

**Information Resources Management
Division (IRMD)
Reorganization Master Plan**

Prepared By the DAS Reorganization Executive Steering Committee

September 1, 2006

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Executive Summary

Background

The Department of Administrative Services (DAS) concluded an organizational review of the Information Resources Management Division (IRMD) in April 2006. The purpose of the review was to ensure that the business and organizational model being used was appropriate. Based on the recommendations of the review, a decision was made to separate IRMD's service-provider functions from its governance, planning and policy functions.

An Executive Steering Committee was formed to address planning and implementation of the reorganization, and to develop this Reorganization Master Plan by September 1, 2006.

The Master Plan

The Reorganization Master Plan details decisions made and actions taken or planned, to implement the reorganization of IRMD. One key decision involves changing the division name to "Enterprise Information Strategy and Policy Division" (EISPD). The plan resolves budget, staffing, structure and space planning issues, so EISPD can begin operating and former IRMD sections are effectively moved to other DAS divisions. The plan was developed by the Reorganization Executive Steering Committee, and decisions were made collaboratively with input from key stakeholders.

Reorganization Benefits

The reorganization seeks to:

- Improve service delivery, increase the division's focus on enterprise information management leadership, planning and policy direction, and create a more sound financial management model.
- Establish a structure that focuses the State Chief Information Officer (CIO) and EISPD on strategic planning and policy development, along with other enterprise activities such as e-government and security.
- Create greater efficiency; anticipated savings are \$2,932,345 for the 2007-09 biennium.

Summary of Steering Committee Key Decisions

What follows is the complete list of decisions made by the Reorganization Executive Steering Committee to support a September 1, 2006 implementation of the review recommendations.

- IRMD will be renamed the Enterprise Information Strategy and Policy Division (EISPD).
- The Technology Support Center (TSC), Voice Services (Voice), Publishing and

Distribution (P&D), Enterprise Application Services (EAS), and one communications position are to be relocated to other DAS divisions.

- The Enterprise Security Office, Enterprise Business Continuity Planning, Enterprise Planning and Policy, Strategic IT Investment Management, E-government, and the Geospatial Enterprise Office will remain in EISPD.
- The Project Management Office and an Operations Manager position will be abolished.
- Policy Option Package 452 formally requests that budget adjustments be made in the 2007-09 biennium. No budget transfers will be made in the 2005-07 biennium.
- EISPD and former IRMD sections will manage to achieve acceptable ending balances.
- All EISPD staff and contractors will be moved to be located in the same building.
- The Operations Division Business Services Unit (BSU) and EAS staff will be moved to be closer to their customers.
- TSC will be moved so space is available for BSU and State Data Center staff in the print plant building.
- Move costs will be charged to DAS divisions that are receiving former IRMD sections, except for EAS where costs will be divided among the divisions receiving the services. Sections remaining in EISPD will each cover their own moving expenses.
- Four positions will be reclassified – one lateral, two downward and one upward. A total of 10.5 positions are being abolished.
- Position adjustments will not be implemented until July 1, 2007.

Looking Forward

A critical next step is the recruitment of a new State CIO to lead the EISPD division, so a revised position description has been created to support this effort. Preliminary discussions have been initiated for creating a shared vision for enterprise information management and the role of EISPD in achieving this vision. The new State CIO will continue these conversations. Managers of transferring sections are having conversations with customers and other DAS divisions to ensure roles and responsibilities are clearly defined. Over the next year, the Executive Steering Committee will continue to meet periodically to resolve emerging issues and to assess whether the reorganization efforts are delivering the desired results.

I. Reorganization Plan Background

The organizational review of IRMD commissioned by the DAS Director identified the following findings:

Finding #1: The IRMD business model has not anticipated and changed to meet customer service expectations and policy makers' expectations for enterprise governance.

Finding #2: Failure to develop enterprise standards and common technical and business architecture, limits access to information that policy makers need to solve "big" problems.

Finding #3: The IRMD financing model has failed and requires fundamental restructuring.¹

The assessment evaluated three alternative structures; the final recommendation was to:

- 1. Separate the service provider and governance functions that are currently mixed at IRMD and establish the State CIO as an enterprise strategic planning and policy leader.*
- 2. Transfer all customer-facing service businesses of the current IRMD to other DAS divisions (i.e., telecommunications, utility computing, application support for enterprise legacy systems, desktop application support.)¹*

The reorganization seeks to:

- Improve service delivery, increase the agency's focus on enterprise information management leadership, planning and policy direction, and create a more sound financial management model.
- Establish a structure that focuses the State CIO and EISPD on strategic planning and policy development, along with other enterprise activities such as e-government and security.
- Create greater efficiency; anticipated savings are \$2,932,345 for the 2007-09 biennium.

In June 2006, the DAS Director asked the DAS Deputy Director and Interim State CIO to develop a plan to ensure successful implementation of this reorganization recommendation. This

¹ From the *IRMD Assessment and Recommendations for Change: Summary Handout*

<http://www.das.state.or.us/DAS/IRMD/docs/reorg/AssessmentSummary.pdf>

Reorganization Master Plan fulfills this request. The plan documents decisions made and actions taken to resolve budget, staffing, structure and space planning issues so EISPD can begin operating and former IRMD sections are effectively moved to other DAS divisions.

The plan was developed by the Reorganization Executive Steering Committee with representatives from all impacted DAS divisions (see Attachment A). Reorganization decisions were made collaboratively with input from internal and external stakeholders.

Providing transparent and regular communications was a priority during plan development. A Charter was published on a Web site created exclusively for this effort. Frequently Asked Questions, periodic updates from the DAS Director to all staff, and IRMD staff updates by the Interim State CIO were also provided. See Attachment B for a list of key deliverables and communications materials prepared during the development of this plan.²

II. Organization Structures Pre- and Post-reorganization

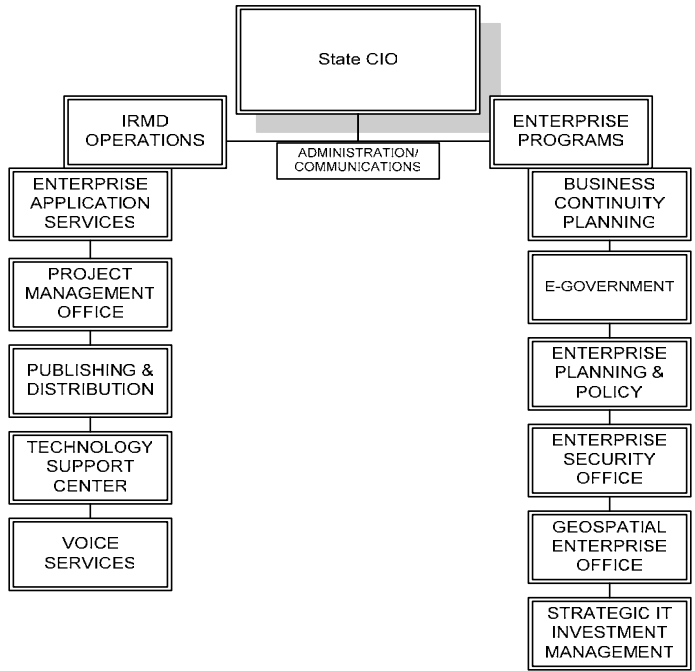
This section presents IRMD's organizational charts pre-and post-reorganization and the rationale for proposed changes. Key decisions made related to organizational structure are:

- The Technology Support Center (TSC), Voice Services (Voice), Publishing and Distribution (P&D) and Enterprise Application Services (EAS) programs are to be relocated to other DAS service areas.
- Enterprise Security Office (ESO), Enterprise Business Continuity Planning (BCP), Enterprise Planning and Policy (EPP), Strategic IT Investment Management (SITIM), E-government (E-gov), and the Geospatial Enterprise Office (GEO) will remain in IRMD.
- The Project Management Office (PMO) and one vacant Operations Manager position in IRMD Administration will be abolished.
- One communications position will be transferred to the DAS Director's Office.
- IRMD will be renamed the Enterprise Information Strategy and Policy Division (EISPD).

² Reorganization Web site: <http://www.das.state.or.us/DAS/IRMD/reorg/index.shtml>

The staffing shifts associated with the organizational decisions are presented in the *Reorganization Position Adjustments* section of this report.

IRMD Organization Structure Pre-reorganization



The table that follows provides the rationale for sections being transferred out of IRMD, details about the number of staff (FTE), and the DAS divisions receiving IRMD sections. Transfers to other DAS divisions will be effective Sept. 1, 2006, except for P&D which transferred August 1, 2006.

Summary of Rationale for IRMD Section Transfers

IRMD Program	New Budget Division	Rationale for Transfer
TSC 2007-09 FTE: 22.5	Operations (Ops) Division	TSC provides desktop computer support predominately to DAS along with a few smaller client agencies. The Ops Division exists to provide support services to DAS. TSC's operating business model is very similar to the model employed by the Payroll Section within the Ops Division. Moving TSC to the Ops Division is expected to support advancing the DAS goal of efficient and effective government infrastructure.

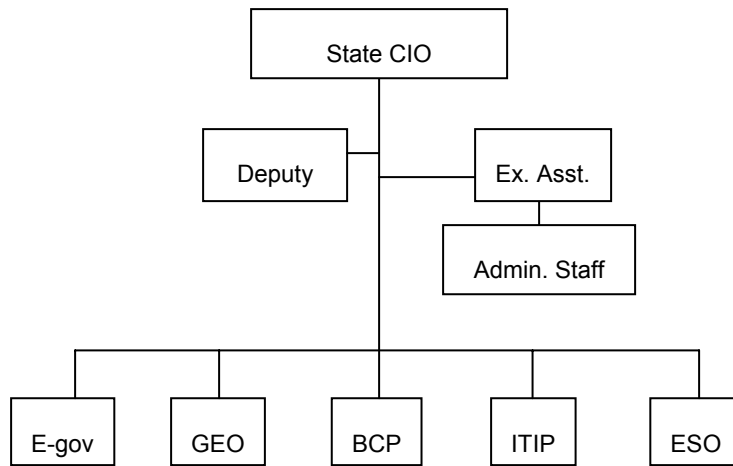
IRMD Program	New Budget Division	Rationale for Transfer
EAS 2007-09 FTE: 18	Ops (17 FTE) State Controller's Division (SCD) (1 FTE)	EAS has largely been focused on supporting the agency's central business systems, with a few staff providing technical services to other state agencies. The reorganization focuses this section on providing support services to DAS enterprise systems and other important applications. This shift will result in limited fee for services being provided to other agencies. This decision was made because state agencies can contract with technical firms for support services at a lower fee than is typically paid to DAS for these services. Moving EAS to Ops Division is expected to support advancing the DAS goal of efficient and effective government infrastructure.
Voice 2007-09 FTE: 10	State Data Center (SDC)	Voice Services is a fee for services entity, similar to the model that will ultimately be employed at the SDC. Managing the advances of technology to meet the changing needs of customers is a challenge faced by both Voice Services and the SDC. By transferring Voice Services, there is the potential to leverage technology investments and service delivery strategies to ensure that excellent customer service is provided.
P&D 2007-09 FTE: 103	State Services Division (SSD)	P&D operates largely as an independent business unit, similar to the business model used in the SSD where Statewide Fleet Management, Procurement and Surplus Properties are housed. Moving P&D to SSD is expected to support advancing the DAS goal of efficient and effective government infrastructure.
PMO FTE: 2	ESO	The PMO office is being phased out during the 2005-07 biennium because it is no longer economically feasible for DAS to focus on providing this service. Six positions will be abolished in the 2007-09 budget and two positions will be transferred to ESO where they will support efforts to achieve the DAS strategic planning strategy of protecting the state's information assets and systems.
Admin. FTE: 1	Director's Office (DO)	IRMD has one position allocated to communication activities for IRMD and the SDC. This position will be moved to the DO under the DAS Public Affairs Manager. This will expand communications support of other DAS divisions and will help advance DAS efforts to deliver timely and accurate information (Strategic Plan Strategy #2).

Enterprise Information Strategy and Policy Division Structure

The name selected to replace IRMD is the Enterprise Information Strategy and Policy Division (EISPD). This name was selected because it more accurately communicates the division’s refined purpose and desired identity.

The final organizational structure for EISPD is as follows:

EISPD Organization Chart



EISPD programs all contribute to providing enterprise information technology leadership, planning and policy direction.

EISPD Sections, Functions and Staffing

Sections	Section Functions	2007-09 FTE
State CIO	A position description for the State CIO is available in Attachment C.	1
Deputy	The Deputy position helps guide EISPD operational actions toward achievement of results. Specific duties and responsibilities of this position will be defined by the State CIO.	1
Exec. Assistant & Administrative Staff	These positions provide administrative support to the State CIO, the Deputy and EISPD sections.	2
E-gov	The E-gov section develops e-commerce capabilities, Web-based applications and Web site content management.	2

Sections	Section Functions	2007-09 FTE
GEO	GEO coordinates GIS activities in the state; facilitates communication about GIS issues; and maintains the Web site that hosts statewide geospatial data for the state of Oregon, the Oregon Geospatial Data Clearinghouse.	4
BCP	The BCP section provides education, business continuity planning, and testing of disaster preparedness to ensure that state government is stable, responsive and operational for all Oregonians in the event of a disruption of services.	2
SITIM/EPP To be combined*	This section monitors the state's major information technology initiatives by conducting project reviews, reporting on significant issues, and proposing mitigations to risks associated with projects. The section also leads statewide IT-related planning and budgeting; develops and implements state IT management strategies, rules, policies, standards and processes; is responsible for the state's IT portfolio and asset management programs; and provides support to the State CIO and IT governance bodies.	8
ESO	ESO is responsible for effectively defending and securing the state's computing and networking infrastructure and its related information technology investments.	14
Total FTE for 2007-09 Biennium:		34

*The only sections whose structure was changed are SITIM and EPP. These sections were combined because SITIM contained just two staff, and the work of this section was most similar to the work of EPP. Staffing numbers are not impacted by the merger; however, one vacant manager position will be reclassified to an Operations and Policy Analyst 4 on July 1, 2007. The new section will be named IT Investment and Planning (ITIP).

Two former IRMD administration positions were also impacted by the reorganization. A communications position was reassigned to the DAS Director's Office, and an Operations Manager position was eliminated.

A Summary of Staffing Totals by Section for both transferring IRMD sections and EISPD is available in Attachment D.

III. Reorganization Budget and Funding Adjustments

This section presents information on the budget and funding adjustments that have resulted from the reorganization. Key decisions made related to budget include:

- Effective Sept. 1, 2006, DAS division administrators will begin administering former IRMD sections that were placed in their divisions.
- Policy Option Package 452 formally requests that budget adjustments be made in the 2007-09 biennium. No budget transfers will be made in the 2005-07 biennium.
- All former and existing IRMD sections are to employ strategies to manage to appropriate ending balances.

Reorganization Budget Adjustments

The reorganization resulted in several adjustments to the division’s budget request for the 2007-09 biennium. Prior to the reorganization, IRMD’s budget was just short of \$140 million. Post-reorganization, the proposed budget for the 2007-09 biennium will be almost \$44 million.

Summary of Budget Adjustments for 2007-09 Biennium

Budget Category	Adjustments	Budget Totals	Budget Adjustments
Pre-reorg. Budget		\$139,873,344	
TSC	(6,466,810)		Transfer to Operations Division
VOICE	(34,002,115)		Transfer to State Data Center
EAS	(5,964,558)		Transfer to Operations Division
ESO	705,235		Redistributed reorg. savings
PMO	(1,759,682)		Reorganization savings
P&D	(48,197,682)		Transfer to State Services Division
ADMIN.	(250,220)		Reorganization savings
ADMIN.	(172,783)		Transfer to Director’s Office
Total Adjustments	(96,108,615)		
Post-reorg. Budget		\$43,764,729	

The projected budget savings from the reorganization are \$2,932,345 which includes investing an additional \$705,235 in the Enterprise Security Office’s efforts to implement HB 3145. Adjustments are documented formally in Policy Option Package 452 (see Attachment E).

Reorganization Funding Shifts

The reorganization shifts most fee for services functions to other DAS divisions, leaving EISPD funded almost exclusively from state agency assessments. Funding for spun-off sections remains the same as prior to the reorganization except for the EAS section. Historically, EAS was funded through a fee for services model. Effective July 1, 2007, this section will be funded through charges to DAS divisions except for one position supporting LINUS operations, which will be funded through an assessment to all state agencies.

Revised EAS Funding Model

EAS FTE	Funding Source
9	Charged to State Controller’s Division
3	Charged to Human Resource Services Division
4	Assessed based on FTE across all DAS Divisions
1	Assessments to all Agencies (LINUS Position)

Business Services Unit (BSU) Adjustments

The BSU is a service support unit that is budgeted and administered by the DAS Operations Division. Pre-reorganization, IRMD funded this unit. Effective July 1, 2007, this unit will be funded through charges to the divisions directly receiving the services provided as outlined below.

Revised BSU Funding Model

BSU FTE	Services Funded By
6	State Data Center
2	State Services Division – Publishing and Distribution
2	Operations Division

Services & Supplies (S&S) Changes

The reorganization resulted in one change to 2005-07 biennium S&S allotments. The S&S allotted to EAS was recalculated to be aligned with available revenue. S&S budgets for the 2007-09 biennium are calculated as previous values plus an increase to cover inflation.

Ending Budget Balances

Historically, IRMD has struggled to achieve acceptable ending balances. As part of the reorganization effort, the decision was made that PMO ending balances would be applied to EISPD's ending balance. The General Government Data Center and Data and Voice Services ending balances were transferred to the SDC.

Projections indicate that EISPD is on track to have adequate section-level balances by June 30, 2007. Three former IRMD sections are projected to be over budget this biennium. The reorganization process resulted in several actions being taken to resolve this issue.

Adjustments to Ensure Appropriate Ending Balances

IRMD Section	Summary of Adjustments
EAS	2005-07: Reduced S&S allotment and maintained a hiring freeze. 2007-09: The reorganization reduces the staffing by 2 FTE and creates a more stable funding model for the future.
IRMD Administration	2005-07: Maintained a hiring freeze. 2007-09: The reorganization reduces the staffing by 1 FTE and creates a more stable funding model for the future.
Publishing and Distribution	2005-07: Reduced IRMD Administrative Assessment Charges; Implemented strategies to increase revenues. 2007-09: Will adjust fees to ensure costs are appropriately distributed.

IV. Reorganization Location Adjustments and Costs

This section presents information on staffing location adjustments and related move costs. Key decisions made include:

- All EISPD staff and contractors will be moved to be located in the same building.
- TSC will be moved from the Print Plant so space is available for BSU and State Data Center staff.
- BSU and EAS staff will be moved to be closer to the customers they serve.
- Move costs will be charged to DAS divisions that are receiving former IRMD sections, except for EAS where costs will be divided among the divisions receiving the services. Sections remaining in EISPD will each cover their own moving expenses.

Summary of Location Adjustments, Timelines and Associated Costs

Section	Location Plan	FTE	Timeline	Projected Costs
Voice	Stay in the Revenue Building	NA	NA	None
P&D	Stay in the Print Plant	NA	NA	None
TSC	Move from the Print Plant to the Revenue Building – 5 th floor	22	August – September 2006	TSC pays estimated cost of \$30,000.
EAS	Move from Revenue to DAS West, 1 st and 3 rd Floors	17	Mid-November to December 2006	Costs prorated and charged to receiving Division (SCD, HRSD, and Operations) Estimated costs are \$90,000.
PMO	Being abolished	NA	NA	None
EISPD	Move from DAS East to the Revenue Building – Room 470	14	ESO: September – October 2006	ESO pays estimated move costs of \$7,500.
	Remaining EISPD sections move date is dependent upon space availability.	20	Remaining sections: December-January 2007	Remaining EISPD sections cover their portion of the estimated costs of \$40,000.
Admin	Move from DAS East to DAS West – Director’s Office	1	September – October 2006	DO to pay negligible costs
BSU	Move from DAS East, DAS West, and the Revenue Building to the Print Plant.	6	September 2006	SDC pays estimated costs of \$4,000.
		1	September 2006	SSD pays estimated costs of \$300.

A more detailed Space Plan is available in Attachment F.

V. Reorganization Position Adjustments

This section presents information on position adjustments resulting from the reorganization. Key decisions made include:

- Four positions will be reclassified – one lateral, two downward and one upward. A total of 10.5 positions are being abolished – it is not clear yet whether lay-offs will occur.
- Position adjustments will not be implemented until July 1, 2007.

Summary of Position Actions

Position Action	Timeline	Comments
Reclassification of EAS Positions	7/1/07	Three positions are to be reclassified: <ul style="list-style-type: none"> • System & Program Supervisor 2 to an ISS8 • System & Program Supervisor 2 to an ISS7 • ISS6 to an ISS7
Reclassification of EISPD Position	7/1/07	A Manager position will be reclassified to an Operations and Policy Analyst 4
Position Abolishment	7/1/07	The 2007-09 Biennium Budget Request abolishes the following positions: <ul style="list-style-type: none"> • Admin (1 FTE) • EAS (2 FTE) • PMO (6 FTE) • TSC (1.5 FTE)
Lay-offs	11/1/06	Positions being abolished are vacant except for 6 PMO positions. Staff in PMO positions are applying for employment with the SDC or with other employers. Lay-off notification will not be provided until decisions have been made on SDC hires.
Position Description (PD) Updates	9/1/06 and 7/1/07	PDs for the section managers of transferring IRMD sections will be updated by 9/1/06. PDs for transferred section staff will be updated with revised division descriptors either as positions are hired or by 7/1/07, whichever date is first.

Commitment to Staff Training

Most of the sections within the former IRMD divisions will continue to operate similar post-reorganization; one exception is EAS. This change means that EAS service needs and related staffing skills may need to be adjusted to the section's new roles and customers. Existing staff

may need to be provided with additional training and development opportunities to successfully make these adjustments. The EAS section manager will work one-on-one with staff to determine their training and development needs and plan.

VI. Looking to the Future

Several actions have been taken to prepare for the new EISPD and to ensure that IRMD service section transfers are successful.

1. State CIO Position Description Updates and Recruiting

The Interim State CIO and DAS Deputy Director worked with a subgroup of agency CIOs to identify the characteristics and expectations of the ideal State CIO. This information was used to revise the State CIO PD presented in Attachment C. Recruiting a State CIO to be the central point of accountability, leadership, vision and coordination for enterprise-level information management across state government will be a challenge. The DAS Deputy Director plans to make this a priority and has set a goal to have a new State CIO on board by January 2007.

2. Generating an EISPD Vision

The CIO subgroup had an initial discussion on what might define the desired future state for enterprise information management. More specifically, the discussion identified the following descriptive statements for what a successful EISPD would look like:

- EISPD has facilitated the creation of a cohesive state enterprise IT strategy and appropriate implementation progress has been made; actions are moving enterprise IT forward.
- EISPD is the recognized authority and leader for enterprise IT.
- EISPD actions stem from a mind-set that is holistic, enterprise focused, and one-government oriented. The enterprise mind-set supports more holistic, enterprise problem solving.
- The EISPD and State CIO have developed relationships with the CIO community and beyond that are characterized by trust and respect. This leads to more effective identification and integration of business needs into enterprise IT planning.
- EISPD is resourced appropriately (right \$, right employee fit).
- IT solutions are used to address core business needs and streamline business processes so the shared state infrastructure is optimized and the state is able to adapt to emerging needs.

The new State CIO will need to expand this conversation to the state CIO Council and other EISPD stakeholders to create a shared vision for enterprise information management in state government, and to clarify EISPD's role in leading state agencies toward the vision.

3. EISPD Indicators of Success

Once EISPD has established a shared vision and enterprise strategies it will become easier to identify outcome-oriented indicators of success. In the interim, three performance measures will be tracked and monitored to determine whether EISPD's new organizational structure and operational practices are addressing the assessment findings. These measures will be:

- CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
- STATUTORY COMPLIANCE – Percent alignment with statutory requirements.
- BUDGET VARIANCE – Dollar variance between actual and budgeted income and expenditures.

EISPD will also report to the Legislature on four key performance measures.

- IT GOVERNANCE – still being developed.
- E-GOVERNMENT – Percent of agency business processes that have been automated: a) customer to agency; b) customer to agency to accounting system (end-to-end).
- INFORMATION SECURITY – Percent of actions identified in HB 3145, or the resulting Enterprise Security Office Strategic Plan, completed on time.
- INFORMATION SECURITY BUSINESS RISK– Percent of identified business risk that is remediated.

EISPD programs are also committed to evaluating performance and developing measures that help improve management practices and decision-making.

4. Integration of Service Sections

TSC and EAS section managers have been actively involved in budget decisions and discussions on how to effectively transition to the Ops Division. The goal is that this change leads to more responsive and effective service delivery. The EAS manager has worked with State Controller's Division and Human Resource Services Division managers to clarify the expected work planning, quality control and administrative oversight expectations for EAS. A first draft of these expectations is presented in Attachment G.

Similarly, TSC and EAS have been meeting with the State Data Center to clarify areas of responsibility for activities that were formally managed by IRMD, but that will no longer be managed by EISPD. A preliminary document of initial agreements is presented in Attachment H.

P&D and Voice Services have traditionally operated fairly autonomously and they will continue operating this way in their new divisions; integration is expected to be fairly seamless.

In all cases, division administrators are committed to working with their new section managers to resolve any issues that emerge as operations commence from their respective divisions.

5. The DAS CIO

The new EISPD business model transfers the role of DAS CIO to the Operations Division Administrator. This change was made because TSC and EAS, two sections that primarily support internal DAS information technology systems and applications are now reporting to the Operations Division Administrator. One alternative model that was discussed was having the TSC and EAS units report to a manager under the Operations Division Administrator, and that manager would be considered the DAS CIO. This model was not implemented at this time to allow the new Operations Administrator the opportunity to determine if this model is effective or an alternative needs to be chosen. The operational effectiveness of this decision will be evaluated in the future, along with other reorganization decisions.

6. Monitoring Implementation

The Reorganization Executive Steering Committee will continue to meet quarterly to discuss transition issues for at least the next year. The purpose of these meeting will be to identify and collectively resolve issues that emerge during implementation.³ The group will also be assessing whether the adjustments are appropriately addressing the concerns raised in the original assessment report, and determine whether further adjustments are needed.

Some future questions the Reorganization Executive Steering Committee will address are:

- Are the services being provided by the former IRMD sections and the new EISPD improving?
- Is customer satisfaction improving? Specifically, does the DAS Director and the CIO Council feel that EISPD is satisfying their expectations? Why or why not?
- Are there internal or external IT governance/policy issues that are not being resolved in a

³ At this writing, most issues identified had been resolved except for two: 1) A final decision needs to be made on the future location of ORBIT's system maintenance staff. This decision may require adjustments to the budget request for the 2007-09 biennium. A decision on this issue will be made by December 1, 2006. 2) Representation issues associated with integrating Voice Services with the SDC still need to be addressed.

timely manner? What is being done to resolve this?

- Does staff in EISPD and former IRMD sections feel that things are better than they were before the reorganization? Why or why not?
- Is the staffing adequate to support the functions being performed? If not, what are the recommendations to improve staff support?
- Has there been any confusion about roles and responsibilities from anyone associated with or impacted by the reorganization? What is being done about this?
- Should the Reorganization Steering Committee recommend to the DAS Director any additional organizational adjustments?

The IRMD Reorganization Web site will continue to provide information about future decisions of the Executive Steering Committee.

The Reorganization Executive Steering Committee would like to thank all the staff that contributed to the efforts to create a new, viable organization that reflects the desire of the DAS Director to change the business and operational model of the former IRMD. A special thanks to Dawn Farr for her efforts to keep the Co-chairs and the Executive Steering Committee and other staff on track in making decisions that can be communicated to staff and documented for future reference. And, finally, to the staff of the former IRMD, your professionalism and adaptability to yet another change is recognized and appreciated.

Attachment A
Reorganization Executive Steering Committee

Kate Coffey, Interim Operations Administrator

Dawn Farr, DAS Director's Office

Bill Foster, Facilities Division Administrator

Raelynn Henson, DAS Communications

Kris Kautz, DAS Deputy Director

David Hartwig, State Services Division Administrator

Jerry Korson and Merrilyn Nixon, DAS Personnel

Mark Reyer, State Data Center Administrator

Sue Wilson, Human Resource Services Division Administrator

Mike Zanon, Interim State CIO-IRMD Administrator

Attachment B

Information Resources Management Division (IRMD)

Reorganization Executive Steering Committee Charter

Purpose

The DAS Director has asked the DAS Deputy Director and Interim State CIO to develop a Master Plan that includes a proposed 2007-09 budget and detailed transition plans to implement the Information Resources Management Division's (IRMD) reorganization recommendation. The Master Plan is to be developed collaboratively across DAS Divisions with input along the way from impacted stakeholders.

Recommendation

Separate the service provider and governance functions that are currently mixed in IRMD. The State CIO will be an enterprise strategic planning and policy leader responsible for:

- Enterprise Planning and Policy
- Strategic IT Investment Management
- Geospatial Enterprise Office
- E-government
- Enterprise Security Office
- Enterprise Business Continuity Planning

All customer-facing operations of IRMD are distributed to other DAS divisions. Specific recommended actions include:

- Transfer of Voice Services (telecommunications) to the State Data Center.
- Transfer Publishing and Distribution to the State Services Division.
- Transfer the Technology Support Center to the Operations Division.
- Transfer Enterprise Application Services positions that support the State Controller's Division and Human Resource Services Division systems to those divisions and shift reporting to a manager in the Operations Division. Develop a strategy for phasing out positions supporting non-DAS projects.
- Phase out the Project Management Office as the Computing and Networking Infrastructure Consolidation (CNIC) funding source phases down.

Master Plan Objectives

The plan will provide details on achieving the following implementation objectives.

1. Develop a 2007-09 budget proposal that allocates resources according to the recommended structure. This includes development of corresponding policy option packages and accounting for ending balances.
2. Develop a plan for managing the staffing changes resulting from the recommendation. Reconstruct organization charts that account for the redistribution of IRMD staff and management processes across DAS and within the remaining IRMD organization.
3. Develop a plan for managing the space and logistics tasks associated with the recommendation.
4. Develop a plan for ensuring efficient and effective service delivery.
 - Identify impacts to business processes for divisions assuming IRMD service functions and make required adjustments to ensure continued delivery of new and existing services.
 - Define the central business processes and begin establishing the identity for the new enterprise IRMD organization.
5. Develop a communications plan that provides regular communications and supports full disclosure to stakeholders.
6. Provide a list of recommendations to the DAS Director that resolve issues identified during the process.

Timeframe

The Master Plan is due by September 1, 2006. However, several of the objectives may need to be completed earlier. Details on timeframes for completion of objectives and tasks will be identified in a Work Plan. It is critical that the timelines established in the Work Plan are met. The Executive Committee will meet weekly to ensure that emerging issues are resolved quickly.

Key Project Decision Points

Section	Transfer To	Budget Lift & Drop (07-09) ¹	Approx. Staffing	Mgmt Change Date	Move Date	New Physical Location
TSC	Ops	Yes	25	9/1/06	8/1/06	Revenue
EAS	Ops	No	21	9/1/06 ²	TBD	DAS-West
Voice	SDC	Yes	10	9/1/06	NA	Revenue
PMO	Phase Out	NA	9	TBD ³	NA	NA
P & D	SSD	Yes	100	8/1/06 ⁴	NA	NA
E-gov	New IRMD Organization (name TBD) ⁵	Yes	2	9/1/06	TBD	DAS-East
GEO			4	9/1/06		
ESO			9	7/1/06 ⁶		
BCP			2	9/1/06		
EPP			7	9/1/06		
SITIM			3	9/1/06		
Admin			7 ⁷	9/1/06		

Structure

The development of the Master Plan will be overseen by an Executive Steering Committee. Subcommittees will be formed to develop components of the Master Plan.

Committee Structure, Deliverables and Timeframes

Subcommittee	Anticipated Deliverables	Timeframes
Executive Committee <u>Leads:</u> Kris Kautz and Mike Zanon <u>Participants:</u> D. Hartwig, M. Reyer, J. Radford, S. Wilson, K. Coffey, J. Korson, B. Foster, R. Kennedy	<ul style="list-style-type: none"> Identify and resolve key project decisions and issues points Resolve staffing issues (final decision about who goes where) Develop Master Plan 	Ongoing until 9/1/06 Initial 6/12, final 9/1/06 9/1/06
Budget Alignment <u>Lead:</u> Kate Coffey	<ul style="list-style-type: none"> Determine what to do with S&S and ending balances 2007-09 budget and require policy option packages and budget narratives 	7/7/06 8/15/06

¹ Budget remains as allocated through 05-07 biennium.

² Mainframe staff by 9/1/06, other staff may transition later depending upon customer needs.

³ Must be completed by 6/30/07 – may be sooner.

⁴ Reporting and direction changes 7/1/06, operational issues resolved by 9/1/06.

⁵ Begins operating as a new entity on 9/1/06.

⁶ Re-established as a section of IRMD (has been reporting to Director's Office).

⁷ One communications staff has been reassigned to the DO.

Subcommittee	Anticipated Deliverables	Timeframes
Organization Structure and Staffing Changes <u>Lead:</u> Jerry Korson	<ul style="list-style-type: none"> • Develop revised organizational charts • Update position descriptions • Identify staffing issues and provide staffing and HR consulting services 	7/1/06 8/1/06 Ongoing, 9/1/06
Space and Logistics <u>Lead:</u> Bill Foster	<ul style="list-style-type: none"> • Develop space plan • Provide estimates of move costs • Coordination of move and office set-up logistics 	8/1/06 9/1/06 Tbd
Communications <u>Lead:</u> Robert Kennedy	<ul style="list-style-type: none"> • Develop communications plan • Create key communication products <ul style="list-style-type: none"> ○ Charter ○ Web site ○ Help draft Master Plan 	6/8/06 6/8/06 7/1/06 9/1/06

Key to Acronyms

Acronym	Section Name
TSC	Technology Support Center
EAS	Enterprise Applications Services
Voice	Voice Services (telecommunications)
PMO	Project Management Office
P & D	Publishing and Distribution
E-gov	E-government
GEO	Geospatial Enterprise Office
ESO	Enterprise Security Office
BCP	Business Continuity Planning
EPP	Enterprise Planning and Policy
SITIM	Strategic IT Investment Management
Admin	IRMD Administration

Attachment C

	<p>STATE OF OREGON POSITION DESCRIPTION</p>	<p>Position Revised Date: 8/11/06</p> <p>This position is:</p>
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<p>Agency: Department of Administrative Services</p> <p>Division: Information Resource Management Division</p> <p align="center"> <input type="checkbox"/> New <input checked="" type="checkbox"/> Revised </p>	<input type="checkbox"/> Classified <input type="checkbox"/> Unclassified <input checked="" type="checkbox"/> Executive Service <input type="checkbox"/> Mgmt Svc - Supervisory <input type="checkbox"/> Mgmt Svc - Managerial <input type="checkbox"/> Mgmt Svc - Confidential
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SECTION 1. POSITION INFORMATION

a. Classification Title:	Principal Executive Manager H	b. Classification No:	Z7014
c. Effective Date:	8/1/05	d. Position No:	0210005
e. Working Title:	State Chief Information Officer (CIO)	f. Agency No:	10700
g. Section Title:	Enterprise Information Strategy and Policy Division	h. Budget Authorization No:	000562540
i. Employee Name:	Vacant	j. Representation Code:	MESN
k. Work Location (City-County):	Salem/Marion		
l. Supervisor Name (optional):	Lindsay Ball		
m. Position: <input checked="" type="checkbox"/> Permanent <input type="checkbox"/> Seasonal <input type="checkbox"/> Limited duration <input type="checkbox"/> Academic Year <input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Part Time <input type="checkbox"/> Intermittent <input type="checkbox"/> Job Share			
n. FLSA: <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt		If Exempt: <input checked="" type="checkbox"/> Executive <input type="checkbox"/> Professional <input type="checkbox"/> Administrative o. Eligible for Overtime: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

SECTION 2. PROGRAM AND POSITION INFORMATION

a. Describe the program in which this position exists. Include program purpose, who's affected, size, and scope. Include relationship to agency mission.

The Department of Administrative Services is the administrative arm of the Governor's office, and provides administrative and support services to state agencies.

The Enterprise Information Strategy and Policy Division (EISPD) is a statewide information strategic planning and policy division within the Department of Administrative Services (DAS). It is funded by assessment. The division has approximately 35 FTE with a total biennium budget that exceeds \$ 43 million. The division is a technology resource for the Governor, state executive and legislative decision-makers, enterprise information technology governance bodies, and to DAS and other agencies.

Attachment C

The DAS mission is to lead the pursuit of excellence in state government. EISPD contributes to the DAS mission by leading the pursuit of excellence in information resource management by providing strategic direction, collaborative governance, management, planning, and oversight to achieve the business objectives of the agencies of state government.

b. Describe the primary purpose of this position, and how it functions within this program. Complete this statement: The primary purpose of this position is to:

Act as the central point of accountability, leadership, vision and coordination for enterprise-level information technology and resource management across state government. The position will:

- Ensure the planning, management, acquisition, installation and use of information technology by the state and its agencies is conducted in the most integrated, economic and efficient manner possible.
- Design and implements a comprehensive enterprise IT governance, planning and management framework ensuring alignment of information resources with state and agency business and information resource management strategies.
- Provide primary leadership for the state's strategic information resource management plan and technology initiatives and key enterprise IT programs.
- Provide the strategic IT investment oversight necessary to identify and actively mitigate risks to achievement of defined enterprise objectives.
- Lead and direct the collaborative development of the rules, policies, architectures, standards, processes, guidelines and practices required to govern, manage, plan, acquire, install and use information resources and technology infrastructure across state government.
- Serve as the primary communications link with the DAS Director's Office and external advisory and stakeholders' groups including, the Legislative, private sector firms, political subdivisions, other state agencies and intergovernmental task forces.
- Manage the operations of the Enterprise Information Strategy and Policy Division which include the following programs:
 - Enterprise Planning and Policy
 - Strategic IT Investment Management
 - Geospatial Enterprise Office
 - E-government
 - Enterprise Security Office
 - Enterprise Business Continuity Planning

Attachment C

SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark "N" for new duties, "R" for revised duties or "NC" for no change in duties. Indicate whether the duty is an "Essential" (E) or "Non-Essential" (NE) functions.

% of time	N/R/NC	E/NE	DUTIES
50%	R		<p>ENTERPRISE LEADERSHIP AND MANAGEMENT</p> <p><u>Enterprise Leadership:</u></p> <ul style="list-style-type: none"> • Build and nurture critical relationships that establish the State CIO as a technical advisor to the Governor, DAS Director, Legislature (including JLCIMT), agency heads, agency CIOs and the State Data Center on issues related to enterprise information technology management. • Provide leadership to and work collaboratively with Statewide IT governing boards including the state CIO Council; Oregon Geographic Information Council; the State Interoperability Executive Council; and, other enterprise IT governance bodies. Represent Oregon as an active member of the National Associations as appropriate. <p><u>Strategic Enterprise IT Planning:</u></p> <ul style="list-style-type: none"> • Pursue broader commitment for a shared enterprise information resources management vision. • Keep enterprise information resources management strategies current and relevant. Ensure that updates are done collaboratively with information technology communities and agency business leaders. • Ensure enterprise IT strategic planning priorities and initiatives sponsored by the division are appropriately linked to state and agency business requirements. <p><u>Enterprise Management:</u></p> <ul style="list-style-type: none"> • Translate enterprise information resources management strategies into a biennial work plan that directs the activities performed by the division. • Develop a process for periodically assessing, evaluating and reporting on enterprise information resource performance including: setting enterprise IT performance metrics and benchmarks; ensuring periodic performance measurement; implementing and tracking performance improvement activities; and providing consolidated performance summaries. • Develop and implement processes necessary to achieve key enterprise information management initiatives.
30%	R		<p>STATEWIDE IT GOVERNANCE</p> <ul style="list-style-type: none"> • Create, lead, manage, support and sustain the governance and management framework required to maximize the value, quality and use of the state's information resources. • Using a collaborative process and in conjunction with the CIO Council, create the rules, policies, architectures, standards, guidelines and core practices necessary to implement: the directives of the Governor and Legislature in information technology and resource management; the Enterprise Information Resource Management Strategy; the CIO Council's portfolio of approved activities; and the objectives of the state's key enterprise IRM programs and initiatives. • Align state information technology governance and management with that of other governmental jurisdictions to: optimize mutual potential; eliminate redundancy; improve efficiency; and create a shared vision for collaborative action.

Attachment C

20%	R	<p>ADMINISTRATION AND FINANCE</p> <ul style="list-style-type: none"> • Create the budgeting and accounting processes necessary to determine the appropriate fees and assessments for services, to appropriately control expenditures and to deliver the highest value to customers. • Administer and oversee the management of division programs: Enterprise Planning and Policy, Strategic IT Investments Management, Geospatial Enterprise Office, E-government, Enterprise Security Office, Enterprise Business Continuity Planning. • Promote high levels of customer service throughout the division, the agency, and with all other user groups. • Establish, administer, and maintain a workplace conducive to high levels of employee morale and productivity. Administer the process of timely employee performance evaluations. • Provide leadership and direction for a diversified staff. Provide leadership and direction to subordinate management staff. Supervise, hire, monitor performance, develop, coach, discipline and provide direction to employees. Respond to and resolve employee grievances. Assign and plan work. Promote safety training and practices in performance of all work activities. Implement Affirmative action and Diversity strategies and goals. Responsible to structure activities that will promote and foster a diverse workforce and discrimination/harassment-free workplace.
100%		

SECTION 4. WORKING CONDITIONS

Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.

EISPD has a team-oriented environment. Working in a team-oriented environment requires participative decision-making and cooperative interactions among staff, management and external stakeholders.

Office environment with extensive use of office equipment including personal computers. Driver's license is required or satisfactory means of transportation. Frequent travel to customer agency locations and occasional travel to geographically dispersed program locations throughout the state.

SECTION 5. GUIDELINES

a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures.

Oregon Administrative Rules, Oregon Revised Statutes, Department of Administrative Services rules, Enterprise Information Resources Management Strategy, Statewide IT standards and policies, the DAS Strategic Plan, division business plans, and key performance measures.

b. How are these guidelines used?

They provide general guidance and policy directions, and framework to the incumbent who must interpret and apply them as necessary for each application. Position may recommend revisions to the above guidelines, including justification and need for the revision.

SECTION 6. WORK CONTACTS

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

Who contacted	How	Purpose	How Often?
Agency customers, managers	In Person/Telephone/Writing	Problem solving, requests and inquiries	Daily
Vendors, contractors	In Person/Telephone/Writing	Contract management, problem solving, discussion of services provided	Daily
Director, department staff, division staff	In Person/Telephone/Writing	Program planning, policy development, problem solving and coordination	Daily
Other government officials	In Person/Telephone/Writing	Program overview, planning and inquiries	Weekly
Data center manager	In Person/Telephone/Writing	Develop standards, provide direction	Monthly

SECTION 7. POSITION RELATED DECISION MAKING

Describe the typical decisions of this position. Explain the direct effect of these decisions.

Determines investment in various information systems and equipment in values of a millions of dollars. Decisions directly impact state government's utilization of telecommunications and information systems programs and processes and plans.

- Creates and approves policies that shape the acquisition, budgeting and use of these items.
- Impacts all state agency budgets, which ranges from several thousand to several million dollars statewide.
- Spending decisions up to biennial budgetary authority. Affects staff utilization, organization, service delivery, and cost to customer agencies.

SECTION 8. REVIEW OF WORK

Who reviews the work of the position? DAS Director

Classification Title	Position Number	How	How Often	Purpose of Review
Principal Executive Manager J	0110001		Weekly	Maintain general oversight of activities through bi-weekly staff meetings, periodic review of administrator's policy recommendations, quarterly review of budgets, allotments, and plan performance.

SECTION 9. OVERSIGHT FUNCTIONS

a. How many employees are directly supervised by this position?

How many employees are supervised through a subordinate supervisor?

b. Which of the following activities does this position do?

<input checked="" type="checkbox"/>	Plan work	<input checked="" type="checkbox"/>	Coordinates schedules
<input checked="" type="checkbox"/>	Assigns work	<input checked="" type="checkbox"/>	Hires and discharges
<input checked="" type="checkbox"/>	Approves work	<input checked="" type="checkbox"/>	Recommends hiring
<input checked="" type="checkbox"/>	Responds to grievances	<input checked="" type="checkbox"/>	Gives input for performance evaluations
<input checked="" type="checkbox"/>	Disciplines and rewards	<input checked="" type="checkbox"/>	Prepares & signs performance evaluations

SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION

ADDITIONAL REQUIREMENTS: List any knowledge and skills needed at time of hire that are not already required in the classification specification:

This position is subject to a criminal records check, which may require fingerprints. If you are offered employment, the offer will be contingent upon the outcome of a criminal records check (FBI and/or LEDS). Any history of criminal activity will be reviewed and could result in the withdrawal of the offer or termination of employment.

This position is subject to a drug screening test at a laboratory of our choice. This test is at the time of hire, at promotion and/or transfer. Negative results could result in the withdrawal of the offer or termination of employment.

Position requires a strong customer service orientation and a high degree of responsiveness to customer agency requirements. Because of the rapidly changing technology in the telecommunications and information systems industries and the varied agency customer environments requiring those technologies, this position demands innovative thinking, flexibility, and an ability to manage change and varied resources. This position requires the skill and ability to understand and direct various technical experts without being a technical expert. The individual in this position must be able to "translate" technical issues and ideas into non-technical language understandable by management and customers throughout state government.

BUDGET AUTHORITY: If this position has authority to commit agency operating money, indicate the following:

Operating Area	Biennial amount (\$00000.00)	Fund type
Enterprise Information Strategy and Policy Division	\$ 43 million	OF

SECTION 11. ORGANIZATIONAL CHART

Attach a current organizational chart. Be sure the following information is shown on the chart for each position: classification title, classification number, salary range, employee name and position number.

Attachment D
Summary of Staffing Totals by Section

Note: LD positions are automatically abolished at the end of the biennium.

IRMD Programs	2005-07 FTE			2007-09 FTE	Comments
	BUDGET	OPER	LD		
Service Units Being Reassigned					
Data & Video Services	6.5	6.5	0	Not Applicable	Programs abolished following shift of function to State Data Center
General Government Data Center	13.86	13.86	0	Not Applicable	
Technology Support Center	25	24*	0	22.5	1.5 FTE abolished *1FTE to P&D moved in the 07-09 base
Project Management Office	8	8	2.99	0	2 FTE to ESO 6 FTE abolished
Publishing and Distribution	101	102*	0	103	1 FTE from BSU *1 FTE from TSC moved in the 07-09 base
Enterprise Application Services	21	21	0	17	1 FTE to ESO 1 FTE to SCD 2 FTE abolished
Voice Services	10	10	0	10	
Totals	185.36	185.36	2.99	152.5	
New IRMD Entity					
Administration	6.75	6*	0	4	1 FTE to Director's Office 1 FTE abolished *0.75 FTE to Policy in 07-09 base
E-Government	2	2	0	2	
Enterprise Policy & Planning	4.25	6*	0	6	**0.75 FTE from Admin and 1 FTE from SITIM in 07-09 base
Enterprise Security Office	11	14*	1.42	14	2 FTE from PMO 1 FTE from EAS * Includes 3 FTE transferring in
Strategic IT Investment Mgt	3	2*	0.5	2	*1 FTE to Policy in 07-09 base
Business Continuity Planning	2	2	0	2	
Geospatial Enterprise Office	4	4	0	4	
Totals	33	36	1.92	34	

IRMD Programs	2005-07 FTE	2007-09 FTE	Comments
Positions Abolished			
Administration	Not Applicable	1	
Enterprise Application Systems	Not Applicable	2	
Project Management Office	Not Applicable	6	
Technology Support Center	Not Applicable	1.5	
Totals		10.5	

ATTACHMENT E BUDGET NARRATIVE

Policy Option Package: 452 IRMD Reorganization

Companion Reduction Package: None.

Purpose:

This package transfers information technology (IT) service programs to other DAS divisions so that the Information Resources Management Division (IRMD) can focus on enterprise IT governance, strategic planning and policy development. This change is expected to establish an organizational structure and business model that is better designed to pursue the mission, goals and objectives defined in the *Oregon Enterprise Information Resource Management Strategy* and the *DAS Strategic Plan*. IRMD will be renamed to better reflect its refined focus.

How Achieved:

In the past decade, IRMD has initiated or acquired a number of significant statewide strategic IT programs.

- Acquired Oregon Education and Geographic Information Systems – 1997
- Launched State of Oregon Enterprise Network – 2001
- Launched Enterprise E-Government – 2001
- Acquired DAS Publishing and Distribution Services – 2002
- Established Enterprise Security Office – 2003
- Launched the Computing and Network Infrastructure Consolidation Project – 2003
- Established Enterprise Business Continuity Planning Program – 2004

For the past several years, IRMD has struggled to balance its governance and oversight roles, with its core IT service delivery responsibilities (e.g. computing, network management, telephone services), along with its efforts to launch, sustain, and fund important enterprise IT initiatives.

IRMD consolidated its data center and network operations and infrastructure with 11 other state agencies as part of the implementation of the new State Data Center (SDC). This consolidation provided an opportunity to rethink what business model is best suited for delivering on the division's goals and objectives.

ATTACHMENT E BUDGET NARRATIVE

In February 2006, the DAS Director commissioned an organizational assessment of the division to determine whether or not a significant change in its business model was required. The assessment resulted in three key findings:

Finding #1: The IRMD business model has not anticipated and changed to meet customer service expectations and policy makers' expectations for enterprise governance.

Finding #2: Failure to develop enterprise standards and common technical and business architecture, limits access to information that policy makers need to solve "big" problems.

Finding #3: The IRMD financing model has failed and requires fundamental restructuring.

The assessment evaluated three alternative options and concluded that the following recommendations best addressed the findings:

- Separate the service provider and governance functions that are currently mixed at IRMD and establish the State CIO as an enterprise strategic planning and policy leader. This model focuses the State CIO and staff on strategic planning; establishing enterprise standards; establishing enterprise technology architecture; and, establishing enterprise security standards.
- Transfer all customer-facing service businesses of the current IRMD to other DAS business units (i.e., telecommunications, utility computing, application support for enterprise legacy systems, desktop application support.)

In June 2006, the DAS Director formed the IRMD Reorganization Steering Committee to develop a Reorganization Master Plan to document the implementation plan to ensure successful launching of the new division and integration of the former IRMD service functions into their respective DAS locations. The Plan will be available for distribution in September 2006.

The new division will contain the following business functions:

- Enterprise Planning and Policy
- Strategic IT Investment Management
- Geospatial Enterprise Office
- E-government
- Enterprise Security Office
- Enterprise Business Continuity Planning

004 Information Resources Management Division

X Agency Request

_____ Governor's Recommended

_____ Legislatively
Adopted

Budget Page

**ATTACHMENT E
BUDGET NARRATIVE**

DAS is working with a group of external stakeholders to define more specifically the roles, responsibilities and success factors for the new division. This work includes revising the roles and responsibilities for the position of State Chief Information Officer.

The following IRMD Programs will be transferred to other DAS service areas that have business models that are better aligned with their current business processes.

IRMD Program	New Division	Rational for Transfer
Administration - Communications Coordinator	Director's Office	IRMD has one position allocated to communication activities for IRMD and the State Data Center. This position will be moved to the Director's Office under the DAS Communications Director. This will expanded communications support of other DAS divisions, and will help advance DAS's efforts to deliver timely and accurate information (Strategic Plan Strategy #2).
Technology Support Center (TSC)	Operations Division	TSC provides desk top computer support predominately to DAS along with a few smaller agencies. The Operations Division exists to provide support services to DAS. TSC's operating business model is very similar to the model employed by the Payroll Section within the Operations Division. Moving TSC to the Operations Division is expected to support advancing the DAS goal of efficient and effective government infrastructure.
Enterprise Applications Services (EAS)	Operations Division State Controller's Division	EAS has largely been focused on supporting DAS' central business systems, with a few staff providing technical services to other state agencies. Staff in this section will report to a central manager within the Operations Division; however, they will be physically located in the divisions with the systems they support to ensure effective service delivery. One position that has been reporting to a manager in the State Controller's division will be reassigned to that division. One position that has been supporting Enterprise Security Office (ESO) initiatives will be transferred to the ESO program. A couple of positions that have been supporting other state agencies will ultimately be phased out. State agencies can contract with technical firms for support services at a lower fee than is typically paid to DAS for these services. Moving EAS to the Operations Division is expected to support advancing the DAS goal of efficient and effective government infrastructure.
Voice Services (telecommunications)	State Data Center	Voice Services is a fee for services entity, similar to the model that will ultimately be employed at the State Data Center. Managing the advances of technology to meet the changing needs of customers is a challenge faced by both Voice Services and the State Data Center. By transferring Voice Services to the State Data Center, there is the potential to leverage technology investments and service delivery strategies to ensure that excellent customer service is provided.

**ATTACHMENT E
BUDGET NARRATIVE**

IRMD Program	New Division	Rational for Transfer
Publishing and Distribution (P&D)	State Services Division	P&D operates largely as an independent business unit, similar to the business model used in the State Services Division where Statewide Fleet Management, Procurement and Surplus Properties are housed. Moving P&D to State Services is expected to support advancing the DAS goal of efficient and effective government infrastructure.
Project Management Office (PMO)	Enterprise Security Office (ESO)	Two positions within the PMO will be transferred to ESO to provide support for ESO initiatives. The remaining six positions within the PMO will be abolished
Business Services Unit (BSU)	Publishing and Distribution (P&D)	BSU provides billing services largely to the State Data Center. One position provides this support to P&D, and physically resides in P&D. This position will be transferred to P&D as a means for creating more efficient government infrastructure.

The primary implication of not implementing the recommendations is that business would continue as usual. This is not an acceptable option. It is critical that IRMD makes significant improvements in meeting the needs and expectations of state agencies for efficient and effective enterprise information technology management for DAS to continue to make progress toward achieving the agency's mission.

**ATTACHMENT E
BUDGET NARRATIVE**

Staffing Impact:

Existing IRMD Program	New Budget Division/Program	POS	FTE
Administration	Director's Office	1	1.00
Technology Support Center	Operations Division	23	22.50
Enterprise Applications Services (EAS)	Operations Division	17	17.00
	State Controller's Division	1	1.00
	Enterprise Security Office	1	1.00
	Subtotal EAS	19	19.00
Voice Services (telecommunications)	State Data Center	10	10.00
Publishing and Distribution (P&D)	State Services Division	103	102.00
Project Management Office	Enterprise Security Office	2	2.00
Business Services Unit	State Services Division (P&D)	1	1.00
Total Positions Being Transferred		159	157.50
Administration	Position abolished	(1)	(1.00)
Enterprise Applications Services	Positions abolished	(2)	(2.00)
Project Management Office	Positions abolished	(6)	(6.00)
Technology Support Center	Position abolished	(1)	(1.50)
Total Positions Being Eliminated		(10)	(10.50)

Revenue Source:

\$172,783 Other Funds-The position transferred to the Director's Office from IRMD Administration will be funded within the statewide assessment for the Director's Office.

\$6,522,698 Other Funds-The 23 positions transferred to Operations Division for TSC will be funded by the following: \$25,000 statewide assessment for LINUS, \$856,062 Charges for Services to small client agencies, and \$5,641,636 from an internal assessment to DAS divisions, and the remainder from beginning balance.

004 Information Resources Management Division

X Agency Request

_____ Governor's Recommended

_____ Legislatively
Adopted

Budget Page

**ATTACHMENT E
BUDGET NARRATIVE**

\$4,163,404 Other Funds-The 17 positions transferred to Operations Division for EAS will be funded by a combination of the following: \$298,446 from the statewide assessment for LINUS which will cover the costs associated with 1.2 positions, \$964,652 from an internal assessment to DAS divisions, and \$2,900,306 as Charges for Services to the using DAS divisions.

\$184,073 Other Funds-The 1 position transferred to State Controller's Division from EAS will be funded by the following: \$136,073 will be eliminated from the budget line item for Data Processing charges (where this was budgeted for), and the remaining \$48,000 will be paid by the published statewide assessment for statewide financial reporting.

\$214,655 Other Funds-The 1 position transferred to Enterprise Security Office (ESO) from EAS will be paid by the statewide assessment for ESO.

\$34,577,884 Other Funds-The transfer of Voice Services to the State Data Center will be funded through Charges for Services.

\$51,591,938 Other Funds-The transfer of Publishing & Distribution (P&D) to State Services Division will be funded by \$2,900,956 statewide assessment for shuttle mail, and the remainder through Charges for Services.

\$490,580 Other Funds-The 2 positions transferred to ESO from EAS will be paid by the statewide assessment for ESO.

\$115,673 Other Funds-The position transferred to P&D from the Business Services Unit will be funded through Charges for Services.

IRMD REORGANIZATION SPACE ISSUES

Reorganization Action	Initial Implementation	Work-stations needed	Associated or Future Issues	Estimated Timeline and Potential Costs	Action Required
(a) Voice Services transfers to the State Data Center	Voice Services remains in the Revenue Building	NA	The Revenue Building environment may not provide the appropriate level of support for continued long-term occupancy	Timeline: September Estimated Cost: None	None at this time
(b) Publishing and Distribution transfers to the State Services Division	Publishing and Distribution remains in the Print Plant	1	The Print Plant also provides space for the State Data Center (SDC) (currently 27 SDC workstations are planned). Vacant SSD AP tech position will need space at P&D.	SSD pays for cost to relocate SSD to P& D. Timeline: September Estimated Cost: \$300	None at this time
(c) Technical Support Center (TSC) transfers to Operations Division	TSC moves from the Print Plant to the Revenue Building	22	In order to accommodate the SDC needs, TSC needs to move from the Print Plant and the least costly alternative is the Revenue Building. 16 Staff will be at Revenue, then 2 each at DAS West, DAS East and P&D.	IRMD/TSC pays for cost to relocate TSC from the Print Plant. Timeline: Aug - Sept Estimated Cost: \$30,000.	TSC will relocate to the fifth floor of the Revenue Building
(d) (i) Enterprise Application Services (EAS) to Operations Division	EAS to be housed with Divisions they support: -(9 FTE) with SCD -(3 FTE) with HRSD -(5 FTE) with OPS	17	The best relationship is to locate staff with or near the functions or programs they are serving.	Cost to relocate staff from current locations to the Executive Building (paid by receiving Division) Timeline: Mid-November to December Estimated Cost: \$90,000	Staff will be relocated to various locations in DAS West. Furniture will be to be ordered and installed for this move.

Attachment F

IRMD REORGANIZATION SPACE ISSUES

<p>(d) (ii) Enterprise Application Services (EAS) to SCD</p>	<p>1 FTE added to SCD</p>	<p>1</p>	<p>The best relationship is to locate staff with or near their programs.</p>	<p>SCD pays cost to relocate staff from current location to the Executive Building. Timeline: September Estimated Cost: \$300</p>	<p>Staff will be relocated to DAS West</p>
<p>(e) Project Management Office (PMO) phased out</p>	<p>Workstations used by the PMO will be available after phase-out</p>	<p>0</p>	<p>Number of spaces to be available and the timing</p>	<p>SDC pays for any reconfiguration needed. Timeline: November Estimated Cost: None</p>	<p>State Data Center staff will manage the phase-out and re-deployment of the workstations</p>
<p>(f) (i) Newly formed Enterprise Information Strategy and Planning Division</p>	<p>Revised functional area: -(14 FTE) ESO</p>	<p>14</p>	<p>With the remodel and Judicial staff occupying a portion of the first floor, insufficient space exists in DAS East to accommodate both EISPD and expanded SSD space requirements. The best alternative is either a temporary or permanent relocation to the Revenue Building</p>	<p>IRMD pays for any reconfiguration or moves needed. Timeline: Sept. – Oct. Estimated Cost: \$7,500</p>	<p>The EISPD staff will be relocated to Room 470 in the Revenue Building from DAS East. There is room for the ESO section now.</p>

Attachment F

IRMD REORGANIZATION SPACE ISSUES

(f) (ii) Newly formed Enterprise Information Strategy and Planning Division	Revised functional areas: -(2 FTE) E-gov -(4 FTE) GEO -(2 FTE) BCP -(6 FTE) EPP -(2 FTE) SITIM -(4 FTE) Admin	20	With the remodel and Judicial staff occupying a portion of the first floor, insufficient space exists in DAS East to accommodate both EISPD and expanded SSD space requirements. The best alternative is either a temporary or permanent relocation to the Revenue Building	IRMD pays for any reconfiguration or moves needed. Timeline: December-January Estimated Cost: \$40,000	The EISPD staff will be relocated to Room 470 in the Revenue Building from DAS East when the current occupants move to DAS West.
(g) IRMD Communications position to relocate to Director's Office	Creation of a Public Affairs Office in the Director's Office	1	Currently (1 FTE) is located at IRMD/DAS East. The workstation needs to be moved to Director's Office in the DAS West Building.	DO pays for any reconfiguration and moves. Timeline: Sept 2006 Estimated Cost: negligible	The Director's office will identify the location for this position on the 5 th floor of DAS West
(h) Operations Division Business Services Unit will directly support SDC instead of IRMD.	SDC to arrange housing for BSU at P&D and SDC.	8	Currently, staff are located in DAS East, DAS West, and Revenue.	SDC pays for any reconfigurations and moves. Timeline: September Estimated Cost: \$4,000	BSU staff will be located in the SDC and Print Plant.

Attachment G

Enterprise Application Services Section Management Assumptions

The following list describe the EAS Section Manager's expectations and assumptions for managing EAS staff and providing services to EAS customers. Any issue that is not addressed here or needs to be refined over time should be discussed by the EAS Section Manager and the customer. If a satisfactory resolution cannot be reached, the EAS Manager and/or the customer should escalate the issue to the Reorganization Steering Committee for review and resolution.

1. EAS responsibility
 - a. Coordination of priority setting of WR
 - b. Assigning of work to EAS staff
 - c. Coordinating employees work priority with other customers (ie. voice services, ORBITS, etc.) – for those EAS employees who support multiple applications
 - d. Estimate creation and review – where appropriate
 - e. Tracking of estimated hours versus actual hours and estimate revisions
 - f. Technical Specification creation
 - g. Technical documentation
 - h. Technical project charter
 - i. Unit Testing results review
 - j. Enforcement of standards and methodology
 - k. On call rotation and scheduling
 - l. Sign off on daily and monthly timesheets
 - m. Leave approval – and coordination with customer
 - n. Overtime approval
 - o. Discipline issues (with customer input)
 - p. Hiring (with customer input)
 - q. Technical Training
 - r. Performance appraisals (with customer input)
 - s. Position Descriptions
 - t. SDC liaison
 - u. SDC resource monitoring
 - v. Application Technical support

Attachment H-1

Summary of discussion clarifying functional roles of TSC and SDC following IRMD reorganization and SDC becoming operational:

The basic premise is that from the SDC perspective, DAS is a customer just as the other 11 CNIC agencies are customers. The SDC will provide the same basic services to all CNIC agencies, unless other specific arrangements are made in the Service Level Agreement process.

The TSC will continue in their role as the tier one technical support entity for DAS and customers of DAS that currently contact TSC for this support. The SDC will provide tier two and tier three technical support to the TSC and DAS in the same manner as will be provided to all CNIC agencies.

User administration for DAS will be accomplished by ESO and TSC. Any system administration required in support of this work will be routed to the SDC through the service desk process.

Application support is out of scope for the SDC and remains the responsibility of the agencies.

Bryan Nealy
SDC Operations Manager
8/9/06

Attachment H-2

Overview of SDC Call Center

This document will provide an overview of the Oregon State Data Center (SDC) customer service call flow model. This is an important starting point to begin establishing how customer service will be provided to the agencies utilizing the SDC for computing infrastructure needs. This model is intended to serve as a model for how service-related calls will be received and routed to and within the SDC.

It is important to begin these discussions with agencies and agency tier-1 helpdesks to ensure expectations are clear for both the SDC and agency staff. In addition, as the SDC ramps up for ongoing operations, the customer service aspects of operations need to be defined, communicated and agreed to by all parties involved. It will be important to gather current service models from CNIC affected agencies and ensure

The intent is that each agency will retain their respective helpdesks to provide tier-1 support to their users (i.e. the SDC will NOT provide any tier-1 support). Additionally, each agency will retain a certain number of technicians for both desktop and server-based application support as well who will provide certain levels of tier-2 support from within those agencies. Agencies are responsible for all desktop support operations. Additionally, each agency will continue to provide application development services. Both the agency technical staff as well as application developers will have need for tier-2 and tier-3 support services offered by the SDC and will not typically [want to] work through their agency help desk as an intermediary (though, they may choose to do so). Therefore, there needs to be a conduit to SDC support that does not include the agency help desk.

Players

Agency End-user (end user): Typical “business” user utilizing PC or other end-point device to access systems supported by the SDC.

Agency Technician: Technical staff member working within an agency supported by the SDC. These technicians are supporting agency end-users as well as providing application/system support & other technical services to the agency. These technicians typically do not work through their agency’s tier-1 help desk to receive technical assistance.

Agency Developer: Software developers needing assistance in supporting application, implementing upgrades, etc. Developers do not typically work through their agency’s tier-1 help desk to receive technical support.

Agency Help Desk (help desk): Agency Tier-1 support operation. This group provides the first point-of-contact for agency end-users in reporting and troubleshooting computer problems.

Mainframe Team: Responsible for providing mainframe operational and technical support services.

Server Team: Responsible for providing server operations, system administration and technical support services.

Network Team: Responsible for network operations, administration and technical support services.

Storage Team: Responsible for storage system operations, administration and technical support services.

SDC Operations (operations): Operations should be viewed as the operational hub for all data center activities. Operations staff have a broad and deep set of responsibilities knowing that it will take added skill levels. By getting these skills into the operations department it frees up the systems, network, and security, people to focus on 3rd level support, planning (system, capacity, performance, and quality), project, and architectural responsibilities. Typical responsibilities of Operations staff include:

- Raised Floor Maintenance and Management
- Batch/Job Scheduling/Production Control
- Backup/Recovery
- Monitoring:
 - 1) Systems
 - 2) Network
 - 3) Security
 - 4) Physical Security
 - 5) Raised Floor Access
 - 6) Environmentals
- 2nd Level Customer Request Management
- 2nd Level Customer Support
- 2nd Level Systems, Network, Security Support
- Security Event Management
- Log Monitoring and Reporting
- Problem/Change Reporting, Escalation
- Hardware and Cable Installation
- Asset, Change and Configuration Management

SDC Service Desk (service desk): The SDC Service Desk is part of the SDC Operations Team. Service Desk staff provide first point-of-contact for all tier-2 problem calls related to SDC-supported systems/services. Responsible for creating trouble ticket and dispatching work to appropriate technical group or, depending on staffing and nature of calls received, Service Desk staff may resolve calls rather than having to forward them to operations or tier-3 support.

SDC Command Center (command center): The command center will house SDC operations and service desk staff responsible for monitoring all data center operations and serving as “first responders” to all data-center related work in the SDC computer room floor.

Interactions

Agency End user: Will work with Agency Help Desk, Agency Technician and/or Agency Developer to address reported problem/question. If required, Agency Help Desk, Agency Technician or Agency Developer can escalate problem to SDC for assistance. Agency will (typically) record problem in their local problem tracking system.

Agency Help Desk: The agency help desks will provide tier-1 support to their respective agencies. They will then escalate problems to SDC on behalf of agency end-users. Agency help desk staff will contact SDC Service Desk to report problem and should include their local problem ticket # in the information provided to the SDC service desk. The agency help desk will be primarily responsible for communication with agency end-user and the SDC service desk will communicate with agency help desk.

Agency Technician: Agency technicians typically do not require first-level support and therefore will, depending on the nature of their request, contact the SDC Service Desk [or appropriate support team] directly.

Agency Help Desk (help desk): Agency Help Desk will contact the SDC Service Desk with any support issues requiring resolution. The help desk staff will be responsible for ensuring communication with the end-user is maintained (though, depending on circumstances, SDC staff may end up working directly with the user). Agency Help Desk will provide SDC Service Desk with a local trouble ticket # for cross reference and be responsible for maintaining the agency trouble ticket information. Agency Help Desk retains primary relationship and communication with end user(s).
NOTE: Specific agency processes may vary and will remain agency responsibility.

Mainframe Team: Responsible for providing services requested and documenting work in SDC trouble ticket system.

Server Team: Responsible for providing services requested and documenting work in SDC trouble ticket system.

Network Team: Responsible for . . . Responsible for providing services requested and documenting work in SDC trouble ticket system.

Storage Team: Responsible for providing services requested and documenting work in SDC trouble ticket system.

SDC Operations (operations): Responsible for providing services requested and documenting work in SDC trouble ticket system.

SDC Service Desk: The SDC Service Desk receives incoming support calls from agency help desks, technicians and developers, creates appropriate tracking ticket (as necessary), resolves reported problems within their capability and escalates unresolved calls to appropriate support team. The service desk is responsible for ensuring proper closure of all trouble tickets and communicating with the respective agency help desk, technician or developer originally reporting the problem.

SDC Problem Call Flow Model

