



OIT

Governor's
Office of Information
Technology

**Colorado
Consolidation
Overview**

January 31, 2008

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Historical Context

- Bill Ritter Jr. elected to office of Governor
- State Chief Information Officer appointed
- Study of Information Technology organization undertaken by North Highland
- Information Technology Strategic Plan created
- Governor issues Executive Order
- Enterprise Architect recruited
- Selective consolidation related activities initiated
- Consolidation research undertaken
- Consolidation framework developed
- Consolidation planning approach developed
- Consolidation legislation drafted

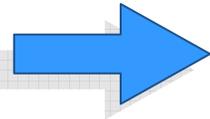




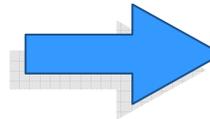
Assessment of Statewide IT

The following elements have resulted in the adoption of the strategy to consolidate

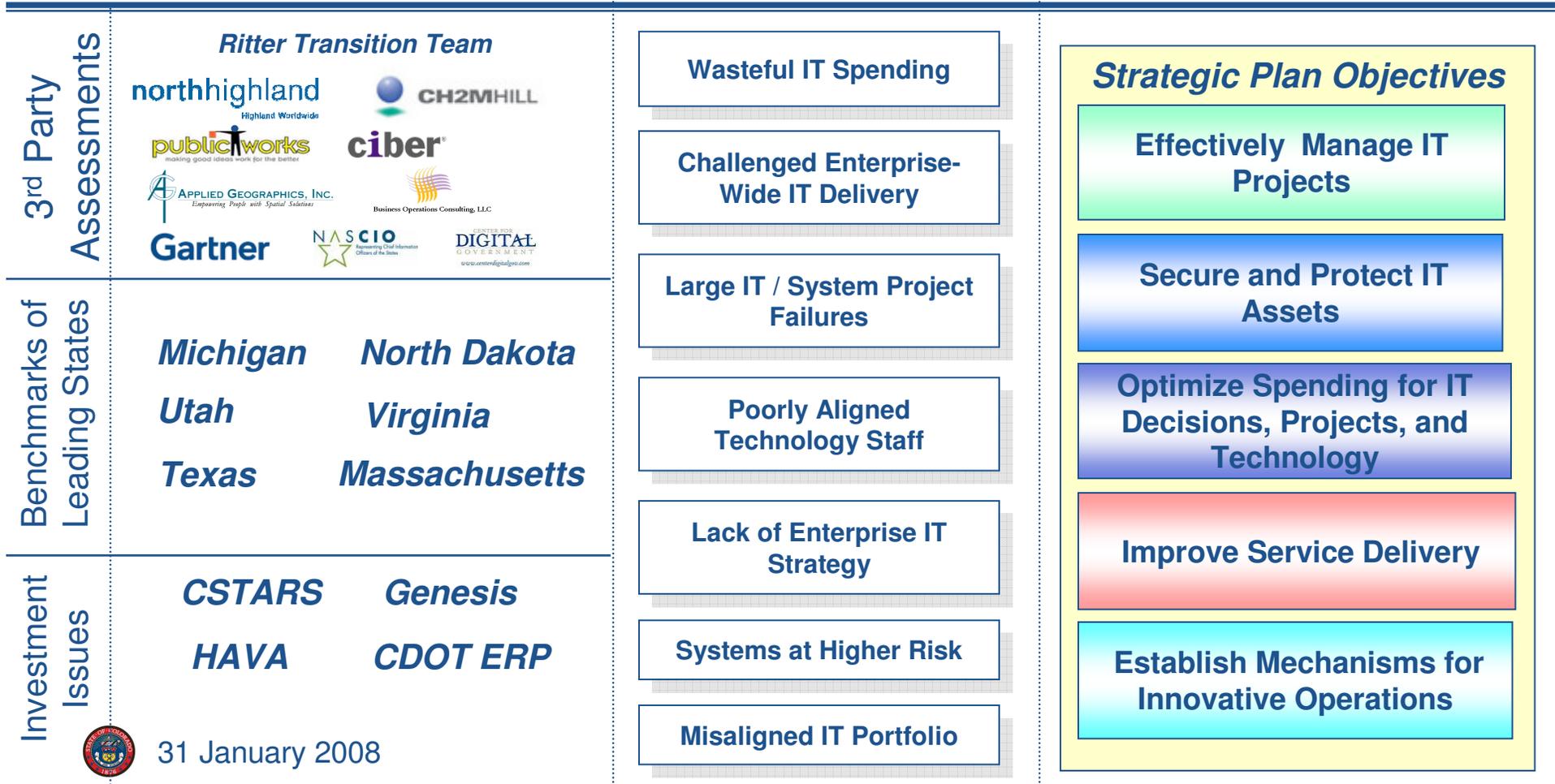
Data Sources



Consistent Findings
and Conclusions



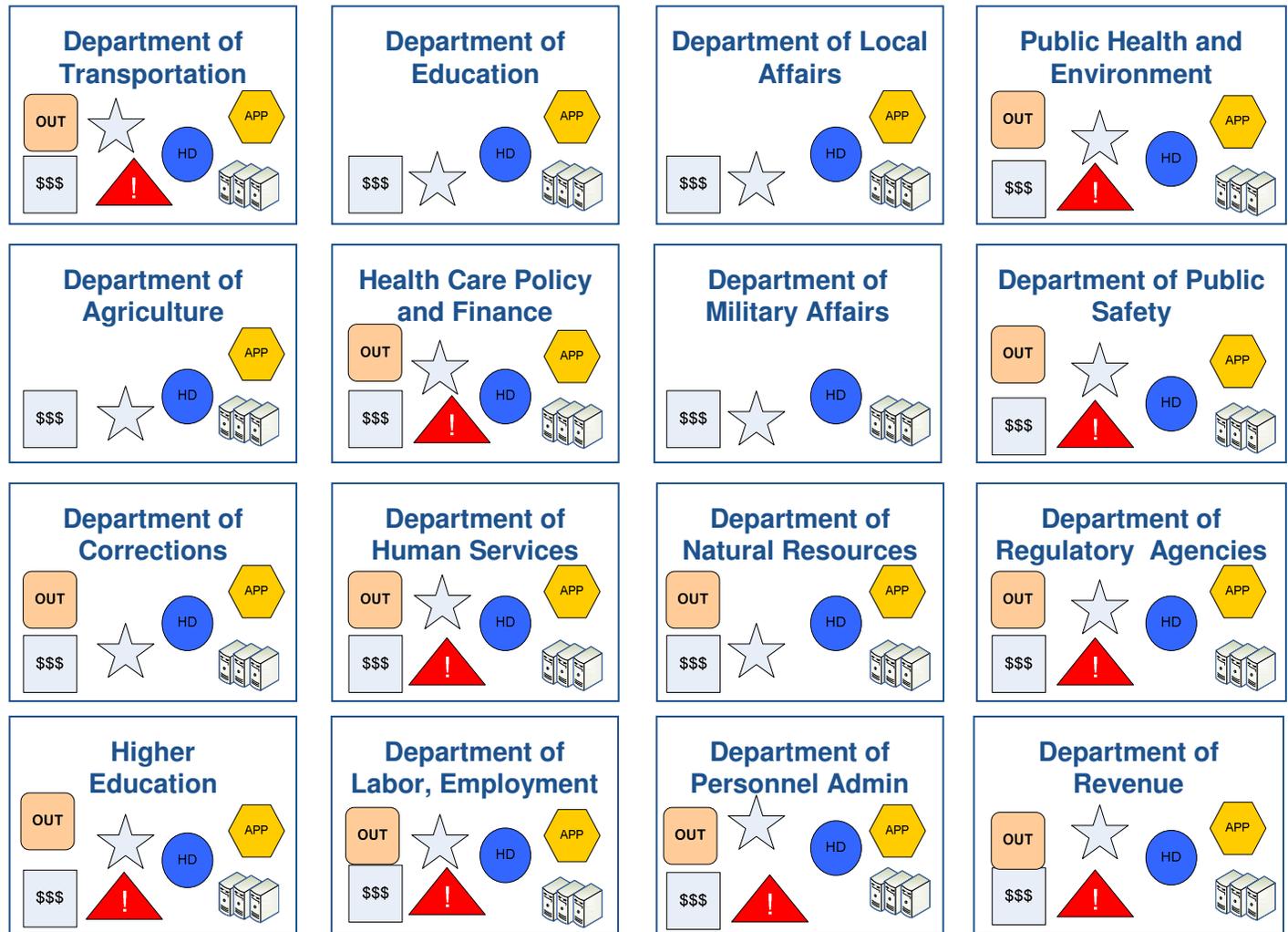
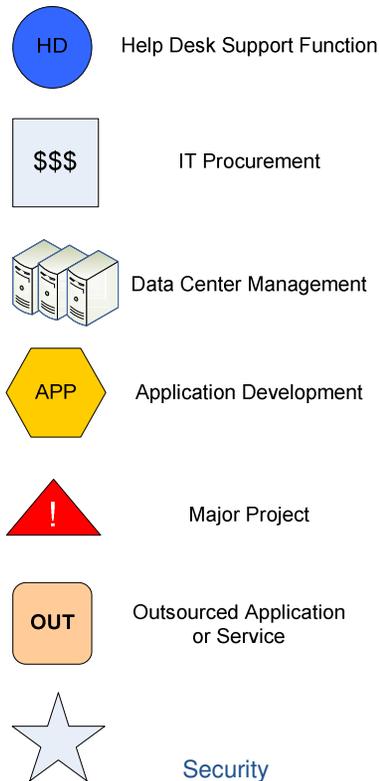
OIT Strategic
Plan





The Current Silo Structure of IT

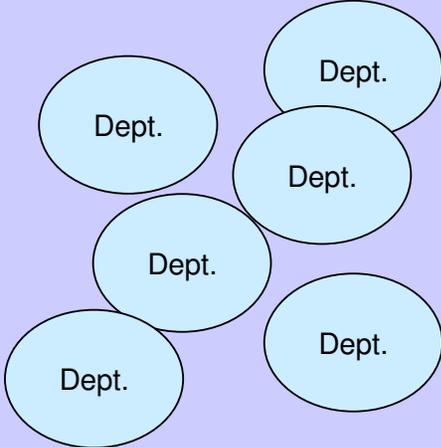
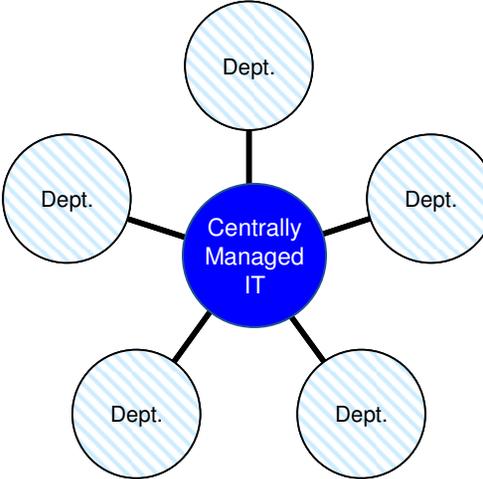
With a decentralized environment, Departments are not effectively leveraging enterprise applications, services, and investments. Consolidation of enterprise services and resources helps the individual departments realize benefits and improve efficiency.





Decentralized versus Consolidated

Governor Ritter is leading a change in how information technology is to be managed in the State of Colorado. This strategic direction is focused on transforming the state from a highly decentralized model to a more effectively managed, consolidated structure.

Decentralized (CURRENT)	Consolidated Model (TARGET)
<p>This model creates an environment of non-standardized processes and systems. Services are inconsistently delivered and risks of operational failure are much higher.</p>	<p>The consolidated model allows more control of IT assets, personnel, and investments. This model allows Departments to focus on business operations while the consolidated IT organization focuses on enterprise service delivery and leveraging efficiencies.</p>
	
<p><i>Commonly leveraged when central control is limited.</i></p>	<p><i>Commonly leveraged for a larger enterprises.</i></p>

- Implement a consolidated model to manage IT assets, personnel and projects.
- Will be modeled on other successful state government IT consolidation efforts such as Michigan.
- Departments will have an improved IT service delivery capability.
- Strategic decisions will be made for the enterprise – not simply for single departments.
- IT purchasing and procurement will be centralized to improve enterprise buying capabilities.
- A focused effort on managing IT personnel and staff will allow for improved recruiting, retention, and professional development.





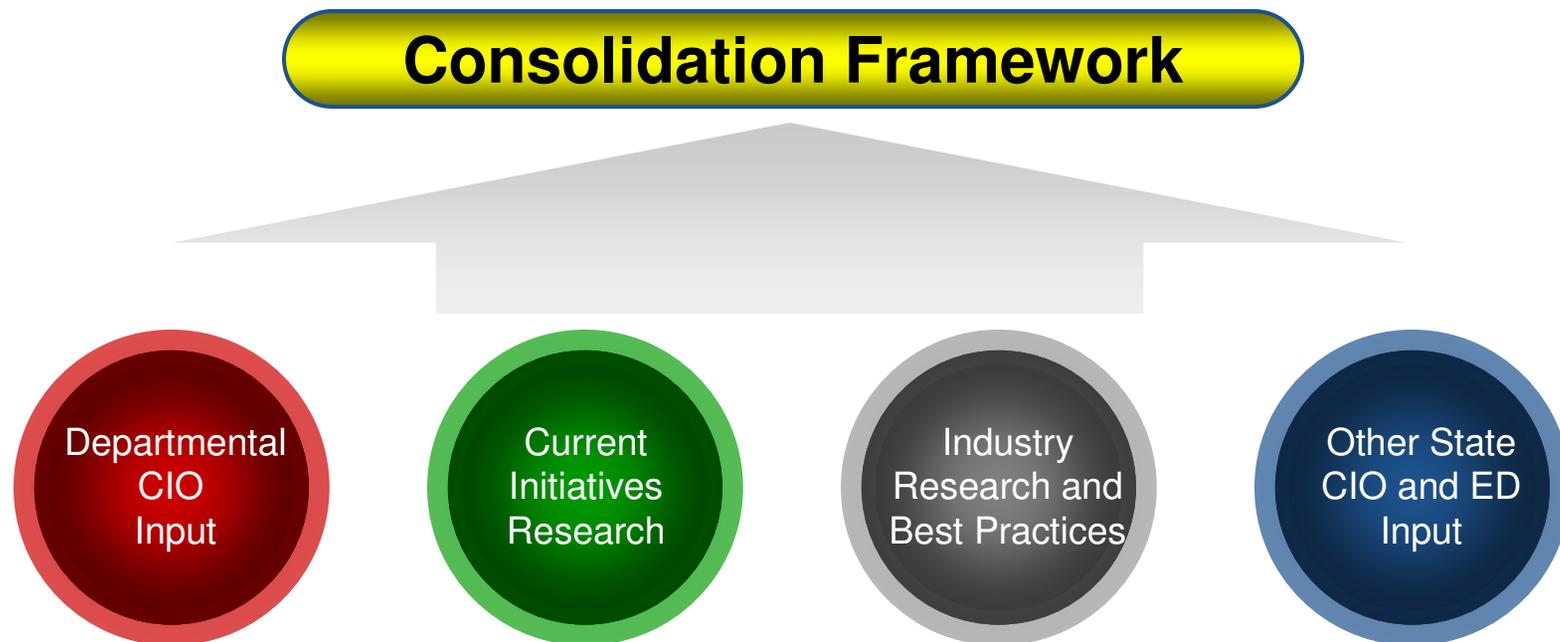
Consolidation Principles

- **Key principles of consolidation**
 - Information Technology oversight will migrate from a departmental focus to an enterprise focus
 - Departmental CIO and staff will continue to support their departments
 - Departmental participation in the consolidation is key to successful consolidation
 - Consolidation will not result in service degradation
 - Consolidation goals will be achieved in a phased manner both by the domain and the department
 - Communications is the essence of consolidation activities





- Research was undertaken involving multiple sources
 - Departmental CIO input
 - Current initiatives research
 - Industry research and best practices
 - Other state CIO and ED input



Preparation Phase

Identifiable Cost Savings

Complexity and Risk

Level of Effort

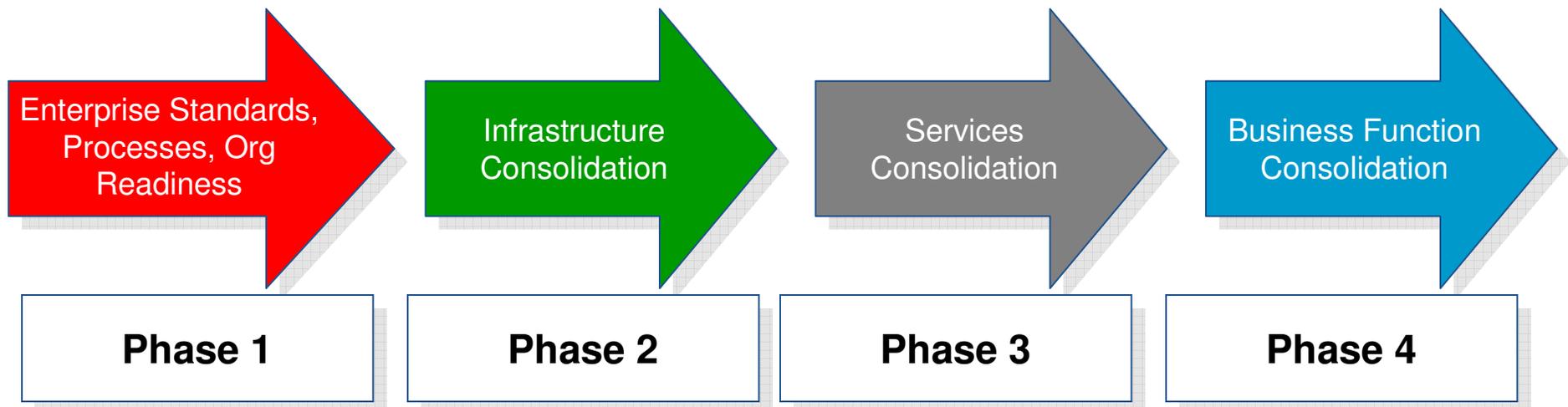
<p>Phase I Enterprise Standards / Processes</p> <ul style="list-style-type: none"> ○ Initiating <ul style="list-style-type: none"> ○ Identify Consolidation Work Activities ○ Scope Consolidation Work Activities ○ Collect Service Requirements ○ Planning <ul style="list-style-type: none"> ○ Plan Work Activity Dependencies ○ Define Organizational Change ○ Identify Funding for Work Activities ○ Executing / Controlling <ul style="list-style-type: none"> ○ Execute and Manage Pre-Consolidation Work Activities ○ Closing <ul style="list-style-type: none"> ○ Review Lessons Learned for Subsequent Work Activities 	<p>Phase II Infrastructure Consolidation</p> <ul style="list-style-type: none"> ○ Initiating <ul style="list-style-type: none"> ○ Identify Consolidation Work Activities ○ Scope Consolidation Work Activities ○ Planning <ul style="list-style-type: none"> ○ Plan Work Activity Dependencies ○ Refine Organizational Change Timing ○ Develop Staged Consolidation Plan ○ Identify Funding for Work Activities ○ Executing / Controlling <ul style="list-style-type: none"> ○ Execute and Manage Consolidation Work Activities ○ Invoke Service Levels ○ Establish Metrics Tracking and Reporting ○ Closing <ul style="list-style-type: none"> ○ Review Lessons Learned for Subsequent Work Activities 	<p>Phase III Service Consolidation</p> <ul style="list-style-type: none"> ○ Initiating <ul style="list-style-type: none"> ○ Identify Consolidation Work Activities ○ Scope Consolidation Work Activities ○ Collect Service Consolidation Requirements ○ Define Business Value Proposition ○ Planning <ul style="list-style-type: none"> ○ Plan Work Activity Dependencies ○ Define Resource Plans and Organizational Change ○ Develop Staged Consolidation Plan ○ Identify Funding for Work Activities ○ Define Service Pricing ○ Executing / Controlling <ul style="list-style-type: none"> ○ Execute and Manage Consolidation Work Activities ○ Invoke Service Levels ○ Establish Metrics Tracking and Reporting ○ Training ○ Closing <ul style="list-style-type: none"> ○ Review Lessons Learned for Subsequent Work Activities ○ Business Value Proposition Validation 	<p>Phase IV Functional Consolidation</p> <ul style="list-style-type: none"> ○ Initiating <ul style="list-style-type: none"> ○ Identify Consolidation Work Activities ○ Scope Consolidation Work Activities ○ Collect Service Consolidation Requirements ○ Define Business Value Proposition ○ Business Process Re-Engineering ○ Planning <ul style="list-style-type: none"> ○ Plan Work Activities Dependencies ○ Define Resource Plans and Organizational Change ○ Develop Staged Consolidation Plan ○ Identify Funding for Work Activities ○ Define Service Pricing ○ Executing / Controlling <ul style="list-style-type: none"> ○ Execute and Manage Consolidation Work Activities ○ Invoke Service Levels ○ Establish Metrics Tracking and Reporting ○ Training ○ Closing <ul style="list-style-type: none"> ○ Review Lessons Learned for Subsequent Work Activities ○ Business Value Proposition Validation
<p><i>Sample Work Activities</i> Hardware and Software Standards Staffing Analysis ePMO and EA Governance Service Requirement/Level Collection Service Provider Selection State of Colorado Inventories Organizational Change Plan</p>	<p><i>Sample Work Activities</i> Data Center Consolidation Network Consolidation Server Management Consolidation Device Management Consolidation Disaster Recovery Implementation Asset Management Consolidation</p>	<p><i>Sample Work Activities</i> Electronic Mail Consolidation Content Management Consolidation Identity Management Consolidation Network Services Consolidation Support Desk Service Consolidation Data Governance Definition and Implementation Procurement Consolidation</p>	<p><i>Sample Work Activities</i> Business Function Governance and Implementation Finance Consolidation Human Resources Consolidation Payment Services Consolidation Constituent Data Consolidation Enterprise Function Consolidation</p>
<p><i>Metrics:</i> Standards Developed Services, Processes Defined Consolidation Plan (Service Provider ID'd) Resource Plan Developed</p>	<p><i>Metrics:</i> # of Operational Data Centers # of Secured Ingresses/Egresses # of Servers Managed Core Platforms Implemented</p>	<p><i>Metrics:</i> # of Types of Services # of Enterprise Services Data Governance in Place</p>	<p><i>Metrics:</i> # of Enterprise Business Functions Enterprise Business Function Governance in Place</p>
<p>Anticipated Duration: XX months</p>	<p>Anticipated Duration: XX months</p>	<p>Anticipated Duration: XX months</p>	<p>Anticipated Duration: XX months</p>

Communications



Consolidation Framework

- Framework built around four distinct phases
 - Phase I – Enterprise standards and processes, organizational readiness for consolidation, and service provisioning strategy
 - Phase II – Infrastructure consolidation
 - Phase III – Services consolidation
 - Phase IV – Business function consolidation





Key Phase I Deliverables

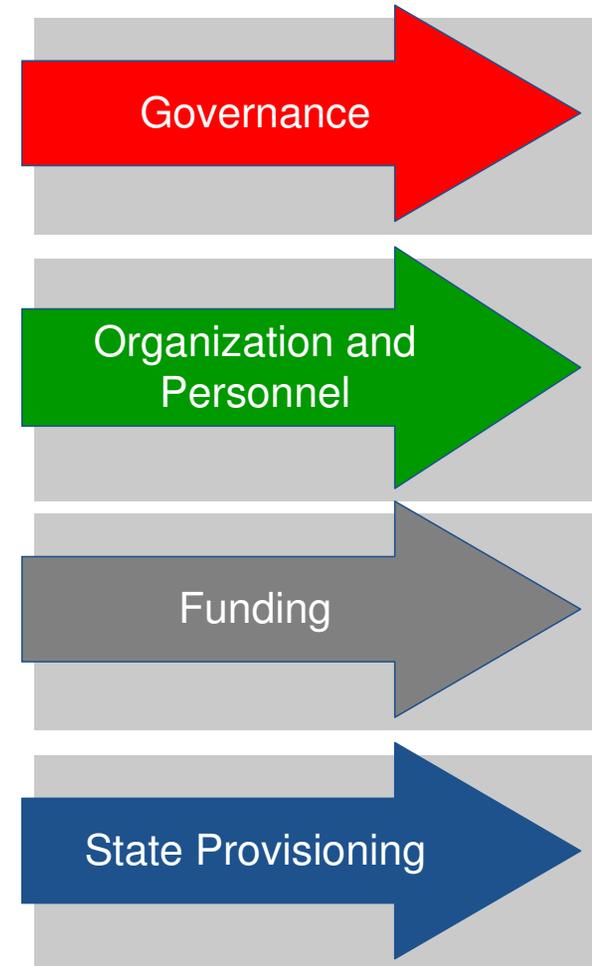
- Enterprise Architecture practice
- Enterprise processes
- Service provisioning strategy
- Service funding strategy
- Enterprise organizational structure
- Organizational change plan
- Phase II consolidation plan
- Legislative consolidation bill





Phase I Execution Threads

- Phase I activities are broken into four main execution threads
 - Governance covering implementation of enterprise architecture and enterprise processes
 - Organization and personnel activities evaluating organizational issues, personnel sustainability, compensation and normalization
 - Funding dealing with identifying funding profiles of departments and how services will be funded
 - Service provisioning determining how service will be provisioned to State of Colorado departments





Legislative Aspects

- Consolidation legislation will enact statutory authorities
 - Change in reporting structures (Departmental CIO's → State CIO)
 - OIT authority to approve purchases of all state IT-related goods and services
 - OIT authority to require transfers of assets (budget, FTE, equipment, etc.) from departments
 - OIT exclusive authority to approve department IT purchases
 - OIT authority to prioritize all IT spending across departments
 - OIT authority to mandate departments to maintain and provide data
 - OIT stand-alone statewide IT budget and procurement process
 - OIT governance authority over IT projects
 - OIT authority for revolving fund, cash exempt spending authority
- Bill includes comprehensive appropriations clause





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Thank you!



31 January 2008

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