

FY09 STRATEGIC PLAN—MID POINT REVIEW

Document Overview

This document reviews the overall FY09 IT Strategic Plan progress and updates the plan with emergent issues and projects. Planning objectives extend to the next twelve months with a brief look at projects on the horizon.

Strategic Planning Purpose

The primary purpose of the document to help ensure that expectations of strategic planning, operational planning, performance review, trend analysis and risk analysis are preformed. This process is commonly referred to as Governance.

Strategic planning helps senior management ensure that Information Technology resources are in alignment with the Agency's strategic direction. It also helps make certain that tasks are carried out in an efficient and effective manner by focusing on projects that bring the most immediate value to the Agency.

Summary

The ICC continues to be a leader in implementation of new technology. We were the second agency to meet the new web accessibility laws. It is probable that the ICC was the first agency to provide off-site live data replication for disaster recovery purposes. Our agency also received an award for our green initiative projects. We are on pace to set other Illinois government firsts this year (as identified in the technology evolution section).

We have lost 14 of 32 full time staff over the past eight years. Despite losing nearly half of our staff, we have been able to continually increase our service levels and output while simultaneously lowering operational costs.

Technology Leader



The ICC was one of the first agencies to deploy full off-site data replication.

Did you know

that we blocked 110,467 known Internet attacks against our agency in the past six months?

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FY09 Development Project Priorities Score Card

Major Effort in Progress

Financial Information System (FIS) - FIS is now underway. A Project Plan completed, scope of work proposed, significant progress has been made on the PUTT module and weekly user team meetings are scheduled to start January 13th. However, this project was off to a slow start due to the key subject matter expert's unexpected departure in August. The emergent Safety Relocator project also kept us from putting another resource on this project for three months.

Major Accomplishments Highlights—We have implemented several applications and tools this year, such as:

- New Timekeeping System
- Redesigned Website
- Enable utilities to respond to consumer complaints on-line in e-ACTS.
- Research Tool for Admin Rules and Public Acts highlight some of the accomplishments.

Quality Indicators—Development output quality is outstanding. Only four of the 45 ITRs that were open in the past six months have been considered to be fixes. Having only 10% fixes is considered excellent in the industry.

Productivity Indicators—Productivity is high. We have finished 36 ITRs in the past six months. Last year, we finished 36 total.

Score Card—Below, is our first attempt to present projects in a score card format. This format will help us track and communicate what we are working on, who benefits from the project, why the project is required, effort estimated and actual effort exerted. Without measuring projects, it is difficult to identify slippage and communicate success.

Large Effort Projects	% Complete	Type	Div	Current Status	Est Effort	Act Effort	Org Projection	Actual / Revised Projection	Alert Status
Timekeeping System (HRTS)	100%	New	HR	Closed	1 FTE	1 FTE	June, 08	July 2008	OK
Financial Info System (FIS) R1		Replace	FIS	WIP	10.5 FTE	.5 FTE	June 10	June 2011	slip

Medium Effort Projects	% Complete	Type	Required by	Div	Current Status	Days	Actual / Revised Projection	Alert Status
Revamp Website Search		Enhance	User	PA	WIP	60	Q1 2009	OK
e-Appeals - conversion for OGC		New	User	OGC	Queued		Q2 2009	Slip
e-Agenda Outline enhancements		Enhance		HO	WIP		Q1 2009	slip
ACTS—Screen pop up	100%	Enhance	User	CSD	Closed	30	July	OK
Safety Relocator multiple Enhancements	100%	Enhance	User	POL	Closed	40	Nov	OK
Safety Relocator Release 1	100%	New	Law	RR	Closed	30	Aug	OK
Safety Relocator Release 2	100%	New	Law	RR	Closed	40	Sept	OK
e-ACTS major revision	100%	Enhance	User	CSD	Closed	40	Dec	OK
Website Redesign Accessibility Law (IITAA)	100%	Enhance	Law	PA	Closed	60	Sept	OK

FY09 Development Project Priorities Score Card

Open Lower Effort Projects*	% Complete	Type	Required by	Div	Current Status	Actual / Revised Projection	Alert Status
Governor's Office / Shared Services Requesting HRIS		TBD		Gov Office	Pending	TBD	
Alternative Gas Suppliers Product Comparison		New	Law	RMD	WIP	Q1 2009	
RAILS - Oper Lifesaver presentation change		Enhance	User	RR	WIP	Q1 2009	
MCIS - ROADSIDE - UCR data		Enhance	User	MC	WIP	Q1 2009	
Telcom Reporting Enhancements		Enhance	User	Tel			

*See Appendix A for a full listing of closed Lower level Projects

Development Score Card Review

In review of the score card, it is clear that low and medium level effort tasks consume over 80% of development time. While this is not a negative factor, it is an indicator that small requests whether they be fixes, enhancements or laws are important to track and manage, because they do impede large project progress.

**36 ITRs completed in
past six months!**



Projects Summary Chart	Total	Enhance	New	Fix	Open	Days Spent	FTE	%
Lower Level Effort Projects	35	20	8	4	4	193	1.5	35%
Medium Level Effort Projects	9	6	8	0	3	300	2.3	54%
High Level Effort Projects	2	0	2	0	1	130	.5	13%
Totals	45	26	18	4	8	628	4.3	100%

FY09 Operational Project Priorities Score Card

Major Effort in Progress

We have numerous projects underway that focus on cost savings, service improvement and technology advancement. One potential large cost savings project is to replace CMS rental phones with phones that we own.

Major Accomplishments Highlights

We have implemented several cost savings, service improvement and technology advancement projects such as:

- Auto PC Shut off
- Server Virtualization
- Network to Disk Backup

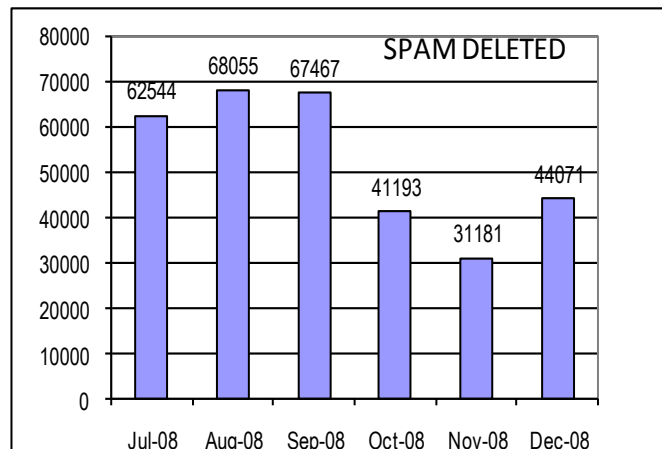
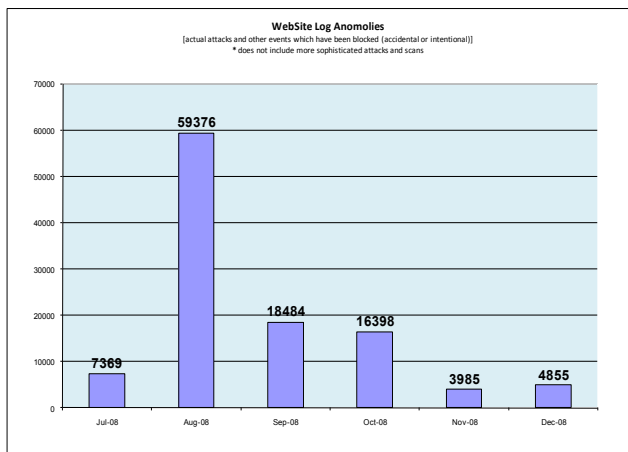
Quality Indicators

- **Services Outages**—We had seven reported service outages during the last six months. One was a result of the Des Plaines flood. None of the other six resulted in damage. All were short in duration and only three occurred during business hours.
- **Network Penetrations**—We provide daily monitoring and believe that there were zero successful penetrations out of 110,467 known attempts.



Factoid:

There were over 1,600 calls to the help desk in the past six months.



Timeliness Indicators

One expectation of operations is to deploy high risk security patches in a timely manner. Two emergency patches were released this year and we were able to deploy them within a couple hours of being released. Most companies took several days.

Productivity Indicators

Productivity as seen through our technology services portfolio and the aggressive list of technology and cost savings products are virtually unheard of for a state agency of our size.

Score Card

Similar to the Development score card, the Operational score card will help us track and communicate what we are working on, who benefits from the project, why the project is required and type of benefit. Without measuring projects, it is difficult to identify slippage and communicate success.

FY09 Operational Project Priorities Score Card

Operations Projects	% Complete	Type	Actual / Revised Projection	Current Status	Alert Status
Potential DP Police Relocation	0%	Maintenance	TBD	Pending	TBD
Disaster Recovery Testing	0%	Maintenance	Q1 2009	queued	
Eval - Virtual Application Software Deployment	0%	Service Improve		queued	
Eval - Replace Citrix with VPN / Remote Desktop	0%	Cost Savings	TBD	queued	
Eval - Internet Client Management	0%	Service	TBD	queued	
Eval - Microsoft SQL Server 08	0%	Technology	TBD	queued	
Project to Improve Police field efficiency	10%	Service Improve	Q2 2009	WIP	
Eval - Web Conferencing/Remote Assistance Software	30%	Service Improve	Q1 2009	WIP	
Annual replacement of laptops	25%	Maintenance	April 09	WIP	Slip
Upgrade out-of-warranty SAN storage components	25%	Maintenance	April 09	WIP	Some slip
Eval - VOIP Desk Phones	25%	Cost Savings	NA	WIP	
Laptop Drive Encryption	50%	Security	Q2 2009	WIP	
Microsoft Windows Server 2008	10%	Technology	TBD	WIP	OK
Green Initiatives— duplexing, recycled paper, Turned off cover page	100%	Cost Savings	July	closed	OK
Green Initiatives— Auto PC shut off (\$14,000 in savings!)	100%	Cost Savings	Aug	closed	OK
Video camera security system	100%	Replace	Oct	closed	OK
Network backup to disk technology	100%	Tech	Dec	closed	OK
Microsoft Vista—Reevaluate if we should deploy	100%	Tech	NA	closed	OK
Annual replacement of desktops	100%	Maintenance	Nov	Ongoing	OK
Ruggedized Asset Label Printer	100%	Maintenance	Nov	closed	OK
Toughbooks for new Police	100%	Maintenance	NA	closed	OK
Sever Virtualization (4 servers) (\$31,000 in savings!)	100%	Cost Savings		Ongoing	OK
Network infrastructure upgrades:	ongoing	Maintenance	NA	Ongoing	NA
• Undelete 2009	50%			WIP	OK
• Backup Exec 12	100%				OK
• Bindview 9	100%				OK
Security Enhancements	ongoing	Maintenance	NA	Ongoing	NA
• McAfee E-policy orchestrator	100%				OK

*Open Project Update Information***Service Improvement Projects**

Revamping the ITR Process - The ITR process was becoming outdated and ineffective. We are redesigning the format and process.

Project to Improve Police field Access Efficiency - We have started creating a plan of action to identify items to improve effectiveness and efficiencies of the Police officers in the field.

Cell Phone Service Communication Plan - We have found many staff are unaware of what their cell service plan. We are working on identifying our cell phone packages and preparing a communication plan for this.

Technology Evolution Projects**Storage Area Network**

We submitted a purchase documents against the state master contract in October. There have been numerous issues between CMS and Dell regarding the terms and conditions. Even though our SAN is out of warranty, Dell has committed to extending warranty and support, because they know the ICC is in good faith trying to replace the out of warranty SAN. Estimated cost is \$170,000 below the estimated \$175,00—\$200,000.

Revamp Website Search

We are in process of replacing our old website search engine with Microsoft Search Server. This will resolve indexing problems with the current product, will be faster and provide better results.

Microsoft Windows Vista

We have been unable to make Windows XP stable on the new laptops purchased last year. Vista runs on them perfectly. Therefore, we need to deploy Vista on the new laptops—but not the older models.

Technology Research Projects**Digital Signs**

Did you happen to notice the digital signs displaying daily events near the guard's desk?

Web Conferencing / Remote Assistance Software

We will evaluate a Microsoft hosting solution to that will enable our agency staff to host web conferences and provide ITS support staff the ability to provide remote training and remote control to PC on the outside of our network.

Investigating use of Internet Client Management Tools (New Evaluation)

We are planning on evaluating new Microsoft software that enables us to inventory and push software out to our mobile laptop users when they connect to the Internet. This will help keep their patches and software current.

Virtual Software Application Deployment

We will evaluate a new Microsoft solution called Microsoft Desktop Optimization Pack that is reportedly capable of separating a computer's Operating System, application software and data. Theoretically, this will enable users to log into any PC and access all the software they have rights to. In most cases, it should allow IT to replace computers without reinstalling software or migrating settings.

Cost Saving Projects

Did you know

The VOIP Contact Center saves the agency approximately \$30,000 per year?

VOIP Phone Pilot

We have submitted an order for eight pilot users (TEL, FIS and IT) to test and evaluate the potential for using VOIP phones throughout the agency. This pilot will help us identify the true cost of ownership and help estimate the total savings of switching to VOIP. Pilot testing and the cost study are expected to be completed by the end of the fiscal year.

Virtualization

We are ordering four more servers that will enable us to consolidate 16 servers onto four servers. This should save the agency licensing, hardware and power consumptions costs of approximately \$60,000 over the five year life of the servers.

Trend Analysis

It is important to look at trends of key metrics to help identify and predict any significant actions that we should take.

Notable

One item of interest is that even though network storage is growing by larger amounts than most years, it appears that the growth rate has tapered off. At the current growth rate, it is expected that network storage requirements will double every three to four years compared to every year.

Measurement	Quantity	Term	Trend	Alert Status
Network Backup Time	16 hr	Weekly	Drastically reduced from 60 hr	Low
Internet Attacks	10,000	Monthly	Rising	Elevated
Emergency Patches	2	YTD	Rising	Elevated
Information Technology Requests	36	YTD	Rising	Elevated
Viruses	400	Monthly	Stabilized	Normal
SPAM	50000	Monthly	Stabilized	Normal
Storage	348 GB	YTD	Stabilized	High
Service Desk Calls	270	Monthly	Stabilized	Normal
Service Outages	7	YTD		Normal

Risk Assessment

An important part of planning is ongoing risk analysis. Through this process, we are able to implement preventive controls to help reduce Agency business risks.

Mobile Device Patches—We are finding that not all mobile devices are receiving software patches. We are looking at a Microsoft product that will help resolve this.

Internet Attacks — Due to the increasing number of attacks, we have started external penetration testing and formed a security team that meets on a regular basis to analyze and prioritize security direction.

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National Trends

An important part of planning is to compare your plans with the industry direction.

Cost Savings

- We are focusing on several cost savings projects: virtualization, power savings.

Going Green

- Many of our cost savings projects are also green initiatives.

Workforce Transition to Generation Y (college grads entering workforce)

- We have no current plans to modify our environment to meet the demands of Generation Y such as: allowing FaceBook, MySpace, texting and virtual offices.

Governance

- We are starting to incorporate more details of the planning, risk management and measurement aspects of the Governance process.

Connectivity

- We continue connectivity service improvements by pursuing such technologies as: Web Conferencing and remote assistance software.



Did You Know?

The ICC received the Lt. Governor's award for Green Office Operations.

Tentative FY11 and later Development Projects

- e-Tariff
- MCIS Web Functionalities
- Case Management
- Utility Service Area Web Application
- Wireless Emergency Telephone Safety Act (WETSA) Conversion
- Telephone outage summary reporting—Clipper conversion
- E-Docket Conversion
- RAILS Release II
- Document Management

Strategic Planning

- Identifies Risk
- Identifies Trends
- Aligns business goals with IT goals.
- Identifies Projects
- Prioritizes Projects

Next Priority Reassessment

The next review of the plan will be scheduled for July 2009. All projects will be reevaluated and prioritized at that time.

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APPENDIX

Lower Effort Projects	% Complete	Type	Required by	Div	Current Status	Days	Actual / Revised Projection	Alert Status
Research Tool for Admin Rules and Public Acts	100%	New	User	EDV	Closed	15	Sept	Yes
HRTS fix for December 2008 cut off January 10	100%	Fix	User	HR	Closed	1	Jan	Yes
HRTS Employee Time Record correct at-risk time	100%	fix	User	HR	Closed	1	Dec	Yes
Change Telcom Reporting to use shared e-mail	100%	Enhance	User	Tel	Closed	1	Jan	Yes
e-Agenda Cover Letter	100%	Enhance	User	HO	Closed	1		Yes
Transfer Railroad Data	100%	New	User	RR	Closed	6		Yes
MCIS Civil Penalties Zoom changes	100%	Enhance	User	MCIS	Closed	2	Aug	Yes
HRTS - AFSCME contract changes	100%	New	Law	FIS	Closed	5	Aug	Yes
Digital Sign for Commission Events	100%	New	NA	CCLK	Closed	5	Sept	Yes
RAILS Enhancements	100%	Fix	User	RR	Closed	15		Yes
HRTS - Load Speed	100%	Fix	User	HR	Closed	5	Sept	Yes
MCIS - Daily Update of UCR / CVIEW data	100%	New	User	MC	Closed	15	Sept	Yes
MCIS - Notification if a carrier has already registered	100%	Enhance	User	MC	Closed	10	Sept	Yes
MCIS - Watermark State Seal	100%	Enhance	User	POL	Closed	5	Sept	Yes
MCIS - upload Administrative Citation images	100%	Enhance	User	MC	Closed	5	Sept	Yes
MCIS - iRoadside (<i>authority display and vehicle list</i>)	100%	Enhance	User	POL	Closed	5	Sept	Yes
Code Part 730 and 732 Reporting e-mail notifications	100%	Enhance	User	Tel	Closed	5	Oct	Yes
Form - Modify the Public Participation Request Form	100%	Enhance	User	CCLK	Closed	1	Oct	Yes
ACTS - Add Emerging Issues reporting	100%	Enhance	User	CSD	Closed	10	Oct	Yes
Add Hearing Room to Hearing Schedule	100%	Enhance	User	CCLK	Closed	1	Oct	Yes
UCR Web Site	100%	New	User	MC	Closed	3		Yes
ACTS - allow the utility to see prelim responses	100%	Enhance	User	CSD	Closed	20	Nov	Yes
Telecom Reporting - change the wording for the reminder e-mail	100%	Enhance	User	Tel	Closed	1	Nov	Yes
Convert Telcom Database	100%	New	User	Tel	Closed	15		Yes
Added formal docket # to Advanced Search	100%	Enhance	User	HO	Closed	5	Nov	Yes
Update PAVLOG for FY09	100%	Enhance	User	FIS	Closed	3	July	Yes
ACTS screen pop	100%	Enhance	User	CSD	Closed	20	July	Yes
MCIS web interface for public look-ups	100%	Enhance		MC	Closed	10	Sept	Yes
ACTS - e-number cases for new year	100%	Main	User	CSD	Closed	1	Dec	Yes
MCIS - UCR 2007 registrations	100%	Main	Law	MC	Closed	1		Yes