

Toward Enterprise IT

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In August, the Governor sent a letter to all IT workers in the executive branch outlining his plan for eGovernment and IT in Utah. The plan is based on a compelling issue that has become more and more important as we respond to challenges such as eGovernment and Homeland Security: we can no longer act as if we are multiple separate organizations with independent missions. Rather, new challenges increasing require the state to operate as a single entity or enterprise. One of the first steps in getting the state to be able to react to enterprise-wide challenges is to ensure that our IT infrastructure is up to the task.

Since the Governor's letter was sent out, many have asked me to "give them the details." There's an assumption that there is a 1000 page plan that has been condensed to the Governor's four page letter, when in fact the opposite is true: there is a four page letter from the Governor and it is our responsibility to build a detailed plan based on the guidelines contained within.

This document provides some additional explanation and examples to illustrate the guidelines that the Governor has set forth and suggests some areas for further work.

The Governor's Plan

In April, the Governor met with a large body of people representing executive management, product managers, and information technology (IT) managers in the executive branch to kick-off a process that would better define how we govern eGovernment projects and how IT is organized. Over the following months, that group met frequently to discuss these issues and devised a series of options for the Governor to review and consider. Those options were presented to the Governor in June and he spent considerable time assessing these issues, consulting with members of the larger group, and making decisions regarding how eGovernment projects should be governed and how IT will be organized. There are some who doubt that the Governor's letter was really what the Governor wanted, but in fact, he typed the letter himself while he was at scout camp. There's no doubt in my mind that the Governor's plan is indeed the *Governor's* plan.

This plan has two major points:

1. A process for identifying, evaluating, and engaging in cross agency IT projects through the use of charters. This process preserves the

independence of agency mission and the separation of agency appropriations, while still allowing agencies to agree to cooperate on projects that have broad interest and fall outside the scope of any single agency. The Cabinet serves as the board that approves and prioritizes cross agency projects.

An example of this kind of project is the “One Stop Business Registration” project that is being carried out by the Departments of Workforce Services, Commerce, Tax Commission, Labor Commission, and others to provide a single place and process for business owners to fulfill all of the requirements from the State and other government entities.

2. A reorganization of the CIO section in the Governor’s office to include two new positions identified as “Deputy CIO” (DCIO). These two positions will be responsible for eGovernment and IT respectively. The reorganization also asks Cabinet level agencies to appoint an Assistant State CIO (ACIO) inside their agency from within existing head count. The ACIO position reports to the Executive Director of the agency and is also responsible to the CIO for enterprise IT planning and projects. The intent is for ACIOs to have a more participatory role in enterprise IT than has been the case in the past. Non-Cabinet level agencies are not required to appoint an ACIO, but are welcome to do so.

The overall goals of the Governor’s plan is to provide for more cooperation between agency IT organizations, ITS, and the CIO’s office, provide a mechanism for engaging in and funding cross agency programs, and to increase the speed with which we complete important projects.

Principles

The working group developed a list of principals for eGovernment in Utah. These principles should serve as guides to developing eGovernment services for the State of Utah. As used in the principles, customers include citizens, businesses, employees, and other government entities.

Frictionless: Design and implement services that fully, quickly and conveniently satisfy the customer’s expectations and needs.

Related Articles:

[eGovernment Maturity](#): Why do we care about cross agency applications? This high-level roadmap for eGovernment in Utah and elsewhere explains.

[Product Management](#): Product management plays a very important role in the Governor’s plan. This article describes the role of a product manager.

[World Class IT](#): World class IT organizations meet business needs effectively and efficiently. They have a number of important characteristics in common.

[PATH Web Site](#): The PATH web site provides detailed, up to date information on cross agency projects in Utah.

Efficient: Design and implement services to streamline the customer's encounter with the government while minimizing cost and waste for both.

Cost Effective: Design and implement services that use shared resources while delivering quality products at a reasonable cost.

Single View of Customer: Design and implement services so that the customer is recognized uniquely whether single or multiple communication channels are used to obtain the service. The customer should not be able to tell whether a single or multiple records are used to support the transaction.

Customer Focused Service: Design and implement services with customer needs and requirements at their center. Services should be built from the customer's perspective, taking into account a holistic view of government services and requirements.

Accountability through Success Metrics: Design and implement services with a clear understanding of what success is and how it can be measured. Services are constantly evaluated to assess whether or not they are meeting these goals.

Business Needs Drive Process: Business line owners must drive service design because they are the most familiar with both the needs of the customer and the requirements of the business.

I support these principles fully and would like to suggest three more that we should add to the list:

Enterprise Wide Solutions: The design of online applications should lend itself to the coordination of services between and among agencies. The use of shared infrastructure and design templates lends itself to transferable solutions across agencies.

Core Competence: Digital government is a core competence of public service in a network-connected world.

Consistency: The design of online application should adhere to common architectures for security, authentication, electronic payments and universal user interface design.

Organizing eGovernment and IT

The Governor has designated the Chief Information Officer as the point person for both eGovernment and IT. As such, the CIO has a responsibility to understand business functions and IT functions. The CIO leads eGovernment and IT for the executive branch. In order to strengthen that leadership, we have added two deputy CIOs (DCIO) to the CIO's office: one for eGovernment and one for IT. In addition, one of the existing positions in the CIO's office has been changed to a deputy CIO for planning and policy to cover that important facet of IT governance in the State.

The next section will describe the process that we will use to govern cross-agency and enterprise-level eGovernment projects. The DCIO for eGovernment

will have primary responsibility for driving that effort. Assisting the DCIO for eGovernment in these efforts will be the Product Management Council that is made up of product managers from each agency. Agency product managers are responsible for coordinating the eGovernment efforts in their agency.

The DCIO for eGovernment will have the following responsibilities:

- Chair the Product Management Council.
- Work closely with agency-level product managers
- Manage and coordinate eGovernment projects
- Serve as general manager for the utah.gov website and the infrastructure that supports it

One of the roles of the CIO is to ensure that IT understands what the business side needs and that the business side understands what IT can do for them. I believe that each agency needs someone fulfilling the same role for that agency. Consequently, the Governor has asked that each cabinet level agency designate a person as an Assistant State CIO (ACIO).

- The ACIOs will be appointed by the agency and their appointment confirmed by the CIO.
- The ACIO will report to both the Executive Director of the agency and the CIO.
- The ACIOs will balance their time between agency and enterprise missions. As a general rule, ACIOs can expect that about 20% of their time will be spent on enterprise issues, although these will almost always have a tie their agency responsibilities.
- The ACIO position will generally be an exempt position.
- The ACIO should have operational responsibility for IT in the agency.
- The ACIO should have a thorough knowledge of IT.
- The ACIO will have a key responsibility for adding value to the agency mission and will be a key player in the agency executive management team.
- As a CIO position, the ACIO should understand both IT and business needs of the agency.
- The ACIOs will work together as a team, with the CIO, with the DCIOs and with ITS management to solve problems and develop Utah's IT future.

The DCIO for IT will work closely with the ACIOs to ensure that the state has a world-class IT infrastructure to support our eGovernment efforts. The DCIO for IT will also be responsible for providing ACIO functions to executive branch agencies which don't have an ACIO.

Building eGovernment

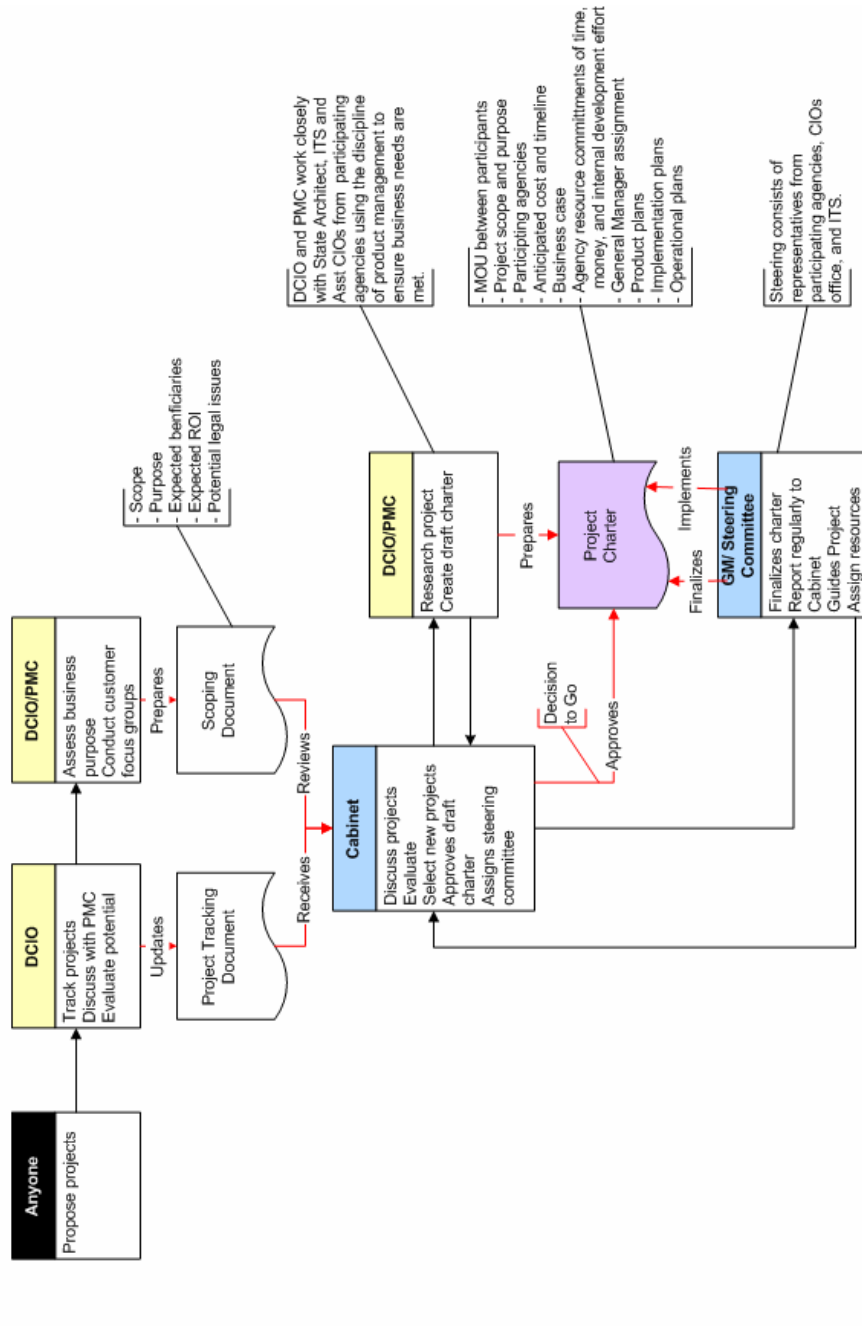
One of the key issues facing us is our ability to govern, manage, build, and maintain cross agency eGovernment projects. These kinds of projects will be more and more common as we provide citizens of Utah services that are independent of our organizational structure.

This section describes a process for governing cross-agency eGovernment projects. The organization that has just been discussed plays an important role in this process. The workflow for this process can be seen in the Figure on the next page.

- Intergovernmental projects are proposed to the CIO's Office by anyone.
- CIO's Office tracks proposed projects and engages product management council in initial project planning, discussion, and evaluation.
- CIO's Office works with the Product Management Council to create a vision statement.
- CIO regularly provides Cabinet with prioritized list of proposed projects for discussion.
- CIO's Office, working with the Product Management Council coordinates with affected agencies to creation of a project scoping document (also called a product proposal document) which includes the following information:
 - Project scope and purpose.
 - Participating agencies
 - Anticipated cost and initial timeline
 - A business case including customer focus group results where applicable
 - An initial review of any legal, statutory, or regulatory issues.
- Cabinet approves or disapproves the scoping document and forms an initial steering committee. The steering committee forms a governing board for the project comprising personnel from the participating agencies who will be authorized to speak for the agency in terms of resources and changes to business processes and internal systems.
- The CIO or his designee is a member of every steering committee.
- The steering committee will work with CIO's Office and Product Management Council to create a draft project charter which includes, in addition to the aforementioned information:
 - Agency commitments of resources including financing, personnel, space, and capital.

eGovernment Workflow

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- The assignment of a project executive, including what time commitment from the project executive will be expected. (This assignment might be made earlier in the process when needed.)
- Initial product, implementation, and operational plans.
- The project charter will take the form of a memorandum of understanding (MOU) between the participating parties.
- Project executive uses committed resources to complete project, providing regular project updates to the CIO and the steering committee.
- Project status will be regularly communicated to the Cabinet by the CIO.

Discussion

As an aid in understanding the workflow presented in the foregoing Figure. the following scenario follows a hypothetical project through the workflow in the figure:

1. The project is proposed by a citizen through an online poll and comment box on utah.gov.
2. The CIO's Office studies the idea, researches similar applications under development in Utah or elsewhere, communicates with the proposer to understand the idea and, finally, adds the project to the project tracking document.
3. At the next cabinet meeting the project is highlighted as one that seems interesting and worthy of further study.
4. CIO's Office and the PMC write a vision statement, for the project by conducting further research and talking with business managers in prospective partner agencies.
5. The vision statement is presented to the Cabinet for approval and returned to CIO's Office and the PMC for the creation of a draft charter.
6. The CIO's Office and the PMC form an initial list of participating agencies and the product managers from those agencies, working the CIO's Office draft a project charter. The draft charter contains the product plan, including the business case, the anticipated cost and timeline and, possibly, the results from a customer focus group.
7. The draft charter is returned to the Cabinet for review and approval.
8. The Governor, on the Cabinet's recommendation, appoints a project executive. The project executive may be full time or part time depending on the nature and size of the project.
9. The Cabinet forms a steering committee. The steering committee is a governing board and may contain business managers from participating agencies, ACIO (or designate) from participating agency, ITS representation, and CIO's Office representation. The steering committee oversees the finalization of the charter. Finalizing the charter requires

developing detailed implementation and technical plans and assigning committed resources from the agencies.

10. Under the guidance of the project executive and the steering committee, the project is completed.
11. The steering committee may be disbanded or continue depending on the nature of the project.

Projects

The Governor's letter asked the Cabinet to begin work on ten projects. The Cabinet has approved visions statements for all ten projects. The vision statements for those ten projects follow.

Master Licensing: Citizens should be provided with easily accessible means of complying with State licensing requirements. Online Licensing is proposed to expand current web-based renewal options and to explore and develop license application offerings for all license-issuing State agencies by providing a single portal. Equally important, the initiative is charged with designing a system to maximize efficiencies and reduce cost of regulation.

Common Payment Portal: The Governor has directed state agencies to offer their products and services online, making it easier for citizens to get what they need. It is our vision to provide a convenient method for citizens to pay for these online services.

We envision a single Utah.gov "shopping cart" that can be used to pay for almost any online product or service offered by a state agency. This "shopping cart" would provide citizens the ability to purchase multiple products or services from different agencies during a single session, and then pay for them all at once at checkout. This system would become an integral part of the Utah.gov citizen portal, increasing its value and also increasing organizational transparency to the citizen.

EREP: The vision of this project is to develop efficient and integrated eligibility-related government services to Utah's citizens in need of economic, health-related, and other supportive services and assistance by developing a comprehensive electronic Resource and Eligibility Product to support the citizen's of Utah as well as state staff in their eligibility-entitlement-based activities. The end result will be accurate, timely and consistent eligibility outcomes for the citizens of Utah. The product will be scalable and provide a basis for expansion to include additional resource and eligibility program requirements as identified.

One Stop Business Registration: The vision of this project is to provide an online method where most new Utah businesses will know exactly what the registration process entails, be able to register with federal, state and local government entities, pay associated fees online, and begin to operate their business more quickly.

eProcurement: The vision of this project is to deploy Internet solutions that reduce staff dedication involved with procurement and payment processes and provide improved management information about the states' expenditures for procurement of goods and services.

The vision embraces the following objectives:

- Automate the request, approval, order, receiving and payment functions.
- Provide a web-based solution to meet the needs for electronic procurement for the State of Utah including web based shopping for goods and services from contract and non-contract suppliers.
- Provide a workflow and approval routing engine that can be extended to support document routing and approval within the State of Utah environment.
- Automate the collection of state contract usage. Eliminate the dependency of the State on state contract vendors to report contract usage (purchases by customer).
- Continue to utilize technology to streamline the state's business interactions with suppliers in the bidding and contracting processes

Homeland Security: The vision of this project is to coordinate the development of information and communications systems that enable law-enforcement, other first-responders, and agencies at all levels of government to more effectively provide for the security of the state and its citizens.

Support the State Strategy for Homeland Security in coordination with the National Strategy in its strategic objectives of preventing terrorist incidents, reducing vulnerability to incidents, and minimizing damage and recovering from incidents that do occur.

Citizen Directory: The citizen directory will provide citizens with the ability to register securely with the utah.gov portal (e.g. my.utah.gov) as a basis for personalization and customized services that will be available 24 hours a day, seven days a week.

Statewide Email Consolidation: The purpose of this project is to consolidate email administration within the Division of Information Technology Services (ITS). This consolidation will:

- reduce the level of effort by agency staff in administering email servers,
- eliminate separate agency GroupWise licensing costs,
- maintain and/or improve email performance,
- improve synchronization, and PDA access,
- provide engineered redundancy and fail over for improved reliability,
- reduce overall email administrative and infrastructure costs to the State.

Security: The vision of this project is to create an enterprise security team that will enhance the level of information systems security for all IT systems. The result will be increased specialization and focus on security issues, including

authentication, encryption, intrusion detection, virus control, firewalls, HIPAA requirements, privacy, wireless security, virtual private networks (VPNs), incident reporting, biometrics, vulnerability analysis, etc. throughout the enterprise.

Web Hosting: The vision of this project is to create a secure, standardized, cost-effective, accessible, and reliable web hosting environment that can be used by all state agencies.

In the initial Cabinet IT meeting on September 18, 2002, the cabinet adopted charters for the eREP project, the One-Stop Business Registration project, and the Email Consolidation project. They also approved moving forward on scoping documents for the Master Licensing project and the Homeland Security project.

These projects will not be the only ones that the Cabinet considers. In fact, we invite anyone to propose cross-agency projects for consideration. Proposed projects should include a vision statement and be sent to Dave Fletcher.

Conclusion

Utah has a proud tradition of leadership in government management and technology. I'm convinced that the Governor's plan will help continue that tradition and strengthen our ability to accomplish our individual missions at the same time that we provide most cost-effective, higher quality service to our constituents.