



# City of Albuquerque Information Technology Services Division Project Management

## **Step 2 - Project Concept Report**

### **Document Purpose**

*This document is a preliminary investigation and report of a proposed project. It will provide sufficient detail to the project sponsor to authorize or decline to authorize Step 3 – Project Alternative Analysis.*

### **Before You Start...**

*Before working on this document you should have completed Step 1 – Project Concept Authorization. This should have the signatures of the CIO and Project Initiator. Please see the IT Project Management Overview for more information on the different steps in managing an IT project.*

### **How to Complete this Document**

*Here are some guidelines and conventions to help you complete this document successfully:*

- 1. Questions are numbered sequentially and are UPPERCASE (capital letters). All questions must be answered in order to complete this document.*
- 2. Text in italics is for guidance only. Do not remove this text as it provides context and will help your audience make good decisions.*
- 3. A picture is worth a thousand words. Use recognized diagramming methods such as (but not limited to) Gane Sarson/Data Flow Diagrams, Swim Lanes/Process Flow, Flow Charts and UML as appropriate for the subject being described. Make sure, however, that your intended audience will understand them.*
- 4. Tailor your responses to your audience. Do not assume in depth technical knowledge.*
- 5. Take and use photos if appropriate, but ensure that you have clearance to do so from the business unit.*
- 6. Check for spelling and grammar.*
- 7. Tell the truth. This document is based on the Scientific Method. Support your argument with fact-based evidence.*

## Project Concept Report

### 1. COMPLETE THE FOLLOWING PROJECT INFORMATION:

*Some of this information can be found in Step 1- Project Concept Authorization.*

|                           |  |
|---------------------------|--|
| Help Desk Ticket #:       |  |
| Project Title:            |  |
| Project Analyst Assigned: |  |
| Proposed Project Sponsor: |  |
| Proposed Project Manager: |  |

### 2. ACTIVITY: DESCRIBE THE STATUS QUO

*Give a brief description of the business unit. What activities does the business unit perform that are relevant to the project? If the project is intended to replace an existing system or process, explain how the process works today. Provide metrics and statistics that will give your audience an idea of the size, volume and scope of the project that you are working on.*

*Provide some sort of top-level context diagram (e.g. UML, DFD level 0) etc. from the point of view of the business unit. Although there may be some overlap with Question 6, in this question we are more concerned with identifying actors, stakeholders and processes etc. Some of these entities may not have/require corresponding technical interfaces described in Question 6.*

*Provide an overview of relevant history, culture and any legislation that may be important for later stages of your analysis.*

*Provide any organizational change management opportunities that may also be included as part of this effort.*

### 3. ACTIVITY: DESCRIBE THE VISION FOR THIS PROJECT

*A well-defined vision is critical to the success of a project. If money, time and people were no object, what would the business unit imagine and dream as possible outcomes for this project? In other words, what does the final destination of this journey look like? Examples of a vision could be statements such as “implement a point of sale system that can handle modern payment methods” or “reduce the dependency on paper documents by implementing best practice business methods”.*

### 4. ACTIVITY: DESCRIBE THE STRATEGIC AND FUNCTIONAL GOALS FOR THIS PROJECT

*Again assuming that money, time and people are no object, what indicators will tell us that we have reached our destination/vision? Goals are solid markers that are clear, unambiguous measures of success. Good examples could be “can process 1000 transactions per hour”, “can accept all major credit cards” or “implement a document management system”.*

**5. ACTIVITY: DESCRIBE KNOWN BUSINESS EXPECTATIONS**

*Document any known business expectations that could impact alternative selection. Examples could include security, privacy, business continuity, inside/outside the City security perimeter.*

**6. ACTIVITY: DESCRIBE THE SUPPORT THAT THIS PROJECT WILL PROVIDE TO CITY GOALS AND STRATEGIES**

*Every activity in the City should, somehow, tie back to a City goal. It might be a Desired Community Condition, it might be a Mayoral initiative, or it might be a department vision or goal. Some projects will only meet one of these. Others will have links to many different goals and initiatives.*

**7. ACTIVITY: DESCRIBE THE INTERFACES BETWEEN THE PROPOSED PROJECT AND ANY OTHER SYSTEM**

*Processes never exist on their own. What kinds of interactions with other systems occur today? How do these interactions take place? How will this project change those interactions? Will this project require additional interfaces? If so, what form will they take? There may be some overlap with Question 2, but whereas Question 2 is concerned more with the business/people/process side, this question is more interested in the technical side. Putting Question 2 and 6 together should capture all aspects of who deals with the system, why and how.*

**8. ACTIVITY: DEFINE THE SCOPE FOR CHANGE**

*If this project goes ahead, it will change the way that the business unit functions. Some changes might not be noticeable, others might require a major shift in the way that the business unit operates. To what degree is the business unit prepared for these changes? Are there any changes that the business*

*unit might be looking forward to? How could the negative impact of any changes be mitigated?*

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## **Next Steps**

1. *Check spelling and grammar.*
2. *Check for audience suitability.*
3. *Present document (see below). Meeting invitations should include:*
  - *CIO*
  - *DFAS Director*
  - *Project Sponsor*
  - *Department Director (if different to Project Sponsor)*
  - *Project Initiator*
  - *Applications Development Group Manager*

## **PCR Presentation**

*The PCR presentation is an opportunity to validate and discuss the report. Presentation style (e.g. presentation slides, handouts, location etc) should fit the audience, the project and the presenter, but will usually involve working through the document as a group.*

*Changes may be made to the report and meeting attendees are strongly encouraged and expected to question and comment on the report. You should incorporate suggested improvements. If the changes are substantial, it is often best to reconvene the presentation once the report has been updated. Once the report is completed and accepted, those present will be asked to authorize Step 3 – Project Alternatives Analysis.*

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## Decision

*Decision time. Please read and check all the boxes that describe this decision. Where more information is required, you should explain with enough detail so that it is clear to everyone what the decision is, what any further deliverables should be.*

After reviewing the PCR document the undersigned stakeholders decided to:

- Pledge the resources to perform an analysis of alternatives. The output of this analysis will be a Project Alternatives Analysis (PAA).

Expected start date for alternatives analysis: \_\_\_\_\_

Expected delivery date for alternatives analysis report: \_\_\_\_\_

Project Analyst assigned: \_\_\_\_\_

- Cancel this project

- Suspend work on this project with conditions noted below:

DECISION CONDITIONS

\_\_\_\_\_  
IT Services  
Manager

\_\_\_\_\_  
Date

\_\_\_\_\_  
Project Initiator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Director

\_\_\_\_\_  
Date