
Missouri Geospatial Business Plan: Mapping Missouri's Future

Missouri Cadastral Data

Geospatial technology is an essential component of effective government. However, the organization must understand what GIS is and then realize the implications of a spatially enabled enterprise of interoperable systems. The success of your spatially-enabling your IT infrastructure initiative now rests on your ability to convince management to both support it and fund it. It is important to remember this is a Business Case, not a Technology Case—therefore it is essential to approach it from a business perspective. This requires the identification of your audience and other competing activities and programs, building alliances with multiple organizations, justifying your cost / benefit and risk analyses, alignment of the project goals with organizational objectives, and being prepared to prove your success.

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Missouri Cadastral Data Business Plan

Purpose of an Executive Summary:

The reason for writing an Executive Summary is to provide a concise summary of the essential highlights of the business case for the proposed project or activity. The reader should be able to understand what the project is about, the role of the project in the organization's or government's business plan/direction, and the business justification of the project. The reader should understand how the project improves the overall efficiency and/or effectiveness of the governmental unit.

Description:

While the Executive Summary appears at the beginning of a business case, it is written last. The Executive Summary describes the objective of the project, the current state of the problem and the resulting opportunity. It outlines the scope of the project in general terms, and briefly describes the business context i.e., what other government jurisdictions and/or organizations are doing. The Executive Summary also provides a brief description of the projected business impact, and the possible risks of undertaking the project. Finally, it concludes with recommendations and the financial impact of the project. This summary should also be written with the media in mind, as this is often the only part of a report that the media read. The Executive Summary is also often used to prepare a press release.

The summary should be a maximum of 2 pages in length.

Checklist for Executive Summary:

1. Will the reader get a clear understanding of the reasons for the project and its outcome by outlining the "Why, What, When, Who, and How" of the project?
2. Does it contain any information that is not contained in the body of the business case? (it should not)
3. Is the Executive Summary less than two pages? (it should)
4. Can the Executive Summary be treated as a stand-alone document? (it should)

Missouri Cadastral Data Business Plan

Purpose of the Background Section:

The reason for writing the Background Section is to provide the reader with an introduction to the subject of the business case. This section describes the history and current state of affairs giving rise to or relating to the general business problem or opportunity that is the subject of the business case.

Problem / Opportunity

Description:

Provide a brief description of the business problem or opportunity that the project is trying to address.

Examples of general business problems are:

- Not meeting service level expectations
- Escalating service costs
- Change in business requirements
- Change in Legislation

Examples of general business opportunities are:

- Unmet need for clientele
- Evolution of process to next stage
- Technical readiness shifts
- Change in business environment and direction
- Organizational change and re-scoping

Current Situation

Description:

This section provides a synopsis of what is happening currently within the scope of the industry, governmental context, and executive directives. If applicable, it also relates what has led to the current situation, and what is likely to happen if the current situation is maintained (*status quo*). The current situation can be defined in terms of relevant legislative or reporting requirements, organization structures and responsibilities, human resources, processes, and technology.

Checklist for Background Section:

1. Is the business problem or opportunity clearly defined in general terms?
2. Are the relevant facts outlined so that the reader has a clear understanding of the relevant history and current situation and the resulting problems or opportunities?
3. Where necessary, does the current situation include available statistical information?

Purpose of the Project Description Section:

The reason for writing the Project Description Section is to provide the reader with a clear definition of what the project will accomplish (objective). It also outlines what the project will and will not include (scope) and what the expected results (outcomes) are. It should also delineate the stakeholders of the project or initiative.

Project Description

Explain how the project will address the business problem / opportunity identified in Section 2.

Objectives

Outlines what the project will accomplish, in clear and measurable terms within a specified time frame. These objectives are used for post-implementation review to appraise and assess the success of the project. The objectives should be formulated broadly enough so that meaningful alternatives are not ruled out, and narrowly enough so that only relevant alternatives are considered and that costs and benefits can be formulated. Objectives should be focused on goals, not operations, and on outputs, not production.

Examples of objectives include:

- Reduce integration time from 1 hour to 5 minutes, by March 2005
- Reduce web-administration costs from \$200,000 to \$100,000 thousand for the 2005 fiscal year

Scope

This section defines parameters of the project. Specifically, it describes the timeframes, organization, function and technology.

Timeframe: Explains specific details about when the project will start and end and deliverable milestones

Organization: Details the specific collaborations and the groups who will be involved in the project.

Function: Describes what roles and functions of these organizations the project involves.

Technology: Defines the boundaries within which the project must work, i.e. use of existing systems, compliance with established standards.

Out of Scope

This section includes items or areas that are specifically excluded from the project.

Anticipated Outcomes

This section itemizes specific and measurable deliverables of the project. Each outcome includes an estimated time frame of when the outcome/deliverable will be completed (time from project start).

Outcome/Deliverable	Estimated Completion
Detailed Business Requirements Document	3 Weeks
Project Design Document	6 Weeks
Etc.	Etc.

Stakeholders

List all interested parties that may be impacted (positively or negatively) by the project. Categorize the parties between internal (a party within the government) / external (party outside of government) and primary (directly impacted and involved in the project) / secondary (impacted but is not directly involved in the project). For each party include an overview of their business requirements of the project.

Stakeholders:	Overview of Business Requirements
Primary – Internal	
Stakeholder 1	Requirement 1 Requirement 2 ...
Stakeholder 2	Requirement 1 Requirement 2 ...
Primary – External	
Stakeholder 1	Requirement 1 Requirement 2 ...
Secondary – Internal	
Stakeholder 1	Requirement 1 Requirement 2 ...
Stakeholder 2	Requirement 1 Requirement 2 ...
Secondary – External	
Stakeholder 1	Requirement 1 Requirement 2 ...
Stakeholder 2	Requirement 1 Requirement 2 ...

Checklist for Project Description Section:

1. Is it clear what the project will accomplish?
2. Is it clear what is not included in the project and what it will not accomplish?
3. Will the reader be aware of all the stakeholders that will be impacted by the project?
4. Are the general requirements of each stakeholder clearly laid out?
5. Are the timelines of the project clearly outlined?
6. Are the interrelationships / dependencies between program elements outlined clearly?
7. Does the business case mention any education or consultation that has taken place with stakeholders?

Strategic Alignment

Purpose of the Strategic Alignment Section:

The reason for writing the Strategic Alignment Section is to provide the reader with an understanding of how the project aligns with the overall business plan of the governmental entity or organization within which it resides. This includes how it may affect other initiatives within the organization.

Description:

Review the business plans of all internal stakeholders and identify specific goals that the project will help achieve (positives '+') or goals that the project will hinder (negatives '-'). Identify the level of impact the project has on achieving the various internal business plan's goals by scoring the impact high, medium, or low, using the following guidelines:

Direction of Impact:

Positive '+' indicates that it will help to achieve the stated goal

Negative '-' indicates that it will hinder the achievement of that goal

Level of Impact:

High indicates that the project has a critical impact on the achievement of the goal

Medium indicates that the project directly impacts the goal but it is not critical to its attainment

Low indicates an indirect impact to the achievement of the goal

Stakeholder Group	Goal from Business Plan	Level and Direction of Impact	Explanation (if required)

Checklist for Strategic Alignment:

1. For goals that have been assigned a high level of impact, is the project truly critical to achieving the goal?
2. Does the explanation support the evaluation of how the project affects the organization's goals?
3. Does the project align with the business plan?
4. Where will the support for this project come from internally?
5. Where will detractors for this project (if any) come from internally?

Purpose of the Context Analysis Section:

The reason for writing the Context Analysis Section is to provide the reader with an understanding of what other organizations (internal and external) have done or are doing to address similar types of problems and opportunities. The reader can use this section to compare the proposed business case direction and process to that of other organizations and industry trends.

Description:

The Analysis should include what is happening in other government departments, other government jurisdictions and private industry, that directly relates to the scope of the project and its implementation / impact. Research may include such information as:

- Duration of their project
- Specific project goals and outcomes
- Critical success factors
- Project milestones and cost
- Products delivered
- Benefits achieved
- Performance measurements and metrics used
- Lessons learned

This section also includes any findings from research studies that identify industry trends and best practices related to the achievement of similar goals.

Checklist for Context Analysis:

1. Are the organizations / entities chosen for the Context Analysis representative of your situation, specifically in terms of governance, size, resources, and complexity?
2. Are the organizations chosen for the Context Analysis knowledgeable in the project area identified?
3. Are the sources of the research reliable and able to be referenced?
4. Has the data and information used to build the context been verified?
5. Is the time period of the proposed activity applicable and amenable to the current situation?
6. Have conclusions been made or extrapolated from the context research?
7. How is the research incorporated or considered in the business case?

Purpose of the Alternatives Section:

The reason for writing the Alternatives Section is to provide the reader with an outline of the realm of possibilities that are available to address the problem or opportunity. It provides the reader with rationale as to why some approaches have been eliminated as viable alternatives. Finally, it provides a detailed description of viable options that will address the business problem or opportunity. A viable option usually includes a 'do nothing' option (status quo).

Description:

List all possible solutions that may meet the business problem or opportunity. Based on a practical and common sense analysis, narrow the list to include only viable alternatives, stating the reason(s) for excluding an alternative. Valid alternatives should not be simply excluded due to funding or resource constraints. Only the viable alternatives will be further detailed and carried forward into following sections of the business case.

For **each viable alternative**, explain the key features including people, processes, and systems. Discuss how each viable option addresses the business problem or opportunity and meets the objectives of the project within the outlined scope as stated in Section 3 – Project Description.

Each alternative must be defined in sufficient detail to enable identification of specific project impacts (**Section 7 – Business & Operational Impacts**), project risks (**Section 8 – Project Risk Assessment**), and project benefits and costs (**Section 9 – Cost Benefit Analysis**). It is important to include partnership and shared service opportunities that may enhance the business outcome of an alternative.

Include any detailed requirements analysis in an appendix for each alternative.

Checklist for Alternatives

1. Have all possible solutions been identified?
2. Have all viable alternatives been determined?
3. Is there sufficient reason for the exclusion of possible solutions?
4. Are the alternatives truly distinguishable?
5. Are the viable alternatives defined at a sufficient level of detail to define costs and benefits?
6. Where possible, do alternatives take advantage of partnerships and shared service opportunities?
7. Have any critical success factors been highlighted for each alternative?
8. Have all constraints for each alternative been identified?

Business & Operational Impacts

Purpose of the Business & Operational Impacts Section:

The reason for writing the Business & Operational Impacts Section is to provide the reader with a list of all business and operational impacts for each stakeholder. Each impact is described and analyzed for each viable alternative.

Description:

For each stakeholder (outlined in Section 3) identify all business (strategic, organizational, long-term focus) and operational (procedural, technical, detailed focus) impacts that may arise from the project.

Examples of business impacts are:

- Change in service, level of service, and/or products being provided
- Change in focus or direction of the organization

Examples of operational impacts are:

- Staff training requirements
- Reduction of staff resources

For each impact, identify the direction of impact (positive, negative, or unknown) for each alternative using the following guidelines:

Positive '+' indicates that it will help to achieve the stated goal

Negative '-' indicates that it will hinder the achievement of that goal

Unknown indicates that the direction is not known before implementation

For each impact, identify the magnitude of impact (high, medium, low, or none) for each alternative using the following guidelines:

High indicates that the magnitude of impact is significant and stakeholder support and preparation is critical to the alternative's success

Medium indicates that there is a manageable impact to the stakeholder

Low indicates the alternative will have minor impact to the stakeholder

None indicates that the stakeholder will not be impacted by the alternative

If necessary, document the rationale for the evaluation.

Impact & Description	Alternative 1	Alternative 2	Alternative 3
Stakeholder 1:			
Impact 1 – a description of impact 1	+ High	+ Medium	+ High
Impact 2 – a description of impact 2	+ Medium	+ Medium	- Low
...			
Stakeholder 2:			
...			
...			

Checklist for Business & Operational Impacts

1. For each stakeholder, have all business & operational impacts been identified?
2. Has the magnitude and direction of impact been accurately evaluated for each alternative?
3. Have all stakeholders been considered?
4. Have risks that specifically relate to each alternative been included?

Purpose of the Project Risk Assessment Section:

The reason for writing the Project Risk Assessment Section is to provide the reader with an understanding of the risks related to the project and how these risks may vary by viable alternative. This section includes a risk mitigation strategy for each risk.

Project Risk associated with each Viable Alternative (Not including Status Quo)

Description:

Identify all project risks that may relate to the project. A risk is a factor, element, condition, or event that may jeopardize the project from achieving the anticipated benefits or increase the project cost.

Examples of project risks are:

- Lack of Senior Management Support – no authority
- Legislative changes, constraints, and politics
- Insufficient training
- Inadequate communication
- Conflicting priorities
- Inability to free-up critical business resources of time, personnel, and funding
- Complexity of issues
- Intra-organizational turf issues
- Inter-organizational turf issues

Examples of project mitigations are:

- Secure executive authority, support, leadership, and vision
- Unity of direction and purpose for mission that makes sense
- Good communication
- Commitment and determination of project partners
- Mutual respect
- Ability to free-up critical business resources
- Broad review and participation of stakeholders
- Consensus via compromise
- Securing a champion
- Training and education program availability

For each project risk, identify the probability of the risk occurring and the impact it may have on each alternative, using the following guidelines:

Probability of Risk

High indicates that the event is high likely to occur

Medium indicates that the event is likely to occur

Low indicates that the event is not likely to occur

Impact of Risk

High indicates that the event has a significant impact to the project

Medium indicates that the event will impact the project

Low indicates that the impact is relatively minor to the project

None indicates that the risk will not impact the project

If necessary, document the rationale for the evaluation.

Project Risk Assessment	Viable Alternative 1		Viable Alternative 2		Viable Alternative 3	
	Probability	Impact	Probability	Impact	Probability	Impact
Risk 1 – a description of risk 1	High	Medium	Low	Low	Medium	Low
<i>Risk 1 General Mitigation Strategy</i>	<i>Specific Strategy</i>		<i>Specific Strategy</i>		<i>Specific Strategy</i>	
...						
Risk 2 – a description of risk 2	Low	Medium	Medium	Low	Medium	Medium
<i>Risk 2 General Mitigation Strategy</i>	<i>Specific Strategy</i>		<i>Specific Strategy</i>		<i>Specific Strategy</i>	
...						

Risk of Not Proceeding with Project (Maintaining Status Quo)

Project Risk Assessment	Status Quo	
	Probability	Impact
Risk 1 – a description of risk 1	High	Medium
<i>Risk 1 General Mitigation Strategy</i>	<i>Specific Strategy</i>	
...		
Risk 2 – a description of risk 2	Low	Medium
<i>Risk 2 General Mitigation Strategy</i>	<i>Specific Strategy</i>	
...		

Checklist for Project Risk Assessment

1. Have all general project risks been identified?
2. Have all risks specific to each alternative been identified?
3. For each risk, has the specifics of each alternative been taken into consideration when evaluating the probability and impact?
4. Has a determination been made as to what constitutes an unacceptable level of risk?
5. Has a risk mitigation strategy been identified for those unacceptable levels of risk?
6. Have the risks related to maintaining the *status quo* been identified?

Purpose of the Cost/Benefit Analysis Section:

The reason for writing the Cost / Benefit Analysis Section is to provide the reader with an evaluation of the costs and benefits associated with each viable alternative. The reader can easily understand and compare the initial and on-going expenditures to the expected financial and non-financial benefits, for each viable alternative. GIS users need to look for ways to identify and document how GIT benefits their organizations and their clientele. As well, they need to identify how they can add to their return on investment by further integration of GIT into other business lines, work flows, and operations. Reflecting on how these business tasks would be (or currently are) accomplished without the aid of a geospatially enabled system should bring to mind many potential areas of benefit, some of which are listed below.

Quantitative Analysis – Financial Cost & Benefit:

Description:

Some of the acknowledged benefits of GIT include:

- Save money and / or cost avoidance
- Save time
- Increase efficiency
- Increase accuracy
- Increase productivity
- Revenue generated or recovered
- Support decision making
- Aid budgeting
- Automate workflow
- Build an information or knowledge base
- Manage resources
- Improve access to government
- Increase communication and collaboration

Full Cost Analysis

Where possible all costs and expected benefits resulting from this opportunity should be analyzed for each viable alternative (including the costs and benefits of *status quo*). This methodology provides the reader with a total cost picture and is much more informative than an incremental approach. Any detailed worksheets should be attached as an appendix.

Incremental Cost Analysis

If it is not possible or practical to fully analyze the entire cost or where the incremental project costs are relatively small to the entire cost, an incremental approach may be used. This methodology involves identifying the changes or differences between each alternative, using the projected benefits / costs of the maintaining the *status quo* alternative as a basis for comparison.

Timeframe:

Identify an appropriate project timeframe over which both the cost and benefits will be analyzed. The timeframe should be appropriate to the expected lifecycle of the project, from incurring costs to achieving the anticipated benefits from an operational aspect.

Costs:

Identify all relevant costs incurred by all stakeholders over the chosen project timeframe:

- Direct costs
- Indirect costs

- Initial costs
- On-going costs
- Capital costs

Consideration should be given to:

- When the costs will be incurred
- Who will incur the costs
- Certainty of costs

Benefits:

Identify all quantifiable benefits related to all stakeholders over the chosen project timeframe.

Consideration should be given to:

- When the benefits will be achieved
- Who will be the recipient of the benefits
- Certainty of benefits

A sample of a Summary Cost - Benefit Template:

Summary of Quantitative Cost/Benefit	Viable Alternative 1	Viable Alternative 2	Viable Alternative 3
Present Value of Total Benefits:	\$	\$	\$
Present Value of Total Costs:	\$	\$	\$
Net Present Value of Project	\$	\$	\$

A Sample Costing Template for each Viable Alternative:

Quantitative Analysis – Viable Alternative 1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Benefits:						
Revenue	\$	\$	\$	\$	\$	\$
Costs:						
Analysis	\$	\$	\$	\$	\$	\$
Design	\$	\$	\$	\$	\$	\$
Implementation	\$	\$	\$	\$	\$	\$
Ongoing Operational Costs:						
Human Resources	\$	\$	\$	\$	\$	\$
Administration	\$	\$	\$	\$	\$	\$
Net Benefit or Cost of Viable Alternative 1	\$	\$	\$	\$	\$	\$
Net Present Value	\$					

Analysis:

A “Net Present Value” calculation is used to account for the fact that \$1 today is not worth the same as \$1 five years from now, due to inflation and interest rates. The use of a “Net Present Value” calculation should be used to take into account the time value of money, regardless of whether the full or incremental cost approach is used.

If there are some assumptions that have a significant impact on the cost or benefit, a sensitivity analysis should be presented. Contingency allowances or interest rate premiums should be used to account for differences in certainty or risk. The cost / benefit analysis should be reviewed for reasonableness through the use of

benchmarks, other organization’s experience, industry data, etc. This could include the use of a public sector review for public-private partnership projects.

Continuously measuring the benefits of GIS can be contagious (especially in the current performance-based environment), and organizations will begin to find new ways of calculating and tracking benefits. The future promises that the benefits of GIT will be measured with more sophisticated and powerful tools enabling us to mine the architectural relationships to identify more advantages and opportunities across the enterprise. These measurements will cause positive transformation of business processes that will serve as the catalyst for more efficient and effective operations and programs.

Qualitative Analysis – Non-Financial Benefits & Costs:

Some of the costs and benefits may not be quantifiable (difficult to attach a dollar value to). For example non-quantifiable benefits may be increased customer satisfaction or increased staff morale. Non-quantifiable costs may be reduced corporate image or adverse public perception. Other intangible benefits include better decision support, increased efficiency, and increased communication and sharing of data and information. Where reasonable, these should be translated into quantifiable benefits (i.e. increased staff morale, may lead to high productivity, which may lead to less over-time). However, the non-quantifiable cost / benefits that cannot be translated into quantifiable cost / benefits should be summarized in the following manner:

Viable Alternative 1

Qualitative Summary	Description	Stakeholder(s) Impacted
Benefits:		
Benefit 1	Description of benefit 1	
Benefit 2	Description of benefit 2	
Costs:		
Cost 1	Description of Cost 1	
Cost 2	Description of Cost 2	

Assumptions

All assumptions used to determine, both quantitative and qualitative, costs and benefits should be clearly documented. This would include general assumptions as well as assumptions specific to each alternative.

Checklist for Cost / Benefit Analysis Section

1. Have all quantitative costs and benefits been identified?
2. Have all qualitative costs and benefits been identified?
3. Is the timeframe for determination of costs and benefits appropriate considering the expected life span of the project?
4. Can any of the non-financial items be converted to financial items?
5. Are all the assumptions clearly identified?
6. Have all common / general assumptions been applied consistently to each alternative?
7. Have assumptions been reviewed to identify the sensitivity of their estimation on the resulting impact statement?
8. Have benchmarks, other organization’s experience, or industry data been used to validate costs and benefits?

Purpose of the Conclusion & Recommendation Section:

The reason for writing the Conclusion & Recommendation Section is to provide the reader with a selected alternative based on an overall evaluation of the alternatives in terms of impact, risk, and cost / benefit. Specific recommendations for moving the project forward are also presented.

Conclusions

Description:

This section will recap each of the alternatives based on their Business & Operational Impact, Project Risk Assessment, and Cost / Benefit Analysis. Based on these results, a conclusion as to which alternative should be chosen would be made and supported.

Alternative	Business & Operational Impact	Project Risk Assessment	Cost/Benefit Analysis
Alternative 1	Describe overall assessment	Describe overall assessment	Describe overall assessment
Alternative 2	Describe overall assessment	Describe overall assessment	Describe overall assessment
Alternative 3	Describe overall assessment	Describe overall assessment	Describe overall assessment

Choose the recommended alternative based on the above recap, selecting the alternative that maximizes the effectiveness and efficiency while minimizing risk and cost.

Recommendations

Description:

Organizations that implement an enterprise-wide GIT solution connecting the business lines and processes to the geography works better. With the creation of on-line services utilizing Internet mapping, agencies and organizations can better serve themselves and their constituencies. This affect must be seen and manifested within the IT infrastructure, data management policies and warehousing, and interoperability for data and information exchange. Through the integration of GIT, these systems tend to become more flexible to the evolving nature of e-government and location-based service provision. This section will make specific recommendations regarding implementation and proceeding with the project. The extent of the recommendation may range from recommending approval for full project implementation to recommending a more detailed requirements analysis be done to validate some key business case components.

Project Responsibility

Description:

Recommend who should be the Project Manager and as such have responsibility for managing the implementation. This section would include any additional governance aspects related to cross-government projects.

Project Accountability

Description:

Recommend who should be the Project Sponsor and as such have overall accountability to ensure the project is completed. This section would include any additional governance aspects related to cross-government projects.

Purpose of the Implementation Strategy Section:

The reason for writing the Implementation Strategy Conclusion & Recommendation Section is to ensure that those approving the business case understand the resources they must allocate (people, dollars, time, etc.) to complete the recommended next steps of the project.

Description:

Outline the proposed implementation plan for the recommended next steps at a high level. Enough detail should be provided so that those approving the business case understand the resources they must allocate (people, dollars, time) to complete the recommended next steps of the project plan.

This section should include:

- Major project phases
- High-level work plan, deliverables and target dates for completion
- Costs (\$) required to carry out the implementation plan
- Personnel (organizations, roles) required
- Proposed project structure
- Assign responsibility for implementing and monitoring the risk mitigation strategies (Section 8)

Purpose of the Review & Approval Process Section:

The reason for writing the Review & Approval Section is to clearly present the reader with who and how the business case has been reviewed and approved. This section will also contain the final outcome of the business case. If the business case is approved, the evidence of the approval should be included. If the business case is not approved, the business decision behind either rejecting the project or deferring the project should be documented.

Review Process

Description:

Who will review the business case?

Approval Process

Description:

What is the approval process and who is involved

Business Case Signoff

Description:

The business case should be signed and dated by the approving person(s), indicating whether the business case is approved. If applicable, approval conditions should be identified. If the business case is not approved, reasons for the decision should be documented.