



Information Technology Master Plan

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Project Management Office



Information Technology Master Plan

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Introduction

The City of Burton's Department of Information Technology has always played an integral role in City operations. The effective use of technology remains the only feasible method of controlling and maintaining vast amounts of information required to operate the City efficiently and effectively. The staff within Information Technology takes significant pride in the department's accomplishments and continues to strive toward more effective solutions to the City's business missions, goals, and objectives.

The overall goal of the Master Planning process is to develop a clearer picture of the way Information Technology's development resources can support the City's short and long-term information needs. This plan will:

- Assist City Departments in communicating to IT the direction and priorities of projects.
- Aid IT in allocating appropriate scarce resources to support project requests.
- Provide a framework for IT management to continually measure and re-evaluate information systems efforts.
- Support IT in its determination of the types of technologies that will be of use to future organizational applications.
- Assist IT in charting strategies and individual project plans to support the department's present and future information needs.

The City of Burton's Department of Information Technology is comprised of three primary functions: Internal Services, Application Services, and Technical Systems and Networking. The Master Plan is limited to the utilization of the budgeted positions and professional services allocation for these divisions.

This plan represents the commitment of the Department of Information Technology to partner with the City's various departments and divisions to utilize the City of Burton's IT development resources effectively.

Structure

Leadership Groups

Information Technology Leadership Groups provide the opportunity for the City of Burton Information Technology customers to help direct and allocate valuable IT development resources to initiatives and projects that are the most beneficial to the city.

The objectives of the Information Technology Leadership Groups are to:

- Provide uniform project definition.
- Evaluate project value to the city and residents.
- Determine resource allocation through project prioritization with departmental input.
- Assist IT Project Managers in the planning of inter-dependent projects.



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- Identify ways better to leverage existing resources, both IT and the departments.

These objectives provide the basis for the various Leadership Groups to operate and partner with the Department of Information Technology as an integral part of the annual Master Planning process.

Process

Annual Master Planning

The master planning process consists of several steps, as shown in Figure 1. Each of these steps will be performed on an annual basis whereby each Leadership Group representative will formulate their IT project requests. The process consists of the following major activities:

Project Definition

Each of the departments will initiate standard project definitions using IT's Project Request, and Justification document, and the Return on Investment (ROI) Analysis spreadsheet (see the IT Project Management Office website, specifically https://www.burtonmi.gov/project_management_office.php for both documents).

The Project Request and Justification document provide the basis for all projects to be evaluated and controlled consistently across the organization. It includes a project goal, business objective(s), major deliverables, approach, and benefits such as cost savings, cost avoidance, and intangibles. It also details staffing, facilities, technical, and other assumptions upon which the project is planned. Constraints and exclusions are included to provide a clear understanding of the project scope upon which successful scope management can be achieved.

The Return-on-Investment Analysis (ROI) spreadsheet qualifies the anticipated benefits to Oakland County resulting from the successful completion of the proposed project. This analysis will ensure all projects comply with the six-year payback guideline and prioritize projects that benefit the city most. The Project Sponsor identifies and enters non-technical project costs and savings into the ROI Analysis spreadsheet.

Authorization for Sizing

Once preliminary project request justification statements and ROI Analyses have been developed, all requested projects involving the Leadership Group's functional areas will be reviewed and assessed. Information Technology will provide the criteria by which each project can be evaluated.

Project Sizing

IT will provide an updated project request and justification document with project size, labor, and cost estimates for each project identified and approved by the Leadership Group. IT will also provide technical (e.g., Information Technology and contractor labor estimates, hardware license and maintenance, software license, and maintenance) project cost and savings estimate in the ROI Analysis spreadsheet.



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Project Approval and Prioritization

By consensus, the Leadership Groups will determine the priorities of all projects requested. If consensus cannot be reached, the Director of Information Technology will make the final decision.

Master Planning

This step will require IT Management to prepare the necessary overall Master Plan for the approved projects. Resources will be allocated according to project priority.

Project Review

This step will involve individual Leadership Group meetings to finalize master plan projects and their priorities. The Director of Information Technology will decide if consensus cannot be reached.

Quarterly Reporting

A project status will be published quarterly by the Project Management Office. Distribution will include all Leadership Group representatives. Copies are also available from the Project Management Office.

Quarterly Project Review

Leadership groups will meet quarterly to review project progress and address any project variance requiring reallocation of resources or re-prioritization of approved projects.

Project Assessment Criteria

Project Assessment Criteria Definitions

A consistent set of criteria must be used to assess the expected value of a project to provide a common basis for comparing projects during the Project Approval and Prioritization process.

The primary factor used to evaluate a project is Return on Investment (ROI). The ROI measures the anticipated benefits to the City of Burton resulting from the successful completion of the proposed project. It documents the development and operational costs as well as anticipated, quantifiable savings resulting from the proposed project. Proposed projects are required to demonstrate a payback period of six years or less.

The following criteria are also taken into consideration when assessing projects:

Mandate

Source - Legal entity initiating the mandate i.e., Federal, State, Local.

Financial



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Previously Authorized Funded - Funded by specific City Council resolution.

Fully Grant Funded - 100% of initial development costs are funded by noncity funds.

Partial Grant Funded - A part or matching portion of initial development costs to be provided by noncity funds.

Existing Revenue Funded - Portion of existing revenue to fund initial development costs.

New Revenue Funded - Additional revenue to the City resulting from the project.

Budgeted Line Item(s) Reduction - Specific reduction in spending because of the implementation.

Impact

Users Affected - Number of users who will benefit from the project.

Departments Affected - Number of County Divisions that will benefit from the project.

Risk

Business Environment

High – the project will dramatically change existing business processes or will negatively affect the business environment if the implementation is unsuccessful.

Medium – the project will require some changes to existing business processes.

Low - little or no impact on existing business processes.

Technical Environment

High - new or non-standard technology.

Medium – previously implemented technologies with new aspects and/or new requirements.

Low – proven and previously implemented technologies.

Request Type Definitions

The planning and tracking of development resources are categorized to describe the various nature of work within the Department of Information Technology. These common definitions are a critical success factor in providing reliable data for planning and management reporting and analysis. The following are the major request type categories:



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New Development

New systems work including the construction of a new system, and the implementation of new automation to replace a manual or aging system.

Enhancement

Discretionary modifications to an existing operational system, either to expand its current capabilities or to satisfy changing business, technical, or management requirements, or mandated changes, or to make operational changes in areas such as user procedures, production schedules, file retention procedures, or job instructions. Implementing Change Orders and Department requests for relocations, hardware, and software. Installation of a custom or canned feature to an existing package.

Infrastructure

IT infrastructure refers to the composite hardware, software, network resources, and services required for the existence, operation, and management of an enterprise IT environment. This allows our organization to deliver IT solutions and services to its employees, partners, and/or customers and is usually internal to an organization and deployed within owned facilities.

Planned System Maintenance or Upgrade

Planned or re-occurring activity in upgrading an existing software package to expand current capabilities, fix existing bugs, or in anticipation of future system problems, needs, or changes.