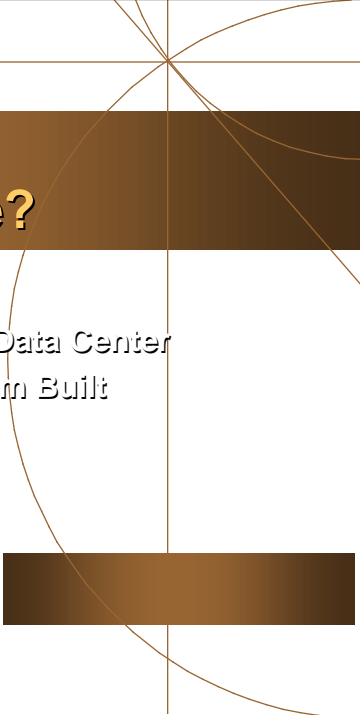





## How Did We Get Here?

- ◆ 1990 Modernization Paper
- ◆ 1992-1999 Migration to a State Data Center
- ◆ 1994-1999 Integrated Tax System Built
- ◆ 2000 Life After Migration



## The Project

### IRIS - Integrated Revenue Information System

- ◆ Scope Management
- ◆ Change Control
- ◆ Testing
- ◆ Knowledge Transfer
- ◆ Business Ownership
- ◆ Contractor Deference

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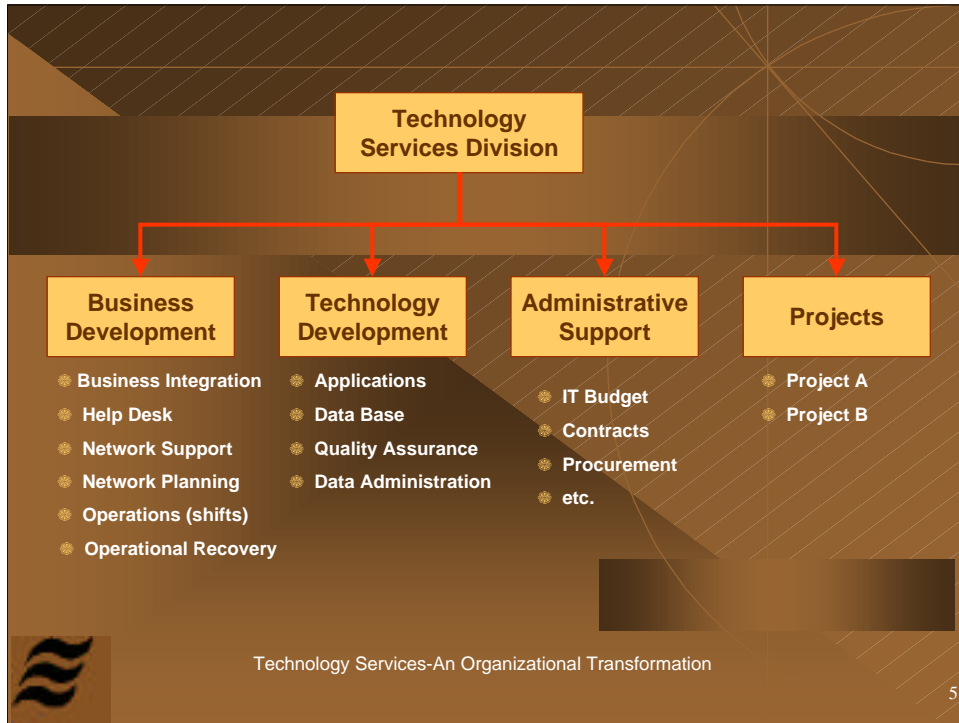
3

## The Organization

- ◆ Strategic
- ◆ Executive Level
- ◆ Centralized
- ◆ Maintenance Organization

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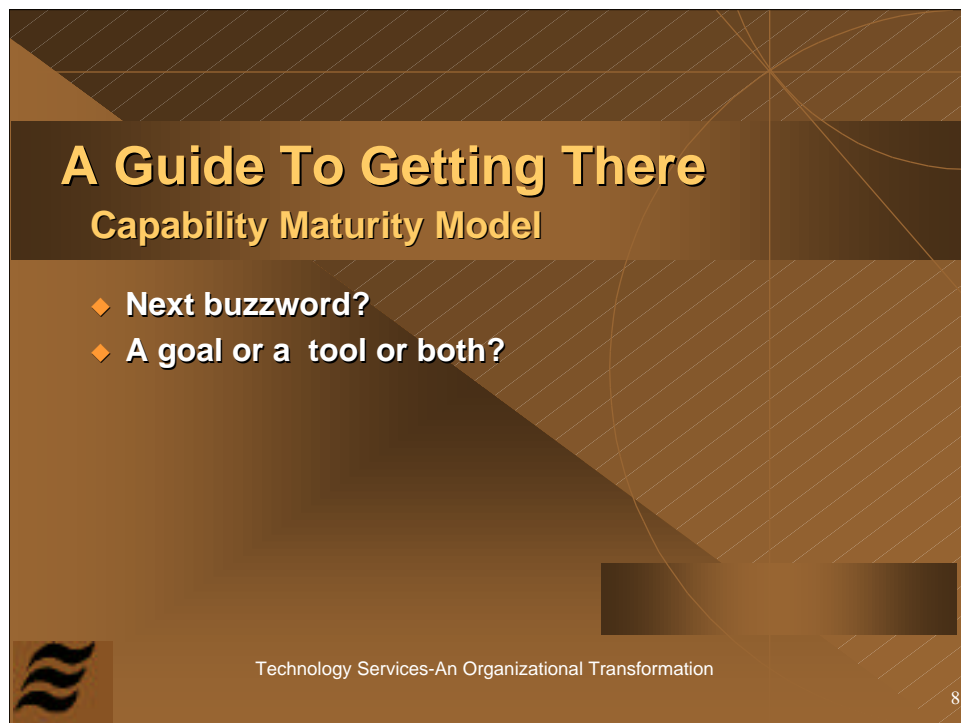
- ## What Makes IT Work?
- ◆ **Joint Application Design - Complete Requirements**
  - ◆ **Business Sets Priority**
  - ◆ **Accurate Estimating Models**
  - ◆ **Top-to-Bottom Change Control**
  - ◆ **Metrics**
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**What Makes IT Work?**


- ◆ Effective Help Desk
- ◆ Continuing Organizational Review
- ◆ Accepted Business Technology Vision
- ◆ IT Support Aligned to Business Function

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**A Guide To Getting There**  
**Capability Maturity Model**

- ◆ Next buzzword?
- ◆ A goal or a tool or both?

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## The Bottom Line


- ◆ Raised the Maintenance Bar
- ◆ Solved the Requirements Definition
- ◆ Solved the Prioritization Issue
- ◆ Evolving From a “Service” Organization to a Tax Program Partner



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## Raise the Maintenance Bar




Workload

Projects

Maintenance

Time



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## Raise the Maintenance Bar

Workload

Projects

Maintenance

Time

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## Problems and Challenges


- ◆ Increase Organizational Maturity
- ◆ Selling Value to the Business
- ◆ IT Growth
- ◆ Increasing IT Complexity
- ◆ Increasing IT Responsibilities

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## Considerations

- ◆ **Decide Where You Want To Be - CMM**
- ◆ **Implement the JAD concept**
- ◆ **Functionally Integrate Business and Technology**
- ◆ **Enable Business to Set Priorities**
- ◆ **Ensure a Shared Organizational Vision Within IT**

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