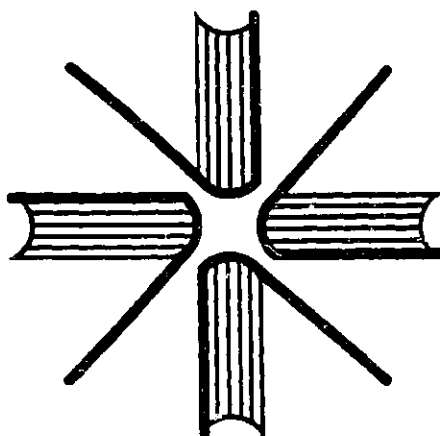


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# STATE OF COLORADO

## STRATEGIC INFORMATION MANAGEMENT PLAN



STATE OF COLORADO  
COMMISSION ON INFORMATION MANAGEMENT

JANUARY 1991

# STRATEGIC INFORMATION MANAGEMENT PLAN

## I. EXECUTIVE SUMMARY

<b>Purpose</b>	The purpose of this planning document is to assist the State of Colorado in the short- and long-range management of the State's information technology assets.
<b>Principle</b>	Information technology is a major asset of the State and is to be managed with the same care and principles as other State assets.
<b>Responsibility</b>	<p>It is a fundamental responsibility of all State elected officials, executives, managers, and employees to manage the State's information technology assets in order to improve:</p> <ul style="list-style-type: none"><li>• Overall cost effectiveness of State operations.</li><li>• Quality of services delivered to the State's citizens.</li><li>• Productivity and pride of the State workforce.</li></ul>
<b>Mission</b>	The mission of the management of information technology within the State of Colorado is to support the delivery of State services to the public and to support State-wide and Agency objectives; public policy; and State statutes with the most cost effective and highest quality information management services possible.
<b>Strategic Goals</b>	Six strategic goals have been adopted that will guide the State in its support of the information management mission. These goals are presented in Section IV.
<b>Near Term Initiatives</b>	Seven initiatives have been identified in support of the strategic goals. Some of these initiatives are already underway, some are just now starting and others will begin in the next few months. These initiatives are presented in Section V.
<b>Other Information</b>	Finally, the planning document contains summary information relative to agency planning and budgeting as well as comments on implementation, communications, and responsibilities.
<b>Annual Plan</b>	This plan will be reviewed and updated annually as required.

## **II. INTRODUCTION**

<b>Management Principle</b>	Information technology is a major asset of the State of Colorado and is to be managed with the same care and principles as other State assets. It is a fundamental responsibility of all State elected officials, executives, managers, and employees to meet this expectation. The purpose of this planning document is to assist in short- and long-range management by establishing a State-wide strategic direction for the management of information technology.
<b>Effective Management</b>	<p>The effective management of information technology will significantly improve the:</p> <ul style="list-style-type: none"><li>• Overall cost-effectiveness of State operations;</li><li>• Quality of services delivered to the citizens of the State; and,</li><li>• Productivity and pride of the State workforce;</li></ul> <p>which, collectively, greatly enhance the State's ability to meet its overall goals for its services to citizens.</p>
<b>Information Management Commission</b>	The State recognized its management and planning responsibility and created the Commission on Information Management (IMC) to assist in meeting this responsibility. The legislation (C.R.S. 24-30 1701 to 1704) charges the IMC with the responsibility to "...prepare annually and approve the State's strategic data processing plan...." It is the further purpose of this planning document to serve as a guide for State agencies in the development of Agency-specific information system plans.
<b>Annual Plan</b>	This is the second edition of this strategic plan, and it is the responsibility and intention of the IMC to review, update, and publish an annual edition, taking into consideration changes in the State-wide goals of the Executive, Legislative, and Judicial Branches of government, the progress achieved relative to the information management mission, the agencies' unique considerations, and other influencing factors.

### III. MISSION OF INFORMATION MANAGEMENT

**Mission  
Statement**

A State-wide mission for the management of information technology, that is to be used as the guiding principle, has been adopted by the State.

*The mission of the management of information technology within the State of Colorado is to support the delivery of State services to the public and to support State-wide and Agency objectives, public policy, and State statutes with the most cost effective and highest quality information management services possible.*

#### **IV. STRATEGIC GOALS**

The following strategic goals have been adopted by the State in support of the foregoing mission.

##### **1. Technology Investment Strategy**

Invest in information technology that will provide a significant and measurable increase in:

- a) quality or cost effectiveness of services to the citizens,
- b) return on investment in the short-term and/or,
- c) productivity of state employees.

Many of the State's systems have been in place for a number of years and are in need of replacement and/or upgrade. In many other cases, new systems need to be developed to meet an ever-increasing service commitment and demand. Investment in new technology is required but not simply for technology purposes. New technology is justified only when it provides enhanced services, increases cost effectiveness, enhances employees' productivity, offsets downstream costs, or returns the investment in the near-term. Systems that share information across agencies leverage the State's investment in technology and human resources and should be encouraged and supported.

##### **2. Management Information Systems**

Develop information systems which assist the State's elected officials and executives to more cost effectively monitor and manage the State's economic and operational performance.

The task of efficiently and effectively managing the State's activities is becoming more complex by the day. Information is one of the keys to maintaining management control. State management, including elected officials and executives, require quantitative data to assist in making reasonable management decisions. Future emphasis must be placed on management information systems which not only help administer programs, but provide information to readily evaluate the performance of each program, including service quality and cost.

### **3. Data Bases**

Employ common State-wide data bases for "communities of interest."

There are many State activities in which there are a few, or in some cases many, State entities that have a need for the same or similar information. Each entity has a specific responsibility, but no one entity has the overall responsibility for the State's information that should be shared by the individual Agency programs. Each entity develops a specific data base for its area of interest but usually a common data base is not developed for the "community of interest" or for all the State groups involved. A strategic goal is to develop common State-wide data bases when an activity, service, or information need spans organizational boundaries.

A major example used to illustrate this strategic goal is the State's criminal justice program. This is a large program that spans many departments, even branches of government. The community of interest is all the State agencies, departments, and branches having some responsibility for this program. There should be one data base that this community of interest could use. It should contain all information regarding a criminal's history, probation, traffic record, and all other pertinent data that would give a complete picture of the criminal. This asset would be available for State-wide use.

### **4. State Architecture**

Migrate to an overall State architecture that integrates workstations, computer systems, networks, and other technologies into a single infrastructure without additional cost to the state.

A single infrastructure has many benefits that are difficult, if not impossible, to measure directly for a particular State service. Yet, these secondary benefits do provide efficiencies worth pursuing and will be more meaningful in the years ahead as more State-wide applications and data bases are available. Migration to a single architecture should be pursued when a component of the infrastructure is being upgraded or a new component is being added. Using this approach will not cost the State additional funds. The Commission will not support changes instituted merely to come into compliance with a single architecture.

## **5. Acquisition Strategy**

**Employ a State-wide information technology acquisition strategy consistent with the State's Strategic Goals and Professional Acquisition Principles.**

**There is opportunity for significant savings for the State to realize through volume buying, make/buy analysis, and competitive purchasing. This opportunity must not be lost or minimized due to organizational structure within the State, rather it should be pursued to the fullest extent possible.**

## **6. Human Resources**

**Enhance the incentive for information systems personnel to increase employee productivity, operational cost effectiveness, and quality of service to the citizens.**

**Information systems personnel play a very significant role as planners, designers, implementers, and maintainers of systems which impact overall State productivity and efficiency. While there is currently a strong sense of professionalism and pride throughout the workforce, there should be additional programs designed to further enhance the incentive for this staff. Should the State adopt an employee incentive performance program, information systems personnel should be included in the plan. In addition, the work force should be provided with the training and information needed to maintain currency in the rapidly advancing information technologies.**



## **V. NEAR TERM INITIATIVES**

### **State-wide Initiatives**

It is the responsibility of each of the branches of Colorado State government and their various departments and agencies to develop near-term initiatives in support of the State's strategic goals as applicable. There are, however, other near-term initiatives which cross all or many of the branches', departments' and/or agencies' boundaries. These State-wide initiatives can and should be defined wherever applicable within the State system. In order to bring proper visibility, resources and coordination to bear on these strategic initiatives, the IMC will take the lead in support of State-wide initiatives.

Listed below are the near-term initiatives which have been selected for this year's plan.

#### **1. Complete the Implementation of COFRS**

COFRS is by far the single most important State information system-related initiative. It is a major effort on the part of State personnel, and a key infrastructure project. This project is viewed as having a far-reaching impact in meeting the requirements of the three branches of government by providing badly needed financial, operational, and performance information.

#### **2. Implement CJIS**

CJIS is the Criminal Justice Information System in the Departments of Corrections and Public Safety.

These departments have begun the process of replacing their current hardware and software systems. When completed, the service available to the law enforcement community will be dramatically enhanced.

#### **3. Develop Agency-Level Information Systems Plans**

The IMC will continue the planning process begun in 1990. Each agency will develop an information systems plan which supports their budget requests. This plan will include application development/enhancement plans and resource requirements for the next five years.

The intent of this planning process is to encourage the focus of management information efforts on the business goals and objectives of both the organization and the State; and to establish accountability and performance measures for information systems management.

#### **4. Develop Comprehensive Disaster Recovery Plans**

The State's information systems, major data centers, and agency operations have an unknown and probably unacceptable risk of exposure to major disasters. While periodic backups of data and programs are common, little, if any, preparation has been done to ensure that the State could continue to perform critical functions in the event of a disaster.

In July, 1990, the IMC issued a policy requiring all State entities to have a tested disaster recovery plan by the end of fiscal 92-93. During the 89-90 fiscal year, a process was started in cooperation with the General Government Computer Center and the Judicial and Revenue Departments to develop skeleton plans. This effort will continue for all of the departments with the IMC assisting wherever possible.

#### **5. Standardize and Implement Purchasing Arrangements for Quantity Items and Services**

In the past, the ADP division of the Department of Administration took responsibility for the development of standards and establishing State-wide purchase arrangements for many commonly used data processing items and services. Many of these purchase arrangements have expired or are no longer of value given changes in technology; as a result, the State has lost its ability to leverage purchasing power and encourage standardization of equipment and software.

#### **6. Identify and Evaluate New Information Systems That Have High Potential Payoffs for the State**

There appears to be a growing need for several large information systems within the State. Potential systems that have been identified by the IMC are a public assistance information system and a statewide geographic information system. Each of these systems, and potentially others, appear to offer significant benefit to the State. The IMC will evaluate these type of systems to determine which seems to offer the greatest benefits to the State. Based on initial screening, and in cooperation with the affected departments, a feasibility study will be conducted to determine potential costs and benefits and a determination will be made as to whether to pursue any to the next step.

**7. Identify and Evaluate Issues Which May Require Policy Definition by the Commission**

As the State moves forward with its planning and implementation, there are and will be situations which may require the implementation of a State-wide information management policy. For example, with the implementation of the digital data network, a policy on telecommunications standards may be required in order to keep consistency throughout the network and the user community. A policy relative to information security is a second example of this initiative. Other possible areas relate to the introduction of new technologies and geographic information systems. The IMC will take the lead in evaluating the benefits of these and other potential policies.

## **VI. AGENCY PLANNING**

### **Two Plans**

#### **1. Agency Strategic Information Management Plan**

The *Agency Strategic Information Management Plan* is a five-year strategic plan which should contain the following components:

- the purpose and objective of the *Agency's Strategic Information Management Plan*;
- how the *Agency's Strategic Information Management Plan* supports the *State's Strategic Information Management Plan*;
- how the *Agency's Strategic Information Management Plan* supports the *Agency's Strategic Plan*;
- the major accomplishments of the department as a whole compared to its prior *Agency Strategic Information Management Plan*;
- new major strategic initiatives identified in the plan; and,
- the anticipated investments and measurable returns or benefits of the plan.

#### **2. Agency Operational Information Management Plan**

The *Agency Operational Information Management Plan* is a two-year operational plan containing the following information:

- the purpose and objectives of the *Agency Operational Information Management Plan*;
- how the *Agency Operational Information Management Plan* supports the *Agency Strategic Information Management Plan*;
- the major accomplishments of the Agency's Information Systems

**Division compared to its prior year plan:**

- **the Major Strategic Initiatives that will be addressed and the individual projects within each initiative;**
- **the costs and measurable benefits of the plan; and,**
- **the budgetary impact of the plan.**

## **VII. IMPLEMENTATION, COMMUNICATION, RESPONSIBILITY**

### **Implementation**

The State of Colorado Strategic Information Plan is to be implemented throughout the State effective with the publication of this document.

During 1990, each agency developed an Agency Strategic Information Management Plan and an Agency Operational Information Management Plan. The first year plans were accepted on a "best effort" basis. The second year plans, due 1 July 1991, must conform to the format and standards expected by the IMC. These plans will become more critical each year for the support of the Agencies' information systems budget.

### **Communication**

Much of the success the State will achieve in furthering the goals and ideals set forth herein will be the result of effective communication between all involved parties and individuals. The IMC encourages open communication. The IMC pledges to take reasonable steps to initiate communication. It must be recognized, however, that this is a volunteer body and therefore will use its staff for much of the communication. The Agencies are encouraged to communicate with the IMC staff and to use the CIMA body as an effective communication channel.

### **Responsibility**

The broad responsibility of the various groups, such as the IMC and the Agency, have been outlined in this document. It is expected that further definition will occur in the upcoming years.

The ultimate success the State will enjoy finally rests with individuals. It is up to each individual involved to take pride in the contribution each can make to improving the management of information for the State. This is a challenge that each elected official, executive, manager, employee, and IMC member should willingly accept.