Information Technology Division

Scoping Paper for the Management Audit Committee May 26, 2010

Management Audit Committee
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Scoping Focus

The focus of this *Scoping Paper* concerns the issue of present and future planning of integrated networks and services for information technology among state agencies. Currently, most state agencies employ their own staff of IT personnel in addition to purchasing services and products from the Information Technology Division (ITD) or outside vendors coordinated through the ITD depending on each agency’s needs and circumstances.

Agencies are able to purchase new products by submitting a business case that outlines the agency needs, funding parameters, and timeline for implementation. To be approved the business case is evaluated by members of ITD, the Information Technology Policy Committee (ITPC), the Information Technology Coordinating Committee ITCC, and ultimately approved by the Office of the Chief Information Officer (OCIO). Once the business case has been approved and there is anticipated or available funding, an agency will coordinate with ITD to build and implement the new product.

Since the creation of the Office of the OCIO in 2005, Wyoming has been moving towards more of a centralized and integrated process to provide computer and other service to State agencies. For example, the above entities comprise the IT Governance Model, put forth by the OCIO, for a more centralized process of reviewing and approving IT related purchases.
There are two main statutory components related to the development and support of information technology solutions for government agencies, primarily for the state executive branch: 1) Information Technology Division (ITD) and 2) the State Office of the Chief Information Officer (OCIO). Both of these components are organized within the Wyoming Department of Administration and Information (A&I).

**Information Technology Division:** W.S. 9-2-1002 (a through d) creates the Department of Administration and Information and sets forth provisions for the creation of the Information Technology Department. The five core statutory principles for the Department, that are also stated and inferred for the ITD, include:

1. Improve techniques used for management of state government;
2. Coordinate, consolidate and provide services which are used by more than one agency;
3. Review agency programs, expenditures, and management to identify problems and suggest improvements;
4. Promote economy and efficiency in government; and
5. Establish uniform standards of administration.

The ITD also conducts its work pursuant to W.S. 9-2-1018. More specifically, it is required to do the following:

- “Develop and provide computer and data processing services to the judiciary, the legislature and agencies excluding the University of Wyoming and community colleges. Central delivery of common services shall be promoted to the extent that they encourage a more economical and efficient operation of state programs, while maintaining a compatibility of hardware and software among state agencies, the legislature and the judiciary;”
- “Upon request of any state agency provide information and recommendations regarding the installation and acquisition of computer and data processing equipment, the qualifications of data processing personnel and software systems required by the agency. The information and recommendations shall be directed to advising the agency how to comply with the uniform standards, minimize duplication and promote effectiveness in the collection, storage, interchange, retrieval, processing and transmission of information;” and
- “Maintain and repair office machines owned by agencies.”

Additional services are sometimes provided to local governments and other non-governmental organizations that purchase services through the division.

Also, W.S. 9-2-1026.1 requires ITD to provide various telecommunication services, equipment, software and networks throughout the State. It should be noted however, that W.S. 9-2-1026.2 was amended in 2006, to substitute the CIO and ITD with respect to providing administrative and clerical services to the State Telecommunications Council, as well as serving as the Executive Secretary. According to the statute, the Council was created to “develop goals and plans, both
long range and short range, to meet the telecommunication needs of the state and its citizens…” From what we understand however, the Council has not been active since 2007 and there are no current appointments by the Governor.

W.S. 9-2-1104 (a) requires the Public Safety Communications Commission to work with the ITD Administrator in an advisory capacity “to promote the development, improvement and efficiency of public safety communications systems in the State.” However, unlike the above statute, W.S. 9-2-1104 (a) was not amended to substitute the CIO, instead of the ITD, with respect to advisory duties. Although the CIO stated that the State Telecommunications Council is no longer active, he stated that “because of the alignment of the OCIO and ITD, he would expect very high levels of collaboration and coordination should the Council be reactivated in the future.” This statement was made with respect to interaction with the Public Safety Communications Commission.

ITD consists of four service-based functions: 1) technology support; 2) enterprise technology development; 3) technical operations; and 4) technology business services as illustrated in Figure 1 below.

Office of the Chief Information Officer: The OCIO was created in 2005, pursuant to W.S. 9-1-222. According to the CIO, the statutory language was very basic, and was passed only to begin the function, not to address and modify related statutory language. The CIO is required to carry out the following duties:
• “Develop a biennial information technology plan for the executive branch;”
• “Implement and maintain an information technology governance program for the executive branch;”
• “Establish review criteria for executive branch information technology projects and major purchases;”
• “Develop and implement recommendations for the proper management of executive branch information technology resources;”
• “Review and make recommendations to the governor concerning information technology budget requests made by executive branch agencies;”
• “Adopt technical information technology policies and standards and ensure agency compliance with the policies and standards;”
• “Recommend information technology procurement improvements;”
• “Develop and promote information technology training programs for all branches of government;”
• “Encourage information technology coordination, information sharing and collaboration among all branches and levels of government in Wyoming;”
• “Enhance geographic information systems coordination among all governmental users of geographic information systems;” and
• “Carry out the duties prescribed by W.S. 9-2-2501 and 9-2-1026.2(k).”

It should be noted that the University of Wyoming and community colleges, Wyoming Game & Fish Department, as well as judicial and legislative branches are generally exempt from the CIO’s authority.
According to the CIO, since 2007 his intention has been to coordinate overall State government information technology management, through what he defines as the IT Governance Model. The Model appears to build on the creation of the OCIO in 2005, to include more of an integrated approach with the ITD, and to clarify a “supervisory” relationship between the two entities. Such an approach is designed to ensure service level by the ITD, according to the CIO. He also stated that this relationship was supported by the Director of the Department of Administration & Information. More specifically, the OCIO reviews ITD operations, budget requests, and requires ITD participation in the IT Governance Model.

In addition, the CIO created the Information Technology Policy Committee (ITPC) in May 2005, as part of the IT Governance Model. According to the ITPC charter, it was “formally adopted as part of the acquisition and organization model of IT in the executive branch of Wyoming state government.” The chartered purpose of the ITPC is to “provide advice and counsel to the OCIO and the Governor in the setting of general direction and application of IT resources within the Executive Branch of state government. While the OCIO and the Governor have final responsibility for establishing acquisition and organization policy, the OCIO will make every reasonable effort to accommodate the recommendations of the ITPC.”

The CIO also included the Information Technology Coordinating Committee (ITCC) as part of Model. Although the ITCC has been around since 1994, its purpose was adjusted via a revised charter in July 2008. The chartered purpose of the ITCC is to “proactively participate in the recommendation and implementation of IT policy and direction, provide a forum for cooperative effort and information exchange, promote the effective and efficient use of state IT resources, and act as a primary technical advisor to the Office of the Chief Information Officer (OCIO) and the Information Technology Policy Council (ITPC).” According to the CIO’s webpage, “every state agency, board and commission has been invited to send a representative.”

The ITD is a voting member of the ITPC and the ITCC, and according to the CIO, provides direct support to the IT Governance Model. It also receives direction from the OCIO related to research requests, policy analysis, and updates to various IT topics. ITD currently serves as the Chair of the ITPC.

Figure 2 below, provides additional information on the two committees organizational placement as it relates to the OCIO.
It should be noted that during the 2010 legislative session, footnotes within the Budget Bill have provided additional authority with respect to approval of purchases, the identification and use of cost savings, as well as approval of IT consolidation initiatives. According to the CIO, this additional authority will allow the OCIO to continue moving towards coordination and integrated services, which will include analysis to determine if additional legislation is needed to align statutory authority. The specific language in the budget bill, etc., is discussed later in the report.
ITD is organized by development or service functions. The ITD Administrator oversees the primary functions: application development; computing center and operations; customer services; financial services; MIS support & equipment Svc center; and telecommunications/network services.

Figure 3 shows a more detailed organizational chart of ITD.

**Figure 3**
**OCIO Organizational Chart**

Source: Legislative Service Office form information provided by the ITD.

**Products and Services Provided by ITD/CIO**

ITD is basically a self-funded agency that receives and relies on appropriated funds from other agencies to completing projects and services. In terms of personnel, the ITD has 120 full time authorized positions for BFY 2011; the OCIO has seven (7) full time positions (see Table 1 below for detailed summary of ITD; and OCIO financial and position appropriated for BFY 2011). The OCIO generally acts as a planning, review, and information conduit entity among the several committees it works with, which includes ITD and state agencies’ partnerships, to assure that the strategic goals and objectives of information technology implementation are met.
Table 1
ITD and OCIO Appropriations Summary, BFY 2011

<table>
<thead>
<tr>
<th>A&amp;I Division</th>
<th>A&amp;I Budget Unit</th>
<th>BFY 2011 Appropriation*</th>
<th>Positions</th>
</tr>
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<td>ITD</td>
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<td>120</td>
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<td>Administration</td>
<td>4001</td>
<td>$2,605,440</td>
<td>4**</td>
</tr>
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<td>Technology Business Services</td>
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<td>Technology Support</td>
<td>4005</td>
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<td>Enterprise Technology Development</td>
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<td>Technical Operations</td>
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<td>Customer Services</td>
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<td>Field Services</td>
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<td>Depreciation Reserve</td>
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<td>Network Services</td>
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<td>Equipment Replacement</td>
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<td>0</td>
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<tr>
<td>OCIO</td>
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<td>Total ITD and OCIO</td>
<td></td>
<td>$64,352,818</td>
<td>127</td>
</tr>
</tbody>
</table>

Source: Legislative Service Office summary of information from A&I, Budget Division.

*Almost all revenue used for ITD operations comes from other agencies’ purchase of services; all OCIO operations are funded through the State’s General Fund.

**Includes one at-will employee contract (AWEC) position.

Plans for the Future

Looking forward, the Wyoming State Biennial Technology Plan identified fifteen areas related to IT in the State that should be of primary focus. Work in each area will be to enhance and improve the capability, efficiency, and effectiveness of the State government’s use of information technology. The areas include:

- Email;
- Project Management and Accountability;
- Information Security;
- State Video System Usage;
- Technical Training/Career Path;
- GIS;
- Improve the State Network;
- Electronic Document Management;
- Performance Management;
- Technology Replacement Program (TRP);
- Disaster Planning & Recovery;
• Census/Redistricting Support;
• Enterprise Architecture;
• Efficiencies/Energy Management; and
• Enterprise Technology Fund.

Each focus area was determined through a series of processes that involved ITD, ITCC and ITPC by including input from previous state initiatives and submitted budget priorities; input from state agencies via the IT Coordinating Committee (ITCC); input from State Leadership through the IT Policy Council (ITPC); the Information Technology Optimization Workshop (13 agencies); and the National Association of Chief Information Officers (NASCIO) Top Ten Gartner, Inc.
Progression of integrating the OCIO and ITD: Beginning with the creation of the OCIO in 2005, ITD has seen numerous incremental policy changes that have incorporated the OCIO into A&I and ITD decision making processes. The relationship between ITD and OCIO has evolved to try to achieve comprehensive and collaborative planning and service efforts for information technology in state government. Table 1 illustrates the actions that have occurred to this point, both legislatively and on an agency level.

Table 2
Timeline of Actions Taken to Formalize Authority between OCIO and ITD

<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>W.S 9-2-222 created Office of the Chief Information Officer (OCIO). Its intent was not to address all other statutes but to begin the function of CIO.</td>
</tr>
</tbody>
</table>
| 2007 | There was a supervisory responsibility established from the CIO to the ITD Administrator, with the support of the A&I Director, for more focused coordination of strategic direction and policy with emphases on operations, performance coordination, and supervision.  
• The OCIO began reviewing the ITD operations and budget requests.  
• The OCIO requires ITD participation, as well as all other agencies, in governance processes.  
• The OCIO works together with ITD, using the technical expertise of ITD staff in analyzing agency IT requests and projects for possible shared services/network impact and making recommendations. |
| 2008 | With a new ITD Administrator and a new A&I Director, ITD began reorganizing and instituted formal performance measures and reporting. |
| 2009 | Effort to align ITD operations and budgets with the State’s strategic IT direction, as defined by previous OCIO efforts. The OCIO focus is on ways to collaborate, share IT investments, and develop solutions, with refined performance reporting and agency project support. |
| 2010 | Chapter 39, Section 317-a (HB0001) sets forth formal oversight provisions for project approval and efficiency analysis of proposed ITD cases with specific cost savings incentives. In addition, Section 317-b calls for the formation of a committee to evaluate the efficiency and effectiveness of IT in the state with findings and recommendations about consolidating all state IT. |

Source: Legislative Service Office summary from information provided by the ITD.

2010 Legislative Action: On the last note in Table 1, the Wyoming Legislature passed Section 317 to the General Appropriations Bill (HB0001, Chapter 39) during the 2010 Budget Session.
This section reads as follows:

“(a) No appropriation contained in this act for information technology or telecommunications personnel, hardware or software or contractual services for information technology, shall be expended until the chief information officer has approved the expenditure. Upon request for expenditure, the chief information officer shall review the request and determine if a less expensive alternative to effectively accomplish the need is available and, if so, shall only approve the request for the lesser amount. Of the difference in general funds in the amount requested and amount approved, one-half (1/2) shall be deposited to an information technology account, from which the chief information officer may expend funds as approved by the governor for information technology and telecommunications initiatives. The remaining one-half (1/2) of general funds saved shall immediately revert to the budget reserve account. All unexpended, unobligated funds within the information technology account shall revert to the budget reserve account on June 30, 2012. All transfers pursuant to this section shall be reported to the joint appropriations interim committee through the B-11 process as authorized by W.S. 9-2-1005(b)(ii). The University of Wyoming, community colleges and the judicial and legislative branches shall not be subject to this section.

(b) The governor shall convene a committee to initiate planning for the transformation and consolidation of state information technology programs. The committee shall include representatives from state agency information technology staff, and shall examine consolidation measures which may improve services, eliminate redundant activities, and leverage state resources in the delivery of improved technology solutions for state operations. The committee shall be directed by the office of the governor and staffed by the chief information officer and others, as appointed by the governor. The committee shall offer initial recommendations to the governor prior to July 1, 2010, and shall submit final recommendations to the governor and the joint appropriations interim committee no later than October 1, 2010. The report shall include recommendations to provide more effective and efficient information technology services including, but not limited to, use of shared services, facilities and personnel, and recommendations to provide better accountability and management. Agencies shall participate in the consolidation program and provide assistance and support to the committee as required by the committee. This subsection is effective immediately.”

The initial provision further links the ITD and OCIO by giving the CIO direct authorization over projects carried out by the ITD. According to the CIO, the ITD will continue to work with the OCIO to review requests, as well as to determine if less expensive alternatives are available. He also stated that the IT Governance Model will likely be the vehicle for making decisions with respect to expending funds from the newly created “information technology account.” As of this date, an account has not been established. Additional controls and auditing may need to occur, for stricter accounting of the funds.

As stated previously, the ITPC, ITCC, OCIO, and the ITD are inextricably tied together as part of the IT Governance Model. In addition, the ITD appears to have the brunt of responsibility,
whether it acts as a voting member of each committee, the Chair of the ITPC, or providing direct support towards various efforts. Although this structure makes strong use of the ITD, is the reporting authority too convoluted to work effectively?

It should also be noted, that the organizational chart in the back of this scoping paper, indicates an indirect and what appears to be a casual link between the ITC and OCIO. There is no statutory or other authority for the reporting structure where the ITD should report to any other entity other than the director of A&I.

The second provision of the bill has far reaching potential as it calls for the creation of a committee to investigate the potential to consolidate all IT functions within the state. At present, only the appointments of committee members have just recently been completed and at a minimum the following agencies will be represented on the committee: Department of Health, Secretary of State, Treasurer, A&I/ITD, Game & Fish, Office of State Lands and Investment, Legislative Service Office, State Auditor, OCIO, Department of Employment, Department of Environmental Quality, Governor’s Office, Office of Homeland Security, Department of Education, Department of Transportation, Department of Revenue, and a private sector representative from the IT community. This study and report, when finished, will provide information as to the feasibility of a consolidated and integrated statewide plan.

Project Planning, Approval, Implementation, Monitoring and Customer Service

**Project Planning, Approval and Implementation:** The process by which products and services are offered and granted by ITD has recently changed with the evolving governance structure. Review and approval has shifted gradually and the OCIO plays an additional role to ITD with review and approval of projects. The governance structure as it stands currently does not have a formal definition with rules, regulations, and responsibilities of all stakeholders involved in the process.

Services provided by ITD such as enterprise e-mail, networking, and hosting are available and managed specifically within the division. State agencies may subscribe to any service whereby they pay a monthly fee. The services that are provided are a function of demand which coincides with the pricing models set forth by ITD based on costs for overhead, current service rates, and service utilization.

In terms of agency’s information technology project approval, for projects in excess of $200,000 a request and review process is used as follows:

1. Agencies submit a business case justifying the request;
2. The business case is provided to the Project Analysis and Support Subcommittee (PASS) Committee of the ITCC;
3. The business case is then recommended or not recommended to the ITPC through the ITCC;
4. The ITPC makes a recommendation to the OCIO; 
5. The OCIO approves and/or disapproves the business case; 
6. The business case is then reflected in the Agency’s budget request; 
7. The budget request is reviewed by the OCIO and in the governor’s budget review; 
8. The JAC then hears the budget request and the OCIO recommendation; 
9. Upon approval and receipt of funding, the OCIO enterprise project coordinator works with 
   the agency to monitor and track the project and deliverables to completion; and 
10. Depending on the agency’s needs, this may require more or less oversight.

ITD is involved throughout this review process to determine enterprise infrastructure needs, 
support, maintenance and ancillary costs of supporting the business case. The ITD normally 
coordinates the business case with agencies in advance of submission, is represented on the PASS 
(in step 2 above), and is represented on the ITPC (in step 4 above).

ITD has defined an architectural approach to increase definition of essential integration and 
infrastructure elements. This definition included assigning lead architectural roles for each of the 
primary elements. This is currently evolving slowly as economic conditions has limited hiring of 
designated specialist positions and recent reductions to ITD staff counts directly impacts the pace 
at which this function can proceed.

Project modifications can be made as the projects are implemented and ITD states the overall 
process is commonly “interactive;” requiring constant review of project issues and indicator to 
readily address needed project changes or problems. In addition, both the OCIO and the ITD 
conduct ongoing tracking and assessment of projects and prioritize their resources to concentrate 
on projects related to high risk or high cost issues that tend to be complex and require more 
attention.

Project Monitoring: A couple significant factors influence the OCIO and ITD’s ability to 
track the progress and monitoring of projects. Elements of review depend on the size and scope 
of the project needs in architectural elements including: facilities (racks, power, etc.); network 
(switches, routers, etc.); servers / operating systems (virtual, physical, etc.); storage / databases 
(disks, backups, etc.); workstation structures (PC, Laptop, printer, etc.); and security systems. 
While most agencies’ information technology projects are planned and budgeted years in advance 
through the State’s traditional biennial budget process, there are sometimes conditions that require 
projects to be implemented and funded in a more ad hoc fashion. These project inherently impact 
how currently budgeted resources may be used on such projects for implementation as well as 
project tracking and monitoring.

The ITD’s basic ways of monitoring projects include the use of the ITD’s request tracking 
system where agencies submit requests for assistance and work is then assigned to be completed 
almost daily. The ITD also uses a centralized list on medium to large projects that identify key
information (e.g. project leads, resource impacted, target schedules, etc.) on each project for required monitoring activities. The list is reviewed weekly and uses a color-coding system to define different risk levels and needs for assistance. Managers and supervisors review this list monthly to determine if additional project changes are needed. On the largest enterprise-scale projects, distinct project managers are used and report daily and weekly to ITD management on project progress as well as to provide status updates to OCIO assigned analysts.

**Customer Service:** Finally, the ITD employs several methods for agencies to have communication and to submit requests to the agency. Significantly, customer service defined as the communication, monitoring, and feedback from ITD to the client has been an ongoing concern from many stakeholders, including state agencies that have been participants of LSO program evaluation/audits over the past year. Key concerns are related to timeliness of completion of projects, receiving ongoing feedback about the status progress ITD is making toward completion and dealing effectively with problems and complaints as they arrive.

According to the OCIO, there are several customer service related facets which promote efficient and effective progress towards implementation and completion of projects. ITD employs the Helpdesk Expert Automation Tool (HEAT) system where ITD Services are coordinated through several methods with any questions directed to a single Technology Support Center. Specific requests often require different levels of authorization and processing information.

To request support, a customer can call the customer service hot line or utilize the on-line HEAT system to enter tickets on their own which will direct their request or inquiry to the proper available staff. All HEAT tickets generate a survey link for customers to use to submit their levels of satisfaction for the services received. Monthly customer satisfaction results are pulled from the surveys and reported to the OCIO. Any overall results that return less than satisfactory responses, is followed up by the appropriate branch manager and, if appropriate, at the division administrator level. Follow-up results are also reported to the OCIO to correspond with the monthly report. Other complaints can be submitted directly to ITD staff, management or the ITD administrator or the OCIO. Additional internal inquiries may be conducted to achieve resolution to these complaints.

**Rate Setting and Billing for Products and Services**

Rate setting and billing for products and services is an issue that complicates how the ITD and OCIO interact with agencies. For its operations, the ITD cannot derive profit from its operations. This precludes the use of many traditional cost models because profit cannot be a stated objective. Therefore, rates are anticipated on a biennial basis (through the traditional state budgeting process) with estimates for costs to be incurred for services and a projected need or utilization factor. Cost for services include all service related price points and overhead whereas utilization is defined as projected usage of services by all state agencies.
Under this process, the ITD sets preliminary rate estimates on which it receives state agency feedback and comment on agency expected utilization for services. Taking that feedback into consideration, the ITD revises its rate schedule. Schedules are then finalized for use in calculating agencies’ standard 400 object series budgets.

Under the ITD pricing/cost model assets to fulfill project and service contracts are not capitalized but rather depreciated by utilizing the useful life method. By determining depreciation expense in concert with service costs and utilization preliminary rates are determined. This allows state agencies to complete their standard budget and approve the rates presented by ITD.

If the rates are found to be reasonable they are submitted to the head of Administration and Information for final approval. Every quarter ITD calculates a profit and loss statement by service area to determine if rates should be adjusted within the current biennium. Utilization and the associated cost with over/under use by state agencies is a large proportional determinate on the rate schedule. Managerial review of agency overhead costs also occurs monthly. According to the OCIO, there has not been a case of over billing regarding the rate schedule in the past several years. However, a major contributory factor to rate increases is linked to unplanned project initiatives that occur within a biennium where the budget was previous set.

Procurement and Contracting

The ITD and OCIO generally act in two capacities with respect to IT procurement and contracting for services: 1) assisting agencies with going through the procurement and contracting process as used by the A&I’s Procurement Section of the General Services Division; and 2) providing consultant services to agencies to evaluate IT system needs, requirements, technical assistance, etc. to obtain the appropriate hardware, software and support to meet agency needs once a project is planned and needs to be contracted.

ITD and the OCIO work with each agency as need for both planned projects (with associated business cases) and unplanned projects. According to the OCIO, for procuring IT related equipment and services that are not associated with a business case, the ITD reviews these issues individually with each agency. Requests for contracts, amendments, Statements of Work, purchases, IT FTE staffing requests, are submitted to the OCIO for review, coordination, and comment, then forwarded to the AG’s office, Human Resources Division (HRD), and/or Procurement for processing. The OCIO works with the agencies to understand their objectives and coordinates requirements with ITD from an enterprise-support perspective.

Example criteria for different types of procurement include the following:

1. **If equipment, ensure the request follows all procurement guidelines.**
   a. Are there enterprise contracts or consortium contracts that can be leveraged?
   b. What is the design perspective from the agency?
c. Are there other more appropriate solutions?
d. Is the proposed solution supported by ITD?
e. Is there a known long-term impact on support or maintenance?

2. If IT Staffing.
   a. Are there other ways to manage the expected workload?
   b. Are there temporary resources that can be used in lieu of permanent hires?
   c. What are the long-term training and other commitments?
   d. Does the skill requested match the state and ITD’s direction?
   e. Best practices and IT skill support ratios for the enterprise.

3. If IT Services.
   a. Generally handled the same as the equipment review process and contractual review process.

Financial Information Systems Audits

On February 12, 2009 and December 11, 2009 the State received two audits to evaluate the effectiveness of the internal controls related to key State of Wyoming financial information systems (IS) in use by the State of Wyoming. These systems, listed below, have generally been implemented through coordination with the State Auditor’s Office and the ITD. Moreover, the audits noted that proper information systems controls are the responsibility of management, state agencies, and user departments:

- Wyoming Online Financial System (WOLFS);
- Advantage HR/Payroll;
- Eligibility Payment Information Computer System (EPICS);
- Medicaid Management IS (MMIS);
- QED Investment Tracking (Q2);
- Mineral Severance Tax Program (Department of Revenue);
- Wyoming Integrated Next Generation System (WINGS);
- Workers Compensation and Unemployment Insurance;
- Excise Tax Program; and
- Wyoming Retirement System.

There were several dimensions of the internal IS controls that were evaluated during both audits which included organization and operation controls, program change and documentation control, access controls, data and procedural controls, and security and recovery. The summary of findings rates both the internal function in terms of risk and the complexity to fix the problem on a scale of low, medium, or high. The audits provide insight to the current care and security of financial information systems around the state along with suggestions or recommendations for improvements that will needed to be made going forward.
**Possible Evaluation Questions**

1. What is the current status and feasibility of continuing existing IT programs in use by State agencies? More specifically:
   a. What are the major IT programs in use currently?
   b. How long have the IT programs been in use?
   c. How do the programs fit with statewide planning initiatives?
   d. How will they change from this point forward under the IT Governance Model?

2. Given what appears to be inconsistency in some of the statutes with respect to ITD and the OCIO, should enabling legislation occur to formalize what is now occurring within the IT Governance Model, including the roles given to the Information Technology Coordinating Committee and the Information Technology Policy Committee?

3. What is the reason(s) that the State Telecommunications Council created pursuant to W.S. 9-2-1026.2 is not currently operating.

4. Is the current IT Governance Structure, designed in a manner to facilitate moving the State towards IT integration? Also, does the current structure, operational processes, and organizational placement of the ITD, allow for realization of this effort?

5. Given the information system audits presented on February 12, 2009 and December 11, 2009, what is the OCIO doing to promote mitigation of current IT security and environmental risks?

6. What improvements need to be made to current operations (e.g. products, services, billing, customer service, and personnel) within ITD to facilitate the Wyoming State Biennial Technology Plan?

7. How do current ITD customer service practices provide assurance of adequate and timely customer service to agencies that bring forward issues or problems concerning ITD products and services?

8. Is the ITD/OCIO rate setting and billing practices sufficient to assure that state agencies are obtaining cost-effective services from the Division.

9. How will the study committee created during the 2010 legislative session, move forward with its study with respect to commenting on the IT Governance Structure?

10. How will the OCIO and ITD determine and expend funds from the newly created information technology account, also created during the 2010 legislative session?
Acronyms

CIO - Chief Information Officer

HEAT- Helpdesk Expert Automation Tool

IT - Information Technology

ITD - Information Technologies Division

ITCC - Information Technologies Coordinating Committee

ITPC - Information Technologies Planning Committee

OCIO - Office of the Chief Information Officer