Business Analysis and Requirements Gathering Within An Enterprise

Christianna Kretschmann
Pinellas County, Florida
Outline

• Pinellas County, Florida Background
• Enterprise GIS Within Pinellas County
• eGIS Goals and Timeline
• eGIS Steering Committee vs. eGIS Working Group
• Project Prioritization
• Requirements Gathering
• Challenges and Successes
Pinellas County Snapshot

• Population just under 1M
• Part of the Tampa Bay region
• Peninsula bordered on three sides by water!
• 24 Municipalities

Most densely populated county based on people per square mile
Pinellas: 3,347 person per square mile/929,048 total population
Miami-Dade: 1,315 person per square mile/2,617,176 total population
(US Census 2013 estimates)
Purpose of an Enterprise GIS for Pinellas County

• Large GIS user community
• Layoffs compromised key GIS positions and expertise
• Urgent replacement of unsupported legacy GIS system
• Make Pinellas County more efficient by eliminating redundancy supporting 2 GIS systems
• Move to Esri GIS platform and stay current
Goals

• Enable Transformation – migrate from legacy system to entirely Esri based platform

• Follow COTS philosophy to create new apps quickly
Timeline of eGIS

• eGIS Steering Committee inaugural meeting July 29, 2010
• April 2011 – 2 GIS developers hired
• July 2011 – eGIS Bureau formed with 5 analysts
• April 2012 – $1.8M Esri Enterprise License Agreement approved
• October 2012 – eGIS Working Group formed
  – Release process established
**eGIS Steering Committee**
- Director level management
- Empowered to make decisions

**eGIS Working Group**
- Every Day Experts and users of GIS from across the County and Eligible Agencies
- Makes recommendations to Steering Committee

**eGIS Team**
- GIS Analysts and Developers
- Suggests release options for Working Group to choose from
- Estimates effort for each option
Project Prioritization

- eGIS Working Group determines priority of new and existing projects
- Each project is discussed and estimated within the eGIS Team based on availability
- After estimates are completed, a list of possible projects is compiled and presented for approval by the eGIS Steering Committee
Gathering Enterprise Requirements

• January/February 2013 – stakeholder meetings to document legacy applications
  – Internal eGIS requirements gathering team comprised of Project Sponsor, Project Manager and Business Analyst
  – eGIS Team determined which legacy applications continue to be utilized within Pinellas County
  – eGIS Team solicited input from impacted departments
  – Documented business processes, workflows, other related data, tools and procedures – “gotta haves”
Evolution of an Enterprise Project

- August 2013 – contracted with GIS Inc. for creation of Esri COTS application work
- Ongoing stakeholder meetings approving SDLC steps – Design, Build, Test
- December 2013 – successful completion of contract with GIS Inc. and rollout of COTS applications
Challenges

• Stakeholder engagement and response
• Internal department disorganization
  – Key staff departures
  – Internal reorganization
Successes

• Increased stakeholder confidence and support
• Executive Leadership support
• Close collaboration with Change Management to ensure communication, training and support
• COTS approach enabled quick turnaround
Thank you!

Christianna Kretschmann
GIS Business Analyst, Pinellas County, FL