

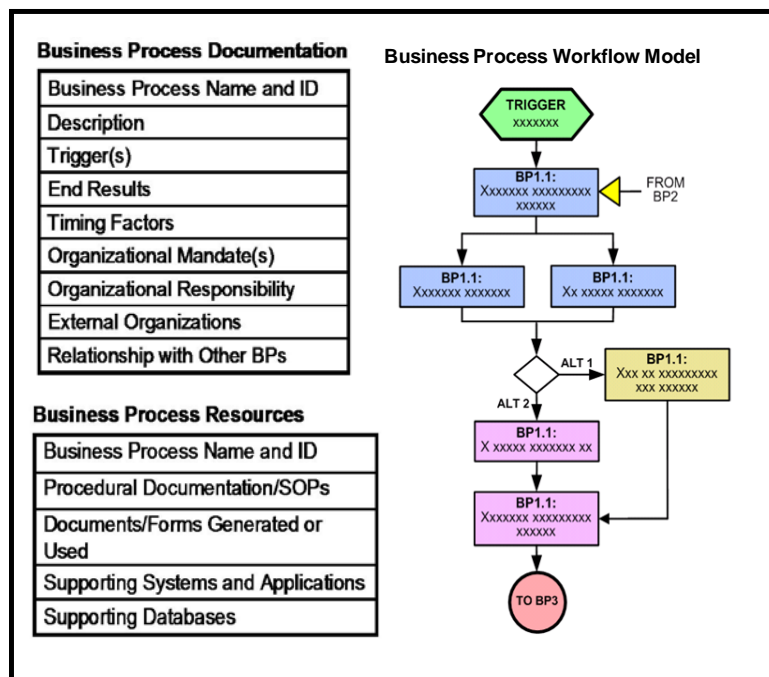
## INFORMATION TECHNOLOGY NEEDS ASSESSMENT AND PLANNING SERVICES

### Business Process Workflow Evaluation and Improvement

A *business process* is a concise description of work carried out by an organization. Business processes have a programmatic basis and defined results (tangible products, decisions, services provided). Business processes are characterized by workflow steps and are usually heavily dependent on information systems, data, and applications. An evaluation and description of business processes provides a picture of an organization's operations and information flow. It is the basis for making organizational and operational improvements and for determining how information technology can support operations and deliver benefits. Business processes support externally-focused programs directed at citizens, other public agencies, the business community, etc. as well as internal support functions and program administration.

Croswell-Schulte uses accepted industry practices and modeling tools to evaluate and document business processes. We work closely with management and staff to create an accurate and comprehensive picture of current operations and program structure. We deliver business process documentation in a format that supports organizational improvements and IT planning. Information typically captured to describe business processes is depicted below:

#### COMPONENTS OF BUSINESS PROCESS DEFINITION



With a well-documented set of business processes, we examine information flows, performance factors, and identify specific systems, data resources, and products that are used or generated. We evaluate resource commitments, timing, and factors contributing to bottlenecks and inefficiencies. This is the basis for recommendations on business process improvements and enhanced use of information technology to improve efficiency and achieve measurable benefits.

Key elements of the Croswell-Schulte service offerings for business process evaluation include:

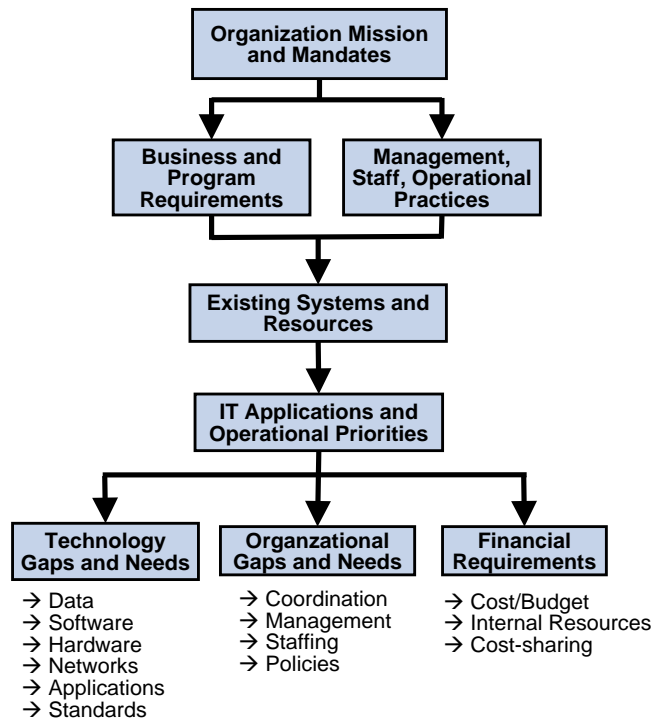
- examination of business drivers and organizational mandates (laws, regulations, policies)
- information capture and business process documentation
- creation of process-flow models (using appropriate modeling tools)
- identification of information system and data impacts on business processes
- evaluation and recommendations on business process and technology improvements

## IT Situation Assessment and Requirements Evaluation

Our assessment and needs evaluation services provide a foundation for IT project and program planning. As shown at right, our work in this area establishes a clear baseline, identifies current resources and gaps, and defines priority areas for effective technical and institutional improvements. We use efficient techniques for information gathering and consensus building including on-line surveys, interviews, focus groups, and interactive brainstorm sessions.

Our approach includes the definition of IT applications and data needs that respond to the organization's business requirements. This needs assessment is the basis for technical and organizational design and development

Through our examination of the organizational environment and technical infrastructure we deliver a comprehensive picture of current resources and requirements. We engage management, technical staff, and users to build understanding and a unified consensus about IT initiatives. We identify policies and practices needed to support these initiatives and prepare clear budgets and funding strategies.



IT assessment and requirements evaluation services include the following main components:

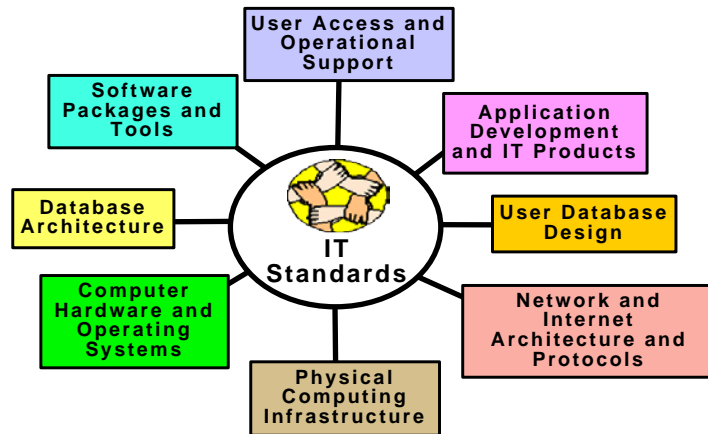
- Information technology orientation sessions for management and staff
- Inventory of current systems, data resources, software, and applications
- Evaluation of business drivers and organizational mandates for information technology
- Evaluation of technical deficiencies and gaps
- Review of organizational structure, policies and practices, staffing, and IT governance
- Definition of technical requirements (system, data, applications)
- Definition of requirements for changes and enhancements to IT management, staffing, policies, and practices

## Enterprise Architecture and System Integration Design

An enterprise information technology architecture is a unified framework for managing and operating information systems and resources in an organization-wide setting. Enterprise architectures are designed and built based on the following major principles:

- Focus on organization-wide business needs and long-term strategic goals
- Data and infrastructure as an investment with long-term value and benefits
- System integration through sound design and use of applicable IT standards
- Coordination, collaboration, and shared resources (data, systems, applications, support)

The main elements of an enterprise information architecture are depicted below.



Croswell-Schulte applies the principles, practices, and methodologies for enterprise architecture design and planning espoused by leading professional and government organizations:



Croswell-Schulte provides the following services for enterprise IT architecture planning and design:

- Evaluation of business drivers and organizational mandates for enterprise IT
- Business process evaluation
- Analysis of current systems and databases
- Research and development of enterprise IT standards, best practices, and policies
- Development of IT management and governance structures
- System and database integration design
- Application design
- Support in software specifications, procurement, and implementation

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## IT Strategic and Implementation Planning

*Strategic planning* creates a vision for information technology and defines high-level goals to establish a foundation for long-term information technology development, enhancement, and operations. *Implementation plans*, (sometimes referred to as “work plans”, “business plans”, or “project plans”) are carried out within the context of the strategic plan. They define implementation tasks and resources for IT programs and projects that address specific strategic goals and projects. Our planning work takes into account all factors that impact IT development and deployment: technical, organizational, administrative, and financial. We help our clients lay out a realistic long-term vision for IT programs. Based on this strategic view, we prepare detailed plans and project management practices that lead to successful implementation and operations.

Typical components of strategic and implementation plans are identified below:

STRATEGIC PLAN COMPONENTS	IMPLEMENTATION PLAN COMPONENTS
→ Vision and Mission Statement → High-Level Goals → Internal and External Stakeholders → Objectives or Initiatives → Business Case → General Timing → High-level Cost Estimates	→ Project Description and Objectives → Tasks with Task Hierarchy → Task Linkages → Specific Milestones and Deliverables → Schedule and Timing Constraints → Costs, Budget, Resources → Definition of Roles/Responsibility → Management/Communication Procedures

Croswell-Schulte is expert in strategic visioning and planning. Our work provides for efficient and practical results that guide long-term IT programs and project execution. We ensure that strategic visioning and plan development is sensitive to the organization's mission, business requirements, and the needs of users. Our implementation planning work makes use of appropriate project planning and management tools resulting in practical "blueprints" for IT development projects and management tools that support project coordination and execution.

Croswell-Schulte offers the following IT visioning and planning services:

- Information technology orientation sessions for management and staff
- Assessment of current systems and needs
- Evaluation of business drivers and organizational mandates for information technology
- Research on IT industry trends, products, methodologies and impact for the organization
- Focus group sessions for strategic visioning and consensus building
- Strategic plan preparation and presentation
- Long-term IT program budgeting and development of funding approaches
- Implementation and business planning for IT initiatives and projects
- Program and project risk assessment and risk management development
- IT cost-benefit analyses and business case preparation
- Support in plan adoption and execution

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