



February 27, 2009

Ms. JoAnne Zoff
Secretary of the Senate for Administration
231 State Capitol

Mr. Albin Mathiowetz
Chief Clerk, House of Representatives
211 State Capitol

The Honorable Richard Cohen, Chair
Senate Finance Committee
121 State Capitol

The Honorable Loren Solberg, Chair
House Ways and Means Committee
443 State Office Building

The Honorable Don Betzold, Chair
Senate State Government Budget Division
111 State Capitol

The Honorable Lyndon Carlson, Chair
House Finance Committee
479 State Office Building

The Honorable Phyllis Kahn, Chair
House State Government Finance Division
365 State Office Building

Dear Colleagues:

This report, *Strategic IT Planning Assistance at OET* was delivered to you in fulfillment of M.S. 16E.04, subdivision 2. These provisions require the Office of Enterprise Technology to report on assistance provided to agencies in technology planning. This memorandum with its attachments constitutes the formal report on planning assistance. The report on Minnesota's information management portfolio, *Enterprise Information Technology Portfolio Report 2009*, previously submitted to you, includes the summary of the agencies' planning process required under the statute.

I hope this summary of our planning tools and programs is helpful to you. Please contact John Lally at (651) 556- 8001 if you have any questions.

Regards,



Gopal Khanna
State Chief Information Officer

Attachment

Strategic IT Planning Assistance at OET

To engage in sound strategic planning requires an organization to be keenly aware of its customers' needs; to be knowledgeable about the trends and best practices in the business and technology environment within which it functions, and to be objective in its evaluation of the strengths and weaknesses of the organization itself. Strategic planning places this knowledge in a framework that helps the organization's executives make the best possible decisions on direction, methods and priorities for information technology (IT) and technology enabled business change. From OET's perspective, the real benefit from strategic IT planning lies in the process of planning, not in the actual plan *document* that results from the process. Ultimately the value of such plans comes from the alignment between business and IT.

Strategic IT planning, like strategic business planning, is neither simple nor widely understood. As a result, while some organizations choose to not engage in strategic planning, many more simply do not do planning well or integrate those plans in everyday management decisions. For those that *do* good planning, the majority follow a common sense planning process that leads them through visioning, discovery, decision-making and implementation.

In addition to collecting and disseminating the portfolio data among agencies, OET provides three major planning aids to assist agencies in technology planning. The first is the enterprise *Master Plan for Information and Telecommunications Technology Systems and Services*. This document is revised every two years; the 2009 version has just been submitted to you under separate cover.

The Master Plan provides context and direction for agency planning efforts by defining the priorities and strategies which will guide investment and development. Each agency has the responsibility for devising the specific initiatives to support these enterprise-wide strategies within their organizational boundaries. Being strategic in nature, the *Master Plan* is not subject to radical changes in direction from year to year or across budget cycles. It is refined every two years to reflect progress against its strategic

initiatives as well as changes in emphasis and environmental issues. It is based on national business and governmental trends, but is tied back to the needs and priorities of the state of Minnesota, its governmental businesses and their customers.

Although the *Master Plan* is developed in collaboration with agency IT and business leaders, it is primarily the responsibility of the State CIO and represents an enterprise-wide direction and prioritization instead of a specific set of initiatives.

The second planning aid is the planning template and recommended process for creating an agency Strategic Information Systems Plan. Developed by OET based on standard planning models but customized with the assistance of agency CIOs, this template provides a model planning process suitable for any organization. For agencies with limited experience and resources for planning, the template provides a useful, proven tool to help them work through an IT strategy process. Agencies can use this methodology for drawing up an SISP or may devise their own approach keyed to their internal practices, culture and history. Selected key information from these plans is incorporated in the agency portfolio report, but some agencies have much more extensive planning documents.

There are many different planning models and approaches that agencies could select to use. Some agencies have well-established planning practices which reflect their own environment and the needs peculiar to their mission. These processes are mature, integrate well with business and initiative planning and do not require outside assistance.

The third tool is our pre-session budget initiative review process, which is designed to match up agency plans for IT investments with partnership opportunities and other ways of leveraging investments. This process tests agency plans against the Master Plan and against other initiatives, and seeks to identify unnecessary duplication and potential sharing opportunities in applications, priorities and resources. It really demonstrates the value of portfolio management as an agency tool in addition to its value as an enterprise tool.

In addition to these three principal tools of planning, OET also offers consultative services to agencies that need a little extra help preparing their plan. OET can also help agencies make connections to both public and private organizations offering more extended planning support keyed to their unique situations.

Each year OET provides direct IT planning assistance to more than a dozen state agencies ranging from very large organizations to small boards. Among the agencies involved were the departments of Agriculture and Human Rights, the Office of Secretary of State, the Racing Commission, Capitol Area Architectural and Planning Board, Asian-Pacific Council, Minnesota State Academies and the Veterans' Home Board.

Budget reductions in the planning area will restrict our ability to continue to provide such assistance in the future without charge, but the assistance tools and planning aids will remain in place to help agencies going forward.

Planning is not an end in itself, nor is the plan that emerges a document with intrinsic value. Only when good planning supports effective management can you expect to achieve the condition known as “strategic management” – alignment of agency processes, products and initiatives with its mission and with efficient and effective management practices focusing on the future, not just the present.

In the following pages we describe the planning process and provide a blank strategic IT planning template for your review. These and other templates, models and illustrations of best practices are also found on the OET website, www.OET.state.mn.us under the “Planning” tab.

Attachments:

- Planning Survey Cover Letter from Gopal Khanna
- IT Portfolio development timeframe
- Planning Context
- Background document
- SISP Survey Instrument
- SISP OET template

From: Gopal Khanna
Sent: Friday, July 25, 2008 3:05 PM
To: (Agency Commissioners, Deputies and CIOs)
Subject: Strategic Information Planning Survey

Dear Colleagues,

As many of you know, the enterprise-wide Information Technology Portfolio is maintained by the Office of Enterprise Technology. This database is used to generate a series of reports that provide context for the executive branch and legislature's review of budget initiatives and ongoing review of projects. OET is required by law to conduct these reviews and produce reports about IT assets and activity in Minnesota state government.

Building on the information you gave us for the 2007 budget session, we will send you your agency's complete IT portfolio for your review later this summer. All you will need to do with this information is to affirm or update your agency's information.

A table of portfolio components, data sources, time frames and agency actions is attached for your reference. The process will be quite similar to the one we used in 2007.

We have also been working closely with the Department of Finance and Employee Relations on the documents and processes for budget initiative reviews, and our timelines and requirements are closely coordinated with those of the biennial budget development process. Information on IT-related initiatives will be collected in that process and shared with OET.

In the meantime, I ask that you complete the attached short survey about your agency's strategic information planning activity. The answers you provide will enable us to update the strategic information planning section of the IT portfolio.

Many federal, state and local agencies create a plan to document their strategies for using technology to help them achieve their business goals. This plan is referred to as a Strategic Information Systems Plan. The questions asked in the attached short survey correlate to common elements in most Strategic Information Systems Plan documents.

Please note: OET is not dictating a specific format or process for your agency's strategic information systems planning. If you have a process and a plan, simply fill out the survey document. If your agency does not have an existing plan or committed to a specific planning process, we've included a template that may be used as guide to producing a basic plan. Whether your agency has an existing Strategic Information Systems Plan or not, I am asking you to complete the short strategic information planning survey and return it by September 2, 2008.

If you need assistance completing the survey or would like support in creating a Strategic Information Systems Plan, please do not hesitate to contact Keith Goettsch by email (keith.goettsch@state.mn.us) or phone (651-556-8011).

Many thanks for your commitment of time and energy to this effort.

Regards,

Gopal Khanna

Gopal Khanna
Chief Information Officer
Office of Enterprise Technology
658 Cedar Street
St. Paul, MN 55155
651.556.8007
www.oet.state.mn.us

IT Portfolio Update: Data Sources and Timeframe

This table lists the components and the timeframe for the assembly of the Enterprise IT Portfolio report, along with activities that OET and the agencies will undertake to gather and validate the information. The IT portfolio provides context for OET's legislatively mandated project oversight and for the review of IT change item requests.

As much as possible, the portfolio makes use of information that is already collected as part of other business processes. This year the portfolio information is enhanced by the addition of the business architecture information. Also, this year agencies will be provided with the selection criteria for the IT Spend information, which will allow them to recreate the report and validate against their internal sources.

IT portfolio component	Data source	Agency Action	Timeframe
Strategic Information Planning	Strategic information planning survey	Agency complete and return survey to OET.	Agency survey response due September 2, 2008
Business Architecture	Agency interview	Agency will be contacted by OET.	August-October 2008
Applications Assessment	Current application portfolio updated by agency	Application assessment template will be provided by OET for update by agency.	August-September 2008
IT Spend	OET extract from DOF data warehouse	Current IT Spend portfolio will be provided by OET for validation by agency.	Agency validation by October 31, 2008
Current Projects	OET extract from Enterprise Project Management registration and reporting tool	Agency should ensure that current projects are registered and updated in Enterprise Project Management registration and reporting tool. Current project portfolio will be provided by OET for validation by agency.	Agency validation by October 31, 2008
IT Change Item Request	DOF change item template	Follow DOF instructions for IT change item requests.	IT change item requests due October 15, 2008

Agency Strategic Information Systems Plan (SISP)

What is the value of planning?

- Communication
- Coordination
- Collaboration
- Commitment

What we believe

- Most agencies (or at least their CIOs and IT units) have some plan for their IT/IM future that helps define direction and priority
 - it may not be formal
 - it may not be particularly strategic
 - it may not be approved or supported by agency management
 - it may not even be in writing
- All agencies *should* have a basic plan in place

What we found out in 2007

- Some agencies have mature planning processes
- Some go through the motions of a formal process
- Some simply depend on CIO direction
- Some are clueless about how to do strategic IT planning
- Some even face resistance to planning from agency business leaders

What we've heard

- Some CIOs told us they need the clarity and immediacy of a mandate, the support of a template and the help of others to do strategic planning
- Most CIOs don't want to go through an elaborate process that doesn't help them or duplicates what they already have done on their own
- No CIOs dispute the value to their own agency of strategic direction, particularly in times of cutbacks and challenges

What have legislators and staff told us?

- They want to understand the context for agency requests
- They want some commitment from agencies to direction and priorities
- They want some tangible indication that the administration is doing due diligence in looking for opportunities for leverage and cooperation

So what do we want?

- We will expect that agencies report some common and key elements of a plan
- For those who want it, we will offer them a model process and template, and limited consultation

How will we use the information?

- In the portfolio report to the Governor and legislature so they will have information they want to understand agency issues and needs in context.
- To help us relate common needs to possible solutions
- To identify directions that may be consistent with the Governor's enterprise priority
- In the budget process, to help agencies make the best case for IT investments to support their mission

OUR GOALS FOR THIS PROCESS:

Keep it basic

Keep it useful

Don't ask for information agencies shouldn't have already



Developing an Agency Strategic Information Systems Plan

Purpose and background

The most important thing to remember about planning is this: *the value comes not from the planning document, but from the process of planning.* Information planning requires a disciplined process of setting a department vision for the future, considering stakeholder needs, rigorously analyzing prospective strategies for their impact and effect on accomplishment of the agency future. Successful information management planning creates a clear link between business objectives and the enabling technologies that support the business processes. The bottom line is that a good technology decision is first a good business decision.

The state's Master Plan for technology provides state agencies with general directions for technology in support of state services and business processes, but it needs to be supported by an equivalent document in each agency that is specific to the mission and customers of that agency. By focusing on convergence in enterprise and agency investments -- tying agency and program needs to enterprise direction -- citizens can be assured that their tax dollars will be used to greatest effect and with maximum efficiency.

The role of the state CIO

The state's Chief Information Officer provides overall leadership for enterprise strategies, seeks executive agency alignment and coordination, and helps define overall administration priorities and guidelines for biennial planning and budgeting. As head of the OET programs, the CIO must also coordinate interagency cooperation and enterprise projects, ensure convergence of agency proposals and architectures with emerging state direction and architecture, and facilitate both IM planning, service and control functions.

The state CIO has chosen not to specify a particular approach to agency planning as has been done in the past. Instead, the focus will be on capturing essential and common elements of the agencies' plans regardless of the process by which the plans are created.

The environment

The business of government is *not* government. State agencies do not exist for themselves or for the enterprise called "the State." Their mission is to advance a very wide array of disciplines such as public safety, environmental protection, human rights, education, tax collection, transportation, and so on. In this sense, the state is somewhat like a holding company for companies with many different lines of business.

Each agency has a unique mission and its set of customers, systems, and service delivery programs. Each also has its own work culture, management style and business partners.

The collective uniqueness and history of agency development under different administrations, customer interests and legislative oversight contribute to a very complex state enterprise. There is an enormous range of technologies present in state government, with varied resources, capabilities and relationships. This is a dynamic mix that, combined with rapidly changing priorities, does not allow for easy accommodation of statewide standards and processes. The success of OET in leading development of a state information architecture pointed out the benefits of careful migration planning, an extended transition period and commitment of significant financial and human resources.

This is the environment, and the dilemma, facing the Office of Enterprise Technology, charged with coordinating the state's strategic information planning, information architecture and information systems projects.

Like the Master Plan, a state agency information management (IM) plan should focus on key objectives and performance targets that advance accomplishment of administration priorities. The individual agencies need to work with the Office of Enterprise Technology to develop implementation plans that lead to successful accomplishment of three goals:

1. Allocation of resources (human and financial) to support business decisions around areas of highest priority and greatest need, both statewide and at an agency level.
2. Coordination of technology decisions to accommodate an optimal mix of common or shared systems and agency-specific systems, with consideration for opportunities convergence on common technologies.
3. Effective management of programs for design, development and operation of information systems.

The processes of agency strategic planning

The agency planning process should be driven by the Governor's vision, should reflect state CIO direction and be supported by individual agency heads.

- The planning horizon is five to eight years; the plans should be revisited and renewed every two years.
- Strategies should deal primarily with business information needs, not specific technologies.
- The plans are for the Governor, and are approved by agency heads; they will be reviewed for practicality and statewide strategy consistency by OET
- They must support statewide IT strategies, architecture and IM goals

OET strongly recommends significant involvement of stakeholders and business management and technology leaders in preparing the agency plan. However, like the planning process itself, the choice of participants in the planning process is left to the agencies to decide.

Before developing an agency Strategic Information Management Plan...

In preparing an agency SIMP, you should consider the following:

From your agency Strategic Plan:

- What are the major business strategies or initiatives identified for your agency?
- What do you see as the major business drivers and customer sets?
- What major business, customer or organizational changes or problems do you see impacting your agency's mission and processes?
- What are the most significant problems or opportunities that you believe can be addressed by improved use of information and technology?
- Are you organizationally open to business process redesign of your key business processes? To alternatives to the current ways of managing your information resources?

From your knowledge of the markets, other states' experience and your own strategic scanning efforts:

- What challenges and opportunities will technology products and practices offer for you in your organization?
- What new approaches to doing business can you embrace to improve business processes and operations?

Based on your relationship with the rest of the enterprise:

- What projects or proposed applications do you believe have the potential for benefiting other agencies and programs? What other agencies have capabilities that could benefit you?
- Where do you see potential conflicts between your agency needs and plans and state information strategies, architecture and policy?

In actually developing your strategic IM plan, ask yourself:

- What business processes in my agency depend on technology?
- What are the most significant business needs, problems or opportunities you will address through technology?
- What do you see as major technology obstacles to mission success? Strengths to build on? Consider: financial resources; skills and technical expertise; systems security, reliability and performance; current applications and interfaces; information quality; and willingness to change your business processes.
- What are your priorities for systems development, upgrade or replacement?

Finally, always look at your selection of IT investments as a logical extension of the management process:

Mission → Business Process → Information → Technology

**FY 2010-2011 IT Budget Planning Profile
Agency Strategic Information Survey**

Agency Identification	
Agency name	
Contact name	
Survey Question	Response
A. Does agency have a strategic information systems plan?	No If yes, when was the plan last updated? NA
B. What are the significant business needs you will address with technology over the next 2-4 years? <i>See SISP template: Business Direction Summary</i>	
C. What major IT related strategies over the next 2-4 years are needed to support the identified business needs? <i>See SISP template: Future Direction of Information Systems</i>	
D. Identify the most significant gaps between the capacity of current environment (information, applications, and infrastructure) and the capacity required to meet needs based on future direction. <i>See SISP template: Current Information Systems Situation and Gap between Current Situation and Future Direction</i>	
E. Identify 1-5 priority initiatives to support your IT related strategies (see C. above). <i>See SISP template: Action Plan</i>	
F. Rate your agency's effective use of IT governance processes throughout the information management life cycle: nonexistent, evolving, mature. <i>See SISP template: IT Governance</i>	Nonexistent

Send completed survey attached to an email to Keith Goettsch at keith.goettsch@state.mn.us
If you have questions don't hesitate to contact Keith at the above email or phone him at 651-556-8011



Strategic Information Systems Planning (SISP)

<Add Agency
Logo Here>

< Agency Name >

Strategic Information Systems Plan

Date: <date>

Table of Contents

TABLE OF CONTENTS	2
EXECUTIVE SUMMARY	3
BUSINESS DIRECTION	3
BUSINESS DIRECTION SUMMARY	3
PRIMARY BUSINESS PROCESSES.....	3
FUTURE DIRECTION OF INFORMATION SYSTEMS	4
OBJECTIVES	4
INFORMATION REQUIREMENTS	4
BUSINESS APPLICATIONS REQUIREMENTS	4
INFRASTRUCTURE REQUIREMENTS	4
CURRENT INFORMATION SYSTEMS SITUATION	4
INFORMATION SYSTEMS ENVIRONMENT	4
READINESS ANALYSIS	5
IT GOVERNANCE	5
BUDGET SUMMARY	5
GAP BETWEEN CURRENT SITUATION AND FUTURE DIRECTION	5
INFORMATION REQUIREMENTS GAP ASSESSMENT.....	5
BUSINESS APPLICATIONS GAP ASSESSMENT.....	5
INFRASTRUCTURE GAP ASSESSMENT.....	6
ACTION PLAN	6
PROPOSED INITIATIVES	6
INITIATIVE DESCRIPTIONS	6
ANTICIPATED OUTCOMES	6
COST ANALYSIS.....	6
STAGING	7
RISK ASSESSMENT	7
STRATEGIC ALIGNMENT OVERVIEW	7
PERFORMANCE MEASUREMENTS	7

Executive Summary

This strategic plan outline uses a very traditional approach and completion of it will allow the creation of an executive summary that answers these questions:

1. *What's your business direction?*
2. *What future information systems environment is required to support the business direction?*
3. *What is the current information systems situation?*
4. *What is the gap between what you currently have and where you need to be?*
5. *What are the actions steps needed to close the gap?*

Business Direction

Business Direction Summary

The purpose of Information Technology (IT) is to provide enabling functionality to achieve business goals and objectives. This section provides a review of the business strategy being pursued by the agency with an emphasis on those areas where IT can have a positive impact. Although the mission of an agency may be stable, the business direction may change. The business strategy may place a new focus on cost efficiency, high functionality/service or innovation/new capabilities. There may be a change in primary customers or business partners, a new program initiated, an old program ended or a change in priorities for which IT did not provide sufficient support in the past.

Once the business strategy is defined, the task is to align and fund IT capabilities to enhance support of existing business strategies and deliver functionality to achieve new business objectives.

- *Information Technology may or may not have a direct and critical role in determining the enterprise strategy itself, depending on the relative importance of IT.*
- *In a large agency with multiple divisions, the business strategy may consist of an enterprise wide direction, as well as additional strategies relevant to each business unit.*
- *If the business strategy is absent or superficial, your best course is to elicit additional strategic or directional information from business management that can be used as a basis for IT planning.*
- *The business direction is influenced by changes in Legislative authority or policy requirements.*

This section should identify the key business objectives that reflect the additions, deletions and changes to business priorities for which IT may provide support.

Primary Business Processes

The business architecture captures the agency's core functions and business processes as the primary set of requirements that must be served. It represents the agency's most important work activities and assets and shows what processes the agency performs while providing a framework that allows IT to bridge its activities to those business processes.

*The State architect and enterprise portfolio management staff will be assisting agencies in creating a draft business architecture schema for each agency. **It is not necessary for agencies***

to complete this section at this time. Each agency's business architecture will be updated and maintained as part of the enterprise IT portfolio management process. This process is being initiated in the summer of 2008. For further information, please contact Tom Baden at Thomas.Baden@state.mn.us

Future Direction of Information Systems

Objectives

For IT, an objective is a description of how IT will support achieving the agency's business objectives. As an example, a state agency may have business objectives to provide timely reporting and reduce time from the opening to the closing of a client case. In this example, the IT objective might be to automate work flow processing and provide all case information electronically for ease of access.

Information Requirements

This section describes information requirements needed to meet new or changing business goals. Statements here should be at a high level of description, not defining specific data fields and their attributes. This section is also the place to identify increases in volumes of data or degree of difficulty acquiring required data.

Business Applications Requirements

This section describes new business applications needed to meet the business goals and information requirements. Also it is the place to describe existing business applications that need upgrades or enhancements in order to meet the identified business goals and information requirements.

Infrastructure Requirements

This section describes new network and computing infrastructure improvements needed in order to support the business applications. Also it is the place to describe existing network and computing infrastructure upgrades or enhancements that are needed in order to support the identified business applications.

Current Information Systems Situation

This section provides a summary of what is happening presently within the IT organization, what has led to the situation and what is likely to happen if the current situation is maintained. The situation can be defined in terms of relevant legislative mandates, organization structures and responsibilities, human resources, processes, and technology. The purpose is to identify the IT organization's internal strengths and weaknesses and external threats and opportunities in relation to its capacity to support meeting business goals.

Information Systems Environment

- Internal needs, shortcomings, challenges, obstacles, strengths and readiness. This can include a readiness analysis mapping business processes to IT readiness (see Readiness Analysis below)
- Inefficiencies or deficiencies that may contribute to not being able to adequately support the current business environment
- The need for change: to standardize, to migrate, or to upgrade to newer technologies
- The sourcing strategy, relative capabilities and limitations, and any need for change

Readiness Analysis

A readiness analysis maps business processes to IT readiness by rating the application, organizational and infrastructure readiness against each business process. The following table provides a guideline for performing and documenting this analysis.

Business Processes	Application Readiness	Infrastructure Readiness	Organizational Readiness	Overall Ranking
Refer to Primary Business Processes section of this document	Your current application portfolio may be used as a reference to help in this assessment*			
Rank the business process by rating each readiness 1-5 where one is weak and 5 is strong				

*Each agency's Application portfolio is updated and maintained as part of the enterprise IT portfolio management process. The enterprise IT portfolio containing the application portfolio is available at <http://www.state.mn.us/portal/mn/jsp/content.do?agency=OETweb&action=content&contenttype=EDITORIAL&contentkey=Portfolio and Recommended Initiatives 20082009 012607123918>

If you have questions on the enterprise IT portfolio, please contact Keith Goettsch at Keith.Goettsch@state.mn.us or (651)556-8011.

IT Governance

This is an opportunity to assess the strengths and weaknesses of the governance structure and processes used throughout the information management lifecycle in your agency. This would include the level of engagement of advisory or decision-making committees and the effective use of decision gates for reviews and approvals. This also includes the organizational environment and tools supporting the effectiveness of IT business processes such as portfolio management, architecture standards, project management and development methodologies.

Budget Summary

It is not necessary for agencies to complete this section at this time. Each agency's "IT Spend" is updated and maintained as part of the enterprise IT portfolio management process. For further information on your agency's IT Spend section of the enterprise IT portfolio, please contact Abdirahman Ahmed at Abdirahman.Ahmed@state.mn.us or (65)1201-1176.

Gap between Current Situation and Future Direction

This section establishes a clear understanding of the gap between the capacity of current internal resources and the capacity required to meet needs based on future direction. The gaps identified between the current situation and the future requirements should suggest needs for IT initiatives.

Information Requirements Gap Assessment

Summarize the main differences between current and future business information requirements.

Business Applications Gap Assessment

Summarize the main differences between current and future business application capabilities required to meet business strategic objectives.

Infrastructure Gap Assessment

Summarize the main differences between current and future infrastructure needed to support business applications and information requirements.

Action Plan

The action plan section identifies proposed IT initiatives that support the business strategy and fill identified gaps. The action plan is a list and staging of prioritized initiatives. Focusing on a few initiatives -- rather than scattering efforts among many goals -- is more likely to lead to positive results. This is the place to be realistic.

This section also sets out an expected staging of the action plan and an assessment of several factors related to the action plan as a whole. The section conveys in broad terms the resources required and available to the efforts. Not every initiative will require a request for new money; initiatives may be funded from internal prioritizing and redeployment of existing resources.

After approval of the SISP action plan, the next step in the information management life cycle is to gain approval to develop a business case for each top priority initiative. The business case will identify one or more projects needed to produce the deliverable required to fulfill the strategies.

Proposed Initiatives

The goal of prioritizing initiatives is to arrive at a reasonable group of initiatives that can be budgeted and planned for. The intent is not to lose initiatives that may not rise to the top of the selection process, but to draw a line between what is doable in the timeframe and what must wait. Prioritizing the many possible initiatives that result from your analysis and planning is not a purely mechanical exercise. Selection criteria must be balanced among business impact and risk, time constraints, financial feasibility and organizational readiness.

Initiative Descriptions

High level descriptions of each doable initiative (above the line), including brief scope, funding source, timeline and measurable objectives (details may be included in an appendix).

For the action plan as whole, identify:

Anticipated Outcomes

Describe the anticipated outcomes of implementing this action plan that specifically address the business needs. The description should include answers to questions such as "What are we aiming for?" and "What are the expected benefits to business operations including customer & stakeholder impacts?"

Cost Analysis

The Cost Analysis provides a high level estimate of the costs associated with implementing the action plan. This analysis should also include an estimate of annual operations cost. More detailed costs estimates are generated during the development of a business case, preparation of a biennial budget change level request or during project planning (scope statement).

The following table may be modified or replaced to suit your agency's requirements:

Cost Category	Development Cost Estimate	Operating Cost Estimate (per year)
Labor		
Internal		
External		

Hardware		
Software		
Other		
Total		

Staging

Provide a high level Gantt chart depicting the phasing and duration of implementing the major initiatives.

Risk Assessment

This is the place to identify major risks related to the proposed action plan, including the probability of the overall action plan being successful. Reference specific kinds of risk such as lack of sustainable funding or dependencies on external factors such as other initiatives or ongoing production work. Given complexities relative to cost, staging or duration, is there risk that the benefits and outcomes will still be valid? Provide any known risk mitigation strategies.

Strategic Alignment Overview

Provide a summary of how the strategic direction and action plan align with the overall strategy of the agency's business and with the state enterprise master plan. The State IT Master Plan is available at

http://www.state.mn.us/portal/mn/jsp/content.do?agency=OETweb&action=content&contenttype=EDITORIAL&contentkey=State_IT_Master_Plan_022207125606

Performance Measurements

This section is a place to state the need for a detailed performance measurement plan that your agency may establish to objectively determine progress against the goals of this action plan. You may identify possible measurement criteria if known, and plans to collect and use measurement information.