



2006 Strategic Information Management Master Plan

Phase 1 Strategies

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**Gopal Khanna
Chief Information Officer
State of Minnesota**

The “Master Plan”

By law, the State Chief Information Officer is required to “design a master plan for information and telecommunications technology systems and services in the state and its political subdivisions and [to] report on the plan to the governor and legislature at the beginning of each regular session.” Phase 1 of the planning process involved a wide array of state agency, higher education and local business and technology leaders in defining the key strategies for Minnesota government. Phase 2 will develop initiatives to advance each of the strategies. This phase will be completed in the fall of 2006, with a final report to be presented in January 2007.

The challenge

State government in Minnesota is at a tipping point. Our ability to carry out our constitutional and legislative missions faces serious challenges from:

Cyber security. Securing the safety of government services must be priority number one. In our post-9/11 environment, threats to our infrastructure and to citizen data threaten the state's ability to conduct the level of electronic delivery services our citizens have come to expect.

The growing demand for online services. Minnesotans are becoming more technologically sophisticated, and expect electronic delivery of government programs. Businesses expect to do business electronically and stakeholders demand the efficiencies made possible by contemporary technology. We have no choice but to redefine our business processes to support new ways of delivering services.

Manually-intensive workflow. Many of the processes by which we manage government services are based on historic workforce levels and antiquated technologies, and are unsustainable in the demographic, economic and technological conditions that face us in the decades to come.

Economic considerations. Citizens and their elected representatives demand greater accountability for delivering value for tax dollars, through greater productivity and/or improved efficiency. We cannot assume our current business processes and supporting systems will continue to provide the best value.

Aging workforce. By 2015, 50 percent of the current state workforce will be at retirement age. When they leave, the skills, program knowledge and institutional history that anchor agencies, programs and systems will go, too. Even if we could duplicate their extraordinary know-how, demographics tell us that we cannot maintain current staffing levels.

Demographic changes. Minnesota is now home to people with diverse backgrounds and needs, and government services must be redesigned to meet their needs.

Our information infrastructure. Too many of our computer systems and networks are fragile, antiquated, cumbersome or insecure. Systems modernization will require both capital and human investments that focus on the future, not simply on re-automating past practices.

These are significant challenges, but they are also opportunities to recreate Minnesota government. By being **bold enough** to look forward, we will be able to use these pressures to lead us to positive change. With **commitment**, we will harness the experience and dedication of our employees and their customers to transform government. With **vision and creativity**, we can build on Minnesota's traditions of public sector excellence and use the enabling power of contemporary technology to transform the enterprise that is government.

Gopal Khanna
CIO, State of Minnesota
651.556.8007
Gopal.Khanna@state.mn.us

Steve Stedman
Deputy CIO
651.556.8005
steve.stedman@state.mn.us

John Lally
Director, Planning and
Program Management
651.556.8001
john.lally@state.mn.us

Elements of transformation

To achieve dramatic increases in both quality and efficiency, our approach must be multi-dimensional. In order to realize true transformation, we must understand and address the relationships among these elements:

Changing the **structure** of government to support new ways of doing business.

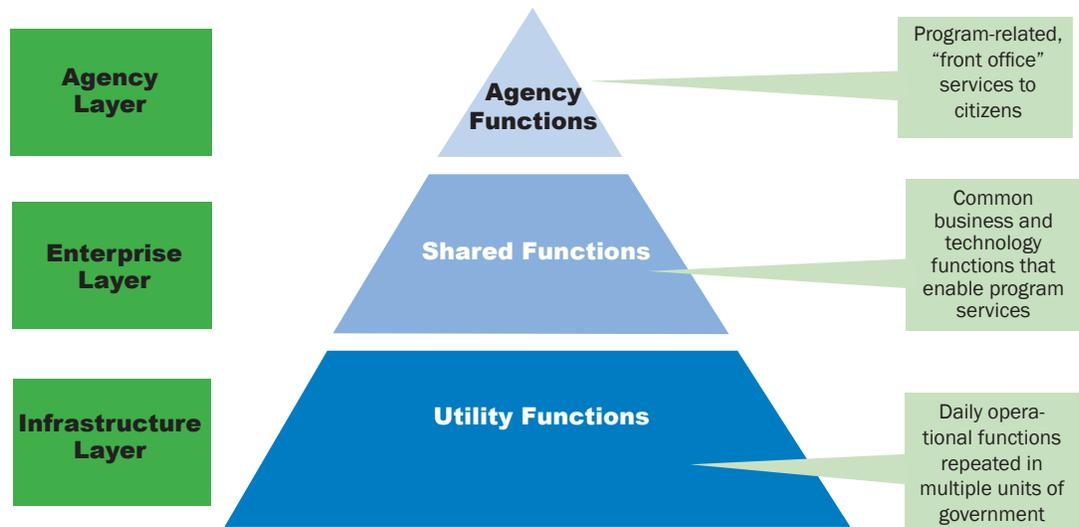
Changing **technology** to enable new, more effective processes.

Changing the **business processes** to take advantage of available and effective technologies.

Changing **financial resources** strategically to improve quality, impact and efficiency.

This plan is not about changing technology for its own sake, nor simply modernizing artifacts of the past to meet the needs of the present. Instead, it *leverages the power of technology as a partner with process redesign and organizational development* to create a transformed future as envisioned by the Drive to Excellence model:

The Drive to Excellence is the design of a way of working that preserves service to citizens, but moves precious dollars and people where they're most needed. It's about improved quality, increased innovation and reduced costs.



By fundamentally transforming the shared and utility functions of government, we will create the capability for agencies to focus on effective program outcomes that directly serve citizens.

Achieving transformation for Minnesota government requires a commitment to the public, a vision for a brighter future, a willingness to take risks, and a high degree of creativity. It will also take investment: investment of time, energy and capital, in amounts consistent with developing and nurturing a critical business asset.

We will use collaborative leadership to define the future and provide direction to get us there. We must be solutions-oriented in order to prepare for a future that will confront us whether we are ready for it or not. Change is inevitable; it falls to us to determine if we will manage it, or if it will control us.

Guiding principles

The following principles guide our strategies and articulate the assumptions and philosophy for our planning. Each strategy has to demonstrate:

An enterprise view. An “enterprise view” connotes a broad-based environment of public service functions, crossing organizational boundaries, hierarchies and jurisdictions to address the common needs of those entities that exist to serve the public interest.

Future orientation. It is essential to define a vision of the end state—the convergence point for technology and business process, where business needs and information solutions are aligned for efficiency and impact.

A commitment to customer service. The range and variety of needs, services delivered and programs in state government clearly indicate that there must be a continuum of service venues and delivery mechanisms to meet citizen needs, abilities and preferences. As society places a greater premium on self service, location- and time-independence, customized, multi-channel service vehicles and other highly sophisticated modes of operation, responsive government entities must reflect demographic changes and challenges.

An enterprise architecture. An enterprise architecture is a structured hierarchy of progressively more specific standards and requirements that govern information system design, development and operation across organizational and systems boundaries. By defining universal elements of business process, information and technology, the architecture enables integration and interoperability, improves business-IT alignment and allows for cross-organization sharing of systems and processes.

The business case discipline. The enterprise planning process starts with an objective analysis of the business need in a context of enterprise strategies and priorities, customer needs and the enterprise architecture. A good business case can support IT in offering the business side of government creative new alternatives if they work in concert. This is especially apparent in migration from current to future state for applications, systems and processes.

Learning from others. Experience in the private and public sectors has been that technology must parallel business direction and anticipate business needs to add value, and the planning for the two domains must be closely linked. Similarly, oversight functions must integrate with planning, budgeting and implementation to add value and ensure compliance with the architecture, with best practices and with effective stewardship of public resources.

Information and Technology Strategies

Transformational Strategies

The following *transformation strategies* define critical directions in support of the redesign of state government.

- 1. Business process redesign.** Engage business and IT leadership in a structured program of Business Process Redesign (BPR) focused on re-engineering inefficient business processes, redirecting human resources and harnessing available technologies. This regimen of planning and design discards the historical and organizational constraints that limit creativity, vision and customer service.
- 2. Shared services and agency centers of excellence.** Invest in Centers of Excellence for consolidating specialized functions needed by a subset of agencies. We can leverage existing investments and expertise to increase information availability and value.
- 3. Consolidate utility functions.** Move aggressively to central provision of utility services to agencies and other entities currently providing them on a highly distributed basis.
- 4. Electronic government services.** Aggressively move to create the unified and secure infrastructure and Web interfaces that will enable and support citizen access to government information and services independent of time, geography, and government organization. Programs and services such as procurement, education, benefits administration, grants management and licensing can be of greater impact when integrated across boundaries.
- 5. Funding mechanisms.** Create a coherent and realistic funding process and accounting structure for IT life-cycle expenditures, providing for cost management, reinvestment and replacement/migration. Effective asset management increases the value of investments and reduces the risks of system failure or simple technological obsolescence.

Information Management Strategies

Information management strategies are management initiatives that adhere to the enterprise direction and support the agencies and their missions now and into the foreseeable future.

- 6. IT portfolio management.** Institute and manage a statewide portfolio of technology projects, applications, staff and operations as enterprise assets to leverage technology and data for maximum efficiency and impact. Opportunities to collaborate around new or renewed shared service functions and to ensure high-quality outcomes are essential to transformation.
- 7. Integrate financial, payroll and purchasing.** Integrate core business management systems: accounting, budget, payroll/personnel and procurement. This will provide a modern core for operations and decision-making, and will form the foundation for further integration of e-government service functions within and between government entities and business partners.

8. Information security. Implement a comprehensive and consistent statewide security structure for access, authentication, authorization, and relationship management. The effort must be all-encompassing, involving architecture, administration, monitoring, interception and remediation.

9. Comprehensive telecommunication planning. Develop a comprehensive strategic plan for delivering and managing telecommunication access and services that promotes electronic delivery of services, unites communities of interest and encourages regional business development. Integration of voice, video and data strategies across entities and geographic regions is essential in order to manage costs, promote economic viability and competitiveness, and to improve the electronic government environment.

Community Strategies

Community strategies address additional issues of interest to agencies.

10. Consulting services. State-provided IT consulting resources would decrease time-to-action in the deployment of IT strategies and projects, and would diminish agencies' reliance on external consulting services and contract staff. To be successful, such a service must act like a private consulting business to cover costs and stay current with market demands.

11. Workforce. The most valuable and expensive IT asset is the workforce. The processes for recruiting, training, deploying, updating and retaining IT staff are among the most important and most problematic in information management, and require an enterprise-wide approach.

12. Data practices. Achieving a balance between the public's right to know and the need to protect private data is not a new challenge, but current technology adds complications. This issue is separate from security, but the mechanisms of access and protection are complementary. Central administration of data practices policy and administration conflicts with highly specialized requirements of certain agencies and programs.

Next steps in planning

Each of these strategies requires further development to move from vision to implementation and staging. The same intellectual process that should guide other investments—the creation of a compelling business case as part of a long-term blueprint for development—must be applied to technology. The relationship between the enabling technologies, the business processes they support, and the mission of programs and agencies must be clearly established to win support for this plan.

While the leadership overall will be managed for the enterprise by OET, the ultimate responsibility for ownership of the plan and for its realization must lie with the agency stakeholders, their business partners and the elected and appointed officials who represent the customers of government services.

The goal of this planning process is to define a future that builds the capabilities of agencies and government units to effectively serve the citizens of the state.