

## TAB Glossary

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### Agencies:

Salt Lake County divisions, departments and elected offices.

### Baseline:

The approved version of a work product that can be changed only through formal change control procedures and is used as a basis for comparison.

### Business Requirement:

A business condition or capability that is required to be present in a product, service, or result to satisfy a contract or other formally imposed document.

### Business Technology Partner (BTP):

BTP creates concept documents for project evaluation. Responsible for defining meaningful technology and process improvement in agencies and departments in alignment with the organizational vision and goals, acting as a key sponsor and representative to the Information Services Division. Works with peers and customers to improve existing systems and provide new solutions to support a progressive, effective, and efficient government, as well as envision and prepare for the future.

### Concept Document:

An initial scoping document that kicks off the project process.

### Cloud:

A network of remote servers hosted on the internet used to store, manage, and process data in place of local (in-house) local servers.

### Contingency Reserve:

Budget within the cost baseline or performance measurement baseline that is allocated for identified risks that are accepted and for which contingent or mitigating responses are developed. Normally the reserve is 20%.

### Enhancement:

A service that is added to a core service to make it more attractive to the customer.

### Enterprise Architect (EA):

The Enterprise Architect in collaboration with County agencies, defines, coordinates and communicates application, data and infrastructure standards and architecture, including a roadmap and governance, for the purpose of delivering solutions *across the County* that are effective, efficient and meaningful to the public and to County employees.

**First Look:**

A process in the Project Life Cycle where the Solution Review Board (SRB) looks at the Concept Document and determines whether it is a good match with the technical and business architecture in the County.

**Information Technology:**

Any hardware or software that is used to store, share or compute information or data.

**Initiative:**

Initiatives are a single project or a group of projects.

**Innotas:**

A cloud-based portfolio management tool selected by Salt Lake County to facilitate project portfolio management and application portfolio management.

**IS Operation Office (OO):**

In alignment with the strategic goals of Salt Lake County, the IT Operating Office is responsible for the operational processes, procedures and functions of operating the Information Services Division, including the Process Management Department, IT Finance, and Vendor Management and Procurement. Specifically, the IT Operating Office is responsible for establishing and running world class Portfolio Management and Governance capabilities to maximize business value from IT investments. This includes, but is not limited to, Demand Management, Resource Management, IT Policies and Standards, and Investment Prioritization and Decision Making Processes. By establishing and running Portfolio Management and Governance capabilities across IT operations, the IT Operating Office is a critical role in achieving strategic objectives for Salt Lake County.

**Level of Effort (LOE):**

An activity that does not produce definitive end products and is measured by the passage of time.

**Milestone:**

A significant point or event in a project or program.

**Portfolio:**

Projects, programs, and operations managed as a group to achieve strategic objectives.

**Program:**

A group of related projects managed in a coordinated way to obtain benefits not available from managing the projects individually.

## Project:

A project is a **temporary** effort to create a new information technology product or service.

**Temporary** indicates that a project has a defined beginning and end in time; it does not mean that the project is short in duration. Projects begin after approval and end when the goals/objectives of the project are achieved and are signed-off. Projects may also end (be terminated) because the goals are unachievable or there is no longer a need for the project.

Project teams are often formed with people who don't usually work together – sometimes from different organizations, each with a role or stake in the successful outcome. Projects are managed within the triple constraint cost (budget), of schedule (time), and performance (scope/requirements). Since projects vary in size and complexity, project thresholds will be used to determine the appropriate level of process rigor.

All projects will have an assigned Project Manager (PM) and may consist of one or all of the following members, County IT, external vendors and the business.

## **Project Life Cycle:**

The series of phases or stages that a project passes through from its initiation to closure.

## **Project Management Office (PMO):**

The project management office (PMO) is the office/organization within Information Services that defines and maintains standards for information technology project management within the County.

The PMO standardizes and introduces repeatable project management best practices in the execution of projects.

## **Project Manager:**

Project managers have the responsibility of the planning, procurement and execution of a project. A Project Manager is a professional who manages business, vendor, and IT resources for the successful implementation of a project or initiative.

## **Project Management Plan:**

The documents that describes how the project will be executed, monitored and controlled.

## **Project Schedule:**

An output of a schedule model that shows linked activities with planned dates, duration, milestones, and resources.

## **Project Stages:**

**Queue** – These are ideas or concepts that are new to the PMO. They have not yet been reviewed by the Business Technology Partner (BTP) team.

**Initiating** – These are ideas or concepts that are being reviewed by the BTP team. This work includes creating Concept Documents with high-level requirements (+/-50%) for the Solution Review Board (SRB)'s review, approval, and advancement to the Planning stage.

**Planning** - These are concepts that have requirements defined and have been reviewed by the SRB and are now considered projects. In this stage the objectives, requirements, and costs are further

refined. A detailed Project Management Plan (PMP) is created that includes scope, schedule and cost baselines. These projects are reviewed and prioritized by the TAB.

**Executing** - These are approved projects in process that have been prioritized by the TAB. These projects are in process to complete the work in the Project Management Plan to satisfy the project requirements.

**Closing** - These projects are in process of finalizing all activities across the Project Management process for project completion. These projects are normally not viewed by the TAB team except for historical or lessons learned information.

**RACI:**

A matrix model used to help define roles and responsibilities. RACI stands for Responsible, Accountable, Consulted and Informed.

**Request for Information (RFI):**

A type of procurement document whereby the buyer requests a potential seller to provide various pieces of information related to a product or service or seller capability.

**Request for Proposal (RFP):**

A type of procurement document used to request proposals from prospective sellers of products or services.

**Request for Quotation (RFQ):**

A type of procurement document used to price quotations from prospective sellers of common or standard products or services.

**Risk:**

An uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives.

**Quality Assurance:**

The process responsible for ensuring that the quality of service meets the intended value.

**Solution Architecture Review (SAR):**

The SAR is a review of the project after Quality Assurance to review deviations for risk mitigation.

**Service Level Agreement (SLA):**

A **Service Level Agreement (SLA)** is the service contract component between a service provider and customer.

**Scope:**

The work performed to deliver a product, service, or result with the specified features and functions.

### **Solution Review Board (SRB):**

The SRB ensures all information technology (IT) initiatives are in alignment with Salt Lake County IT strategies and roadmaps, and adhere to adopted standards by:

1. Reviewing all IT concept documents for possible internal solutions and/or expanded scope, identify alternative solutions and ensure alignment to the IT strategies and roadmaps.
2. Reviewing business requirements. Validating that the technology solution is sound, progressive, innovative and sustainable. Reviewing solution architecture design for IT projects and recommending approval of any deviations to the technical architecture.
3. Evaluating and approving technical architectures, roadmaps, policies and standards for adoption by the County.
4. Validating the proposed technical solution adheres to the planned architecture.

### **Sponsor:**

A person or group who provides resources and support for the project, program, or portfolio and is accountable for enabling success.

### **Stakeholder:**

An individual, group, or organization who may affect, be affected, or perceive itself affected by a decision, activity, or outcome of a project.

### **Subject Matter Expert (SME):**

A person who is an authority in a particular area or topic.

### **Technology Advisory Board (TAB):**

The TAB ensures all information technology (IT) initiatives are justified and in alignment with the goals and strategy of Salt Lake County; initiatives are forward thinking, cost effective, add value and/or benefit, will be effectively implemented and in the best interest of the public.

### **Tools:**

Something tangible, such as a template or software program, used in performing an activity to produce a product or result.

**Total Cost of Ownership (TCO)** – A financial estimate intended to help determine the direct and indirect costs of a project.

**User Acceptance Testing (UAT)** - The last phase of the testing process. During UAT, actual users test the product to make sure it can handle required tasks in real-world scenarios, according to specifications.