

**Department of Administrative Services  
Enterprise Information Strategy & Policy Division  
IT Investment and Planning Section  
Business Plan for 2007-2011 V1.1  
Status Update – May 7, 2008**

**Goal 1: Excellent Customer Service**

DAS Strategies	EISPD Actions	ITIP Activities	Status
<p>1.a Foster excellent customer relations</p> <p>1.b Deliver timely and accurate information</p>	<ul style="list-style-type: none"> <li>• 1.a.1 Survey customers annually and at the conclusion of each transaction to identify opportunities for improvement</li> <li>• 1.a.2 Periodically report customer satisfaction and routinely use that data in management decisions</li> <li>• 1.a.3 Managers will coordinate formal, regular, measurable customer contact</li> <li>• 1.a.4 Develop customer service level agreements with defined outcomes and performance targets</li> </ul> <p><u>Added in 2007</u></p> <ul style="list-style-type: none"> <li>• 1.b.1 Review and refresh EISPD web sites on a regular basis</li> <li>• 1.b.2 Actively participate in National Association of State Chief Information Officer</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete hiring of needed staff to ensure customer service excellence. <i>Alignment</i> - 1.a.1, 1.a.2</li> <li>2. Develop and implement an ITIP Customer Service Plan. Among other actions, ITIP will: <ul style="list-style-type: none"> <li>▪ Participate in DAS customer surveys and report results related to DAS EISPD ITIP <i>Alignment</i> - 1.a.1, 1.a.2</li> <li>▪ Identify key actions required to improve customer satisfaction and report progress in completing those actions <u>Frequency</u>: Quarterly <i>Alignment</i> - 1.a.2</li> <li>▪ Regularly solicit customer feedback from the CIO Council Chair and Co-Chair regarding the effectiveness of ITIP governance support – <u>Frequency</u>: Quarterly <i>Alignment</i> - 1.a.1, 1.a.2, 1.a.3</li> <li>▪ Formally solicit Administrative Services Manager Group and CIO Council input on statewide plans, administrative rules, statewide policies and other enterprise IT issues – <u>Frequency</u>: prior to finalization of key work products <i>Alignment</i> - 1.a.1, 1.a.2, 1.a.3</li> <li>▪ Conduct pre-meetings with JLCIMT members prior to each JLCIMT meeting <i>Alignment</i> - 1.a.1, 1.a.3</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Completed hiring of all available positions</li> <li>2. Plan Completed and being implemented <ul style="list-style-type: none"> <li>▪ Participated in DAS customer survey – December 2007 – March 2008</li> <li>▪ Meeting one-on-one with CIO’s on a quarterly basis – January 2008 to Present</li> <li>▪ Formally solicited ABSD and CIO C input on EIRMS and EIRMS Tactical Plan October 2007 – February 2008</li> <li>▪ Formally solicited CIOC input on GIS Standard/Admin Rule – June/August 2007</li> <li>▪ No JLCIMT meetings held since 11/06</li> </ul> </li> </ol>

DAS Strategies	EISPD Actions	ITIP Activities	Status
	<p>(NASCIO) activities to facilitate information exchange and collaboration across the nation</p>	<ul style="list-style-type: none"> <li>▪ Conduct follow-up meetings after each JLCIMT with DAS BAM and LFO staff to assess opportunities for JLCIMT improvement <i>Alignment - 1.a.1, 1.a.3</i></li> <li>3. Review and refresh the ITIP web site (as appropriate) to ensure that all content is current. <u>Frequency</u> - Quarterly <i>Alignment – 1.b.1</i></li> <li>4. Provide web site assistance to other EISPD sections. <u>Frequency</u> – As requested <i>Alignment – 1.b.1</i></li> <li>5. Assure Oregon’s participation in relevant NASCIO workgroups and surveys, timely response to NASCIO member requests for information, and that timely and accurate information about Oregon’s IT enterprise is posted and kept current on the NASCIO web site. <i>Alignment – 1.b.2</i></li> </ul>	<ul style="list-style-type: none"> <li>3. ITIP website was refreshed in parallel with the Plain Language Assignment in January 2008. On a Quarterly Refresh cycle.</li> <li>4. Providing website assistance to other sections as needed/requested</li> <li>5. NASCIO State Profile Website updated 4/23/2007 EISPD Staff/designees are participating actively in the following NASCIO workgroups: <ul style="list-style-type: none"> <li>▪ Project Management</li> <li>▪ Information Security</li> <li>▪ Health Information</li> <li>▪ Enterprise Architecture</li> <li>▪ IT Workforce</li> <li>▪ e-Discovery</li> <li>▪ Greening of IT</li> <li>▪ Consolidation and Share Services</li> <li>▪ IT Modernization &amp; Legacy Systems Workgroup</li> </ul> </li> </ul>

**Goal 2: Effective Policies with Clear Direction**

DAS Strategies	EISPD Actions	ITIP Activities	Status
<p>2.a Involve key stakeholders in developing policies that affect them</p>	<ul style="list-style-type: none"> <li>• 2.a.1 Create an Enterprise Policy Development “Community of Practice (CoP)” to collaboratively develop and promulgate state government-wide IT / IRM policies</li> </ul> <p><u>Added in 2007</u></p> <ul style="list-style-type: none"> <li>• 2.a.2 Undertake the policy-related actions required to carry out the Enterprise IRM Strategy</li> </ul>	<p>6. Develop the governance framework required for effective policy setting</p> <ul style="list-style-type: none"> <li>▪ Revise existing State IT Governance Policy</li> <li>▪ Form an Enterprise Policy Development “CoP”</li> <li>▪ Create a Policy on Policy Setting</li> <li>▪ Create a Policy on Standards Setting</li> <li>▪ Ensure legislative and stakeholder review of administrative rules and statewide policies where appropriate</li> </ul> <p><i>Alignment - 2.a.1, 2.a.2</i></p> <p>7. Develop and adopt rules, policies, procedures, standards and guidelines to carry out the EIRMS. Key actions will include:</p> <ul style="list-style-type: none"> <li>▪ Creation or revision of rules, policies, standards, guidelines and procedures on: <ul style="list-style-type: none"> <li>– IT portfolio management</li> <li>– IT/IRM planning</li> <li>– IT investment review and approval</li> <li>– IT Asset Inventory and Management</li> <li>– IT controls</li> <li>– IT Project Management and Quality Assurance</li> <li>– Business Case Development</li> <li>– Systems Development Lifecycle</li> <li>– IT performance measurement</li> </ul> </li> </ul> <p><i>Alignment - 2.a.1, 2.a.2</i></p>	<p>6. State IT Governance Policy – Draft Revision – TBD</p> <ul style="list-style-type: none"> <li>▪ State CIO made decision not to form a Policy CoP.</li> <li>▪ Policy on Policy Setting – TBD</li> <li>▪ Policy on Standards Setting – TBD <ul style="list-style-type: none"> <li>○ Process diagrams and narrative has been drafted for use in establishing admin rules and SDC related standards</li> <li>○ GIS Standard Admin Rule followed all required public notice and stakeholder review requirements to date.</li> <li>○ ERMS standard (5015.2) will follow same steps.</li> </ul> </li> </ul> <p>7. IT Investment Review and Approval Policy is under review – IRR Process improvement effort is underway</p> <ul style="list-style-type: none"> <li>▪ IT Asset Inventory and Management Policy revision has been drafted. Currently under review by ITIP staff as part of Plain Language II assignment.</li> <li>▪ IT Investment Review and Approval – Under review</li> <li>▪ Technology Investment Strategy and QA Reviews Policy – Under Review</li> <li>▪ Other Policy efforts have not yet been initiated</li> </ul>

DAS Strategies	EISPD Actions	ITIP Activities	Status
		<p>8. Develop and adopt other IT/IRM related rules, policies, procedures, standards and guidelines. Relevant examples include:</p> <ul style="list-style-type: none"> <li>▪ Enterprise Records Management, Document Management &amp; Imaging</li> <li>▪ IT Service Management (i.e. Remedy)</li> <li>▪ Information Security</li> <li>▪ Geospatial Information Systems</li> </ul> <p><i>Alignment - 2.a.1, 2.a.2</i></p>	<p>8. GIS Standard has been developed and is near completion. Admin rule process has been completed – except implementation plan and adoption. Implementation plan is being developed.</p> <ul style="list-style-type: none"> <li>▪ Information security policies developed by ESO.</li> <li>▪ ERMS standard will be pursued in 4<sup>th</sup> qtr 2008.</li> <li>▪ ERMS guidelines have been developed and are posted on the ITIP website.</li> </ul>

### Goal 3: Efficient and Effective Government Infrastructure

DAS Strategies	EISPD Actions	ITIP Activities	Status
<p>3.a Provide appropriate oversight and cost containment processes</p>	<p><u>Ensure costs are competitive</u></p> <ul style="list-style-type: none"> <li>• 3.a.1 Each service area establishes external benchmarks for cost and performance</li> </ul> <p><u>Seek out opportunities to implement innovative business solutions to common business requirements</u></p> <ul style="list-style-type: none"> <li>• 3.a.2 Develop an e-government strategy and business case to provide agencies the tools to modernize</li> <li>• 3.a.3 Work with DAS divisions and state agencies to collaboratively develop a recommendation to the Director for a long-range strategy for the replacement of the state's enterprise administrative systems</li> <li>• 3.a.4 Secure sponsorship and funding to implement a state Geospatial Information System (GIS) Utility initiative</li> </ul> <p><u>Ensure regulatory mandates are met or changed</u></p> <p>3.a.5 Track progress toward compliance with regulatory mandates and create a recommended action plan with hard dates for each statute or regulation. Alternately, seek to change outdated regulatory mandates</p>	<p>9. Research, identify, and establish external benchmarks for Major IT Project Oversight <i>Alignment - 3.a.1</i></p> <p>10. Actively participate in joint DAS/ODOT enterprise administrative systems workgroup.</p> <ul style="list-style-type: none"> <li>▪ Provide ERP awareness training for executive sponsors and key DAS/ODOT program leaders</li> </ul> <p><i>Alignment - 3.a.3, 3.a.6</i></p> <p>11. Conduct required IT investment management activities</p> <ul style="list-style-type: none"> <li>▪ Provide business case development training</li> <li>▪ Develop standard business case templates, guidelines and procedures for agency use.</li> <li>▪ Conduct review and approval of agency IT investment requests that meet review thresholds</li> <li>▪ Actively oversee and report on the status of the state's major IT project portfolio on at least a quarterly basis.</li> <li>▪ Present status reports to JLCIMT during the legislative interim</li> <li>▪ Require agencies to submit a mitigation plan whenever project major IT projects experience a budget or schedule variance of plus five percent</li> <li>▪ Develop approved process for project budget and schedule re-baselining to ensure consistency across all major IT projects</li> </ul> <p><i>Alignment - 3.a.5, 3.a.6</i></p> <p>12. Review and assess fulfillment of DAS obligations expressed in IT related Oregon Revised Statutes and Administrative Rules <i>Alignment - 3.a.5</i></p> <p>13. Create a recommended action plan to achieve compliance with hard dates for each statute or regulation. Alternately, seek to change outdated regulatory mandates <i>Alignment - 3.a.5</i></p> <p>14. Report progress results on compliance with regulatory mandates on at least a biennial basis <i>Alignment - 3.a.5</i></p>	<p>9. Benchmarks for IT Project rating criteria have been obtained (September 2006).</p> <p>10. Actively participating. Put training contract with GFOA in place. Held initial training January 2008.</p> <p>11. Partnered with PMA to hold business training May 2007, August 2007, November 2007, March/April 2008, May 2008. Nearly 300 people will have been trained by conclusion of May 2008 training.</p> <ul style="list-style-type: none"> <li>▪ Business case templates, guidelines and procedures have been developed. Posted on ITIP website.</li> <li>▪ Have continued to conduct review and approval of IT Investment requests.</li> <li>▪ Have continued to actively oversee Major IT projects</li> <li>▪ No JLCIMT has been held since November 2006</li> <li>▪ Mitigation strategies are submitted as a regular course of action in each quarterly status report we receive.</li> <li>▪ Budget/Schedule re-baseline process – TBD</li> </ul> <p>12. Completed IT Statute/Policy report and submitted to State CIO February 2008.</p> <p>13. Legislative Concept for Statute cleanup drafted and submitted in March 2008. Action plan for remaining issues has not yet been developed.</p> <p>14. Not yet due.</p>

DAS Strategies	EISPD Actions	ITIP Activities	Status
	<p><u>Added in 2007</u>            3.a.6 Fulfill regulatory mandates for coordination, portfolio management and oversight</p>	<p>15. Implement and manage an IT portfolio management program and system  <i>Alignment - 3.a.5, 3.a.6</i></p>	<p>15. IT Portfolio Management POP was developed and submitted for DAS Exec staff review. POP was not approved. ITIP will pursue process improvements and policy revisions in 07-09 and intends to hire a consultant to develop a business case and implementation road map for ITPM in 07-09 as well.</p> <ul style="list-style-type: none"> <li>▪ IT Budget Instructions               <ul style="list-style-type: none"> <li>○ 107BF14 form (e-form enablement)</li> <li>○ Business Case Requirement for major IT projects &gt;\$1M</li> </ul> </li> <li>▪ IT Investment Review and Approval Policy               <ul style="list-style-type: none"> <li>○ IRR Process Improvement</li> <li>○ Revise Policy</li> </ul> </li> <li>▪ Technology Investment Strategy Development and QA Reviews Policy               <ul style="list-style-type: none"> <li>○ Standard QA SOW &amp; Reporting Templates</li> <li>○ QA Services Statewide Price Agreement</li> <li>○ Revised Policy</li> </ul> </li> </ul>

**Goal 3: Efficient and Effective Government Infrastructure (CONTINUED)**

DAS Strategies	EISPD Actions	ITIP Activities	Status
<p>3.b Optimize performance</p>	<p><u>Streamline (integrate) business processes</u>            3.b.1 Work with the CIO Council to make a recommendation to the Director to implement a state business and technical architecture   <u>Provide tools that support sound decisions</u>            3.b.2 Publish an annual report and periodic updates of IT-related staffing and expenditures across state government</p>	<p>16. Actively participate in and support the efforts of the CIO Council sponsored Enterprise Architecture Workgroup. Key actions will include the development of:</p> <ul style="list-style-type: none"> <li>▪ A conceptual plan that identifies steps needed to create an enterprise business and technical architecture. The plan will outline:               <ul style="list-style-type: none"> <li>- Where we are today – “point of departure”</li> <li>- Where we want to be at the end of the current planning horizon (2011) – “point of arrival”</li> <li>- What steps we need to take as an enterprise to get to that “point of arrival”</li> <li>- Focused action required in 2007-2009 to develop state Enterprise Technical Architecture that articulates the state’s technical direction and standards related to:                   <ul style="list-style-type: none"> <li>o State Data Center</li> <li>o Information Security</li> <li>o Geospatial Information Systems</li> </ul> </li> </ul> </li> <li>▪ A Business case for the establishment a State Enterprise Architecture and Standards Program</li> <li>▪ A Business case for the establishment of a state Technology Assessment Center focused on the evaluation and assessment of innovative and emerging technologies</li> </ul> <p><i>Alignment- 3.b.1</i></p> <p>17. Publish an annual IT staffing and expenditure report <i>Alignment- 3.b.2</i></p>	<p>16. ITIP Staff (Scott Riordan and Ed Arabas) are actively participating in EA Core Team activities.</p> <ul style="list-style-type: none"> <li>▪ Business case to establish Enterprise Architecture and Standards Program has been developed V1.0. Gartner, Inc. is reviewing the business case.</li> <li>▪ EA Core Team is developing implementation plan for remainder of 07-09 to allow program to hit the ground running in 09-11.</li> <li>▪ EA &amp; Standards Program POP was developed and will be submitted as part of DAS ARB in September 2008.</li> <li>▪ Business case for Technology Assessment Center is not being pursued at this time.</li> <li>▪ EA Core Team is involved in following projects in 07-09:               <ul style="list-style-type: none"> <li>– Forestry Business Improvement Initiative</li> <li>– DAS HRSD HRIS Project</li> <li>– ODOT ERP Project</li> <li>– OJD eCourts Initiative</li> <li>– SDC Technical Architecture</li> <li>– DHS OIS Lean Pilot</li> <li>– DAS SSD SPO Strategic Improvement Project</li> </ul> </li> </ul> <p>17. IT Staffing Report is in Draft – May 2008 Expenditure Report - TBD</p>

### Goal 4: Adaptable Government for Future Generations

DAS Strategies	EISPD Actions	ITIP Activities	Status
<p>4.a Lead efforts to define and implement statewide visions</p>	<p><u>Develop and maintain a statewide IT strategy</u></p> <ul style="list-style-type: none"> <li>• 4.a.1 Facilitate the development of a biennial update of the Enterprise Information Resource Management Strategy (EIRMS)</li> <li>• 4.a.2 Implement a state business continuity planning program</li> </ul> <p><u>Added in 2007</u></p> <ul style="list-style-type: none"> <li>• 4.a.3 Develop and regularly update EISPD section business plans. Ensure those plans align with and support DAS and EIRMS goals, objectives and strategies</li> <li>• 4.a.4 Support CoP/workgroup activities needed to achieve EIRMS goals and objectives</li> <li>• 4.a.5 Support the activities of the State Interoperability Executive Council (SIEC)</li> </ul>	<p>18. Update the Enterprise IRM Strategy (EIRMS) <i>Frequency: Biennially Alignment – 4.a.1</i></p> <p>19. Lead EIRMS action planning efforts on behalf of the State CIO Key actions will include:</p> <ul style="list-style-type: none"> <li>• Ensuring that the EIRMS deliverables and milestones dates for completion are formally set, defined, reviewed, and revised as appropriate <i>Frequency: Quarterly Alignment – 4.a.1</i></li> <li>• Reporting on progress toward achievement of each EIRMS goal and objective. <i>Frequency: Annually Alignment – 4.a.1</i></li> </ul> <p>20. Lead, staff, or support State CIO or CIO Council sponsored CoPs/workgroups related to:</p> <ul style="list-style-type: none"> <li>• Open Source</li> <li>• Enterprise Architecture</li> <li>• IT Service Management</li> <li>• Enterprise Records Management, Document Management &amp; Imaging</li> <li>• IT Performance Management</li> <li>• Other CoPs/workgroups as they are formed over time</li> </ul> <p><i>Alignment – 4.a.4</i></p> <p>21. Work with DAS Budget and Management to integrate enterprise IT planning and business case development within the biennial budget development process <i>Alignment – 4.a.1</i></p> <p>22. Lead the development and regular update of the EISPD business plan. In addition, ITIP will coordinate and provide support for EISPD section development and reporting of key performance measures and benchmarks. <i>Alignment – 4.a.1, 4.a.3</i></p> <p>23. Develop and implement an ITIP Business Plan refreshment process <i>Alignment – 4.a.1, 4.a.3</i></p>	<p>18. EIRMS Updated June 2007.</p> <p>19. EIRMS Tactical Plan Approved February 2008</p> <ul style="list-style-type: none"> <li>▪ EIRMS Progress report given to OAGITIM January 2008 and posted on EISPD website.</li> <li>▪ Annual Report – in development</li> </ul> <p>20. EISPD/ITIP Staff have led or participated actively in CIOC COPs or workgroups in following areas:</p> <ul style="list-style-type: none"> <li>▪ Open Source – Legal and Procurement (Concluded 12/2007)</li> <li>▪ ERMS CoP (Concluded 12/2007)</li> <li>▪ IT Service Management Pilot (Ongoing)</li> <li>▪ EA Core Team (Ongoing)</li> <li>▪ Technology Refresh Committee (September 2007 &amp; February – April 2008)</li> </ul> <p>21. 2009-2011 IT related Budget Instructions Developed in January 2008 and Presented to agencies March 2008.</p> <p>22. Working with State CIO on update of EISPD business plan – May 2008. ITIP working on Benchmarking SOW and contract now.</p> <p>23. ITIP Business Plan refresh in process – May 2008. Formal process has not yet been developed.</p>

DAS Strategies	EISPD Actions	ITIP Activities	Status
		24. Represent DAS on the SIEC. Lead and support the SIEC sponsored Technical Committee <i>Alignment – 4.a.5</i>	24. Have continued to represent DAS on the SIEC. Led the SIEC Technical Committee (as the Committee Chairperson) February 2006 through January 2008. Resigned January 2008.
4.b Ensure state government’s workforce needs are met	<p><u>Cultivate a quality enterprise IT workforce</u>            4.b.1 Work with HRSD to develop a method to track IT staff entering and leaving state employment</p> <p><u>Develop a capable enterprise IT workforce</u>            4.b.2 Develop section training plans to maximize core staff competencies</p> <p><u>Added in 2007</u>            4.b.3 Gain a clear understanding of the volume and associated costs of IT – related work performed under contract</p>	<p><u>Statewide</u>            25. Publish State IT staffing Report</p> <ul style="list-style-type: none"> <li>▪ New Hires &amp; Length of Service</li> <li>▪ Retirement eligibility &amp; Staff turnover ratios</li> <li>▪ Skills Inventory - specific certifications/training (i.e. project management)</li> <li>▪ Other relevant information as requested</li> </ul> <p><i>Alignment – 4.b.1</i></p> 26. Conduct IT Contracting Study in response to request by the Oregon Legislature <i>Alignment – 4.b.3</i> <p><u>ITIP</u>            27. Revise all ITIP staff position descriptions <i>Alignment – 4.b.2</i>            28. Complete performance evaluations on all ITIP staff <i>Alignment – 4.b.2</i>            29. Develop and execute training plans for all ITIP staff <i>Alignment – 4.b.2</i></p>	25. IT Staffing report is in development – May 2008.  26. IT Contracting Study completed in May 2007.  27. All ITIP staff descriptions revised and current. 28. All ITIP staff performance reviews current. 29. All ITIP staff have training plans. In process of executing.
4.c Protect the state’s information assets and systems	<p><u>Protect personal information</u>            4.c.1 Create the security framework necessary to protect the availability, integrity or confidentiality of information (2005 HB 3145)</p> <p><u>Develop a statewide plan for managing information assets</u>            4.c.2 Implement an asset management system to allow creation of a plan for the management of the state’s</p>	30. Provide quality assurance oversight for the Enterprise Information Security Initiatives <i>Alignment – 4.c.1</i> 31. Review agency IT investment requests to assure that project planning appropriately addresses Information Security <i>Alignment – 4.c.1</i> 32. Refer all information security related hardware, software, and services investment requests to ESO for review and approval <i>Alignment – 4.c.1</i>  33. Facilitate Enterprise Security Office OAR development <i>Alignment – 4.c.1</i>	30. Have provided ongoing oversight of Enterprise Information Security Initiatives through third party contractor. 31. Have continued to review IT Investment Requests (IRRs) to assure that project planning appropriately addresses information security. 32. Have continued to refer all information security related, hardware, software and services investment requests to ESO for review and approval. 33. ESO is handling all OAR development related to Information Security.

DAS Strategies	EISPD Actions	ITIP Activities	Status
	distributed IT assets - ORS 184.477(2)	<p>34. Actively participate and contribute to the successful completion of the Enterprise IT Service Management Pilot Project <i>Alignment – 4.c.2</i></p> <p>35. Collect regular statewide IT asset inventories <i>Alignment – 4.c.2</i></p> <ul style="list-style-type: none"> <li>▪ Hardware, software, applications, etc.</li> </ul> <p>36. Develop V1 of plan for the management of the state’s distributed IT assets. Key activities will include the development of statewide lifecycle planning guidelines and templates. <i>Alignment – 4.c.2</i></p>	<p>34. Continue to actively participate in the Enterprise IT Service Management Pilot</p> <p>35. Have not been collecting regular IT Asset Inventories. IT Asset Inventory and Management Policy Revision has been drafted. Expect next hardware inventory to be due in June 2008.</p> <p>36. Plan for management of state’s distributed IT assets is on hold pending LC on revision of 184.477. The LC rewrite envisions a replacement of this plan with the existing EIRMS.</p>