Management
- Civil Rights & Labor Management System (CRLMS)
- Public Transit Application (PTA) Phase II/III
- Laboratory Information Management System (LIMS)
- ARIES -Grievance Tracking (ODS In-house Build)
- Finish Voice over IP Deployment
- TeamMate Audit Software Assessment
- Data Practices Support for Bridge 9340

Data Practices Support for Bridge 9340 and AG's Office (P1113)

- Working with Data Practices, Records Mgr, and AG
- Document ID, scanning and profiling
- Central email & VoIP account
- Disaster recovery tape preservation
- Email “archive” tools
 - (search, discovery, review, catalog)
- Electronic file tools
 - (search backup tapes, review, catalog)
- Data access and distribution
- Request Tracking

Electronic Plans Distribution (P840)

- ❑ Electronically distributes highway construction plans, proposals, and addenda
- ❑ Greatly reduces the time between project advertisement and bid letting
- ❑ Benefits all stakeholders (Mn/DOT, contractors, and subcontractors)
- ❑ Plans viewed at no cost or downloaded for \$20.00
- ❑ E-Plans was implemented at a cost of \$46,000.
- ❑ Reduces the costs of distributing plans and proposals
- ❑ Should increase number of contractors bidding
- ❑ Mn/DOT now is posting 100% of their construction project plans and proposals on-line using E-Plans.

Voice over IP (P1050)

- Sites Completed (3900 Phones)
 - Central Office
 - Metro (Waters Edge, Golden Valley, Oakdale, RTMC)
 - Aeronautics, Fort Snelling, Materials Lab, Northstar
 - District 1 (Duluth & Virginia)
 - District 2 (Bemidji, Thief River Falls, Crookston)
 - District 3 (Baxter, St Cloud)
 - District 4 (Detroit Lakes, Morris)
 - District 7 (Windom, Mankato)
 - District 8 (Willmar, Marshall)
- **Sites to be completed by December 2007 (200 Phones)**
 - District 6 (Rochester, Owatonna)
 - District 8 (Hutchinson)

Voice over IP (P1050)

□ Total savings for converted sites

■ Annual Centrex Costs (Old phones)	\$1,089,095
■ Annual VoIP Costs (New phones)	\$ 514,282
■ Annual Savings	\$ 574,812
■ Percent Savings	53%

□ Capital Costs for converted sites

■ OET Capital Costs	\$ 337,874
■ Hardware Capital Costs	\$1,449,548
■ Total	\$1,787,422

IT Program Next Steps

- ❑ Continue to target resources to projects with the 'best value' for Mn/DOT
- ❑ Continue to scope projects in the early stages
- ❑ Include consultant and research projects in the stage-gate process as appropriate
- ❑ Leverage other funding sources for IT development
- ❑ Focus on extending life of production systems
- ❑ Partner with and utilize AASHTO software when a good fit with Mn/DOT's business
- ❑ Continue to coordinate and partner with OET

Electronic Government Services (EGS)

- Mn/DOT provides many products and services electronically.
- State groups into 3 functional categories:
 - Government to Citizen
 - Government to Business
 - Government to Government
- Been a statewide priority

What's Been Done

- ❑ Department-wide EGS inventory was not updated this year (we propose not to continue this measure)
- ❑ IT Projects deliver new or improved EGS
- ❑ Mn/DOT Staff have maintained or enhanced existing applications
 - 250+ business apps listed Application Inventory
- ❑ Office of Communications continues to improve Mn/DOT's external web (used extensively for bridge collapse information)

Electronic Government Services (EGS)

- Measures
 - Percent of services delivered electronically versus potential
- Targets for a score of 4 out of 5
 - Government to Citizen
 - Target = 70%
 - Government to Business
 - Target = 60%
 - Government to Government
 - Target = 40%

Electronic Government Services

- Percent of services delivered electronically versus potential

EGS Type	Score of 4	Mn/DOT as of 09/06	Score of 5
Government to Citizen	70%	76%	90%
Government to Business	60%	74%	70%
Government to Government	40%	76%	50%

Statewide IT Project Areas

- Enterprise Email & Calendaring
- E-Licensing
- Enterprise Web Content Management
- Electronic Document Management
- Web-Based Collaboration Tools
- Identity & Access Management
- Data Center Consolidation
- Enterprise Storage and Backup

WAN Transition Costs

Item	Before Transition	Mid-Transition	Post-Transition
WAN Service Costs / Year	\$ 545,000	\$ 737,000	
SmartNet / Year	\$ 80,000		
Mn/DOT Staffing / Year	\$ 80,000		
Router Replacement / Year (includes install/support costs)	\$ 134,320		
Total	\$ 839,320	\$ 737,000	

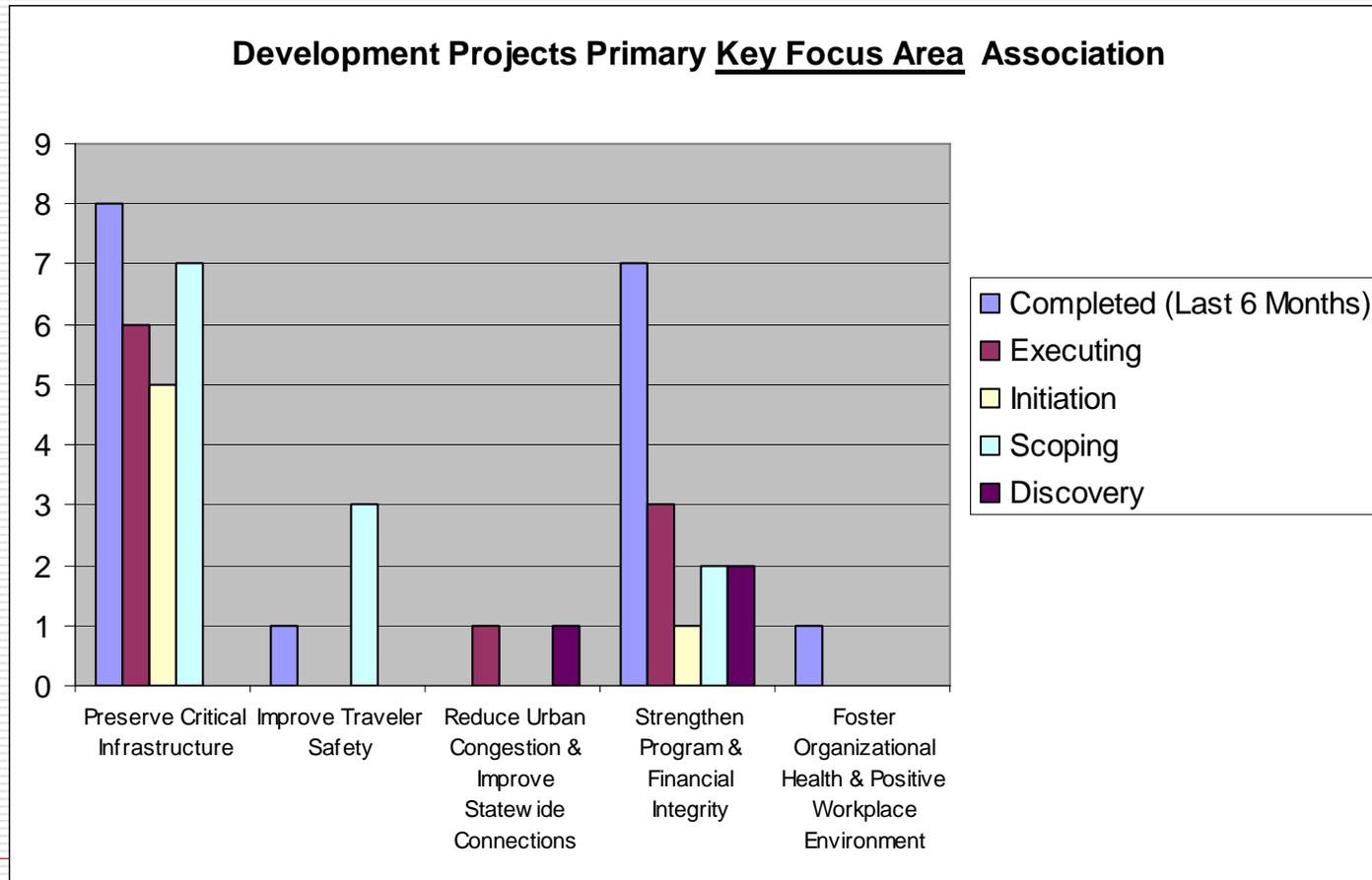
Video Conference Transition Costs

Item	Before Transition	Post- Transition
OET Video Conference Mgmt		\$ 132,000
MCU Maintenance Contracts	\$ 25,000	
Staffing	\$ 30,000	
MCU Replacement	\$ 25,000	
Total	\$ 80,000	\$ 132,000

Plans to Evolve IT Measures

- Past
 - IT projects & EGS were output based
- Future
 - Outcome based
 - Tied to vision, objectives, policies
 - Improved information for decision making
 - Support to 5 key focus areas

Development Program Supports Key Focus Areas





Discussion

Office of Information and Technology Services Organization Chart

Version 1.81
September 16, 2009

