



GOVERNMENT EXCELLENCE

Enterprise Information Resources Management Strategy – 2007-2011

V 1.0 – FEBRUARY 27, 2008

TACTICAL PLAN OVERVIEW

EIRMS Tactical Plan - Version 1.0

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EXECUTIVE SUMMARY

On June 26, 2007, the CIO Council (CIOC) and Administrative Business Services Directors (ABSD) group jointly endorsed the 2007-2011 Enterprise Information Resource Management Strategy (EIRMS). The EIRMS directs the State Chief Information Officer (CIO) to ensure that EIRMS deliverables are defined and that milestone dates for completion of those deliverables are set throughout the four-year planning horizon.

In collaboration with the CIOC, DAS Enterprise Information Strategy and Policy Division (EISPD) staff worked to identify an initial set of deliverables and milestones and create a tactical planning document.

On January 8, 2008, the CIOC voted to endorse V1.0 of the EIRMS Tactical Plan with the understanding that the plan and associated documents would be forwarded to the ABSD group for consideration and concurrence. The ABSD endorsed V1.0 at its February 26, 2008 meeting.

A select list of EIRMS Tactical Plan V1.0 deliverables are highlighted below with the lead organization indicated in parentheses:

Goal 1: Effectively plan and execute government IT projects

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

Deliverables:

- State Recruitment Improvement Project (SRIP) - Enhancing iMatchSkills system for statewide use (DAS HRSD led multiagency project)
- IT Training Services RFP & Contract (DAS HRSD)
- Clearinghouse for sharing IT skill sets across agencies via expedited job rotation (DAS HRSD & DAS EISPD)

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

Deliverables:

- Revised state IT Governance Policy (DAS EISPD)
- Formal process for managing the EIRMS and Tactical Plan (DAS EISPD)

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

Deliverables:

- Enterprise Architecture (EA) business case and implementation strategy (DAS EISPD)
Note: The nature and scope of EA program development will depend on the fate of the proposed 2009-2011 EA Policy Option Package

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

Deliverables:

- 2009-2011 Agency IT Budget Instructions (DAS EISPD and DAS BAM)
- Business Case Development Templates, Guidelines, and training (DAS EISPD)

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Goal 2: Ensure adequate state government management information and decision support capabilities

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

Deliverables:

- Administrative information system inventory V1.0 (DAS Operations & DAS EISPD)
- Business Case, Requirements, Cost Benefit Analysis, and Implementation Strategy for replacing key statewide human resource information systems (DAS HRSD)

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

Deliverables:

- Department of Education KIDS III - Pre-Kindergarten through Grade 16 (PK-16) Integrated Data System project (ODE)
- Department of Human Medicaid Management Information System (DHS)

Goal 3: Optimize the efficiency and cost effectiveness of government infrastructure and services

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

Deliverables:

- SDC technical architecture (DAS SDC)
- Server Consolidation Project(s) (DAS SDC)

Objective 3.2: Provide cost-effective and reliable online government services

Deliverables:

- E-Government Strategy (DAS EISPD)
- Dept. of Consumer and Business Services e-Permitting Project - Phase I (DCBS)

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

Deliverables:

- State Public Safety Wireless Interoperability Plan (OSP – OWIN)
- OWIN Request for Proposal (OSP-OWIN)

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

Deliverables:

- Enterprise Information Security Strategic Plan (DAS EISPD)
- Guidelines and Templates for Incident Response (DAS EISPD)

Note: This version of the EIRMS Tactical Plan is primarily intended to serve as a start point for future efforts. The next update of the EIRMS Tactical Plan is scheduled for June 2008 with subsequent updates planned every six months thereafter. New tasks/deliverables added to the plan in future versions will be the product of direct evaluation, prioritization and selection by the CIOC and ABSD.

BACKGROUND

The 2007-11 Enterprise Information Resources Management Strategy (EIRMS) was endorsed at a joint meeting of the state's Administrative Business Services Directors and CIO Council members June 26, 2007 and subsequently approved by the DAS Director.

The EIRMS Work Plan (page 19 of the strategy document) states that the EIRMS is:

“...a ‘living document’ that requires periodic refreshment well in advance of the state's biennial planning and budgeting process. This EIRMS refreshment will allow decision-makers to set an enterprise-level action path that guides agency planning and budgeting efforts.

Throughout the four-year planning horizon, the State Chief Information Officer (CIO) will ensure that EIRMS deliverables are defined and that milestone dates for completion of those deliverables are set. Semi-annually, the State CIO will ensure that goals and objectives are reviewed and revised as appropriate.

A formal approval process will govern commitments for deliverables and milestones, as well as the allocation of people and financial resources to complete the required work.”

TACTICAL PLANNING OVERVIEW

PURPOSE: This EIRMS Tactical Plan identifies actions to execute the EIRM Strategy. It turns the vision expressed within the 2007-2011 EIRMS into action. As the plan is updated over the four year planning horizon, it will be useful to enterprise and agency IT planning, budgeting, and investment decisions.

ACCOUNTABILITY: The State Chief Information Officer (CIO) is responsible for ensuring the development, maintenance and implementation of the Tactical Plan. On behalf of the State CIO, the IT Investment and Planning (ITIP) Section within the Department of Administrative Services (DAS) Enterprise Information Strategy and Policy Division (EISPD) performs those duties.

SCOPE: For each EIRMS goal and objective this Tactical Plan: 1) outlines a key set of tasks/initiatives and milestone dates; 2) identifies organizational responsibility for governance and leadership; and 3) indicates whether the resources required to successfully complete each task/initiative have been assigned.

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METHODOLOGY: This version of the Tactical Plan (V1.0) was created over a period of 6 months. The sequence of work included:

- A review and distillation of the full range of tasks/initiatives (model deliverables)
- An evaluation of each task from a variety of perspectives (i.e., relative importance, dependencies, perceived enterprise & agency value, known progress, etc.)
- The identification of a series of next steps to be undertaken in developing the next version of the Tactical Plan.

TASK REVIEW: Task review was conducted via a two stage process. Stage one involved discussion and information exchange with each initiative leader (or their designee). DAS EISPD ITIP staff began by attempting to understand the current status of each initiative:

- Was the initiative already underway, was it in a planning phase, or had work not yet begun?
- Had a scheduled start and end date for each key task been set?
- Had the budget and staff resources required to complete each task been secured and assigned?

Next, staff conducted a rough prioritization and sequencing pass through the tasks, which was designed to better understand or determine:

- The relative importance and/or impact of each task as compared to others within each objective area
- Whether there were any dependencies between tasks (precursor or successor tasks and other staging requirements)
- The task resource requirements and a rough identification of possible modes of leadership/staffing needed to complete the task (i.e., EISPD leads / does, resourced enterprise program, EISPD leads / agencies participate, Community of Practice, multi-agency initiative, lead agency on behalf of the enterprise, etc.)

Stage two involved the following actions:

- Time constraining the tactical plan to a two-year planning horizon (i.e. 2007-2009)
- Breaking the list of initiatives into three discrete lists:

1. Completed Initiatives

- Identified by "Lead" as complete
- Deliverable available/in-use

2. Pended Initiatives (some aspect must be discussed since initiative is not yet viable)

- Missing sponsorship
- Timeframe too far in future for tactical planning (i.e. 09-11 biennium)
- Not resourced (staff and/or budget)
- External decision must be made to start/complete work (legislature, other governance body)

3. Active Initiatives

- Column inserted to identify EISPD-oriented initiatives
- Compressed some multi-quarter initiatives into one line (in particular, EISPD reporting and plan review activities related to EIRMS)

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STAKEHOLDER REVIEW / EDIT PROCESS: DAS EISPD ITIP staff completed this work with the objective of gaining enough of an understanding to allow an informed stakeholder discussion and vetting process to begin.

Preliminary versions of the tactical plan were presented to the CIO Council at their August and October 2007 meetings.

On December 21, 2007, DAS EISPD ITIP made a request for a final CIO Council review of Tactical Plan. The CIO Council members were asked to:

- Review the active, pending and completed task/deliverable lists
- Answer the following questions:
 - Is the active list of activities/deliverables what we should be working on from your perspective?
 - Are there any other activities/deliverables you believe should be added to this version of the active tactical plan? (e.g. Major agency IT projects that cross agency or jurisdictional boundaries – perhaps aligned to Objective 2.3 - Enable system integration and data-sharing across agency and jurisdictional boundaries)
 - Are there any other deliverables you believe should be considered as part of the pending activity/deliverable review process?
 - Are there any additional goals and objectives you believe should be considered in future revisions of the plan (e.g. Greening of IT)?
 - Do you have any general suggestions for improvement of this or future versions of the Tactical Plan?

Input was received by January 3, 2008, summarized and then presented to the full CIO Council at their January 8, 2008 meeting (Attached as an appendix to this document).

APPROVAL PROCESS: DAS EISPD sought CIO Council endorsement for adoption of the plan (V1.0) at the CIO Council's January 8 Meeting.

The CIO Council voted to endorse V1.0 of the tactical plan (with agreed upon adjustments) pending concurrence by the Administrative Business Services Directors (ABSD) group.

The State CIO presented V1.0 of the Enterprise IRM Strategy Tactical Plan to the ABSD group on January 22 and February 26, 2008. The ABSD endorsed V1.0 at its February 26, 2008 meeting.

Those endorsements were made with the knowledge that the plan will be updated next in June 2008 and every six months thereafter.

REVISION: The EIRMS Tactical Plan is an iterative planning document to be updated at least every six months. The next revision (V2.0) is planned for June 2008. Each tactical plan revision will propose and assume a rolling, two-year planning horizon.