

Consolidated Technology Services

There's hardly a Washington State Government service that isn't critically dependent on information technology.

Whether it's applying for a business license, seeking a job, planning your commute, updating your voter registration, registering your car, reporting child abuse, tracking a legislative bill or checking your lottery tickets, technology is being leveraged by government to deliver services cheaper, faster and better. And, in these precedent setting economic times, agencies have often made choices to invest in even more technology to maintain and often improve access to services while lowering service delivery costs.

Behind the scenes, like water in a faucet, advancements in government services rely on technology supported by the new Consolidated Technology Services (CTS) agency. From networks connecting offices across the state, to solutions allowing government to communicate, to security services protecting highly sensitive information about state residents, CTS runs the IT infrastructure that runs state government. Your e-mail, that's us.

We are one of the newest agencies in Washington State government. Formed in late 2011 as part of a sweeping government reform bill introduced by Governor Gregoire, Consolidated Technology Services' main purpose is to consolidate and standardize technology and offer solutions at the lowest possible cost.

Our approach is new. We are the utility provider for technology infrastructure ready to support further consolidation in Washington. We are designed to be nimble and have been given a mandate of broad flexibility to adapt our operations and services to meet the needs of our customers in the most cost-effective way possible.

CTS vs. DIS

The government reform bill didn't just rebrand the old Department of Information Services (DIS). Instead it peeled off the utility like services and moved them to CTS. It then moved responsibility for IT strategy, policy and standards from DIS to the Office of Financial Management, under a new State CIO. Finally, it moved procurement and other back office administrative functions to another newly formed agency, the Department of Enterprise Services.

CURRENT HOME AGENCY (UNTIL 10/1/2011)					
	Office of Financial Management	Dept. of Personnel	Dept. of Information Services	General Administration	Dept. of Printing
Dept. of Enterprise Services	<ul style="list-style-type: none"> Small agency budget & acct. Risk Mgmt. Contracts Statewide financial systems <p>Centralizes services to other agencies</p>	<ul style="list-style-type: none"> Recruitment Employee assistance HRMS Small Agency HR Workforce Training 	<ul style="list-style-type: none"> Web Services Procurement & leasing "Back office" Administration Communications 	<ul style="list-style-type: none"> Facilities & grounds Cons. Mail Svc. Motor pool Surplus mats. State properties Eng. & Arch. Svcs. Procurement & contracts. State Bldg. Code 	<ul style="list-style-type: none"> Printing Procurement & leasing Purchasing
Consolidated Technology Services			<ul style="list-style-type: none"> State Data Center Mainframe computing Network ops & telecomm. Email/Shared Svcs. IT Security Storage 		
NEW HOME AGENCY (AS OF 10/1/2011)	Budget	Personnel	Technology		
Office of Financial Management	<ul style="list-style-type: none"> Budget Policy Forecasting Labor Relations Statewide Accounting <p>Centralizes statewide operational policy</p>	<ul style="list-style-type: none"> State HR Director HR Policy Classification & Compensation Personnel Resources Board Workforce Planning Diversity Strategy 	<ul style="list-style-type: none"> Office of the Chief Information Officer (OCIO) State IT Policy & Oversight State Data Center Migration Plan Enterprise Architecture 		

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Our New Office Building

Three months before the official creation of CTS, staff from seven different locations around Thurston County moved into a single facility that is shared with the Department of Enterprise Services. This consolidation has led to greater administrative efficiencies. The building is new, state-of-the-art, LEED certified and has created a dynamic, energetic space for CTS staff to work.

Implementation of Governor's First Shared Service

On February 10, 2009 Governor Gregoire issued [Governor's Directive 09-02](#) directing state agencies to provide full assistance and support in the development and implementation of a "shared services" model to lower costs and improve service.

The consolidation of email services was the first shared service scheduled for implementation. Shared Services Email consists of five core components:

- Email
- Secure email
- Clean email (includes anti-spam and anti-malware)
- Content-filtered outbound email
- Vaulted email that stores and retrieves email messages in compliance with agency records retention requirements

CTS, working in collaboration with state agencies, successfully completed the project in July of 2012. The agency migrated over 50,000 mailboxes to the new consolidated Shared Services Email offering.



Governor Honoring CTS Email Shared Services Team

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Service Improvement and Quality Products

CTS offers products and services in seven main categories:

- Communications
- Data Processing
- Networks
- Remote Access
- Security
- Storage & Backup
- Web Hosting

With our new mandate, our role as a service provider to other state agencies has never been stronger. We strive to provide high quality, cost competitive services in our suite of technology offerings. To accomplish this, we are instituting new ways of doing business including:

- Adopting Lean practices
- Implementing Service Health Checks
- Refining our use of the ITIL framework,
- Implementing Apptio to improve finance and service management
- Beefing up our GMAP inspired performance measures

We are also systematically evaluating each service to determine how to make it better and more efficient. Areas of focus include:

- Identifying new features/functions in a service
- Changes in customer demand for services
- Financial reviews of services
- The introduction of new services
- Plans to sunset services

Our review will allow us to continually drive service improvement and quality.

Working with Partners to Deliver Cost Savings

We are also working very closely with our CTS Advisory Council (CAC) to follow a Service Intake approach to meeting new customer needs in order to drive new services at CTS or change existing ones. The CAC consists of a select group of agency CIO's. Agencies are already seeing cost savings as a result of this approach:

- Voice mail was converted for state campus PBX customers to CTS managed AURA.
Result: \$600,000 in annual savings to the state.
- Older equipment at customer sites was reused rather than purchasing new equipment. Aggregated data circuits were re-provisioned to reduce the number CTS needs. Vendor services were reviewed to ensure CTS was not paying for unneeded resources.
Result: \$2 million in savings for state agencies. \$200,000 in savings for CTS.
- Trunking costs at Echo Glen and Green Hill School were reduced as part of a project to convert the facilities' long distance services.
Result: \$19,000 in annual savings for DSHS.

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The New Data Center

In addition to the new building, the state also built a new data center next door that is managed by CTS.

When originally envisioned, the new state data center was going to allow for the consolidation of 30+ data center facilities in Thurston County into a single state-of-the-art facility with room for expansion. The plan was sound at the time but technology needs can change quickly.

While the data center was being built, the industry experienced three changes that impacted the data center plan:

- New server “virtualization” technology was being quickly adopted
- “Cloud services” were being rapidly developed
- Server computing power and capacity were being greatly increased

All three changes significantly reduced the need for physical servers which in turn reduced the trend the industry was experiencing in creating new data centers for expanding data needs. As a result, the state data center that ended up being built had excess capacity.

CTS is working with the Office of Financial Management, Office of the CIO and agency CIOs to create a data center management plan, solve the challenges posed by excess capacity, and move agency data centers to the new state data center as appropriate.

The need for an efficient, centralized data center is significant:

- OB2 is overprovisioned and inefficient making it at risk for a cooling failure
- Critical OB2 Data Center Infrastructure is failing or at end of life increasing risk and support costs
- Other agency data centers are at capacity and inadequate for workload that they support (Washington State Patrol)
- Some data centers will soon reach capacity and will need to invest in new infrastructure (Department of Revenue)

The new migration plan being developed will address what is necessary to move now. CTS and the SDC are poised and ready to plan with the OCIO and agencies to continue to consolidate Thurston County data centers.

Classified to Exempt Conversion

The 2011 government reform bill also converted many CTS staff from positions covered by a union contract to exempt service. Approximately 190 represented classified positions changed to exempt service. This change created a challenge.

In September 2011, the Washington Federation of State Employees (WFSE) filed a PERC petition regarding the conversion and the State and WFSE entered into discussions.

On July 25, 2012, the state and the WFSE came to an agreement to convert some of the current exempt positions back to classified positions to resolve the outstanding PERC petition and appeals. After careful review, approximately 120 positions converted back to represented classified service in September. CTS management kept staff updated on the yearlong discussions and CTS Human Resources met with CTS Managers shortly after the agreement was signed to discuss the change within their areas.

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CTS Future

Management and staff are excited about our new mandate and CTS' future. With our broad flexibility to adapt operations and services, we are well on our way to achieving maximum benefit for state agencies through the advancement of information technology.