



FY2006-2007 Statewide Summary and Analysis

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1. Introduction

Good government does not happen naturally or easily. A number of factors contribute to hinder, weaken, and even prevent effective and efficient government. Government agencies and leadership must take proactive steps to counter these forces. Information technology (IT) supports government functions and services, and strategic planning enables timely and intelligent application of those resources.

At one time, it would have been possible to identify IT assets and services and distinguish them from agency business functions. However, normal business operations are now so dependant on IT, that such a distinction would be difficult. Many IT assets and services support multiple agencies and sometimes multiple jurisdictions. Few state government services exist without IT support. The issue is not whether IT is important, but whether IT is being used wisely. Again, strategic planning supports judicious use of IT resources.

A revised approach to Ohio's state agency IT planning process was implemented for the FY2004-2005 biennial planning cycle. The revised IT planning process expanded and formalized the planning information required from agencies and established a permanent link between IT projects and agency goals through their business objectives.

The current FY2006-2007 biennial planning cycle built on that foundation, and expanded into other planning areas. Furthermore, the planning application, ePlanningIT, now contains information for both planning cycles, facilitating statewide analysis. This Summary and Analysis Report contains information from the planning tool, and some analysis of that information.

Planning Policy

In February, 2004, Governor Taft issued Executive Order (EO) 2004-02T, which specified the responsibilities for state information technology governance. The Executive Order created the Office of Information Technology (OIT) and the position of State Chief Information Officer (CIO). The Executive Order empowers the State CIO to direct all activities related to information technologies by coordinating and superintending their use statewide including establishing management processes for IT planning.

In response to EO 2004-02T the State CIO re-issued State of Ohio IT Policy ITP-D.4 titled "Information Technology Planning." This policy addresses agency requirements for information technology planning which requires all agencies under OIT superintending authority to develop an IT strategic plan and IT tactical plan on a biennial basis, prior to submission of biennial budget requests to the Office of Budget and Management (OBM). Policy requires agencies at minimum, to submit a biennial update to their plans and it encourages them to update their plans in real time as significant planning information occurs.

During the FY2004/2005 biennial planning period, emphasis centered on the development of a formalized planning approach and implementation of the *ePlanningIT* application tool. For the FY2006/2007 biennial planning period, this well-built history was enriched with additional enhancements to the *ePlanningIT* application and the incorporation of the budgetary requirements set forth in Executive Order 2004-02T. This integration of the IT planning process with the IT budgeting process facilitated a more complete understanding of the importance of information technology throughout the state. Extensive reporting of the planning data, the budget data and a comparison of the two provided the agencies, OBM and OIT with better quality information upon which to make sound business and financial decisions.

Report Purpose

The creation of a final, statewide report is one of the last processes of the planning cycle. This report serves multiple purposes, a few of which are listed below:

- Gather, analyze and publish a summary of the planning information provided by state agencies this planning cycle.
- Provide analysis of the summary information to identify statewide trends or significant issues that deserve wider consideration.
- Compare, when possible, information from the current planning period to information from previous planning periods.
- Provide context to the data documented, so that planners and managers can use the data as information, which leads to knowledgeable decisions.

This report summarizes and analyzes 68 published IT plans from agencies, boards and commissions across the State of Ohio as of December 31, 2004. The IT plans documented 304 IT projects. The strategic and tactical project budget estimates from the IT plans are estimates made prior to the approval of the final FY2006/2007 budget. The agency IT plans may be reviewed by accessing the State of Ohio web site at <http://itplans.ohio.gov>.

The list of the 68 agencies that submitted IT plans follows.

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Agency/Board/Commission Published Plans Submitted as of December 31, 2004:

Accountancy Board of Ohio	Ohio Department of Mental Retardation & Developmental Disabilities
Ohio Department of Administrative Services	Ohio Board of Motor Vehicle Collision Repair Registration
Ohio Department of Aging	Ohio Department of Natural Resources
Ohio Department of Agriculture	Ohio Board of Nursing
Ohio Department of Alcohol and Drug Addiction Services	Ohio Occupational Therapy, Physical Therapy and Athletic Trainers Board
Ohio Arts Council	Ohio Optical Dispensers Board
Ohio Arts and Sports Facilities Commission	Ohio State Board of Optometry
Ohio State Barber Board	Ohio Personnel Board of Review
State of Ohio Office of Budget and Management Office	Ohio State Board of Pharmacy
Ohio State Chiropractic Board	Ohio State Board of Proprietary School Registration
Ohio Civil Rights Commission	Ohio State Board of Psychology
Ohio Department of Commerce	Ohio Public Defender
Ohio Consumers Counsel	Ohio Department of Public Safety
Ohio State Board of Cosmetology	Public Utilities Commission of Ohio
Ohio Counselor and Social Worker, Marriage and Family Therapist Board	Ohio Public Works Commission
Ohio Office of Criminal Justice Services	Ohio State Racing Commission
Ohio State Dental Board	Ohio Board of Regents
Ohio Department of Development	Ohio Department of Rehabilitation and Correction
Ohio Board of Dietetics	Ohio Rehabilitation Services Commission
Ohio Commission on Dispute Resolution and Conflict Management	Ohio Respiratory Care Board
Ohio Department of Education	Ohio State Board of Sanitarian Registration
Ohio State Board of Embalmers and Funeral Directors	Ohio School Facilities Commission
Ohio State Employment Relations Board	Ohio Board of Tax Appeals
Ohio Board of Registration for Professional Engineers and Surveyors	Ohio Department of Taxation
Ohio Environmental Protection Agency	Ohio Department of Transportation
Ohio Ethics Commission	Ohio Tuition Trust Authority
Ohio Department of Health	Ohio Veterans Home
Industrial Commission of Ohio	Ohio Veterinary Medical Licensing Board
Office of Information Technology	Ohio Bureau of Worker's Compensation
State of Ohio Office of Inspector General	Youth Services Department
Ohio Department of Insurance	
Ohio Department of Job and Family Services	
Ohio Legal Rights Services	
Ohio Library Board	
Ohio Liquor Control Commission	
Ohio Lottery Commission	
State of Ohio Medical Board	
Ohio Department of Mental Health	

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2. Planning and Review Process Overview

This section provides a brief overview of the statewide IT planning and plan review process. The Enterprise Planning and Project Management (EPPM) program area within the Investment and Governance Division of OIT, is responsible for administering the statewide IT strategic and tactical planning program. EPPM developed the processes and coordinates the submission and review of agency IT plans in alignment with State of Ohio IT Policy for Information Technology Planning (ITP-D.4), which states:

Each agency shall create an IT strategic plan and IT tactical plan. The agency IT strategic plan describes the agency's mission, vision, business goals, business objectives and the internal and external factors that affect the agency. The agency IT tactical plan describes specific IT-related activities the agency plans in support of its business strategy, and it includes specific information about planned infrastructure maintenance, application maintenance and IT projects.

The Planning Process

The evolving dynamic between an Ohio citizenry living on Internet time and expectations of state government requires that traditional strategic and tactical planning techniques, often annual in nature, become more dynamic. Effective planning cycles should be event driven and should necessitate shifts in prioritization, resources, and executive support to realign plans to meet these changing demands.

The agency plan creation began with the strategic plan definition. The agency long-term business strategies were defined in the form of their mission, vision, business drivers, goals and objectives along with other key data relating to the strategic plan. The tactical plan consisting of short-term factors, conditions and tactics were then created in support of the strategic plan. IT tactical plans were comprised of three key areas: IT Projects, Application Maintenance, and Infrastructure Maintenance. Projects and maintenance activity were identified and the projects were aligned to the business objectives. Figure 1 illustrates this approach.

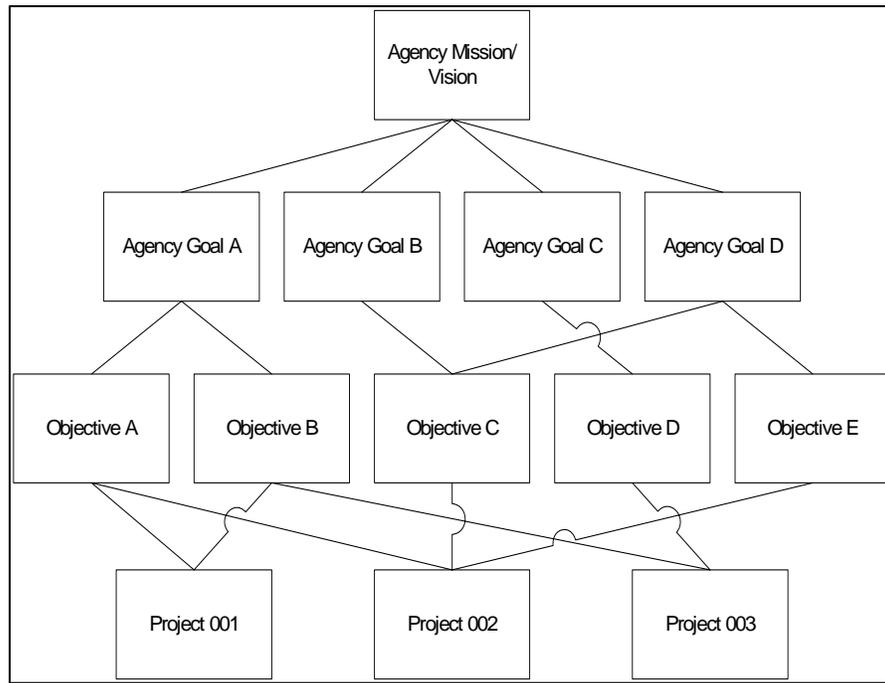


Figure 1 – IT Project to Business Alignment Model

The strategic planning process includes the first three levels of the diagram (i.e., agency mission/vision/business drivers, agency goals, and business objectives). The tactical planning process includes the lowest level of the diagram which involves defining the projects and application and maintenance activity. Although IT projects should be related to one of more business objectives; not all business objectives have to be related to an IT project.

The Review Process

Upon submission of the agency IT plans EPPM performed a quality review of each published version of the agency IT plans and provided initial feedback to the respective agencies. EPPM closely coupled the IT planning process with the IT budgeting process. FY2006/2007 was the first biennium requiring agencies to submit to OBM an IT crosswalk budget in conjunction with their regular biennial budget requests. OBM forwarded the IT crosswalk budget to EPPM for analysis and reporting. EPPM provided OBM with numerous reports containing IT plan and budget data and comparing project and maintenance data in the IT plan to the IT budget.

In addition to the above, subject matter experts within all program areas of OIT, conducted a qualitative review of the agency plans. This reviews focused on IT plan content, consistency, completeness, alignment to IT policy, and impact on OIT initiatives and services.

The Planning Tool (ePlanningIT)

FY2006/2007 was the second biennium utilizing the ePlanningIT application. Several enhancements were added to the application including:

- The capability for agencies to copy FY2004/2005 projects into their FY2006/2007 plan, reducing the time required to re-enter project information still valid from the previous plan.
- Documentation of agency IT security management plan information
- Documentation of statewide IT policy alignment within the agency

Reports were generated for OBM to help with budget appropriations, for the agencies to use in updating their IT plans, and for OIT to understand the impact of the plans on OIT functions.

Summary and Analysis Report Content and Structure

This report summarizes and provides analysis on the agency IT plans. It generally follows the structure of the plan itself:

- Strategic Plan – brief summary and analysis of most of the strategic plan sections.
- Tactical Plan – Agency – brief summary and analysis of most of the tactical plan sections that apply to the agency as a whole, i.e., application maintenance, infrastructure maintenance, etc.
- Tactical Plan – Project – brief summary and analysis of most of the project plan sections.

3. Summary of Planned IT Expenditures

Each agency plan contained a high-level budget estimate for two types of IT expenditures – planned IT projects and IT maintenance activities for applications and infrastructure. The estimated budget expenditures outlined a set of 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 Estimates

The budget estimates for planned IT projects had three dimensions:

- Budget Categories – The planned expenditures contained seven classifications: *Data Processing and Telecommunications Equipment*, *Data Processing and Telecommunications Software*, *Payroll*, *Purchased Personal Services*, *Telecommunications Services*, *Intrastate Payments – OIT Services* and *Other*. All planned expenditures were placed into these categories.
- Time Period – The planned expenditures contained four time periods: *Prior to FY06*, *FY06*, *FY07* and *After FY07*. Costs documented in the *Prior to FY06* time period included total project costs (actual and estimated) until July 2005. The *FY06* and *FY07* time periods represent the estimated costs for the project during this planning biennial, and the total for the two periods reflected the agency's FY06/07 budgetary requests for the project. Finally, the *After FY07* time period estimate anticipated remaining project costs, but was 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 to report costs incurred-to-date any time after the project had started.

When considered in the aggregate, all planned IT projects in an agency plan made up the planned IT project portfolio for that agency. This portfolio of projects represented how state agencies planned to spend IT funds to satisfy business objectives. The 68 submitted plans documented 304 projects either underway or planned for the next biennium. The statewide portfolio of planned IT projects represents more than \$784 million in estimated FY06/07 expenditures (plan estimates were provided prior to final budget approval). Although additional analysis follows later in this report, relative to the planned project portfolio, a few graphs are provided here.

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 observations about the chart follow:

- Budgetary estimates for *Payroll and Purchased Personal Services* combined for approximately 64% of estimated IT project costs.
- *Data Processing and Telecommunications Equipment* estimates were more than four times the estimate for *Data Processing and Telecommunications Software* costs.

- *Telecommunications Services* (1%) and *Data Processing and Telecommunications Software* (3%) estimates account for the smallest amount of budget estimates.

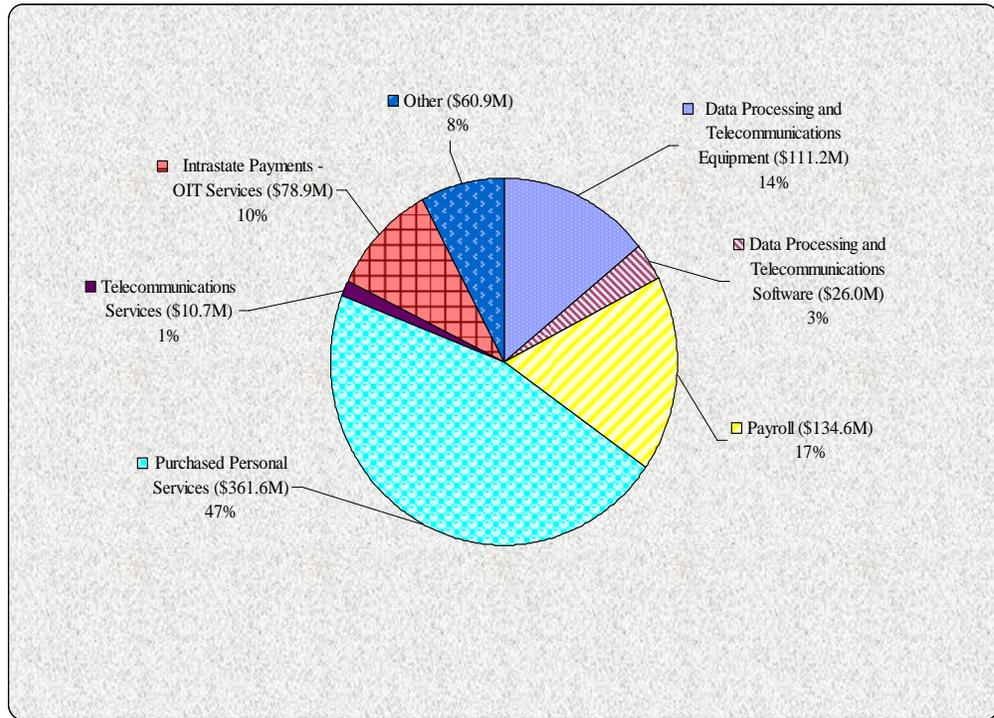


Figure 2 – Planned IT Projects - FY06/07 Budget Category Estimates

The heavier investment in the hardware infrastructure (i.e., *Data Processing and Telecommunications Equipment*) over the software infrastructure is a pattern that is repeated in the maintenance section of agency plans.

Management best practices suggest that IT project costs should be effectively managed by IT and business managers. The timing, amount and type of budget expenditures provide a profile that helps formulate important questions for IT investments and their support of business. This information is beneficial during times of budget constraints or in utilizing effective project management practices to quickly pinpoint the major expenditures that require further investigation.

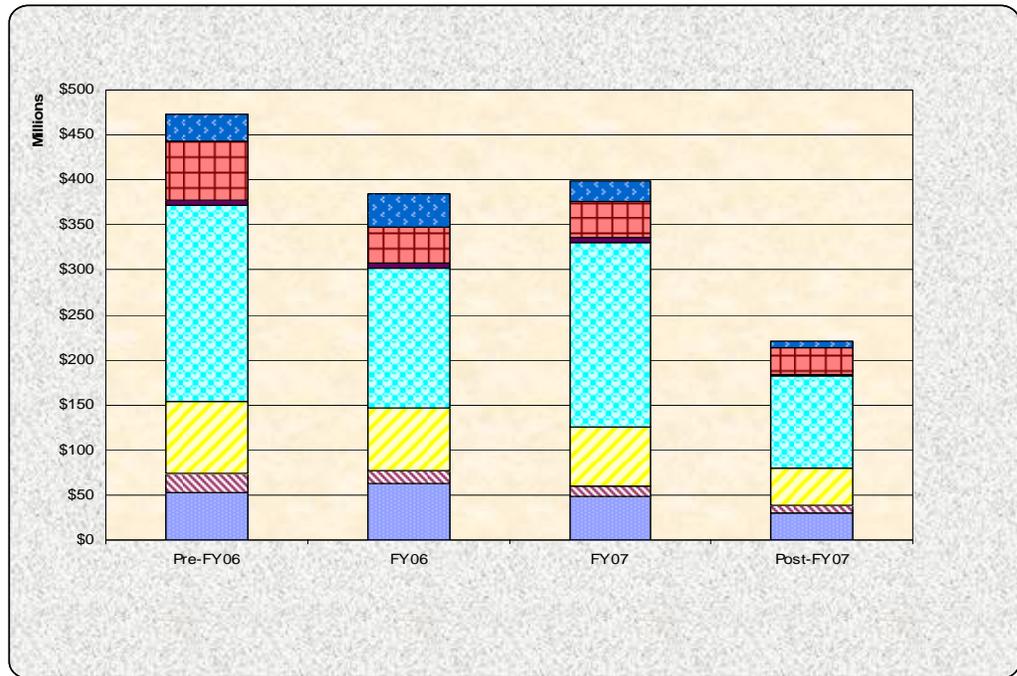


Figure 3 – Planned IT Projects – Estimated Budget by Time Period

Figure 3 continues the color and background schemes of figure 2 for budget category type, 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, *Data Processing and Telecommunications Equipment, Data Processing and Telecommunications Software, Payroll, Purchased Personal Services, Telecommunications Services, Intrastate Payments – OIT Services and Other*) and is combined. The peak estimated expenditure occurs prior to the latter part of the FY06/07 biennium.

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 late peak in the biennial cycle may include:

- Longer IT projects – Longer IT projects require more planning, to include IT planning, acquisition planning, etc.
- Dependencies – A delay until later in the biennium may indicate a project dependent on the completion of another project, or coordination with other agencies prior to project start.

Comparison to Previous Biennium

Since the FY2004-2005 planning period information is available for this plan section, some comparisons can be made against the current FY2006-2007 planning period.

Budget Categories

This section of the planning period comparison examines the budget categories for planned IT projects. For this planning period comparison, the following comparisons were assumed for the budget categories:

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

Figure 4 – Planned IT Project Budget Category Comparisons

Aside from the last budget category, where the previous *Other* budget category is compared with three current categories, the remaining budget categories match closely across the two planning periods. The comparisons across the two planning periods for budget estimates follow:

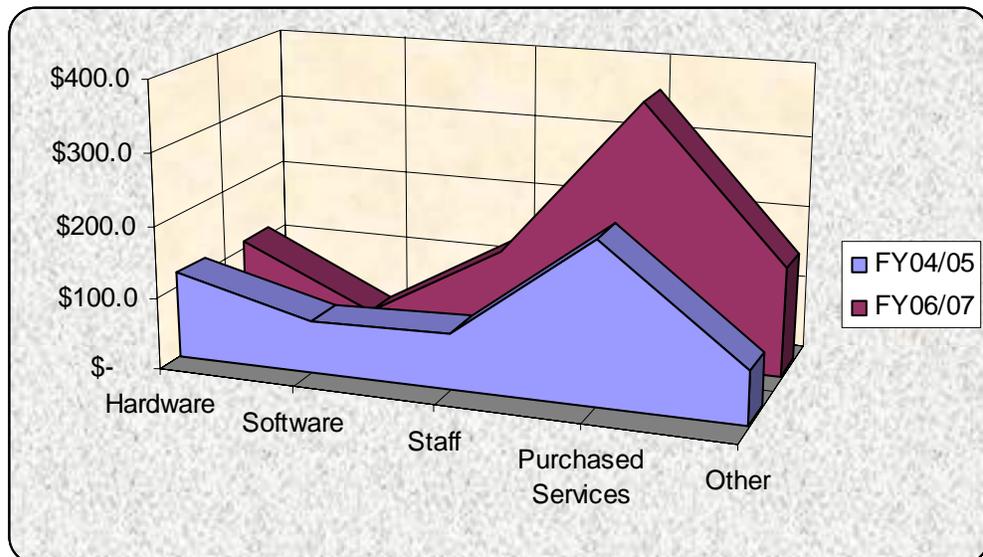


Figure 5 – Planned IT Project Budget Category Estimates

The following can be observed from figure 5:

- The statewide budget for planned IT projects increased 38%.
- The statewide budget for hardware associated with IT projects is estimated to drop this planning period.
- The statewide budget for software is estimated to drop significantly this planning period.
- The statewide budget for the other three categories is estimated to increase slightly this planning period.
- The estimated decrease in infrastructure categories (hardware and software) represents either the reuse of an existing infrastructure, or the movement of costs to the maintenance budget estimates.

Time Period

This section of the planning period comparison examines the distribution of budget estimates by planning period for planned IT projects. The planning periods examined were *Pre-Plan Period* (the period before the biennium), *FY-1* and *FY-2* (the first and second FY of the planning period), and the *Post-Plan Period* (the period after the biennium). The figure below shows the results of the data calculations for these planning periods:

Planning Period Budget Expenditure Distribution					
Plan Period	Pre-Plan Period	FY-1	FY-2	Post-Plan Period	Total
FY04/05	\$ 277M	\$ 298M	\$ 270M	\$ 97M	\$ 942M
	29.4%	31.6%	28.7%	10.3%	
		60.3% (combined)			
FY06/07	\$ 475M	\$ 385M	\$ 400M	\$ 220M	\$ 1480M
	32.1%	26.0%	27.0%	14.9%	
		53.0% (combined)			

Figure 6 – Planned IT Project Budget Estimate Distribution by Planning Period

The following can be observed from this figure:

- The statewide budget for planned IT projects increased in all four planning periods.
- The statewide budget for planned IT projects during the planning period increased. However, these estimates comprised a smaller percentage of the total estimate (53%) than the previous biennium (60.3%).
- Combined, these two factors may indicate that agencies have the financial flexibility to plan larger and longer projects than in the previous biennium.

3.2 Maintenance Estimates

Ohio's planning process included identifying and budgeting for routine IT maintenance activities. Maintenance activities included all IT operations routinely performed to maintain the functionality of existing application software and current IT infrastructure, and to maintain agency and user service levels. The two maintenance categories established in FY04/05 were continued into this planning cycle: *Application Maintenance* and *Infrastructure Maintenance*.

Application Maintenance Estimates

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

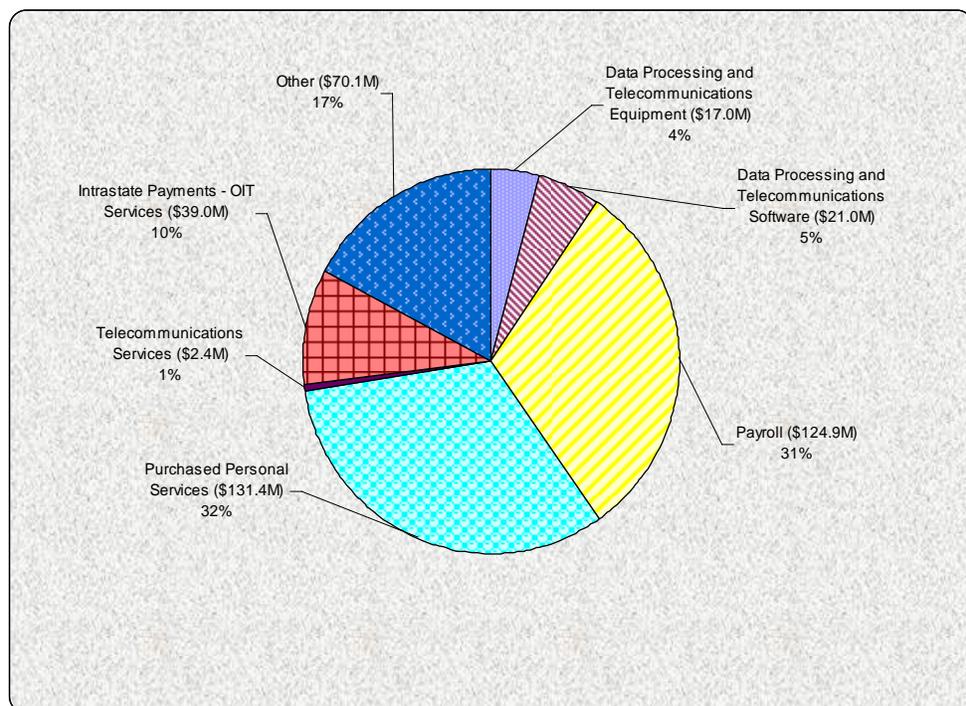


Figure 7 – Application Maintenance Budget Estimates – FY06/07

The following can be observed from this chart:

- Infrastructure categories (i.e., *Data Processing and Telecommunications Equipment* and *Data Processing and Telecommunications Software*) constitute a small percentage of the application maintenance budget (less than 10% combined).
- IT staffing (i.e., *Payroll* and *Purchased Personal Services*) constitute a significant portion of the total application maintenance budget (almost 2/3 of the total).

Infrastructure Maintenance Estimates

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.

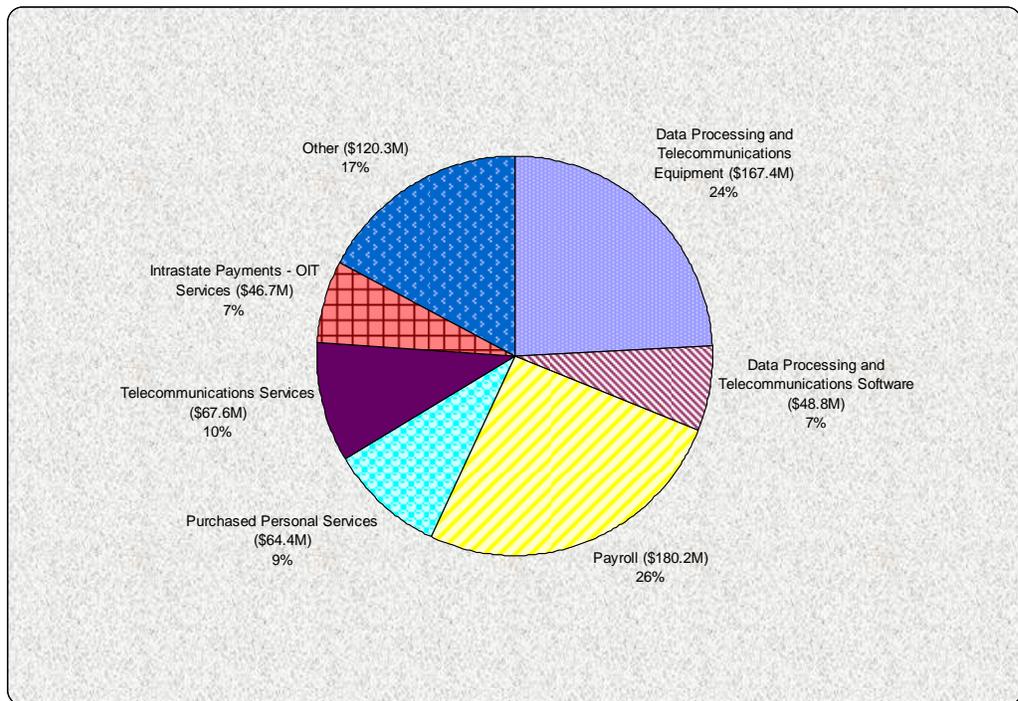


Figure 8 – Infrastructure Maintenance Budget Estimates – FY06/07

The following can be observed from this chart:

- The total budget estimated for tangible assets (i.e., *Data Processing and Telecommunications Equipment* and *Data Processing and Telecommunications Software*) constitute about 31% of the total infrastructure maintenance budget.
- IT staffing (i.e., *Payroll* and *Purchased Personal Services*) constitute a smaller portion of the total infrastructure maintenance budget than the application maintenance budget (35% compare to 63%).

Consolidate Maintenance Estimates

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

Maintenance	FY06	FY07	Total
Application	\$196.3M	\$209.5M	\$405.9M
Infrastructure	\$344.2M	\$351.3M	\$695.5M
Total	\$540.5M	\$560.8M	\$1.1B

Figure 9 – Total Planned Maintenance

The following can be observed from this figure:

- Estimated expenditures in infrastructure exceed estimates for applications by more than 50% in both FYs.
- Estimated expenditures in FY07 show a slight increase over FY06 in both maintenance categories.

Comparison to Previous Biennium

Since the FY2004-2005 planning period information is available for this plan section, some comparisons can be made against the current FY2006-2007 planning period. For this report section, the two planning cycles are compared for the maintenance budget estimates. The figure below displays the data calculations for this section:

Planning Period Maintenance Budget Estimate Distribution			
Plan Period	Application	Infrastructure	Total
FY04/05	\$ 370.4M	\$ 458.6M	\$ 829.0M
	44.7%	55.3%	
FY06/07	\$ 405.9M	\$ 695.5M	\$ 1101.3M
	36.9%	63.2%	
Increase	9.6%	51.7%	32.8%

Figure 10 – Planning Period Comparison

The following can be observed from this figure:

- Estimated maintenance expenditures increased for both maintenance categories in the current biennium.
- The ratio between application and infrastructure estimates of the total budget estimates grew in the current biennium (from a difference of 10.6% in FY04/05 to 26.3% in FY06/07).
- Although application maintenance expenditures were estimated to grow 9.6%, infrastructure maintenance expenditures were estimated to grow by more than 51.7%

3.3 Consolidated Budget Estimates

A consolidated budget estimate is provided for all three major categories: planned IT projects, application maintenance, and infrastructure maintenance. The figure below displays the total budget estimates for all three categories.

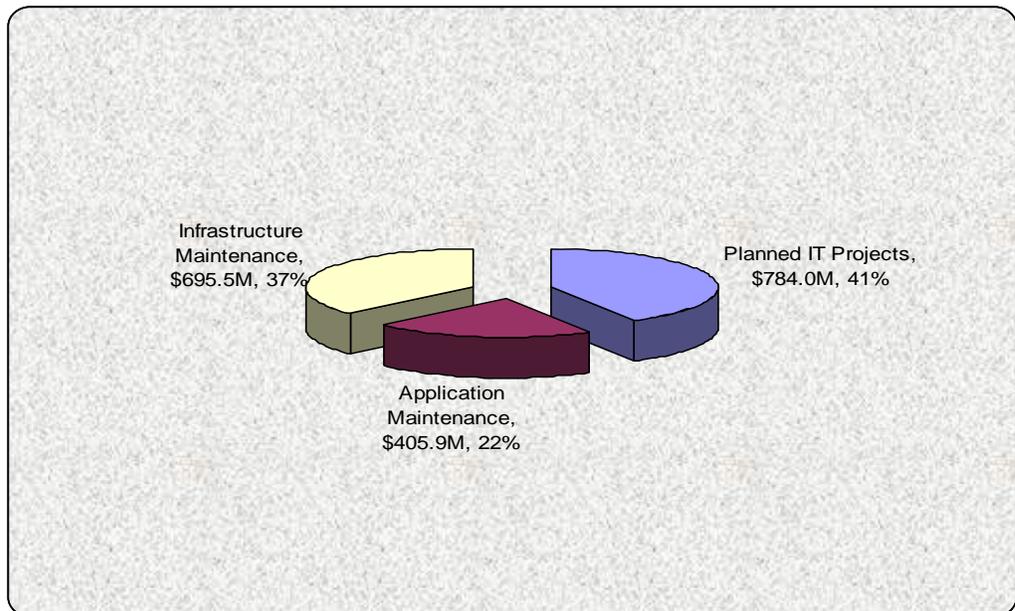


Figure 11 – FY06/07 Consolidated Expenditures

The following can be observed from this figure:

- Consolidated budget estimates for planned IT projects are almost twice the estimate for maintenance of existing applications.
- Consolidated budget estimates for planned IT projects are less than 5% greater than infrastructure maintenance. Combined with the fact that planned IT projects also contain two infrastructure categories, the infrastructure investment appears to be dominant during this planning cycle.

Comparison to Previous Biennium

This plan section contains information that can be compared to the two previous biennial planning cycles. In the table below, the first column

identifies the budget category, the second column identifies the biennial plan period, the third column identifies the total budget estimate in that budget category during that planning period, and the last column identifies the percent of the total IT estimated budget for that budget category during that planning period.

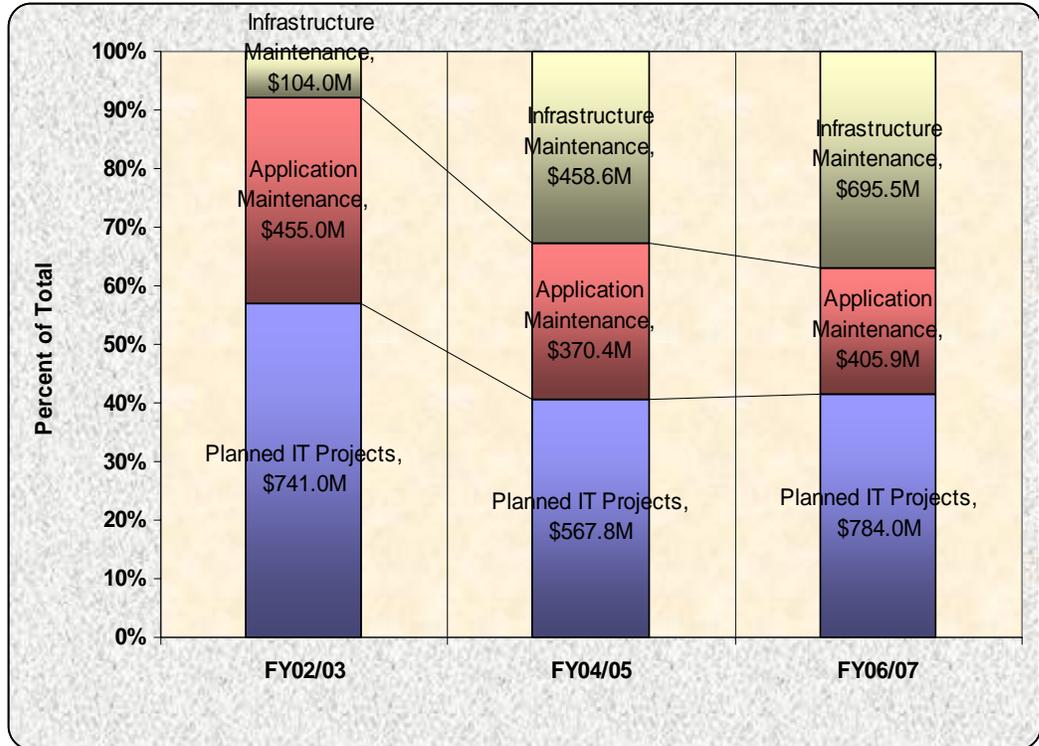


Figure 12 – Consolidated Estimates by Biennial Planning Period

A few observations from this figure include:

- The total estimated spending of \$1.9B in FY06/07 versus \$1.4B in FY04/05 is an increase of 35.7%.
- The percentage of estimated spending for infrastructure maintenance increases with each planning cycle.
- The percentage of estimated spending for planned IT projects remained steady over the last two planning cycles.
- The percentage of estimated spending for application maintenance decreases with each planning cycle.

The larger number of agency plans considered in this planning cycle (31 in FY04/05 compared to 68 in FY06/07) contributed to the larger budget estimates in all categories. However, that factor should not be given too much weight. Although the number of plans was higher, the number of IT projects dropped from 345 to 304. This factor should have lowered the planned IT project budget estimates, but it did not.

4. Statewide Strategic Analysis – Agency IT Plans

The biennial IT plans submitted by state agencies contained both strategic and tactical plan sections. The IT strategic plan section is the primary vehicle for reporting agency business strategies and operations that IT must support. The tactical section contained all the planned IT projects, and application and infrastructure maintenance activities required to support the business.

The IT strategic section provides the longer-term planning framework for IT decision-making by communicating the agency's mission, vision, business drivers, goals and objectives. Additionally, this report section emphasizes the alignment of IT projects to agency business direction.

4.1 Agency Planning Progress

For the FY06/07 planning cycle, agencies were asked for planning information not contained in their previous plan. One of those new planning information sections was the *Progress Made Since Last Planning Period* field. This plan section contained information the agency considered significant, unencumbered by the structured input required elsewhere in the plan.

The following list of topics emerged from analysis of the information in the planning progress field. Topics are listed here because they appeared in multiple plans, or the issue was represented as significant by a plan.

- General improvements through recently implemented technology
 - ◇ Customer/Constituency service – agencies documented improved customer or constituency service.
 - ◇ Internal operations – agencies documented improved internal business operations.
 - ◇ Citizen protection – agencies documented improved protection of citizen health and safety.
 - ◇ Data and information accessibility – agencies documented greater accessibility to data and information by other agencies and citizens.
- Applications:
 - ◇ Migration to browser-based platforms
 - ◇ Continued support for legacy applications
- HIPAA compliance efforts and progress towards compliance
- Infrastructure improvements
- Security improvements
- Data exchanges:
 - ◇ Improvements in data exchange between applications (e.g., using XML)
 - ◇ Improvements in data exchange between agencies and jurisdictions (Federal and local)
- Technology platform migration and consolidations
- Digitization of workflow (i.e., documents, forms, and mass e-mailings)
- IT Management practices:
 - ◇ Portfolio practices (e.g., agency-wide decisions about technology architectures)

- ◇ Project management practices
- ◇ Development practices (e.g., RUP, latest development tools)

Leading edge efforts:

- Business modeling
- Agile methods
- Collaborations (e.g., e-Grant success in several agencies)

The topics listed above match many of the business driver themes that appear in the next report section. Agencies appeared to respond to those external business forces as they executed their IT plans.

The leading edge efforts listed above match the direction many are following in industry, and in some progressive Federal agencies. Other agencies in the state will be helped by the lessons learned from those efforts.

4.2 Business Drivers

Each agency developed business drivers from a strategic analysis of external factors that impact how an agency conducts business in pursuit of its mission and vision. Business drivers relate to external forces that affect the agency in which the agency has little or no control. The agency mission is not a business driver, nor are internal policies developed by the agency a business driver. The external forces may come from another state agency, or any other source outside the agency.

Agency plans documented 287 business drivers, a 16% increase from FY2004/2005. Some dominant categories of business drivers emerged that were common across many agency IT plans. The following list of business driver categories existed across more than 10% of agency IT plans with the agency plan percentage enclosed in parenthesis: (for a complete list of common business drivers, see Appendix A, Business Strategy Tables, Part I)

- Budgetary/Cost Constraints (52.9%) – Limitations due to budgetary or other economic conditions, allocations, etc.
- Legislative Changes (State) (42.6%) – Response to laws and policies established by the State of Ohio legislature.
- Data Access (32.4%) – Pressure to provide greater accessibility of information managed by the agency.
- Governing Body Actions (26.5%) – Response to new requirements levied by a governing body of that agency (e.g., a board or Federal agency).
- Citizen/Customer/Partner Service Expectations (25.0%) – Change due to existing service expectations from citizens or customers about agency provided services.
- Digital Government (23.5%) – Expectations of citizens / customers / partners for more government services available online. A distinction exists between more information (the *Data Access* business driver) and more services.
- IT Change (22.1%) – Response to the rate and amount of change in the IT environment.

- Legislative Changes (Federal) (22.1%) – Response to laws and policies established by the United States Congress.
- Evolution of Service Delivery (19.1%) – Change due to evolution of service delivery by an agency because the conditions the agency must respond to are changing. Examples include expansion of health risks due to terrorism, changes in transportation patterns, etc.
- Funding Stream Retention (19.1%) – Pressure to retain or access funding streams, usually from Federal programs or grants, with level of service or other time-sensitive constraints associated with them.
- Constituency Change (17.6%) – Change due to the evolution of an agency’s constituency (e.g., reclassification or aging), or constituency migration from one jurisdiction to another. This differs from the *Evolution of Service Delivery* business driver in that the target of services (i.e., the citizens) are changing rather than the source of service (i.e., the agency).
- Data/Information Exchange (16.2%) – Pressure to exchange and move data and information easily from one application to another application, regardless of the application, agency, or jurisdiction context.
- Support for Decentralized Services (14.7%) – Movement of more services to decentralized locations, i.e., local or regional jurisdictions.
- Citizen Safety (13.2%) – Priority to protect the health and safety of Ohio citizens.
- Industry Best Practices (13.2%) – Desire of an agency to incorporate applicable best practices from industry or other government agencies.
- IT Security (13.2%) – Requirement to improve security in the IT environment (e.g., firewalls, privacy, secure connections).
- Information Reporting (10.3%) – Response to a requirement to collect and report information.

Some observations on the business drivers:

- Some business drivers cannot be affected by any agency actions, but can only be responded to. For example, legislative-driven changes or budgetary limitations.
- The force or impact of some business drivers can be changed by an agency. For example, citizen expectations can be changed by a campaign to publish recent changes to an agency portal.
- The Internet, from data access to digital government, has irrevocably changed the expectations of government services by citizens.

The following business drivers appeared in less than 10% of agency plans, yet are significant enough to warrant attention during the next planning cycle:

- Data Quality and Integrity – As more agencies put information and data online, the quality and integrity of that data will be questioned. Improving data quality will require skills not prevalent among many agencies.
- Mandated Implementations – Many Federal and State mandates are created with set deadlines. Some of those deadlines must be satisfied by automated systems, and many agencies are unable to comply with the amount of application change prior to the deadline.

- Collaboration with Other Government Agencies – With the number of collaborative efforts between State and Federal agencies growing, many requirements now exist that fall outside the traditional mission of an agency. These conflicts cannot be easily resolved.

Comparison to Previous Biennium

The list created for the current planning period is more specific than the list created for the previous planning period. Consequently, the portion of the current list selected for comparison includes only those business drivers that appeared in at least 20% of the agency plans. The list of significant business drivers in the last two planning periods follow:

FY04/05:

- Mandate/Legislation (93.8%)
- Public Consumer Need (93.8%)
- Service Delivery Improvement (71.9%)
- Business Data Exchange (59.4%)
- Emerging Technology (56.3%)

Some observations about the changes and differences between the business drivers in the two planning periods:

- The current list of business drivers shows more specificity in themes. Because the business driver list is more specific, percentage comparisons are less relevant.
- *Emerging Technology*, a common business driver in FY04/05, appeared with less frequency in FY06/07. More agencies recognized that technology change does not necessarily driven business change.
- Citizen expectations also expanded beyond web presence for government. Several years ago, citizens wanted to see a government presence on the Internet. Now, citizen expectations are more precise (e.g., better access to digital information or the improvement of government services online).

4.3 Business Goals

Business goals are the major long-term accomplishments an agency strives for in order to achieve its mission and vision. Business goals provide the foundation for effective strategic planning. The goals add clarity to the agency vision and may be developed within the context of one or more agency business drivers. Business goals normally span multiple biennial planning periods. Using the agency mission, vision and business drivers as a contextual backdrop, state agencies documented 322 unique business goals for the FY06/07 planning cycle.

Unlike the purely external nature of business drivers, internal forces (e.g., mission or policy) also drive business goals. Even though each agency created unique goals, common themes emerged which are shared by many

agencies. The list of common business goals below appeared in more than 10% of the agency plans:

- Streamline Processes/Functions (29.4%) – To streamline the existing processes and functions in an agency to eliminate redundancies, inefficiencies, and ineffectiveness.
- Service Improvement (19.1%) – To improve the service delivered to citizens.
- Performance Management (17.6%) – To improve the quality or performance of existing agency activities.
- Application Implementation (16.2%) – To implement an IT application currently not working in an agency.
- Digital Government (14.7%) – To expand available online services.
- Improved Data/Information Environment (14.7%) – To provide data and information that is more accessible, higher quality, more timely, and supports better decision-making.
- Workforce Development (14.7%) – To improve the skill-sets of the existing workforce.
- Business IT Integration (13.2%) – To better integrate the application of IT capabilities to business processes.
- Best Practices (11.8%) – To examine and implement best practices that exist in applicable industry or government organizations.
- Collaborations (11.8%) – To work more effectively with other governmental agencies, business partners, and stakeholders.
- Fiscal Responsibility (11.8%) – To provide sound fiscal administration of agency resources.
- Infrastructure (11.8%) – To improve the existing IT infrastructure.

By understanding the key business drivers and goals that support them, enterprise-wide strategies can be developed that support these goals and deliver business value from the organization's IT investment. The key business imperatives are aligned with IT resources, and serve as the vehicle to drive the IT investment. The planning process facilitates the business alignment of IT resources, improves organizational agility, and increases IT value to the State.

Comparison to Previous Biennium

The common theme list created for the current planning period is more specific than the list created for the previous planning period. Consequently, the portion of the current list selected for comparison includes only those business drivers that appeared in at least 20% of the agency plans. The list of significant business goals found in the previous planning period follows:

FY04/05 Business Goals:

- 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

Some observations about the changes and differences between the business goals in the two planning periods:

- Several common business goals in FY04/05 were not as prominent in the FY06/07 list (e.g., *Citizen/Customer Service*, *Reliable Technology Platforms*, and *Promotion of e-Government/e-Business Initiatives*). The progress made in these areas allowed agencies to focus on other priorities.
- Successful commercial companies and the Federal government are pressing *performance management* hard within leadership circles. This influence is being felt at the state agency level now.
- *Workforce development* is a more prominent goal this planning period.
- More agencies are ensuring that IT exists to explicitly support business processes (i.e., *Business IT Integration*).
- The value of a quality *data and information environment* is recognized by more agencies.

4.4 Business Objectives

Business objectives are the near-term incremental results (performance targets) an organization establishes to achieve 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 entire set of business objectives, 252 were specific to the mission of the agency, and were not considered further for commonality with other agency business objectives. Of the 68 plans submitted, each plan averaged over 10 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**). Using SMART criteria for business objectives improves the effectiveness of meeting goals and provides the agency with measurable results of their accomplishment. Most agencies often incorporated two or three elements of the SMART criteria instead of all five. Oftentimes the business objectives included in the agency plans were not time-bound and did not include measurable criteria.

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 business objective inventory of all agency IT

plans appears in parenthesis. For this list, the top 20% are provided. A more detailed list appears in Appendix A:

- Service Improvement (41.2%) – To improve the existing services available to citizens and customers (not digital government).
- Performance Management (35.3%) – To measure, evaluate, and act on the performance of processes, services, the workforce, etc.
- Digital Government (32.4%) – To implement and/or improve online services. This topic provides interaction with users, not just a response to an information request.
- Workforce Development (32.4%) – To train or otherwise improve the skill-sets of the agency workforce.
- Business IT Integration (29.4%) – To integrate IT with existing business functions and processes in an agency.
- Application Implementation (27.9%) – To implement a new application that provides additional or expanded capabilities.
- Improved Data/Information Environment (27.9%) – To improve the data and information environment for an agency. This includes consolidating multiple and redundant data sources, improving data quality and integrity, implementing business intelligence and decision-making capabilities, etc.
- Information Dissemination (25%) – To provide better information access or improve the information distribution capabilities.
- Streamline Processes/Functions (23.5%) – To remove function or process inefficiencies and introduce better processes.
- Infrastructure Upgrades (22.1%) – To improve the existing IT infrastructure.
- Digitization of Records (20.6%) – To convert into electronic form existing physical records (e.g., paper, microfiche). Includes content and knowledge management also.

Some observations about the business objectives provided above:

- Many agencies now see digital government activities as crucial to meeting their business goals.
- Many agencies believe workforce development to be an enabler to their business goals.
- Data and information appear twice in this list, reinforcing the near and long term importance agencies place on this key resource.

Comparison to Previous Biennium

The list created for the current planning period is more specific than the list created for the previous planning period. Consequently, the portion of the current list selected for comparison includes only those business objectives that appeared in at least 20% of the agency plans. The list of significant business drivers found in the last planning period follows:

FY04/05 Business Objectives:

- 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.

Some observations about the changes and differences between the business objectives in the two planning periods:

- The importance of *Digital Government* and *Workforce Development* increased in agency plans.
- The importance of data and information business objectives is the strongest new business objective theme.

4.5 Business Alignments

Business objectives are at the very center of how IT supports business direction. As illustrated in figure 1, business objectives provide direct support to business goals, which exist to some degree because of business drivers. Additionally, business objectives can be at least partially satisfied by an implemented IT project. In this section of the report, the alignment of the three business components is examined.

Business Drivers to Business Goal Alignment

The first business alignment examined is the business driver to business goal relationship. Business drivers are external forces, and they often exert pressure across a broad spectrum of activities within an agency, such as budgetary constraints and legislation. Some business drivers affect IT projects, business activities, service to constituents, and other business interests in a way that cannot be aligned to a specific business goal.

Correspondingly, business goals often exist because of one or more business drivers, but they also exist in response to internal forces. Consequently, some business goals do not exist because of business drivers, and may not align with a common business driver in the comparison that follows.

A few comments are required to understand the table below:

- The most common themes are used as a comparison baseline, as presented in the previous sections of this report. If a less common theme from a business component is used, then the less common theme is italicized.
- The number in parenthesis indicates the percentage of plans that documented that theme.
- There are three sections to the alignment table.
 - ◇ Section I – This section shows the closest match between the themes for the two business components. The match is not always exact, but at least several aspects of the themes are aligned.
 - ◇ Section II – This section shows business driver themes with no apparent alignment to any business goal themes.
 - ◇ Section III – This section shows business goal themes with no apparent alignment to any business driver themes.

Business Drivers	Business Goals
Section I: Aligned business drivers and goals:	
Budgetary/Cost Constraints (52.9)	Fiscal Responsibility (11.8)
Legislative Change (State) (42.6)	<i>Compliance Issues (8.8)</i>
Legislative Change (Federal) (22.1)	
Data Access (32.4)	Improved Data/Information Environment (14.7)
Information Reporting (10.3)	
Citizen/Customer/Partner Expectations (25.0)	Service Improvement (19.1)
Digital Government (23.5)	Digital Government (14.7)
IT Change (22.1)	<i>IT Change (4.4)</i>
Data/Information Exchange (16.2)	<i>Data Exchange (4.4)</i>
Support for Decentralized Services (14.7)	Infrastructure (11.8)
Industry Best Practices (13.2)	Best Practices (11.8)
IT Security (13.2)	<i>Security Policy (4.4)</i>
Citizen Safety (13.2)	<i>Public Safety (1.5)</i>
<i>Staff Limitations (7.4)</i>	Workforce Development (14.7)
<i>Workforce Development (4.4)</i>	
<i>Collaboration with Other Government Agencies (8.8)</i>	Collaborations (11.8)
Section II: These business drivers are not specifically aligned, but the business goals are obvious responses to these business drivers:	
Governing Body Actions (26.5)	
Evolution of Service Delivery (19.1)	
Funding Stream Retention (19.1)	
Constituency Change (17.6)	
Regulatory Requirements (17.6)	

Section III: These business goals are not specifically aligned, but many are obvious responses to business drivers:	
	Streamline Processes/Functions (29.4)
	Performance Management (17.6)
	Application Implementation (16.2)
	Business IT Integration (13.2)

Figure 13 – Business Driver and Business Goal Alignment Table

Some observations about the above table:

- General observation – Some of the matches are loosely aligned. For example, the *Budgetary Constraint* business driver is matched to the *Fiscal Responsibility* business goal. Obviously, many other business goals exist in response to the *Budgetary Constraint* business driver.
- Section I observation – The two matches associated with data and information (i.e., *Data Access* and *Information Reporting* business drivers with *Improved Data/Information Environment* business goal and *Data/Information Exchange* business driver with *Data Exchange* business goal) have sizable agency plan percentage mismatches. These business drivers may increase the number of IT projects that address these themes, or an increase in application maintenance may appear in a number of agency plans during the next planning cycle.
- Section II & III observations – The business components in the last two sections provide common themes that make matches difficult. On the business driver side, some of these drivers cannot be easily aligned with a specific business goal (e.g., Funding Stream Retention). On the business goal side, it would be difficult to determine a single external cause (e.g., Application Implementation).

Business Objectives to Business Goal Alignment

Every agency IT plan documented business goals and business objectives. Unlike the previous report section where the business alignment is analytically assigned, agency planners specifically align business objectives to business goals. Alignment of business objectives to business goals improves the selection and management of IT investments. Agencies associated each business objective to one or more business goals it directly supported or aligned with. 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 – 322 stated.
- Business objectives – 696 stated.
- Business objective-to-business goal alignments – A total of 1204 alignments were identified between business objectives and business goals. For all aligned business goals, the average number of business

objectives was 2.4. Ninety percent of all business goals were aligned with at least one business objective.

- Weighted business objective-to-business goal alignments – Of the 1204 business objective-to-business goal alignments, 436 were weighted (36.2% 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.

A few comments are required to understand the table below:

- The most common themes are used as a comparison baseline, as presented in the previous sections of this report. If a less common theme from a business component is used, then the less common theme is italicized.
- The number in parenthesis indicates the percentage of plans that documented that theme.
- There are three sections to the alignment table.
 - ◇ Section I – This section shows the closest match between the themes for the two business components. The match is not always exact, but at least several aspects of the themes are aligned.
 - ◇ Section II – This section shows business goal themes with no apparent alignment to any business goal themes.
 - ◇ Section III – This section shows business objective themes with no apparent alignment to any business driver themes.

Business Goals	Business Objectives
Section I: Aligned business goals and objectives:	
Streamline Processes/Functions (29.4)	Streamline Processes/Functions (23.5)
Service Improvement (19.1)	Service Improvement (41.2)
Performance Management (17.6)	Performance Management (35.3)
Application Implementation (16.2)	Application Implementation (27.9)
Digital Government (14.7)	Digital Government (32.4)
Improved Data/Information Environment (14.7)	Improved Data/Information Environment (27.9)
	Information Dissemination (25.0)
Workforce Development (14.7)	Workforce Development (32.4)
Business IT Integration (13.2)	Business IT Integration (29.4)
Infrastructure (11.8)	Infrastructure Upgrades (22.1)
Best Practices (11.8)	<i>Best Practices (11.8)</i>
Collaborations (11.8)	<i>Collaborations (19.1)</i>
Fiscal Responsibility (11.8)	<i>Fiscal Responsibility (14.7)</i>
<i>Digitization of Records (2.9)</i>	Digitization of Records (20.6)
Section II: These business goals are not specifically aligned, but the business objectives are obvious responses to these business goals:	
No entries for this section.	
Section III: These business objectives are not specifically aligned, but many are obvious responses to business goals:	
	No entries for this section.

Figure 14 – Business Goal and Business Objective Alignment Table

Some observations about the above table:

- General observation – As planning progresses from business goals to business objectives, the themes become clearer and more specific. This factor makes matches easier to assign in this table.
- Section I observation – Since business objectives outnumbered business goals by a 3:1 ratio, the percentage of agency plans documenting a theme should be higher for matched business objectives. Of more interest would be business goals with a higher percentage than the matched business objectives (e.g., *Streamline Processes/Functions*), or business objective percentages greater than a 3:1 ratio (e.g., *Digitization of Records*).

- Sections II & II observation – No entries exist for these sections, indicating that agency planners are doing a good job in aligning IT capabilities with business needs.

Planned IT Projects to Business Objectives Alignment

During this planning cycle, agencies identified 304 IT projects in their plans, and were required to align each project to at least one business objective. Of the 696 unique business objectives, 296 had at least one project aligned with the business objective. This means 42.5% 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.

4.6 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 use of IT staff within the agency, the distribution of IT responsibilities between agency business units, and the use of outside contractors. Given the diverse size of the agencies and different functions of the agencies, identification of trends and issues useful for one agency may not be applicable for others. However, the following commonalities were noted across agency plans:

- ◇ Significant use of outside contractors for projects and application maintenance activities
- ◇ Many small agencies, boards and commissions used shared Office of Information Technology/Service Delivery Division resources for support in lieu of their own IT staff or contractors
- ◇ Many large agencies had their own IT staff often organized into multiple groups. Most of these agencies had an application development and support group and an operations and infrastructure support group with some of the agencies having additional support groups.

Agency IT Strengths and Weaknesses

Awareness of an agency's IT organizational strengths and weaknesses provides key indicators for agency planners. These factors indicate opportunities to be leveraged and challenges to overcome. IT organizational strengths indicate attributes that may help IT programs achieve success and may have a positive affect on IT efforts. IT organizational weaknesses indicate attributes that may hinder IT programs (e.g. obsolete hardware assets) and may have a negative affect on IT efforts. Agencies can use this information in the planning process to capitalize on their strengths and develop mitigation strategies for their weaknesses.

In the FY06/07 state agency biennial IT plans, the following strengths and weaknesses emerged as common themes in each area:

Agency Strengths:

An entry appears in this section for two reasons. First, a strength may appear here if it is mentioned frequently among the agencies. Second, a strength may appear here if an agency known for IT success notes the strength as a reason for that success.

- Agency Standards – The existence of agency standards was listed by agencies with those standards.
- Common Vision – The presence of a common vision among business and IT management.
- Effective IT Staff and Management – The effectiveness of the IT staff and management.
- IT Staff Background – The depth of functional experience of the IT staff was frequently mentioned. Of note is how this magnifies the staff retention problem.
- Low Turnover Rate – Low staff turnover rates were listed by some agencies.
- Performance-Based Focus – The existence of a performance-based focus was listed by some agencies.
- Project Oversight – The existence of project oversight within an agency was listed by some agencies.
- Shared Data Model – The existence of a shared data model was listed by some agencies.
- Stable IT Processes – The practice of stable IT processes was listed by some agencies.

Agency Weaknesses:

An entry appears in this section for the same reasons mentioned for strengths.

- Aging Staff – The presence of an aging staff was considered a weakness by some agencies.
- Application Documentation – The absence of documentation for applications was mentioned in connection to the weakness about application documentation and retention problems.
- Complex Service/Support for Constituency – The complexity and decentralization of constituency support was listed by some agencies.
- IT Skill Currency – The lack of training on current technologies was listed by some agencies.
- IT Staff tied to budget, not need – The fact that IT staff size was driven by budgetary constraints rather than need was listed by some agencies.
- Retention Problems – The inability to retain IT staff was listed by some agencies.
- Submerging Technology – The existence of outdated technology was listed by some agencies.

Comparison to Previous Biennium

Since the FY2004-2005 planning period information is available for this plan section, some comparisons can be made against the current FY2006-2007 planning period.

FY04/05 Strengths and Weaknesses:

- 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

Some observations about the changes and differences between the agency strengths and weaknesses in the two planning periods:

- Strengths:
 - ◇ *Strong training programs*, cited in FY04/05, were not common in the current planning cycle.
 - ◇ Several governance-oriented strengths appeared in the current planning cycle: *agency standards, common vision, performance-based focus, and project oversight*.
 - ◇ *Shared data model* appeared as a strength. This capability is indispensable for the data exchange and application integration business drivers and goals.
- Weaknesses
 - ◇ *Outdated technology* (FY04/05 term)/*Submerging technology* (FY06/07 term) appears in both planning periods.
 - ◇ *Lack of documented procedures* (FY04/05 term)/*Application documentation* (FY06/07 term) appears in both planning periods.
 - ◇ These two weaknesses are compounded as IT staff leaves or retires.

Project Management Process Maturity Level

Part of the agency IT organizational self-assessment included the identification of the maturity level of the agency's project management processes. The process maturity level indicates the degree to which the agency utilizes project management best practices (documented, repeatable, proven processes) to manage their projects. By understanding its level of project management maturity the agency can identify opportunities and develop criteria to facilitate significant improvements in its project

management activities that will bring the greatest benefit to the agency. Agency planners selected its level of maturity from the following choices:

- 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
- 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 of planned deliverables, and the lower the overall project costs should be. Figure 15 displays how the agencies responded to this self-assessment of their project management process maturity. Five agencies or boards indicated project management maturity in the top two levels. They are: Accountancy Board of Ohio, Ohio Department of Administrative Services, Office of Inspector General, Ohio State Board of Optometry and Ohio Department of Taxation. These agencies could serve as role models for others to follow.

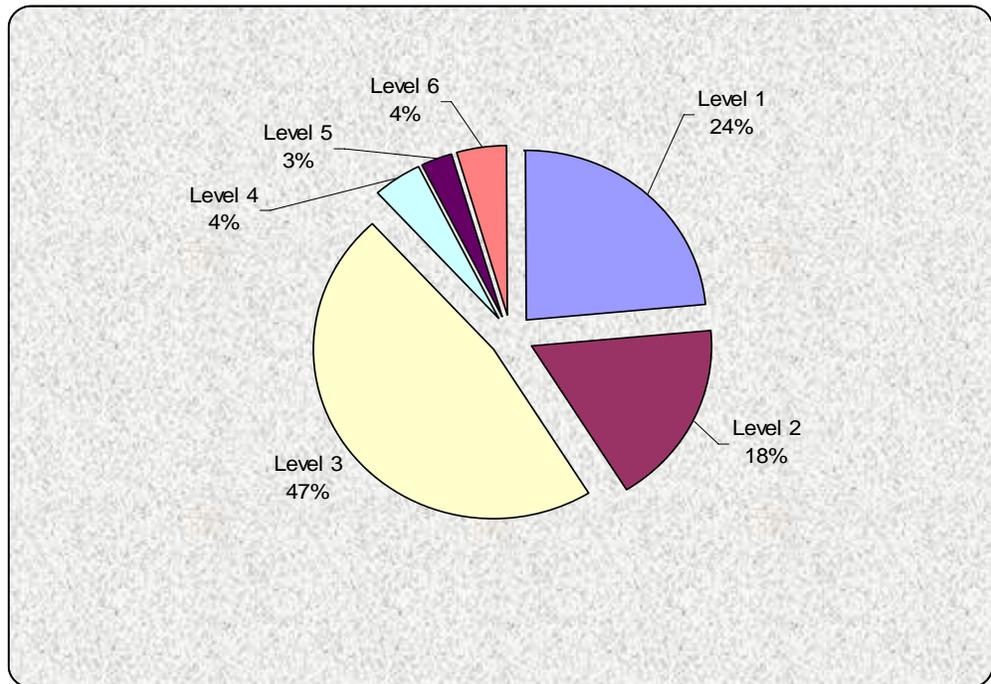


Figure 15 – Project Management Process Maturity Level

Comparison to Previous Biennium

Since the FY2004-2005 planning period information is available for this plan section, some comparisons can be made against the current FY2006-2007 planning period.

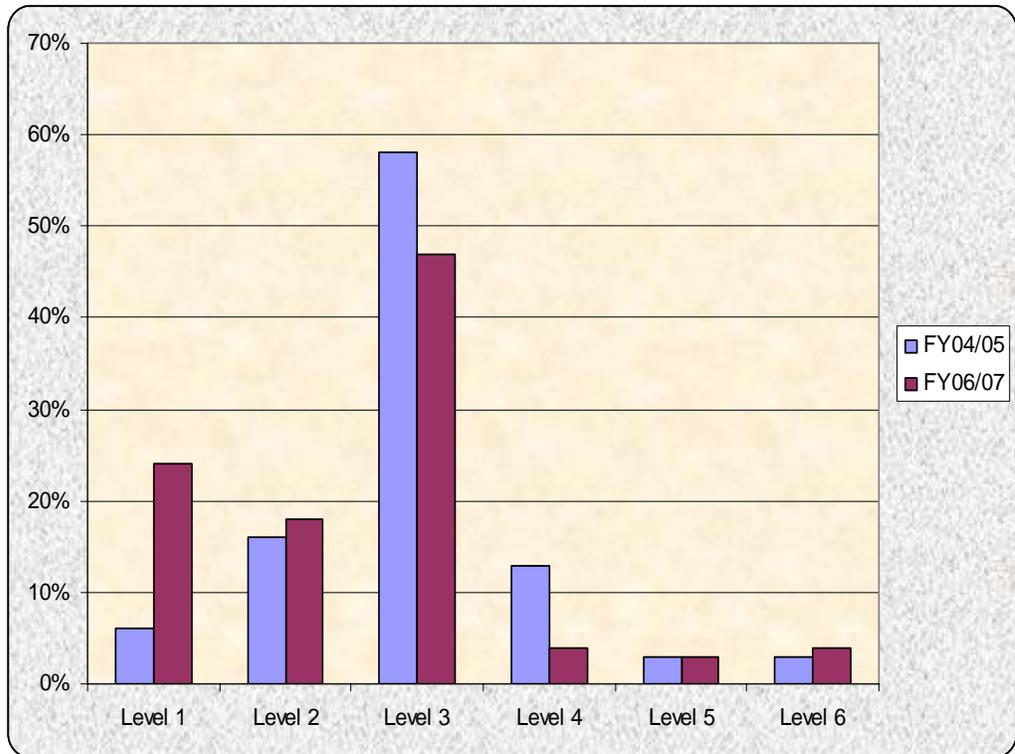


Figure 16 – Project Management Process Maturity Level Biennial Comparison

In Figure 16, the columns indicate the percentage of submitted plans in each project management process maturity level. Some observations about the changes and differences between the project management process maturity level in the two planning periods:

- As the number of agency plans increased from 31 to 68 this planning period, the majority of the new plans appeared in PM level 1, 2, or 3.
- Although the percentage of agency plans remained the same, the number of agencies at level 5 or 6 increased from two to five.

5. Statewide Tactical Analysis – Agency IT Plans

Agencies documented application and infrastructure maintenance activities in the tactical section of the agency plan. Application maintenance includes all activities aligned with the business objectives that occur on a regular basis to maintain the functionality of current application software. Infrastructure maintenance includes all activities aligned with the business objectives that occur on a regular basis to maintain the functionality of the current IT infrastructure.

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

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

Figure 17 – Project Management Process Maturity Level Biennial Comparison

5.1 Application Maintenance Activity

Application maintenance included all agency IT activities routinely performed 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. The following section outlines common application maintenance activities identified by agencies:

Legacy Application Maintenance

- Maintain existing software and hardware at current levels.
- Apply anticipated application version updates.
- Maintain the functionality of existing application software and service levels for the agency and its user community.
- Add/modify functionality to meet federal or state regulatory requirements.
- Upgrade the licenses on anti-virus software, firewall software, and Microsoft Developers Network.
- Maintain turnkey hardware and software systems by vendors.
- Provide technical education and training related to new technologies and tools.
- Transition applications to internal staff from contractor and vendor supported.
- Provide MIS support services, Exchange/Outlook services, and CAVU Licensing System support.
- Correct/Fix existing legacy application errors.
- Ease of use changes to alleviate support burdens.
- Improve data quality to position applications for data exchange, data warehousing, data sharing, and web migration.
- Extend/modify existing legacy applications to interface with new applications (e.g. Ohio Administrative Knowledge System – OAKS).

Internet/Web Environment Maintenance

- Maintain intranet applications providing real-time access to critical information and facilitating the sharing of information.
- Acquire and maintain licenses and maintenance agreements for web-specific maintenance tools and support software (e.g., web/email monitoring software, web development environments and content management tools).
- Maintain and enhance web software and services products.
- Migrate legacy platforms (i.e., 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 routinely performed 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. The following section outlines common infrastructure maintenance activities identified by agencies:

Sustain Current Capabilities for Hardware Resources

- Maintain, replace, and/or upgrade hardware to keep the infrastructure current, sometimes by contractor or vendors.
- Maintain, replace, and/or upgrade hardware for operational support of applications.
- Replace/upgrade unreliable, expensive to maintain, or obsolete hardware resources.
- Maintain data centers for disaster recovery purposes.
- Replace of desktop, laptops and handheld devices.

System Software Upgrades and Maintenance

- Support laptop and desktop end-user environments, office applications, e-mail, and browsers.
- Support utility and other system software, database platforms, data backup utilities, etc. (e.g., virus and security software).
- Test and implement upgrades, fixes, service packs and patches to firmware, and system and package software in the mainframe, server, desktop and mobile computing arena.
- Extend/Upgrade/Replace software licenses to retain vendor support.
- Maintain and support of the OS2, VMS, AIX, Desktop/XP, Windows and other operating systems and architectures.

Sustain and Increase Capabilities for Communications and Networking

- Support telecommunication costs for network services including T1 lines, DS3 service, and Voice over IP.
- Support upgrades and improvements to the Local Area Network (LAN) infrastructure, file and print servers, e-mail messaging, and special security networks.
- Expand communication capabilities to address increased demand for bandwidth and speed.
- Take advantage of the latest mobile technologies.
- Upgrade the communications infrastructure for currency, reliability, and maintainability.
- Upgrade intranet infrastructure to support functional improvements and create a more robust system.
- Maintain the internal network including the servers, switches, firewalls, VPN server, RAS server, and routers.
- Maintain/upgrade telephone service, voice mail, and e-mail.

Increase Infrastructure Security Requirements

- Improve application development and network engineering for security infrastructure (hardware, software, and communications) and confidentiality requirements.
- Upgrade the security infrastructure components such as virus protection and security patches to maintain sufficient security protection.
- Maintain infrastructure for twenty-four hour uptime expectations and appropriate security procedures, practices, and capabilities related to web-deployed online government services.

Help Desks and Office Equipment

- Support existing applications through an 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.
- Upgrade or replace office equipment such as audio/visual equipment, copier machines, and fax machines.

5.3 Agency Desktop/Laptop Procurement Strategy

Another plan section new to this planning period was the *Agency Desktop/Laptop Procurement Plan* section. It contained information about when and how many assets in each category an agency expected to procure. A summary of that information follows.

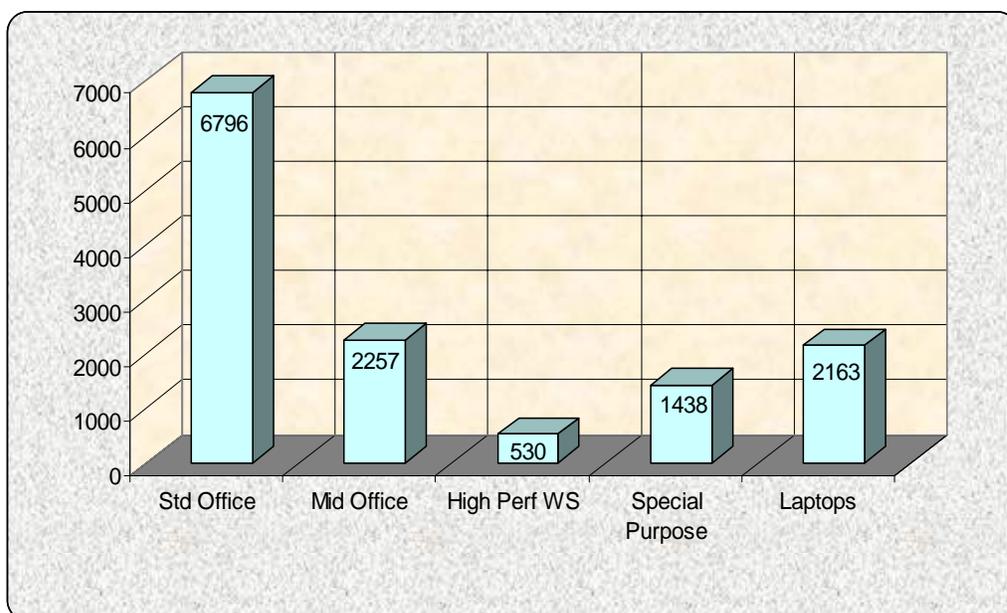


Figure 18 – Hardware Procurement Estimates for Desktops/Laptops

Some observations about the hardware procurement profile follow:

- Combined, the *High Performance Workstation* and *Special Purpose* hardware types constitute almost 15% of the total expected hardware procurements.
- *Laptops* are the third highest category of hardware type procurement, and exceed the combination of the *High Performance Workstation* and *Special Purpose* hardware types.

5.4 Supplemental Plan Information

The *Supplemental Plan Information* section contains information not included anywhere else in the plan. This plan section is used by agencies to document activities and planning issues not documented elsewhere, or considered significant enough to repeat. The following items appeared in plans:

- The Ohio Department of Development and the Ohio Department of Job and Family Services (JFS) both used this section to document their Balanced Scorecard efforts. The web site mentioned by JFS included the same business goals documented in their FY06/07 plan.
- Several agencies used this section to explain various budget anomalies elsewhere in the plan.
- Several agencies mentioned the timing difficulties of finalizing FY04 procurements, beginning FY05 procurements, and planning for FY06/07 during the same time period.

5.5 OIT ITSD Services

The *OIT ITSD Services* plan section identifies a series of services available from OIT ITSD, and allows agency planners to identify changes in service or usage of those services. This section of the report documents the statewide review of this section from agency plans.

Business Solutions

There are two analysis sections for this service category: a customer profile and a usage profile.

Customer Profile

This report section shows the profile of customers. It indicates the number of customer agencies not using the service, and the number of customer agencies either beginning or ending the service. This profile means that a customer agency anticipates a change in their status, from no usage to start usage, or usage to stop usage. Finally, the last column indicates the net total customer profile change for all agencies for that service, as either a no change (NC), increase (Inc), or decrease (Dec).

Business Solutions Service	No Usage	Start	Stop	Net
Auto Attendant Service	48	0	0	NC
Call Center Management Service for ACD	57	0	0	NC
Centrex Support Service	30	0	0	NC
Data Exchange	53	2	0	Inc
EDI Services	49	1	0	Inc
Enterprise Geocoding	60	0	0	NC
ESS Consulting	64	0	0	NC
Exchange/Outlook Mail Services	37	2	0	Inc

Business Solutions Service	No Usage	Start	Stop	Net
GIS (Geographic Information System) Training	60	1	0	Inc
Timekeeping Services	60	1	0	Inc
Video Network Services	60	2	0	Inc

Figure 19 – Business Solutions Service Customer Profile

The following can be observed from this table:

- Only the *Centrex Support Service* is used by more than half of the agencies.
- Six of the business solutions categories indicate an overall increase in the number of customers.

Usage Profile

This analysis section shows the profile of service usage. It indicates the expected change, if any, in the usage of the service by an agency. Only agencies not counted in the customer profile are considered here. The last column indicates the net total service usage profile change for all agencies for that service, as either a no change (NC), increase (Inc), or decrease (Dec).

Business Solutions Service	Decrease	Maintain	Increase	Net
Auto Attendant Service	0	20	0	NC
Call Center Management Service for ACD	0	11	0	NC
Centrex Support Service	1	36	1	NC
Data Exchange	0	10	3	Inc
EDI Services	0	16	2	Inc
Enterprise Geocoding	0	2	6	Inc
ESS Consulting	0	4	0	NC
Exchange/Outlook Mail Services	0	26	3	Inc
GIS (Geographic Information System) Training	0	5	2	Inc
Timekeeping Services	0	6	1	Inc

Business Solutions Service	Decrease	Maintain	Increase	Net
Video Network Services	0	4	2	Inc

Figure 20 – Business Solutions Service Usage Profile

The following can be observed from this table:

- Only the *Centrex Support Service* is expected to have an agency decrease service usage.
- Agencies plan on increasing their use of eight different services.
- Seven of the business solutions categories indicate an overall increase in service usage.

Finally, the increase in *Data Exchange* (both profile sections) and *EDI Services* matches the agency focus on application integration and data exchange as common business drivers, and the corresponding data/information themes found in the common business goals and business objectives.

Connectivity Solutions

There are two analysis sections for this service category: a customer profile and a usage profile.

Customer Profile

This report section shows the profile of customers. It indicates the number of customer agencies not using the service, and the number of customer agencies either beginning or ending the service. This profile means that a customer agency anticipates a change in their status, from no usage to start usage, or usage to stop usage. Finally, the last column indicates the net total customer profile change for all agencies for that service, as either a no change (NC), increase (Inc), or decrease (Dec).

Connectivity Solutions Service	No Usage	Start	Stop	Net
Domain Names	36	1	0	Inc
Firewall Services	41	3	1	Inc
Internet Access	10	0	0	NC
LAN Connectivity Services	45	0	0	NC
Mobile Data Communications System Services	59	2	0	Inc
Mobile Voice Communications System Services	59	2	0	Inc

Connectivity Solutions Service	No Usage	Start	Stop	Net
Remote Access and Remote Access 800 Services (RAS and RAS 800)	45	0	1	Dec
Secure ID Services	58	2	0	Inc
Secured Hosting Service	59	0	0	NC
State Intranet Access	51	2	0	Inc
State Network Connectivity Services	35	0	0	NC

Figure 21 – Connectivity Solutions Service Customer Profile

The following can be observed from this table:

- Only the *Internet Access Connectivity Solutions Service* is used by more than half of the agencies.
- The *Remote Access* services category indicates a net loss of agency customers.
- Six of the connectivity solutions service categories indicate an increase in the number of customers.

Usage Profile

This analysis section shows the profile of service usage. It indicates the expected change, if any, in the usage of the service by an agency. Only agencies not counted in the customer profile are considered here. The last column indicates the net total service usage profile change for all agencies for that service, as either a no change (NC), increase (Inc), or decrease (Dec).

Connectivity Solutions Service	Decrease	Maintain	Increase	Net
Domain Names	0	30	1	Inc
Firewall Services	0	20	3	Inc
Internet Access	0	50	8	Inc
LAN Connectivity Services	0	19	4	Inc
Mobile Data Communications System Services	0	5	2	Inc
Mobile Voice Communications System Services	0	6	1	Inc
Remote Access and Remote Access 800	1	19	2	Inc

Connectivity Solutions Service	Decrease	Maintain	Increase	Net
Services (RAS and RAS 800)				
Secure ID Services	0	5	3	Inc
Secured Hosting Service	0	6	3	Inc
State Intranet Access	0	15	0	NC
State Network Connectivity Services	3	27	3	NC

Figure 22 – Connectivity Solutions Service Usage Profile

The following can be observed from this table:

- Only two of the connectivity solutions services are expected to experience no net change in service usage.
- Only two of the connectivity solutions services are expected to experience a decrease in service usage.
- Nine of the connectivity solutions services indicate an increase in the overall service usage.

System Solutions

There are two analysis sections for this service category: a customer profile and a usage profile.

Customer Profile

This report section shows the profile of customers. It indicates the number of customer agencies not using the service, and the number of customer agencies either beginning or ending the service. This profile means that a customer agency anticipates a change in their status, from no usage to start usage, or usage to stop usage. Finally, the last column indicates the net total customer profile change for all agencies for that service, as either a no change (NC), increase (Inc), or decrease (Dec).

System Solutions Service	No Usage	Start	Stop	Net
Computer-Aided Dispatch / Automatic Vehicle Location / Law Records Management System	64	0	0	NC
Database Services	59	0	0	NC
Disaster Recovery Services	59	3	0	Inc
Enterprise Disk Services	56	0	0	NC
Enterprise Print Services	55	0	0	NC

System Solutions Service	No Usage	Start	Stop	Net
Mainframe Systems Services	48	1	0	Inc
Mainframe Tape Services	55	0	0	NC
Mainframe Virtual Tape Services	58	0	0	NC
Open Systems Tape Services	61	0	0	NC
OpenVMS Systems Services	57	0	1	Dec
Unix Systems Services	62	0	0	NC
Windows Systems Services	60	1	1	NC

Figure 23 – System Solutions Service Customer Profile

The following can be observed from this table:

- None of the system solution services are used by more than 30% of the agencies.
- Two of the system solution services indicate a stoppage of service by an agency.
- Two of the system solution services indicate a start of service by an agency.

Usage Profile

This analysis section shows the profile of service usage. It indicates the expected change, if any, in the usage of the service by an agency. Only agencies not counted in the customer profile are considered here. The last column indicates the net total service usage profile change for all agencies for that service, as either a no change (NC), increase (Inc), or decrease (Dec).

System Solutions Service	Decrease	Maintain	Increase	Net
Computer-Aided Dispatch / Automatic Vehicle Location / Law Records Management System	0	3	1	Inc
Database Services	0	6	3	Inc
Disaster Recovery Services	0	5	1	Inc
Enterprise Disk Services	1	9	2	Inc
Enterprise Print Services	0	11	2	Inc
Mainframe Systems Services	4	14	1	Dec
Mainframe Tape Services	3	9	1	Dec

System Solutions Service	Decrease	Maintain	Increase	Net
Mainframe Virtual Tape Services	3	6	1	Dec
Open Systems Tape Services	0	6	1	Inc
OpenVMS Systems Services	2	8	0	Dec
Unix Systems Services	0	5	1	Inc
Windows Systems Services	0	6	0	NC

Figure 24 – System Solutions Service Usage Profile

The following can be observed from this table:

- Five of the system solutions services indicate a decrease in usage.
- Ten of the system solution services indicate an increase in service usage.
- Four of the system solution services indicate a net decrease in service usage. Three categories are mainframe-oriented, and the other is no longer a leading technology solution.
- Seven of the system solution services indicate a net increase in service usage.

6. Statewide Tactical Analysis – Agency IT Projects

This section presents the trends, themes and other relevant commonalities among the 304 planned IT projects documented in the agency plans. This information is outlined as follows:

- Profiles of project status, mandates, and budget estimates
- Commonalities and dominant themes
- Classification to align IT support for business requirements:
 - ◇ Government business services
 - ◇ Common functionalities
 - ◇ Common technologies

6.1 Planned Project Overview – Duration & Schedule

This section presents the analysis of plan information about IT project duration and when IT projects will be active (i.e., from start date to end date).

Project Duration

The chart below shows the distribution of projects by planned duration, i.e., how long is the project expected to last, from planned start to planned completion of the project. The average project duration was 916 days, or 2.51 years.

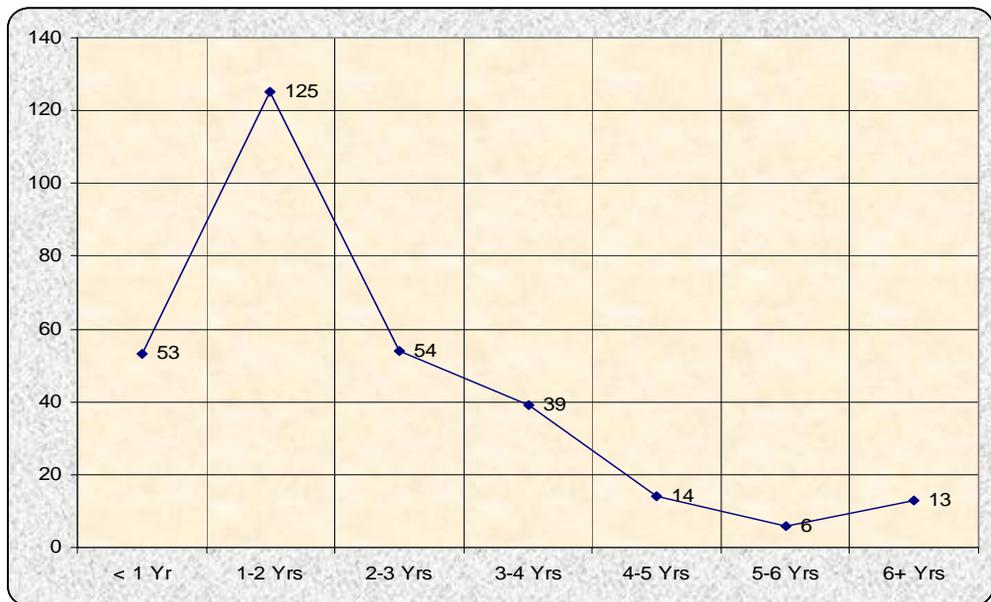


Figure 25 – Distribution of Project Duration

Project Timeline Analysis

The chart below displays how many of the planned IT projects that were active for the time period indicated. A project was counted active if it started during the time period, or remained active during that time period.

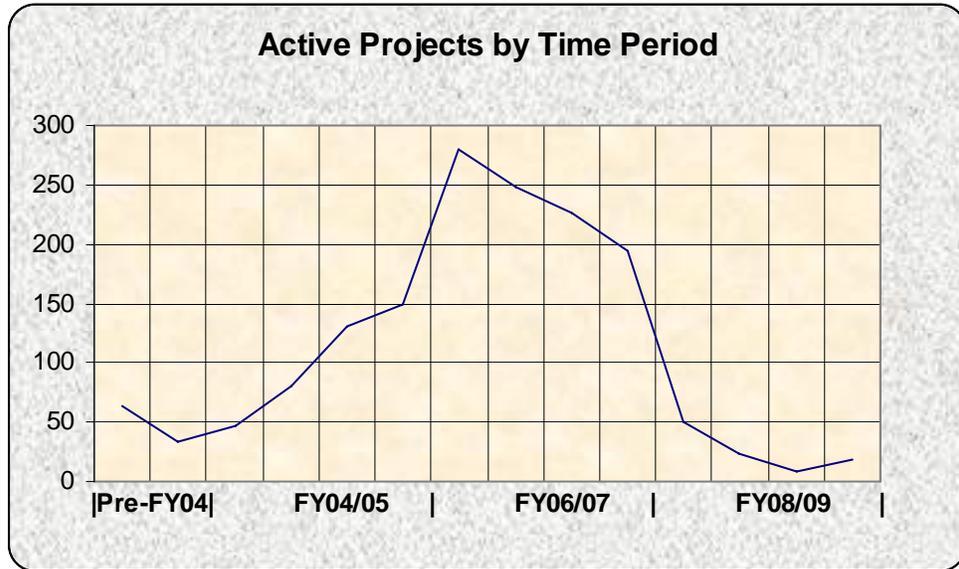


Figure 26 – Active Projects by Time Period

As indicated by the chart, almost 150 of the total 304 IT projects were active before the planning period, and about 50 will still be active after the planning period.

6.2 Planned Project Mandates & Procurement Methods

This section presents the planned IT project information relative to why projects exist and what procurement methods will be employed to implement the projects.

Mandated Project Requirements

Three types of project requirement identification were available: required by legislation, required for non-legislative purposes, and no mandate. The table below displays the breakout for the three requirement types.

Project Requirement	Requirement Type
Legislation	14
Non-Legislative	42
No Mandate	248

Figure 27 – IT Project Requirement Type

Project Procurement Method Analysis

Each project planner could identify one or more procurement methods planned for the IT project. The planner could select more than one method if necessary.

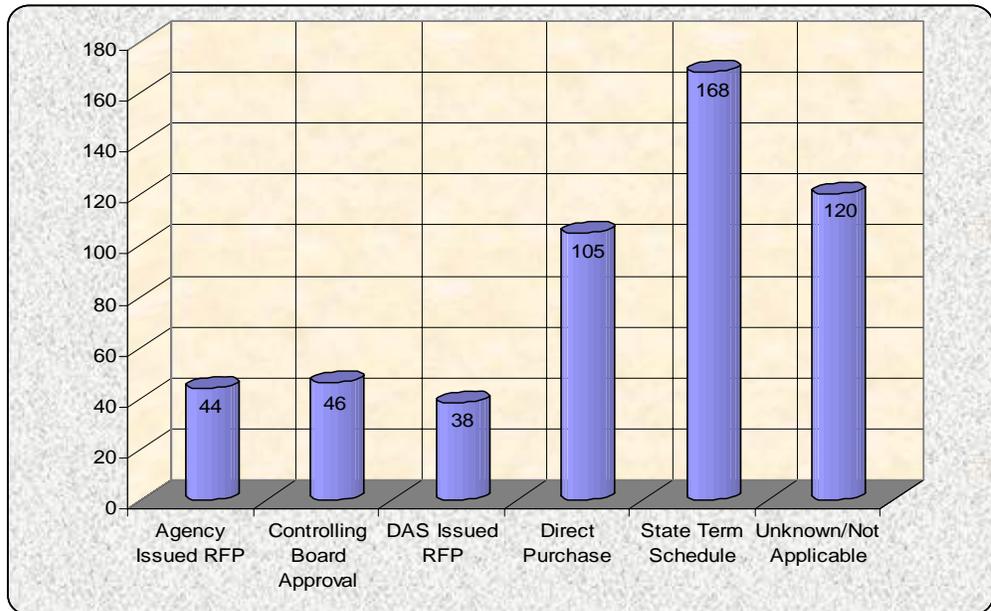


Figure 28 – IT Project Procurement Methods

6.3 Planned Project Total Budget Cost Estimates

The planner for each IT project provided an estimate for the project costs. Section 3.1 provided a breakdown of the budget categories for those estimates. In addition to those budget categories, each planner identified a level of confidence value for the project budget estimate as high, middle, or low. For each level of confidence value, an error range with high and low variations existed as follows:

- High – an error range between +10% to -5%.
- Middle – an error range between +25% to -10%.
- Low – an error range between +75% to -25%.

Using these cost variations, a range of probable budget totals was created. For example, if the estimated budget for the project was \$1.3M and had a middle confidence level, the following budget variations were calculated:

Planned Budget Estimate	\$1.3M
Lowest Budget Estimate	\$1.17M (-10% of the original)
Highest Budget Estimate	\$1.625M (+25% of the original)

Using this method to determine the range of budget estimates based on project planner level of confidence, the following chart/table was created:

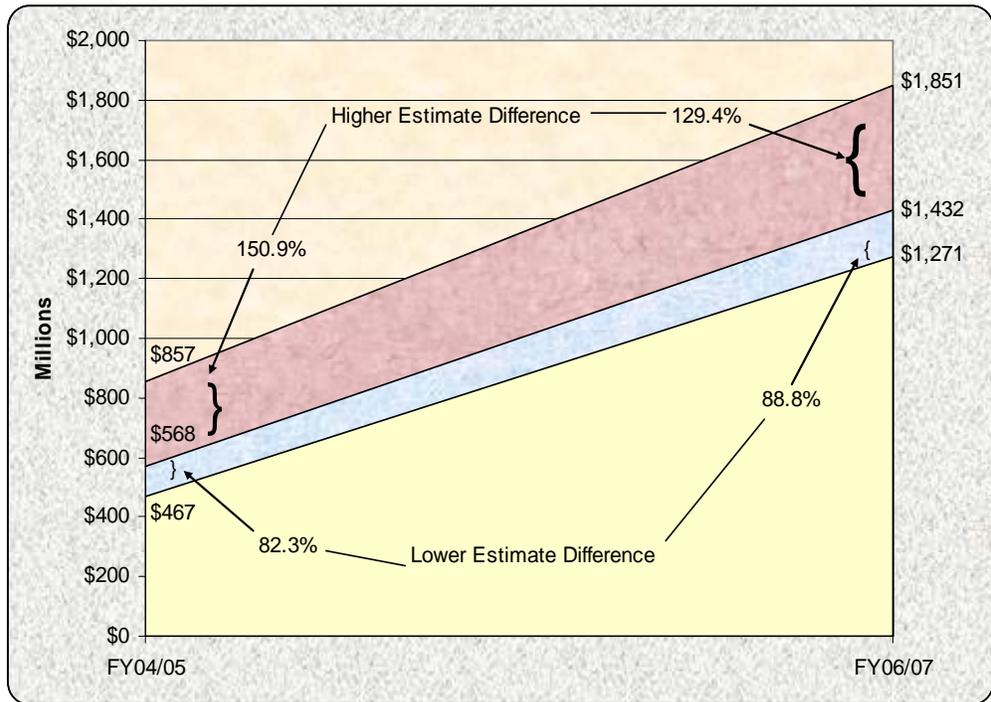


Figure 29 – IT Project Budget Estimate Variations

A comparison between the two planning periods shows that the level of confidence of IT project planners is increasing. The percent of the lowest budget estimate variation compared to the original estimate improved from 82.3% to 88.8%. Further, the percent of the highest budget estimate variation compared to the original budget estimate improved from 150.9% to 129.4%. In both cases, the variation calculations show that project planners are more confident in their estimates.

Note – the dollar values for the planned budget estimate does not reflect the spending for the two planning periods. It represents the total project budget as estimated during that time period.

6.4 Planned Project Commonalities

The portfolio of planned IT projects displays a wide variation in size, estimated budget, effort, purpose, technical approach and issues. However, when comparing agencies of similar size, the variations are less notable. Each project contained in the agency IT plans was classified by type: Development, Enhancement or Utility. The figure below illustrates the number of applications classified in each category and the percentage of all IT projects it represents. As illustrated, the enhancement of existing applications project type was selected 50% of the time and utility projects were selected 13% of the time.

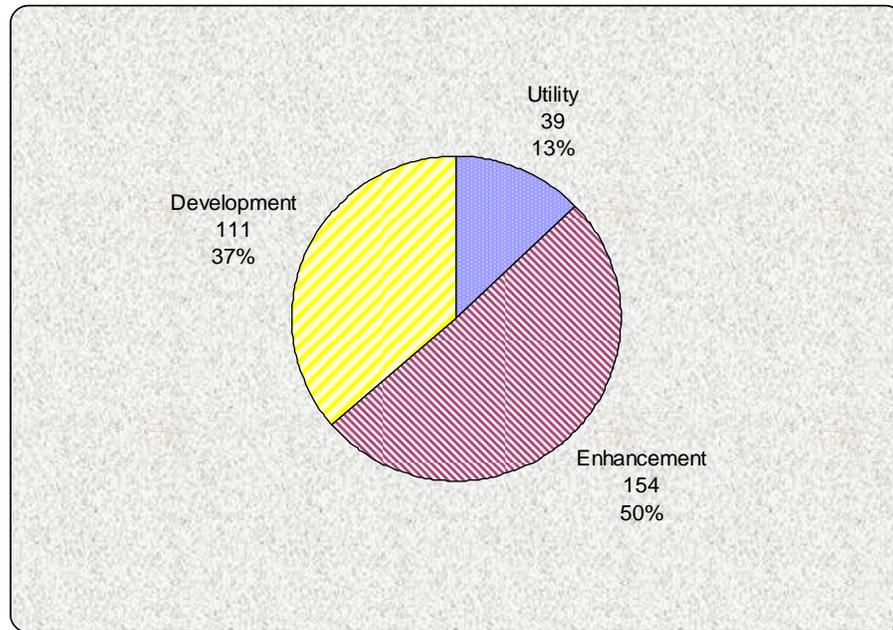


Figure 30 – Type of IT Projects by Total Project Number and Percentage

For each of the planned IT projects, a number of project plan sections entries were reviewed. These sections included the Project Purpose, Scope, Technical Approach, Assumptions, Project Goal, and Success Criteria. From this information, the following common themes emerged from the 304 IT projects in the 68 agency plans: (note – a more detailed categorization analysis appears in the next three sections where three category groups are examined).

Dominant Themes

- Browser-Based Solutions – A high number of projects were browser-based solutions to a requirement.
- Continuous Operations – A number of projects noted a need to provide continuous operations to customers.
- Federal Approval, Funding, and Validation – A number of projects noted a relationship with Federal agencies through funding, approval, validation, or some other constraint.
- Infrastructure Upgrades – A number of projects classified themselves as infrastructure upgrades.
- Pilot Projects – A number of projects classified themselves as pilot projects.
- Platform Consolidation – Some projects classified themselves as platform consolidation efforts.
- Shared Data Requirements – A high number of projects noted a requirement to implement data exchange requirements or perform some degree of data sharing and integration within and across agencies.

Comparison to Previous Biennium

Since the FY2004-2005 planning period information is available for this plan section, some comparisons can be made against the current FY2006-2007 planning period.

FY04/05 List:

- Improved business processes
 - ◇ Exchanged business data
 - ◇ Increased network, communication and data security
 - ◇ Processed real-time information
- Compliance with Federal/State mandates
- Migration to web environment
- Improved data quality, integrity, access, and exchange
- Improved IT support activities such as help desks and call centers

Some observations from the comparison:

- Migration to a browser-based environment continues in full force.
- The importance of a robust, quality data environment has grown.
- Platform consolidation, for both hardware and software, is a common response to budgetary constraints and a more active portfolio management view by IT managers.

6.5 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.

This planning cycle utilized the same e-business model used in FY04/05, which consisted of sixteen government business services. 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.

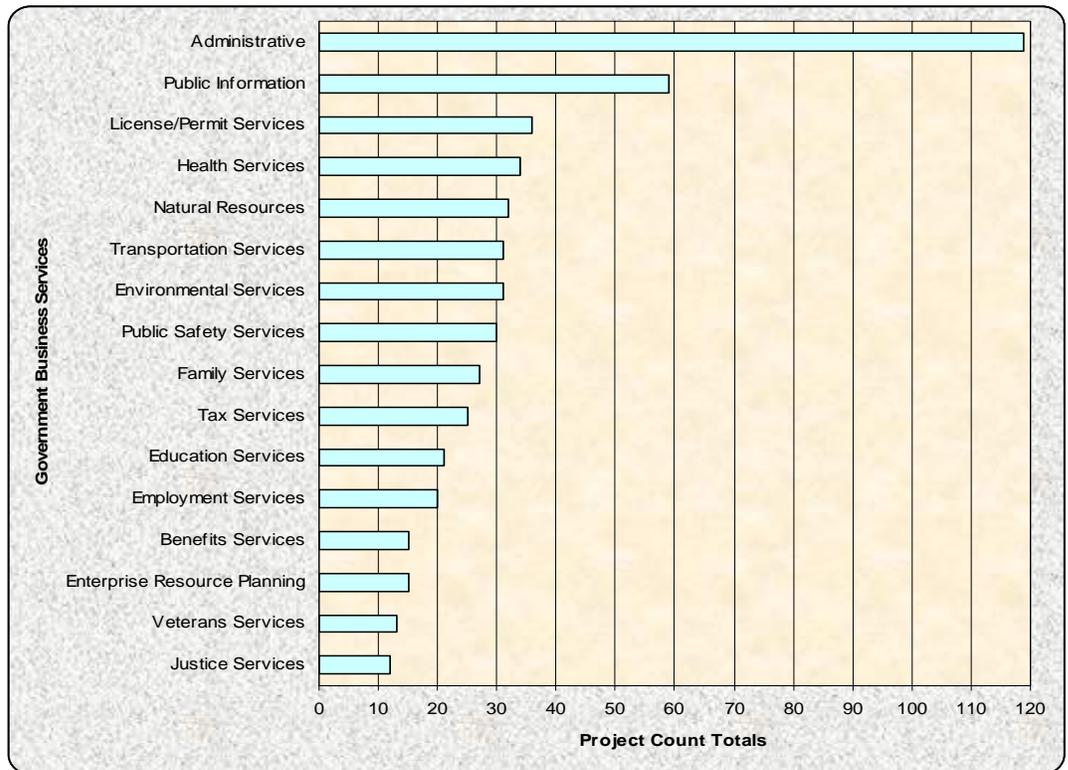


Figure 31 – Projects Supporting Government Business Services (Count)

Figure 31 graphs the number of planned IT projects that project planners aligned to the key government business services. The graph orders each business category by the number of IT projects linked to it. The *Administrative Services* business service was the most frequently selected classification with an alignment of 119 projects, slightly more than double that of the next highest business service.

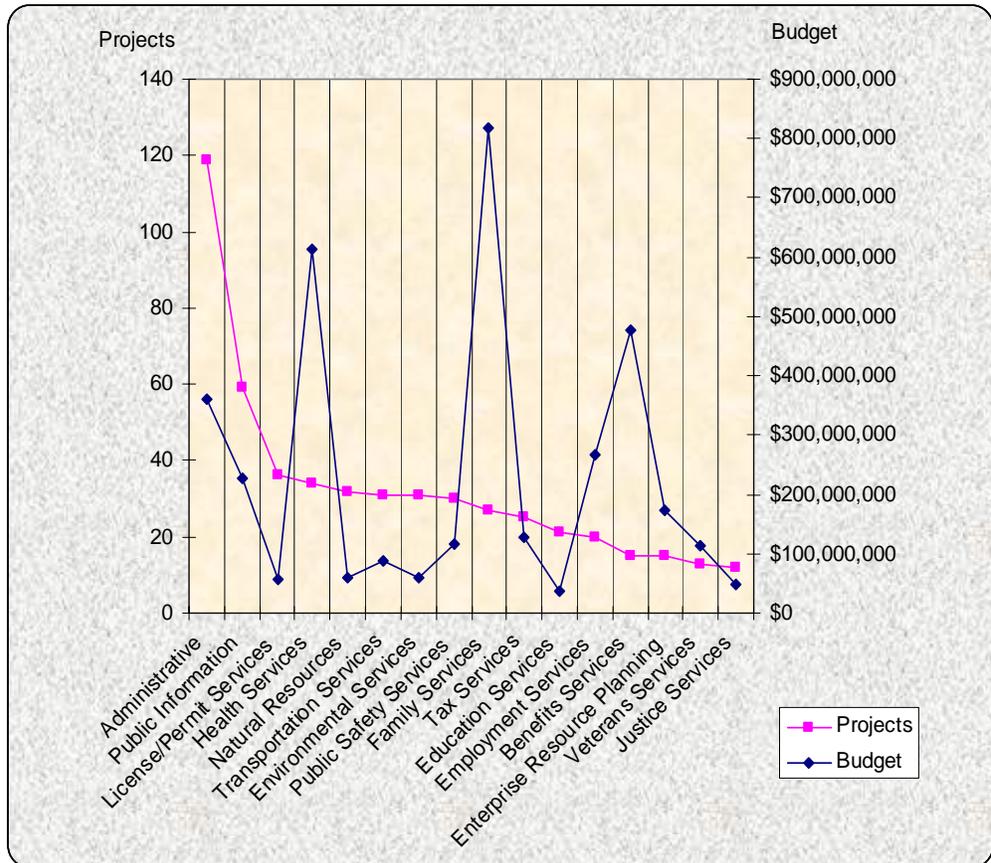


Figure 32 – Projects Supporting Government Business Services (Amount)

Figure 32 graphs the cost of the planned IT projects that project planners aligned to the key government business services and is included for comparison to Figure 31. Even though *Administrative Services* classification has the highest number of projects aligned to it, the financial significance is not as great as that of *Family Services*, *Health Services* or *Benefit Services*. Appendix D provides a table of project totals by agency for this classification scheme. Fifty-six 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.

Comparison to Previous Biennium

Since the FY2004-2005 planning period information is available for this plan section, some comparisons can be made against the current FY2006-2007 planning period.

Government Business Services – Planning Period Comparison				
Government Service	Project Count		Percent of Projects	
	FY04/05	FY06/07	FY04/05	FY06/07
Administrative	129	119	37.4	39.1
Benefits Services	16	15	4.6	4.9
Education Services	35	21	10.1	6.9
Employment Services	14	20	4.1	6.6
Enterprise Resource Planning	11	15	3.2	4.9
Environmental Services	28	31	8.1	10.2
Family Services	17	27	4.9	8.9
Health Services	42	34	12.2	11.2
Justice Services	19	12	5.5	3.9
License/Permit Services	42	36	12.2	11.8
Natural Resources	40	32	11.6	10.5
Public Information	72	59	20.9	19.4
Public Safety Services	48	30	13.9	9.9
Tax Services	30	25	8.7	8.2
Transportation Services	24	31	7.0	10.2
Veterans Services	12	13	3.5	4.3

Figure 33 – Government Business Services – Planning Period Comparison

Some observations from the comparison:

- The *Administrative Service* classification maintained a high percentage for all IT projects (37.4 in FY04/05 to 39.1 in FY06/07).
- The *Family Services* classification almost doubled the percentage of associated IT projects (4.9 in FY04/05 to 8.9 in FY06/07).
- The entire profile for this category remained reasonably stable. The greatest variance between the two planning periods was 4%.

6.6 Common Functionalities

This classification category utilized the same grouping of technically oriented services as was used in FY04/05. These common functions can be shared by agencies as they implement IT support of business functions. The establishment of these services as common functionalities provides a roadmap for agencies to follow a best practices approach to IT project implementation. Figure 34 represents the number of planned IT projects that supported the common functionalities classification group. The most frequently utilized common function classification based on the projects identified by the project planners were *Office Applications*, followed by *Decision Support*.

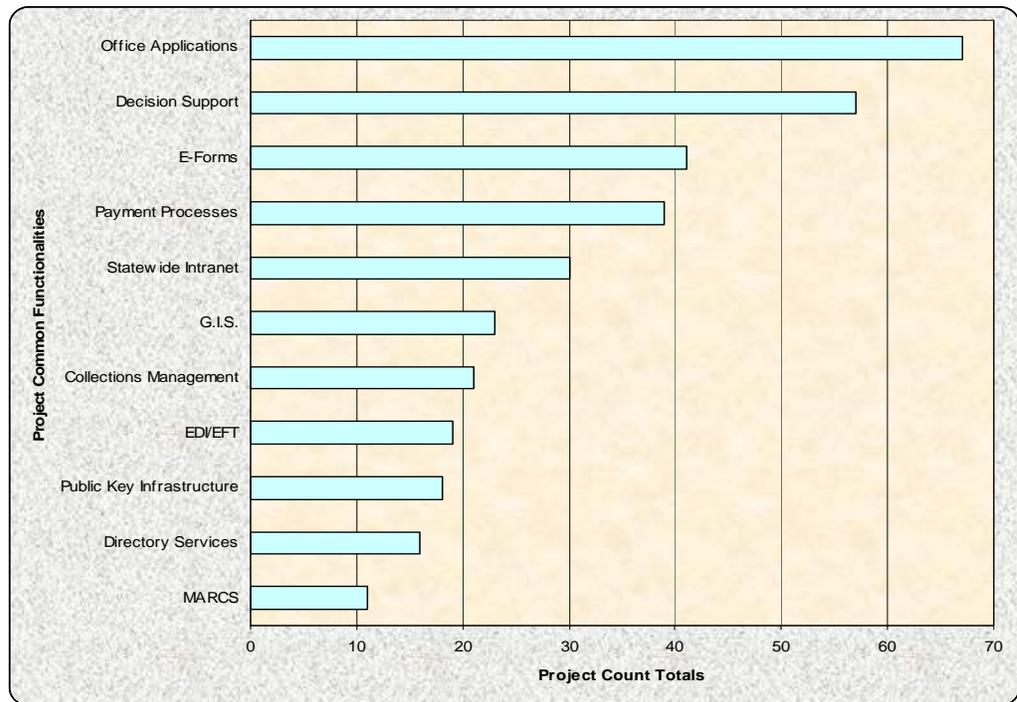


Figure 34 – Projects Identified with Common Functionalities (Count)

Figure 35 represents the cost of the planned IT projects that supported the common functionality classification group. Figure 35 is provided as a contrast with Figure 34. As with the government business services classification group, there is not a true correlation of project costs to common functionality classifications selected. *Payment Processes* and *Collections Management* have greater project dollars but a smaller number of projects aligned to them.

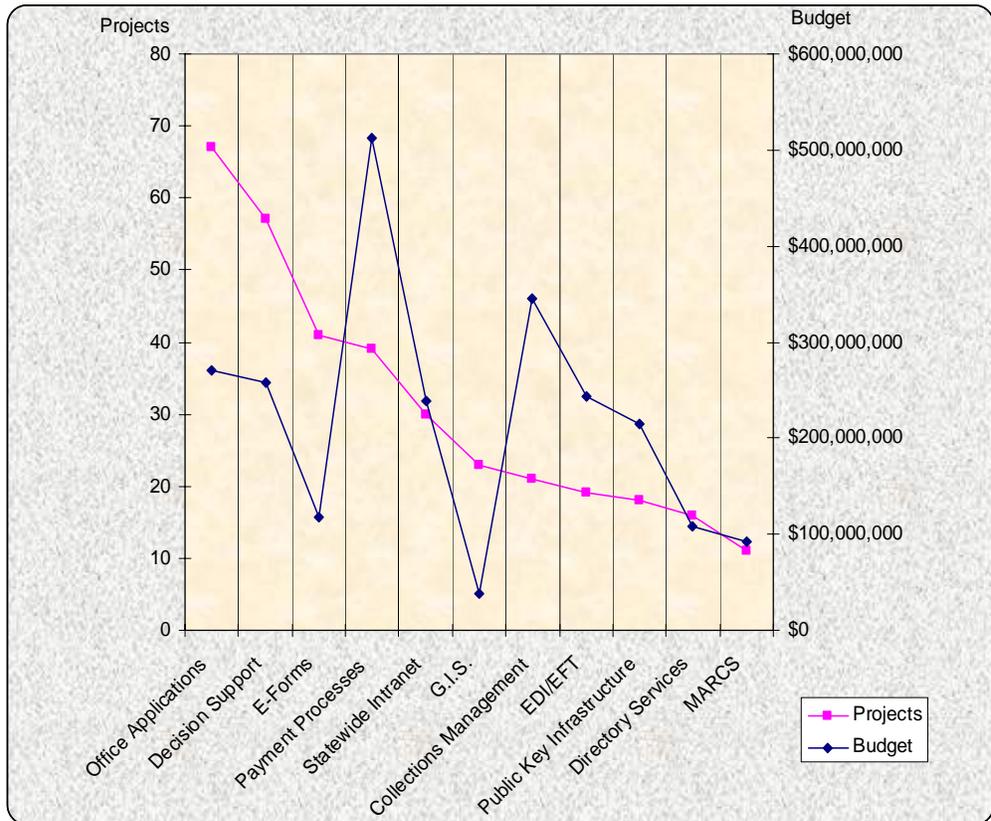


Figure 35 – Projects Identified with Common Functionalities (Amount)

Appendix E provides a table of project totals by agency for this classification scheme. Fifty-three 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 *Office Applications* and *Decision Support*, 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.

Comparison to Previous Biennium

Since the FY2004-2005 planning period information is available for this plan section, some comparisons can be made against the current FY2006-2007 planning period.

Common Functionalities – Planning Period Comparison				
Common Functionalities	Project Count		Percent of Projects	
	FY04/05	FY06/07	FY04/05	FY06/07
Collections Management	16	21	4.6%	6.9%
Decision Support	84	57	24.3%	18.8%
Directory Services	14	16	4.1%	5.3%
EDI/EFT	13	19	3.8%	6.3%
E-Forms	48	41	13.9%	13.5%
G.I.S.	37	23	10.7%	7.6%
MARCS	6	11	1.7%	3.6%
Office Applications	74	67	21.4%	22.0%
Payment Processes	32	39	9.3%	12.8%
Public Key Infrastructure	21	18	6.1%	5.9%
Statewide Intranet	39	30	11.3%	9.9%

Figure 36 – Common Functionalities – Planning Period Comparison

Some observations about the above table:

- The overall profile for common functionalities changed very little. Eight of the eleven categories changed less than 3% between the two planning periods.
- The *Payment Processes* category had the largest increase, with a 3.5% increase of the percent of total projects associating themselves with this functionality category.
- The *Decision Support* category had the largest decrease, with a 5.5% decrease of the percent of total projects associating themselves with this functionality category.

6.7 Common Technologies

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

- Knowledge sharing with agencies just embracing the technology.
- Best practices for implementation and use may be emerging.

- IT implementation and investment trends within and among agencies 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 37 graphs the number of planned IT projects aligned with each technology category. The *Application Integration* classification is two and a third times more frequently selected than the next most commonly identified technology.

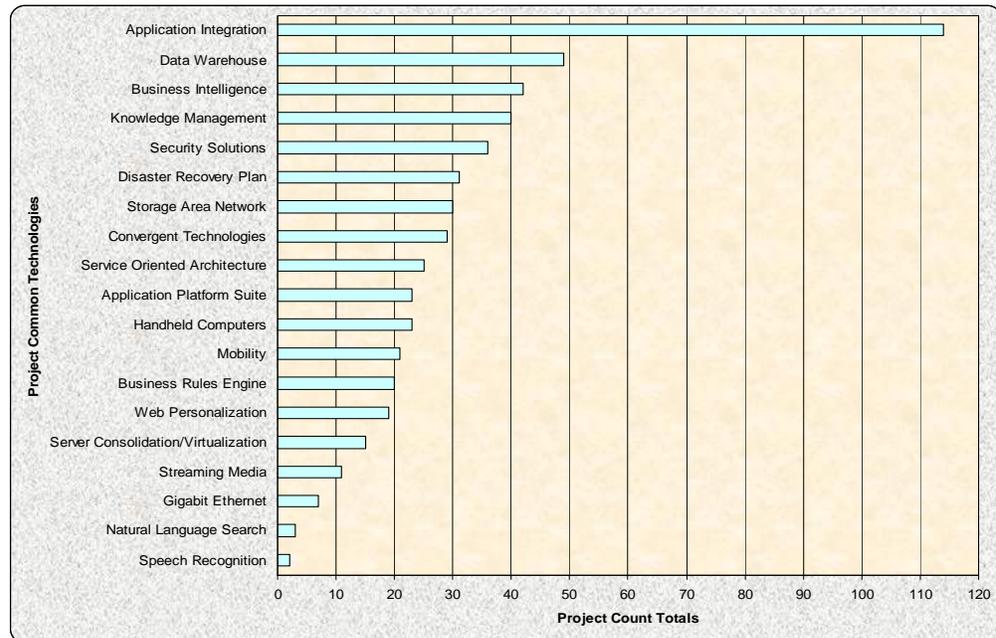


Figure 37 – IT Project Alignment with Common Technologies (Count)

Figure 38 graphs the amount of planned IT projects aligned with each technology category. Figure 38 is included for comparison to figure 37. As is true with the other common categories, the most frequently utilized technology is not the one with the high project cost aligned to it. In this case the *Disaster Recovery Plan* classification has significantly more project dollars associated with it than the *Application Integration* classification, which has the highest number of projects.

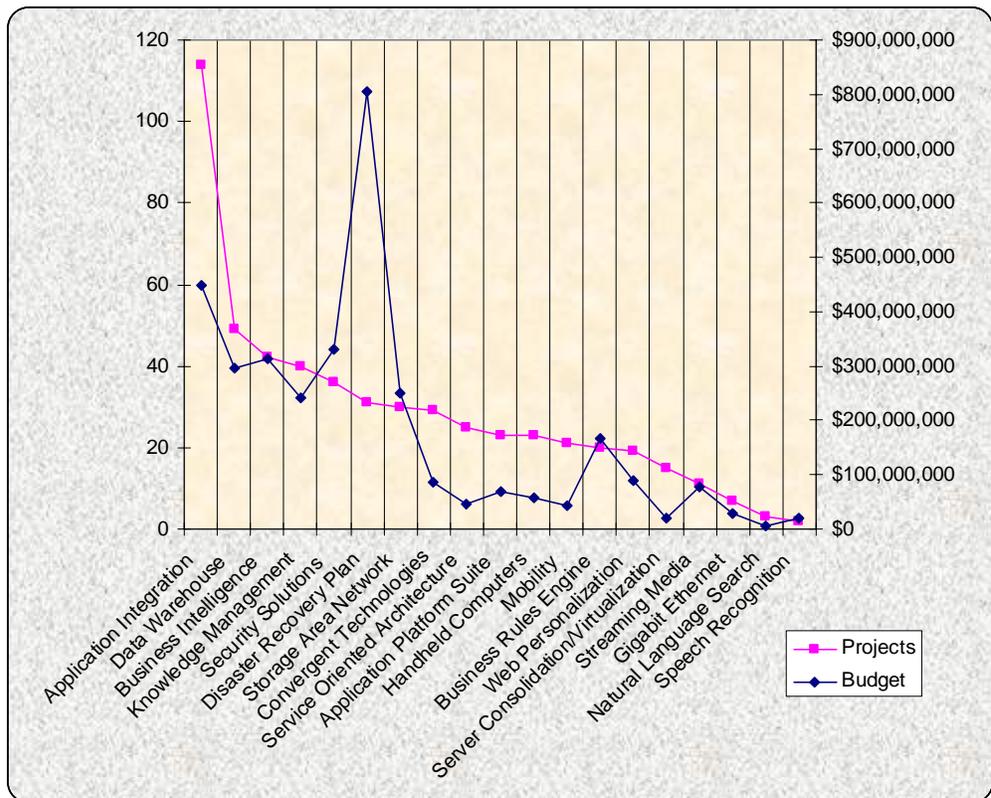


Figure 38 – IT Project Alignment with Common Technologies (Amount)

Some conclusions from this project to technology alignment follow:

- The *Application Integration* technology classification is critical to providing the services expected by the customer base.
- The *Business Intelligence* and *Data Warehouse* technology classifications are often jointly impacted by project selections.
- For those agencies requiring disaster recovery improvements, the cost is substantial compared to the number of projects involved.
- If the *Disaster Recovery Plan*, *Security Solutions*, and *Storage Area Networks* technology classifications were set aside, the remaining top five technology classifications are all related to data and information. This reflects the same theme present in the business drivers and business goals.

Appendix F provides a table of project totals by agency for this classification scheme. Fifty-three 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 and high project cost such as *Data Warehouse*, *Business Intelligence* and *Disaster Recovery Plans* may become candidates for statewide common solutions. Additional solutions in the form of standard statewide contracts or collaborative efforts may bring benefit to numerous agencies.

Comparison to Previous Biennium

Since the FY2004-2005 planning period information is available for this plan section, some comparisons can be made against the current FY2006-2007

planning period. However, the common technology classifications changed this planning period. In order to make some planning period comparisons for this project category, a comparison table similar to the one used for business driver and business goal alignment is used.

A few comments are required to understand the table below:

- The number in parenthesis indicates the percentage of plans that documented that theme.
- There are three sections to the alignment table.
 - ◇ Section I – This section shows the closest match between the common technology classifications for the two planning periods. The match is not always exact, but at least several aspects of the classifications are aligned.
 - ◇ Section II – This section shows common technology classifications from the FY04/05 planning period with no apparent alignment to a technology classification in the FY06/07 planning period.
 - ◇ Section III – This section shows common technology classifications from the FY06/07 planning period with no apparent alignment to a technology classification in the FY04/05 planning period.

FY04/05 Common Technologies	FY06/07 Common Technologies
Section I: Aligned common technology classifications:	
Application Servers (150)	Application Platform Suite (23)
Web Services (123)	Service Oriented Architecture (25)
Enterprise Application Integration (49)	Application Integration (114)
Multimedia (28)	Streaming Media (11)
SAN/NAS/SAN Over IP (27)	Storage Area Networks (30)
Section II: These common technologies appeared in the FY04/05 plan, but did not have a corresponding technology in the FY06/07 plan.	
O.O. Software Development (59)	
XML (46)	
Software Reuse (44)	
Ent. Use Admin. Prov. (26)	
Wireless (20)	
Call Management (16)	
Voice Over IP (14)	

Section III: These common technologies appeared in the FY06/07 plan, but did not have a corresponding technology in the FY04/05 plan:	
	Data Warehouse (49)
	Business Intelligence (42)
	Knowledge Management (40)
	Security Solutions (36)
	Disaster Recovery Plans (31)
	Convergent Technologies (29)
	Handheld Computers (23)
	Mobility (21)
	Business Rules Engine (20)
	Web Personalization (19)
	Server Consolidation/Virtualization (15)
	Gigabit Ethernet (7)
	Natural Language Search (3)
	Speech Recognition (2)

Figure 39 – Common Technology Classifications Comparison by Planning Period

Some observations about the above table:

- Section I observations:
 - ◇ Some of the associations in this section are slight. For example, the *Application Servers* and *Application Platform Suite* categories have only a few things in common.
 - ◇ There were significant variances between planning periods in this category. Only the *SAN* categories had a similar number of linked projects for the two planning periods.
- Section II and III observations:
 - ◇ There were a high number of common technology categories in both planning periods that did not appear in the other planning period.
 - ◇ All of the technologies listed in these two planning periods are still considered leading edge or state-of-the-art technologies.

7. Collaborative Government Initiatives

This report section presents the Federal and Statewide initiatives with the number and cost of IT projects aligned to those initiatives. The number of projects aligned to an initiative indicates the level effort required for successful completion of the projects and the initiatives. The cost associated with the projects that are aligned to initiatives indicates the financial impact if prerequisite deliverables are not ready in time to meet the schedule of the aligned project.

7.1 Statewide Initiatives

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

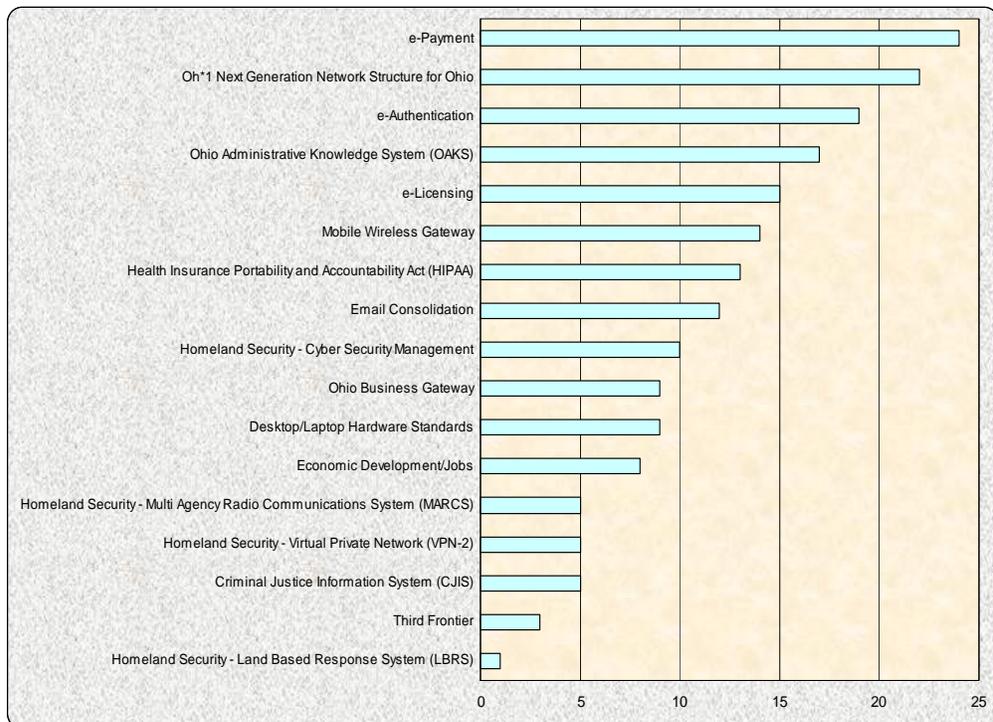


Figure 40 – Statewide Initiatives Priorities Project Count

Figure 40 graphs the number of planned IT projects aligned with each statewide initiative. Many of the statewide initiatives are actual projects under development by OIT or another agency, and should be synchronized with aligned projects. Categories with high project alignment such as *e-Payment* and *OH*1* will require the most coordination to ensure that statewide initiative deliverables are implemented in a timely manner to meet the needs and schedule of the aligned projects.

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

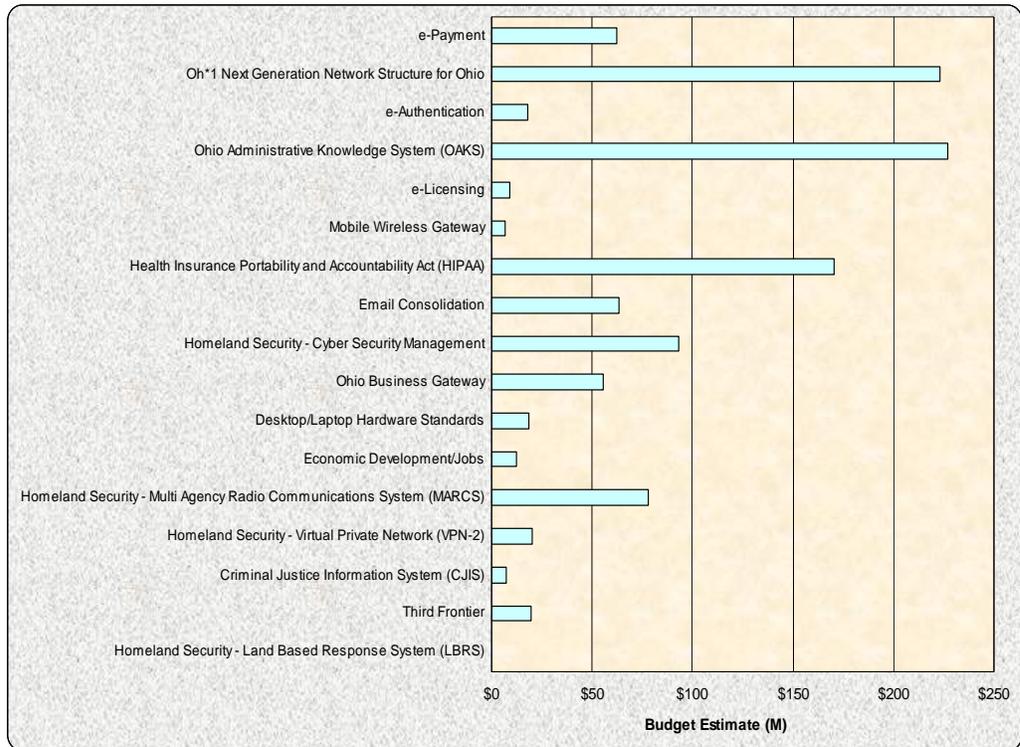


Figure 41 – Statewide Initiatives Priorities Project Amount

Figure 41 graphs the cost of IT projects aligned with each statewide initiative. Figure 41 is included for comparison to Figure 40. As is true with the other common categories, the most frequently impacted statewide initiative, *e-Payment*, is not the one with the highest project cost alignment. In this case six statewide initiatives have greater project dollars associated with them than *e-Payment*, which has the highest number of projects.

7.2 Federal Initiatives

Federal IT initiatives emphasize a country-wide approach to services between the public and government and between federal agencies and state governments. Federal initiatives focus on sharing data and integrating services to improve efficiencies, decrease costs, maximize use of resources, and improve services to customers.

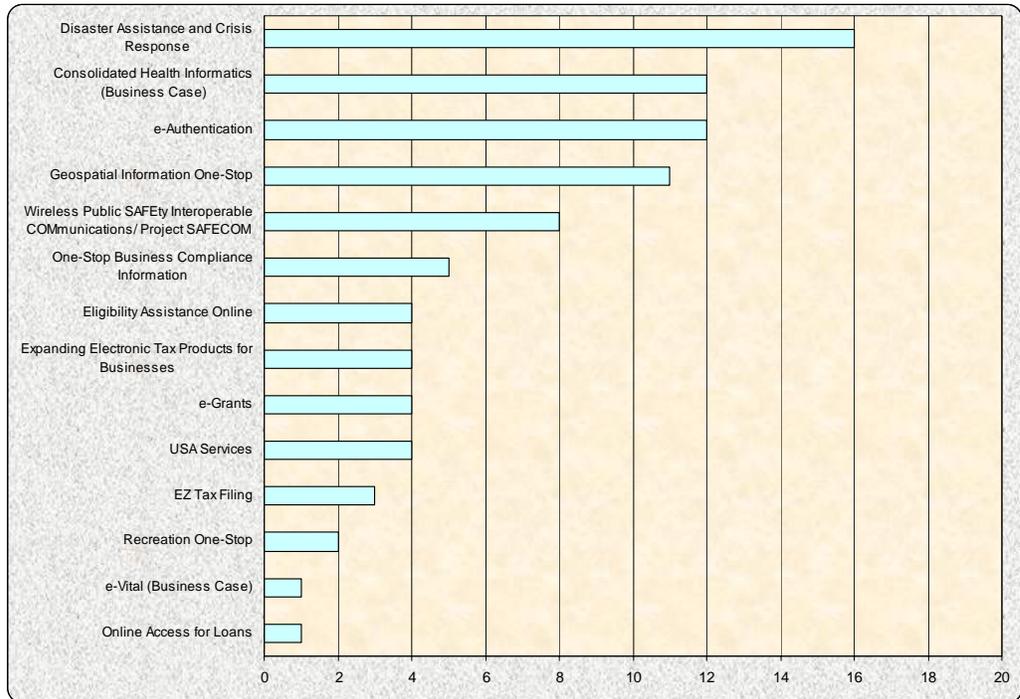


Figure 42 – Federal Initiatives Priorities Projects Count

Figure 42 graphs the number of planned IT projects aligned with each Federal initiative. The projects that have an alignment to Federal initiatives will require coordination to ensure adherence to Federal initiative requirements and implementation in a timely manner to meet any federally mandated timelines.

Appendix I provides the cost and counts of projects by agency for each Federal initiative. Twenty-eight percent of all agency plans identified at least one project aligned with one of the technology categories. Two Federal initiatives did not have projects aligned to them: *International Trade Process Streamlining* and *Online Rulemaking Management*.

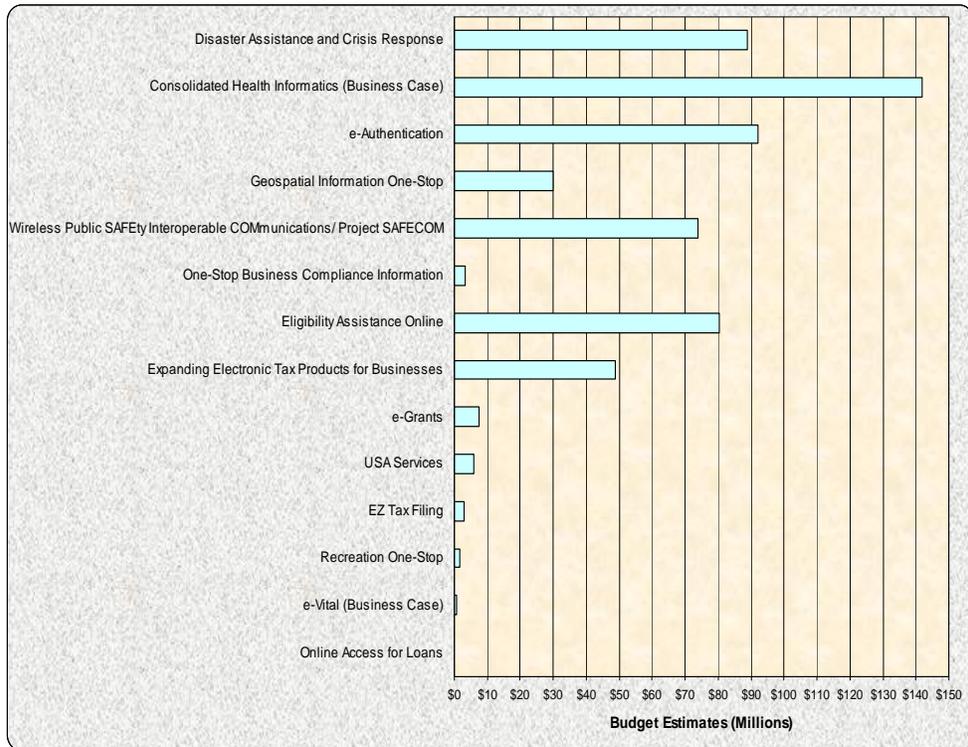


Figure 43 – Federal Initiatives Priorities Project Amount

Figure 43 graphs the cost of IT projects aligned with each Federal initiative. Figure 43 is included for comparison to Figure 42. The top three Federal initiatives with the greatest project alignment are also the top three with the highest project cost alignment but not necessarily in the same order. *Disaster Assistance and Crisis Response*, *Consolidated Health Informatics*, and *e-Authentication* are the Federal initiatives with the greatest number of projects and project dollars associated with them.

8. IT Project – Risk Analysis

Project planners performed high-level, self-assessments for vulnerability and risk on their planned IT projects. The self-assessment was required for major IT projects and optional for the remaining IT projects although most agencies completed the self-assessment for all 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

An IT 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.

Appendix G contains a table of major IT projects. For the risk assessment portion of the report, only the IT projects which have been identified as Major IT Projects were examined.

8.1 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, project planners responded to a set of questions during the planning process. Those questions corresponded to a vulnerability of impact issue. 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 form two axes for a decision table that determine the risk classification for a project, illustrated in Figure 44 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.

High Strategic Vulnerability	Medium Risk	High Risk	High Risk
Medium Strategic Vulnerability	Low Risk	Medium Risk	High Risk
Low Strategic Vulnerability	Low Risk	Low Risk	Medium Risk
	Low Impact	Medium Impact	High Impact

Figure 44 – 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. 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. The reverse is also true. One Low risk factor on one axis, combined with one medium or low risk factor on the other axis, classified a project as low risk.

Finally, it should be remembered that an IT project designated as high risk does not mean the project is destined for failure. It does mean that the management responsible for the project should exercise a more rigorous approach to project management for that project.

8.2 Risk Assessment Factors

There were 304 IT projects catalogued for the FY06/07 planning cycle. Eight-seven were classified as major IT projects, which is 28.6% 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.

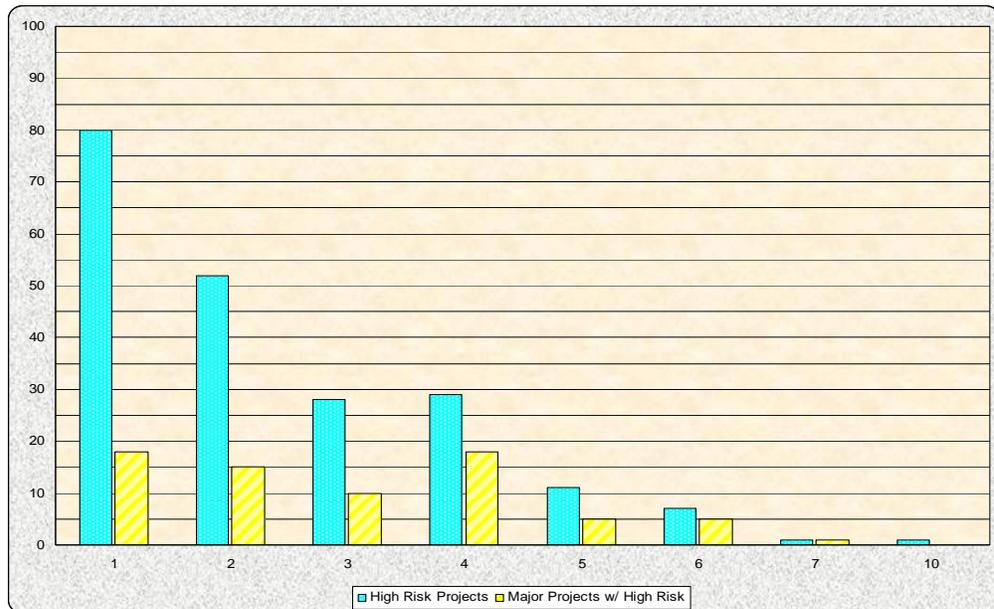


Figure 45 – Number of High Risk Factors for High Risk Projects

The previous section outlined ten vulnerability and impact factors that can indicate potential risk. The project planner of each major IT project answered questions regarding each factor. The answers determined high-risk classifications based on the risk table in Figure 44. Figure 45 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 all IT projects, while the right-hand (yellow) column represents major IT projects assessed by project planners. Accordingly, eighteen of the major IT projects had only one high risk factor that made the project high risk from the total of eighty IT projects that had only one high risk factor.

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

- Almost 21% 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).

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 planner automatically placed all IT projects for that agency at high vulnerability. With a high vulnerability factor for all projects, projects become either medium or high risk. For this factor, 15% of all projects had the highest-level risk, and 77% 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. Fourteen 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.

Impact

- The two most frequent impact factors were the impact on state operations and the anticipated impact of the project will have on citizens. Thirty-seven percent of all IT projects identified high impact on state operations, while 24% of all IT projects had a high impact on citizens.

Two final observations are made relative to risk factors:

- The increased focus in digital government, through 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.

Comparison to Previous Biennium

Since the FY2004-2005 planning period information is available for this plan section, some comparisons can be made against the current FY2006-2007 planning period.

High Risk Classification Comparison

This section compares the number of major IT projects at high risk across the two planning periods.

Major IT Project High Risk Comparison				
	FY04/05		FY06/07	
IT Projects	345		304	
Major IT Projects	153	44.3%	87	28.6%
High Risk Major IT Projects	137	39.7%	72	23.7%
		89.5%		82.8%

Figure 46 – Major IT Project High Risk Comparison

A few observations can be made from additional analysis of the major IT projects at high risk:

- The percentage of major IT projects dropped in the current planning period (44.3% to 28.6%).
- The percentage of major IT projects at high risk from all IT projects dropped (39.7% to 23.7%).
- The percentage of major IT projects at high risk from all major IT projects dropped (89.5% to 82.8%).

Risk Factor Comparison

This section compares the number of risk factors for major IT projects across the two planning periods. Risk factors for non-major IT projects were not considered in this comparison.

Risk Factor Comparison		
Risk Factors	FY04/05	FY06/07
1	21.9%	25.0%
2	20.4%	20.8%
3	23.3%	13.9%
4	18.2%	25.0%
5	7.3%	6.9%
5+	8.8%	8.3%

Figure 47 – Major IT Project Risk Factor Comparison

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

- The percentage of major IT projects at high risk decreased at the higher end of the factor spectrum (i.e., 5 and 5+ risk factors)
- The percentage of major IT projects at high risk increased in the lowest areas (i.e., 1 and 2)

9. IT Governance

Agency planners documented two aspects of IT governance within their agencies: Statewide IT policy and IT security management plan. Statewide IT Policy is a critical component to the agency IT planning, acquisition and development processes. It is not designed to control or limit agency autonomy, but rather to guide the agency in the acquisition and use of technology. The agency planners identified plans to align their technology practices with statewide IT Policy. The IT security management plan requires agencies to exercise due diligence in the protection of information, systems and services. The agencies were asked to indicate if they had a security management plan or what their plans were for developing one.

9.1 Statewide IT Policy

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 IT Planning Policy section required agencies to perform a gap analysis for IT policy alignment. In this agency self-assessment, agencies examined their own agency architectures and IT practices, and compared those conditions against State of Ohio IT policies. Agencies were asked to define the practices that the agency adopted in order to align with State of Ohio IT Policy, including any influences state policy alignment efforts have had on the business objectives, maintenance activities, project selection and planning portions of their biennial IT plan. 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.

The FY06/07 IT planning process provided an opportunity to gauge the compliance and existence of any gaps in agency IT policy compliance. Twenty-six percent of the agencies reported that no gap analysis has been performed. Of those agencies that completed a gap analysis (74% of all agencies), 30% indicated that no gaps were identified.

9.2 IT Security Management Planning

Information technology security risks continue to increase in intricacy and number. State agencies have made a significant investment in mission critical systems and data that provide a wide range of government services. These systems along with the IT network infrastructure are increasingly at risk to viruses and malicious code from internal and external sources. The IT security management plan, when properly implemented, provides a means of mitigating this risk by ensuring that state computers, networks and applications are protected from unauthorized disclosure, modification or destruction.

The IT security management planning section required agencies to develop an information technology security management plan in accordance with State of Ohio Policy ITP B.1, "Information Security Framework." If the agency did not have a plan in place the agency was asked to describe when such a plan was expected to be in place, and how this biennial IT plan addressed

development of their agency's information technology security management plan.

The FY06/07 IT planning process provided an opportunity to gauge the compliance and existence of an agency's IT security management plan. Thirty-five percent of the agencies reported that they had developed an information technology security management plan in accordance with State of Ohio Policy ITP B.1, "Information Security Framework". Of those agencies that have not completed an IT security management plan, 82% indicated that they had plans to develop a security management plan. This indicates an agency's awareness of the criticality of security management planning and the need to take proper steps to assure the protection of the agency's IT assets.

10. Conclusions

Governor Taft issued Executive Order (EO) 2004-02T which specified the responsibilities for state information technology governance. As a result the IT Planning Policy (ITP D.4) was created requiring agencies to publish and maintain IT strategic and tactical plans. In response to the Executive Order and IT Policy, the FY04/05 biennial planning cycle included the development of a formalized planning approach and enhanced the *ePlanningIT* application tool. For the FY06/07 biennial planning period, the Office of Information Technology (OIT) built upon this rich history with a tiered quality review process and additional enhancements to the *ePlanningIT* application to improve the overall usability of the application. The enhanced IT planning process necessitated fundamental changes in requirements for documentation and submission of state agencies FY06/07 biennial IT plans.

During the FY06/07 IT planning period, 68 State of Ohio agencies, boards and commissions published one or more versions of their IT plan. The Office of Information Technology (OIT), Enterprise Planning and Project Management (EPPM) conducted multiple quality reviews and performed analysis on all published IT plans. The EPPM reviews and analysis focused on IT plan content, consistency, completeness, and impact on OIT initiatives and services. In addition, an OIT office review of the IT plans as of December 31, 2004 was conducted by the Service Delivery Division, IT Governance Division and Digital Government. Each area performed a quality review of the plans based on their area of expertise and responsibility.

Based on the information documented in the agency IT plan, the EPPM quality reviews, and the OIT office reviews of the agency IT plans three outputs resulted:

- An individualized Agency IT Plan Review (AIPR) packet consisting of reports based on IT plan information.
- A Quality Review packet consisting of reports based on IT plan information, EPPM analysis of the IT plans and IT budget submissions and OIT office review of the plans.
- This FY06/07 Statewide Summary and Analysis report based on IT plan information and EPPM analysis of the IT plans.

A successful IT planning process starts with a strategic framework including agency mission, vision, business drivers, business goals and business objectives. From a strategic planning perspective, agency plans documented 287 business drivers, 322 business goals, 696 business objectives and 1204 alignments between business objectives and business goals.

The tactical planning process reflected specific IT related activities that the agency planned to undertake in order to support its business strategy. This included information about planned IT projects, application maintenance, and infrastructure maintenance. The FY06/07 estimated consolidated budget based on the 68 agency IT plans published as of December 31, 2004 was \$1.9 billion for IT projects, application maintenance and infrastructure maintenance. This total was 35.7% larger than FY04/05 with the largest increase being in infrastructure maintenance. The state IT portfolio contains 304 IT projects with an estimated budget of nearly \$784 million in estimated

FY06/07 expenditures (plan estimates were provided prior to final budget approval).

IT planning involved a risk self-assessment of project vulnerabilities, project impact, and overall project feasibility. The result of this effort provided valuable vulnerability, impact and feasibility control information to use in determining what projects to monitor, what projects might benefit from technical assistance from OIT and identifying overall statewide exposure.

IT security management planning is a critical component of agency IT planning. 34% of the agencies indicated that they had developed an IT security management plan. The remaining documented how and when such a plan would be developed.

As agency operations are becoming more and more dependent on information technology, it is critical that proper backup, security, and other precautions are in place to protect these assets. State of Ohio IT Policies are continually evolving in response to the changing technology environment. 73% of the agencies indicated that an analysis has been done within the past year to compare agency information technology practices to State of Ohio IT Policy. As gaps were identified, plans were being developed to address them.

The evolution of technology will continue at a rapid pace in the upcoming biennium. Agencies that embrace new technology and re-invent how they perform their business operations will challenge their competition by offering functionality and business processes at significantly lower costs. Two areas of strategic opportunity for the State of Ohio are prevalent throughout the agency plans. First, the continued acceptance of web services by citizens as efficient ways of doing business will drive the State of Ohio to leverage new technological developments relating to digital government services. Fostering an environment of collaboration is critical to providing these services in a cost effective manner to all agencies, boards and commissions regardless of their size. Secondly, data and information access and exchange is moving closer to the critical path of efficient and effective government. As agencies address data integrity and a global data model, the quality of the information environment for Ohio government and its citizens improves.

Appendix A – Business Strategy Tables

This appendix contains the detailed listings for the common and dominant themes for business drivers, business goals, and business objectives. As a set, these three business components constitute the strategic aspect of planning for an agency. The most prevalent themes are presented in the main report. This appendix contains all the themes that emerged from the analysis effort.

Part I – Business Drivers

Business Driver Theme Definitions

- Advocacy Group Empowerment – Influence due to the existence of advocacy groups in the agency environment.
- Aging Infrastructure – Effect on an aging IT infrastructure on agency business activities.
- Better Communication Requirements – Need to improve communications with customers and employees.
- Budgetary/Cost Constraints – Limitations due to budgetary or other economic conditions, allocations, etc.
- Citizen Safety – Priority to protect the health and safety of Ohio citizens.
- Citizen/Customer/Partner Service Expectations – Change due to existing service expectations from citizens or customers about agency provided services.
- Collaboration with Other Government Agencies – Limitations and responses due to interaction with other government agencies. For various reasons, the actions taken by an agency are constrained by existing relationships with other governmental agencies.
- Constituency Change – Change due to the evolution of an agency’s constituency (e.g., reclassification or aging), or constituency migration from one jurisdiction to another. This differs from the *Evolution of Service Delivery* business driver in that the target of services (i.e., the citizens) are changing rather than the source of services (i.e., the agency).
- Data Access – Pressure to provide greater accessibility of information managed by the agency.
- Data Quality/Integrity – Response to data quality and integrity requirements.
- Data/Information Exchange – Pressure to exchange and move data and information easily from one application to another application, regardless of the application, agency, or jurisdiction context.
- Deregulation – Response to deregulation within the agency environment.
- Digital Divide – Counter-effect of digital literacy and geographic inequities.
- Digital Government – Expectations of citizens / customers / partners for more government services available online. A distinction exists between more information (the *Data Access* business driver) and more services.
- Digitization of Information – Need to digitize physical records for faster access to existing sources of information.
- Economic Conditions – Impact of economic conditions on an agency.

Appendix A – Business Strategy Tables

- Evolution of Service Delivery – Change due to evolution of service delivery by an agency because the conditions the agency must respond to are changing. Examples include expansion of health risks due to terrorism, changes in transportation patterns, etc.
- Funding Stream Retention – Pressure to retain or access funding streams, usually from Federal programs or grants, with level of service or other time-sensitive constraints associated with them.
- Governing Body Actions – Response to new requirements levied by a governing body of that agency (e.g., a board or Federal agency). This includes a change to regulatory, accreditation, or certification issues specific to a profession or occupation (e.g., dentists or accountants).
- HIPAA Compliance – Actions due to HIPAA requirements.
- Industry Best Practices – Desire of an agency to incorporate applicable best practices from industry or other government agencies. Although some agencies do so for internal reasons, the incorporation by many successful government agencies of industry best practices increases the pressure on state agencies to follow suit.
- Information Reporting – Response to a requirement to collect and report information.
- IT Change – Response to the rate and amount of change in the IT environment. Although not a classic business driver, it was listed by a number of agencies.
- IT Portfolio Management – Pressure to manage IT resources from a portfolio perspective. (Although not mentioned, this may be a common response to budgetary constraints and best practice influences.)
- IT Security – Requirement to improve security in the IT environment (e.g., firewalls, privacy, secure connections).
- Judicial Decisions – Response to judicial decisions.
- Legislative Changes (Federal) – Response to laws and policies established by the United States Congress.
- Legislative Changes (State) – Response to laws and policies established by the State of Ohio legislature.
- Media – Response to the effect of the media on the agency.
- Mobile Workforce – Response to the need to support a more mobile workforce.
- Staff Limitations – Existing staff limitations that have had a lasting effect over multiple planning periods.
- Support for Decentralized Services – Movement of more services to decentralized locations, i.e., local or regional jurisdictions.
- Union Pressures – Response to the existence of unions in the agency’s service environment.
- Workforce Development – Need to improve the workforce to support existing or increased services.

Appendix A – Business Strategy Tables

Business Driver Theme Results

Common Business Driver Themes		
Themes	Plans	Percent
Over 20%		
Budgetary/Cost Constraints	36	52.9%
Legislative Changes (State)	29	42.6%
Data Access	22	32.4%
Governing Body Actions	18	26.5%
Citizens/Customers/Partner Service Expectations	17	25.0%
Digital Government	16	23.5%
IT Change	15	22.1%
Legislative Changes (Federal)	15	22.1%
Over 10%		
Evolution of Service Delivery	13	19.1%
Funding Stream Retention	13	19.1%
Constituency Change	12	17.6%
Data/Information Exchange	11	16.2%
Support for Decentralized Services	10	14.7%
Citizen Safety	9	13.2%
Industry Best Practices	9	13.2%
IT Security	9	13.2%
Information Reporting	7	10.3%
Remaining (under 10%)		
Advocacy Group Empowerment	6	8.8%
Collaboration with Other Government Agencies	6	8.8%
Economic Conditions	5	7.4%
IT Portfolio Management	5	7.4%
Judicial Decisions	5	7.4%
Staff Limitations	5	7.4%
Data Quality/Integrity	3	4.4%
HIPAA Compliance	3	4.4%
Union Pressures	3	4.4%
Workforce Development	3	4.4%
Deregulation	2	2.9%
Digital Divide	2	2.9%
Digitization of Information	2	2.9%
Media	2	2.9%
Aging Infrastructure	1	1.5%
Better Communication Requirements	1	1.5%
Mobile Workforce	1	1.5%

Part II – Business Goals

Business Goal Theme Definitions

- Application Enhancement – To improve existing applications within an agency.
- Application Implementation – To implement an IT application currently not working in an agency.
- Best Practices – To examine and implement best practices that exist in applicable industry or government organizations.
- Business IT Integration – To better integrate the application of IT capabilities to business processes.
- Citizen Improvement – To take specific actions that improve Ohio citizens.
- Collaborations – To work more effectively with other governmental agencies, business partners, and stakeholders.
- Compliance Issues – To manage agency or constituency compliance with professional or regulatory requirements.
- Data Exchange – To provide better data exchange across agency boundaries.
- Decentralized Service – To support service delivery at local or regional locations.
- Digital Government – To expand available online services. Distinct from data/information access in that digital government supports web-based service, not just information.
- Digitization of Records – To increase the amount of digital information and reduce the amount of physical documentation (includes content management).
- Fiscal Responsibility – To provide sound fiscal administration of agency resources.
- Improved Data/Information Environment – To provide data and information that is more accessible, higher quality, more timely, and supports better decision-making.
- Infrastructure – To improve the existing IT infrastructure.
- IT Asset Management – To provide fiscal responsibility specific to IT assets not within the context of portfolio management.
- IT Change – To support future adaptability of infrastructure assets rather than expansion/improvement of existing capabilities.
- IT Project Management – To improve existing IT project management practices.
- Mobile Workforce – To support a more mobile workforce.
- Performance Management – To improve the quality or performance of existing agency activities.
- Portfolio Management – To improve management of an agency’s IT portfolio.
- Public Safety – To provide for the safety of Ohio’s citizens.
- Security Policy – To improve existing IT security.
- Service Improvement – To improve the service delivered to citizens.
- Streamline Processes/Functions – To streamline the existing processes and functions in an agency to eliminate redundancies, inefficiencies, and ineffectiveness.
- Workforce Development – To improve the skill-sets of the existing workforce.

Appendix A – Business Strategy Tables

Business Goal Theme Results

Common Business Goal Themes		
Themes	Plans	Percent
Over 10%		
Streamline Processes/Functions	20	29.4%
Service Improvement	13	19.1%
Performance Management	12	17.6%
Application Implementation	11	16.2%
Digital Government	10	14.7%
Improved Data/Information Environment	10	14.7%
Workforce Development	10	14.7%
Business IT Integration	9	13.2%
Best Practices	8	11.8%
Collaborations	8	11.8%
Fiscal Responsibility	8	11.8%
Infrastructure	8	11.8%
Remaining (under 10%)		
Compliance Issues	6	8.8%
Application Enhancement	5	7.4%
Decentralized Service	5	7.4%
IT Project Management	4	5.9%
Data Exchange	3	4.4%
IT Asset Management	3	4.4%
IT Change	3	4.4%
Portfolio Management	3	4.4%
Security Policy	3	4.4%
Citizen Improvement	2	2.9%
Digitization of Records	2	2.9%
Mobile Workforce	2	2.9%
Public Safety	1	1.5%

Part III – Business Objectives

Business Objective Theme Definitions

- Application Enhancement – To expand and/or enhance an existing application to provide more capabilities to the agency.
- Application Implementation – To implement a new application that provides additional or expanded capabilities.
- Application Support – To provide continued and/or improved support for an existing application.
- Best Practices – To evaluate and/or implement a best practice from an industry or government organization.
- Business Continuity – To implement a practice or process that improves the business continuity of an agency in the event of service disruption.
- Business IT Integration – To integrate IT with existing business functions and processes in an agency.
- Citizen Improvement – To improve the condition of citizens. Examples include education, self-advocacy, etc.
- Collaboration – To cooperate and collaborate with another government organization, partner, or stakeholder.
- Compliance Issues – To satisfy an existing regulatory, accreditation, certification, or other legal or professional requirement.
- Data Exchange – To improve the flow of data between two or more applications that cross agency boundaries.
- Decentralized Service – To improve the service available at regional or local jurisdictions.
- Digital Government – To implement and/or improve online services. This topic provides interaction with users, not just a response to an information request.
- Digitization of Records – To convert into electronic form existing physical records (e.g., paper, microfiche). Includes content and knowledge management also.
- Fiscal Responsibility – To be fiscally responsible in all actions. It covers maximum use of limited resources, management of existing non-IT resources, budgeting activities, etc.
- Funding Stream Management – To manage existing funding streams and seek additional sources of funds and revenue.
- Improved Data/Information Environment – To improve the data and information environment for an agency. This includes consolidating multiple and redundant data sources, improving data quality and integrity, implementing business intelligence and decision-making capabilities, etc.
- Information Dissemination – To provide better information access or improve the information distribution capabilities.
- Infrastructure Upgrades – To improve the existing IT infrastructure.
- IT Asset Management – To manage IT assets. Examples include lifecycle replacement strategies and inventory management.

Appendix A – Business Strategy Tables

- IT Change – To modify the existing IT environment in a way that enables the agency to take advantage of future IT change. Examples include platform consolidations, adoption of open systems, and implementing leading-edge practices.
- IT Project Management – To manage IT projects.
- IT Security – To implement practices and capabilities specific to IT security and privacy.
- Legislative Initiatives – To influence future legislation or policy change.
- Mobile Workforce – To enable a mobile workforce, either through remote IT capabilities or telecommuting.
- Performance Management – To measure, evaluate, and act on the performance of processes, services, the workforce, etc.
- Portfolio Management – To manage an agency IT portfolio. This applies to asset types, project selection and oversight, or a business needs analysis.
- Public Safety – To provide for the health and safety of Ohio citizens.
- Reporting Requirement – To implement capabilities that support a reporting requirement.
- Service Improvement – To improve the existing services available to citizens and customers (not digital government).
- Streamline Processes/Functions – To remove function or process inefficiencies and introduce better processes.
- Videoconferencing – This technology is a “do more with less” enabler. It reduces travel time for meeting attendees and allows the scheduling of a meeting for when it needs to occur, not when everyone can attend.
- Workflow Improvements – To introduce automated workflow in the place of existing hard-copy workflow. This is different from digitization in that digitization addresses existing physical copies, whereas workflow eliminates the processes that create them.
- Workforce Development – To train or otherwise improve the skill-sets of the agency workforce.

Appendix A – Business Strategy Tables

Business Objective Theme Results

Common Business Objective Themes		
Themes	Plans	Percent
Over 20%		
Service Improvement	28	41.2%
Performance Management	24	35.3%
Digital Government	22	32.4%
Workforce Development	22	32.4%
Business IT Integration	20	29.4%
Application Implementation	19	27.9%
Improved Data/Information Environment	19	27.9%
Information Dissemination	17	25.0%
Streamline Processes/Functions	16	23.5%
Infrastructure Upgrades	15	22.1%
Digitization of Records	14	20.6%
Over 10%		
Collaboration	13	19.1%
Funding Stream Management	11	16.2%
IT Security	11	16.2%
Data Exchange	10	14.7%
Fiscal Responsibility	10	14.7%
Application Enhancement	8	11.8%
Best Practices	8	11.8%
Portfolio Management	8	11.8%
Application Support	7	10.3%
Remaining (under 10%)		
Compliance Issues	6	8.8%
IT Change	6	8.8%
Workflow Improvements	6	8.8%
Citizen Improvement	5	7.4%
IT Project Management	5	7.4%
Videoconferencing	5	7.4%
Business Continuity	4	5.9%
Decentralized Service	4	5.9%
IT Asset Management	4	5.9%
Legislative Initiatives	4	5.9%
Mobile Workforce	4	5.9%
Reporting Requirement	4	5.9%
Public Safety	3	4.4%

Appendix B – Legend of Agency Codes

CAS Code	Agency Name
ACC	Accountancy Board of Ohio
ADA	Ohio Department of Alcohol and Drug Addiction Services
AFC	Ohio Arts and Sports Facilities Commission
AGE	Ohio Department of Aging
AGR	Ohio Department of Agriculture
ART	Ohio Arts Council
BOR	Ohio Board of Regents
BRB	Ohio State Barber Board
BTA	Ohio Board of Tax Appeals
BWC	Ohio Bureau of Workers' Compensation
CDR	Ohio Commission on Dispute Resolution and Conflict Management
CHR	Ohio State Chiropractic Board
CIV	Ohio Civil Rights Commission
CJS	Ohio Office of Criminal Justice Services
COM	Ohio Department of Commerce
COS	Ohio State Board of Cosmetology
CRB	Ohio Board of Motor Vehicle Collision Repair Registration
CSW	Ohio Counselor and Social Worker, Marriage and Family Therapist Board
DAS	Ohio Department of Administrative Services
DEN	Ohio State Dental Board
DEV	Ohio Department of Development
DHS	Ohio Department of Public Safety
DMH	Ohio Department of Mental Health
DMR	Ohio Department of Mental Retardation and Developmental Disabilities
DNR	Ohio Department of Natural Resources
DOH	Ohio Department of Health
DOT	Ohio Department of Transportation
DRC	Ohio Department of Rehabilitation and Correction
DVM	Ohio Veterinary Medical Licensing Board
DYS	Ohio Department of Youth Services
EDU	Ohio Department of Education
ENG	State Board of Registration for Professional Engineers and Surveyors
EPA	Ohio Environmental Protection Agency
ERB	Ohio State Employment Relations Board
ETH	Ohio Ethics Commission
FUN	Ohio State Board of Embalmers and Funeral Directors
IGO	State of Ohio Office of Inspector General
INS	Ohio Department of Insurance
JFS	Ohio Department of Job and Family Services
LCO	Ohio Liquor Control Commission
LIB	Ohio Library Board
LOT	Ohio Lottery Commission
LRS	Ohio Legal Rights Services
MED	State of Ohio Medical Board
NUR	Ohio Board of Nursing
OBD	Ohio Board of Dietetics
OBM	State of Ohio Office of Budget and Management
OCC	Ohio Consumers Counsel
ODB	Ohio Optical Dispensers Board
OIC	Industrial Commission of Ohio
OIT	Office of Information Technology
OPT	Ohio State Board of Optometry
OVH	Ohio Veterans' Home
PBR	Ohio Personnel Board of Review
PRX	Ohio State Board of Pharmacy
PSY	Ohio State Board of Psychology
PUB	Ohio Public Defender
PUC	Public Utilities Commission of Ohio
PWC	Ohio Public Works Commission
PYT	Ohio Occupational Therapy, Physical Therapy and Athletic Trainers Board
RAC	Ohio State Racing Commission
RCB	Ohio Respiratory Care Board
RSC	Ohio Rehabilitation Services Commission
SAN	Ohio State Board of Sanitarian Registration
SCR	Ohio State Board of Proprietary School Registration
SFC	Ohio School Facilities Commission
TAX	Ohio Department of Taxation
TTA	Ohio Tuition Trust Authority

Appendix C – Glossary

Appendix C contains references to data fields contained in the ePlanningIT application, numerous charts and graphs, and other references with a special meaning within the context of IT Planning in the State of Ohio. This glossary defines these terms that are not defined in other appendices.

Application Integration – The process of connecting new applications with legacy applications or other packages so that the result appears to end-users as a single system.

Application Maintenance – All activities that are routine and that occur on a regular basis to existing IT applications to maintain or exceed service levels. Subcategories of application maintenance are: *Fixes* – include changes to recover from system or application failures; *Enhancements* – include changes to provide additional capabilities for application users; *Upgrades* – include changes to improve system performance and efficiency; *Improvements* – include changes to improve existing functionality.

Application Platform Suite – An assembly of essential software infrastructure products sufficient to enable, at runtime, the fundamentals of modern e-business applications.

Budget Confidence Level – An estimate of budget accuracy for a project that is specified as one of the following: 1) “Order of Magnitude” representing the lowest confidence level with an error range between +75% and –25%, 2) “Budget Estimate” indicating the middle confidence level with an error range between +25% and –10% and 3) “Definitive Estimate” representing the highest confidence level with an error range between +10% and –5%.

Business Driver – The external forces (e.g. political, legislative, economic, demographic or technological) that have an impact on the agency’s business. Business drivers frequently relate to state and federal law, but they may also relate to customer demographics and satisfaction, executive expectation and direction, best practices in public and private sectors, and budgetary considerations. Agency business drivers can influence the mission, vision, goals and objectives of an agency and can trigger revisions to IT strategic and tactical plans.

Business Goal – Statement representing a major long-term accomplishment that must be achieved to progress toward the mission and vision. Agency business goals clarify the agency’s vision and should be focused enough so they can be quantified by agency business objectives.

Business Intelligence – A collection of processes, tools, and technologies for exploring and analyzing structured, domain-specific information (often stored in data warehouses) to discern trends or patterns, thereby deriving insights and drawing conclusions.

Business Objective – A concise statement of a **Specific, Measurable, Achievable, Relevant, and Time-bound (SMART)** target that the agency seeks to meet in order to achieve business goals. Business objectives are the basis for IT tactical plans.

Appendix C – Glossary

Business Program Area – Provides the means for how the agency chooses to carry out its mission. This provides a mechanism for planners to associate services, operations and support functions to the mission. The agency may define business program areas by organizational alignment, functional processes, customer and citizen base, or another conceptual or logical grouping.

Business Rules Engine – An embedded component of the workflow engine that evaluates business rules designed with a visual process design tool.

Communities of Interest – The State of Ohio promotes the Communities of Interest to ensure sound IT investments through collaboration and best practices. The six cabinet-level Communities of Interest are aligned by business functions as follows: **Business and Industry** – Bureau of Workers' Compensation, Department of Commerce, Department of Development, Department of Insurance, Department of Job and Family Services, Industrial Commission, Public Utilities Commission and Department of Taxation; **Education** – Board of Regents and Department of Education; **Environmental and Commerce** – Department of Agriculture, Department of Natural Resources, Department of Transportation and the Environmental Protection Agency; **Financial and Administration** – Department of Administrative Services, Lottery Commission, Office of Budget and Management and the Office of Information Technology; **Health and Human Services** – Department of Alcohol and Drug Addiction Services, Department of Aging, Department of Mental Health, Department of Mental Retardation and Developmental Disabilities, Department of Health and Department of Job and Family Services; **Public Safety and Criminal Justice** – Adjutant General, Department of Public Safety (in FY06, HB66 incorporated the Office of Criminal Justice Service into the Department of Public Safety), Department of Rehabilitation and Correction and the Department of Youth Services.

Collections Management – Collections management systems provide the means to identify, calculate, receive, and credit payments for fees, taxes, etc.

Computer Supplies – Includes the total dollars budgeted & spent by IT to support and maintain the IT infrastructure environment. Computer supplies include paper, forms, toner, ribbon, tapes, and other costs associated with operating the IT department.

Convergent Technologies – Unifies the environments of voice, video and data onto an IP network to enable converged applications, such as unified communications, while providing a reliable alternative to private branch exchange (PBX) systems.

Data Network – Consists of the entire spectrum of resources that support the data environment, from front end processor outward to the devices endpoint, across the LAN inter-network, as well as personnel support and other related operating costs. Including the lease, maintenance, and depreciation of hardware, software, personnel, carrier services, facilities, training, and any other related operating and project costs.

Data Warehouse – A storage architecture designed to hold data extracted from transaction systems, operational data stores, and external sources. The data is structured specifically for querying and reporting.

Appendix C – Glossary

Decision Support – Decision support systems are computer-based systems that help decision-makers utilize data and models to identify and solve problems and to make decisions. A typical decision support system analyzes business data and presents it in a form so that users can make business decisions more easily. Decision support systems are "informational applications" (to be distinguished from "operational applications") that collect data in the normal course of business operations.

Desktop/LAN Server – Includes the lease, maintenance, and depreciation of all PC's (desktops, laptops, and workstations), local LAN infrastructure (hubs, wiring, intra-site facility, internetworking, file and print servers, email infrastructure, printers), and remote LAN access equipment, software, personnel, facilities, and any other related costs.

Development (Project Type) – 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.

Directory Services – A directory service is a structured repository of information on people and resources within an organization that facilitates management and communication. On a network, the directory service identifies all aspects of the network including users, software, hardware, and the various rights and policies assigned to each. It acts as a central authority that can securely authenticate resources and manage identities and the relationships between them.

Disaster Recovery – Includes costs associated with implementing a disaster recovery plan to restore an organization's critical business functions. Includes activities and programs designed to return the entity to an acceptable condition.

Disaster Recovery Plan – Consists of the precautions taken so that the effects of a disaster will be minimal and the organization will be able to either maintain or quickly resume mission-critical functions.

EDI/EFT – Electronic Data Interchange/Electronic Fund Transfer enables standard data exchanges between business and governmental organizations.

E-Forms – An e-form (electronic form) is a computerized version of a paper form. In addition to reducing the cost of printing, storing, and distributing preprinted forms and the wastage of obsolete forms, e-forms can be filled out faster because programming can be associated with them to automatically format, calculate, look up, and validate information for the user. With digital signatures and routing via e-mail, approval cycle times can be reduced significantly. With electronic submission of completed forms, the cost of re-keying data and the associated errors can also be reduced or eliminated.

Enhancement (Project Type) – 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.

ePlanningIT – A web-based software tool used to document and update agency IT strategic and tactical plans.

Appendix C – Glossary

G.I.S. – Geographic Information System is a computer tool used to map and analyze features in the environment.

Gigabit Ethernet – Ethernet systems that operate at 1000 Mbps and are defined by the 802.3z (1000Base-X fiber optic Gigabit Ethernet) and the 802.3ab (1000Base-T twisted-pair Gigabit Ethernet) standards.

Handheld Computers – Devices that are based on an OS and microprocessor designed for comfortable operation in a user's hand; they may be stand-alone, integrated wireless communication devices, or they can connect wirelessly through a peripheral connection or module. Devices include tablet PDAs and clamshell PDAs.

Help Desk – An organization with the primary responsibility of accepting, logging, resolving and escalating requests for information technology support. This includes the lease, maintenance, and depreciation of hardware, software, personnel support, and other related operations or project costs.

Infrastructure Maintenance – Routine activities that occur on a regular basis that are undertaken to maintain existing service levels for the user community, and activities that are undertaken to maintain physical computing infrastructure or systems software.

Intel – Includes all aspects of the Intel server (i.e. Compaq, Dell) environment. Including the lease, maintenance, and depreciation of hardware, software, personnel, facilities, supplies, and any other related operating and project costs.

IT Project – Activities that are undertaken to create new IT capability/functionality, have a definite beginning and ending timeframe, are unique or non-routine and complex, and consume constrained resources.

IT Project Closing Phase – Closeout is performed once all defined project objectives have been met and the customer has accepted the project's product. Project closeout includes the following key elements: redistributing resources such as staff, facilities and equipment; closing out any labor charge codes and formalizing contract closure; completing, collecting and archiving project records; documenting successes and issues of the project; conducting a lessons learned session; transitioning to operational maintenance; and celebrating project success. These activities are particularly important on large projects with extensive records and resources.

IT Project Execution and Control Phase – When a project moves into the execution phase, the personnel and other resources needed to carry out the project should be in place and ready for work to begin. The project plan should be complete and baselined. The project team will transition from project planning to project performance. The project control phase involves the regular monitoring of project schedule, cost and quality standards to detect variances from plan. The IT project execution phase corresponds to the development/coding and deployment phases of the SDLC. The IT project Control phase corresponds to the testing phase of the SDLC. This process may be iterative, particularly if the development team is writing in sections that can be tested before another section of the product is developed.

Appendix C – Glossary

IT Project Initiation Phase – The IT project initiation phase is the first time that project management is applied to an IT project. Up to that time, other management activities occur that help the sponsor agency decide whether or not a planned IT project is to be developed (e.g., cost-benefit analysis, project feasibility analysis, etc). A project has entered the initiation phase after it has been selected for development and a project manager has been assigned. The IT project initiation phase maps to the definition phase of the project life cycle. It is in the definition phase of the project life cycle that all the components and outcomes that are needed for a product are defined.

IT Project Planning Phase – The purpose of the IT project planning phase is to create a consistent, coherent document that will be used to guide both project execution and project control. Outputs of the IT project planning phase include product requirements, a project schedule, a detailed budget estimate and documentation of project organization. The IT project planning phase corresponds to the analysis and design phase of the System Development Life-Cycle (SDLC). It is during this time that the requirements gathered during analysis and planning are put into the total design of the product to be developed.

IT Strategic Plan – Agency IT strategic plans describe the business goals and objectives the agency has chosen to achieve its long-term mission and vision. The IT strategic plan describes agency business strategies that IT must support, and it also sets the stage for linking IT resources to long-term agency strategies and short term business goals and business objectives.

IT Tactical Plan – The IT tactical plan describes the near-term steps the IT organization plans to take to accomplish the business mission, vision, goals and objectives described in the agency IT strategic plan.

Knowledge Management – The process through which organizations generate value from their intellectual and knowledge-based assets. Most often, generating value from such assets involves sharing them among employees, departments, and even with other companies in an effort to devise best practices.

Mainframe – Total dollars budgeted and spent by IT to support the Data Center's mainframe environment. Including the lease, maintenance, and depreciation of hardware, common software, personnel salaries & benefits, facilities, supplies, and any other cost associated with supporting the Mainframe Data Center.

MARCS – Multi-Agency Radio Communications System provides high quality reliable wireless technology services with a dedication to customer satisfaction and interoperability throughout the state.

Mid Range – Includes all aspects of the traditional Midrange server (i.e. Tandem & AS400) environment. Including the lease, maintenance, and depreciation of hardware, software, personnel, facilities, supplies, and any other related operating and project costs.

Mission – An explicit statement, of the agency’s core purpose for existence. It should focus on day-to-day operations and be generic enough to cover all strategies, yet broad enough to cover the complete area of operations. When combined with the agency’s vision, the mission provides the framework for developing agency business goals and objectives.

Mobility – Makes enterprise applications available to end users on the move. Wireless adds to mobility the ability to carry out a task immediately at any location.

Natural Language Search – Users enter questions using language as spoken or written by human beings, rather than computer programming languages using Boolean operators or other notations.

Office Applications – Office applications are software used to accomplish common business tasks. Examples of office applications include, but are not limited to, word processing, spreadsheets, e-mail, scheduling/calendaring, web browsers, and business graphics.

Payment Processes – Electronic payment processes are the means or methods for making or receiving payment for goods, services, fees, taxes, etc. and may include such activities as credit card processing or electronic funds transfers.

Project Alignment – The process of identifying the specific agency business objectives that are supported by each planned IT project.

Project Assumptions – Internal and external conditions such as technology, available human resources, stakeholder expectations and political factors that may define, limit or constrain the environment or circumstances under which the project is developed and implemented. All project assumptions that may affect the cost, schedule or quality of the project during implementation or the expected benefits upon project completion should be documented.

Project Budget Estimate – Cost estimate developed during the initiation phase of the project lifecycle for data processing and telecommunication equipment, data processing and telecommunication software, payroll, purchased personal services, telecommunications services, intrastate payments – OIT services, and other expenses for a planned project. This estimate includes cumulative costs for years prior to the biennial planning cycle, first and second fiscal years of the biennial planning cycle, and cumulative costs for future years after the biennial planning cycle.

Project Deliverable – The measurable, tangible, verifiable outcome, result or item that must be produced to complete a project or part of a project. Project deliverables should be clearly defined in the project scope statement.

Project Description – A brief narrative description of the project that includes high-level project scope and the agency’s technical approach to the project.

Project Goal – A concise statement of how the planned project addresses the problem or opportunity described in the project purpose.

Project Purpose – A brief narrative statement that describes the problem or opportunity that the project is intended to address and the consequences if the project is not pursued in the specified planning period. This should include, but is not limited to, mandated requirements, end-user/customer requests, and agency technology initiatives or opportunities to improve the efficiency and effectiveness of government through the application of technology.

Appendix C – Glossary

Project Scope – A statement that clearly defines the work that must be done to produce the deliverables of the project with the specified features and functions. The project scope is used to control what is or is not included in the project. It ensures that the project includes all the work required, and only the work required to successfully complete the project.

Project Success Criteria – A brief narrative describing the measurable value the agency expects from completion of the project. This narrative is presented as measurable outcomes that define project success.

Public Key Infrastructure – Public Key Infrastructure (PKI) enables users of a basically unsecured public network, such as the Internet, to securely and privately exchange data and money through the use of a public and private cryptographic key pair that is obtained and shared through a trusted authority. PKI provides for a digital certificate that can identify an individual or an organization and directory services that can store and, when necessary, revoke the certificates.

Security Solutions – Security Solutions is a broad term that describes technologies, processes, policies and products that are used to provide comprehensive assurance of confidentiality, integrity and availability of information. It includes technologies such as anti-virus and firewall, processes such as risk management and data classification techniques, procedures such as authentication and vulnerability assessment.

Server Consolidation/Virtualization – Software that can be used to deploy multiple virtual partitions within an industry-standard server. The partitions, called virtual machines, can run operating systems independent of one another.

Service-Oriented Architecture – A model for application construction that decouples server business functionality from client logic. Applications are implemented by separating the user-facing (or "client") part of an application from the core business logic that is implemented using web services.

Speech Recognition – The ability of a machine or program to recognize and carry out voice commands or take dictation. In general, speech recognition involves the ability to match a voice pattern against a provided or acquired vocabulary.

Statewide Intranet – Point-to-point, dedicated bandwidth between customer connections in 100kbps increments. This service also provides access between the customer connection and the State's Internet gateway.

Storage Area Network – A high-speed special-purpose network (or sub-network) that interconnects different kinds of data storage devices with associated data servers on behalf of a larger network of users.

Strategic Alignment – The process of identifying the agency business goals that are supported by each agency business objective.

Appendix C – Glossary

Strategic Planning Budget Estimate – Budget estimates developed before starting a project and include cost estimates for data processing and telecommunication equipment, data processing and telecommunication software, payroll, purchased personal services, telecommunications services, intrastate payments – OIT services, and other expenses for a planned project. This estimate includes cumulative costs for years prior to the biennial planning cycle, first and second fiscal years of the biennial planning cycle, and cumulative costs for future years after the biennial planning cycle.

Strategy and Plan Development – Includes all costs associated with the creation and implementation of the information technology plan.

Streaming Media – The rapid transmission of audio and video in packets over the Internet.

Technical Approach – Identifies how hardware, software and telecommunications services will be employed in the project to the extent known. The technical approach begins at a high level and becomes more detailed as the project progresses and as the agency updates its IT tactical plan.

Training – Includes all costs associated with providing computer education and training to IT and end-user staff in relation to the IT infrastructure environment.

UNIX – Includes all aspects of the UNIX server environment. Including the lease, maintenance, and depreciation of hardware, software, personnel, facilities, supplies, and any other related operating and project costs.

Utility (Project Type) – Projects undertaken to replace or maintain technology to satisfy service levels for the user community, not resulting in a change in functionality.

Vision – A broad statement about the future state that the agency aspires to reach without regard to how it is to be achieved. The agency's vision becomes the basis for developing business goals that move the agency toward its vision.

Web Personalization – Allows users to tailor the appearance and content that comes up when the Web site is launched.

Appendix D – Government Business Services

Total Projects	Agency	Administrative	Environmental Services	Justice Services	Public Safety Services	Benefits Services	Enterprise Resource Planning	License/Permit Services	Tax Services
3	ADA	2							
7	AGE	5				1	1		
3	BOR								
40	BWC								
1	CHR								
4	CIV	3							
1	CJS	1		1	1				
5	COM	3			1		1	3	
2	CRB	1						2	
3	DAS	3				2			
1	DEV		1						
7	DHS	1			5	1		3	
4	DMR	1							
26	DNR	14	14		6		3	12	2
16	DOH	2	1			1			
20	DOT								
9	DRC	9		2	3	1			
1	DVM	1							
2	DYS	2		2	2				
2	EDU	2					1	1	
1	ENG	1							
8	EPA	2	7					2	
4	ERB	4							
5	ETH	5						1	
1	IGO	1							
4	INS	2				1	1	2	
19	JFS	2				3			1
1	LCO	1						1	
3	LOT								
1	MED	1						1	
1	OBM	1					1		
1	OCC								
1	ODB								
14	OIC					1			
39	OIT	27	8	7	9	4	6	6	7
7	OVH	7							
3	PUB	1					1		
4	PUC	3			2			1	1
1	RCB							1	
4	RSC	3							
1	SAN	1							
6	SFC	5							
18	TAX	2			1				14
304	Total Number of Projects	119	31	12	30	15	15	36	25
	Percentage from all Projects	39%	10%	4%	10%	5%	5%	12%	8%
43	No. of Plans w/ at least one identified Project	33	5	4	9	9	8	13	5
	Percentage of Plans w/ at least one identified Project	77%	12%	9%	21%	21%	19%	30%	12%

Appendix D – Government Business Services (continued)

Total Projects	Agency	Education Services	Family Services	Natural Resources	Transportation Services	Employment Services	Health Services	Public Information	Veterans Services	Total
3	ADA						2	2		3
7	AGE						1			5
3	BOR									
40	BWC									
1	CHR									
4	CIV									3
1	CJS							1		1
5	COM							1		4
2	CRB									2
3	DAS	1				1		1		3
1	DEV									1
7	DHS				3					7
4	DMR		3				1			3
26	DNR	5		25			4	17		26
16	DOH		2				9	5		12
20	DOT				19					19
9	DRC	2	2			1	3	2	2	9
1	DVM									1
2	DYS	1	1				1			2
2	EDU	2				1		1		2
1	ENG									1
8	EPA							2		8
4	ERB	2						1		4
5	ETH							4		5
1	IGO									1
4	INS							2		4
19	JFS		11			8	5		1	16
1	LCO							1		1
3	LOT									
1	MED							1		1
1	OBM							1		1
1	OCC	1	1					1		1
1	ODB									
14	OIC					1				1
39	OIT	6	7	7	7	4	8	9	3	29
7	OVH								7	7
3	PUB									1
4	PUC				1			2		4
1	RCB									1
4	RSC	1				4				4
1	SAN							1		1
6	SFC							2		6
18	TAX				1			2		14
304	Total Number of Projects	21	27	32	31	20	34	59	13	214
	Percentage from all Projects	7%	9%	11%	10%	7%	11%	19%	4%	70%
43	No. of Plans w/ at least one identified Project	9	7	2	5	7	9	21	4	38
	Percentage of Plans w/ at least one identified Project	21%	16%	5%	12%	16%	21%	49%	9%	88%

Appendix E – Common Functionality

Total Projects	Agency	Collections Management	EDI/EFT	Payment Processes	Decision Support	G.I.S.	Public Key Infrastructure	Directory Services	MARCS	Statewide Intranet	E-Forms	Office Applications	Total
3	ADA	2			3								3
7	AGE		2	3	5					1		2	6
3	BOR												
40	BWC												
1	CHR												
4	CIV											2	2
1	CJS			1	1	1	1				1	1	1
5	COM	2		3	1						3	5	5
2	CRB		1									1	1
3	DAS		1	1	1		1	1		1	1	1	1
1	DEV												
7	DHS								1				1
4	DMR		1										1
26	DNR	6	1	2	14	14	2		2	3	6	8	23
16	DOH		1	2	3	2	4	6	1	1	3	4	10
20	DOT			1	4	1						1	7
9	DRC	3	2	2	2	1			2	2	2	3	7
1	DVM											1	1
2	DYS				1					2	1	1	2
2	EDU	1		2	2					1	1		2
1	ENG												
8	EPA			1		1	1				1		3
4	ERB			2			2				2		4
5	ETH	1	1	2	1		1	2			4	3	5
1	IGO		1	1				1		1	1	1	1
4	INS		2	2	1		1			1	1	3	3
19	JFS	1	1	1	1			1			1	3	7
1	LCO			1									1
3	LOT										1		1
1	MED												
1	OBM		1	1	1		1			1		1	1
1	OCC				1							1	1
1	ODB												
14	OIC											1	1
39	OIT	3	4	3	8	3	4	5	5	12	5	8	20
7	OVH				1							7	7
3	PUB			2									2
4	PUC			1	4						3		4
1	RCB											1	1
4	RSC			1						1	1		3
1	SAN										1	1	1
6	SFC			3								3	4
18	TAX	2		1	2					3	2	4	12
304	Total Projects	21	19	39	57	23	18	16	11	30	41	67	155
	Percent from all Projects	7%	6%	13%	19%	8%	6%	5%	4%	10%	13%	22%	51%
43	No. of Plans w/ at least one identified Project	9	13	23	20	7	10	6	5	13	20	25	36
	Percent of Plans w/ at least one identified Project	21%	30%	53%	47%	16%	23%	14%	12%	30%	47%	58%	84%

Appendix F – Common Technologies

Total Projects	Agency	Application Integration	Application Platform Suite	Business Intelligence	Business Rules Engine	Convergent Technologies	Data Warehouse	Disaster Recovery Plan	Gigabit Ethernet	Handheld Computers	Knowledge Management
3	ADA	3				1					
7	AGE	6	1	2		3	3	2			3
3	BOR										
40	BWC										
1	CHR										
4	CIV										
1	CJS	1		1		1	1	1			1
5	COM	5	2	1	1		1	1		3	2
2	CRB	1									
3	DAS	1									
1	DEV										
7	DHS	3				1					1
4	DMR	2		2			2				
26	DNR	10		2			7				6
16	DOH	9	4	1			2	4		2	4
20	DOT	11	1	6	4	3	6	4		2	5
9	DRC	3	1					1			
1	DVM										
2	DYS			1							
2	EDU	2	1	1	2	1	1				1
1	ENG										
8	EPA	1				1	1			1	
4	ERB										1
5	ETH	4	2		1		3	2			
1	IGO			1			1				
4	INS	2		2	1		1				1
19	JFS	1		2				5			
1	LCO							1			
3	LOT	2				2	1	1		1	
1	MED										
1	OBM	1		1	1		1	1			1
1	OCC	1		1			1		1		1
1	ODB										
14	OIC	6		4	4	4	4	1	1		1
39	OIT	14	8	6	2	11	9	6	5	9	7
7	OVH	7		1						1	1
3	PUB	1									
4	PUC	4	3	4	4		2			2	2
1	RCB	1						1			
4	RSC	2									1
1	SAN										
6	SFC	2				1				1	
18	TAX	8		3			2			1	1
304	Total Projects	114	23	42	20	29	49	31	7	23	40
	Percent of all Projects	38%	8%	14%	7%	10%	16%	10%	2%	8%	13%
43	Plans w/ at least one identified Project	29	9	19	9	11	19	14	3	10	18
	Percent of Plans w/ at least one identified Project	67%	21%	44%	21%	26%	44%	33%	7%	23%	42%

Appendix F – Common Technologies (continued)

Total Projects	Agency	Mobility	Natural Language Search	Security Solutions	Server Consolidation/ Virtualization	Service Oriented Architecture	Speech Recognition	Storage Area Network	Streaming Media	Web Personalization	Total
3	ADA	1				1					3
7	AGE			1	1			2			6
3	BOR									1	1
40	BWC										
1	CHR										
4	CIV			2				1			3
1	CJS			1		1				1	1
5	COM	3		1	3	4		1	2	1	5
2	CRB										1
3	DAS				1						1
1	DEV										
7	DHS	2									4
4	DMR										2
26	DNR				1	1				6	14
16	DOH	1		6				3	2	1	11
20	DOT	1		2	2			2	5		20
9	DRC	1								1	3
1	DVM										
2	DYS										1
2	EDU	1		1	1	1		1		1	2
1	ENG										
8	EPA			1							3
4	ERB		1	1							3
5	ETH	1		2							5
1	IGO										1
4	INS					3				2	4
19	JFS			1				1		1	6
1	LCO				1						1
3	LOT	1				1					3
1	MED							1			1
1	OBM			1				1			1
1	OCC							1			1
1	ODB										
14	OIC							6			12
39	OIT	1	2	13	5	9	2	3	2	3	25
7	OVH	1									7
3	PUB										1
4	PUC	2				3		4			4
1	RCB										1
4	RSC	2		2				2		1	4
1	SAN										
6	SFC	1						1			3
18	TAX	2		1		1					11
304	Total Projects	21	3	36	15	25	2	30	11	19	175
	Percent from all Projects	7%	1%	12%	5%	8%	1%	10%	4%	6%	58%
43	No. of Plans w/ at least one identified Project	15	2	15	8	10	1	15	4	11	36
	Percent of Plans w/ at least one identified Project	35%	5%	35%	19%	23%	2%	35%	9%	26%	84%

Appendix G – Major IT Projects

Major IT Projects					
Agency	Project	Development	Enhancement	Utility	Grand Total
(AGE) Aging Department					
	AGE-001: PASSPORT Web Feasibility	\$1,165,123			\$1,165,123
(CJS) Criminal Justice Services Office					
	CJS-001: Criminal Justice Information System (CJIS)	\$5,806,156			\$5,806,156
(DAS) Administrative Services Department					
	DAS-001: DAS020001: Enterprise Resource Planning Implementation	\$5,970,000			\$5,970,000
	DAS-002: DAS040004: Internal Operations Improvements		\$3,920,000		\$3,920,000
(DHS) Public Safety Department					
	DHS-002: Multi-Agency Radio Communications System	\$35,600,000			\$35,600,000
	DHS-006: Registration Stickers On Demand	\$2,800,000			\$2,800,000
(DMR) Mental Retardation and Developmental Disabilities Department					
	DMR-001: IT Infrastructure	\$10,520,102			\$10,520,102
	DMR-002: Quality Information Management System	\$2,046,740			\$2,046,740
	DMR-003: Ohio MR/DD consumer information portal	\$1,081,800			\$1,081,800
	DMR-004: ODMRDD Medicaid Data Integration Project		\$2,274,115		\$2,274,115
(DNR) Natural Resources Department					
	DNR-003: 737GIS01: Statewide Digital Soils Info		\$3,090,000		\$3,090,000
	DNR-016: 728GIS01 GIMS Program		\$6,040,000		\$6,040,000
	DNR-019: 740ECOM01 Upgrade of DOW'S POS Operation		\$4,236,100		\$4,236,100
(DOH) Health Department					
	DOH-002: Ohio Disease Reporting System	\$8,381,882			\$8,381,882
	DOH-004: WIC Internet based Certification System	\$8,880,000			\$8,880,000
	DOH-008: Agency E-Mail Migration		\$2,003,000		\$2,003,000
	DOH-009: Network Infrastructure		\$11,800,000		\$11,800,000
	DOH-012: VS Electronic Death Registration System (EDRS)	\$2,770,000			\$2,770,000
	DOH-013: VS Integrated Document Management System	\$2,060,000			\$2,060,000
	DOH-014: VS Integrated Perinatal Public Health Information System	\$1,705,000			\$1,705,000
	DOH-016: Novell to Windows Migration		\$1,332,500		\$1,332,500
	DOH-018: Ohio Public Health Wide Area Network (OPHWAN)		\$30,167,500		\$30,167,500
(DOT) Transportation Department					
	DOT-003: Telecommunications			\$7,473,600	\$7,473,600
	DOT-005: Ohio ITS Control Center	\$10,272,220			\$10,272,220
	DOT-006: Real-time Interstate Monitoring			\$1,776,592	\$1,776,592
	DOT-007: Geographic Information System (GIS) Resources			\$2,500,000	\$2,500,000
	DOT-011: Enterprise Roadway Information Management System Rewrite		\$4,380,000		\$4,380,000
	DOT-012: Disaster Recovery and Business Resumption			\$4,435,000	\$4,435,000
	DOT-014: Road and Weather Information System			\$1,025,000	\$1,025,000
	DOT-019: OAKS Integration	\$4,200,000			\$4,200,000
	DOT-020: OKS Training	\$2,400,000			\$2,400,000
(DRC) Rehab and Correction Department					
	DRC-001: 00002: CONTENT MANAGEMENT PROJECT (Imaging / Workflow)	\$3,332,100			\$3,332,100
	DRC-003: 00005: MARCS Equipment Deployment		\$13,000,200		\$13,000,200
	DRC-004: 00027: TIE Replacement (CICS)		\$1,250,456		\$1,250,456
	DRC-007: 00003: Inmate Trust Accounting	\$1,500,400			\$1,500,400
	DRC-008: 00026: DOTS Conversion		\$3,200,400		\$3,200,400
(EDU) Education Department					
	EDU-001: School Finance Payment System	\$5,480,000			\$5,480,000
(EPA) Environmental Protection Agency					
	EPA-002: Agency WEB DEM	\$2,680,000			\$2,680,000
	EPA-004: Develop Next Generation STARS	\$2,335,000			\$2,335,000

Appendix G – Major IT Projects (continued)

Major IT Projects					
Agency	Project	Development	Enhancement	Utility	Grand Total
	EPA-006: Develop RECLAIMS	\$1,160,000			\$1,160,000
	EPA-007: SDWIS Migration	\$1,035,000			\$1,035,000
(JFS) Job and Family Services Department					
	JFS-001: Health Insurance Portability & Accountability Act HIPAA	\$74,211,240			\$74,211,240
	JFS-002: SETS (Support Enforcement Tracking System)		\$320,273,301		\$320,273,301
	JFS-003: SACWIS	\$70,346,622			\$70,346,622
	JFS-004: OHP Decision Support System	\$23,800,000			\$23,800,000
	JFS-005: OJI (Ohio Job Insurance)	\$65,871,064			\$65,871,064
	JFS-006: ERIC (Employer Resource Information Center)	\$28,523,287			\$28,523,287
	JFS-007: CRIS-E (Client Registry Information System Enhanced)		\$105,916,187		\$105,916,187
	JFS-008: e-ICMS (electronic Integrated Case Management System)		\$42,216,065		\$42,216,065
	JFS-009: Enterprise Hardware Technology Upgrade		\$49,676,200		\$49,676,200
	JFS-010: Enterprise Messaging Systems	\$6,440,000			\$6,440,000
	JFS-011: Enterprise Network Enhancements		\$1,059,000		\$1,059,000
	JFS-012: Franklin County Children's Services (FCCS) Integration		\$3,850,000		\$3,850,000
	JFS-014: Integrated Telephony		\$30,346,920		\$30,346,920
	JFS-015: Video Conferencing		\$2,145,330		\$2,145,330
	JFS-016: Windows XP Deployment		\$15,957,000		\$15,957,000
	JFS-017: SCOTI (Sharing Career Opportunities and Training Initiatives)	\$30,658,551			\$30,658,551
	JFS-018: MITS (Medicaid Information Technology System)	\$50,000,220			\$50,000,220
(OBM) Budget and Management Office					
	OBM-001: OAKS: Ohio Administrative Knowledge System (OAKS)	\$149,502,710			\$149,502,710
(OIT) Office of Information Technology					
	OIT-001: OH*1 -- Next Generation Network for Ohio	\$18,375,100			\$18,375,100
	OIT-002: Enterprise Email		\$3,482,000		\$3,482,000
	OIT-007: Ohio Customer Service and Security Center		\$5,267,399		\$5,267,399
	OIT-009: OIT Billing System	\$2,000,100			\$2,000,100
	OIT-010: Columbus Metropolitan Backbone			\$2,000,000	\$2,000,000
	OIT-012: Mobile Wireless Gateway	\$2,816,100			\$2,816,100
	OIT-016: Internet Security Filtering		\$1,070,100		\$1,070,100
	OIT-018: Network Management & Security System		\$1,000,000		\$1,000,000
	OIT-021: MARCS 700 MHz Motorola Data		\$10,100,000		\$10,100,000
	OIT-022: Disaster Recovery - SDD OPEN Systems		\$1,038,100		\$1,038,100
	OIT-024: Ohio Business Gateway/Muni-Tax	\$1,000,100			\$1,000,100
	OIT-028: LBRs Management	\$3,425,236			\$3,425,236
	OIT-030: SDD Change Management	\$1,000,100			\$1,000,100
	OIT-031: State CIO's Office/OIT Administration Subject Matter Experts (SMEs)	\$1,678,800			\$1,678,800
	OIT-032: SDD Ongoing SME Support		\$1,400,100		\$1,400,100
	OIT-034: State Term Schedule Automation	\$1,690,000			\$1,690,000
	OIT-035: ePlanningIT Cycles 3 & 4		\$2,488,000		\$2,488,000
	OIT-036: IGD Ongoing SME Support		\$1,810,000		\$1,810,000
	OIT-038: Remote Internet Access Expansion			\$1,180,100	\$1,180,100
	OIT-039: Converged Services			\$2,280,000	\$2,280,000
(RSC) Rehabilitation Services Commission					
	RSC-002: RSC-002 OSCAR Reengineering	\$1,360,000			\$1,360,000
(TAX) Taxation Department					
	TAX-001: Audit Consolidation (PIT)	\$1,498,032			\$1,498,032
	TAX-002: Call Center Hardware Refresh (IVR)		\$1,075,502		\$1,075,502
	TAX-007: Data Entry System		\$1,327,008		\$1,327,008
	TAX-011: Tax Revenue Enhancement	\$6,998,720			\$6,998,720
	TAX-012: Tax Reform		\$2,640,000		\$2,640,000

Appendix G – Major IT Projects (continued)

Major IT Projects					
Agency	Project	Development	Enhancement	Utility	Grand Total
	TAX-018: Enterprise Tax solution	\$45,931,000			\$45,931,000
	TAX-021: Personal Property Enhancement		\$2,232,160		\$2,232,160
Major IT Projects Grand Total		\$710,308,505	\$693,064,643	\$22,670,292	\$1,426,043,440

Appendix G – Major IT Projects (continued)

Remaining IT Projects (non-Major Projects)					
Agency	Project	Development	Enhancement	Utility	Grand Total
(ADA) Alcohol and Drug Addiction Services					
	ADA-001: Integrated File System - Phase 2		\$117,500		\$117,500
	ADA-002: Web-based Reporting Requirements System	\$325,000			\$325,000
	ADA-003: Prevention Requirements Reporting System	\$150,000			\$150,000
(AGE) Aging Department					
	AGE-002: SAMS Statewide		\$143,018		\$143,018
	AGE-003: Care Coordination	\$633,994			\$633,994
	AGE-004: State IT Services Consolidation			\$142,926	\$142,926
	AGE-005: Aix/Oracle AS - Agency Intranet	\$279,725			\$279,725
	AGE-006: Data Warehouse/Content Management	\$241,188			\$241,188
	AGE-007: OAKS	\$89,329			\$89,329
(BOR) Regents Board					
	BOR-001: 'My OBR' Portal		\$8,250		\$8,250
	BOR-002: Consolidate agency networks		\$12,900		\$12,900
	BOR-003: Email archival		\$15,000		\$15,000
(BWC) Workers' Compensation Bureau					
	BWC-001: Network Facility Upgrades		\$100		\$100
	BWC-002: LAN Upgrades		\$100		\$100
	BWC-003: Printer Upgrade		\$100		\$100
	BWC-004: Monitor Replacement		\$100		\$100
	BWC-005: Network Services Infrastructure		\$100		\$100
	BWC-006: User System Upgrades		\$100		\$100
	BWC-007: Telecommunications Upgrade		\$100		\$100
	BWC-008: IBM Hardware Upgrades		\$100		\$100
	BWC-009: Computer Facility Renovation		\$100		\$100
	BWC-010: Network Infrastructure Upgrade		\$200		\$200
	BWC-011: LAN Storage Upgrade		\$200		\$200
	BWC-012: Remedy Upgrade		\$200		\$200
	BWC-013: Video Conferencing Upgrade		\$200		\$200
	BWC-014: Application Hosting Upgrade		\$200		\$200
	BWC-015: Applications Enhancements		\$200		\$200
	BWC-016: Xerox PPS/Metacode Viewing Software		\$200		\$200
	BWC-017: Vulnerability Management Scanner		\$200		\$200
	BWC-018: Web Browser Viewing of Reports		\$200		\$200
	BWC-019: Data Warehouse - Online Analytical Processing (OLAP) Technologies		\$200		\$200
	BWC-020: Data Warehouse - Payments Re-engineering using R&P Data		\$200		\$200
	BWC-021: Data Quality Detection/Improvement		\$200		\$200
	BWC-022: CoolGen Encyclopedia Conversion		\$200		\$200
	BWC-023: Expanded DB@ Recovery using EMC BCV's		\$200		\$200
	BWC-024: Personal oracle Conversion		\$200		\$200
	BWC-025: Network Facility Upgrades		\$200		\$200
	BWC-026: Remedy Upgrades & Customer Service Modules		\$200		\$200
	BWC-027: Universal Document Service Phase II: Employer Mgmt Imaging		\$200		\$200
	BWC-028: Enterprise Data Management Support		\$200		\$200
	BWC-029: ICD-10-CM		\$200		\$200
	BWC-030: Enterprise-wide Policy Management Center		\$200		\$200
	BWC-031: Voice Over Internet Protocol (VoIP)		\$200		\$200
	BWC-032: New Business Model		\$200		\$200
	BWC-033: Enterprise Data Management Support - New Business Model Development		\$200		\$200
	BWC-034: Work Force Management (WFM)		\$200		\$200

Appendix G – Major IT Projects (continued)

Remaining IT Projects (non-Major Projects)					
Agency	Project	Development	Enhancement	Utility	Grand Total
	BWC-035: Agile Real Time Enterprise		\$200		\$200
	BWC-036: Open Source Software Pilot (Agile RTE)		\$200		\$200
	BWC-037: Mobile Architecture Service (Agile RTE)		\$200		\$200
	BWC-038: Knowledge Management initiative		\$200		\$200
	BWC-039: Streaming Video Technology		\$200		\$200
	BWC-040: Interns		\$200		\$200
(CHR) Chiropractic Board					
	CHR-001: No Project	\$200			\$200
(CIV) Civil Rights Commission					
	CIV-001: Regional Server Replacement		\$26,500		\$26,500
	CIV-002: Regional firewall replacement		\$11,000		\$11,000
	CIV-003: Replacing UPS Batteries		\$3,900		\$3,900
	CIV-004: Software Maintenance		\$18,300		\$18,300
(COM) Commerce Department					
	COM-001: Integrated Document Management	\$720,000			\$720,000
	COM-002: LAWS Migration from Lotus Notes Domino to MS Exchange and VB/SQL		\$330,000		\$330,000
	COM-003: DIC Phase III Development and Enhancements	\$490,000			\$490,000
	COM-004: Division of Unclaimed Funds Wagers Enhancements and OBG Reporting	\$375,000			\$375,000
	COM-005: State Fire Marshal Field Reporting for Enforcement	\$150,000			\$150,000
(CRB) Motor Vehicle Collision Repair Registration Board					
	CRB-001: Website Expansion		\$2,100		\$2,100
	CRB-002: Document Scanning	\$1,800			\$1,800
(DAS) Administrative Services Department					
	DAS-003: DAS LAN Infrastructure		\$740,000		\$740,000
(DEV) Development Department					
	DEV-001: Urban Development Tracking System	\$120,000			\$120,000
(DHS) Public Safety Department					
	DHS-001: All-4: Commercial Vehicles Information Systems & Network	\$245,000			\$245,000
	DHS-003: Dealer License Renewal	\$726,500			\$726,500
	DHS-004: Titling of Motor Vehicles - Imaging	\$485,000			\$485,000
	DHS-005: PeopleSoft HRM Expansion		\$325,000		\$325,000
	DHS-007: End-to-End Inventory Management & Control System	\$820,000			\$820,000
(DNR) Natural Resources Department					
	DNR-008: 733IT01 Ground Water Monitoring Program		\$128,000		\$128,000
	DNR-009: 727GIS01 Forestry GIS Development		\$520,374		\$520,374
	DNR-010: 731GIS01 Lake Erie Coastal Erosion Management Plan Phases 1-2		\$602,000		\$602,000
	DNR-011: 733GIS03 Water Well Log Computerization System		\$125,000		\$125,000
	DNR-012: 733GIS01 Floodplain Management GIS		\$170,000		\$170,000
	DNR-013: 733GIS02 Digital Ground Water Resources Maps and Pollution Potential Maps		\$156,000		\$156,000
	DNR-014: 738GIS02 Real Estate Land Management Information System	\$794,000			\$794,000
	DNR-015: 738GIS03 Internet Map Server (IMS)		\$316,200		\$316,200
	DNR-017: 739ITGIS01 Watercraft GIS Program Development		\$60,500		\$60,500
	DNR-018: 739WIS02 Web Based Agent System		\$705,000		\$705,000
	DNR-020: 740GIS01 GIS Coverage for Ohio Wildlife		\$568,100		\$568,100
	DNR-021: 740ECOM02 Marketing Initiatives		\$771,200		\$771,200
	DNR-022: 744IT01 DMRM Microfilm and paper conversion			\$985,600	\$985,600
	DNR-023: 744IT03 Reporting Services for MSQl Databases		\$25,500		\$25,500
	DNR-024: 744IT02 Pay Estimate System Refurbishment		\$40,000		\$40,000
	DNR-025: 744IT04 Water Quality Database	\$40,000			\$40,000
	DNR-026: 744EGOV01 Electronic Mine Safety Testing			\$32,500	\$32,500
	DNR-027: 744EGOV02 E – Reporting			\$75,000	\$75,000

Appendix G – Major IT Projects (continued)

Remaining IT Projects (non-Major Projects)					
Agency	Project	Development	Enhancement	Utility	Grand Total
	DNR-028: 744EGOV03 E-Permitting			\$100,000	\$100,000
	DNR-029: 744EGOV04 E-Pay Fees			\$50,000	\$50,000
	DNR-030: 749IT01 Web Services Delivery		\$54,000		\$54,000
	DNR-031: 749GIS01 Geographic Recycling Data		\$23,000		\$23,000
	DNR-032: 746IT01 eTO/PD	\$59,500			\$59,500
(DOH) Health Department					
	DOH-001: Grants Management Information System		\$756,000		\$756,000
	DOH-003: Child Death Review		\$70,600		\$70,600
	DOH-005: ODH Website Redesign	\$840,000			\$840,000
	DOH-007: Enterprise Single Sign-On	\$450,000			\$450,000
	DOH-011: Childhood Lead PAM / NDSS project	\$125,000			\$125,000
	DOH-015: Subgrantee Performance Evaluation System (SPES)		\$176,000		\$176,000
	DOH-017: Enterprise Uninterruptible Power Source	\$610,000			\$610,000
(DOT) Transportation Department					
	DOT-001: Ellis		\$740,000		\$740,000
	DOT-002: Information Technology Training			\$1,200,000	\$1,200,000
	DOT-004: Computer Customer Support			\$992,000	\$992,000
	DOT-008: GUI screens for existing Mantis Applications		\$350,000		\$350,000
	DOT-009: Mobile Applications	\$303,000			\$303,000
	DOT-010: handheld Resources	\$281,144			\$281,144
	DOT-013: Data Warehouse		\$870,000		\$870,000
	DOT-015: Applications Server Architecture			\$910,000	\$910,000
	DOT-016: County Work Plan Software			\$150,000	\$150,000
	DOT-017: Decision Support			\$420,000	\$420,000
	DOT-018: DBE Unified Certification Program			\$451,000	\$451,000
(DRC) Rehab and Correction Department					
	DRC-005: 00033: Kalos/CIPS Pharmacy - Statewide Expansion	\$508,477			\$508,477
	DRC-006: 00004: Warehouse Consolidation	\$493,155			\$493,155
	DRC-009: 00023: Hosting Contract			\$200	\$200
	DRC-010: 00016: Field Officer Tool Application	\$600,400			\$600,400
(DVM) Veterinary Medical Board					
	DVM-001: Website expansion		\$100		\$100
(DYS) Youth Services Department					
	DYS-001: 0311BOI00005: Document Mangement/Scanning	\$227,049			\$227,049
	DYS-002: eDir	\$463,000			\$463,000
(EDU) Education Department					
	EDU-002: CORE	\$440,000			\$440,000
(ENG) Engineers and Surveyors Board					
	ENG-001: No project.	\$400			\$400
(EPA) Environmental Protection Agency					
	EPA-003: Develop Next Generation SIIMAN	\$410,000			\$410,000
	EPA-005: OAKS-Driven System Development			\$238,000	\$238,000
	EPA-008: PCS Redevelopment	\$160,000			\$160,000
	EPA-009: Video Conferencing			\$174,700	\$174,700
(ERB) Employment Relations Board					
	ERB-001: Web-based Clearinghouse		\$100,200		\$100,200
	ERB-002: Fact-finding / Conciliation /Contract Access		\$35,100		\$35,100
	ERB-003: Publication assessment		\$5,100		\$5,100
	ERB-004: Electronic and FAX-Filing		\$40,100		\$40,100
(ETH) Ethics Commission					
	ETH-001: Revamp Legacy Financial Disclosure Tracking/Imaging Application		\$153,000		\$153,000

Appendix G – Major IT Projects (continued)

Remaining IT Projects (non-Major Projects)					
Agency	Project	Development	Enhancement	Utility	Grand Total
	ETH-002: Add Online Filing Capability to Financial Disclosure Application		\$46,000		\$46,000
	ETH-003: Add Online (Web) Viewing Functionality to Financial Disclosure Application		\$8,500		\$8,500
	ETH-004: Develop Online/Web Submission Capability for Advisory Request and Responses	\$2,000			\$2,000
	ETH-005: Implement Scanning Process for Investigative Documentation			\$6,500	\$6,500
(IGO) Inspector General's Office					
	IGO-001: Replace Personal Computers			\$8,100	\$8,100
(INS) Insurance Department					
	INS-001: E-License Transactions	\$173,899			\$173,899
	INS-002: Records Retention System		\$125,000		\$125,000
	INS-003: Oaks Project	\$81,367			\$81,367
	INS-004: Cosmos Application Upgrade		\$463,753		\$463,753
(JFS) Job and Family Services Department					
	JFS-013: Infrastructure Technology Upgrade		\$137,830		\$137,830
	JFS-019: County Finance Information System	\$220			\$220
(LCO) Liquor Control Commission					
	LCO-001: Complete file sharing with the Ohio Division of Liquor Control		\$3,000		\$3,000
(LOT) Lottery Commission					
	LOT-001: Disaster Recovery Plan		\$200,100		\$200,100
	LOT-002: Portal Project	\$550,100			\$550,100
	LOT-003: Sales Force Enhancement	\$200,100			\$200,100
(MED) Medical Board					
	MED-001: Document Imaging/Archive Expansion		\$60,150		\$60,150
(OCC) Consumers Counsel					
	OCC-001: CRC/O&E Database Migration		\$72,500		\$72,500
(ODB) Optical Dispensers Board					
	ODB-002: Website Enhancement		\$100		\$100
(OIC) Industrial Commission					
	OIC-001: AS ECM Workflow	\$319,379			\$319,379
	OIC-002: NS Voice Over IP	\$174,000			\$174,000
	OIC-003: IT Implement new Help Desk Software (IT Help Desk)		\$127,000		\$127,000
	OIC-004: AS Implement Work Flow into Fiscal Processes	\$142,880			\$142,880
	OIC-005: AS Implement Work Flow into Human Resource Processes	\$153,848			\$153,848
	OIC-006: IT Upgrade AS/400's		\$646,820		\$646,820
	OIC-007: NS Upgrade to Local Area Network		\$655,000		\$655,000
	OIC-008: AS Enhance Hearing Process Work Flow		\$450,575		\$450,575
	OIC-009: NS Implement New Call Center Software in Customer Service	\$58,000			\$58,000
	OIC-012: AS E-mail of Notices and Orders to Parties		\$152,880		\$152,880
	OIC-013: NS ECM Infrastructure Upgrade		\$168,000		\$168,000
	OIC-014: NS ECM Redundancy		\$775,000		\$775,000
	OIC-015: IT Implement Word Interface to DTM		\$146,136		\$146,136
	OIC-016: NS Enterprise FAX/Copier/Print Solution	\$340,000			\$340,000
(OIT) Office of Information Technology					
	OIT-008: Enterprise Incident Reporting	\$110,100			\$110,100
	OIT-011: Wireless Connectivity	\$200,100			\$200,100
	OIT-013: Enterprise DMZ	\$320,100			\$320,100
	OIT-023: SDD Business Continuity	\$360,100			\$360,100
	OIT-026: Prevention Services Gateway	\$600,000			\$600,000
	OIT-027: GIServe Ohio Expansion		\$993,300		\$993,300
	OIT-029: e-Authentication	\$800,100			\$800,100
	OIT-033: State Procurement Web Design/Refresh		\$364,656		\$364,656
	OIT-037: State CIO's Office/OIT Administration Infrastructure			\$62,400	\$62,400

Appendix G – Major IT Projects (continued)

Remaining IT Projects (non-Major Projects)					
Agency	Project	Development	Enhancement	Utility	Grand Total
	OIT-040: IT Services Alignment	\$720,000			\$720,000
	OIT-041: SLA Development and Implementation		\$82,500		\$82,500
	OIT-042: Service Delivery Deployment Strategy	\$910,000			\$910,000
	OIT-043: Standards Development Initiative		\$962,096		\$962,096
	OIT-044: R & D on Technology and Best Practices	\$160,000			\$160,000
	OIT-045: Statewide IT Strategic Plan	\$600,000			\$600,000
	OIT-046: Enterprise IT Budgeting		\$329,680		\$329,680
	OIT-047: OIT Performance Metrics, Transition & Management			\$281,000	\$281,000
	OIT-048: Enterprise IT Funding Strategy	\$100,100			\$100,100
	OIT-049: Human Resource Management			\$450,100	\$450,100
(OVH) Veterans' Home					
	OVH-001: IT2004 Electronic Staff Scheduling	\$200,100			\$200,100
	OVH-002: IT2004 Education Training Center		\$70,100		\$70,100
	OVH-003: IT2004 Integrated Financial and Clinical Software		\$150,100		\$150,100
	OVH-004: IT2004 Business Intelligence Software		\$189,300		\$189,300
	OVH-005: IT2004 BlackBerry Server		\$11,100		\$11,100
	OVH-006: IT2004 Document Management System		\$205,100		\$205,100
	OVH-007: IT2004 New Information Technology (IT) Developments		\$200,200		\$200,200
(PUB) Public Defender Commission					
	PUB-001: Monitor replace for all users		\$60,100		\$60,100
	PUB-002: Reimbursement Web Application	\$70,200			\$70,200
	PUB-004: Printer Replacement		\$10,100		\$10,100
(PUC) Public Utilities Commission					
	PUC-001: Ohio Motor Carrier Information System (OMCIS)	\$570,000			\$570,000
	PUC-002: ELANI/ESQUIRE	\$209,000			\$209,000
	PUC-003: Market Information System	\$810,000			\$810,000
	PUC-004: Contact Management System (CMS)	\$360,000			\$360,000
(RCB) Respiratory Care Board					
	RCB-001: Replacement PC			\$4,400	\$4,400
(RSC) Rehabilitation Services Commission					
	RSC-001: CATS future Releases		\$455,000		\$455,000
	RSC-003: RSC 003 Wireless operation, Security, and Network Initiatives			\$510,000	\$510,000
	RSC-004: RSC 004 Content Management			\$200,000	\$200,000
(SAN) Sanitarian Registration Board					
	SAN-001: Website Enhancement		\$100		\$100
(SFC) School Facilities Commission					
	SFC-001: CM Website		\$652,000		\$652,000
	SFC-002: Funds Management		\$128,000		\$128,000
	SFC-003: Mobile computing/WiFi/VPN/Video Conferencing			\$153,000	\$153,000
	SFC-004: Reporting	\$274,000			\$274,000
	SFC-005: Additional Webtool development	\$314,000			\$314,000
	SFC-006: Work Flow and Document Management			\$128,000	\$128,000
(TAX) Taxation Department					
	TAX-003: CVISN (Commercial Vehicle Information Systems Network)	\$227,000			\$227,000
	TAX-004: Email Upgrade		\$137,176		\$137,176
	TAX-006: Intrusion Prevention		\$396,800		\$396,800
	TAX-008: OBG New Projects, Maintenance)		\$806,080		\$806,080
	TAX-009: PMO Process Improvement			\$91,264	\$91,264
	TAX-010: Service Level Management and Metrics Support			\$336,790	\$336,790
	TAX-013: WAN Upgrade			\$621,600	\$621,600
	TAX-014: Website Upgrade/Modernization		\$191,360		\$191,360

Appendix G – Major IT Projects (continued)

Remaining IT Projects (non-Major Projects)					
Agency	Project	Development	Enhancement	Utility	Grand Total
	TAX-015: Wireless - WiFi			\$144,500	\$144,500
	TAX-019: Fed ID Mgmt			\$202,420	\$202,420
	TAX-020: Unified Messaging			\$228,400	\$228,400
Grand Total		\$22,768,554	\$19,954,834	\$9,350,400	\$52,073,788

Appendix G – Major IT Projects (continued)

Planned IT Projects Summary				
	Development	Enhancement	Utility	Grand Total
Total Major IT Projects	\$710,308,505	\$693,064,643	\$22,670,292	\$1,426,043,440
Total Remaining Projects (non-Major Projects)	\$22,768,554	\$19,954,834	\$9,350,400	\$52,073,788
Total IT Projects	\$733,077,059	\$713,019,477	\$32,020,692	\$1,478,117,228
Major IT Projects Percent of Total (Amount)	96.9%	97.2%	70.8%	96.5%
Major IT Projects Count	44	35	8	87
Non-Major IT Projects Count	67	119	31	217
Total Projects Count	111	154	39	304
Major IT projects Percent of Total (Count)	39.6%	22.7%	20.5%	28.6%

Appendix H – Statewide Initiatives

Statewide Initiatives - Total Dollars									
CAS Code	Criminal Justice Information System (CJIS)	Desktop/Laptop Hardware Standards	e-Authentication	Economic Development/ Jobs	e-Licensing	Email Consolidation	e-Payment	Health Insurance Portability and Accountability Act (HIPAA)	Homeland Security - Cyber Security Management
ACC									
ADA								\$325,000	
AFC									
AGE		\$142,926	\$142,926			\$142,926		\$1,942,135	
AGR									
ART									
BOR									
BRB									
BTA									
BWC									
CDR									
CHR									
CIV									
CJS	\$5,806,156	\$5,806,156	\$5,806,156						
COM		\$640,000			\$720,000	\$330,000	\$1,425,000		
COS									
CRB					\$3,900		\$2,100		
CSW									
DAS									
DEN									
DEV				\$120,000					
DHS	\$245,000				\$245,000				
DMH									
DMR		\$10,520,102						\$12,794,217	
DNR				\$9,650,374	\$5,041,100		\$5,091,100		
DOH			\$3,442,000			\$2,003,000	\$2,060,000	\$30,167,500	\$30,167,500
DOT									
DRC									
DVM									
DYS	\$463,000								
EDU		\$440,000	\$440,000			\$440,000	\$440,000		
ENG									
EPA			\$2,680,000				\$2,680,000		
ERB			\$40,100				\$140,400		
ETH	\$6,500		\$199,000			\$46,000	\$46,000		
FUN									

Appendix H – Statewide Initiatives

Statewide Initiatives - Total Dollars									
CAS Code	Criminal Justice Information System (CJIS)	Desktop/Laptop Hardware Standards	e-Authentication	Economic Development/ Jobs	e-Licensing	Email Consolidation	e-Payment	Health Insurance Portability and Accountability Act (HIPAA)	Homeland Security - Cyber Security Management
IGO		\$8,100				\$8,100			
INS			\$173,899		\$173,899		\$173,899		
JFS						\$56,116,200		\$124,211,460	\$56,116,200
LCO									
LIB									
LOT									
LRS									
MED					\$60,150				
NUR									
OBD									
OBM									
OCC									
ODB									
OIC									
OIT	\$600,000	\$881,000	\$3,790,400	\$1,600,100	\$1,920,200	\$4,363,000	\$1,920,200	\$600,000	\$6,589,600
OPT									
OVH						\$11,100		\$544,500	
PBR									
PRX									
PSY									
PUB							\$70,200		
PUC				\$1,170,000	\$570,000		\$570,000		
PWC									
PYT									
RAC									
RCB					\$4,400				
RSC			\$965,000						
SAN									
SCR									
SFC									
TAX						\$137,176	\$47,812,582		\$396,800
TTA									
Grand Total	\$7,120,656	\$18,438,284	\$17,679,481	\$12,540,474	\$8,784,649	\$63,551,502	\$62,431,481	\$170,584,812	\$93,270,100

Appendix H – Statewide Initiatives

Statewide Initiatives - Total Dollars (continued)									
CAS Code	Homeland Security - Land Based Response System (LBRS)	Homeland Security - Multi Agency Radio Communications System (MARCS)	Homeland Security - Virtual Private Network (VPN-2)	Mobile Wireless Gateway	Oh*1 Next Generation Network Structure for Ohio	Ohio Administrative Knowledge System (OAKS)	Ohio Business Gateway	Third Frontier	Grand Total
ACC									0\$
ADA									\$325,000
AFC									0\$
AGE				\$142,926	\$142,926	\$89,329			\$2,746,094
AGR									0\$
ART									0\$
BOR									0\$
BRB									0\$
BTA									0\$
BWC									0\$
CDR									0\$
CHR									0\$
CIV									0\$
CJS									\$17,418,468
COM				\$640,000	\$640,000	\$720,000	\$1,095,000		\$6,210,000
COS									0\$
CRB									\$6,000
CSW									0\$
DAS						\$5,970,000			\$6,350,000
DEN									0\$
DEV									\$120,000
DHS		\$35,600,000		\$245,000		\$325,000			\$36,660,000
DMH									0\$
DMR					\$10,520,102	\$10,520,102			\$44,354,523
DNR					\$648,374	\$59,500			\$20,490,448
DOH				\$176,000	\$11,800,000				\$79,816,000
DOT				\$303,000	\$10,272,220	\$6,600,000			\$17,175,220
DRC		\$13,000,200		\$600,400	\$4,582,556				\$18,183,156
DVM									0\$
DYS			\$463,000					\$463,000	\$1,389,000
EDU					\$440,000	\$5,480,000			\$7,680,000
ENG									0\$
EPA						\$238,000			\$5,598,000
ERB									\$180,500
ETH									\$297,500

Appendix H – Statewide Initiatives

Statewide Initiatives - Total Dollars (continued)									
CAS Code	Homeland Security - Land Based Response System (LBRS)	Homeland Security - Multi Agency Radio Communications System (MARCS)	Homeland Security - Virtual Private Network (VPN-2)	Mobile Wireless Gateway	Oh*1 Next Generation Network Structure for Ohio	Ohio Administrative Knowledge System (OAKS)	Ohio Business Gateway	Third Frontier	Grand Total
FUN									0\$
IGO									\$16,200
INS						\$81,367			\$603,064
JFS					\$156,651,387				\$393,095,247
LCO			\$3,000						\$3,000
LIB									0\$
LOT					\$200,100				\$200,100
LRS									0\$
MED									\$60,150
NUR									0\$
OBD									0\$
OBM						\$149,502,710			\$158,249,710
OCC									0\$
ODB									0\$
OIC						\$296,728			\$296,728
OIT	\$600,000	\$29,075,100	\$19,975,100	\$3,936,300	\$26,703,599	\$600,000	\$7,187,599	\$18,975,100	\$129,317,298
OPT									0\$
OVH				\$11,100					\$566,700
PBR									0\$
PRX									0\$
PSY									0\$
PUB									\$70,200
PUC							\$570,000		\$2,880,000
PWC									0\$
PYT									0\$
RAC									0\$
RCB									\$4,400
RSC				\$510,000		\$455,000			\$1,930,000
SAN									0\$
SCR									0\$
SFC									0\$
TAX				\$144,500	\$621,600	\$45,931,000	\$46,737,080		\$141,780,738
TTA									0\$
Grand Total	\$600,000	\$77,675,300	\$20,441,100	\$6,709,226	\$223,222,864	\$226,868,736	\$55,589,679	\$19,438,100	\$1,084,946,444

Appendix H – Statewide Initiatives

Statewide Initiatives – Project Count									
CAS Code	Criminal Justice Information System (CJIS)	Desktop/Laptop Hardware Standards	e-Authentication	Economic Development/Jo bs	e-Licensing	Email Consolidation	e-Payment	Health Insurance Portability and Accountability Act (HIPAA)	Homeland Security - Cyber Security Management
ACC									
ADA								1	
AFC									
AGE		1	1			1		3	
AGR									
ART									
BOR									
BRB									
BTA									
BWC									
CDR									
CHR									
CIV									
CJS	1	1	1						
COM		2			1	1	3		
COS									
CRB					2		1		
CSW									
DAS									
DEN									
DEV				1					
DHS	1				1				
DMH									
DMR		1						2	
DNR				3	3		4		
DOH			4			1	1	1	1
DOT									
DRC									
DVM									
DYS	1								
EDU		1	1			1	1		
ENG									
EPA			1				1		
ERB			1				3		
ETH	1		2		1		1		
FUN									

Appendix H – Statewide Initiatives

Statewide Initiatives – Project Count									
CAS Code	Criminal Justice Information System (CJIS)	Desktop/Laptop Hardware Standards	e-Authentication	Economic Development/Jobs	e-Licensing	Email Consolidation	e-Payment	Health Insurance Portability and Accountability Act (HIPAA)	Homeland Security - Cyber Security Management
IGO		1				1			
INS			1		1		1		
JFS						2		2	2
LCO									
LIB									
LOT									
LRS									
MED					1				
NUR									
OBD									
OBM									
OCC									
ODB									
OIC									
OIT	1	2	5	2	3	3	3	1	6
OPT									
OVH						1		3	
PBR									
PRX									
PSY									
PUB							1		
PUC				2	1		1		
PWC									
PYT									
RAC									
RCB					1				
RSC			2						
SAN									
SCR									
SFC									
TAX						1	3		1
TTA									
Grand Total	5	9	19	8	15	12	24	13	10

Appendix H – Statewide Initiatives

Statewide Initiatives – Project Count (continued)									
CAS Code	Homeland Security - Land Based Response System (LBRS)	Homeland Security - Multi Agency Radio Communications System (MARCS)	Homeland Security - Virtual Private Network (VPN-2)	Mobile Wireless Gateway	Oh*1 Next Generation Network Structure for Ohio	Ohio Administrative Knowledge System (OAKS)	Ohio Business Gateway	Third Frontier	Grand Total
ACC									
ADA									1
AFC									
AGE				1	1	1			9
AGR									
ART									
BOR									
BRB									
BTA									
BWC									
CDR									
CHR									
CIV									
CJS									3
COM				2	2	1	2		14
COS									
CRB									3
CSW									
DAS						1			1
DEN									
DEV									1
DHS		1		1		1			5
DMH									
DMR					1	1			5
DNR					2	1			13
DOH				1	1				10
DOT				1	1	2			4
DRC		1		1	2				4
DVM									
DYS			1					1	3
EDU					1	1			6
ENG									
EPA						1			3
ERB									4
ETH									5

Appendix H – Statewide Initiatives

Statewide Initiatives – Project Count (continued)									
CAS Code	Homeland Security - Land Based Response System (LBRS)	Homeland Security - Multi Agency Radio Communications System (MARCS)	Homeland Security - Virtual Private Network (VPN-2)	Mobile Wireless Gateway	Oh*1 Next Generation Network Structure for Ohio	Ohio Administrative Knowledge System (OAKS)	Ohio Business Gateway	Third Frontier	Grand Total
FUN									
IGO									2
INS						1			4
JFS					3				9
LCO			1						1
LIB									
LOT					1				1
LRS									
MED									1
NUR									
OBD									
OBM						1			1
OCC									
ODB									
OIC						2			2
OIT	1	3	3	4	6	1	4	2	50
OPT									
OVH				1					5
PBR									
PRX									
PSY									
PUB									1
PUC							1		5
PWC									
PYT									
RAC									
RCB									1
RSC				1		1			4
SAN									
SCR									
SFC									
TAX				1	1	1	2		10
TTA									
Grand Total	1	5	5	14	22	17	9	3	191

Appendix I – Federal Initiatives

Federal Initiatives - Total Dollars									
CAS Code	Consolidated Health Informatics (Business Case)	Disaster Assistance and Crisis Response	e-Authentication	e-Grants	Eligibility Assistance Online	e-Vital (Business Case)	Expanding Electronic Tax Products for Businesses	EZ Tax Filing	Geospatial Information One-Stop
ACC									
ADA	\$592,500								
AFC									
AGE									
AGR									
ART									
BOR		\$15,000							
BRB									
BTA									
BWC									
CDR									
CHR									
CIV									
CJS				\$5,806,156					\$5,806,156
COM		\$720,000							
COS									
CRB									
CSW									
DAS									
DEN									
DEV									
DHS									
DMH									
DMR	\$4,320,855				\$2,274,115				
DNR		\$6,560,374							\$10,568,574
DOH	\$8,506,882	\$39,159,382	\$8,831,882	\$932,000					\$8,557,882
DOT									
DRC		\$13,000,200							
DVM									
DYS									
EDU									
ENG									
EPA			\$2,680,000						
ERB			\$40,100						
ETH									
FUN									

Appendix I – Federal Initiatives

Federal Initiatives - Total Dollars									
CAS Code	Consolidated Health Informatics (Business Case)	Disaster Assistance and Crisis Response	e-Authentication	e-Grants	Eligibility Assistance Online	e-Vital (Business Case)	Expanding Electronic Tax Products for Businesses	EZ Tax Filing	Geospatial Information One-Stop
IGO									
INS			\$173,899						
JFS	\$124,211,460		\$74,211,240		\$74,211,240				
LCO									
LIB									
LOT									
LRS									
MED		\$60,150							
NUR									
OBD									
OBM									
OCC									
ODB									
OIC									
OIT	\$4,216,200	\$29,249,836	\$5,150,300	\$600,000	\$4,025,236	\$800,100	\$1,000,100	\$1,000,100	\$5,018,536
OPT									
OVH									
PBR									
PRX									
PSY									
PUB									
PUC									
PWC									
PYT									
RAC									
RCB									
RSC			\$965,000						
SAN									
SCR									
SFC									
TAX							\$47,812,582	\$1,881,582	
TTA									
Grand Total	\$141,847,897	\$88,764,942	\$92,052,421	\$7,338,156	\$80,510,591	\$800,100	\$48,812,682	\$2,881,682	\$29,951,148

Appendix I – Federal Initiatives

Federal Initiatives - Total Dollars (continued)								
CAS Code	International Trade Process Streamlining	One-Stop Business Compliance Information	Online Access for Loans	Online Rulemaking Management	Recreation One-Stop	USA Services	Wireless Public SAFETy Interoperable COMMUNICATIONS/ Project SAFECOM	Grand Total
ACC								\$0
ADA								\$592,500
AFC								\$0
AGE								\$0
AGR								\$0
ART								\$0
BOR								\$15,000
BRB								\$0
BTA								\$0
BWC								\$0
CDR								\$0
CHR								\$0
CIV								\$0
CJS								\$11,612,312
COM								\$720,000
COS								\$0
CRB								\$0
CSW								\$0
DAS								\$0
DEN								\$0
DEV								\$0
DHS							\$35,600,000	\$35,600,000
DMH								\$0
DMR								\$6,594,970
DNR					\$520,374			\$17,649,322
DOH						\$840,000		\$66,828,028
DOT								\$0
DRC								\$13,000,200
DVM								\$0
DYS								\$0
EDU								\$0
ENG								\$0
EPA								\$2,680,000
ERB								\$40,100
ETH						\$8,500		\$8,500

Appendix I – Federal Initiatives

Federal Initiatives - Total Dollars (continued)								
CAS Code	International Trade Process Streamlining	One-Stop Business Compliance Information	Online Access for Loans	Online Rulemaking Management	Recreation One-Stop	USA Services	Wireless Public SAFETy Interoperable COMMUNICATIONS/ Project SAFECOM	Grand Total
FUN								\$0
IGO								\$0
INS								\$173,899
JFS								\$272,633,940
LCO								\$0
LIB								\$0
LOT								\$0
LRS								\$0
MED								\$60,150
NUR								\$0
OBD								\$0
OBM								\$0
OCC								\$0
ODB								\$0
OIC								\$0
OIT		\$2,160,300	\$360,100		\$993,300	\$5,096,100	\$38,189,836	\$97,860,044
OPT								\$0
OVH								\$0
PBR								\$0
PRX								\$0
PSY								\$0
PUB								\$0
PUC		\$570,000						\$570,000
PWC								\$0
PYT								\$0
RAC								\$0
RCB								\$0
RSC		\$510,000						\$1,475,000
SAN								\$0
SCR								\$0
SFC								\$0
TAX								\$49,694,164
TTA								\$0
Grand Total	\$0	\$3,240,300	\$360,100	\$0	\$1,513,674	\$5,944,600	\$73,789,836	\$577,808,129

Appendix I – Federal Initiatives

Federal Initiatives – Project Count									
CAS Code	Consolidated Health Informatics (Business Case)	Disaster Assistance and Crisis Response	e-Authentication	e-Grants	Eligibility Assistance Online	e-Vital (Business Case)	Expanding Electronic Tax Products for Businesses	EZ Tax Filing	Geospatial Information One-Stop
ACC									
ADA	3								
AFC									
AGE									
AGR									
ART									
BOR		1							
BRB									
BTA									
BWC									
CDR									
CHR									
CIV									
CJS				1					1
COM		1							
COS									
CRB									
CSW									
DAS									
DEN									
DEV									
DHS									
DMH									
DMR	2				1				
DNR		2							5
DOH	2	3	2	2					2
DOT									
DRC		1							
DVM									
DYS									
EDU									
ENG									
EPA			1						
ERB			1						
ETH									
FUN									

Appendix I – Federal Initiatives

Federal Initiatives – Project Count									
CAS Code	Consolidated Health Informatics (Business Case)	Disaster Assistance and Crisis Response	e-Authentication	e-Grants	Eligibility Assistance Online	e-Vital (Business Case)	Expanding Electronic Tax Products for Businesses	EZ Tax Filing	Geospatial Information One-Stop
IGO									
INS			1						
JFS	2		1		1				
LCO									
LIB									
LOT									
LRS									
MED		1							
NUR									
OBD									
OBM									
OCC									
ODB									
OIC									
OIT	3	7	4	1	2	1	1	1	3
OPT									
OVH									
PBR									
PRX									
PSY									
PUB									
PUC									
PWC									
PYT									
RAC									
RCB									
RSC			2						
SAN									
SCR									
SFC									
TAX							3	2	
TTA									
Grand Total	12	16	12	4	4	1	4	3	11

Appendix I – Federal Initiatives

Federal Initiatives - Project Count (continued)								
CAS Code	International Trade Process Streamlining	One-Stop Business Compliance Information	Online Access for Loans	Online Rulemaking Management	Recreation One-Stop	USA Services	Wireless Public SAFETY Interoperable COMMUNICATIONS/ Project SAFECOM	Grand Total
ACC								
ADA								3
AFC								
AGE								
AGR								
ART								
BOR								1
BRB								
BTA								
BWC								
CDR								
CHR								
CIV								
CJS								2
COM								1
COS								
CRB								
CSW								
DAS								
DEN								
DEV								
DHS							1	1
DMH								
DMR								3
DNR					1			8
DOH						1		12
DOT								
DRC								1
DVM								
DYS								
EDU								
ENG								
EPA								1
ERB								1
ETH						1		1

Appendix I – Federal Initiatives

Federal Initiatives - Project Count (continued)								
CAS Code	International Trade Process Streamlining	One-Stop Business Compliance Information	Online Access for Loans	Online Rulemaking Management	Recreation One-Stop	USA Services	Wireless Public SAFETY Interoperable COMMUNICATIONS/ Project SAFECOM	Grand Total
FUN								
IGO								
INS								1
JFS								4
LCO								
LIB								
LOT								
LRS								
MED								1
NUR								
OBD								
OBM								
OCC								
ODB								
OIC								
OIT		3	1		1	2	7	37
OPT								
OVH								
PBR								
PRX								
PSY								
PUB								
PUC		1						1
PWC								
PYT								
RAC								
RCB								
RSC		1						3
SAN								
SCR								
SFC								
TAX								5
TTA								
Grand Total		5	1		2	4	8	87

Appendix J – Budgetary Update Results: Part I – Statewide Summary

In the fall of 2005, agencies updated their IT plan budget information to reflect approved budgetary allotments, since the budgetary requests often differ from the funds approved for those requests. This appendix compares the initial IT project counts with the updated project counts; and the initial IT project and maintenance budgetary estimates with the approved project and maintenance budgetary totals.

Part I – IT Project and Maintenance Updates – Statewide Summary

Part I of this appendix provides statewide aggregated updates to the agency project and maintenance information documented in agency plans.

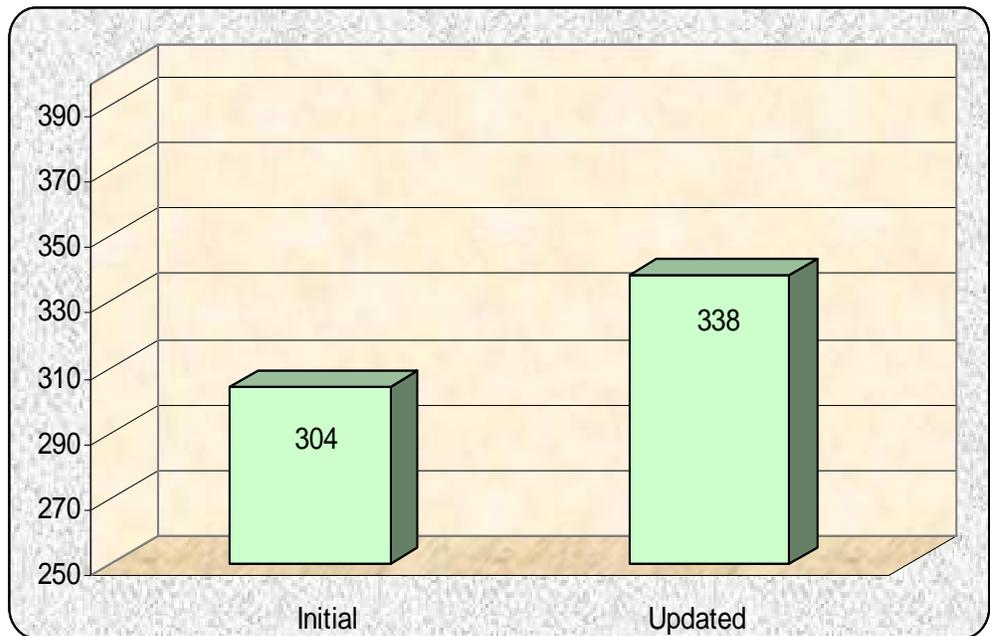


Figure J-1 – IT Project Total Comparisons

Figure J-1 depicts the total number of projects increased from 304 to 338. This represents a percent increase of 11.2%.

Appendix J – Budgetary Update Results: Part I – Statewide Summary

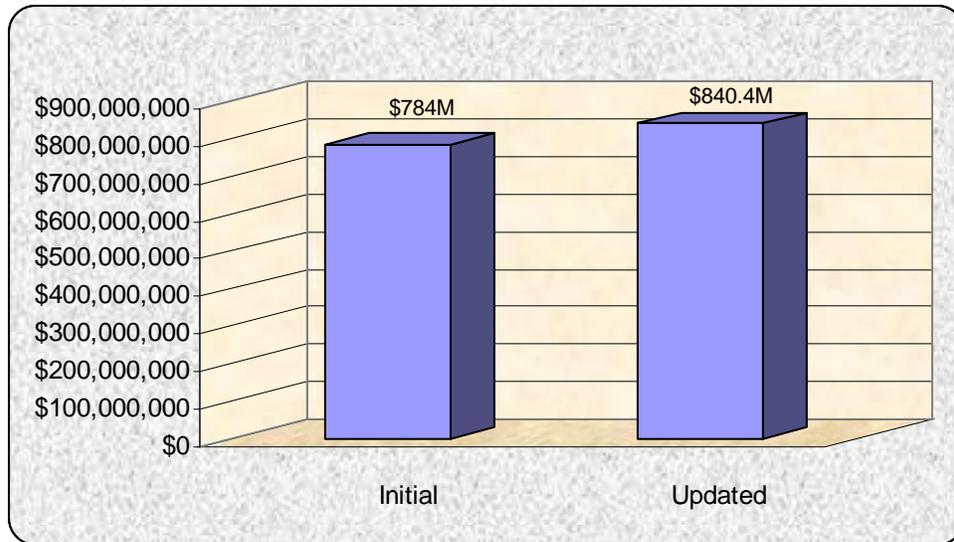


Figure J-2 – IT Project Budget Total Comparisons

The total budgetary value changed from a total budget projection of \$784M to an approved budgetary total of \$840.4M as represented in **Figure J-2**. The percent of the increase is 24.6%.



Figure J-3 – Application Maintenance Budget Total Comparisons

Figure J-3 shows that agencies' total application maintenance budget projections changed from an estimated \$405.9M to an approved budgetary total of \$267.5M. This represents a decrease of 34.1%.

Appendix J – Budgetary Update Results: Part I – Statewide Summary

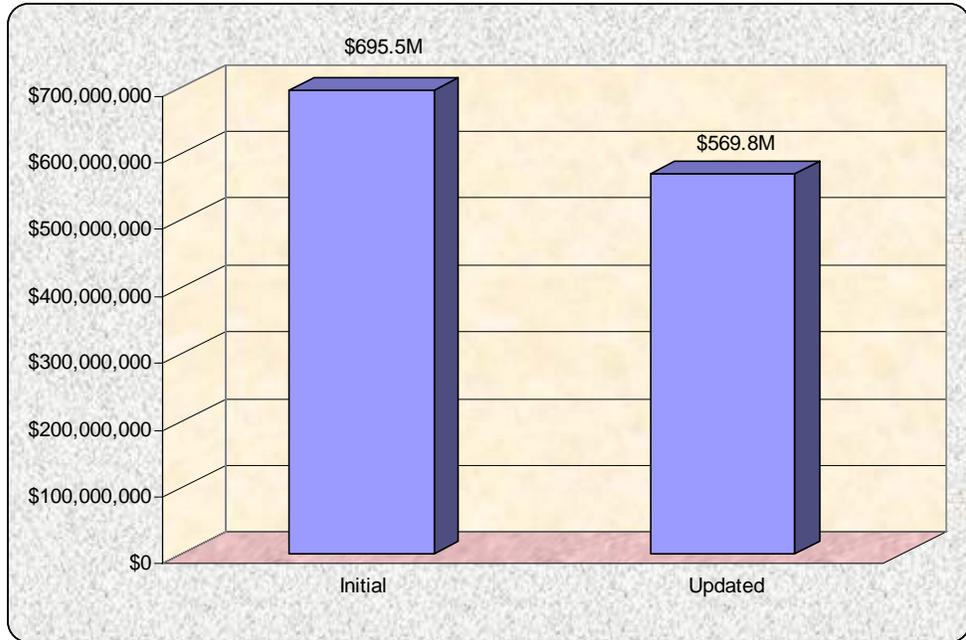


Figure J-4 – Infrastructure Maintenance Budget Total Comparisons

The aggregated infrastructure maintenance budget projections changed from \$695.5M to an approved budgetary total of \$569.8M as seen in **Figure J-4**. The percent of the decrease is 18.1%.

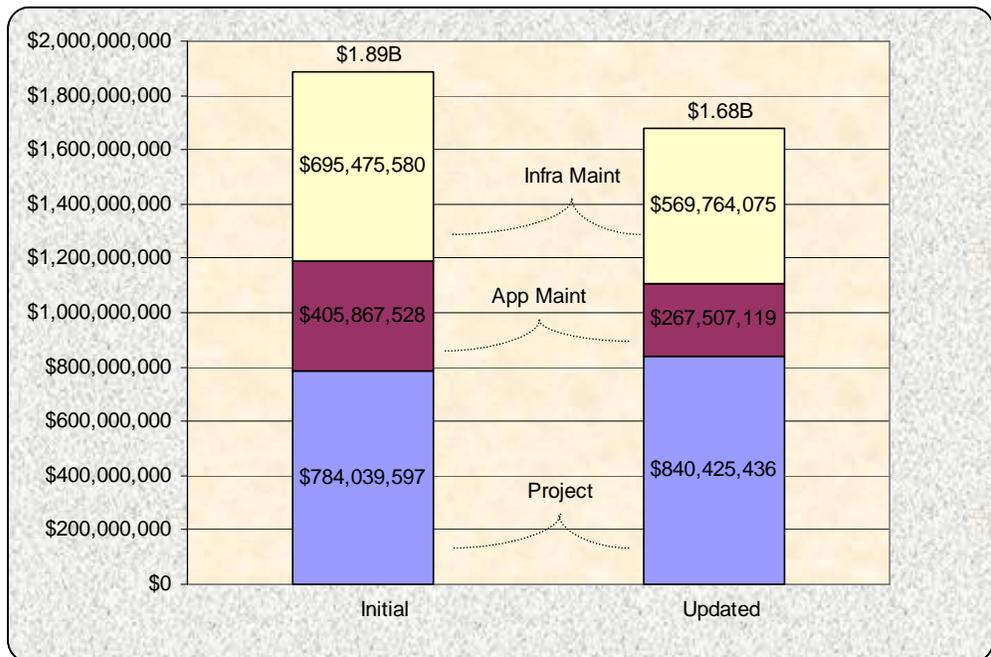


Figure J-5 – Total Budget Total Comparisons

Figure J-5 provides a snapshot comparison of initial budgetary projections for infrastructure and application maintenance and IT projects with the approved infrastructure and application maintenance and IT projects budgetary totals.

Part II – Communities of Interest Associations

Part II of Appendix J contains additional information that comes from research and references to the Communities of Interest agencies. The association of IT projects and the agencies to the Communities of Interest was made.

The State of Ohio promotes the Communities of Interest to ensure sound IT investments through collaboration and best practices.

The six cabinet-level Communities of Interest are aligned by business functions as follows:

Business and Industry – Bureau of Workers’ Compensation, Department of Commerce, Department of Development, Department of Insurance, Department of Job and Family Services, Industrial Commission, Public Utilities Commission and Department of Taxation

Education – Board of Regents and Department of Education

Environmental and Commerce – Department of Agriculture, Department of Natural Resources, Department of Transportation and the Environmental Protection Agency

Financial and Administration – Department of Administrative Services, Lottery Commission, Office of Budget and Management and the Office of Information Technology

Health and Human Services – Department of Alcohol and Drug Addiction Services, Department of Aging, Department of Mental Health, Department of Mental Retardation and Developmental Disabilities, Department of Health and Department of Job and Family Services

Public Safety and Criminal Justice – Adjutant General, Department of Public Safety (in FY06, HB66 incorporated the Office of Criminal Justice Service into the Department of Public Safety), Department of Rehabilitation and Correction and the Department of Youth Services

Appendix J – Budgetary Update Results: Part II – COI Summary

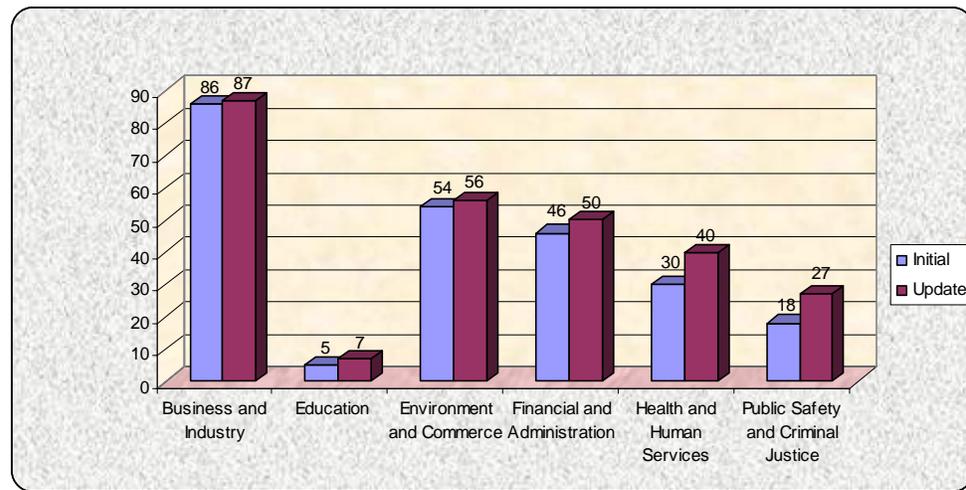


Figure J-6 – IT Project Count Summary by Community of Interest

Figure J-6 illustrates IT project counts by the associated Communities of Interest (COI). The two leading COI's in IT project count are Business and Industry and Financial and Administration.

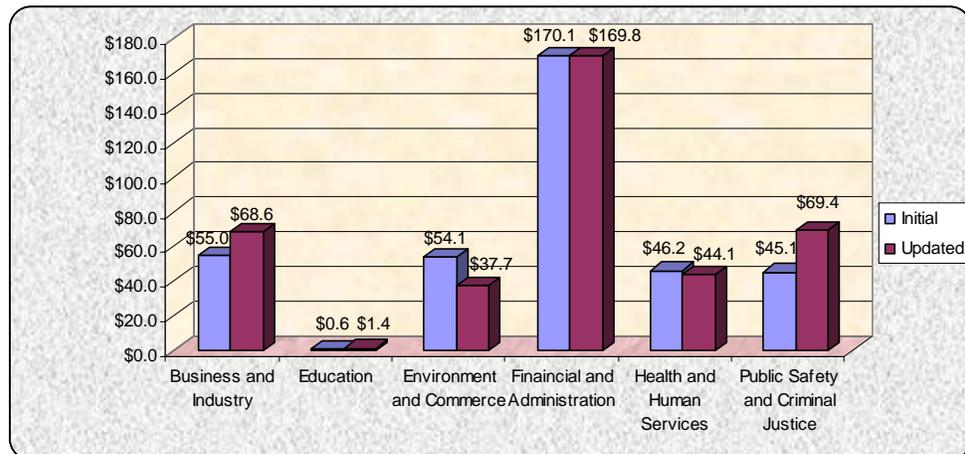


Figure J-7 – IT Project Budget by Community of Interest

Figure J-7 compares the initial estimated IT project budgets by Communities of Interest (COI) with the approved IT project budgets by COI. The Financial and Administration COI has the largest approved IT project budget totaling \$169.8M and the second largest IT project count.

The Business and Industry COI follows with the second largest IT project budget totaling \$68.6M and the largest IT project count.

Appendix J – Budgetary Update Results: Part II – COI Summary

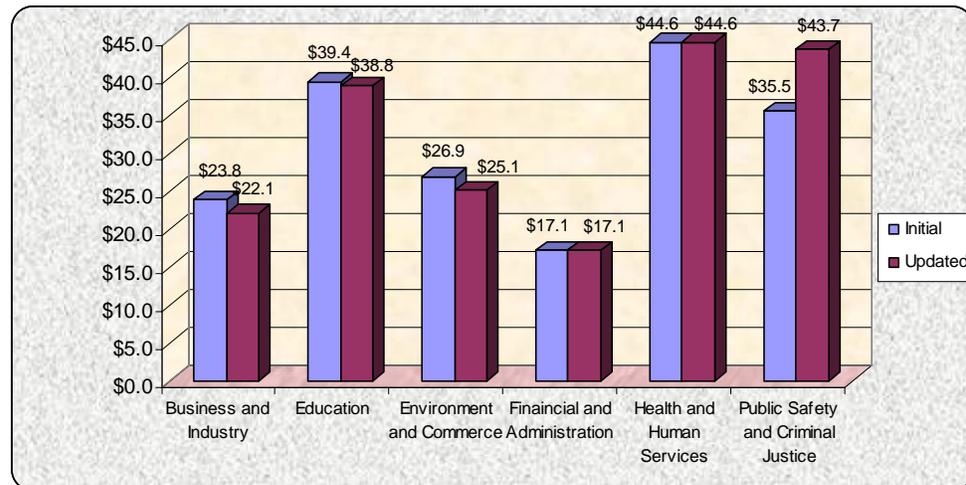


Figure J-8 – Infrastructure Maintenance Budget by Community of Interest

Figure J-8 compares the initial estimated infrastructure maintenance budgets by Communities of Interest (COI) with the approved infrastructure maintenance budgetary allotments. In this scenario, the two leading COI's are Health and Human Services and Public Safety and Criminal Justice.

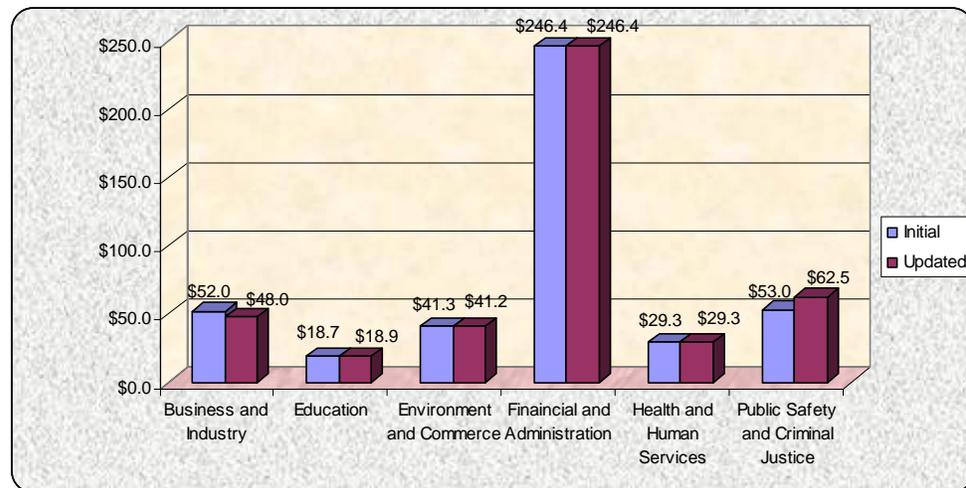


Figure J-9 – Application Maintenance Budget by Community of Interest

Figure J-9 provides a comparison of the initial estimated application maintenance budgets by Communities of Interest (COI) with the approved application maintenance budgetary allotments. The chart shows that the Finance and Administration COI has an approved application maintenance budget of \$246.4M.