



Department of  
Enterprise Technology Services

MEMORANDUM

To: Senator Eli Bebout, Co-chairman, Joint Appropriations Committee  
Representative Bob Nicholas, Co-chairman, Joint Appropriations Committee

From: Gordon Knopp, State Chief Information Officer/ETS Director

Date: October 14, 2019

Subject: Information Request Response Clarifications and Additional Details

**ETS Introduction:**

Thank you for the opportunity to clarify and provide additional detail to the questions discussed during our July meeting. As background, please know following the learning from the people in ETS, other executive branch agencies, the judicial and legislative branches, local government entities, and public along with a review of current state statutes and current ETS operations, ETS is implementing changes. These changes include establishing new goals, aligning processes, improving customer service practices, establishing the proper care and feeding of ETS staff, repurposing positions, and addressing previously underserved functions. These previously underserved functions include:

- A deep understanding of customer mission, vision, values, and operations for the purpose of refining ETS services to meet needs.
- Create and maintain inventories of State IT related hardware and software for the purpose of short-term and long-term planning to provide effective, efficient, and secure IT system and service operations.
- Collaboratively create and maintain State data and data systems inventories and maps for the purpose of optimizing data system operations, security, and privacy while reducing data management burden and costs while increasing data accessibility and operational transparency.
- Collaboratively implement IT training and IT related services across all branches and levels of government.

Following are questions from the July meeting where the initial ETS responses were "in progress" due to the listening and learning process.

### **JAC June Question 1**

The first complete biennial appropriation to ETS occurred in the 2015-2016 biennium. ETS initially received an appropriation of \$129,129,138 (\$42,116,770 General Fund [GF] and \$87,012,368 Other Funds [OF]) and authorization of 285 positions (284 FTE and 1 PTE). The 2019-2020 biennial appropriation provided \$113,230,268 (\$51,290,802 GF and \$61,939,466 OF) and authorized 242 positions (241 FTE and 1 PTE). Although the number of authorized employees has been reduced (-42 FTE) and the total appropriation has decreased (-\$15.9 million), the state GF appropriation has increased (+\$9.2 million).

#### **b. Is the reduction in staff anticipated to be sustained?**

##### **Updated ETS Response:**

Yes, with assistance to implement efficiencies, the reduction in staff could be sustainable. Using current budget and FTE resources, ETS is repurposing positions and re-organizing others to improve efficiencies and address previously underserved functions and responsibilities. Examples of current efforts include:

- Repurposing positions to focus on understanding customer needs.
- Repurposing positions to establish long-range enterprise IT planning and design.
- Repurposing positions to establish strategic and tactical data/data systems planning and design.
- Implementing an 'IT Service Management' framework.
- Establish leadership and staff training framework.
- Working collaboratively with all branches and levels of government.
- Review and revision of business and finance processes, procedures, and practices.
- Hiring experienced and successful technical leaders and staff.

Moving forward, assistance will be needed to implement more secure and efficient systems which would allow ETS to better optimize future state IT budget and FTE resources while improving customer services and ready the State for long-term effective, efficient, and secure operations. These requests for assistance are currently in the budget review process.

## **JAC June Question 2**

W.S. 9-2-1002(a)(ix) states in part, "The standard budget shall not include requests for any equipment..." As a result, all information technology (IT) equipment - monitors, laptops, desktops, printers, servers, etc. - appear as exception budget requests.

### **Is this the most efficient and effective model for budgeting IT equipment?**

#### **Updated ETS Response:**

No, this model could be revised to reduce the time and management burden on agency people, JAC members, and ETS staff while ensuring more secure, reliable, and dependable IT equipment is in place. ETS requests permission to collaboratively work to develop and recommend a potentially formula-based model for common IT equipment and systems which could include monitors, desktops, laptops, tablets, printers, computer operating systems, servers, switches, etc. This proposal would include potential collaborative approaches to purchasing and management of determined IT equipment and systems with identified "pros and cons" for each suggested approach.

## **JAC June Question 3**

ETS' creation provided a mechanism to move toward centralized IT services to state government agencies. In doing so, not only were centralized staff within the Department of Administration and Information's Information Technology Division transferred to ETS, but agency-specific IT staff were largely transferred to ETS.

### **a. Given five years of experience with this model, are state IT services being efficiently and effectively addressed?**

#### **Updated ETS Response:**

Reported successes include:

- Merging over 200 people from many different agencies into one agency.
- The people in ETS are smart, passionate, and dedicated to the State of Wyoming.
- The people in ETS respond to critical issues with an 'all hands on deck' mentality quickly helping to 'put out fires'.
- ETS merged disparate and sometimes redundant network systems into a more effective and efficient network solution.
  - The resulting new network has increased speed, reliability, and serviceability while reducing the management burden.
- ETS implemented a 'TRP' (technology replacement program) which created purchasing efficiencies.
- Smaller agencies have benefitted from the service ETS provides.
- Agencies like not worrying about the management of ETS provided services.
- Larger agencies with ETS staff 'in-house' like having those people on site.

Reported opportunities for success include:

- ETS needs to better understand agency needs.
- Larger agencies report that ETS folks don't understand their operations the way their previous 'in-house' people understood their operations.
- ETS response time and communications could be improved.
- Larger agencies report their response time is slower than when they had their own 'in-house' team.
- ETS needs to review current services (including the network and TRP) to seek better efficiencies.
- ETS has identified security and privacy risks that need to be addressed.
- The State has large legacy data systems with few staff able to support them.

**b. What improvements, if any, would you suggest?**

**Updated ETS Response:**

Following the learning from the people in ETS, other executive branch agencies, the judicial and legislative branches, local government entities, and public along with a review of current state statutes and current ETS operations, ETS is implementing changes. These changes include establishing new goals and priorities, aligning processes, improving customer service practices, establishing the proper care and feeding of ETS people, repurposing positions, and addressing previously underserved functions.

Revised ETS priorities include:

- Build relationships and gain deep understanding of customer missions, visions, goals, and operations.
  - This is crucial for ETS to provide appropriate customer service, optimize state technologies, and move to a sustainable long-range IT plan.
- Establish a customer relationship management approach.
- Optimize Enterprise Systems.
  - Increase effectiveness and efficiencies by optimizing out-of-date and redundant software, data, and hardware systems.
  - Increase effectiveness and efficiencies by optimizing network designs.
  - Increase effectiveness and efficiencies by leveraging emerging technologies as appropriate.
- Reduce IT Risk (Security, Privacy, and Compliance).
- Build capacity within ETS to provide statutorily defined services.
- Implement an IT Service Management approach.
- Implement the proper "care and feeding" of the ETS team.

Beginning Fall of 2019, ETS is making changes designed to enhance service management.

The goals of these changes are:

- Deeper understanding of customer missions, visions, and operations.
- Implementation of an IT service management (ITSM) framework.
- Alignment of IT services to meet customer needs in compliance with Federal and State rules and regulations.

Changes include:

- Department reorganization.
- ITSM framework training.
- A technology platform to support ITSM implementation.
- Implementing a customer relationship management framework with associated training and technology support.

**c. Original JAC Question:** Provide a detailed list of agency IT services and products:

**(ii)** that are provided and funded solely within agency budgets, e.g., Department of Revenue's recent budget requests for upgraded excise and mineral tax systems;

**Recent Clarification: A list of 'larger' IT systems with a threshold of ETS' choosing.**

**Updated ETS Response:**

To compile this list ETS used network scans, business case and exception request reviews, and an agency survey. Initial scans of the State IT network found 7,397 identifiable IT systems with an additional 3,609 partially identifiable IT systems for a total of 11,006 IT systems. In reviewing business cases and exception requests for the last and current biennium, 375 systems were found. Agencies verified 464 systems. The threshold selected by ETS was to honor the agency perspective. The list of 464 agency verified systems are on the last pages of this document. Details of the process and observations of the resulting list will be discussed in our October meeting.

**(iii) in ETS' opinion, provide a list of services that should be provided and funded within ETS' budget and should be provided within agencies' budgets;**

**Updated ETS Response:**

While there is more work to do to identify and prioritize efficiencies for budgets and people, here are some current ideas. Aside from those currently provided and funded within ETS' budget there are a few other items that stand out for consideration to be provided and funded within ETS' budget: Common computer and computer related peripherals, operating systems, productivity, collaboration, document management, workflow, data management, data visualization, data analytics, user IT account management, data privacy/security, and e-signature systems. In addition, ETS should

assist and potential manage purchasing agreements for IT systems on behalf of agencies to ensure IT contracts are positioned appropriately for privacy, security, interoperability, regulatory compliance, and to assist with effective and efficient use of State resources in both the short and long terms.

Agency's ought to be responsible for the purchasing of systems that are unique to their agency, with the caveat that large data systems ought to be a collaborative effort between the agency, ETS, and other agencies for the purpose of reducing the overall State management and cost burden.

**(iv) provide a list of the variances, by agency, where goods or services are either funded through ETS or the agency and should be reversed.**

**Revised ETS Response:**

ETS has moved two positions from ETS back into agencies. ETS is continuing to evaluate positions, systems, and processes to determine other areas where a switch makes sense.

**Additional JAC Question:**

**Provide a preview of large system requests for which ETS has prepared and approved a business case (exception request) for the upcoming 2021-2022 Session with some assessment as to whether collaboration would be beneficial, if the appropriation request is successful, e.g., coordinated RFP.**

ETS has met with agencies to discuss collaborative work on major systems and agencies have been very receptive to the concept and welcomed future discussions. Each of the items listed below are either 'stand alone' upgrades or will be sought with future interoperability options in place. Here is the list of currently submitted requests for major systems.

- DFS: Update CWS (Child Welfare System) to meet federal regulations, federal fund match.
- DWS: Continued UI System Upgrade to meet new regulations and Telephone Relay Service upgrade using 'other' funds.
- DEQ: WyWaste (replacing current aged systems using 'other' funds) and IMPACT system upgrade.
- DOT: Highway Patrol in-car camera systems (federal funds).
- DOR: Excise Tax and Mineral Tax Systems with possible interoperable solutions to include DOT (RIS) and potentially other State and local government systems.
- WRS: RAIN upgrade ('other' funds).

In addition, ETS has budget requests for State network hardware, State circuits, and Enterprise systems using a mix of general and 'other' funds. The Enterprise system ask includes replacing

currently redundant enterprise and agencies systems.

Thank you again for the opportunity to respond. I look forward to visiting with the committee later in October.



Gordon Knopp

Systems list begins on next page

Larger systems as verified by agencies.

1. 21CCLC
2. 911 Project
3. Abra
4. AcademicWorks
5. ACCESS
6. Action Track
7. Active Reports
8. Adabas
9. Adobe: Acrobat, DC, Pro, InDesign, Suite, etc.
10. Advance
11. Agile Assets (ERP) - Maintenance
12. AiM
13. AIX
14. Align-STARS
15. AllRegs
16. AMLIS
17. AMS Software
18. AnyDoc OCR
19. Approaches -
20. Aquarius
21. ARC GIS
22. ArcGIS - Multiple
23. Aruba
24. ASIS
25. Aspen - Wy Highway Patrol
26. Assessor Online Education application
27. Audimation IDEA software
28. Authorize.net
29. AutoCAD
30. Avaya
31. Ballistic Identification - Evofinder
32. Banner
33. Bar Assoc Casemaker
34. BART - Aeronautics
35. BEM - Right-of-Way
36. BigCommerce
37. BlackBoard Transact
38. Blue Folders -
39. BlueZone
40. BMS (Budget Management System)
41. Body Cams
42. BOLD Planning (WyOHS)
43. Bosch Crash Investigation - Wy Highway Patrol
44. BRASS (Bridge Rating & Analysis of Structural Systems)
45. Budget Management System
46. CAMA
47. Canon Scanner
48. Canvas
49. Capitol Square A/V System
50. Carbon Black
51. Case Tracking System
52. CCARES
53. CCSES
54. CDL Examination System
55. Certificates of Good Standing (COGS)
56. CGI Advantage System aka ESS
57. CheckPoint Firewall
58. Child Nutrition
59. Cisco Call Manager
60. Citrix
61. Claim for Wages
62. Clearwater Investment Analytics
63. Click Wrap
64. Cloud Library
65. CobbleStone
66. Cognos
67. Cold Fusion
68. CommVault
69. Compas
70. Compliance Auditing & Tracking
71. Computer Aided Dispatch (CAD) - Wy HP
72. Connected Vehicle systems
73. Conops Plow Application
74. Content Management System (CMS)
75. Control Terminal Message
76. CoWorker
77. Crash Test -
78. CrowdStrike
79. Cyberlink PowerDirector
80. Dashboard - Wy Highway Patrol
81. Data Collection Suite
82. DataSpec
83. Datria pick to voice system
84. DayCare
85. DCS (Data Collections Suite)
86. Degree Works
87. Density Disturbance Calculation Tool (DDCT)
88. DFS Substitute Care
89. Digital Communications Platform
90. Direct Cert
91. DMARS
92. DOA Census application
93. Docket Mgt System
94. DocStar (document manager)



95. Document Imaging systems
96. Document Solution
97. Drobo B8001 (server backups)
98. Duo
99. Dymo Labels
100. e\_Permitting
101. EBT - Electronic Benefits
102. Eclipse Next Scan
103. ECSI
104. EDAS
105. Edgenuity
106. EGI Benefit Management System
107. EGI Database Support
108. EGI Web Site
109. Elavon
110. Electronic Medicaid Waivers System (EMWS)
111. Electronic Patient Care
112. ELiquor
113. ELLS
114. Ellucian Colleague-SIS system
115. EMARS (Medicine records)
116. EMAS
117. Emphasys
118. EnAble
119. Enrollment RX
120. Enterprise Application Development
121. Entrust - SSL Certificate Management
122. Environmental Commitment -
123. EPA E-reporting Rule Grant
124. Epicore system
125. EPICS
126. ERDAS IMAGINE (Hexagon Geospatial)
127. eRezLife
128. eSignature
129. ETS - Excise Tax System
130. EvaluationKit
131. EventBrite
132. Evidence-On-Q System - Wy Highway Patrol
133. Excise Tax Audit Manger (ETAM)
134. Excise Tax System II (ETS II)
135. F5
136. Falcon
137. FAR
138. Faronics (Classroom Monitoring)
139. FaxFinder
140. National Incident-Based Reporting System (FBI)
141. Federation of State Medical Boards Interface Applications & Credentials
142. Final Cut Pro
143. Financial Management Services
144. Fire Business Management
145. Fiscal Auditing and Tracking
146. Fishbowl
147. FMS
148. Folklore
149. FoxIT Phandtom PDF
150. Fuel Tax - Fuel Tax
151. FuelMaster
152. Fusion
153. GAL Case Tracking System
154. GAL website
155. GEM
156. GeoTab
157. GIS Systems
158. GL Solutions
159. GL Suite
160. GMS (Grants Management System)
161. Google / G Suite
162. GoToMeeting
163. GoToWebinar
164. GovDelivery
165. GPS Pathfinder Office Software
166. Grant Management System
167. GroupLink - ITS, Facilities
168. Hathaway Scholarship Program
169. Help & Manual
170. High Savery SCADA (Supervisory Control and Data Acquisition) System
171. Highway Safety Portal
172. HiSet
173. HIT Training Modules
174. HIT/HIE
175. Honeywell
176. HRD Website and support
177. HSIN
178. IBARS
179. IBM Mainframe
180. IBM Storage
181. iBoss Content Filters
182. ICAP
183. ID Works
184. IHS Petra
185. IIS
186. ImageNow
187. ImageTrend (Safire)
188. IMPACT

189. IMPACT Dataflow
190. Imperva
191. IMPROV
192. In-Field Reporting / E-Citations - Wy HP
193. INfoAdvantage
194. InfoEd
195. Informix Ultimate
196. inLumon
197. Insurance Loss System
198. Interax Paradigm3
199. International Fuel Tax Agreement (IFTA)
200. International Registration Plan (IRP)
201. Iteris - CVISN - Wy Highway Patrol
202. Iteris IRIS
203. Jackalope - Traffic
204. Jahia
205. JAMS
206. Jeppesen - Aeronautics
207. JustWare
208. Kimono - ZIS
209. KissFlow
210. KnowBe4
211. Kronos
212. Kyocera Pin Point Scan (Scanner within copier)
213. L3
214. Labwork LIMS
215. LANDesk
216. Language Access Services
217. LARCS
218. Lastpass
219. Learning Management System (LMS)
220. legislative management system (bill drafting system)
221. Level One
222. LIEAP
223. Linux
224. Lobbyist Registration
225. LTC-HCBS
226. Lucid Charts
227. LUSAS - Bridge
228. Manage Contracts
229. MDI (XRD- Jade-Claysim)
230. Mediasite
231. Medicaid EHR Incentive
232. Medicaid rate analysis/rate setting practices
233. Medical Bill Review
234. Medicat
235. Microsoft Active Directory
236. Microsoft Azure
237. Microsoft MSDN
238. Microsoft Office (e.g. Word, Excel, PowerPoint, 365)
239. Microsoft Office 365
240. Microsoft Power BI
241. Microsoft Project
242. Microsoft SharePoint
243. Microsoft Skype
244. Microsoft SQL
245. Microsoft Unified Support Contract
246. Microsoft Windows
247. Microwave Network - Emergency Comms
248. Midas
249. Milestone
250. MINES Examination System
251. MLX core routers
252. MMIS
253. Mobile Public Safety - Wy Highway Patrol
254. MobileMap/InventoryManager
255. MODFLOW
256. Monitor
257. Motorola - WyoLink - Emergency Comms
258. Movelt
259. MS Visual Studio
260. MTS - Mineral Tax System
261. Multi-Payer Claims Database (MPCD)
262. My 307 Smartphone Wellness App
263. MySQL Database
264. NAIC I-Site
265. NAIC NIPR
266. NAIC SERFF
267. National Practitioner Database
268. NEOGov
269. Netmotion Mobility & Diagnostics - Wy HP
270. Netsupport
271. Neuralog
272. Nimble Enterprise File Storage
273. Nitro Pro
274. Nortel Networks (telephones)
275. NOVA Law Enforcement Database
276. Novation
277. OAH Website
278. Oblique and Orthogonal Imagery Acquisition
279. Offender case Management
280. Offender Watch
281. Onbase
282. Oracle
283. ORBS Database
284. Outdoor advertising system

- 285. Overwidth
- 286. P8 Imaging System
- 287. Panorama School Climate Survey
- 288. Panther/Grant management
- 289. Paradigm - Wy Highway Patrol
- 290. Past Perfect
- 291. PeopleSoft & Agile Assets (ERP)
- 292. PEPs - Wy Highway Patrol - Port of Entry
- 293. Personnel DB
- 294. Pharmacy Bill Review
- 295. PIERS
- 296. Pikalert
- 297. PluralSight
- 298. PMI/Halogen
- 299. PolicyTech
- 300. Pontis - Bridge
- 301. POSSE Application
- 302. POST Credentialing System
- 303. PowerSuite
- 304. PowerVM
- 305. Primavera
- 306. ProLink
- 307. Provider Enrollment, Screening, & Monitoring (PRESM) Software
- 308. PTRS Property Tax Refund System
- 309. Public Defender Case Tracking Database
- 310. Public Purchase
- 311. Public Surplus
- 312. Public Web
- 313. Python
- 314. QA/QC
- 315. QED (Investment Accounting)
- 316. QPL
- 317. QuarterMaster - Wy Highway Patrol
- 318. Quickbooks
- 319. RAIN
- 320. RapidRecovery
- 321. Rave
- 322. RAVE
- 323. RBDMS
- 324. RBDMS - Ground Water
- 325. Reclass Database
- 326. REcorded Books
- 327. Records Management Systems (RMS) - Wy HP
- 328. Report Beam
- 329. Report Viewer
- 330. Revenue Information System (RIS)
- 331. RISA - Bridge
- 332. Road Conditions Reporting App
- 333. RocScience - Geology
- 334. RS-11 Webservice
- 335. R-Studio
- 336. Rubrik
- 337. RW CareWare
- 338. Safety Management System
- 339. Safetynet - Wy Highway Patrol
- 340. Salesforce
- 341. Samanage
- 342. SAMS
- 343. SAP BOBJ
- 344. SARA (state accounts rec'ble application)
- 345. Secunia/Flexera
- 346. Self-Directed Waivers Financial Management Services
- 347. Service Cloud Lightning CRM
- 348. Sex Offender Registry (WySOR)
- 349. SharePoint
- 350. ShoWorks
- 351. Sierra
- 352. SIF Works
- 353. Sircon.com
- 354. Site Profiler
- 355. SLAMS
- 356. Smart Comment
- 357. SmartSheets
- 358. SmartVue
- 359. SNAP EBT
- 360. Software AG Natural Development Language
- 361. SolarWinds - Emergency Comms/ITS/IT
- 362. Solid Waste
- 363. Sophos
- 364. Specialty Plates
- 365. Specialty Plates - UW
- 366. Specialty Plates - Veterans
- 367. Splunk
- 368. StarRez
- 369. State Assessment System
- 370. State Level Repository (SLR)
- 371. State report manager (SRM)
- 372. Statewide Longitudinal Education Data System
- 373. Sublime
- 374. Subsidence Insurance
- 375. Surface Water Monitoring
- 376. Symantec
- 377. Tableau
- 378. Team Dynamics
- 379. TechSmith's Snagit

- 380. Telephone Relay Services
- 381. Tenable.IO
- 382. TFS
- 383. THR - Total Health Record
- 384. Time Clock Plus
- 385. Toad
- 386. TrackIt
- 387. Traffic -
- 388. Trello
- 389. Trumba
- 390. TS Licenses system (Stellar)
- 391. UberConference
- 392. UCC / EFS
- 393. UI Firewall and Network Infrastructure
- 394. UI Imaging System
- 395. UI IVR
- 396. Unclaimed Property
- 397. Uniform Crime Reporting (UCR)
- 398. URPRS
- 399. USAFoodSafety System
- 400. Utilization Management (HMUM)
- 401. UW - Wyoming Geospatial Hub (Geo Hub)
- 402. Verisol
- 403. Veteran's Exemption Database
- 404. VetraSpec
- 405. Victim Services
- 406. Video Distribution System
- 407. Video Evidence System - Wy Highway Patrol
- 408. Visio
- 409. Vital Statistics Services (VSS) System
- 410. Vmware
- 411. Water Quality
- 412. Water Quality Certification
- 413. WATRS & Trauma Registry
- 414. WCIS (WY Client info System)
- 415. WCIS / WYCIS
- 416. WDTF
- 417. Web-based Bidding System
- 418. WebChart Electronic Health Record (EHR)
- 419. WebEOC
- 420. WebFocus
- 421. Websense Web Filtering
- 422. Website Services
- 423. Wellness
- 424. WES - Wyoming Eligibility System
- 425. WINDS - WY Integrated Data System
- 426. WINGS
- 427. WIOA
- 428. WLD
- 429. WLSBMS (Happy Jack)
- 430. WOLFS - Wyoming Online Financial System
- 431. Word Perfect
- 432. WordPress
- 433. Work Opportuntiy Tax Credit (WOTC)
- 434. WORx Prescription Drug Monitoring
- 435. WY Quality Counts (WYQC)
- 436. WYCAPS
- 437. WyCHRIS
- 438. WYCRO
- 439. WyCST
- 440. WyEd Directory
- 441. WyEd-Fi
- 442. WYFI
- 443. WYLD Integrated Library System
- 444. WyoBEAR (Business Entities & Annual Reports)
- 445. Wyoming At Work (aka Virtual OneStop (VOS))
- 446. Wyoming Immunization Registry (WyIR)
- 447. Wyoming Information Network for Rehabilitation Services (WINRS) (aka 7VR)
- 448. Wyoming Medicaid Pharmacy Benefits Management System (PBMS)
- 449. Wyoming Parcel Viewer (ESRI Online Maps)
- 450. Wyoming Special Education Report Site
- 451. Wyoming State Level Registry
- 452. Wyoming Transcript Center
- 453. Wyoming Travel Information (WTI) application
- 454. Wyoming's Administrative Rules (WAR) system
- 455. Wyoming's Campaign Finance Information System (WYCFIS)
- 456. Wyoming's Voter Registration and Election Management System (WyoReg)
- 457. WyOpen
- 458. WyoSuite enterprise application
- 459. WYPDES
- 460. Wy-TOPP
- 461. WYUI (WyCAN)
- 462. WyVisnet
- 463. xDUID and XDAD software
- 464. Zoom