
Appendix C

INFORMATION RESOURCES MANAGEMENT SUPPLEMENT

State of Oregon, 2009-2011 Budget and Legislative Concept Instructions Information Resources Management Supplement

Government Excellence

Enterprise Information Resources Management Strategy 2007-2011

On June 26, 2007, the CIO Council (CIOC) and Administrative Business Services Directors (ABSD) group jointly endorsed the 2007 Enterprise Information Resource Management Strategy (EIRMS). The EIRMS has a four-year action horizon (July 1, 2007 - July 1, 2011) and was created with an enterprise governance and management model in mind. The strategy was collaboratively developed to support the achievement of the Governor's goals and priorities, the strategic business objectives of state agencies, and to provide a common vision for the planning, staffing, acquisition, management and shared use of Information Technology (IT) throughout Oregon government.

Introduction

Oregon's government enterprise includes state agencies, local and regional governments, public schools, libraries and other information partners. Together, they use a mix of information technologies to manage and share information, and to provide an array of services to citizens and businesses.

An enterprise approach to managing information resources assumes a statewide perspective focused on how to best address citizen, business and agency needs. Coordinated enterprise-level action then depends on sustained strategic relationships, resource sharing and inter-agency and multi-jurisdictional collaboration. These diverse organizations seek to deliver services as effectively and efficiently as possible, and to ensure that those services are readily accessible to the people who need them when they need them. To succeed, the enterprise must view information resources and IT infrastructure as a strategic asset that can be innovatively managed to optimize government efficiency and cost-effectiveness.

Effective management of information resources and technology is based on three primary assumptions about government information technology investment.

1. Agencies must deploy and use IT assets in ways that benefit the business of government. Of primary importance is using IT to better serve citizens through reengineered business processes, streamlined interagency communications and programs, and through creation of new methods of delivering services to the people and businesses we serve.
2. The enterprise must identify, evaluate and select IT investments that meet the standards of: producing feasible solutions that utilize mature, proven and reliable technologies; and ensuring individual investments are considered and planned on an enterprise basis to ensure a maximum return to the total technology asset portfolio.
3. The enterprise must implement and operate IT investments effectively and economically. The investments must comply with the provisions of the state's business and technical architecture as it evolves. Implementation must align with the state's guidelines for project management and quality assurance.

The overall strategy for managing the state's IT resources must give priority to the enterprise as a whole while enabling and supporting agency mission deliverables. The goal is to find and sustain the optimum balance between addressing the business needs of individual agencies and the need to consider and deploy highly efficient and effective enterprise solutions. This holistic approach offers the greatest opportunity for state government, in collaboration with local government and business partners, to leverage taxpayer dollars and maximize the benefits of information technology.

Oregon Enterprise IRM Strategy Summary – July 2007-2011

Mission

Maximize the value of government IT investments to best serve Oregonians

Vision

Oregon government services are optimized through the innovative use of information technology

Goal 1

Effectively plan and execute government IT projects

Objective 1.1: Recruit, select, train, and retain IT professionals who possess essential management and technical capabilities.

Objective 1.2: Implement IT governance required to manage and oversee the portfolio of enterprise IT projects.

Objective 1.3: Develop an enterprise business and technical architecture and associated standards.

Objective 1.4: Adopt the policies, procedures, standards and guidelines needed to effectively and predictably initiate, plan for, acquire, implement, manage, and oversee the state's portfolio of information resources.

Objective 1.5: Integrate enterprise IT planning within the biennial budgeting process.

Goal 2

Ensure adequate state government management information and decision support capabilities

Objective 2.1: Develop and improve access to geospatial information across Oregon government.

Objective 2.2: Deploy statewide administrative information systems that meet agency business requirements.

Objective 2.3: Enable system integration and data sharing across agency and jurisdictional boundaries.

Objective 2.4: Prepare state government for the best value evaluation, acquisition, procurement and use of both open and closed source software solutions in compliance with Oregon statutes, rules and policies.

Goal 3

Optimize the efficiency and cost effectiveness of government infrastructure and services

Objective 3.1: Identify, prioritize, and develop detailed plans to act on opportunities for consolidation and shared services in the State Data Center.

Objective 3.2: Provide cost effective and reliable on-line government services.

Objective 3.3: Build a statewide interoperable wireless network to serve public safety.

Objective 3.4: Ensure the continuity of state government operations in the event of a disaster or other business interruption.

Objective 3.5: Secure and protect the confidentiality, integrity, and availability of state information resources.

Objective 3.6: Continuously improve the use of IT in support of state government programs and services.

Source: State of Oregon Enterprise IRM Strategy (July 2007-2011)

The electronic version of this 2007-2011 Enterprise IRM Strategy can be found at:
http://www.das.state.or.us/DAS/EISPD/cioc_index.shtml#Enterprise_IRM_Strategy

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Agency Information Resources Management (IRM) Planning (Guidance)

NOTE: The following information is provided as IRM planning guidance ONLY. Agencies are encouraged but are NOT required to develop and submit an IRM Plan to DAS EISPD. However, it may be beneficial for agencies to develop an IRM plan to clearly communicate the importance of particular projects and initiatives to DAS Budget and Management and to support the agency's budget presentation to the 2009 Legislative Assembly.

The enterprise and agency business strategy sets forth a vision and a direction for the future. The enterprise and agency IRM Plans must consider information, and the people, processes and technologies that support it, as assets to be managed and leveraged to achieve those business strategies.

The purpose of IRM planning is to provide guidance as more detailed information technology tactical plans and initiatives are developed. The focus of IRM planning, at the agency level, is the agency's IT projects and infrastructure but IRM plans must be developed with an awareness of enterprise IT projects and infrastructure, planned, underway, or in use. IRM planning has the following characteristics:

- Supports enterprise and agency vision, mission, goals and objectives
- Aligns IT budget with the business plan
- Improves agency efficiency by effectively identifying the list of IT projects the agency plans to complete and how those projects will help achieve business outcomes
- Identifies and tests innovative ways to use technology to serve customers and expand opportunities for public access to government information and services
- Promotes partnerships with other agencies, local/regional jurisdictions and the private sector
- Demonstrates compliance with state's technical architecture and standards through IT asset inventory and the creation of life cycle replacement plans and application portfolios
- Identifies IT and technical staff resources and training needs

The agency IRM Plan should include, but not be limited to, the following elements:

An Agency Profile that contains the following:

- Agency Name
- Agency Mission Statement
- Agency high-level organization chart
- Total # of employees
- Total # of branch/satellite office locations
- Name of IT section
- IT section organization chart
- Summary of IT programs and services
 - Total # of IT employees within the IT organization and those deployed in other agency program areas
 - Total # of agency staff supported
 - Description of and total number of other users supported
 - Summary of agency business processes and applications enabled by information technology
 - Summary of priority IT initiatives for 2009-2011 biennium
 - Summary of 2007-2009 information technology investment achievements
- Summary of how the Agency IRM plan supports the Agency's strategic and business plans

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- Summary of how the Agency IRM Plan aligns with/supports the Governor's goals, priorities and initiatives, the 2007-2011 Enterprise Information Resources Management Strategy (EIRMS) and other IT-related statewide plans, initiatives, goals and objectives.

A current technology profile, that includes intended information system changes within the planning horizon, is typically created through the completion of an IT Asset Inventory and consists of the following types of information:

- Hardware, software, & operating systems at the mainframe, mid-range, server, and desktop level
- Local Area Network Topology

NOTE: Under the DAS Statewide IT Asset Inventory/Management Policy (IRM 107-004-010), agencies are required to establish standard lifecycles for agency IT assets. Further, agencies are required to develop and submit a Lifecycle Replacement Plan for all assets included in the agency IT asset management program to DAS EISPD at the same time the agency submits its 2009-2011 biennial agency request budget document. Agencies that have not yet developed a lifecycle replacement plan should contact Sean McSpaden, IT Investment and Planning Section Manager at 503-378-5257 or at Sean.L.McSpaden@state.or.us . For more information go to: http://www.das.state.or.us/DAS/EISPD/ITIP/IT_Lifecycle_Planning.shtml

An Applications Portfolio typically consisting of the following:

- Application name, Agency Program owner, and business purpose
- Age, Date of last upgrade, Planned changes/enhancements in the future
- Language/Database platform
- Key user groups & FTE Support needed

An Organizational Capacity Assessment typically consisting of:

- Current staffing and skill set descriptions
- Barriers and strategies for retaining and recruiting quality staff
- Training needs of the organization

An IT-Related Contracts Portfolio typically consisting of:

- List contracts by type (e.g. Goods, trade services, personal services) that includes, vendor name, description of goods and/or services obtained through the contract, dollar amount (throughout the life of the contract), and contract term (effective and expiration dates).

An IT-related Projects/Initiatives Portfolio typically consisting of:

- List, program owner, sponsor name, description, cost, and status of all IT-related projects/initiatives started, underway, or completed in the 2007-2009 biennium.
- List, program owner, sponsor name (if assigned), description, and estimated cost (hardware, software, staff, contract services) of proposed IT-related projects/initiatives for 2009-2011.
- Description of how each proposed 2009-2011 project/initiative aligns with or supports the Governor's Priorities and initiatives, the 2007-2011 Enterprise Information Resources Management Strategy and other IT-related statewide plans, initiatives, goals and objectives.
- Description of how each proposed 2009-2011 project/initiative is linked with/support agency strategic and business plans.

An IT-related Performance Measures and Benchmarks Section that consists of:

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- A list of the key IT-related operational performance measures and benchmarks through which the agency intends to measure, document, and improve agency IT-related operational performance .
- A list of the key IT-related project/initiative performance measures through which the agency intends to evaluate the status of projects/initiatives during their implementation and to measure and document the actual performance (e.g. on-time, on-budget, attainment of estimated savings/benefits/ROI, etc.) of IT-related projects/initiatives at their conclusion.

Note: In 2005, a set of IT performance measures were created on behalf of and endorsed by the State CIO Council. Those performance measures can be found at:

http://www.oregon.gov/DAS/EISPD/ITIP/Comm_of_Practice_ITPM.shtml

As these profiles/portfolios are completed and the future information access and sharing needs of the agency and its partners are assessed, a future vision of the IT environment will begin to take shape. That vision, along with an exploration of information resource partnering opportunities across the enterprise (state, local, federal, or private sector), provide the foundation for the IRM Planning process.

IRM strategies, goals, and objectives are then created and put into action. IRM Plan effectiveness is, ultimately, measured by how well major IT investments support the enterprise and the agency in achieving desired results over time. With business strategy driving IRM Planning and IRM performance defined by business performance, business and IRM Planning are continuously connected from end to end.

Without this connection, information technology can be a solution in search of a problem and business goals may not take into account new IT capabilities. As planning processes mature over time, business planning and IT planning should merge. Any endeavor that seeks to improve the organization must take into account all the tools available and deliver an integrated solution. Even today, it is rare to find a business initiative that doesn't contain an IT component that must be coordinated with organizational, human resource, and procedural components. The successful transformation of the state government enterprise and the agency depends on the integration of these components with the business goal in mind.

For additional information on IRM Planning or IT Lifecycle Replacement Planning please contact Sean McSpaden, IT Investment and Planning Section Manager at 503-378-5257 or by email at Sean.L.McSpaden@state.or.us .

The following State Data Center (SDC) customer agencies must request SDC involvement in the planning and budget development for Information Technology projects:

- By May 1, 2008 - Consumer and Business Services, Employment, Housing and Community Services, and Veterans Affairs. A response with pricing information will be provided back to the agency by June 1, 2008.
- By May 1, 2008 - Transportation and Human Services - A response with pricing information will be provided back to the agency by July 15, 2008.
- By June 1, 2008: Administrative Services, Corrections, Forestry, Revenue, and State Police. A response with pricing information will be provided back to the agency by July 15, 2008.

The process is designed to:

- Improve quality of SDC customer agency IT project planning
- Increase accuracy of SDC-related cost estimates
- Ensure SDC infrastructure capacity, budget and resources will be sufficient to meet agency needs in 09-11 and beyond

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For more information, contact Kurtis Danka, SDC Chief Technical Architect at 503-373-2043 or by email at: kurtis.danka@state.or.us.