Prioritizing Projects

CITY OF HENDERSON
DEPARTMENT OF INFORMATION TECHNOLOGY
(DOIT)

THE BUSINESS DECIDES PRIORITY
The City has refined its process for technology project prioritization. This updated process ensures that the city departments work together to utilize the shared IT resources on the most important and impacting work for the City first.

The City’s IT Governance model is leverage for this prioritization process:

- This governance model includes five communities of interest (COIs), each of which include departments of similar interests or services.
- It also includes an IT Executive Steering Committee (IT ESC), which is comprised of the COI chairs, city management, and the CIO.
Process Overview

Information Technology Project Process

<table>
<thead>
<tr>
<th>CUSTOMER</th>
<th>RAMP</th>
<th>PRIORITIZATION</th>
<th>RESOURCING</th>
<th>PENDING START</th>
<th>ACTIVE</th>
<th>COMPLETE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request for Project</td>
<td>Rating Background, etc.</td>
<td>Identify Project</td>
<td>Resources</td>
<td></td>
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<tr>
<th>DOIT</th>
<th>RAMP Score</th>
<th>Identify Project</th>
<th>Estimate Start / End Dates Based on Resource Availability</th>
<th>Review Options</th>
<th>Queue Project</th>
<th>Execute Project</th>
<th>Close out Project</th>
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<td>RAMP</td>
<td>Score, Background, etc.</td>
<td>Identify Project Resources</td>
<td>Estimate Start / End Dates Based on Resource Availability</td>
<td>Review Options (Professional Services, etc.)</td>
<td>Queue Project</td>
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| COI | Prioritize Projects | | | | | | |

01/31/2014
RAMPing a Project

- If a city department request submitted to IT is determined to take more than two work weeks to complete, then it is considered a project.
- IT staff works with the requestor to ramp the project. This includes identifying, at a high level, the cost, benefit, scope, etc., of the project.
- Part of the ramp process includes scoring the project.
- When the ramp is completed, then the request is taken to the appropriate COI for prioritization.
Scoring a Project

- All requests receive scores for:
  - Strategic Alignment
  - Financial Return (ROI)

- COI (business) requests receive scores for:
  - Compliance
  - Business Impact
  - Project Risk

- Enterprise Infrastructure requests receive scores for:
  - Technology Currency & Compliance
  - Capacity
Prioritization

- The list of scored project requests are taken to the COIs
- The COIs will prioritize the list, using previously prioritized items, active projects, and scores as guides
- Should any resource contention arise, then priority conflicts are escalated to the IT ESC
- This method enables the business to drive the priorities for IT work
- The process also allows for professional services and staff augmentation should priorities outpace resource availability