



Department of  
Management

**Strategic IT Consolidation**

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CIO Matt Behrens

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# Agenda

- Background
- Strategic IT Consolidation Overview
- Implementation Plan
  - Strategic Planning
  - Technical Planning
- IT Working Groups
- 3-5 Year Vision

# Vision Statement

“We enable State of Iowa agencies to fulfill their missions with innovative and strategic technology solutions and support.”

# Background

- Agencies have operated independent IT functions for over 30 years
- During that time, a number of studies were conducted to identify IT efficiencies and cost savings. Recurring themes included:
  - Recommendations for consolidation of core IT functions (like data centers and e-mail)
  - The establishment of common processes
- IT has expanded significantly over the years, but agencies continued to operate IT independently (a “federated” model)
- Over the years, the general assembly created stronger oversight. However, this was largely a regulatory function.

# Where IT work was being performed

Agency IT Headcount	State Employee
DHHS	110
<b>DOM</b>	<b>88</b>
DOT	118
IWD	26
Education	21
IDR	19
All Others	89
<b>Total</b>	<b>471</b>

As of **September 2023**, less than 19% of the state IT workforce reported to the central IT organization. However:

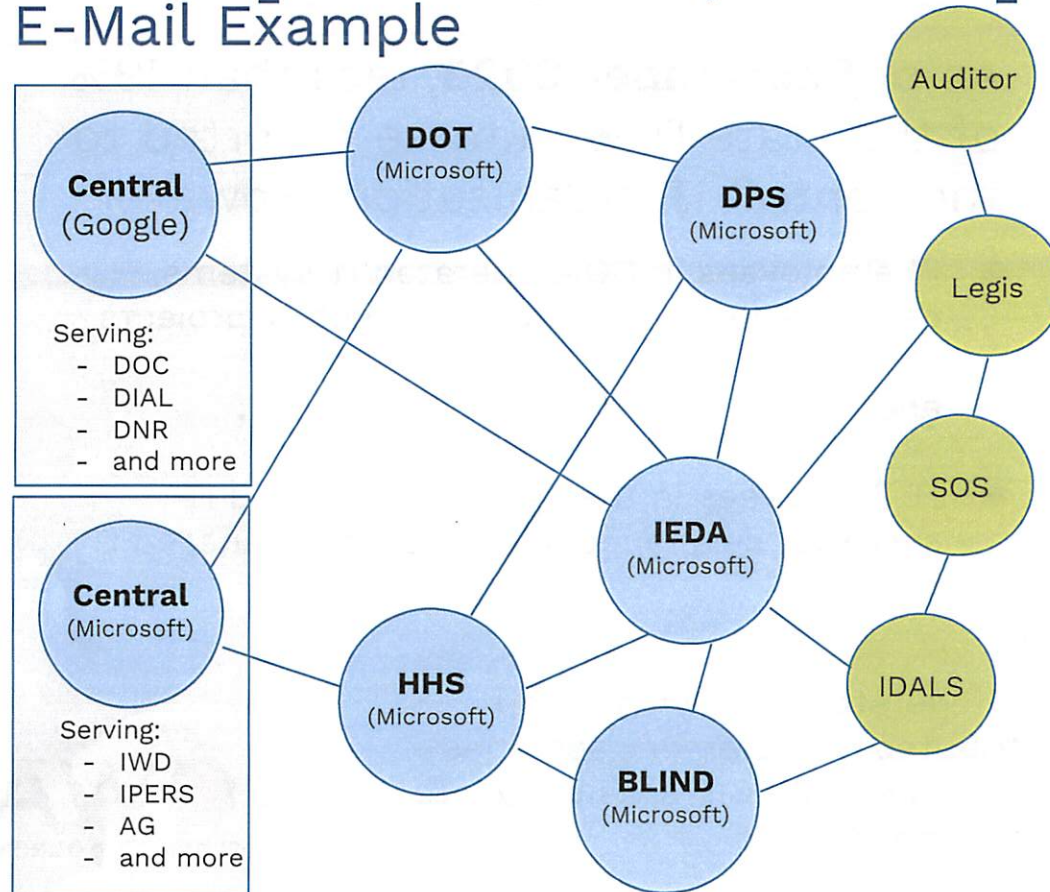
- IT employees in DOM operated IT systems, developed software, and managed IT projects.
- and
- IT employees in the agencies operated IT systems, developed software, and managed IT projects.

This federated deployment and distributed procurement activities limited the state CIO’s visibility into statewide IT costs



# Multiple teams, multiple systems

## E-Mail Example



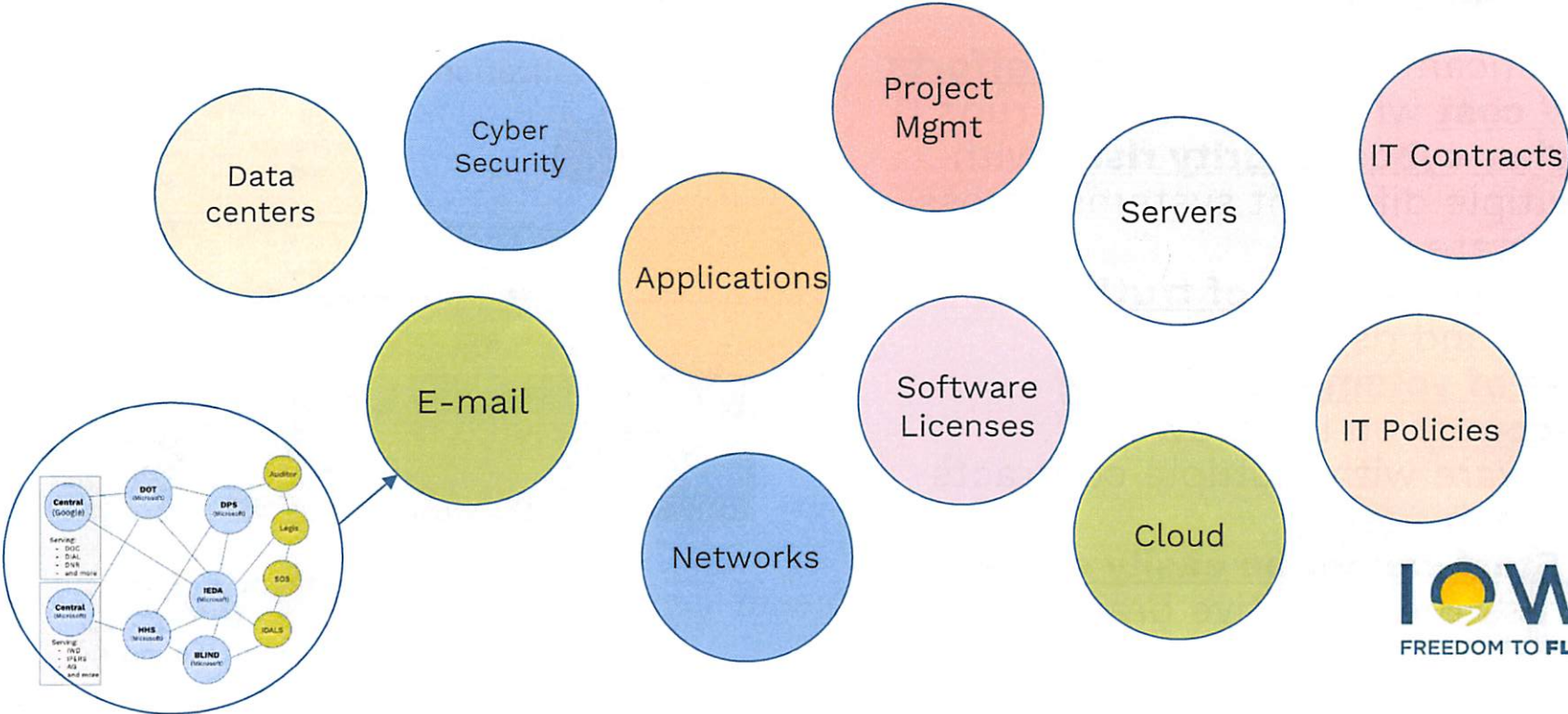
At least 7 separate e-mail systems have to be managed in the executive branch.

Still more e-mail systems reside in other branches/offices and are integrated for collaboration.

Iowa has more e-mail systems than most other states.

# IT is more than e-mail

**As part of the 2023 IT inventory, Guidehouse estimated that the executive branch currently spends \$323 million on IT and \$61 million could be saved over 4 years through IT consolidation.**



# The results of a federated model

## Independent operation of IT systems by each agency resulted in:

- Significant **duplication of IT efforts and cost** when each agency runs IT
- **Higher cyber security risks** with multiple different systems across the state
- **No single source of truth** on IT costs and risks
- **Loss of volume purchasing discounts** on IT hardware / software with multiple contracts for each agency
- **IT Staff cannot be easily shared** across the executive branch

The old “federated” IT environment results in unnecessary duplication and cost



2023 IT Inventory Results

		20 Data Analytics Tools	10 Enterprise Data Warehouse Solutions
	25 Learning Management Systems	25+ estimated data centers	6 agencies with data in cloud hosting platforms
1659 products purchased from 670 manufacturers	169 reported IT contracts	445 Salesforce Licenses across 4 Agencies	31 Case Management Systems

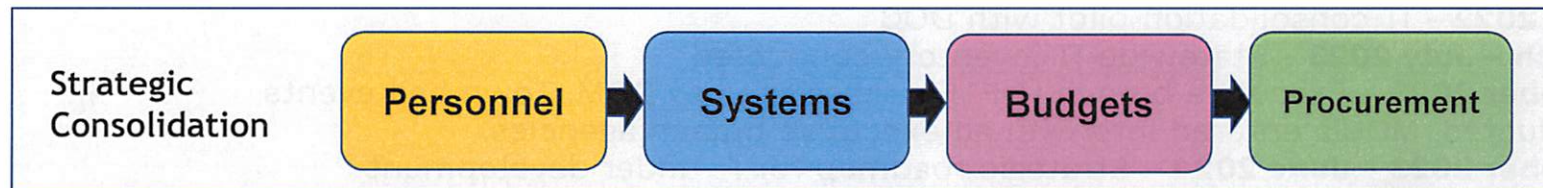


# Strategic IT Consolidation

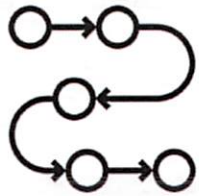


Improved service  
Enhanced systems  
Increased security

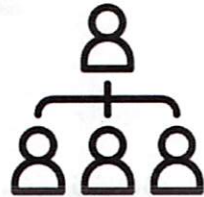
Strategic IT consolidation is a multi-step process to unify, standardize, and streamline information technology across the executive branch. Personnel, systems, budgets, and procurement will each be addressed through this process



# Implementation Plan



**Planning & Data  
Collection**  
(July 22 - Sept 23)



**IT Staff  
Consolidated**  
(Oct 2023)



**Strategic  
Planning**  
(Oct 23 - June 24)



**Technical  
Planning**  
(Oct 23 - June 24)



**New  
Structure**  
(July - Dec 2024)

## Timeline of Events

- **July 2022** - IT consolidation pilot with DOC
- **March - July 2023** - Statewide IT inventory conducted
- **October 2023** - Executive branch IT FTE's reassigned to DOM. Town hall events conducted. MOU's entered into with all executive branch agencies.
- **October 2023 - June 2024** - Strategic roadmap for IT under development
  - Performance measurement, IT governance, organizational structure
- **October 2023 - June 2024** - Statewide technical planning underway with formation of 5 statewide working groups.
- **July - December 2024** - Implementation of new organizational structure.

# Strategic Planning

In October 2023, the strategic planning effort was initiated to develop a new operating model for IT in state government, focusing on 3 areas of emphasis.



**Performance Measurement.** Develop best practice service level agreements and performance measures to track IT performance, including application deployment.



**Organizational Structure.** Define the future state table or organization, teams, and reporting for IT workers in state government.



**Decision Rights & Governance.** Establish enterprise IT governance framework and decision rights to describe how IT decisions are made.

Each step in this process is conducted through workshops, interviews, and surveys of IT staff. IT staff assigned to DOM from cabinet agencies are leading the effort.

# Technical Planning

In October 2023, the technical planning phase was initiated to develop detailed IT recommendations for improvement across the enterprise.

- Learning Management Systems
- IT Service Requests
- Directory Services
- Application Development
- IT Project Management

5 working groups have been launched, comprised of technical experts from across the executive branch.

**Each group is charged to recommend an enterprise strategic approach to major IT activities, supporting agency business needs while reducing duplication, complexity, and cost.**

# Working Group: Learning Management Systems

## Recommendations

- Pursue a single LMS for State workforce training content delivery, management and tracking
- Determine criteria for exceptions to the Enterprise LMS for workforce training
- Coordinate the use of learning content libraries (LinkedIn Learning, Pluralsight) for workforce training
- Identify Enterprise options for non-workforce facing LMS services
- Determine roles/responsibilities related to Enterprise LMS decisions, support and communication

## Next Steps

- Identify agency-specific business and technical requirements for Enterprise LMS

### Key Finding

25

Learning Management Systems exist today across the Enterprise

# Working Group: Directory Services

## Recommendations

- Design/implement multi-tenant Microsoft 365 ecosystem
- Utilize Workday as a single source of truth for workforce/contingent staff
- Adopt a unified cloud-based directory services provider

## Next Steps

- Complete Gartner Future State Operating Model engagement
- Complete comprehensive current state discovery process
- Review integrations with other Iowa branches, non-participating agencies
- Determine design and implementation strategy
- Determine final governance model
- Determine resource allocation (staffing, licensing, etc)

Key Finding

29

Active Directory  
Systems

12

E-mail Systems exist  
today in the  
Enterprise



# Working Group: IT Service Requests

## Recommendations

- Adopt industry standard framework delivering IT services
- Adopt one solution to manage IT service requests
- Adopt common terminology and definitions
- Adopt a common set of roles for process and service stewardship,

## Next Steps

- Agree on a Service Management Framework
- Adopt of ITSM framework (ITIL 4) and ITSM definitions/glossary/taxonomy
- Agree on first 1-2 processes/practices for common core element alignment
- Agree on key initial ITSM roles to align and assign
- Agree on common target state ITSM platform



**Key Finding**  
**12**  
**IT Service Request  
Systems**

# Upcoming Working Groups

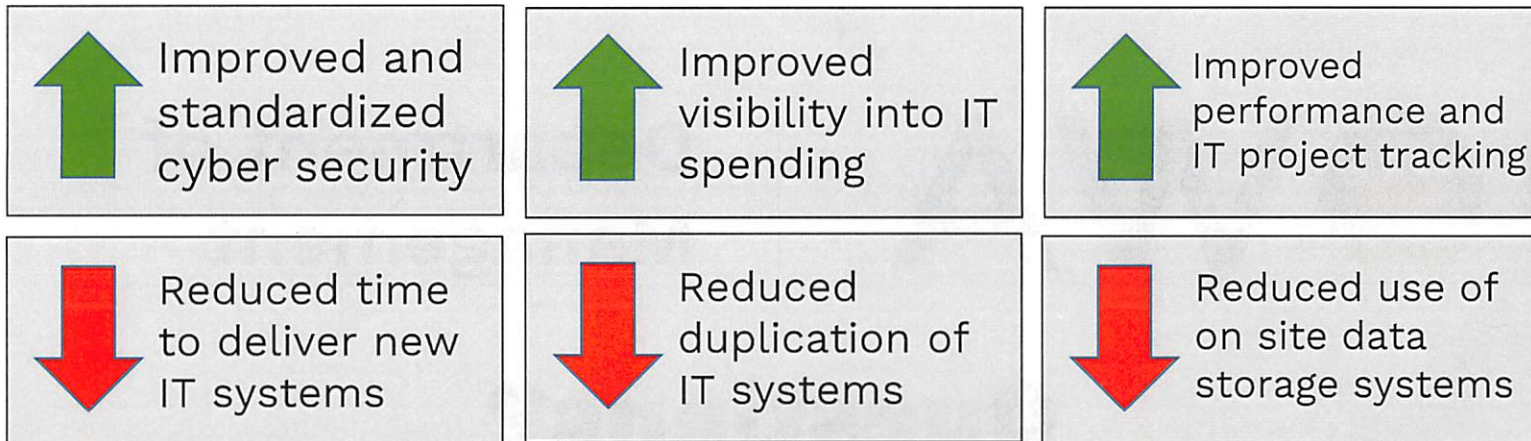
*2 working groups are currently convening and developing proposals.*

- Software Development Best Practices
  - Implement standard processes for software development
  - Reduce the incidence of custom applications through the use of low-code/no-code and cloud technologies
- IT Project Management
  - Implement standard IT project management processes
  - Track and manage all IT projects in a central repository



## 3-5 Year Vision

While this transformation will be difficult, it will result in significant improvements for executive branch IT.



Iowa will emerge as a leader in cyber security, cloud technology, and IT service delivery through a single, standardized, and efficient IT service capability.



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**Questions?  
Thank you**

