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**Executive Branch Information Technology Strategic Plan**

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**Technology Governance Board**

**Information Technology Strategic Plan**

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### Iowa Technology Governance Board Information Technology Strategic Plan

### Executive Summary

The increased globalization of the Iowa economy, rapid growth of the biofuels industry, and growing influence of technology in each aspect of our lives are reshaping our State. An economy based on digitally empowered enterprises and people is giving rise to a new set of critical success factors for twenty-first century government services.

Together, these forces are causing institutions, businesses, and governments to renew themselves in order to deliver their mandates, and remain competitive and relevant in a changing world. The Vilsack/Pederson administration responded to these challenges by assessing the role of information technology in state government and creating an information technology governance structure to address these increasing challenges. The Technology Governance Board has played a central role in ensuring the State of Iowa offers relevant government services at the right time and place, enabling individuals and businesses to interact securely with government in a convenient, accessible way. This structure assures establishment of Executive Branch enterprise-wide priorities and initiatives and eliminates duplication in the delivery of services to citizens. By focusing on the enterprise aspects of high performance government services, state agencies are able to provide more responsive, cost-effective services to meet the needs and expectations of citizens and businesses.

This Technology Governance Board Strategic Information Technology Plan presents an approach to achieving the vision of *supporting extraordinary customer service*. The result of extensive state government experience, this plan draws on a strategic, government-wide perspective that recognizes the pivotal roles of state government's people, technology, and key decision makers.

This Strategic Information Technology Plan outlines a series of priorities that can leverage state government's significant information technology investments toward a more integrated, collaborative model of government. Each key result area is supported by detailed goals and strategies.

### Vision

Technology: supporting extraordinary customer service.

### Mission

The Technology Governance Board maximizes the value of executive branch information technology for Iowa’s citizens by:

* Promoting technology-based innovation.
* Promoting excellence in all aspects of the information technology in state government.
* Reducing duplication of services.
* Supporting high-quality standards-based information technology services.
* Tracking and reporting information technology expenditures.

### Establishment of the Technology Governance Board (TGB)

Two years after the establishment of the Department of Administrative Services and its entrepreneurial management model, Governor Vilsack proposed an improved governance structure for Executive Branch information technology. The Iowa legislature passed House File 839 in May, 2005 establishing the Technology Governance Board (TGB). The TGB is comprised of individuals from state agencies responsible for state agency business operations.

**Figure 1. Technology Governance Board Table of Organization**

### tgb org

The TGB is responsible for reviewing and reporting on total annual technology expenditures and preparing estimates for the amount of technology spending to be requested for the succeeding fiscal year for all state agencies. The board must develop a projection of technology cost savings, an accounting of the level of technology cost savings for the current fiscal year, and a comparison of the level of technology cost savings for the current fiscal year with that of the previous fiscal year.

In conjunction with the Department of Administrative Services, the Technology Governance Board is responsible for developing and adopting information technology standards applicable to all participating agencies.

The Technology Governance Board structure was developed to ensure the information technology community in state government is responsive to the business requirements of government for the provision of relevant, high quality, appropriately priced services. This empowers the internal business customers to be the drivers of information technology services by choosing the products and services that best meet their needs, enabling state agencies to better serve their customers—the citizens of Iowa.

### Technology Governance Board Core Functions

The Technology Governance Board is charged with making the following recommendations to the Department of Administrative Services:

* Development and adoption of an executive branch strategic technology plan.
* Annual review of technology operating expenses and capital investment budgets of all state agencies.
* Review and approval of all requests for proposals prior to issuance for all information technology devices, hardware acquisition, information technology services, software development projects, and information technology outsourcing for agencies that exceed the greater of a total cost of fifty thousand dollars or a total involvement of seven hundred fifty agency staff hours.
* Development of a plan and process to improve service levels and continuity of business operations, and to maximize the value of information technology investments.
* Technology utility services to be implemented by the department or other agencies.
* Modifications to the business continuity plan for state government information technology operations.
* Technology initiatives for the executive branch of state government.
* Rates to be charged for access to value-added services performed through IowAccess, the State of Iowa’s official web portal.

### Technology Governance Board - Key Result Areas, Goals, and Strategies

Consonant with the vision and mission, the Technology Governance Board has adopted seven key result areas which will be used to develop an operational plan for calendar year 2007. The following are the seven key result areas and the related goals and strategies established by the Technology Governance Board.

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| **Key Result Area** |
| **1. Organizational and Operational Structures for Information Technology**  |
| **Goals** | **Strategies** |
| 1-A. Five Year Planning  | 1. Complete five year strategic plan for IT
2. Complete five year strategic plan for TGB
 |
| 1-B. TGB Structure  | 1. Identify key goals and establish sub-committees to deliver results
2. Realign structure and governance of board to include advisory groups
 |
| 1-C. Resource pool   | 1. Create a pool of IT resources to utilize, such as staff resources
2. Create a flexible IT infrastructure to respond to business process needs
 |

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| **Key Result Area** |
| **2. Information Technology Standards Management** |
| **Goals** | **Strategies** |
| 2-A. Create standards  | 1. Create standards across the enterprise; beginning with process and security standards
2. Identify utility services to move toward standardization
3. Sort current products and services into centralized utilities
4. Institute compliance for utility services
 |
| 2-B. Utility Services & Infrastructure  |
| 2-C. Security standards  | 1. Create a set of guidelines for IT security policy development; mandate each department to adopt an IT security policy by a certain date
2. Complete IT security standards; develop hardware networking standards
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| **Key Result Area** |
| **3. Information Technology Portfolio Assessment.** |
| **Goals** | **Strategies** |
| 3-A. Inventory | 1. Develop an application classification and functional summarization
2. Identify and maintain current IT asset inventory for each department, categorized by hardware, software, networking resources
3. Define IT operational, development, and other costs – identify the location of IT costs in the enterprise
4. Assess portfolio using categories of maintenance, operation and development
5. Map IT portfolio to business processes
 |
| 3-B. Portfolio Value | 1. Assess the value of the IT information portfolio
2. Set standards to report for inventorying and valuing IT: equipment, programs, databases, staff, contracts
 |
| 3-C. Portfolio Awareness | 1. Verify all applications developed with state dollars are owned by the State and known by IT
 |
| 3-D. Post and Share Inventory | 1. Post on TGB or DAS-ITE website for state departments to view: applications owned by state and under development, also RFPs to be issued
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| **Key Result Area** |
| **4. Research and development: Opportunities and Awareness** |
| **Goals** | **Strategies** |
| 4-A. Educate for Awareness  | 1. Educate agencies on projects in process
2. Educate agencies on process management
3. Hold an annual state of IT conference for all directors to educate Directors and Policymakers about future technology solutions
 |
| 4-B Innovation | 1. Increase use of open systems and open source
2. Develop and implement service-oriented architecture (SOA)
3. Obtain more value from applications and equipment currently owned by DAS-ITE and participating agencies
 |
| 6- 4-C. Research and Development: Also financing R & D | 1. Establish center of excellence to define opportunities for business process improvements through IT
2. Identify areas where additional research and development can best benefit agencies
3. Redirect 10% of maintenance and operating costs to development and improve business processes
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| **Key Result Area** |
| **5. Business / IT Analysis Including Gap Analysis and Business Process Portfolio** |
| **Goals** | **Strategies** |
| 5-A. Enterprise business processes | 1. Identify key or common business processes across the enterprise
2. Develop a business process to build an application matrix by department; conduct a comparison across the matrix and eliminate or consolidate applications where applicable
 |
| 5-B. IT and Business Process Joint Effort and Relationship | 1. Establish protocol for statewide business process analysis involving agency business analysis and IT
 |
| 5-C. Common Solutions | 1. Identify common IT solutions or common business problems for which IT could contribute significant solutions
2. Develop synergies and common support areas
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| **Key Result Area** |
| **6.** **Personnel - Strategic skills development and realignment; workforce planning**. |

| **Goals** | **Strategies** |
| --- | --- |
| 6-A. Analysis of Outcomes  | 1. Collect information on current IT services being outsourced
2. Review outsourced work; determine if keeping development in-house would enhance overall IT skill set strength and retention
 |
| 6-B. Skill assessment | 1. Identify critical skill sets needed
2. Catalog current job functions: Define future skills/roles, Assess timeframes to transition from declining use skills to increasing use skills, develop gap analysis, Develop workforce training strategy
3. Ensure DAS-HRE provides appropriate job classes and descriptions to meet anticipated IT skills
4. Conduct skills assessment
5. Set minimum standards for education and experience for IT managers in departments
 |
| 6-C. Skill Attainment | 1. Identify core competencies necessary to assure business/IT alignment
2. Evaluate current IT skills against future competencies needed
3. Create training and staff development for IT
 |
| 6-D. Project management skills | 1. Formalize project management within the enterprise
2. Develop a classification at DAS-ITE for a project manager position
3. Develop training program or certification program to improve future desired competencies
4. Offer training program for IT project management and vendor management
 |
| 6-E. Market comparisons | 1. Create similar IT positions and salaries as compared to private sector
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| **Key Result Area** |
| **7. Measurement** |
| **Goals** | **Strategies** |
| 7-A. Benchmarking  | 1. Research exemplary public and private sector IT; establish mentor relationships; define benchmarks
2. Select a “peer group” of states to compare Iowa to for benchmarking
3. Survey model IT shops for best in class measurement techniques
4. Develop measurement for key business process delivery cycles
 |
| 7-B. Scorecard  | 1. Develop a baseline TGB investment scorecard: track investments through project implementation and completion (chart on-time, on-budget, department satisfaction, perceived value)
 |
| 7-C. Risk Assessment | 1. Create a procedure to consider risk and reward when executing IT sourcing strategy
 |
| 7-D. Strategic value targets | 1. Establish IT strategic targets based on value rather than cost
 |