Division of Facilities Development

IT Roadmap Development Project: Final Roadmap Report - Executive Summary -

Executive Summary – Snapshots of Roadmap Report Sections

Section 1 – Project Background

The IT Roadmap is intended to guide DFD in identifying, prioritizing, scoping and pricing specific technology solutions. Technology initiatives articulated in the IT Roadmap will help DFD attain specific, measurable performance improvements that drive the organization closer towards fulfilling its vision and mission. During the roadmap project (see graphic below) we answered the questions 1) Where do we want to be? 2) Where are we now? The final question 3) How do we bridge the gaps is addressed relative to the strategies and tactics presented within this roadmap report.

Section 1 – Project Objectives and Outcomes

DFD requested a project to facilitate them through a planning exercise to prioritize IT initiatives based on organizational needs. This section defines the deliverables in detail and should be thought of as an index to the deliverables from this initiative. Major deliverables include the current state report, future state report, alternatives definition, roadmap report and the five conceptual designs for each initiative. This section should be considered a "users guide" to putting these reports into action at DFD once the IT Roadmap is complete. Refer to them – they are valuable and can be leveraged across your division for many different purposes.

Section 2 – IT Roadmap/Recommendations Summarized

In general, the IT roadmap for DFD has been based on process and functional requirements. The IT roadmap defined specific improvement opportunities and gaps that currently exist within the division. The majority of the IT roadmap and our recommended action items focus on technology oriented initiatives. This does not imply that technology is leading processes or functions within DFD. Organizations can no longer afford to address enterprise process and technology issues in silos (i.e. standalone process re-engineering initiatives more often than not include technology impacts and should address both technology and process. In addition, major technology projects typically have impacts on functional processes within the organization and should address both technology and process impacts.)

Given this understanding, our roadmap and associated recommendations do contain process oriented improvements in conjunction with the agreed upon IT Roadmap deliverables that DFD was looking for from this initiative. The table on the following page summarizes the roadmap initiatives to be considered and the outcome from the Section Chief review session:

OBJECTIVE	INITIATIVE DESCRIPTION	NEXT STEPS/RECOMMENDATION
Build a standardized process for evaluating the effectiveness and efficiency of resources expended to achieve desired business outcomes.	*PERFORMANCE MANAGEMENT - Simply stated, design and implement a performance evaluation process to answer the question "how good are we at what we do and where are the areas for improvement?"	Design and implement a formal performance management process within DFD that evaluates performance. Voted: Out of Scope for the IT Roadmap initiative.
Build a structure of policies, processes and structures that help DFD inventory, assemble, assess, coordinate and manage the total pool of IT assets and spending	IT GOVERNANCE – DFD's top priorities within Governance include designing and implementing a structure to gain better input from functional representatives and a structure to better prioritize IT initiatives.	Design and implement IT Governance procedures, policies and methodologies surrounding: • Requirements for functional representation on IT projects. • Structured approach for prioritizing IT initiatives. • Methodology associated with execution of internal projects. Voted a "To Do" within the Section Chief review session.
Increase the overall efficiency associated with the DFD workflow	ENTERPRISE WORKFLOW – Select, design and implement new workflow management technologies which assist DFD in being more efficient throughout all stages of the workflow. This initiative includes defining a better solution that improves workflow efficiencies and gives visibility to the overall status of the workflow. In addition, the initiative addresses defining a more effective and less IT centric application maintenance approach.	Continue leveraging your existing workflow application (WisBuild) during the next 12-18 months. Define and implement the highest priority enhancements to WisBuild and migrate WisBuild to a "maintenance only" application as planning, budgeting, selection and design for a new application begin. Voted a "No Go" during the Section Chief review session.
Consolidate and automate the storage, indexing and retrieval of documents and images used by DFD.	DOCUMENT MANAGEMENT – Select, design and implement a new (or supplemental) solution focused on increasing the ability to leverage your "document assets" within DFD.	Select, design and implement a new document management solution reducing current costs and increasing efficiency of the overall DFD process. Voted a "Go" during the Section Chief review session.
Improve DFD's delivery of project management services.	PROJECT MANAGEMENT – Select, design and implement project management, budget management and resource management applications which enable DFD to more efficiently and effectively manage projects and the overall building program.	Consider proposed changes to DFD's operating model as proposed by the Building Commission towards a more active role in project management. Assess these changes and business requirements against existing policies, processes and technologies to assist in a more active project management role. Voted a "No Go" during the Section Chief review session. NOTE: the review session was prior to the potential changes towards more active project management.

OBJECTIVE	INITIATIVE DESCRIPTION	NEXT STEPS/RECOMMENDATION
Provide increased management information required to more effectively manage the operations within DFD.	MANAGEMENT REPORTING – Improve access to fundamental information required at management and executive levels within DFD. Reduce the need for IT centric reporting solutions.	Select, Design and implement a user based management reporting tool providing management and executives with fundamental information required to manage. Voted a "Go" during the Section Chief review session.
Provide increased functionality within existing systems and processes to more efficiently and effectively function within DFD.	WISBUILD ENHANCEMENTS – Custom design and development (OCS) of critical enhancements to WisBuild filling the gaps in the current application functionality.	Design and implement WisBuild enhancements including: • Budget integration with capital accounting • Project closeout integration w/ Capital Accounting • AE & construction proposal and contract automation

* Not officially represented as a formal IT Roadmap initiative (i.e. no detailed initiative write-up exists given the priority of the IT Roadmap project was IT oriented initiatives).

IT Roadmap Impact Areas:

The IT Roadmap core team defined high impact areas for the IT initiatives defined above. The following schematic provides a nice overview to the high-impact areas for each of these initiatives.

The IT Roadmap – Timeframes & Broad Based Cost Estimates:

On the pages that follow, you will find the DFD IT Roadmap including broad based time estimates, cost estimates and a suggested project sequence. The sequence is aggressive for the initiatives which received a "Go" during the section chief review meetings. The paralleled nature of the Management Reporting Initiative, WisBuild Enhancement Initiative and Document Management Initiative is based on the independent nature of these initiatives. Our belief is that the WisBuild and Management Reporting initiatives are more tactical quick hit projects while the Document Management Initiative is a bit more complex and strategic in nature. The IT roadmap's cost and time estimates are preliminary and require refinement as part of project planning. The estimates will require additional detailed forecasts as the scope, requirements and project staffing structures are defined.

Section Chief Roadmap Input - Go / No Go decisions. A "Go" decision does not imply an implementation or even an application request for the PAC or Governance Board. A "Go" Implies it makes sense for a team to be assembled to progress with the next steps recommended as part of the recommendation for each initiative. A "No Go" implies that the initiative team will suspend continued work on the initiative, but the merits of additional work on the initiative can be reasssessed in the future.

Initiative	Section Chiefs	Initiative Components/Phases	2003 Qtr1 Qtr 2 Qtr3 Qtr4	2004 Qtr1 Qtr 2 Qtr3 Qtr4	2005 Qtr1 Qtr2 Qtr3 Qtr4	2006 Qtr1 Qtr2 Qtr3 Qtr4	2006 Qtr1 Qtr2 Qtr3 Qtr4
** Perf. Mgmt	Out of Scope	**Strategy & Requirements Definition **Performance Improvement Planning **Communication **Execution					
Mgmt Rpting	"GO"	Pilot & Comparison Planning & Selection Design & Development Validation, Test & Deploy	Wave 1	Wave 2 Wave 3	Wave 4		
			*$0-40K	*$0-8k *$0-8k	*$0-8k		
Doc. Mgmt	"GO"	1) Current Environment Assessment & Requirements Definition 1) Define Electronic Document Storage & Management Solutions 1) Define Implementation Plan Including Solution Costs 1) Define Business Case, Impact Analysis & Risk Mitigation Plan 2) Detailed Design 2) Configuration/Development 2) Validation and Testing 2) Implementation & Deployment 3) Enhancements & Maintenance					
			*$50k-$300k	*$200k-$750k+		Typically 15-20% of License Cost	
Wisbuild Proj's	"GO"	Automating DFD Encumbrances Integrate WisBuild Budgeting w/ Cap Acctg AE & Construction - Proposal and Contract Automation within WisBuild Small Projects Budget Integration w/ Cap Acctg Project Closeout Integration w/ Cap Acctg Assess & Recommendation on Stopping Additional Enhancements to WisBuild - Migrate to Maintenance Only Application					
			*$50k-$300k				
Workflow	"NO GO"	1) As Is Process Definition 1) Future State & Business Case 1) Vendor Demo & Selection 1) Implementation Planning 2) Detailed Design 2) Configuration/Development 2) Validation and Testing 2) Implementation & Deployment 3) Enhancements & Maintenance					
				*$150k-$500k	*$500k-$2M	Typically 15-20% of License Cost	
Proj. Mgmt	"NO GO"	1) Planning & Analysis 2) Design 2) Development/Construction 2) Implementation 3) Closure/Maintenance					
					$15k-$80k	$25k-$400K	
Governance	To Do	Gov. Element A - IT Vision & Investment Objectives Gov. Element B - Operating Policies and Processes Gov. Element C - IT Governance Structure Gov. Element D - Tools & Techniques					

Performance management and performance metrics have significant input into the requirements for management reporting after the initial wave of delivered reports.

Continuous Improvement Process - Deploy incremental solutions of tightly scoped reporting solutions.

1), 2), 3) coorespond to primary project components: 1) Business Case/Justification, Requirements Definition, Software Selection and Design/Implementation Planning. 2) Detailed Design, Development and Implementation. 3) Enhancements and Maintenance.

Costs are premature to estimate but some broad based ranges indicate the potential for significant investment. Actual estimates to be developed as part of the project planning.

Milestone: Management and Leadership team decision point on any additional enhancements to WisBuild. Does WisBuild move to a "maintenance only" application?

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Re-Evaluation of strategic initiatives.

Costs are premature to estimate but some broad based ranges indicate the potential for significant investment. Refined cost estimates would be developed as part of project planning.

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* NOTE: Costs focus on incremental investment and do not attempt to calculate any internal resource costs. In addition, the costs are broad based estimates that require refinement prior to budgeting for specific projects.

** NOTE: Performance Mgmt is not considered an official initiative within the scope of the IT Roadmap project. Performance management considerations were documented as part of our interview process and recommendations can be found in the future state report in Section 2. No costs estimated.

Section 1: Project Background and Project Deliverables

PROJECT BACKGROUND

In Summer, 2002, DFD determined that the time was right to address technology needs resulting from business processes reviews and other business improvement initiatives completed in the past. DFD hired Virchow, Krause & Company (VK) at the end of September, 2002, to help develop an IT Roadmap.

The IT Roadmap is intended to guide the organization in identifying, scoping, prioritizing and pricing specific technology solutions over the next 3-5 years. Technology initiatives articulated in the IT Roadmap will help DFD attain specific, measurable performance improvements that drive the organization closer towards fulfilling its vision and mission.

The following graphic provides context for DFD's IT Roadmap Development Project. This project facilitates implementation of DFD's existing business vision by describing those specific improvements underpinned by technology needed to attain desired organizational outcomes. The IT Roadmap Development Project will provide DFD with specific implementation guidance (strategies and tactics) for specific business improvements facilitated by technology solutions. DFD assumes responsibility for implementing the IT Roadmap – using the guidance in the IT Roadmap to improve business results through the use of technology and process reengineering.

PROJECT OBJECTIVES AND OUTCOMES

- **Current State Report** – The current state report is filled with a very detailed profile of your current environment from a process and a technical perspective.
  - Current State Technology (Section 3) – This section addresses our findings from hundreds of interview hours including a current state profile on your IT strategy, application inventory (including completion of a WisBuild diagnostic), IT staffing resources, IT governance process and Infrastructure Inventory.
  - Current State Functional (Section 4) – This section of the report provided detailed improvement opportunities from a functional view. If anyone is searching for a conceptual view/profile of the inputs, activities and outputs generated across your major functional processes, this section is a great starting point. Please consider distributing to people who need an introduction to the details of the process within DFD.

- **Future State Report** – The future state report is filled with best practice ideas surrounding process and technical improvement opportunities. The report consists of the following major sections:

- Managing Performance Improvement (Section 2) – This section defines the IT roadmap Critical Success Factors (CSF's) and a process for measuring these CSF's going forward. In addition, this section provides best practice thoughts, insights and recommendations surrounding implementing more formalized performance measurement initiatives within DFD. This section contains measurements that are outcome oriented and should tie to DFD's strategic plan. The measurements should serve as a starting point for anyone looking to define new management metrics for DFD!!
- Future State IT Governance Model (Section 3) – This section focuses on best practice concepts and recommendations surrounding IT Governance including the following Governance elements:
  - Element A – IT Guiding Statement, Investment Objective and Investment Principles. All aspects are linked to DFD priority business issues.
  - Element B – Operational Processes and Policies. All aspects of policies and processes are focused on defining a re-usable IT roadmap process for managing investments in project initiatives.
  - Element C – IT Governance Structure Accompanied by Clear Roles and Responsibilities. Suggestions in this element consist of revising how IT projects are prioritized and handled within DFD.
  - Element D – Project Management and Decision Making Tools. This section focuses on providing recommendations and best practices surrounding project management and the tools used by DFD to make decisions on priorities.

  These elements should be refined and implemented by the new Section Chief advisory team for IT project prioritization.
- Future State Initiative Portfolio (Section 4) – This section focuses on introducing the top priority IT initiatives as voted by the DFD core team. The section provides a quick overview of the initiative along with preliminary costs, benefits and alternatives (if available) across the following initiatives:

IT Governance	*Management Reporting*	*Project Management*
Document Management	*Enterprise Workflow*	*WisBuild Enhancements*

- **Alternatives Definition Summary** – The alternatives definition summary presentation focuses on summarizing the highlights of each major initiative above. The presentation purpose was to summarize each initiative and the alternatives within each initiative. This summary also presents initial recommendations for some initiatives. Use this presentation if you need a quick overview of all initiatives discussed during the IT roadmap project.

- **Roadmap Report** – The roadmap report will focus on the recommendations for short-term, medium-term and long-term recommendations. The recommendations for the short-term are largely from the DFD IT roadmap core team and the section chief advisory group. The medium-term and long-term recommendations are based more on Virchow Krause opinion based on experience, best practices and what we've learned about DFD throughout this project. The roadmap report also contains fairly detailed conceptual design documents.
  - **Conceptual Designs**– Each initiative contains a completed conceptual design write-up focusing on business requirements, alternatives addressed, business case and recommendations. Often a high-level implementation plan is included. The plans are very high-level and should be used as a starting point for detailed implementation planning.