THE OFFICE OF
ENTERPRISE**TECHNOLOGY**
STATE OF MINNESOTA

State IT Strategic Planning

Outline of Planning Process for State IT Master Plan and State IT Strategic Plan

December 9, 2011

Introduction

Phase Three of the IT Consolidation Program will focus on the establishment of governance, long-range enterprise strategic planning, and central organizational planning. Activity in this phase will establish the framework within which ongoing management of the enterprise IT organization occurs, and set the agenda for service delivery improvements that will occur in Phase Four.

- It will, through a master planning process, articulate the "why" of information technology, i.e., the aspirations of the state government business leadership, other government customers, and key government stakeholders for what IT should do for the State.
- It will create a context for IT management and service development, basing tactical service strategy on the goals of the enterprise and the business needs of IT customers.
- It will create a service strategy by identifying utility services that should be centralized compared to services that should remain de-centralized, and results in a tactical plan and timeline for consolidation and service improvement projects.

The strategic planning section of the program will concentrate on four deliverables:

- State of Minnesota Information Technology Master Plan (5 years): goals and aspirations for state information technology, led by business needs. This is a high-level view of the question "How does IT serve the State?" and serves as the foundation for all other strategic and tactical planning.
- State IT Strategic Plan (5 years): goals and aspirations of the State's information technology enterprise organization, answering the question, "who are we and how do we manage our business?" This plan deals with mission, vision and values for the combined organization in a manner capable of accomplishing the vision in the Master Plan and outlines strategies for implementation of the Master Plan.
- Enterprise Service Strategy Plan (2 years): an overview of the strategy for delivering the State's IT services, outlining service development, delivery and financial models, and defining in broad terms the State's service sourcing strategies, i.e., what services are centralized and what services remain de-centralized.
- State IT Tactical Plan (2 years): This two-year tactical plan will combine a discreet list and timeline for service development, improvement and consolidation with an implementation plan for the strategies outlined in the strategic plan.

Purpose of Strategic Planning

The purpose of the IT strategic planning process is to provide a roadmap for how the State of Minnesota's IT resources/capabilities should be used to accomplish the mission and vision of state government. The IT mission and vision are determined by the State of Minnesota's goals and strategies and, in turn, dictate the IT strategies for managing state information technology. The primary target for IT planning is the executive branch and the stake holders and customers they serve, including the legislature and the citizens of Minnesota. The plan must also reflect the needs of State IT's additional customer base – other branches of state and local government. A successful plan should be clear, forward-thinking and compelling, while taking into account the enterprise's finite resources and its capacity to absorb change.

The Governor's Priorities

Strategic plans will be developed within the context of Governor Dayton's key priorities for the State of Minnesota. These priorities are:

- Create jobs and improve Minnesota's competitiveness.
- Improve how state government works to deliver the best services at the best price.
- Make Minnesota's tax system more fair.

Phase One: State of Minnesota IT Master Plan and State IT Strategic Plan

As a foundation to later stages of planning, the IT community and its business governance partners will concentrate on two facets of high-level strategic planning: the IT Master Plan that identifies *"what"* information technology should be doing in order to provide value for the business functions of the State, and the State IT Strategic Plan, which sets the goals and aspirations of *"how"* state IT is managed and outlines priorities for enterprise State IT based on the State IT Master Plan.

Because the latter has dependencies on the former, the process for developing these two plans will overlap.

Scope of Strategic Planning

	IT Services	IT Organization
Mission	What is the role of IT in State government? How should it enable the State's business?	What is the role of the IT organization? Who do we serve? What do we do?
Vision	Where do we want IT to be in 5 years as an enabler of government business?	What is the ideal state for IT management in 5 years? What kind of organization do we want/envision?
Values	What business values do we need to keep in mind as we design and manage IT of the future?	What are the values by which we manage and provide services?
Strategies	What are the priority strategies for meeting the vision for state IT?	What are the priority strategies for meeting the vision of the IT organization?
Risk Assessment	What are the issues/trade-offs of our strategies and how can we mitigate?	What are the issues/trade-offs of our strategies and how can we mitigate?

State IT Master Plan

Purpose

The purpose of the State of Minnesota IT Master Plan is to define the goals of enterprise information technology from the perspective of the State's business leadership – what should be the priorities of enterprise IT in order to serve state government and the citizens of Minnesota? This is a high-level plan that sets direction for enterprise IT within the context of the Governor's priorities and the executive branch's lines of business. The State IT Master Plan informs the State IT Strategic Plan, which outlines specific priorities and strategies to achieve goals of the State IT Master Plan.

Construct

The State IT Master Plan will address the following areas:

1. Vision: A high-level vision for the future state of information technology and its role in facilitating good government at the State of Minnesota
2. The Governor's Priorities: A review of the governor's Better Government for a Better Minnesota goals and a summary of the role information technology plays (or can play) in the realization of those goals.
3. Current State of Executive Branch IT: A brief synopsis of the State's IT environment and activity, governance.
4. Core Business Objectives/Themes: The articulation of 5-6 key business goals and objectives for innovative, IT-enabled government, in keeping with the Governor's priorities.
   a. Goals
   b. Desired Outcomes

The State IT Strategic Plan

Purpose

The purpose of the State IT Strategic Plan is to define the goals and strategies of enterprise technology and the new central IT organization from the perspective of IT leadership and the wider enterprise IT community – how can we best deliver IT at the State of Minnesota in order to meet the goals of the State of Minnesota IT Master Plan and the needs of our business customers?

The State IT Strategic Plan defines the mission and values of the enterprise organization (both the central organization and agency-based staff) and focuses on high-level strategies for delivering on the goals of the State of Minnesota IT Master Plan. This plan will inform a more detailed tactical plan that determines the details of specific projects aimed at accomplishing the goals of the State IT Strategic Plan.

The State IT Strategic Plan will address executive branch IT strategies for the entire State IT enterprise in its newly consolidated environment, i.e., combined strategies for the central organization and agency-based IT.

Construct

The State IT Strategic Plan will include but is not limited to the following areas:

1. **Core Values**: The core values that the state IT enterprise seeks to uphold when conducting its operations. These core values are reflected in the goals and objectives put forth in this plan.

2. **Guiding Principles**: Guiding principles are the value statements that will help the statewide enterprise identify strategic directions and establish a framework for the use of technology. The principles that Minnesota's statewide enterprise has chosen to support its mission and vision and embody its core values

3. **Business Drivers**: The business drivers that influence the ability to achieve the mission, vision, and goals

4. **Mission**: Brief articulation of the purpose of the state IT organization, to be used as the foundation for the goals and objectives.

5. **Vision**: Brief articulation of the future state of the state IT organization/enterprise and its role in serving government.

6. **Current IT Environment and Recent Accomplishments**: Brief summary of the new IT organizational construct, and recent key innovations/projects.

7. **Technology Goals and Objectives**: Five to six technology goals and objectives that will set the priorities for state IT activity and resources. These will define the strategic initiatives that will best meet the goals and objectives of the State of Minnesota IT Master Plan.

8. **IT Governance**: A description of the way by which IT planning and management will occur for state IT.

9. **Monitoring and Assessment**: A description of the ways by which state IT will measure and report to stake holders progress on the goals, objectives and strategies.

Process

Because of the interrelationship of the State of Minnesota IT Master Plan and the State IT Strategic Plan, the discovery process for both plans will be combined. Through a series of input sessions with the participants outlined below, the primary themes and goals will be articulated.

A working team of OET staff and agency CIOs will manage the discovery process and will be responsible for reflecting constituency input into a written plan document that will be reviewed by the Technology Advisory Committee and approved by the State CIO.

Roles and Responsibilities

There are prescribed roles and many additional vested interests in the State IT strategic planning process.

The Governor: Sets general business priorities for the State that informs the State of Minnesota IT Master Plan.

The State CIO: Statutorily responsible for statewide IT planning at all levels.

The Technology Advisory Committee: The Technology Advisory Committee, established and defined in statute is statutorily responsible for advising the State CIO on strategic planning.

State IT Management: Agency CIOs, central organization leadership (executive team and managers), and agency IT management have a vested interest and subject matter expertise to contribute to strategic planning.

State IT employees: State IT employees will be consulted throughout the process for input.

The following chart outlines the spheres of influence for the strategic planning process.

Participant Groups

The following chart outlines the means by which these constituency groups will be represented in the planning process.

Constituencies	Representation	Roles	Input
Technology Advisory Committee	State business leadership Other government customers State IT employees (bargaining units)	Advisory to State CIO	Regularly scheduled meetings (quarterly)
Customer business leadership	Agency commissioners, deputies, CFOs, additional customers	Input	Updates at standing group meetings; volunteers on working groups
IT Management	Agency CIOs Agency IT management/leadership OET management/leadership	Input	Retreats, volunteers on working teams, regular updates
State IT Employees	All state IT employees	Input	Listening sessions; State IT website discussion areas

Discovery Process Details

The following outlines activities being planned to solicit input from the above constituencies during the discovery phase of the State of Minnesota IT Master Plan. These details are in the early stages of planning and are subject to change.

Technology Advisory Committee: Meetings are scheduled as follows:

December 13, 2011	Introductory retreat; roles and responsibilities; vision from a business perspective
February 2012	Confirmation of vision and strategies as developed through constituency input; overview of IT governance process
April, 2012	Review State of Minnesota Master Plan and State IT Strategic Plan
June 2012	Review Service Strategy Plan and Service Level Agreement Framework

State Business Leadership

Updates at regularly scheduled monthly meetings (Cabinet, deputies, CFOs)

IT Management – Agency CIOs

December 13, 2011	Visioning from an IT perspective (retreat)
January 2012	Strategy development (retreat); weekly updates
February 2012	Review vision and strategy drafts; regular updates
March 2012	Review Master Plan and IT Strategic Plan

IT Management – IT Managers

January 2012	Input sessions (vision and strategies) conducted at agency level
February 2012	Regular updates

State IT Employees

December 8, 2011	Listening Session #1: Mission, vision and value of State IT organization
December 12, 2011	Follow-up discussion online
December 19, 2011	Follow-up discussion online
January 9, 2011	Follow-up discussion online
January 16, 2011	Follow-up discussion online
January 17, 2012	Listening Session #2: Review of visioning and values input
January 18, 2012	Listening Session #3: Review of visioning and values input
January 23, 2012	Follow-up discussion online
January 30, 2011	Follow-up discussion online
February 6, 2012	Listening Session #4: Feedback on State of Minnesota IT Master Plan draft

Next Steps: Phase Two

Simultaneous to the development of the two plans outlined in this document, individual agencies will be completing plans for the centralization and standardization of IT functions at the agency level. The analysis completed by these agencies during this planning activity will result in a baseline analysis of the "current state" of IT and the foundation for the Phase Two, the development of an Enterprise IT Service Strategy Plan. From all of these efforts will come the final planning product: a two-year tactical plan, outlining the order, scope and process for key enterprise projects.

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