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THE OFFICE OF
ENTERPRISE TECHNOLOGY
STATE OF MINNESOTA



State of Minnesota Enterprise Information Technology Strategic Summary Report

June 30, 2010

Report Purpose

As part of its statutory duties, the Office of Enterprise Technology assists agencies in their strategic planning for IT systems. Strategic planning improves technology systems and projects and helps ensure they support the mission of the agency and the state. Included in the duties under Minnesota Statutes section 16E.04, Subd. 2 (c), OET is required to prepare an annual report to the legislature summarizing the assistance provided to the agencies in this area and the status of agency plans.

The attached report is intended to fulfill that legislative requirement. The report was developed using responses to a survey conducted of state agencies' strategic information systems planning activities in 2010. The purpose of the survey is to identify at a high level the fundamentals of each agency's unique approach to strategic information planning.

Planning Assistance

There are many different planning models and approaches that agencies may 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.

Although some agencies maintain detailed strategic information systems plans and are comfortable with their strategic information planning practices, others have asked for guidance. To assist them, OET makes available a template and instructions for creating a strategic information systems plan. This plan assesses an agency's business needs and how they may be addressed with the application of information technology.

The template was developed by OET based on standard planning models and customized with the assistance of agency CIOs. It 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 a SISP or may devise their own approach aligned to their internal practices, culture and history. The strategic plan template uses a very traditional approach to planning and may be used by an agency of any size.

For agencies without a mature planning process or the wherewithal to create a plan using the supplied template, answering the basic questions in the survey serves to focus attention on the essential elements of a plan:

1. What is the agency's 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?

Information Technology Strategic Planning Report

Report Contents

This report contains a chart on the status of agency IT strategic plans (see below). The report also contains the memorandum from Gopal Khanna, State CIO, offering OET's assistance to agencies; the Strategic Information Systems Planning (SISP) template with embedded instructions; and the Agency Strategic Information Survey instrument.

Ninety-two percent of all executive branch agencies, boards and commissions submitted strategic survey responses. Those that did not respond (only six) are small organizations. The combined annual Information Technology expenditures for five of the non-responding entities is \$82,000. These entities have minimal need for strategic IT planning and lack planning resources.

Ninety percent of the agencies updated their strategic summaries this year (2010) with many providing more extensive responses than past years. Several agencies have generated or updated their detailed IT strategic plan in the past two years (2009 – 2010). Several others indicated that they were either in the process of creating or intended to create a plan that would be completed this year.

Agency Strategic Planning Status

Agency	Response to 2010 OET Survey	Strategic IT Plan	Last Updated
Accountancy Board	x	x	2009
Administration Dept	x	x	2002
Administrative Hearings Office	x		
Agriculture Dept	x	x	2010
Amateur Sports Commission			
Animal Health Board	x	x	2002
Arch/Eng Board	x	x	2010
Arts Board	x	x	2010
Asian-Pacific Minnesotans Council			
Barber/Cosmetologist Examiners Bd	x	x	2010
Behavioral Health & Therapy Bd	x	x	2010
Black Minnesotans Council			
Campaign Finance & Public Discl Board	x	x	Prior 2000
Capitol Area Architectural Planning Board	x		
Chicano Latino Affairs Council	x		
Chiropractic Board	x	x	2010
Commerce Dept	x	x	2010
Corrections Dept	x	x	2010
Dentistry Board	x	x	2010
Dietetic & Nutrition Practice Bd	x	x	2010
Disability Council			
Education Dept (K-12)	x	x	2010
Emergency Medical Svcs Reg Bd	x	x	2010
Employment & Economic Dev Dept	x	x	2010

Information Technology Strategic Planning Report

Agency	Response to 2010 OET Survey	Strategic IT Plan	Last Updated
Enterprise Technology Office	x	x	2008
Explore Minnesota Tourism	x		
Gambling Control Board		x	2002
Health Dept	x	x	2009
Higher Education Office	x		
Housing Finance Agency	x	x	2009
Human Rights Dept	x	x	2009
Human Services Dept	x	x	2008
Indian Affairs Council			
Iron Range Resources & Rehab Board	x	x	2008
Labor & Industry Dept	x		
Lottery	x	x	2009
Management & Budget	x	x	2009
Marriage & Fmly Therapy Board	x	x	2010
Mediation Service Bureau			
Medical Practices Board	x	x	2008
Military Affairs Dept			
Minn State Academies	x		
Minn State Colleges & Universities		x	2005
Natural Resources Dept	x	x	2002
Nursing Board	x	x	2010
Nursing Home Admin Board	x	x	2010
Ombudsman for MH & DD	x	x	2002
Ombudsperson for Families	x		
Optometry Board	x	x	2010
Peace Officers Stds & Trng Bd		x	2002
Perpich Center for Arts Education		x	2007
Pharmacy Board	x		
Physical Therapy Board	x	x	2010
Podiatric Medicine Board	x	x	2010
Pollution Control Agency	x	x	2002
Private Detective Board	x		
Psychology Board	x	x	2010
Public Defense Bd		x	2008
Public Safety Dept	x	x	2010
Public Utilities Commission	x	x	2002
Racing Commission	x	x	2008
Revenue Dept	x	x	2010

Agency	Response to 2010 OET Survey	Strategic IT Plan	Last Updated
Sentencing Guidelines Commission	x	x	2002
Social Work Board	x	x	2010
Tax Court			
Transportation Dept	x	x	2010
Veterans Affairs Dept	x	x	2006
Veterans Home Board	x		
Veterinary Medicine Board	x	x	2010
Water & Soil Resources Board	x	x	2000
Workers Comp Court/Appeals	x		
Zoological Board	x	x	2001

As expected, many of the survey responses identified needs, strategies, gaps, and initiatives that address individual agency-specific missions. However, multiple agencies identified a common need to expand the use of online services and increase security. Among the common gaps identified are concerns about adequate funding—ranging from needing an appropriate method of funding longer term, more complex projects to the most basic needs for replacing obsolete desktop computers.

Agencies are also asked to describe their effective use of IT governance processes as “nonexistent”, “evolving” or “mature”. In this context “IT governance” means established decision-making processes that direct and control the enterprise in order to achieve strategic IT goals by adding value and balancing risks with returns. Some of these processes might include an information management steering committee that ensures IT investments are aligned with business strategies; the implementation of project management practices; and managing IT assets as a portfolio of investments rather than taking a piecemeal approach. Twenty-eight percent of agencies rated their use of IT governance as mature while 43 percent rated it as evolving. Fourteen percent described their use of IT governance as non-existent and fifteen percent did not respond.

Value of Planning

An agency strategic information plan has the value of providing communication, coordination, collaboration and commitment within an agency. An agency’s plan addresses the need to fulfill unique agency goals within the context of the overall enterprise plans such as the state Master Plan and the Minnesota iGov plan. 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 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 investments.



Date: May 25, 2010
To: (Agency CIOs)
Subject: Strategic Information Planning Assistance

Dear Colleagues,

As part of its statutory duties, the Office of Enterprise Technology assists agencies in their strategic planning for IT systems. Strategic planning improves technology systems and projects and helps ensure they support the mission of the agency and the state. Included in the duties under Minnesota Statutes section 16E.04, Subd. 2 (c), OET is required to prepare an annual report to the legislature summarizing the assistance provided to the agencies in this area and the status of agency plans.

OET is currently in the process of developing its 2010 report and we're seeking your input. To obtain the information that we need, we've attempted to design a process for your participation that hopefully is as painless as possible. Attached is a survey template that contains the strategic planning information you have submitted to OET in the past. Just update the template with your current information or state that it is still current. Then return the template, with the relevant information to Keith Goettsch keith.goettsch@state.mn.us by **June 15, 2010**.

If the survey template does not contain strategic planning information for your agency, we are offering our assistance. OET has prepared a template and instructions that may be used as a guide to producing a basic plan, along with a survey template that captures the highlights of your strategies. In addition, OET staff are available to meet with you to walk through an approach to the strategic planning process that is tailored to your agency's unique situation.

If you have any questions at all, need assistance completing the survey or would like support in creating a Strategic Information Systems Plan, please do not hesitate to contact Keith Goettsch (keith.goettsch@state.mn.us) (651-556-8011) or Eileen McCormack (Eileen.mccormack@state.mn.us) (651-556-8012).

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

Regards,

Gopal Khanna
State Chief Information Officer
Office of Enterprise Technology, State of Minnesota



Agency Strategic Information Survey

The information below represents your agency's strategic planning responses to the strategic information survey in 2008. Please modify the information as needed to reflect any changes that may have been made to your agency's strategic plans.

Agency Identification		
Agency name		
Contact name		
Survey Question		Response
A.	Does agency have a strategic information systems plan?	Yes/No: If yes, year the plan last updated?
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/Evolving/Mature:

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>

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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 Services

The business architecture captures the agency's core business services and 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 services the agency performs while providing a framework that allows IT to bridge its activities to those business services. A full implementation of the business architecture will relate agency strategic plans, business services, applications, projects, and associated vendor contracts with total spend per business service. Analysis of this information will be a key component in the governance decision making process.

The State architect and enterprise portfolio management staff are available to assist agencies in creating a draft business architecture schema. Minimally, a list of the agency's major external business services will allow the application readiness analysis described on the following page.

For further information, please contact Eileen McCormack at Eileen.Mccormack@state.mn.us or (651)556-8012.

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

**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=Enterprise_Information_Technology_Portfolio_Report_2009_040709080603

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 Brenda Anderson-Moser at Brenda.Anderson-Moser@state.mn.us or (651)201-1256.

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 SISIP 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	Operating Cost
---------------	------------------	----------------

	Estimate	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.