

2015 BUDGET SUBCOMMITTEE QUESTIONS

1. PROGRAM PERFORMANCE

- a. Do you have defined outcomes or measurements for your program(s)? What are they and are these measures listed somewhere so the public can see them?
 - i. *Yes, no reporting yet, just started:*

#	Functional Area	Description	Target
1	Information Security	Composite agency security vulnerability score	3,195
2	Information Security	Percent state employees - security awareness training	100%
3	Network Services	Percent uptime for core network	99%
4	Infrastructure Architecture	Number of annual disaster recovery desktop drills	3
5	Enterprise Print Shop	Percent of print jobs delivered on time	99%
6	Business Services	Number of new IT services delivered	4
7	Application Development	Percent of projects - within 10% of schedule/budget	90%
8	Web Services	Percent uptime for websites	99%

To be posted:

www.ocio.iowa.gov

http://www.dom.state.ia.us/planning_performance/plans_reports/plans.html

**Note: we have not yet completed our first year.*

- b. What data is available to show lowans that your program(s) are an effective investment of taxpayer dollars? Where can lowans find this data?
 - i. *We compare our cost of doing business apples to apples with the marketplace. We make our sourcing decisions based on which is most efficient - sometimes that is us, but more often it is the marketplace. The vast majority of our services are provided to agencies through fees and represent about one-third of IT spend in the state. Therefore, specific technology investment effectiveness and accountability remains in many agencies today.*
 - ii. *We carefully review all agency project requests to ensure they aren't duplicative or poorly conceived. This has the effect of reducing agency silos and cross-sharing existing IT platforms where it makes sense to do so. Anytime we can centralize agencies on a single platform, the taxpayers will save.*
 - iii. *Transitioning from goods to services - We are in the midst of a wholesale shift in how IT is being delivered. From goods-based procurements requiring large-scale capital*

investments to market-based on/off-premises systems, flexible, service-based procurements that leverage flexible cloud solutions that charge a usage fee that varies with our actual consumption needs. When the state pays for only what it uses in a services model, we avoid waste (buying systems that are too large), under-sizing (buying systems that are too small), and large unplanned capital expenditures that can put pressure on agency budgets. We can also be more adaptable and move to new technologies without fear of sunk costs associated with legacy systems. Furthermore, we can acquire state of the art information security and business continuity features that we cannot afford to provide ourselves.

- iv. *ServiceNow replaced a legacy on-premises helpdesk server (HP ServiceDesk) that would have cost over \$1 million in up-front capital investment to replace with a lifecycle of 5 years, not including ongoing maintenance payments and staff time to manage. The system we operated was large, difficult to manage, and not fully used. With ServiceNow, a services-based cloud tool, we only pay for what we consume. We estimate total annual charges for ServiceNow amount to \$150,000, which includes access to much more functionality than we've ever had before, including enhanced disaster recovery and usability even when state networks are offline.*
- v. *Agency licensing/services fees. One web page - all agency fees! Would have cost 20 times more. Cost was \$77,000. If we had not consolidated this opportunity, we would have experienced 25 agencies each doing the same thing, assume 25 agencies at \$50,000 about \$1,250,000 plus. Savings over \$1 million.*
- c. Can you provide the committee with performance data for your programs over the last 5 or 10 years?
 - i. Some central technology data may be available through the Department of Administrative Services historical records; however the OCIO started July 1, 2014.
- d. IT Security investments and collaboration
 - i. We have over 1,000 county staff across the state, participating in our security training.
 - ii. We have 45 counties participating in our IT security vulnerability scanning systems. More counties than agencies!
 - iii. We will be requiring agencies to be more active enterprise participants and refrain from making independent large IT investments that serve just one agency.

2. PROGRAM EFFICIENCY

- a. Have you examined what other states are doing to improve performance and reduce costs?
 - i. *Yes and continue to do so extensively.*
- b. Can you share with the committee what other states are doing?
 - i. *Yes, and they are the same things we are doing:*
 1. *Consolidating IT services - duplication in multiple agencies*
 2. *Oversight on agency technology spend, operations, and IT personnel actions*
 3. *Developing enterprise services for those services in one or more agencies*
 4. *Acquiring hosted data center services*

- 5. *Citizen engagement focus*
 - 6. *Technology staff reporting to a central technology authority, regardless of physical location*
 - 7. *Standardizing on enterprise solutions, including; case management, email, document records, security solutions, web pages, IT training, and more*
 - ii. *Some we are ahead on, some behind. Pace is a direct result of funding the change and providing the direct authority to do so.*
- c. Which of these ideas are you considering for implementation here in Iowa?
- i. *All*
- d. Are there websites or organizations we could go to obtain more information on what other states' programs are doing to provide more efficient services?
- i. *Yes, primarily the National Association of State Chief Information Officers (NASCIO) <http://www.nascio.org/>*
- e. Do you have an email address or a comment section on your website where Iowans can suggest improvements to your program or agency?
- i. *Yes, www.ocio.iowa.gov cio@iowa.gov*

3. PROGRAM DUPLICATION

- a. Are there any other programs that are providing the same or similar services?
- i. *Yes, technology and staffing duplication exist across many agencies*
- b. Is there a reason why we need more than one program providing the same or similar service?
- i. *No, we have had great success with IDR, DNR, DAS, and ABD in consolidating services while identifying specific application work that resides with the business units.*
- c. Have you had any discussions with the other agencies or programs to find ways to maximize the use of the taxpayer's dollars?
- i. *Yes, our primary consolidation thrust – many agencies are less focused on the technology and more focused on the business of the agency*
 - ii. *We are working with IVH and IFA on similar opportunities*
 - iii. *We tend to focus on leveraging technology for all citizens*
 - iv. *We prefer to evaluate technology investments across the Executive Branch and only proceed on the top tier, while agencies focus on their own internal benefit/savings, not the state as a whole*
- d. Are there any laws or administrative rules that would limit your ability to work with the other programs or departments?
- i. *Potentially, several agencies have been exempted from the definition of “participating agency” which means that they do not have to follow enterprise IT rules, procurement, process, or procedures*
 - ii. *With all others, the approach has been collaborative and many times, participation is viewed as optional – which takes an extraordinarily long time to make any substantial*

changes or improvements. Unfortunately we are quickly coming to a place of more 'directing' rather than 'discussing'

- e. Are there any laws or administrative rules that could be changed to make your program or agency work better?
 - i. *Yes, one-time, primarily the transfer of agency IT staff and technology budget control to the OCIO, not necessarily physical movement, but reporting, supervision, training, investment decisions, and accountability*
 - ii. *We still have multiple IT personnel classifications that have been 'tweaked' over the years, where many agencies are not consistent in the classification, training, and work of similar staff in other agencies*
 - 1. *We are working with DAS-HRE to commission a review of all IT classifications, positions, and job functions.*

4. OTHER

- a. Would it be a burden to your agency to ask that your presentations be delivered to the Legislative Services Agency 48 hours in advance of your appearance before the committee?
 - i. *No*
- b. If you are required to reduce your budget by 1%, 5%, or 10%, where would you suggest we focus our attention?
 - i. *If all agencies IT budgets, IT staff, and positions were transferred to the OCIO, as the single technology authority in the Executive Branch, we would expect to reduce the collective IT spend between 5 and 10 percent. However, since we have not funded the transition of agency IT operations to a central activity previously, and we have not funded the enterprise IT security program, reductions are not guaranteed.*