

Land Management System (LAMS)

Project Overview

High-level summary of project.

Background: LAMS is replacing a portion of a legacy financial system. LAMS will provide contract management activities, customer management, and invoices for real estate transactions, timber sales, agricultural leasing, aquatics leasing, mineral and mining leases and other non-real estate activities. Project started September 2021 and is planned to complete in December 2025. Planned Budget is \$9,003,261 and Actual Expenses to date are \$6,968,391. Budget includes both allocated funds and in-kind resources.

Summary:

- Project replaces legacy non-financial components of a system with a modern cloud-based application.
- LAMS integrates with multiple legacy systems, the agency data warehouse, and downstream systems to maintain revenue collection and distribution.

Critical Risks and Issues

High-level summary of risks and issues.

- Resource availability: We backfilled up to 3 business positions during the project, however we were unable to keep two filled for the length of the project. There is currently not enough time or budget left in the project to re-backfill these two positions.
- Executive Sponsor Authority: Executive Sponsorship change has been recommended by WaTech. This is a recommendation that needs to be discussed within DNR executive management. The current Executive Sponsor isn't positioned to assign cross-agency resources.
- Project staff burnout: Which three extensions, no backfills and staff turnover, both our IT team and our business partners are at risk of staff burnout.

Consultation Needed

What feedback does the project need from the Board?

- What is the best approach to resource management with limited resources?
- What would you recommend when the project team has turnover that impacts the schedule, as they are unable to accurately forecast the duration of an assigned task?