

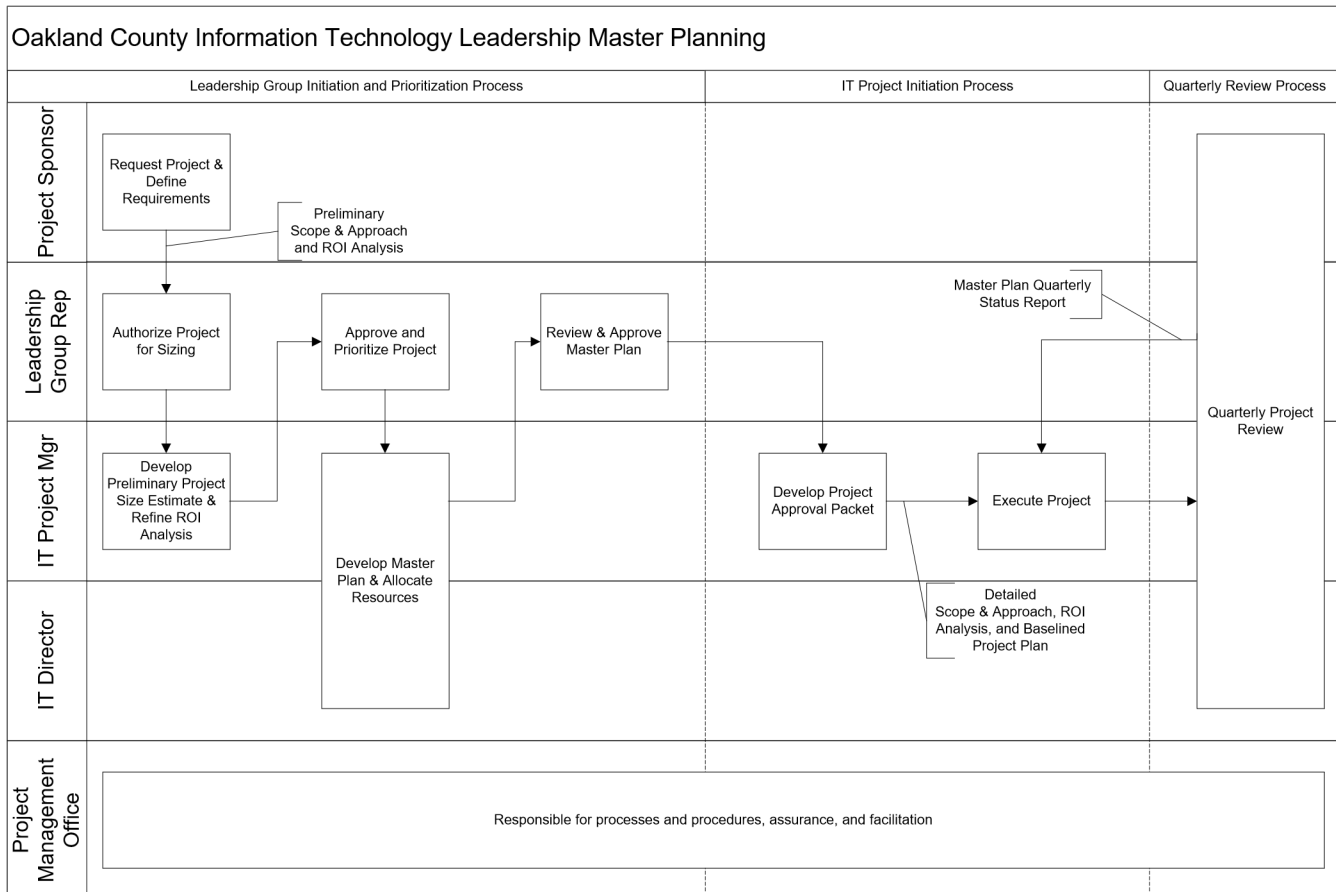
## Section 11: Master Planning

### Overview

Every other year, Oakland County Information Technology (OCIT) develops a *Master Plan* for the upcoming two-year period. The goal of the *Master Plan* is to develop a clear picture of the way *IT's* development resources can best support the *County's* short and long-term information needs. The *Master Plan* represents the commitment of the *Department of Information Technology* to partner with the *County's* various departments and divisions in an effort to effectively utilize scarce and costly *IT* development resources.

*Information Technology Leadership Groups* provide the vehicles for *IT's* customers to help direct and allocate *IT* resources to initiatives and projects that are the most beneficial to the *County* as a whole. *Leadership Groups* operate and partner with *IT* as an integral part of the biennial *Master Planning Process*.

The *Master Planning* process is shown in the diagram below. The process is performed on a biennial basis whereby each *Information Technology Leadership Group* will formulate their *IT* project requests.



For more information, refer to the [Leadership Group Process & Procedures](#) documentation.

## **Project Definition**

All new project requests should be made prior the biennial *Master Planning* period. *Master Plans* coincide with the *County's* fiscal year, which begins in October. All new project requests should be submitted prior to the *Quarterly Leadership Group* meeting the previous April. For an exact schedule of the project request deadline, refer to the [Leadership Group Process & Procedures](#) documentation.

*Project Sponsors* from each of the functional areas must initiate project requests using *IT's* project *Scope & Approach* document and *Return on Investment (ROI) Analysis*.

**S** *A project Scope & Approach document is required for all projects.*

**S** *A ROI Analysis is required for all projects except for: Team Management, Customer/Systems Support, Unscheduled System Maintenance, Planned Maintenance & Upgrades that are less than 400 hours, and Mandates.*

**S** *All projects other than Planned Maintenance and Upgrades that are greater than 200 hours must have a detailed project plan with a Project Management (PM) phase. Planned Maintenance and Upgrade projects that are greater than 400 hours require the same. Projects less than 200 hours may use the Mini-project type template.*

**S** *A Scope & Approach document and a detailed project plan are not required for Enhancement Budgets. However, a Scope & Approach document is required when an Enhancement Budget is greater than 200 hours.*

**S** *Any Enhancement Request over 200 hours cannot be included as part of an Enhancement Budget. It must be treated as a separate project.*

The standard *Scope & Approach* document provides the basis for all projects to be evaluated and controlled consistently across the *County* organization. The document includes a project goal, business objective(s), major deliverables, and approach. It also details staffing, facility, technical, and other assumptions upon which the project is planned. Constraints and exclusions are also included to provide a clear understanding of the project scope, upon which successful scope management can be achieved.

The *ROI Analysis* is a comparison between the estimated amount of money that will be saved by completing the proposed project and the amount of money (cost) required to implement it. Savings are broken down into tangible benefits and cost avoidance. Costs include items such as development services, hardware, software, infrastructure, and training. The *ROI Analysis* provides consistent criteria to assist in the prioritization of projects. The *Information Technology Leadership Groups* require that projects demonstrate a payback period of six years or less.

When requesting a new project, the *Project Sponsor* is responsible for completing certain portions of the *Scope & Approach* and the *ROI Analysis*. The remaining sections will be completed by the *IT Project Manager* after the project has been approved. The following documents are available to *Project Sponsors* on the *Project Management Office (PMO)* web site, specifically [Leadership Group Documents](#).

### **Scope & Approach Documents**

| <b>Document</b>   | <b>Link</b>  |
|---|--|
| Instructions for completing the <i>Scope &amp; Approach</i>   | <a href="#">lq_scope_approach_instructions.pdf</a>   |
| <i>Scope &amp; Approach</i> Template  | <a href="#">lq_scope_approach_template.doc</a>   |
| Examples of <i>Scope &amp; Approach</i> documents that have the <i>Project Sponsor</i> sections completed | <a href="#">lq_sa_example1.doc</a> , <a href="#">lq_sa_example2.doc</a> , and <a href="#">lq_sa_example3.doc</a> |

### **ROI Documents**

| <b>Document</b>  | <b>Link</b>   |
|--|---|
| Detailed instructions for completing the <i>ROI Analysis</i> | <a href="#">lq_roi_instructions.pdf</a>                                       |
| <i>ROI Analysis</i> Template                                 | <a href="#">lq_roi_analysis_template.xls</a>                                  |
| Examples of <i>ROI Analysis</i>                              | <a href="#">lq_roi_example1.xls</a> , and <a href="#">lq_roi_example2.xls</a> |

A *Scope & Approach* and an *ROI Analysis* are not required for *Enhancement Budgets*. *Enhancement Budgets* are hours allocated by the *Leadership Groups*, in order to support an existing computer system, for a two-year period, with a limit of 350 hours per year (700 hours total for the two-year *Master Plan* period). Once the *Master Plan* is approved *IT* will allocate the necessary hours and create project plans for each *Enhancement Budget*. When an enhancement is needed to a particular computer system, the *Project Sponsor* should contact their *IT* supervisor to make the request. Any requests estimated to be less than 200 hours can be completed as part of the *Enhancement Budget*. Enhancement requests over 200 hours must be treated as a separate project and follow the procedures in outlined in this chapter in order to be approved, sized, and prioritized on the *Master Plan*. For more information about processing *Enhancement Requests*, refer to *Section 4: Change Request Process*.

Once the preliminary *Scope & Approach* and *ROI Analysis* are complete the *Project Sponsor* must email copies to their *IT Supervisor*. The supervisor should review the documents, then forward the final copies to *PMO* at least one week prior to the next scheduled *Quarterly Leadership Group* meeting. *PMO* will place copies of the documents on the *PMO* web site within the appropriate *Leadership Group*. All parties attending the *Leadership Group* meeting are expected to review these documents and print their own hardcopies prior to the meeting.

## **Project Authorization**

Once preliminary project *Scope & Approach* documents and *ROI Analysis* have been developed all requested projects involving a *Leadership Group's* functional areas will be reviewed and assessed at the *Quarterly Leadership Group* meeting. If authorized by the *Leadership Group*, the project will be forwarded to *IT* for sizing.

A *Project ID* will be assigned by *IT* in accordance with file naming conventions found in *Appendix A: Clarity Project ID Naming Conventions*.

## **Project Sizing**

At this point in the process, *IT* will provide project sizing, or what is known as a “high level” estimate, and a refinement of the *ROI Analysis*. Time spent preparing size estimates should be tracked to the appropriate task in the *Leadership Group's Sizing Budget* project. Refer to *Section 12: Prepare and Manage Budgets* for more information.

**S** *Time spent preparing a project size estimate will be tracked to the appropriate task in the Leadership Group's Sizing Budget project.*

Assuming that the *Project Sponsor* has completed the preliminary *Scope & Approach* and *ROI Analysis*, project sizing should not take more than 20 hours on average to complete.

**G** *A project size estimate should take no more than 20 hours to complete.*

## **Size Estimates**

Project sizing estimates are most appropriate in the early stages of project planning, and are often referred to as conceptual, factored, quickie, feasibility or *SWAG* estimate. They are based on the initial *Scope & Approach* document. As a general rule, detailed estimates at the task level prove to be inaccurate when completed too far in advance of the actual start of the work or when estimating without a detailed *Scope & Approach*. The remainder of this section describes how to use *Clarity* and *Open Workbench* to create a size estimate.

The first step in providing a sizing estimate for a new project is to review the *Scope & Approach* and *ROI Analysis* provided by the customer. Contact the *Project Sponsor* to clarify any information provided or to obtain additional information. Refine the *Sponsor's* sections of the *Scope & Approach* and *ROI Analysis* as needed. The remaining sections of the *Scope & Approach* will not be completed until detailed project planning, refer to *Section 2: Planning*. The *ROI Analysis* will be refined again once the size estimate is completed, refer to [ROI Refinement](#).

## **Create Sizing Project in Clarity**

**Note:** For additional specifics on Project Creation, refer to *Section 2: Planning*.

1. Launch the *Clarity* application.
2. From the **Portfolio Management: Projects** page, click the **New from Template** button.

3. From the **Select Project Template** page, click the radio button next to the appropriate template. For more information regarding templates, refer to *Appendix D: Templates*.



*It is recommended that the “project phases” version of a template be selected for creating a size estimate*

4. Click the **Next** button.
5. Enter all required fields.

| <b>Field Name (Characters)</b>     | <b>Usage</b> | <b>Value</b>  |
|------------------------------------|--------------|---|
| Project Name                       | Required     | Enter the project name indicated on the <i>Scope &amp; Approach</i> .   |
| Project ID                         | Required     | Enter the <i>Project ID</i> by typing the following in the indicated positions: <ul style="list-style-type: none"> <li>• <i>IT Division</i> – Position 1</li> <li>• <i>IT Team</i> – Position 2</li> <li>• <i>Last Digit of Year</i> – Position 3</li> <li>• <i>Cost Accounting Customer Code</i> – Position 4 – 6</li> <li>• <i>Project Name Acronym</i> – Position 7 – 8</li> </ul> Use all upper case. A <i>Unique ID</i> is required and cannot be changed. Refer to <i>Appendix A: Clarity Project ID Naming Conventions</i> and <i>Appendix H: Customer Codes</i> for more information. |
| Description                        | Required     | Use <i>Project Scope &amp; Approach</i> goal. Use mixed case.   |
| Manager                            | Required     | Verify or change <i>Project Manager</i> name.   |
| Page Layout                        | Required     | Verify or change the <i>Page Layout</i> . For a project, leave the default – <i>Project Default Layout</i> .  |
| Start Date                         | Required     | Leave as default.   |
| Finish Date                        | Required     | Leave as default.   |
| Goal                               | Optional     | Leave as default – <i>Select</i> .  |
| Priority                           | Optional     | Leave as default – <i>10</i> .  |
| Progress                           | Required     | Leave as default – <i>Not Started</i> .   |
| Status                             | Required     | Leave as default – <i>Unapproved</i> .  |
| Stage Identifier                   | Required     | Leave as default – <i>Open Request</i> .  |
| Organizational Breakdown Structure | Omit         | <i>PMO</i> will populate once project is approved.  |

6. Click the **Save** button to continue.

## **Project Properties: Main – General**




1. Click **Actions, Add to My Projects** link. This will allow the project to appear on the **Overview: General** page under the **My Projects** sections.

| <b>Field Name (Characters)</b> | <b>Usage</b> | <b>Value</b> |
|--------------------------------|--------------|--------------|
| Template                       | Required     | Unchecked    |

2. Click the **Save** button to continue.

## **Project Properties: Main – Schedule**

1. From the **Project Properties: Main - General** page, click the **Schedule** link under **Properties**.
2. Enter all required fields.

| <b>Field Name (Characters)</b> | <b>Usage</b> | <b>Value</b>   |
|--------------------------------|--------------|--|
| Start Date                     | Required     | Leave as default.  |
| Finish Date                    | Required     | Leave as default.  |
| As Of Date                     | Optional     | Leave blank.   |
| Progress                       | Required     | Leave as default – <i>Not Started</i>  |
| Approved Flag                  | Optional     | Leave as default.  |
| Closed                         | Optional     | Leave unchecked.   |
| Priority                       | Optional     | Leave as 10. Does not represent <i>Leadership Group</i> priority.  |
| Status Indicator               | Optional     | Select a status below:<br> Green   On-Track  Yellow<br>Warning<br> Red   Critical |
| On-Hold Date                   | Optional     | Leave blank.   |
| Status Comment                 | Optional     | Provide comment for <i>Warning</i> or <i>Critical</i> .  |
| Time Entry                     | Required     | <i>Uncheck</i> .   |
| Track Mode                     | Required     | Leave as <i>Clarity</i> .  |
| Charge Code                    | Required     | Browse for <i>Charge Code</i> .  |
| Sponsored By                   | Optional     | Enter <i>Sponsor Name</i> .  |

3. Click the **Save** button.

**Project Properties: Main – Environmental Risk**

1. From the **Project Properties** page, click the **Environmental Risk** link under **Properties**.

| <b>Field Name (Characters)</b> | <b>Usage</b> | <b>Value</b>   |
|--------------------------------|--------------|--|
| Business Environment Risk      | Required     | Enter as indicated on the <i>Scope &amp; Approach</i> : <ul style="list-style-type: none"><li>• <i>Low</i> - Little or no impact to existing business processes.</li><li>• <i>Medium</i> – Project requires some changes to existing business processes.</li><li>• <i>High</i> – Product dramatically changes existing business processes.</li></ul> |
| Technical Environment Risk     | Required     | Enter as indicated on the <i>Scope &amp; Approach</i> : <ul style="list-style-type: none"><li>• <i>Low</i> – Proven or previously implemented technologies.</li><li>• <i>Medium</i> – previously implemented technologies, new requirements.</li><li>• <i>High</i> – New or non-standard technology.</li></ul>                                       |

2. Enter all required fields.
3. Click the **Save** button.

**Project Properties: Main – IT Strategies & Initiatives**

1. From the **Project Properties** page, click the **IT Strategies & Initiatives** link under **Properties**.

| <b>Field Name (Characters)</b> | <b>Usage</b> | <b>Value</b>  |
|--------------------------------|--------------|---|
| Strategies                     | Required     | Determine appropriate strategies that align with the project; may need to review with Supervisor or Division Manager. |

2. Check all required boxes.
3. Click the **Save** button.

**Project Properties: Main – Financial**

1. From the **Project Properties** page, click the **Financial** link under **Properties**.
2. Enter all required fields:

| <b>General</b>                 |              |  |
|--------------------------------|--------------|--|
| <b>Field Name (Characters)</b> | <b>Usage</b> | <b>Value</b>   |
| Company Name                   | Required     | Defaults to <i>Information Technology</i> .  |
| Project ID                     | Required     | Leave as default.  |
| Affiliated Project             | Omit         | Leave as default – <i>blank</i> .  |
| Department                     | Required     | Browse for the appropriate department.   |
| Location                       | Required     | Leave as default – <i>Info Tech</i> .  |
| Financial Status               | Required     | Leave as default – <i>Open</i> .   |
| Type                           | Required     | Leave as default – <i>Standard</i> .   |
| WIP Class                      | Required     | Leave as default – <i>DEFAULT</i> .  |
| Investment Class               | Required     | Browse for the appropriate <i>Investment Class</i> : <ul style="list-style-type: none"> <li>• <i>EN</i> – Enhancement</li> <li>• <i>MN</i> – Maintenance</li> <li>• <i>ND</i> – New Development</li> <li>• <i>NP</i> – Non-Project</li> <li>• <i>PM</i> – Planned Maintenance &amp; Upgrades</li> <li>• <i>SP</i> – Customer Support</li> <li>• <i>TM</i> – Team Management</li> </ul> |
| Cost Type                      | Required     | Leave as default - <i>Operating</i>  |
| <b>Billing</b>                 |              |  |
| <b>Field Name (Characters)</b> | <b>Usage</b> | <b>Value</b>   |
| Billing Currency               | Required     | Leave as default – <i>USD</i> .  |

| <b>Labor Transaction Rates</b> |              |   |
|--------------------------------|--------------|---|
| <b>Field Name (Characters)</b> | <b>Usage</b> | <b>Value</b>                                  |
| Rate Source                    | Required     | Leave as default – <i>OCIT Rate Matrix</i> .  |
| Cost Source                    | Required     | Leave as default – <i>Currency in Hours</i> . |
| Exchange Rate Type             | Required     | Leave as default – <i>Average</i> .           |



| <b>Material Transaction Rates</b> |              |  |
|-----------------------------------|--------------|--|
| <b>Field Name (Characters)</b>    | <b>Usage</b> | <b>Value</b>                                 |
| Rate Source                       | Required     | Leave as default – <i>OCIT Rate Matrix.</i>  |
| Cost Source                       | Required     | Leave as default – <i>Currency in Hours.</i> |
| Exchange Rate Type                | Required     | Leave as default – <i>Average.</i>           |

| <b>Equipment Transaction Rates</b> |              |  |
|------------------------------------|--------------|--|
| <b>Field Name (Characters)</b>     | <b>Usage</b> | <b>Value</b>                                 |
| Rate Source                        | Required     | Leave as default – <i>OCIT Rate Matrix.</i>  |
| Cost Source                        | Required     | Leave as default – <i>Currency in Hours.</i> |
| Exchange Rate Type                 | Required     | Leave as default – <i>Average.</i>           |

| <b>Expense Transaction Rates</b> |              |  |
|----------------------------------|--------------|--|
| <b>Field Name (Characters)</b>   | <b>Usage</b> | <b>Value</b>                                 |
| Rate Source                      | Required     | Leave as default – <i>OCIT Rate Matrix.</i>  |
| Cost Source                      | Required     | Leave as default – <i>Currency in Hours.</i> |
| Exchange Rate Type               | Required     | Leave as default – <i>Average.</i>           |

- Click the **Save** button.

### **Adding Resources to Project Sizings**

Project sizings are typically created for a project that will not actually be starting until sometime in the future, sometimes as long as almost two years in the future. The *Project Manager* will not know which resources will be available to staff the project at that time. They will only know the roles that are required in order to complete the project. For project sizings, the *Project Manager* should assign roles to the project as a placeholder for the resources that cannot yet be identified. The *Project Plan* should be created and scheduled using only these generic roles.

**S** All estimates for new project requests are to be entered using generic roles as provided by the model, refer to Appendix B: Resource/Role Standards. No tasks or activities are to be deleted from the project at this time.

Some roles may default on the project, depending on which template was used to create the project. In most cases the *Project Manager* will need to add additional roles. To add a role in *Clarity*:

1. From the **Project Properties** page, click the **Team** tab.
2. Click the **Add** button.
3. In the **Select Resource Filter** section, enter the **Resource/Role Name** or **Resource/Role ID** of the role to be added to the project.
4. Click the **Filter** button.
5. Check the box next to the role name (to be added).
6. Click the **Add** button or if adding multiple roles click the **Add and Select More** button.
7. Click the **Yes** button to add the role to the **Project Team: Staff** page if prompted.

Once identified, the *Resource Default Allocation Percent* must be assigned for each role. Each allocation is represented as a percentage of the role's total availability. Currently, all roles are defined with the same availability as a full-time employee, 35 hours per week. The role's availability to work on the project must be calculated prior to *Autoscheduling*. For purposes of project sizings this allocation should not exceed 25%, in order to generate a realistic estimate of the project duration.



*It is recommended that Role Allocations for Project Sizings do not exceed 25%.*

To change allocation in *Clarity*:

1. From the **Clarity Overview: General** page, click the **Project Name** link.
2. Click the **Team** tab.
3. Click the **Staff** link.
4. Click a specific **Resource Properties** icon.
5. Enter the **Default Allocation %**. It is recommended to enter 25% for Role allocations.

**Note:** A Resource Manager's default percentage may not exceed 71% or 5.0 hours per day. An employee's default percentage may not exceed 86% or 6.0 hours per day.

6. Click the **Save** button.

In order to project the anticipated demand on the individual IT Divisions and Teams in the upcoming Master Plan, it is important to identify which Team is expected to supply the resources for the project. This is done by populating the **Staff OBS Unit** field on the *Clarity Team* tab. All roles must be assigned to a **Staff OBS Unit**, including *Scope* and *Contingency*.



*All roles, including Scope and Contingency, must be assigned to a **Staff OBS Unit**.*

Technical roles will be supplied by the appropriate *Technical Systems & Networking* team: *DBA, Server Administration, Network Services, Workstation Services, Security, and Enterprise Architecture*. Other more generic roles, such as *Programmer* and *Business Analyst*, can be supplied by any team. It is recommended that these roles be assigned to the team that owns the project. This includes *Scope* and *Contingency*. In the case of larger projects that cross multiple teams, the same role can be added to the project multiple times, with each instance of the role assigned to a different node in the OBS.

## **Update Project in Open Workbench**

1. Launch *Open Workbench*.
2. Enter sizing estimates. Project sizing estimates are entered as a single estimate for each phase on the “Phase Name” *Preliminary Estimate* task (e.g., *Project Management Preliminary Estimate*).

Each phase has a *Phase Preliminary Estimate* task. An estimate can be easily entered using the view entitled *Size Estimate – Detail* which can be found in the *Size Estimates* folder of the view library. Since the project has not yet been approved and prioritized by the *Leadership Group*, generic resources should be used for estimating purposes.

Each phase can be estimated separately based on the *Project Manager’s* experience, or each phase can be estimated based on a standard percent for each phase using a top down approach. For example, if the project is estimated to be approximately 1,000 hours, the following standard percentage phase estimates would apply: *Initial Survey* = 20, *Feasibility Study* = 80, *Business Area Requirements* = 150, etc.

Projects can also be estimated using a bottom up approach, whereby an initial phase is estimated, and the remaining phases are estimated using the standard percentages. For example, if *Business Area Requirements (BAR)* is estimated at 150 hrs, *Business System Design (BSD)* = (BAR hours/ (guideline BAR guideline 15%\*100)) \* (BSD guideline 15%\*100).

**G** Notes are recommended and can be easily entered to document any deviation from the guideline phase percentages. The notes will provide the back-up for the Customer to have a better understanding of the assumption used in estimating and the level of accuracy. In *Open Workbench*, double click on the gray box next to the task line where the note will be entered, click on the *Notes* tab and enter the notes in the dialog box. Click on **OK** to save the task note. Estimate Notes will now appear in the view.

Once a preliminary estimate has been entered for each phase, open the *Size Estimate – Core Work* view which can be found in the *Size Estimates* folder and print it. The printed total from this view represents the project’s “Core Work” which will be used to determine the project’s *Contingency, Project Management, and Scope Change* estimates.

**S** A standard contingency estimate of 10% per phase must be added for all project size estimates.  
Mandate Exception  
 A standard contingency estimate of 50% per phase must be added for all size estimates for mandated projects.

Once the phase estimates have been entered, contingency estimates can be entered using the *Size Estimate – Detail* view which can be found in the *Size Estimates* folder of the view library. Enter 10% of the phase hours for each phase contingency task (50% for mandates).

**S** A standard PM estimate of 20% of the core work must be added for all project size estimates.

Mandate Exception

A standard PM estimate of 30% of the core work must be added for all size estimates for mandated projects.

*Project Management* estimates can be entered using the *Size Estimate – Detail* view which can be found in the *Size Estimates* folder of the view library and entering 20% of the core work in the *Project Management Summary* task (30% for mandates).

**S** A standard Scope Change Management estimate of 5% of the core work must be added for all project size estimates. Mandate Exception

A standard Scope Change Management estimate of 20% of the core work must be added for all size estimates for mandated projects.

*Scope Change Management* estimates can be entered using the *Size Estimate – Detail* view which can be found in the *Size Estimates* folder of the view library and entering 5% of the core work in the *Scope Change Management* task (20% for mandates).

Save the plan file to *Clarity*. In the *Scope & Approach* document, update the *Project Phase Authorization* section to reflect the total number of hours estimated for the project. Use the view entitled *Size Estimate (+/- 10% to 50%)* located in the *Size Estimate* folder to determine the estimate.

The *Size Estimate (+/-10% to 50%)* view should also be included at the end of the *Scope & Approach* document. To do this, complete the following steps:

1. Open the *Size Estimate (+/-10% to 50%) – Phase Level* view located in the *Size Estimate* folder in *Open Workbench*. Verify that all information is clearly displayed on the screen.
2. Print the view to Adobe PDF and then from Adobe take a Snapshot of the view by selecting *Edit* and then *Take a Snapshot*. Highlight the area to copy and click on *OK*.
3. Open the *Scope & Approach* document in *Word*.
4. Scroll to the bottom of the *Word* document and insert a page break.
5. Paste the screen print into the *Word* document.

## **ROI Refinement**

The *Estimated ROI Cost* identified on the *Project Cost* portlet view must be entered into the *Cost Detail* portion of the *ROI Analysis* spreadsheet. This information can typically be described as “*Information Technology Staff Labor*”, with a *Project Cost Category* of “*Development Services*”. Some estimation of the project duration may be necessary at this time. For example, if the project is expected to be completed in less than 12 months the entire *Estimated Cost* can be entered in the *Y1 (Year 1)* column. Larger projects may need to be spread across *Y1, Y2*, etc.

Any additional technical costs and technical savings must be estimated and entered into the *ROI Analysis* spreadsheet. Refer to the *ROI Instructions* located on the *PMO* web site for more detailed information. Technical costs include items such as servers, desktop PCs, or other hardware, software licenses, hardware and software maintenance fees, and infrastructure costs. At this point, the *ROI Analysis* is based on high-level estimates. These estimates will be further refined during the analysis phase of the project.

The *Project Manager* should review the *ROI* submitted by the customer for accuracy. Close attention should be given to the *Savings Detail Cost Avoidance* and *Tangible Benefits*. Changes/updates should be made to the *ROI* for benefit/saving items if any of the items listed are not considered a *Tangible Benefit* or cost avoidance project savings. An example of a *Tangible Benefit* would be a legitimate budget line item savings such as less postage used, resulting in budget dollars saved. *Cost Avoidance* should include those items that will prevent/reduce future expenditures. *Support and Maintenance Resource Savings* would not be considered a *Tangible Benefit* if the resource will be assigned to other work. This type of benefit would be considered intangible in nature and listed under the *Cost Avoidance* category in the *Savings Detail*, but not included in the *Savings Summary*.

### **Saving the Scope & Approach, and ROI Documents**

Attach the updated *Scope & Approach*, and *ROI Analysis* documents to the *Sizing Project* on the **Collaboration** tab, **Documents** link in *Clarity*. Advise *PMO* when the documents have been attached and are ready for review. *PMO* will review these size estimates and save them to the appropriate *Leadership Group* within the *PMO* web site for review by the *Leadership Group* members, refer to *Section 2: Planning, Adding Documents to Projects*.

If you are preparing a size estimate for a project introduced in the current *Master Plan*, attach the *Scope & Approach*, and *ROI Analysis* documents to the **Collaboration** tab, **Documents** link of the *Size Project* in *Clarity*. Notify *PMO* that the documents are ready for review. Size estimates must be completed at least two weeks prior to the quarterly *Leadership Group* meeting.

### **Project Approval and Prioritization**

Once a project has been sized by *IT*, the *Leadership Group Chairperson* places it on the *Agenda* for the next *Quarterly Leadership Group* meeting (typically in July prior to the new *Master Plan*). At the *Quarterly Meeting* the *Project Sponsor* will present the size estimate and the *ROI* to the group. All sized project proposals will be reviewed and assessed. The *Leadership Group* requires that all projects demonstrate an estimated payback period of six years or less. Other factors, such as the funding source, the project risk, and the operational impact of the project will also be assessed. The *Leadership Group* may, or may not, approve the project. All approved projects will be prioritized according to their benefit to the *County* organization as a whole.

### **New Project Requests**

Ideally, all new project requests should be submitted prior to the creation of the two-year *Master Plan*. However, there may be occasions where a request must be submitted in the middle of the *Master Plan* period. The process for submitting these requests is similar to the *Master Planning* process:

1. The *Project Sponsor* forwards an electronic copy of the preliminary *Scope & Approach* and *ROI Analysis* to the *IT Supervisor*. The *IT Supervisor* reviews the documents then forwards them to *PMO*. *PMO* reviews the documents, and then places copies on the *PMO* web site. *PMO* must receive the final copy at least one week prior to the *Quarterly Meeting*. All meeting attendees review the documents prior to the meeting.
2. The *Project Sponsor* presents the request to the *Leadership Group* at the *Quarterly Meeting*. If the *Leadership Group* decides the project has merit it is forwarded to *IT* for sizing. No projects will be added to the *Leadership Group Project Portfolio* until *IT* has provided a size estimate.

3. *IT* completes a size estimate, creates the *IT Strategic Plan Alignment*, refines the *Scope & Approach* and *ROI Analysis* documents, and forwards the results to *PMO* at least one week prior to the scheduled *Quarterly Leadership Group* meeting. *PMO* will place copies on the *PMO* web site for meeting attendees to review.
4. The *Project Sponsor* presents the sized request to the *Leadership Group* at the *Quarterly Meeting*. The *Leadership Group* will both approve the project and determine its priority, or they will deny the request.

In short, it can take up to three months to get a new project approved by the *Leadership Group*. The *Project Sponsor* has the option of requesting an emergency *Leadership Group* meeting to expedite this process. However, it is recommended that all project proposals be submitted prior to the *Master Planning* period.

## **Annual Team and Non-Project Planning**

**S** Each *Team Plan* will have the appropriate corresponding plan type identifier in position 7 & 8 of the project ID.

This step will involve establishing *Non-Project* and *Team Plans* with estimates for the new fiscal year. *Non-Project* and *Team Plans* are created annually for the fiscal year starting in October.

*PMO* will provide new *Non-Project* and *Team Plans*. The following table describes how to identify the type of *Team Plan* that will be provided.

| <b>Position</b> | <b>Description</b> | <b>Values</b>   |
|-----------------|--------------------|---|
| 1-1             | Division           | Refer to <i>Appendix H: Customer Codes</i> .  |
| 2-2             | Team               | Refer to <i>Appendix H: Customer Codes</i> .  |
| 3-3             | Year               | Refer to <i>Appendix H: Customer Codes</i> .  |
| 4-6             | Customer Number    | Refer to <i>Appendix H: Customer Codes</i> .  |
| 7-8             | 2 Characters       | Type the appropriate <i>Project Class</i> : <ul style="list-style-type: none"> <li>• Non-Project – <i>NP</i>.</li> <li>• Team Management – <i>TM</i>.</li> <li>• Customer/Systems Support – <i>CS</i>.</li> <li>• Unscheduled System Maintenance – <i>SM</i>.</li> <li>• Planned Maintenance &amp; Upgrades – <i>PM</i>.</li> </ul> |

All *Team Plans* will be one-year plan except for *Planned Maintenance and Upgrades* plans which are a two-year plan.

The new plans will be delivered populated with estimates from the previous year's plans (*Total Usage minus Actuals plus Estimate to Complete*). *Supervisors* will validate the tasks and estimates in the plans and make any necessary changes. Use the view entitled *Estimate Team/Non-Project Plans* located in the *Master Planning* folder. The *Estimate* column in this view shows two decimal points. However, estimates should be rounded up or down to whole numbers.

## Team Plans

**S** Each Team Plan will have the appropriate corresponding phase. Refer to Appendix G: Definitions for definitions.

| Task ID | Type                           |
|---------|--------------------------------|
| 90      | Team Management                |
| 91      | Customer/Systems Support       |
| 92      | Unscheduled System Maintenance |
| 93      | Planned Maintenance & Upgrades |

All activities in a *Team Plan* must have an appropriate *Task ID* defined for reporting purposes. The *ID* consists of the following components:

| Position | Description             | Value  |
|----------|-------------------------|--|
| 1-2      | Phase number            | Same as the phase-level ID (90, 91, 92).     |
| 3-4      | Leadership Group Number | Refer to <i>Appendix H: Customer Codes</i> . |
| 5-7      | Customer Number         | Refer to <i>Appendix H: Customer Codes</i> . |

**S** When adding a new Activity to an existing Team Plan, you must identify the corresponding Phase Number, Leadership Group Number, and Customer Number for reporting and billing purposes, refer to *Appendix H: Customer Codes*.

**S** FOIA – Freedom of Information Act. All tasks, including programming, that are a result of a FOIA request must be charged to the FOIA task in the Team plan. Every Team Plan must have an FOIA activity in the Customer Support plan.

## Creating Annual Team and Non-Project Plans

Estimating the work for the coming year is the most important part of the *Annual Master Planning Process*. The *Leadership Groups* receive allocations and make decisions about projects based on these estimates. Please take the time to review your plans thoroughly.

Launch the *Clarity* application.

### Project

1. Select **Projects** from the menu.



2. Open your new plans by entering the **Project Name** or **Project ID** and clicking the **Filter** button. Examples include:

- 2023-24 Internal Services (IS) PMO Customer Support – DH3040CS
- 2023-24 IS PMO Non-Project – DH3040NP
- 2023-24 IS PMO System Maintenance – DH3040SM
- 2023-24 Internal Services Team Management – DR1040TM (NOTE: one plan per Division)
- 2023-24 Team H – DH3040TG
- 2022-24 IS Planned System Maintenance and Upgrades – DH3040PM

### **Project Overview**

1. Select the appropriate project by clicking on the **Project** name.
2. Launch *Open Workbench*.

The hard copy report provided by PMO entitled *Actuals/Estimates to Prep New Team Plans* should be used to assist you in preparing your annual *Team* and *Non-Project* plans. This report contains your current *Team* and *Non-Project* plans with *Actuals* through *March 31, 2023*, the remaining *Estimate to Complete*, and *Total Usage*.

To populate your estimates, use the view entitled *Estimate Team / Non-Project Plans* located in the *Master Planning* folder. You should revisit your current *2022-23 Plan Actuals* (see hard copy report *Actuals/Estimates to New Team Plans*) to best determine estimates for each resource.

**Important Note:** You should always review the hours assigned to each resource carefully.

You can also open your current *2022-23 Team* and *Non-Project* plans using the view entitled *Actuals/Estimates to Prep New Team Plans* located in the *Master Planning* folder. For those of you that would like to review your previous years (1997 – 2021) plans, please contact a member of the PMO.

Review the entire plan, entering the estimate to complete for each resource for the time period 09/30/23 through 09/27/24. These are the start and end dates set for each task in the *Non-Project*, *Team Management*, *Customer Support*, and *System Maintenance* plans and the start date for all milestones in the *Planned Maintenance* plans.

Tasks in the *Non-Project*, *Team Management*, *Customer Support*, and *System Maintenance* plans have been uniform loaded, fixed, and locked.

You can delete any tasks or remove resources that will not be applicable for the new plan year. You can also add tasks, but must adhere to the following standards for *Team Plans*:

Validate and/or update *Activity ID* numbers. See the *ID* column on the *Estimate Team / Non-Project Plans* view in the *Master Planning* folder. Refer to *Appendix H: Customer Codes* and the *Customer/Account Number Report* for more information, specifically:

- *Positions 1-2* = Phase Number (e.g. *Unscheduled System Maintenance* is 92)
- *Positions 3-4* = Leadership Group Number (e.g. *Courts Leadership Group* is 10)
- *Positions 5-7* = Customer Number (e.g. *Friend of the Court* is 312); therefore, the *ID Number* would be: 9210312



Historically, the *ID* field contained the Fiscal Services account code in positions 8-12. It is not necessary to include this information in the *ID*, since it is duplicated in the *Charge Code* field. Any historical account numbers in the *ID* can be kept or deleted at your discretion.

Also note that *Workbench* will force *IDs* to be unique. Therefore, if you have multiple activities with the same *ID*, *Workbench* will automatically add -1, -2, etc. to the end of the *ID*.

Validate and/or update task charge codes. Use the view entitled *Activity Charge Code Review* view in the *Annual Planning* Folder. Every task in your *Team Management*, *Customer Support*, *System Maintenance*, and *Planned Maintenance* plans **MUST HAVE A CHARGE CODE** (account number) associated with it.

**Important Note:** The charge code is a required function for *Clarity* billing. The charge code is the account number from the *Customer Account Number List* from the mainframe system which all supervisors have been supplied a copy. Contact *PMO* if you need a copy of *Customer Account Number List*.

Validate and/or update loading patterns. *Uniform* loading pattern should be used for annual planning purposes and reviewed for possible changes once plans have been refined. Tasks where work effort is to be spread over a specific time period, pushed to the next time period, and unchanged require a *Uniform* loading pattern. Tasks where the work effort is to occur in a specific time period (*i.e. one month*), not pushed to the next time period and the unused work effort reduced, should have a *Fixed* loading pattern.

Below are averages/trends across the department for the last five years.

|   | <i>Annual Hours</i>  | <i>Annual Hours</i>  | <i>Annual Hours</i>  | <i>Annual Hours</i>  | <i>Annual Hours</i>   |
|---|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <i>Activity</i>                               | <i>2018-19 Plans</i> | <i>2019-20 Plans</i> | <i>2020-21 Plans</i> | <i>2021-22 Plans</i> | <i>2022-23 Plans*</i> |
| Administration & Other                        | 1-135<br>(avg. 45)   | 1-135<br>(avg. 45)   | 1-125<br>(avg. 45)   | 1-150<br>(avg. 45)   | 20-110<br>(avg. 55)   |
| Administration & Other (Resource Managers)    | 50-365<br>(avg. 145) | 35-535<br>(avg. 150) | 50-350<br>(avg. 190) | 50-265<br>(avg. 120) | 50-280<br>(avg. 120)  |
| Team Tracking & Control/Replanning (per team) | 25-425<br>(avg. 180) | 25-465<br>(avg. 200) | 30-400<br>(avg. 200) | 20-500<br>(avg. 200) | 30-400<br>(avg. 200)  |
| Training CLEMIS                               | 20-120<br>(avg. 50)  | 0-150<br>(avg. 50)   | 5-150<br>(avg. 50)   | 1-100<br>(avg. 35)   | 20-100<br>(avg. 50)   |
| Training Tech Systems & Network               | 5-180<br>(avg. 55)   | 0-200<br>(avg. 50)   | 0-175<br>(avg. 45)   | 0-115<br>(avg. 35)   | 25-160<br>(avg. 70)   |
| Training Application Services                 | 5-130<br>(avg. 45)   | 1-100<br>(avg. 30)   | 1-115<br>(avg. 30)   | 5-100<br>(avg. 30)   | 15-80<br>(avg. 40)    |
| Training Internal Services                    | 5-85<br>(avg. 20)    | 2-25<br>(avg. 10)    | 0-35<br>(avg. 10)    | 1-40<br>(avg. 15)    | 40-65<br>(avg. 45)    |

\*includes *Actuals* and remaining *ETC*.

New system implementations currently underway should be included in both the *2023-24 Customer Support* and *2023-24 System Maintenance* plans for the year.

Once the *2023-24 Team* and *Non-Project* plans are completed, resource commitments should be reviewed by running the *Resource Utilization Summary* and *Resource Utilization Detail* reports from the *Clarity Reports and Jobs* menu.

Implementation of the *2023-2024 Team* and *Non-Project* plans is as follows:

| <b>Date</b>        | <b>Description</b>   |
|--------------------|--|
| April 7, 2023      | <i>Team</i> and <i>Non-Project</i> plans delivered to Supervisors.   |
| April 26, 2023     | Annual Replanning Workshop.  |
| June 30, 2023      | <i>Team</i> and <i>Non-Project</i> plans are completed by Supervisors.                                       |
| July 17 & 18, 2023 | Management review and approval of new <i>Team</i> and <i>Non-Project</i> plans.                              |
| July 28, 2023      | Final changes to <i>Team</i> and <i>Non-Project</i> plans.   |
| August 3, 2023     | <i>Team</i> and <i>Non-Project</i> plans baselined, activated, and added to the appropriate Team Group plan. |
| September 28, 2023 | <i>Team</i> and <i>Non-Project</i> plans rebaselined to reflect any changes made.                            |
| September 30, 2023 | Tracking begins on new <i>Team</i> and <i>Non-Project</i> plans.   |

**The 2022-23 *Team* and *Non-Project* plans will be closed on Thursday, October 5, 2023** (time will be tracked to these plans through *Friday, September 29, 2023*). Therefore, following *September 30, 2023* all tasks in the *2022-23 Team* and *Non-Project* plans should have a blank ETC, an end date on or prior to *September 29, 2023* and the task status should be *completed*.

## **Master Planning and Resource Allocation**

*IT Management* will allocate hours to the highest priority projects as determined by the *Leadership Groups*. Resource availability for project-based work will be calculated by taking the overall resource availability, then deducting the *Non-Project* and *Team Plan* estimates created in [Annual Team and Non-Project Planning](#). Due to resource constraints, there may not be enough availability to address all prioritized projects. These lower priority projects will be placed in an *Open Requests* section of the *Master Plan*. Work will be performed on *Open Request* projects only if resource availability changes (e.g. *another project finishes early, additional staff are hired, etc.*).

## **Master Plan Review and Approval**

At the *October Quarterly Leadership Group* meeting the *Leadership Groups* will review and approve the biennial *Master Plan*. Current copies of each *Leadership Group's* projects will be maintained by *PMO* and reported in the *Leadership Group's Quarterly Status Report*.

## **Future Project Planning**

All projects that have been approved by the *Leadership Groups* in the *Master Plan*, but have not been started, are considered future projects. All future projects will be created in *Clarity* as individual projects. The individual project plan will be used to estimate the projects begin and end dates because this project was not started at the time the *Master Plan* was approved.

The future project will include a phase for each *Leadership Group*. Within each phase, the approved project activities are identified. Each activity has a *Begin Project* milestone and a task. The task *ID* should begin with a “FP–”(Future Project) and end with the approved project priority number. *PMO* will create the plan files in *Clarity* and include them in the *Supervisor’s Team Group Plan* for analysis purposes.

*Supervisors* should assign resource(s) to tasks and estimate hours for each resource. Generic resources should not be assigned to a future project plan file; actual “real” resources should be used whenever possible. The future project plan file can be developed from the size estimate plan file that was created in *Clarity* in order for the project to be authorized by the *Leadership Group*, refer to [Project Sizing](#).

Once estimates, resources, and dates have been assigned, *PMO* will baseline the future project plan file.

No time will be tracked to a future project. This file is used only for estimating project start and end dates based on resource availability. Each time an *Autoschedule* is completed the start and end dates of the approved projects may change. It is the *Supervisor’s* responsibility to evaluate and monitor these dates for *IT Management* and *Leadership Group* reporting purposes.

When a future project plan file is ready to be started, the *Project Manager* must complete the *Scope & Approach* document and update the future project plan creating a detailed project plan, refer to *Section 2: Planning*. The project must be approved by the *IT Steering Committee* before work can begin, refer to *Section 3: Issue Management Process*.

## **Mandated Projects**

A *Mandated* project is defined as any program passed by *Federal* or *State* law that requires *Oakland County Resources* to implement. Prior to implementing a *Mandated* project, it must be approved by the *Board of Commissioners* per *Miscellaneous Resolution #99149*. This resolution states that “no *Oakland County* department may implement a *State* or *Federally* mandated program without first having an appropriation passed by the *Board of Commissioners* in accordance with the *General Appropriations Act* and *Public Act 2 of 1968, as amended*”.

A *Mandated* project is presented by the *Project Sponsor* through a *Scope & Approach* and *ROI Analysis* submitted to the *IT Supervisor*. Once the document is received, the *IT Supervisor* will complete the *Project Sizing* process, refer to [Project Sizing](#), and the packet will be sent to the *Project Sponsor* and to *Fiscal Services*. The *Fiscal Services* department will then present the project to the *Board of Commissioners* for approval.

Mandated projects do not need to be prioritized by a *Leadership Group* prior to approval. *IT* will present the status of the mandated project at the next quarterly *Leadership Group* meeting and the *Leadership Group* will prioritize it accordingly.

**S** Approval for Mandated projects must be obtained from the Board of Commissioners.

**S** Enhancement Budgets cannot be used for Mandates.

**S** When completing the Scope & Approach document for a Mandated project, the Project Goal must state the Public Act that is mandating the program.

## **Master Plan Quarterly Update**

The *Leadership Groups* will review the *Master Plan* on a quarterly basis. The *Leadership Group* will monitor the variance of all detailed projects, *Customer/Systems Support*, *Unscheduled System Maintenance* and *Planned Maintenance/Upgrade* activities. They may add new projects and may reprioritize existing projects as needed. The result is a revised *Master Plan*.

Completed projects remain on the *Master Plan* for the duration of the two-year period. As the period comes to completion, the completed projects drop off, new projects are submitted and prioritized, a new *Master Plan* is created, and the entire process starts over.