October 3, 2017

TO: Shauna Albrecht, Analyst, Legislative Fiscal Division
Joe Triem, Analyst, Legislative Fiscal Division

FROM: Ron Baldwin, State CIO, Department of Administration, SITSD

SUBJECT: SITSD Customer Satisfaction Survey

Thank you for the opportunity to comment on the SITSD Customer Satisfaction Survey that you compiled at the request of the 2017 legislature. The following are SITSD's observations by major area considered in the survey.

IT Convergence

Throughout the document agency concerns were noted regarding loss of control and accessibility to the enterprise environment hosting their systems and data. SITSD was aware of this and addressed these concerns with agencies throughout the planning process. When agencies were asked about these concerns after they were converged, those concerns had largely been allayed. Comments SITSD received indicate that agencies feel they have just as much or more control after convergence. This is largely due to self-service capabilities that provide agencies autonomy over shared computing (virtual machines) and storage they purchase. Agencies have also noted the confidence they now have with the security and disaster recovery that is included in the shared enterprise environment. Data gathered by SITSD in 2014 per MCA 2-17-521 (4)(a)(d) indicated only 27% of agency storage systems had offsite disaster recovery and that any major hardware failure would have caused lengthy downtime of their systems.

Agencies also stated in the survey that convergence was a one-size-fits-all package. In fact, agencies were transitioned to specific services based on the size of the agency with their specific technical and business needs fully considered. The one-size-fits-all concern also does not align with agency requests to simplify, decrease and bundle catalog items as they were converged.

Finally, significant cost savings were realized through convergence as noted in Volume 10 of the Governor's 2019 biennial budget. In addition to the tangible savings, there is also unquantified cost avoidance such as less employee time spent on infrastructure with more time directed to application development and support, less down time due to added redundancy, and overall greater security.

Enterprise Projects

Enterprise initiatives for the biennium originate in the State IT Strategic Plan. Agencies are encouraged to provide input into this plan through the Information Technology Managers Council (ITMC), the Enterprise IT Financial Workgroup (EITFW) and the Information Technology Board (ITB). In addition, SITSD solicits agency business requirements and invites agency participation to the maximum extent possible on enterprise initiatives through ITMC and its workgroup forums, some of which are standing workgroups with others being temporarily formed for a specific initiative. In summary, SITSD makes enterprise decisions using all technical and financial information available to minimize cost and maximize the effectiveness of the enterprise IT environment.

Enterprise Rate Services

SITSD uses a rate development methodology called FTM (Full Transparency Model). This model provides detailed cost information on each catalog service. Changes to rates are reviewed and approved through the EITFW, which uses a decision brief process that collects comments and concerns from both the workgroup and SITSD. Fifteen agencies have seats on the workgroup, which has a chair that reports monthly to the ITMC, its overseeing council.

The enterprise rate is also developed using the FTM model. Costs included in the enterprise rate are shared with all agencies during the budgeting process every two years. The enterprise rate consists of the following:

- Statutorily required functions including CIO oversite, policy development and enforcement, strategic planning, agency reporting and support for ITB
- Enterprise IT Project Management
- Enterprise Information Security
- Enterprise IT Procurement and Contract Management
- Enterprise Hardware and Software Asset Management
- IT Financial Services including budgeting and billing
- Enterprise Continuity Services
- State of Montana Data Centers
- Montana.gov and MINE Portals
- Enterprise Web Site Hosting

Communication

SITSD provides information and seeks input from agencies using many channels of communication that include:

- Monthly meetings with each agency that include all SITSD bureau chiefs; the agenda is at agency discretion
- Monthly reports to ITB, ITMC, MT-ISAC, EITFW
- Weekly meetings and updates through the Network Managers Group (NMG); agencies are asked to contribute topics of discussion
- Monthly Newsletter
- Monthly CIO roundtable discussion
- Website information that provides access to SITSD services and governance forums
- Email notifications

Final Comment

SITSD is dedicated to customer service and an IT enterprise operation that maximizes efficiency, effectiveness and security for agencies of state and local government. Our goal is to serve Montanans by providing state-of-the-art information technology that promotes agency service delivery and citizen self-service. The distributed nature and complexity of state government can be challenging and we realize that communication is an important key to our partnership with agencies. Accordingly, we have increased customer engagement, transparency and governance over the past several years. Knowing this is a work in progress, we welcome recommendations that will continue to increase trust and the effectiveness and affordability of our services.