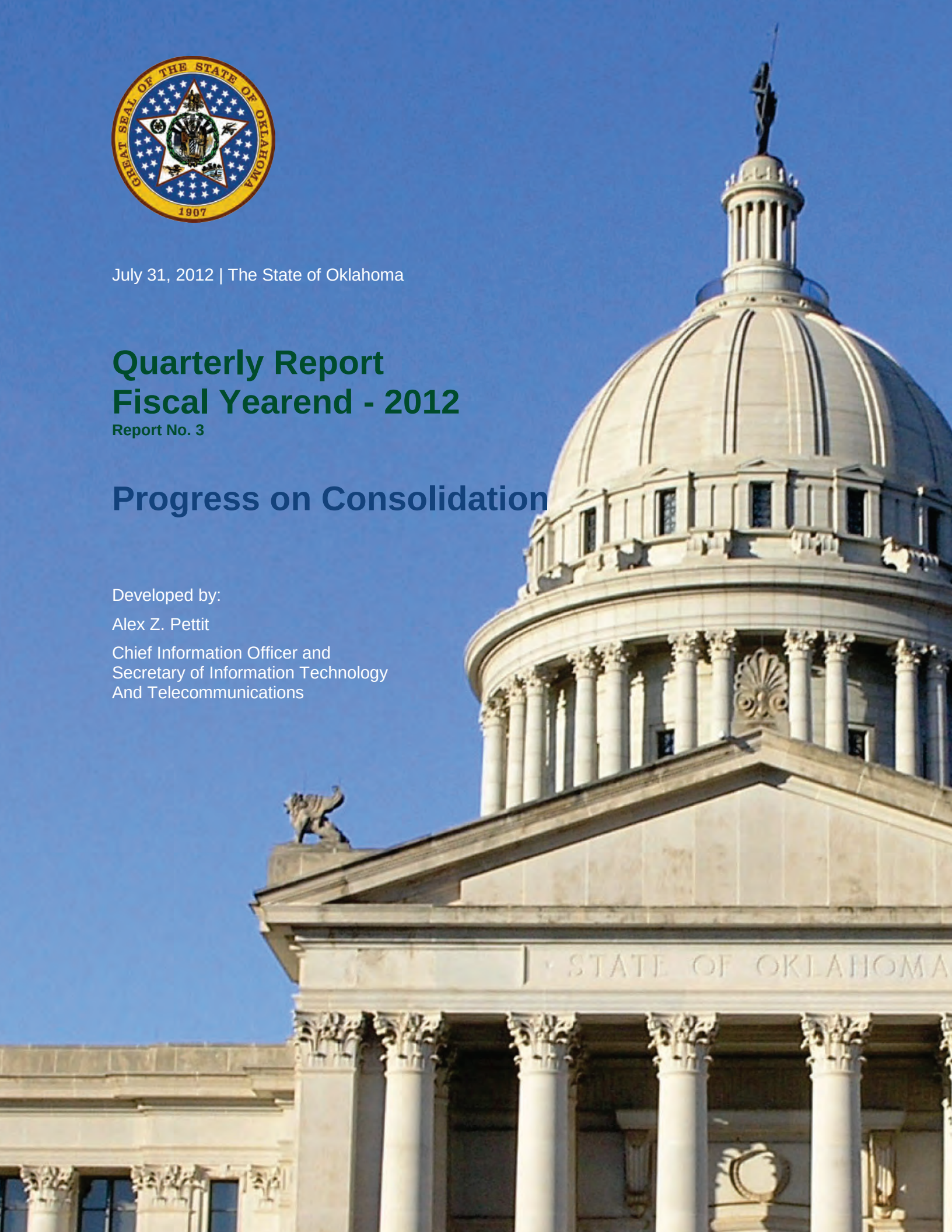


July 31, 2012 | The State of Oklahoma

Quarterly Report
Fiscal Yearend - 2012

Report No. 3

Progress on Consolidation

Developed by:

Alex Z. Pettit

Chief Information Officer and
Secretary of Information Technology
And Telecommunications

Forward

The most important work of any public sector internal services group is to create and re-create organizational purpose, articulating how it will support the service delivery activities of the external-facing agencies in the most cost-effective manner. This is not simply the approval of an agency mission statement, nor is it a task done once and then left. With the rapid advancement in technology and in the rising expectations of the citizenry, the creation of purpose is a perpetual obligation. Tying this purpose to data-driven performance metrics and reporting on these metrics in a public forum for citizens, state employees and IT personnel to review and evaluate, provides the essential feedback so necessary for performance improvement and so often lacking in state services.

It is the objective of the Information Services Division (ISD) of the Office of State Finance (OSF) to:

1) Reduce the size of government through improved utilization of information technology resources;
2) Improve transparency of spending on Information Technology services; and
3) Increase the accountability of IT activities and services.

This is the first annual report of progress on the State of Oklahoma's IT consolidation project. I am pleased to report that we have achieved or exceeded all legislatively required goals and performance targets: 1) a 15 percent reduction in IT expenditures using FY 2009 as the baseline costs was realized and; 2) the consolidation of all IT personnel was accomplished.

One of the final bills passed and signed into law by Governor Fallin was HB 2939. This bill outlines a new process for ISD to provide services to each agency:

"For fiscal year 2013 and subsequent fiscal years, the Information Services Division shall provide information technology services to each state agency for shared services and shall bill agencies for those services at an estimated cost to the agency. The estimated cost shall include the full cost of the services including materials, depreciation related to capital costs, labor, and administrative expenses of the Information Services Division of the Office of State Finance in connection with the operation of the data center and Division operations and shall include expenses associated with acquiring, installing, and operating information technology infrastructure, hardware and software for use by state agencies. The Information Services Division shall publish a schedule of costs for each information technology service provided and shall enter into an agreement with each state agency for the services that will be provided prior to providing the service. The total amount charged to a state agency for the information technology services shall not exceed the amount appropriated to that agency for such services."

This new law requires each agency to annually identify the services it requires from ISD and to sign a service agreement to that effect. This new provision will improve our ability to serve agencies more effectively and efficiently and will truly put the agency in the "customer" position; the ability to "order" those services that will most benefit and enhance individual agency work.

Table of Contents

1 Strategic Approach 1-1

2 Consolidation Idea Solicitation from Employees and Vendors 2-1

3 Agency Consolidation Yearend Status 3-1

4 Consolidation Schedule 4-1

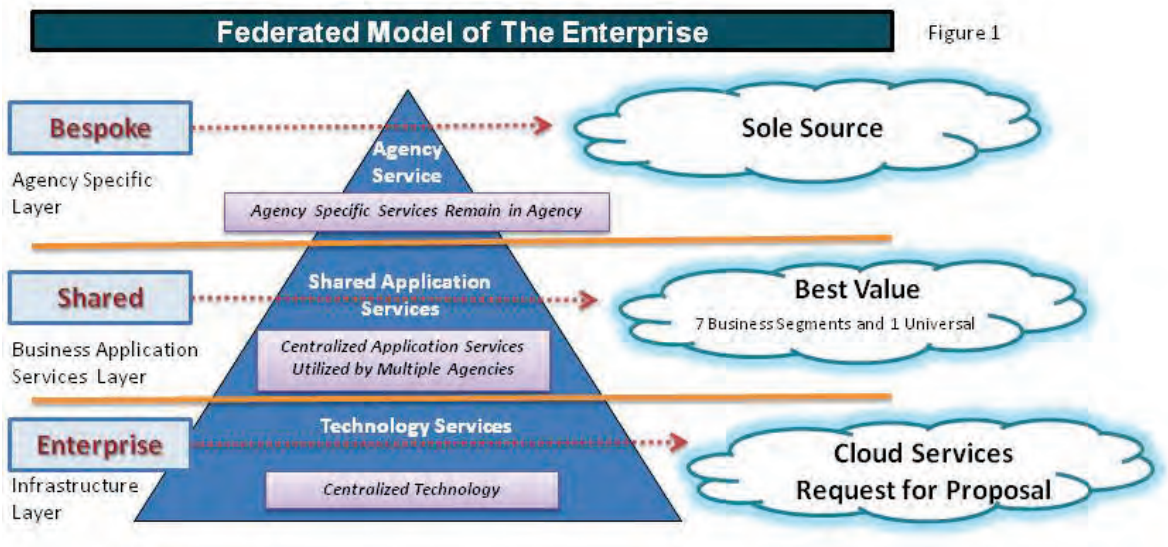
5 Conclusion 5-1

1 Strategic Approach

The Information Technology Consolidation Coordination Act (HB 1304) charged the Chief Information Officer with increasing the effectiveness and efficiency of the State's technology services. This was to be accomplished through the elimination of redundancy and inefficient practices to produce a minimum of a 15 percent reduction in IT expenditures using FY 2009 as the baseline cost by July 1 of 2012. This would be achieved through the consolidation of all IT services and personnel into a single department effective February 1, 2012.

The reasons to consolidate can be explained in terms of three goals: to increase efficiency of government operations, as measured in terms of dollar savings; to increase alignment with the values of the elected leadership, as demonstrated through the improvement of transparency of IT spending; and finally to increase the quality of IT services delivered, as defined through the establishment of data-driven service levels and the public reporting of performance in real or near-real time dashboards.

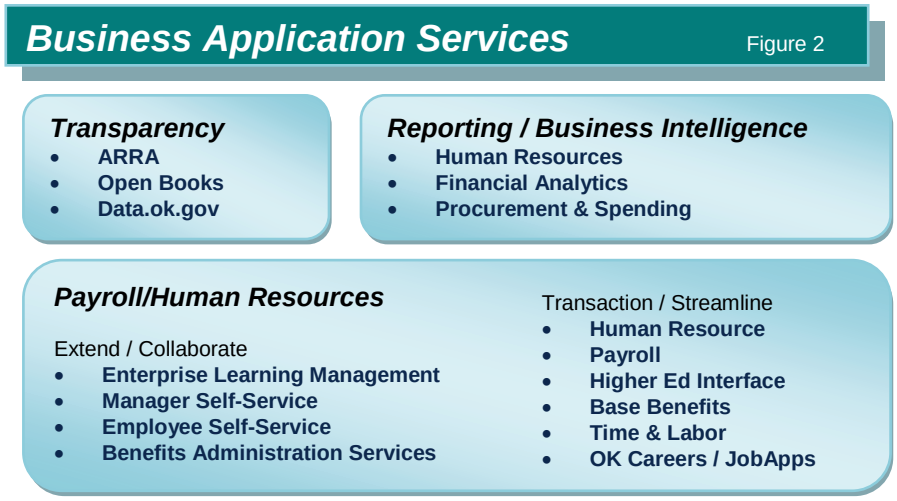
IT services can be categorized into one of three types: bespoke, shared services, and enterprise services, as illustrated in Figure 1.



Starting from the top of the pyramid, bespoke services are those which are deemed to be uniquely made for a specific purpose. These services are predominantly applications which were developed to support the discrete business process or functions unique to that agency with little applicability to another process in another agency. As a procurement activity, these are our sole source contracts or custom application development efforts. Prior to 1304, all IT services were deemed bespoke, with each agency providing unique solutions to meet their

needs. This resulted in 36 separate networks, 74 data centers or server rooms, 72 accounting systems, and many other examples of redundancy which could be eliminated, reducing costs and improving quality of services. True bespoke services offer the state no opportunities to realize efficiencies; they are unique services procured as sole source contracts. It is our goal to migrate bespoke solutions to either shared services or enterprise services to leverage scale and expertise of the few experts to benefit many users.

The next category is Business Application Services. These are services which may be common to a category of services the state provides by several agencies but are not necessarily universal to all agencies. When categorizing the 132 state agencies, they can generally be clustered into one of seven categories: construction and natural resources; public safety; entitlement and insurance; health; education; revenue collection; and business licensing and administrative functions. Taking a shared approach will improve return on IT investment across both the agency and the state's IT portfolio, close productivity gaps between agency personnel by bringing improved IT solutions to both large and small agencies simultaneously; and, increase communications within every cluster, giving sister agencies who help support an overall mission of the state to collaborate on more than just technology opportunities. Agencies within any given cluster will perform some common functions which would lend themselves to a business application service. Case management within the public safety sector is a good example of an opportunity for a shared business service, which would enable the secure sharing of information for the agencies in this sector. Another would be determination of eligibility for support services. A unified eligibility determination service would make the process for every program more efficient for both the agency and the citizen. Procurement of services in this area are generally of best value, identifying what features and functionality are of greatest importance, and where governance on decision making of how these services are defined and distributed is critical. A listing of these services as they exist today in our catalogue of services can be seen in Figure 2 Business Application Services.



Financial Management Systems

Extend / Collaborate
- **AP Workflow**
- **E-Supplier**
- **E-Bill Payment**
- **Travel Expenses**
- **eProcurement**
- **Strategic Sourcing**
- **Licensing**

Transaction / Streamline
- **General Ledger**
- **Purchasing**
- **Accounts Payable**
- **Accounts Receivable**
- **Asset Management**
- **Inventory**
- **Budget**
- **Billing**
- **Projects, Grants, Contracts**
- **Pcards**
- **Grants Provisioning**

Portal Services

- **OK.gov Licensing**
- **GovDelivery**
- **Online Filing System**
- **Bill Pay**
- **Common Checkout**
- **OK.gov Payment API**
- **Drupal CMS**
- **Go Gov! CMS**
- **Data.ok.gov**
- **Forms.ok.gov**

The final category is Enterprise Services, the classic commodity services where the differences do not make a difference between service providers and where quality is defined as availability of the service. Telephone services are the best example of this, where dial tone offered by one vendor is identical to dial tone offered by another, and the carrier of the service is invisible to the end user. Many IT services are commodity in nature, with the Capgemeni study finding that the State of Oklahoma spends over 70% of the total IT budget on services in this category. Other examples of these services are internet connectivity, network services, storage services, compute capabilities, desktop management, baseline security services, virus protection, commercial software licensing, asset management and email services. By unifying these services and procuring through the request for proposal process, competing vendors for a single contract with the State of Oklahoma has and will continue to produce the greatest savings to the state while maintaining and often improving the quality of service. Governance in this category is more technical in nature, with the establishment of a technical reference model as the structure used to define the technical architecture. A current listing of the enterprise services offered on our catalogue can be found in Figure 3, and the format of the technology reference model can be viewed in Figure 4.

Enterprise Services

Figure 3

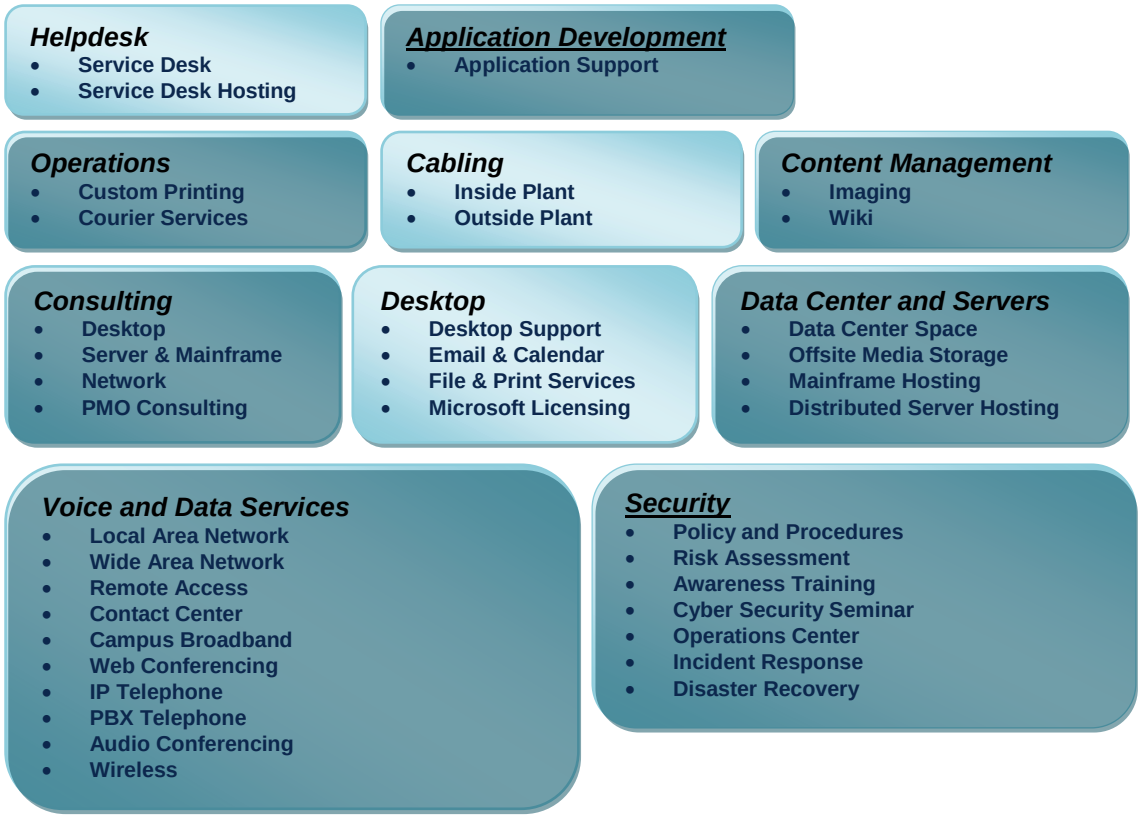
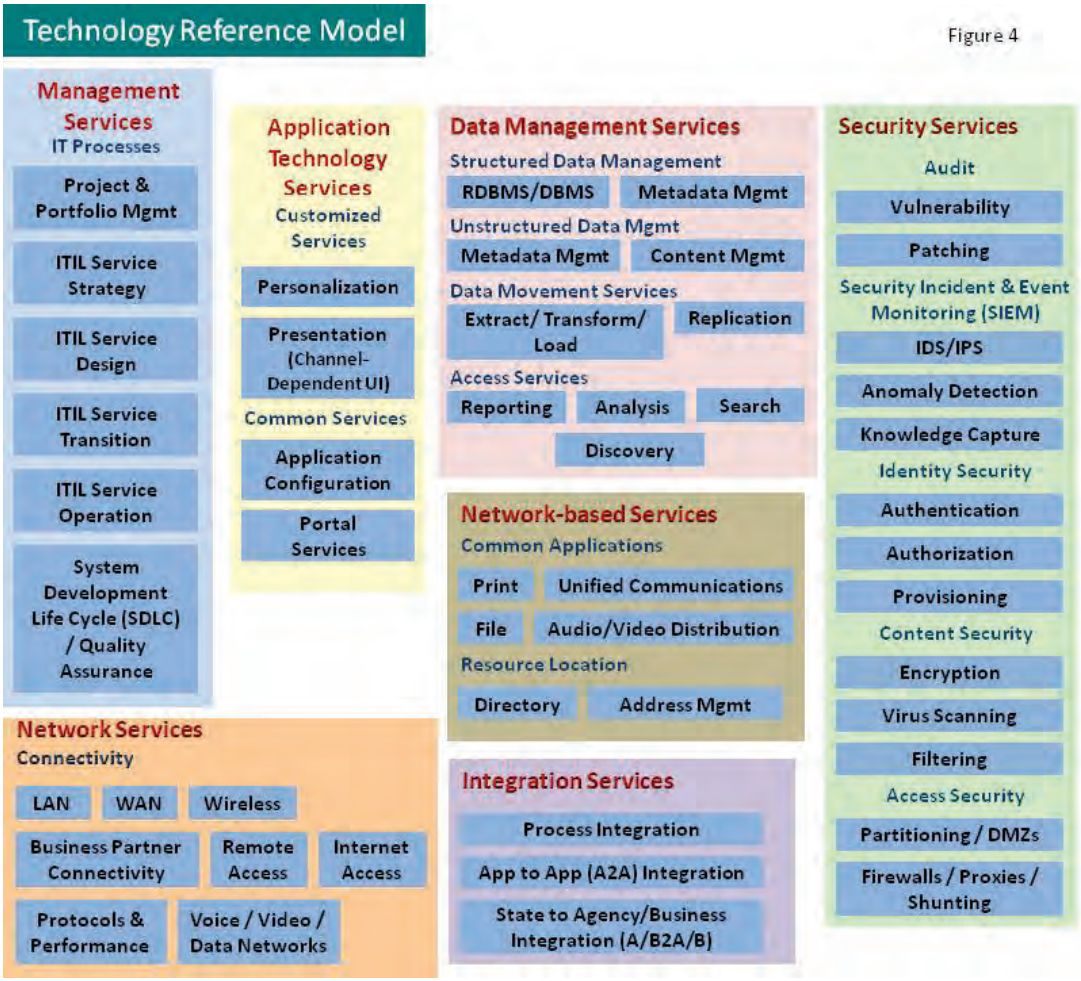
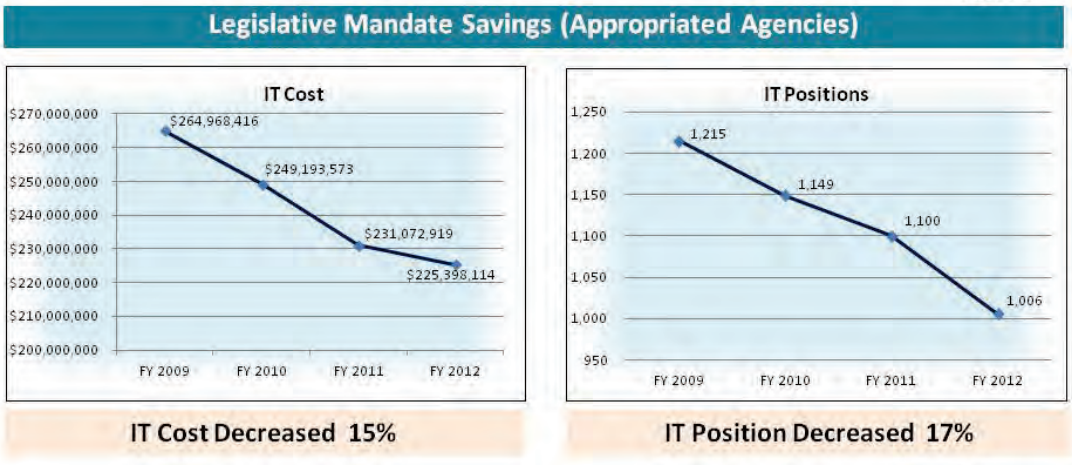


Figure 4



The specific goal of reducing IT expenditures 15% by July 1, 2012, was successfully accomplished, as illustrated in Figure 5. State IT positions have been reduced by 209 people or 17% over the same time period. This is a true year-to-year comparison of total IT spend and positions represented by employee pin numbers over this 5-year period.

Figure 5



Beginning with the FY 2009 IT spend as the baseline, expenditures on IT services (personnel, products and maintenance) have decreased by nearly $40 MM in three years across all appropriated agencies. This represents a true reduction in cost and does not represent all the savings from cost avoidance. Cost reduction is defined as a reduction in the actual total amount of money spent on an activity. Thus, if an organization spent $100 on IT services last year and only spent $75 this year, it would represent a reduction in cost of $25. This was achieved in part through a reduction in IT staff, falling from 1,215 in 2009 to 1,006 in July 2012.

Cost avoidance is defined as an action to reduce a future cost, which most likely would be incurred had that action not been taken. As an illustration, the statewide enterprise purchase agreement signed with Microsoft will cover all 30,000 desktops in the state and provide upgrades for all of these devices. Had the state chosen to upgrade the software on these machines through the normal course of business, it would have incurred an additional $1.8MM in licensing expenses. This amount represents the avoidance in costs which would have been incurred, but not necessarily reduced the IT spending amount over the previous year for the state.

Figures 6 and 7 illustrate the value of the cost reduction activities in terms of a Net Present Value (NPV) as the total for this year plus the value of it over the next five years. Figure 6 illustrates the cost reductions cumulatively over FY 2010, 2011 and 2012, and the value of those savings through FY 2017. Figure 7 decomposes several of the larger specific projects undertaken to realize cost reductions, illustrating their first year value and then extending that through FY 2017 as well. There are several projects to highlight here, including the State Department of Education, the AntiVirus, Spam, and Encryption project, and the people move, where over $2MM in open position savings were realized by re-balancing work across a unified IT agency.

Reduced Spending

Figure 6

Project Name	2010 Savings Achieved	2011 Savings Achieved	2012 Savings Achieved	Total Savings Achieved
Status	Completed	Completed	Completed	
FY2010	$15,774,843			**$15,774,843**
FY2011	$15,774.843	$18,120,654		**$33,895,497**
FY2012	$15,774,843	$18,120,654	$5,674,805	**$39,570,302**
FY2013	$15,774,843	$18,120,654	$5,674,805	**$39,570,302**
FY2014	$15,774,843	$18,120,654	$5,674,805	**$39,570,302**

Project Name	2010 Savings Achieved	2011 Savings Achieved	2012 Savings Achieved	Total Savings Achieved
FY2015	$15,774,843	$18,120,654	$5,674,805	**$39,570,302**
FY2016	$15,774,843	$18,120,654	$5,674,805	**$39,570,302**
FY2017	$15,774,843	$18,120,654	$5,674,805	**$39,570,302**
REDUCED SPEND FY10 – FY17 [1] $265,400,596				

NOTES: [1] Actual savings to date plus NPV of savings FY13 – FY17

The IT cost report reflects all state expenditures from IT account codes in appropriated state agencies that are in the scope of the IT consolidation. IT expenditures in appropriated agencies have decreased from $265 million in FY09 to $225.4 million in FY12. ISD operates as an internal service provider and the data previously presented had included OSF expenditures for providing services, plus payments made by agencies to OSF for those IT services. This resulted in the double counting of expenditures for the same set of services. The IT actual expenditures reflected in the FY12 report have been adjusted to correct this error. Since FY09, IT expenditures in appropriated agencies have decreased by 15% reflecting a reduction of $39.6 million.

Consolidation Projects Savings

Figure 7

Agency Name	Status	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
AIICM	Completed	$34,311	$48,511	$41,411	$41,411	$41,411	$41,411
Board of Nursing	Completed	($15,543)	($9,745)	($15,245)	($15,245)	($15,245)	($15,245)
Dept of Corrections HCM	Completed	($132,472)	$93,753	$234,892	$234,892	$234,892	$234,892
Disaster Recovery Services	Completed	$247,344	$419,245	$203,524	$203,524	$203,524	$203,524
Office of Personnel Management	Completed	$70,596	$77,933	$77,046	$70,746	$70,746	$70,746
Dept of Education Managed Print Services	Completed	$200,251	$279,251	$279,251	$279,251	$279,251	$279,251
State Treasurer	Completed	$277,473	$277,474	$277,475	$277,476	$277,477	$277,477
VoIP OKC County Health Dept.	Completed	($11,794)	$41,814	$41,814	$41,814	$41,814	$41,814
Banking Dept	Completed	$7,251	$7,251	$7,251	$7,251	$7,251	$7,251
Capitol Improvement Authority	Completed	($1,601)	($1,052)	($1,052)	($1,052)	($1,052)	($1,052)

Agency Name	Status	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Dept of Central Services	Completed	$37,194	$9,054	$14,554	$9,054	$9,054	$3,554
Dept of Education	Completed	$1,098,231	$1,054,231	$933,231	$960,731	$1,054,231	$1,435,231
Employee Benefits Council	Completed	$150,115	$214,084	$208,584	$214,084	$208,584	$214,084
Fiber – First National Bldg	Completed	$11,895	$49,115	$49,115	$49,115	$49,115	$49,115
Dept of Tourism	Completed	$93,607	$94,407	$93,727	$93,727	$93,727	$93,727
People Move 2012	Completed	$2,336,741	$2,336,741	$2,336,741	$2,336,741	$2,336,741	$2,336,741
AntiVirus, Spam & Encryption	Execution		$418,429	$961,559	$961,559	$961,559	$961,559
COMIT Telemanagement Billing Module	Execution		$60,675	$123,925	$123,925	$123,925	$123,925
Fiber – Prof Eng & Land Surveyors	Execution		($31,286)	$4,164	$4,164	$4,164	$4,164
Fiber – LandMark Tower	Execution		($28,691)	$39,168	$39,168	$39,168	$39,168
Fiber – Classen Buildings	Execution		($35,058)	$14,592	$14,592	$14,592	$14,592
OSEEGIB	Execution		$515,053	$610,159	$610,159	$610,159	$610,159
Private Voc Schools	Execution		($1,155)	($605)	($605)	($605)	($605)
TOTAL ANNUAL SAVINGS		**$4,403,598**	**$5,890,035**	**$6,535,282**	**$6,556,483**	**$6,644,484**	**$7,025,484**

Savings Over 6 Years [1] $33,392,186

NOTES: [1] FY12 plus NPV of savings achieved in FY13 – FY17

Figure 8 itemizes the specific projects which will produce avoidance of costs as defined previously, the largest to date being the Department of Health's Network Consolidation. By cooperative efforts of OneNet, the Oklahoma Department of Transportation, the Oklahoma Turnpike Authority, and the Chief Information Officer, the state will be able to provide the Health Department a significantly improved network at a much lower cost to the agency than they were committed to paying prior to this arrangement. Other significant projects include the Microsoft Enterprise Agreement and the unification and expansion of statewide IT contracts. These will be discussed later in this document.

Cost Avoidance Projects

Figure 8

Project Name	Status	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
ISD Procurement	Completed	$81,654	$81,654	$81,654	$81,654	$81,654	$81,654
Statewide IT Contracts	Completed	$920,266	$1,679,846	$1,679,846	$1,679,846	$1,679,846	$1,679,846

Project Name	Status	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
SSL Certificate Savings	Completed	$7,888	$7,888	$7,888	$7,888	$7,888	$7,888
Microsoft Enterprise Agreement	Completed	$1,778,419	$1,778,419	$1,778,419	($2,047,273)	($2,047,273)	($2,047,273)
Health Network Consolidation	Execution		$1,822,538	$1,437,628	$1,437,628	$1,437,628	$1,437,628
TOTAL ANNUAL SAVINGS		**$2,788,227**	**$5,370,345**	**$4,985,435**	**$1,159,743**	**$1,159,743**	**$1,159,743**

Savings Over 6 Years [1] $15,536,919

NOTES: [1] FY12 plus NPV of savings achieved in FY13 – FY17

This then provides the framework for the stratification of IT services and the strategies for how we will define, govern, procure and provide these services to our community, and an overview of the financial measurement of progress to date. The next sections will detail our consolidation activities, discussing our activities to date and our initiatives in the coming years to complete the overall IT integration.

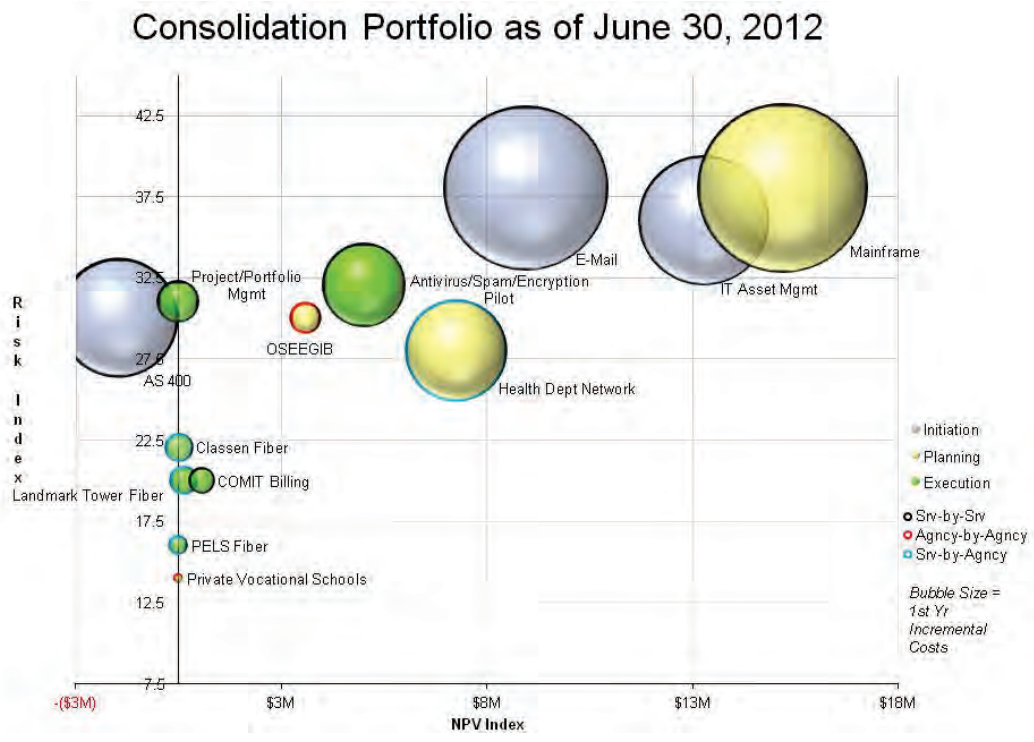
2 Consolidation Idea Solicitation from Employees and Vendors

The first step toward statewide consolidation was the transfer of IT people from the agencies to OSF-ISD. This provided several advantages as we worked toward the overall consolidation of IT as a service. First, it put behind us the territorialism of assets and activities. As long as the personnel remained employees of the agency, the work activities would remain in the domain of the specific agency, with agencies meeting IT needs with agency IT personnel. Second, it helped us to understand what people were doing with their time, and find ways to process work to make them more efficient. Finally, it gave us all the "one state" focus so necessary for us to view challenges for one agency as a challenge for all of us in IT services, driving us to think how solutions can be crafted to benefit multiple agencies simultaneously.

As part of this process, several individuals in IT positions were in reality business process specialists supporting IT in a part-time capacity. We worked with every agency to identify which people are really dedicated IT professionals and transfer them to the centralized IT services group.

We continue to identify consolidation opportunities, which appear in the updated opportunity map in Figure 9.

Figure 9



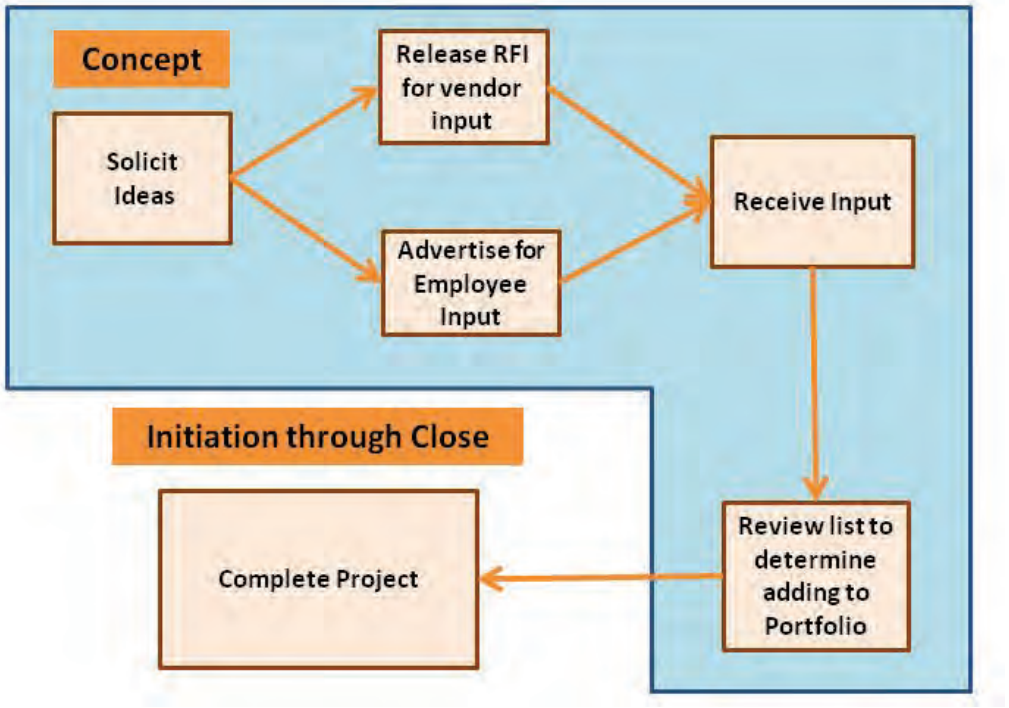
The size of the ball indicates the first year cost; the Y-axis represents the risk associated with the opportunity; the X-axis represents the net present value to the state over five years; and the color of the ball indicates what stage the project is in. Only those projects with a positive return on investment within the first year will be undertaken, with the savings going back to the agency after the costs of transformation have been covered.

Risk is estimated by identifying and quantifying key attributes of the projects and force-ranking them, which include the number of agencies involved, the technical and business complexity, and the length of time it will take to complete the project.

One new initiative is our solicitation for IT cost savings from both the vendor community and from state IT employees. The purpose of this was to identify IT cost saving projects which could be added to the bubble chart in Figure 9. Opportunities from the employees could be for any level of the pyramid of services as depicted on Figure 1: infrastructure; shared services; or agency specific services which could be optimized for the reduction of IT costs which would give the agency more resources to accomplish their mission. Vendors were asked to provide suggestions in one of six categories: application development; networks; server virtualization; desktop administration; storage; or document imaging. A diagram describing this process can be seen in Figure 10.

Annual Project Portfolio Opportunity Map Idea Solicitation

Figure 10

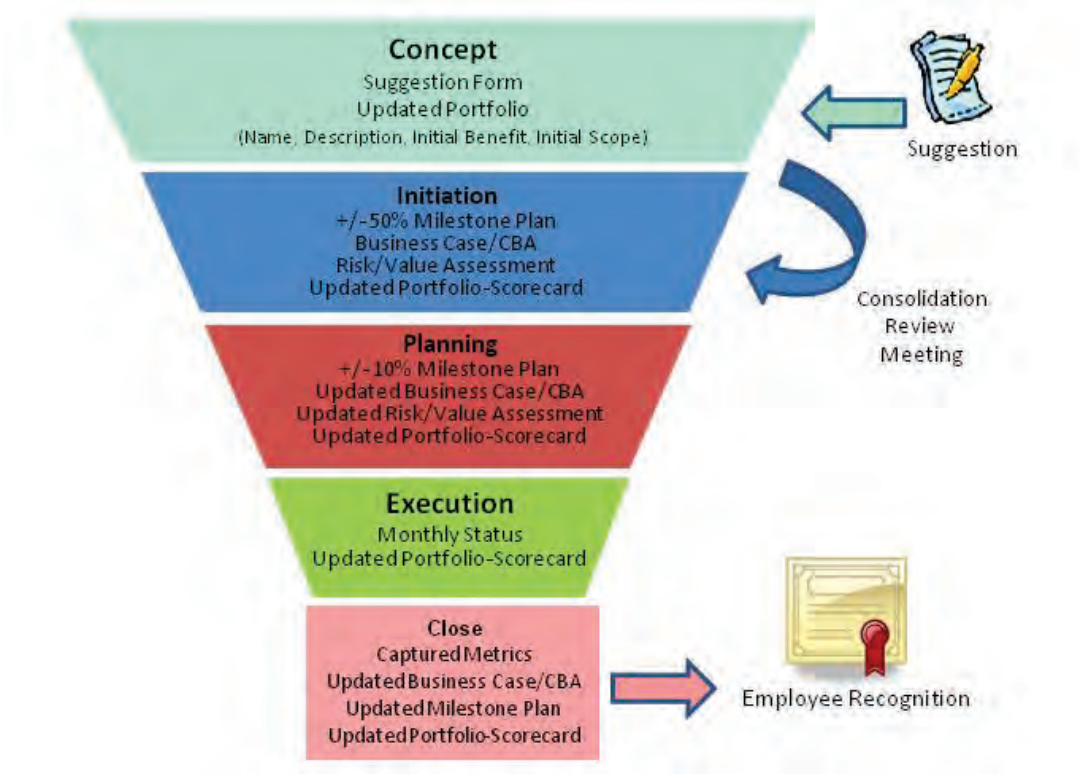


Employees were encouraged to participate through posts on the CIO Wiki, the CIO website, emails and direct communication to staff, and at regularly scheduled meetings with IT staff. Vendors were encouraged by press releases from the Department of Commerce, postings on the CIO website, publication in various trade papers, and discussion at the National Association of State Chief Information Officers (NASCIO) IT procurement modernization committee meetings, which the State of Oklahoma's Chief Information Officer is the chair.

The evaluation process is depicted in Figure 11.

Process

Figure 11

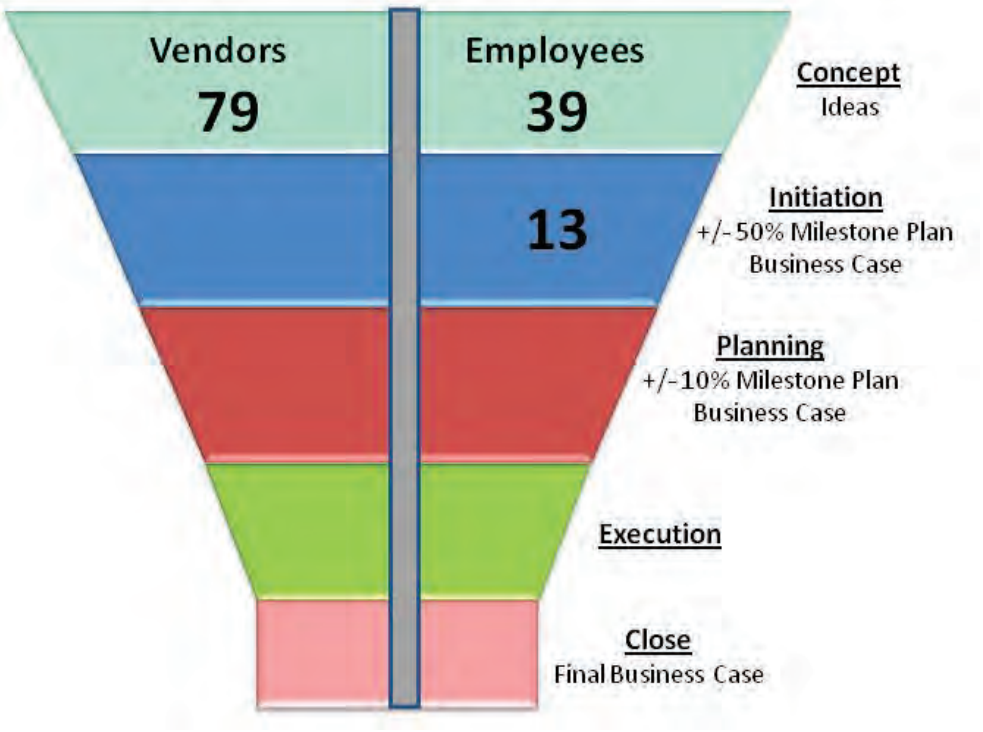


From the employee side, 39 ideas were received, of which 25 would not produce required savings. That is not to say that they were not cost saving ideas, but they may not provide a one-year payback or require an increase in IT investment to realize a business savings. Initial evaluation found that these ideas were outside the evaluation criteria for this exercise. These ideas will be reviewed with the respective agency leadership and if of interest to them will be pursued. Of the remaining 14 considered, three have been placed on our hold list while further analysis is done. This then leaves 11 projects which have reached the initiation stage to our process, and we believe will become actual projects. From the vendor proposals, 79 individual suggestions were received, and we are in the process of evaluating them to see how many we can bring into initiation as projects. This funneling process is depicted in Figure 12. A listing of employees

and their ideas is presented in Figure 13. The next quarterly report in October will include these ideas on our updated bubble chart.

2012 IT Cost Savings Ideas

Figure 12



Ideas Submitted

Figure 13

Idea Description	Employee(s) Name
Pre-surplus clearinghouse	Charles Morris / Tom Copeland
Statewide Contract for Adobe System, Inc.	David Hamilton
Decommission software that is not utilized but has not been identified	Pat Elwood
End Point reverse auction to get the best market prices	Pat Elwood
Create a statewide contract for IT advisory services	Pat Elwood
Create one statewide contract for laser jet printers, corresponding toner cartridges, imaging drums and other parts with one vendor	Richard Owens and Michael Adams
Decommission the Oracle products for inventory control, eCommerce, order management and, in, for financial recording for CareerTech	Scott Matlock

Idea Description	Employee(s) Name
Revising architectures in storage in order to provide a large amount of high-availability, high-performance storage at a price-point far less than that of most other enterprise storage systems	Tyler Earman
Palo Alto Firewalls	Tyler Earman
Linux distribution for a web server in conjunction with the appropriate software (i.e., Apache)	Zachary Phillippe
Replace DHS Oracle HR system with PeopleSoft similar to what was done for DOC	CORE – Hanh Minson, Lisa McKeithan, Carol Barton
Replace Tax Commission Oracle HR system with PeopleSoft similar to what was done for DOC	CORE – Hanh Minson, Lisa McKeithan, Carol Barton
Decommission HP Non-Stop	Karen Coe-Ross, Charlyn Neal, Alex Nguyen, Karla Jarrett, Bob Schultz, Dawn Will

Because of the overwhelming success of this initiative, we intend to do this as an annual exercise. It will give employees an opportunity to suggest ways in which we can optimize IT from their view of the world and support the establishment of a culture of thrift which is so essential in public service. It will give the vendor community the opportunity to establish the procurement process as the leading step to the innovation and transformation of IT. This is no longer the case in public service as procurement is often the last step in the transformation process and becomes a hindrance to the development of a culture of optimization. We will issue another request for proposal for information technology cost efficiencies to the vendor community with different categories than this year in the hopes of more proposals to reduce the size of government, and will publish and promote recognition of those employees who have made suggestions which successfully optimize IT in the State of Oklahoma.

3 Agency Consolidation Yearend Status

As outlined in previous quarterly reports, there are three consolidation approaches we have taken: agency by agency, service by service, and service by agency. Agency-by-agency consolidation is where we take the agency as a complete system and merge their IT systems and personnel into our own, forming a new overall IT systems group. Forty agencies to date have been consolidated in this manner, with twenty more scheduled for the coming fiscal year. We perceive the agency approach to be of lower risk, as by addressing the agency as a complete system made up of both people and technology, we can more effectively address problems and assist employees to find the right place as they move from being IT generalists to IT specialists. To expand upon that, agencies with few IT personnel are required to perform all manner of IT services. An employee may find themselves working on a network switch in the morning, on an application server over lunch, on a desktop workstation in the afternoon, and then on setting the security settings before they leave the office for the evening. Agency consolidation brings the opportunity for specialization of activities, where now teams of specialists in IT security address all the security issues for all consolidated agencies, making security more standard and predictable. When the agency approach is taken, better opportunities are found for people to migrate into the new IT services organization.

Service by agency is the traditional approach OSF has used to market services to customer agencies. An agency would come to OSF and ask that a service we provide be offered to them. OSF would then evaluate the need and bid the services requested for the agency and then implement some small number requested. This has historically led to savings for the agency, but not to the scale possible through service by service or agency by agency, where all of the resources (people and technology) are optimized for the benefit of the state as a whole. Service-by-agency projects are generally utilized in the Shared Business Services segment to move agencies to a standardized application and decommission legacy applications.

The third approach is service by service. An IT service is identified which several agencies use and where consolidation of the service would reduce costs in hardware, software and labor for all. However, consolidation of the target service may produce problems which fall between areas of responsibility of the consolidated service and other non-consolidated IT services, making them more difficult to troubleshoot and assign ownership, unlike the agency-by-agency approach previously discussed. This makes this approach much more risky relative to the previous two. In addition, people displaced by a service-by-service consolidation have not as great an opportunity to find additional work assignments with the state, as the demand workload for the activity they had performed has decreased overall to the state and the other areas where they may

work have yet to increase. Service by service does provide a greater short term return on investment. As an example, the project to consolidate all the seven mainframes in the state to a single mainframe will reduce the expenses by over $4MM per year.

Service-by-service consolidations are underway for the mainframe, antivirus/spam/encryption services, telephone management billing, and Microsoft Enterprise Software Agreement. A graphical project track of all service-by-service projects can be found in Figure 14. To expand upon one project, the Microsoft Enterprise Software Agreement will provide the state a significant opportunity to standardize Microsoft infrastructure and optimize procurement for all agencies. Prior to this agreement, 22,000 desktops were covered by one of 15 Microsoft Enterprise Agreements (EA's) providing various coverage levels. With this contract, all 31,500 state devices will be licensed to run Microsoft Windows, Office, and other products, producing a lower desktop cost for all agencies and giving all state employees immediate access to the latest Microsoft products, producing a three-year cost avoidance of $1.8 MM per year.

Figure 14

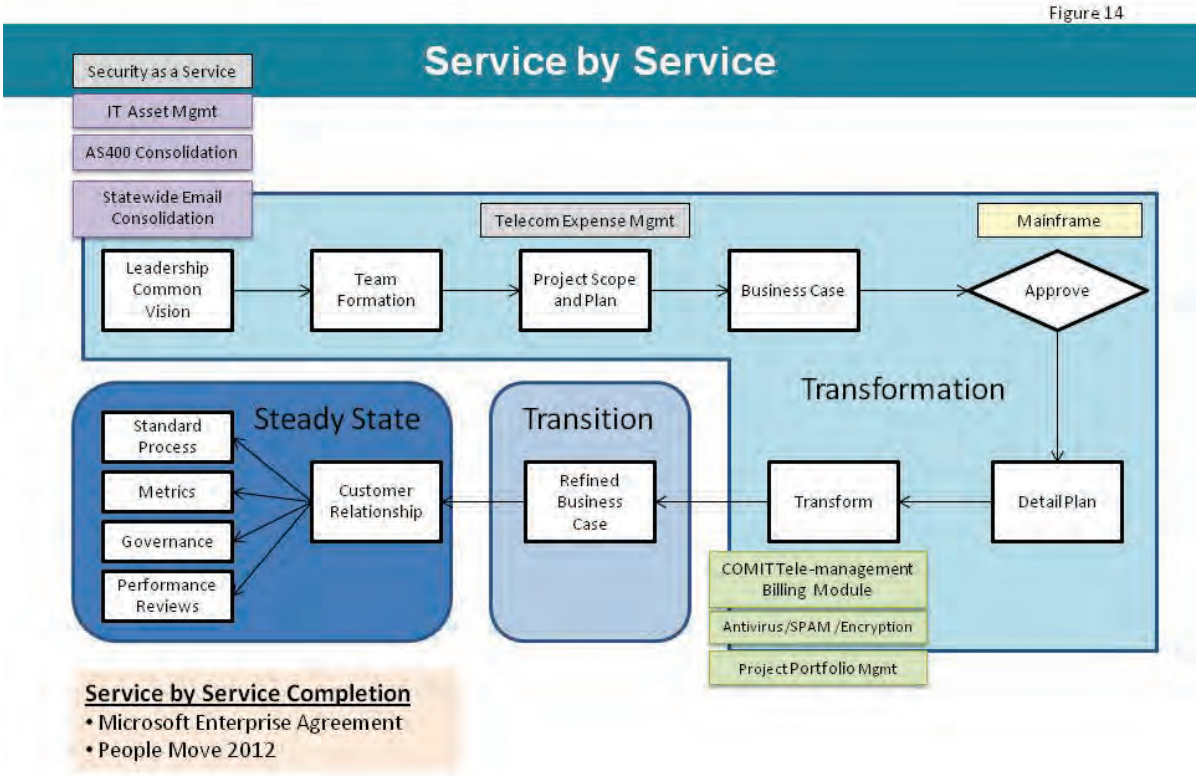


Figure 15 illustrates the current status of our service-by-agency consolidation activities. Many of the projects that were identified by employees in the solicitation for cost savings ideas fit within this category and they are in the early phase of analysis. They will be added to the next quarterly report. To expand upon one project, the Department of Corrections Human Resources replacement project consolidated all of the Human Resource function to our standard platform (PeopleSoft). Corrections was able to decommission their legacy Oracle ERP system and their mainframe. This will save the agency about $250,000 a year in IT cost.

Figure 15

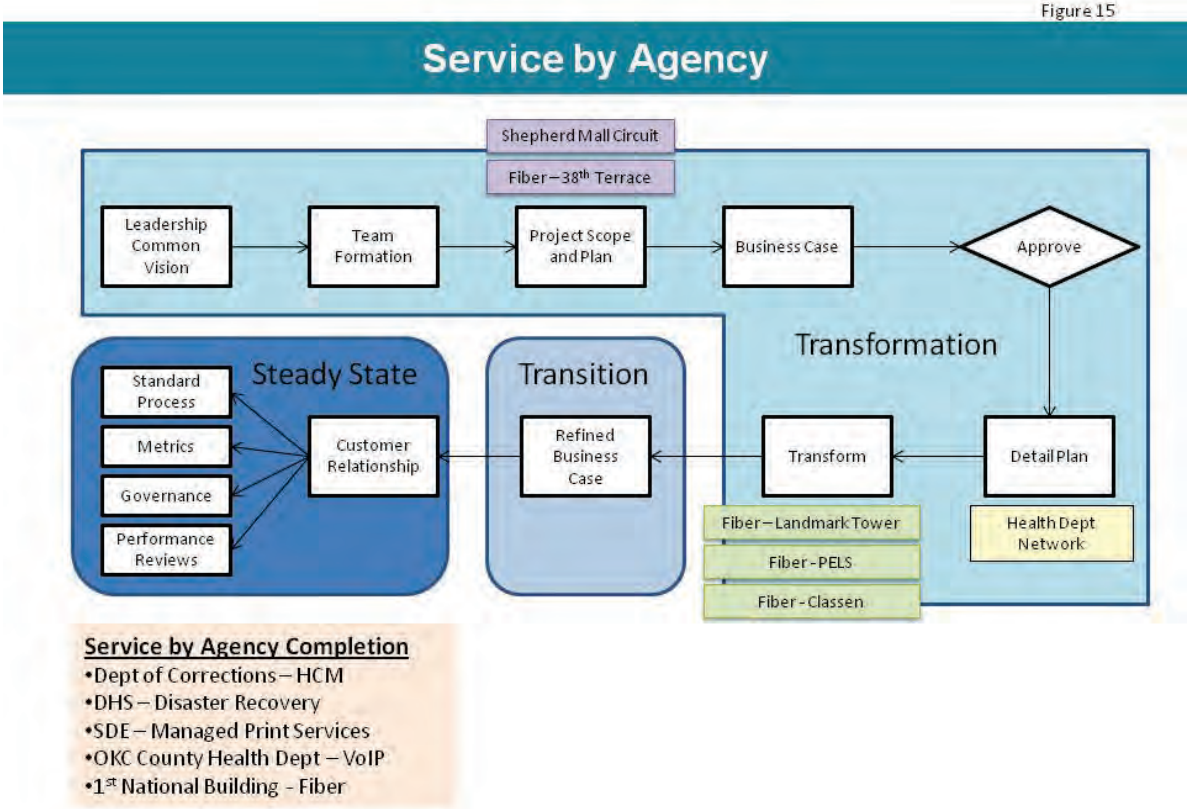
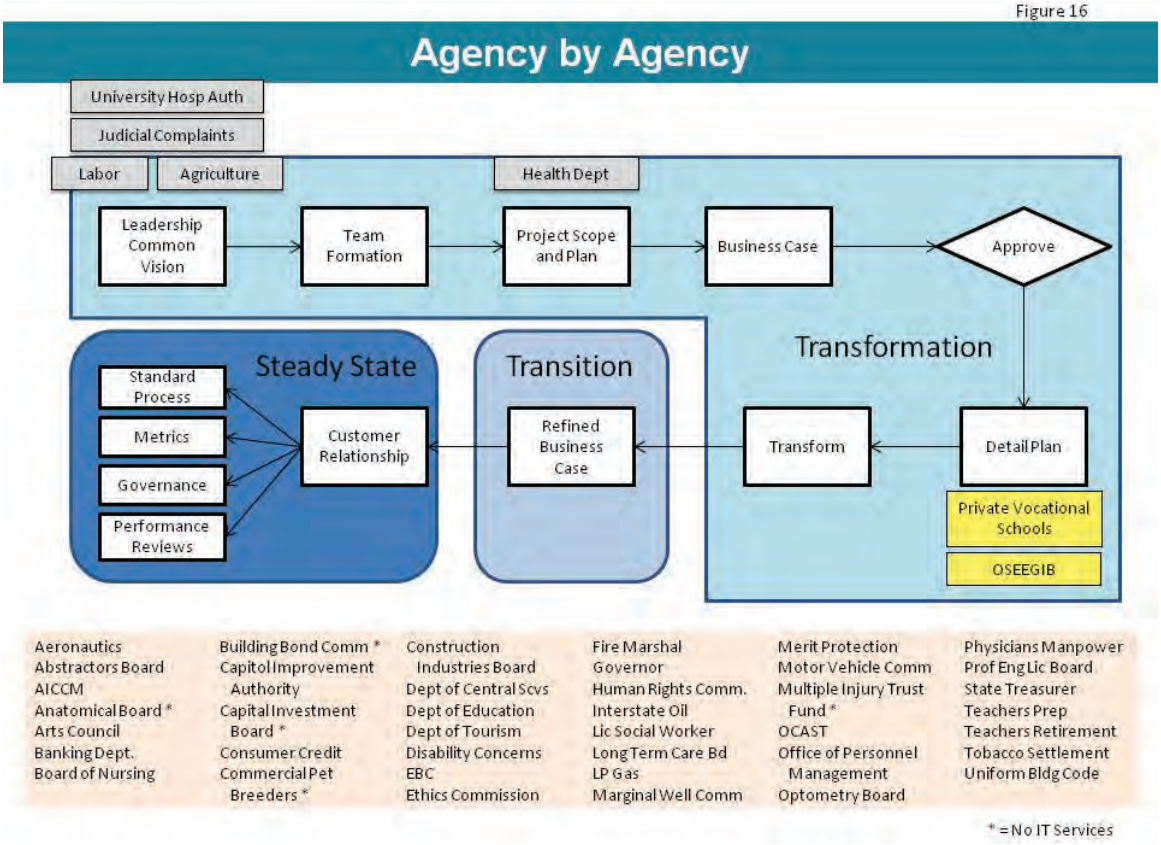


Figure 16 illustrates the current status of our agency-by-agency consolidation activities, with four agencies getting lined up for start in the next few weeks and Health progressing toward the business case stage. Private Vocational Schools and OSEEGIB have both moved to detail planning, and several agencies have been completed and have been added to the listing at the bottom.

Figure 16



Below are some highlights of projects that have been completed since the last report.

Agency-by-Agency Consolidation Completed

(The purpose of most projects was to consolidate as many IT services as possible into the OSF Data Center or IT infrastructure, thus allowing agencies to reduce costs.)

- **Department of Education (SDE)**

  OSF was able to transform and assume the support of SDE's network (local area network/wide area network), firewall and switch maintenance/management, migration to VoIP phones, desktop support, email and calendaring, as well as file and print services for approximately 330 users. We were able to reduce the expense for hardware and software by utilizing enterprise-wide and virtual services (from 75 physical servers

to 2 physical – 29 virtual) saving approximately $1,098,230 in the first year. This project had a positive net present value of $5,682,348 upon being transferred to steady state.

- **Employee Benefits Council (EBC)**

  OSF was able to transform and assume the support of EBC's Network (local area network/wide area network), firewall and switch maintenance/management, desktop support, emailing and calendaring, and file and print server services for approximately 60 users. We were able to reduce the expense for hardware and software by utilizing virtual servers (from 17 physical to 3 and 37 virtual to 23) saving approximately $78,400 in the first year. This project had a positive net present value of $1,128,187 upon being transferred to steady state.

- **Department of Tourism and Recreation (OTRD)**

  OSF was able to transform and assume the support of OTRD's network (local area network/wide area network) firewall and switch maintenance/management, migration to VoIP phones, desktop support, email and calendaring, as well as file and print services for approximately 410 users. We were able to reduce the expense for hardware and software by utilizing enterprise-wide services (from 25 servers to 5) saving approximately $93,500 in the first year. This project had a positive net present value of $491,841 upon being transferred to steady state.

- **Department of Central Services (DCS)**

  OSF was able to transform and assume the support of DCS's network (local area network/wide area network), firewall and switch maintenance/management, desktop support, email and calendaring, as well as file and print server services for approximately 205 users. We were able to reduce the expense for hardware and software by utilizing virtual servers (from 31 physical to 13 and 21 virtual to 13) saving approximately $100,800 in the first year. This project had a positive net present value of $66,824 upon being transferred to steady state.

- **Banking Department**

  OSF was able to transform and assume the support of the Banking Department's network (local area network/wide area network), firewall and switch maintenance/management, desktop support, email and calendaring, as well as file and print services for approximately 42 users. We were able to reduce the cost to operate the IT infrastructure by nearly 13% while improving services. This project had a positive net present value of $38,010 upon being transferred to steady state.

- **Capitol Improvement Authority**

  Capitol Improvement Authority's IT functions have historically been supported by the Department of Central Services' IT staff. OSF was able

to assume the support of the agency's network (local area network/wide area network), firewall and switch maintenance/management, desktop support, email and calendaring, as well as file and print services during the DCS consolidation effort; thus enabling the agency to take full advantage of OSF's broad range of advanced services and leveraging the statewide infrastructure.

Service-by-Service Consolidation Completed

- **IT Position Consolidation**

  In February the Information Services Division (ISD) of the Office of State Finance (OSF) began the transfer of IT positions from state appropriated agencies into OSF. Through the consolidation of IT positions, OSF has eliminated a total of 34 individual vacant positions for an estimated budget cost reduction of $2.3 million statewide. This will result in a 5-year net present value budget savings of over $10.4 million.

- **Microsoft Licensing**

  OSF was able to negotiate with Microsoft to implement a statewide Microsoft enterprise agreement which consolidated the enterprise agreements that Microsoft had with multiple state agencies. The agreement also includes professional desktop licensing that will be available to all state agencies. We were able to reduce costs by achieving discounts and holding costs static for the products for the term of the agreement. This project had a positive net present value of $1,502,548 of cost avoidance.

Service-by-Agency Consolidation Completed

- **First National Bank Fiber**

  The First National Center is a major operation facility for seven state agencies in the downtown Oklahoma City area. Previous data and voice connectivity was provided through a third party vendor costing the state $62,795 per year. Through partnering with a major fiber optic service provider, OSF is able to support services to state customers in the center at $13,680 per year with an immediate savings beginning FY 2013 of $49,000. Original installation estimates were projected at $53,778 which final installation cost was $37,220, a total savings of $16,558. The installation, current and future service capabilities present a tremendous win/win for the state.

Projects Moved to Execution

- **IT Procurement – eProcurement (ePro)**

  ISD procurement has streamlined the procurement process for IT purchases. A new electronic requisitioning function (ePro) of the

PeopleSoft module has been enabled. The paper process (i.e. 115) of approvals for IT purchases will be discontinued for all agencies in August. The new electronic process will expedite the approval and purchasing for IT products and services while enhancing the controls needed to manage IT procurement.

By implementing this module, we are more effectively utilizing the state's official enterprise system to streamline procurement and make for more efficient processes. ePro will allow the state an official method of storing and retrieving procurement documents, eliminate mountains of paper, save time and resources (resource reduction requirements per transaction), reduce the amount of imaging required for procurement documents and enable the establishment of performance metrics for procurement statewide.

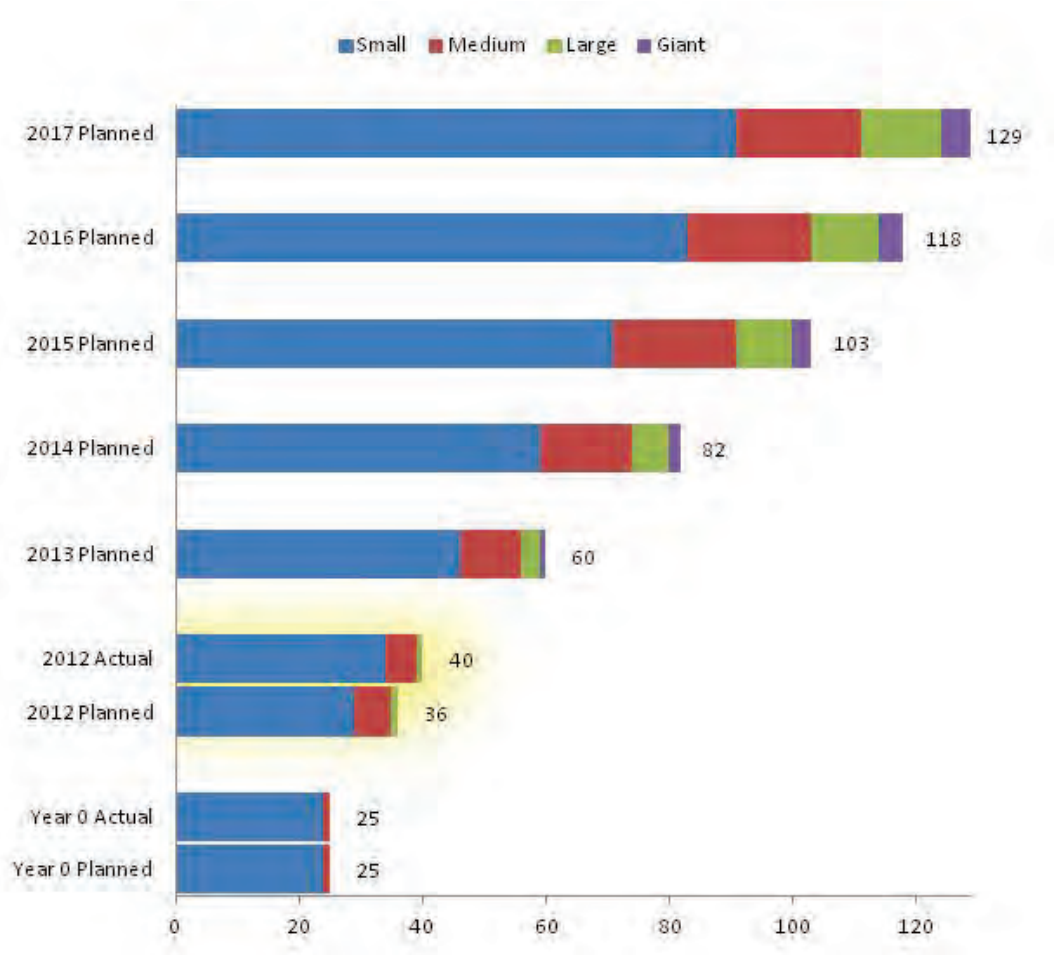
The newly established process will allow for more exposure and feedback to end users allowing for immediate feedback on approval status. These are some of the known benefits at this time. A formal cost benefit analysis will be completed in the coming fiscal year. The storage of procurement documents in PeopleSoft will finally allow for a standard statewide process to retrieve and store documents. The elimination of the need to search for previous solicitation documents resulting in the need to develop and type new specifications alone is of tremendous resource and cost avoidance value to the State of Oklahoma.

4 Consolidation Schedule

With the support of the leadership from the House, Senate and the Governor, we have been able to begin the accelerated consolidation schedule. Complete consolidation will be completed in 6 years, reducing IT for every state agency which can then be applied to agency programs, as previously outlined.

Figure 17 charts our progress to date and outlines the schedule for the completion of statewide consolidation. We had planned to consolidate 11 agencies in this fiscal year; this was achieved with four additional agencies to bring the total number of consolidated agencies to 40. The plan is to complete an additional 20 agencies in the next fiscal year, 22 in fiscal year 2014, and continue acceleration until all agencies are completed by July 2017.

IT Consolidation Planned vs Actual by Agency Size — Figure 17



The agencies completed in fiscal year 2011 and 2012 and the list of agencies expected to be consolidated in 2013 appear in Figure 18.

Accelerated IT Consolidation Plan

Figure 18

Year 0	FY2012	FY2013
• Aeronautics • Construction Industries • Arts Council • Physician Manpower • Ctr for Advancement of Science & Technology • Teacher's Retirement • Disability Concerns • Human Rights • Ethics Comm • Tobacco Settlement • Interstate Oil • Fire Marshal • LP Gas • Marginal Wells • Motor Vehicle • Long Term Care • Prof Engineers & Land Surveyors • Lic Social Workers • Consumer Credit • Abstractors Board • Governor's Office • Uniform Building Code • Teachers Prep • Municipal Power Auth • Optometry Board	• Treasurer • Education • Tourism • Employee Benefits Council • Dept of Central Services • Personnel Management • American Indian Cultural Ctr & Museum • Nursing • Banking • Capitol Improvement • Commercial Pet Breeders * • Building Bonds * • Multiple Injury Trust Fund * • Capital Investment Bd * • Anatomical Board *	• Health • Agriculture • State & Education Employees Group Ins Bd • Commerce • Water Resources Board • Libraries • Private Voc Schools • Labor • Pardon and Parole • Medical Examiners • University Hospital Authority • Mines • Judicial Complaints • LT Governor's Office • Conservation Comm. • School of Science and Math • Scenic Rivers • Development Finance Authority • Secretary of State • Children and Youth Commission

FY2014	FY2015	FY2016	FY2017
• 13 small • 5 medium • 3 large • 1 giant	• 12 small • 5 medium • 3 large • 1 giant	• 12 small • 2 large • 1 giant	• 5 small • 2 large • 1 giant

** = No IT Services*

Consolidation provides both the opportunity and the challenge of updating and upgrading the state's common infrastructure environment, network, security services, and process improvement solutions common to all 30,000+ state users. Workstations, personal productivity solutions, systems management, storage and backup, server platforms, call center and help desk services, and disaster recovery are but a few of the items to be improved if the true value of IT is to be realized. The opportunity maps for these projects and services appear in Figures 19, 20, 21, 22 and 23.

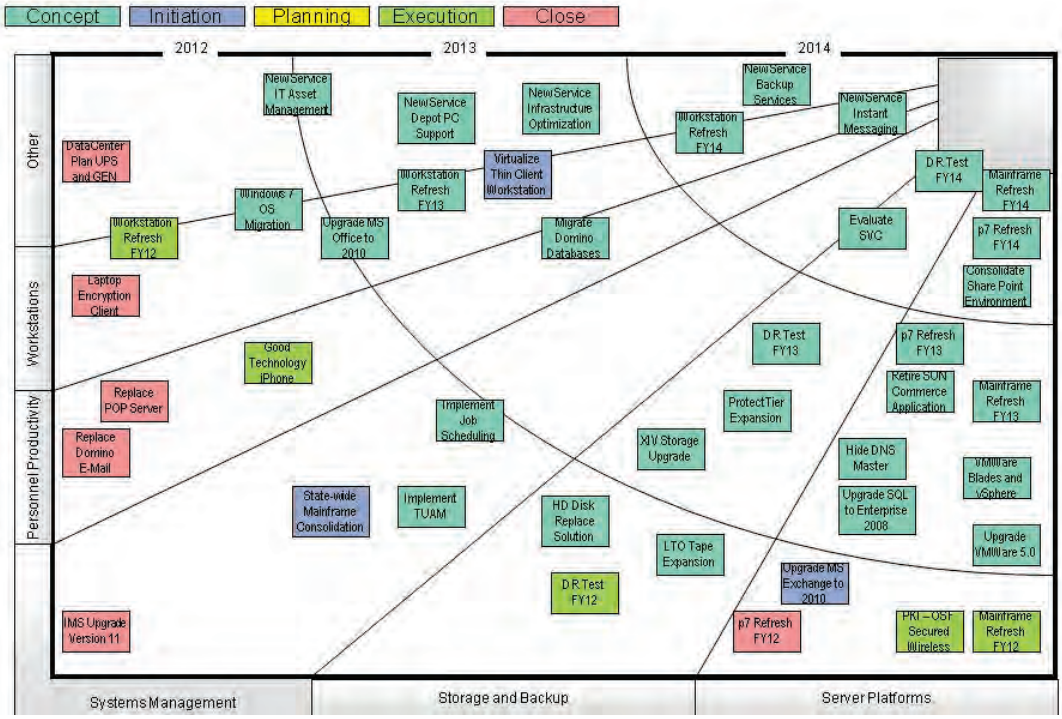
Accelerated IT Consolidation Plan

Figure 19

	2012						2013					
	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Small												
Private Vocational Schools												
Labor												
Judicial Complaints												
University Hospitals Auth												
Pardon and Parole												
Medical Examiners Office												
Lt. Governor												
Dev. Finance Auth.												
Mines												
Conservation												
School of Science and Math												
Scenic Rivers												
Medium												
Commerce												
Water Resources Board												
Libraries												
Children & Youth Comm												
Secretary of State												
Large												
Agriculture												
OSEEGIB												
Giant												
Health												

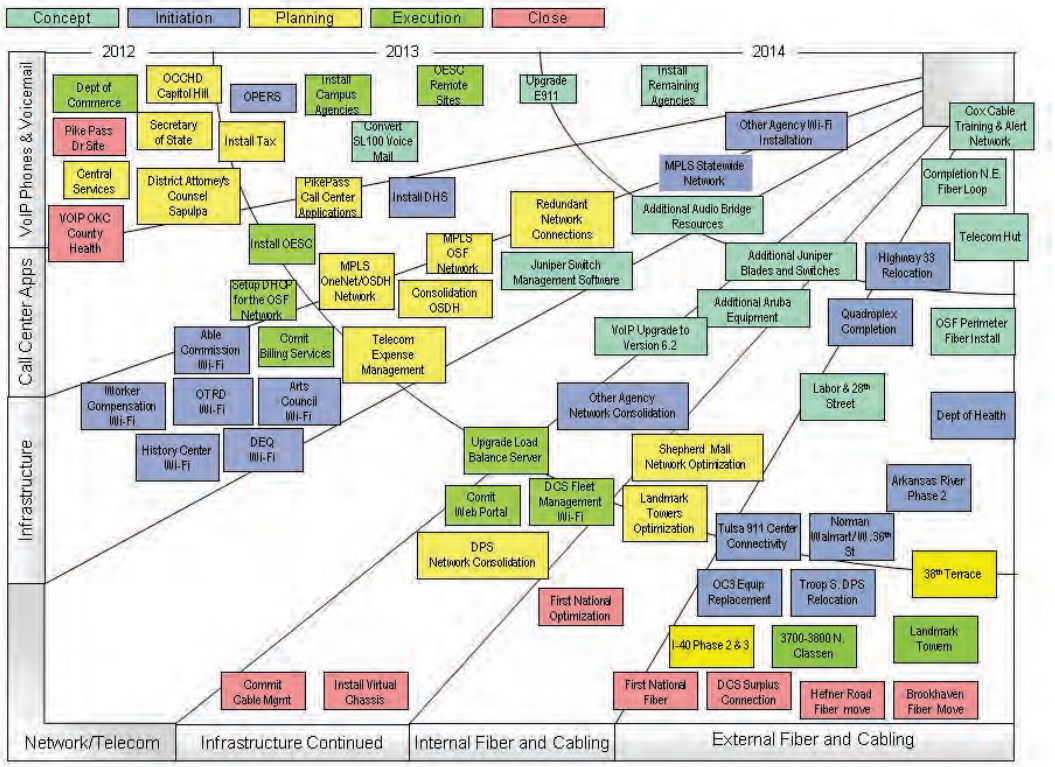
Enterprise Infrastructure Opportunity Map

Figure 20



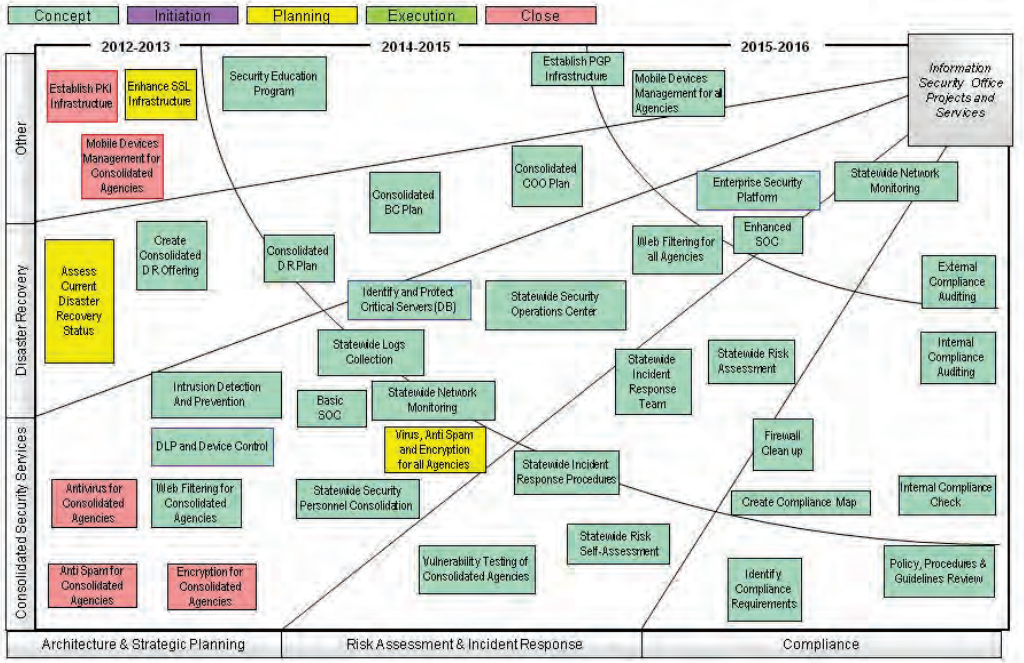
Network/Cabling Opportunity Map

Figure 21



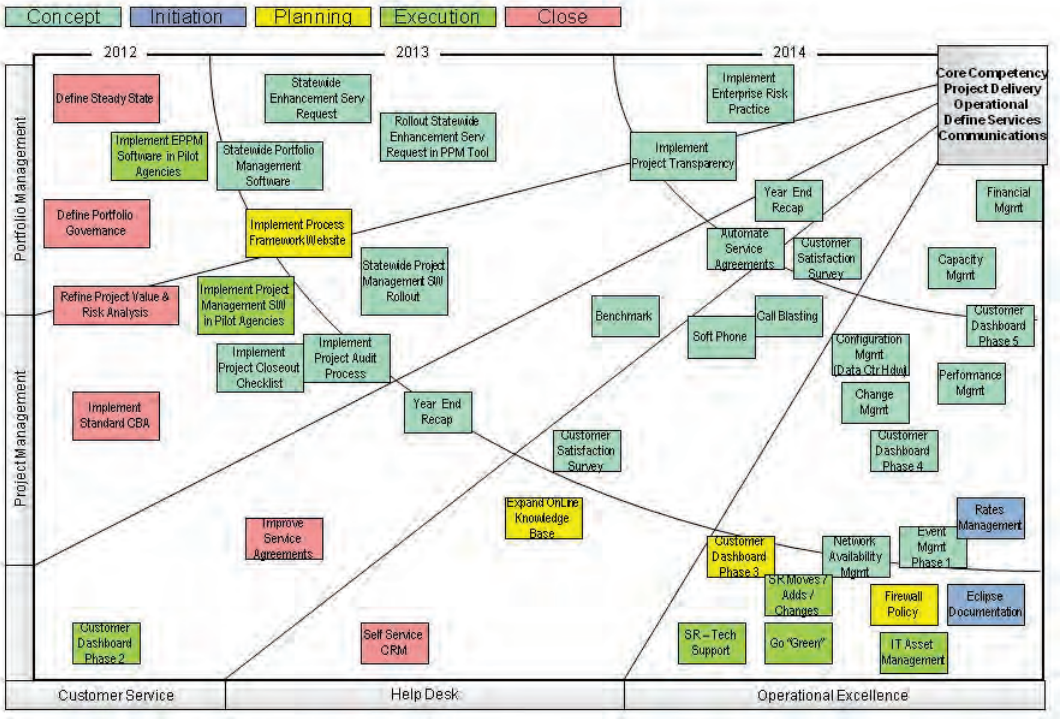
Information Security Services Opportunity Map

Figure 22



Process Improvement Opportunity Map

Figure 23

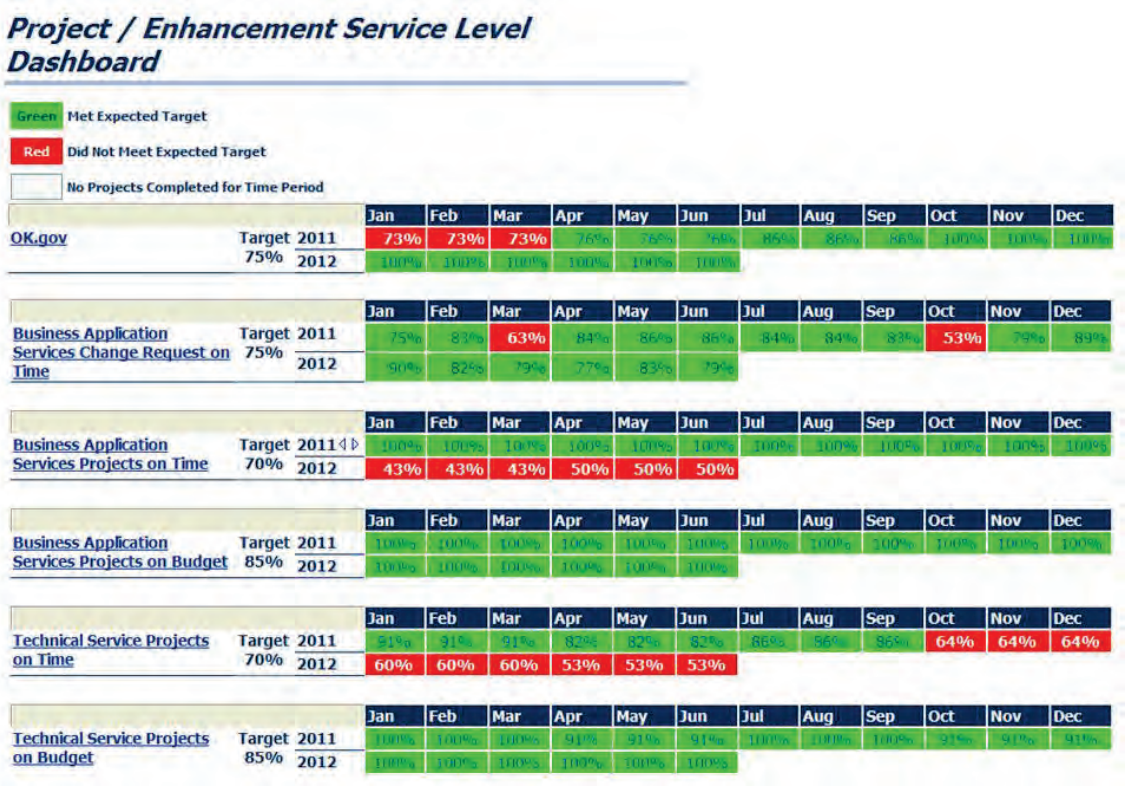


5 Conclusion

Feedback is the single greatest determinant of human behavior. In the private sector, feedback comes in the form of customer feedback, financial profit and growth. In the public sector, feedback is often much more difficult to collect and report, and it is more common to not report it publicly. This trend is reversing in many states, and Oklahoma is no exception. Our key performance metrics come from the Information Technology Infrastructure Library (ITIL) and the Project Management Body of Knowledge (PMBOK) standard measurements. Our performance targets come from leading industry benchmarks specific to these metrics of world class organizations. These indicators can be found on our website, www.cio.ok.gov, and are updated every month. Drill-down capability is offered online, with the underlying data which support these metrics available but not presented here. The high level enhancement services level dashboard (PeopleSoft Business Application Services and Technical Services performance metrics) and operations level dashboards (Helpdesk performance metrics) can be viewed in Figures 24, 25 and 26.

PeopleSoft Business Application Services and Technical Services Performance Metrics

Figure 24



Helpdesk Performance Metrics

Figure 25

Operations Service Level Dashboard

Green Met Expected Target

Red Did Not Meet Expected Target

			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Contact Center Speed to Answer	Target 30 Sec	2011	60	51	30	36	19	9	16	44	33	30	16	19
		2012	25	21	48	66	13	22						
Contact Center First Call Resolution **	Target 62%	2011				63%	63%	67%	58%	60%	54%	56%	56%	53%
		2012	53%	51%	51%	56%	55%	53%	55%					
Password Reset Response **	Target 90%	2011					86%	100%	100%	99%	94%	92%	93%	93%
		2012	96%	98%	96%	97%	97%	98%	99%					
Password Reset Resolve **	Target 90%	2011				96%	97%	100%	100%	99%	96%	92%	94%	95%
		2012	97%	98%	98%	98%	98%	98%	99%					
High Priority Incident Response **	Target 90%	2011					82%	89%	80%	76%	70%	59%	80%	83%
		2012	92%	98%	88%	96%	95%	88%	96%					
High Priority Incident Resolve **	Target 90%	2011				79%	88%	78%	93%	76%	81%	72%	72%	80%
		2012	87%	83%	80%	78%	82%	78%	63%					

Helpdesk Performance Metrics (continued)

Figure 26

Operations Service Level Dashboard

Green Met Expected Target

Red Did Not Meet Expected Target

			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Medium Priority Incident Response **	Target 85%	2011				98%	98%	97%	99%	88%	91%	90%	97%	100%
		2012	97%	100%	99%	98%	98%	99%	100%					
Medium Priority Incident Resolve **	Target 85%	2011					78%	83%	79%		80%	82%	94%	81%
		2012	89%	90%	94%	61%	67%	86%	95%					
Low Priority Incident Response **	Target 85%	2011					95%	97%	88%	96%	95%	86%	96%	98%
		2012	97%	99%	96%	96%	95%	97%	95%					
Low Priority Incident Resolve **	Target 85%	2011				89%	91%	92%	84%	94%	97%	96%	95%	96%
		2012	95%	96%	96%	93%	96%	95%	96%					
Assistance Service Request Response **	Target 85%	2011				97%	96%	95%	93%	95%	97%	94%	95%	95%
		2012	97%	97%	93%	96%	94%	95%	96%					
Assistance Service Request Resolve **	Target 85%	2011				93%	94%	92%	91%	93%	93%		93%	91%
		2012		92%	90%	92%	93%	94%	94%					

This feedback is not as much of interest to the citizen as it is to the employee of the state. Of all the duties of management, providing employees data-driven performance feedback is one of the most important to be fulfilled. From our experience, when a new performance metric is posted, the measured performance is usually below the targeted level. This will persist for two or three reporting periods, and then performance rises to the targeted level as employees adjust their activities. Through this, the group and the individual employee receive feedback on how well they are performing. This dashboard is going to be significantly upgraded by the next quarterly report, providing better information and more granular detail than ever before.

This concludes the first annual report of progress on HB 1304 and IT consolidation. Please direct any questions to Alex Pettit, Chief Information Officer, State of Oklahoma, at alex.pettit@osf.ok.gov. Our next quarterly report will be posted on October 31, 2012.

6 Appendix A: Chart Text Descriptions

Figure 1: Federated Model of the Enterprise

The figure is a pyramid model at the bottom of which is the Enterprise Infrastructure Layer, also referred to as Technology Services (Centralized Technology). This would include a Cloud Services Request for Proposal.

The middle is the Shared Business Application Servicers Layer, also referred to as Shared Application Services or centralized application services used by multiple agencies. This layer is characterized by Best Value with 7 business segments and 1 universal group.

The top of the pyramid is the Bespoke Agency Specific Layer, also referred to as Agency Services, which are agency specific services that remain within the agency. This could include sole source items.

Return to Report

Figure 4: Technology Reference Model

Management Services

- IT Processes
    - Project and Portfolio Management
    - ITIL Service Strategy
    - ITIL Service Design
    - ITIL Service transition
    - ITIL Service Operation
    - System Development Life Cycle (SDLC)/Quality Assurance

Application Technology Services

- Customized Services
    - Personalization
    - Presentation (Channel-Dependent User Interface)
- Common Services
    - Application Configuration
    - Portal Services

Data Management Services

- Structured Data Management
    - RDBMS/DBMS
    - Metadata Management

- Unstructured Data Management
  - Metadata Management
  - Content Management
- Data Movement Services
  - Extract/Transform/Load
  - Replication
- Access Services
  - Reporting
  - Analysis
  - Search
  - Discovery

Security Services

- Audit
  - Vulnerability
  - Patching
- Security Incident and Event Monitoring (SIEM)
  - IDS/IPS
  - Anomaly Detection
  - Knowledge Capture
- Identity Security
  - Authentication
  - Authorization
  - Provisioning
- Content Security
  - Encryption
  - Virus Scanning
  - Filtering
- Access Security
  - Partitioning/DMZs
  - Firewalls/Proxies/Shunting

Network-Based Services

- Common Applications
    - Print
    - Unified Communications
    - File
    - Audio/Video Distribution
- Resource Location
    - Directory
    - Address Management

Integration Services

- Process Integration
- App to App (A2A) Integration
- State to Agency/Business Integration (A/B2A/B)

Network Services

- Connectivity
    - LAN (Local Area Network)
    - WAN (Wide Area Network)
    - Wireless
    - Business Partner Connectivity
    - Remote Access
    - Internet Access
    - Protocols and Performance
    - Voice/Video/Data Networks

Return to Report

Figure 5: Legislative Mandate Savings (Appropriated Agencies)

IT Costs (IT Costs Decreased 15%)

- FY-2009: $264,968,416
- FY-2010: $249,193,573
- FY-2011: $231,072,919
- FY-2012: $225,398,114

IT Positions (IT Positions Decreased 17%)

- FY-2009: 1,215

- FY-2010: 1,149
- FY-2011: 1,100
- FY-2012: 1,006

Return to Report

Figure 9: Consolidation Portfolio as of June 30, 2012

- Consolidation – Private Vocational Schools (Planning): Net Present Value (NPV), -$3,700; Risk Index, 14; Year 1 Incremental Cost, $3,303, Agency-by-Agency
- Consolidation – OSEEGIB (Planning): Net Present Value (NPV), $3,107,091; Risk Index, 30; Year 1 Incremental Cost, $102,639, Agency-by-Agency
- Consolidation – Health Department (Initiation): Net Present Value (NPV), $0; Risk Index, 0; Year 1 Incremental Cost, $0, Agency-by-Agency
- AntiVirus/SPAM/Encryption Pilot (Execution>Close): NPV, $4,518,383; Risk Index, 30; Year 1 Incremental Cost, $732,430; Service-by-Service
- COMIT Billing (Execution): NPV, $588,814; Risk Index, 20; Year 1 Incremental Cost, $71,325; Service-by-Service
- Statewide Mainframe (Planning>Execution): NPV, $14,700,083; Risk Index, 38; Year 1 Incremental Cost, $3,000,000; Service-by-Service
- Project Portfolio Management (Execution): NPV, $0; Risk Index, 31; Year 1 Incremental Cost, $182,200; Service-by-Service
- Statewide E-mail (Initiation): NPV, $8,464,762; Risk Index, 38; Year 1 Incremental Cost, $2,807,000; Service-by-Service
- IT Asset Management (Initiation): NPV, $12,780,845; Risk Index, 36; Year 1 Incremental Cost, $1,769,000; Service-by-Service
- Statewide AS 400 (Iseries) Consolidation (Initiation): NPV, -$1,442,308; Risk Index, 30; Year 1 Incremental Cost, $1,500,000; Service-by-Service
- Professional Engineers and Land Surveyors (PELS) Fiber (Execution): NPV, -$12,276; Risk Index, 16; Year 1 Incremental Cost, $38,204; Service-by-Agency
- Landmark Towers Fiber (Execution): NPV, $140,076; Risk Index, 20; Year 1 Incremental Cost, $84,275; Service-by-Agency
- Classen Fiber (Execution): NPV, $28,753; Risk Index, 22; Year 1 Incremental Cost, $84,013; Service-by-Agency

Return to Report

Figure 10: Annual Project Portfolio Opportunity Map Idea Solicitation

Concept

- Solicit ideas

  Release a Request for Information (RFI), or

  Advertise for Employee input
- Receive input
- Review the list to determine whether to add to the portfolio
- Initiation-Close stages of the project
- Complete the project

Return to Report

Figure 11: Process

Concept

- Suggestions are submitted via a suggestion form
- Updated portfolio
- Name, description, initial benefit, initial scope

Initiation

- Consolidation review meeting
- +/- 50% milestone plan
- Business case/Cost-benefit analysis (CBA)
- Risk/value assessment
- Updated portfolio scorecard

Planning

- +/- 10% milestone plan
- Updated business case/CBA
- Updated risk/value assessment
- Updated portfolio scorecard

Execution

- Monthly status
- Updated portfolio scorecard

Close

- Captured metrics

- Updated business case/CBA
- Updated milestone plan
- Updated portfolio scorecard
- Employee recognition

Return to Report

Figure 12: 2012 IT Cost Savings Ideas

Concept

- Vendors (79 ideas)
- Employees (39 ideas)

Initiation

- Employees (13 ideas)

Return to Report

Figure 14: Service-by-Service

Phases

- Transformation

Leadership Common Vision

- Security as a Service
- IT Asset Management
- AS 400 Consolidation
- Statewide E-mail Consolidation

Team Formation

Project Scope and Plan

- Telecom Expense Management

Business Case

Approve

- Statewide Mainframe Consolidation

Detail Plan

Transform

- COMIT Tele-management Billing Module
- Antivirus/SPAM/Encryption
- Project Portfolio Management

- Transition
  - Refined Business Case
- Steady State
  - Customer Relationship
  - Standard Process
  - Metrics
  - Governance
  - Performance Reviews

Service-by-Service Completion

- Microsoft Enterprise Agreement
- People Move 2012

Return to Report

Figure 15: Service-by-Agency

Phases

- Transformation
  - Leadership Common Vision
  - Team Formation
  - Project Scope and Plan
    - Shepherd Mall Circuit
    - 38th Terrace - Fiber
  - Business Case
  - Approve
  - Detail Plan
    - Health Department Network
  - Transform
    - Landmark Towers – Fiber
    - PELS - Fiber
    - Classen - Fiber
- Transition
  - Refined Business Case

- Steady State
    - Customer Relationship
    - Standard Process
    - Metrics
    - Governance
    - Performance Reviews

Service-by-Agency Completion

- Department of Corrections – Human Capital Management (HCM)
- Oklahoma Department of Human Services (OKDHS) – Disaster Recovery
- State Department of Education (SDE) – Managed Print Services
- Oklahoma City Public Health Department – Voice over IP (VoIP)
- First National Building – Fiber

Return to Report

Figure 16: Agency-by-Agency

Phases

- Transformation
    - Leadership Common Vision
        - University Hospitals Authority
        - Judicial Complaints
        - Department of Labor
        - Department of Agriculture, Food, and Forestry
    - Team Formation
    - Project Scope and Plan
        - Health Department
    - Business Case
    - Approve
    - Detail Plan
        - Private Vocational Schools
        - OSEEGIB
    - Transform

- Transition
  - Refined Business Case
- Steady State
  - Customer Relationship
  - Standard Process
  - Metrics
  - Governance
  - Performance Reviews

Agency-by-Agency Completion (* means no IT services)

- Abstractors Board
- Accountancy Board
- Aeronautics
- AICCM
- Anatomical Board*
- Arts Council
- Banking Department
- Board of Nursing
- Building Bond Commission*
- Capitol Improvement Authority
- Capital Investment Board*
- Commission on Consumer Credit
- Commercial Pet Breeders*
- Commission on Teachers Prep
- Construction Industries Board
- Department of Central Services
- Department of Education
- Department of Tourism
- Disability Concerns
- EBC
- Ethics Commission

- Governor
- Human Rights Commission
- Interstate Oil Compact Commission
- Licensed Social Workers
- Long Term Care Board
- LP Gas
- Marginal Well Commission
- Merit Protection
- Motor Vehicle Commission
- Multiple Injury Trust Fund*
- OCAST
- Officer of Personnel Management
- Optometry Board
- Pardon and Parole Board
- Physicians Manpower
- Police Pension
- Professional Engineers Licensing Board
- State Fire Marshal
- State Treasurer
- Teachers Prep
- Teachers Retirement
- Tobacco Settlement
- Uniform Building Code

Return to Report

Figure 17: IT Consolidation Planned vs Actual by Agency Size

2011

- Planned (25)
  - Small: 24
  - Medium: 1
  - Large: 0
  - Giant: 0

- Actual (25)
    - Small: 24
    - Medium: 1
    - Large: 0
    - Giant: 0

2012

- Planned (36)
    - Small: 29
    - Medium: 6
    - Large: 1
    - Giant: 0
- Actual (40)
    - Small: 34
    - Medium: 5
    - Large: 1
    - Giant: 0

2013

- Planned (60)
    - Small: 46
    - Medium: 10
    - Large: 3
    - Giant: 1

2014

- Planned (82)
    - Small: 59
    - Medium: 15
    - Large: 6
    - Giant: 1

2015

- Planned (103)
    - Small: 71
    - Medium: 20

Large: 9

Giant: 3

2016

- Planned (118)
  - Small: 83
  - Medium: 20
  - Large: 11
  - Giant: 4

2017

- Planned (129)
  - Small: 91
  - Medium: 20
  - Large: 13
  - Giant: 5

Return to Report

Figure 19: Accelerated IT Consolidation Plan

Small

- Private Vocational Schools (July 2013)
- Labor (July-October 2012)
- Judicial Complaints (August-September 2012)
- University Hospitals Authority (July-August 2012)
- Pardon and Parole (August-November 2012)
- Medical Examiners Office (November 2012-February 2013)
- Lt. Governor (April-June 2013)
- Dev. Finance Authority (November 2012-January 2013)
- Mines (December 2012-March 2013)
- Conservation (September-December 2012)
- School of Science and Math (March-May 2013)
- Scenic Rivers (February-April 2013)

Medium

- Commerce (November 2012-February 2013)

- Water Resources Board (July-October 2012)
- Libraries (January-April 2013)
- Children and Youth Commission (September-December 2012)
- Secretary of State (March-June 2013)

Large

- Agriculture (October 2012- April 2013)
- OSEEGIB (July 2012-November 2012)

Giant

- Health (July 2012-June 2013)

Return to Report

Figure 20: Enterprise Infrastructure Opportunity Map

Server Platforms

- 2012
  - p7 Refresh 2012 (Close)
  - Upgrade MS Exchange to 2010 (Initiation)
  - PRI-OSF Secured Wireless (Execution)
  - Mainframe Refresh FY-2012 (Execution)
- 2013
  - Upgrade SQL to Enterprise 2008 (Concept)
  - Upgrade VMWare to 5.0 (Concept)
  - VMWare Blades and vSphere (Concept)
  - Hide DNS Master (Concept)
  - Retire SUN Commerce Aplication (Concept)
  - Mainframe Refresh FY-2013 (Concept)
  - p7 Refresh FY-2013 (Concept)
- 2014
  - Consolidate SharePoint Environment (Concept)
  - P7 Refresh FY-2014 (Concept)
  - Mainframe Refresh FY-2014 (Concept)

Storage and Backup

- 2012

DR Test FY-2012 (Execution)

LTO Tape Expansion (Concept)

HD Disk Space Solution (Concept)

- 2013

  XIV Storage Solution (Concept)

  Protect Tier Expansion (Concept)

  DR Test FY-2013 (Concept)

- 2014

  Evaluate SVC (Concept)

  DR Test FY-2014 (Concept)

Systems Management

- 2012

  IMS Upgrade Version 11 (Close)

  Statewide Mainframe Consolidation (Initiation)

  Implement TUAM (Concept)

  Implement Job Scheduling (Concept)

Personal Productivity

- 2012

  Replace Domino E-mail (Close)

  Replace POP Server (Close)

  Good technology iPhone (Execution)

- 2013

  Migrate Domino Databases (Concept)

- 2014

  New Service Instant Messaging (Concept)

Workstations

- 2012

  Laptop Encryption Client (Close)

  Workstation Refresh FY-2012 (Execution)

  Windows 7 OS Migration (Concept)

  Upgrade to Office 2010 (Concept)

- 2013

  Workstation Refresh FY-13 (Concept)

  Virtualize Thin Client Workstation (Concept)

- 2014

  Workstation Refresh FY-14 (Concept)

Other

- 2012

  Data Center Plan UPS and GEN (Close)

  New Service IT Asset Management (Concept)

- 2013

  New Service Depot PC Support (Concept)

  New Service Infrastructure Optimization (Concept)

- 2014

  New Service Backup Services (Concept)

Return to Report

Figure 21: Network Cabling Opportunity Map

External Fiber and Cabling

- 2012

  First National Fiber (Close)

  DCS Surplus Connection (Close)

  Hefner Road Fiber Move (Close)

  Brookhaven Fiber Move (Close)

  I-40 Phase 2 and 3 (Planning)

  3700-3800 N. Classen (Execution)

  Landmark Tower (Execution)

  OC3 Equipment Replace (Initiation)

  Troop S DPS Relocation (Initiation)

  38th Terrace (Planning)

- 2013

  Tulsa 911 Center Connectivity (Initiation)

  Norman Wal-Mart/W. 36th St (Initiation)

Arkansas River Phase 2 (Initiation)

Department of Health (Initiation)

Labor and 28th St. (Concept)

Quadroplex Completion (Initiation)

OSF Perimeter Fiber Install (Concept)

- 2014

  Highway 33 Relocation (Initiation)

  Telecom Hut (Concept)

  Completion NE Fiber Loop (Concept)

  Cox Cable Training and Alert network (Concept)

Internal Fiber and Cabling

- 2012

  First National Optimization (Close)

  Landmark Towers Optimization (Planning)

- 2013

  Shepherd Mall Network Optimization (Planning)

Infrastructure Continued

- 2012

  COMIT Cable Management (Close)

  Install Virtual Chassis (Close)

  DPS Network Consolidation (Planning)

  COMIT Web Portal (Execution)

  DCS Fleer Management Wi-Fi (Execution)

  Upgrade Load Balance Server (Execution)

- 2013

  Other Agency Network Consolidation (Initiation)

  VoIP Upgrade to Version 6.2 (Concept)

  Additional Aruba Equipment (Concept)

  Additional Juniper Blades and Switches (Concept)

Network/Telecom

Infrastructure

- 2012

Worker Compensation Wi-Fi (Initiation)

History Center Wi-Fi (Initiation)

DEQ Wi-Fi (Initiation)

OTRD Wi-Fi (Initiation)

Arts Council Wi-Fi (Initiation)

ABLE Commission Wi-Fi (Initiation)

COMIT Billing Services (Execution)

Setup DHCP for the OSF Network (Execution)

- 2013

  Telecom Expense Management (Planning)

  MPLS OneNet/OSDH Network (Planning)

  Consolidation of OSDH (Planning)

  MPLS OSF Network (Planning)

  Redundant Network Connections (Planning)

  Juniper Switch Management (Concept)

- 2014

  Additional Audio Bridge Resources (Concept)

  MPLS Statewide Network (Initiation)

  Other Agency Wi-Fi Installation (Initiation)

Call Center Apps

- 2012

  Install OESC (Execution)

- 2013

  PikePass Call Center Applications (Planning)

  Install DHS (Initiation)

VoIP Phones and Voicemail

- 2012

  Department of Commerce (Execution)

  PikePass DR Site (Close)

  Central Services (Planning)

  VoIP County Health (Close)

  District Attorney's Council Sapulpa (Planning)

Secretary of State (Planning)

OCCHD Capitol Hill (Planning)

- 2013

  OPERS (Initiation)

  Install Tax (Planning)

  Install Campus Agencies (Execution)

  Convert SL100 Voice Mail (Concept)

  OESC Remote Sites (Execution)

  Upgrade E911 (Concept)

- 2014

  Install Remaining Agencies (Concept)

Return to Report

Figure 22: Information Security Services Opportunity Map

Compliance

- 2012

  Identify Compliance Requirements (Concept)

  Policy, Procedures and Guidelines Review (Concept)

- 2013

  Create Compliance Map (Concept)

  Internal Compliance Work (Concept)

  Firewall Cleanup (Concept)

  Internal Compliance Auditing (Concept)

- 2014

  External Compliance Auditing (Concept)

Risk Assessment and Incident Response

- 2012

  Vulnerability Testing of Consolidated Agencies (Concept)

  Statewide Risk Self-Assessment (Concept)

  Statewide Incident Response Procedures (Concept)

- 2013

  Statewide Incident Response Team (Concept)

Statewide Risk Assessment (Concept)

- 2014

  Statewide Network Monitoring (Concept)

Consolidated Security Services

- 2012

  Antivirus for Consolidated Agencies (Close)

  Anti-SPAM for Consolidated Agencies (Close)

  Encryption for Consolidated Agencies (Close)

  Web Filtering for Consolidated Agencies (Concept)

  DLP and Device Control (Concept)

  Statewide Security Personnel Consolidation (Concept)

  Basic SOC (Concept)

  Intrusion Detection and Prevention (Concept)

  Statewide Logs Collection (Concept)

  Statewide Monitoring Network (Concept)

- 2013

  Identify and Protect Critical Servers (Concept)

  Statewide Security Operations Center (Concept)

  Web Filtering for all Agencies (Concept)

- 2014

  Enhanced SOC (Concept)

  Enterprise Security Platform (Concept)

Disaster Recovery

- 2012

  Assess Current Disaster Recovery Status (Planning)

  Create Consolidated DR Offering (Concept)

- 2013

  Consolidated DR Plan (Concept)

  Consolidated BC Plan (Concept)

  Consolidated COO Plan (Concept)

Other

- 2012

  Establish PKI Insfrastructure (Close)

  Mobile Devices Management for Consolidated Agencies (Close)

  Enhance SSL Infrastructure (Planning)

- 2013

  Security Education Program (Concept)

  Establish PGP Infrastructure (Concept)

- 2014

  Mobile Devices Management for all Agencies (Concept)

Return to Report

Figure 23: Process Improvement Opportunity Map

Operational Excellence

- 2012

  SR- Tech Support (Execution)

  Go Green (Execution)

  IT Asset Management (Execution)

  SR Moves/Adds/Changes (Execution)

  Firewall Policy (Planning)

  Eclipse Documentation (Initiation)

  Customer Dashboard Phase 3 (Planning)

  Network Availability Management (Concept)

- 2013

  Event Management Phase 1(Concept)

  Rates Management (Initiation)

  Customer Dashboard Phase 4 (Concept)

  Change Management (Concept)

  Configuration Management – Data Center HDW (Concept)

  Performance Management (Concept)

  Customer Dashboard Phase 5 (Concept)

- 2014

  Capacity Management (Concept)

  Financial Management (Concept)

Help Desk

- 2012
  - Self Service CRM (Close)
  - Expand Online Knowledgebase (Planning)
- 2013
  - Customer Satisfaction Survey (Concept)
  - Soft Phone (Concept)
  - Call Blasting (Concept)
- 2014
  - Customer Satisfaction Survey (Concept)

Customer Service

- 2012
  - Customer Dashboard Phase 2 (Execution)
  - Improve Service Agreements (Close)
  - Year-end Recap (Concept)
- 2013
  - Benchmark (Concept)
  - Automate Service Agreements (Concept)
- 2014
  - Year-end Recap (Concept)

Project Management

- 2012
  - Implement Standard CBA (Close)
  - Refine Project Value and Risk Analysis (Close)
  - Implement Project Management SW in Pilot Agencies (Execution)
  - Implement Project Closeout Checklist (Concept)
  - Implement Project Audit Process (Concept)
- 2013
  - Statewide Project Management SW Rollout (Concept)
- 2014
  - Implement Project Transparency (Concept)

Portfolio Management

- 2012

  Define Portfolio Governance (Close)

  Define Steady State (Close)

  Implement EPPM Software in Pilot Agencies (Execution)

- 2013

  Statewide Portfolio Management Software (Concept)

  Statewide Enhancement Service Request (Concept)

  Rollout Statewide Enhancement Service Request in PPM Tool (Concept)

- 2014

  Implement Enterprise Risk Practice (Concept)

Return to Report

Figure 24: PeopleSoft Business Application Services and Technical Services Performance Metrics

In order to view the current information, in an accessible format, please go to https://okreporting.ok.gov/analytics/saw.dll?dashboard&PortalPath=/shared/ProjEnh/_portal/Project%20Enhancement&NQUser=x7jp21@9z4ok&NQPassword=8tL5iQ3h6!B

Figure 25: Help Desk Performance Metrics

In order to view the current information, in an accessible format, please go to https://okreporting.ok.gov/analytics/saw.dll?Dashboard&PortalPath=/shared/Service/_portal/Service&Page=Customer%20View%20Provider%20Service&ViewState=fo0cseooi44d0ain8np7ncgi1m&NQUser=x7jp21@9z4ok&NQPassword=8tL5iQ3h6!B

Figure 26: Help Desk Performance Metrics (continued)

In order to view the current information, in an accessible format, please go to https://okreporting.ok.gov/analytics/saw.dll?Dashboard&PortalPath=/shared/Service/_portal/Service&Page=Customer%20View%20Provider%20Service&ViewState=fo0cseooi44d0ain8np7ncgi1m&NQUser=x7jp21@9z4ok&NQPassword=8tL5iQ3h6!B