



*CONNECTING OREGON
GOVERNMENT SERVICES*

**Enterprise Information Resources
Management Strategy – 2005**

V1.0 - JULY 26, 2005

Dr. Donald Fleming
State Chief Information Officer

Curt Amo
CIO Council Chair

Page intentionally left blank

Table of Contents	Page
Joint Message - State CIO and CIO Council Chair	4
Chief Information Officer Council	5
Contributors	7
Executive Summary	8
Introduction	11
Current IRM Environment	14
Agency Director Interviews & Findings	16
Enterprise IRM Goals and Objectives	18
2005/2009 Goals and Objectives Alignment Matrix	19
Enterprise IRM Work Plan	20
Appendices	
Appendix A - Independent Governance Bodies	38
Appendix B - Strategic IT Planning Process	40
Appendix C - 2002 Enterprise IRM Strategy Results / Remaining Tasks	41
Appendix D - Glossary of Terms and Acronyms	48

Joint Message - State CIO and CIO Council Chair

This 2005 Enterprise IRM Strategy is created with an enterprise governance and management model in mind. The strategy was collaboratively developed by agency directors, the State CIO and the CIO Council, and establishes new direction for the oversight, planning and implementation of enterprise IT-related initiatives.

The IT planning process sought to align the Governor's [*Oregon Principles*](#), enterprise and state agency business objectives and strategies, and the enterprise IT initiatives that support them. It was designed to ensure that enterprise IT investments are driven by business requirements.

Although, the planning process was of great value and provided thematic direction for the future, the alignment effort proved to be more challenging than originally expected. Those challenges stem, among other reasons, from the fact that the business model for state government is predominantly *agency-centric*. Business and IT planning, budgeting, and investment is, in turn, carried out on an agency by agency basis. This business model is appropriate for agency-specific mission objectives, but does not effectively lead to an *enterprise* investment strategy that crosses agency boundaries.

An *enterprise* business model could involve, for example, coordinated investment in support functions that all agencies share (e.g. HR, procurement, finance, IT Infrastructure, etc.) An *enterprise* business model would oblige agencies that share similar missions to collaborate as Communities of Interest and create common, integrated business and IT strategies that solve common business needs.

Planning and acting as an enterprise is a relatively new concept to Oregon government. The role of agency directors and CIOs in providing the oversight and governance for this enterprise business model is currently being tested with the development of a new State Data Center. With that in mind, this 2005 Enterprise IRM strategy should be viewed as a progressive, interim step on the journey toward integrated strategic management of Oregon's IT enterprise.

Strategic management of enterprise IT requires integrated business and IT planning processes aligned with the state's biennial budget timelines. Further, it requires robust decision support systems and program and project evaluation processes that allow state leaders to effectively plan, monitor and evaluate state operations and program performance from an enterprise perspective.

Our success in building and maturing this strategic management capability will rest on a shared commitment of trust, collaboration and transparency in our enterprise planning and project implementation efforts. Where the Enterprise IRM Strategy is concerned, we will have reached our objective when it is considered the IT component of the state's business plan.

We want to thank the agency directors, CIO Council, and planning team members for their vision, dedication, and hard work. Through this strategy, they have laid the foundation for collaborative, enterprise governance, planning, management and use of IT across Oregon government.

Donald Fleming, State CIO

Curt Amo, CIO Council Chair

Chief Information Officer Council (CIO Council)

Introduction

The Chief Information Officer Council (CIO Council) fulfills a leadership role and serves as the point of agency collaboration for state government-wide information resource management. This successful governance group has changed the way information technology (IT) is developed and implemented throughout Oregon state government.

The CIO Council considers the full spectrum of information technology-related issues facing the state of Oregon when advising the State Chief Information Officer (State CIO) and state business leaders on policy and strategic direction.

CIO Council Accomplishments

Since 2002, the CIO Council – through its member CIOs - has sponsored, led or actively participated in every enterprise IT initiative, including:

- Enterprise Architecture and Standards Development – Established:
 - A development & approval process for statewide IT standards
 - Base principles for architecture and standards
 - Network architecture and standards
 - Information security architecture and standards
 - Information technology asset management (ITAM) policy, and architecture and standards
- Data Center and Network Consolidation Studies (Precursor to Computing & Networking Infrastructure Consolidation (CNIC) project)
 - Completed preliminary planning, engineering and financial analysis for a statewide unified data and voice network
 - Established a multi-agency data center study team
 - Identified possible operational models for state data centers including consolidation, resource sharing or outsourcing
 - Developed the CNIC project Request for Proposal document
- Information Security enhancement
 - Established a multi-agency Information Security Council
 - Developed information security architecture and standards
 - Advised the State CIO and State Chief Information Security Officer on the development of the Enterprise Security Program and the implementation of a state information security vulnerability assessment
- Enterprise IT Performance Measures
 - Established a multi-agency IT performance measure team
 - Developed common set of “operational” enterprise IT performance measures.
 - Provided recommendations for the development of a comprehensive Enterprise IT Performance Measurement Program

- Enterprise IRM Strategic Planning
 - Sponsored the creation of a multi-agency planning team
 - Participated in 2004 Agency Director Interviews
 - Provided oversight and guidance to the planning team and directed the completion of the 2005 Enterprise IRM Strategy document
- Smart Buy Coordination
 - Sponsored the creation of a Technology Refresh Committee
 - Developed and approved statewide PC, Laptop, and low-end server configuration standards
- CNIC Project Governance
 - Formed a CNIC Project Steering Committee
 - Provides ongoing technical expertise and collaborative advice to the CNIC Governing Board and CNIC Project Management Office
 - Proactively reviews proposed solutions, approves scope of work and resolves agency technical implementation issues, and promotes effective communications among the twelve CNIC agencies

Contributors

The completion of the 2005 Enterprise IRM Strategy rest largely on the contribution of the following individuals:

Agency Directors (Interview participants)

- Elizabeth Harchenko, Revenue
- Ron Ruecker, State Police
- Gary Weeks, Human Services
- Cory Streisinger, Consumer and Business Services
- Bruce Warner, Transportation
- Jim Willis, Veterans' Affairs
- Debbie Lincoln, Employment
- Max Williams, Corrections
- Vickie Fleming, Education
- Bob Repine, Housing and Community Services
- Laurie Warner, Administrative Services
- Marvin Brown, Forestry

CIO Council Members (Interview process, guidance & direction)

- Curt Amo (Chair), Employment
- Don Fleming (State CIO), Administrative Services
- Lloyd Lowry, Public Safety Standards and Training
- Marc Williams, Justice
- Dan Christensen, Forestry
- Kathy Dryden, Parks and Recreation
- Doug Kosty, Education
- Jill Petersen, Youth Authority
- Dan Adelman, Consumer and Business Services
- Bob DeVyldere, Water Resources
- Ben Berry, Transportation
- David Yandell, State Police
- Ron Pope, Treasury
- Jean Straight, Secretary of State
- Stan McClain (Vice-Chair), Revenue
- Bill Carpenter, Housing and Community Services
- Vikie Bailey-Goggins, Public Utility Commission
- Tony Black, Lane County
- Bill Crowell, Human Services
- Jeff Marecic, Public Employees Retirement System
- Doug Juergensen, Fish and Wildlife
- John Koreski, Corrections
- Curt Pederson, Oregon University System
- John Margaronis, Marion County
- Mitch West, Environmental Quality
- Herb Riley, Veterans' Affairs
- Carl Ward, Judicial Department
- Heidi Zinsmann, Lottery

The current CIO Council Membership Roster can be found at:

http://www.oregon.gov/DAS/IRMD/cioc_index.shtml

Planning Team (Interview process, planning support, research & writing)

- Tim Avilla, Transportation
- Terry Guza, Human Services
- Cathy Hoffman, Administrative Svcs.
- Raelynn Henson, Administrative Svcs.
- Scott Riordan, Administrative Svcs.
- Sean McSpaden, Administrative Svcs.
- Sandy Jefferson, Transportation
- Dennis Wells, Human Services
- Mike Freese, Administrative Svcs.
- Sarah Gates, Administrative Svcs.
- Catherine Webber, Administrative Svcs.

Executive Summary

The state of Oregon's current Enterprise Information Resources Management (IRM) Strategy was adopted in August 2002. That strategy was developed based on a three-year planning horizon.

In September 2004, state executive management and information technology (IT) leaders engaged in a planning process designed to refresh that strategy.

This 2005 Enterprise Information Resources Management (IRM) Strategy has a four-year action horizon (July 1, 2005 - July 1, 2009).

The Strategy is crafted to support the achievement of the Governor's *Oregon Principles*, the strategic business objectives of state agencies, and to provide a common vision for the planning, staffing, acquisition, management and shared use of IT throughout Oregon government.

2005-07 Biennium

With those purposes in mind, the enterprise, through the State CIO and the CIO Council, has committed to seven priority initiatives in the 2005-07 biennium –

- State IT Governance Policy
- CNIC (consolidated State Data Center)
- Information Security
- Business Continuity Planning
- Geospatial Utility Project
- E-Government
- State public safety wireless network

The full electronic version of this 2005 Enterprise IRM Strategy can be found at:
http://www.das.state.or.us/DAS/IRMD/cioc_index.shtml

Below is a summary of the Enterprise IRM vision, mission, goals and objectives across the 2005-2009 action horizon as described in detail in later sections.

Oregon Enterprise IRM Strategy – 2005 Summary

Vision

One government, providing integrated information and services...
Supported by one cost effective, secure, and reliable shared IT infrastructure....
Collaboratively governed and managed by a skilled, stable, and productive workforce
to support achievement of the Oregon Principles

Goal 1

Establish effective, business-driven
Enterprise IT Governance

Objective 1.1: Implement the State IT Governance Policy

Goal 4

Shape the state's IT workforce to meet
current and future state needs

Objective 4.1: Create an enterprise-wide process for recruiting, selecting, training, and retaining IT professionals

Goal 2

Lower costs and improve
performance of state information
technology infrastructure

Objective 2.1 - Develop an Enterprise Architecture - Business and Technical

Objective 2.2: Implement the CNIC Project

Objective 2.3: Develop an Electronic Government strategy and plan

Objective 2.4: Complete the State's GIS Utility development project

Objective 2.5: Build an interoperable State Public Safety Wireless Network

Mission

To improve citizen
productivity, enhance
business
infrastructure, and
increase government
efficiency through the
effective and
innovative use of
technology

Goal 5

Optimize the efficiency and
effectiveness of government

Objective 5.1: Establish a facts-based continuous improvement and performance management program

Objective 5.2: Develop a business process streamlining and automation program across state government

Objective 5.3: Promote system interoperability, and sharing of applications and data across agencies and jurisdictional boundaries

Objective 5.4: Perform common state business functions through shared service programs where a business case exists

Goal 3

Ensure continuity of state operations and the
confidentiality, integrity, and availability of
state information resources

Objective 3.1: Develop an Enterprise Business Continuity Program and Plan

Objective 3.2: Implement the Enterprise Information Security Initiative

Goal 6

Ensure IT investments are selected,
resourced, acquired and tracked to optimize
mission accomplishment

Objective 6.1: Implement an information technology investment (portfolio) management program as required by ORS 184.473-184.477

Objective 6.2: Develop a centrally managed, sustainable enterprise information technology fund

Objective 6.3: Streamline all elements of the IT procurement process, reducing both the labor and calendar time required to acquire services or commodities

Objectives / Milestones

Objective 1.1	Milestone
IRMC Established	Oct. 1, 2005
The CIO Council	Done
The CIO Management Council	Done
Formal Enterprise IT Planning process	Feb. 1, 2006
Objective 2.1	Milestone
State Enterprise Business Architecture	TBD
State Enterprise Tech. Architecture	TBD
Architecture Advisory Board	Sept. 1, 2005
Objective 2.2	Milestone
State Data Center (SDC) available for occupancy	Oct. 1, 2005
SDC Manager & Mgt. staff hired with transitional staff identified	Oct. 1, 2005
SDC Disaster Recovery Plan	TBD
Shared Services plan (CNIC Follow-on initiatives)	TBD
Objective 2.3	Milestone
An E-Government Strategy and Plan	TBD
Content migration / Oregon.gov	TBD
State Intranet	TBD
Objective 2.4	Milestone
GIS Utility Business Case and Plan	TBD
Objective 2.5	Milestone
Public safety wireless Network Plan and Business Case	Jan. 1, 2007

Objective 3.1	Milestone
Business Continuity Planning Pilot	TBD
Enterprise Business Continuity Plan	TBD
Business Continuity Program Office	TBD
Business Continuity Training	TBD
Business Continuity Planning Policy	Sept. 1, 2005
Business Continuity Tools	Jan. 1, 2006
Objective 3.2	Milestone
An Enterprise Cyber Security plan	Qtr. 3 / 2005
Enterprise Security Program Office	Sept. 1, 2005
Single, secure network perimeter	Qtr. 3 / 2005
State Incident Response Team	July 1, 2005
Identity and Access Management	July 1, 2005
Patch Management Program	Qtr. 2 / 2006
Objective 4.1	Milestone
Enterprise IT HR Mgt. Plan	TBD
Enterprise Learning Management Strategy and Business Case	TBD
Formal Assessment of iMatchSkills system	TBD
Objective 5.1	Milestone
Performance measurement (Metrics, benchmarks, and Performance Targets)	Qtr. 4 / 2005
Objective 5.2	Milestone
State business process streamlining Feasibility Study and recommendations	TBD

Objective 5.3	Milestone
Electronic Records (Standards and Processes)	TBD
CJIS Technology Integration Plan	TBD
CJIS Program	TBD
CJIS Advisory Board	TBD
Electronic Document Mgt. / Imaging Strategy	TBD
Objective 5.4	Milestone
State shared services Feasibility Study and recommendations	TBD
Legacy enterprise systems replacement strategy	TBD
Objective 6.1	Milestone
State IT Investment Mgt. Program	TBD
IT Investment Management Rules	TBD
IT Investment Review Board	TBD
IT Portfolio Management System	TBD
State IT Asset Management Program and System	TBD
State IT Asset Inventory	TBD
State Plan for management of distributed IT assets	TBD
Objective 6.2	Milestone
Enterprise IT Fund Feasibility Study and recommendations	TBD
Objective 6.3	Milestone
State IT Master Contracts	TBD
IT contracting models - public / private partnerships	TBD

Introduction

Oregon's government enterprise – state and local governments, educational entities, libraries and other information partners – uses a mix of information technologies to manage and share information, and to provide citizens and businesses with many basic services.

The enterprise approach to the management of information resources requires a statewide perspective, focused on relationships, resource sharing, and collaboration so that services can be delivered in an effective, efficient, and accessible manner.

State information resources and IT infrastructure must be viewed as a strategic asset having a key role in making government processes more efficient and cost effective.

Further, the effective management of information resources and technology involves three primary improvements in the way government currently operates.

1. IT investments must be identified, evaluated, and selected so investments are made in solutions that are feasible and employ mature, proven and reliable technologies. Individual investments must be made so that they maximize the returns to the state's total technology asset portfolio.
2. IT investments must be implemented and operated effectively and economically. These investments must adhere to the state's technical architecture and be implemented in alignment with the state's project management and quality assurance guidelines. The degree to which new investments support and contribute to the Enterprise IRM Strategy and Enterprise IT Architecture is essential.
3. IT assets must be employed in ways that benefit the business of government. Of primary importance is the use of IT to enable the reengineering of business processes, streamlining interagency communications and programs, and creating new service delivery methods for the citizen and business customers we serve.

A comprehensive enterprise view of government must take priority over that of any individual agency or entity. This enterprise approach provides the greatest opportunity for state government, in collaboration with local government and business partners, to leverage taxpayer dollars and maximize the use of information technology for the benefit of all Oregonians.

Purpose

The purpose of the Enterprise IRM Strategy is to:

- Communicate a shared vision that guides enterprise IT staffing, planning, budgeting, procurement and service delivery efforts.
- Guide state government prioritization of planned enterprise IT investments.
- Provide direction for state government by identifying technology resources, processes, and plans necessary to achieve the Governor's "Oregon Principles."
- Provide a framework for agencies, the Department of Administrative Services (DAS), the CIO Council, and the legislature to appropriately evaluate and oversee proposed state government IT investments.

Audience

- Oregonians
- Legislature
- State agencies
- Enterprise IT governance, management & oversight groups
- Federal, regional, tribal, and local governments
- County partners and other stakeholders
- Technical workgroups

Governor's *Oregon Principles*

Governor Kulongoski has outlined the following set of [*Oregon Principles*](#) to guide the way state agencies spend scarce taxpayer dollars and carry out their work on behalf of all Oregonians:

- Education - Children's basic educational needs are met and adults have opportunities to develop career skills through training and higher education.
- Health - Oregon's most vulnerable have their basic health, food and shelter needs met.
- Economy - Oregon has a positive business climate and invests in economic development in order to create and retain sustainable businesses and family-wage jobs.
- Livability - Oregon has a healthy balance between growth, infrastructure development and environmental protection.
- Safety - Oregonians are safe in their homes, communities and in state institutions.
- Accountability - State government is stable, responsive and accountable to Oregonians.

Vision for Enterprise IT

- One Government, providing integrated information and services
 - Supported by one cost effective, secure, and reliable shared IT infrastructure
 - Collaboratively governed and managed by a skilled, stable, and productive workforce to support achievement of the *Oregon Principles*

Mission for Enterprise IT

To improve citizen productivity, enhance business infrastructure, and increase government efficiency through the effective and innovative use of technology.

Key Success Factors

Improve Citizen Productivity (citizen to government)

- Provide increased accessibility and availability of government information and services to citizens to make their lives more productive.
- Provide a common online access point through which citizens interact with government.
- Make it easier for Oregonians to take advantage of the government services their tax dollars finance.

Enhance Business Infrastructure (business to government)

- Provide businesses easy and secure access to government information and services.
- Provide online services that allow businesses to comply with government operational and regulatory requirements and conduct other transactions (e. g. licensing, registration, revenue collection) in the most efficient and cost effective way possible.

Increase Government Efficiency (government to government)

- Reduce the amount of paper being collected, stored, and processed.
- Encourage collaboration among state agencies and federal, regional, tribal, and local government by using technology and sharing information to serve our common customers more efficiently and effectively.
- Make transactions with and between government agencies more efficient and cost effective.

Current IRM Environment

Governance

The policy foundation for enterprise information technology (IT) governance was established in the recently adopted [State IT Governance Policy](#). That policy delegates the spectrum of enterprise-level IT duties prescribed in Oregon law to specific individuals and governance bodies. Implementation of the policy will:

- Establish a collaborative framework for enterprise IT governance and management with specific, overarching objectives;
- Establish the position and associated duties of the State CIO;
- Establish an Information Resources Management Council (IRMC) to formulate the highest level of strategic direction for IT on a state government-wide basis;
- Establish an Information Technology Investment Review Board (ITIRB) to involve state business leaders in planning, governing and managing the state's IT resources;
- Establish and define the role of the CIO Council to act as the primary point of collaboration in the development and implementation of enterprise IT and information resource management strategies and initiatives;
- Establish and define the roles of the CIO Management Council, a subset of the full CIO Council, to take the day-to-day actions necessary to achieve the objectives established by the full Council;
- Establish the essential enterprise processes necessary to plan, manage and implement an enterprise IT vision; and
- Describe the process for building a business case for the reinvestment of savings brought about by enhanced IT efficiency and effectiveness.

The CIO Council and CIO Management Council are fully operational. Other independent IT governance bodies and oversight authorities also exist or are being formed. They are described in detail in Appendix A and include:

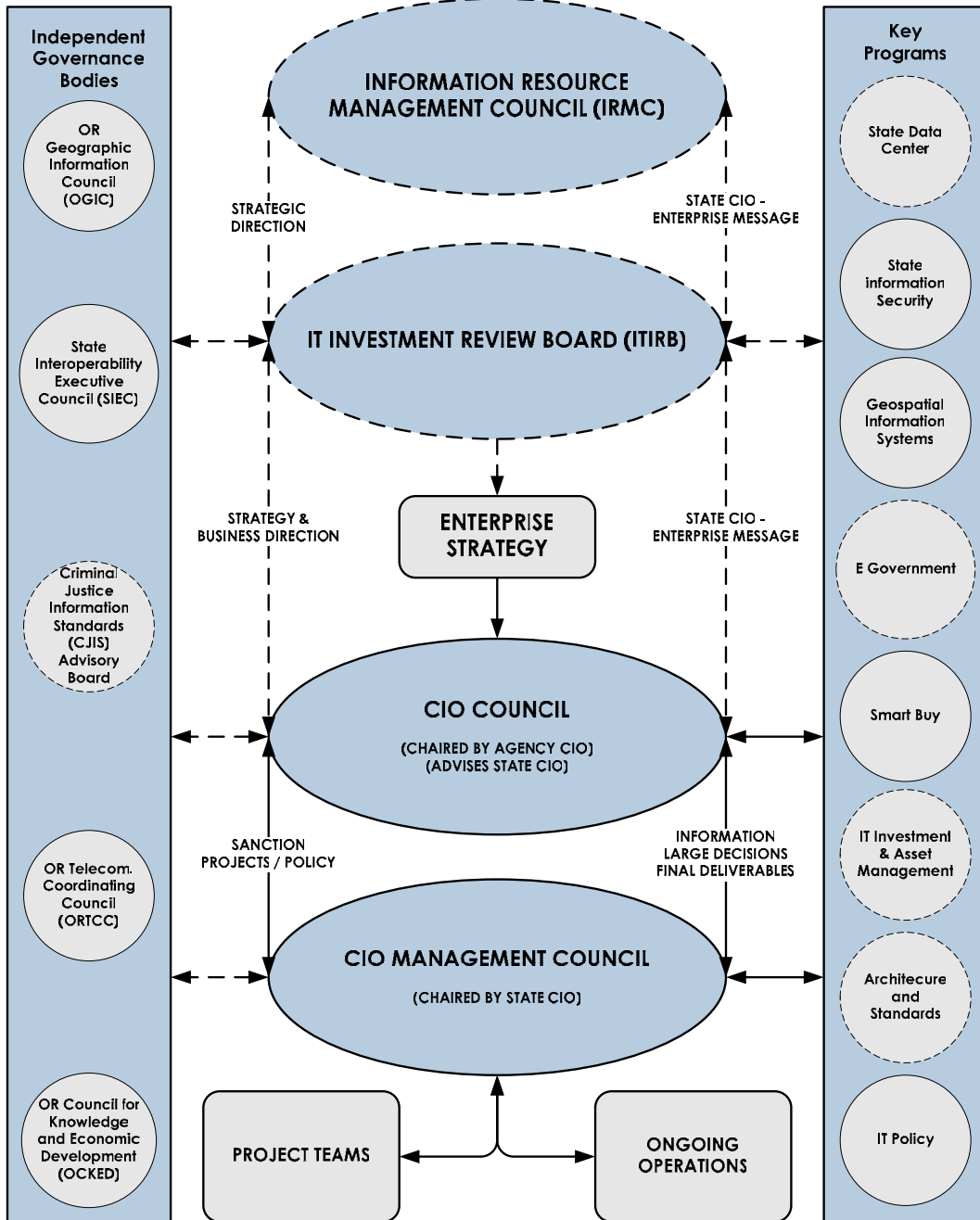
1. Oregon Geographic Information Council (OGIC)
2. State Interoperability Executive Council (SIEC)
3. Criminal Justice Information Standards (CJIS) Advisory Board
4. Oregon Telecommunications Coordinating Council (ORTCC)
5. Oregon Council for Knowledge and Economic Development (OCKED)
6. DAS Information Resources Management Division (IRMD)
7. Joint Legislative Committee on Information Management and Technology

An effective and sustainable enterprise IT governance model will necessarily include these IT governance bodies. Effective relationships and formal lines of communication and coordination between those bodies, the State CIO and the CIO Council must be established.

The following graphic portrays the current and future state IT governance framework:

STATE IT GOVERNANCE – CURRENT / FUTURE

DASHED LINES INDICATE EMERGING GOVERNANCE BODIES, PROGRAMS OR LINKAGES
 SOLID LINES INDICATE EXISTING GOVERNANCE BODIES, PROGRAMS OR LINKAGES



2002 Enterprise Information Resources Management Strategy Results and Remaining Tasks

A summary of the results of the implementation of the 2002 Enterprise Information Resources Management Strategy, and associated remaining tasks, are included in Appendix C.

Agency Director Interviews & Findings

An essential component of the strategic planning update process involved interviews with a select group of twelve agency directors, whose agencies are participating in the Computing and Networking Infrastructure Consolidation (CNIC) Project. On behalf of the CIO Council, the interviews were conducted by the CIOs for those same twelve agencies organized in two-person teams. The interviews were designed to identify the representative strategic objectives, strategies, and business needs of agencies across state government and to involve agency executive leadership/management in the planning process from the very beginning. A more detailed planning process description can be found in Appendix B.

These interviews conducted during the winter of 2004 and spring of 2005, and information contained in supplemental documents, identified common agency business needs in two areas:

1. Enhancing information technology capabilities including:

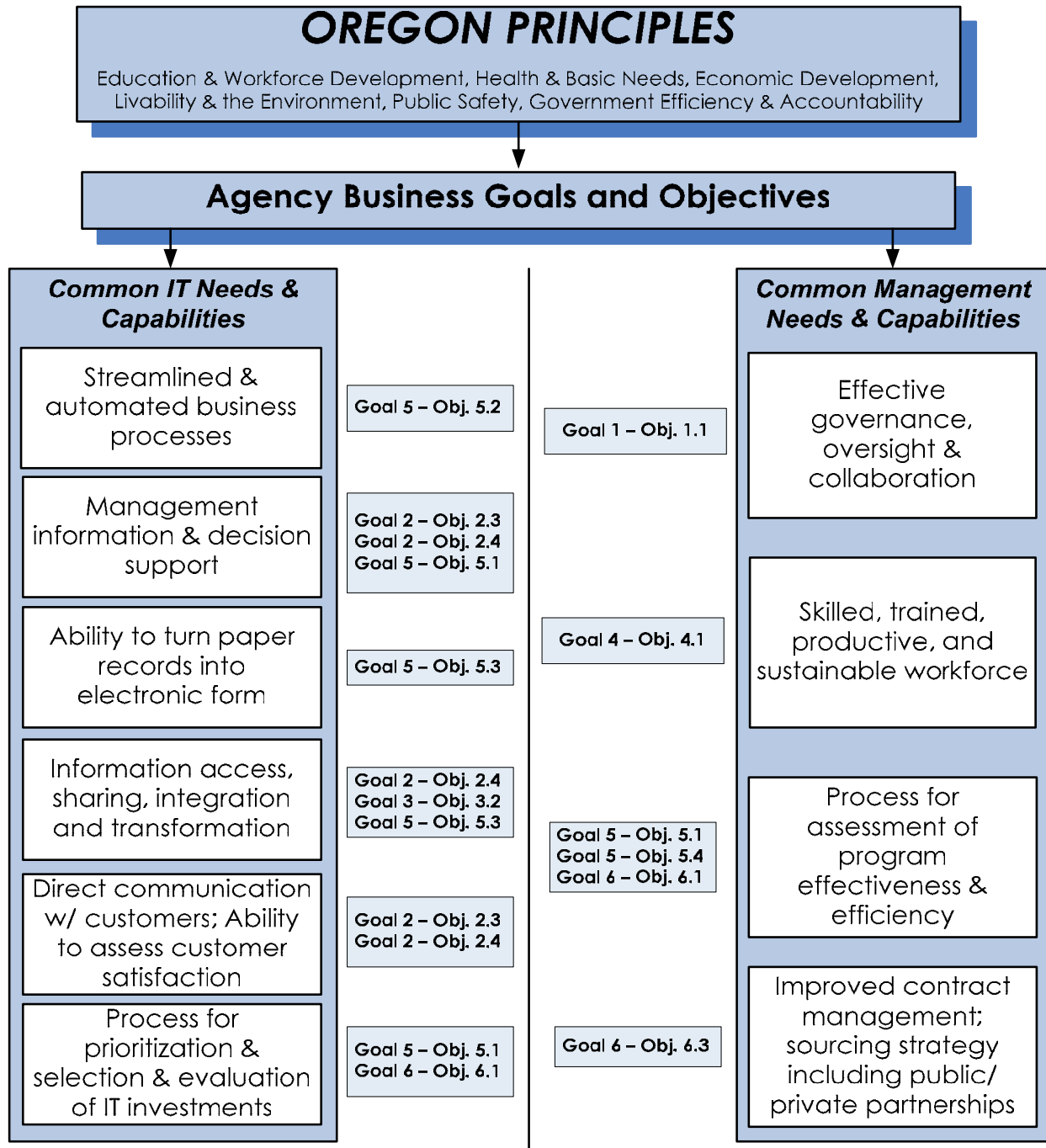
- A. Streamlined and automated business (back office) processes
- B. Improved management information and decision support capability
- C. Ability to turn paper records into electronic form
- D. Improved information access, sharing, integration, and transformation
- E. Capacity to communicate directly with and survey the needs of customers
- F. Process and criteria for prioritizing and selecting new IT investments

2. Expanding management capacity including:

- A. A strong shared governance model with a structure for enterprise wide oversight and collaborative decision-making
- B. Availability of a skilled, trained, productive, and sustainable workforce
- C. Processes to evaluate the efficiency and effectiveness of programs and projects including the ability to assess consumer satisfaction
- D. Improved contract management and sourcing strategies that include public/private partnerships

Planning Team Response

In response to the Governor's *Oregon Principles* and to address the common needs identified through the agency director interviews, a series of Enterprise IRM goals and objectives, presented in later sections, were created. The following graphic illustrates how the goals and objectives align with and address those principles and needs.



A more comprehensive alignment matrix is provided on page 19.

Enterprise IRM Goals and Objectives

The following Enterprise IRM goals have been established to provide clear and understandable direction throughout the 2005-2009 action horizon.

GOAL 1 – Establish effective, business-driven Enterprise IT Governance

Objective 1.1 – Implement the State IT Governance Policy

GOAL 2 – Lower costs and improve performance of state information technology infrastructure

Objective 2.1 – Develop an Enterprise Architecture – Business and Technical

Objective 2.2 – Implement the CNIC Project

Objective 2.3 – Develop an E-Government strategy and plan

Objective 2.4 – Complete the state’s GIS Utility development project

Objective 2.5 – Build an interoperable State Public Safety Wireless Network

GOAL 3 – Ensure continuity of state operations and the confidentiality, integrity, and availability of state information resources

Objective 3.1 – Develop an Enterprise Business Continuity Program and Plan

Objective 3.2 – Implement the Enterprise Information Security Initiative

GOAL 4 – Shape the state’s IT workforce to meet current and future state needs

Objective 4.1 – Create an enterprise-wide process for recruiting, selecting, training, and retaining IT professionals

GOAL 5 – Optimize the efficiency and effectiveness of government

Objective 5.1 – Establish a facts-based continuous improvement and performance management program

Objective 5.2 – Develop a business process streamlining and automation program across state government

Objective 5.3 – Promote system interoperability, and sharing of applications and data across agencies and jurisdictional boundaries

Objective 5.4 – Perform common state business functions through shared service programs

GOAL 6 – Ensure IT investments are selected, resourced, acquired and tracked to optimize mission accomplishment

Objective 6.1 – Implement an IT investment management program

Objective 6.2 – Develop a centrally managed, sustainable enterprise IT fund

Objective 6.3 – Streamline all elements of the IT procurement process

2005/2009 Goals and Objectives Alignment Matrix

The goals and objectives are driven by and link to key success factors (page 13) and common agency business needs (page 16). Below is a matrix describing those links.

2005 - 2009 IRM GOALS & OBJECTIVES / LINKS TO KEY SUCCESS FACTORS & COMMON AGENCY BUSINESS NEEDS		2005 - 2009 IRM GOALS & OBJECTIVES	
BUSINESS REQUIREMENTS		2005 - 2009 IRM GOALS & OBJECTIVES	
KEY SUCCESS FACTORS		2005 - 2009 IRM GOALS & OBJECTIVES	
KEY SUCCESS FACTORS Improve Citizen Productivity (Citizen to government) Provide increased accessibility and availability of government information and services to our citizens to make their lives more productive. Provide a focal point through which citizens interact with government. Make it easier for Oregonians to take advantage of the government services their tax dollars finance. Enhance Business Infrastructure (business to government) Provide on-line services that allow businesses to comply with government operational and regulatory requirements, e.g. licensing, registration, revenue collection & other transactions specified in statute or by rule. Make it easier for businesses to interact with government. Increase Government Efficiency (government to government) Reduce the amount of paper being collected, stored, and processed. Encourage collaboration among state agencies and federal, regional, tribal, and local government in using technology and sharing information to operate and serve common customers more efficiently and effectively. Make transactions with and between government agencies more efficient and cost effective.	GOAL 1 - Establish effective, business-driven Enterprise IT Governance Objective 1.1 - Implement the State's IT Governance Policy GOAL 2 - Lower costs and improve performance of state information technology infrastructure Objective 2.1 - Develop an Enterprise Architecture - Business and Technical Objective 2.2 - Implement the CNIC Project Objective 2.3 - Develop an E-Government strategy and implementation plan Objective 2.4 - Complete the State's GIS Utility development project Objective 2.5 - Build an interoperable State Public Safety Wireless Network GOAL 3 - Ensure continuity of state operations and the confidentiality, integrity, and availability of state information resources Objective 3.1 - Develop an Enterprise Business Continuity Program and Plan Objective 3.2 - Implement the Enterprise Cyber Security Initiative GOAL 4 - Shape the state's IT workforce to meet current and future state needs Objective 4.1 - Create an enterprise-wide process for recruiting, selecting, training, and retaining IT professionals GOAL 5 - Optimize the efficiency and effectiveness of government Objective 5.1 - Establish a fact-based continuous improvement and performance management program Objective 5.2 - Develop a business process streamlining and automation program across state government Objective 5.3 - Promote system interoperability, and sharing of applications and data across agencies and jurisdictional boundaries Objective 5.4 - Perform common state business functions through shared service programs GOAL 6 - Ensure IT investments are selected, acquired, and tracked to optimize mission accomplishment Objective 6.1 - Implement an IT investment mgmt program Objective 6.2 - Develop a centrally managed, sustainable enterprise IT fund Objective 6.3 - Streamline all elements of the IT procurement process	GOAL 1 - Establish effective, business-driven Enterprise IT Governance Objective 1.1 - Implement the State's IT Governance Policy GOAL 2 - Lower costs and improve performance of state information technology infrastructure Objective 2.1 - Develop an Enterprise Architecture - Business and Technical Objective 2.2 - Implement the CNIC Project Objective 2.3 - Develop an E-Government strategy and implementation plan Objective 2.4 - Complete the State's GIS Utility development project Objective 2.5 - Build an interoperable State Public Safety Wireless Network GOAL 3 - Ensure continuity of state operations and the confidentiality, integrity, and availability of state information resources Objective 3.1 - Develop an Enterprise Business Continuity Program and Plan Objective 3.2 - Implement the Enterprise Cyber Security Initiative GOAL 4 - Shape the state's IT workforce to meet current and future state needs Objective 4.1 - Create an enterprise-wide process for recruiting, selecting, training, and retaining IT professionals GOAL 5 - Optimize the efficiency and effectiveness of government Objective 5.1 - Establish a fact-based continuous improvement and performance management program Objective 5.2 - Develop a business process streamlining and automation program across state government Objective 5.3 - Promote system interoperability, and sharing of applications and data across agencies and jurisdictional boundaries Objective 5.4 - Perform common state business functions through shared service programs GOAL 6 - Ensure IT investments are selected, acquired, and tracked to optimize mission accomplishment Objective 6.1 - Implement an IT investment mgmt program Objective 6.2 - Develop a centrally managed, sustainable enterprise IT fund Objective 6.3 - Streamline all elements of the IT procurement process	
	COMMON AGENCY BUSINESS NEEDS Enhancing information technologies capabilities including: Streamlined and automated business (back office) processes Improved management information and decision support capability Ability to turn paper records into electronic form Improved information access, sharing, integration, and transformation Capacity to communicate directly with and survey the needs of customers Process and criteria for prioritizing and selecting new IT investments Expanding management capacity including: A strong shared governance model with a structure for enterprise wide oversight and collaborative decision-making Availability of a skilled, trained, productive, and sustainable workforce Processes to evaluate the efficiency and effectiveness of programs and projects including the ability to assess consumer satisfaction Improved contract management, sourcing strategy including public/private partnerships	GOAL 1 - Establish effective, business-driven Enterprise IT Governance Objective 1.1 - Implement the State's IT Governance Policy GOAL 2 - Lower costs and improve performance of state information technology infrastructure Objective 2.1 - Develop an Enterprise Architecture - Business and Technical Objective 2.2 - Implement the CNIC Project Objective 2.3 - Develop an E-Government strategy and implementation plan Objective 2.4 - Complete the State's GIS Utility development project Objective 2.5 - Build an interoperable State Public Safety Wireless Network GOAL 3 - Ensure continuity of state operations and the confidentiality, integrity, and availability of state information resources Objective 3.1 - Develop an Enterprise Business Continuity Program and Plan Objective 3.2 - Implement the Enterprise Cyber Security Initiative GOAL 4 - Shape the state's IT workforce to meet current and future state needs Objective 4.1 - Create an enterprise-wide process for recruiting, selecting, training, and retaining IT professionals GOAL 5 - Optimize the efficiency and effectiveness of government Objective 5.1 - Establish a fact-based continuous improvement and performance management program Objective 5.2 - Develop a business process streamlining and automation program across state government Objective 5.3 - Promote system interoperability, and sharing of applications and data across agencies and jurisdictional boundaries Objective 5.4 - Perform common state business functions through shared service programs GOAL 6 - Ensure IT investments are selected, acquired, and tracked to optimize mission accomplishment Objective 6.1 - Implement an IT investment mgmt program Objective 6.2 - Develop a centrally managed, sustainable enterprise IT fund Objective 6.3 - Streamline all elements of the IT procurement process	GOAL 1 - Establish effective, business-driven Enterprise IT Governance Objective 1.1 - Implement the State's IT Governance Policy GOAL 2 - Lower costs and improve performance of state information technology infrastructure Objective 2.1 - Develop an Enterprise Architecture - Business and Technical Objective 2.2 - Implement the CNIC Project Objective 2.3 - Develop an E-Government strategy and implementation plan Objective 2.4 - Complete the State's GIS Utility development project Objective 2.5 - Build an interoperable State Public Safety Wireless Network GOAL 3 - Ensure continuity of state operations and the confidentiality, integrity, and availability of state information resources Objective 3.1 - Develop an Enterprise Business Continuity Program and Plan Objective 3.2 - Implement the Enterprise Cyber Security Initiative GOAL 4 - Shape the state's IT workforce to meet current and future state needs Objective 4.1 - Create an enterprise-wide process for recruiting, selecting, training, and retaining IT professionals GOAL 5 - Optimize the efficiency and effectiveness of government Objective 5.1 - Establish a fact-based continuous improvement and performance management program Objective 5.2 - Develop a business process streamlining and automation program across state government Objective 5.3 - Promote system interoperability, and sharing of applications and data across agencies and jurisdictional boundaries Objective 5.4 - Perform common state business functions through shared service programs GOAL 6 - Ensure IT investments are selected, acquired, and tracked to optimize mission accomplishment Objective 6.1 - Implement an IT investment mgmt program Objective 6.2 - Develop a centrally managed, sustainable enterprise IT fund Objective 6.3 - Streamline all elements of the IT procurement process

NOTE: Common Agency Business Needs drawn from agency director interviews

Enterprise IRM Work Plan

More detailed descriptions of the actions to be taken in support of each goal and objective are provided in the following pages. Each objective defines a strategic initiative or capability required to address key success factors and common agency business needs. Each objective is further defined by listing projected key deliverables and functional expectations.

Description – A description of the circumstances or rationale underpinning each objective provides the reader a general understanding about the objective, and lays the conceptual groundwork for deliverables and functional expectations.

Deliverable – Deliverables are proposed actions that are projected to be completed within the 2005-2009 action horizon. Deliverables will be defined, revised and managed via the high level plan management process described below.

Milestone – Milestones are known dates (specific or general) by which a certain deliverable will be produced. In many cases the milestone date is to-be-determined (TBD) because specific plans or delivery dates have yet to be developed. Milestones will be set, adjusted and managed via the high level plan management process described below.

Functional Expectation – Functional expectations are provided to create common understanding across the enterprise with regard to each objective. While not specific deliverables, it is understood that these capabilities must be achieved.

Plan Management process – It is assumed that the 2005 Enterprise IRM Strategy is a living document. Deliverables and Milestones will be formally set, defined, reviewed, and revised on at least a quarterly basis. Deliverable and milestone commitments, and the allocation of resources (people/dollars) to complete required work, will be made via a formal approval process.

Goal 1 – Establish effective, business-driven Enterprise IT Governance

Objective 1.1 – Implement the State IT Governance Policy

Description - Oregon’s Enterprise IT Governance processes must be adaptable to changing requirements and demands. IT governance must be driven by and owned by state business leaders. Decisions regarding IRM strategy, direction, funding for major initiatives, allocation of resources, etc. must be timely, and well balanced against other needs of government. In other words, we must find and sustain a balance between the demands of agency and enterprise work.

The state will establish a governance structure that encourages governmental cooperation, maximizes success of IT initiatives, and prudently manages risk.

Deliverable	Responsible Party	Milestone
The Information Resources Management (IRM) Council (ORS 291.038)	DAS Director	Oct. 1, 2005
The CIO Council	CIO Council Chair	Done
The CIO Management Council	State CIO	Done
A formal Enterprise IT Planning process with annual components for reviewing, prioritizing, and updating planned activities. This process is integrated and aligned with the state’s biennial budgeting process and submission timelines	CIO Council Chair State CIO	Feb. 1, 2006

Functional Expectations:

- The accountability, roles, and responsibilities of the State CIO, the IRM Council, the CIO Council, and the CIO Management Council are known.
- Effective relationships and formal lines of communication and coordination between the state’s independent IT-related governance bodies (described in Appendix A), the State CIO and the CIO Council are established.
- Collaboration and partnership between Federal, tribal, regional, state and local governments is enhanced.
- Awareness and alignment of enterprise IRM goals, objectives, and initiatives to support business needs is improved.
- Shared DAS and agency leadership responsibility for enterprise IT initiatives becomes the norm.

Goal 2 – Lower costs and improve performance of state information technology infrastructure

Objective 2.1 – Develop an Enterprise Architecture – Business and Technical

Description – The state of Oregon is developing a common information technology management model that will establish coordinated and common services. Therefore, a method to express business and information technology strategy, policies, standards, and technical directions to agencies within state government is essential.

Enterprise architecture is a logically consistent set of principles - a “blueprint” - to guide the engineering of government information systems and technology infrastructure.

In conjunction with this Enterprise IRM Strategy, Oregon’s enterprise architecture will serve as a primary planning vehicle and communications medium for state business strategy, technology infrastructure, principles and practices.

Deliverable	Responsible Party	Milestone
A state Enterprise Business Architecture that identifies core statewide business functions, needs and requirements	CIO Council Chair	TBD
A state Enterprise Technical Architecture that articulates the state’s technical direction and standards	CIO Council Chair	TBD
A state Enterprise Architecture and Standards Advisory Committee	CIO Council Chair	Sept. 1, 2005

Functional Expectations:

- A state Enterprise Architecture and Standards Program is created, funded, and staffed.
- Protocols and standard methods for pursuing open source development and code sharing across jurisdictions are created.
- A state Technology Assessment Center focused on the evaluation and assessment of innovative and emerging technologies is created, funded, and staffed.

Objective 2.2 - Implement the Computing and Networking Infrastructure Consolidation (CNIC) Project

Description - Since the mid 1980s, most of Oregon state government's IT investments and initiatives have been managed independently. In composite, this has resulted in an enterprise IT environment that is decentralized, fragmented, complex, non-standard, sub-scale and risky.

Each of these independently managed IT environments require redundant investments in staff, facilities, and maintenance of unique systems. Furthermore, each agency IT environment requires separate efforts and expense related to IRM planning, information security, disaster recovery, asset management, procurement, etc.

To remedy this issue, the state will pursue consolidation and standardization of its IT infrastructure where a business justification exists.

Deliverable	Responsible Party	Milestone
A State Data Center available for occupancy	CNIC Governing Board	Oct. 1, 2005
State Data Center manager and management staff hired with transitional staff identified	CNIC Governing Board	Oct. 1, 2005
A formal and tested disaster recovery plan for the State Data Center	CNIC Governing Board	TBD by CNIC Governing Board
A plan to pursue additional shared services and consolidation initiatives outlined in the 2004 CNIC Business Case Document	CNIC Governing Board	TBD by CNIC Governing Board

Functional Expectations:

- A State Data Center governing board, comprised of agency customers, oversees State Data Center operations.
- An agency CIO-led Steering Committee advises the governing board and the State Data Center manager on an ongoing basis.
- Agency IT infrastructure scheduled for consolidation into the State Data Center in the 2005-2007 biennium is consolidated.
- Savings that result from consolidation are regularly measured and reported through 2009.
- Service levels are measured and reported to ensure stability and/or improvement over time.
- Impact of planned CNIC network consolidation efforts on local government partner ability to exchange information with state agencies is collaboratively assessed.

Objective 2.3 – Develop an Electronic Government strategy and plan

Description - Electronic government (E-Government) is more than just a buzzword for online government services. It represents a primary shift in organizational culture and government information and service delivery to citizen and business customers.

E-Government is about improving the productivity, efficiency and effectiveness within government, reducing service delivery costs, and improving service levels to all Oregonians. More importantly, E-Government is about replacing service lines with secure 24x7x365 access to: education; jobs and training; services for children and families; and economic opportunity.

The state's E-Government Program Office was established in 2001-2002. The program was developed as a pilot. The first steps were to build the technology platform, test software and configurations, and begin migrating agency content to Oregon.gov (common look and feel across all agencies). At the same time, an E-Commerce function was deployed, allowing agencies to receive payment for licenses, registrations, and products through the Internet. It is now time to reset the program and develop a long-term strategy to realize its true potential.

Deliverable	Responsible Party	Milestone
An E-Government strategy and plan	State CIO E-Gov. Mgr.	TBD
Agency content migration to Oregon.gov	State CIO E-Gov. Mgr.	TBD
Fully implemented state intranet	State CIO E-Gov. Mgr.	TBD

Functional Expectations:

- A sustainable E-Gov. Program Office is created, funded and staffed.
- New E-Government governance model is created and implemented.
- A statewide video conferencing and distance learning infrastructure strategy is developed.
- Online information and management dashboards for budget, performance, and outcome tracking and management are deployed.
- A strategy for deploying a shared Electronic Document Management and Imaging system is developed.
- The Community Resource Directory is implemented.
- A strategy for the development of an Enterprise Licensing and Compliance System is created.
- An online customer survey tool for enterprise use is deployed.
- State intranet will enhance state employee work environment and provide more efficient and cost effective transactions and information sharing between agencies.

Objective 2.4 - Complete the state GIS Utility development project

Description - It has been estimated that up to 85 percent of all information used by government to manage programs and make decisions is geographic information - related to a specific location on the face of the earth.

Geospatial Information Systems (GIS) technology allows such information, from a wide variety of sources, to be integrated for the purpose of identifying relationships and trends and, ultimately, allows for better decisions to be made - provided the institutional barriers that inhibit government agencies from working together and sharing information can be overcome.

Through this GIS Utility, the state will accelerate statewide geospatial data development efforts and extend and enhance GIS capabilities across Oregon government.

Deliverable	Responsible Party	Milestone
A GIS Utility business case, needs assessment and implementation plan	OGIC State CIO State GIS Coordinator	TBD

Functional Expectations:

- A sustainable GIS Utility Program Office is created, funded and staffed.
- A multi-jurisdictional governance body is established to oversee the implementation of the GIS utility project and statewide GIS activities in general. This body would be the successor to the current Oregon Geographic Information Council (EO 00-02).
- Statewide geospatial and tabular datasets scheduled for development between 2005 and 2009 are completed.
- The tools and shared GIS infrastructure needed to provide universal access to these statewide geospatial and tabular datasets is put in place.
- Statewide GIS investments and activities are realigned to support implementation of the GIS Utility.
- Expanded use of GIS data and toolsets enables strategic decision making and better coordination of enterprise resource allocation and service delivery.

Objective 2.5 - Build an interoperable State Public Safety Wireless Network

Description – Public safety of all Oregonians is essential. The state must ensure that law enforcement, first responders, forest managers, local communities and the military have the tools necessary to prevent crime, plan for and respond to natural and man-made emergencies, and provide security to all Oregonians.

Public safety communication systems allow public safety professionals to readily communicate with one another and help ensure timely and coordinated emergency response. The essential role these mission critical communications systems play in protecting the lives and property of citizens and the public safety professionals that serve them cannot be overstated.

The state of Oregon’s public safety communications infrastructure is rapidly aging, out of production, outdated, and at risk of failing. Moreover, the Federal Communications Commission (FCC) has ordered a nationwide change in radio spectrum allocated for public safety radio operations and has mandated upgrades in public safety radio systems to accommodate these changes by 2013. There is an urgent need to replace and modernize this statewide infrastructure to meet known FCC deadlines and to avoid probable system failure and the loss of essential FCC public safety radio spectrum licenses. Statewide improvement in the ability of public safety professionals to exchange voice and /or data communications with one another on demand, in real time, and when needed is imperative to achieve what is known as interoperability.

Deliverable	Responsible Party	Milestone
A state public safety wireless interoperability plan, a design/engineering study, and a business case to construct, operate and maintain the state’s public safety communications infrastructure.	SIEC Chair DAS Director Office of Homeland Security Director	Jan. 1, 2007

Functional Expectations:

- The Federal Integrated Wireless Network (IWN) project is completed.
- Financing for statewide public safety communications infrastructure improvements is identified and secured.
- A single, interoperable public safety communications backbone infrastructure is designed and constructed to connect a “systems of systems” across Oregon. The backbone infrastructure is constructed before the state’s existing infrastructure fails.
- Standards to ensure consistent development and operation of existing and future wireless communications infrastructure across jurisdictional boundaries are developed.
- FCC deadlines are met and FCC public safety radio spectrum licenses are coordinated on behalf of public safety and emergency response agencies.
- Public safety communications infrastructure investments are leveraged and maximized as all state systems are changed in response to FCC efficiency mandates.

Goal 3 – Ensure continuity of state operations and the confidentiality, integrity, and availability of state information resources

Objective 3.1 – Develop an Enterprise Business Continuity Program and Plan

Description - Services to state agency customers and/or the public would effectively cease if the state's IT infrastructure and key information systems were inaccessible for an unacceptable period of time. In some cases, the failure or inaccessibility of a critical core business process may immediately jeopardize public health and safety.

With that in mind, the state must ensure that mission-critical business processes, computer resources, and data can be restored in the event of natural and man-made disasters or other business interruption.

Deliverable	Responsible Party	Milestone
A Business Continuity Planning (BCP) pilot project involving twelve state agencies is completed	State CIO BCP Manager	TBD
An Enterprise Business Continuity Plan	State CIO BCP Manager	TBD
A sustainable Enterprise Business Continuity Program Office is created, funded and staffed	State CIO BCP Manager	TBD
BCP education and training program	State CIO BCP Manager	TBD
Statewide BCP Policy	DAS Director State CIO BCP Manager	Sept. 1, 2005
Enterprise BCP tools and methodologies	State CIO BCP Manager	Jan. 1, 2006

Functional Expectations:

- State agencies have access to tools and methods that allow them to create individual agency business continuity plans. These plans meet Secretary of State Business Continuity Planning audit requirements.
- The state's ability to continue its most essential operations during natural or man-made disasters is documented, tested, and improved.
- An Enterprise BCP Business Case is developed.
- An Enterprise BCP governance model is developed.

Objective 3.2 – Implement the Enterprise Information Security Initiative

Description - Today, the state’s computing and networking infrastructure is not centrally managed nor has it kept up with contemporary means for maintaining information security across the enterprise. As with other large computing and network environments, the state’s systems are vulnerable to intentional intrusion (hacking), as well as viruses and worms. With ever-increasing dependency on automated systems to conduct the business of state government, the need to protect against disruption or damage to the state’s investment in technology and business operations is critical.

The state will secure its IT infrastructure and ensure the confidentiality, integrity, and availability of state information assets.

Deliverable	Responsible Party	Milestone
An Enterprise Information Security plan	State CIO State CISO	Qtr. 3 / 2005
A sustainable Enterprise Security Office is created, funded and staffed	State CIO State CISO	Sept. 1, 2005
A single, secure network perimeter for the state’s Wide Area Network	State CIO State CISO	Qtr. 3 / 2005
A state Incident Response Team is created, funded and staffed	State CIO State CISO	July 1, 2005
A state Identity and Access Management architecture and infrastructure	State CIO State CISO	July 1, 2005
A sustainable Patch Management Program is created, funded, and staffed	State CIO State CISO	Qtr. 2 / 2006

Functional Expectations:

- The Enterprise Security Office will coordinate closely with the State Data Center.
- Completion of this initiative will improve the state’s ability to ensure the accuracy, integrity, privacy, confidentiality, and appropriate availability of information.

Goal 4 – Shape the state’s IT workforce to meet current and future state needs

Objective 4.1 – Create an enterprise-wide process for recruiting, selecting, training, and retaining IT professionals

Description - People are key to the successful implementation of the Enterprise IRM Strategy. Attracting and retaining new talent presents ongoing challenges for industry and government. Adding to this challenge is the fast-approaching retirement of the baby boom generation. This translates into the loss of critical skills, knowledge and information technology leadership.

There is and will be a continuing need for information technology staff with mainframe skills. Further, there is the major task of retooling skills for new technologies, e.g. the Internet, new operating models and the state’s intention to consolidate its data center and networking operations.

Deliverable	Responsible Party	Milestone
An Enterprise IT Human Resource Management Plan	DAS Director DAS HRSD Administrator	TBD by DAS Director
A strategy and business case for deploying an Enterprise Learning Management System	DAS Director DAS HRSD Administrator	TBD by DAS Director
A formal assessment of the viability of deploying the iMatchSkills system as the primary vehicle for recruiting and placing state government employees	DAS Director DAS HRSD Administrator	TBD by DAS Director

Functional Expectations:

- A streamlined and automated state recruitment process is in place.
- A process for “career progression and succession planning,” along with the requisite training programs and a defined process for knowledge transfer from one generation of employees to the next within state government’s IT enterprise is developed.
- Standard methods and procedures for identifying, selecting, retraining, and redeploying (internally or “out-placing”) state staff involved in shared services initiatives are developed and followed.
- State IT training and recruitment programs will be designed to enhance current employee skills or attract new employees with the skills needed to develop, implement, maintain and support the standard technologies defined in Enterprise Architecture and this Enterprise IRM Strategy.
- Alternative training methods that augment traditional classroom instruction are developed.

Goal 5 – Optimize the efficiency and effectiveness of government

Objective 5.1 – Establish a facts-based continuous improvement and performance management program

Description - The core business model for state government is predominantly agency-centric with the majority of state resources (dollars and people) allocated to base operations. To reduce costs and improve service levels, redundant business functions must be consolidated and inefficient processes must be re-engineered or eliminated. Remaining operations must be continually improved over time.

Continuous improvement programs are applied to ongoing operations. They require an objective way to measure current performance and improvement over time. This necessarily involves the creation and use of metrics, benchmarks, performance targets and an aggressive system of performance measurement.

IT provides the underpinning of virtually all government business processes. Yet the value, efficiency, effectiveness and economy of IT within Oregon state government are not well understood. Without hard facts about IT use and value to government, citizens, legislators and executive decision-makers cannot be assured that the investment in IT is being prudently managed on both an enterprise and agency-by-agency basis. Enterprise IT performance must be measured and compared to other organizations and industry benchmarks to be fully understood and validated. State government-wide IT performance measures must be developed.

Deliverable	Responsible Party	Milestone
A consistent set of metrics, benchmarks, performance targets and an aggressive system for IT performance measurement and reporting at the enterprise and the agency level	State CIO	Qtr. 4 / 2005

Functional Expectations:

- IT project and program performance across state government is continually assessed, monitored, measured, reported and managed over time.
- IT performance metrics and practices that quantitatively and qualitatively improve the efficiency, effectiveness and economy of IT throughout Oregon state government are utilized.

Objective 5.2 – Develop a business process streamlining and automation program across state government

Description - The private sector has taught us that the innovative use of technology can reduce costs, and improve efficiencies and productivity. Technology, when used as the engine of change, can transform entire industries...or in this case, entire governments. But, to unleash the efficiencies provided by technology we must not automate inefficient business processes.

Government must constantly streamline operations and improve quality in the delivery of diverse programs. Technology must support the highest business and service objectives of the state government enterprise. Understanding enterprise and agency objectives must precede technology planning, innovation and investment. The common business processes that exist across state government must be understood within the context of those objectives. In short, technology itself is not the solution – a new way of thinking and a new way of doing government business is!

Deliverable	Responsible Party	Milestone
Feasibility study and recommendations for the creation of a state business process streamlining and automation program	DAS Director State CIO	TBD by DAS Director

Functional Expectations:

- Information resources, guidelines, and procedures that promote consistent practices for assessing and redesigning business processes within state government are developed.
- Low value business processes are altered or eliminated and high value processes are streamlined so desired outcomes can be produced more quickly, frequently, consistently, and cost effectively.
- Agency business processes are thoroughly analyzed (and reengineered, if appropriate) prior to the automation of those processes through investments in technology.
- A dedicated state business process streamlining and automation program will accelerate agency efficiency and effectiveness efforts and improve customer service.

Objective 5.3 – Promote system interoperability, and sharing of applications and data across agencies and jurisdictional boundaries.

Description - Human, natural, and economic issues are inextricably linked in every aspect of government, yet the information systems, data and applications that support programs dealing with these issues are not.

Data and application integration are difficult in a decentralized IRM environment. Further, privacy and confidentiality concerns constrain information sharing. However, improving access to data, and promoting intra- and inter-governmental data sharing eliminates duplication of effort and improves decision making at all levels of government.

Finally, the data and information that reside within government computer systems are vital assets and should be managed accordingly. The ability to ensure the accuracy, validity and consistency of data is paramount to the success of this endeavor.

Deliverable	Responsible Party	Milestone
Standards and processes for classifying, retaining, sharing and archiving data, documents and records stored in electronic form.	CIO Council Chair	TBD
A Criminal Justice Information Standards (CJIS) Technology Integration Plan (ORS 181.715)	Criminal Justice Agency Appointed by DAS Director	TBD by DAS Director
A Criminal Justice Information Standards (CJIS) Program (ORS 181.715)	Criminal Justice Agency Appointed by DAS Director	TBD by DAS Director
A CJIS Advisory Board (ORS 181.725)	DAS Director	TBD by DAS Director
A strategy for deploying a shared Electronic Document Management and Imaging system	State CIO	TBD

Functional Expectations:

- State agency ability integrate and share data and “imaged” document information with federal, tribal, regional, state, local, and private sector partners is improved.
- Common templates and processes that ensure information privacy and confidentiality of data when it is shared or exchanged between state agencies or between those agencies and other government or private sector entities are developed.
- Common identifiers that serve as the basis for data sharing and integration across the enterprise are established, defined and promulgated.

Objective 5.4 – Perform common state business functions through shared service programs where a business case exists

Description – Shared services are those infrastructure or back-office functions performed in basically the same way by all state agencies. They are provided on behalf of the state to avoid the wasteful practice of each agency reinventing the same systems and processes and inconsistently adapting to changing business needs.

Shared services are a means of controlling costs while improving the quality of internal services. In order to effectively develop shared services, the decisions about the budget, staffing, service offerings, service level, etc. of the shared service must be made collectively by its customers through a governing board.

Industry-wide there are two major shared services opportunities: data center and network consolidation; and financial shared services.

As the state completes the CNIC project and related follow on initiatives, the next logical strategy to pursue involves human resources (HR) and finance.

The need for financial shared services becomes particularly clear when the age and functional capabilities of existing statewide administrative systems is considered. By 2007, core state HR, benefit management, finance, budget, and procurement systems overseen by DAS will range from 2 to over 30 years in age. Further, the Oregon Department of Transportation has expressed a continued need to replace its aging Transportation Environment Accounting and Management System (TEAMS) over the past several biennia.

In addition to these central systems, most state agencies have agency-specific systems that manage budgets, personnel, purchasing, and other common processes. Staff that perform these functions exist in all agencies. None of the agency-specific systems interface with systems in other agencies. In many cases they don't interface with central systems either.

Deliverable	Responsible Party	Milestone
Feasibility study and recommendations for future shared services opportunities	DAS Director DAS Division Admin.	TBD by DAS Director
A long-range strategy to replace the state's legacy enterprise administrative systems	DAS Director State CIO DAS Division Admin.	TBD by DAS Director

Functional Expectations:

- An overarching statewide shared services strategy and policy is created.
- Standard processes and procedures to assess agency operations for opportunities to create shared services and streamline service delivery are developed.
- Long term ability to generate required management information and effectively govern and manage state operations is assured.

Goal 6 – Ensure IT investments are selected, resourced, acquired and tracked to optimize mission accomplishment

Objective 6.1 – Implement an information technology investment (portfolio) management program as required by ORS 184.473-184.477

Description - An IT portfolio is a compilation of information about the state’s proposed or existing investments in IT infrastructure and business applications. The information is organized to show how these investments support the achievement of statewide goals and objectives, agency mission and programs, and to demonstrate the relationships among current and planned investments. The portfolio enhances the ability of key decision makers to ensure the investments continue to provide value and to assess the probable impacts of investments on agency programs and infrastructure, as well as on the overall state IT infrastructure. The state has no such portfolio of information today.

IT investment (portfolio) management is an integrated approach that provides for the continuous identification, selection, control and lifecycle evaluation of IT investments over time.

ORS 184.473 through 184.477 (IT Portfolio Management), among other things, requires DAS to: 1) develop state government-wide standards, processes and procedures for the management of the state government-wide information technology portfolio; 2) integrate state agency strategic and business planning, technology planning and budgeting and project expenditure processes into the department’s information technology portfolio-based management; and 3) ensure that state agencies implement portfolio-based management of information technology resources in accordance with ORS 184.473 through 184.477 and with rules adopted by the DAS Director.

Deliverable	Responsible Party	Milestone
A state IT Investment Management (ITIM) Program	State CIO ITIM Manager	TBD
ITIM Administrative Rules and Standards	DAS Director State CIO ITIM Manager	TBD by DAS Director
An IT Investment Review Board	DAS Director	TBD by DAS Director
A strategy for the deployment of a statewide IT Portfolio Management system	State CIO ITIM Manager	TBD
A state IT Asset Management Program and System	State CIO ITIM Manager	TBD
A continuous inventory of state IT assets and current and planned investments in information technology	State CIO ITIM Manager	TBD
A plan for the state government-wide management of distributed information technology assets	State CIO ITIM Manager	TBD

Functional Expectations:

- The existing state Quality Assurance Program and associated rules, policies, standards and procedures are integrated within the ITIM Program.
- ITIM-related rules, policies, standards, and certification and training programs that ensure use of approved methodologies, processes, tools and templates throughout state government are developed.
- The IT Investment Review Board (ITIRB) provides the common business objectives upon which all enterprise IRM and IT planning, budgeting and funding will be based. Further the ITIRB provides collaborative business-level sponsorship, governance, and oversight of enterprise IT initiatives and projects.
- Enterprise and agency IT investments are aligned with and support the Governor's priorities and initiatives, the Enterprise IRM Strategy, the Oregon Strategic Plan for Geographic Information Management and other related statewide and agency plans, initiatives, goals and objectives.
- Risk assessment of IT projects and investments is performed prior to and throughout enterprise and agency project planning and implementation.
- Enterprise and agency IT investments are prudently managed and are justified on the basis of sound business cases.
- IT investments are developed to take advantage of opportunities for cross-agency and cross-jurisdictional collaboration to produce more efficient and effective IT solutions.
- IT investment performance related to business operations is regularly assessed.
- IT projects are prudently managed and effectively and efficiently run utilizing appropriate system development lifecycle, project management, risk management and quality assurance methodologies.

Objective 6.2 – Develop a centrally managed, sustainable enterprise information technology fund

Description – Like state buildings, state information technology hardware, software, and business systems must be maintained and supported on a continual basis and eventually replaced. Currently, each agency has the individual responsibility for funding and completing these activities. The organizational capacity, staff expertise and funding resources of state agencies vary greatly. In composite, these factors prevent the state from: creating a standardized computing environment; providing a common work environment for all state agency employees; and providing a common, consistent and reliable level of service to Oregon business and citizen customers.

Intra and inter-governmental cooperation creates opportunities for shared funding and system implementation between state agencies and with local, regional, and federal governments. However, defined budget and funding mechanisms for innovation and expansion of enterprise-wide services and programs do not yet exist. Currently, there are no specific processes or procedures in place for funding applications or IT infrastructure investments that serve multiple agencies or that facilitate data sharing within or across jurisdictions.

Deliverable	Responsible Party	Milestone
Feasibility study and recommendations for an enterprise IT fund	DAS Director	TBD by DAS Director

Functional Expectations:

- Legislative support to establish an enterprise IT fund is obtained. This fund will be used as a means for financing innovative information technology projects in government, and the coordinated replacement of state IT infrastructure and business systems that have reached the end of their useful life. Lifecycle management and funding of these investments will be the norm.
- Simple administrative processes and procedures that authorize agencies to invest in enterprise activities extending beyond the boundaries of narrowly constructed agency missions are created.
- Information technology funding strategies that allow agencies to collaborate, share resources and leverage innovation are adopted.
- Funding for multi agency projects and the submission of joint IT budget requests are encouraged throughout the budget and funding process.
- The feasibility of establishing a coordinated statewide IT grant management program is assessed.
- A strategy for the deployment and use of a statewide grant application, management & tracking system is developed.

Objective 6.3 – Streamline all elements of the IT procurement process, reducing both the labor and calendar time required to acquire services or commodities

Description – At the direction of Governor Kulongoski in 2003, the DAS State Procurement Office (SPO) initiated “Oregon Smart Buy.” The highest level purpose of the initiative is to create sustainable savings for taxpayers by promoting collaboration among state agencies and institutions to effectively leverage the state’s purchasing power.

In partnership with the CIO Council, state and local government agencies and the DAS IRM Division (IRMD), a number of Oregon Smart Buy contracts related to IT goods and services have been put in place since that time (e.g. Telecom Data, Computer Software, PC Hardware, PC Peripherals and most recently, the IT Managed Service Provider).

In addition, SPO implemented an electronic procurement system (Oregon Purchasing Information Network - ORPIN), which is now available to all state agencies, Oregon Cooperative Procurement Program members and vendors.

Finally, Oregon Administrative Rules related to state procurement were revised in March 2005 to support more streamlined and effective statewide procurement processes as called for in the recently revised ORS 279.

The opportunity to align state procurement processes with the needs of the state’s information technology enterprise has never been greater.

Deliverable	Responsible Party	Milestone
State master contracts for needed IT hardware, software, and services	DAS SPO Admin. State CIO	TBD
Approved IT contracting models for public private partnerships and risk sharing arrangements as called for in ORS 279.795	DAS SPO Admin.	TBD

Functional Expectations:

- Enterprise-wide procurement (master contracts) opportunities for needed IT hardware, software, and services in alignment with the state’s emerging enterprise architecture and standards are prioritized and pursued.
- Agency, DAS (IRMD and SPO), and Department of Justice processes for IT investment, procurement, and legal sufficiency review and approval are aligned.
- Expedited processes for review and approval of investment requests for IT hardware and software that adhere to established statewide standards are in place.

Appendix A - Independent Governance Bodies

Other independent IT governance bodies and oversight authorities also exist or are in the process of being formed. They include:

1. Oregon Geographic Information Council (OGIC)

The Oregon Geographic Information Council (OGIC) is the governing body for GIS activities across the enterprise of Oregon state government. OGIC develops policy guidelines and provides coordination and leadership for the management and use of geographic information and Geographic Information Systems (GIS) technology. The OGIC also endorses and coordinates the development of data standards for geographic information.

The enabling Executive Order, EO-00-02, establishes a relationship between the policies and guidelines of OGIC and the Enterprise IRM Strategy.

Executive Order 00-02 can be found at:

http://arcweb.sos.state.or.us/governors/Kitzhaber/web_pages/governor/legal/execords/eo00-02.pdf

2. State Interoperability Executive Council (SIEC)

The Oregon State Interoperability Executive Council (SIEC), created by Governor's Executive Order 02-17 in 2002, is charged with developing policy recommendations and guidelines, identifying technology solutions and standards, and coordinating intergovernmental resources to facilitate statewide wireless communications interoperability with emphasis on public safety.

The SIEC involves counties, cities, special districts, fire and law enforcement associations, 911 communicators, state agencies, the Governor's Public Safety Advisor, and other people who are working together to create a blueprint for future communications coordination.

The 17 voting members of the SIEC represent a unique partnership of state and local public safety organizations that have a strong interest in the creation and operation of public safety communication systems.

Executive Order 02-17 can be found at:

http://arcweb.sos.state.or.us/governors/Kitzhaber/web_pages/governor/legal/execords/eo02-17.pdf

3. Criminal Justice Information Standards (CJIS) Advisory Board

The Department of State Police, or the criminal justice agency designated by the DAS Director, is responsible for operating a CJIS program that coordinates information among state criminal justice agencies. The program is charged with ensuring that data can be retrieved to support evaluation of criminal justice programs; establishing methods and standards for data interchange and information access between criminal justice information systems; designing and implementing improved applications for exchange of agency information; and implementing the capability to exchange images between criminal justice agencies.

The program is also tasked with developing a plan to accelerate data sharing and information integration among criminal justice agencies. The Chief Information Officer for the Oregon State Police chairs the CJIS Advisory Board. The 21-member CJIS Advisory Board includes the State CIO and four local government representatives.

Enabling ORS 181.715 - 181.725 can be found at: <http://www.leg.state.or.us/ors/181.html>

4. **Oregon Telecommunications Coordinating Council (ORTCC)**

The ORTCC is responsible for enhancing the coordination of local, regional, and state telecommunication plans to accelerate the development of advanced telecommunication services to the entire state of Oregon. The ORTCC will provide recommendations that will be used by the Governor, the Legislature, state agencies, local and regional governments, and the private sector to allocate limited telecommunication resources in the most strategic and cost-effective manner to serve all Oregonians.

Enabling Oregon Laws 2001 Chapter 699 can be found at:

[http://www.ortcc.org/PDF/orlaws0699\[1\].pdf](http://www.ortcc.org/PDF/orlaws0699[1].pdf)

5. **Oregon Council for Knowledge and Economic Development (OCKED)**

The OCKED is comprised of 15 members appointed by the Governor and confirmed by the Oregon State Senate. Its mission is to: promote knowledge-based economic development; foster collaboration among leadership of public and private institutions of higher education, economic development, and the private sector; and to act as an early warning system for the state of Oregon in the above areas.

Establishing Senate Bill 273 – 2001 Oregon Legislature - can be found at:

<http://www.leg.state.or.us/01reg/measures/sb0200.dir/sb0273.en.html>

6. **DAS Information Resources Management Division**

The Information Resources Management Division, under the direction of the State CIO, plays two distinct roles within state government: 1) It is a service provider to state agencies; 2) It provides a primary leadership, coordination, management, planning, oversight and support role for Oregon's information technology enterprise.

The DAS IRMD Web site can be found at:

<http://www.das.state.or.us/DAS/IRMD/index.shtml>

7. **Joint Legislative Committee on Information Management and Technology**

The Joint Legislative Committee on Information Management and Technology (JCLIMT) provides legislative direction and project oversight. The JLCIMT was created to review statewide data processing goals and policies, to make recommendations to the Legislative Emergency Board or Ways and Means Committee regarding established and proposed data processing programs and data processing equipment acquisitions, and to conduct studies of data processing efficiency and security.

The enabling Oregon Revised Statutes (ORS 171.852 - 171.855) can be found at:

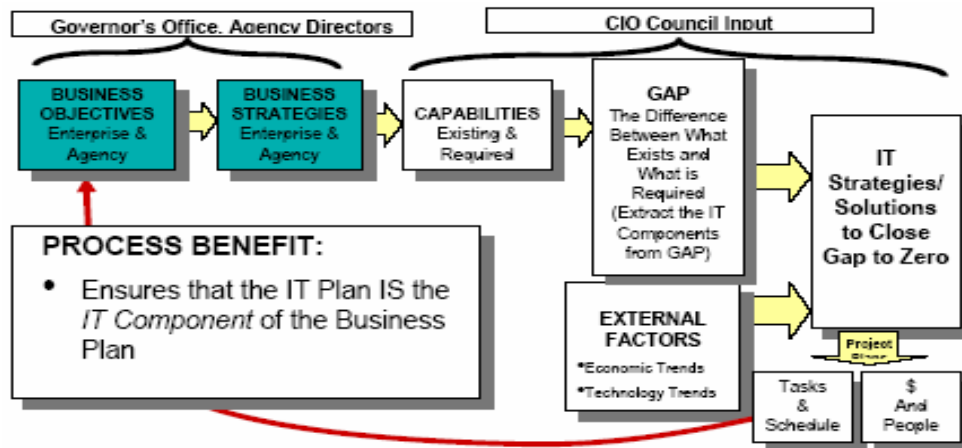
<http://www.leg.state.or.us/ors/171.html>

Appendix B - Strategic IT Planning Process

The state of Oregon's current Enterprise IRM Strategy was adopted in August 2002. That strategy was developed based on a three-year planning horizon.

With strong new direction from the Governor's *Oregon Principles* - state executive, management, and information technology leaders engaged in an accelerated planning process designed to refresh that strategy.

The 2005 Enterprise IRM Strategy development process was conducted from September 2004 to March 2005. The process as originally envisioned is illustrated in the following diagram.



At the highest level, the process involved:

- Agency director interviews to identify primary business objectives and strategies
- Review and analysis of interview notes, Agency Request Budget documents, Governor's *Oregon Principles*, legislative direction, Oregon Benchmarks and measures, existing enterprise and agency plans and initiatives, etc.
- Capabilities assessment. Gap analysis between required and existing capabilities needed to successfully achieve agency/enterprise objectives
- IT strategy formulation, review and prioritization
- Enterprise IRM Strategy Finalization

Finally, to gain some additional understanding the planning team conducted follow-up sessions in February 2005 with a subset of the agencies and requested agency CIO assistance in:

- Identifying or developing specific agency objectives and strategies for the planning horizon
- Better understanding the relative importance (priority) of those objectives and strategies as compared to one another

Appendix C - 2002 Enterprise IRM Strategy: Results / Remaining Tasks

The results column below is intended to summarize the progress made in implementing the August 2002 Enterprise IRM Strategy. The remaining tasks column was used to inform the 2005 Enterprise IRM Strategy goals and objectives development process. Alignment between the remaining tasks and the 2005 goals and objectives contained with this Enterprise IRM Strategy are identified in parenthesis (G=Goal/O=Objective). The purpose of this alignment was to ensure that the remaining tasks were carried forward to the 2005 Strategy and was not intended to document an exhaustive list of links to all applicable goals and objectives.

CATEGORY	RESULTS	REMAINING TASKS / 2005
IT Governance	<ul style="list-style-type: none"> • The governance goals and objectives have been largely achieved. • The state's focus has shifted from agency-centric to enterprise-centric. • A series of mechanisms have been put in place to ensure that business requirements drive IT planning and implementation. • The CIO Council, and its companion organization the CIO Management Council, have been formed and are operating well. • A full enterprise IT governance and management framework has been established in policy. • IRMD's internal structure has changed, and will continue to change, to accommodate the revised enterprise strategy. • Administrative structures have been put in place to support multi-agency initiatives. 	<ul style="list-style-type: none"> • Appoint remaining governance groups. (G1/O1.1) • Do more to realize the objective of establishing IT Communities of Interest. (G2/O2.1)
Citizen Focus	<ul style="list-style-type: none"> • A focus on citizen needs has become a constant theme in all planning. 	<ul style="list-style-type: none"> • Build a replicable process for determining citizen expectations. (G5/O5.1 – G2/O2.3) • Create various ways to solicit citizen input. (G5/O5.1 – G2/O2.3) • Constantly seek ways to better meet the needs of Oregon's changing population and those with disabilities. (G2/O2.3)

CATEGORY	RESULTS	REMAINING TASKS / 2005
Communica- tions	<ul style="list-style-type: none"> • An enterprise IT communications process has been developed and implemented. • Agency leaders have a better understanding of IT today. They have a formal role in enterprise IT. • Both Internet and intranet communications capabilities have been created and are operating in support of enterprise IT. • Forums have been held on emerging concepts allowing broader input. • Information associated with enterprise IT governance and management is becoming available electronically. 	<ul style="list-style-type: none"> • More needs to be done to support enterprise IT Communities of Interest. (G2/O2.1 – G2/O2.3) • Fully implement state intranet capabilities. (G2/O2.3) • Establish formal ties between the state’s independent governance bodies and the CIO Council. (G1/O1.1)
Performance	<ul style="list-style-type: none"> • A great deal of effort has been invested in the area of enterprise performance (Domain Team / Report / Consulting). • A pilot project has been completed allowing a rollout of performance tracking and management on a broader basis. 	<ul style="list-style-type: none"> • Ensure all IT projects are tracked and reported (Strategic IT Investment Management). (G6/O6.1) • Establish a comprehensive enterprise performance management program. (G5/O5.1)
Strategic Planning Process	<ul style="list-style-type: none"> • The strategic planning process has become business driven. • The strategic plan will drive agency action and align enterprise and agency action. • Under the state IT governance framework, planning has become a collaborative effort. • A Strategic IT Investment Manager has been hired to lead a state portfolio management program. • Counties are now represented on the CIO Council promoting better intergovernmental alignment over time. 	<ul style="list-style-type: none"> • All of the incremental pieces of a life cycle of investment management must now be put in place. (G6/O6.1) • Joint planning needs to be undertaken with other governmental jurisdictions. (G5/O5.3 – G2/O2.5) • Strategic planning (IT / business) and the state budget development process must be better aligned. (G1/O1.1)

CATEGORY	RESULTS	REMAINING TASKS / 2005
Budgeting / Funding	<ul style="list-style-type: none"> • Various methods of enterprise (multi-agency) budgeting / funding are being tried and are in use. 	<ul style="list-style-type: none"> • More work needs to be done to build a perpetual enterprise funding mechanism that allows strategic reinvestment of a portion of the savings generated from improved efficiency and effectiveness initiatives. (G6/O6.2) • More work needs to be done to create a replicable methodology for determining total cost of ownership. (G5/O5.1 – G6/O6.1) • Coordination of the state's IT-related grant requests should occur. (G6/O6.2/Deliverable#2)
Security	<ul style="list-style-type: none"> • Security has become a focal point for state leaders, agencies and staff. • A series of vulnerability tests provided a facts base for subsequent action now underway. • A robust security infrastructure is being constructed now. • A state security program under a State Chief Information Security Officer has been created. • A state Information Security Council has been formed to provide a collaborative advisory framework for security initiatives. • An enterprise risk identification / evaluation tool has been identified (e-Authentication / Digital Signatures). • An appropriate balance between security and business functionality has been achieved. • ISO 17799 has become the de facto standard of practice in the realm of security. 	<ul style="list-style-type: none"> • Data classification needs to be undertaken across the enterprise. (G3/O3.2 G5/O5.3) • Security compliance oversight must yet be defined. (G3/O3.2) • The broad spectrum of security rules, policies and procedures must be implemented. (G3/O3.2) • A comprehensive enterprise IT security plan must be created and maintained over time. (G3/O3.2)

CATEGORY	RESULTS	REMAINING TASKS / 2005
E-Government	<ul style="list-style-type: none"> • The E-Government Program completed phase 1 - development of the "e" infrastructure. • A collaborative program reset is underway now laying the groundwork for a second, more transformational phase. • The state "e" infrastructure has been outsourced to EDS. • State Internet and intranet portals have been created and are in use. • Secure financial transactions are routinely conducted over the Web. 	<ul style="list-style-type: none"> • Much of the 2002 vision with regard to transforming government assuming the view of the citizen is still to be done. The second phase of the E-Government Program will focus, in large part, on that objective. (G2/O2.3) • The strategy and business case for the next phase needs to be developed. (G2/O2.3) • The cross-cutting objectives of collecting information once for multiple purposes, and common access and interoperability, have yet to be achieved. (G5/O5.3) • Integration of government services is yet to be undertaken. (G5/O5.2 – G5/O5.4) • Multiple points of presence are yet to be developed. (G2/O2.3)

CATEGORY	RESULTS	REMAINING TASKS / 2005
Workforce	<ul style="list-style-type: none"> • With the CNIC Initiative, work has begun to evaluate the skills required to conduct IT on an enterprise basis. • Training requirements are now being consolidated at an enterprise level. • We are beginning to share staff with unique skill sets between agencies and for enterprise purposes via the CIO Council sponsored Domain Teams. 	<ul style="list-style-type: none"> • More work needs to be done to create an environment in which IT expertise / resources are treated as a valuable asset. (G4/O4.1) • An inventory of skills needs to be juxtaposed against a business needs assessment to establish requirements to re-tool skills of the IT workforce. (G4/O4.1) • Career progression planning needs to be initiated. (G4/O4.1) • A central skills inventory and training management effort must be undertaken. (G4/O4.1) • Staff must be treated as an enterprise resource to allow for more efficiency and effectiveness in resource utilization across state government. (G4/O4.1)
Asset Management	<ul style="list-style-type: none"> • An asset inventory has been conducted. • An Asset Management Policy was created and implemented. • A Strategic IT Investment Management Program has been initiated. 	<ul style="list-style-type: none"> • More work needs to be undertaken to interoperate the asset management program with the IT Investment Management Program. (G6/O6.1) • An IT Asset Management Program must be established. (G6/O6.1) • Robust asset management auto-discovery tools must be acquired and implemented for enterprise use. (G6/O6.1)

CATEGORY	RESULTS	REMAINING TASKS / 2005
Technical Architecture	<ul style="list-style-type: none"> • A Statewide Technical Architecture has been authorized in the State IT Governance Policy. • The general architecture content, format and management framework has been established. • The state architecture requires alignment with the business needs of the state, and with the state IT strategy. • Prototypical architecture chapters have been created (networks, security, IT asset management). 	<ul style="list-style-type: none"> • Architecture needs to be formalized as a living process to: articulate the state's technical direction, guide IT operations, reduce cost and reduce staff training requirements. (G2/O2.1) • A business architecture needs to precede the technical architecture to ensure continued alignment between business and technology. (G2/O2.1) • The business systems analysis and reengineering processes need to be established to eliminate redundancy and ensure streamlined service provisioning. (G5/O5.2) • A framework for data sharing needs to be established. (G5/O5.3) • Remaining fundamental Domains of the enterprise technical architecture need to be developed. (G2/O2.1) • An Architecture Advisory Committee should be formed. (G2/O2.1) • A state architecture program should be established. (G2/O2.1)

CATEGORY	RESULTS	REMAINING TASKS / 2005
Standards	<ul style="list-style-type: none"> • Standard setting has been authorized in the State IT Governance policy as a part of the Statewide Technical Architecture development process. • Standards have been established for PCs, laptops and low-end servers and a collaborative procurement process is up and running. • Standards are being established in several areas as a part of the CNIC initiative. 	<ul style="list-style-type: none"> • The standards setting process must be streamlined and then engaged to drive many technical areas and state procurement. (G2/O2.1) • Standards need to be established for calculating Total Cost of Ownership and Cost / Benefit Analysis. (G5/O5.1 – G6/O6.1) • A Systems Development Lifecycle Methodology needs to be established. (G2/O2.1) • Much more work needs to be done to begin aligning technology across the enterprise in preparation for quantum improvement. (G5/O5.2)
Portfolio Management	<ul style="list-style-type: none"> • A Strategic IT Investment Management Program has been initiated. 	<ul style="list-style-type: none"> • A life cycle IT investment management program must be developed and sustained. (G6/O6.1) • Portfolio management rules, policies, procedures and standards must be developed. (G6/O6.1)
Business Continuity	<ul style="list-style-type: none"> • An Enterprise Business Continuity (BCP) Planning Initiative is underway. • Collaborative development of the tools required to undertake BCP on an enterprise basis is underway. • Mission-critical business functions and systems have been identified for a pilot group of state agencies. 	<ul style="list-style-type: none"> • An enterprise-wide contingency plan needs to be completed. (G3/O3.1) • An enterprise solution for the backup and secure storage of state data needs to be developed. (G2/O2.2) • BCP must be included in all future IT planning exercises. (G3/O3.1)

Appendix D - Glossary of Terms and Acronyms

Terms

Benchmark – a point of reference from which measurements may be made. A benchmark is something that serves as a standard by which others may be measured or judged.

Benchmarking – a systematic process of continuously measuring an organization's critical business processes and operational performance against that of similar organizations or to one's own business processes and operational performance over a defined period of time. Benchmarking is performed to gain information which will help the organization take action to improve its performance.

Capability Assessment – an inventory and evaluation of the capabilities and resources required to achieve specific objectives and strategies (i.e. money, expertise, support, infrastructure... etc). A capability assessment demonstrates that the resources available within the organization are sufficient to achieve specific objectives and strategies...or not.

GAP Analysis – a process designed to identify and evaluate the difference (the gap) between an organization's current capabilities and those required to successfully implement strategies.

Goal – the end toward which the organization's efforts are directed - high level outcomes the organization aspires to achieve. Goals provide a clear and understandable direction for action and reflect the organization's priorities. Goals are beacons for the "ship" and the "fleet."

Mission – a clear and concise expression of the organization's purpose and function - identifying what the organization does, why, and for whom. The mission represents the unique purposes promoted and served by the organization. The mission serves to focus attention and energies on the organization's major purpose - acknowledging reality but also aspiring to the ideal.

Objective – a commitment of the organization to achieve specific, measurable end results that lead to the accomplishment of a goal. Objectives are measurable, demonstrable, or observable in, at least, two of the following terms: (1) time, (2) money, (3) quality, and (4) quantity.

Principle – a fundamental truth or proposition serving as the foundation for belief or action. A principle is an underlying, comprehensive and fundamental assumption required in a system of action or thought.

Priority – a goal, objective, strategy or issue that, given current conditions, represents high importance in carrying out the agency's goals and mission. Priorities are what make strategic planning "strategic" in that they guide the use of an organizations resources for the greatest possible good. "If everything is a priority, nothing is."

Strategic Planning – an iterative process by which an organization commits to a future destination and the means to get there. Strategic planning is a series of decision points supported by the best analysis and information possible. The decision points can be articulated as four simple questions: 1) Where are we? 2) Where do we want to go? 3) How do we get there? And 4) how did we do?

Strategy – a preplanned commitment to deploy the organization's resources toward achieving stated objectives. Strategies tell how the organization will accomplish its objectives. Strategies are designed to close the gap between the organization's desired future and its current situation -- the means to the end.

Vision – a compelling, inspiring, values-based description of the organization's desired future - a consciously created image of what the organization is striving to become. It clarifies what the organization should look like and how it should conduct itself as it fulfills its mission.

Acronyms

BCP – Business Continuity Planning
CIO – Chief Information Officer
CISO – Chief Information Security Officer
CJIS – Criminal Justice Information Standards
CNIC – Computing and Networking Infrastructure Consolidation
DAS – Department of Administrative Services
E-Gov – Electronic Government
FCC – Federal Communications Commission
GIS – Geospatial Information Systems
HRSD – Human Resources Management Division
IRMC – Information Resources Management Council
IRMD – DAS Information Resources Management Division
IRM – Information Resources Management
IT – Information Technology
ITIM – Information Technology Investment Management
ITIRB – Information Technology Investment Review Board
IWN – Integrated Wireless Network
OCKED – Oregon Council for Knowledge and Economic Development (OCKED)
OGIC – Oregon Geographic Information Council
ORTCC – Oregon Telecommunications Coordinating Council (ORTCC)
SDC – State Data Center
SIEC – State Interoperability Executive Council
SPO – State Procurement Office