



Appendix A

**IT Shared Services
Transformation**

Shared Service Transformation Background

1990s

IT – Data Center, Email, Telecomm/Network



2000-2010

IT – Data Center, Agency IT Consolidation,
Shared Services



2010-Present

IT – Data Center, Agency IT Consolidations,
Centers of Excellence

Over the same period, services grew and changed based on federal and technical landscapes (mobile, internet, online services, cybersecurity and GIS).

Organizational changes occurred to support new service delivery as well as some shared services.

Application portfolio grew to over 2000 supporting the enterprise.

Resulting in opportunities to realign the IT service delivery model

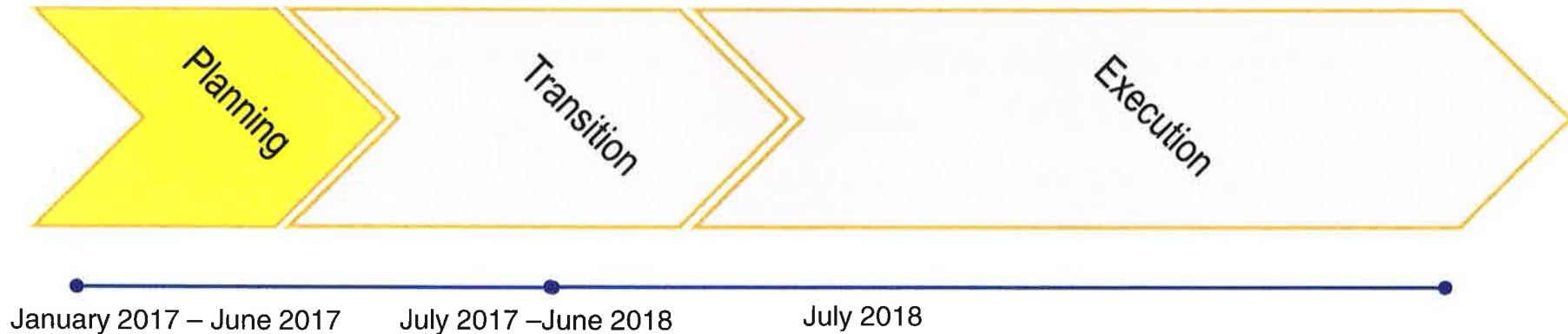
Challenges with Current Service Model

- Mix of technology solutions that perform similar or duplicative functions
- Numerous agreements and interfaces to share data
- Challenges to addressing cross agency citizen facing business opportunities
- Varied resource levels and knowledge management
- Varying cybersecurity maturity, staffing levels and discipline
- Numerous funding models

Shared Services Goals

- Reduce duplication of services and fragmented technology
- Increase focus on how citizens interact with state government
- Increase adoption of industry standard IT frameworks
- Address cross-boundary business problems
- Streamline data sharing agreements and interfaces
- Purchase licenses on an enterprise level to achieve economies of scale
- Leverage skills and cooperation across multiple agencies
- Utilize standardized metrics for measuring outcomes
- Continuously improve services based proven IT solutions across the enterprise
- Develop solutions that are tailored to how citizens interact with government versus how the commonwealth is currently structured
- Function as one government, one employer and one service provider

Shared Service Timeline



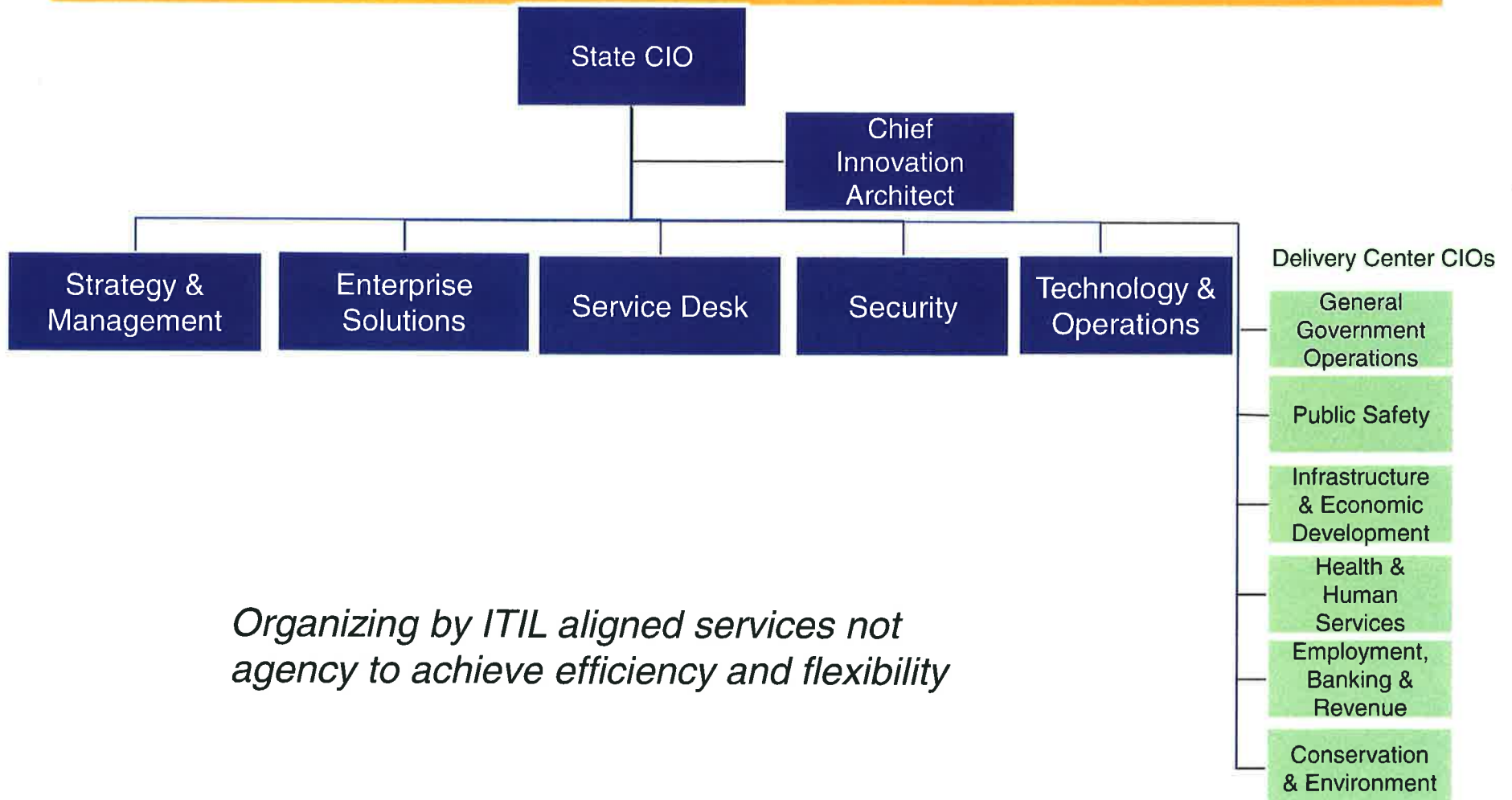
- **Planning**

- As-Is Process Design Sessions
- To-Be Process Design Sessions
- Future Organizational Structure
- Governance and Metric Models
- Employee Town Halls

Assumptions:

1. Align services to ITIL standards
2. Group services to enterprise or business
3. Align business groupings by mission
4. Consolidate complement for resource flexibility
5. Implement multiple tiered governance
6. Align metrics to service catalog⁵

Newly Implemented IT Org Design



Shared Services Delivery Centers

General Government

OA*, Office of the Budget, Office of General Counsel, Governor's Office, Lieutenant Governor's Office, Education, General Services, Office of Inspector General, PA Emergency Management (PEMA) HR and PA Commission on Crime and Delinquency (PCCD) HR

**Independent boards and commissions currently served by OA OIT will continue.*

Public Safety

Corrections, JNET, Probation & Parole, State Police, PCCD IT

Employment, Banking & Revenue

Labor & Industry, Revenue, State, Banking & Securities, Insurance

Health & Human Services

Human Services, Health, Drug & Alcohol Programs, Aging, Military & Veterans Affairs

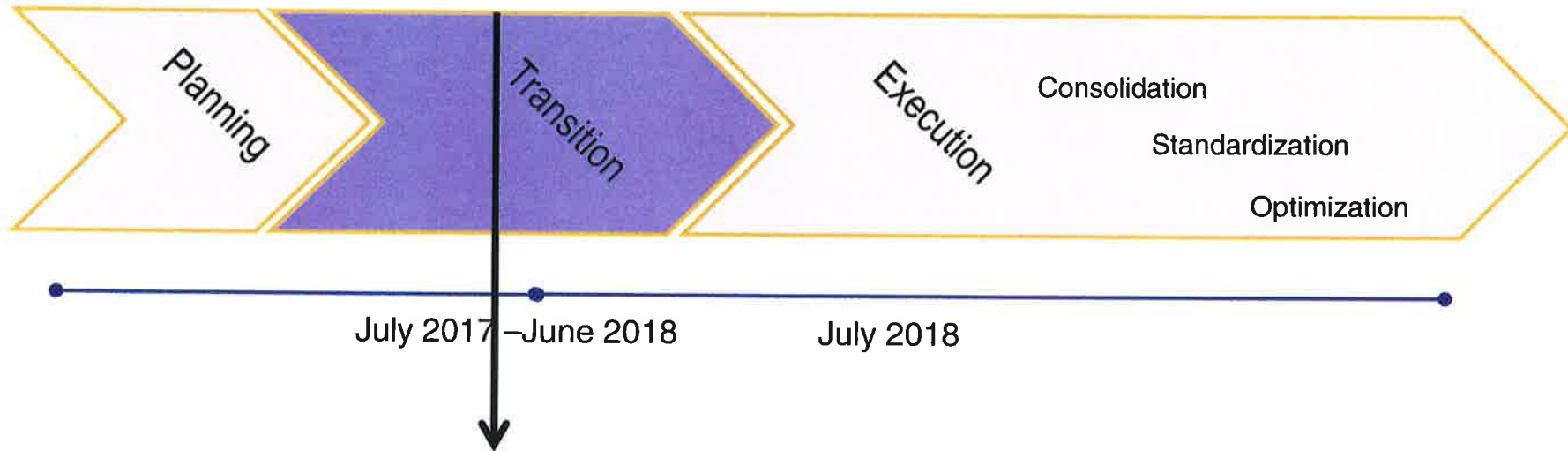
Conservation & Environment

Conservation & Natural Resources, Environmental Protection, Agriculture, Milk Marketing Board, Environmental Hearing Board

Infrastructure & Economic Development

Community & Economic Development, Transportation, PEMA IT

Current Status



- **Transition Key Activities**

- July 1 - IT employees transitioned to OA complement
- Delivery Center Governance Implemented
- Transition Plans Developed
- Delivery Center design & planning to future end state
- Implementation of Matrix for Security & Technology/Operations

- **Transition – What's Next?**

- Organizational Redesign Implementation
- Plans for Process & Technology Convergence
- Financial model design & implementation
- Metrics Rollout

Early Successes

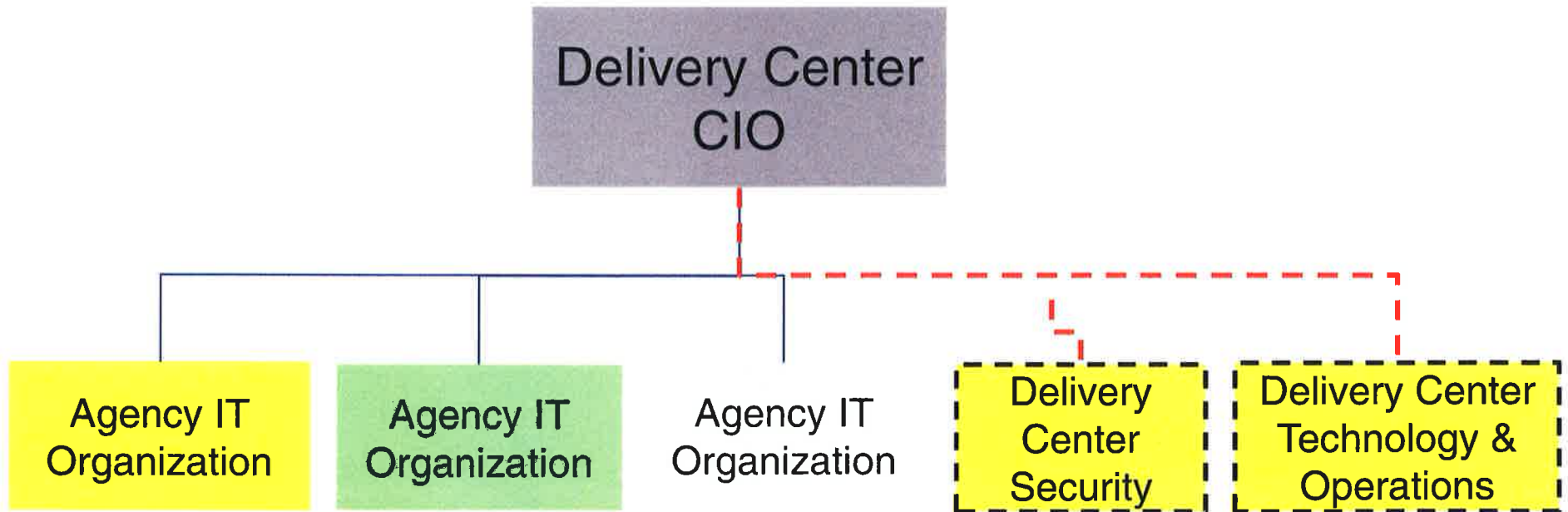
Conservation & Environment Delivery Center

- Consolidating and leveraging infrastructure such as core switches, firewalls and SQL clusters.
- Utilizing existing DCNR travel and training systems across all delivery center agencies.
- Sharing equipment for GIS teams across agencies.
- Repurposing GIS applications to meet the spatial and geolocal needs of other agencies within the delivery center.

Infrastructure & Economic Development Delivery Center

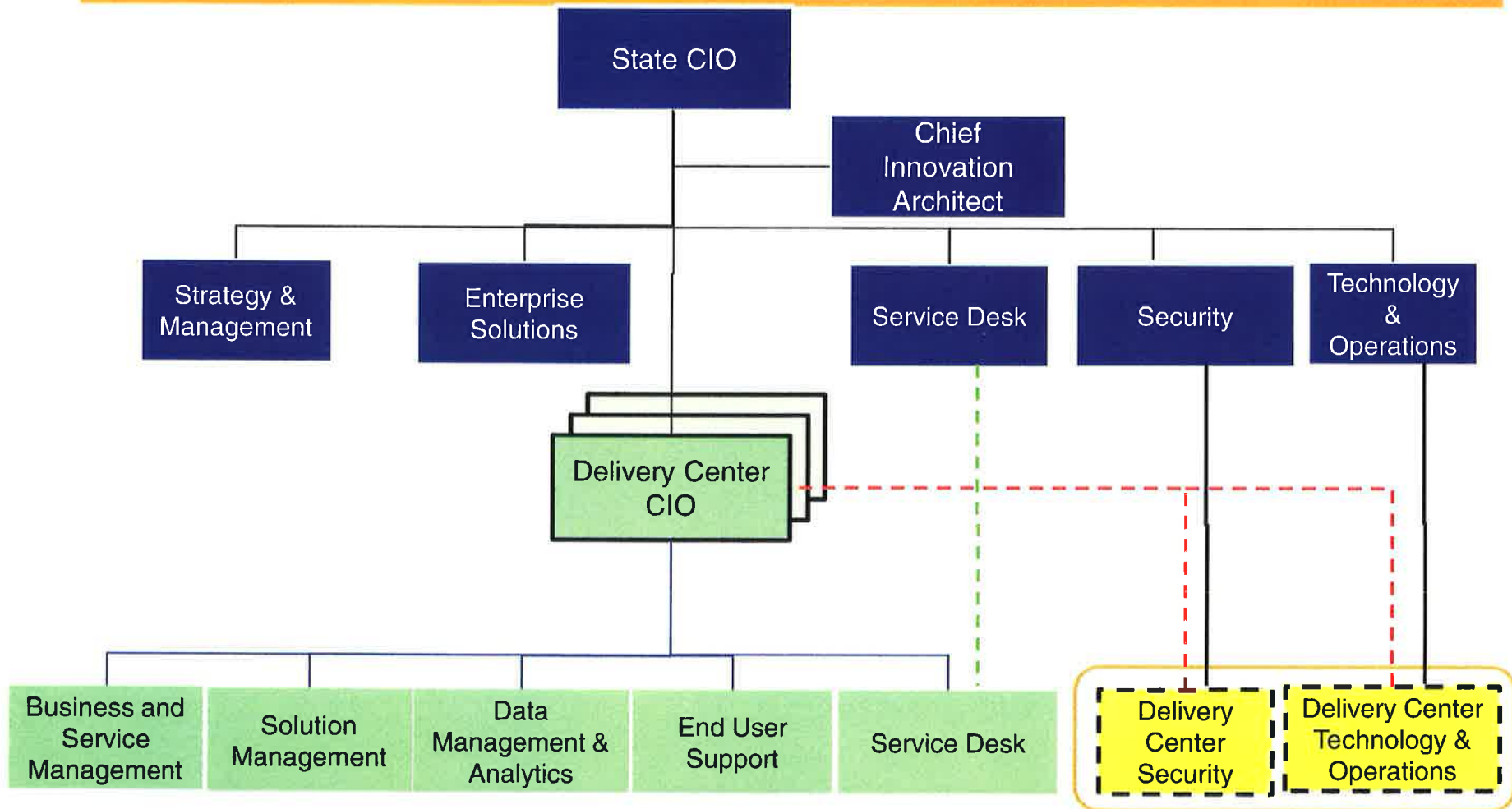
- Increasing overall security awareness and skillsets across the delivery center through consolidation of staff.
- Implementing a single point of contact service desk for all agencies.
- PEMA and PennDOT will share real-time information on traffic related incidents for the benefit of both agencies.

Current Delivery Center View: IT Org Design



Each Delivery Center CIO submitted plans in December 2017 outlining steps to reach the Optimized Design.

Future State: IT Org Design



Aligned by service delivery