Wyoming Department of Enterprise Technology Services (ETS)

Agency Information:

Director: Tony Young, Chief Information Officer (CIO)

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Statutory References:

W.S. 9-2-2019 and W.S. 9-2-2901 through 9-2-2907

Basic Information:

Number of Employees: 240

Clients Served: Citizens, students and employees of the State of Wyoming.

Budget Information/Expenditures for FY18:

The Wyoming Department of Enterprise Technology Services had a 2017-2018 Biennium Budget of $107,153,650.64 which consisted of $45,103,679 General funds, $14,918,390 School Foundation funds, $47,003,378.89 Internal Service funds, and $128,202.75 Federal funds.

The expenditures for fiscal year 2018 were $44,751,866.06 which consisted of $19,178,219.64 General funds, $7,021,330.62 School Foundation funds, $18,551,085.80 Internal Service funds, and $1,230.00 Federal funds.

Primary Functions:

Enterprise Operations: The core message for an Information Technology (IT) service agency should focus on the Enterprise. In this context, the Enterprise focus means solutions that serve well across agencies, perhaps by looking at the best solutions across the state and considering how those solutions might better serve the larger IT community. While there have been some impressive developments throughout Wyoming, we do not always recognize our successes and foster their adoptions on the larger scale. This same concept applies to how we solve network challenges, coordinate support for citizens from one agency to another, or in how we best develop our employees to increase their contribution and value to our state.

Enterprise Core Services: ETS provides basic utility services to state agencies including network services and technical support through a centralized call center. Technical support ranges from desktop support to equipment repair. Supported equipment consists of personal computers, printers, monitors, typewriters, and miscellaneous peripheral equipment. We provide on-site technicians, who are systematically updated, trained and certified by major equipment manufacturers to provide warranty hardware services on computers and printers. The Service Delivery teams provide agencies with primary and secondary system support. Services provided vary depending on the agency and individual need. For agencies that have limited or no in-house IT staff or expertise, ETS provides total support. For agencies with in-house IT staff, ETS provides access to skills to supplement the staffing on site. The services provided include: antivirus

support, application support, documentation, equipment deployment, needs analysis, network administration, server management, and printer support.

Depreciation Reserve: ETS depreciates all equipment over $5,000.00 purchased with internal service fund monies. This reserve unit allows ETS to collect the depreciation and then through the legislative process, ask for the spending authority to utilize these depreciation reserve funds on replacement equipment.

Wyoming Unified Network: Education Infrastructure: The Wyoming Unified Network: Education Infrastructure (WUN) provides the network infrastructure required to facilitate educational data collection and reporting. The WUN: Education is also the means for a standard state student numbering system and provides a means for other state entities to purchase connectivity at a substantially reduced rate. The WUN: Education infrastructure provides high speed, secure and efficient network connectivity for public education. It supports the Wyoming Education Technology Plan by providing continued support and maintenance of the data and video infrastructure for the 48 school districts, the Wyoming Boys School, the Wyoming Girls School, community colleges, and video at the University of Wyoming.

Performance Highlights/Major Accomplishments of FY2018:
ETS Goals
1. Move the State towards modern and emerging technology solutions
2. Develop and maintain customer relationships
3. Identify and address technology at risk
4. Improve technology optimization efforts
5. Advance services to meet Federal and State rules and regulations

Goal 1: Move the State towards modern and emerging technology solutions
Initiative Cloud First

> **2018 Performance Measure:** Research potential technologies, identify best options for the State of Wyoming data storage and backup services. Create a plan for implementation to include identified risks, considerations, and scope of feasible deployment across State agencies.
> - Researched and implemented a solution for storing backups in the Azure cloud having migrated 70% of backups to the cloud environment. Currently researching an enterprise cloud backup solution and longterm archived tier II storage.
> - ETS leverages project coordination to ensure enterprise projects and service deployment meets standards

IT Cloud based application development

> **2018 Performance Measure:** Begin leveraging cloud based development strategies with a target success rate of 20% implementation.
> - For the 2017 fiscal year, the application development team exceeded the goal of 20% of our team engagements leveraging cloud based strategies in the areas of code and data storage, hosting environments, development tools, and coding techniques.

Goal 2: Develop and maintain customer relationships
Technology and Infrastructure: data driven value add information to customers

> **2018 Performance measure:** Meet with 60% of agencies to collaborate on the IT and business needs of the organization and track IT initiatives and projects to ensure successful completion.
> - ETS met and exceeded the 60% target goal for customer collaboration efforts and continues to establish tracking practices such as customer relations management in support of these efforts.

- In 2018 ETS began conducting director level meetings with state agencies on the health of their IT environment and solutions. To date, ETS has met with the leadership teams of five (5) state agencies.
- Throughout the last year, ETS has engaged in 7 Enterprise Projects affecting multiple agencies, and 21 key agency specific projects involving 14 different state agencies.

Initiative: Customer Satisfaction Surveys

2018 Performance measure: Develop and implement a customer service index for determining levels of customer satisfaction, with a target customer satisfaction rate of 75%.

- For the period of July 1, 2017 - June 30, 2018, ETS received 9,102 survey responses, with a rating of 98% positive response to the "Overall, how would you rate the quality of the support or service you received from ETS staff?" customer satisfaction question.

Goal 3: Identify and address technology at risk
Initiative: Inventory and Mitigation

2018 Performance measure: Create an evaluation matrix that helps identify tech at risk. Identify unsupported hardware and software applications.

- ETS will use endpoint management, monitoring tools and help ticket systems to capture and measure against the following metrics as they pertain to hardware and software:
    - End of life hardware
    - Technology with security vulnerabilities
    - Technology with high repair rates
    - Legacy software technology

Goal 4: Improve technology optimization efforts
Initiative: Data/Hardware Efficiency

2018 Performance measure: Identify optimization practices and services that allow for less hardware while providing the same or better service to the State, resulting in a reduced footprint or resources of at least 5%.

- ETS initiated the optimization of Microsoft Active Directory. which manages application and data rights for 8,000 state users. This project focused on increasing the security posture, compliance and ensuring users can only access data necessary for business with the intent of maximizing time spent for Active Directory administration. Target completion of this project is December 2018.
- Researched and implemented the move of the Enterprise Virtual Environment to a hosted solution (private cloud) that will reduce the need for hardware management and a reduction of enterprise hardware by 30%. Currently testing and has a tentative completion of January 2019.

Initiative: Unified Network, Circuit Upgrades

2018 Performance measure: Continue efforts to establish and enhance the State network infrastructure, with the purpose of providing adequate connectivity for all State employees. Identify and upgrade legacy circuits by 5%.

- ETS focused on legacy circuits in 2018 and successfully upgraded 124 legacy circuits across the state. Though circuit optimization and upgrades will be a continuous effort at this time ETS has surpassed our goal of 5% upgrades and are currently around 50% successfully upgraded and optimized.

Initiative: Network Monitoring

2018 Performance measure: Identify the information to be monitored and analyzed.

- ETS has identified that hardware and software inventory, security risks, infrastructure health, system availability, utilization, and data growth trends are all key information sets to be monitored to provide valuable and actionable analysis. ETS is releasing an Request for Proposal (RFP) in late 2018 to secure the appropriate tools/system to effectively monitor and report on the data.

Initiative: Mainframe Migration

2018 Performance measure: Evaluate strategies to begin migration away from ETS mainframe support services. Identify resources to support mainframe services outside of ETS.

- ETS has executed a contract with IBM for Mainframe-as-a-Service. The current mainframe environment is being migrated to the hosted environment. The system will be supported jointly between IBM and remaining ETS staff. The project is currently on track to be completed on or before December 31, 2018.

Goal 5: Advance services to meet Federal and State rules and regulations
Initiative: Security Policy

Over the last year, ETS hired a new Chief Information Security Officer and began the journey of establishing a comprehensive security model and approach for security within the State of Wyoming. As a result, the four year strategic plan for this initiative has been adjusted to align with the needs of the State.

NEW 2018 Performance measure: Develop and manage maturity of the State of Wyoming Information Security Program. Establish a baseline measure of the maturity of the existing information security program and craft a plan to improve the overall score year over year.

- A baseline has been established via Gartner's ITScore for Information Security.
- Gaps in the existing information security program have been identified.
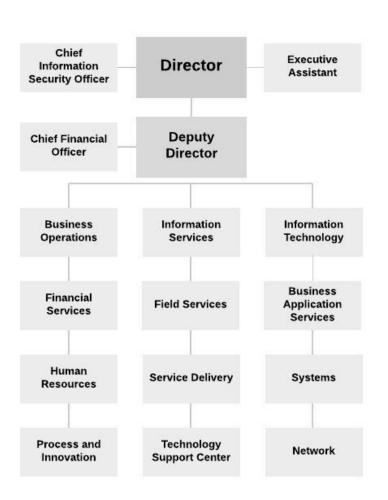- A prioritized action plan for addressing gaps has been created.

Initiative: IT Governance and Audit Compliance

2018 Performance measure: A documented review of current IT governance models and past IT audit findings.

- After a thorough review of five IT governance models, ETS has determined that the ISACA Cobit 5 model best fits the needs of today and the future. Cobit 5 offers an umbrella implementation that allows ETS to plug and play different technology models across the technology platform.
- In support of audit tracking and compliance efforts, ETS has documented numerous technology practices throughout our organization, enabling ETS to quickly and effectively respond to all audit inquiries and findings associated with the five focused audits conducting this year.

Initiative: Budget Development

Note: In 2018 it was identified that to effectively serve the customers of ETS and meet the needs associated with the budget development and financial reporting, a new financial system would be critical. As a result, the projected performance measures for 2018 and 2019 were switched.

New 2018 Performance measure: Gather requirements to purchase a billing system that meets the needs to financially analyze the cost-effectiveness of its services through data analytics via a robust IT financial management system.

- ETS has successfully released an RFP for a new IT Financial Management/Business Management System. The RFP and contract have been awarded and deployment efforts are underway with a target implementation date of August of 2019. The solution will also be used as a replacement for the current Telecom Expense Management (TEM) solution.

Organizational Chart:

Wyoming Department of Enterprise Technology Services

July 2018

	Director	
Chief Information Security Officer		Executive Assistant
Chief Financial Officer	Deputy Director	

Under Deputy Director:

Business Operations	Information Services	Information Technology
Financial Services	Field Services	Business Application Services
Human Resources	Service Delivery	Systems
Process and Innovation	Technology Support Center	Network