

CIO Management Council January 16, 2008

approved 01/30/2008

Attendees: Dugan Petty, Ben Berry, John Margaronis, Sandy Jefferson and Kathryn Naugle.

EISPD Staff: Sean McSpaden, Scott Riordan, Dennis Wells, Ed Arabas and Charlene Wood

Other Staff Present: Melissa Canfield and Gayle Carter, DAS/SPO

Dugan Petty called the meeting to order at 10:30 a.m.

Approval of Minutes – Dugan Petty

Members moved and voted to approve the minutes as revised.

EIRMS Tactical Plan – Dugan Petty and Sean McSpaden

The Enterprise Information Resource Management Strategy (EIRMS) Tactical Plan V1.0 was endorsed by the CIO Council January 8, 2008, pending concurrence by the Administrative Business Services Directors (ABSD). The next ABSD meeting will be held on January 22, 2008.

Sean McSpaden distributed the tactical plan summary. Ben Berry questioned the potential resource impact to agencies of the activities listed in the Tactical Plan. Not all activities require agency staff involvement. Ben suggested that staff add a column to the Tactical Plan spreadsheet denoting each of the activities requiring agency staff involvement, and then containing a projection of agency staff hours required to conduct the activity. That information would allow CIOs to have an informed discussion with their agency directors and other business-side stakeholders about enterprise-level resource requirements.

Sean stressed the fact that V1.0 of the Tactical Plan primarily describes the actions that are already underway – a start point. Sean indicated future versions of the Tactical Plan Pended List (tasks waiting to be added to the active list and new tasks) should contain resource estimates for agency and EISPD involvement. Sean believed that estimate will be an important aspect of the ongoing Tactical Plan management process.

Dugan Petty supported the concept of an agency planning mechanism or tool with which to balance resource allocations to tactical initiatives.

Ben Berry cited past CIO Council experience in resource planning. Ben felt it would be wise for all involved to spend at least a four-hour session jointly estimating resource requirements. Dugan supported that concept. Dugan highlighted the fact that we need to better understand how to align resource allocation. Dugan pointed out we will not be able to deliver without such planning because resources would be diluted.

Sean noted that a planning session of that nature would provide initiative leaders an opportunity to engage the range of stakeholders in the resource planning process. Dugan felt a full day with various breakout sessions may be warranted. That process would then used each time the Tactical Plan was updated (every six months).

Ben offered to help develop the concept of a resource planning worksheet modeling those used by ODOT.

Kathryn Naugle was initially concerned about the time commitment required to undertake joint resource planning. Ben responded that he would rather spend time on the front-end of the planning process rather than the back-end. Kathryn agreed.

Dugan suggested the resource planning session should occur in the spring of 2008. All enterprise initiative leaders will have to attend (i.e., the State Data Center, Oregon Wireless Interoperability Network, etc.). Dugan pointed out a planning session of this nature would also support future Policy Option Package (POP) dialogs. It would create a shared understanding. It would help stakeholders to see the value of these initiatives and how each supports their agency mission. Alternately, the prioritization and resource planning process could result in removing an activity from the Tactical Plan.

Kathryn suggested the resource planning process would promote consistency, a better understanding of the actual investment required and a better understanding of our collective capacity over time.

Dugan suggested EISPD staff return to the January 30, 2008 CIO Management Council meeting with a conceptual plan, then presented to the full CIOC meeting February 5, 2008.

Sean reviewed the summary scheduled to be submitted to the Administrative Business Services Directors at their January 22, 2008 meeting. The summary includes a representative sample of the activities needed to pursue each strategic objective over a two-year timeframe. More detailed appendices will be attached. Sean pointed out V1.0 of the Tactical Plan contains those activities that are currently underway. It is only a start point. The summary also describes a subsequent process to evaluate and select for implementation only those activities deemed to be of the highest value (enterprise / agency).

Ben felt the briefing document was appropriate, but also felt ABSD members would focus their attention on the potential impact of list of activities on their agency. Ben asked if Sean was seeking a decision from the Administrative Business Services Directors. Sean said the ABSD would be asked to concur with the CIOC recommendation to endorse V1.0. That request is made with the knowledge that the next update would be developed using the prioritization and resource balancing process. Ben felt that concept could be sold to the ABSD.

Kathryn Naugle suggested modifying the spreadsheet to highlight which activities were primarily EISPD resourced functions versus those agencies would be expected to resource. Sean will review the documents with that in mind but noted that time was constrained since ABSD meeting materials would have to be distributed very soon.

Dugan followed up by suggesting that the activities be labeled to indicate: 1) EISPD is leading and primarily resourcing; 2) an enterprise-wide activity (i.e., Community of Practice); or 3) one agency is driving and primarily resourcing on behalf of the enterprise (i.e., DCBS / e-Permitting). Dugan noted that each effort would have some involvement from all stakeholders given the enterprise nature of these efforts.

Kathryn observed that things have changed over the last couple years. Efforts demonstrate the collaborative pursuit of enterprise objectives.

Ben suggested a list of initiatives with a scale showing projections for resource allocation in each area (i.e., EISPD, agencies, others, etc.).

Dugan thanked Sean and his team for their effort. Dugan highlighted the fact that together it is time to move from planning to execution. But, we are undertaking these efforts for the first time. Making the adjustments discussed in this meeting will pay great dividends in the future.

ACTION: Sean McSpaden will develop a conceptual plan for Tactical Plan prioritization and resource balancing to share at the CIOMC meeting January 30, 2008.

OAGITM – Dugan Petty

Dugan encouraged members to attend the Oregon Association of Government Information Technology Management (OAGITM) Winter Conference. The conference will be held January 23-25, 2008 at the Salishan Resort, Gleneden Beach, Oregon (OAGITM Website / <http://www.oagitm.org>). John Margaronis described the activities scheduled at the conference. Dugan mentioned that Mark Reyer, State Data Center (SDC) Administrator, would be presenting at the conference. That will be of interest to attendees. John further described actions taken by the SDC to adjust and communicate rates to local jurisdictions who will be attending the OAGITM Conference.

Roundtable – All

Kathryn Naugle reported that the Employment Department is engaged in testing for the statewide recruitment project. A “Go / No Go” decision on the multi-agency Central Business Registry project is underway now. This effort includes: the Office of the Secretary of State; the Department of Revenue; the Employment Department; and the Department of Consumer and Business Services. Kathryn suggested adding the Central Business Registry project to the Tactical Plan. Lessons learned from the project highlight opportunities for improvement, especially in the area of communications. Kathryn handed out several copies of an internal agency presentation about implementing enterprise security policies and the need for a formal security program. Kathryn sought input from other agencies.

Sean McSpaden described the ongoing business case training. Sean was concerned that agencies, especially DHS and ODOT, be made aware of the training since development of a business case will be required as part of the upcoming budget process. Sean and Ben Berry briefly discussed reserving training positions to ensure ODOT is adequately represented.

Ben Berry discussed ODOT’s approach for resolving the power situation at the SDC. Ben discussed establishing satellite SDC computing centers. Dugan stressed that any SDC satellite location be limited to the fewest possible - and clearly defined as an SDC rather than agency function. Members supported that theme. Ben spoke of his agencies’ intention to limit ODOT efforts regarding ERP as a cost saving measure. He said he had discussed the issue at the last full CIOC meeting. Ben mentioned he is sponsor of

INNOTECH / CIO Summit. He indicated an agenda for that event will be sent out in the near future.

Sandy Jefferson spoke of the Enterprise Records Management Systems (ERMS) fair held recently. She was disappointed by the small number of vendors (two) demonstrating their offerings. Sandy promoted the concept of a larger vendor fair. Ben Berry offered information about the AIIM organization, an international enterprise content management association. They already offer a vendor fair on related products. Sean McSpaden offered Sandy insight into other alternatives for soliciting vendor input. Dugan supported promoting a broader vendor fair if there is broader agency interest. Sandy spoke of a Department of Forestry policy option package approved last session to look at revising agency business processes and new systems. An RFP for process modeling was released recently by the Department of Forestry. Sandy noted interest in business case training. Ben Berry suggested sending an e-mail to agencies soliciting their needs regarding business case training.

John Margaronis told of the Lottery's intention to implement a new acceptable use policy on March 31, 2008. The policy will allow no personal use of Lottery computers and networks. Each Lottery staff person will receive 4-hour security awareness training. The Lottery will be deploying a separate Internet connection for use by staff on breaks. John described a security device that aggregates security logs in real time. The device can actually shut down computers automatically if it senses a security breach. John believes this approach represents the next step in security practices. John again stressed the difficulty the Lottery is having in filling senior technical staff positions. The Lottery is pursuing other alternatives for filling those positions including contracting. John said the Lottery has an ERP effort underway. The effort is prompted in part by the fact that Lottery's base financial system is no longer supported by the vendor. The Lottery will also install a new retail system encompassing all 3,600 retailers in the coming months.

Ben Berry reported ODOT is attempting to convert some of the agencies' contracting dollars to 13 FTE. John Margaronis pointed out the difference between ODOT's approach and that of the Lottery. The Lottery is shifting from FTE to contracted services because of an inability to fill critical positions. The Lottery has had positions open for months without success.

Security Policy Update – Dugan Petty

Dugan Petty reported on the status of security-related policies. Agency heads comprising the enterprise information security advisory group will meet Friday. They will consider the transport and information asset classification policies. Revisions to both have been made. The DAS Director is expected to sign soon. The incident response policy is still being revised. SDC impact will be evaluated. CIOs will receive the updated policy for their review as well. Dugan said the digital certificate policy is still under development following the same path. Verisign would provide the certificates under this model.

Dugan said EISPD will be describing enterprise initiatives in a more comprehensive way allowing stakeholders to better understand the future vision, and where we are on that pathway.

ERP Awareness Training – Sean McSpaden

The ERP agenda item was deferred to another meeting. Sean briefly mentioned

handouts.

EISPD Policy Option Packages Update – Dugan Petty

Dugan Petty updated members on EISPD's Policy Option Packages (POPs). They are being reviewed by a stakeholder advisory group. Two of four scheduled meetings have been held. The identity and access management POP was rated "maybe" by the stakeholder group. The enterprise architecture POP was a "yes," but not unanimously. The e-government capacity POP was rated "maybe." The e-government POP to move hosting to the SDC was rated "no." Dugan clarified the fact that the e-mail hub issue was not submitted as a DAS POP.

ACTION: Dugan Petty will distribute information about DAS POPs to the CIOMC via e-mail.

State Price Agreement for QA Services – Sean McSpaden

This agenda item deferred to the next meeting. Sean asked that comments be forwarded to him via e-mail at Sean.L.McSpaden@state.or.us.

PC & Laptop Smart Buy Contracts – Melissa Canfield

Melissa Canfield, DAS State Procurement Office, spoke of the PC SmartBuy contracts. The maximum term of the current contract is September 9, 2009. SPO is currently evaluating options to replace these contracts. SPO is considering working with the Western States Contracting Alliance (WSCA) through their PC solicitation process. SPO is comparing standards and pricing differences Oregon's current SmartBuy approach and that of WSCA. SPO has a time-critical obligation to let WSCA know if Oregon intends to participate.

Kathryn Naugle asked about the value of the WSCA approach for Oregon. Melissa replied that greater volume pricing and greater selection could be achieved. Historically, WSCA has more vendors on their contract.

Sandy Jefferson asked why we decided on the SmartBuy approach as opposed to WSCA. Dugan Petty suggested the pricing structure with WSCA at the time the decision was made was based on the volume of PC procurements that ran through it. Oregon determined that a set amount tied to a longer term contract that would bring us better pricing. WSCA is a convenience contract. Oregon was driving toward a desktop standard. Oregon believed that if we had a desktop standard we could get a better price than WSCA.

Melissa said WSCA is moving to a standards model for PC procurement now. So, WSCA is moving in our direction on this issue. She emphasized a need to time our purchases to get optimum pricing.

Melissa said WSCA contracts would have to be in place by 2009. Melissa said the timing is problematic because WSCA is not going out for contracts until January 2009 and our SmartBuy contracts expire September 2009. Members agreed that an appropriate transition time between contracts is necessary and critical for the successful deployment.

Melissa said she might have to look at a special procurement because of the contract renewal deadline. At the same time, going out for a new solicitation might not make sense if we are going to use WSCA. Melissa will come back to the CIO Management Council about timing.

Kathryn Naugle suggested a business case on the subject might be required. Sean McSpaden pointed out a business case comes from a composite of agency surveys and evaluation. That effort would take substantial resources. Dugan Petty pointed out that a strategic sourcing approach could be built into the process (i.e., understanding what the purchase demand is over time and factoring in proposal mechanisms that could come into play). That also entails doing a full cost calculation to compare the benefits of each approach (WSCA versus SmartBuy).

Melissa said she will have to go out for procurement. Melissa felt the technology refresh committee would be the appropriate group to consider these issues. Sean indicated that committee will meet in mid-February. Melissa will have to notify WSCA about Oregon's intention within the next four months. Dugan said the CIOs will support that decision-making process. Dugan highlighted the requirement that Oregon use the EPEAT criteria.

Sean raised the issue of considering a seat management approach since Oregon has to some degree standardized.

Dugan agreed the technical refresh committee is the appropriate group to consider these issues and produce a decision document. They should analyze the pros and cons of taking a particular course of action.

Ben Berry asked if agencies are currently required to project buy volume. They are not.

Dugan said that Melissa should come back to the CIOMC in late February.

ACTION: Sean McSpaden is to follow up by tasking the Technical Refresh Committee to produce a decision document.

ACTION: Melissa Canfield is to solicit the CIO input needed to formulate a course of action regarding the replacement of PC contracts.

ACTION: Melissa Canfield is to return to the CIOMC in late February with a recommended approach for replacing the current PC contracts.

Dugan adjourned the meeting at 12:10 p.m.