



State of Illinois - IT Transformation

IT Governance Future State Recommendations

April 20, 2016



- Introduction
- Governance Overview
- Design Governance Structure
- Enterprise IT Strategic Planning Process
- Portfolio Management Process
- Standards Framework
- Transition

Introduction

This document describes the five activities that Deloitte undertook to define a future state vision for IT Governance. The sections and their content are described below.

Governance Structure. This section describes the structure of the proposed model, including descriptions of the new boards and their charters. It also identifies the new key positions, work groups, and describes their roles and responsibilities. Finally, it illustrates the interaction between the various entities.

Enterprise IT Strategic Planning Process. This section describes the proposed approach to developing an Enterprise IT Strategic Plan. It includes a process flow with descriptions of the necessary inputs and participants in the planning process, as well as identifying the resulting outputs.

Portfolio Management Process. This section describes the objective of portfolio management in balancing the enterprise portfolio and overseeing the projects in it. It also contains proposed templates for capturing and managing project key performance indicators.

Standards Framework. This section describes the process for developing Enterprise IT standards and policies.

Transition Activities: This section describes the activities necessary to operationalize the model.

IT Governance Objectives and Attributes

The IT Governance Institute identifies multiple objectives for IT governance:

Strategic Alignment	<ul style="list-style-type: none">• Focus on aligning with the enterprise and collaborative solutions
Value Delivery	<ul style="list-style-type: none">• Concentrate on optimizing expenses and proving the value of IT
Risk Management	<ul style="list-style-type: none">• Address the safeguarding of IT assets, disaster recovery and continuity of operations
Performance Management	<ul style="list-style-type: none">• Track project delivery and monitoring IT services and investments
Resource Management	<ul style="list-style-type: none">• Optimize knowledge and IT infrastructure, resources and assets

Leading edge IT governance typically displays 10 key attributes:

1. Clarity of vision, purpose and goals
2. Executive sponsorship and buy in
3. A coherent framework for design and operations
4. Simplicity, efficiency and transparency
5. Shared stakeholder understanding and buy-in
6. Adequate participation by business management
7. Pragmatic rollout process, with suitable change management
8. Tailored to decision-making style, management culture and practices of the enterprise
9. Performance tracking and continuous improvement
10. Portfolio management to increase impact of strategic investments

Orientation of Governance Structures

There are four ways IT governance organizations are typically structured. Orientation is often driven by organizational elements, maturity, and leadership needs.

Mission Based

- Governance is established around areas of the organization's mission. This provides a high level of attention to guiding IT's support to specific mission areas. This is typical of more decentralized models.
 - Public Safety
 - Education
 - Health and Human Services, etc.



Customer Based

- Governance is established around specific constituencies. This provides a high-touch response that meets the needs of different IT users and providers. This is typical of organizations whose constituencies are very different and often used in higher education.
- Citizens
 - Agencies
 - IT Service Providers
 - Executive, Legislative, Judicial etc.



Service Based

- Governance is established around specific services. This provides emphasis on service management and quality. This is especially useful for less mature service organizations or outtasked service organizations..
 - GIS
 - Network
 - Applications
 - Infrastructure, Web, etc.



Domain Based

- Governance is established around specific domains. This provides emphasis on integration, coordination and standards. This is especially useful for organizations new to governance.
 - Data
 - Technology
 - Security
 - Services



Elements of IT Governance in Other States

Level of Centralization

- **Centralized**-Central state IT organization has authority over all areas of IT including assets, services, financial and human resource management, and operations (UT, ME, MI)
- **Hybrid/Federated**-Authority for IT assets, services, financial and human resource management, and operations is distributed between the state IT organization and individual state agencies (MA, NY)
- **Decentralized**- State agency CIOs have authority over all IT areas including assets, services, financial and human resource management, and operations (NC, KY)

Areas of Oversight

- **Strategy**-Designs overall IT strategy and direction in accordance with state business strategy (KY, MA)
- **Investments**-Directs money and priorities for IT investment (GA, PA, VA)
- **Standards**-Sets standards for domains including data, security, technology, and architecture (GA, MA, NY)
- **Services**-Ensure enterprise services are the right services and are provided up to specific standards (CA, VA, MA)
- **Project Specific**-Oversees large or important projects (CA, GA)

Level of Complexity

- **Streamlined**-One or two executive committees, all other decision making part of ongoing IT operations (UT, ME)
- **Middle Ground**-A small number of oversight groups, specific areas of focus, regular cadence of handoffs (MA, CO, NY, MN, VA)
- **Complex**-Many groups and sub-groups, many hand-offs and processes, many decision makers (KS, TX, PA)

CIO Selection/ Reporting

- **Governor**-CIO is appointed by the Governor and/or is a member of the cabinet (CA,MI)
- **Agency**-Appointed by an agency head, CIO reports within an agency such as Budget, Finance and Administration etc. (MA, NY, ME)
- **Other**- There is no CIO, or the CIO has an executive director type role, or responsibility is divided (KS, KY)

Elements of IT Governance Other States (Cont'd.)

Constituencies Included in IT Governance

- **IT Leaders and Managers**-IT service managers and leaders help drive IT governance (KS, MA, GA, PA)
- **Business Leaders**-Agency representatives serve in governance processes (NY, MI, TX)
- **Citizens**-Citizens provide oversight for state government IT, and review and prioritize enterprise-wide technology investments (VA, KY, KS)
- **Commissioners**-Select cabinet-level commissioners serve as members of governance groups to ensure continuity and congruence of IT strategies with agency business perspectives and the governor (PA, MN, CA)
- **Legislators**-Serve on the state's IT executive board to ensure congruence with legislative priorities (NC, MI)

Enabling Mandate

- **Executive Order**-Organization and its authority designated by Executive Order (MA, ME)
- **Legislation**-Organization and reporting relationships designated by legislation (UT, GA)
- **Hybrid**-Some elements of the organization and authority were enacted by executive order and others by legislation (KY, CO)

Enforcement

- **Strong Authority**-CIO and/or Governance boards have the authority to set and enforce IT standards (MN, MI)
- **Some Authority**-CIO and/or Governance boards have the authority to set and enforce some IT standards (MA, UT, CA)
- **Limited Authority**-There is limited authority to enforce standards (TX, KY)

Governance

Desired Future State

- **An Enterprise IT Governance Model that:** 
 - Aligns IT Spend with State Strategic Priorities
 - Increases Cross Agency collaboration to:
 - Reduce Siloes that inhibit sharing
 - Allow for and encourage reuse of resources and assets
 - Identifies the right services that are efficiently provisioned with transparent chargeback rates and SLAs
- **Budget aligned Strategic planning that aligns investments with priorities** 
- **Portfolio Management that drives cohesive management across all state IT priorities and** 
 - Manages portfolio risk
 - Produces data driven decisions
- **Enterprise standards that are maintained and followed to:** 
 - Mitigate Risk
 - Support reuse and interoperability
 - Allow aggregation of spend

 Indicates Key Fundamental for Future State Success

Approach

- Establish a **Board of Directors** to provide guidance and oversight
- Create an **Annual Strategic Planning Process** informed by enterprise strategies and agency requirements
- Establish **IT Standards Working Groups** that develop Enterprise wide standards enforced by IT Leadership
- Establish a **Services Planning and Management Group** that supports the **Enterprise Services Board** in developing transparent chargeback rates and SLAs
- Develop a robust **Enterprise Portfolio Management Office** process that clearly identifies processes, balances the portfolio and oversees strategic projects

Recommended Prioritization



Immediate

April '16 – July '16

- Identify and onboard staff for EP MO
- Collect technology and project inventory



Short-Term

July '16 – July '17

- Finalize IT governance processes, tools and templates
- Identify Board Members and Launch Boards
- Conduct internal and external training on Governance and EP MO processes
- Balance Portfolio
- Oversee Portfolio



Long-Term

July '17 and Beyond

- Develop Standards
- Conduct Annual IT Strategic Planning Summit

Governance Structure

Governance Structure Section Contents

- Governance Structure Overview
- Governance Model
- Interaction between Governance and Operations
- Recommended Processes and Tools
- Summary Roles and Responsibilities
- Board Charters
 - Board of Directors (BOD)
 - Enterprise Services Board (ESB)
- IT Leadership-Roles and Responsibilities
- Enterprise Portfolio Management Office-Role and Responsibilities
- EPMO Interaction with Other Groups
- Services Planning and Management Group
- Services Planning and Management Interaction with Enterprise Services Board

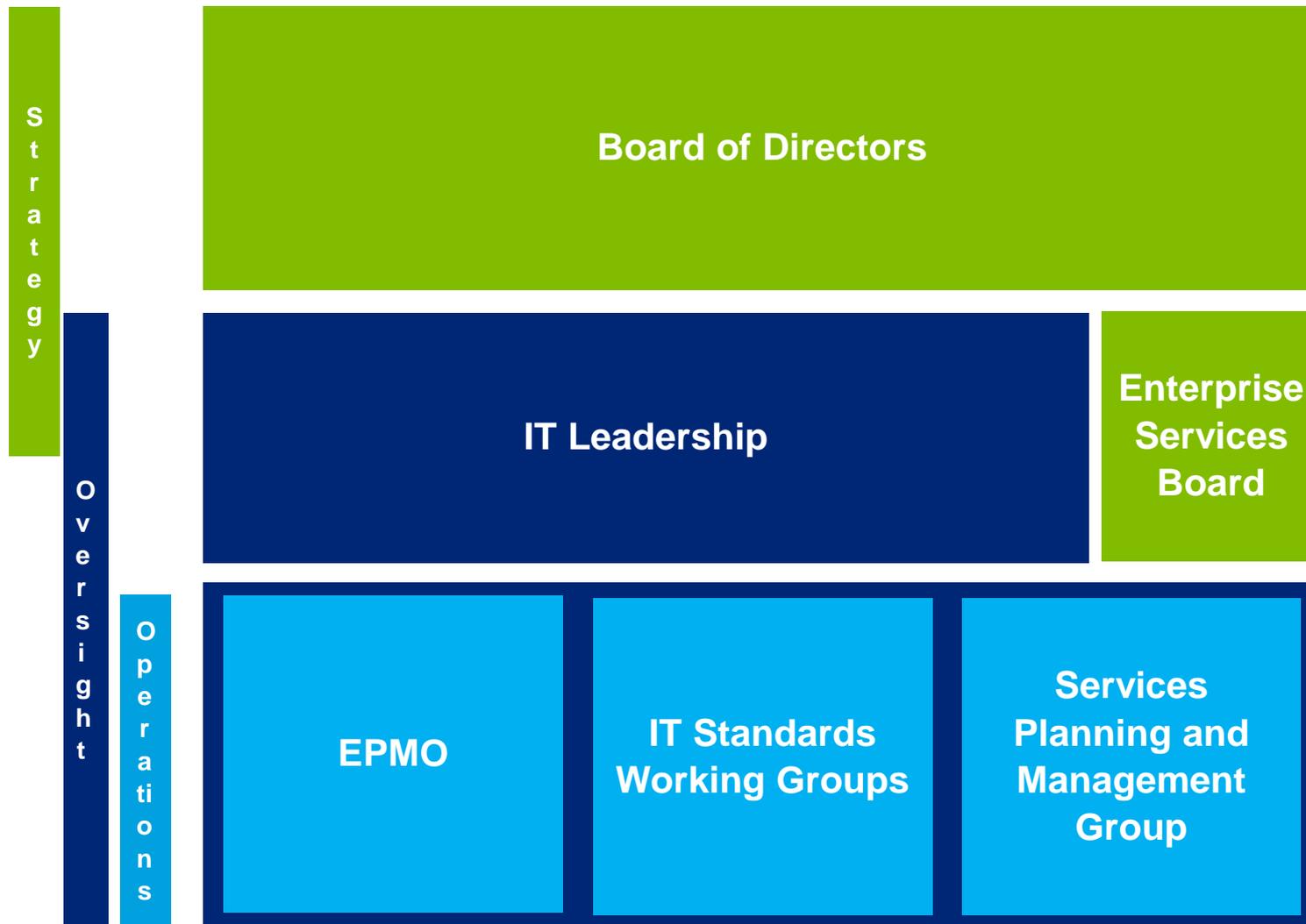
Governance Structure Overview

The future state structure requires that new Governance Boards be established, IT Leadership roles be created, and new operating groups formed.

- **Governance Boards:**
 - The first is a board with the greatest authority over State IT issues, the Board of Directors (“BOD”).
 - The next board is the Enterprise Services Board (“ESB”) that addresses the definition and delivery of IT Services.
- **IT Leadership:**
 - They are the Chief Technology Officer (CTO), the Chief Information Security Officer (CISO), the Chief Data Officer (CDO) and the Chief Operating Officer (COO).
 - These people report to the Secretary of Technology/State’s Chief Information Officer, and chair their respective working groups.
- **Operating groups:**
 - The Enterprise Program Management Office (“EPMO”) will coordinate the activities of BOD and working groups as well as their interaction with the agencies and the new processes.
 - The Services Planning and Management Group will coordinate the activities of the ESB to ensure effective process oriented service delivery.
 - Deloitte proposes supporting the model through new IT Standards Work Groups: Applications Work Group, Technology Workgroup, a Data Workgroup, a Security Workgroup.

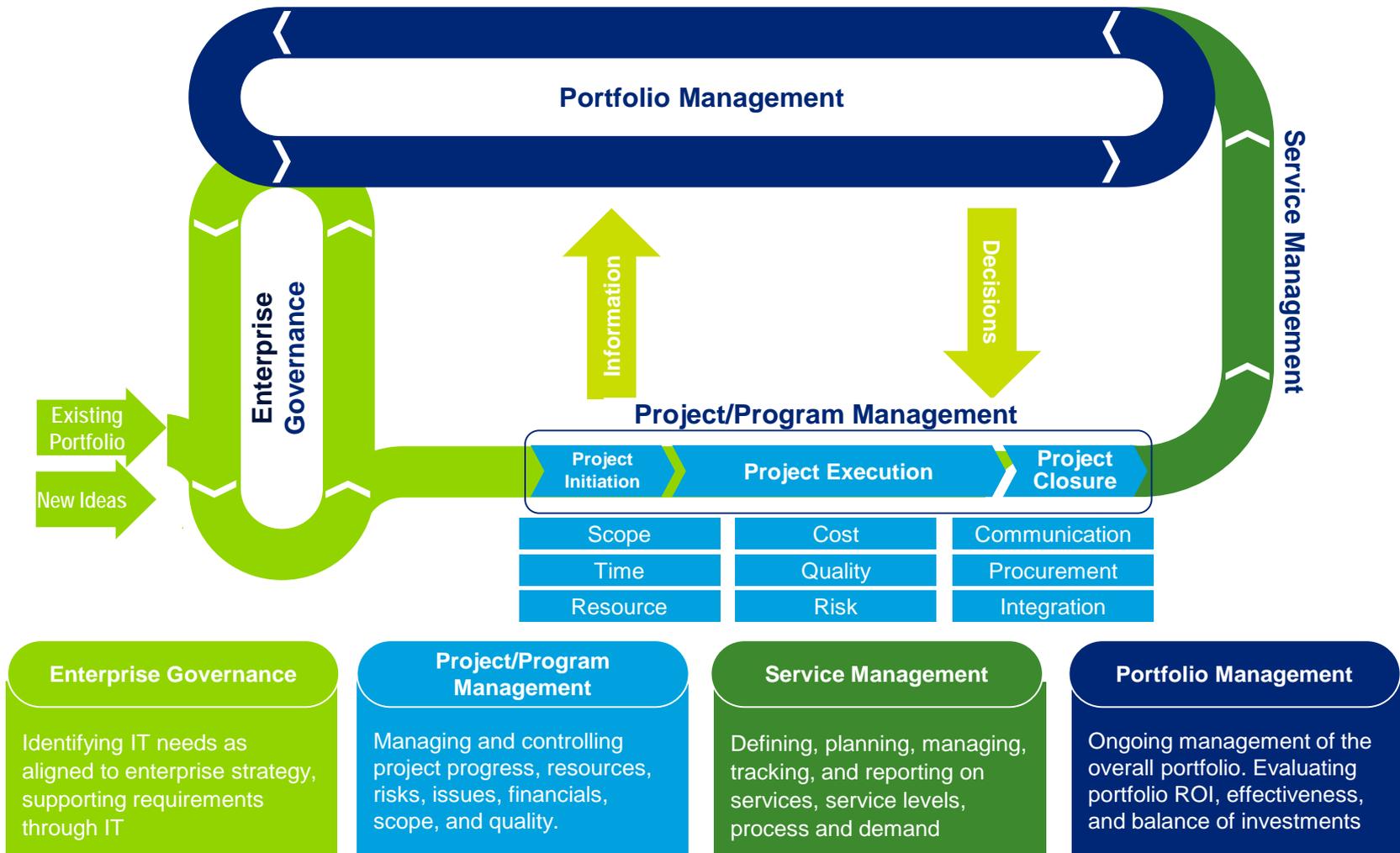
Governance Model

The chart below identifies three levels for Strategy, Oversight and Operations.



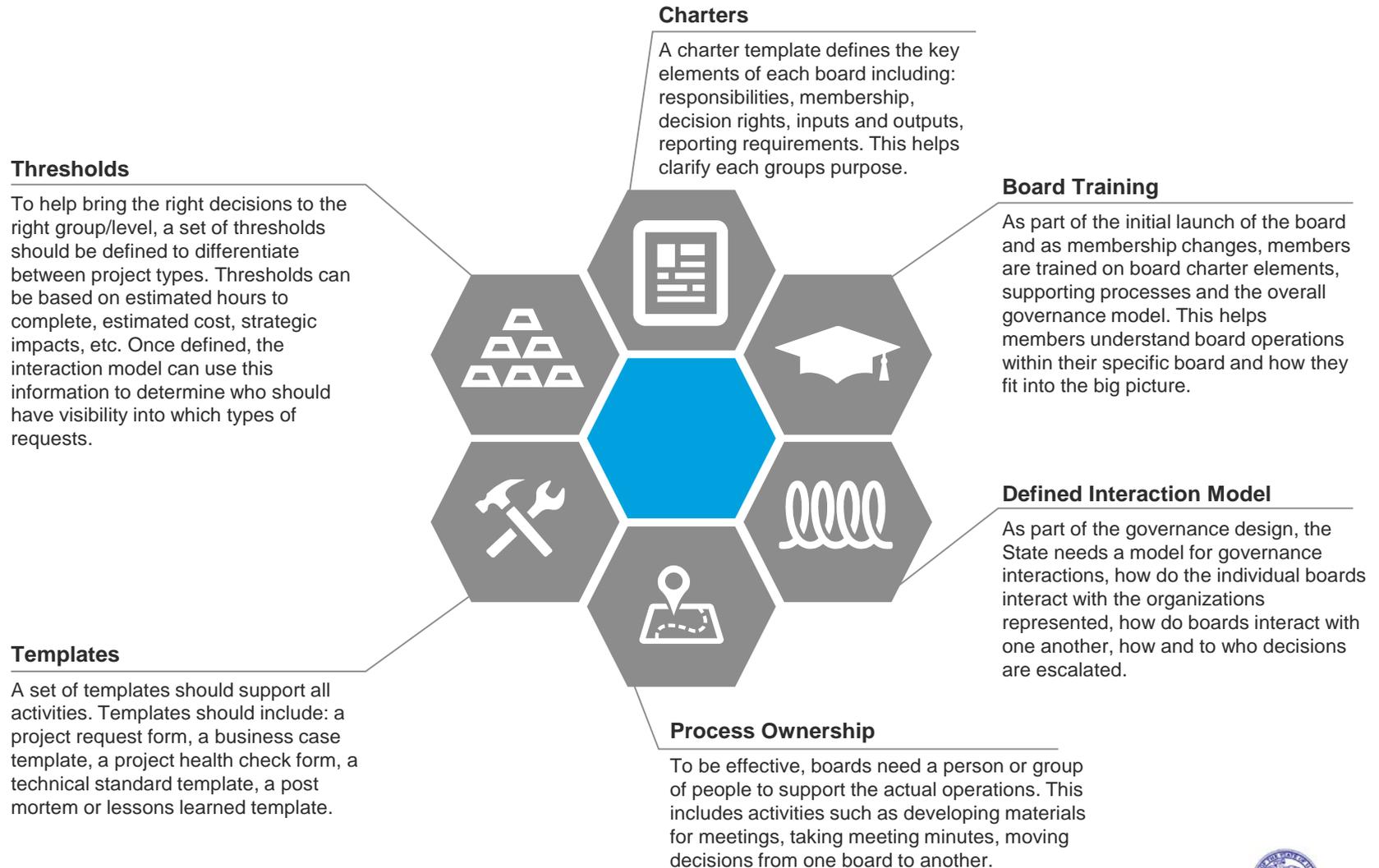
Interaction between Governance and Operations

IT governance should capture the strategic needs, program and project management processes should translate them to tangible outcome; service management helps deliver on IT objectives.



Recommended processes and tools

Effective IT governance determined as much by the supporting tools and processes as it is the membership and designated groups



Summary Roles and Responsibilities (1 of 2)

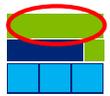
In the future state structure, roles and responsibilities are clearly distinguished for the CIO and Governance boards, not just for IT operating groups.

	Agencies	Clusters	EPMO	DOIT/CXO/CIO	Enterprise Services Board	Board of Directors
IT Strategy and Vision	<ul style="list-style-type: none"> • Communicate needs 	<ul style="list-style-type: none"> • Communicate needs and identify cluster opportunities 	<ul style="list-style-type: none"> • Communicate needs and capabilities 	<ul style="list-style-type: none"> • Directs strategy and vision 	<ul style="list-style-type: none"> • Ensures services are aligned with Strategy 	<ul style="list-style-type: none"> • Supports strategy and vision through standards and oversight
IT and Business Alignment	<ul style="list-style-type: none"> • Communicate needs 	<ul style="list-style-type: none"> • Communicate needs and identify cluster capabilities and opportunities 	<ul style="list-style-type: none"> • Communicate needs and capabilities 	<ul style="list-style-type: none"> • Ensures strategy and vision align with the business 	<ul style="list-style-type: none"> • Develops standards to minimize risk and deliver services most efficiently 	<ul style="list-style-type: none"> • Supports alignment through standards and oversight
IT Budget, Resource Planning and Mgmt.	<ul style="list-style-type: none"> • Communicate needs 	<ul style="list-style-type: none"> • Communicate needs and identify cluster capabilities and opportunities 	<ul style="list-style-type: none"> • Analyze current and forecasted budgets, service demands, service costs and planned projects 	<ul style="list-style-type: none"> • Accountable for budget planning and development 	<ul style="list-style-type: none"> • Oversees spend of project resources in support of services • Oversees costs of service delivery and rates 	<ul style="list-style-type: none"> • Informed of budget demands and gaps
Project Planning and Initiation	<ul style="list-style-type: none"> • Request projects and services 	<ul style="list-style-type: none"> • Request projects and services • Manage portfolio per standards 	<ul style="list-style-type: none"> • Business Relationship Manager s gather project /service requests • Complete project request tool 	<ul style="list-style-type: none"> • Has final authority to approve and deny projects in accordance with the portfolio goals 	<ul style="list-style-type: none"> • Reviews projects for Standards Compliance 	<ul style="list-style-type: none"> • Has authority to approve and deny projects in accordance with the portfolio goals and standards
Portfolio Management	<ul style="list-style-type: none"> • Request projects and services 	<ul style="list-style-type: none"> • Oversee cluster portfolio of projects per standards 	<ul style="list-style-type: none"> • EPMO manages the portfolio in accordance with CIO and Board guidance 	<ul style="list-style-type: none"> • Establishes direction of the portfolio • Accountable for portfolio results 	<ul style="list-style-type: none"> • Reviews projects for Standards Compliance 	<ul style="list-style-type: none"> • Supports portfolio success through oversight, guidance and enforcement
Active Project Status Review	<ul style="list-style-type: none"> • Engage in status review of relevant projects 	<ul style="list-style-type: none"> • Engage in status review of relevant projects 	<ul style="list-style-type: none"> • Conducts status reviews as part of on-going project operations 	<ul style="list-style-type: none"> • Reviews a monthly dashboard to gain insights into projects and support course correction 	<ul style="list-style-type: none"> • Reviews projects for Standards Compliance 	<ul style="list-style-type: none"> • Reviews a monthly dashboard to gain insights into projects and support course correction

Summary Roles and Responsibilities (2 of 2)

In the future state structure, roles and responsibilities are clearly distinguished for the CIO and Governance boards, not just for IT operating groups.

	Agencies	Clusters	CXO	DOIT/CIO	Enterprise Services Board	Board of Directors
Standard Definition and Maintenance	<ul style="list-style-type: none"> • Communicate needs 	<ul style="list-style-type: none"> • Identify Unique Cluster Standards and support enforcement 	<ul style="list-style-type: none"> • Maintains inventory of assets to facilitate decision making • Develops enterprise architecture and roadmap 	<ul style="list-style-type: none"> • Directs strategy and vision 	<ul style="list-style-type: none"> • Oversee implementation of standards within services 	<ul style="list-style-type: none"> • Set and enforce standards in accordance with strategy and architecture • Approves exceptions
Service Delivery Management	<ul style="list-style-type: none"> • Communicate needs 	<ul style="list-style-type: none"> • Communicate Needs 	<ul style="list-style-type: none"> • Provides IT services and engages customers as part of operations 	<ul style="list-style-type: none"> • Accountable for quality of service delivery 	<ul style="list-style-type: none"> • Identifies new service opportunities • Oversees existing service quality and customer satisfaction • Ensured transparent chargeback pricing 	<ul style="list-style-type: none"> • Provides oversight as to effectiveness of service delivery
Vendor Management	<ul style="list-style-type: none"> • Manage vendors for grandfathered / existing contracts 	<ul style="list-style-type: none"> • Identify Cluster contacts and support vendor management as appropriate 	<ul style="list-style-type: none"> • Manage vendors for all contracts 	<ul style="list-style-type: none"> • Reviews monthly dashboard of contracts and provides guidance for troubled projects 	<ul style="list-style-type: none"> • Supports management of applicable contracts (Security Software, DR) 	<ul style="list-style-type: none"> • Reviews monthly dashboard, provides guidance for troubled projects, ensures contract compliance with standards
IT Risk Management	<ul style="list-style-type: none"> • Escalate risks 	<ul style="list-style-type: none"> • Escalate Risks 	<ul style="list-style-type: none"> • Conducts status reviews as part of on-going project operations 	<ul style="list-style-type: none"> • Reviews a monthly dashboard to gain insights into and manage risks 	<ul style="list-style-type: none"> • Develops and Enforces Standards 	<ul style="list-style-type: none"> • Reviews a monthly dashboard to gain insights into risks and support course correction as necessary
Ops Monitoring and Reporting	<ul style="list-style-type: none"> • Complete customer surveys 	<ul style="list-style-type: none"> • Escalate Issues 	<ul style="list-style-type: none"> • Conduct service management, monitoring and reporting 	<ul style="list-style-type: none"> • Reviews a monthly dashboard to gain insights into and support service provision 	<ul style="list-style-type: none"> • Monitors compliance with SLAs • Oversees operational delivery effectiveness 	<ul style="list-style-type: none"> • Reviews monthly dashboard, provides guidance as to service needs and improvements and course correction as necessary



Charter –Board of Directors (1 of 2)

The following chart describes the mandate and key roles of the Board of Directors.

Mandate

Develop Enterprise IT Strategy in alignment with business requirements; provide executive oversight and resource prioritization

Key Responsibilities

Provide executive guidance in support of strategic alignment decisions by interpreting business strategies and defining priorities for input to enterprise IT strategy.

Standard Setting

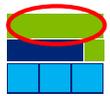
- Review and approve Enterprise Strategic Plan

Advisory

- Ensure effective governance by providing executive oversight and accountability
- Set direction and provide guidance on priorities for appropriate resource allocation
- Promote standardization across the enterprise

Enforcement

- Resolve escalated issues



Charter –Board of Directors (2 of 2)

Membership Guidelines

Standing Members: (Attendance may not be delegated.)

- CIO (Chair)
- Governor's Office
- GOMB
- Select Agency Directors

Invited as Required (examples):

- COO, CTO, CISO, CDO
- Cluster CIOs

Sample Standing Agenda Items

- Quarterly Meeting Frequency
- Enterprise IT Strategy (review progress in developing and later achieving enterprise objectives)
- Status of Programs/Projects (review of escalated issues)
- Status of IT Service Operations (review performance)
- Security escalations/breaches (review events, causes, lessons learned)

Decision Inputs & Outputs

Inputs

- Enterprise Strategic Plan
- Enterprise IT Budget
- Service Performance Reviews
- High Risk Project Dashboards
- Escalated Issues

Outputs

- Approved Enterprise IT Strategic Plan
- Approved Enterprise IT Budget
- Resolved Issues



Charter – Enterprise Services Board (1 of 2)

The following chart describes the mandate and key responsibilities of the ESB.

Mandate

Guide the portfolio of IT shared services, associated service levels, and development and dissemination of transparent chargeback rates.

Key Responsibilities

Provide oversight and control to ensure most efficient use of technology infrastructure resources

Standard Setting

- Identify existing and approve new Shared IT Services
- Review and monitor SLAs and approve transparent and reasonable chargeback rates

Advisory

- Coordinate activities of agency and Shared IT Services
- Validate whether or not consolidation initiatives were completed to specification

Enforcement

- Review services delivery to ensure compliance with standards
- Provide feedback channel for customer relations
- Approve exceptions to standards



Charter – Enterprise Services Board (2 of 2)

Membership Guidelines

Standing Members:

- DoIT Chief Operating Officer
- 3-4 Cluster/agency CIOs
- 1-2 Agency CFOs
- DoIT Chief Financial Officer
- Rep from Service Planning and Management Group

Invited as Required (examples):

- EPMO Lead
- Agency Representatives

Sample Standing Agenda Items (Service Planning and Management Group Facilitates)

- Service Portfolio (new and retiring) for shared, center of excellence and potential roll ups from incubator
- Review of Service Delivery Issues (review of escalated issues/decisions/SLA compliance)
- Status of Operations (review status of systems, applications, infrastructure, etc. and resolve escalated issues/risks/changes)
- Compliance with Security and Data Standards

Decision Inputs & Outputs

Inputs

- Usage and service monitoring reports
- Agency requirements forecast
- Chargeback Rate calculations
- Service level compliance reports
- Agency satisfaction reports/surveys
- Escalated services issues/risks/change
- Best practices and lessons learned from other agencies, clusters or states

Outputs

- Service Level Agreement compliance
- Monitoring Dashboard
- IT Services Processes
- Accountability Measures
- Remediation Plans

IT Leadership Roles & Responsibilities (1 of 2)



The table below provides details about the typical role of Chief “X” Officers in terms of governance.

Chief Information Officer (CIO)	Chief Technology Officer (CTO)
<ul style="list-style-type: none"> • The Chief Information Officer (CIO) is the principal advisor to the Board of Directors on the application of information technology (IT) to support and improve the State of Illinois’ objectives and business processes. • Provides executive leadership, with particular emphasis on strategic, programmatic and IT governance and budget • Works with agency business and IT leaders to oversee and guide the development and implementation of IT policy, architecture, and standards to enable the efficient and effective delivery of IT services to end users • Reports to the Board of Directors on the alignment of projects and services with the enterprise strategy 	<ul style="list-style-type: none"> • The Chief Technology Officer (CTO) is the principal advisor to the CIO and the chair of the Technology Workgroup on matters pertaining to Enterprise Architecture. • Aligns State’s technology vision and architecture with business strategy • Leads all aspects of developing and implementing a comprehensive technology strategy • Leads the development of the State Enterprise Architecture and the promulgation of technology standards • Promotes technology innovation in support of the State’s business needs



IT Leadership Roles & Responsibilities (2 of 2)

Chief Data Officer (CDO)	Chief Information Security Officer (CISO)	Chief Operating Officer (COO)
<ul style="list-style-type: none">• The Chief Data Officer (CDO) is the principal advisor to the CIO and serves as the chair of the Data Governance Workgroup on matters pertaining to the collection and sharing of data across the enterprise.• Oversees the “business side” of the State’s information assets• Focuses on establishing and ensuring adherence to a framework for data governance policies standards and practices• Defines required level of data consistency and quality to meet business needs	<ul style="list-style-type: none">• The Chief Information Security Officer (CISO) is the principal advisor to the CIO and serves as the chair of the Information Security Governance Workgroup on matters pertaining to the protection of information and IT assets across the enterprise• Establishes and maintains a vision, strategy and program that enables the State’s physical and data assets to be adequately protected• Directs staff in identifying, developing, implementing and maintaining policies and processes to reduce risks• Anticipates, responds to, monitors and develops mitigation procedures for enterprise security incidents	<ul style="list-style-type: none">• The Chief Operating Officer (COO) directs and manages the delivery of a customer-responsive portfolio of enterprise IT services and serves as the chair of the Enterprise Services Board. Continually seeks to balance the benefits of the enterprise as a whole with the specific needs of the agencies.• Oversees the delivery of centralized IT services to the enterprise• Establishes operational and performance standards• Reviews and monitors SLA’s with agencies• Develops transparent chargeback models• Identifies enhancements to the Service Catalog



EPMO Role & Responsibilities (1 of 3)

The following chart describes the mandate and key responsibilities of the Enterprise Portfolio Management Office.

Mandate

Support the development the Enterprise IT Strategic Plan; to ensure the efficient operation of the Governance Boards and workgroups by providing for the timely flow of accurate data, provide effective oversight of projects in accordance with all applicable standards

Key Responsibilities

Inform

- Coordinate development of Enterprise IT Strategic Plan
- Facilitate collaboration around agency strategic plans and budgets
- Gather project (including change orders, SOW's etc.) scope, financial and performance data to generate a performance dashboard
- Prepare reports to the Board of Directors on enterprise portfolio performance, including lagging performers and collaboration points and intersections

Support

- Facilitate technical workgroup meetings
- Coordinate activities between technical workgroups; review decision dependencies, sequencing and scope

Manage

- Manage project gating process
- Develop and apply project management policies and standards and designate tools for agency/cluster use



EPMO Role & Responsibilities (2 of 3)

Resources

- Serves as the support group for the Board of Directors processes
- Depending on approval thresholds, staffed by 3-5 senior level IT managers and other capable, experienced staff as needed

Decision Inputs & Outputs

Inputs

- Agency / Cluster / Enterprise Project Budget
- Agency / Cluster / Enterprise Strategic Plans
- Agency / Cluster / Enterprise New Project Requests
- Agency / Cluster / Enterprise New Technology Requests
- Agency / Cluster / Enterprise Project Status Reports

Outputs

- Enterprise Strategic Plan
- Board of Director reports on portfolio and performance, standard and ad hoc
- Exceptions and non-compliance reports
- Project gating process
- Board / workgroup administration (e.g. minutes and scheduling)



EPMO Role & Responsibilities (3 of 3)

Cadence of Work

Daily Operations

- Work with agencies/clusters to review and process existing and new projects in terms of progress, scope, financials, project needs and intersection points
- Foster interoperability by facilitating identification of enterprise leverage opportunities through meetings with agencies/clusters and enterprise IT
- Develop demand models for new enterprise level service offerings
- Monitor project performance; receive and process project status reports
- Coordinate technical workgroup activities
- Facilitate technical workgroup meetings by preparing agenda, and minutes

Quarterly Operations

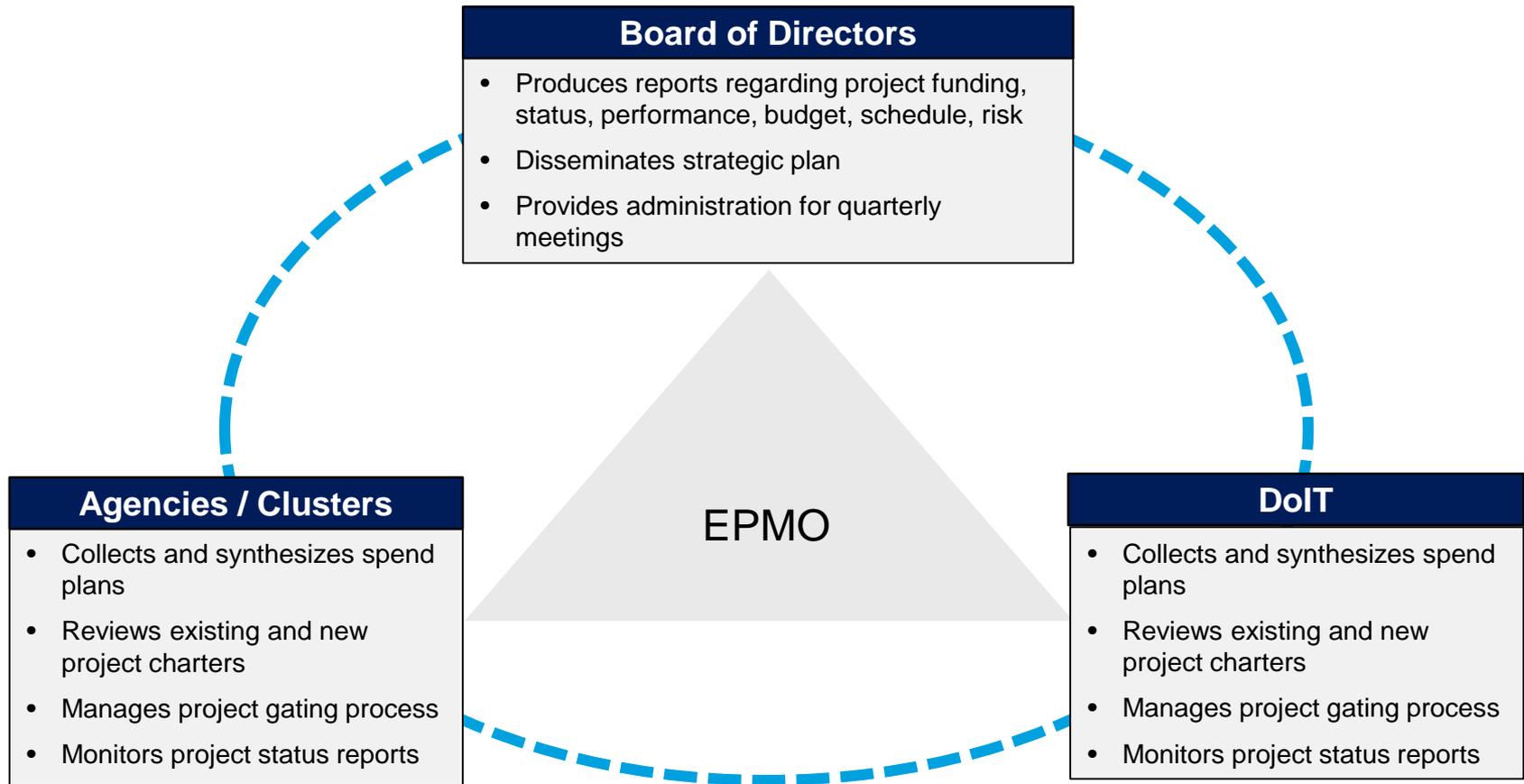
- Administer Board of Director and Enterprise Services Board meetings
- Prepare reports for Board of Director meetings
- Prepare Portfolio Performance Reports that include project updates and performance metrics

Annual Operations

- Prepare Enterprise IT Strategic Plan based on concepts identified by Board of Directors and IT Summit
- Synthesize, analyze, and identify collaboration opportunities in agency IT Strategic Plan submissions and budget plans
- Administer IT Strategic Planning Summit

Interaction of EPMO with other entities

The EPMO manages information flow and coordinates activities. The bullets in the boxes below indicate what tasks the EPMO performs for each group.





SPMG Role & Responsibilities (1 of 3)

The following chart describes the mandate and key responsibilities of the Service Planning and Management Group (SPMG).

Mandate

Support the development the Enterprise IT Strategic Plan; to ensure the efficient operation of the Enterprise Services Board by providing for the timely flow of accurate data, provide effective oversight of services in accordance with all applicable standards

Key Responsibilities

Inform

- Coordinate development of Service Catalog
- Coordinate development of transparent Chargeback models
- Facilitate collaboration around agency strategic plans, requirements and feedback
- Gather SLA data to generate a performance dashboard
- Prepare reports to the Enterprise Services Board on SLAs, including lagging performers and collaboration points

Support

- Facilitate ESB meetings
- Coordinate activities between technical workgroups; review decision dependencies, sequencing and scope as they relate to Services

Manage

- Manage Services Catalog
- Manage transparent Chargeback model
- Manage SLAs reporting and issue identification and resolution



SPMG Role & Responsibilities (2 of 3)

Resources

- Serves as the support group for the ESB processes
- Depending on approval thresholds, staffed by 3-5 experienced staff as needed to support Governance

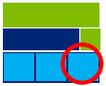
Decision Inputs & Outputs

Inputs

- Agency / Cluster / Enterprise Service Requirements
- Agency / Cluster / Enterprise Strategic Plans
- Agency / Cluster / Enterprise New Service Requests
- Agency / Cluster / Enterprise SLA Reports
- DoIT Service Costs
- DoIT Performance Metrics

Outputs

- Enterprise Strategic Plan inputs
- ESB reports on service portfolio and performance (standard and ad hoc reports)
- SLAs
- Chargeback Rates
- Exceptions and non-compliance reports
- Agency satisfaction reports
- ESB (e.g. minutes and scheduling)



SPMG Role & Responsibilities (3 of 3)

Cadence of Work

Daily Operations

- Develop demand models for new enterprise level service offerings
- Monitor SLA performance; receive and process status reports
- Oversee service portfolio operations
- Monitor chargeback rates and recovery
- Support technical workgroup activities as needed

Quarterly Operations

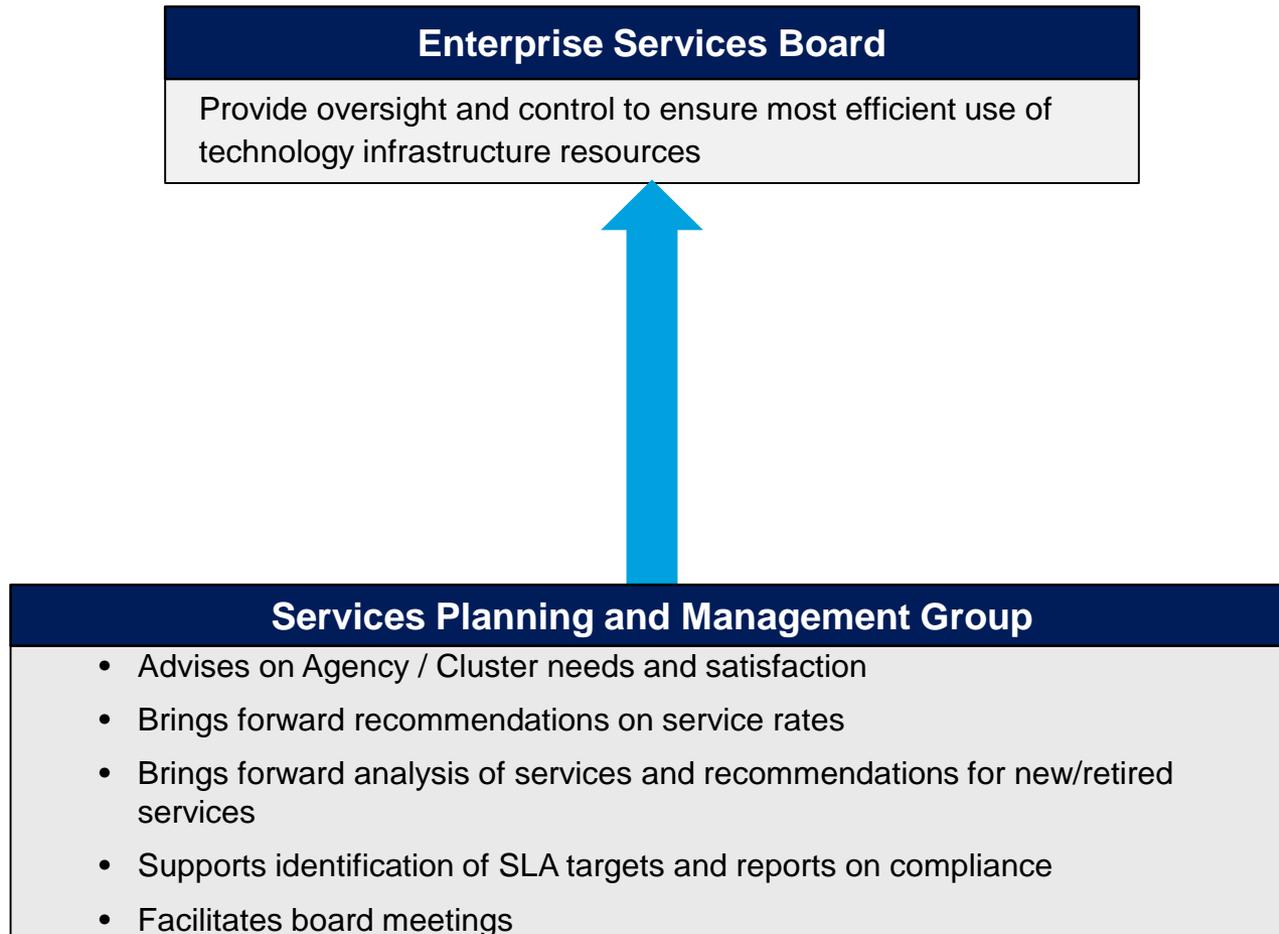
- Prepare reports for ESB meetings
- Prepare SLA report that include project updates and performance metrics

Annual Operations

- Develop Chargeback model and rates
- Prepare Annual Services Reports (new and retired services) Enterprise IT Strategic Plan based on concepts identified by Board of Directors and IT Summit
- Synthesize, analyze, and identify collaboration opportunities in agency IT Strategic Plan submissions and budget plans
- Provide Annual Service Level Report and inputs to Strategic Planning Process

Services Planning and Management Group supports Enterprise Services Board

The Service Planning and Management group manages information flow and coordinates activities. The bullets in the boxes below indicate the tasks that group performs.



Enterprise Strategic Planning Process

Enterprise Strategic Planning Section Contents

- Enterprise Strategic Planning Process Overview
- Enterprise Strategic Planning Process
- Enterprise IT Strategic Planning Process
- Annual IT Strategic Planning Cycle
- IT Summit Activities and Outputs

Enterprise Strategic Planning Process Overview

An Enterprise IT Strategic Plan prioritizes IT investments so that they align with the State's strategic goals. The plan covers a three to five year cycle, but is updated annually to account for changes in technology or budget. It follows the following calendar cycle.

- **Summer:** The State identifies its strategic goals, concurrent with the development of agency and cluster IT strategic plans and goals.
- **Fall:** Spend plans, project charters and performance data are compiled by the EPMO. All of the information is presented to the IT Summit, which is an opportunity for agency business and IT leaders to discuss prioritization and optimization of IT spending to support the State's strategic business goals.

During the IT Summit, participants collaboratively prioritize investments and rank proposed projects according to their alignment with the State's strategic goals. In order to maximize the efficiency of the IT Summit and the Strategic Planning Process, the criteria for inclusion into the process is limited to projects whose total budgeted costs (including services, resources, equipment and licenses) exceeds a defined threshold.

- **Winter:** Outcomes from the summit provide content for the final IT Strategic Plan, and identify opportunities to collaborate. The Board of Directors uses this data to develop its prioritized funding plan. The Enterprise Services Board uses this information to confirm service portfolio

The outcome of this process is an Enterprise IT Strategic Plan which synthesizes agency IT investments with the enterprise goals and a service portfolio that aligns to statewide needs and rates that are well understood.

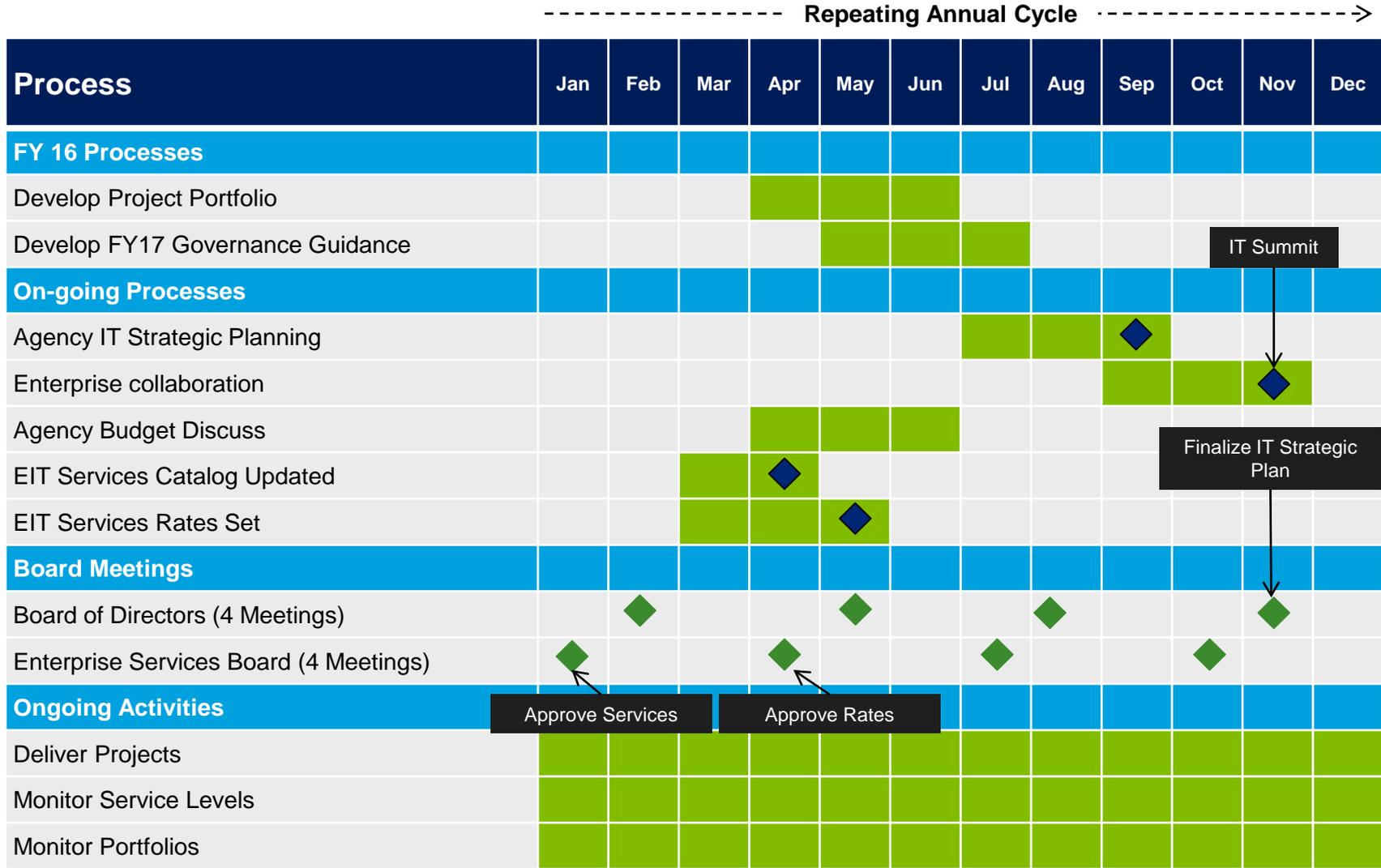
Enterprise IT Strategic Planning Process

The IT Strategic Planning is a significant undertaking that requires significant planning, support and data.



<p><i>Stakeholders</i></p> <ul style="list-style-type: none"> Board of Directors Enterprise Services Board Agency IT Leads Cluster CIOs Agency Directors DoIT Service Leaders <p><i>Inputs</i></p> <ul style="list-style-type: none"> SOI Business Strategies Agency Spend Plans Budgets 	<ul style="list-style-type: none"> Cluster/Agency IT Strategic Plans, identifying projects, initiatives and budget requests, Cluster IT Strategies EPMO compiles Agency and Cluster Strategic Plans and facilitates annual IT summit which includes CIO, Enterprise Services Board, CXOs, Service Planning and Management group During the 1-2 day planning retreat, participants identify <ul style="list-style-type: none"> Prioritized project list Enterprise service requirements New technology requirements Collaboration opportunities Issues Participants review priorities to align with State strategic objectives 	<p>The strategic plan includes</p> <ul style="list-style-type: none"> Statement of SOI Strategic Objectives Description of current IT landscape Status of in-flight initiatives Identification of IT project priorities for agencies and enterprise Identification of service requirements and priorities Discussion of issues and mitigation strategies Updates to strategic plan
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Annual IT Strategic Planning Cycle



IT Summit

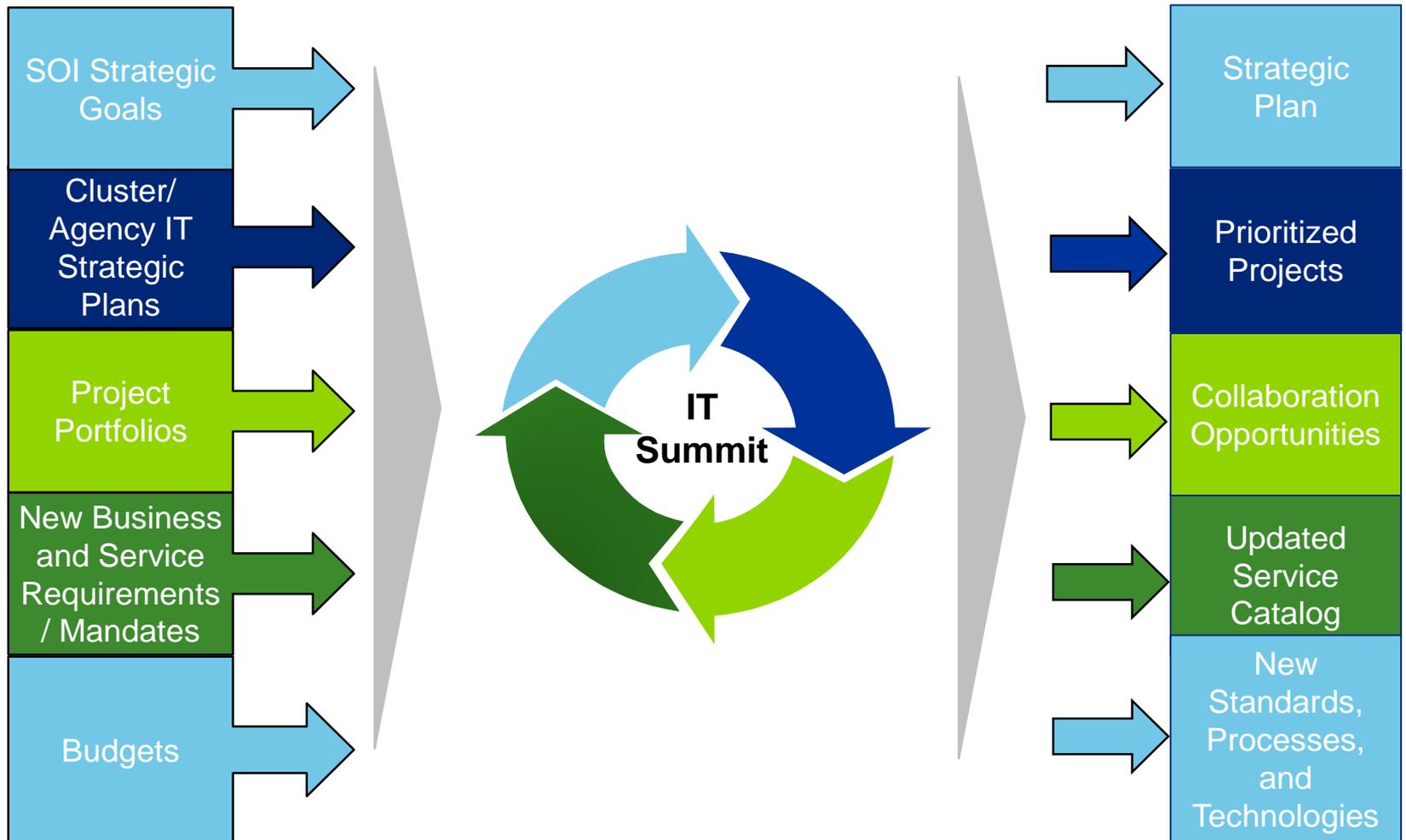
Finalize IT Strategic Plan

Approve Services

Approve Rates

IT Summit Inputs and Outputs

The IT Summit process uses the State and agency inputs to develop the strategic plan.



Portfolio Management Process

Portfolio Management Process Section Contents

- Portfolio Management Process Overview
- Portfolio Management Process
- What is a Project?
- Balancing: Key Strategic Projects Selection Criteria
- Balancing: Sample Criteria
- Oversight: Management Control Thresholds
- Oversight: Threshold Analysis
- Oversight: Recommended Thresholds
- Oversight: Templates
 - Baseline Report
 - Quarterly Health Report
 - Intervention Recommendation

Portfolio Management Process Overview

IT Governance identifies two process to support a more comprehensive approach to managing the State's IT investments. These two areas of focus for Portfolio Management are:

- **Portfolio Balancing** – Translating the State strategy into prioritized programs and projects and balancing the risk of project implementation against the value derived from that project.
- **Portfolio Oversight** – Instituting regular 'checkpoints' at which performance of the initiatives is reviewed to assess overall project health, and determining whether enterprise goals are being met.

Once portfolio balancing is complete, the EPMO then starts monitoring and overseeing those projects as part of its Portfolio Oversight function. The EPMO has the authority, and responsibility, to develop mitigation plans for projects when they are underperforming, and to even recommend cancellation in the appropriate circumstances. The BOD has final authority in those cases.

The sections contain an overview of how the model works, and then details the processes to enable Portfolio Balancing and Project Oversight.

Portfolio Management Process

Purpose

To design a process which approves projects based upon risk profile and strategic alignment, and monitors those projects to ensure compliance with standards and agreed upon performance outcomes.

Guiding Principles

Determine Project Inclusion Threshold

- A set of criteria for including a project in the various Governance Processes

Design Collaborative Approach

- A process that requires review and discussion between the boards and agencies, rather than control and dictation

Design Iterative Approach

- A process that permits an iterative approval approach to allow projects to proceed while their design is being developed

Outcomes

- Project initiation and approval process: supported by the **Project Baseline Report Template**
- Project monitoring and status reporting process, that include the **Quarterly Health Report Template**
- Capacity to intervene in failing projects supported by the **Intervention Recommendation Template**
- Common KPIs and Performance Metrics Framework

Benefits

- The process will allow SOI to
- Manage compliance with standards
 - Increase collaboration and leverage between agencies and projects
 - Provide visibility into at risk projects

What is a Project?

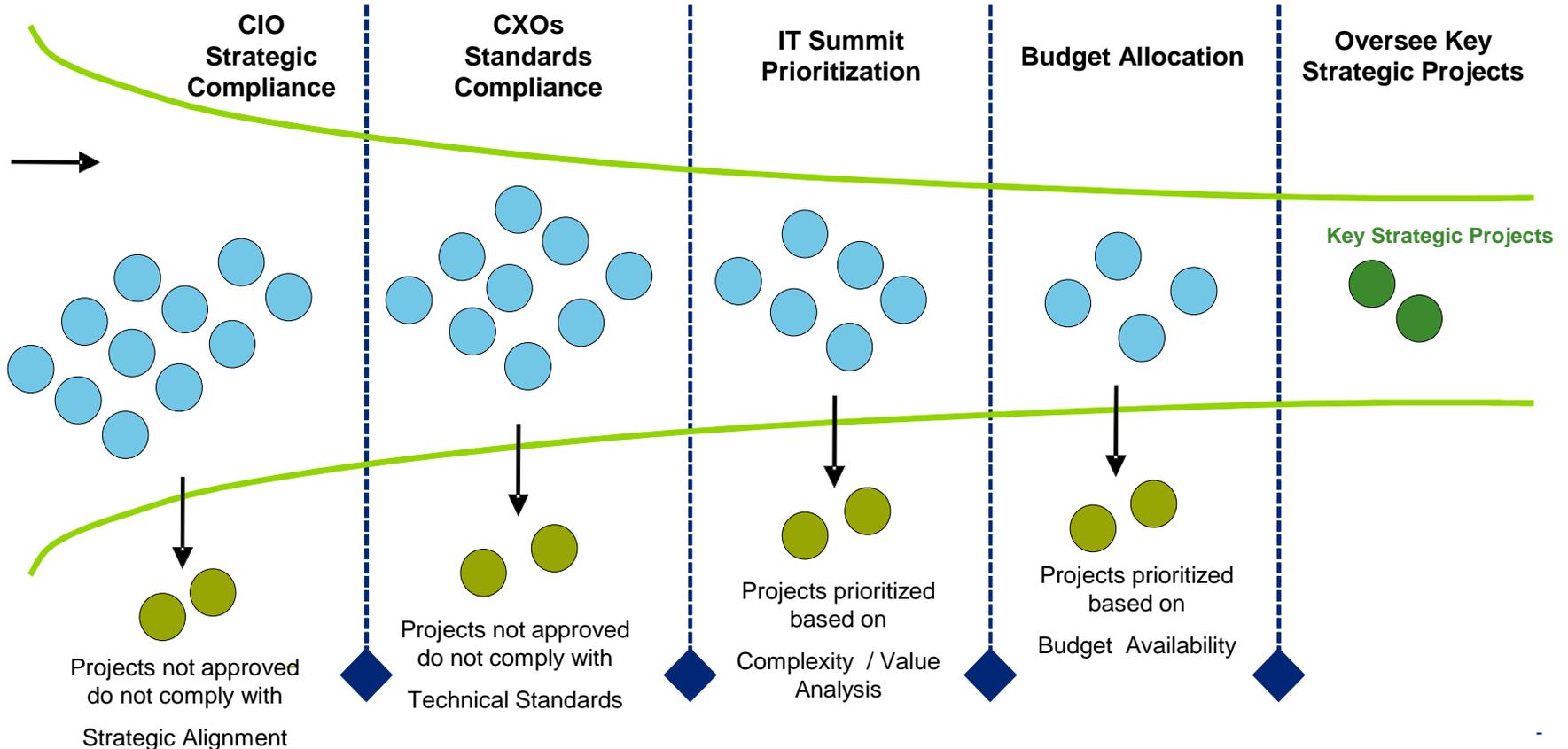
A **project** is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables, undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. (1)

Activity	Chartered?	Governed?
New Application/Technology Implementation	Yes <ul style="list-style-type: none"> • Thresholds? <ul style="list-style-type: none"> • >\$50k • >320 hours 	Depends on: <ul style="list-style-type: none"> • \$ • Risk • Criticality • Complexity
Ongoing Maintenance of Application	<ul style="list-style-type: none"> • No 	No: This is the ongoing responsibility of application support operations
Development and Implementation of New Service	<ul style="list-style-type: none"> • Yes 	Depends on: <ul style="list-style-type: none"> • \$ • Risk • Criticality • Complexity/Scope
Provision of Existing Service	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • No. This is ongoing responsibility of Service Operations
Development of New Standard	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • No. This is the ongoing responsibility of the Standards Working groups

(1) PMBOK Definition

Balancing: Key Strategic Projects Selection Criteria

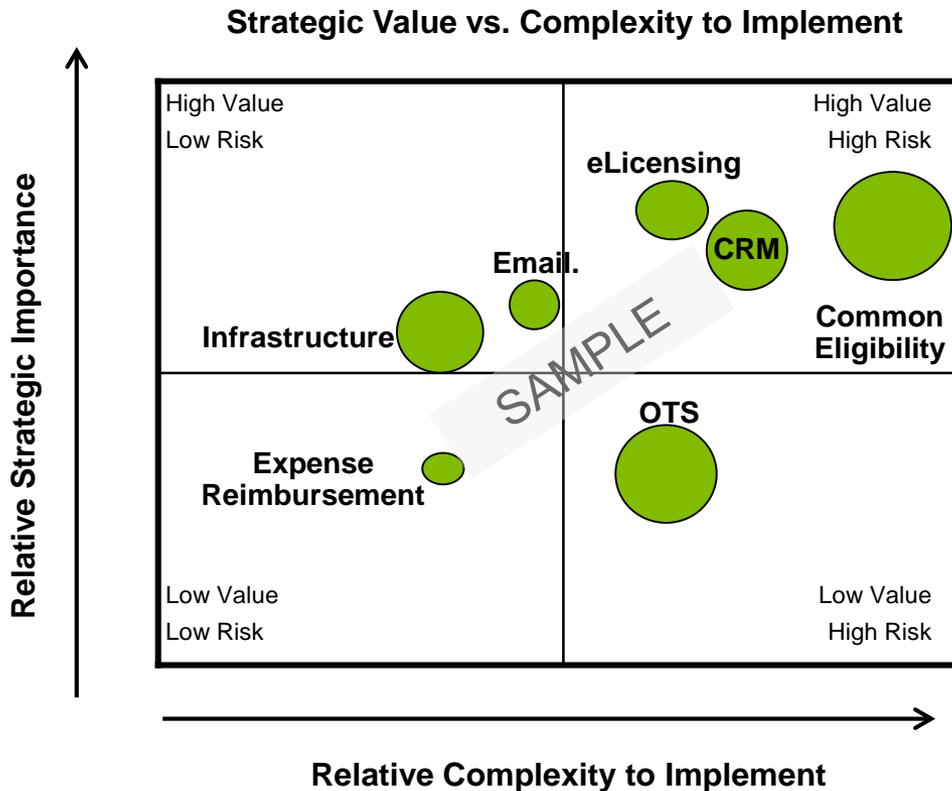
Process Owner	EPMO				
Appeal	CIO	CIO	BOD	BOD	BOD
Decision	EPMO	CXO	CIO	CIO	CIO



● Owner can abandon, redesign, table or appeal

Balancing: Sample Criteria

A project's relative strategic value and complexity needs to be assessed and balanced against the enterprise's resources and capabilities.



Note: Bubble size represents resource requirement

Considerations for including a project in the portfolio

Strategic Value

- Alignment with Strategic Objectives
- Alignment with Target Architecture
- ROI
- Cost Reduction

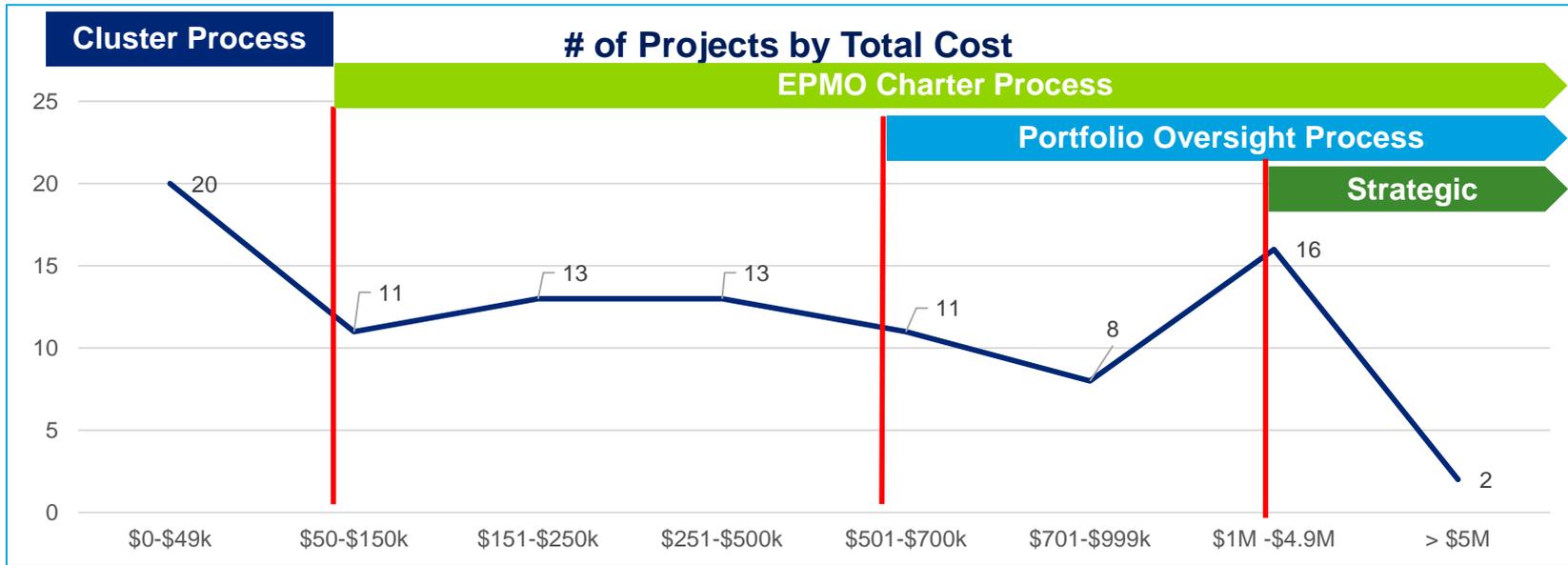
Complexity to Implement

- Cost
- Duration
- Number of agencies affected
- Dependencies with other projects
- Degree of organizational change / impact
- Degree of technical difficulty

Cost

- Human Resources
- Financial Resources

Balancing: Threshold Analysis

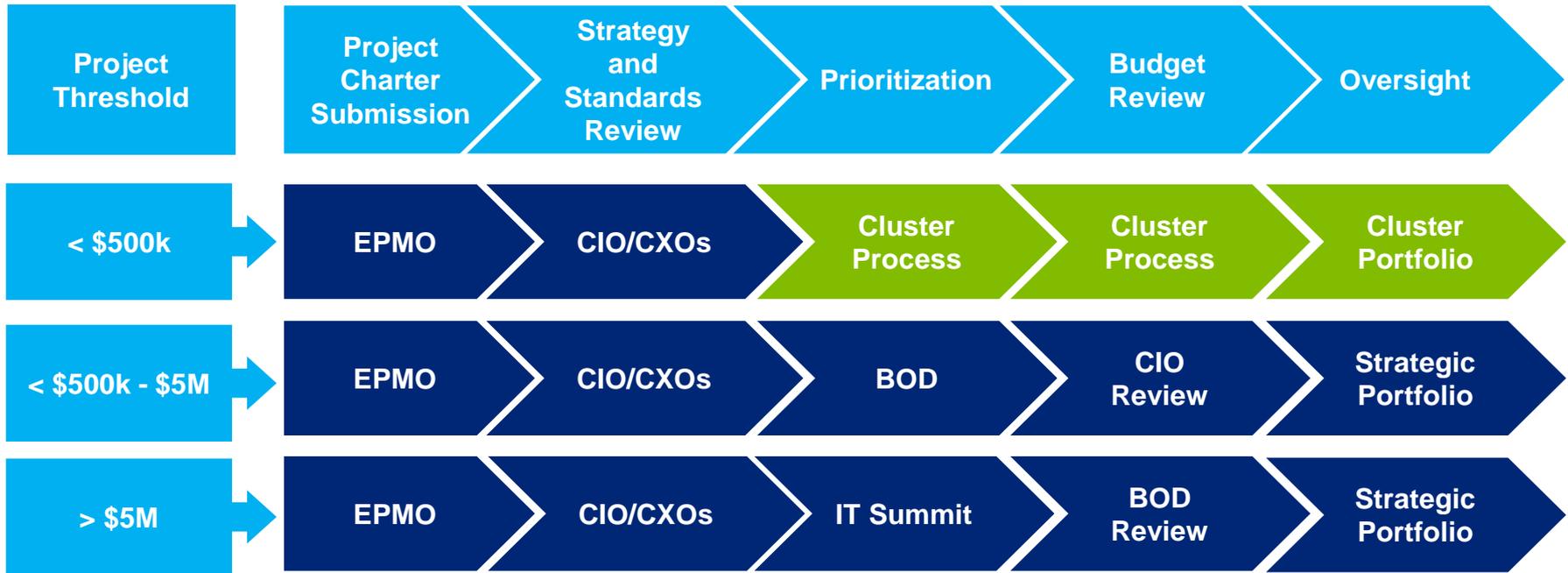


Range	# of Projects	\$ Spend	% of Spend
\$0-\$49k	20	\$ 308,756	0.4%
\$50-\$150k	11	\$ 1,136,800	1.6%
\$151-\$250k	13	\$ 2,563,000	3.6%
\$251-\$500k	13	\$ 4,462,100	6.3%
\$501-\$700k	11	\$ 5,740,600	8.0%
\$701-\$999k	8	\$ 6,190,000	8.7%
\$1M-\$4.9M	16	\$ 35,874,200	50.3%
> \$5M	2	\$ 15,087,000	21.1%
Totals	94	\$ 71,362,456	100.0%

- Observations**
1. Setting the EPMO threshold at \$50k eliminates 21% of the projects from oversight and accounts for just 0.4% of the spend
 2. Setting the Portfolio Oversight Process threshold at \$500k eliminates 61% of the projects, but captures 88% of the spend.
 3. Note: Cost not the only determinant for gatekeeping (see slide 43, 44).

Note: IMPACT, IES, ERP, CRM not included in Data Analysis. Nor are Hardware Upgrades and Licensing.

Balancing: Recommended Thresholds



If the project **Passes**, then it proceeds to the next 

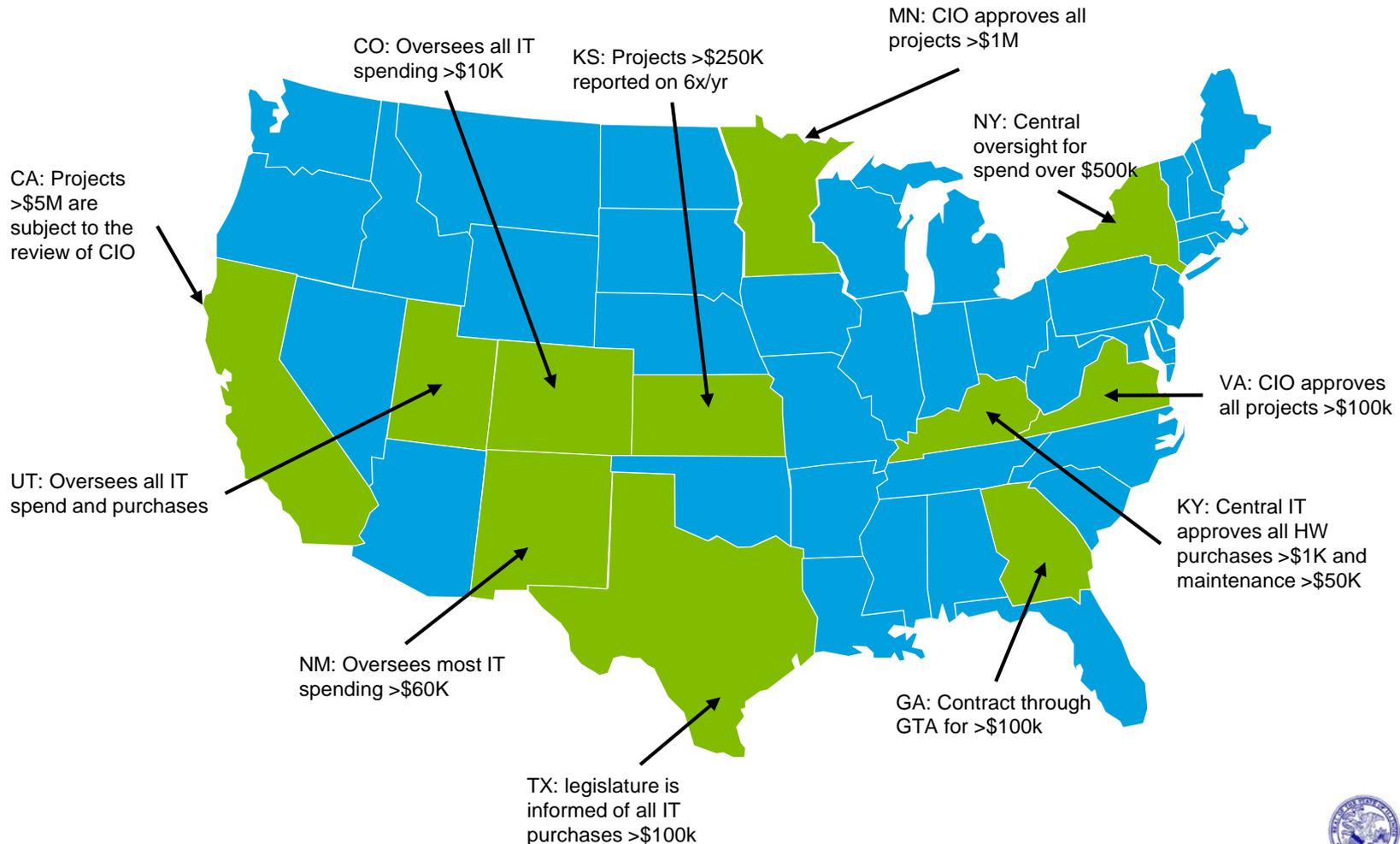
If the project **Does Not Pass**, then owner can abandon, redesign, table or appeal

Project Threshold	Level of Review
< \$500K	By agency / Cluster CIO where applicable
> \$500k - \$5M	By EPMO, (Cluster CIO where applicable) and CIO
> \$5M	By EPMO, IT Summit and CIO

* Cluster tools and processes should conform to Enterprise Standards

Oversight: Management Controls Thresholds

Leading edge IT Governance often plays a significant role in financial oversight and control. As could be expected, different states use different models and thresholds for their governance organizations to manage IT purchases and project spending. To some degree, the models are driven by the level of centralization of the state. Below is a sampling of state rules for reporting and management of IT dollars as part of governance activities.



Oversight: Oversight Activities and Templates

Typically a state uses templates to support the portfolio management process. The Cluster CIOs and EPMO are responsible for reports.

Template	Description	Purpose
Project Baseline Report	<p>Provides key project baseline data</p> <ul style="list-style-type: none"> • Annual budget • Schedule • Project milestones • Project Domain and Category Identification • Return on Investment • High level design data 	<ul style="list-style-type: none"> • Used to baseline projects for performance evaluation • Enables strategic compliance review • Enables standards compliance review and identification of leverage opportunities
Quarterly Health Report	<p>Provide for detailed evaluation and validation of Key Performance Indicators identified in Project Charter, including</p> <ul style="list-style-type: none"> • Budget, Schedule, Scope • Quality and Compliance <p>Reflects overall project health</p>	<ul style="list-style-type: none"> • Used by EPMO to identify troubled projects • Used by agencies to report KPIs to EPMO regarding Key Projects included in Portfolio • Results in Red, Yellow, Green • Forms basis for Mitigation Plan and any necessary CIO/BOD intervention
Intervention Recommendation	<p>Provides rationale for Intervention Recommendation</p> <ul style="list-style-type: none"> • Explains current state and describes prior mitigation efforts • Provides recommendation for further mitigation or project cancellation 	<ul style="list-style-type: none"> • Used by EPMO to support intervention recommendation to CIO/BOD

Project Baseline Report Template (1 of 2)

The figure below is part of the Project Baseline Report. The intent is to capture Key Performance indicators, such as Budget, Scope and Schedule. The template design was intended to be simple, to collect only necessary data, use drop down selections to increase data integrity and develop linked tables to limit input error.

14	KPIs				
15	Estimated Start Date	2/1/2013			
16	Estimated End Date	12/31/2015			
17	Duration (months)	35			
18	Milestones	Phase Completion Date	Budget (\$)	Estimate to Complete %	Scope (Hours)
19	Initiation	2/15/2013	\$ 100,000	10%	1,000
20	Planning	5/1/2013	\$ 125,000	15%	1,600
21	Execution	9/1/2013	\$ 275,000	45%	4,000
22	Control	12/1/2013	\$ 250,000	10%	1,600
23	Closeout	4/1/2014	\$ 200,000	20%	2,400
24	TOTAL		\$ 950,000	100%	10,600
25	Budget Data				
26	Internal Budget	FY 12/13	FY13/14	FY14/15	TOTAL
27	Implementation	\$275,000	\$675,000		\$950,000
28	Maintenance		\$200,000	\$200,000	\$400,000
29	Projected Savings	\$0	\$0	\$150,000	\$150,000
30	ROI	1 Year		Five Year ROI	
31	Federal Data				

Key Performance Indicators

- Schedule
- Budget
- Scope

Project Baseline Report Template (2 of 2)

The template is also used to collect high level features of the project design. Using a common template should enable the EP MO to compare projects that address similar business processes or have similar architectural components.

40	Category Data	
41	High Level Description of Business Purpose	
42	Agency/Cluster/Enterprise?	Agency
43	Strategic Alignment	Reduce Cost of Government Services
44	Business Domain	Government Operations and Infrastructure
45	Business Function	Enrollment and Eligibility
46	Infrastructure Function	NA
47	Infrastructure Sub Function	NA
48	Application Development Approach	Custom Development with Internal Implementation
49	Secondary Implementation Approach	Maintenance
50	Are there elements of this solution that could be extended beyond your agency?	Yes
51	Do you anticipate that the design will comply with all applicable standards?	Yes
52	Do you anticipate the need for a new standard (s)?	No
53	Does agency have appropriate skills sets?	Yes

- Fields capture a high level description of the project's function and approach.
- See the Standards Development Section, Taxonomy Development, for an explanation of the structure and purpose of each field.
- The template is populated with an example set of these categories.

Blue indicates a drop down box

Quarterly Health Report (1 of 3)

The Quarterly Health report captures Metrics of a project as it is progressing. It also indicates when a project is not progressing as planned and needs EPMO attention.

Project Health Report		METRICS	
1	Project Name	TANF WVS	Condition
2	Agency	DHS	Current Date
3	Project Owner, Last	Donne	
4	Original Estimated Start Date	02/01/13	Actual Start Date
5	Quarterly Report #		
6	Number of Times Base Lined		
Schedule		Budget	Scope
2		17.6%	0.0%
3			15.1%
4	Budget (\$)	Baseline Budget	Budget as of QHR Report Date
5	Initiation	\$100,000	\$100,000
6	Planning	\$125,000	\$125,000
7	Execution	\$275,000	\$275,000
8	Control	\$250,000	\$275,000
9	Closeout	\$200,000	\$175,000
10		\$950,000	\$950,000
11	Scope (hours)	Baseline Scope	Scope as of QHR Report Date
12	Initiation	1,000	1,400
13	Planning	1,600	1,200
14	Execution	4,000	5,200
15	Control	1,600	2,000
16	Closeout	2,400	2,400
17		10,600	12,200
18			
19	Schedule (dates)	Baseline Schedule	Schedule as of QHR Report Date
20	Start Date	1/1/2013	3/15/2013
21	Initiation	2/15/2013	5/1/2013
22	Planning	5/1/2013	7/21/2013
23	Execution	9/1/2013	12/15/2013
24	Control	12/1/2013	4/1/2014
25	Closeout	4/1/2014	9/1/2014
26		65	76

The metrics compare original baseline data taken from the Project Charter against data captured in the current quarter reporting cycle.

Grey indicates original data taken from the Baseline Report

Blue indicates new data captured in the Quarterly Health Report

Red, Yellow, Green Status is auto calculated by measuring difference between original and new data



Quarterly Health Report (2 of 3)

The Quarterly Health Report measures variances between the Baseline Report and the current project status KPIs. The chart below defines standards that indicate whether a project is Red, Yellow or Green

Criteria	Red	Yellow	Green
Schedule	Variance to Schedule >25%	Variance to Schedule >10-24%	Variance to Schedule <10%
Budget	Variance to Budget >15%	Variance to Budget >5%	Variance to Budget <5%
Scope	Variance to Hours >15%	Variance to Hours >5%	Variance to Hours <5%
Overall	<ul style="list-style-type: none"> • 1 Red and 1 Yellow • Or lower 	<ul style="list-style-type: none"> • 1 Red or • 2 Yellow • Or lower 	

Schedule Measurement:

- Schedule for Project to Date v Actual Project to Date
- Example: A 2 year project is 2 months behind schedule at 1 year anniversary
- $360 \text{ days} / 300 \text{ days} = 20\% = \text{Yellow}$

Budget Measurement:

- Budgeted Cost of Work Completed to Milestone v Actual Cost of Work Completed to Milestone
- Example: A \$2M project was planned to be at 40% of budget at Milestone 3. Instead, it is at 50% of budget at Milestone 3.
- $\$1,000,000 / \$800,000 = 25\% = \text{Red}$

Scope:

- Current Planned Total Hours v Original Planned Total Hours
- Example: A projected originally scoped for 250,000 hours is now scoped for 240,000 hours
- $250,000 / 240,000 = 4\% = \text{Green}$

Quarterly Health Report (3 of 3)

When project metrics are Green, no further action is required until the next quarterly report. If a project report is Red or Yellow, then the PM and the EP MO complete a Quarterly Health Report narrative.

Quarterly Health Report	Comments
Project Name	Name consistently across all management documents
Agency	
What is current condition of project?	Identify Red, Yellow or Green
List last three report conditions	List last three quarterly conditions
Condition Factors	Identify and explain factors impacting condition: lack of resources, funding, contracting delays, inadequate requirements etc.
What is Schedule impact?	Discuss schedule concerns (can project catch up, is further drift likely?)
What is Budget impact?	Discuss budget trends (can project find offsets?, what is impact on scope? are alternative funds available?)
What is Scope impact?	Discuss scope trends (are there additional requirements? Is required functionality being met?)
Identify any issues needing resolution by BOD	Identify any policy, strategy or governance issues that require BOD resolution.
Discuss Mitigation Plan	<ul style="list-style-type: none"> Any Red or Yellow project should develop a mitigation plan addressing how the project will address budget, schedule and scope issues. All plans should identify specific success measures. If applicable, discuss success of prior mitigation plans
Should Project be Re-base lined?	<p>Re-base lining may be warranted</p> <ul style="list-style-type: none"> if the underlying cause has been addressed and new metrics are reliable. Identify number of times project has been re-base lined.

Intervention Recommendation

When a project has been Red for 2 consecutive quarters, the EPMO should prepare an Intervention Recommendation Report

Criteria	Continue	Cancel	Comments
How far over budget is it?	< or = 25%	> 25%	Can the budget be addressed with scope or schedule changes?
Is new budget complete and accurate?	Yes	No	What is the level of certainty? Is there a specific cause?
How far behind schedule is it?	< or = 40%	> 40%	What is the trend? Has the project stabilized?
How long has it been behind schedule?	< or = 30%	> 30%	What is the trend? Is there any improvement?
Is schedule gap increasing?	No	Yes	What is the trend? Has the project stabilized?
How long has it been Red or Yellow?	< or = 25%	> 25%	What is the trend? Is there any improvement?
Did the mitigation plan meet success criteria?	Yes	No	(A project with consecutive Reds should have had a mitigation plan.) Has that plan meet some success?
Is the work to date meeting requirements?	Yes	No	Is the project delivering what it what intended to do?
Is it the project still aligned with strategy?	Yes	No	Has strategy changed, decreasing value of project?
Is the project mandated?	Yes	No	If project is cancelled, how will mandate be addressed?
Can the technology be leveraged?	Yes	No	Is the technology useful to the enterprise, or is it a point solution?
How do new metrics impact original business case ROI?	Decrease in ROI < or = 25%	Decrease in ROI >25%	Is the business case still solid?
Summary:	Brief statement summarizing reasons for recommendation		
Recommendation:	Re Baseline	Implement New Mitigation Plan	Cancel

Standards Framework

Standards Framework Section Contents

- Standards Framework Overview
- Elements of Standards and Policies
- Standards Framework
- Develop Standards Framework
- Develop Taxonomy
- Collect Data
- Develop Lifecycles and Map Data
- Develop Standards Catalog
- Use Standards in Projects and Operations
- Update Standards
- Initial IT Standards Working groups

Standards Framework Overview

In order to optimize the State's IT investments, common technologies and resources must be leveraged across the enterprise. Using a consistent set of standards can support this effort.

- When agencies adopt a unique technology it limits their ability to share resources with other agencies. When they adopt a common technology, then they can share resources.
- Agencies cannot aggregate contracts for similar categories of products and services, keeping unit costs high. When they use a common technology, then they can aggregate their spending and achieve savings from economies of scale purchasing.
- The use of different standards and processes results in a siloed and fragmented IT environment. Implementing a set of consistent standards across the enterprise will move State to a more unified and integrated IT environment.

The state's technology leaders must establish common policies and standards for technology and processes which can be adopted across the enterprise.

- A policy is a governing principle that provides the basis for standards and carries the highest authority in the organization.
- Standards identify a set of common technologies that should be used for a particular function, or a common process to carry out an activity.

The process for developing standards is outlined in the information that follows.

Elements of Standards and Policies

Standards and Policies should contain certain elements to enable them to be found and easily followed.

Standards

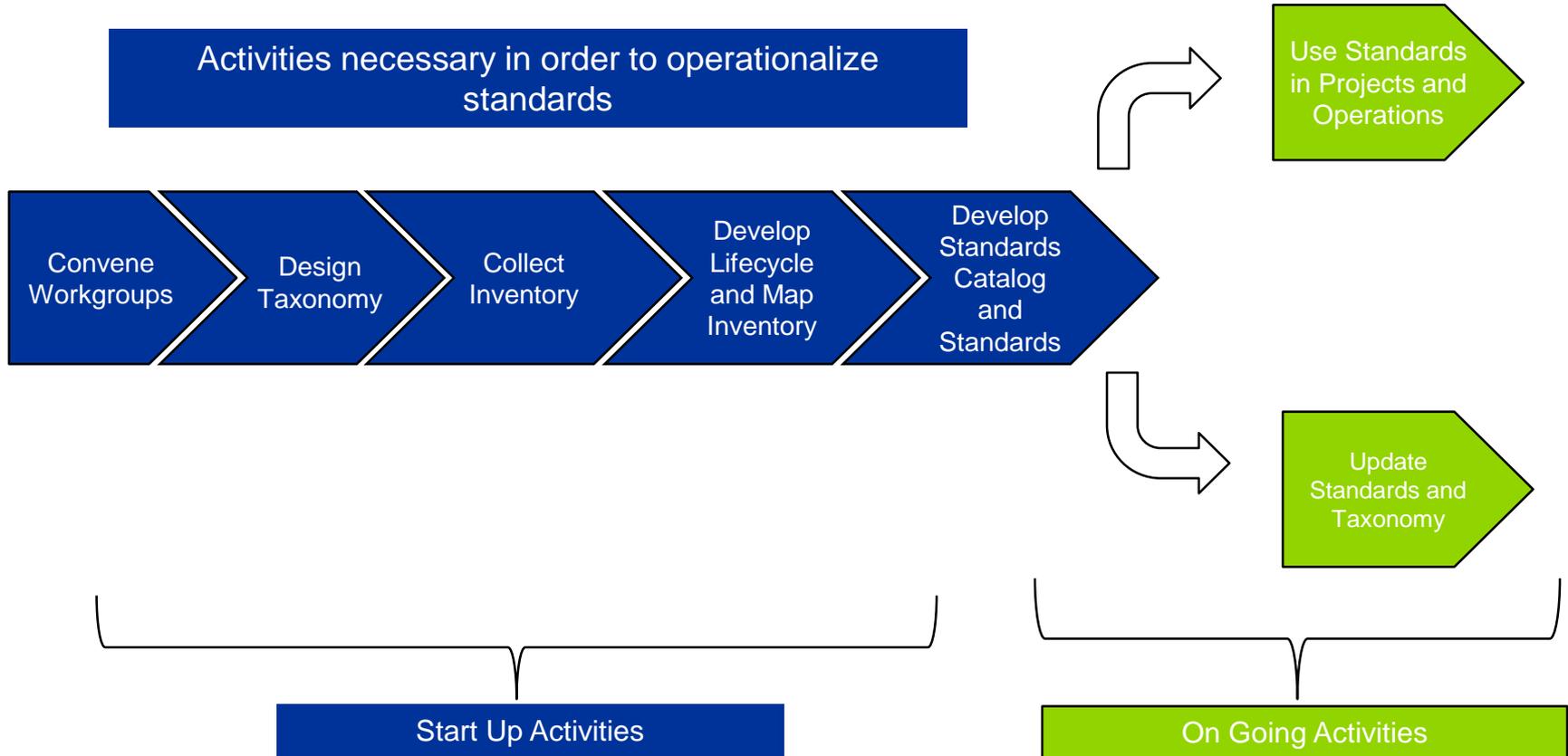
- Standards provide detailed mandatory criteria to ensure conformity with State policies. Standards define an acceptable level of control and associated measurable compliance criteria.
- Identification of the pertinent domain
- Discussion of how it was developed (Procurement, Current State Evaluation, Best Practice)
- Identification of necessary particulars
 - Product Vendor
 - Product Version
 - Lifecycle Categorization
 - Design features and elements
 - Process steps
- Approach to implementing/adopting the standard, effective date and anticipated duration
- Relationship to other standards, if any

Policies

- Policies are high-level statements regarding principles and requirements that set the tone and temperament of management's risk tolerance.
- A policy is a governing principle that provides the basis for standards and carries the highest authority in the organization.
- Some policy requirements overlap with Standards, policies should also:
 - Identify the authority under which it is issued
 - Identify relationship to other policies and standards
 - Specify the consequences of non compliance
- Consider Taxonomy and Scope

Develop Standards Framework

The Framework has one time start up activities and then is used and maintained.





Develop Taxonomy

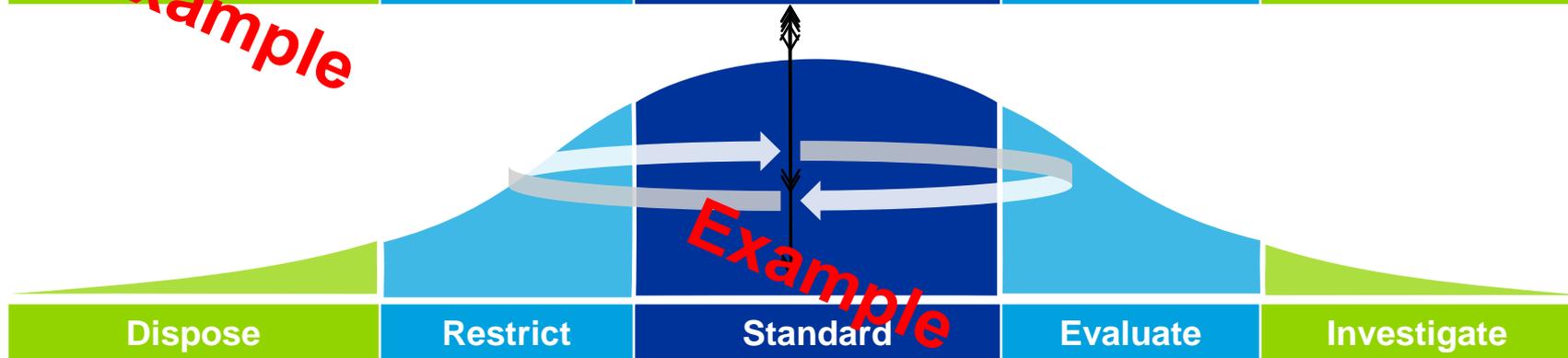
The Taxonomy is preliminary and should be assessed and confirmed by CXOs and workgroups.

Domain	Business	Function	Software
Sub Domain	Customer Service	Enrollment and Eligibility	Desktop
	Disaster Management	Customer Relationship Management	Database
	Economic Development	Citizen Benefits Management	Security Tools
	Education	Asset and Inventory Control	Collaboration
	Energy	Services and Product Acquisition	Utilities
	Environmental Management	Organization and Position Management	Development Tools
	Government Operations and Infrastructure	Compensation and Benefits Management	Information Management
	Health	Employee Performance Management	Management Tools
	Homeland Security	Labor Relations	Infrastructure
	Income Security	Human Resources Development	Servers
	Judicial Activities	Accounting	Storage
	Natural Resource	Funds Control	Network/Telecom
	Public Safety and Law Enforcement	Payments	End Client / User
	Transportation	Collections and Receivables	Data Center / Hosting Facilities
	Workforce Management	Facilities, Fleet and Equipment Management	
	Travel		
	Licensing and Permits		

Develop Lifecycle and Map Inventory

The distribution of instances informs the lifecycle mapping

Oracle database instances based on operating system version				
(Version) <5.x	6.x	7.x-9.xx	10	11
(Number of Instances) 4	14	67	9	1



Dispose	Restrict	Standard	Evaluate	Investigate
<ul style="list-style-type: none"> •No further investment should be made to these technologies •Alternatives should be ready to deploy 	<ul style="list-style-type: none"> •These technologies are less effective or redundant •They can be maintained •Suitable replacements should be planned and prepared 	<ul style="list-style-type: none"> •These established technologies integrate well •They form the platform which delivers the majority of the capabilities the State needs 	<ul style="list-style-type: none"> •Specific areas and enterprise needs can leverage these emerging technologies, if they add value •They can be tested to assess performance for the State 	<ul style="list-style-type: none"> •These leading edge technologies should be monitored and experimented with •There should be a significant return to justify applying these technologies



Use Standards in Projects and Operations

Standards are used to normalize technologies and enable compliance and collaboration

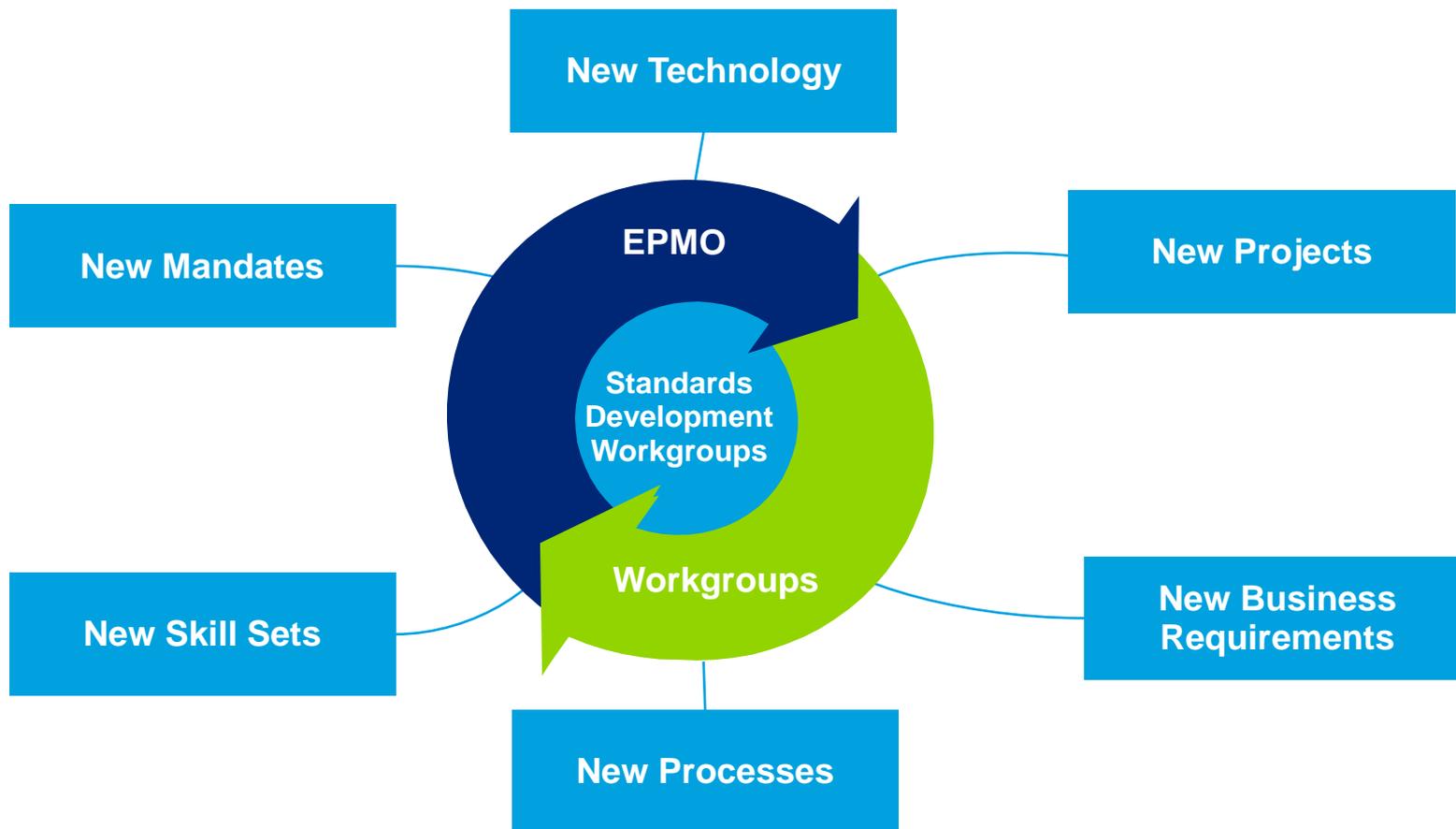
Taxonomy	
Category	
High Level Description of Business Purpose	TEXT
Agency/Cluster/Enterprise?	Agency
Strategic Alignment	Reduce Cost of Government Services
Business Domain	Government Operations and Infrastructure
Business Function	Organization and Position Management
Infrastructure Function	NA
Infrastructure Sub Function	NA
Application Development Approach	New System
Secondary Implementation Approach	COTS with Internal Implementation

Standards	
Project Charter	Technical
Number	FY13 0001
Project Name	TANF WVS
Agency Name	DOH
Application Development Approach	New System
Platform	Based on Vendor Proposal
Database	TBD
Web Environment	.NET Framework 3 and 3.5
Business Requirements Tool	Serena RTM Dimensions 10.x
Version Control	Subversion 1.5



Update Standards

The Standards and their Catalog are not static. Changes in the environment require that they be reviewed and updated.



Initial IT Standards Working groups

The table below details suggested roles and composition of initial standards workgroups which create statewide IT standards. Workgroups should contain both IT and agency business representatives to help drive mutually beneficial standards and solutions.

Group	Charter and Select Responsibilities	Proposed Membership
Statewide Applications Workgroup	<p>Statewide Applications</p> <ul style="list-style-type: none"> • Set standards for the state application portfolio • Provide oversight of EPMO to ensure standards are enforced • Identify system consolidation opportunities to maximize interoperability to satisfy common agency needs 	<ul style="list-style-type: none"> • Chief of Statewide Applications • Application Solution Architect • EPMO Lead • Agency Business Representatives
Architecture Workgroup	<p>Technology Architecture and Standards</p> <ul style="list-style-type: none"> • Facilitate establishment of enterprise architecture • Set and approve technology policies and standards • Provide oversight of compliance with enterprise architecture • Review technology impacts of large projects 	<ul style="list-style-type: none"> • Chief Technology Officer/Enterprise Architect (chair) • Select IT Service Leaders • Agency Business Representatives • Total: 5-7
Data Workgroup	<p>Data and Information Management Systems</p> <ul style="list-style-type: none"> • Review and approve data management standards and policy • Promote/ facilitate intra and inter-agency, cluster and enterprise data sets and sharing opportunities • Advocate for stakeholder data needs and concerns 	<ul style="list-style-type: none"> • Chief Data Officer (chair) • Select IT Service Leaders • Agency Business Representatives • Total: 5-7
Security Workgroup	<p>Information Security and Privacy</p> <ul style="list-style-type: none"> • Review and approve security architecture, standards and policy • Promote/facilitate security, risk management and compliance practices State-wide, including data and physical assets • Consult on implementation of information security protocols • Advocate for stakeholder privacy needs and concerns 	<ul style="list-style-type: none"> • Chief Information Security Officer (chair) • Select IT Security Leaders • Agency Business Representatives • Total: 5-7

Transition

Transition Section Contents

- Transition Activities Overview
- Governance Next Steps
- Key Risks
- Transition Resource Requirements
- Communication Approach

Transition Activities Overview

The next steps to operationalize Governance include:

- Identifying resources to lead and staff the EPMO
- Identifying resources to staff the key positions of IT leadership
- Identifying members of the Board of Directors and the Enterprise Services Board
- Finalize IT governance processes, tools and templates
- Holding Board kick off meetings

The structure and processes must be communicated. The approach is two phased:

1. Build Awareness and Educate
2. Conduct On-Going Updates and Communicate

Additionally, a *Governance Guidebook*, should be owned by the EPMO and updated as the model and processes evolve and mature. Governance is not static. As the State's environment and technologies change, so may the structures and processes of Governance.

Governance Implementation Steps

	Calendar Year	Fiscal Year	Resource	2016				2017				20		
				April	May	June	FY 17 Q1	FY 17 Q2	FY 17 Q3	FY 17 Q4	FY 18 Q1	FY 18 Q2	FY 18 Q4	FY 18 Q4
1.00 Implement IT Governance Model														
1.01	Confirm Model			█										
1.02	Confirm Board Charters			█										
1.03	Confirm Board Processes			█	█									
1.04	Identify Board Members			█										
1.05	Train Board Members				█									
1.06	Launch Board of Directors					█								
1.07	Conduct Ongoing Meetings						█	█	█	█	█	█	█	█
1.08	Launch Enterprise Services Board								█					
1.09	Conduct Ongoing Meetings								█	█	█	█	█	█
2.00 Implement Strategic Planning														
2.01	Begin interim budget data gathering/process						█							
2.02	Conduct Strategic Planning Summit							█						
2.03	Develop Strategic Plan							█						
2.04	Work with GOMB to define FY18 IT spend priorities								█					
2.05	Initiate on-going budget process								█					
2.06	Identify SOI Strategic Goals								█					
2.07	Gather Agency Spend Plans									█				
2.08	Plan Strategic Planning Summit									█				
2.09	Conduct Strategic Planning Summit										█			
2.10	Prepare IT Strategic Plan											█		
2.11	Manage to Strategic Plan												█	
3.00 Develop Technology Standards														
3.01	Develop data collection processes			█										
3.02	Initiate data gathering			█	█									
3.03	Confirm standards development approach				█									
3.04	Identify Standards Definition Working Group Members					█								
3.05	Convene Working Groups						█							
3.06	Develop Taxonomy							█						
3.07	Develop Catalog								█					
3.08	Collect, Analyze, and Store Data									█				
3.09	Identify Areas with Existing Standards										█			
3.10	Identify High Risk areas without Existing Standards											█		
3.11	Develop and Update Standards												█	
4.00 Develop Enterprise Portfolio Management														
4.01	Begin interim portfolio management data gathering/process			█										
4.02	Conduct interim portfolio balancing				█									
4.03	Conduct interim portfolio oversight					█								
4.04	Develop new balancing approach aligned with strategic plan						█							
4.05	Confirm Processes and Tools							█						
4.06	Confirm Gating Thresholds								█					
4.07	Confirm Templates									█				
4.08	Confirm Staffing Levels										█			
4.09	Identify and onboard EPMO Staff											█		
4.10	Onboard Cluster CIOs												█	
4.11	Conduct Internal Training													█
4.12	Conduct External Training													█
4.13	Balance Portfolio													█
4.14	Oversee Portfolio													█

Transition Resource Requirements

EPMO staffing model should support the identified workload.

Roles	Responsibility
System Architect	<ul style="list-style-type: none">• Review Technologies, Standards and Application Architecture as they apply to new projects
IT Portfolio Support	<ul style="list-style-type: none">• Manage Portfolio and System Development Life Cycle• Familiarity with Agency Business
Budget Examiners	<ul style="list-style-type: none">• Review Project Budgets• Familiarity Business Case Development
IT Strategy Support	<ul style="list-style-type: none">• Support Development of Strategy and Enterprise Strategy
Administrative Support	<ul style="list-style-type: none">• Manage Data Collection process and support boards and workgroups

Communications Approach Overview

Inputs

- Structure and Process Design
- Executive Leadership Supporting Communications



Phase 1. Build Awareness and Educate

Initial Target Audience

- The State ITT Leads and Working Groups and EPMO
- Agency/Cluster CIOs
- IT and Business Leadership

Primary Tools

- Governance Presentations
- Portfolio Management Templates

Channel

- Kick Off Meeting
- Board Meeting Facilitations
- Classroom /Seminar Training

Outcome

- Trained Users
- Confirmed Tools and Templates

Inputs

- Standards
- Policies
- Updates



Phase 2. Conduct On-Going Updates and Communications

Initial Target Audience

- Internal and External Stakeholders (see specifics at right)

Primary Tools

- Email blast
- Web postings
- Town halls

Channel

- Board Meeting Facilitations
- Classroom Training
- Updated Presentations and Templates

Outcome

- Trained Users

Internal Communications

- Executive Staff
- CIO Advisory Council
- IT and Business Leadership
- Cluster CIOs

External Communications

- Agency Business Leaders
- Other State Stakeholders
- Procurement

Appendix: Use Cases and Template Workbooks

Use Case 1: Legislative Mandate project <\$500k

Example: Legislature identifies new license type for bob cat hunters

1

Department of Natural Resources develops Bob Cat Hunter program

- Seasonal assessment of bob cat population; number of licenses to be issued; number of bob cats to be “bagged”; number of bob cats per license etc.; qualifications for licensee

2

DNR identifies technology need to support Program

- DNR needs to track licensee applications
- DNR needs to track licenses awarded and issue actual license
- DNR needs a reporting function to capture the number of bob cats bagged
- DNR develops Charter for Bagging of Bob Cats (BOB) project with an estimated cost of \$495k and submits charter to Cluster CIO

3

The Cluster CIO and EP MO Reviews Charter

- The Cluster CIOs and the EP MO together review the charter for accuracy and completeness
- The Cluster CIO and EP MO determine whether any existent technology or process or staff is re-useable
- If NO, then the Charter is submitted to the CIO
- If YES, then the EP MO convenes workgroup to develop Charter/Requirements for Cross Cluster Charter

4

The EP MO reviews and distributes Charter

- The EP MO reviews Charter for completeness and accuracy and distributes
- The CIO confirms alignment with Strategic Goals, allocates budget, and approves Project
- The CXOs review compliance with Standards

5

The Agency/Cluster CIO manages Project Oversight

- The Cluster CIO completes the Project Baseline Report
- ***The Agency/Cluster manages the project***

Use Case 2: Agencies new Technology > \$500k

Example: Agencies support Governor's Operations Efficiency Initiative

1

Agency A and Agency B have expressed interest in handhelds to perform inspections

- DNR Field officers want to check licenses on line
- DPH inspectors want to enter test results of cattle inspections real time at site
- AGR inspectors want to enter soil inspection results on line
- OSFM inspectors want to enter elevator test results on line at time of inspection
- On line capability will reduce duplicate entry errors

2

Agency identifies technology need to support Program

- DNR initiative specifies that inspectors will have checklist available and be able to post into system real time
- DPH initiative requires real time reporting of cattle testing results
- AGR inspectors want to enter soil test results at time of testing
- OSF inspectors want to enter test results directly into handheld device to reduce errors

3

The Cluster CIOs and EPMO review Charters

- The Cluster CIOs and the EPMO together review the charter for accuracy and completeness
- The Cluster CIO and EPMO determine whether any existent technology or process or staff is re-useable
- If NO, then the Charter is submitted to the CIO
- If YES, then the EPMO convenes workgroup to develop Charter/Requirements for Cross Cluster Charter
- The EPMO determines that new Handheld approach does not have standard technology or service and escalates to CXO

4

The EPMO reviews and distributes Charter

- The EPMO reviews Charter for completion and accuracy and distributes
- The CIO confirms alignment with Strategic Goals, allocates budget, and approves Project
- The CXOs review compliance with Standards

5

The EPMO manages Project Oversight

- The Cluster CIO completes the Project Baseline Report
- The EPMO completes the Quarterly Health Report
- The EPMO/CIO manage intervention as needed



Use Case 3: Quick Spend

Example: Grant funding expires unless expended within 6 month

1

Agency A needs immediate approvals to start project because grant funds must be expended by strict, short deadline

- Grant offered to DPH by Beefeaters Packing Association to develop Data Model to analyze cattle movements for tracking of Mad Cow Disease

2

Agency identifies technology need to support Program

- DPH identifies several databases that track cattle shipments and cattle health
- DBAs needed to develop model
- Developers needed to develop interfaces and conversions

3

The Cluster CIO and the EPMO Review Charter

- The Cluster CIO and the EPMO together review the charter for accuracy and completeness
- The Cluster CIO and EPMO determine whether any existent technology or process or staff is re-useable
- If NO, then the Charter is submitted to the CIO
- If YES, then the EPMO convenes workgroup to develop plan to re use existing technology if it can be rapidly implemented

4

The EPMO reviews and distributes Charter

- The EPMO reviews Charter for completion and accuracy and distributes
- The CIO confirms alignment with Strategic Goals, allocates budget, and approves Charter
- The CXOs review compliance with Standards.
- If YES, the CXO approves the charter
- If NO, the CXO approves exception

5

The EPMO manages Project Oversight

- The Cluster CIO completes the Project Baseline Report
- The EPMO completes the Quarterly Health Report
- The EPMO/CIO manage intervention as needed

Templates

The Draft EP MO Baseline Report and Quarterly Health Report Templates are included in the Excel spreadsheet embedded below:

Item	Field description
1 Number	This number will be auto generated by the EPMG
2 Project Name	The official name of the project
3 Lead Agency Name	The name of the agency
4 Other Agency Name	The name of the agency
5 Other Agency Name	The name of the agency
6 Other Agency Name	The name of the agency
7 Other Agency Name	The name of the agency
8 Cluster Name	Name of Cluster out of which the project comes
9 First submission date	The date this charter was first submitted to EPMG
10 Document version	The version number of this document
11 This version submission date	The date this version was submitted
12 Project Sponsor, Last	The Sponsor ensures that the project meets its strategic goals
13 Project Sponsor, First	Provide
14 Project Owner, Last	The Owner ensures that the project meets its performance KPIs
15 Project Owner, First	Provide the first name of the project owner
16 Project Owner Phone	Provide the email address of the project owner
17 Project Owner Email	Provide the phone number of the project owner
18 KPIs	The Key Performance Indicators that will be tracked through the Quarterly Project Health Report
19 Estimated Start Date	The date when the Planning Phase is expected to Start
20 Estimated End Date	The date when the Closeout Phase is expected to end
21 Duration (months)	Indicate the date allocated funds are expended
22 Milestones	These are PMBOK phases; Standards Boards should validate adoption
23 Initiation	The are PMBOK phases; Standards Boards should validate adoption
24 Phase Completion Date	List the date the phase is scheduled to be completed
25 Budget (\$)	List the total dollars for each phase, including internal personnel, contractors, equipment, services etc.
26 Estimate to Complete %	Of the total project SCOPE, identify the proportionate amount of effort (hours) that the phase should take
27 Scope (Hours)	Of the total project SCOPE, identify the proportionate amount of effort (%) that the phase should take
28 TOTAL	Adds up each of the appropriate columns
29 Budget Data	Total Budgeted Cost, including labor, services, equipment licenses (Operational and Capital)
30 Internal Budget	Estimated Maintenance Costs, including labor, equipment and services
31 Implementation	Identify total cost for project
32 Maintenance	Identify costs for ongoing maintenance
33 Projected Savings	Identify cost savings created by project
34 ROI	Identify ROI (note: there may be other reasons driving the project, ROI should still be calculated)
35 Federal Data	What is Federal interaction?
36 Federal Mandate	Is the project driven by a federal mandate?
37 Deadline	Indicate the date mandated for completion
38 Federal Funding	Are the Federal providing funding?
39 Implement	What percentage of funding for development?
40 Maintain	What percentage of funding for maintenance?
41 Which Federal Agency?	Which Agency
42 State Mandate	Is the project driven by a State Mandate?
43 Grant Opportunity?	Is the project driven in order to capture grant funding?
44 Category Data	Description of project according to rep set definitions
45 High Level Description of Business Purpose	Description of Goals and objectives
46 Agency/Cluster/Enterprise?	Identify whether the project is owned by an agency, cluster or enterprise
47 Strategic Alignment	These are part of the Taxonomy and must be standardized