

CITY COUNCIL MEETING

JULY 20, 1983

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COMPUTER NEEDS  
STUDY AUTHORIZED

Following introduction of the matter by City Manager Glaves and a lengthy discussion, Council, on motion of Mayor Pro Tempore Snider, Olson second, authorized the firm of Ernst and Whinney to perform a Computer Information System Plan for the City at a cost not to exceed \$12,300. The motion carried by the following vote:

Ayes: Council Members - Snider and Olson (Mayor)

Noes: Council Members - Pinkerton

Absent: Council Members - Murphy and Reid

# COUNCIL COMMUNICATION

TO: THE CITY COUNCIL  
FROM: THE CITY MANAGER'S OFFICE

DATE July 1, 1983



SUBJECT: SPECIAL STUDY - COMPUTER INFORMATION SYSTEM PLAN

\$12,300.

Presently, the City of Lodi has an IBM System/34 computer in operation. All of the existing data processing applications are Finance Department related, such as: utility billing, payroll, general ledgers, accounts payable, appropriations, revenues, etc.

Several other departments in the City have requested new data processing services and, in some cases, employees have even brought in their own micro computers to establish independent information systems that are needed. In the past year the City has also invested in word processors to supplement its centralized data processing equipment.

With the increasing requests for information systems, the investments the City has in additional data processing equipment and the rapidly advancing technology, my real concern is to see to it that the City establish an organized, long-range information system plan.

I feel that it would be essential to develop, through departmental interviews, a list of data processing information requirements. Priorities would have to be established based upon the following: information to be provided to the public, information to be provided to staff and cost savings to the City. It would also be necessary to determine the need for the use of micro or personal computers as to whether they be interconnected to the City's mainframe computer or be a stand alone unit based upon the data base of the information system.

I invited the City's independent audit firm of Ernst and Whinney to prepare a proposal to accomplish these objectives. Ernst and Whinney has performed the annual audits of the City's records since 1976 and are not only thoroughly familiar with the City's financial transactions but also have audited the City's data processing operations each and every year. In their proposal Ernst and Whinney plans to use their most qualified data processing personnel out of their San Francisco and Sacramento offices. The cost of their proposal, including out of pocket expense, would not exceed \$12,300.

I respectfully request your approval to have Ernst & Whinney proceed with this most important computer information study.

Robert H. Holm  
Finance Director-City Treasurer

CITY COUNCIL

EVELYN M. OLSON, Mayor  
JOHN R. (Randy) SNIDER  
Mayor Pro Tempore  
ROBERT C. MURPHY  
JAMES W. PINKERTON, Jr.  
FRED M. REID

CITY OF LODI

CITY HALL, 221 WEST PINE STREET  
POST OFFICE BOX 320  
LODI, CALIFORNIA 95241  
(209) 334-5634

File 7/20

HENRY A. GLAVES, Jr.  
City Manager

ALICE M. REIMCHE  
City Clerk

RONALD M. STEIN  
City Attorney

July 28, 1983

Ernst & Whinney  
555 Capital Mall  
Suite 650  
Sacramento, CA 95814

Gentlemen:

This letter will confirm the action of the Lodi City Council taken at its regular meeting of July 20, 1983 whereby Council authorized your firm to develop a Computer Information Systems Plan for the City of Lodi as outlined in your proposal dated April 4, 1983 at a cost not to exceed \$12,300.00.

Our Finance Director, Robert Holm, will contact you further regarding the details you need to initiate this project.

Very truly yours,



Alice M. Reimche  
City Clerk

AMR:jj

**ELMSL & WAINMONEY**



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**Proposal to Serve**

**CITY OF LODI**

**Information Systems Planning**



# Ernst & Whinney

555 Capitol Mall, Suite 650  
Sacramento, California 958 14

April 4, 1983

916/447-3237

Mr. Robert H. Holm  
Finance Director and Treasurer  
City of Lodi  
221 West Pine Street  
Lodi, California 95240

Dear Mr. Holm:

We are pleased to propose our services to assist you in developing an Information Systems Plan for the City of Lodi. The information you provided regarding your current planning efforts was helpful. It demonstrates the high level of commitment the City has to making the planning process successful.

Our structured approach to strategic planning will support the City in its efforts to develop an effective strategic plan that satisfies its information needs. We recognize that Information Systems Planning must achieve a delicate balance between various alternatives so that the benefits from Information Systems can be maximized and the risks minimized.

We believe we are well qualified to assist the City of Lodi in its strategic planning process. Our combination of experience in Information Systems Planning and our prior service to the City permits us to effectively support your efforts. The project team we have identified for the study has extensive experience in serving the City and expertise in performing Information Systems Planning engagements.

Based upon our discussions concerning staffing and scheduling, we would plan to initiate the project during the third quarter of 1983. We estimate that the work proposed can be completed in not more than two months elapsed time. We estimate our professional fees for this study will be approximately \$11,800 not including our out-of-pocket expenses for travel.

The following sections of this proposal outline the objectives and scope of an Information Systems Planning project, our approach, and the staffing and timing requirements for performing the work.

Mr. Robert H. Holm

April 4, 1983

We look forward to working with you, as a valued client of Ernst & Whinney, in developing an Information Systems Plan. We would be pleased to discuss this proposal with you and other City of Lodi officials. If you have any questions regarding our proposal, please contact Mr. James Olson at (916) 447-3237, or Mr. Tom Ihlenfeldt at (415) 981-8890.

Very truly yours,

*Ernst & Whinney*

## INFORMATION SYSTEMS PLANNING AND THE CITY OF LODI

In the recent past, the City of Lodi has placed increasing emphasis on planning for effective use of its resources. Several departments within the City have requested new data processing services from the Finance Department and, in some cases, have purchased low-cost personal computers to help meet their immediate needs. The City also has made large investments in data processing during the last year, including word processing equipment and personal computers to supplement its centralized IBM System/34 computer. The increasing requests for service and investments in equipment have caused concern within the City that its current growth is not coordinated and could result in less-than-optimal use of City resources.

Recognizing that information is a vital resource in the operations of City government and its success in serving the community of Lodi, the City of Lodi is committed to develop a comprehensive strategic Information Systems Plan.

The City recognizes that new information systems technologies have the potential to provide greater flexibility, more responsiveness, and greater accuracy in all areas of operation. The City further recognizes that without careful planning in all areas of its operations, the benefits of proposed information systems may not be achieved. In addition, the proliferation of competing technologies, the complexity of the information systems field, and the need to effectively utilize highly skilled Information Systems personnel require careful planning in designing an Information Systems organization.

The City of Lodi recognizes that the proposed project can help avoid such situations as those briefly described below.

- o Inadequate Planning -- If short-range plans are developed without a full understanding of the strategic information requirements of the organization, many options available to the organization might be inadvertently precluded.

- o Duplication of Effort -- An understanding of the information requirements may reduce or eliminate the duplication of effort and expense involved in the development of similar systems to satisfy similar requirements.
  
- o Sub-optimization -- Without an adequate understanding of the information needs of the organization, solutions to small problems or information needs will not consider the "big picture," and, as a result, will not be optimum for the organization.
  
- o Incompatibility -- Planning will help eliminate incompatibility problems between dissimilar systems by defining and making provisions for the implementation of bridges between systems as they are developed.

Advancing technology also increases the need for planning. Many possible options must be evaluated and considered in developing of systems to satisfy information needs, so that the advantages of improving price/performance ratios in computing can be taken advantage of.

All of these considerations have led the City of Lodi to the conclusion that an Information Systems Plan is essential for the continued success of City government in serving the community. To help achieve these ends, the City is considering engaging Ernst & Whinney to assist in the development of the Plan.

## OBJECTIVES

Our objective is to assist the City in developing a strategic Information Systems Plan that addresses the information requirements of the City and fits into its business plans. The plan would concentrate on strategies which will influence the information system function at Lodi over the next five to ten years.

The objectives that the Ernst & Whinney and City of Lodi project team must meet include the following tasks:

- o Provide the framework for developing the Information Systems Plan. We will make use of the Ernst & Whinney Information Systems Planning Guidelines in the engagement.
- o Provide training for selected City personnel in the planning process.
- o Provide our experience in planning and in project management to ensure that the planning process is carried out correctly and effectively.
- o Participate in executive interviews to identify, review, and assess key City goals and objectives as they relate to the Information Systems Plan.

Provide guidance and specific techniques for conducting the planning process, including final formatting of the planning document.

Provide an independent and unbiased perspective of the information requirements of the organization so that an effective plan can be developed.

## SCOPE AND APPROACH

This section of our proposal discusses the scope of the long range plan and our proposed methodology for assisting the City in its efforts to determine its data processing needs and to document existing systems. We have divided each of the critical tasks of the project into a series of subtasks for efficient project management. The identification of subtasks provides flexibility in scheduling while maintaining project control. The following items compose our work plan for the engagement we are proposing. Each task assumes a high degree of client involvement.

### TASK 1 - Develop Planning Framework and Planning Goals and Objectives

The basis of any long range plan are the objectives the plan is designed to achieve. These objectives and goals for data processing, as well as the City's strategy for attaining them, will be defined by the following subtasks.

- o Review of prior data processing feasibility reports performed by the City or outside consultants to identify planning concerns and implementation considerations. This subtask will also identify some of the major areas involved in a long range data processing effort.
- o Interviews of upper management personnel to determine the current objectives for data processing, any strategic plan for achieving those objectives, and the constraints under which data processing must function. These interviews would include but not be limited to the following:
  - City Manager,
  - Finance Director,
  - Public Works Director, and
  - Utility Director.
- o Distribution of a survey questionnaire to the City's department level supervisors to identify the existing information requirements and to determine potential uses of data processing in the future. Evaluation

of this questionnaire will provide input of operational considerations essential for a successful data processing plan as well as identifying key areas for emphasis during Task 3.

## TASK 2 - Evaluate the City's Current Data Processing Environment

This task defines the current status of the City's EDP capabilities from both a hardware and software standpoint. This will supplement existing documentation of the initial position from which the long range plan must start in order to achieve the objectives defined in Task 1. The required sub-tasks are as follows.

- o Research and identification of the current in-house computer hardware capabilities. This will be completed by a review of the vendor's literature and additional independent sources of information.
- o Evaluation of the current in-house software. This evaluation will be based upon current user requirements, the software's limitations, and its potential for expansion. This sub-task will require a review of available documentation, interviews with technical data processing personnel, and observation of user procedures.
- o Determination of the current status of data processing operations within the City, documentation of the resources utilized, and an evaluation of current performance based on our experience with similar installations. This evaluation will reflect the limits within which data processing is currently functioning.

## TASK 3 - Define the City's Management Information Needs

The success of a long range plan will be determined by how well the management information requirements of the users are satisfied while achieving long range management objectives. In order to include these considerations, the following sub-tasks must be completed.

- o Review of the long range plans of the various user groups to identify areas requiring data processing resources.

- o Identification of potential applications for each major user department and consolidation of common user requirements into clearly definable component systems.
- o Review of department requirements by the Steering Committee.
- o Development of system requirements outlines for proposed new applications on a modular approach.
- o Determination of potential areas for improvement and evaluation of alternative methods for more efficient and effective long range use of data processing.

We anticipate that this task will involve detailed interviews with the following groups of user departments:

- o City Manager;
- o Community Development;
- o Finance Department;
- o Police Department;
- o Fire Department;
- o Public Works Department;
- o Recreation Department;
- o Parks Department;
- o Water, Sewer, and Electric Utilities; and
- o Public Library.

This task would involve the preparation of system specifications to define departmental information requirements. The Steering Committee would then be involved in the review of these user requirements and the revision of preliminary systems requirements. This will ensure the development of a solution acceptable to the City departments.

#### Task 4 - Identify Possible Short-term System Improvements

Based upon our review of the City's data processing capability and its information needs, we will identify interim improvements to the current information systems. This task will not be a major thrust of our

assignment and we will therefore limit ourselves to suggesting changes which are readily identifiable, based upon our experience. Possible areas for interim improvements include:

- operations procedures and policies,
- software options and enhancements, and
- hardware configuration.

#### TASK 5 - Develop a Data Processing Long Range Plan

This task involves the consolidation of the information collected in prior tasks into a coherent and coordinated plan for data processing. Sub-tasks to be performed include the following items.

- o Resolving any inconsistencies between management objectives, user information requirements, and resource constraints.
- o Development of a prioritized list of objectives to be attained by the long range plan.
- o Scheduling these objectives according to priority within the restrictions of the resources available to the City.

Formalizing this schedule into a draft of an implementation plan for management's review and comments.

#### TASK 6 - Prepare a Project Report

The final report will be the end product of this phase of the engagement and will contain the following sections.

1. Summary of our review methodology and the procedures performed.

2. An executive summary of the recommended plan, citing significant areas of management attention and providing a potential implementation scenario and schedule of decisions to be made.

o A detailed long-range EDP plan addressing:

- The objectives of data processing in the City;
- The current status of the data processing function and its services;
- Conceptual specifications for the various systems identified during the information requirements tasks;
- Budgetary cost projections for hardware, software, personnel and support;
- Associated policies, standards and control guideline recommendations for use with the identified systems;
- Proposed implementation scenario which will consider the pertinent constraints as well as dependency relationships and cost effectiveness factors; and
- General organizational and resource requirements assumed by the plan.

o Proposed procedures for review, revision, and maintenance of the plan, once established.

General comments and recommendations which develop as a by-product of this engagement.

## ORGANIZATION AND STAFFING

Effective planning and execution of projects to serve our government clients is of prime importance to us. It is our policy to commit the necessary executives and staff from our firm to ensure the effective completion of such projects. The client executive assigned to this project will coordinate all Ernst & Whinney resources at the local, district and national levels. For every consulting engagement we perform, a project director and supporting team are designated as indicated by the unique requirements of the engagement. In all cases, the project director is responsible to the client executive.

The overall management and guidance of this project will be provided by Mr. James Olson, a partner in our Sacramento office. Mr. Olson has many years of experience in serving our government clients in Northern California. As client executive, Mr. Olson will direct and coordinate all services provided to you. Mr. Olson will perform periodic review of the progress of the engagement and will work with the project team to ensure the quality and satisfaction of the engagement.

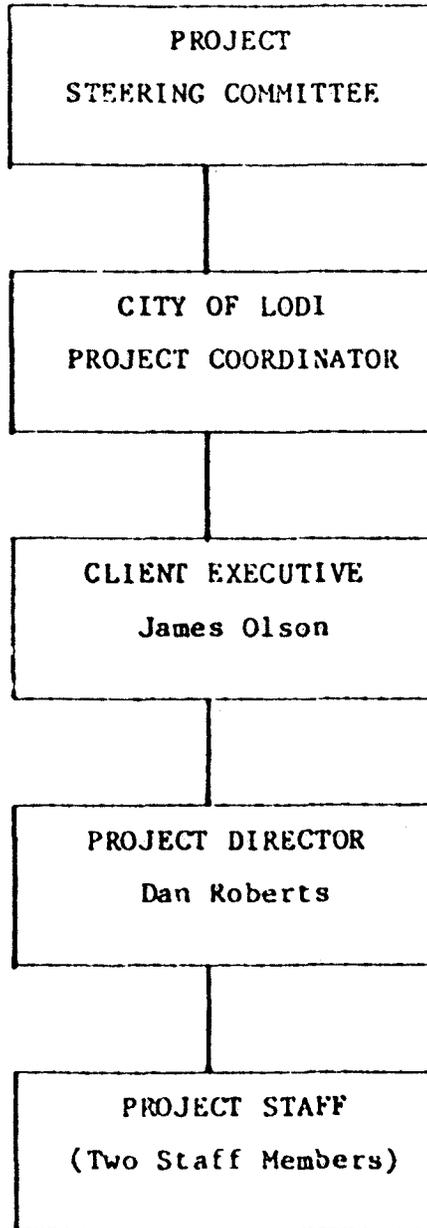
The project will be directed by Mr. Dan Roberts from our San Francisco office. Mr. Roberts has had similar experience in several government agencies during his career. As project director, he will have responsibility for the day-to-day direction of the project and the supervision of all assigned personnel. He will be responsible for the budget and schedules as well as preparing periodic status reports to the client.

All members will be required to assist the efforts of the client executive and project director. The resumes of Mr. Ihlenfeldt and Mr. [redacted] are included as being typical of those project team members who will be assigned. We anticipate that the majority of our staffing requirements will be satisfied by our San Francisco and Sacramento offices. We may find it advisable, though, to consult with specialists in other offices from time to time, but this will not represent a major portion of our project staffing.

CITY OF LODI

INFORMATION SYSTEMS PLANNING STUDY

Proposed Project Organization



JAMES E. OLSON  
CLIENT EXECUTIVE

Mr. Olson, a partner in our Sacramento office, will provide the overall management and guidance for the engagement. As the client executive, he has the authority to draw on all of the resources of the firm to insure that the quality of our services is unsurpassed. Since joining Ernst & Whinney, he has had a wide variety of experience, including the following governmental engagements:

- o Partner in charge of the annual financial examination of the records of the City of Lodi, including a separate examination of Federal Revenue Sharing funds and various other compliance audits.
- o Executive in charge of several financial and compliance audits for the Sacramento Housing and Redevelopment Agency including the audits of seven Tax Increment Funds, and several redevelopment projects.
- o Partner in charge of the annual financial examinations of the records of the County of Yolo and the County of Stanislaus including grant compliance and Municipal Court examinations.
- o Partner in charge of the annual audit of the financial statements of the California Housing Finance Agency.
- o Executive in charge of the examination of several federal grant audits including the following federal programs: Revenue Sharing, Economic Development Act, and Community Development Block Grant.
- o Executive in charge of the financial audit of the California Department of Transportation.

Mr. Olson received a bachelor of science degree from the University of California at Berkeley and a master of science degree in accounting from California State University, San Jose. He is a certified public accountant, a member of the California Society of Municipal Finance Officers, chairs the Government Committee of the California State Society of Certified Public Accountants, Sacramento Chapter, and is a member of several other professional and civic organizations. Mr. Olson also serves on the committee that is currently revising the chart of accounts for California cities.

DANIEL L. ROBERTS  
PROJECT DIRECTOR

Mr. Roberts, a manager in our San Francisco office, will serve as the project director for the engagement. Mr. Roberts has had extensive experience in the areas of data processing and systems development activity. Mr. Roberts' wide variety of experience includes the following governmental and EDP activities:

- o Led several major projects in designing, coding, and implementing software systems in such areas as:
  - Accounts receivable,
  - Cost Management,
  - Engineering Data Reduction,
  - Budgeting,
  - Data Center and Computer Performance Measurement,
  - Shareholder Information
  - Student Recording Keeping, and
  - Management Science.
- o Directed hardware and software selection studies on behalf of numerous clients.
- o Assisted clients in their selection of systems and software reporting applications.
- o Developed research tools to aid management in decision-making relating to computer system performance and cost-recovery methods.
- o Coordinated activities of programmers and analysts in the design and implementation of systems and software for major financial and management reporting applications.
- o Coordinated time-sharing and in-house computing for MCS division (ongoing).

Mr. Roberts received both a bachelor of arts degree and a masters degree in operations research from the University of California at Los Angeles. He is a member of the National Council on Measurement and Education, the American Statistical Association, and various other professional and civic organizations.

THOMAS A. IHLENFELDT

Mr. Ihlenfeldt, a senior in our San Francisco office, will serve as a project team member. Mr. Ihlenfeldt has received formal training in management consulting services and is well qualified in the area of security and control considerations in computer environments. Mr. Ihlenfeldt's experience with information systems includes the following:

- o Performed several compliance reviews and audits of fund-based accounting systems. This included making recommendations on improvements or enhancements.
- o Directed data processing control reviews of several data processing service bureaus serving diverse industries.
- o Participated in several computer hardware and software selection studies to provide cost effective, long-range solutions to clients' information processing requirements.
- o Successfully installed data processing systems and implemented manual procedures for several clients, many of whom were first time users.
- o Evaluated internal accounting controls and operations for an extensive number of clients in several diverse industries. Evaluations were centered around the use of the computer and how it serves the departments that use it.
- o Reviewed, documented and recommended enhancements to a large computer-based cost accounting/production control system. This included both automated and manual procedures.

Mr. Ihlenfeldt received a bachelor of arts degree in Accounting and Information Systems Design and Analysis from the University of Wisconsin. He has passed the CPA examination and is a member of the Association for Systems Management and other professional organizations.

TINA M. TREIS  
PROJECT STAFF AUDITOR

Ms. Treis, a senior in our the Sacramento office, will serve as a project team member. Ms. Treis has received formal training in the review and evaluation of controls in the EDP environment. With her EDP experience and audit background, Ms. Treis is well qualified to identify EDP controls and weaknesses and to determine their effect upon the City's environment. Ms. Treis' experience in the governmental and nonprofit sector include the following:

- o Performed the Computer Controls Evaluation in conjunction with our examination of the County of Yolo, County of Stanislaus, and City of Lodi, as well as several commercial entities.
- o Participation in the data processing control review of a data processing service bureau.
- o Participation in the audit of a large State Department of Social Services and Housing.
- o In charge of and participation in various annual audits of common trust funds and employee benefit plans.
- o Participated in the annual examination of the construction and operating costs of the California State Water Project on behalf of The Metropolitan Water District of Southern California.

Ms. Treis received a bachelor of science degree with honors from California State University, Sacramento. She is a certified public accountant, is a member of the California Society of Certified Public Accountants, and other professional and civic organizations.

## ROLE OF CITY OF LODI PERSONNEL

The information which only City personnel can provide will be utilized to define the details of City's information requirements. It is, therefore, critical that a high degree of cooperation and candor be established between the Ernst & Whinney Project Team and City personnel. The following is a list of what we expect from the City to facilitate completion of this project.

### PROJECT COORDINATOR

To promote this cooperation and exchange of information, we suggest that the City's steering committee designate a coordinator for the project. The City Project Coordinator, in addition to serving in a liaison role, would be the "clearing house" for project information and will be responsible for the activities of any of the City's personnel who are assigned to the project. General questions and any problems experienced by the Project Team will be addressed to this individual for response or referral. If introductions or appointments with City personnel or other officials are required, the Project Coordinator will be made aware of this. Also, if desired, the methodology details will be reviewed with the Project Coordinator. The time demands on the Project Coordinator will depend upon the degree of involvement desired. Ordinarily, in projects of this type, the time required averages 1 to 1-1/2 hours per day.

### PROJECT STEERING COMMITTEE

The Project Steering Committee would review the progress of our work during the course of the project. Meetings with the Project Team would be required approximately six times during the project: at the project planning, at the end of each major project task and a review of the final draft. These meetings would each require up to four hours, with a total of 15 hours of additional time to review materials presented by us.

## ORIENTATION

Before our consultants begin the actual field work, we suggest that an orientation period be established to allow the Ernst & Whinney Project Team to become acquainted with the Project Coordinator and the Project Steering Committee as well as any other City personnel who will be involved in the project. The project orientation period will provide a clearly understood and well organized basis for performing the engagement. Most importantly, this orientation period will establish our project team's working relationship with the Steering Committee as well as the ground rules for our interface with other City personnel. During this period, we will prepare and present the detailed project plan to the Steering Committee. Any misunderstandings regarding the scope or priorities of the project will then be resolved prior to beginning the project.

## CITY GOVERNMENT STAFF

We encourage the participation of City personnel in conjunction with our efforts. This team approach to performing the engagement and resolving problem areas provides the opportunity for the exchange of ideas and development of solutions uniquely suited to the City's environment. In addition, this involvement increases the project's flexibility and promotes the development of more efficient and effective recommendations and conclusions. We anticipate that the project will require approximately 25 to 50 hours of staff support evenly distributed throughout the project. This time will be utilized for a number of purposes, including:

- scheduling of interviews,
- collection of data and materials,
- distribution and collection of questionnaires, and
- coordination of clerical activities.

In addition we expect that 40 to 80 hours of clerical support will be required for typing and photocopying, most of which will be concentrated towards the later portions of the project. Finally, we will require the time and cooperation of the City's department heads and managers to fill out questionnaires and participate in interviews required by the project.

This may require from 2 to 15 hours per individual during the course of the project and is assumed in our work plan and fee estimate. We intend to define a list of managers to be contacted during the first progress meeting with the Project Steering Committee. The engagement can be structured to accept any level of involvement desired by the City, should these estimates be unacceptable to you. We would like to suggest though that the City staff be as involved as possible to improve the cooperation and understanding of the project within the organization.

## BENEFITS

We believe that the City of Lodi will realize many benefits by engaging Ernst & Whinney in performing an information systems planning study. The key benefit will be having the ability to anticipate the future of information systems within the City government and have feasible strategies available to deal with the future when it arrives.

The planning process itself offers a number of benefits, some of which include the following.

- o The ability to schedule rather than react to information needs and other computer resource requirements.
- o The ability to select from alternative strategies in order to achieve a specific goal or objective.
- o The means for measuring performance against short-term or intermediate-term goals and objectives based on what the Strategic Information Systems Plan calls for.
- o A way of making the growth of information systems logical and controllable.
- o Reduction of dependence on key personnel by setting goals and objectives that are commonly accepted and can be implemented even if certain personnel leave the City at critical points in the implementation cycle.
- o Reduction of the impact of changes in technology by allowing the City to anticipate new technology and make rational plans on how to deal with the technology within the City.

As with anything done in the operations of the City, the overall objective is to contribute positively to the well-being of the community. Planning can help increase the effectiveness of the City in meeting this objective by reducing the likelihood of making a mistake in selecting a direction for EDP. In addition, the implementation of strategies should

go more smoothly with planning than if each item were considered on its own when it was actually needed, as would be done in an organization that does not do Strategic Information Systems Planning.

## FEES AND TIMING

Our fees for this engagement are based on our standard rates for the project team members indicated. We estimate that the fees for this project (defined in the attached project work plan) will not exceed \$11,800 not including out-of-pocket expenses. This fee is based upon our best estimate of the time required to properly complete this assignment. Should less time be required, you will be billed a lesser amount. Our fees will not exceed this estimate without your prior approval. The invoices for our services will be submitted monthly. We will not require the City to sign a contract and the City may discontinue the project at any time without incurring penalty.

We are prepared to begin work on this project within two weeks after we are formally notified of the City's acceptance of our proposal. We anticipate that the majority of the project's tasks identified in our work plan will take place on-site at the City office building. A proposed schedule of these tasks is included on the following page for your review.

CITY OF LODI

INFORMATION SYSTEMS PLANNING  
PROJECT SCHEDULE

Major Task Categories	Weeks						
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>
Organize ISP Project							
Initial Planning Meeting	—						
Review Prior Feasibility Reports	—						
Interview Senior Management Personnel	—						
Finalize and Distribute Survey	—						
Evaluate Current DP Environment							
Inventory Existing Systems		—					
Determine Current Status		—					
Define Management Information Needs							
Interview Department Personnel			—				
Prepare Department Specifications			—				
Review and Prioritize Specifications				—			
Develop Long Range IS Plan					—		
Prepare Project Report						—	
Steering Committee Review Meetings	<u>1</u>		<u>3</u>		<u>5</u>		<u>7</u>