



# Enterprise Leadership Team Improving Government Sub-Committee Project Charter

<b>Title</b>	Enterprise IT Governance Implementation Project Phase I
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<b>Project Manager &amp; Business Leads</b>	Allyson Ford, Statewide Initiatives, DAS Office of the COO Jennifer Bjerke, DAS CIO, Strategic Technology Officer – Public Safety Tony Black, DAS CIO, Strategic Technology Officer – Transportation and Economic Development David Soloos, DAS CIO, Strategic Technology Officer – Human Services
<b>Problem Statement</b>	<p>Technology has one of the greatest impacts on the state's ability to deliver services to Oregonians. Currently, Information Technology (IT) in state government lacks a functional, modern governance structure. This contributes to duplication, fragmentation, ineffective deployment and transparency of IT projects and resources. The implementation of the new enterprise-wide framework is needed to ensure coordination and accountability across the state government enterprise.</p> <p>Smaller state agencies, boards and commissions lack the necessary resources to research, develop, manage, implement and maintain IT projects. These organizations also report they are not receiving the appropriate level of communication related to IT and enterprise direction.</p>
<b>Project Purpose</b>	<p>Purpose: Implementation of phase one of the Enterprise IT Governance framework and development of a legislative package and staffing plan for complete program implementation.</p> <p>Expected Results: Implementation of the first phase of the Enterprise IT Governance framework and creation of plans to increase enterprise IT compliance and coordination, reduce system duplication, align technology solutions and streamline IT portfolio management.</p>
<b>Scope</b>	<p>The scope of this project is to implement the initial phase of the Enterprise IT Governance framework and prepare for 2015 legislative approval of the complete model. This phase includes the following business segments: Human Services, Transportation and Economic Development, and Public Safety. If approved by the legislature and the Steering Team, a separate project will begin to implement the full Enterprise IT Governance model encompassing all Executive Branch agencies, boards and commissions.</p> <p>The framework does not govern non-DAS Executive Branch agencies, local municipalities, private sector entities and the public.</p>
<b>Project Approach &amp; Duration</b>	The Enterprise IT Governance full implementation plan will be collaboratively developed by the Project Team with input from business leaders, existing IT work bodies and other policy offices. The Enterprise IT Governance Steering Committee will



# Project Charter

## Enterprise IT Governance Implementation Project Phase I

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review and approve the plan to move forward to the Enterprise Leadership Team for final approval.

The first phase of implementation creates a Strategic Technology Office within the State CIOs office, resources a project team, and designs and implements a project plan including a communication plan, roles and responsibilities, and process mapping. The project team will be testing the effectiveness of the Enterprise IT Governance model through June 2015.

Regular review sessions will occur with key stakeholders to ensure the plan is comprehensive and representative of the enterprise. Once the second phase of the implementation plan is endorsed by ELT, it will be presented to the legislature in the 2015 session, and utilized during the 2015-17 biennium.

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### Expected Outcomes

- The Enterprise IT Governance Structures will be well known, accepted and supported.
  - A budget package for full project implementation has been created for the 2015 session.
  - A project portfolio management tool has been implemented and ready for enterprise-wide production deployment and use.
  - Standard processes and policies are adopted and being utilized by Executive Branch stakeholders.
  - Oversight and compliance requirements, including risk management strategies, are well known and understood.
  - Reduced duplication and fragmentation.
  - Successful implementation of information technology projects.
  - The STO's are effectively operating as liaisons between agencies, LFO and DAS.
  - External roles and responsibilities, including decisions points, are clear and operational.
  - The phase one of implementation plan is fully staffed.
  - STOs are providing outreach and training for all stakeholders.
  - A Communication Plan is developed and implemented.
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### Customer Impact

- Increased stakeholder involvement in Enterprise IT decisions and accountability.
  - Faster deployment and more proactive conflict resolution related to Enterprise IT Projects.
  - Lower project risk and greater overall operational effectiveness.
  - Information technology solutions are driven by Enterprise and Agency business needs.
  - Greater consistency, predictability and accountability in the IT decision making process.
  - Potential impact to State employees as IT priorities and job roles shift.
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### Key Stakeholders

- Agency Business Owners
  - Agency CIOs
  - Agency Directors
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# Project Charter

## Enterprise IT Governance Implementation Project Phase I

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- CIO Council
  - Enterprise IT Governance Project Advisory Team
  - Enterprise Leadership Team/ Improving Government Steering Team
  - Enterprise Technology Services Customer Utility Board (CUB)
  - Governor's Office
  - Legislature and the Legislative Fiscal Office (LFO)
  - State IT Procurement
  - State Chief Financial Office (CFO)
  - State Chief Information Office (CIO)
  - Technology Advisory Board (TAB)
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### **Engagement Planning**

The project team will build stakeholder engagement opportunities into the project plan and will provide regular communication and opportunities for feedback.

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### **Funding & Resources**

Three agencies, ODOT, OHA and DOC are funding the STO positions, and the Enterprise Architect is being funded by DCBS. The CIO's Office will provide funding for the Strategic Technology Office implementer, Business Analyst and Executive Support Specialist positions and will cover incidental costs of the Strategic Technology Office with existing budget authority.

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### **Major Project Risks**

- Agencies may perceive their business is too unique to utilize a common framework.
  - Stakeholders may superficially support the governance model while undermining enterprise objectives.
  - Lack of ongoing Enterprise Leadership support may impact the success of this project.
  - A large number of stakeholders may negatively impact the ability to gain support and could impact the project timeline.
  - The outcome of the 2014 fall elections may impact this project's scope.
  - Failure to consider lessons learned from previous projects with similar goals could impact the success of this project.
  - Full project implementation will require additional funding. Lack of appropriate funding may impact the quality or longevity of the selected Governance model.
  - Current policy groups may not agree on implementation strategy, which may impact the success of the project.
  - Stakeholder skepticism around the ability to fully implement the plan effectively may impact the success of this project.
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### **Risks of not doing the project**

- Higher costs caused by continued duplication and fragmentation of IT processes, projects and systems.
  - An inability to effectively invest in new technologies to benefit the enterprise.
  - No "enterprise" view for IT in the State.
  - Missed opportunities to improve service to citizens and leverage IT investments.
  - Resources spent on poorly planned or ineffective projects.
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# Project Charter

## Enterprise IT Governance Implementation Project Phase I

- Continued lack of credibility.

**Sponsor  
Approval  
Signature**

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Name

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Date

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date

### Approved Project Change Requests:

<i>Change #</i>	<i>Date</i>	<i>Person</i>	<i>Change Description</i>
###-###	Mm/dd/yy	<requestor>	<Leave this table blank for future project change requests>