

Agency of Digital Services Executive Level Implementation Plan

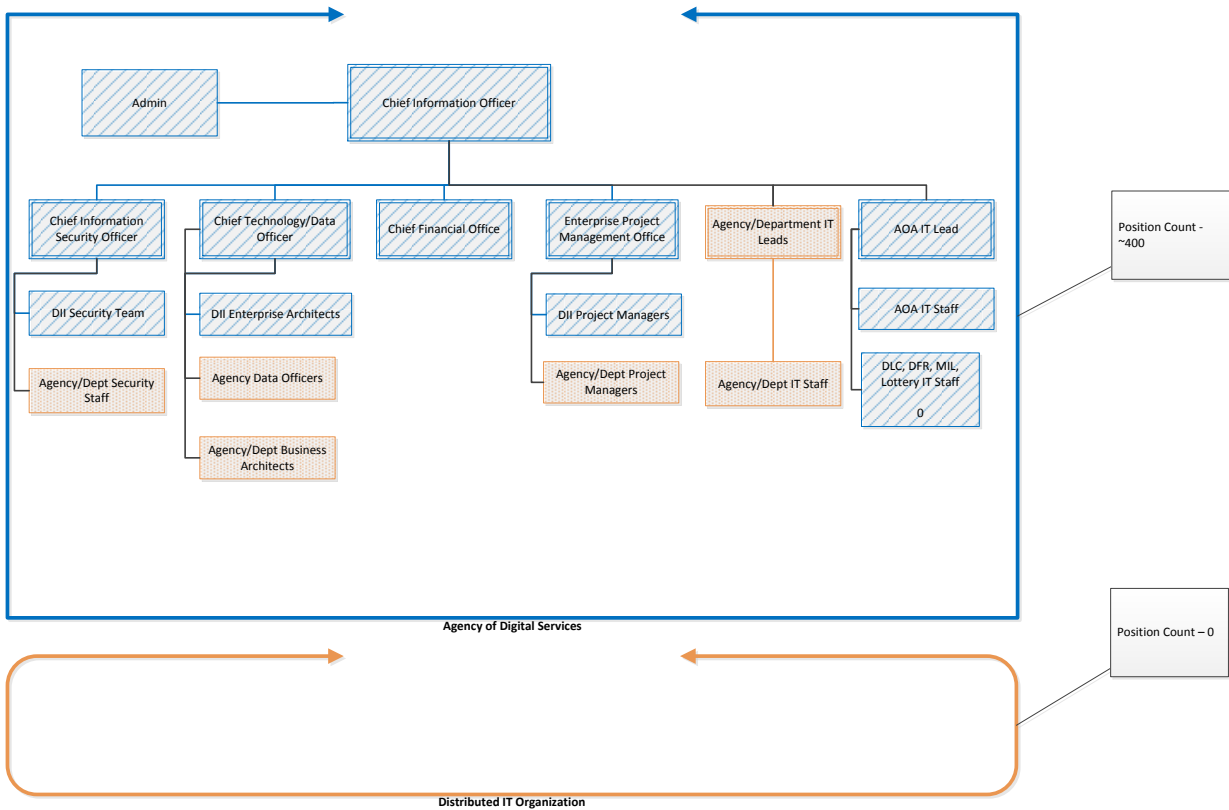
Scope

Executive Order 06-17 creates the Agency of Digital Services and transfers all IT positions to the new agency. This model is used in a few states which have been recognized nationally for their effectiveness. Learning from what was done in New Mexico 6 years ago and reflecting on the operational efficiencies established by other states like Michigan, Maine and Virginia, this plan looks to create a single IT organization with distributed staff. Centralization is a common trend that is ongoing in many other states like Tennessee's EIT project or North Carolina's "One IT" initiative. Due to the proven efficiencies from centralization from other states, many states have taken on IT restructuring to gain efficiencies, broaden transparency and enable more strategic use of IT, but many do it slowly to overcome the inherent cultural resistance to centralization. New Mexico, Michigan, Virginia and Maine are examples of states that took an aggressive approach when a new governor took office by combining all IT staff into a single organization.

In this plan, approximately 400 IT positions would become part of ADS, but would stay in their current locations. The senior most IT position in a department or agency would report to the CIO. The IT organization would be elevated to an agency and the CIO/ Secretary of ADS would be part of the Governor's cabinet, reporting directly to the Governor's office.

To minimize disruption, changes in reporting within the new IT organization would happen incrementally as opportunities arose, but with the concept that project management and enterprise/business architecture would see changes first.

Org Chart



Budget and Funding

The budget and funding for a centralized IT organization as an agency is complex. Staff salaries and benefits along with IT assets (and budget for their refresh/replacement) would need to be transferred to the new agency. Federal funding will affect the detail on the transfers, and we will ensure we don't jeopardize funding sources. We will work throughout FY 2018 to understand and identify appropriate operational funding needed to maintain all operations. Some agencies and departments have not categorized this funding in a way that it can be separated, and this is not a trivial task.

We may require MOU's with each agency/department specifying that the agency/department is responsible to provide appropriate space (on their own budgets) and operational funding needed to maintain the operations of the department/agency IT needs beyond those needs already paid for through DII. Additionally, each agency/department agrees to categorize their IT spending such that it can be reported centrally by the IT organization's CFO. Once these budgets are established, proposals to sustainably fund all IT operations and the identification of potential strategic funding will be considered by the legislature and the administration.

Accountability, Roles and Responsibilities

Governance is needed at the IT portfolio level. Without an inclusive IT portfolio governance process, distrust of the unknown creates a significant barrier to a central IT group that ultimately leads to the eventual re-distribution of IT.

Value Propositions:

- Promotes optimization of state technology resources
- Promotes centralization of common technical services
- Promotes alignment with State technology strategies
- Compliance with unified IT vision and processes
- Standardization of IT performance metrics
- Transparency
- Effectiveness

Schedule – High Level – stage 1

Task Name	Duration	Start	Finish
Create Agency of Digital Services	406 days	Mon 1/16/17	Mon 8/6/18
Define	35 days	Mon 1/16/17	Fri 3/3/17
Draft a vision	14 days	Mon 1/16/17	Thu 2/2/17
Draft initial scope	6 days	Mon 1/16/17	Mon 1/23/17
Draft initial budget goals	6 days	Mon 1/16/17	Mon 1/23/17
Draft initial schedule	6 days	Mon 1/16/17	Mon 1/23/17
Draft value statements	24 days	Mon 1/16/17	Thu 2/16/17
Draft Agency of Digital Services (ADS) Charter	35 days	Mon 1/16/17	Fri 3/3/17
Measure and Analyze	124 days	Tue 1/17/17	Fri 7/7/17
Understand the current state	124 days	Tue 1/17/17	Fri 7/7/17
Research and Define Baselines	124 days	Tue 1/17/17	Fri 7/7/17
Improve	381 days	Mon 2/20/17	Mon 8/6/18
Establish Secretary's (CIO's) Office	381 days	Mon 2/20/17	Mon 8/6/18
Develop new IT org chart(s) draft	11 days	Mon 2/20/17	Mon 3/6/17
Create IT strategy and oversight RACI	110 days	Mon 2/20/17	Fri 7/21/17
Create IT infrastructure and operations RACI	381 days	Mon 2/20/17	Mon 8/6/18
Engage Business and Application Subject Matter Experts (SMEs) to:	24 days	Mon 5/15/17	Thu 6/15/17
Control	402 days	Mon 1/16/17	Tue 7/31/18