



IT Modernization in State Government Drivers, Challenges and Successes

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Top 10: State CIO Priorities for 2018



1. Security



2. Cloud Services



3. Consolidation/Optimization



4. Digital Government



5. Budget and Cost Control



6. Shared Services



7. Broadband/Wireless Connectivity

8. Data Management and Analytics

9. Enterprise IT Governance

10. Agile and Incremental Software Delivery



Targets of Enterprise Consolidation

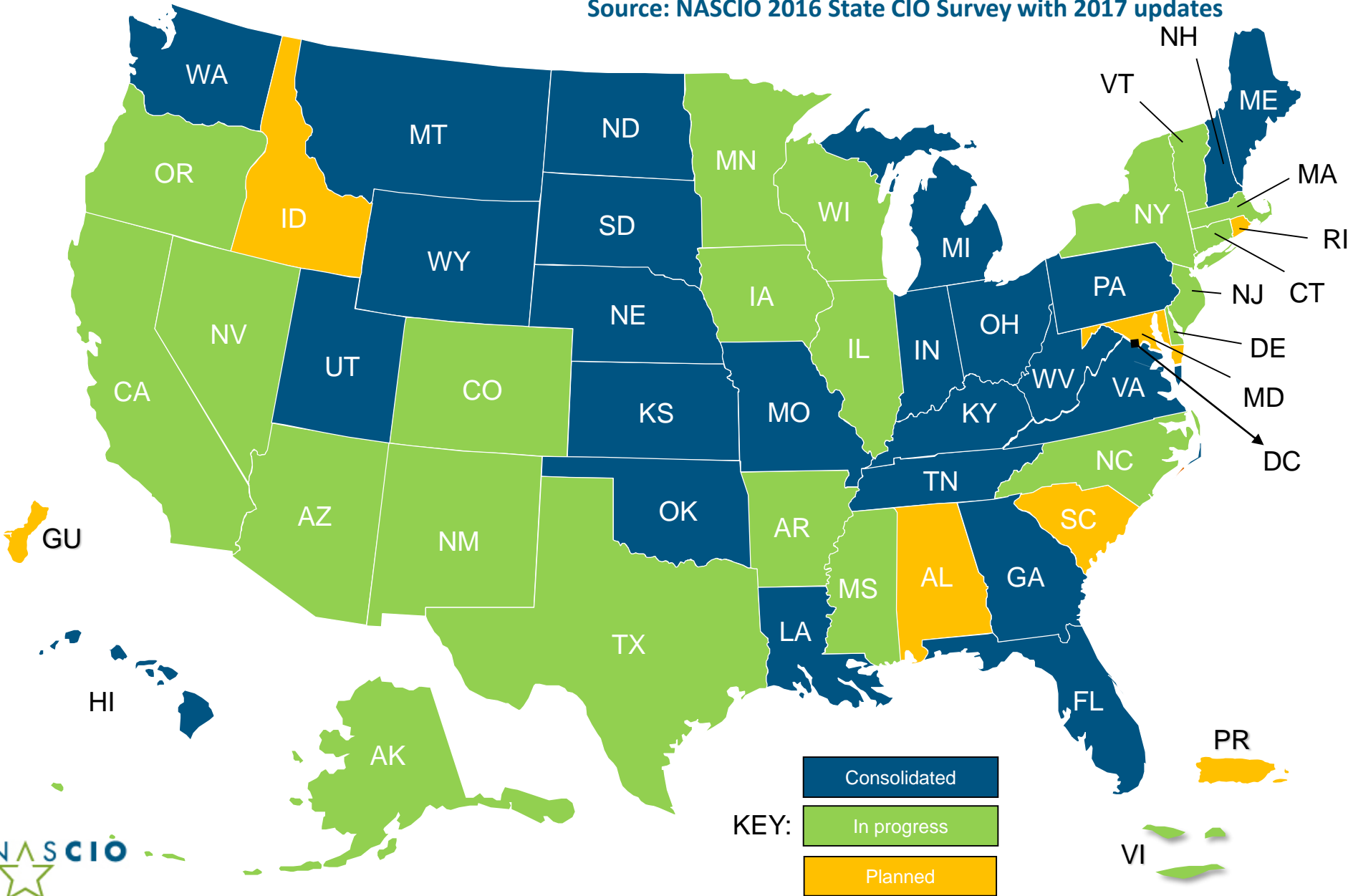
- Data Centers
- E-mail/Collaboration
- Telecom/Networks
- Servers
- Storage
- Desktops
- Content Management
- Security
- Help Desk
- Software Licenses



- Disaster Recovery/Back Up
- Automation Tools
- Application Development
- Business Intelligence/Analytics
- Project Management
- Imaging/Archiving
- Mobile Device Management
- Identity Management
- Contracts
- IT Staff

Enterprise Data Center Consolidation

Source: NASCIO 2016 State CIO Survey with 2017 updates



Rationale for IT Consolidation

Reduce diversity and complexity of environment - cost savings

Economies of scale - reduce operational costs

Strengthen IT security

Promote enterprise integration and applications

Introduce process standards: ITIL and ITSM

Improved support for legacy systems

Centralize infrastructure maintenance and upgrades

Improve disaster recovery/business continuity

Reinvestment of spend to services, agency priorities



The Success Playbook

Engage with other states to identify lessons learned

Have a plan - defined process with gap analysis

Document the “as is” - baseline of assets

Spend analysis - capture the known costs, hidden costs

Create strategic roadmap with reasonable milestones

Establish a governance structure for shared decision-making

Engage the agency stakeholders early

Constant communication - expect resistance

Address federal cost allocation

Re-negotiate existing contracts

Manage expectations and expect surprises

Capture and report cost savings

Challenges to Consolidation Initiatives

Agency/workforce resistance to change

Lack of funding/investment to prepare for consolidation

Agencies desire to remain autonomous

Problems moving infrastructure from the agencies

Backlash when consolidation doesn't meet agency business needs

Higher than projected costs

Seeking exemptions from federal statutory and regulatory requirements



State of Oklahoma Story: Consolidation, Unification, Optimization

2011: 30 data centers, 76 financial systems, 129 email and blackberry servers, 22 unique time and attendance systems, 17 different imaging systems, 7 mainframes, 32,000 workstations of which 20 percent were older than four years.

Consolidation: Completed consolidation for 77 mandated agencies and 33 volunteer agencies over the past 60 months (FY 2011 to FY 2016). \$372 million in estimated savings and reduced spend.

Unification: One IT Unification every two weeks; 1,298 technology projects completed; 1,923 agency specific enhancements; One major milestone every 13 hours.

Service Rate: Changed to a service rate model in 2016 as outlined by our legislators in ITCCA in 2011.

Oklahoma Cyber Command: 24/7 response to cyberattacks.

Office 365: Over 7,000 users across 51 state agencies use this tool.

Innovate Oklahoma: Goal of finding innovative ways to leverage technology while supporting Oklahoma's tech startup sector.

Network connectivity for education: Minimum connectivity goal of 100 kbps per student was met by 97 percent of school districts representing 580,715 students.

Critical Success Factors



Strong support from the state leadership

Establishing trust with stakeholders

Effective governance model with a shared vision

Choosing the correct implementation strategy to ensure buy-in

Workforce impact - motivating staff through the transition

Questions?

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