

**FY2010 – FY2012
Strategic Plan**

*“Providing Business Solutions for Idaho
State Government”*

July 1, 2009

C.L. “Butch” Otter, GOVERNOR

Department of Administration
Mike Gwartney, Director

650 W. State Street
P.O. Box 83720
Boise, Idaho 83720-0003
(208) 332-1824

Table of Content

Department of Administration Management Functions,
Guiding Principles, Mission and Vision 3

Department Wide Goals for FY10 – FY12 4

Goals & Objectives

Office of Human Resources 5 - 8

Office of the Chief Financial Officer 9 - 10

Office of Group Insurance11 - 13

Industrial Special Indemnity Fund14

Risk Management Program 15 - 16

Office of the Administrative Rules Coordinator 17 - 19

Division of Purchasing 20 - 22

Office of the Chief Information Officer..... 23 - 24

Division of Public Works 25 - 27

Our Vision

To bring appropriate, efficient and innovative business practices to Idaho government.

Our Mission

To provide responsive, cost effective, and timely support services to Idaho's policy makers, public agencies and state employees as they serve Idaho citizens.

Our Guiding Values

The Department of Administration operates with a high degree of personal responsibility and initiative. We embrace the following values:

- **Integrity and Honesty**
Be honest, dependable, fair, credible and trustworthy. Openly acknowledge mistakes, seek to correct them and learn from them.
- **Customer Service**
Serve our customers to the fullest extent possible and treat them with respect and professionalism.
- **Innovation**
Demonstrate initiative and flexibility in promoting and responding to challenges and changes.
- **Commitment to Success**
Foster a mature, healthy workplace, and through our good work the citizens of Idaho will benefit.
- **Commitment to Communication**
Believe that open, positive, and honest communication is critical to our employees, our customers and the citizens of Idaho.

The Department of Administration is committed to providing leadership, expertise and value added services within the following management functions:

- Risk Management, Liability and Property Insurance
- Group Insurance/Employee Benefits Programs
- Administrative Rules
- Human Resources
- Procurement and Contract Administration
- Postal Services
- Quick Copy Services
- Records Management
- Capitol Restoration
- Design/Construction Management
- Facilities Management
- Statewide Leasing
- Office of the Chief Information Officer
- Office of the Chief Financial Officer

Department Wide Goals

The Department of Administration (Admin) has identified the following nine goals targeted for completion or implementation during the FY2009 – FY2011 timeframe. Each division or office manager has provided supporting objectives and actions for one or more of the department wide goals listed below.

1. Complete the Capitol Renovation and Restoration.
2. Reduce Unfunded Liability for Other Post Employment Benefits (OPEB) by \$300 Million.
3. Consolidate Enterprise Services Including E-mail and Telephone.
4. Make Progress toward a Market Competitive Healthcare Package for State Employees.
5. Promote Competitive Performance Related Pay for Admin Employees.
6. Establish a Coordinated Statewide Broadband System with an Emphasis on Education.
7. Implement Zero-Based Budgeting (ZBB) by FY2011.
8. Implement the Recommendations of the Purchasing Review Team.
9. Ensure Admin Employee Understanding of and Participation in the Department Goals and Outcomes.

Office of Human Resources – Objectives and Actions

The objectives of the Office of Human Resources support the department wide goals to promote competitive performance related pay for Admin employees and ensure Admin employee understanding of and participation in the Department goals and outcomes.

During FY2009, the progress and/or completion of the objections and actions established by the Office of Human Resources were hindered by several factors including a salary freeze, statewide budgetary issues, changes in the established pay table, and long-term employees retiring with new employees being hired at a lower pay rate.

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>1. Promote Competitive Performance Related Pay</p> <p>a. Continue to make progress towards reaching market level salaries. By FY12, at least 50% of all Department employees with at least 3 years of service in the same classification will be compensated at a minimum of 95% compa-ratio.</p> <ul style="list-style-type: none"> • On a quarterly basis informally review employee salary, performance and available funding • Provide compa-ratio increases were warranted • Don't leave money on the table 	<p>Director Administrators Managers Supervisors</p>	<p>Ongoing</p>	<p>In FY08, 81 performance based increases were awarded with an average increase of 4.29% and 46 retention/compa-ratio increases with an average of 3.70%. In FY09 we have awarded 138 performance based increases with an average award of 2.64% and 22 retention/compa-ratio increases with an average award of 2.83%.</p> <p>As of 5/2007 the Department's average compa-ratio was 94.85%. As of 5/2008 it dropped to 90.23%. In July of 2008 a new pay table was implemented and as of 5/2009 our compa-ratio is 90.15%</p> <p>While it may appear as though we take one step forward, two steps back, the Department has made progress. However, only 40% of those employees who have been in their position for 3 years or more are currently at 95% or higher compa-ratio. This objective is still needed and therefore the goal has been adjusted to a more realistic level considering the economy, budget issues, and the new pay table.</p>
<p>2. Ensure Admin employee understanding of and participation in the Department goals and outcomes.</p>	<p>Director Administrators Managers Supervisors</p>	<p>Ongoing</p>	<p>In September of 2008 a Department-wide meeting was held, during which the Department's strategic plan and goals were discussed. At the June 2009 Department-wide meeting, progress towards these goals was discussed.</p>

Continued from previous page...

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>a. Build a culture focused on results and accountability</p> <p>b. Foster an environment of open communication, trust and fairness</p> <ul style="list-style-type: none"> • Quarterly or monthly electronic newsletter • Significant improvement in downward communication by regular meetings, notices, emails, etc. from administrators or managers to staff. • Consider developing an anonymous email <p>c. Foster fun and creativity</p> <ul style="list-style-type: none"> • Activities department wide as well as by division/unit • Develop the team 	<p>Director Administrators Managers Supervisors</p>	<p>Ongoing</p>	<p>In addition to the annual Department-wide meeting, regular staff meetings are held in each program to further communicate the Department's goals and tie employee performance objectives to those goals. The majority of managers meet at least once a month with their direct reports and some as frequently as weekly or even daily. At these meetings progress on projects, activities, and for some, the progress on the strategic plan is discussed. Twin do not hold regular staff meetings but take action to ensure employees are informed of Department activities.</p> <p>An electronic newsletter is issued periodically to all employees, focusing on current events or issues.</p> <p>Each Administrator, Program Manager and supervisor have been charged with the responsibility of fostering an environment of open communication, trust and fairness, fun and creativity, and creating a motivationally oriented environment. During the past year, many fun and morale boosting activities have occurred, such as DPW's "Fat Thursday" or "Oscar" potluck.</p>
<p>c. Create a motivationally oriented environment</p> <ul style="list-style-type: none"> • Feeling "in" on things • Good working conditions • Full appreciation for work • Recognition • Good wages • Tactful discipline • Personal loyalty • Promotion and growth • Interesting and challenging work • Job security • Independence/Freedom (empowerment) • Added responsibility • Leadership opportunities • Contact with others • Job enrichment 	<p>Director Administrators Managers Supervisors</p>	<p>Ongoing</p>	<p>The periodic staff meetings help the employee's stay informed and feel 'in' on things happening in the Department.</p> <p>While no formal survey has been conducted, the employee morale in the Department appears to have slightly improved, even with the current budget issues.</p>

Continued from previous page...

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>3. Process Review and Improvement</p> <p>a. People-Trak</p> <ul style="list-style-type: none"> • Work with OCIO to resolve security issues • Allow access per hierarchy 	<p>Human Resources</p>	<p>January 1, 2010</p>	<p>People-Trak is a low-cost Human Resource Information System. Until such time as the State develops a single HRIS, it is important for the Department to fully utilize the current People-Trak program. Currently, only human resource personnel have access to this program due to the potential security risk identified by the previous Cyber Security Officer. This program is currently being evaluated by our Statewide Cyber Security Manager to evaluate and hopefully eliminate any security issues so that this program may be deployed to supervisors, managers and administrators.</p> <p>This system will continue to be used until such time that an effective HRIS is available on a statewide basis. Modifying an existing system from one of the State agencies to address statewide needs would be ideal. However, the only HRIS in place that could handle statewide needs is at BSU. Their PeopleSoft program has the capability and the needed functionality. To eliminate duplicate systems, reduce man hours, increase efficiencies, and provide a single source of data, it would be preferred to move the PeopleSoft program to the State Controller's Office and merge all payroll and human resource data. A meeting was held with DHR regarding this matter.</p>
<p>b. Update Travel Policies and Procedures</p> <ul style="list-style-type: none"> • Take to the bare minimum requirements • Involve stake holders in developing new Department policies and approval processes 	<p>Human Resources</p>	<p>June 30, 2009</p>	<p>This step has been completed. Travel policies have been reduced to the minimum requirements as directed by the State Board of Examiners. The policies have been fully updated and the forms revised and streamlined. While it is necessary to continue to maintain and communicate these policies, this objective can be considered complete.</p>

Continued from previous page...

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>4. Establish a program within the Department of Administration to provide responsive, cost effective, and timely human resource, financial and technology support and other related services to small self-governing agencies, boards and commissions.</p> <p>a. Develop business plan outlining services benefits, and savings, in both cost and personnel.</p> <p>b. Establish cost effective rates that will reduce the overall cost to the state by offering consolidated services.</p> <p>c. Establish a three-year phased implementation approach that targets specific agencies, commissions, and boards based on personnel structure, size of agency and location of office. Include order of agency transition, internal staffing and equipment needs.</p> <p>d. Develop marketing and promotional materials.</p> <p>e. Begin consolidation</p>	<p>Chief Fiscal Officer/Human Resource Officer/ Chief Technology Officer/DPW Administrator/ Facilities Manager/ Leasing Manager/ Chief of Staff</p>	<p>July 1, 2012</p> <p>August 1, 2009</p> <p>August 1, 2009</p> <p>Sept 1, 2009</p> <p>October 1, 2009</p> <p>January 1, 2010</p>	

Office of Group Insurance – Objectives and Actions

The mission of the Office of Group Insurance is to provide for and manage active and retired employees' group insurance needs in a competitive and cost effective manner. The Office of Group Insurance will be directly involved with the Department wide goals to reduce unfunded liability and make progress toward offering a market competitive healthcare package for state employees.

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>1. Provide Competitive Cost Effective Group Insurance to Our Customers</p> <p>a. Reduce the unfunded GASB liability on the Retiree Medical Plan</p> <ul style="list-style-type: none"> • Develop and conduct statewide retiree meetings regarding the unfunded liability and proposed changes to address the liability • Draft new legislation to make necessary changes to 67-5761 to allow for changes • Develop a plan to transition Retirees to alternate plans following passage of legislation <ul style="list-style-type: none"> • With passage of H173, conduct another round of retiree meetings to provide additional information and resources available to those trying to find Medicare supplemental plans. <p>b. Continue Total Compensation Plan</p> <ul style="list-style-type: none"> • Moving to 70/30 cost share target • Finalize HR Total Comp Education package 	<p>Cynthia/Teresa</p> <p>Melissa</p> <p>Cynthia/Cindy</p> <p>Cynthia/Teresa</p> <p>Teresa/Cynthia/ Ted/Tot Comp Adv Committee</p>	<p>October 31, 2008</p> <p>August 1, 2008</p> <p>June 1, 2009 Ongoing</p> <p>August 2009</p> <p>Ongoing</p>	<p>Meetings with retirees were conducted statewide in August and October 2008.</p> <p>This step was completed on schedule.</p> <p>In process. Working closely with Blue Cross of Idaho (BCI) to assure everyone transitions to Medicare supplemental by January 1, 2011. Also working closely with BCI and Regence to offer enrollment options for those retirees that do not enroll in a Medicare supplement effect January 1, 2010.</p> <p>In process. Coordinated a task force to review part-time employee eligibility for healthcare benefits. A plan was designed to pro-rate the state contribution toward the medical and dental plans, which will go into effect November 2009.</p>

Continued from previous page...

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>c. Enhance Administrative Efficiencies on the Group Insurance Program</p> <ul style="list-style-type: none"> • Work with SCO to automate collection of funds appropriated for medical/dental coverages • Automate payroll processes to move medical/dental enrollment and deduction set-ups from one agency to the next for transferring employees 	<p>Teresa/Cynthia/ Connie/SCO</p> <p>Cynthia/Cindy</p>	<p>June 30, 2009</p> <p>Sept. 30, 2009 July 1, 2010</p>	<p>Programming for the sweet account on ENW is complete and will commence with July premium contributions.</p> <p>Delayed due to conflicting priorities.</p>
<p>d. Remarket Dental Plan</p>	<p>Cynthia/Cindy/ Ted</p>	<p>December 31, 2008</p>	<p>The plan was remarketed and the contract was awarded to BCI.</p>
<p>e. Remarket Life & Disability Coverage</p>	<p>Cynthia/Cindy/ Ted</p>	<p>December 31, 2008 December 31, 2009</p>	<p>Delayed until early FY2011.</p>
<p>f. FSA study regarding eligibility waiting period</p>	<p>Cynthia/Ted</p>	<p>December 31, 2008 December 31, 2009</p>	<p>Will be completed by December 1, 2009 for a July 1, 2010 implementation if a change is warranted.</p>
<p>g. Transition Long Term Care coverage from Aetna to Prudential</p>	<p>Cynthia/Ted/ Toschi</p>	<p>June 30, 2009</p>	<p>This step was completed on schedule for an effective date of August 1, 2009.</p>

Continued from previous page...

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>2. Develop and Provide Effective Communication/Education Regarding Group Insurance Programs</p> <p>a. Develop and implement an employee/retiree education/communication plan that will give participants the tools to effectively manage their individual medical costs</p> <ul style="list-style-type: none"> • Develop presentation for statewide retiree meetings, and modify for employees nearing retirement • Modify statewide retiree meeting communications for employees nearing retirement • Identify and disseminate education materials available through carriers; <p>b. Develop and implement an employee benefits education program for agency HR staff that will raise their level of expertise.</p> <ul style="list-style-type: none"> • Finalize education materials drafted by Total Comp Study Committee in FY2008 • Provide training to agency HR staff based on the materials developed <p>c. Review and revise OGI website</p>	<p>Cynthia/Teresa</p> <p>Cynthia/Cindy</p> <p>Cynthia/Cindy</p> <p>Cynthia/Teresa/ Tot Comp Adv</p> <p>Cynthia/Cindy/ Emily Cynthia/Cindy/</p> <p>Emily/Agency HR Contacts</p>	<p>July 15, 2008</p> <p>February 1, 2009 September 1, 2009</p> <p>Ongoing</p> <p>January 1, 2009 August 31, 2009</p> <p>August 31, 2009</p> <p>August 31, 2009</p>	<p>This step was completed on schedule. All materials are posted on the Group Insurance website with a link from the Employee Portal</p> <p>This project is pending.</p> <p>Some of this information is going out with EOBs, but OGI has not identified other specific information. Most is posted on the BCI website and accessible to employees and retirees 24/7.</p> <p>This has not begun. The committee will be reconvened to review, modify and finalize the communications.</p>

Industrial Special Indemnity Fund – Objectives and Actions

The ISIF was created over 80 years ago to encourage employers to hire impaired or disabled workers by providing a financial safety net in the event a worker with a pre existing disability became permanently and totally disabled as the result of a second injury. As far as can be determined, it has not performed this function in at least 30 years. If the ISIF is not performing some other function, in an efficient manner, that is beneficial to the workers compensation system, it should be abolished.

In FY2009, it was determined that there is no evidence that the ISIF makes a positive contribution to the workers compensation system that benefits either employees or employers.

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>1. Examine the activities and outputs of the ISIF to determine the extent of its contribution to the workers compensation system.</p> <p>a. In cooperation with the Industrial Commission, form a committee of ISIF “stakeholders” to conduct the examination</p> <p>b. Develop consensus on the usefulness or value of the ISIF</p> <p>c. Develop winding down plan in the even the ISIF is deemed as not being useful to the workers’ compensation system</p> <ul style="list-style-type: none"> • Meet as necessary with individual committee members or other interested parties to discuss issues and ideas <p>d. If there is a strong political opposition to winding down, develop legislative ideas that will prevent the ISIF from becoming a large unfunded pension plan or unfunded re-insurer</p>	<p>Ted</p> <p>Ted</p> <p>Ted</p> <p>Ted</p> <p>Ted</p>	<p>June 11, 2008</p> <p>August 7, 2008</p> <p>November 2008</p> <p>Ongoing</p> <p>November 2008</p>	<p>This committee has met four times this past year. This step was completed on schedule.</p> <p>The consensus is that the ISIF does not provide any significant value. This step was completed on schedule.</p> <p>Rough plan has been developed and presented to the Industrial Commission’s Advisory Board 5/2009. This step was completed on schedule.</p> <p>Meeting scheduled in June 2009 to present info regarding ISIF to a number of trial lawyers in N. Idaho.</p> <p>The ISIF does not sense strong opposition, except possibly from a number of trial lawyers. This step was completed on schedule.</p>

Risk Management Program – Objectives and Actions

The Risk Management Program is the property/casualty insurance manager for the state. Risk places and maintains insured and self-funded coverage, and it adjudicates covered claims brought against the state. The Risk Management Program supports the Department's overall goals of gaining internal and external efficiencies and the implementation of Zero-Based Budgeting and has actively participated in the ZBB planning. The RMIS system is behind schedule, but is nearing completion. The replacement of the obsolete current system will place our claims data on a more stable IT platform, and the new automation of aspects of the policy management functions will enhance efficiency.

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>1. Complete Design and Implement Risk Management Information Systems (RMIS) with assistant of project manager and other Fiscal and IT staff</p> <p>a. Implement RMIS system</p> <ul style="list-style-type: none"> • Collaborate with vendor on screen design and function • Scrub data/reconcile anomalies/review in test environment • Train Risk staff • Train agency contact in entry of their property and vehicle data into web-based schedules • Work with Fiscal Staff to establish process for interface with IFAS • Identify financial reporting capabilities for analyzing claims and premium allocations • Provide accurate data to Fiscal to develop projections for property/casualty insurance costs to assist DFM in budget development for state agencies. • Gather data from schedules, broker, loss history, and actuary – review with fiscal 	<p>Kit/Risk Staff</p> <p>Kit/Risk Staff/ Insurance Analyst/ TRS Manager</p> <p>Kit/Risk Staff/ Analyst</p> <p>Kit/Analyst/ Fiscal Staff</p> <p>Kit/Analyst</p>	<p>August 1, 2008 June 30, 2009</p> <p>Sept 1, 2008 June 30, 2009</p> <p>Sept 1, 2008 June 30, 2009</p> <p>May 31, 2008 June 30, 2009</p> <p>October 1, 2009</p> <p>Annually</p>	<p>The project is behind schedule, but is close to completion. Development of the policy management module is nearly done, and there are some claims data issues that are being resolved. Testing was delayed by some of these issues.</p> <p>Revised dates. Training will be done when modules have tested well.</p> <p>This has been ongoing. Fiscal has played a direct role in communicating its needs to the vendor.</p> <p>Ongoing.</p> <p>Annual</p>

Continued from previous page...

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<ul style="list-style-type: none"> • Reduce publication costs to agencies as cost savings are realized • Review the administrative rules of the Coordinator's office for necessary updates • Follow up on the review of the administrative rules for the coordinator's office depending on whether it the legislation is enacted or not 	<p>Dennis/Staff</p> <p>Dennis/Staff</p> <p>Dennis/Staff</p>	<p>Ongoing</p> <p>June 30, 2009</p> <p>June 30, 2010</p>	<p>This will require a reduction in overhead or operational costs which will be dependent on proposed legislation that would eliminate the requirement for hard copy publication of rules.</p> <p>This step has been completed and needed updates have been identified. If proposed legislation is enacted, a rulemaking will be done to incorporate statutory changes as well as those areas identified for updating. If the proposed legislation is not enacted, another review will be done to evaluate the cost effectiveness of amending the rules which will be mostly of a housekeeping nature rather than substantive changes.</p>
<p>b. Implement Flex-Time and Compressed Work Weeks</p> <ul style="list-style-type: none"> • Begin the use of flex-time and compressed work weeks for two office staff members. This schedule change will allow for flexible 4/10's or 4/9's with one half day off on the fifth day • Administrative Rules Coordinator will work a standard 8 hours per day, 5 days per week 	<p>Dennis</p>	<p>July 1, 2008</p>	<p>This step was completed on schedule. Flex time has been implemented for the staff. The Rules Coordinator will continue to work during regular business hours in order to allow the staff more opportunities to use flex time.</p>
<p>3. Evaluate the Office Web-based Electronic Publications</p> <p>a. Perform evaluation of web-based documents for effectiveness of use and to improve efficiencies in site navigation, ease of use, and proper hierarchal structure</p> <ul style="list-style-type: none"> • Solicit customer input regarding out web site • Look at alternative to PDF documents for our electronic publications on the Web 	<p>Dennis/Staff</p>	<p>Ongoing</p>	<p>A couple of alternatives to the current web publishing tool have been reviewed and the OAR has decided that changing the current format would simply be too costly to justify "fixing something that isn't broken." The agency contacts and members of the public that have weighed in have indicated that the current system that uses PDF file format is very functional and works well.</p>

Continued from previous page...

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>4. Training Development and Staff Continuing Education</p> <p>a. Work with the Department of Health and Welfare Human Resources Office to develop rulemaking training video and other training tools that can be used remotely statewide.</p> <p>b. Review all training materials for effectiveness, timeliness and appropriateness of content</p> <p>c. Work with other agencies to promote rulemaking workshops in their field office throughout the state</p> <p>d. Provide additional training needed to encourage personal and professional growth of office staff</p>	<p>Dennis</p> <p>Dennis</p> <p>Dennis</p> <p>Dennis</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Working closely with the HR Divisions of several State Departments as part of the ongoing rules training program. Three training sessions were conducted in May 2009 as part of this new program. A video presentation has not yet been developed because the presentations themselves are still in the development stages and changes are still being made.</p> <p>This is an ongoing process and training materials being used for this rule cycle have been updated and will continue to be changes as needed.</p> <p>OAR has had good success in working with a number of agencies and has conducted workshops with several agencies so far this year. Open workshops will also be conducted for the public and other State agencies.</p> <p>OAR employees have attended workshops in the past year in advanced use of the desktop publishing software, FrameMaker, currently used for producing OAR publications. Attendance at the ACR national association meetings will be alternated between employees when the budget permits. All other unnecessary travel or training has been curtailed until further notice.</p>

Division of Purchasing – Objectives and Actions

The Division of Purchasing (DOP) consists of Purchasing Services, Copy Center Services, Postal Center Services, Record Center, and the Federal Surplus Property program. The Purchasing program manages all aspects of contracting with vendors to provide products and services to state agencies and provides purchasing training for state purchasing personnel.

In FY2009, a review of the entire Division was conducted by an independent review team, at the discretion of the Director of the Department of Administration. Based on the analysis and recommendations from the review team, the Division was able to streamline processes, explore internal efficiencies and develop an in-depth Division Strategic Plan.

The Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
1. Promote competitive performance related pay for Admin employees <ul style="list-style-type: none"> a. Career Path for procurement professionals <ul style="list-style-type: none"> • Job classification review and modification • Include public procurement knowledge in job requirements • DOP Administrator and State Purchasing Manager get involved in all job selection processes • Identify and implement cross-training opportunities 	Bill B./ Mark/ Rebecca Mark/DOP Staff	August 1, 2009 August 1, 2010 Ongoing	<ul style="list-style-type: none"> • DHR has been contacted regarding integration into hiring process. Language being developed around inclusion of DOP. • Will work with Procurement Council as a target item for Spring 2010
2. Implement statewide the recommendations of the Purchasing Review Team. <ul style="list-style-type: none"> a. Professional Certification <ul style="list-style-type: none"> • Develop and implement in-state certification program • Increase national certifications • Tie delegated purchasing authority levels to professional certification b. Capture spend data from all state agencies <ul style="list-style-type: none"> • Identify non-STARS systems • Create interfaces for STARS and non-STARS systems to feed to e-Procurement system • Create Spend Analysis database within e-Procurement processes 	Mark Mark Bobbi/Mark Bill	December, 2010 Ongoing Ongoing October 1, 2009	<ul style="list-style-type: none"> • Training programs eliminated in 2009 due to funding cutbacks. New training programs will be designed and implemented in fall 2009. Delegated authority still being tied to agency personnel professional development. • Spend information disseminated for all exec. agencies to DOP staff monthly. Issues still exist around non-stars agencies. Sicomm development 2011 funding request made to interface to financial systems so data collection can track monies being spent by commodity and by contract.

Continued from previous page...

Office of the Chief Information Officer – Objectives and Actions

The Office of the Chief Information Officer (OCIO) consists of the Chief Technology Officer for the State of Idaho with functions including Enterprise Applications, Enterprise Infrastructure; the Idaho Geospatial Office; and Enterprise Plans and Programs. The office provides enterprise policy, strategic planning, and operational execution from a single organization and delivers central services to state government agencies. The office also provides complete technology support for smaller executive agencies, boards, and commissions. The OCIO is strategically involved in the Department wide goals of consolidating enterprise services and establishing a statewide broadband system.

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>1. Develop OCIO capability to manage and deliver successful IT projects.</p> <p>a. Take on incrementally more complex challenges based on replacement/enhancement dollars for the fiscal year</p> <ul style="list-style-type: none"> • Office move • Small phone projects • Metro network • Wireless expense management <p>b. End fiscal year with all projects on-time and on-budget</p>	<p>Greg/Carla/ OCIO Staff</p> <p>Greg/Carla/ OCIO Staff</p> <p>Greg/Carla/ OCIO Staff</p> <p>Greg/Carla/ OCIO Staff</p> <p>Greg/Carla/ OCIO Staff</p> <p>Greg/Carla</p>	<p>June 30, 2010</p> <p>September 2009</p> <p>June 30, 2010</p> <p>June 30, 2010</p> <p>June 30, 2010</p> <p>Ongoing</p>	<p>In FY2009, OCIO took on additional complex projects as the budget permitted</p> <p>The office move is in progress and going smoothly.</p> <p>As of June 2009, the OCIO has completed consolidation of 5 phone systems with 1 pending.</p> <p>Network planning is proceeding with the IdaNet transition.</p> <p>Wireless expense management was not funded by the legislature.</p> <p>This step was completed for FY2009.</p>
<p>2. Consolidate enterprise services including e-mail and telephone.</p> <p>a. Enterprise Messaging (e-mail)</p> <ul style="list-style-type: none"> • Initial capability by December 2009 <p>b. Telephone Consolidation</p> <ul style="list-style-type: none"> • Require further study and sale effort per system 	<p>Greg/Carla/ Cheryl</p> <p>Greg/Carla/ Cheryl</p>	<p>June 2011</p> <p>Ongoing</p>	<p>As of June 2009, initial capabilities are online with nearly 30 agencies supported. Further progress was not funded by the legislature; however, use of internal department funds is being explored.</p>

Continued from previous page...

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>3. Assess and Align IT Security Investment</p> <p>a. Assess current spend to industry average</p> <ul style="list-style-type: none"> • Compare to other states • Compare to industry <p>b. Assess threats and adequacy of mitigation strategy</p> <ul style="list-style-type: none"> • Web content threats • Network access controls • Virtual private networks • Wireless access points <p>c. Central Procurement of IT</p> <ul style="list-style-type: none"> • Consider options beyond desktop/laptop <p>4. IT Consolidation Plan</p> <p>5. Implement Actions in ITRMC IT Strategic Plan</p>	<p>Greg/Terry</p> <p>Greg/Terry</p> <p>Greg/OCIO Staff</p> <p>Greg/OCIO Staff</p> <p>OCIO</p>	<p>July 2009</p> <p>July 2009 July 2010</p> <p>October 2009</p> <p>December 2009</p> <p>Ongoing</p>	<p>While these initiatives were not funded, the OCIO will continue to work with other agencies to pursue opportunities for VPN and Wireless.</p> <p>Central procurement of laptops/desktops saved \$500k over 9 months in FY2009. Some level of server procurement or thin-client standards are being considered. The OCIO also expect to dovetail this effort with Division of Purchasing's IT Commodity Strategy.</p> <p>This is the initial step to tie together two documents that guide efforts of OCIO: the Dept of Admin Strategic Plan and the ITRMC IT Strategic Plan</p>

Division of Public Works – Objectives and Actions

The Division of Public Works (DPW) is tasked with the construction, alteration, and repair of, all public buildings and works for the state agencies (except for a few exemptions as noted by statute). The Division is also charged with the management (operations and maintenance) and space allocation of all facilities on the Capitol Mall and of the State Office Buildings in Lewiston and Idaho Falls. Additionally, the Division is tasked with the negotiations for, approval of, and making any and all lease agreements for office space to be used by the various state departments, agencies, and institutions in State.

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
1. Execute Permanent Building Fund projects in a timely and fiscally prudent manner	Tim/Robert	Ongoing	This project is ongoing despite some challenges.
2. Develop operational plan, with funding, to re-occupy the expanded Capitol	Jan/Kelly	June 30, 2009	Funding was approved during the recent session. Planning is well underway for both legislative and executive branch moves.
3. Design and Construction <ul style="list-style-type: none"> a. Achieve increased energy efficiency in new buildings and remodel projects per H422(a), passed in 2008 b. Establish system and criteria for contractor/consultant evaluation and for impact of evaluation c. Develop alternative means of doing business to increase efficiency and mitigate large workload <ul style="list-style-type: none"> • Job order contracting • Electronic bidding • Implement electronic bidding 	Tim/Robert Tim/Robert/ Melissa Tim Grant Grant	Annually June 30, 2009 December 30, 2009 June 30, 2009 December 30, 2009 December 31, 2008 June 30, 2010	Energy efficiency is being calculated/modeled in all projects as required and surpassing the initial goal. This project has been delayed. Will expect to build a framework during the summer of 2009. This project has been delayed. Will expect to build a framework during the summer of 2009. Electronic bidding has been established and tested in FY2009. Moving forward toward implementation in FY2010.

Continued from previous page...

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>4. Leasing</p> <p>a. Seek greater energy efficiency and 'greener' operations from landlords via lease renewal process</p>	Linda	Ongoing	<p>The State lease agreement was restructured to require increased energy efficiency and improved air quality in leased properties. The RFP was also revised to require an energy performance rating on each building offered through the RFP process. Also, established an incentive program for landlords if energy consumption is reduced based on the landlords' initiatives.</p>
<p>5. Facilities</p> <p>a. Reduce Facility Condition Index (FCI) for facilities in the Capitol Mall (and Lewiston/Idaho Falls)</p> <p>b. Develop new means of managing state office buildings in Lewiston and Idaho Falls</p> <p>c. Optimize use of geothermal resources on the Capitol Mall</p> <ul style="list-style-type: none"> • Tie in to Boise City geothermal line <p>d. Reduce overall energy costs for facilities administered by DPW</p>	<p>Ric/Mark</p> <p>Ric/Paul</p> <p>Ric</p> <p>Ric</p> <p>Ric/Mark</p>	<p>Ongoing</p> <p>June 30, 2009</p> <p>Ongoing</p> <p>September 2009</p> <p>Ongoing</p>	<p>Projects during FY09 include the elevators in the LBJ building, paint and carpet in Lewiston, and fire alarms and elevators in the IAB building. In all \$1.5 Million against the FCI.</p> <p>This step has been completed. Staff has been hired in Idaho Falls. Both positions were downgraded to Maintenance Craftsman Sr.</p> <p>Tie in to the Boise City geothermal line.</p> <p>Fan system projects to install VFD's are prioritized. Project for the JRW building is designed and awaiting funding.</p>

Continued from previous page...

Objectives and Actions	Responsibility	Expected Completion Dates	Yearly Progress and Next Steps
<p>6. Promote Competitive Performance Related Pay for Admin Employees</p> <p>a. Increase pay to maximum extent using compa-ratio as 'barometer'. Leave no personnel dollars 'on the table'</p> <p>b. Continue/enhance monthly voluntary social gatherings</p> <p>c. Attempt to develop off-duty, voluntary social events to increase sense of team/family</p>	<p>Tim</p> <p>John J/Grant</p> <p>Tim</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Made great inroads until the economy fell apart. Will have to start over when it recovers</p> <p>Have continued to hold our monthly events. Getting golf teams organized for state employee tournament this summer.</p>