



Statewide IT Investment Summary and Analysis

FISCAL YEARS 2008-2009

ENTERPRISE PLANNING



Acknowledgements

The data and observations contained in this report were made through the analysis of agency IT plans. We wish to express our thanks to the Accountancy Board of Ohio, Board of Examiners of Architects, Bureau of Workers' Compensation, Industrial Commission of Ohio, Office of Information Technology, Ohio Arts Council, Ohio Arts and Sports Facilities Commission, Ohio Board of Dietetics, Ohio Board of Motor Vehicle Collision Repair Registration, Ohio Board of Nursing, Ohio Board of Regents, Ohio Board of Tax Appeals, Ohio Commission on Dispute Resolution and Conflict Management, Ohio Commission on Minority Health, Ohio Consumers Counsel, Ohio Counselor and Social Worker Marriage and Family Therapist Board, Ohio Department of Administrative Services, Ohio Department of Alcohol and Drug Addiction Services, Ohio Department of Aging, Ohio Department of Agriculture, Ohio Department of Commerce, Ohio Department of Development, Ohio Department of Education, Ohio Department of Health, Ohio Department of Insurance, Ohio Department of Job and Family Services, Ohio Department of Mental Health, Ohio Department of Mental Retardation and Developmental Disabilities, Ohio Department of Natural Resources, Ohio Department of Public Safety, Ohio Department of Rehabilitation and Correction, Ohio Department of Transportation, Ohio Department of Youth Services, Ohio Department of Taxation, Ohio Environmental Protection Agency, Ohio Ethics Commission, Ohio Legal Rights Services, Ohio Library Board, Ohio Liquor Control Commission, Ohio Lottery Commission, Ohio Occupational Therapy, Physical Therapy and Athletic Trainers Board, Ohio Office of Budget and Management, Ohio Office of Inspector General, Ohio Optical Dispensers Board, Ohio Personnel Board of Review, Ohio Public Defender, Ohio Public Works Commission, Ohio Rehabilitation Services Commission, Ohio Respiratory Care Board, Ohio School Facilities Commission, Ohio State Barber Board, Ohio State Board of Cosmetology, Ohio State Board of Embalmers and Funeral Directors, Ohio State Board of Optometry, Ohio State Board of Pharmacy, Ohio State Board of Proprietary School Registration, Ohio State Board of Psychology, Ohio State Board of Sanitarian Registration, Ohio State Chiropractic Board, Ohio State Dental Board, Ohio State Employment Relations Board, Ohio State Racing Commission, Ohio Tuition Trust Authority, Ohio Veterans' Home, Ohio Veterinary Medical Licensing Board, Public Utilities Commission of Ohio, State Board of Orthotics, Prosthetics and Pedorthics, State Board of Registration for Professional Engineers and Surveyors, and the State Medical Board of Ohio. Without their participation this report would not be possible.

Organization of the Statewide IT Investment Summary and Analysis Report

The biennial Statewide IT Investment Summary and Analysis Report for the planning period for fiscal years 2008-2009 consists of five sub-reports. These are:

Executive Summary
Enterprise IT Planning
Strategic IT Planning
Tactical IT Planning
IT Project Planning

A series of appendices details supporting data and analysis. Appendices are listed under "Contents" for a particular sub-report.

Contents

List of Figures	iv
List of Appendices	vi
Overview.....	1
1. Budgets for IT Projects	2
1.1 Budget Categories and Time Periods.....	2
1.2 The Statewide IT Project Portfolio	3
1.3 Maintenance Budget.....	8
1.4 Consolidated Budget	12
2. Project Alignment by Business, Function & Technology	17
2.1 Communities of Interest	17
2.2 Common Functionalities.....	21
2.3 Common Technologies	23
3. Assessment of Agency IT Plans	27
3.1 Agency Plan Assessment Profiles	28
3.2 Profile of the IT Project Portfolio	29
4. Federal Enterprise Architecture (FEA) Analysis.....	32
4.1 Business Reference Model (BRM).....	33
4.2 Service Reference Model (SRM).....	33
4.3 Technical Reference Model (TRM)	36
4.4 FEA Line of Sight Alignments	37
4.5 FEA Reference Models: Targets of Opportunity	37
5. Project Alignment by Business, Function, and Technology	43
5.1 Statewide IT Strategic Plan.....	43
5.2 Statewide Initiatives.....	44
5.3 Collaborative Agencies.....	45
6. Project Alignment to Turnaround Ohio Goals	47
7. Observations from a Consolidated Enterprise Perspective	48

List of Figures

Figure E-1. IT Projects - FY08/09 Budget Groups.....	4
Figure E-2. IT Projects - FY08/09 Budget Category Breakdown	4
Figure E-3. IT Project Budget Category Comparisons	5
Figure E-4. IT Project Budget Category Trends.....	6
Figure E-5. IT Project Budget Category Distribution	6

Figure E-6. IT Project Budget Estimate Distribution by Planning Period..	7
Figure E-7. Application Maintenance Budget – FY08/09	9
Figure E-8. Application Maintenance Budget by Category – FY08/09.....	9
Figure E-9. Infrastructure Maintenance Budget – FY08/09	10
Figure E-10. Infrastructure Maintenance Budget – FY08/09	11
Figure E-11. Total Planned Maintenance	12
Figure E-12. FY08/09 Consolidated Approved Budget.....	12
Figure E-13. Consolidated Budget by Biennial Planning Period	13
Figure E-14. Consolidated Budget by Biennial Planning Period	14
Figure E-15. Consolidated Expenditures Biennial Budget.....	15
Figure E-16. Consolidated Expenditures Biennial Budget.....	16
Figure E-17. Projects According to Communities of Interest	18
Figure E-18. Cost of Projects According to Communities of Interest.....	19
Figure E-19. Projects Aligned with COIs by Planning Period	20
Figure E-20. Number of Projects by Functionality.....	22
Figure E-21. Cost of Projects by Functionality.....	22
Figure E-22. Number of IT Projects Aligned with Common Technologies	24
Figure E-23. Cost and Number of IT Projects by Common Technology.	25
Figure E-24. Percentages of Projects by Common Technology and Fiscal Year	26
Figure E-25. Statewide Average Agency Profile.....	28
Figure E-26. Weighted Average Agency Profile	29
Figure E-27. Average Project Portfolio	30
Figure E-28. Weighted Average Project Profile.....	31
Figure E-29. Supporting IT Applications Aligned to SRM Domains.....	34
Figure E-30. IT Projects Aligned to SRM Domains	35
Figure E-31. Biennial Comparison of IT Projects' Alignment to SRM Domains	35
Figure E-32. IT Projects' Alignment to the TRM	36
Figure E-33. Comparison of Alignment of IT Projects to TRM categories	37
Figure E-34. Agency Program Areas Mapped to BRM Framework.....	39
Figure E-35. Biennial Comparison of Service Types	40
Figure E-36. Principles in Statewide IT Strategic Plan: Number of Aligned Projects	44
Figure E-37. Statewide Initiatives Priorities Project Count	45
Figure E-38. Projects with Participating Agencies	45
Figure E-39. IT Projects with Turnaround Ohio Alignment	47

List of Appendices

Appendix E-A Community of Interest Alignments
Appendix E-B Common Functionality Alignments
Appendix E-C Common Technology Alignments
Appendix E-D Plan Assessment Overview
Appendix E-E FEA Reference Model Alignment Analysis-Overview
Appendix E-F FEA BRM Detailed Alignment Tables
Appendix E-G FEA SRM Detailed Alignment Tables
Appendix E-H FEA TRM Detailed Alignment Tables
Appendix E-I FEA Line-of-Sight Alignment Tables
Appendix E-J Statewide IT Strategic Plan Alignments
Appendix E-K Enterprise-Wide IT Initiatives
Appendix E-L Agency Collaboration Tables
Appendix E-M Turnaround Ohio Alignment

Overview

This part of the Statewide IT Investment Summary and Analysis Report presents and analyzes information and concerns stated in the agency IT plans from an enterprise-wide perspective. The document contains seven major sections, as follows:

- **IT Budgets.** Consolidated information about IT project and maintenance activity budgets.
- **IT Project Alignment.** Alignment of IT projects with predetermined topics, such as common functionalities and common technologies.
- **Plan Assessments.** An overview of the results of an assessment of agency plans.
- **Federal Enterprise Architecture (FEA) Analysis.** A summary of the alignment of IT projects and supporting IT applications to the FEA reference models.
- **Collaborative Efforts.** A summary of collaboration efforts as identified by project planners in the agencies.
- **Turnaround Ohio Plan Alignment.** Alignment of current IT with the Governor's Turnaround Ohio goals.
- **Observations: A Consolidated Enterprise Perspective.** Overall observations of potential problems and opportunities.

1 Budgets for IT Projects

Each agency plan contains a high-level budget for two types of IT expenditures — IT projects and IT maintenance activities for applications and infrastructure. Broken into general IT budgetary categories, the budgets span four time periods. This section presents summary results for each expenditure type, and offers a brief, consolidated summary of the two types.

From an enterprise planning perspective, the timing, amount and type of budget expenditures provide a profile that helps formulate important questions about Ohio's IT investments and the business solutions those investments offer. During project development and implementation, this information also helps pinpoint any major expenditures that require further investigation.

1.1 Budget Categories and Time Periods

The budgets for IT projects have two dimensions, budget categories and time periods. These are described in 1.1.1 and 1.1.2 below.

1.1.1 BUDGET CATEGORIES

There are nine budget categories, which can be collapsed into three budget groups — software, application/project support and hardware. All actual and planned expenditures were placed according to their budget categories, which are listed according to their budget group below.

Software

- Software Purchases and Licenses
- Software Maintenance Contracts
- Software Lease

Application/Project Support

- Staff
- Purchased Personal Services
- Other Services and Fees

Hardware

- Hardware Maintenance Contracts
- Hardware Purchase
- Hardware Leases

1.1.2 TIME PERIODS

Expenditures in the plans are separated into four time periods:

- Expenses (i.e., prior to fiscal year 2008)
- Fiscal year 2008
- Fiscal year 2009
- Expected (after fiscal year 2009)

The *Expenses* time period shows actual project costs through June 30, 2007. The amounts shown in the *fiscal year 2008* and *fiscal year 2009* time periods represent the budget for the project during this planning biennial, and the total for the two periods reflects the agency's 2008/2009 budget for the project. The amounts shown in the *Expected* time period are estimates of remaining project costs.

1.2 The Statewide IT Project Portfolio

When considered in the aggregate, all IT projects in an agency plan make up the IT project portfolio for that agency. This portfolio of projects represents how state agencies plan to spend IT funds to satisfy business objectives.

The same is true at an enterprise level: Combined, agency projects comprise the statewide IT portfolio. The 69 agency IT plans that have been submitted document 358 projects either underway or planned for the 2008/2009 biennium. This statewide portfolio of IT projects represents more than \$739 million in expenditures for fiscal years 2008-2009.

1.2.1 IT PROJECT PORTFOLIO BY BUDGET GROUP AND CATEGORY

Figure E-1 illustrates the distribution of the total IT project portfolio and the percentage of the budget allocated to each budget group. More than 75 percent of the \$739 million budget for agency IT projects is expected to be used for *Application/Project Support*. *Software* and *Hardware*, combined, claim just 23 percent of the budget.

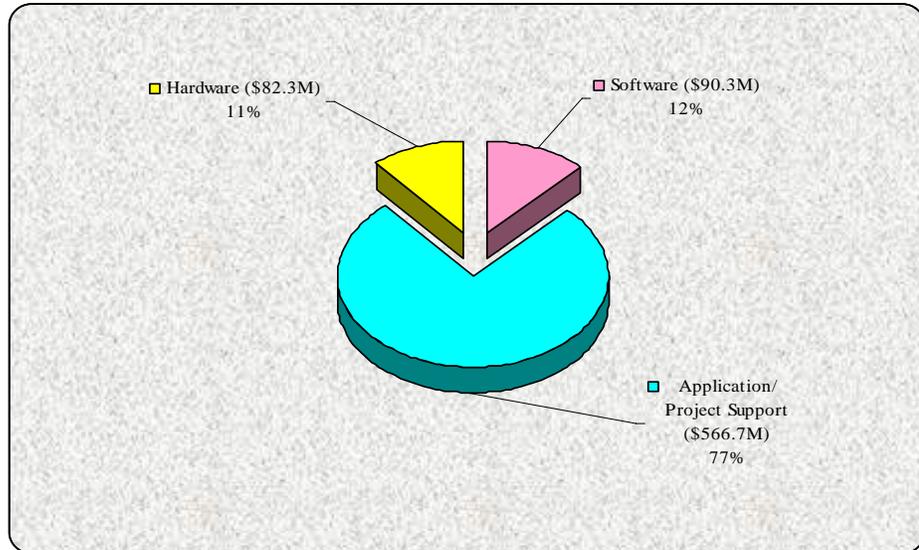


Figure E-1. IT Projects - FY08/09 Budget Groups

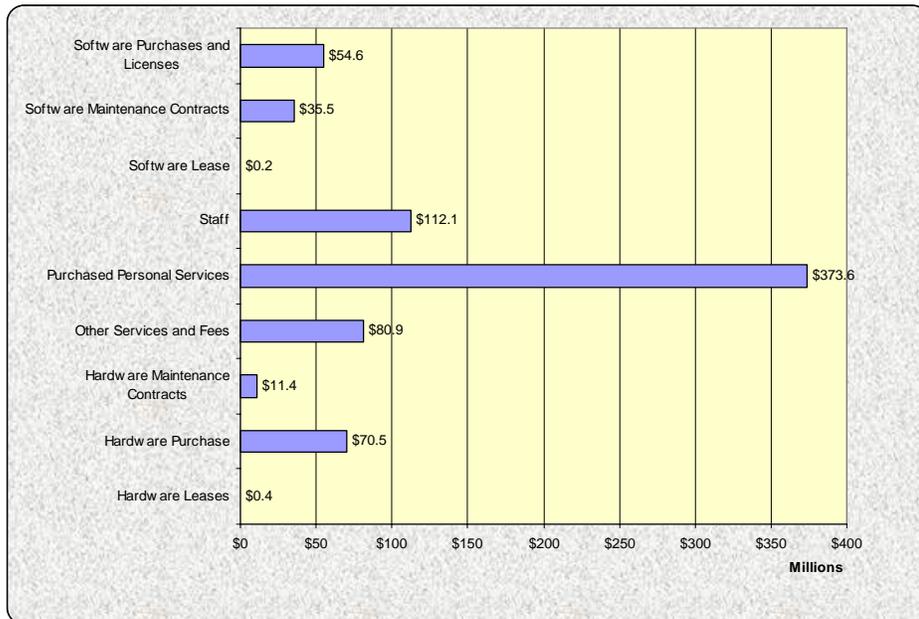


Figure E-2. IT Projects - FY08/09 Budget Category Breakdown

Separating these three amounts by budget category, as is done in Figure E-2, offers additional insights:

- The budget for *Purchased Personal Services* accounts for more than half (50.5%) of total IT project costs and is more than three times the next highest budgetary category, *Staff* (15.2%).
- Each of the three categories in the *Application/Project Support* group — *Staff*, *Purchased Personal Services*, and *Other Services*

and Fees — has a budget higher than any other two categories combined.

- The two *Lease* budget categories (i.e., *Hardware Lease* and *Software Lease*) together do not account for \$1M.

Although the budget for *Purchased Personal Services* is more than three times the *Staff* budget, this ratio is neither a positive nor a negative trend. The personnel mixture is a policy decision and is often influenced by temporary conditions (e.g., a large, enterprise-level program such as OAKS), organizational structures (e.g., no or very small IT staff), and other factors that may exist outside of strategic or tactical planning and decision-making.

1.2.2 TRENDS BY BUDGET CATEGORY

Planning comparisons across multiple planning periods can be informative. To account for the somewhat different terminology used for the budget categories in each planning period, Figure E-3 offers a mapping table.

IT Project Budget Categories – Planning Period Comparison		
FY04/05	FY06/07	FY08/09
Hardware	Data Processing and Telecommunications Equipment	Hardware (all categories)
Software	Data Processing and Telecommunications Software	Software (all categories)
Internal Staff	Payroll	Staff
Purchased Solutions and Staff Augmentation	Purchased Personal Services	Purchased Personal Services
Other	Other	Other Services and Fees
	Intrastate Payments – OIT Services	
	Telecommunications Services	

Figure E-3. IT Project Budget Category Comparisons

Aside from the last budget category, where the *Other* in fiscal years 2004-2005 was split into three categories in fiscal years 2006-2007, the budget categories match closely across the three planning periods and invite comparison. Comparisons across the three planning periods are shown in Figure E-4.

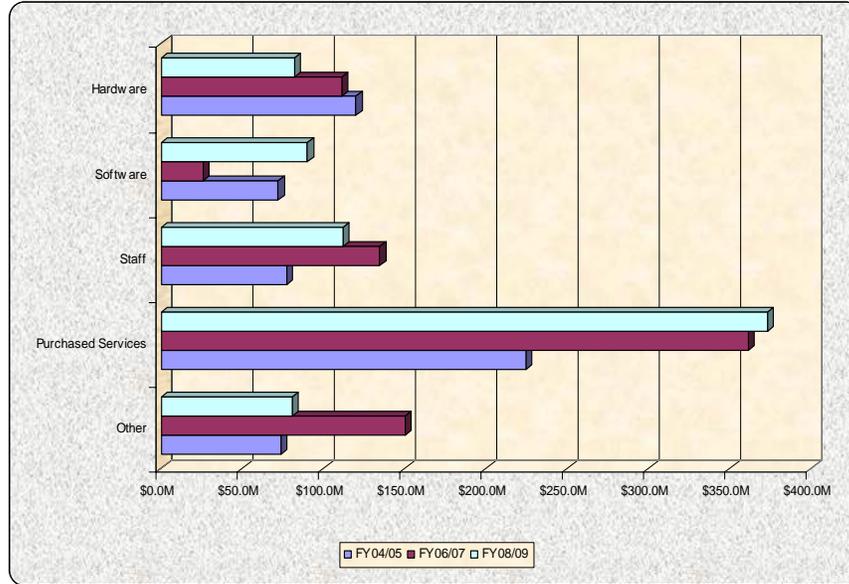


Figure E-4. IT Project Budget Category Trends

Two particular trends can be observed from Figure E-4:

- The budget for *Hardware* has steadily decreased over the last three planning periods.
- The budget for *Purchased Services* has steadily increased over the last three planning periods.

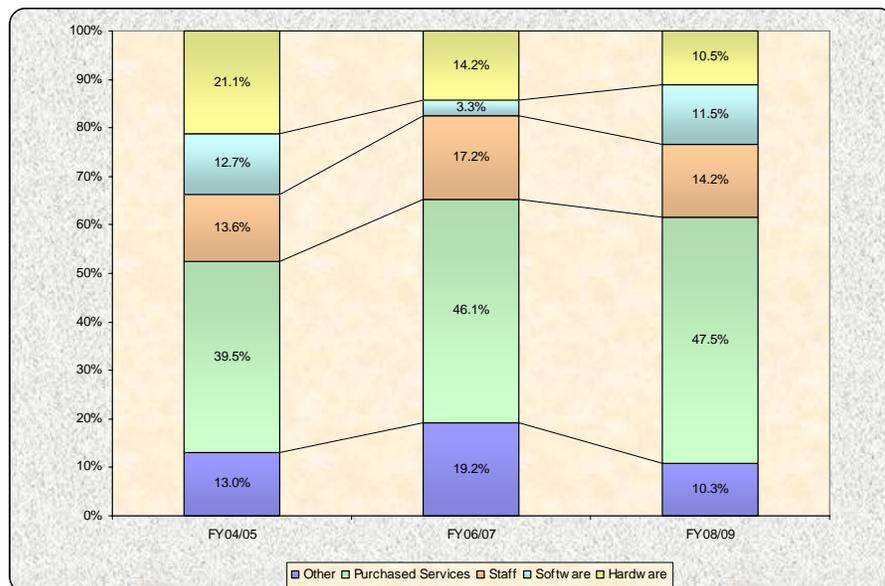


Figure E-5. IT Project Budget Category Distribution

Taking the amount in each budget category as a percentage of the total budget for a given planning period yields the results shown in Figure E-5. The analysis illustrated in Figure E-5 indicates that:

- *Purchased Services* increased in each of the last two planning periods.
- *Staff* remained within 2.5% of 15% in all three planning periods, indicating that it is almost constant.
- *Hardware* decreased in each of the last two planning periods.

1.2.3 IT PROJECT PORTFOLIO BY TIME PERIOD

This section compares the distribution of the budget for IT projects in each of the four time periods described in section 1.1.2 above for fiscal years 2006-2007 versus fiscal years 2008-2009. The time periods examined were the *Expenses* period (the period before the biennium), *Yr 1* and *Yr 2* (the first and second fiscal years of each planning period), and the *Expected* plan period (the period after the biennium). Results for fiscal years 2006-2007 are shown in blue in Figure E-6, while figures for fiscal years 2008-2009 are in orange. The figure at the left of each column bar indicates its percentage value for the lifecycle of IT project costs. The percentages next to arrows combine the fiscal year totals. Accordingly, for fiscal years 2006-2007, 32% for *Expenses*, 53% for the two fiscal years, and 15% for *Expected* total 100% of the project lifecycle costs.



Figure E-6. IT Project Budget Estimate Distribution by Planning Period

Figure E-6 reveals that:

- There is a significant difference between *Expenses* in the previous planning period and the current planning period. This would

indicate that one or more very large projects that were ongoing in the previous planning period are not included in this planning period.

- The data comparisons between the Yr 1 and Yr 2 budget periods are inconclusive. Although the budget for Yr 2 is slightly higher in fiscal years 2006-2007 and slightly lower in fiscal years 2007-2008, neither change is more than 2% in either planning period.

1.3 Maintenance Budget

The IT planning process includes identifying and budgeting for routine IT maintenance activities. Maintenance activities include all IT operations routinely performed to maintain the functionality of existing application software and IT infrastructure, and to maintain agency and user service levels. The two maintenance planning categories are *Application Maintenance* and *Infrastructure Maintenance*.

1.3.1 APPLICATION MAINTENANCE BUDGET

Application Maintenance includes all agency IT staff activities performed to:

- Maintain or update the functionality of current application software. This includes applications developed with databases, spreadsheets, word processors, etc.
- Maintain service levels for the agency and its user community.

The budget breakdown for the three Application Maintenance groups is shown in Figure E-7. The breakdown shows that:

- The two infrastructure budget groups, *Hardware* and *Software*, combined, represent just over 20% of the total Application Maintenance budget.
- *Application/Project Support* (mostly *Staff* and *Purchased Personal Services*) constitutes a significant portion of the total application maintenance budget (almost 80% of the total).

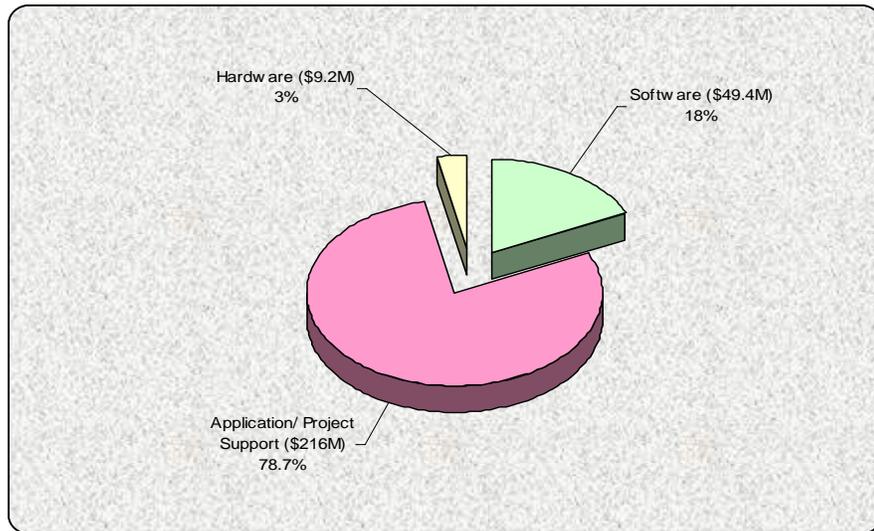


Figure E-7. Application Maintenance Budget – FY08/09

1.3.2 APPLICATION MAINTENANCE BY BUDGET CATEGORY

The Application Maintenance budget categories are the same as those for IT Projects (see Figure E-2). The total amount enterprise-wide in each category is shown in Figure E-8. Figure E-8 shows that:

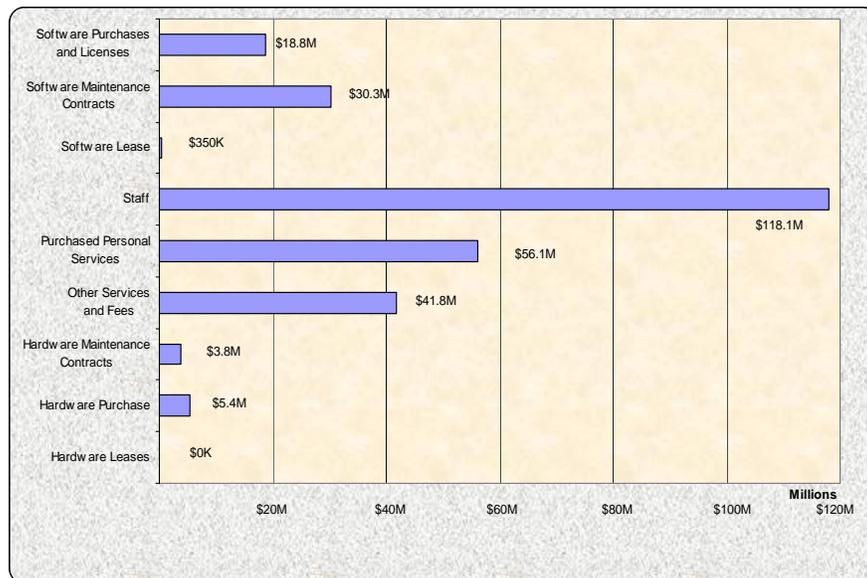


Figure E-8. Application Maintenance Budget by Category – FY08/09

- *Staff* accounts for almost half (43%) of the total Application Maintenance budget, and is more than twice the amount of the second highest category (*Purchased Personal Services*, at 20.4%).
- The combined *Lease* budget categories (i.e., *Software Lease* and *Hardware Lease*), account for less than \$1M.

1.3.3 INFRASTRUCTURE MAINTENANCE BUDGET

Infrastructure Maintenance comprises all agency IT staff activities regularly performed to maintain the functionality of the current IT infrastructure, such as maintaining physical computing resources and updating system software. These activities include the three maintenance budget categories: *Application/Project Support*, *Hardware* and *Software*.

Maintenance or upgrades of the current computing infrastructure to sustain existing service levels for the user community also is considered an infrastructure maintenance activity. *Hardware* and *Software* budget categories fall solely within this activity.

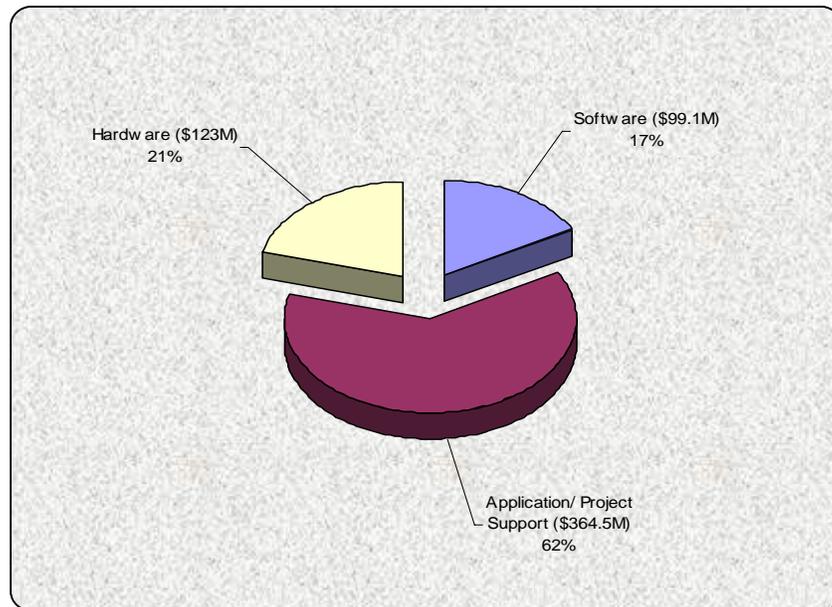


Figure E-9. Infrastructure Maintenance Budget – FY08/09

As shown in Figure E-9, the Infrastructure Maintenance budget breakdown is somewhat reflective of the Application Maintenance budget breakdown. More specifically, the following can be observed:

- The two pure infrastructure budget categories, *Hardware* and *Software*, constitute more than 35% of the total infrastructure maintenance budget.

- *Application/Project Support* (mostly *Staff* and *Purchased Personal Services*) makes up a significant portion, more than 60%, of the total infrastructure maintenance budget.

1.3.4 INFRASTRUCTURE MAINTENANCE BY BUDGET CATEGORY

Infrastructure Maintenance budget categories are identical to the budget categories for IT Projects and for Application Maintenance. Figure E-10 breaks down the Infrastructure Maintenance budget by category. The following can be observed in Figure E-10:

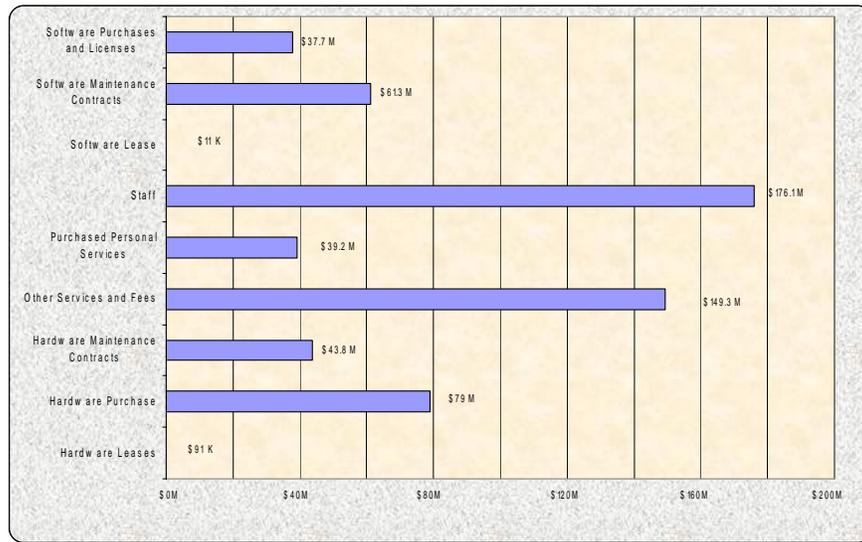


Figure E-10. Infrastructure Maintenance Budget – FY08/09

- *Staff* accounts for almost one-third of the total Infrastructure Maintenance budget (30%).
- *Other Services and Fees* accounts for more than one-quarter of the total Infrastructure Maintenance budget (25.4%).
- The combined *Lease* budget categories (i.e., *Software Lease* and *Hardware Lease*), account for slightly more than \$100K.

1.3.5 CONSOLIDATED MAINTENANCE BUDGET

Figure E-11 displays the total planned maintenance for the biennium by individual fiscal year:

Maintenance	FY08	FY09	Total
Application	\$135.4M 49.3%	\$139.2M 50.7%	\$274.5M
Infrastructure	\$281.8M 48%	\$304.9M 52%	\$586.6M
Total	\$417.2M 48.4%	\$444.0M 51.6%	\$861.2M

Figure E-11. Total Planned Maintenance

The following can be observed from this table:

- Approved expenditures for infrastructure exceed that of applications by more than 50% in both fiscal years.
- Although approved expenditures for fiscal year 2009 are slightly larger than for fiscal year 2008, the difference is so small that no significant observations can be made relative to the two fiscal years.

1.4 Consolidated Budget

This section combines the budget data presented in the three previous sections, on IT Projects, Applications Maintenance and Infrastructure Maintenance. Figure E-12 below displays the total approved budget for these three major budget areas.

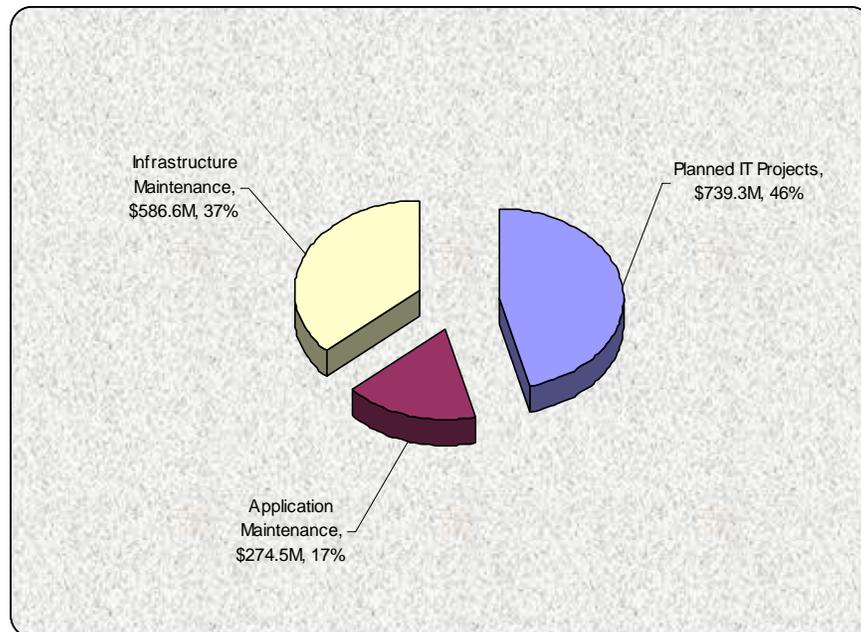


Figure E-12. FY08/09 Consolidated Approved Budget

The largest share of the budget is allocated for Planned IT Projects (\$739.3M), followed by Infrastructure Maintenance (\$586.6M), then

Applications Maintenance (\$274.5M). Figure 12 also makes clear the following:

- The consolidated, approved budget for IT projects is almost three times the budget for maintenance of existing applications.
- The consolidated, approved budget for IT projects is slightly less than 50% of the entire consolidated budget for all planning categories.

1.4.1 COMPARISON OF BUDGET WITH PREVIOUS BIENNIA

Trends can be discovered by comparing the breakdown of the current budget, shown in Figure E-12, with breakdowns of the budgets in the three previous biennia. In Figure E-13, each of the three planning areas is represented by a different color trend line (i.e., Planned IT Projects in blue, Infrastructure Maintenance in green, and Application Maintenance in pink). As the trend line moves from left to right, changes across the planning periods become clear.

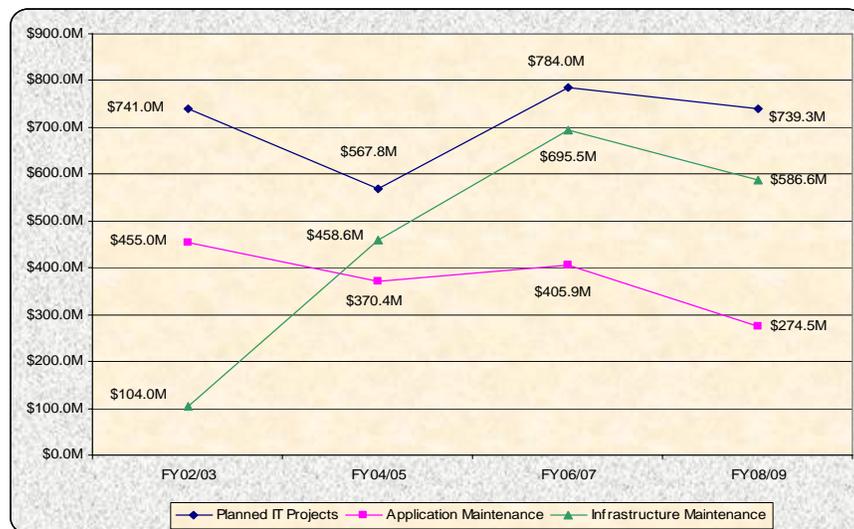


Figure E-13. Consolidated Budget by Biennial Planning Period

The most notable trends are:

- *Infrastructure Maintenance* has increased the most over the four planning periods and has more than quintupled in total dollars.
- *Application Maintenance* shows the greatest decrease over the four planning periods and is down almost half from its peak in fiscal years 2002-2003.
- *Planned IT Projects* has the most stable budget pattern across the four planning periods.

- Two of the three planning areas — *Application Maintenance* and *Planned IT Projects* — show decreases in both the 2004-2005 and the 2008-2009 planning periods.

Figure E-14 considers the consolidated, approved budget for each planning period and displays the breakdown for each of the three areas by the percentage of the total IT budget it received.

Infrastructure Maintenance is shown in gold; *Application Maintenance*, in red; and *Planned IT Projects*, in purple. Comparisons across the four biennia show that:

- The percentage of approved spending for *Infrastructure Maintenance* has been steady in the mid-30s during the last three planning periods.
- The percentage of spending for *Planned IT Projects* usually constitutes about half of the IT budget for a planning period.
- The percentage of spending for *Application Maintenance* decreases with each planning cycle.

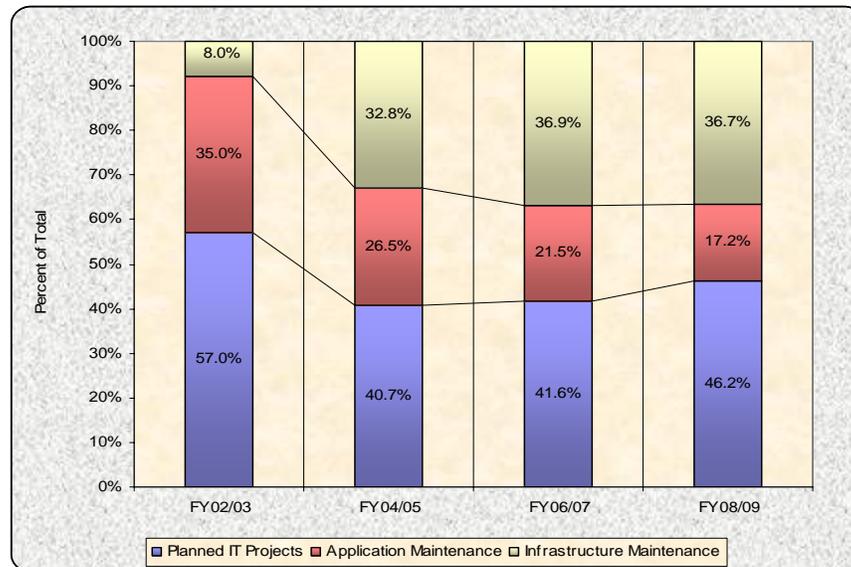


Figure E-14. Consolidated Budget by Biennial Planning Period

1.4.2 COMPARISON BY BUDGET GROUP

Estimated amounts for the biennium in the three budget groups — Software, Hardware, and Application/Project Support — were consolidated across the three planning areas discussed in section 1.4.1 to provide a clearer picture of how money will be spent. The results, displayed in Figure E-15, show that:

- The combined *Hardware* and *Software* budget categories account for about one-quarter (28.3%) of the total IT budget.
- *Application/Project Support* accounts for about three-quarters (71.7%) of the total IT budget.

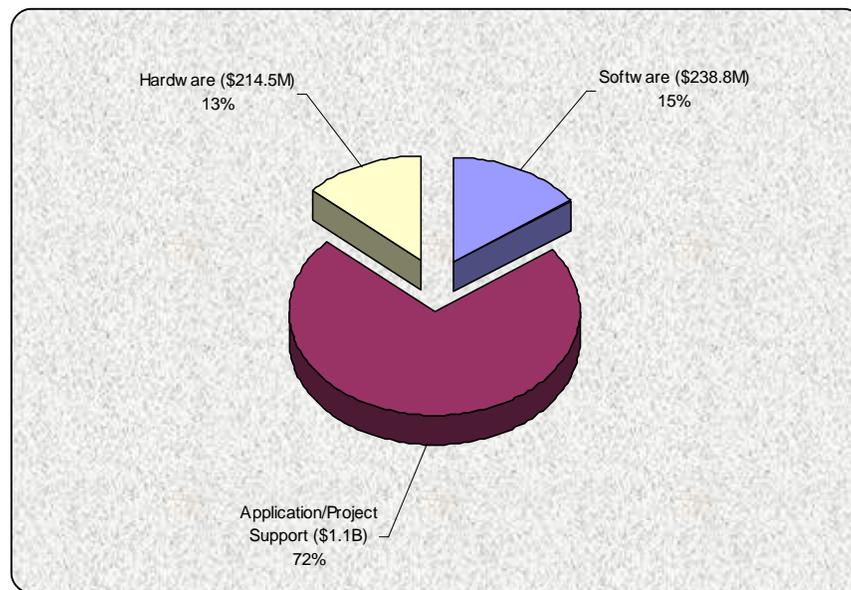


Figure E-15. Consolidated Expenditures Biennial Budget

1.4.3 COMPARISON BY BUDGET CATEGORY

Comparisons of budget categories also can be made across the three planning areas. As Figure E-16 shows, comparison offers the following information:

- *Purchased Personal Services* represents almost one-third (29.3%) of the total IT budget. *Purchased Personal Services* for IT projects alone accounts for almost one-fourth (23.3%) of the total IT budget.
- Combined, the two lease categories (i.e., *Software Lease* and *Hardware Lease*) are barely above \$1M and comprise less than 0.1% of the total IT budget.

- The *Staff* budget category includes three of the top five budget totals.
- The *Other Services and Fees* budget category has two of the top six budget totals.

In all but one budget category (*Purchased Personal Services*), the amounts for *Infrastructure Maintenance* exceed the amounts for *Application Maintenance*.

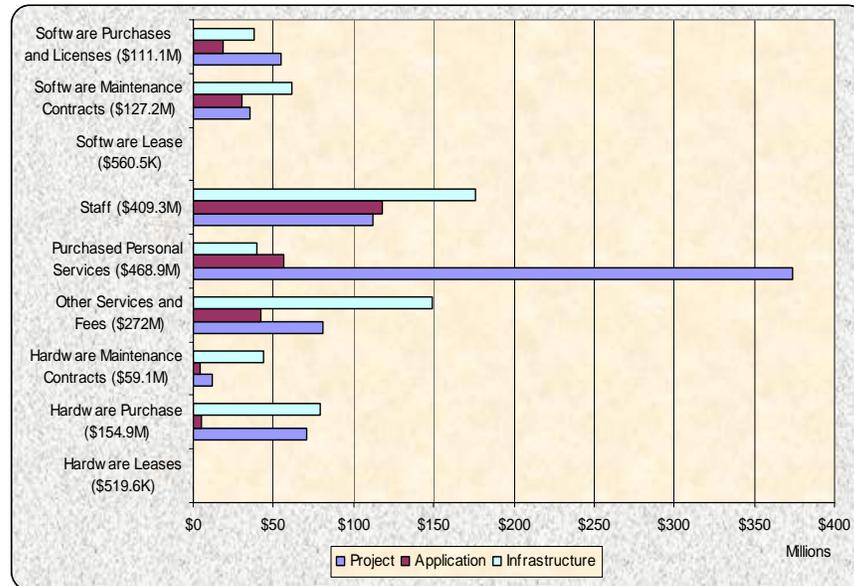


Figure E-16. Consolidated Expenditures Biennial Budget

1.4.4 COMPARISON TO PREVIOUS BIENNIUM BY BUDGET CATEGORY

In previous planning periods, budget categories did not exist for the two maintenance planning areas. Accordingly, biennial comparisons across a consolidated view of the budget cannot be made.

2 Project Alignment by Business, Function & Technology

Ohio continues to improve service through online portals for customers to access government services. Combined, the services span multiple agencies and jurisdictions. To aid in the identification of similar efforts, whether along business, functional, or technological lines, IT planners identified projects that aligned with predetermined topics. This section presents these alignments.

Each of the three ways in which IT Projects can be aligned — business (community of interest), function, and technology was analyzed by number of projects and planning period. The results appear below.

2.1 Communities of Interest

For this planning cycle, project alignments were built around the Communities of Interest (COI) categories already in place in OIT and familiar to the agencies. Project planners aligned their IT projects to one or more COI, if applicable. This approach to IT project classification provided a picture of which COIs will experience the greatest amount of change due to IT projects in the fiscal period.

The COIs used are:

- Advocacy
- Benefit Services
- Business/Industry Services
- Education Services
- Employment Services
- Environment./Natural Resources
- Family Services
- Financial and Administrative Services
- Health Services

- Heritage/Life Enrichment services
- Human Services
- Justice Services
- Public Safety Services
- Regulatory Services
- Tax Services
- Transportation Services

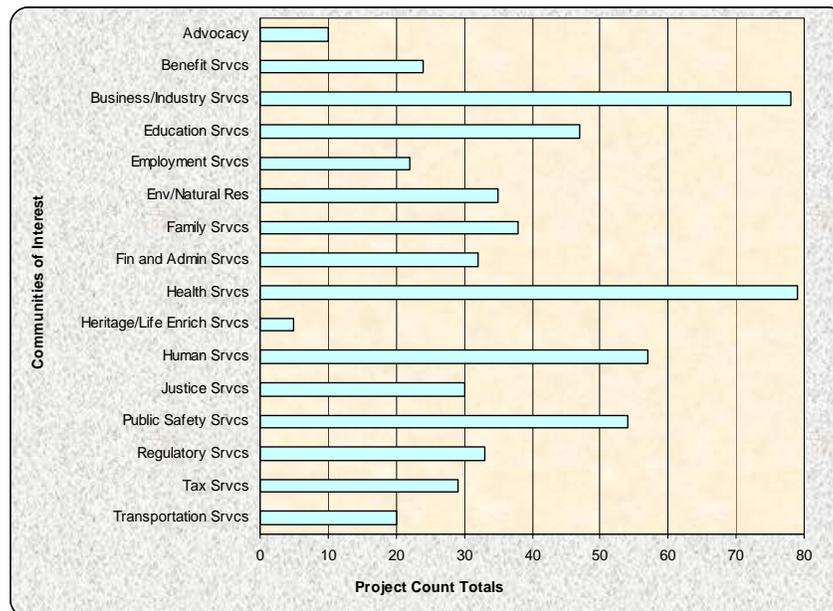


Figure E-17. Projects According to Communities of Interest

Figure E-17 graphs the number of IT projects aligned to the COIs. Findings from this graph include:

- More than one-fifth of all IT projects aligned with either the *Health Services* and *Business/Industry Services* COI.
- *Human Services* and *Public Safety Services* followed with more than 50 projects each.
- The *Heritage/Life Enrichment* COI with about five IT projects, and *Advocacy*, with ten projects, were the least represented.

Figure E-18 shows the cost of the IT projects aligned to the COIs and is included for comparison to Figure E-17. Even though the *Health Services* and *Business/Industry Services* COIs had the highest number

of projects aligned to them, the financial significance is not as great as that of the *Family Services*, *Human Services*, or *Benefit Services* COIs.

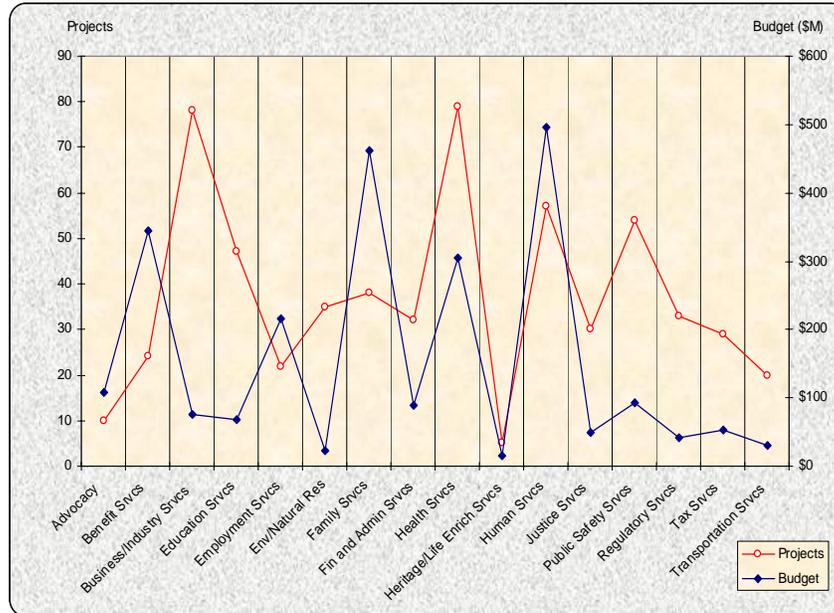


Figure E-18. Cost of Projects According to Communities of Interest

Appendix E-A shows project totals by agency for this classification scheme. As agencies become more familiar with alignment of IT projects to COIs, the alignment perspective will begin to inform investment decisions and collaboration efforts.

2.1.1 COMPARISON BY COI TO PREVIOUS BIENNIUM

Although projects were not mapped by COI in the previous planning periods, they were mapped by government business services, which matches reasonably well. However, a few differences in the categories prevented a full comparison. The differences are noted below and are not included in the trend chart.¹

Previously unmapped business services are:

- Public Information
- Enterprise Resource Planning
- Veterans Services

¹ Additional mapping notes: *Administrative* was mapped to *Finance and Admin Services*; *Environmental* and *Natural Resources* were combined in *Environment/Natural Resources*.

New COIs without previous trends are:

- Advocacy Services
- Business/Industry Services
- Heritage/Life Enrichment Services
- Human Services

2.1.2 NOTABLE TRENDS

Several trends worth noting emerge from comparing the alignment of IT projects to COIs for the current biennium to the previous two biennia. Figure E-19 shows the following trends:

- The largest drop occurred in the *Finance and Administrative Services* COI, down by more than two-thirds from the previous planning period. It is likely that the OAKS enterprise initiative accounts for this decrease.
- The largest upward trend occurred in the *Health Services* COI, more than doubling from the previous planning period.
- The *Environment/Natural Resources Services* COI dropped more than 50% from the previous planning period.

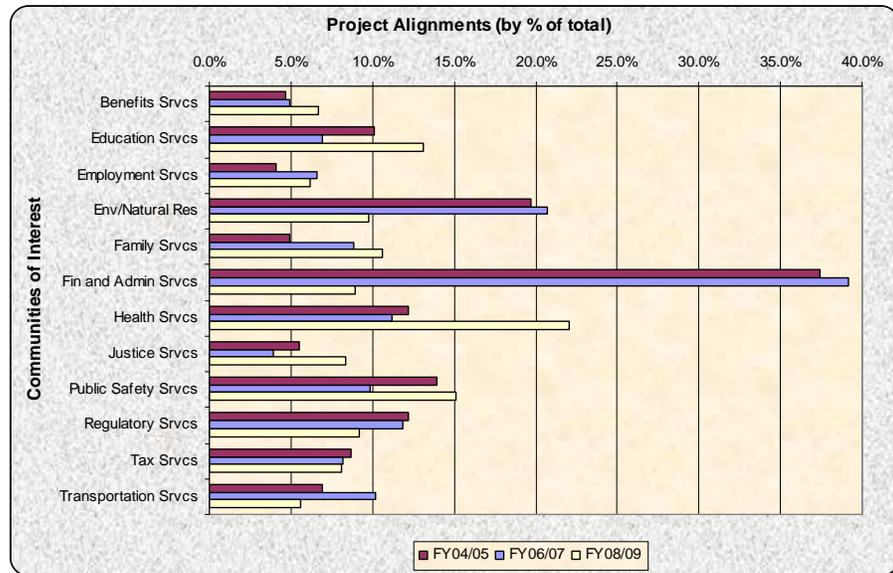


Figure E-19. Projects Aligned with COIs by Planning Period

2.2 Common Functionalities

To classify projects by functionality, the same groupings of functionally-oriented services were used as in previous planning periods. These common functions can be shared by agencies as they implement IT support of business functions. The establishment of these services as common functionalities enables agencies to follow a best practices approach to IT project implementation.

The common functionalities used are:

- Communications
- Decision Support
- Digital Authorization
- Document Management
- eCollections Management
- Electronic Data Interchange/Electronic Fund Transfer (EDI/EFT)
- eForms
- Emergency Response
- Enterprise Resource Planning
- ePayment Processing
- Geospatial/Mapping
- Medicaid Administration
- Network/Directory Services
- Portfolio Management
- Public Information
- Radio Communication
- Statewide Intranet
- Universal Business ID

Figure E-20 represents the number of IT projects identified with each of the common functionalities. The most frequent common function was *Communications*, followed by *Document Management*, *Decision Support*, and *Public Information*. The least frequent common function alignments were *Universal Business ID*, *eCollections Management*, *Radio Communication*, and *Portfolio Management*.

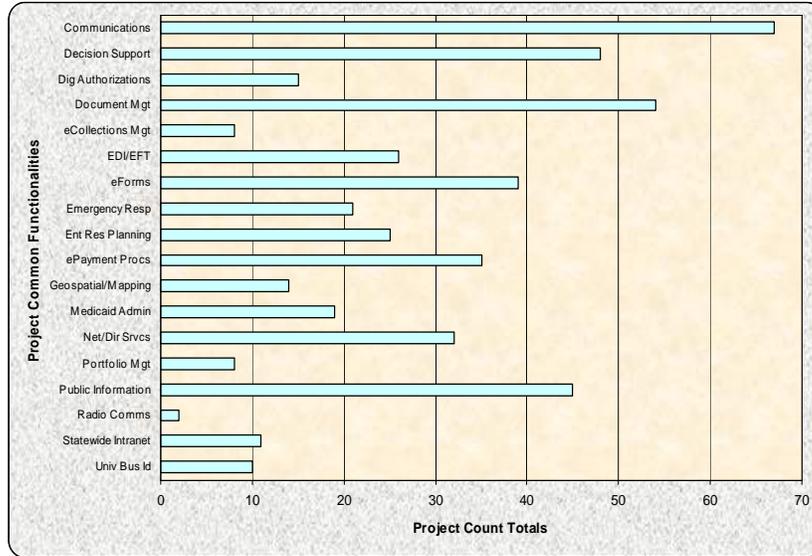


Figure E-20. Number of Projects by Functionality

The cost of the IT projects within each common functionality is shown in Figure E-21. As with COI classifications, there is not a true correlation of project cost to functionality. *EDI/EFT* and *ePayment Processes* have greater project dollars but a smaller number of projects aligned to them. Appendix E-B provides a table of common functionalities showing project totals by agency.

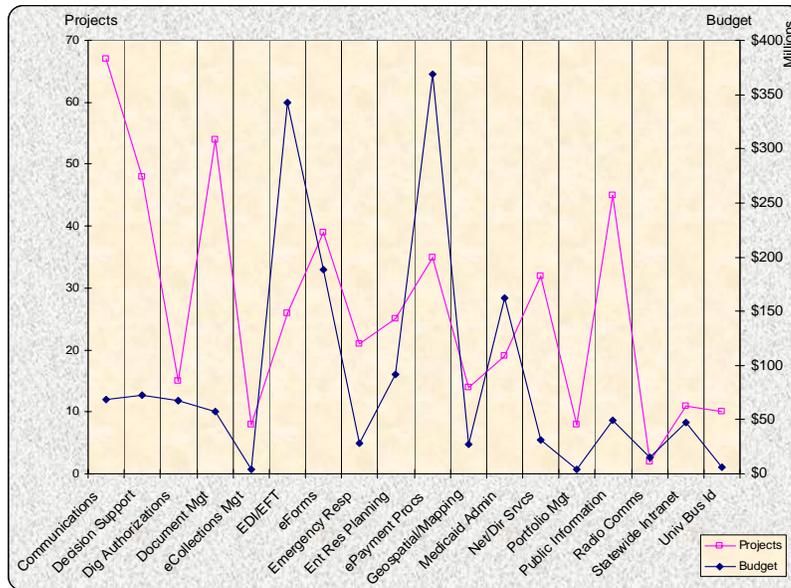


Figure E-21. Cost of Projects by Functionality

2.2.1 COMMON FUNCTIONALITIES AS TARGETS OF OPPORTUNITY

Common functionalities are targets of opportunity. Categories with high project alignment or high budget value alignment, such as

Communications, Document Management, EDI/EFT, and ePayment Processes, become candidates for statewide common solutions. These solutions may take the form of best practices, a standard statewide contract, or collaborative efforts to share responsible investments in IT.

2.2.2 COMPARISON TO COMMON FUNCTIONALITIES IN PREVIOUS BIENNIUM

Changes in functionality classifications during this planning period are too great to allow biennial comparisons. Adaption of the FEA SRM will provide stability in this area in future planning cycles.

2.3 Common Technologies

Agency planners were asked to select a technology for each project from a group of significant IT technology areas, if appropriate. Understanding agency use of these common technologies is important for several reasons:

- Knowledge-sharing with agencies just embracing the technology.
- Best practices for implementation and use may be emerging.
- IT implementation and investment trends within and among agencies, to inform policy, architecture, investment, and decision-making.

The common technologies are:

- Application Integration
- Application Platform
- Business Intelligence
- Business Rules Engine
- Convergent Technologies
- Data Warehouse
- Disaster Recovery Plan
- Enterprise Search Engines
- Fiber Optics/Laser
- Geographic Information System (G.I.S.)
- Gigabit Ethernet
- Handheld Computer/Mobile Device
- Knowledge Management
- Multi-Agency Radio Communication System /Radio Frequency Identification (MARCS/RFID)

- Public Key Infrastructure (PKI)
- Security Management
- Server Consolidation/Virtualization
- Service Oriented Architecture
- Speech Recognition
- Storage Area Network
- Streaming Media/Teleconferencing
- Web Personalization
- Wireless

These capabilities are useful throughout state agencies to satisfy business requirements and can be cost-effective solutions for technology needs.

Figure E-22 graphs the number of IT projects aligned with each technology category. Note that *Application Integration* was almost three times more frequently selected than the next most commonly identified technology, *Security Management*.

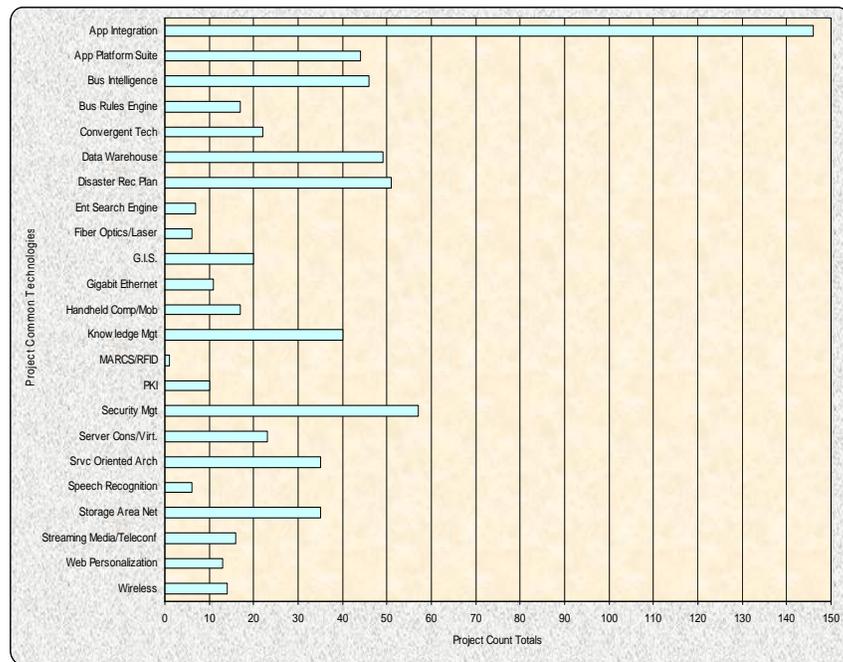


Figure E-22. Number of IT Projects Aligned with Common Technologies

Figure E-23 compares the number of projects to the budget by IT technology. *Application Integration* has both the largest number of projects and the highest budget estimate. Conversely, *Disaster Recovery Planning* has the greatest gap between the number of

projects and the budget. Appendix E-C provides a table of common technologies with project totals by agency.

It is important to note that:

- *Application Integration* is critical to providing the services expected by customers.
- For those agencies requiring disaster recovery improvements, the cost is substantial compared to the number of projects involved.

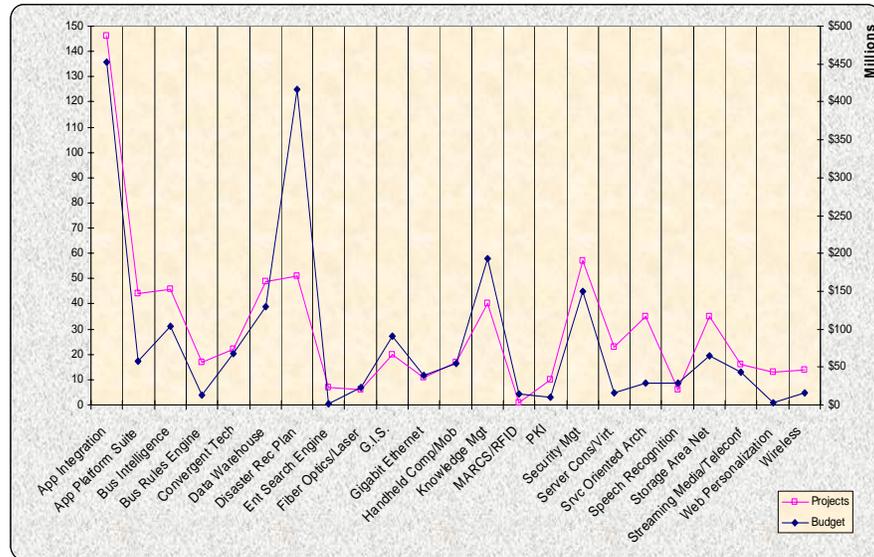


Figure E-23. Cost and Number of IT Projects by Common Technology

2.3.1 COMMON TECHNOLOGIES AS TARGETS OF OPPORTUNITY

Some of the common technologies are targets of opportunity. Categories with high project alignment or high project cost such as *Application Integration*, *Disaster Recovery Plans*, *Knowledge Management*, and *Security Management* may become candidates for statewide common solutions. Additional solutions in the form of standard statewide contracts or collaborative efforts may bring benefit to numerous agencies.

2.3.2 COMMON TECHNOLOGY TRENDS

Although agency IT planners were asked to select IT technologies during the planning period for the 2006-2007 fiscal years, several differences in the technology categories used prevented a full

comparison. The differences are noted below and are not included in the trend chart² (Figure E-24).

The previously unmapped technology is:

- Natural Language Search

Newly included technology categories without trends are:

- Enterprise Search Engines
- Fiber Optics/Laser
- Wireless

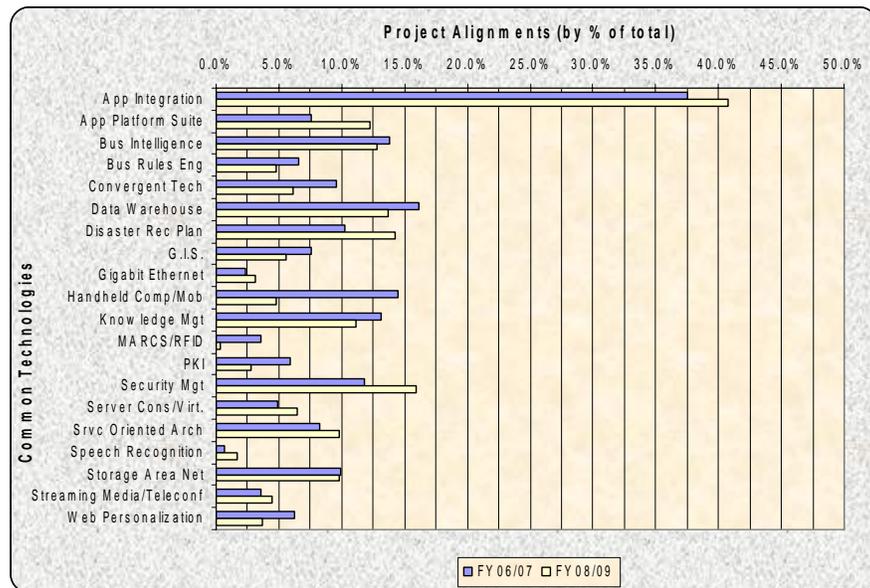


Figure E-24. Percentages of Projects by Common Technology and Fiscal Year

Comparing the two planning periods shows that:

- *Application Integration* had the highest percentage of IT projects aligned to it.
- *Application Platform Suite* experienced the greatest percentage increase since the last planning period.
- *Handheld Computers/Mobility* shows the greatest percentage drop since the last planning period.
- *Speech Recognition* had less than a 2% alignment for the second consecutive planning period.
- *MARCS/RFID* dropped below 2% for the current planning period.

² Additional mapping note – the *G.I.S.*, *MARCS/RFID*, and *Public Key Infrastructure* categories reflect data from the Common Functionalities area of the previous planning document. *Handheld Computers* and *Mobility* were combined to *Handheld Computers/Mobility*.

3 Assessment of Agency IT Plans

An additional analysis performed on agency IT plans was an assessment of the information contained in the plans. The assessment evaluated how closely the information in the agency plan followed the Agency Planning Guide and the instructions provided online in the ePlanningIT application.

All of the major sections of the agency plans were examined — the strategic plan, the tactical plan, and each project plan in the tactical section. Plan assessment indicators were developed for selected plan sections. These sections included the following:

- Mission and Vision
- External Factors
- Organization Assessment
- Agency Project Management Maturity level
- Business Program Areas
- Applications that Support Business Program Areas
- Agency Business Goals
- Alignment of Agency Business Goals to Business Objectives
- Agency Business Objectives-SMART
- Alignment of Agency Business Objectives to Business Goals
- Application Maintenance
- Infrastructure Maintenance
- OIT Services (shown in Figures E-25 and E-26 as SDD Services-SDD Impact and SDD Services-Agency Impact)

The assessment indicators identified a set of conditions that could exist for the plan section, and a numeric value was assigned to each condition. The values were collected and are displayed in the charts found in this section. A complete explanation of the plan assessment process and the plan assessment charts are available in Appendix E-D.

3.1 Agency Plan Assessment Profiles

The strategic plan section of an agency plan contains information that affects the entire agency. For example, business goals, business objectives, and the infrastructure budget affect the entire agency and not just a single project. A lower score on a plan assessment indicator in this area indicates a potential problem that can affect a significant portion of the agency.

Figure E-25 presents the statewide average for each planning assessment indicator in the strategic plan section. The values shown are averages across all assessed agency plans. The closer a point on the blue line is to the perimeter of the circle, the higher the statewide average was for a particular indicator. The closer the line is to the center of the circle, the lower the score. For instance, agencies scored well on the Business Goals indicators, but poorly on SMART Business Objectives indicators. In sum, scores that reside in the pink area of the figure point out areas where better planning practices are needed.

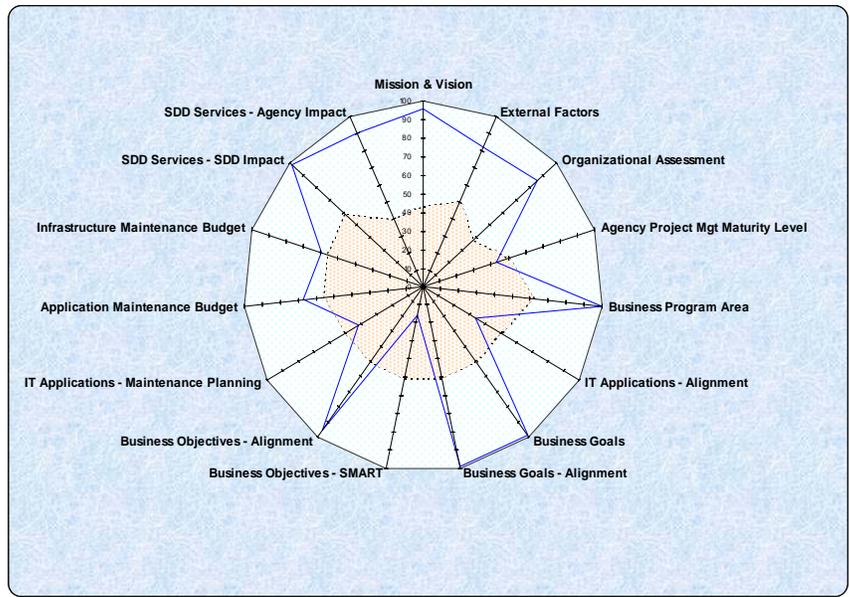


Figure E-25. Statewide Average Agency Profile

Figure E-26 is based on the same information as Figure E-25, but the assessment values have been weighted by the total IT budget for each agency to get a clearer view of the statewide impact of a practice. For example, if an agency had a \$10M total IT budget and an assessment score of 8, and another agency had a \$40M total IT budget and an assessment score of 4, the weighted average score would be 4.8.

After an assessment of all agency plans, a statewide agency profile emerged. The following plan sections consistently scored low across

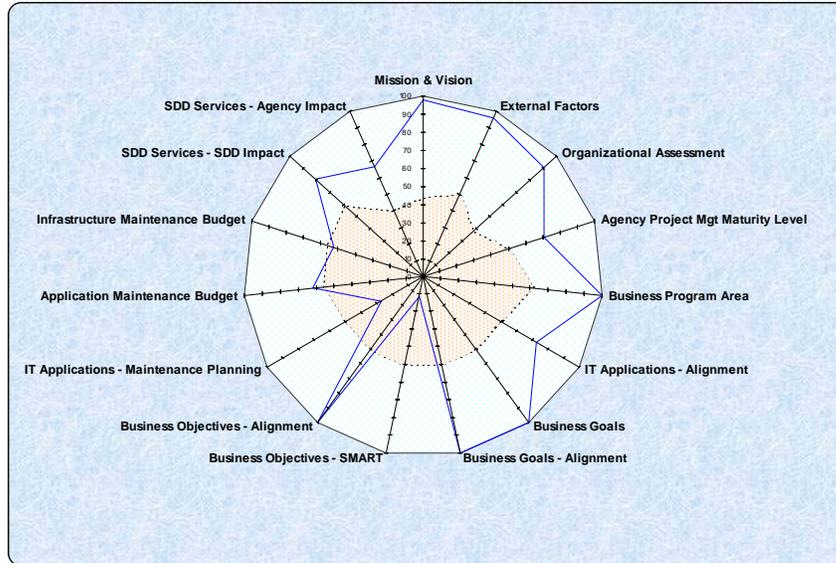


Figure E-26. Weighted Average Agency Profile

state agencies:

- **Agency Project Management Maturity Level.** The majority of agencies followed ad hoc or incompletely documented project management practices.
- **IT Supporting Application — Alignment.** Very few agencies associated their supporting IT applications with their business program areas.
- **Business Objectives — SMART.** SMART stands for specific, measurable, attainable, realistic and time-bound. Very few agencies created business objectives that contained measurable or time-bound characteristics (two of the five elements of the SMART criteria).
- **IT Supporting Applications — Maintenance Planning.** Most agencies did not document specific maintenance activities planned for supporting IT applications.

3.2 Profile of the IT Project Portfolio

The IT project plans presented by agencies were assessed in parallel fashion. Assessment indicators for attributes specific to IT projects were scored for all 358 IT projects submitted in agency IT plans. The attributes are:

- Scope
- Technical Approach
- Success Criteria

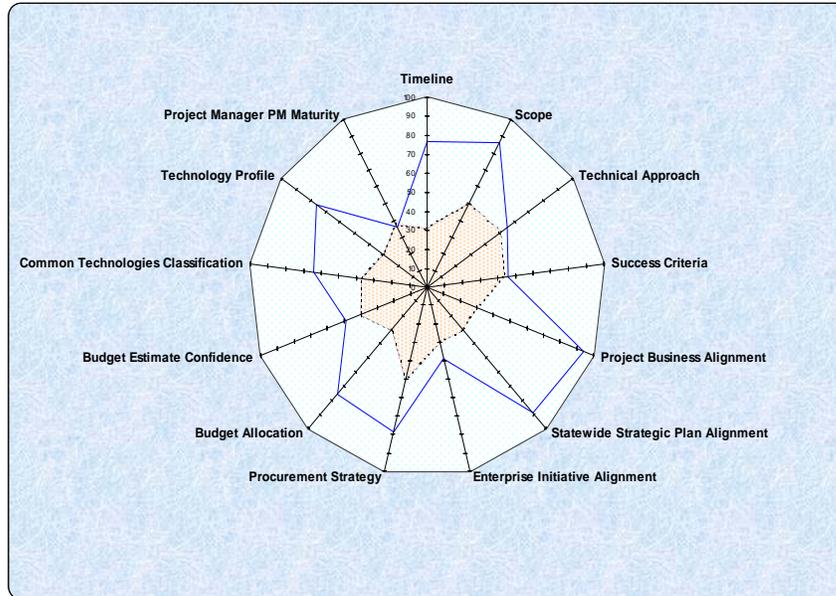


Figure E-27. Average Project Portfolio

- Project Goal/Success Criteria
- Project Business Objective Alignment
- Statewide IT Strategic Plan Alignment
- Ohio Enterprise IT Initiatives Alignment
- Project Procurement/Funding
- Project Budget
- Project Budget Confidence Level
- Common Technologies Alignments
- Technology Profile
- Project Management Maturity
- Project Timeline

The assessment scores were combined to create a statewide IT project portfolio view. A statewide average for each indicator was calculated by averaging the scores across all IT projects. The values shown in Figure E-27 reflect the statewide averages.

In Figure E-28, the values from Figure E-27 have been weighted by the total IT budget for each project. For example, if an IT project had a \$10M total IT budget and an assessment score of 8, and another IT

project had a \$40M total IT budget and an assessment score of 4, the weighted average score would be 4.8.

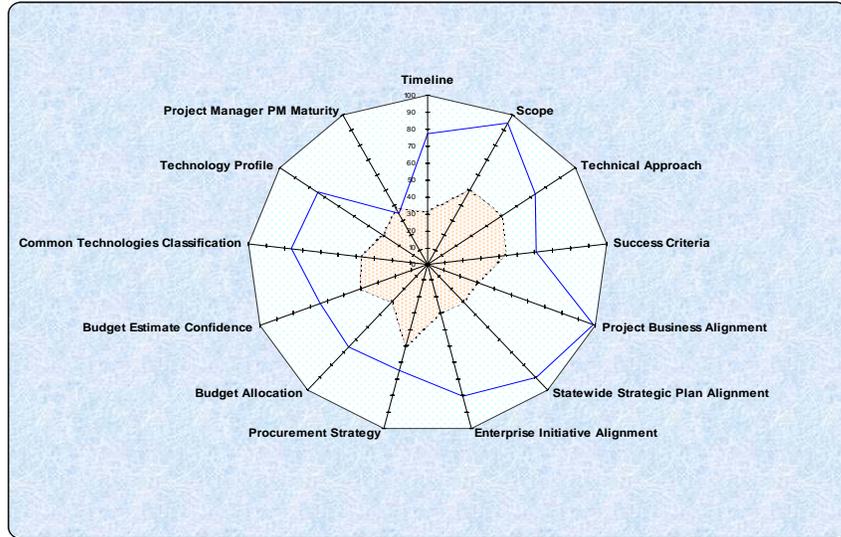


Figure E-28. Weighted Average Project Profile

After an assessment of all agency IT projects, a statewide IT project portfolio view emerged. The following IT plan sections consistently scored low:

Technical Approach. Many IT project plans failed to address hardware, software, and telecommunication architectural components as requested for the plan section.

Success Criteria. Many IT project plans failed to specify expected measurable results.

Budget Estimate Confidence. A number of IT project plans had the lowest level of confidence in their budget amounts.

Project Manager PM Maturity. A large number of projects either had a project manager assigned to the project who had no project management certification, or had no project manager assigned.

4 Federal Enterprise Architecture (FEA) Analysis

This section examines agency plans in the context of additional sources of information and reference points. The additional information consists of existing application portfolio data, as imported from the UMT Application Portfolio database. The reference for further comparative analysis is the Federal Enterprise Architecture (FEA) and its component reference models.

Data imported from the UMT database into the ePlanningIT application established a baseline of agency applications using information previously provided by agencies. After the data was imported into the planning application, agency planners were asked to align these applications to the business program areas defined in the strategic plan portion of the agency IT plan.

More than 1,500 applications were imported into the ePlanningIT application. This application portfolio was used for additional analysis, using the FEA reference models as a supplementary set of concepts to classify, compare, and categorize agency applications and IT projects.

The FEA comprises five reference models. They are as follows:

- Performance Reference Model (PRM)
- Business Reference Model (BRM)
- Service Reference Model (SRM)
- Technical Reference Model (TRM)
- Data Reference Model (DRM)

Each reference model and its role within the FEA is briefly described in Appendix E-E. For the purposes of this report, only the BRM, the SRM, and the TRM are included for additional analysis. The PRM is heavily dependent on the BRM for effective use, and the BRM must be validated by agencies before it can be considered within the context of the PRM. Although the DRM is heavily influenced by the BRM, analysis in this area must wait until more consistent and uniform information is available about agency databases and their information repositories.

4.1 Business Reference Model (BRM)

The BRM consists of a logical structure of government business functions, as defined for the federal government. It took little effort to adapt this structure for Ohio. In many ways, the BRM provides a grouping mechanism similar in scope and purpose to the COI structure, although the BRM has more detail and is more clearly defined.

In the BRM, government business functions are placed under one of four basic business areas. These business areas are:

- Services for Citizens
- Mode of Delivery
- Support Delivery of Services
- Management of Government Resources

Agency strategic plans include a section for business program areas. These business program areas are defined by the agencies and contained enough information to establish a preliminary assignment to the BRM. Those assignments and initial impressions can be found in Appendix E-E, Part II.

4.2 Service Reference Model (SRM)

The SRM consists of a logical structure of services that can be provided within the context of any of the government business functions defined in the BRM. These services reasonably can be compared to the common functionalities discussed in section 2.2.

The imported IT applications contained agency-provided descriptions. These descriptions normally had enough information for initial alignment to one or more of the lower-level service components. Each alignment to lower-level service components was counted within the higher-level service component, occasionally resulting in some applications and modules being counted multiple times at the higher level.

Each service component is part of a service type, which in turn make up the service domains. The seven high-level service domains are as follows:

- Customer Services
- Process Automation Services
- Business Management Services

- Digital Asset Services
- Business Analytical Services
- Back Office Services
- Support Services

Alignments were based on simple search criteria that fit the SRM component definitions. The high-level results are presented in Figure E-29 and suggest the following:

- A significant number of the 1,500+ supporting IT applications can be considered *Back Office Services*.
- A surprisingly small number of supporting IT applications are *Process Automation Services* and *Business Analytical Services*.

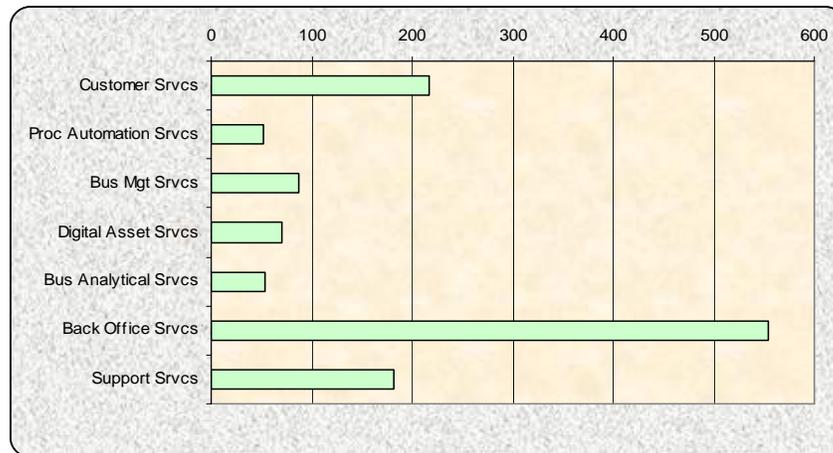


Figure E-29. Supporting IT Applications Aligned to SRM Domains

4.2.1 SRM ALIGNMENT AGAINST IT PROJECTS

An SRM alignment also was performed against current IT projects, using the same association approach. The high-level results are presented in Figure E-30.

It is clear that *Back Office Services* continues to be the most prevalent capability provided by the IT projects. And again, *Process Automation Services* had the fewest alignments.



Figure E-30. IT Projects Aligned to SRM Domains

4.2.2 COMPARISON TO PREVIOUS BIENNIUM

SRM alignments for current IT projects were compared with alignments of IT projects from the previous planning period using the same criteria and the IT projects portfolio for fiscal years 2006-2007. The high-level results are presented in Figure E-31.

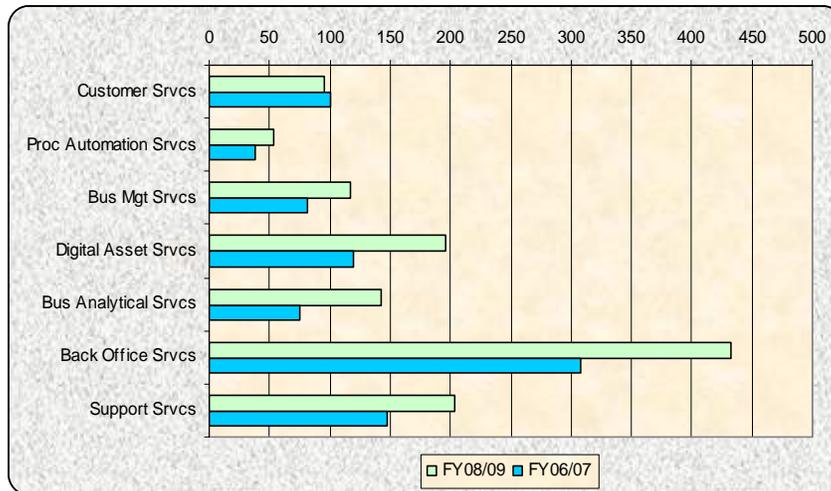


Figure E-31. Biennial Comparison of IT Projects' Alignment to SRM Domains

A few observations can be made from these results:

- Although the number of IT projects increased by more than 15%, the *Customer Services* domain had fewer alignments than in the previous planning period. All other domains showed an increase in number of projects.

- Again, the *Back Office Services* domain had the largest number of alignments and the *Process Automation Services* domain had the least.

Detailed tables and additional charts for the SRM analysis are presented in Appendix E-E, Part III.

4.3 Technical Reference Model (TRM)

The TRM consists of a logical structure of technologies that can be provided in support of the services defined in the SRM. These technologies reasonably can be compared to the common technologies discussed in section 2.3.

The IT applications imported from the UMT Application Portfolio database occasionally contained enough information to allow an alignment with a technology component. Since this condition existed infrequently, analysis against the TRM for IT applications did not occur.

Analysis of IT projects against the TRM was performed, however, because the project plans contained sufficient information for this purpose. The high-level results are presented in Figure E-32.

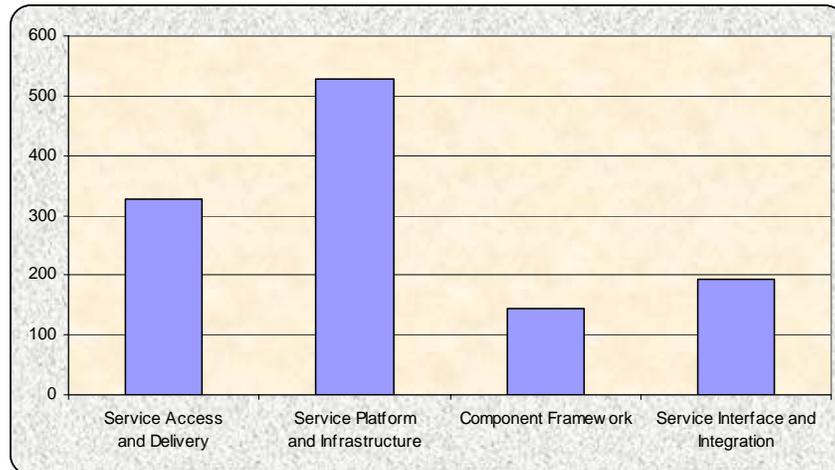


Figure E-32. IT Projects' Alignment to the TRM

Results show that:

- The greatest number of IT projects is aligned with the *Service Platform and Infrastructure* category.
- The fewest IT projects are aligned with the *Component Framework* category.

4.3.1 COMPARISON TO PREVIOUS BIENNIUM – TRM ALIGNMENT

Current IT project alignments were compared to those in the previous planning period, using the same criteria and the IT projects portfolio for fiscal years 2006-2007. The high-level results are presented in Figure E-33. Figure E-33 shows that:

- Alignment of IT projects has increased the most in the *Service Platform and Infrastructure* category.
- The *Service Access and Delivery* category shows a decrease in alignment to IT projects.

Detailed tables and additional charts for the TRM analysis are presented in Appendix E-E, Part IV.

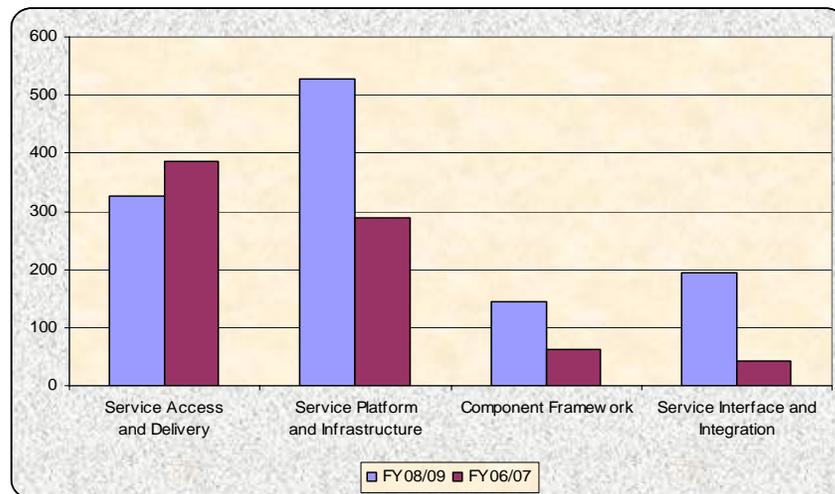


Figure E-33. Comparison of Alignment of IT Projects to TRM categories

4.4 FEA Line of Sight Alignments

Using the FEA alignments presented in the previous sections, a line of sight series of tables was created. These tables use the business program area alignments to the BRM and the IT application and project alignments to the SRM to construct a “line of sight” from business functions to existing services supported by IT or planned for IT support. This analysis does not lend itself well to summarization and presentation in this report, but it does support targeted analysis for managers interested in specific business functions and the IT support environment for those functions. These line of sight tables are contained in Appendix E-I, FEA Line of Sight Alignment Tables.

4.5 FEA Reference Models: Targets of Opportunity

The initial alignments of current agency planning components to the selected FEA reference models are preliminary and should not be

considered definitive. However, this first series of associations identifies some targets of opportunity for further analysis and potential collaboration.

4.5.1 BUSINESS REFERENCE MODEL (BRM)

Agency business program areas, as identified in their IT plans, were mapped to the BRM framework. Although these associations are tentative and need to be validated with the agencies, the following observations can be offered:

Services for Citizens Business Area. The following services had the highest number of agencies with one or more business program areas aligned:

- Health (32 agencies)
- Community and Social Services (12 agencies)
- Workforce Management (11 agencies)

Mode of Delivery Business Area. The following service delivery modes had the highest number of agencies with one or more business program areas aligned:

- Regulatory Compliance and Enforcement (38 agencies)
- Direct Services for Citizens (26 agencies)
- Knowledge Creation and Management (21 agencies)

Support Delivery of Services Business Area. The following lines of business had the highest number of agencies with one or more business program areas aligned:

- Controls and Oversight (13 agencies)
- Public Affairs (10 agencies)

Management of Government Resources Business Area. The following lines of business had the highest number of agencies with one or more business program areas aligned:

- Administrative Management (28 agencies)
- Financial Management (18 agencies)
- Information and Technology Management (13 agencies)

Figure E-34 illustrates these alignments.

Business Area	Line of Business	Agencies Aligned
Services for Citizens	Health	32
	Community & Social Services	12
	Workforce Management	11
Mode of Delivery	Regulatory Compliance and Enforcement	38
	Direct Services for Citizens	26
	Knowledge Creation and Management	21
Support Delivery of Services	Controls and Oversight	13
	Public Affairs	10
Management of Government Resources	Administrative Management	28
	Financial Management	18
	Information and Technology Management	13

Figure E-34. Agency Program Areas Mapped to BRM Framework

The BRM and other components of the FEA model have the potential of yielding important and useful information on the use of IT across the enterprise. First, however, taking the following steps is suggested:

- The preliminary mappings of agency business program areas to BRM lines of business should be reviewed by agencies and validated for accuracy.
- The sub-function layer (the layer immediately below Line of Business) of the BRM framework should be added to the next planning cycle for agency self-alignment.
- To strengthen the line of sight view of PRM to BRM to SRM to TRM, the business objectives currently cataloged in the ePlanningIT tool should be linked to the business program area, and/or to the line of business or sub-function category in the BRM.

For additional details about the BRM and the initial alignment to agency business program areas, refer to Appendix E-F.

4.5.2 SERVICE REFERENCE MODEL (SRM)

Two different planning components — the supporting IT applications and IT projects — were mapped to the SRM framework. In addition to the biennial comparisons, this mapping provided an opportunity to compare existing IT assets with anticipated IT assets.

Increases in Alignments. Biennial comparisons show that the following service types had the largest increases in aligned IT projects:

- *Development and Integration* (from 32 to 204 projects), led by service components *Enterprise Application Integration* (increase

from 3 to 141) and *Instrumentation and Testing* (increase from 12 to 28).

- *Business Intelligence* (from 14 to 95 projects), led by service components *Decision Support and Planning* (increase from 6 to 46) and the generic *Business Intelligence* (increase from 6 to 48) category.
- *Document Management* (from 51 to 86 projects), led by the generic *Document Management* service component.

Decreases in Alignments. Biennial comparisons show that the following three service types experienced the largest decrease in aligned IT projects:

- *Financial Management* (from 146 to 82 projects), led by service components *Credit/Charge* (from 30 to 1) and *Revenue Management* (from 22 to 6).
- *Collaboration* (from 72 to 36 projects), led by the generic *Collaboration* (from 32 to 13) and *Email* (from 36 to 22) service components.
- *Human Resources* (from 66 to 46 projects), led by service components *Health and Safety* (from 23 to 3) and *Education/Training* (from 28 to 24).

Figure E-35 sums up the comparisons above.

Service Type	# of Projects FY2006-2007	# of Projects FY2008-2009	Percent Change
<i>Development and Integration</i>	32	204	538%
<i>Business Intelligence</i>	3	141	4600%
<i>Document Management</i>	51	86	69%
<i>Financial Management</i>	146	82	-44%
<i>Collaboration</i>	72	36	-50%
<i>Human Resources</i>	66	46	-30%

Figure E-35. Biennial Comparison of Service Types

Highest Potential Overlap of Services. The IT asset comparison between IT projects and supporting IT applications shows the highest potential overlap of services in the following service types:

- *Financial Management* (82 projects and 250 applications), led by service components *Payment/Settlement* (32 projects and 82 applications) and *Billing and Accounting* (19 projects and 72 applications).
- *Human Resources* (46 projects and 190 applications), led by service components *Education/Training* (24 projects and 62

applications) and *Benefit Management* (3 projects and 15 applications).

- *Document Management* (86 projects and 50 applications), led by service components *Document Imaging and OCR* (16 projects and 37 applications) and the generic *Document Management* (56 projects and 9 applications) category.

Highest Potential Service Stability. Considering the IT asset comparison between IT projects and supporting IT applications, the following service types have the highest potential service stability:

- *Financial Management* (82 projects and 250 applications), led by service components *Billing and Accounting* (19 projects and 72 applications) and *Payment/Settlement* (32 projects and 82 applications).
- *Human Resources* (46 projects and 190 applications), led by service components *Education/Training* (24 projects and 62 applications) and *Health and Safety* (3 projects and 42 applications).

Additional Observations. Ranking the results of the alignment effort (refer to the analysis presented in Appendix E-E), the following additional observations are offered:

- The *Financial Management* and *Human Resources* service types appeared in all four top alignment sections. Since these two service types intersect with the OAKS initiative, the probability is high that agencies continue to support IT efforts in the OAKS solution space but outside the OAKS solution.
- The *Knowledge Discovery*, *Content Management*, and *Records Management* service types appear in several of the low alignment sections. This indicates that many agencies do not have a solid data and information management strategy to support and/or implement.

The biennial comparisons suggest agency direction for service implementation. Increases usually indicate an unfulfilled requirement or purposeful planning, while decreases usually indicate fulfilled requirements or redirected priorities. The IT asset comparison can indicate service overlaps (high alignment for both categories), service deficiencies (high project alignment, low application alignment), or service stability (low project alignment, high application alignment). For additional details about the SRM and the alignment to supporting IT applications and IT projects, refer to Appendix E-G.

4.5.3 TECHNICAL REFERENCE MODEL (TRM)

Agency IT projects were mapped to the TRM framework. There was insufficient information about the supporting IT applications to align with the TRM framework. However, observations can be offered about the IT project alignments.

Increases in Alignments. Considering the biennial comparisons, the following service categories experienced the largest increase in aligned IT projects:

- *Integration* (from 14 to 153 projects), led by service standard *Enterprise Application Integration* (increase from 8 to 149).
- *Software Engineering* (from 20 to 116 projects), led by service standards *Integrated Development Environment (IDE)* (increase from 2 to 49) and *Test Management* (increase from 0 to 36).
- *Hardware/Infrastructure* (from 124 to 207 projects), led by service standards *Servers/Computers* (increase from 17 to 105) and *Local Area Network (LAN)* (increase from 16 to 35).

Decreases in Alignments. Again considering the biennial comparisons, the following service categories showed the largest decrease in aligned IT projects:

- *Service Requirements* (from 127 to 86 projects), led by service standard *Legislative/Compliance* (decrease from 98 to 61).
- *Delivery Channels* (from 109 to 86 projects), led by service standards *Internet* (decrease from 65 to 48) and *Virtual Private Network (VPN)* (decrease from 14 to 8).

The biennial comparisons indicate agency direction for the implementation of technologies. The increases usually indicate an aging technical environment or purposeful planning, while decreases usually indicate incremental technical adjustments or redirected priorities. For additional details about the TRM and the alignment to IT projects, refer to Appendix E-H.

5 Project Alignment by Business, Function, and Technology

Some agency plans contained information relevant to IT initiatives and efforts that extend beyond organizational boundaries and into collaborative efforts with other agencies.

Three different types of agency collaboration are addressed in this section. These three types are as follows:

Strategic Direction. IT project alignments with strategic direction provided by the Statewide IT Strategic Plan and the principles and goals contained therein.

Statewide Initiative. IT project alignment with strategic activities and initiatives driven by statewide and high-level management.

Agency-Driven. Collaborations recognized and actively pursued to facilitate success for specific IT projects.

The number of projects aligned to an initiative or strategic principle indicates the level of effort required for successful completion of the projects and the initiatives. The cost associated with the projects that are aligned to initiatives suggests the financial impact if prerequisite deliverables are not ready in time to meet the schedule of the aligned project.

5.1 Statewide IT Strategic Plan

The Statewide IT Strategic Plan establishes principles that agencies can use to guide decision-making and the management of their IT portfolio. The principles were included for alignment for this planning cycle.

Figure E-36 graphs the number of IT projects aligned with each strategic plan principle. As this figure shows:

- The *Best Practices* strategic plan principle was aligned with more than 66% of the IT projects.
- The *Outreach to Legislature* strategic plan principle was aligned with less than 10% of the IT projects.

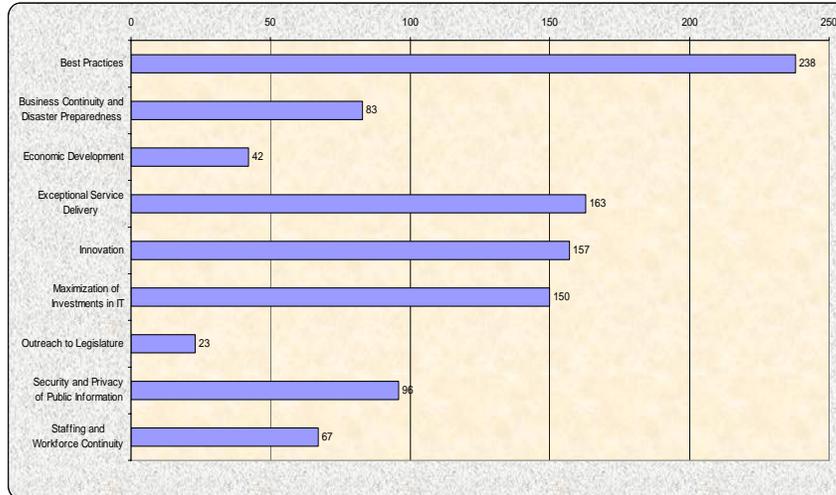


Figure E-36. Principles in Statewide IT Strategic Plan: Number of Aligned Projects

Appendix E-J provides the cost and counts of projects by agency for each strategic plan principle. Twenty-eight percent of all agency plans identified at least one project aligned with Statewide IT Strategic Plan principles.

5.2 Statewide Initiatives

The increased emphasis on standardization and synergy of technology investments across agencies has resulted in the identification of eight statewide initiatives. Statewide IT initiatives focus on an enterprise-level approach to improve efficiencies, decrease costs, maximize use of resources, improve services to customers, and reduce redundancies.

Figure E-37 shows the number of IT projects aligned with each statewide initiative. A few observations can be made from this figure:

- The *OAKS* statewide initiative had the most IT project alignments, followed closely by the *Pandemic Preparedness* initiative.
- The *Location Based Response System*, *OH*1 Next Generation Network Structure for Ohio*, and the *Ohio Statewide Imagery Program* statewide initiatives were each aligned with less than 5% of the total IT projects.

Appendix E-K provides the cost and counts of projects by agency for each statewide initiative. Forty-nine percent of all agency plans identified at least one project aligned with one of the statewide initiatives.

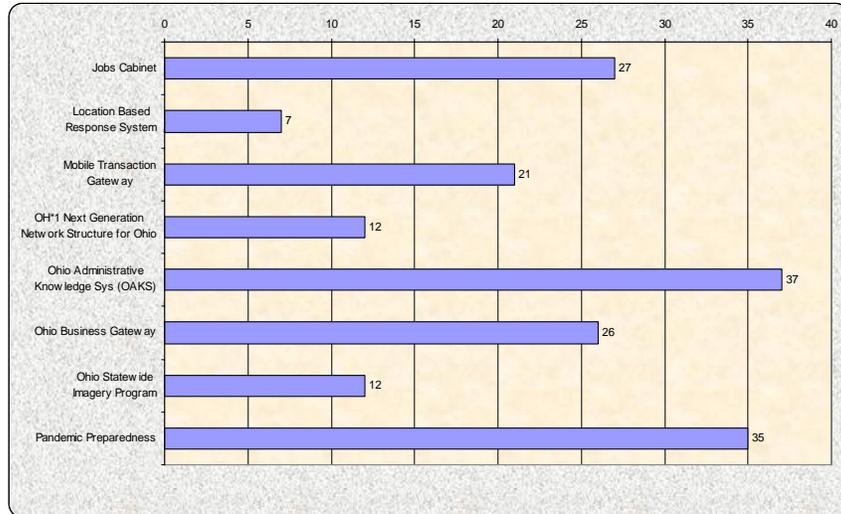


Figure E-37. Statewide Initiatives Priorities Project Count

5.3 Collaborative Agencies

The last plan section for IT projects allowed agency planners to identify collaborating agencies for a project. Agency planners were allowed to identify as many agencies as applicable.

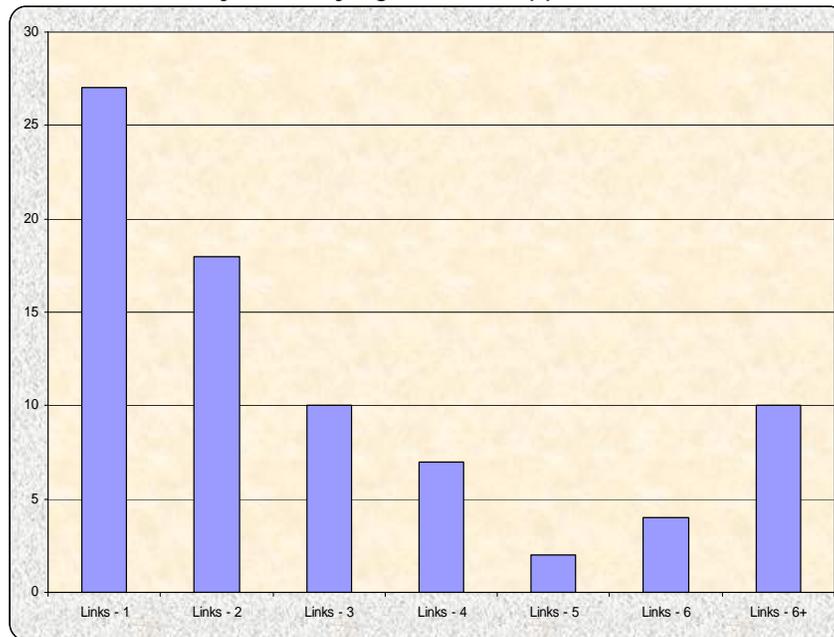


Figure E-38. Projects with Participating Agencies

Analysis of collaboration, illustrated in Figure E-38, shows that:

- More than six collaborating agencies were identified for ten projects.

- Linkage to one additional agency was the highest collaboration category. About 7.5% of the IT projects identified collaboration with one other agency.
- No collaboration with other agencies was expected for more than 75% of the IT projects (i.e., 280).

Appendix E-L contains the details for these IT projects and agencies identified as collaborating agencies.

6 Project Alignment to Turnaround Ohio Goals

A final perspective for an enterprise-wide view of IT planning consists of analysis of agency plan sections that address goals of the Governor's Turnaround Ohio Plan. In preparation for the biennial updates of the plans for fiscal years 2008-2009, OIT instructed agencies to align their IT projects with Turnaround Ohio goals and objectives. Agency planners could identify as many Turnaround Ohio objectives as applicable. Figure E-39 presents the results. Overall:

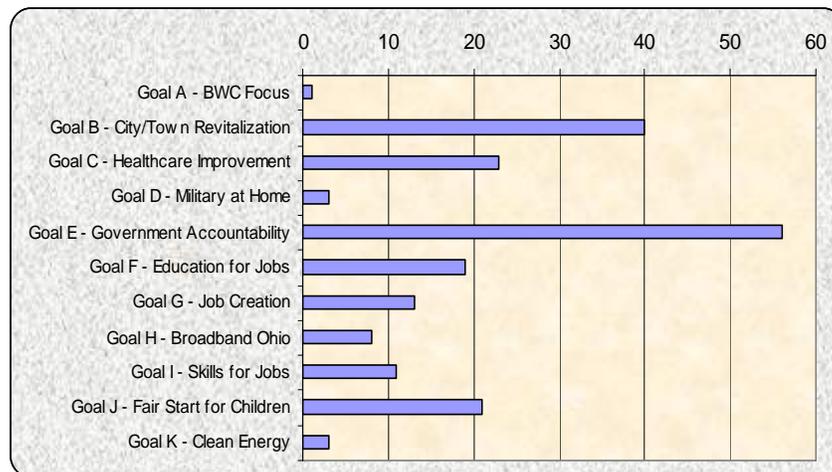


Figure E-39. IT Projects with Turnaround Ohio Alignment

- More than 10% of total IT projects had one or more objectives within two Turnaround Ohio goals, *Government Accountability* (goal E) and *City/Town Revitalization* (goal B).
- More than 20 projects each were aligned with *Healthcare Improvement* and *Fair Start for Children*.
- Three or fewer IT projects had at least one objective within *BWC Focus*, *Military at Home*, or *Clean Energy*.

Appendix E-M contains the details for these IT projects and the aligned Turnaround Ohio goals and objectives.

7 Observations from a Consolidated Enterprise Perspective

The following summary of observations from this section highlights the more critical issues from the enterprise perspective of agency plans. A code is provided [enterprise report section (E) – observation (O) – numeric code] for reference in the Executive Summary, and each observation ends with a reference to the supporting report section:

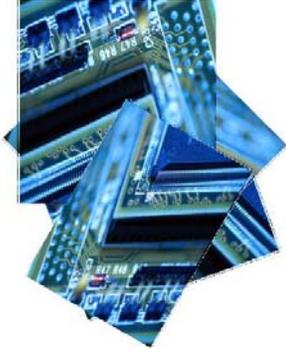
- E-O-1 – Within the IT budget categories, *Purchased Personal Services* accounts for more than three times the percentage of the *Staff* budget category. This ratio is neither a positive or negative trend. The outsourced/internal personnel mixture is a policy decision and is often influenced by temporary conditions (e.g., a large, enterprise-level program such as OAKS), organizational structures (e.g., no or very small IT staff), and other factors that exist outside of strategic or tactical decision-making. In any case, the *Staff* budget category, which includes purchased services, internal staff, and other services and fees, was usually in the top percentile in most budget report sections. (1.2, 1.3)
- E-O-2 – The combined lease categories (i.e., *Software Lease* and *Hardware Lease*) are barely above \$1M and account for less than 0.1% of the total IT budget. This may indicate a lack of emphasis on leasing strategies. (1.2., 1.3)
- E-O-3 – In several of the budget report sections, the *Other* budget category contained a significant portion of the total budget. (1.2, 1.3)
- E-O-4 – The *Infrastructure Maintenance* budget group has increased the most over the last four planning periods and has more than quintupled in total dollars. Part of this may be explained by an abnormally low starting point in fiscal years 2002-2003 as a residual effect of Y2K purchases from the previous planning period, but that is difficult to verify and does not lessen the need to examine this trend.

- E-O-5 – The absence of S.M.A.R.T. business objectives will significantly affect the ability of agencies to support increased attention on performance management. (3.1)
- E-O-6 – The FEA reference models provide a more stable, more robust framework for agency business functions and IT asset alignment than the current categorization schemes that change every planning cycle. (4)
- E-O-7 – The alignment of IT applications and IT projects to the FEA also highlighted the intersection of a number of SRM service types with the OAKS solution space. A thorough review of all agency IT applications and IT projects aligned to SRM service types that may be addressed by OAKS may reveal significant duplication of effort. (4.5.2)

Contact

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Statewide IT Investment Summary & Analysis

Fiscal Years 2008-2009
Enterprise IT Planning

Ohio Department of Administrative Services
Office of Information Technology

Ted Strickland, *Governor*
Hugh Quill, *Director*
R. Steve Edmonson, *State Chief Information Officer*

Published by

The Ohio Department of Administrative Services
Office of Information Technology
Investment and Governance Division
Office for State IT Investment Management
30 East Broad Street, 39th Floor
Columbus, Ohio 43215