

Ohio Department  
of Administrative  
Services



**Information Technology  
Planning**

**FY2004 - FY2005:  
Summary and Analysis**

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## 1. INTRODUCTION

Over the past several decades, Information Technology (IT) has become increasingly important to the efficient and effective operation of state government. This trend will continue into the foreseeable future, with expenditures on IT comprising a significant proportion of overall spending by State of Ohio agencies. In the current economic environment with its resulting impact on the budget, there are three inevitabilities:

- IT must show alignment and value to government business processes and services, and to their business partners and citizens.
- IT expenditures should be treated as investments.
- IT management must be practiced in an integrated fashion, from agency to statewide offices, and from project management to investment management.

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Strategic planning is a crucial factor to provide a more efficient and effective government to citizens. Information technology planning drives successful implementation of technology to support that goal. A robust and flexible approach to agency and statewide IT planning must exist to meet the expectations of the vision for the State of Ohio.

A revised approach to agency IT planning and the plan review process was implemented for the FY2004-2005 biennial planning cycle. The revised IT planning process expanded and formalized the planning information required from agencies. The revised process enabled agencies to align IT projects to agency goals through the use of business objectives. This linkage forms a bridge between business and IT planning in an agency. The revised plan review process integrated and incorporated analysis results from other IT management disciplines to formulate a more comprehensive review. Additionally, the use of an automated planning application tool began educating agencies in this approach and established real-time planning as a core element for strategic and tactical planning.

### **Background**

In March of 2002, the Department of Administrative Services (DAS) issued a revision to Ohio IT Policy ITP D.4, "Information Technology Planning." The revised policy established a framework for State of Ohio agencies to integrate IT planning with agency business goals and objectives, and addressed agency requirements for IT planning and the subsequent development of agency biennial budgets. This focus in the revised policy directly supports Ohio's vision for e-government and a digital Ohio.

In order to achieve Ohio's vision, a collaborative partnership must exist on a statewide level between business (agency programs), technology (the IT Governance Division and IT Service Delivery Division of DAS), and

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finance (the Office of Budget and Management, OBM). Correspondingly, this collaboration of business, technology and finance is needed at the agency-level for mission and vision achievement. At both levels, clear and effective communication between all partners enables the government services expected by Ohio's citizens and business partners.

According to Ohio IT Policy ITP D.4, state agencies are required to submit a biennial IT plan containing strategic and tactical plan information, and at a minimum, they must update their plans every six months. Agencies are encouraged to update IT plans as significant changes occur within the agency or within an IT project. Additionally, the DAS Office of Enterprise IT Planning establishes and coordinates the IT plan review process. Other offices within DAS were integrated into the review process to assess IT plan quality and the impact of agency IT plans on the state enterprise. Key results of the review process were shared with OBM and the respective state agency. This report constitutes an enterprise-level, general summary and analysis of all plans published by State of Ohio agencies.

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### **Report Purpose**

This summary and analysis report has two purposes. The first and most important purpose is to conduct summary and analysis of published FY04/05 IT plans. Where information sets match, results from the previous FY02/03 summary and analysis report are compared and noted. The second purpose is to provide a context for the results, reflecting the benefits of the planning approach and the planning information contained in the plans. Examples of planning benefits include the alignment of IT to business requirements, the self-assessment required by plan creation, and the prioritization of planned projects.

This report is a summary and analysis of 31 published agency IT plans documenting a combined total of 345 planned IT projects. The report summarizes specific and aggregate information collected from the statewide IT planning repository. The results reflect the IT plan information published by state agencies, boards, and commissions (listed below) for the FY 2004-2005 biennium, between July 15, 2002 and January 24, 2003. The budget estimates contained in the plans reflect projections made prior to the submission and approval of the final FY04-05 budget. Individual agency IT plans may be reviewed by accessing the State of Ohio web site at <http://ohio.gov/ITPlans>.

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Agency/Board/Commission Plans Submitted as of January 24, 2003:

Administrative Services Department	Job and Family Services Department
Aging Department	Library Board
Alcohol and Drug Addiction Services	Lottery Commission
Agriculture Department	Medical Board
Budget and Management Office	Mental Health Department
Bureau of Workers' Compensation	Natural Resources Department
Commerce Department	Public Safety Department
Civil Rights Commission	Public Utilities Commission
Criminal Justice Services Office	Rehabilitation Services Commission
Development Department	School Facilities Commission
Education Department	Taxation Department
Employment Relations Board	Transportation Department
Environmental Protection Agency	Tuition Trust Authority
Health Department	Youth Services Department
Industrial Commission	Veterans Home
Insurance Department	

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## 2. PLANNING AND REVIEW PROCESS OVERVIEW

In the FY04/05 planning cycle, the IT Planning Policy (ITP D.4) was revised to impose plan context consistency, detail and quality across all agency IT plans submitted.

### The Planning Process

The most important feature of the revised planning approach (and the supporting application) was the alignment of IT support with business needs. In order to be effective, this alignment begins early in the business planning cycle, and continues through the lower level tactical planning of project selection and implementation. Figure 1 illustrates this approach.

The strategic planning process started with an identification of the agency business mission and purpose, documented in the mission and vision plan sections. Business drivers, goals, and objectives further defined the agency business direction. The first three levels of the diagram (i.e., agency

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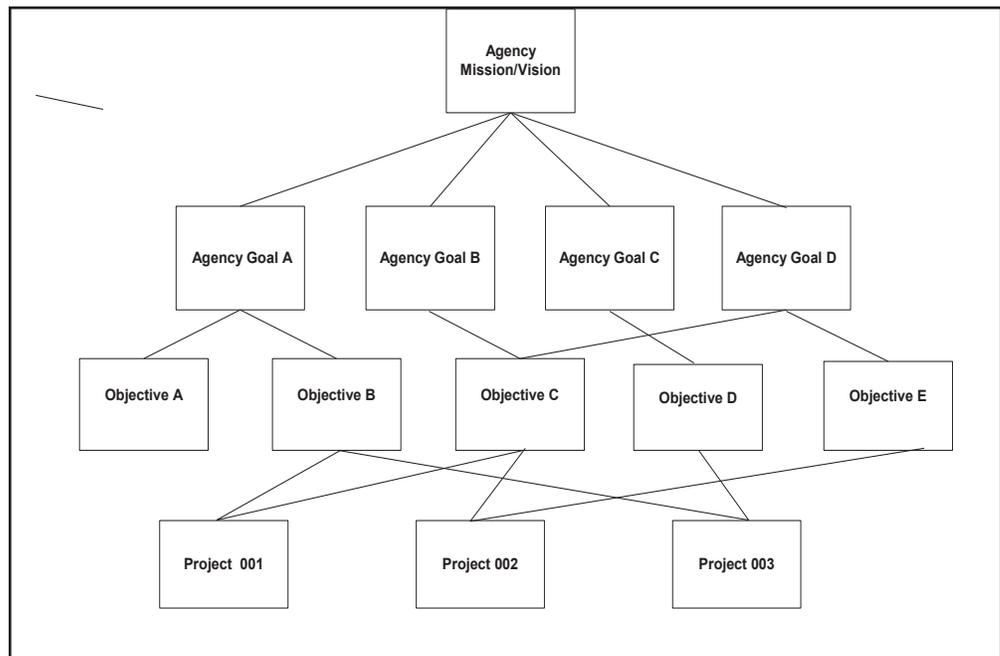


Figure 1 — IT-to-Business Alignment Model

mission/vision, agency business goals and business objectives) illustrate how these concepts are related at the strategic level. These first three levels are all business concepts of the agency. As the IT planning process continued into the tactical level, specific activities, which are normally called projects, were conceptualized, prioritized and budgeted. Thus, the purpose of an IT project is to satisfy business needs. Therefore, the critical link that aligns IT support to business needs is the connection between an IT project and the business objective satisfied by successful completion of the project.

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The FY2004-2005 biennial planning process promoted the identification of these relationships, while the weighting of those links was optional. When expenditures for IT projects, application maintenance, or infrastructure maintenance enable the achievement of agency business objectives, then IT funds are effectively distributed.

### **The Review Process**

Subject matter experts from the DAS offices of IT Policy, IT Planning, Acquisitions Management, Enterprise Architecture, Enterprise Project Management, e-Government, and IT Service Delivery reviewed all submitted agency IT plans. Each plan review consisted of a quantitative and qualitative analysis of agency plan elements. The Office of Enterprise IT Planning compiled and analyzed the review data to consolidate the results and provide agency feedback. Plan review meetings were held with many agencies to discuss the review results. Each meeting was a collaborative session to encourage open communication between the agency, OBM and DAS to improve the IT plan and planning process in the future. Written feedback was provided to the majority of agencies, boards and commissions that did not have a plan review meeting.

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### **The Application Tool (ePlanningIT)**

In the past, agencies created their biennial IT plans in various formats and content details. The revision to Ohio IT Policy ITP D.4 “Information Technology Planning” established an automated framework and required its use by state agencies to integrate IT planning with business goals and business objectives. The *ePlanningIT* application provided the following benefits to the planning and review process.

- Formality – the application enforced consistency and completeness in the agency strategic and tactical plans through defined business rules.
- Incremental Maturity – new concepts were introduced and incrementally implemented. The alignment of IT to business is one example, where the alignment was required, but the alignment weight was optional.
- Flexibility – New planning concepts were introduced, existing concepts modified, and outdated or less useful concepts dropped.
- Currency – Real-time planning became a reality, as well as the capability for real-time reporting for agency and statewide planners.

Planners at all levels benefited the most from this new planning approach. Strategic planning supports better decisions for business, financial and IT concerns. The revised planning approach combined with better use of automation enables and sustains this purpose.

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### 3. SUMMARY OF PLANNED IT EXPENDITURES

Each agency plan contained a high-level budget estimate outline for two types of IT expenditures — planned IT projects and IT maintenance activities. The estimated budget expenditures outlined several budgetary categories and four time periods. This report section presents summary results for each expenditure type, and presents a brief, consolidated summary of the two.

#### 3.1 IT PROJECT EXPENDITURES

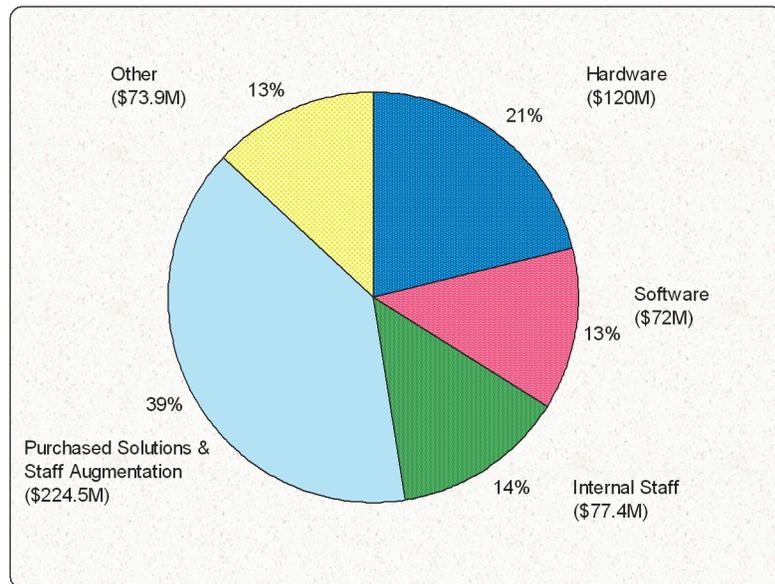
The budget estimates for planned IT projects had three dimensions:

- **Budget Categories** – The planned expenditures contained five classifications: hardware, software, internal staff, purchased solutions and staff augmentation and other. All planned expenditures had to be placed into these categories.
- **Time Period** – The planned expenditures contained four time periods: *prior to FY04*, *FY04*, *FY05*, and *after FY05*. Costs documented in the *prior to FY04* time period included total project costs (actual and estimated) until July 2003. The *FY04* and *FY05* time period represented the estimated costs for the project during this planning biennial, and the total for the two periods reflected the agency’s FY04/05 budgetary requests for the project. Finally, the *after FY05* time period estimate anticipated remaining project costs, but were not included in any budgetary requests.
- **Project Phase** – Agencies provided budget estimates for each project according to the project phase. Strategic planning costs were associated with projects not started, project budget costs were associated with projects in progress, and actual costs were used for completed or cancelled projects.

When considered in the aggregate, all planned IT projects made up the planned IT project portfolio. This portfolio of projects represented how state agencies planned to spend IT funds to satisfy business objectives. The 31 submitted plans contained 345 projects either underway or to be initiated for the next biennium. The portfolio of IT planned projects represents nearly \$568 million in estimated FY04-05 expenditures (plan estimates were provided prior to final budget approval). Although additional analysis follows later in this report, relative to the planned project portfolio, two graphs are provided.

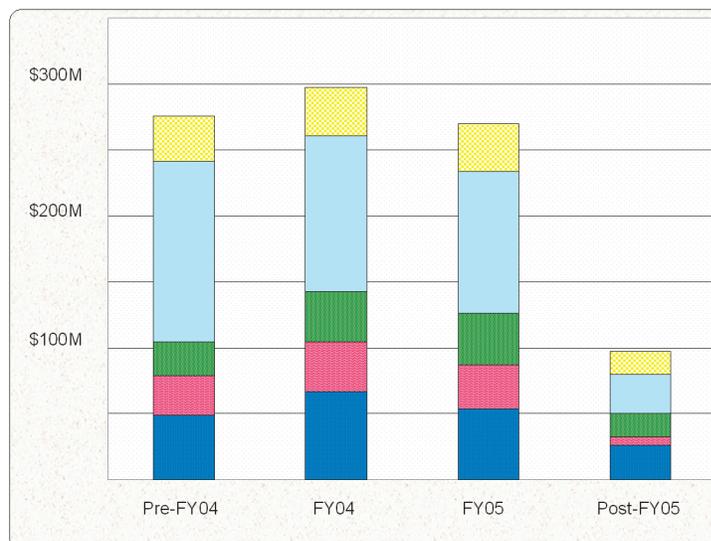
Figure 2 displays the distribution of the total planned IT project portfolio by budget category. The pie chart displays a breakdown of each budget category by percentage of the total project estimate for all projects. Some of the important points follow:

- Budgetary estimates for internal staff, purchased solutions and staff augmentation combine for over half of the estimated project costs (53%).
- Hardware estimates account for 66% more than software costs.
- Software estimates account for the smallest amount of budget estimates.



**Figure 2—Planned IT Projects - FY04/05 Budget Category Estimates**

Project planners seeking to reduce overall project costs must consider how IT project managers spend their budget. The amount and type of budget expenditures provide a profile that helps formulate important questions for budget expenditures of major IT projects.



**Figure 3—Planned IT Projects — Estimated Budget by Time Period**

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Figure 3 continues the color and background schemes from figure 2 for budget category types and displays the total planned IT project portfolio budget estimate by time period. Each band in the stack represents a budget category (i.e., from bottom to top, hardware, software, internal staff, purchased solutions and staff augmentation and other budget categories) and is combined. The peak estimated expenditure occurs in the first half of the biennium, FY04.

Project planners seeking to reduce overall project costs must examine when IT project managers spend their budget. The timing of the budget expenditures can indicate when the most important activities occur, or can signal a dependency on other external factors. This budget category breakdown helps formulate important questions for budget expenditures of major IT projects. Contributing factors to the early peak in the biennial cycle may include:

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- Shorter IT projects – The increase in web applications over the longer, more expensive, large-scale MIS efforts.
- Better defined IT projects – Better defined projects were part of the IT project inventory this planning cycle. The alignment of IT support to business requirements contributed to the improvement in project definition.

### **3.2 MAINTENANCE EXPENDITURES**

Ohio's planning process included identifying and budgeting for routine system maintenance activities to enhance and sustain existing service levels for the user community. For this planning cycle, two maintenance categories were established, application maintenance and infrastructure maintenance.

#### **Application Maintenance**

Application maintenance included all agency IT staff activities performed on a regular basis to maintain the functionality of current application software. Maintenance or updates to application software and end-user programs developed using databases, spreadsheets, word processors, etc., were also considered application maintenance activities.

Figure 4 represents the total estimated budget allocation for application maintenance, which was estimated at \$370.4 million. Internal staff, purchased solutions and staff augmentation represented \$306.1 million (83%) of the planned application maintenance costs. Software right-to-use and support contract fees were estimated at \$26.8 million (7%), and other IT maintenance activities were estimated at \$37.5 million (10%).

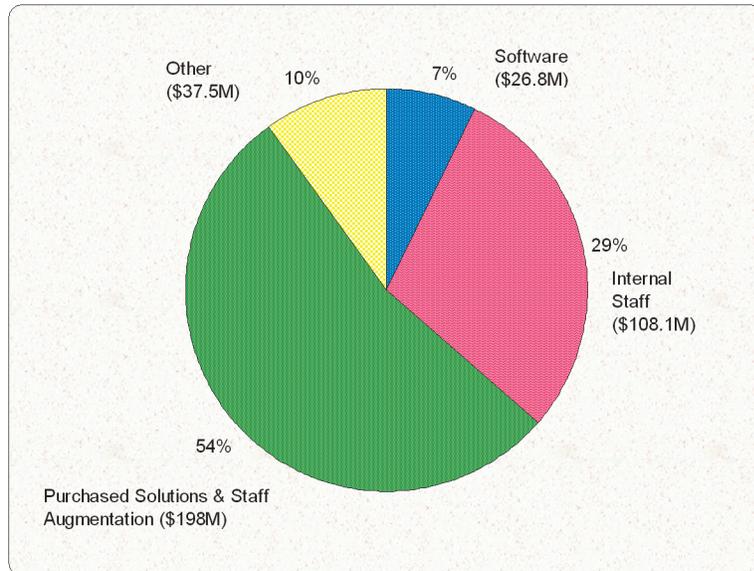


Figure 4 – Application Maintenance Budget Estimates – FY04/05

### Infrastructure Maintenance

Infrastructure maintenance included all agency IT staff activities performed on a regular basis to maintain the functionality of the current IT infrastructure, such as maintaining physical computing resources and updating system software. Maintenance or upgrades to the current computing infrastructure to sustain existing service levels for the user community were considered infrastructure maintenance activities.

Figure 5 represents the estimated budget allocation for infrastructure maintenance activities, which was estimated at \$458.6 million.

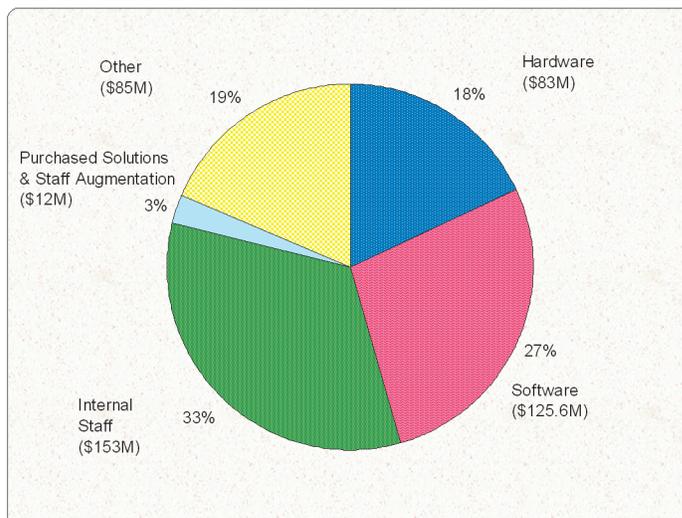


Figure 5 – Infrastructure Maintenance Budget Estimates - FY04/05

The table below displays the total planned maintenance for the biennial time period:

Maintenance	FY04	FY05	Total
Application	\$197.8M	\$172.6M	\$370.4M
Infrastructure	\$228.8M	\$229.8M	\$458.6M
Total	\$426.6M	\$402.4M	\$829.0M

### 3.3 CONSOLIDATED EXPENDITURES

A consolidated budget estimate is provided for all three major categories: planned projects, application maintenance, and infrastructure maintenance. The tables below consolidate the total budget estimates by fiscal year for all three categories.

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Consolidated FY04/05	Percent	Total
Planned IT Projects	40.7%	\$567.8M
Application Maintenance	26.5%	\$370.4M
Infrastructure Maintenance	32.8%	\$458.6M
Total		\$1.4B

Consolidated FY02/03 *	Percent	Total
Planned IT Projects	57%	\$741M
Application Maintenance	35%	\$455M
Infrastructure Maintenance	8%	\$104M
Total		\$1.3B

\* Note - Information from the FY02-03 Summary and Analysis Report.

#### Comparison to Previous Biennium

A few observations from these tables include:

- The total spending of \$1.4B in FY04/05 versus \$1.3B in FY02/03 is a small increase and does not cover normal inflation associated with many vendor contracts for both services and acquisitions (i.e., hardware and software).
- There is a noticeable shift in budget estimates from new development to the infrastructure category. Additionally, infrastructure estimates for FY02/03 were \$104M, while Infrastructure Maintenance estimates for FY04/05 were \$458.6M.

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## 4. STATEWIDE AGENCY SUMMARY AND ANALYSIS – AGENCY IT PLANS

The biennial IT plans submitted by state agencies contained both strategic and tactical plan sections. The strategic section contained agency business planning information from an IT perspective. The tactical section contained all the planned IT projects and additional, shorter-term planning information, such as maintenance activities.

Specifically addressed in this section are the common themes found in the strategic and business related plan sections. Additionally, this report section emphasizes the alignment of IT support to agency business direction.

### 4.1 BUSINESS DRIVERS

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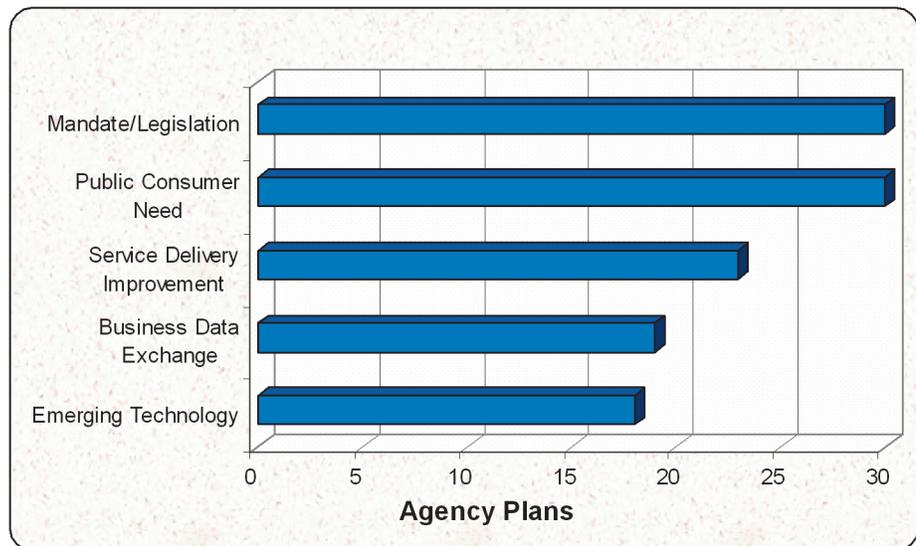
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Each agency derived business drivers from a strategic analysis of external factors that affect how an agency conducts business in pursuit of its mission and vision. Business drivers relate to forces that impact the agency, but over which the agency has little or no control.

Agency plans documented 247 business drivers. However, some dominant categories of business drivers emerged that were common across many agency IT plans. The following list of business drivers categories existed among a majority of agency IT plans, illustrated by figure 6 below:

- Mandate/Legislation (93.8%) – This business factor was tied as one of the two most frequent, but the HIPAA legislation makes it more urgent than in most biennial periods.
- Public Consumer Need (93.8%) – This business factor was tied as one of the two most frequent, and it was usually mentioned first in the agency plans.
- Service Delivery Improvement (71.9%) – The need to improve service speed, capacity and timeliness were among the most frequently mentioned capabilities.
- Business Data Exchange (59.4%) – Two factors played a role in the frequent mention of this business driver category. The first is HIPAA, which requires specific record formats and code standardization for data exchange with business partners. The second was the increased use of the internet in the delivery of customer services, which increases data exchange between applications and other agencies.
- Emerging Technology (56.3%) – The rate of technology change is accelerating. State agencies must cope with broader choices, higher citizen demand, and deciding which technologies are valid and will last through the technology upgrade cycle.



**Figure 6 – Frequency of Common Business Drivers in Agency IT Plans**

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## 4.2 BUSINESS GOALS

Business goals are the long-range results an organization seeks to accomplish its mission or progress towards its vision. Business goals provide the foundation for effective strategic planning. Using the agency mission, vision and business drivers as a contextual backdrop, state agencies documented 202 unique business goals for the FY04-05 planning cycle.

While each agency's goals are unique, there were common themes among many of them. Some areas of commonality included:

- Increased commitment to citizen/customer service
- Improved efficiency and effectiveness of business processes
- Implementation of consistent and reliable technology platforms
- Implementation and promotion of e-Government and e-Business initiatives
- Increased public awareness of agency services
- Establishment and maintenance of high levels of citizen/customer satisfaction

These examples of long-term goals began the chain necessary for alignment of IT support to business needs. Identification of commonalities among agencies, enable development of enterprise-wide strategies to reach these goals in a more cost-effective and efficient manner.

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### 4.3 BUSINESS OBJECTIVES

Business objectives are the near-term incremental results (performance targets) an organization establishes to progress toward its business goals. Business objectives should be attainable within the planning period or the expected lifecycle of the planned projects; and they serve as measurements of organizational success for the planning period.

Business objective alignment is covered in the next few sections of this report. However, a few facts about business objectives and commonalities across agency plans are presented in this section of the report. Some high-level observations follow:

- The number of unique business objectives totaled 696. Of the 31 plans submitted, each one averaged over 20 business objectives.
- Not all business objectives have an alignment with, or support from IT projects or IT maintenance activities.
- The S.M.A.R.T. criteria guided agencies in the development of their business objectives. SMART business objectives are **S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime-bound (**SMART**). Most agencies often incorporated one or two elements of the SMART criteria instead of all five.

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Two preliminary statements must precede the summary of business objective themes. First, a noticeable portion of the business objective inventory (9.2%) documented business goals, statements of future events, or definitions of work activities instead of business objectives. These were not counted in the percentage counts below. Second, some business objectives (2.3%) appropriately discussed business-specific issues. In such cases, finding a measurable percentage of business objectives with the same theme in common with other business objectives could not be reasonably made.

The following summary of business objective themes provides an overview of the common business objective focus in agency IT plans. The percentage of business objectives from the adjusted business objective inventory of all agency IT plans appears in parenthesis:

- Improve Existing Processes and Services (21.1%) – Focused on improvement of existing processes and services. These business objectives usually involved increased timeliness, faster service or better throughput of workflow.
- Technical Support: Application-specific (13.8%) – Focused on technical support of existing IT applications. These business objectives identified specific functional or technical characteristics for improvement.
- E-Government (9.5%) – Focused on provision of government business services via the web.

- Personnel (9.1%) – Focused on improvement of employee skill sets, working conditions, and other employee-oriented business objectives for personal and professional improvement.
- Citizen-centric (9%) – Focused on improvement of government services provided to citizens. Although related to the *Improve Existing Processes and Services* and *E-Government* categories, these business objectives specifically targeted citizen expectations and satisfaction instead of improved process or service.
- Infrastructure (7.5%) – Focused on improvement of the technical infrastructure supporting IT applications and services, and other business activities supported by the infrastructure (e.g., telecommunications and e-mail).
- Financial (6.3%) – Focused on better management of financial resources and financially measurable improvement of existing processes and assets. Included in this theme were business objectives for the budgetary process, contracting, acquisition, procurement, asset management and reductions in the cost to perform activities or manage resources.
- Collaborations (6.2%) – Focused on the collaboration and cooperation between state agencies, other governmental jurisdictions, business and service partners, and citizens. This category included the business-oriented and technology-oriented collaborative objectives.
- Legislation/Compliance/Certifications/Obligations (6%) – Focused on achievement of specific legislative or regulatory compliance, formally recognized obligations, and accreditations and certifications or personnel, facilities, locations or organizations. Included in this theme were homeland security (obligation), HIPAA (legislation), and other citizen expectations associated with an agency mission.

#### **4.4 BUSINESS OBJECTIVE ALIGNMENTS**

Business objectives are at the very center of how IT supports business direction. The next three sections discuss how IT was aligned with business objectives and weighted by agencies in this planning cycle.

##### **Business Objectives to Business Goal Alignment**

Every agency IT plan documented business goals and business objectives. The plan also documented the alignment of business objectives to business goals. Each business goal should have at least one business objective aligned with it, and each business objective had to be aligned with at least one business goal. Agencies were given the option to weight the business objectives, which quantifies the value or priority of all identified business objectives to an agency. Summary results from agency IT plans in this area follow:

- Business goals – 202 stated.
- Business objectives – 696 stated.
- Business objective-to-business goal alignments – A total of 1049 alignments were identified between business objectives and business goals. For all aligned business goals, the average number of business objectives was 5.5. Ninety-five percent of all business goals were aligned with at least one business objective.
- Weighted business objective-to-business goal alignments – Of the 1049 business objective-to-business goal alignments, 226 were weighted (21.5% of all alignments). The weighting of business objectives was optional this planning cycle, but it will help the prioritization and decision-making process, particularly when the business objective link is followed to the supporting IT projects and applications.

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### **Maintenance Activities to Business Objectives Alignment**

Agencies could align the application and infrastructure maintenance activities to business objectives. Seven agencies took advantage of this opportunity, and five of these seven provided a weight for the alignment.

### **Planned IT Projects to Business Objectives Alignment**

During this planning cycle, agencies identified 345 IT projects in their plans, and were required to align each project to at least one business objective. Of the 696 unique business objectives, 318 had at least one project aligned with the business objective. This means 45.6% of all business objectives had IT projects aligned with them. It should be noted that not all business objectives can or should be supported by IT.

## **4.5 IT ORGANIZATIONAL ASSESSMENT**

Agencies provided organizational self-assessments in the areas of IT administration, agency IT strengths and weaknesses, and project management process maturity. This report section presents a high-level overview of those plan section elements.

### **IT Administration**

The IT Administration plan section documented the organizational placement of IT activities and resources. Given the diverse and often legislatively mandated structure of some agencies, identification of trends and issues useful for one agency may not be applicable for others. Some agencies were decentralizing IT service and support; however, a more prevalent trend indicated the centralizing of IT services at a single site. Centralizing IT services within the agency eliminated redundancy of IT staff

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training and service support, resulting in an efficient use of IT staff resources. Other commonalities across agency plans focused on:

- Continued use of outside contractors
- Appointment of an agency CIO responsible for technology issues
- Trained staff on new technologies

### **Agency IT Strengths and Weaknesses**

Awareness of IT organizational strengths and weaknesses is valuable planning information. These factors indicate possibilities and limitations under normal conditions. IT organizational strengths show the areas in which agencies have strong IT capabilities, and IT organizational weaknesses express an agency's vulnerabilities. Agencies can use this information in the planning process to capitalize on their strengths and develop mitigation strategies for their weaknesses.

In the FY04-05 state agency biennial IT plans, the following strengths and weaknesses emerged as common themes in each area:

#### Strengths

- Management support of IT activities
- Experienced and dedicated IT staff
- Strong training program
- Commitment to customer service

#### Weaknesses

- Shortage of IT staff
- Outdated technology
- Insufficient standards for procedures, platforms and applications
- Lack of documented procedures
- Over-reliance on contractors

### **Project Management Process Maturity Level**

Part of the agency IT organizational self-assessment included the identification of the project management process maturity level within the agency. The process maturity level indicates the project management environment for most IT projects in the agency. Although the maturity level concept resembles the Capability Maturity Model made popular by the Software Engineering Institute, the information requested for this planning cycle was more focused. The choices provided follow:

- Level 1 – Ad-hoc project management processes, no documentation
- Level 2 – Ad-hoc project management processes, some documentation
- Level 3 – Some project management processes, some documentation
- Level 4 – Sufficient project management process, all documented

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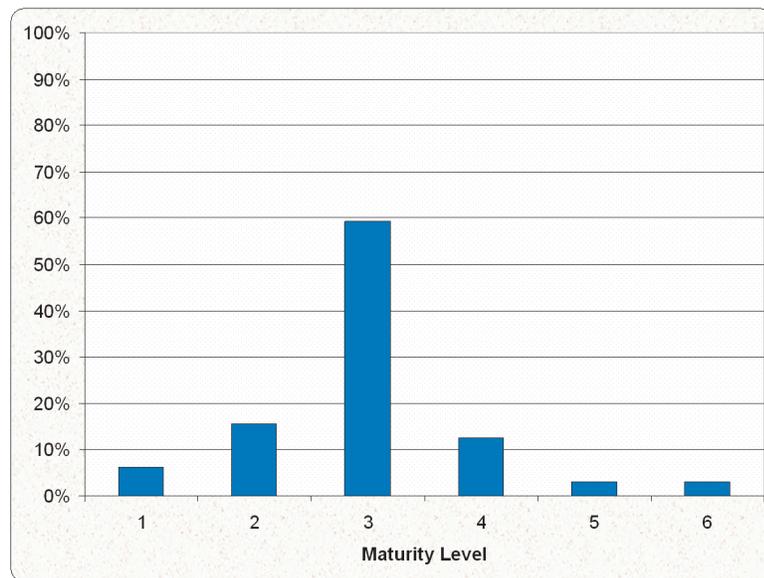
- Level 5 – Monitors and improves project management processes
- Level 6 – Monitors, improves and trains project management processes

The higher the level, the higher the quality and the lower the overall project costs should be. Figure 7 displays how the agencies responded to this self-assessment of their project management process maturity. The departments of Public Safety, Education, and Transportation, and the Lottery Commission all indicated project management maturity in the top three levels.

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**Figure 7 – Project Management Process Maturity Level**

## 5. IT MAINTENANCE ACTIVITIES

Agencies documented maintenance activities in the tactical section of the agency plan. The two types of maintenance activities were application and infrastructure. The Application Maintenance section outlines the anticipated maintenance activities for the IT applications that support the agency business programs. The Infrastructure Maintenance section documents the anticipated maintenance activities for the infrastructure supporting existing applications, and the development and implementation needs of planned IT projects.

The following table highlights the distinction and difference between planned expenditures of an IT project and the two maintenance activity types.

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IT Projects	Infrastructure Maintenance	Application Maintenance
<ul style="list-style-type: none"> <li>• Activity with definite beginning and end.</li> <li>• Activity is unique or non-routine for the agency.</li> <li>• Activity is complex for the agency.</li> <li>• Activity is undertaken to create a new IT capability or enhance an existing system.</li> <li>• Activity consumes constrained resources (money, people, equipment, etc., available to the project).</li> </ul>	<ul style="list-style-type: none"> <li>• Activity is routine and needs to occur on a regular basis.</li> <li>• Activity is undertaken to maintain existing service levels for the user community.</li> <li>• Activity is undertaken to maintain physical computing infrastructure or systems software (operating systems, compilers and utilities for managing computer resources).</li> <li>• Purchased software package and ongoing maintenance thereof (whether externally or internally maintained).</li> </ul>	<ul style="list-style-type: none"> <li>• Activity is routine and needs to occur on a regular basis.</li> <li>• Activity is undertaken to maintain existing service levels for the user community.</li> <li>• Activity is undertaken to maintain application software developed in-house or end-user programs developed using databases, spreadsheets, word processing, etc.</li> </ul>

### 5.1 APPLICATION MAINTENANCE ACTIVITY

Application maintenance included all agency IT activities performed on a regular basis to maintain the functionality of current application software. Also included in this category was the notion of adding to or enhancing the capabilities and functionalities of existing applications when not being treated as a project by the agency.

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The following section outlines common application maintenance activities identified by agencies:

#### Legacy Application Maintenance

- Extend existing legacy applications with replacements anticipated, but not planned and scheduled.
- Modify existing legacy applications to satisfy legislation, ease of use, or data quality requirements. Ease of use changes were planned to alleviate support burdens, and data quality changes position the application for data warehousing, data sharing, and web migration.
- Extend/modify existing legacy applications in anticipation of the Ohio Administrative Knowledge System (OAKS).
- Correct/fix existing legacy application errors identified by traditional means (i.e., help desks, call centers, etc.).
- Manage contracted efforts of third-party applications wholly developed and/or supported by vendors. This included mixed staff support (i.e., some support provided by state staff, some support by other agencies, and some support by vendor/contractors).
- Migrate existing legacy applications from one hardware, language and/or database platform to another.

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#### Internet/Web Environment Maintenance

- Provide for the unique requirements of version control, accuracy and currency of web applications and the information content on agency web sites.
- Cooperate and collaborate in the maintenance of e-government services, either on agency web sites or the statewide portal. In the context of the Internet environment, maintenance must be coordinated with other agencies in addition to the notification and coordination found in a more traditional user base.
- Maintain licenses and maintenance agreements for web-specific maintenance tools and support software (e.g., web development environments and content management tools).
- Migrate from the legacy platforms (e.g., mainframe and client/server) to the web. This activity is multi-faceted in that the original application must sustain operations while the web environment is under development, and users and data must be migrated to the Web environment.

## **5.2 INFRASTRUCTURE MAINTENANCE ACTIVITY**

Infrastructure maintenance included all agency IT activities performed on a regular basis to maintain the functionality of the current IT infrastructure, such as maintaining physical computing resources and updating systems software. Maintenance or upgrades to the current computing infrastructure to sustain existing service levels for the user community were considered infrastructure maintenance activities.

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The following section outlines common infrastructure maintenance activities identified by agencies:

Sustain Current Capabilities for Hardware Resources

- Maintain, replace, and/or upgrade hardware for designated application support.
- Maintain, replace, and/or upgrade hardware for operational support of a suite of applications.
- Replace/upgrade unreliable, expensive to maintain, or obsolete hardware resources.

System Software Upgrades and Maintenance

- Support end-user environment, inclusive of various operating systems, on both laptop and desktop computers. Also included were office applications, e-mail, browser, and user-oriented utilities (e.g., virus and security software).
- Support hardware platforms, inclusive of operating systems, utility and other system software, server software, database platforms, etc.
- Extend/upgrade software licenses to retain vendor support.

Sustain and Increase Capabilities for Communications and Networking

- Expand communication capabilities to address increased demand for bandwidth and speed.
- Improve the communications infrastructure for better network security.
- Extend/upgrade system software to retain vendor support.
- Replace/upgrade unreliable, expensive to maintain, or obsolete communications resources.
- Satisfy the increased use of remote and portable communication devices.
- Satisfy the proliferation of special purpose "departmental" computing environments that range from the traditional local area network, to file and print servers, e-mail messaging, and special security networks. These specialized resources often required specific upgrades or purchasing conditions.
- Bolster existing agency communication backbone resulting from a decentralization of services.

Increased Infrastructure Security Requirements

- Improve the security infrastructure capabilities (hardware and software).
- Upgrade the security infrastructure components to stay abreast of the necessary technology to provide the required security.
- Initiate the appropriate security procedures, practices, and capabilities for new applications and services on the web.

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### Help Desks and Expanded Services (24x7)

- Support existing applications through an agency internal help desk or call center, with internal staff, and/or supplement with vendors and/or contractors.
- Support the agency internal help desk/call center with sufficient hardware and software tools.
- Expand availability of online government services in response to increased citizen expectations. Expansion to a 24x7 environment placed a higher burden on the infrastructure and required an upgrade to several infrastructure components, sometimes simultaneously.
- Review and revise IT staffing requirements to support expanded online government services.

### Newer Architecture Capabilities

- Implement new technology features and capabilities. The approach for some maintenance upgrades was to replace one or more existing resources with newer technology. Examples of this included Storage Area Network and Virtual Private Network capabilities for infrastructure maintenance.

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### Consolidation of Platforms

- Reduce support costs of multiple platforms (e.g., hardware, software, database, operating systems, etc.) by consolidation into fewer platforms. This action additionally improves stability and reliability.

## **5.3 OTHER MAINTENANCE ACTIVITY**

Some agency plans included maintenance activities that did not naturally fall into either the application or infrastructure maintenance categories. Since multiple agency plans identified the same activities, they are listed here as an additional Other Maintenance Activity section.

### IT Staff Issues

- Augment existing support activities during implementation and transition periods. This was used primarily to sustain existing capabilities during application or infrastructure replacement or upgrade periods.
- Train existing staff in new technologies and tools.
- Transition application and technology inventory to internal staff. Some agencies implement significant business functionality with applications or technologies that are totally developed and supported by vendors.

### Strategies and Plans

- Implement new procedures and practices for disaster recovery, business continuity, and other contingency planning concepts. Examples included: disaster recovery testing, off-site and alternate site processing, and storage services for those capabilities.

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### Best Practices

A few agencies identified activities that could be considered best practices as listed below:

- Establishing criteria to distinguish between application enhancements that are either maintenance or a new project.
- Implementing vendor support agreements to supplement the technical knowledge base of internal staff for application development activities.
- Introduction of vulnerability and intrusion detection tools into the application environment.

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## 6. STATEWIDE IT PROJECT SUMMARY AND ANALYSIS – PLANNED IT PROJECTS

This section of the report presents the trends, themes and other relevant commonalities among the 345 planned IT projects documented in the agency plans. This information is outlined as follows:

- Commonalities and dominant themes
- Collaboration projects (cross-agency)
- Classification – First attempt at long-term classification taxonomies to (1) align IT support for business requirements, and (2) establish a portfolio approach to IT investments.
  - ◊ Enterprise/Statewide business priorities (common IT efforts)
  - ◊ Government business services
  - ◊ Common functionalities
  - ◊ Common technologies

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### 6.1 PLANNED PROJECT COMMONALITIES — DEVELOPMENT

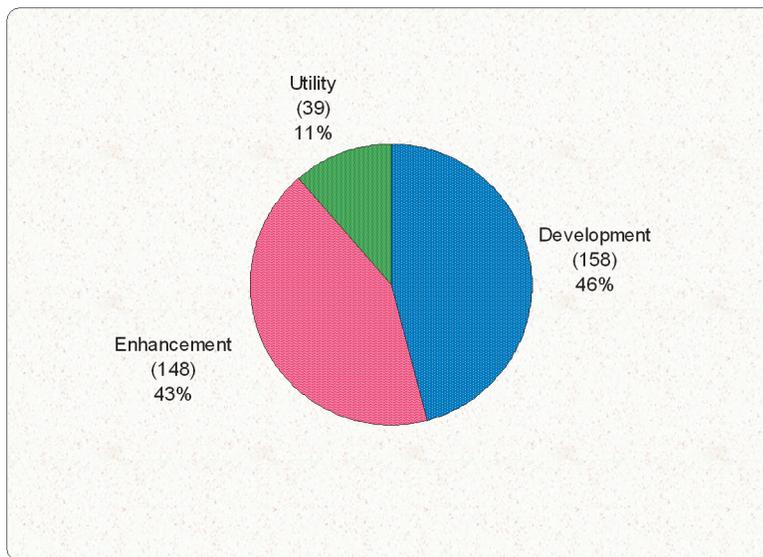
The portfolio of planned IT projects displays a wide variety of size, estimated budget, level of effort, purpose, technical approaches and issues. Each project contained in agency IT plans was classified under one of three categories. The categories were Development, Enhancement and Utility <sup>1</sup>. Figure 8 below illustrates the number of applications assigned to each category and the percentage of all IT projects it represents. As illustrated in figure 8, the enhancement of existing applications project type was selected 43% of the time and utility projects were selected 11% of the time. These projects were not considered during the analysis for common project themes. The remaining 46% of the development type projects were analyzed for commonalities. The percentage value provided for each of the themes presented below represents the percentage of the development projects (158 projects) and some projects are counted in more than one category. Therefore, the total percentage of the items below will be greater than 100%.

<sup>1</sup> Development: IT systems that are new to the state, either in response to a mandate, or to take advantage of an opportunity to improve the efficiency or effectiveness of internal agency operations or to improve the efficiency or effectiveness of agency service delivery.

Enhancement: Changes made to an existing IT system, either in response to a mandate, or to improve the efficiency and/or effectiveness of internal agency functions or service delivery.

Utility: Projects undertaken to replace or maintain technology to satisfy service levels for the user community, not resulting in a change in functionality.

- Improved business processes (31%) – Citizens, employees and customers from business and government communities desire better access to government services, which highlights the need for improved service delivery and business processes. Critical to this focus included capabilities that:
  - ◊ Exchanged business data
  - ◊ Increased network, communication and data security
  - ◊ Processed real-time information
- Compliance with Federal/State mandates (23%) – Many IT projects were driven by federal or state legislation, initiatives, or policies (e.g., HIPAA).



**Figure 8 – Type of IT Projects by Total Project Number and Percentage**

- Migration to web environment (22%) – This theme included the migration of full-scale applications to target insertion of specific business services and transactions.
- Improved data quality, integrity, access, and exchange (13%) – This theme was driven by web presence, an increased desire to implement collaborative services and the increased use of data marts and data warehouses.
- Improved IT support activities such as help desks and call centers (11%) – This theme included the effort to implement newer support technology or consolidate multiple call centers within the same agency.
- Improved graphic information systems (GIS) (8%) – This theme highlighted newer and innovative use of GIS technology, particularly by the Department of Natural Resources.

Other topics appeared with less frequency. In the following examples, each topic appeared with less than 5% commonality in the plans:

- Improved data reporting capabilities and communications
- Provision of document/content management
- Improved portal and web presence
- Enhanced security infrastructure

## 6.2 COLLABORATION PROJECTS

Several trends are forcing more collaboration among and between agencies. These trends include the migration of government services and capabilities to the web; the increased requirement to exchange data between other government entities (e.g., federal and state); and a realization that more IT resources must be shared between agencies (e.g., hardware platforms, data

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warehousing and wireless-capabilities). The need and viability of “stovepipe” systems (hardware or software) is decreasing over time.

Each agency identified collaborative efforts for their planned IT projects, when applicable. This collaborative association identified other agencies involved in the implementation or design of the planned project. The existence and nature of a relationship between a project and other agency participants is key to understanding interdependencies and criticalities of planned projects during the selection process.

A total of 34 projects were identified in agency plans with “cross-agency” relationships. See appendix A for a list of cross-agency projects and the agencies identified as project participants. Following are a couple of examples of these collaborative projects.

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### **Health Insurance Portability and Accountability Act (HIPAA)**

A statewide, collaborative initiative exists to address this federally mandated legislation. Numerous state agencies and their business partners participate in this effort, and many have IT projects to implement specific requirements for this legislation (see next section for more on HIPAA). The linkages identified for these projects highlight the dependencies between and among specific agencies for this critical effort.

### **Commercial Vehicles Information Systems and Network (CVISN)**

CVISN is a national effort to relieve traffic congestion and improve highway safety through the use of electronic technologies. Within Ohio, the Public Utilities Commission, the Department of Public Safety, and the Department of Transportation identified a CVISN project for the FY04-05 planning cycle. The CVISN cross agency project in Ohio should allow trucking companies to conduct the majority of paperwork transactions with Ohio state government agencies through electronic technologies such as the Internet. Fifty percent of project funds will be issued by the Federal Motor Carrier Safety Administration, with the balance of funding coming from the State of Ohio.

## **6.3 STATEWIDE BUSINESS PRIORITIES — COMMON IT EFFORTS / INITIATIVES**

State agencies were collaboratively working on state and federal IT projects. At the state level, four themes were identified as highly visible efforts for business as well as technical reasons: e-Government, CRM, HIPAA, and Homeland Security. Therefore, the identification of these associations was doubly critical.

During this planning cycle, agencies could link each planned IT project to any of these common IT efforts during the project planning process.

Appendix B provides a table of agency project totals for common IT efforts. Figure 9 displays the number of aligned projects to each IT Initiative.

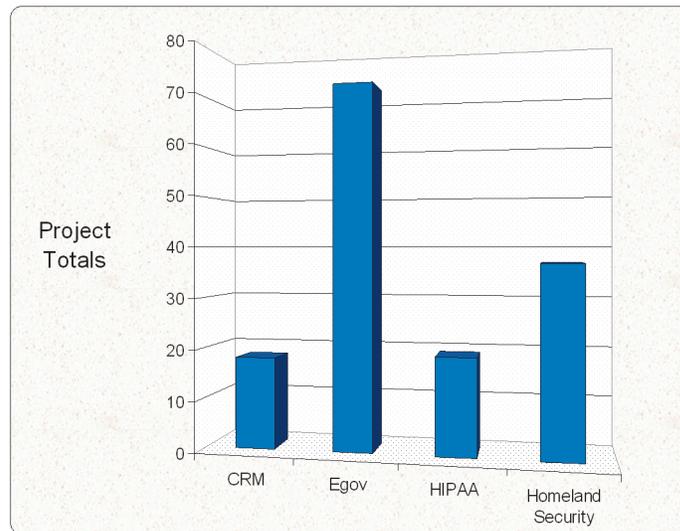


Figure 9 – Statewide Business Priorities – Common IT Efforts

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- e-Government – electronic government. Online government services made available to citizens and agency constituents through a single portal. Agencies with the most e-Government projects were the departments of Natural Resources, Administrative Services and Health. Fifty-five percent of the agency plans had at least one e-Government project.
- CRM – Customer Relationship Management. A structured approach to manage customer relationships using methodologies, software and Internet capabilities. Agencies with the most CRM projects were the departments of Administrative Services, Commerce and Natural Resources. Twenty-nine percent of agency plans had at least one CRM project.
- HIPAA – Health Insurance Portability and Accountability Act. A Federal initiative imposing rules and regulations for health care providers and entities for compliance with consistency and privacy in the exchange of health information. Agencies with the most HIPAA projects were the Ohio Veteran’s Home, and the departments of Administrative Services and Aging. Sixteen percent of agency plans had at least one HIPAA project.
- Homeland Security – Federal initiative addressing all levels of government for preparedness for emergencies and terrorist attacks. Agencies with the most Homeland Security projects were the departments of Agriculture, Administrative Services and Natural Resources. Thirty-two percent of agency plans had at least one Homeland Security project.

Figure 9 identifies the number of IT projects linked to each common IT effort during the planning cycle. Even the effort category with the smallest

number of aligned projects, CRM, had over 5% alignment with planned IT projects. Over 20% of all planned IT projects were aligned with e-government. This alignment effort verified the high-level business focus of statewide strategic planning efforts.

#### 6.4 GOVERNMENT BUSINESS SERVICES

Ohio will continue the steady improvement of citizen service through a single portal for customers to access Ohio's government services. These government services span multiple agencies and jurisdictions. In a portal context, these Government-to-Citizen (G2C), Government-to-Business (G2B), Government-to-Government (G2G) and Government-to-Employee (G2E) perspectives form a model of government e-business services.

For this planning cycle, the e-business model consisted of 16 government business services. This e-business model first appeared in the e-Government Strategic Plan, developed by the Ohio Governor's Council on Electronic Commerce and published in November 2001. Project planners aligned their IT projects to one or more business service areas. This approach to IT project classification provided a picture of which government business service areas have the highest IT support within State of Ohio agencies.

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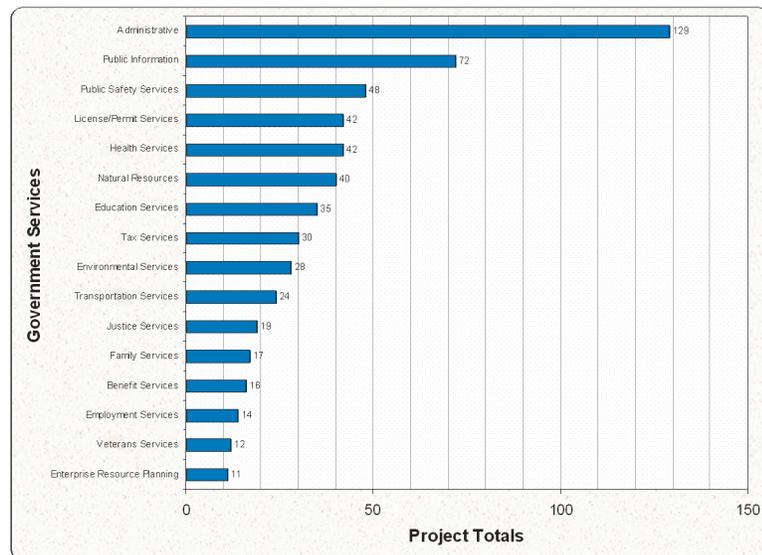


Figure 10 – Projects Supporting Government Business Services

Figure 10 graphs the number of planned IT projects that agencies aligned to the key government business services. The graph orders each business category by the number of IT projects linked to it. Appendix C provides a table of project totals by agency for this classification scheme. Eighty-seven percent of all agency plans identified at least one project with one of the business service areas.

As agencies become more familiar with alignment of IT projects to government business services, the alignment perspective will guide investment decisions and collaboration efforts.

## 6.5 COMMON FUNCTIONALITIES

This classification category identified a group of technically oriented services that could be shared by agencies as they implement IT support of business functions. The establishment of these services as common functionalities will allow each agency to follow a best practices approach to IT project implementation. Figure 11 represents the number of planned IT projects that supported the list of common functionalities.

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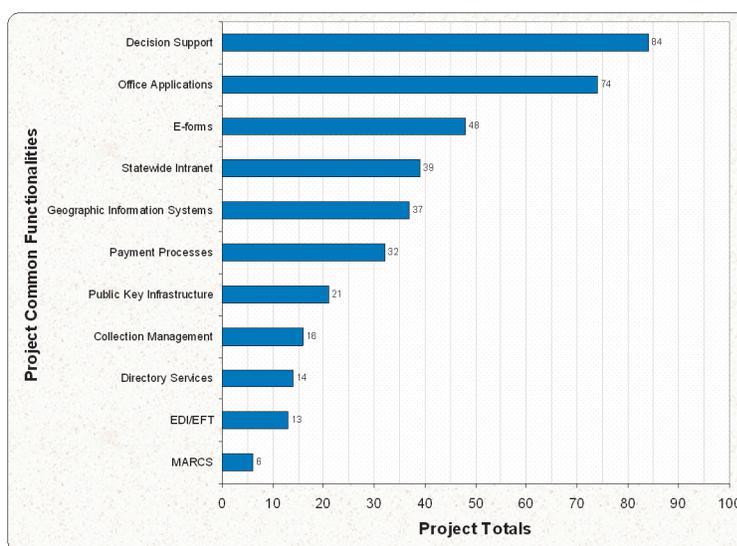


Figure 11 – Projects Identified with Common Functionalities

Appendix D provides a table of project totals by agency for this classification scheme. Eighty-seven percent of all agency plans identified at least one project with one of the common functionalities.

The common functionality categories are targets of opportunity. Categories with high project alignment, such as decision support and geographic information systems, 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.

## 6.6 COMMON TECHNOLOGIES

This classification category identified a group of significant technology areas in IT. Understanding agency use of these common technologies is important for several reasons:

- Best practices for implementation and use may be emerging
- Some leading edge technologies may be under consideration for use by agencies
- IT implementation and investment trends within and among agencies are important for policy, architecture and investment perspectives and decision-making

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

Figure 12 graphs the number of planned IT projects aligned with each technology category.

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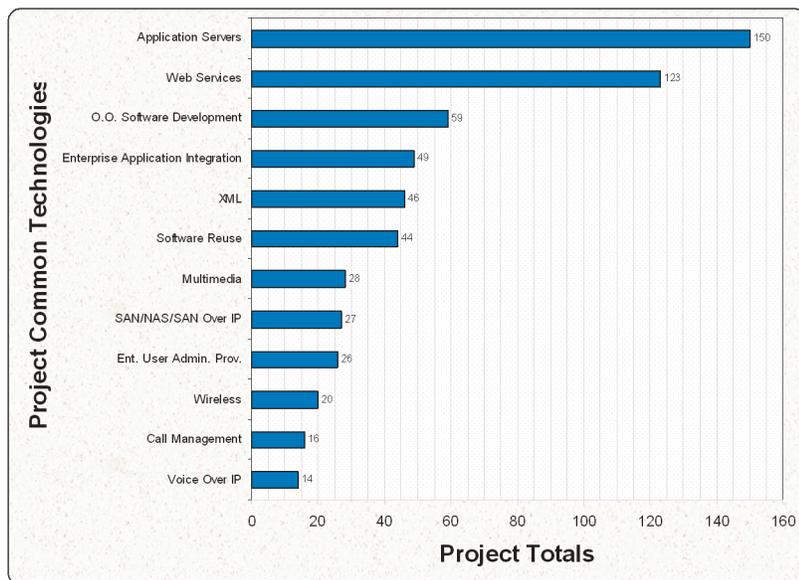


Figure 12 – IT Project Alignment with Common Technologies

The results of this classification effort indicated a separation of three alignment levels:

- High – application servers and web services
- Medium – object-oriented software development, enterprise application integration, XML and software reuse
- Low – the remaining categories

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Some conclusions from this project to technology alignment follow:

- The enterprise architecture needs to incorporate the high and medium categories in the next iterations of architecture documents.
- Best practices need to be documented for common technology categories where the technology is required for successful project implementation and the fiscal payoff is significant.

Appendix E provides a table of project totals by agency for this classification scheme. Ninety-four percent of all agency plans identified at least one project aligned with one of the technology categories.

The technology categories provided in this section are targets of opportunity. Categories with high project alignment such as web services, application servers, and XML, become candidates for statewide common solutions. Additional solutions in the form of standard statewide contracts or collaborative efforts may bring benefit to numerous agencies.

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## 7. RISK ANALYSIS

Project planners performed high-level, self-assessments for vulnerability and risk on planned IT projects in their agency plan. The self-assessment was required for major IT projects and optional for the remaining IT projects. The information gathered on the IT projects provided a preliminary risk analysis for each assessed IT project. This section explains the background, risk assessment approach and the summary of the risk factors that contributed to high-risk classifications for IT projects across state agencies.

### Major IT Project Classification

A project was classified as major if any of the following conditions were true:

- The estimated total project development cost exceeded an appropriate threshold relative to the IT budget for an agency or a planning cycle.
- The risk factor was medium or high based on answers to questions presented to the project planner.
- The IT Planning Office identified the project as major.

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Appendix F contains a table of major IT projects. For the risk assessment portion of the report, only the IT projects assessed by project planners were examined.

### 7.1 PROJECT RISK ASSESSMENT APPROACH

The determination of the risk level for a project was based on the agency self-assessment on vulnerability and impact issues. For both views, a set of questions were provided to project planners for response during the planning process. A high-level overview of the vulnerability and impact issues follows:

#### Vulnerability

- Agency – the amount of change required in the business processes of the agency
- Resources – the number and amount of existing resources (e.g., staff and budget) and timeline
- Technology Infrastructure – the existing and/or planned technology infrastructure
- Technology Maturity – technology alignment with recommendations of the Enterprise Architecture documentation
- Project Experience – the historical success of implementing projects of similar size and complexity
- Agency Project Management Capability – its alignment with standard project management methodologies (discussed in section 4 under IT Organizational Assessment)

Impact

- Citizen/Constituency – the direct/indirect impact on citizens, business partners and/or state employees
- Visibility – ranging from public visibility, to legislative visibility, to agency visibility only
- State Operations – the project scope across single or several offices within an agency, to multiple agencies across the state
- Impact of not Completing Project – the result of failure

Vulnerability and impact formed two axes for a decision table that determined the risk classification for a project, illustrated in figure 13 below. The red upper right cell group signifies a high risk project. The yellow diagonal cell group signifies a medium risk project, while the green lower left cell group signifies a low risk project.

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<b>High Strategic Vulnerability</b>	High Vulnerability/ Low Impact	High Vulnerability/ Medium Impact	High Vulnerability/ High Impact
<b>Medium Strategic Vulnerability</b>	Medium Vulnerability/ Low Impact	Medium Vulnerability/ Medium Impact	Medium Vulnerability/ High Impact
<b>Low Strategic Vulnerability</b>	Low Vulnerability/ Low Impact	Low Vulnerability/ Medium Impact	Low Vulnerability/ High Impact
	<b>Low Impact</b>	<b>Medium Impact</b>	<b>High Impact</b>

Figure 13 – Risk Determination Matrix

Each project planner performed a self-assessment on the six vulnerability areas and four impact areas to identify the project risk. For each planned major IT project, the project planner answered questions designed around these concepts to establish risk conditions for the planned IT project. Each question had a high, medium and low risk answer selection for each question. The highest risk response is used for all questions on each axis to determine the classification for each axis. One high risk factor on one axis, combined with one medium or high risk factor on the other axis, classified a project as high risk.

## 7.2 RISK ASSESSMENT FACTORS

There were 345 IT projects catalogued for the FY04-05 planning cycle. One hundred fifty-three were classified as major IT projects, which is 44.3% of all planned IT projects. However, the planned project budget estimate total for major IT projects was 96.5% of the total project budget estimate for all planned projects. An examination of the vulnerability and impact factors that put major IT projects at risk indicates where to concentrate efforts to reduce overall risk for all major IT projects.

The previous section outlined 10 vulnerability and impact factors that can indicate potential risk. The managers of each major IT project answered

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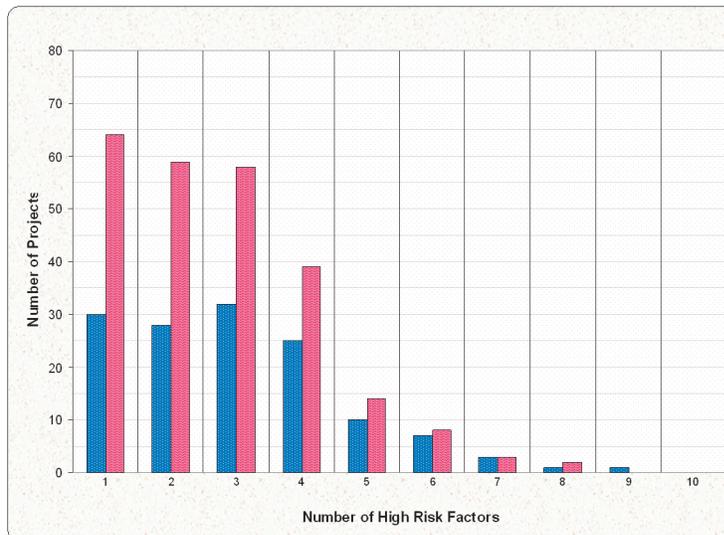


Figure 14 – Number of High Risk Factors for High Risk Projects

questions regarding each factor. The answers determined high-risk classifications based on the risk table in figure 13. Figure 14 shows the distribution of high risk IT projects according to the number of risk factors that contributed to the high risk classification. Along the factor axis, a distribution column is provided for one high risk factor and continues to ten high risk factors. Within each numbered risk column two project count columns appear. The left-hand (blue) column represents major IT projects, while the right-hand (red) column represents all IT projects assessed by project planners. Accordingly, 30 of the major IT projects had only one high risk factor that made the project high risk from the total of 64 IT projects that had only one high risk factor.

A few observations can be made from additional analysis of the risk factors:

- Almost 20% of major IT projects could be mitigated from high risk to medium risk by reducing one high risk factor.
- A handful of projects require substantial effort to reduce risk (five or more high risk factors).

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Further analysis of the two risk axes yielded the following results:

Vulnerability

- The most prevalent high or medium vulnerability factor was the project management process maturity level. Since this vulnerability factor affects the entire agency, any high vulnerability answer by an agency automatically placed all IT projects for that agency at high vulnerability. For this factor, 29% of all projects had the highest-level risk, and 69% of all projects had a medium-level risk.
- The second most prevalent high or medium vulnerability factor was the potential effect of the IT project on business processes. Eighteen percent of all IT projects had high vulnerability in this area. For these IT projects, this indicated a very high alignment of IT applications to business processes.

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Impact

- The two most frequent impact factors were the impact on state operations and the impact of not completing the project. Thirty-five percent of all IT projects identified high impact on state operations, while 34% of all IT projects had a high impact on non-completion.

Two final observations are made relative to risk factors:

- The increase in e-government focus, web and portal applications, by definition increases the risk. This is true because web services will affect citizens directly (an impact risk factor). Additionally, as more government services become web services a more direct connection exists between government services and IT support of those services (a vulnerability risk factor). Therefore, the existence of a web application will almost automatically push the project into a medium risk category.
- The fact that the second most frequent vulnerability factor was the effect on business processes indicated a high degree of alignment between business and IT. As IT projects increase alignment with business objectives, risk factors will increase.

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## 8. IT GOVERNANCE

IT governance included two complementary approaches: IT policy and enterprise architecture. The revised IT Planning Policy required agencies to perform a gap analysis for enterprise architecture and IT policy alignment. In this agency self-assessment, agencies examined their own agency architectures and IT practices, and compared those conditions against statewide Enterprise Architecture and IT policies. Gaps were to be identified when discrepancies existed between where the agency was and where it needed to be.

Self-governance of IT projects required an agency to develop a strategy to address the issues identified during the gap analyses. Each agency biennial plan contained information about these two gap analyses. This report section summarizes those plan sections.

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### 8.1 IT POLICY ALIGNMENT

State of Ohio IT policies guide the use and stewardship of vital public assets by providing a decision-making framework for agencies in the acquisition and use of information technology. The FY04-05 IT planning process provided an opportunity to gauge the compliance and existence of any gaps in agency IT policy compliance. The following results highlight the degree of agency alignment with state IT policy based on agency responses to the policy gap analysis questions:

- 16% - No gap analysis performed
- 23% - Gap analysis performed, no strategy to close gaps developed
- 35% - Gap analysis performed, a strategy existed to close gaps
- 26% - Gap analysis performed, no gaps identified

These results show:

- 84% of the State of Ohio agencies performed an IT policy gap analysis
- 61% of the agencies had no gap, or had a strategy to close gaps

Another group of agencies did not indicate the completion of an IT policy gap analysis. Although these agencies represent 16% of the total agencies reporting, they account for 32% of the FY04-05 projected IT expenditures for the State of Ohio.

Finally, several agencies identified plans to align agency technology practices with the recently published suite of state IT security policies. This indicates an awareness of the most recent changes to state IT policy and a willingness to comply with those policies.

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## 8.2 ENTERPRISE ARCHITECTURE ALIGNMENT

The statewide Enterprise Architecture (EA) program develops and maintains the standards for consistent development and deployment of information technology among the State of Ohio agencies. EA components include a conceptual architecture and nine subject-area architectures: security, e-business, network, information, application, platform, middleware, system management and collaboration. EA is not regulatory but seeks alignment and convergence, and an alignment review for EA gaps is critical to agency efforts to maximize IT operations and investments.

The FY04-05 IT planning process provided an opportunity to gauge the alignment and existence of any gaps between the agencies architecture and the statewide EA. The following results highlight the degree of agency alignment with the statewide EA based on the responses to the EA gap analysis questions:

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- 23% - No gap analysis performed
- 10% - Gap analysis performed, no strategy to close gaps developed
- 32% - Gap analysis performed, a strategy existed to close gaps
- 35% - Gap analysis performed, no gaps identified

These results show:

- 77% of the State of Ohio agencies performed an EA gap analysis
- 67% of the State of Ohio agencies had no gap, or had a strategy to close gaps

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## 9. CONCLUSION

The revised IT Planning Policy (ITP D.4) and the planning approach implemented for the FY04-05 biennium provided a number of benefits to the State of Ohio. In regard to agency IT planning activities, better planning became part of the agency managerial process and enhanced the quality of the planning information for projects considered for implementation at agency and state enterprise levels. From a reporting perspective, higher quality agency IT plans were created in less time. Many managerial and financial decision-making reports were automatically generated, and the reports were more current and accurate.

The IT plan review process that created many of the analysis results documented in this report begins a significant effort to establish integrated IT management practices. The coordinated review of IT plans by the offices within the DAS IT Governance Division and the IT Service Delivery Division provided a thorough analysis of agency IT plans and IT projects from various perspectives.

The business focus of the strategic plan established a sound foundation to verify IT support of business priorities. Agencies identified 247 business drivers, 202 business goals and 696 business objectives. Agency application and IT infrastructure maintenance activities and IT projects were aligned with those business objectives, establishing a relationship between successful completion of IT efforts and the business results expected.

Thirty-one State of Ohio agencies, boards, and commissions submitted FY 04-05 biennial IT plans by January 24, 2003. Consolidated FY04/05 budget estimates of \$1.4 billion were proposed for IT projects, application maintenance, and infrastructure maintenance, a total slightly larger than the previous biennial period. The collective state IT portfolio contains 345 IT projects with an estimated budget of over \$568 million for the FY04 and FY05 time periods. Note: Plans and project estimates were submitted prior to final budget submission and approval.

From an IT project portfolio perspective, the most common themes among the 345 IT projects were the enhancement of existing applications and the improvement of business processes. E-Government projects were in the majority of statewide business priorities, and administrative services was the dominant business service area for all IT projects. Decision support and application servers led the common functionalities and technologies categories. Finally, the identification of collaboration efforts became a significant element of project planning. All of these facts highlight an IT project planning perspective that is responsive to citizens and senior leadership, and practical in purpose.

The risk analysis of IT projects across a broad spectrum of vulnerability and impact factors provided direction for a statewide mitigation strategy. The

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recognition of lower levels of project management process maturity and the high reliance of state operations on IT support establishes a beachhead against the risk factors that increase potential risk to the IT management environment.

Agencies performing gap analysis for enterprise architecture and IT policy self-assessments address two important aspects of IT governance. Almost three-fourths of all agencies had no gaps or had a strategy to address existing gaps in both areas of IT governance. As this practice becomes common among agencies, the successful completion of IT projects will increase in frequency and improve the quality of investments in IT assets and resources.

Dynamic changes in technology will continue to challenge state agencies in planning, procuring, implementing and operating technologies in the 21<sup>st</sup> century. Integrating these tasks with strategies and guidance from a statewide perspective will improve the efficiency and effectiveness of government service delivery to the citizens of Ohio.

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Information Technology  
Governance Division  
Office of Enterprise  
IT Planning

FY2004-FY2005  
Summary and Analysis

Appendix A – Cross-Agency Project Matrix

Cross-Agency Projects	# of Links	ADA	AGE	AGR	AGO	BWC	CJS	COM	DAS	DEV	DMH	DNR	DOH	DOT	DPS	DRC	DYS	EDU
Multi-Agency Radio Communications Sys (MARCS)	12				X			X	X			X	X	X	X	X	X	
OJIN - Ohio Justice Information Network	12				X		X		X					X	X	X	X	
eSecure Location Based Data System (LBD)	8			X				X	X	X			X	X				
OGRIIP Cost Benefit Analysis	8			X				X	X	X			X	X				
Commercial Vehicle Information Systems & Network (CVISN)	5								X					X	X			
GIMS Program	4								X			X		X				
GIMS Support for Critical Datasets	4								X			X		X				
LLEP Phase I Database Programming	4			X					X			X						
LLEP Phase II Database Programming	4			X					X			X						
Automated Title Processing System Replacement	3											X			X			
HIPAA (Health Insurance Portability and Accountability Act)	3	X	X															
New International Registration Plan Contract	3														X			
Video Conferencing	3																	
Backup Server	2			X					X								X	
Bioterrorism Disease Data Mart	2								X				X					
Credit Card Transaction	2																	
Document Management Scanning	2																	
E-business: BWC Referrals	2						X											
E-mail of notices and orders to parties	2						X											
Geographical Recycling Drop-off Data	2																	
Grants Management Information System	2							X										X
Information Warehouse Release 2.5	2								X				X					
Instructional Management System	2																	X
Interactive Voice Response System	2								X						X			
Intranet Portal Project: Phase 2	2																	
Meat Inspection Administrative Database	2			X					X									
Move Website to ODA	2			X					X									
PASSPORT Redesign	2		X															
Pesticide Regulation LIMS Programming	2			X					X									
Pesticide Regulation System Enhancements	2			X					X									
RAS Reengineering	2																	
SWCAP Reporting	2								X									
Title IV-E	2																	X
Virtual Private Network	2	X							X									
Watercraft Information System	2								X									

Note: Ohio Administrative Knowledge System (OAKS) project is not included above, however, it applies to all agencies, boards, and commissions in the State of Ohio.

Appendix A – Cross-Agency Project Matrix (continued)

Cross-Agency Projects	# of Links	EPA	INS	JFS	JSC	SFC	LCC	TTA	OBM	OHS	OIC	OVH	PUC	RSC	SNC	TAX	TOS
Multi-Agency Radio Communications Sys (MARCS)	12	X											X			X	
OJIN - Ohio Justice Information Network	12		X	X	X											X	
eSecure Location Based Data System (LBD)	8	X		X													
OGRIP Cost Benefit Analysis	8	X		X													
Commercial Vehicle Information Systems & Network (CVISN)	5												X			X	
GIMS Program	4	X															
GIMS Support for Critical Datasets	4	X															
LLEP Phase I Database Programming	4	X															
LLEP Phase II Database Programming	4	X															
Automated Title Processing System Replacement	3															X	
HIPAA (Health Insurance Portability and Accountability Act)	3			X													
New International Registration Plan Contract	3												X			X	
Video Conferencing	3											X					
Backup Server	2																
Bioterrorism Disease Data Mart	2																
Credit Card Transaction	2		X														X
Document Management Scanning	2								X								
E-business: BWC Referrals	2										X						
E-mail of notices and orders to parties	2										X						
Geographical Recycling Drop-off Data	2																
Grants Management Information System	2	X															
Information Warehouse Release 2.5	2																
Instructional Management System	2																
Interactive Voice Response System	2														X		
Intranet Portal Project: Phase 2 Database	2						X										
Meat Inspection Administrative Database	2																
Move Website to ODA	2																
PASSPORT Redesign	2			X													
Pesticide Regulation LIMS Programming	2																
Pesticide Regulation System Enhancements	2																
RAS Reengineering	2								X					X			
SWCAP Reporting	2								X								
Title IV-E	2			X													
Virtual Private Network	2																
Watercraft Information System	2																

Note: Ohio Administrative Knowledge System (OAKS) project is not included above, however, it applies to all agencies, boards, and commissions in the State of Ohio.

## Legend of Agency Codes

ADA – Alcohol and Drug Addiction Services  
AGE – Aging Department  
AGR – Agriculture Department  
ATO – Attorney General’s Office  
BWC – Bureau of Workers' Compensation  
CJS – Criminal Justice Services Office  
COM – Commerce Department  
DAS – Administrative Services Department/IT Service Delivery  
DEV – Development Department  
DMH – Mental Health Department  
DNR – Natural Resources Department  
DOH – Health Department  
DOT – Transportation Department  
DPS – Public Safety Department  
DRC – Rehabilitation and Correction Department  
DYS – Youth Services Department  
EDU – Education Department  
EPA – Environmental Protection Agency  
INS – Insurance Department  
JFS – Job and Family Services Department  
JSC – Judiciary/Supreme Court  
LCC – Liquor Control Commission  
LOT – Lottery Commission  
OBM – Budget and Management Office  
OHS – Historical Society  
OIC – Industrial Commission  
OVH – Veteran's Home  
PUB – Public Defender Commission  
PUC – Public Utilities Commission  
RSC – Rehabilitation Services Commission  
SNC – Schoolnet Commission  
TAX – Taxation Department  
TOS – Treasurer of State

## Appendix B — Statewide Business Priorities — Common IT Efforts

Total Projects	Agency	CRM	E-Gov	HIPAA	Homeland Security	Total
9	(ADA) Alcohol and Drug Addiction Services		1	1		2
3	(AGE) Aging Department		1	2		3
9	(AGR) Agriculture Department				9	9
3	(BWC) Bureau of Workers' Compensation					0
2	(CJS) Criminal Justice Services Office				1	1
7	(COM) Commerce Department	3	6		1	10
2	(CRC) Civil Rights Commission					0
29	(DAS) Administrative Services Department/ITSD	5	10	5	7	27
5	(DEV) Development Department					0
1	(DMH) Mental Health Department					0
35	(DNR) Natural Resources Department	3	18		7	28
32	(DOH) Health Department		8	1	4	13
17	(DOT) Transportation Department					0
16	(DPS) Public Safety Department				3	3
18	(DYS) Youth Services Department	1	7		2	10
18	(EDU) Education Department	1	1			2
30	(EPA) Environmental Protection Agency		1			1
5	(ERB) Employment Relations Board					0
3	(INS) Insurance Department		1			1
13	(JFS) Job and Family Services Department	1	1			2
1	(LIB) Library Board					0
5	(LOT) Lottery Commission					0
3	(MED) Medical Board		2		1	3
1	(OBM) Budget and Management Office		1			1
20	(OIC) Industrial Commission					0
11	(OVH) Veteran's Home		3	10		13
9	(PUC) Public Utilities Commission	2	6			8
5	(RSC) Rehabilitation Services Commission					0
4	(SFC) School Facilities Commission					0
27	(TAX) Taxation Department	1	4		2	7
2	(TTA) Tuition Trust Authority	1	1			2
345	Total Number of Projects	18	72	19	37	146
	Percent from all Projects	5%	21%	6%	11%	42%
31	Number of Agency Plans with at least one identified Project	9	17	5	10	20
	Percent of Agency Plans with at least one identified Project	29%	55%	16%	32%	65%

Footnote: The "Total Projects" column contains all planned IT projects in the agency. The "Total" column contains the total number of common IT efforts identified for all projects. The "Percent from all Projects" row reflects the percentage of identified projects from all projects. The "Percent of Agency Plans" row reflects the percentage of agency plans with at least one project in that category. Since a project was allowed to make none, one or multiple selections, total percentages may be above or below 100%.

## Appendix C — Government Business Services

Total Projects	Agency	Admin Srvcs	Benefit Srvcs	Educ Srvcs	Employ Srvcs	Environ Srvcs	ERP	Family Srvcs	Health Srvcs	Justice Srvcs
9	(ADA) Alcohol and Drug Addiction Services	6							2	
3	(AGE) Aging Department	1	2		1			1	2	
9	(AGR) Agriculture Department	9		2		5		1	1	1
3	(BWC) Bureau of Workers' Compensation									
2	(CJS) Criminal Justice Services Office	1								1
7	(COM) Commerce Department	5		1						1
2	(CRC) Civil Rights Commission									
29	(DAS) Administrative Services Department/ITSD	29	1	1	1	2		2	2	3
5	(DEV) Development Department									
1	(DMH) Mental Health Department								1	
35	(DNR) Natural Resources Department	15		4	1	19	3	1	4	
32	(DOH) Health Department	9	3	1	1			3	20	
17	(DOT) Transportation Department									
16	(DPS) Public Safety Department									5
18	(DYS) Youth Services Department	18	2	2	1		3	2	2	8
18	(EDU) Education Department			17						
30	(EPA) Environmental Protection Agency	1								
5	(ERB) Employment Relations Board	2	1				1			
3	(INS) Insurance Department	2								
13	(JFS) Job and Family Services Department	1	4		5			6	3	
1	(LIB) Library Board	1								
5	(LOT) Lottery Commission									
3	(MED) Medical Board	2							1	
1	(OBM) Budget and Management Office	1					1			
20	(OIC) Industrial Commission									
11	(OVH) Veteran's Home	11	3	1	3	1	2		3	
9	(PUC) Public Utilities Commission	8		1		1	1	1		
5	(RSC) Rehabilitation Services Commission	5		1	1				1	
4	(SFC) School Facilities Commission	2		4						
27	(TAX) Taxation Department									
2	(TTA) Tuition Trust Authority									
345	Total Number of Projects	129	16	35	14	28	11	17	42	19
	Percent from all Projects	37.4%	4.6%	10.1%	4.1%	8.1%	3.2%	4.9%	12.2%	5.5%
31	Number of Agency Plans with at least one identified Project	20	7	11	8	5	6	8	12	6
	Percent of Agency Plans with at least one identified Project	64.5%	22.6%	35.5%	25.8%	16.1%	19.4%	25.8%	38.7%	19.4%

Footnote: The "Total Projects" column contains all planned IT projects in the agency. The "Total" column contains the total number of Government Business Services identified for all projects. The "Percent from all Projects" row reflects the percentage of identified projects from all projects. The "Percent of Agency Plans" row reflects the percentage of agency plans with at least one project in that category. Since a project was allowed to make none, one or multiple selections, total percentages may be above or below 100%

### Appendix C — Government Business Services (continued)

Total Projects	Agency	License/ Permits	Natural Res	Public Info	Pub Safety	Tax Srvcs	Trans Srvcs	Veterans Srvcs	Totals
9	(ADA) Alcohol and Drug Addiction Services	1		5					14
3	(AGE) Aging Department			1					8
9	(AGR) Agriculture Department	8	3	4	2				36
3	(BWC) Bureau of Workers' Compensation			1					1
2	(CJS) Criminal Justice Services Office			1	1				4
7	(COM) Commerce Department	6		3		1			17
2	(CRC) Civil Rights Commission			2					2
29	(DAS) Administrative Services Department/ITSD	2	3	4	3		2		55
5	(DEV) Development Department								0
1	(DMH) Mental Health Department								1
35	(DNR) Natural Resources Department	8	34	23	11	1	1		125
32	(DOH) Health Department	1		6					44
17	(DOT) Transportation Department						16		16
16	(DPS) Public Safety Department	9		2	16		2		34
18	(DYS) Youth Services Department			1	10		1		50
18	(EDU) Education Department								17
30	(EPA) Environmental Protection Agency								1
5	(ERB) Employment Relations Board			5					9
3	(INS) Insurance Department	2		2					6
13	(JFS) Job and Family Services Department							1	20
1	(LIB) Library Board			1					2
5	(LOT) Lottery Commission								0
3	(MED) Medical Board			3					6
1	(OBM) Budget and Management Office			1					3
20	(OIC) Industrial Commission								0
11	(OVH) Veteran's Home			1				11	36
9	(PUC) Public Utilities Commission	5		4	4	1	2		28
5	(RSC) Rehabilitation Services Commission								8
4	(SFC) School Facilities Commission			2					8
27	(TAX) Taxation Department				1	27			28
2	(TTA) Tuition Trust Authority								0
345	Total Number of Projects	42	40	72	48	30	24	12	579
	Percent from all Projects	12.2%	11.6%	20.9%	13.9%	8.7%	7.0%	3.5%	167.8%
31	Number of Agency Plans with at least one identified Project	9	3	20	8	4	6	2	27
	Percent of Agency Plans with at least one identified Project	29.0%	9.7%	64.5%	25.8%	12.9%	19.4%	6.5%	87.1%

Footnote: The "Total Projects" column contains all planned IT projects in the agency. The "Total" column contains the total number of Government Business Services identified for all projects. The "Percent from all Projects" row reflects the percentage of identified projects from all projects. The "Percent of Agency Plans" row reflects the percentage of agency plans with at least one project in that category. Since a project was allowed to make none, one or multiple selections, total percentages may be above or below 100%

## Appendix D — Common Functionalities

Project Totals	Agency	Collection Mgt	Decision Support	Directory Services	E-forms	EDI/EFT	G.I.S.	MARCS
9	(ADA) Alcohol and Drug Addiction Services	3	2	1	2			
3	(AGE) Aging Department	1	2					
9	(AGR) Agriculture Department	1	9		4		7	
3	(BWC) Bureau of Workers' Compensation		1					
2	(CJS) Criminal Justice Services Office		1					
7	(COM) Commerce Department	3	3		6	2	1	
2	(CRC) Civil Rights Commission							
29	(DAS) Administrative Services Department/ITSD		4	1	1	2	2	3
5	(DEV) Development Department							
1	(DMH) Mental Health Department							
35	(DNR) Natural Resources Department		11	1	7		23	2
32	(DOH) Health Department	1	8	2	5	1	3	
17	(DOT) Transportation Department		1					
16	(DPS) Public Safety Department			1	1	1		1
18	(DYS) Youth Services Department		12	2		1		
18	(EDU) Education Department							
30	(EPA) Environmental Protection Agency				1	1	1	
5	(ERB) Employment Relations Board		2					
3	(INS) Insurance Department	1	1			1		
13	(JFS) Job and Family Services Department	1	1	1	1			
1	(LIB) Library Board							
5	(LOT) Lottery Commission		2	4	2			
3	(MED) Medical Board							
1	(OBM) Budget and Management Office		1			1		
20	(OIC) Industrial Commission							
11	(OVH) Veteran's Home		8		5			
9	(PUC) Public Utilities Commission	4	5	1	7	3		
5	(RSC) Rehabilitation Services Commission							
4	(SFC) School Facilities Commission		4		2			
27	(TAX) Taxation Department	1	5		3			
2	(TTA) Tuition Trust Authority		1		1			
345	Number of Projects for all Published Plans	16	84	14	48	13	37	6
	Percent of Projects	4.6%	24.3%	4.1%	13.9%	3.8%	10.7%	1.7%
31	Number of Plans with at least one Project	9	21	9	15	9	6	3
	Percent of Agencies	29.0%	67.7%	29.0%	48.4%	29.0%	19.4%	9.7%

Footnote: The "Total Projects" column contains all planned IT projects in the agency. The "Total" column contains the total number of common functionalities identified for all projects. The "Percent from all Projects" row reflects the percentage of identified projects from all projects. The "Percent of Agency Plans" row reflects the percentage of agency plans with at least one project in that category. Since a project was allowed to make none, one or multiple selections, total percentages may be above or below 100%

## Appendix D — Common Functionalities (continued)

Project Totals	Agency	Office Apps	Payment Proc.	PKI	Statewide Intranet	Totals
9	(ADA) Alcohol and Drug Addiction Services	3	2	1		14
3	(AGE) Aging Department		3		2	8
9	(AGR) Agriculture Department	7	2		1	31
3	(BWC) Bureau of Workers' Compensation	1				2
2	(CJS) Criminal Justice Services Office				1	2
7	(COM) Commerce Department	6	5	3	4	33
2	(CRC) Civil Rights Commission	1				1
29	(DAS) Administrative Services Department/ITSD	2	4	1	9	29
5	(DEV) Development Department					0
1	(DMH) Mental Health Department					0
35	(DNR) Natural Resources Department	5	1	1		51
32	(DOH) Health Department	2	2	2	5	31
17	(DOT) Transportation Department	3			1	5
16	(DPS) Public Safety Department		1	1	2	8
18	(DYS) Youth Services Department	4	1	2	8	30
18	(EDU) Education Department			1		1
30	(EPA) Environmental Protection Agency		1	1		5
5	(ERB) Employment Relations Board	1		4	1	8
3	(INS) Insurance Department	3	2			8
13	(JFS) Job and Family Services Department	2				6
1	(LIB) Library Board					0
5	(LOT) Lottery Commission	5				13
3	(MED) Medical Board	3				3
1	(OBM) Budget and Management Office	1	1	1	1	6
20	(OIC) Industrial Commission					0
11	(OVH) Veteran's Home	10		2		29
9	(PUC) Public Utilities Commission	1	2	1		20
5	(RSC) Rehabilitation Services Commission		1			1
4	(SFC) School Facilities Commission	3	2		2	13
27	(TAX) Taxation Department	10	2		2	23
2	(TTA) Tuition Trust Authority	1				3
345	Number of Projects for all Published Plans	74	32	21	39	384
	Percent of Projects	21.4%	9.3%	6.1%	11.3%	111.3%
31	Number of Plans with at least one Project	21	16	13	13	27
	Percent of Agencies	67.7%	51.6%	41.9%	41.9%	87.1%

Footnote: The "Total Projects" column contains all planned IT projects in the agency. The "Total" column contains the total number of common functionalities identified for all projects. The "Percent from all Projects" row reflects the percentage of identified projects from all projects. The "Percent of Agency Plans" row reflects the percentage of agency plans with at least one project in that category. Since a project was allowed to make none, one or multiple selections, total percentages may be above or below 100%.

## Appendix E — Common Technologies

Total Projects	Agency	App Servers	Call Mgt	Ent App Integration	Ent User Admin Prov	Multimedia	O-O SW Dev	SAN / NAS / SAN Over IP
9	(ADA) Alcohol and Drug Addiction Services	9					1	
3	(AGE) Aging Department	3						
9	(AGR) Agriculture Department	2		7	1			2
3	(BWC) Bureau of Workers' Compensation						1	
2	(CJS) Criminal Justice Services Office	1		1				
7	(COM) Commerce Department	7	1	4	1	2	3	4
2	(CRC) Civil Rights Commission							
29	(DAS) Administrative Services Department/ITSD	8	2	3	2		1	1
5	(DEV) Development Department	4	1		2		2	
1	(DMH) Mental Health Department							
35	(DNR) Natural Resources Department	12	1	1		2	2	
32	(DOH) Health Department	25	1	3	1	1	17	1
17	(DOT) Transportation Department	15	2	2		6	4	8
16	(DPS) Public Safety Department	2	1				1	3
18	(DYS) Youth Services Department	9	1	6	5	2	10	
18	(EDU) Education Department	7	1			1		1
30	(EPA) Environmental Protection Agency	1				2		
5	(ERB) Employment Relations Board	1		4	3	2	2	
3	(INS) Insurance Department	3		1				
13	(JFS) Job and Family Services Department	1		2	1			
1	(LIB) Library Board	1						
5	(LOT) Lottery Commission	5					2	
3	(MED) Medical Board	1				1		
1	(OBM) Budget and Management Office	1		1				
20	(OIC) Industrial Commission	1						
11	(OVH) Veteran's Home	8	2	6	9	7	2	
9	(PUC) Public Utilities Commission	7	1	2	1		6	5
5	(RSC) Rehabilitation Services Commission	4		2			2	
4	(SFC) School Facilities Commission	4						
27	(TAX) Taxation Department	7	1	2		2	2	2
2	(TTA) Tuition Trust Authority	1	1	2			1	
345	Total Number of Projects	150	16	49	26	28	59	27
	Percent from all Projects	43.5%	4.6%	14.2%	7.5%	8.1%	17.1%	7.8%
31	Number of Agency Plans with at least one identified Project	28	13	17	10	11	17	9
	Percent of Agency Plans with at least one identified Project	90.3%	41.9%	54.8%	32.3%	35.5%	54.8%	29.0%

Footnote: The "Total" Projects column contains all planned IT projects in the agency. The "Total" column contains the total number of common technologies identified for all projects. The "Percent from all Projects" row reflects the percentage of identified projects from all projects. The "Percent of Agency Plans" row reflects the percentage of agency plans with at least one project in that category. Since a project was allowed to make none, one or multiple selections, total percentages may be above or below 100%

## Appendix E — Common Technologies (continued)

Total Projects	Agency	SW Reuse	Voice Over IP	Web Services	Wireless	XML	Totals
9	(ADA) Alcohol and Drug Addiction Services			4			14
3	(AGE) Aging Department			1			4
9	(AGR) Agriculture Department			3			15
3	(BWC) Bureau of Workers' Compensation	1			1	1	2
2	(CJS) Criminal Justice Services Office			5	3	3	36
7	(COM) Commerce Department	3					0
2	(CRC) Civil Rights Commission						
29	(DAS) Administrative Services Department/ITSD	2	1	7	1	4	32
5	(DEV) Development Department			2		2	13
1	(DMH) Mental Health Department						0
35	(DNR) Natural Resources Department			15		4	37
32	(DOH) Health Department	5		18		7	79
17	(DOT) Transportation Department	11	5	12	7		72
16	(DPS) Public Safety Department			1			8
18	(DYS) Youth Services Department	8	1	6		5	53
18	(EDU) Education Department	1		8		1	20
30	(EPA) Environmental Protection Agency		2	1			6
5	(ERB) Employment Relations Board	1		1	1	1	16
3	(INS) Insurance Department			1			5
13	(JFS) Job and Family Services Department		1	1			6
1	(LIB) Library Board			1		1	3
5	(LOT) Lottery Commission			2			9
3	(MED) Medical Board			3			5
1	(OBM) Budget and Management Office			1		1	4
20	(OIC) Industrial Commission		1	3	1		6
11	(OVH) Veteran's Home	3	1	4	2	4	48
9	(PUC) Public Utilities Commission	7	1	6	2	7	45
5	(RSC) Rehabilitation Services Commission	1		4			13
4	(SFC) School Facilities Commission			3	1	3	11
27	(TAX) Taxation Department	1	1	9	1	1	29
2	(TTA) Tuition Trust Authority			1		1	7
345	Total Number of Projects	44	14	123	20	46	602
	Percent from all Projects	12.8%	4.1%	35.7%	5.8%	13.3%	174.5%
31	Number of Agency Plans with at least one identified Project	12	9	27	10	16	29
	Percent of Agency Plans with at least one identified Project	38.7%	29.0%	87.1%	32.3%	51.6%	93.5%

Footnote: The "Total Projects" column contains all planned IT projects in the agency. The "Total" column contains the total number of common technologies identified for all projects. The "Percent from all Projects" row reflects the percentage of identified projects from all projects. The "Percent of Agency Plans" row reflects the percentage of agency plans with at least one project in that category. Since a project was allowed to make none, one or multiple selections, total percentages may be above or below 100%.

## APPENDIX F — MAJOR IT PROJECTS

Agency and Project	Estimated Cost	Project Type
<b>(ADA) Alcohol and Drug Addiction Services</b>		
CDS Reporting and Data Warehouse System	\$ 321,400	
Documentation Content Management System	\$ 70,000	
HIPAA Security Implementation	\$ 190,300	
Integrated File System	\$ 107,500	
Quality Improvement Survey Checklist Application	\$ 98,000	
Virtual Private Network	\$ 79,000	
Web-Based UFMS Application System	\$ 73,000	
<b>(AGE) Aging</b>		
HIPAA	\$ 1,219,380	
PASSPORT Redesign	\$ 7,360,790	
<b>(AGR) Agriculture</b>		
LLEP Phase II Database Programming	\$ 80,000	
Move Website to ODA	\$ 414,500	
<b>(CJS) Criminal Justice Services Office</b>		
Ohio Justice Information Network	\$ 8,840,369	
<b>(COM) Commerce</b>		
Enterprise Content Management	\$ 550,000	
<b>(DAS) Department of Administrative Services/ITSD</b>		
Assessment Vulnerability Program	\$ 1,850,000	
DAS LAN and Intranet	\$ 875,000	
Enterprise Resource Planning Implementation	\$ 6,350,000	
eSecure Location Based Data System (LBD)	\$ 5,000,000	
Government to Business Infrastructure	\$ 715,000	
MARCS	\$ 31,042,459	
OGRIP Cost Benefit Analysis	\$ 2,202,210	
Video Over IP/Converged Services	\$ 600,000	
Web Applications	\$ 760,000	
<b>(DEV) Development</b>		
Department Tracking System - DOTS	\$ 654,000	
HEAP Web based application	\$ 2,795,000	
<b>(DMH) Mental Health</b>		
Institution Prospective Payment System	\$ 4,227,500	
<b>(DNR) Natural Resources</b>		
Centralized Campground Reservation Service	\$ 1,650,000	
E-Gov & E-Com Activities	\$ 508,000	
MRM Combined MSQl Database	\$ 1,926,900	
MRM Microfilm and paper conversion	\$ 545,500	
Mult Agency Radio Communications System	\$ 28,504,000	
ODNR Digital Parcel Boundaries	\$ 537,000	
<b>(DOH) Health</b>		
BCMh Case Management	\$ 5,077,500	
Bioterrorism Disease Data Mart	\$ 595,550	
New Vital Statistics System	\$ 3,050,000	
Ohio Disease Reporting System	\$ 13,750,000	
Public Health Alert Network	\$ 14,800,000	
WIC Internet Based Certification System	\$ 10,850,000	
<b>(DOT) Transportation</b>		
Central Ohio Transportation and Emergency Mgmt Ctr	\$ 1,683,000	

**APPENDIX F — MAJOR IT PROJECTS (continued)**

Agency and Project	Estimated Cost	Project Type
<b>(DPS) Public Safety</b>		
New International Registration Plan Contract	\$ 6,570,000	
<b>(DYS) Youth Services</b>		
Video Teleconferencing	\$ 560,000	
<b>(EDU) Education</b>		
Customer Relationship Management	\$ 1,100,000	
EDAC New Data System	\$ 4,550,000	
Instructional Management System	\$ 3,250,000	
Integrated Licensure System	\$ 1,700,000	
School Finance Rewrite - Phase 2	\$ 4,400,000	
Statewide and Financial Reporting System	\$ 1,025,000	
<b>(EPA) Environmental Protection Agency</b>		
STARS Rebuild	\$ 2,345,000	
<b>(JFS) Job and Family Services</b>		
Health Insurance Portability and Accountability AC	\$ 58,758,109	
Netware 6 Upgrade	\$ 3,267,500	
OJI	\$ 29,150,000	
SACWIS	\$ 28,226,751	
SCOTI	\$ 22,581,112	
SETS	\$ 79,837,901	
Unisys migration	\$ 5,601,100	
<b>(LOT) Lottery Commission</b>		
Internet Portal Project (Phase 2)	\$ 675,000	
Internet Portal Project (Phase 3)	\$ 675,000	
<b>(OBM) Budget and Management Office</b>		
Ohio Administrative Knowledge System	\$ 156,842,326	
<b>(OIC) Industrial Commission</b>		
Document Management System (Phase 2)	\$ 3,519,650	
Document Management System (Phase 3)	\$ 2,000,000	
<b>(OVH) Veteran's Home</b>		
Document Imaging System	\$ 145,000	
New Information Technology (IT) Developments	\$ 100,000	
Southern Ohio Veterans Home	\$ 1,233,000	
<b>(PUC) Public Utilities Commission</b>		
Commercial Vehicles Information Systems & Network	\$ 5,066,456	
Contract Management System	\$ 1,101,607	
Market Information System	\$ 575,066	
Ohio Motor Carrier Information System	\$ 1,044,101	
Project Tracking System	\$ 584,292	
<b>(RSC) Rehabilitation Services Commission</b>		
RAS Reengineering	\$ 865,000	
<b>(SFC) School Facilities Commission</b>		
Funds Management and XML	\$ 1,100,000	
Intranet and public website development	\$ 755,000	
<b>(TAX) Taxation</b>		
Audit Application Replace	\$ 1,615,320	
Case Management System	\$ 2,780,140	
Document Management	\$ 2,295,890	
e-File and Registration	\$ 1,590,580	
Technical Training	\$ 867,200	

## APPENDIX F — MAJOR IT PROJECTS (continued)

Agency and Project	Estimated Cost	Project Type
<b>(TTA) Tuition Trust Authority</b>		
World Wide Web Site	\$ 833,300	
<b>(ADA) Alcohol and Drug Addiction Services</b>		
MAC-Search Enhancement Project	\$ 62,500	
Microsoft Conversion	\$ 70,000	
<b>(AGR) Agriculture</b>		
Agency Wide IT Improvements	\$ 258,684	
Meat Inspection Hardware Update	\$ 160,000	
<b>(COM) Commerce</b>		
Infrastructure Assessment Implementation	\$ 8,632,000	
LITS Upgrade and Re-write	\$ 1,330,000	
<b>(DAS) Administrative Services/ITSD</b>		
Consolidation Re-engineering of Help Desks	\$ 900,000	
Expansion of existing Disaster Recovery Program	\$ 2,500,000	
Expansion of Network Management Program	\$ 600,000	
Physical Diversity SOCC/SOT Point-to-Point Conne	\$ 600,000	
Virtual Private Connection, Phase 2	\$ 3,160,000	
<b>(DNR) Natural Resources</b>		
E-commerce/e-government	\$ 750,500	
E-Government, E-Business, E-Commerce	\$ 1,720,200	
GIMS Program	\$ 4,799,700	
GIS Coverage for Ohio Wildlife	\$ 1,759,200	
Lake Erie GIS	\$ 1,141,000	
Oil and Gas Well GIMS	\$ 2,425,000	
Statewide Digital Soils Info	\$ 3,090,000	
Upgrade and Enhance the Watercraft Info Sys	\$ 1,287,800	
Well Locating and Internet Access	\$ 712,000	
<b>(DOH) Health</b>		
Cancer Tracking	\$ 832,000	
Grants Management Information System	\$ 503,820	
WIC Certification System	\$ 23,303,400	
<b>(DOT) Transportation</b>		
Enterprise Roadway Information Management System R	\$ 2,900,000	
Geographic Information System (GIS) Resources	\$ 1,450,000	
Real Time Traffic Monitoring	\$ 1,224,664	
<b>(DPS) Public Safety</b>		
Automated Title Processing System Replacement	\$ 10,100,000	
CEMC Disk Storage Upgrade	\$ 2,125,000	
Interactive Voice Response System	\$ 1,500,000	
IX-4800 Mainframe Replacement	\$ 8,612,000	
LEADS Upgrade	\$ 2,906,956	
Weather Radio	\$ 1,076,637	
<b>(DYS) Youth Services</b>		
Active Directory Implementation	\$ 745,000	
Enterprise PC Replacement Plan	\$ 2,494,450	

**APPENDIX F — MAJOR IT PROJECTS (continued)**

Agency and Project	Estimated Cost	Project Type
<b>(EDU) Education</b>		
CCIP Phase 4 - State Level Grants	\$ 750,000	
Data Reporting Expansion (ESEA)	\$ 1,092,224	
Data Warehouse Expansion (ESEA)	\$ 1,030,000	
EMIS - Tactical	\$ 1,500,000	
OEDS System Conversions	\$ 1,400,000	
SMRS Maintenance	\$ 1,900,000	
SMRS Statewide Expansion	\$ 7,285,772	
<b>(ERB) Employment Relations Board</b>		
Desktop Computer Upgrades	\$ 81,305	
<b>(INS) Insurance</b>		
COSMOS - Inhouse	\$ 887,000	
<b>(JFS) Job and Family Services</b>		
Client Registry Information System Enhanced	\$ 85,413,480	
Microsoft OA Deployment	\$ 17,647,764	
Norton AntiVirus Corporate Edition	\$ 1,367,200	
OHP Decision Support System	\$ 37,298,800	
<b>(LIB) Library Board</b>		
SLO Library Centers Consortium Upgrade	\$ 500,000	
<b>(LOT) Lottery Commission</b>		
Disaster Recovery Secondary Data Center (SDC) P 2	\$ 2,735,000	
Disaster Recovery Secondary Data Center (SDC) P 3	\$ 2,735,000	
<b>(OIC) Industrial Commission</b>		
AS/400 Upgrade	\$ 640,000	
Client Operating System Upgrades (PC Rollout)	\$ 1,629,040	
Server Rollout	\$ 655,000	
<b>(MED) Medical Board</b>		
Staff Computer Support	\$ 77,800	
<b>(PUC) Public Utilities Commission</b>		
Docketing Information System	\$ 1,281,422	
<b>(RSC) Rehabilitation Services Commission</b>		
OSCAR Reengineering	\$ 900,000	
<b>(SFC) School Facilities Commission</b>		
OSFC CM Website	\$ 5,300,000	
<b>(TAX) Taxation</b>		
Business Expansion 1040 Web	\$ 1,171,528	
Business Tax	\$ 10,143,008	
Call Center Enhancement	\$ 1,044,844	
<b>(TTA) Tuition Trust Authority</b>		
Call Monitoring Addition to IVR System	\$ 174,762	
<b>(DAS) Administrative Services/ITSD</b>		
Equipment Upgrades	\$ 573,000	
ITSD Inventory Billing System	\$ 700,000	
<b>(DOT) Transportation</b>		
Ellis	\$ 540,000	
Applications Server Architecture	\$ 1,550,000	
Computer Customer Support	\$ 577,786	
Disaster Recovery and Business Resumption	\$ 4,200,000	
Information Technology Training	\$ 1,378,500	
Telecommunications	\$ 6,120,000	

**APPENDIX F — MAJOR IT PROJECTS (continued)**

Agency and Project	Estimated Cost	Project Type
<i>(DPS) Public Safety</i>		
Tape Silo Replacement	\$ 650,000	
<i>(DYS) Youth Services</i>		
IT Staff at Each Institution/Regional Offices	\$ 1,673,112	
<i>(EDU) Education</i>		
Statewide Student Identifier SSID System	\$ 1,300,000	
<i>(SFC) School Facilities Commission</i>		
Infrastructure upgrades and migration	\$ 185,000	
<i>(TAX) Taxation</i>		
Computer Supplies	\$ 875,000	
Hardware Refresh	\$ 3,023,850	
Mainframe Upgrade	\$ 2,685,502	
Tax Remote Access	\$ 509,236	



## Information Technology Planning

**FY2004 - FY2005:  
Summary and Analysis**

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### **Ohio Department of Administrative Services**

Bob Taft, Governor

Scott Johnson, Director

Gregory S. Jackson, Assistant  
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Nikki Guilford  
Assistant Director

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