

The seal of the State of Oregon is visible in the background, featuring a figure holding a torch and a plow, with the text "OF OREGON" and "1859".

CONNECTING OREGON GOVERNMENT SERVICES

Enterprise Information Resources Management Strategy – 2005

V1.0 - SUMMARY - JULY 26, 2005

Dr. Donald Fleming
State Chief Information Officer

Curt Amo
CIO Council Chair

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

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

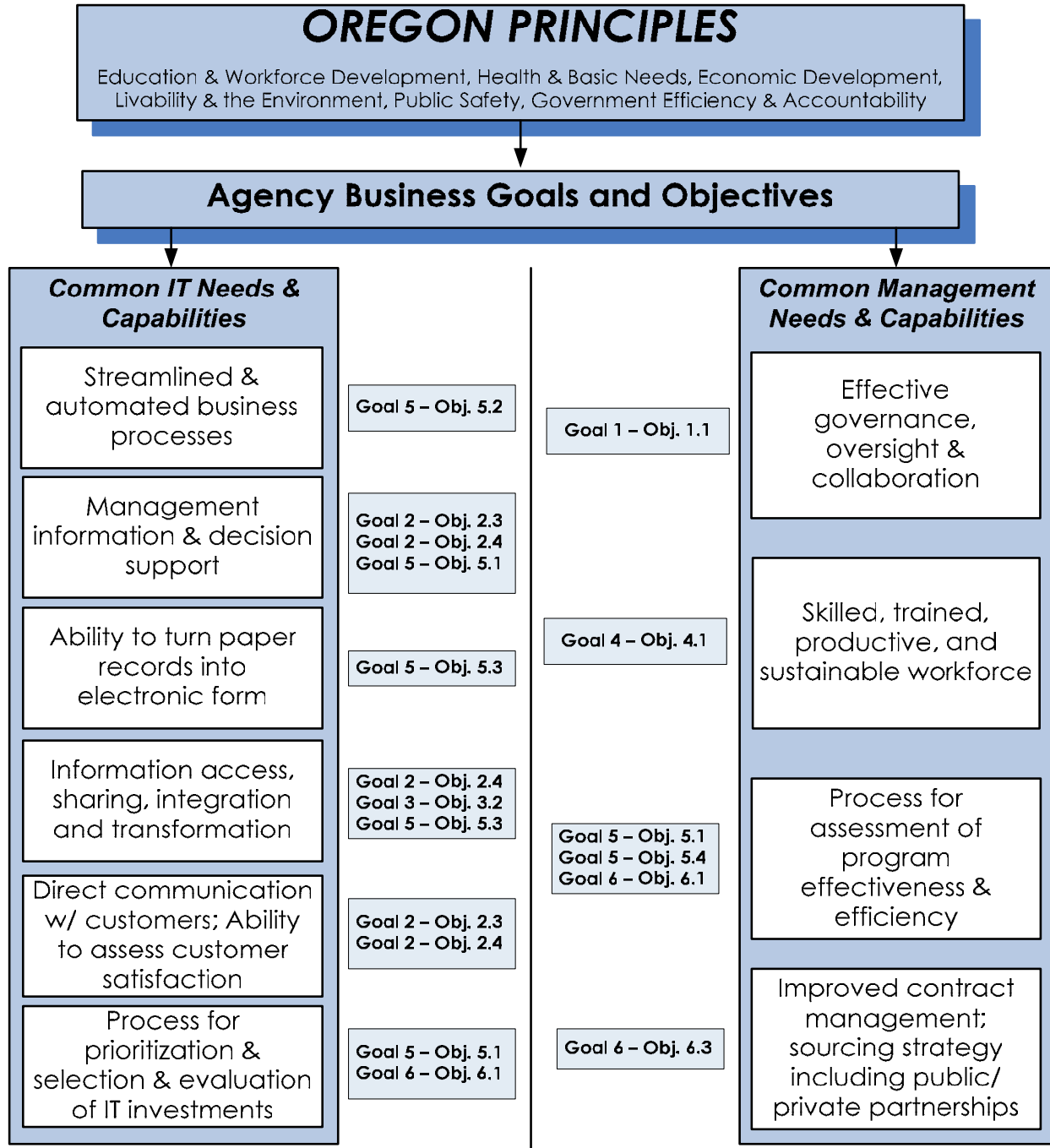
With those purposes in mind, the enterprise, through the State CIO and the CIO Council, has committed to seven priority initiatives in the 2005-07 biennium –

- 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

Common IT and Management Needs and Capabilities

In response to the Governor's *Oregon Principles* and to address the common needs identified through agency director interviews - a Vision and Mission for Enterprise IT, and a series of Enterprise IRM goals and objectives, presented on the next page, were created. The following graphic illustrates how the goals and objectives align with and address those principles and needs.



Below is a summary of the Enterprise 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

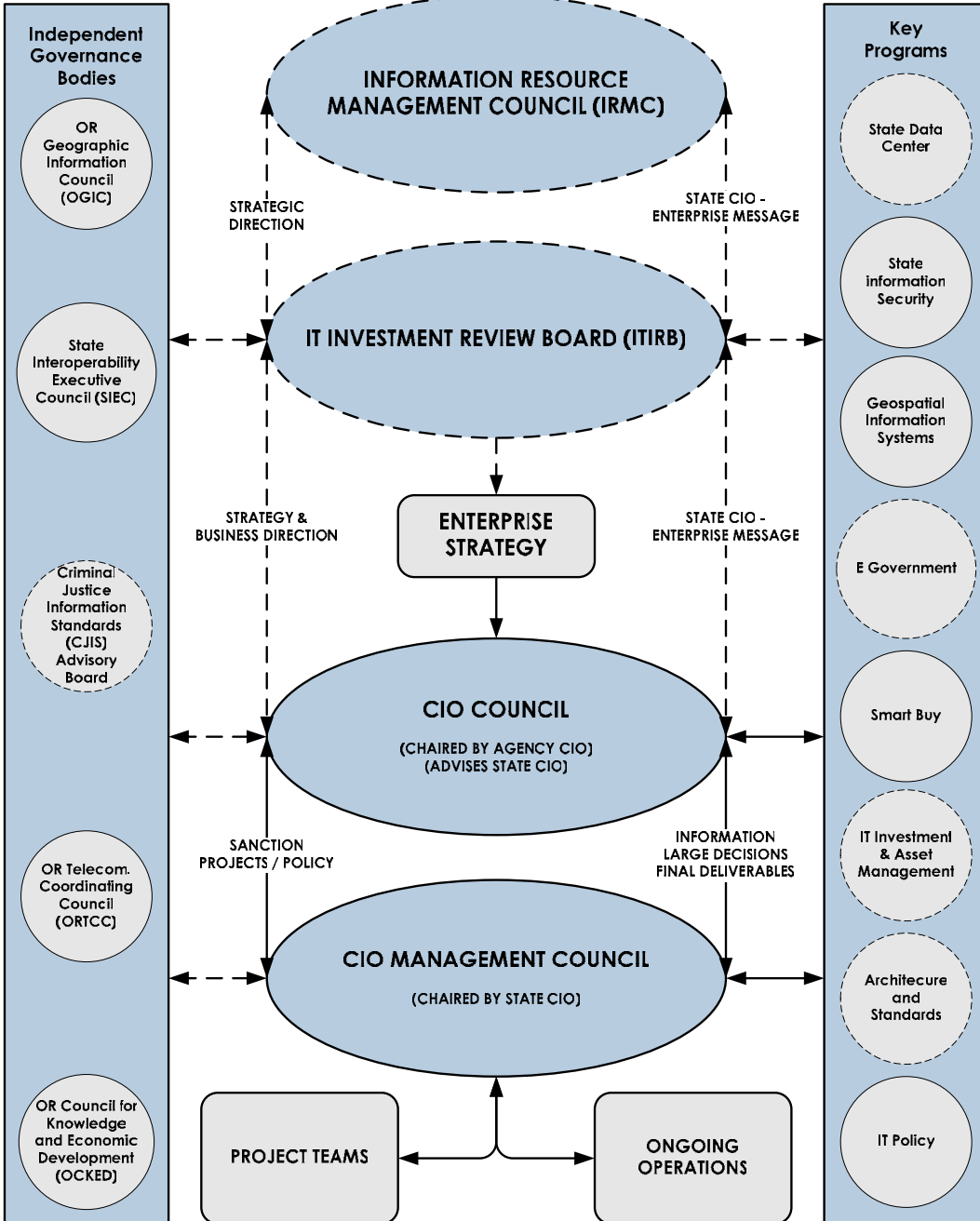
Objective 3.1	Milestone
Business Continuity Planning Pilot	TBD
Enterprise Business Continuity Plan	TBD
Business Continuity Program Office	TBD
Business Continuity Training	TBD
Business Continuity Planning Policy	Sept. 1, 2005
Business Continuity Tools	Jan. 1, 2006
Objective 3.2	Milestone
An Enterprise 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

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



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.