

**Department of Administrative Services
Enterprise Information Strategy & Policy Division
IT Investment and Planning Section
Business Plan for 2007-2011 V1.1**

Why We Exist

The Department of Administrative Services (DAS) Enterprise Information Strategy & Policy Division (EISPD) leads the pursuit of excellence in government-wide information resource management by conducting the collaborative governance and planning necessary to achieve the business objectives of the state as a whole and of its agencies.

The IT Investment and Planning (ITIP) Section leads statewide IT-related planning and budgeting processes; provides state leaders the information needed for IT-related decision-making; develops and implements state government-wide IT-related rules, policies, standards, practices, guidelines and procedures; conducts IT-related project and procurement review and oversight; provides leadership for complex, government-wide IT initiatives; and provides executive level management support to the State Chief Information Officer (CIO) and IT-related governance bodies.

What We Plan To Do

The tables below outline the activities that ITIP will take to pursue the DAS goals and strategies, and the key actions the EISPD has committed to take throughout its five year planning horizon ending in 2011. *Note: Most EISPD actions were selected pre-reorganization of IRMD (i.e. prior to September 2006), so adjustments will be likely be made as EISPD begins officially operating in September 2007 following legislative approval of the division's budget.* Additional adjustments will likely be made as Oregon's Enterprise Information Resources Management Strategy is completed in early 2007. The ITIP section business plan will be adjusted accordingly as those critical milestones are reached.

Goal 1: Excellent Customer Service

DAS Strategies	EISPD Actions	ITIP Activities
<p>1.a Foster excellent customer relations</p> <p>1.b Deliver timely and accurate information</p>	<ul style="list-style-type: none"> • 1.a.1 Survey customers annually and at the conclusion of each transaction to identify opportunities for improvement • 1.a.2 Periodically report customer satisfaction and routinely use that data in management decisions • 1.a.3 Managers will coordinate formal, regular, measurable customer contact • 1.a.4 Develop customer service level agreements with defined outcomes and performance targets <p><u>Added in 2007</u></p> <ul style="list-style-type: none"> • 1.b.1 Review and refresh EISPD Web sites on a regular basis • 1.b.2 Actively participate in National Association of State Chief Information Officer (NASCIO) activities to facilitate information exchange and collaboration across the nation 	<ol style="list-style-type: none"> 1. Complete hiring of needed staff to ensure customer service excellence. <i>Alignment</i> - 1.a.1, 1.a.2 2. Develop and implement an ITIP Customer Service Plan. Among other actions, ITIP will: <ul style="list-style-type: none"> ▪ Participate in DAS customer surveys and report results related to DAS EISPD ITIP <i>Alignment</i> - 1.a.1, 1.a.2 ▪ Identify key actions required to improve customer satisfaction and report progress in completing those actions <u>Frequency</u>: Quarterly <i>Alignment</i> - 1.a.2 ▪ Regularly solicit customer feedback from the CIO Council Chair and Co-Chair regarding the effectiveness of ITIP governance support – <u>Frequency</u>: Quarterly <i>Alignment</i> - 1.a.1, 1.a.2, 1.a.3 ▪ Formally solicit Administrative Services Manager Group and CIO Council input on statewide plans, administrative rules, statewide policies and other enterprise IT issues – <u>Frequency</u>: prior to finalization of key work products <i>Alignment</i> - 1.a.1, 1.a.2, 1.a.3 ▪ Conduct pre-meetings with JLCIMT members prior to each JLCIMT meeting <i>Alignment</i> - 1.a.1, 1.a.3 ▪ Conduct follow-up meetings after each JLCIMT with DAS BAM and LFO staff to assess opportunities for JLCIMT improvement <i>Alignment</i> - 1.a.1, 1.a.3 3. Review and refresh the ITIP Web site (as appropriate) to ensure that all content is current. <u>Frequency</u> - Quarterly <i>Alignment</i> – 1.b.1 4. Provide Web site assistance to other EISPD sections. <u>Frequency</u> – As requested <i>Alignment</i> – 1.b.1 5. Assure Oregon’s participation in relevant NASCIO workgroups and surveys, timely response to NASCIO member requests for information, and that timely and accurate information about Oregon’s IT enterprise is posted and kept current on the NASCIO Web site. <i>Alignment</i> – 1.b.2

Goal 2: Effective Policies with Clear Direction

DAS Strategies	EISPD Actions	ITIP Activities
<p>2.a Involve key stakeholders in developing policies that affect them</p>	<ul style="list-style-type: none"> • 2.a.1 Create an Enterprise Policy Development “Community of Practice (CoP)” to collaboratively develop and promulgate state government-wide IT / IRM policies <p><u>Added in 2007</u></p> <ul style="list-style-type: none"> • 2.a.2 Undertake the policy-related actions required to carry out the Enterprise IRM Strategy (EIRMS) 	<p>6. Develop the governance framework required for effective policy setting.</p> <ul style="list-style-type: none"> ▪ Revise existing State IT Governance Policy ▪ Form an Enterprise Policy Development “CoP” ▪ Create a Policy on Policy Setting ▪ Create a Policy on Standards Setting ▪ Ensure legislative and stakeholder review of administrative rules and statewide policies where appropriate <p><i>Alignment - 2.a.1, 2.a.2</i></p> <p>7. Develop and adopt rules, policies, procedures, standards and guidelines to carry out the EIRMS. Key actions will include:</p> <ul style="list-style-type: none"> ▪ Creation or revision of rules, policies, standards, guidelines and procedures on: <ul style="list-style-type: none"> – IT portfolio management – IT/IRM planning – IT investment review and approval – IT Asset Inventory and Management – IT controls – IT Project Management and Quality Assurance – Business Case Development – Systems Development Lifecycle – IT performance measurement <p><i>Alignment - 2.a.1, 2.a.2</i></p> <p>8. Develop and adopt other IT/IRM related rules, policies, procedures, standards and guidelines. Relevant examples include:</p> <ul style="list-style-type: none"> ▪ Enterprise Records Management, Document Management & Imaging ▪ IT Service Management (i.e. Remedy) ▪ Information Security ▪ Geospatial Information Systems <p><i>Alignment - 2.a.1, 2.a.2</i></p>

Goal 3: Efficient and Effective Government Infrastructure

DAS Strategies	EISPD Actions	ITIP Activities
<p>3.a Provide appropriate oversight and cost containment processes</p>	<p><u>Ensure costs are competitive</u></p> <ul style="list-style-type: none"> • 3.a.1 Each service area establishes external benchmarks for cost and performance <p><u>Seek out opportunities to implement innovative business solutions to common business requirements</u></p> <ul style="list-style-type: none"> • 3.a.2 Develop an e-government strategy and business case to provide agencies the tools to modernize • 3.a.3 Work with DAS divisions and state agencies to collaboratively develop a recommendation to the Director for a long-range strategy for the replacement of the state’s enterprise administrative systems • 3.a.4 Secure sponsorship and funding to implement a state Geospatial Information System (GIS) Utility initiative <p><u>Ensure regulatory mandates are met or changed</u></p> <p>3.a.5 Track progress toward compliance with regulatory mandates and create a recommended action plan with hard dates for each statute or regulation. Alternately, seek to change outdated regulatory mandates</p> <p><u>Added in 2007</u></p> <p>3.a.6 Fulfill regulatory mandates for coordination, portfolio management and oversight</p>	<p>9. Research, identify, and establish external benchmarks for Major IT Project Oversight. <i>Alignment - 3.a.1</i></p> <p>10. Actively participate in joint DAS/ODOT enterprise administrative systems workgroup.</p> <ul style="list-style-type: none"> ▪ Provide ERP awareness training for executive sponsors and key DAS/ODOT program leaders <p><i>Alignment - 3.a.3, 3.a.6</i></p> <p>11. Conduct required IT investment management activities</p> <ul style="list-style-type: none"> ▪ Provide business case development training ▪ Develop standard business case templates, guidelines and procedures for agency use. ▪ Conduct review and approval of agency IT investment requests that meet review thresholds ▪ Actively oversee and report on the status of the state’s major IT project portfolio on at least a quarterly basis. ▪ Present status reports to JLCIMT during the legislative interim ▪ Require agencies to submit a mitigation plan whenever project major IT projects experience a budget or schedule variance of plus five percent ▪ Develop approved process for project budget and schedule re-baselining to ensure consistency across all major IT projects <p><i>Alignment - 3.a.5, 3.a.6</i></p> <p>12. Review and assess fulfillment of DAS obligations expressed in IT related Oregon Revised Statutes and Administrative Rules <i>Alignment - 3.a.5</i></p> <p>13. Create a recommended action plan to achieve compliance with hard dates for each statute or regulation. Alternately, seek to change outdated regulatory mandates <i>Alignment - 3.a.5</i></p> <p>14. Report progress results on compliance with regulatory mandates on at least a biennial basis <i>Alignment - 3.a.5</i></p> <p>15. Implement and manage an IT portfolio management program and system <i>Alignment - 3.a.5, 3.a.6</i></p>

Goal 3: Efficient and Effective Government Infrastructure (CONTINUED)

DAS Strategies	EISPD Actions	ITIP Activities
<p>3.b Optimize performance</p>	<p><u>Streamline (integrate) business processes</u> 3.b.1 Work with the CIO Council to make a recommendation to the Director to implement a state business and technical architecture</p> <p><u>Provide tools that support sound decisions</u> 3.b.2 Publish an annual report and periodic updates of IT-related staffing and expenditures across state government</p>	<p>16. Actively participate in and support the efforts of the CIO Council sponsored Enterprise Architecture Workgroup. Key actions will include the development of:</p> <ul style="list-style-type: none"> ▪ A conceptual plan that identifies steps needed to create an enterprise business and technical architecture. The plan will outline: <ul style="list-style-type: none"> - Where we are today – “point of departure” - Where we want to be at the end of the current planning horizon (2011) – “point of arrival” - What steps we need to take as an enterprise to get to that “point of arrival” - Focused action required in 2007-09 to develop state Enterprise Technical Architecture that articulates the state’s technical direction and standards related to: <ul style="list-style-type: none"> ○ State Data Center ○ Information Security ○ Geospatial Information Systems ▪ A Business case for the establishment a State Enterprise Architecture and Standards Program ▪ A Business case for the establishment of a state Technology Assessment Center focused on the evaluation and assessment of innovative and emerging technologies <p><i>Alignment- 3.b.1</i></p> <p>17. Publish an annual IT staffing and expenditure report <i>Alignment- 3.b.2</i></p>

Goal 4: Adaptable Government for Future Generations

DAS Strategies	EISPD Actions	ITIP Activities
<p>4.a Lead efforts to define and implement statewide visions</p>	<p><u>Develop and maintain a statewide IT strategy</u></p> <ul style="list-style-type: none"> • 4.a.1 Facilitate the development of a biennial update of the Enterprise Information Resource Management Strategy (EIRMS) • 4.a.2 Implement a state business continuity planning program <p><u>Added in 2007</u></p> <ul style="list-style-type: none"> • 4.a.3 Develop and regularly update EISPD section business plans. Ensure those plans align with and support DAS and EIRMS goals, objectives and strategies • 4.a.4 Support CoP/workgroup activities needed to achieve EIRMS goals and objectives • 4.a.5 Support the activities of the State Interoperability Executive Council (SIEC) 	<p>18. Update the Enterprise IRM Strategy (EIRMS) <u>Frequency:</u> Biennially <i>Alignment</i> – 4.a.1</p> <p>19. Lead EIRMS action planning efforts on behalf of the State CIO Key actions will include:</p> <ul style="list-style-type: none"> • Ensuring that the EIRMS deliverables and milestones dates for completion are formally set, defined, reviewed, and revised as appropriate <u>Frequency:</u> Quarterly <i>Alignment</i> – 4.a.1 • Reporting on progress toward achievement of each EIRMS goal and objective. <u>Frequency:</u> Annually <i>Alignment</i> – 4.a.1 <p>20. Lead, staff, or support State CIO or CIO Council sponsored CoPs/workgroups related to:</p> <ul style="list-style-type: none"> • Open Source • Enterprise Architecture • IT Service Management • Enterprise Records Management, Document Management & Imaging • IT Performance Management • Other CoPs/workgroups as they are formed over time <p><i>Alignment</i> – 4.a.4</p> <p>21. Work with DAS Budget and Management to integrate enterprise IT planning and business case development within the biennial budget development process <i>Alignment</i> – 4.a.1</p> <p>22. Lead the development and regular update of the EISPD business plan. In addition, ITIP will coordinate and provide support for EISPD section development and reporting of key performance measures and benchmarks. <i>Alignment</i> – 4.a.1, 4.a.3</p> <p>23. Develop and implement an ITIP Business Plan refreshment process <i>Alignment</i> – 4.a.1, 4.a.3</p> <p>24. Represent DAS on the SIEC. Lead and support the SIEC sponsored Technical Committee <i>Alignment</i> – 4.a.5</p>

Goal 4: Adaptable Government for Future Generations (CONTINUED)

DAS Strategies	EISPD Actions	ITIP Activities
<p>4.b Ensure state government's workforce needs are met</p>	<p><u>Cultivate a quality enterprise IT workforce</u> 4.b.1 Work with HRSD to develop a method to track IT staff entering and leaving state employment</p> <p><u>Develop a capable enterprise IT workforce</u> 4.b.2 Develop section training plans to maximize core staff competencies</p> <p><u>Added in 2007</u> 4.b.3 Gain a clear understanding of the volume and associated costs of IT – related work performed under contract</p>	<p><u>Statewide</u> 25. Publish State IT staffing Report</p> <ul style="list-style-type: none"> ▪ New Hires & Length of Service ▪ Retirement eligibility & Staff turnover ratios ▪ Skills Inventory - specific certifications/training (i.e. project management) ▪ Other relevant information as requested <p><i>Alignment – 4.b.1</i></p> <p>26. Conduct IT Contracting Study in response to request by the Oregon Legislature <i>Alignment – 4.b.3</i></p> <p><u>ITIP</u> 27. Revise all ITIP staff position descriptions <i>Alignment – 4.b.2</i> 28. Complete performance evaluations on all ITIP staff <i>Alignment – 4.b.2</i> 29. Develop and execute training plans for all ITIP staff <i>Alignment – 4.b.2</i></p>
<p>4.c Protect the state's information assets and systems</p>	<p><u>Protect personal information</u> 4.c.1 Create the security framework necessary to protect the availability, integrity or confidentiality of information (2005 HB 3145)</p> <p><u>Develop a statewide plan for managing information assets</u> 4.c.2 Implement an asset management system to allow creation of a plan for the management of the state's distributed IT assets - ORS 184.477(2)</p>	<p>30. Provide quality assurance oversight for the Enterprise Information Security Initiatives <i>Alignment – 4.c.1</i></p> <p>31. Review agency IT investment requests to assure that project planning appropriately addresses Information Security <i>Alignment – 4.c.1</i></p> <p>32. Refer all information security related hardware, software, and services investment requests to ESO for review and approval <i>Alignment – 4.c.1</i></p> <p>33. Facilitate Enterprise Security Office OAR development <i>Alignment – 4.c.1</i></p> <p>34. Actively participate and contribute to the successful completion of the Enterprise IT Service Management Pilot Project <i>Alignment – 4.c.2</i></p> <p>35. Collect regular statewide IT asset inventories <i>Alignment – 4.c.2</i></p> <ul style="list-style-type: none"> ▪ Hardware, software, applications, etc. <p>36. Develop V1 of plan for the management of the state's distributed IT assets. Key activities will include the development of statewide lifecycle planning guidelines and templates. <i>Alignment – 4.c.2</i></p>

Next Steps

This initial version (1.0) of the ITIP Business Plan identifies key activities the IT Investment and Planning section plans to perform from March 2007 to July 2011 in support of DAS and EISPD goals, strategies and actions.

ITIP is now engaged in a comprehensive process to prioritize these planned activities. This prioritization process will take into account the impact and urgency of each activity; as well as dependency and synergy between activities. The planned input to this process will include feedback from the State CIO, the CIO Council, and a select group of key customers and stakeholders (identified below), with output being assignment of priority, estimated timeframes, scope, and resources required to successfully complete the plan. ITIP anticipates that work – and version 2.0 of the ITIP business plan – can be completed by June 30, 2007. Version 2.0 will also incorporate specific actions called for within the updated Enterprise IRM Strategy which is scheduled for completion early 2007.

Note: This plan is expected to be a living document subject to periodic quality and risk assessment, refresh, and revision.

Key Customers and Stakeholder Groups

- Governor's Office
- Legislature (Legislative Committees and Legislative Fiscal Office)
- State Agencies
- DAS Director's Office
- State Chief Information Officer (CIO)
- Enterprise governance and oversight bodies
 - State CIO Council (State and Local Government Members)
 - Administrative Services Manager's Group
 - State Interoperability Executive Council
- Technical workgroups and Communities of Practice
- DAS Divisions
- Department of Justice
- National Association of State Chief Information Officers

How We Measure Success

The table that follows outlines some of the measures and checkpoints that EISPD will use to evaluate progress and success at implementing its business plan.¹ The targets set the performance benchmark. ITIP has established initial targets as outlined below:

DAS Goal	EISPD Measures or Checkpoint	EISPD Target	ITIP Target
Excellent Customer Service	Percent of customers who rate EISPD customer service as good or excellent	90%	90%
Effective Policies with Clear Direction	Percent survey respondents who rate policy clarity, direction, and involvement practices as good or excellent Checkpoint: comparison of actual performance against policy development plan	To be determined On Track	To be determined On Track
Efficient and Effective Government Infrastructure	Checkpoint: documentation of improvement actions and resulting impacts IT GOVERNANCE - Percent of the state's major IT projects with a budget or schedule variance of plus five percent, as reported in the quarterly major IT project portfolio report for which a mitigation plan is submitted in response to a DAS requirement.	Actions Taken, Desired Results Achieved 100%	Actions Taken, Desired Results Achieved 100%
Adaptable Government for Future Generations	Percent of performance appraisals completed on time Number of workers compensation claims per 100 FTE	100% To be determined	100% Not Applicable

¹ Checkpoints are actions taken to evaluate progress or success of efforts being developed as part of the business plan.

Division Key Performance Measure:

Key Performance Measures are approved by the Legislature and reported on in the *DAS Annual Performance Progress Report* published annually in September. Measures proposed for the 2007-09 biennium are:

DAS Goal	EISPD Measures or Checkpoint	EISPD Target	ITIP Target
Efficient and effective government infrastructure	E-GOVERNMENT – Percent of agency business process that have been automated: a) customer to agency; b) customer to agency to accounting system (end-to-end)	To be determined	
Adaptable government for future generations	INFORMATION SECURITY - Percentage of actions identified in HB 3145, or the resulting Enterprise Security Office Strategic Plan, completed on time.	To be determined	
	INFORMATION SECURITY BUSINESS RISK– Percentage of identified business risk that is remediated	To be determined	
Efficient and Effective Government Infrastructure	IT GOVERNANCE - Percent of the state’s major IT projects with a budget or schedule variance of plus five percent, as reported in the quarterly major IT project portfolio report for which a mitigation plan is submitted in response to a DAS requirement.	100%	100%

Current report: http://www.das.state.or.us/DAS/OPB/docs/APPR06/AdminSrv_0507PM.doc

Benchmarks

To be developed in version 2.0 of the ITIP business plan.

Contact Information

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