MN.IT Services Tactical Plan: FY2013-FY2014

Version 1.0

October 9, 2012

Table of Contents

Introduction

MN.IT Services has reached the one-year anniversary as the single provider of IT services for the State of Minnesota's executive branch. This very busy year has focused primarily on the behind-the-scenes activity necessary to identify and bring together the IT staff from over 70 entities, to define the services we provide in common, and to create a strategic vision of what we, as an IT community, need to deliver for our business customers.

However, in order to meet the vision of *what* IT we should be delivering, as outlined in the State's new five-year IT Master Plan, we need also to look at the *how*.

Moving all IT employees into a single organization allows us to begin the journey. But it is only the first step. In and of itself, the transfer provides little value and promises few efficiencies*. Who we report to matters little if what we do and how we do it remains the same.*

In the current distribution of our IT workforce, a large portion of our staff performs the common and routine "lights on" activity that keeps the State's standard services running smoothly. We do it well, but we duplicate functions across our offices, using multiple and disparate processes and tools. As a result, very few of our collective staff are trained and available to stand-up and manage those new technologies that ultimately make the State's business more efficient and that enable the electronic government envisioned in the IT Master Plan. In order to realize value for the State of Minnesota, we need to maximize the efficiencies of our standard services and free up our workforce to create and manage the newer, more value-add technologies.

Our overarching goal, therefore, is this:

Make the IT infrastructure super-efficient so we can focus our people, money and creativity on the services that most directly make a difference for our customers and citizens.

This requires us to:

- Minimize redundancies
- Consolidate what makes sense
- Simplify the environment through common tools and processes
- Leverage savings to invest in training and new technologies
- Invest in innovation
- Maximize workforce, build careers

Overview

The purpose of this two-year tactical plan for MN.IT Services is to create a roadmap of priorities, goals and expectations for our agency over the next two years. The plan will be used by all divisions and agency-based offices to set priorities and action plans. The plan does not imply that at the end of two years we will be as efficient as we know we can be – many of these objectives will require us to carry on beyond the length of this plan. It does, however, outline the long-term goals, and sets explicit milestones for the next 21 months.

This tactical plan is based on the specific five strategies and 14 objectives found in the MN.IT Services operational Strategic Plan first published in March 2012. The plan takes a holistic look at the entire organization and focuses on a new service strategy that can optimize our services and our workforce to meet the needs of our customers. It will be accompanied by a human resources framework that addresses the people side – how best to deploy the resources and talent that will meet the service goals.

The projects necessary to implement this plan will undoubtedly require substantial, dedicated resources, and may, in some cases, require a change of priorities at the enterprise and local agency-based office levels in order to get them done. The ultimate changes to service delivery will require new ways of assigning resources within the organization, and, for many, the opportunity for new and exciting career paths.

Plan Process and Structure

This tactical plan was developed by Commissioner Carolyn Parnell and the MN.IT Services Executive Team, in consultation with agency-based CIOs.

Each initiative is presented in the form of enterprise goals and two-year enterprise milestones. The milestones are defined in terms of percentage of completion. In order to meet these enterprise goals, agency-based offices will develop their individual plans as to when and how they will contribute their deliverables to the overall milestones. Milestone quarters are based on fiscal year quarters, not calendar quarters.

The two-year tactics have been sequenced in a way that takes into account the many dependencies that will make the projects ultimately successful and are phased only for the first two years of activity.

It is important to note that this is a long journey – spanning up to five years or more. The following charts outline the milestones to the end of 4th quarter FY14 (June 30, 2014), and provide an estimate of the "full timeframe" for the objectives' completion (ranging from 3 months to five years).

This plan does not detail all of the projects and detailed components that will be necessary to get the job done. Nor does it outline all of the services and "business-as-usual" activity that each division and agency-based office undertakes every day to deliver ongoing services to our customers. This document details only the extraordinary consolidation activity necessary to meet our strategic goals.
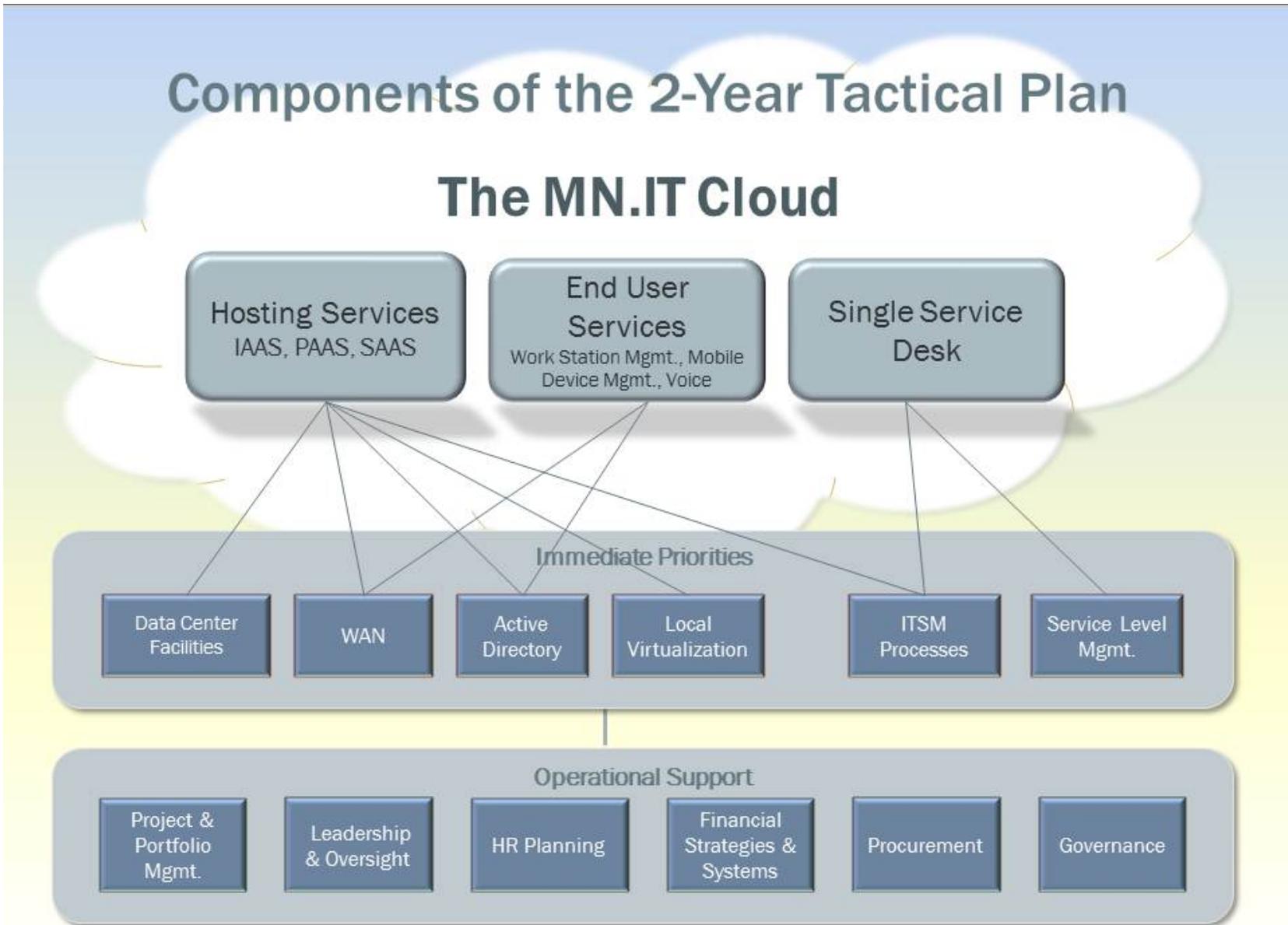
Service Strategies: the MN.IT Cloud

Background

The first strategy in MN.IT's Strategic Plan is very broad: "Improve service management." An objective within the strategy calls for the following: "Develop service strategies in a way that makes business sense and represents good value to our customers, and actively seek to deliver on a short list of early wins."

MN.IT's standard services, as defined in its Agency Centralized IT Reference Model and in the Comprehensive IT Service Level Agreements, are currently highly distributed and managed independently. This federated environment results in a high dedication of MN.IT's financial and human resources to functions that are increasingly defined in the industry as commodities, capable of being managed collectively on a large scale.

Thus, consolidation of all IT to a single organization offers the opportunity for the State of Minnesota's executive branch to create its own "cloud" for a full range of shared, core hosting services that will better allocate our collective resources. These shared standard services represent opportunities to simplify our consolidated environment and efficiently share key applications that are of use to the entire executive branch and/or are building blocks to other, unique applications that deliver agency programs. Most importantly, consolidation and standardization provide the opportunity for us to redirect significant workforce to new, challenging areas of concentration that take better advantage of their expertise.

For the purposes of this plan, MN.IT Cloud Services will be divided into three categories:

- Hosting services
- End-user services
- Single Service Desk (See IT Service Management, below)

Owner: Tarek Tomes, Assistant Commissioner, Customer and Service Management

MN.IT Cloud Services: Hosting Services

Hosting Services are described as all services that contribute to the hosting and managing of applications in a shared data center environment and delivered to customers as a local cloud service. They are divided into the following categories:

- IAAS (Infrastructure as a Service)
- PAAS (Platform as a Service)
- SAAS (Software as a Service)

Infrastructure as a Service (IAAS)

Goals

The following are goals related to Infrastructure as a Service (IAAS):

- ***Managed Hosting, Virtual***: All executive branch virtual workloads will be migrated to a consolidated hosting facility and service within three years.

- ***Managed Hosting, Physical***: All physical workloads will be migrated to a consolidated hosting facility and service within four years.

Two-year Milestones and Anticipated Benefits, IAAS

Enterprise Goals, Infrastructure as a Service - IAAS							
	FY13			**FY14**			
Project	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Managed Hosting - Virtual			10% of virtual workloads moved to consolidated virtualization environment	20% of virtual workloads moved to consolidated virtualization environment	40% of virtual workloads moved to consolidated virtualization environment	60% of virtual workloads moved to consolidated virtualization environment	80% of virtual workloads moved to consolidated virtualization environment
Completion Timeframe	3 years						
Key Benefits	Increased security and safety of state's business systems; significantly reduced data center footprint; cost savings and cost avoidance; maximized shared expertise and minimized licensing costs						
Managed Hosting – Physical				10% of physical assets moved to consolidated hosting environment	20% of physical assets moved to consolidated hosting environment	30% of physical assets moved to consolidated hosting environment	40% of physical assets moved to consolidated hosting environment
Completion Timeframe	4 years						
Key Benefits	Increased security and safety of state's business systems; significantly reduced data center footprint; cost savings and cost avoidance						

		IAAS Components, Leadership Responsibility					
	FY13			**FY14**			
	Q2	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Managed Hosting - Virtual	Business requirements defined	Service description complete	Central virtualization environment available				
Managed Hosting - Physical	Business requirements defined	Service description complete	Central physical environment available				
		IAAS Components, Agency-Based Office Responsibility					
	FY13			**FY14**			
Managed Hosting - Virtual			10% of virtual workloads moved to central virtualization environment	20% of virtual workloads moved to central virtualization environment	40% of virtual workloads moved to central virtualization environment	60% of virtual workloads moved to central virtualization environment	80% of virtual workloads moved to central virtualization environment
Managed Hosting - Physical				10% of physical assets moved to central hosting environment	20% of physical assets moved to central hosting environment	30% of physical assets moved to central hosting environment	40% of physical assets moved to central hosting environment

Platform as a Service (PAAS)

Goals

The following are goals related to Platform as a Service (PAAS):

- **Database**: All production database platforms will be managed and maintained centrally within three years.

- **Middleware**: All middleware infrastructure for managed hosting assets will be managed and maintained centrally within four years.

Two-year Milestones and Anticipated Benefits, PAAS

	Enterprise Goals, Platform as a Service - PAAS						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Database					10% of total database platform management consolidated	30% of total database platform management consolidated	50% of total database platform management consolidated
Completion Timeframe	3 years						
Key Benefits	Standard management of all database platforms within an enterprise strategy; increased sharing opportunities; simplified overall environment; vendor reduction; security and architecture standards enforced						
Middleware				10% of middleware infrastructure is managed centrally	20% of middleware infrastructure is managed centrally	40% of middleware infrastructure is managed centrally	60% of middleware infrastructure is managed centrally
Completion Timeframe	4 years						
Key Benefits	Improved security, decreased risk; standard management processes, common strategy; increased sharing opportunities; simplified overall environment to manage; security and architecture standards enforced						

	PAAS Components, Leadership Responsibility						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Database	EA database standard published			Central service available			
Middleware	EA middleware standard published			Central service available			
	PAAS Components, Agency-Based Office Responsibility						
Database					10% of total agency databases moved to central management	30% of total agency databases moved to central management	50% of total agency databases moved to central management
Middleware				10% of middleware applications moved to central management	20% of middleware applications moved to central management	40% of middleware applications moved to central management	60% of middleware applications moved to central management

Software as a Service (SAAS)

Goals

The following are goals related to Software as a Service (SAAS):

- **EUCC Lync**: Lync services will be fully available at every agency within one year.

- **EUCC SharePoint**: All state collaboration environments will be consolidated onto the EUCC platform within two years.

- **Identity and Access Management**: A single identity and access management system will be centrally managed and available for use by the MNHIX and MNLARs project within FY13, and available for use by all state agencies in FY14.

- **Web Content Management**: 80% of executive branch public facing websites will reside on a standard platform within two years.

Two-year Milestones and Anticipated Benefits, SAAS

	Enterprise Goals, Software as a Service - SAAS						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EUCC Lync		The Lync client has been installed on 50% end-user computers and associated user accounts have been enabled	The Lync client has been installed on 100% end-user computers and associated user accounts have been enabled				
Completion Timeframe	9 months						
Key Benefits	Increased productivity for state workers; common instant messaging tool for entire executive branch; avoided cost of duplicate systems and licenses; advantageous pricing model from cloud-based service; desktop sharing; audio/video capabilities						
EUCC SharePoint		10% of on-premise Site Collections moved to EUCC	50% of on-premise Site Collections moved to EUCC	80% of on-premise Site Collections moved to EUCC	100% of on-premise Site Collections moved to EUCC		
Completion Timeframe	1 year						
Key Benefits	Increased productivity for state workers; common collaboration tool, shared templates; avoided cost of duplicate systems and licenses; advantageous pricing model from cloud-based service; expertise maximized						
Identity & Access Management	Development region available for MN HIX	Development region available for MNLARS					
Completion Timeframe	2 years						
Key Benefits	Simpler access to state systems for state employees and citizens interacting with the State; reduced time and cost to build separate systems for new applications; standard architecture and security built in						
Web Content Management		10% of state public-facing websites reside on standard platform	20% of state public-facing websites reside on standard platform	50% of state public-facing websites reside on standard platform	80% of state public-facing websites reside on standard platform		
Completion Timeframe	2 years						
Key Benefits	Common functionality and standards for state websites; shared templates and design features; simpler environment that can be managed by single Service Desk; cost avoidance in duplicative licensing and in design/build						

	SAAS Components, Leadership Responsibility						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EUCC Lync	Rollout of client application	Support plan; training and adoption					
EUCC SharePoint		Consolidated SharePoint function created					
Identity & Access Management	Development region available for MN HIX	Development region available for MNLARS Service description complete					
Web Content Management		Service description complete					
	SAAS Components, Agency-Based Office Responsibility						
EUCC Lync		The Lync client has been installed on 50% end-user computers and associated user accounts have been enabled	The Lync client has been installed on 100% end-user computers and associated user accounts have been enabled				
EUCC SharePoint		10% of on-premise Site Collections moved to EUCC	50% of on-premise Site Collections moved to EUCC	80% of on-premise Site Collections moved to EUCC	100% of on-premise Site Collections moved to EUCC		
Identity & Access Management				MN HIX implementation	MNLARS implementation		100% new applications
Web Content Management		10% of public-facing websites reside on standard platform	20% of public-facing websites reside on standard platform	50% of public-facing websites reside on standard platform	80% of public-facing websites reside on standard platform		

MN.IT Cloud Services: End User Services

End User Services are defined as those IT services directly delivered from the MN.IT Cloud to the end user, of which MN.IT Services has approximately 40,000.

Work station and mobile device management for the executive branch are currently completely federated, managed by individual MN.IT agency-based offices. These offices use a variety of tools, and consume a lot of collective resources that could be used for higher end tasks. Some agencies have mature processes and tools. Others are quite informal or don't exist at all. While end user services need to be located in close geographical proximity to the end user, the management and deployment of these resources can be consolidated and standardized to great effect.

Goals

The following are goals related to End User Services:

- **Work Station Management**: All end user computing devices will be under single management by a team (not necessarily co-located) and are connected to a centralized workstation management system within four years.

- **Mobile Device Management**: All mobile devices will be under single management by a team (not necessarily co-located) and are connected to a mobile device management system within two years.

- **Voice (IPT/Voicemail)**: All current voice systems capable of transitioning to IPT will be managed centrally within two years; all new voice services capable of doing so will adopt IPT.

Two-year Milestones and Anticipated Benefits, End User Services

	Enterprise Goals, End User Services						
	FY13			**FY14**			
Objective	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Work Station Management				5% of total executive branch workstations are managed through a consolidated service	10% of total executive branch workstations are managed through a consolidated service	15% of total executive branch workstations are managed through a consolidated service	20% of total executive branch workstations are managed through a consolidated service
Completion Timeframe	4 years						
Key Benefits	Cost avoidance for tools and staff; standard processes for better service; easier inventory and configuration updates						
Mobile Device Management		20% devices are managed through a consolidated service	40% devices are managed through a consolidated service	80% devices are managed through a consolidated service	100% devices are managed through a consolidated service		
Completion Timeframe	1 year						
Key Benefits	Cost avoidance for, tools and staff; standard processes for better service; easier inventory and configuration updates						
Voice (IPT/Voicemail)			80% of maximum IPT adoption	90% of maximum IPT adoption	100% of maximum IPT adoption		
Completion Timeframe	2 years						
Key Benefits	Increased productivity for state employees, advanced features; easy roll-out of new features; avoided cost in management and maintenance						

	End User Service Components, Leadership Responsibility						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Work Station Management		Service design	Central function in operation, service ready				
Mobile Device Management	Service design	Central function and tool in operation, service ready					
Voice (IPT/ Voicemail)	Phone systems evaluation	Standardized solutions complete, service description updated					
	End User Service Components, Agency-Based Office Responsibility						
Work Station Management				5% of total workstations are managed through a consolidated service	10% of total workstations are managed through a consolidated service	15% of total workstations are managed through a consolidated service	20% of total workstations are managed through a consolidated service
Mobile Device Management		20% devices are managed through a consolidated service	40% devices are managed through a consolidated service	80% devices are managed through a consolidated service	100% devices are managed through a consolidated service		
Voice (IPT/ Voicemail)			80% of maximum IPT adoption	90% of maximum IPT adoption	100% of maximum IPT adoption		

Preparing the Cloud: Immediate Priorities

Background

The development of the MN.IT Cloud services depends on some foundational activity that readies the environment and operations.

The hosting strategy, for example, depends on successful preparation of and sufficient space in enterprise data center facilities. Currently, the State's workloads are located in 30+ data centers that have been deemed inadequate to the State's security needs and with a square footage far greater than needed in the envisioned enterprise hosting environment in which systems are optimally virtualized. Preparation of industry-standard, Tier II and Tier III state-owned/leased enterprise space is currently underway, and must be completed before consolidated hosting services can be operationalized.

Equally important and fundamental to our strategies, the State's wide area network (WAN) currently consists largely of a variety of individual connections from agency locations to MNET, the core network, throughout the state. The existing network architecture, designed to provide core connectivity to individualized endpoints, is inefficient and needs to be redesigned to better service the single Executive Branch WAN service model. A significant redesign, including logical issues around topology, security, routing, prioritization, capacity and redundancy, is needed to make the network more conducive to the delivery of shared services and consolidated management.

And, just like the wide area network, individual agency active directories (AD) impede the success of key service strategies that require a simpler and more efficient architecture that will meet the needs of the future. A single AD allows for more efficient management of users and resources, reduces cost for services such as security, work station management and provides economies of scale for enterprise tools.

Finally, many agency-based offices are in the midst of server virtualization projects that will make migration to a shared data center and centralized hosting service easier and less costly, and will minimize future data center space needs. Accelerating the pace of "local" virtualization will make the physical move to consolidated enterprise data centers simpler and less costly. Policies and consistent direction in this area will go a long way toward cost avoidance for our hosting services.

These foundational preparatory activities will accelerate and simplify the MN.IT Cloud service strategy implementation. They also will provide an opportunity to improve the state's information security posture by architecting controls into the state's technology infrastructure.

Owner: Thomas A. Schaeffer, Assistant Commissioner, Service Delivery

Goals: The following are goals related to foundational priorities:

- **Data Center Facilities**: Tier II and Tier III facilities will be in full operation and ready to provide consolidated hosting services within six months.

- **Wide Area Network (WAN)**: WAN services will be optimized within two years to meet current and future connectivity needs/requirements.

- **Active Directory**: Agency individual active directories will be combined in a statewide active directory and end-user accounts will leverage the new active directory as their primary authentication domain within two years.

- **Local Virtualization**: Each agency will maximize system virtualization (70% or greater) by the end of FY14 or before moving to the enterprise data center, whichever comes first.

Two-year Milestones and Anticipated Benefits, Immediate Priorities

	Enterprise Goals, Service Foundations						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Data Center Facilities	Tier II facility (EDC1) is ready to provide consolidated hosting services	Tier III facility (EDC4) is ready to provide consolidated hosting services					
Completion Timeframe	6 months						
Key Benefits	Acceptable risk for state systems, increased security; avoided costs in ongoing space, management and maintenance of individual data centers; decrease in total data center square footage; improved monitoring; lower overall utility costs						
WAN		WAN evaluation 100% complete; network redesign plan complete		25% of plan implemented	50% of plan implemented	75% of plan implemented	100% of plan implemented
Completion Timeframe	2 years						
Key Benefits	Optimal WAN design for hosting and other services, simpler architecture; better network redundancy; avoided costs in maintenance and staffing						
Active Directory	Design complete	Service ready	20% of total users and resources migrated	40% of total users and resources migrated	60% of total users and resources migrated	80% of total users and resources migrated	100% of total users and resources migrated
Completion Timeframe	2 years						
Key Benefits	Simpler architecture for infrastructure management						
Local Virtualization			Each agency is at 20% of virtualization goal	Each agency is at 40% of virtualization goal	Each agency is at 60% of virtualization goal	Each agency is at 80% of virtualization goal	Each agency is at 100% of virtualization goal
Completion Timeframe	2 years						
Key Benefits	Minimizes physical moves to enterprise data centers						

	Service Foundation Components, Leadership Responsibility						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Data Center Facilities	EDC1 ready for business	EDC4 ready for business					
WAN		WAN evaluation complete	WAN redesign project established				
Active Directory	Design plan complete	Service ready					
Local Virtualization	Policy published						

	Service Foundation Components, Agency-Based Office Responsibility							
	FY13				**FY14**			
Data Center Facilities								
WAN				25% of plan implemented	50% of plan implemented	75% of plan implemented	100% of plan implemented
Active Directory			20% of total number of users and resources migrated	40% of total number of users and resources migrated	60% of total number of users and resources migrated	80% of total number of users and resources migrated	100% of total number of users and resources migrated
Local Virtualization			Each agency is at 20% of virtualization goal	Each agency is at 40% of virtualization goal	Each agency is at 60% of virtualization goal	Each agency is at 80% of virtualization goal	Each agency is at 100% of virtualization goal

IT Service Management (ITSM)

Background

MN.IT's Strategic Plan's first strategy is simple: "Improve service management," but the size and scope of this simple statement is large, and its importance to the existence of this agency is paramount.

Two of the objectives within this strategy relate to improving the processes by which we collectively manage and deliver services:

- *Standardize* and improve service level management for all services, both consolidated and agency-based, in order to improve service outcomes, service costs, and accountability.

- *Adopt* common service management processes, tools and metrics in order to coordinate management and reporting.

These strategies are best met through a combination of process standardization, consolidation of service management, and the application of common tools. Together, these objectives are known in the industry as IT Service Management (ITSM). For the purposes of this plan, there will be two primary initiatives related to ITSM:

- Consolidation of Service Desk services and standardization of ITSM processes

- Standardization of Service Level Management processes and metrics

Consolidation of Service Desk Services, Standardized ITSM Processes

Currently, service desk support differs greatly among MN.IT's agency-based offices, and sometimes among services within an agency-based office. Collectively, MN.IT Services currently manages multiple service desks. Some are mature, follow best practices, and may have the capacity to share resources with others that are less mature or don't have service desks at all.

The purpose of this initiative is to standardize and improve the way in which MN.IT Services provides service desk functions to the end user, regardless of what the service is, or how and where it is delivered. This requires the implementation of common service management processes across all services and all offices, the adoption of a common service management tool and, where beneficial, the consolidation and/or redistribution of certain service desk teams.

Owner: Thomas A. Schaeffer, Assistant Commissioner, Service Delivery

Goals:

- All service desk functions (defined as level 1 support), will be performed by a single, consolidated team (not necessarily co-located) within four years.
- All agency-based offices will, by the end of Q3, FY2014, implement the standard, ITSM processes from the Reference Model, in preparation for moving to a single service desk model.

Two-year Milestones and Anticipated Benefits, Single Service Desk & ITSM

	Enterprise Goals, Service Desk						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Single Service Desk				Integration of distributed service desks begins			50% service desks integrated into central management
Completion Timeframe	2-4 years						
Key Benefits	Improved service experience for end-user; faster resolution of incidents and requests; single entry-point for all incidents and requests; common service management processes for all services; shared level 1 support resources and expertise; cost avoidance for tools and resources.						
ITSM Processes					Incident management and request fulfillment standardized at 100% of agency-based offices	Change management standardized at 100% of agency-based offices	Event management standardized at 100% of agency-based offices; single toolset adopted at 50% of agency offices
Completion Timeframe	2 years						
Key Benefits	Standardization of tools and processes prepares state for single service desk						

	Service Desk & ITSM Components, Leadership Responsibility						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ITSM Processes	Incident Mgmt. & request fulfillment reference processes published	Change Mgmt. & event management reference processes published					
Service Desk Function Development				Service definition & management established			
Single Service Desk and Management Toolset	Service tool pilot to test capability		Common service management tool selected and architected for common processes				

	Service Desk Components & ITSM, Agency-Based Office Responsibility						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Incident Management		25% service desks have implemented process	50% service desks have implemented process	75% service desks have implemented process	100% service desks have implemented process		
Request Fulfillment Management		25% service desks have implemented process	50% service desks have implemented process	75% service desks have implemented process	100% service desks have implemented process		
Change Management			25% service desks have implemented process	50% service desks have implemented process	75% service desks have implemented process	100% service desks have implemented process	
Event Management				25% service desks have implemented process	50% service desks have implemented process	75% service desks have implemented process	100% service desks have implemented process
Single Service Desk and Management Toolset				10% of service desks have been consolidated into single service desk	30% of service desks have been consolidated into single service desk	40% of service desks have been consolidated into single service desk	50% of service desks have been consolidated into single service desk

Standardization of Service Level Management Process and Metrics

In June 2012, all agency-based offices customized and presented initial Comprehensive IT Service Level Agreements to their agency business leadership. These agreements describe the services MN.IT currently provides to that agency, along with current service levels and costs. The objective is to standardize a process by which those service level agreements are managed and maintained so that up-to-date information is regularly provided to agency customers, and common metrics evaluate our agency's overall performance.

This tactic outlines a short-term initiative to define and operationalize the management and reporting on the Comprehensive IT Service Level Agreements between MN.IT Services and each individual agency's business leadership.

Owner: Thomas A. Schaeffer, Assistant Commissioner, Service Delivery

Goal: All MN.IT Comprehensive IT Service Level Agreements between MN.IT and individual agency business leadership will be managed with a common process and a full set of common performance metrics within two years.

Two-year Milestones and Anticipated Benefits, Service Level Management

	Enterprise Goals, Service Level Management						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Service Level Management Process		100% SLA process adoption	100% service descriptions revised and published				100% service metrics portfolio complete
Completion Timeframe	2 years						
Key Benefits	Increased accountability and transparency to customers; better performance and cost tracking; measurable and meaningful outcomes reporting						

	Service Level Management Components, Leadership Responsibility						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SLA Management	SLA management process complete						
Service Metrics		10% of common metrics defined and being measured for central services	20% of common metrics defined and being measured for central services	30% of common metrics defined and being measured for central services	50% of common metrics defined and being measured for central services	60% of common metrics defined and being measured for central services	100% of common metrics defined and being measured for central services
Service Catalog Standardization & Integration	Common service catalog defined for standard business services	Service catalog tool available					
	Service Level Management Components, Agency-Based Office Responsibility						
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SLA Management		100% SLA process adoption					
Service Metrics		Measuring and reporting all defined and applicable metrics (10%)	Measuring and reporting all defined and applicable metrics (20%)	Measuring and reporting all defined and applicable metrics (30%)	Measuring and reporting all defined and applicable metrics (50%)	Measuring and reporting all defined and applicable metrics (60%)	Measuring and reporting all defined and applicable metrics (100%)
Service Catalog Standardization & Integration		Agency-specific catalog defined		10% agencies utilizing common service catalog and tool	30% agencies utilizing common service catalog and tool	40% agencies utilizing common service catalog and tool	50% MN.IT services included in common MN.IT catalog

IT Leadership and Organizational Support

Background

The high quality and strategically leveraged services in this tactical plan will not be achievable without strong technology leadership, clear policies, standards, and a direction for MN.IT as a whole. The success of MN.IT will also be dependent on robust organizational processes, including an HR function that will help recruit and retain top talent and a finance function that can manage an extremely complex organization with many revenue sources and regulatory requirements.

Tactics related to IT leadership and organizational support fall into the following categories:

- Project and Portfolio Management
- Functional Alignment, IT Leadership and Oversight
- Human Resources
    - HR Function and Policy Development
    - Workforce Management and Career Development
    - Leadership and Management Program
    - Innovation Program
    - Employee Satisfaction, Productivity and Performance
    - Mobility Policies
- Financial Strategies and Systems
- Procurement
- Governance

The following section of the Tactical Plan outlines the priorities and initiatives related to improving MN.IT Services' IT leadership and organizational support capabilities. Many of these tactics will be managed at the MN.IT leadership level and do not require specific action items for agency-based offices.

Project and Portfolio Management

Strategy 2 in the MN.IT Strategic Plan calls for the agency to "focus the state portfolio" and provides two objectives:

- Reassess and revitalize key enterprise initiatives that take into account the new consolidated environment and meet the goals of the IT Master Plan.

- Assess and improve statewide project and portfolio management.

"Projects and Initiatives" is one of three service categories outlined for our customers in service level agreements. Setting priorities and dedicating appropriate resources to this activity will determine our success in meeting those customers' needs and in building the IT of the future, as envisioned by our Master Plan.

While there are many high priority IT projects at both the enterprise and agency levels, for the purposes of this plan, there will be two primary initiatives related to project and portfolio Management:

- Tactical Plan Portfolio
- Project and Portfolio Standards

Tactical Plan Portfolio

In order to meet the goals of the Tactical Plan, three enterprise portfolios will take precedence in the agency's program and will be managed at an enterprise level with appropriate steering and governance.

- Hosting Service Development
- End-User Service Development
- Single Service Desk and ITSM Standardization

The components beneath these initiatives in this tactical plan will fill in as projects within these three programs are detailed and documented within their respected plans.

Undoubtedly, prioritization of these programs at both the enterprise and the agency level will require re-prioritization of other projects, and the allocation of dedicated resources.

Owner: Jesse Oman, Assistant Commissioner, Projects and Initiatives

Goal: Projects and governance will be defined and resources identified for Hosting Service Development, End-User Service Development and Service Desk & ITSM Standardization programs within two months.

Two-Year Milestones and Anticipated Benefits, Tactical Plan Portfolio

	Enterprise Goals, Tactical Plan Portfolio						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Tactical Plan Portfolio	Governance, steering team and program goals established, and projects defined	Projects, resources and timelines defined					
Completion Timeframe	3 months						
Key Benefits	Clear management and oversight of the agency's priority initiatives; efficient implementation; accountability to stakeholders and clarity to employees						

Project and Portfolio Management Standards

Never has efficient, effective and consistent project and portfolio management been more important. As the entire State portfolio of projects is now being managed by MN.IT project management staff, the stakes for the organization are high from a risk, financial and human resource perspective.

Today, projects are managed in a federated model; with agency-based project management offices (PMOs) performing at various levels of maturity. This not only puts projects managed by less mature PMOs at greater risk of failure, but also creates inconsistency in performing, reporting and delivering successful projects.

Although the State of Minnesota has published two state policy directives defining PMO best practices and guidelines, there has been incremental adoption from the broader community.

In order to ensure the successful completion of the very complex programs related to this Tactical Plan, and to manage other, complex and high profile IT projects on our current and future portfolio, it is important to set some standard processes and best practices for project and program management.

In anticipation of the need, the recently published Agency Centralized IT Reference Model identified project management as one of the priority process groups for standardization across the organization.

Tactics to do so will focus on the following:

- Develop and implement reference models for standard project processes, leveraging available best practices and best-of-breed examples across MN.IT.

- Adopt common tools for management and reporting.

- Mature processes and tools, where deficient, to meet industry best practices.

Owner: Jesse Oman, Assistant Commissioner, Projects and Initiatives

Goal: All MN.IT projects, both enterprise and agency-based, will utilize a common project management framework, reference processes and tools for all projects within two years.

Two-Year Milestones and Anticipated Benefits, PM Standards

	Enterprise Goals, PM Standards						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PM Standards	Standards & policies published		Common suite of tools 25% MN.IT projects utilize project management standards				100% MN.IT projects utilize project management standards
Completion Timeframe	2 years						
Key Benefits	More IT projects completed on time and on budget with minimized risk for the State; better deployment of PM resources; increased accountability to stakeholders and business owners						

	PM Standards Components, Leadership Responsibility						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Common PM Templates & Artifacts	PMO standards and policies		Standard templates published				
Common Project/ Program Managements Suite			Selected toolset				
Project Risk Assessments and Audits		PM oversight function launched				Risk assessments and audits completed for all high priority projects	
	PM Standards Components, Agency-Based Office Responsibility						
Common PM Templates & Artifacts			25% MN.IT projects utilize project management standards				100% MN.IT projects utilize project management standards 100% projects use common templates
Common Project/ Program Managements Suite						100% projects utilize common tool suite	

Functional Alignment, IT Leadership and Oversight

The MN.IT Services Strategic Plan's Strategy 3 is to "implement organizational consistency" and has, as its objective, to "standardize agency policies and management practices and develop functional alignment between MN.IT Central and agency-based offices in order to better define roles, skills and expectations and to foster collaboration and interoperability."

The overarching goal of the MN.IT Cloud service strategies is to align service delivery functions across the enterprise. In order to foster successful alignment, it will be vital to architect every new service on a

solid policy and standard foundation. Recognizing the proliferation of cyber threats, MN.IT also must use IT consolidation as an opportunity to bake security controls into all new services from the onset.

This section of the MN.IT Tactical Plan describes at a high-level how the enterprise architecture, security, and geospatial programs will drive alignment through the promulgation of IT policies and standards, hands-on consulting services and processes to monitor compliance.

MN.IT will formalize Enterprise Architecture functions, aligning resources with MN.IT's service development processes, with the following objectives:

- Promulgate Enterprise Architecture standards in support of all MN.IT Cloud service strategies.
- Develop an Enterprise Technical Reference Model (TRM) to define and rationalize existing products and solutions, providing a blueprint for all MN.IT offices and the governance processes.
- Focus Enterprise Architecture consulting resources on tactical initiatives in this plan.
- Institute a secure engineering program to build vital controls in all new services from the onset.
- Increase awareness of "design for inclusion" development thinking; ensuring MN.IT systems and artifacts are accessible for people with disabilities.
- Integrate Enterprise Architecture with existing portfolio management and procurement processes.

MN.IT will improve security processes and align agency resources to protect the State's information assets and manage risk at a level that is acceptable to government leaders. MN.IT also will ensure that the state complies with federal and state regulatory requirements. Though maintaining a strong security presence across all MN.IT locations during IT consolidation is important, assisting with the development of new services in the MN.IT Tactical Plan will be our primary focus, including the following objectives:

- Promulgate security standards in support of all MN.IT Cloud service strategies.
- Develop and embed controls and processes to minimize the business impact of security vulnerabilities and incidents.
- Design controls to protect MN.IT systems and data from malware and other cyber threats.
- Embed tools and processes to continuously monitor MN.IT systems for security-related events.
- Ensure that IT related risk does not exceed management's risk tolerance and that the potential for compliance failures are minimized.
- Ensure that plans and recovery strategies are in place to continue critical government services in the event of a significant disruption.

Finally, we will improve service level management for geospatial services and align agency geospatial resources appropriately within MN.IT, with the following objectives:

- Standard geospatial services are integrated in the MN.IT Service Catalog.
- Enterprise geospatial needs are identified and prioritized.
- MN.IT is supported by a single set of geospatial policies and standards.
- Geospatial services leverage common infrastructure, application and data management processes and tools.

Owner: Christopher Buse, Assistant Commissioner, IT Standards and Risk Management

Goals: Goals related to functional alignment include:

- An Enterprise Architecture Technical Reference Model will be published by the end of quarter 2, FY14.
- Security monitoring, incident response forensic investigation and vulnerability management activities will be managed with common tools and processes by the end of Q4, FY14.
- Online security awareness curriculum will be available to all state employees by the end of Q4, FY14.

- All state systems with high priority ratings will have documented and tested recovery strategies by the end of Q4, FY14.
- A complete set of enterprise policies for geospatial services will be published by the end of Q4, FY13, and the executive branch will share a common geospatial infrastructure and data foundation by the end of Q4, FY14.

Two-Year Milestones and Anticipated Benefits, IT Leadership

	Enterprise Goals, Leadership & Oversight						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Enterprise Architecture			Technical Reference Model 50% Complete		Technical Reference Model 100% Complete		
Completion Timeframe	2 years						
Key Benefits	Clear blueprint of recommended technologies available to agencies; transition IT spend to strategic products; increased focus on secure engineering and accessibility earlier in project formation.						
Security Operational Oversight				Administrative accounts with advanced privileges controlled		Common security policies and standards for all executive branch agencies	Security monitoring, incident response, forensic investigation, and vulnerability management activities managed with common tools and processes
Completion Timeframe	2 years						
Key Benefits	Faster response and coordination of security incidents; decreased risk of major security incidents						
Security Awareness							On-line security awareness curriculum available to all state employees
Completion Timeframe	2 years						
Key Benefits	Reduction in the number of security incidents caused by inappropriate activities and failure to follow policies and standards						
IT Service Continuity							Highest priority systems have documented and tested recovery strategy
Completion Timeframe	2 years						
Key Benefits	Reduced risk to state business functions and operations						

	FY13			FY14			
	Q2	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Geospatial Services	Service catalog identified and published			100% complete policies and standards			Geospatial services share a common infrastructure and data foundation
Completion Timeframe	2 years						
Key Benefits	More efficient use of infrastructure and software licensing, common practices in place and used for data and application management, consistent service request process, better alignment of geospatial resources and skill sets, more agencies implementing geospatial as part of core business processes and systems						

HR Function and Policy Development

MN.IT Services has grown overnight from a 350-person organization in a single location to one that is located in 22 offices and has 2100 employees. While the previous organization was able to obtain HR services through an interagency agreement with the Department of Administration, MN.IT is now preparing to build out a complete HR function and develop agency-wide policies sufficient to the needs of an organization of its new size and scope. While the build-out is taking place, HR services are being rendered at MN.IT's agency-based offices by host agency HR staff.

In the next two years, the new HR function will be addressing the objectives of MN.IT Services Strategic Plan's Strategy 3: "…standardize agency policies and management practices and develop functional alignment between MN.IT Central and agency-based offices in order to better define roles, skills and expectations and to foster collaboration and interoperability."

Building a set of agency-wide policies is a priority that was reinforced by a recent all-employee survey. It will improve both the culture and the operations of this new organization going forward. Work is now underway to review the policies at all executive branch agencies in order to determine exactly how to combine those at the host agencies where our employees are located into a set of policies that will work for our organization as a whole.

Owner: Connie Jones, Director, Human Resources

Goal: MN.IT Services will have a single, fully operational HR function with consistent, published agency-wide policies by the end of FY13.

Two-Year Milestones and Anticipated Benefits, HR Functions and Policies

Enterprise Goals, HR Function and Policy Development							
	FY13			FY14			
	Q2	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
HR Organization			100% operational HR function, fully staffed; Quality Control function to streamline consolidation				
Full Timeframe	9 months						
Key Benefits	Consistent and centralized HR management; ability to address and manage HR side of service strategies						

	FY13			FY14			
	Q2	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
HR Policies		Consistent HR policies 50% complete	Consistent HR policies 100% complete				
Completion Timeframe	9 months						
Key Benefits	Foundation for common MN.IT culture; clear expectations and measures for employee performance/compliance						

Workforce Management and Career Development

Strategy 3 of the MN.IT Strategic Plan states the following objective: "Analyze and address inconsistencies in employment terms and practices to facilitate agile staff deployment and increase career path options for MN.IT employees."

MN.IT Services faces two organizational challenges in the next few years that, in fact, represent an exciting opportunity for our employees.

First, the rate of retirements continues to increase across the entire organization. How we manage the replacement of retired staff will significantly impact the way in which we implement the service strategies outlined in this plan. Can we leverage/direct open positions strategically to build the positions we need for the future? What kind of skills do we need? Where are resources best deployed? What career opportunities for MN.IT's remaining employees will be available as retirements occur?

At the same time, some existing positions will shift as the consolidated cloud services are implemented. How will new service teams be created? What are the career-building opportunities in these and other areas? Where do we need to focus our training dollars to build the workforce of the future?

In looking at workforce development, it is important to remember our overarching goal for this plan: "Make the IT infrastructure super-efficient so we can focus our people, money and creativity on the services that most directly make a difference for our customers and citizens." Translating that goal into a workforce management and training plan that represents opportunity for our employees is the goal of this initiative.

The primary objective of the MN.IT Careers Project is to develop a systematic methodology for managing and developing state IT employee careers in the midst of a multi-year consolidation in a manner that maximizes individual employee potential and facilitates service alignment and delivery.

Owner: Connie Jones, Director, Human Resources

Goals: By the first quarter of FY14 and in time for the implementation of new consolidated services, MN.IT Services will have a consistent process for managing workforce changes related to the service consolidation strategies outlined in the Tactical Plan. This process will be articulated in the form of a workforce plan, a training plan, and a recruitment plan.

Two-Year Milestones and Anticipated Benefits, Workforce Management

	Enterprise Goals, Workforce Management and Careers Development						
	FY13			FY14			
	Q2	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
MN.IT Careers Project	Concept development			100% planning complete: workforce plan, training plan and recruitment plan in place			
Completion Timeframe	1 year						
Key Benefits	Increased career opportunities for current employees; increased ability to attract and keep IT talent to the State; training program that builds new skills and prepares employees for new technologies and high-value functions						

Leadership and Management Program

Strategy 4 of the MN.IT Services Strategic Plan has as its objective to "set clear expectations and provide training and mentoring to build leadership and management skills within our organization and work to clear administrative barriers to attracting and rewarding strong IT leadership talent to the State."

As we combine leadership from 70 agencies into a single organizational structure housed in 22 separate offices, leadership skills are crucial to building a high performance organization. Currently, management expectations and training are inconsistent at a time when it is crucial to lead a distributed workforce in a new, common direction while building new, consolidated operational functions.

Owner: Connie Jones, Director, Human Resources

Goal: By the beginning of FY14, MN.IT Services will establish a leadership program for MN.IT managers and supervisors as part of its strategic recruitment and training plan (see above).

Two-Year Milestones and Anticipated Benefits, Management Development Program

	Enterprise Goals, Leadership & Oversight						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Management Development Program				100% leadership strategies in place; active leadership training for existing and new managers			
Completion Timeframe	1 year						
Key Benefits	Increased ability to attract and keep good managers; improved employee performance and productivity through clear management.						

	Leadership & Management Components, Leadership Responsibility						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Supervisor & Manager Core Training				100% managers & supervisors have attended supervisory or managerial core training			
Consistent Leadership Program selection (ELI, SLI)		100% consistent process for selecting MN.IT candidates to leadership programs					
Professional Development Training		100% training program / plan in place					
Recruitment Program				Strategic recruitment plan 100% complete			

Employee Satisfaction, Productivity and Performance

Strategy 4 in the Strategic Plan states the following objective: "Monitor employee satisfaction and productivity. Actively and consistently manage performance and results in order to build trust and improve service, and recognize and reward individual performance and effectiveness."

In order to meet the workforce objectives above, it is important to clarify roles and standardize performance measurement and productivity for individuals throughout the organization. A recent employee survey identified both strengths and weaknesses in employee's satisfaction with their jobs, and

in their perception of consistency in job expectations and performance. Anxiety is compounded in a newly merged organization in which position descriptions, classifications and performance evaluations differ significantly.

Owner: Connie Jones, Director, Human Resources

Goal: MN.IT Services will have an established Employee Management Program with agency-wide and divisional/agency-based office strategies and objectives by the end of FY14, with key employee recognition programs beginning within the first year.

This program will consist of:

- An employee engagement program
- A performance management program
- Standard employee reports, processes and published materials
- An employee recognition program

Two-Year Milestones and Anticipated Benefits, Employee Management Program

	Enterprise Goals, Employee Satisfaction, Productivity & Performance						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Employee Management Program							100% standardized employee management program
Completion Timeframe	2 years						
Key Benefits	Increased job satisfaction; more productive workforce; improved talent retention						

	Employee Program Components, Leadership Responsibility						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Employee Engagement Program			Strategy 100% complete				
Performance Management Program			Performance management plan 100% complete				
Standard reports process & published material			Reporting platform 100% developed on SharePoint				100% complete
Employee Recognition Program			100% of program operational				

Innovation Program

In keeping with Strategy 4's objective to "foster leadership and encourage high performance and innovation," MN.IT Services will introduce a program to reward innovative ideas and promote the development of high-value citizen-facing applications. This plan is in its earliest, concept development stage, but has identified leadership for the program.

The plan calls for events to solicit state employee ideas for innovative projects that can benefit end customers, and the development of temporary expert teams to execute selected ideas.

Owner: James Kauth, Director, Innovation Program

Goal: MN.IT Services will have an Innovation Program operational by first quarter, FY14.

Two-Year Milestones and Anticipated Benefits, Innovation Program

	Enterprise Goals, Innovation Program						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Innovation Program			Program operational; first tournament conducted	First project launched			
Completion Timeframe	2 years						
Key Benefits	Innovative, "quick-win" services for citizens; increase in innovative culture						

Mobility Policies

Strategy 4 in MN.IT's Strategic Plan states the following objective: "Institute policy and provide tools that allow MN.IT employees to work effectively from anywhere to meet the customers' needs."

MN.IT staff is distributed among 22 offices and assigned to physical locations across the state. Their customers are even more distributed. How the agency approaches the use of advanced technology to help its employees work during the hours and from the locations where they are most needed, not only determines the efficiency of our services, but demonstrates for our customers the power of technology to conduct efficient government business. To meet this objective, MN.IT management must set clear goals and policies for all aspects of an employee's individual mobility, i.e., telecommuting objectives and policies, on-call policies and the use of mobile devices.

Owner: Connie Jones, Human Resources Director

Goal: MN.IT Services will have clear and consistent telecommuting, mobile device and on-call policies by the end of quarter three, FY13.

Two-Year Milestones and Anticipated Benefits, mobility policies

	Enterprise Goals, Mobility Policies						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Mobility Policies		100% mobility policies complete					
Completion Timeframe	6 months						
Key Benefits	Workforce efficiency; increased customer service; clear direction and consistent policies for MN.IT workforce						

Financial Strategies and Systems

MN.IT's Strategic Plan sets the following objectives for financial management (Strategy 5):

- Standardize financial management of IT budget(s) based on total cost of ownership in order to increase transparency and management of resources
- Develop and execute a strategy for reinvestment of savings

In this first year of consolidation, IT budgets for each agency have been sequestered within that agency and ear-marked for the agency's IT expenses. With the anticipated FY14 consolidation of IT budgets and dollars to a single organization, financial management becomes far more complex and the relationships change between service provider and agency customer. Adequate processes, tools and systems are necessary to manage cash flow, purchasing, forecasting, chargebacks, etc.

Furthermore, as the consolidation of functions outlined above begins to take place and, in particular, as MN.IT Services begins to see savings and/or cost avoidance through attrition, group purchasing, enterprise licensing and other efficiencies, savings need to be identified and captured at an enterprise level in order to fuel the following enterprise priorities:

- Extraordinary, unbudgeted costs of consolidation-related projects (not funded through the legislative mandate)
- Workforce training
- Replacement of legacy systems
- Identified inadequacies in "have not" agencies
- Long-term investment in new systems and applications

Owner: Tu Tong, Assistant Commissioner, Support Services

Goals: By the beginning of FY14, all IT funding and expenditures will become the responsibility of MN.IT Services and, therefore, the agency will have financial strategies and systems in place for the following:

- Service funding and chargeback processes: there will be a single budget for all of IT and an ongoing and sustainable funding methodology for all MN.IT Services.
- Asset management: All IT assets will be managed through common asset management policies, processes and tools by the second quarter of FY14.
- MN.IT will have an improved and consistent financial system for IT financial management, budgets and reporting.
- MN.IT Services will have a clear, operational process for capturing and reinvesting savings generated from consolidation activity by the beginning of FY14.

Two-Year Milestones and Anticipated Benefits, Financial Systems

	Enterprise Goals, Financial Strategies and Systems						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Service Funding and Chargeback		100% rates process defined	100% FY14 rates complete and in SLAs	100% single MN.IT budget operational			
Timeframe	9 months						
Key Benefits	Fiscal transparency; fair and consistent service chargebacks; improved budgeting and cash flow management						
Asset Management		100% asset management policies & processes defined	100% depreciation strategy defined		100% asset tracking system operational		
Timeframe	1 year						
Key Benefits	Consistent asset management lifecycle, resulting in managed costs						
Financial Management Systems			100% budget system operational				
Timeframe	9 months						
Key Benefits	Increased accuracy and budgeting efficiency, budget staff available for higher value work; better forecasting						
Captured Savings Strategy				100% savings and reinvestment model and tool operational			
Timeframe	1 year						
Key Benefits	Funding for priority investments; measurable efficiencies						

Procurement

Strategy 5 in the Strategic Plan calls for MN.IT to "Revise IT procurement functions and processes in order to maximize the effectiveness of contract management and the power of enterprise contracts."

The State currently has several processes in place that help manage IT costs and leverage contracts:

- A policy and process for hardware and software standards selection
- A program and approval process to facilitate P/T contracts
- An approval process for RFPs and contracts

However, these programs need to be reviewed and revised as IT budgets consolidate into a single organization. As all IT dollars move to MN.IT in FY14, and as the service strategies above are actualized, the way in which IT goods and services are purchased will, by necessity, change from decentralized to centralized.

MN.IT will need to aggressively streamline the enterprise hardware and software portfolio to take advantage of its economy of scale and reduce overall operational costs. Starting with a clear understanding of historical technology purchases, MN.IT will develop a prioritized list of high payback areas to focus on first. These priorities will include enterprise contracts for the underpinning technologies needed to support other consolidation priorities outlined in this tactical plan.

Finally, MN.IT will need to put in place better processes to interact with and engage vendors. Current programs used to onboard consultants will be automated to reduce administrative costs. Furthermore,

MN.IT will improve the quality of these programs by increasing the number of vendors in certain high demand categories.

Owners: Chris Buse, Assistant Commissioner, IT Standards and Risk Management

Tu Tong, Assistant Commissioner, Support Services

Goals:

- All IT purchases – including hardware, software, and PT contracts - will be made centrally utilizing a standard process and tools by the beginning of FY14.
- MN.IT will adjust its purchasing methodology in order to have a single purchase order per vendor for all products and services by the end of FY13.
- MN.IT will have a single enterprise tool for forecasting hardware and software needs by the end of Q1, FY14.
- MN.IT will have negotiated a minimum of 20 enterprise contracts for common IT tools and/or licenses by the end of FY14.
- MN.IT will increase by 25% the number of vendors participating in its professional technical service programs by the end of FY14.

Two-Year Milestones and Anticipated Benefits, Procurement

	Enterprise Goals, Procurement						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IT Procurement				100% procurement centralized			
Completion Timeframe	9 months						
Key Benefits	Standard, streamlined processes; faster procurement fulfillment; better budgeting						
Product Portfolio			A single purchase order for every vendor that does business with MN.IT	Enterprise tool for forecasting hardware & software needs 5 enterprise contracts for common tools/licenses			20 enterprise contracts for common tools / licenses
Completion Timeframe	4 years						
Key Benefits	Cost savings and avoided costs; reduced complexity in product environment						
Professional/ Technical Contracting				Programs enhanced with automated workflows			25% increase in number of vendors in high demand categories
Completion Timeframe	2 years						
Key Benefits	Faster contracts, more on-time projects; cost savings; broader technical talent						

Governance

The final objective in Strategy 5 of MN.IT's strategic plan says that we will "practice clear governance and decision-making at all levels of our organization based on the best interests of the State, our customers, and our employees."

To that end, MN.IT Services published an IT Governance Framework in June 2012. The framework is currently being operationalized with the intention that it will be in place for the implementation of this Tactical Plan.

Owner: Christopher Buse, Assistant Commissioner, IT Standards and Risk Management

Goal: The committees and teams described in the IT Governance Framework will be operational by November, 2012.

Two-Year Milestones and Anticipated Benefits, Governance

	Enterprise Goals, Leadership & Oversight						
	FY13			FY14			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Governance Framework		100% governing committees in place and supported by common tools & processes					
Completion Timeframe	2 months						
Key Benefits	Decision-making process that includes business program and SME input						

Tactical Plan Next Steps

While this tactical plan implies an overall order and goals for implementation of the various initiatives, it does not detail how each component will be achieved.

Project Portfolio

In order to define the necessary details and to sequence overall activity, a portfolio of projects is being established (see page 17) and will be operational by November 1, 2012 in order to drive the following group of projects:

- Hosting Service Development
- End-User Service Development
- Service Desk Standardization

Human Resources Planning

The human resources framework – MN.IT Careers - that outlines MN.IT's direction for managing the people side of consolidation is being published in parallel to the Tactical Plan. This framework will provide the concept to which all HR efforts will drive. Details will continue to be worked out through the next few quarters in preparation for implementation as standard services begin to implement their consolidation strategies.

Individual Agency-based Office Planning

With this Tactical Plan as a guide, each MN.IT agency-based office will develop detailed plans based on the enterprise objectives, outcomes and milestones, as well as on priorities unique to their operations. Each agency-based office plan will have a different order to their milestones based on their current state, the opportunities to leverage current investments, the complexity of the changes to staff and/or environment, etc.

Agency plans will be drawn from common templates and will be complete by November 1, 2012.

Agency plans will then be used in the detailed planning for each enterprise initiative and goal. At that time, if necessary timelines and milestones will be adjusted and the Tactical Plan will be revised.

Conclusion

The past year has been a time of planning and preparation for what comes next – true transformation.

This plan lays out an exciting vision for a vibrant and high-value IT organization that can serve as a vital lynchpin to effective government operations. It is bold and aggressive, but it is entirely doable. The achievements will benefit our government customers, the taxpayers, and our employees, and will set a new national standard for state-delivered information technology.

As project and agency plans are developed, certain dependencies and resource constraints may shift the timing or scope of the enterprise goals, but the intent and the pace will remain ambitious, and the expectations of success undiminished.

Undoubtedly, the implementation of this plan will require hard work, shifted priorities, new thinking and careful planning at both the enterprise and agency-based levels. Many of us will be consumed by the changes while the rest of us pick up the slack in order to "keep the ship running." Yet, by making room in our schedules for the changes outlined here, we will make all of our IT services better and more cost-effective over time by meeting our over-arching goal: to "make the IT infrastructure super-efficient so we can focus our people, money and creativity on the services that most directly make a difference for our customers and citizens."