



**IT Project Review Committee  
Recommended Technology Investment Projects (RTIP) 2005 Report Update  
Table of Contents  
March 16, 2005**

Committee Workshop Action Items

- Revised Definition of ‘Collaboration Opportunity’
- RTIP Report Schedule
- Revised Desired Outcomes
- Revised RTIP Report Attributes
- Revised Preliminary Business Case Questions
- Revised PMD Project Selection and Ranking Criteria for Major IT Projects
- Draft of Secretariat Project Selection and Ranking Criteria for Major IT Projects

Recommended Technology Investment Projects (RTIP) 2005 Report Outline

Recommended Technology Investment Projects (RTIP) 2005 Report Summary of Changes, Deletes, Adds

Proposed Plan of Action

RTIP Categorization Process Flow

Revised Definition of Identified for Preliminary Planning (IPP)



## Committee Workshop Action Items – Critical To The RTIP Report Process

Action Item	Responsible	Target Completion Date
Revise definition of 'Collaboration Opportunity'	PMD	February 2005
Revise RTIP Report Schedule	PMD	February 2005
Revise desired outcomes	PMD	February 2005
Add accountability statement to desired RTIP Report attributes	PMD	March 16, 2005
Revise nine preliminary business case questions and accompanying PMD Selection and Ranking Criteria for Major IT Projects	PMD	March 16, 2005
Develop standard Secretariat prioritization process & criteria	PMD	March 16, 2005 (Completion of this task is dependent upon the completion of the Secretariat presentations to the ITPRC)

## **Definition of Collaboration Opportunity**

**Collaboration Opportunity** – A common business need that establishes the opportunity for organizations and/or political subdivisions to work together, in a substantive, mutually beneficial relationship, towards a common integrated solution.



## RTIP 2005 Report Schedule

Task	Responsible	Target Completion Date
Finalize process schedule	PMD/ITPRC*	February 2005
Finalize RTIP 2005 data	PMD/ITPRC*	March 2005
Finalize RTIP 2005 data collection method	PMD	March 2005
Obtain Board approval for proposed RTIP 2005 changes	ITPRC	April 13, 2005 (Revised from February 2005)
Issue RTIP guidance to agencies	PMD	April 14, 2005
Collect data for RTIP 2005	PMD	May 31, 2005
Certify data for RTIP 2005	PMD	June 15, 2005
Submit draft RTIP 2005 to ITIB – Target Date	PMD	July 8, 2005
Submit draft RTIP 2005 to ITIB – Mandatory Date	PMD	July 15, 2005

**Desired Outcomes for the  
Recommended Technology Investment Projects (RTIP) 2005  
Report  
(Revised – March 16, 2005)**

- Recommend prioritized future technology investments for funding in the Governor's Budget
- Recommend future technology investments for funding in the Appropriations Act
- Drive Enterprise opportunities across the Commonwealth of Virginia
- Facilitate collaboration opportunities across organizations and political subdivisions where appropriate
- Communicate viable business opportunities to business partners
- Demonstrate change in investment strategies to illustrate how tax dollars are funding the improvement of services to citizens

**Report Attributes For the  
Recommended Technology Investment Projects (RTIP) 2005  
Report  
(Revised – March 16, 2005)**

- Effective – achieves the desired outcomes
- Informational – provides useful project and funding information
- Accurate – provides correct information upon which to base decisions
- User-friendly – easy to use by target audiences
- Available – easy to access by target audiences
- Facilitates Communication – provides a common framework for different target audiences to reference in discussions
- Measures Progress – establishes an accountability benchmark for the Commonwealth of Virginia to use when evaluating the maturity of IT Investment Management (ITIM) practices

## Preliminary Business Case Questions (Revised – March 16, 2005)

(Areas listed below that are highlighted in yellow indicate use of drop down boxes for answer selection.)

1. Will the project solve a business need identified in your current Agency Strategic Plan?  
 Yes  No
  
2. Define the scope of the project.
  
3. Define the specific business objectives of the project. Note: Project performance measures will be developed from these project business objects.  
**(Project Business Objective - A desired result produced by a project that answers or resolves a business problem.)**
  
4. Which Enterprise Business Strategies does this project support? Check all that apply.
  - Revolutionize Service Delivery
  - Consolidate IT Infrastructure
  - Plan, Budget, and Track IT Expenditures
  - Manage IT Procurement
  - Increase Federal Research and Development Funding
  - Increase Commercialization of Intellectual Property
  - Increase Statewide Broadband Deployment
  - Promote Technology-based Economic Development
  - Meet the Access Needs of Citizens
  - Improve Efficiency and Effectiveness of Government Services
  - Make Security Program Improvements
  - Improve IT Services for Agencies/Workforce
  - Support Virginia's Economic Development
  
5. Has the business owner (s) been identified? **(Business Owner – the primary functional stakeholder whose responsibilities are to identify and communicate business needs and knowledge for the project, and insure the business needs are appropriately addressed by the project.)**  
 Yes  No  
List title(s) and name(s).

6. Has the project sponsor(s) been identified? (**Project Sponsor** - An individual, usually part of the organization management team, who makes the business case for the project. This individual usually has the authority to define project goals, secure resources, and resolve organizational and priority conflicts.)

Yes No

List title(s) and name(s).

7. Are those who will benefit from this project currently underserved by technology?

Yes No

List beneficiaries (organization, stakeholder).

8. Will this project increase or improve any of the following priorities?  
Select all that apply and explain how the project will increase or improve each area.

Public protection

Health

Education

Environment

Safety

Customer Service

Citizen Access to Services

Other

9. Is this project mandatory?

Yes No

If yes, is the requirement:

Federal Mandate

State Mandate

Other

Identify the legal or regulatory requirements, including Code of Virginia citations.

10. Have you identified a technical approach for your project?

Yes No

If yes, describe the approach.

11. Is this project mission critical?

Yes No

Why?

12. How will this project affect the way you do business?

Re-engineer current business processes - transform the business

Enhance or modify current business processes – operational, or improve the business

Maintain the current business processes – run the business

a. If transform the business:

- Is your agency planning on conducting a Business Process Reengineering (BPR) Study first?

Yes No

- Why or why not?
- Identify the approach to the BPR Study:
- Check all that apply

1. **Organizational Restructuring** – includes, but is not limited to, reducing organizational layers, realigning functions or work groups, and/or driving accountability to the source.

2. **Work Redesigning** - includes but is not limited to expanding job scope and ownership, evaluating value added tasks, and establishing cross-functional relationships.

3. **Technology Retooling** - includes but is not limited to expediting access to information and gathering and communicating data.

4. **Other**

b. If improve the business or operational:

How does this project modify or enhance an existing operational process?

c. If run the business or maintenance:

What will happen if this project is not implemented?

13. How would you rate the project's complexity? (Use the project complexity matrix found in the Commonwealth Project Management Standard.)

[High/Medium/Low]

14. What is your preliminary risk assessment for this project? (Use the Risk Assessment Matrix found in the Commonwealth Project Management Guideline)

[High/Medium/Low]

Which component of the project is considered to be the highest risk?

Budget

External Dependencies

Management

Mission Critical

Failure

Complexity

15. What is your confidence level in the accuracy of the initial project estimated cost at completion? (Define High, Medium, and Low.)

[High/Medium/Low]

Describe the method used to determine the estimated cost at completion.

16. Will tangible benefits result from the project? (**Tangible Benefits** - Are benefits that can be measured and quantified. Tangible benefits include savings that result from improved performance and efficiency.)

Yes No

What type of benefits do you expect? Select from one of the following:

Cost savings

Cost avoidance

Additional revenue

Other

For each benefit listed, describe and quantify the expected cost savings, cost avoidance, or projected additional revenue.

17. Will intangible benefits result from the project? (**Intangible Benefits** – Are benefits that are difficult to measure and quantify. Intangible benefits include such things as customer retention, employee retention, and improved customer service.)

Yes No

Describe these benefits. Select one.

a. Service Select one

Implement a new service

Expand or modify an existing service

Re-engineer an existing service

b. Improve efficiency Select one

Automating a manual process

Expand agency collaboration

Other Enter description

c. Other Enter description

18. Does this project have the potential to benefit one or more of the following?

Check all that apply.

[Other agencies within your Secretariat]

[Other agencies outside your Secretariat]

[All agencies]

[Local governments]

## 2005 PMD Project Selection and Ranking Criteria for Major IT Projects

Criteria	Pts.	Score	<b>***Weighted Score Factor</b>	<b>Tie Breakers Priority</b>
<b>1. Strategic Alignment</b>				
Does the project support Commonwealth Strategic Plan for Technology initiatives?	10	5 pts. if the project supports at least one strategic initiative	Agency score times 2	4
Does the project support Commonwealth Enterprise Architecture (Enterprise) Business Strategies?	10	2 pts. for each Enterprise Business Strategy the project supports	Agency score times 2	5
Does the project support the Agency Strategic Direction?	5	5 pts. if the project supports at least one objective and 5 pts. if it supports at least one service	Agency score times 2	
<b>Maximum Pts.</b>	<b>25</b>		<b>50</b>	
<b>2. Technical Feasibility</b>				
Is a proposed technical approach stated?	3	Yes – 3 pts. No – 0 pts.		
Is the proposed approach based upon proven technology?	2	Yes – 7 pts. No – 0 pts.		
<b>Maximum Pts.</b>	<b>5</b>		<b>5</b>	
<b>3. Benefits to the Commonwealth</b>				
Does the project benefit chronically underserved stakeholders?	5	Yes, > 1 stakeholder – 5ps. Yes, 1 stakeholder – 3 pts. No – 0 pts.	Agency score times 4	
Will the project increase public protection, health, education, environment, or safety, improve customer service, or increase citizen access to services?	5	Yes, > 1 priority – 5 pts. Yes, 1 priority – 3 pts. No – 0 pts.	Agency score times 4	
Will the project transform the way the agency does business?	5	Yes – 5 pts. No – 0 pts.	Agency score times 4	
Does this project have the potential to benefit other agencies within the Secretariat, other agencies outside the Secretariat, all agencies, or local governments?	5	Yes, benefits all 4 groups – 5 pts. Yes, benefits 3 groups – 4 pts. Yes, benefits 2 groups – 3 pts. Yes, benefits 1 group – 2 pts. No – 0 pts.	Agency score times 4	3
Does the project support legal or regulatory requirements?	5	Yes – 5 pts. No – 0 pts.	Agency score times 4	2
<b>Maximum Pts.</b>	<b>25</b>		<b>100</b>	

## 2005 PMD Project Selection and Ranking Criteria for Major IT Projects

Criteria	Pts.	Score	<b>***Weighted Score Factor</b>	<b>Tie Breakers Priority</b>
<b>4. Risk</b>				
What is the project cost risk?	5	Under \$5m –5 pts. From \$5-10m – 3 pts. From \$10-20m –2 pts. Greater than 20m – 1 pt.	Agency score times 2	
What is the project complexity risk?	4	Low – 5 pts. Medium – 3 pts. High – 0 pts.	Agency score times 2	
What is the project risk assessment?	5	Low – 5 pts. Medium – 3 pts. High – 0 pts.	Agency score times 2	6
Does the project have a clearly defined business owner?	2	Yes – 2 pts. No – 0 pts.		
Does the project have a clearly defined project sponsor?	2	Yes – 2 pts. No – 0 pts.		
Does the project have a clearly defined scope?	2	Yes – 2 pts. No – 0 pts.		
<b>Maximum Pts.</b>	<b>20</b>		<b>34</b>	

## 2005 PMD Project Selection and Ranking Criteria for Major IT Projects

Criteria	Pts.	Score	***Weighted Score Factor	Tie Breakers Priority
<b>5.Funding Requirements</b>				
What is the confidence level in the accuracy of the initial project estimated cost at completion?	3	Low – 1 pt. Medium – 2 pts. High – 3 pts.		
Did the agency describe a valid method to determine the estimate cost at completion?	2	Yes – 2 pts. No – 0 pts.		
Have tangible types of benefits been identified?	4	Yes – 4 pts. No – 0 pts.		1
Have intangible types of benefits been identified?	3	Yes – 3 pts. No – 0 pts.		
What percent of the project funding is from Non-state funds?	4	80 - 100% Non-state Funded – 4 pts. 50 – 79% Non-state Funded – 3 pts. 1 – 49% Non-state Funded – 2 pts.		
What is the project funding risk?	4	Low – 4 pts. Medium – 2 pts. High – 0 pts.		
<b>Maximum Pts.</b>	<b>20</b>		<b>20</b>	
<b>6. Past Performance by Agency</b>				
What is the overall rating average of all projects listed on the Dashboard for the agency?	3	If lowest overall rating average for any three consecutive months in the last year is: Green - 3 pts. Yellow - 1 pt. Red - 0 pts.		
If the project is listed on the Dashboard, what is the overall rating for the last three months reported?	2	If overall project rating for the last three months reported is Green - 3 pts. Yellow - 1 pt. Red - 0 pts.		
<b>Maximum Pts.</b>	<b>5</b>		<b>5</b>	
<b>Total Pts. Possible for base score</b>	<b>100</b>	<b>Maximum weighted score =</b>	<b>212</b>	

## 2005 PMD Project Selection and Ranking Criteria for Major IT Projects

**TIE BREAKER PROCESS** – When 2 or more projects have the same initial weighted score, use the project assigned pts. for those criteria with assigned “Tie Breaker Priority” numbers in priority order.

Evaluate one priority criteria at a time for all tied projects:

- 1 point will be added to the weighted score of the project(s) with the highest score
- After evaluating priority criteria, if more than one project is still tied with the same weighted score proceed to the next priority criteria and repeat the process until the tie is broken.

Note: The tiebreaker process only used to determine PMD priority among those projects with the same initial weighted scores.

### WEIGHTED CATEGORIES

**\*\*\*Weighted Score Factor: Based on last year’s priorities as set by the ITIB.**

The most heavily weighted category is the ‘Benefits to the Commonwealth’ category with a factor of 4. This increases the maximum point’s score to 100. This category was selected because it most closely aligns with the ITIB’s decision to evaluate major projects from a customer “outcomes” focus.

The second weighted category that supports this ITIB decision is the ‘Strategic Alignment’ category. This was weighted with a factor of 2 which increases the weighted score factor to 50.

The third weighted category selected is ‘Project Risk’. This was weighted with a factor of 2, which increases the possible maximum weighted score to 32. This adds emphasis to the successful implementation and outcomes of the project.

## 2005 Secretariat Project Selection and Ranking Criteria for Major IT Projects

Criteria	Pts.	Score	Tie Breakers Priority
<b>1. Strategic Alignment</b>			
Does the project support one of the Governor's initiatives?	10	5 pts. if the project supports at least one strategic initiative	1
Does the project support a Secretariat Strategic Initiative?	10	5 pts. if the project supports at least one initiative	
Does this project support agency performance measures submitted to the Governor?	10	Yes – 10 pts. No – 0 pts.	
Is this project mission critical?	10	Yes – 10 pts. No – 0 pts.	3
What priority has the agency given to this project?	10	High – 5pts. Medium – 3 pts. Low – 1 pt.	
<b>Maximum Pts.</b>	<b>50</b>		
<b>2. Technical Feasibility</b>			
See PMD evaluation	0		
<b>Maximum Pts.</b>	<b>0</b>		
<b>3. Benefits to the Commonwealth</b>			
Does the project benefit chronically underserved stakeholders?	5	Yes, > 1 stakeholder – 5ps. Yes, 1 stakeholder – 3 pts. No – 0 pts.	
Will the project increase public protection, health, education, environment, or safety, improve customer service, or increase citizen access to services?	5	Yes, > 1 priority – 5 pts. Yes, 1 priority – 3 pts. No – 0 pts.	
Will the project transform the way the agency does business?	5	Yes – 5 pts. No – 0 pts.	
Does this project have the potential to benefit other agencies within your Secretariat, other agencies outside your Secretariat, all agencies, or local governments?	5	Yes, benefits all 3 groups – 5 pts. Yes, benefits 2 groups – 4 pts. Yes, benefits 1 group – 3 pts. No – 0 pts.	
Does the project support legal or regulatory requirements?	5	Yes – 5 pts. No – 0 pts.	2
<b>Maximum Pts.</b>	<b>25</b>		

## 2005 Secretariat Project Selection and Ranking Criteria for Major IT Projects

Criteria	Pts.	Score	Tie Breakers Priority
<b>4. Risk</b>			
Does the project have a clearly defined scope?	5	Yes – 5 pts. No – 0 pts.	
Does the project have a clearly defined business owner?	5	Yes – 5 pts. No – 0 pts.	
Does the project have a clearly defined project sponsor?	5	Yes – 5 pts. No – 0 pts.	
<b>Maximum Pts.</b>	<b>15</b>		
<b>5. Funding Requirements</b>			
Is the identified funding source the most appropriate for this project?	10	Yes – 10 pts. No – 0 pts.	
<b>Maximum Pts.</b>	<b>10</b>		
<b>6. Past Performance by Agency</b>			
See PMD evaluation	0		
<b>Maximum Pts.</b>	<b>0</b>		
<b>Total Pts. Possible for base score</b>	<b>100</b>		

**TIE BREAKER PROCESS** – When 2 or more projects have the same initial score, use the project assigned pts. for those criteria with assigned “Tie Breaker Priority” numbers in priority order.

Evaluate one priority criteria at a time for all tied projects:

- ❑ 1 point will be added to the score of the project(s) with the highest score
- ❑ After evaluating priority criteria, if more than one project is still tied with the same score proceed to the next priority criteria and repeat the process until the tie is broken.

# Recommended Technology Investment Projects (RTIP) 2005 Report Outline

## 1.0 Executive Summary

- 1.1 Purpose
- 1.2 Desired Outcomes
- 1.3 Report Contents

## 2.0 RTIP Report

- 2.1 Introduction
- 2.2 Purpose
- 2.3 Desired Outcomes
  - 2.3.1 Outcomes
  - 2.3.2 Table 1 – VITA Transformation Targets

### 2.4 Report Development Process

### 2.5 Commonwealth Project Portfolio Profile

#### 2.5.1 Enterprise View

- 2.5.1.1 Table 2 Portfolio Mix – Total Number of Projects by Classification (RTB, GTB, TTB)
- 2.5.1.2 Table 3 Portfolio Mix – Total Investment Cost by Classification (RTB, GTB, TTB)
- 2.5.1.3 Table 4 Total Investment Cost by Approval Category
- 2.5.1.4 Chart 1 Percentage of Total Investment Cost by Project Category
- 2.5.1.5 Table 5 Largest Five Investments

#### 2.5.2 Secretariat View

- 2.5.2.1 Chart 2 Collaboration Opportunities by Secretariat
- 2.5.2.2 Chart 3 Percentage of Total Investment Cost by Secretariat
- 2.5.2.3 Table 6 Total Investment Cost by Approval Category Within Secretariat

### 2.6 Priorities for Funding

#### 2.6.1 Project Selection Criteria

#### 2.6.2 Priority Technology Investment Projects (PTIP) Summary

##### 2.6.2.1 Recommended for Funding

- 2.6.2.1.1 Enterprise/Collaboration Projects
- 2.6.2.1.2 Secretariat/Agency

##### 2.6.2.2 Recommended for Maintained Funding

- 2.6.2.2.1 Enterprise/Collaboration Projects
- 2.6.2.2.2 Secretariat

##### 2.6.2.3 Short Term Impact to Commonwealth

- 2.6.2.3.1 Services
- 2.6.2.3.2 Efficiencies
- 2.6.2.3.3 Table 5 Savings

##### 2.6.2.4 Long Term Impact on Commonwealth

- 2.6.2.4.1 Services
- 2.6.2.4.2 Efficiencies
- 2.6.2.4.3 Table 4 Savings

### 2.7 Future Considerations

### 2.8 Contact Information

## **Recommended Technology Investment Projects (RTIP) 2005 Report Outline**

### 3.0 Appendices

#### 3.1 Appendix A – 2005 Priority Technology Investment Projects (PTIP)

##### Projects Recommended for Funding

##### Projects in Planning

##### Recommended for Funding of Detailed Business Case

##### Enterprise/Collaboration Projects

##### Agency Specific Projects

##### Projects Proposed for Development

##### Recommended for Funding and Development Approval

##### Enterprise/Collaboration Projects

##### Agency Specific Projects

##### Projects in Development (Active Projects)

##### Recommended for Additional Funding

##### Enterprise/Collaboration Projects

##### Agency Specific Projects

#### 3.2 Appendix B – 2005 Priority Technology Investment Projects (PTIP)

##### Projects Recommended for Maintained Funding

##### Projects in Planning

##### Recommended for Maintained Funding of Detailed Business Case

##### Enterprise/Collaboration Projects

##### Agency Specific Projects

##### Projects in Development (Active Projects)

##### Recommended for Maintained Funding for Development

##### Enterprise/Collaboration Projects

##### Agency Specific Projects

#### 3.3 Appendix C – 2005 Not Recommended for Funding

##### Identified for Preliminary Planning

##### Superseded by Enterprise/Collaboration Projects

##### Agency Not Ready to Proceed

##### Terminated Active Projects

#### 3.4 Appendix D – Secretariat/Agency Project Portfolio by Category

#### 3.5 Appendix E – Enterprise/Collaboration Project Description Report

#### 3.6 Appendix F – Major IT Project Description Report

#### 3.7 Appendix G – 2005 PMD Project Selection and Ranking Criteria for Major IT

##### Projects

#### 3.8 Appendix H - 2005 Secretariat Project Selection and Ranking Criteria for

##### Major IT Projects

#### 3.9 Appendix I – 2004 Priority Technology Investment Projects for 2004-2006

##### Budget Biennium Funding Status as of July 7, 2005

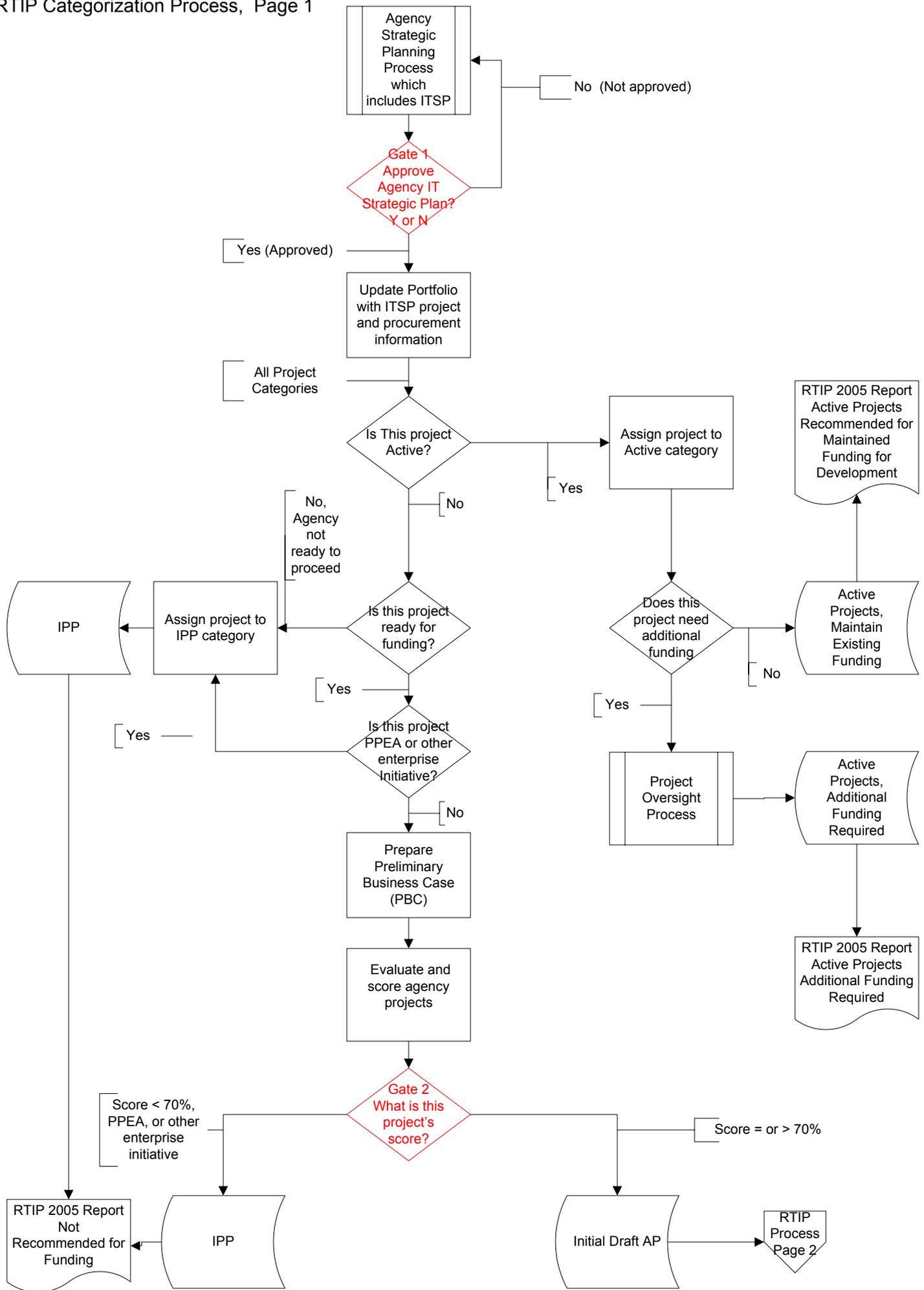
## **Recommended Technology Investment Projects (RTIP) 2005 Report Summary of Changes, Deletes, Adds**

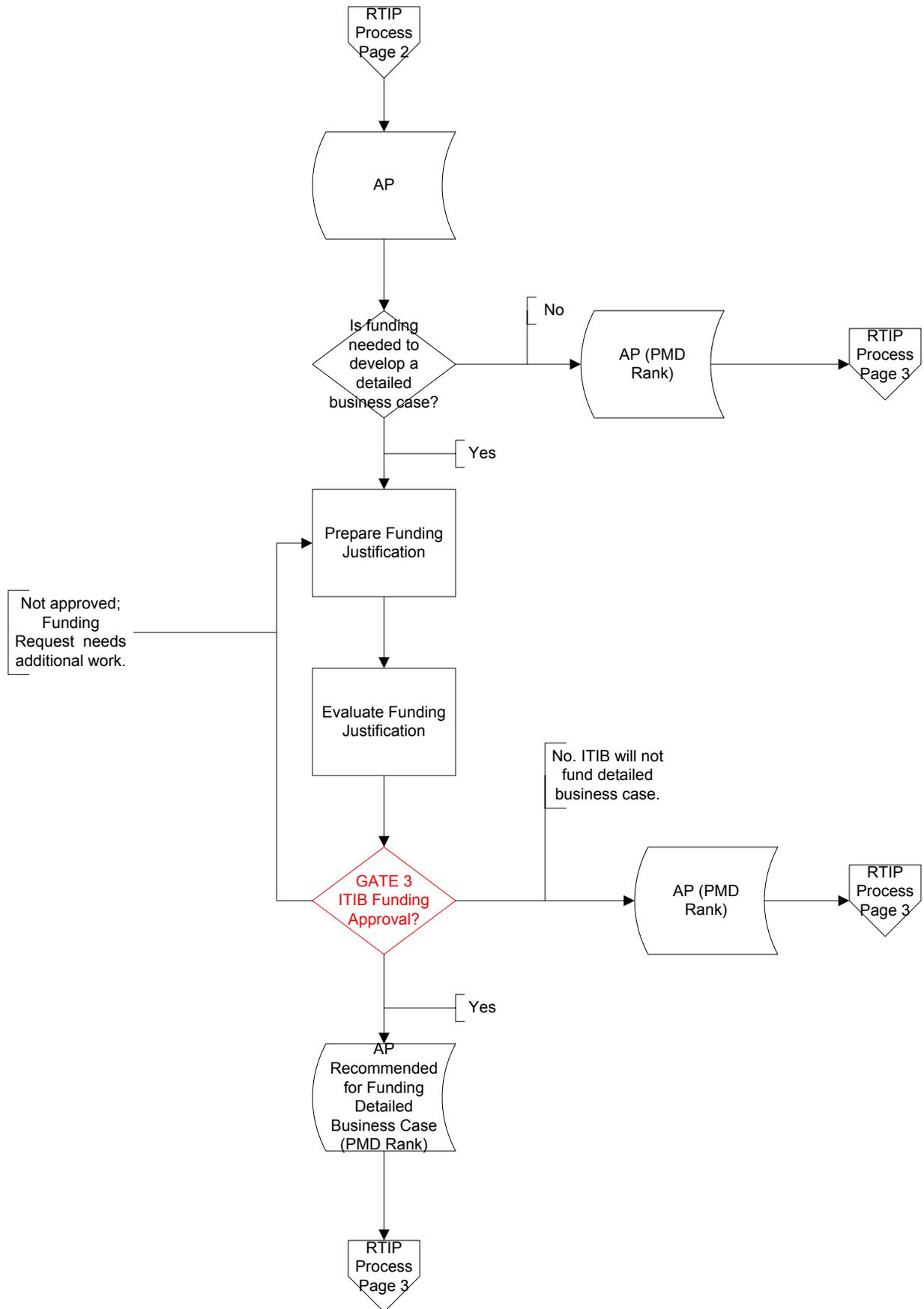
- Change report structure as directed (see 'RTIP 2005 Report Outline')
- Change the evaluation and selection criteria to increase the weight factor for how the project will improve citizen services or access to citizen services
- Change the evaluation and selection criteria regarding underserved customers to include how the investment will improve their lives
- Change the definition of 'collaboration opportunity' to include the concept of integrated common solutions
- Change project categories to separate funded from unfunded projects and to support the new 2-stage planning process
- Change project selection for the Priority Technology Investment Projects (PTIP) to identify a recommended subset of the 1-n project ranking
- Delete the 2004 PTIP requirement to identify the top 2 projects or 30% from each Secretariat
- Add the PTIP requirement to only consider projects that received at least a 70% evaluation score
- Add 'Desired Outcomes' Section to the RTIP 2005 Report
- Add 2 new views to the Commonwealth Project Portfolio analysis in the RTIP 2005 Report:
  - Enterprise View
  - Secretariat View
- Add 5 new tables and 1 new chart to the RTIP 2005 Report (see 'RTIP 2005 Report Outline')
- Add 2 new sections to the PTIP Summary
  - Short term impact to the Commonwealth
  - Long term impact to the Commonwealth
- Add new funding request process to support the 2-stage planning process
- Add new project category 'Projects Not Recommended for Funding'
- Add new project category 'Active Projects - Recommended for Additional Funding'
- Add 'outcomes to be achieved' and performance metrics to the preliminary business case
- Add a standard prioritization process and criteria for use by Secretariats
- Add the RTIP Report attribute 'to create an accountability benchmark for the Board and VITA to confirm that the choices made provided value'

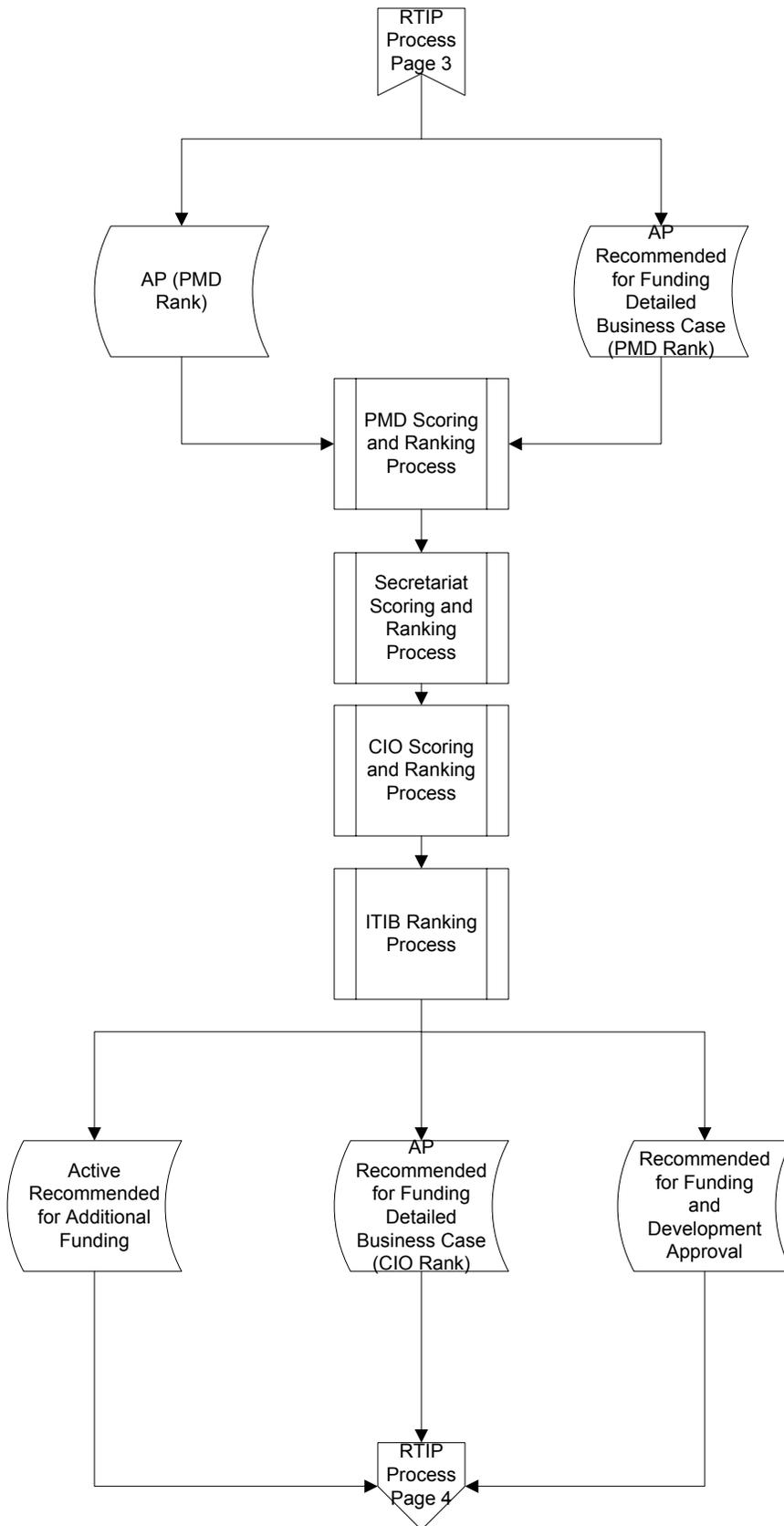


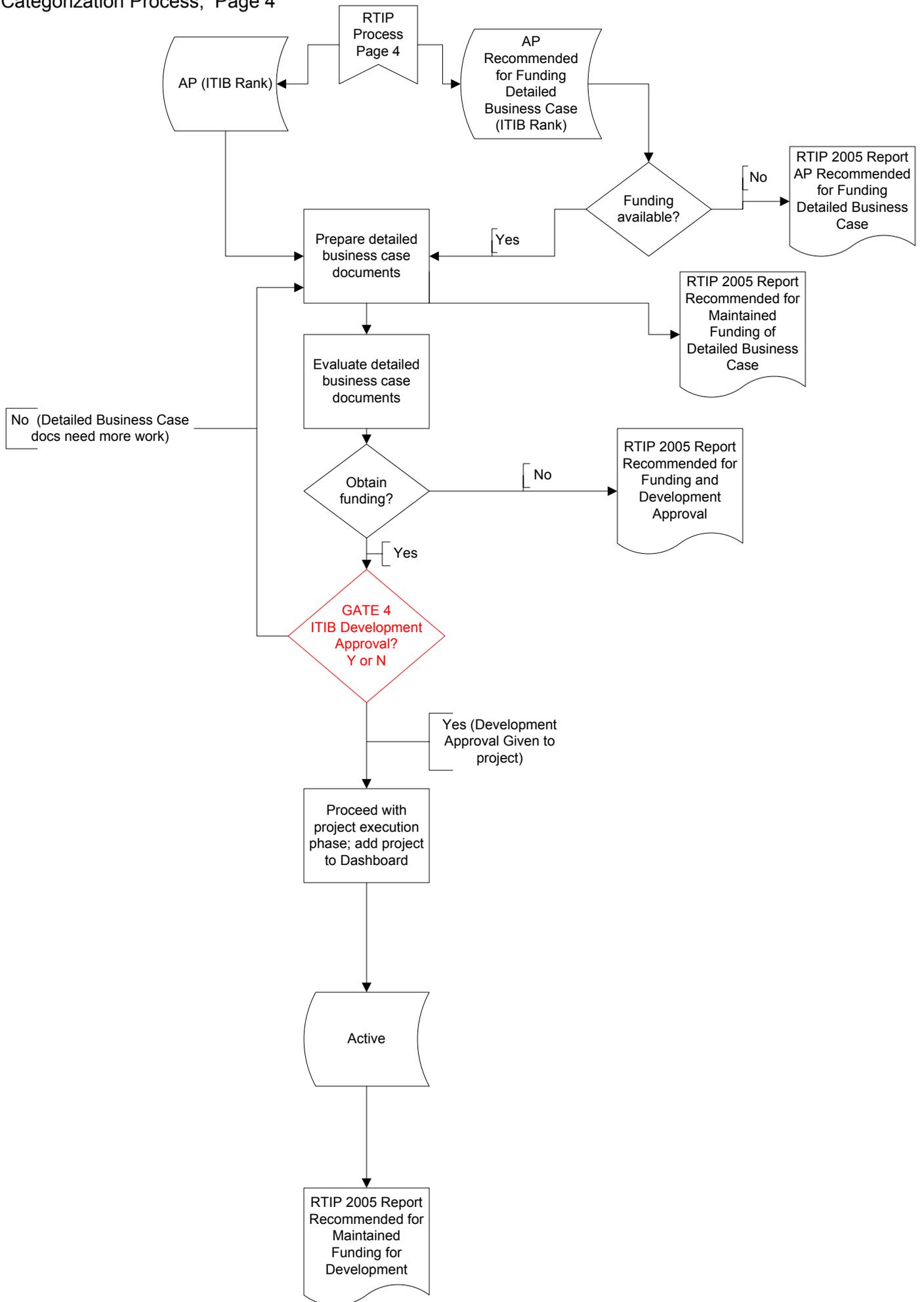
## Proposed Plan of Action

- **The ITIB reviews decisions made by the ITPRC in the January 19th RTIP 2005 Workshop and the February 9th ITPRC Meeting, including:**
  - RTIP Report Schedule
  - Recommended Technology Investment Projects (RTIP) 2005 Report Outline
  - Recommended Technology Investment Projects (RTIP) 2005 Report Summary of Changes, Deletes, Adds
  - Revised Desired Outcomes
  - Proposed Plan of Action
  - Committee Workshop Action Items
- **The ITIB members will notify the Chair of the ITPRC by February 17 of any questions or concerns regarding the decisions made by the ITPRC**
- **If any ITIB member expresses major concerns regarding the ITPRC decisions, the ITPRC will meet in March to resolve**
- **If ITIB members do not express major concerns regarding the ITPRC decisions, the Chair of the ITPRC will instruct PMD to proceed with development of the RTIP**
- **All ITPRC RTIP 2005 decisions will be submitted to the ITIB for approval at the April Board meeting**









## **Definition of Identified for Preliminary Planning (IPP)**

**Identified for Preliminary Planning** – projects which address an agency business need but which require additional effort by the agency or further review by the CIO and ITIB before authorizing the expenditure of planning funds.