James Collins, Chief Information Officer

Delaware Enterprise

Information Technology Centralization Playbook

DTI's Mission

We provide technology services and collaborative solutions for Delaware.

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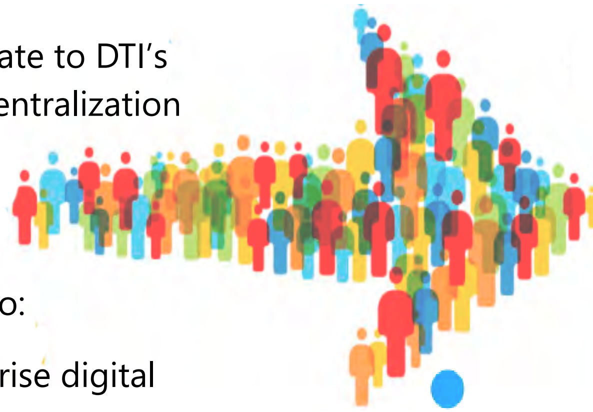
Why is Delaware Centralizing Information Technology?

IT Centralization began in earnest in 2010. A 2019 update to DTI's enabling statute (Title 29, Chapter 90C) mandates IT Centralization for all Executive Branch agencies.



DTI continues to work with Delaware's organizations to:

- improve citizen services through an enterprise digital government approach;
- ensure visibility into the entire state network to optimize and secure IT services;
- promote greater communication and strategic efficiency for state business; and
- speed the introduction of innovation.

Centralization and IT coordination are more important than ever as Delawareans expect digital government access to approach the same ease of use as other online services.

This ***Information Technology Centralization Playbook*** is a step-by-step guide through the IT Centralization process and procedures; including the assessments, objectives and outcome. It defines:

- roles and responsibilities for the implementation team;
- process model;
- co-ownership responsibilities; and
- methodological steps.

PEOPLE
are at the core of anything Delaware is able to accomplish; they are, by far, the most important component of any centralization effort. Communication, inclusion, and consideration of people involved or impacted by ITC is critical to its success.

PROCESS
understanding of an agency's lines of business, resource consumption, and workflows are key to successful transitions.

TECHNOLOGY
assets range from hardware to an agency's data sets; assessments are the foundation to understanding an agency's IT environment.

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Executive Summary

This ***IT Centralization Playbook*** is a guide for anyone involved in, or touched by, Delaware's evolution to a fully-centralized enterprise information technology environment. A 2019 legislative update to DTI's enabling statute mandates that Information Technology for all Executive Branch agencies will be centralized.

Information Technology Centralization (ITC) occurs through reallocation of resources and assets to DTI and establishment of cabinet level enterprise IT governance—fiscal, projects, and shared services. DTI's provision of, and responsibility for, IT services occurs after a comprehensive assessment and review process of an agency's IT environment, IT staff, and IT service delivery processes.

This ***Playbook*** lays out the **5-step process** to centralize IT services and create a shared services environment. Not all agency ITC transitions require all steps, nor are the steps necessarily performed in order. Agency and DTI leadership and staff meet to discuss the collaborative ITC process and to answer questions. **Strategic Partnering (Step 1)** builds the collaborative DTI/Agency team to understand day-to-day agency operations. The **Assessment Process (Step 2)**—a discovery phase to baseline services in applicable IT Disciplines (e.g., Applications; Disaster Recovery/Security; Contracts; Desktop/Network; Service Desk , etc.)—may involve third-party contractors working with agency staff and DTI. This assessment cap-tures an agency's existing IT operations, services, and support .

Transition to Centralization (Step 3) includes, first and foremost, **People Planning**. People are at the core of anything we are able to accomplish. Their successful transitions are, by far, the most important component of this exercise. Their involvement throughout—from beginning to end—and inclusion greatly influences the success of an agency's ITC journey. Clear communications on a regular schedule and a deep understanding of one's role in the agency are imperative. This is required to avoid potential service or support gaps post ITC that could create business challenges. Agency IT staff complete skills assessment interviews; the results analyzed are presented in the summary report.

Using a strategic approach, DTI analyizes the assessment data. The resulting **Summary Report (Step 4)** includes **Projects to Achieve Agency Goals** that require prioritization and funding, based on DTI analysis of findings. The summary forms the basis for the **Ongoing Support** plan. Depending on scope, a strategic plan may be created outlining other phases and projects involved.

The **Summary Report** is the foundation for the **Partnership Documentation (Step 5)**, including the **Service Level Agreement (SLA)**. This outlines how DTI intends to apply enterprise service and support offerings to meet an agency's IT business needs post-centralization. Also important, the assessment may identify programs, projects or services that cannot be centralized. The future disposition of any excluded projects, processes, or services may be outlined in a **Memorandum of Understanding (MOU)**. An MOU documents what IT projects, processes, or services an agency will retain going forward, why, for how long, as well as any other requirements. DTI and agency leadership review the summary of assessment findings and draft SLA (and any MOU, if applicable).

Depending on the size and scope of the assessment effort, agency leadership may request periodic updates on the status of assessment completion. In most cases (except a few very large agencies), DTI and an agency can anticipate that the assessment and ITC transition process will be accomplished within about 60 days, with a new SLA in place as soon as the chargeback model is approved by OMB.

1. Strategic Partnering

Trust and verification form the basis for strategic partnership. Every agency has a DTI resource: a Customer Engagement Specialist (CES) and/or Information Resource Manager (IRM). This relationship facilitates the exchange of a wealth of understanding and knowledge to benefit both parties. Mutual trust and understanding around the opportunities and challenges both organizations face promote developing a successful partnership.

Customer Engagement Specialist (CES) and Information Resource Manager (IRM)

General Overview

Building the collaborative relationship in advance of the implementation of ITC enables DTI and the agency to smooth the path for IT assessments. A strong relationship between a CES/IRM resource and the business allows DTI to be proactive in understanding agency needs and helping to articulate them. Strategically, this person's inside view of an agency's operations, business processes, and priorities enhance the centralization effort.

The CES or IRM integration:

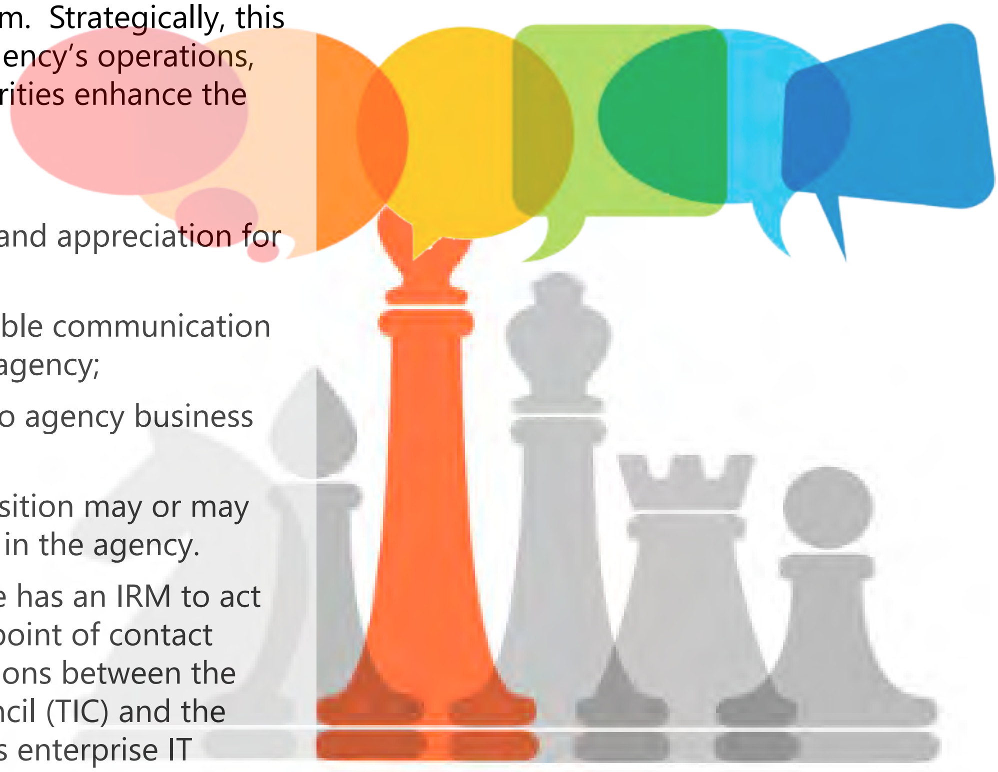
- promotes accountability and appreciation for the agency's business;
- provides a visible, accessible communication link between DTI and an agency;
- establishes clear insight to agency business priorities.

Depending on scope, the position may or may not be physically embedded in the agency.

Every agency and state office has an IRM to act as coordinator and primary point of contact for appropriate communications between the Technology Investment Council (TIC) and the agency. The TIC is Delaware's enterprise IT governance body with broad fiscal, project, and shared services oversight.

Lessons Learned

- Leadership of both agencies must be visibly collaborative and willing to communicate using both top-down and bottom-up strategies.
- Visibility into the agency's Business Operating Model is critical.
- Engagement enhances the Centralization Team and IRM's ability to benchmark and determine baselines for consumed services and to perform gap analysis.
- The CES/IRM assists with prioritizing project and business objectives.



Great things in business are never done by one person. They're done by a team of people.
- Steve Jobs (1955-2011)

2. Assessment Process

Assessments are the foundation to the Centralization Team's understanding of an agency's IT environment, establishing a baseline of the services and structure in play today (pre-ITC). They provide the basis for the fit and alignment of centralized IT services. The assessment process, data and their analysis form the basis for the summary report upon which agency Service Level Agreements are based.

Assessment Process Overview

To the extent possible, DTI IT Centralization Teams, including contracted third-party consultants, use existing data available to populate assessment templates that inventory physical IT equipment, applications, infrastructure, resources (both human and fiscal), and database data mapping. This saves time and effort for agency IT staff who can review and provide revisions and fill in any knowledge gaps, capturing the current technology landscape.

DTI works with the agency to determine and define the business' baseline and standards for the critical technology services currently in use. Capturing a snapshot of these services—both those provided in-house and under contract—allows DTI to measure performance over a period of time prior to and after agency centralization.

Accuracy and completeness is key for all business assessment documents that target multiple IT components in the three broad categories (Technology, People and Processes). Following is a list of assessments that may be performed:

Technology (Equipment and Facilities)

- Applications and Disaster Recovery Inventory
- Database Information
- Facility Inventory
- Data Center/Operations Assessment
- Desktop Laptop Inventory
- Server Inventory
- Server Configuration

Network

- System Engineering Assessment
- Network/Telecom Administration/ Support Assessment
- Network Configuration/Equipment
- Telecom Phone/Video Inventory

People and Processes

- Enterprise Architecture and Governance
- IT Financials/Contract Inventory
- Help Desk/Service Desk Assessment
- IT Staff Survey and Skill sets
- Organizational Change Management Assessment
- Project Inventory
- Project Management Assessment
- Security Administration, Vulnerablilites, Roles Assessment

ITC Transformation Roles

1. Executive Project Sponsors – DTI's Chief Technology Officer (CTO) and agency leadership provide oversight. Key decision-makers help champion assessment and transformation at the leadership level and throughout the organizations.
2. Agency Lead – Depending on the size and mission, this is the business partner on point to represent the agency's book of business.
3. DTI Project Manager (PM) – Develops the ITC Project Plan with the Centralization team and manages the team's assigned project tasks. PM is responsible for the project's success and completion within approved scope,

budget, and schedule, following stringent methodology, tools, and best practices. DTI conducts progress meetings throughout the project to keep the leadership and project team informed on project progress.

4. Organizational Change Management (OCM) Lead – DTI's OCM Lead evaluates the impact of change on the people it affects and develops a structured, tailored OCM strategy and a variety of communication and change management plans for a successful transition.

5. Transformation Project Team – Team composition depends on the size and scope of the ITC effort. DTI and the agency work together to assign internal and external team members, including the CES and IRM. Depending on size, timing, and scope, DTI may engage consultants to support the team. It may have the following responsibilities:

    - Completing or revising assessment documents;
    - Assessing the IT landscape, identifying risks, synergies, and opportunities to decommission legacy systems, and co-develop the integration plan that is key to centralizing agency IT; and
    - Facilitating IT centralization reallocations of assets and resources.
    - Depending on size and scope, some members may continue to work in a transition support capacity, post centralization.

DTI Organizational Change Management (OCM) will assess both the size and scope of the change as well as the organization's culture to determine both the amount of the organization's current change saturation and its adaptability aptitude. This will help determine the OCM path forward best suited to the organization because "one-size-fits-all" is never the best strategy. Recognizing this change deals with people, the OCM Lead is responsible for ensuring awareness, communication, and helping people through the business process change. The OCM Lead evaluates the change and develops a structured, tailored OCM strategy for a successful transition. This can include a communication plan, a sponsor road map, coaching plan, and resistance management plan.

Agency IT employees' unique skill sets and training histories are captured through surveys and/or individual interviews. (Note: Employee(s) response is critical to the overall process for employee skill set evaluation and transition to a DTI team)

Lessons Learned

- Incomplete assessments have a negative impact on project delivery, allocated resources, and budget.
- DTI and the agency must capture the business' benchmarks for critical services and business processes prior to starting the centralization.
- People's concerns must be heard and acknowledged in order to put the best communication strategy in place.

People Transition

People are at the core of anything Delaware is able to accomplish; they are by far the most important component of any centralization exercise. Their involvement throughout this transformation process, from beginning to end, and their attitude toward change greatly influence the success of ITC. Clear communications, provided on a regular schedule, are required. A deep understanding of individuals' roles within the agency is imperative, as, without it, gaps in service will quickly emerge post-ITC, creating significant setbacks.

Every agency employee with an IT role and responsibilities will be actively brought into the ITC process. Each will complete a skill set assessment survey, with the employee's manager validating the skill sets defined. DTI internal team leads review survey results to determine where the employee fits in the DTI organization and the support model outlined for that agency.

Lessons Learned

- Advance communication with employees is critical to managing uncertainty and destabilization. DTI OCM works with the agency on a variety of change management strategies. These include a communication plan to share with its employees, and IT employee involvement through continuous status updates throughout the centralization process.
- Agency employees perform multiple roles encompassing business and technical responsibilities. The skill set survey is not designed to capture the non-IT capabilities. DTI conducts interviews to determine the gaps in the IT and non-IT services provided by the employee and depends on both the business manager and employee to provide this information.
- Reallocated employees deserve training and development plans that are mapped out.

Transition to Centralization (continued)

Projects to Achieve Goals

Achieving the goals established through the assessment and transformative IT centralization process requires a strategic approach that outlines which projects need to be completed before initiation of ITC, during the transition, and those to be completed after an agency's IT services are centralized . DTI and the agency work together to develop a strategic plan outlining projects involved and where they fit in the overall process. In some cases, services can transfer seamlessly. In other cases, due to the need for standardization and alignment with State systems, the technology or architecture may need to be adjusted first to create synergies for supportability, standardization, and stabilization.

A. Pre–ITC Initialization

- a. Create checklist for tasks to complete pre-centralization.
- b. Draft project reports.
  - i. Business Benefits
  - ii. Project Summary
  - iii. Budget Report
  - iv. Training and development requirements for reallocated employees.

B. Centralization Projects

- a. Small: Definition, Roles & Responsibilities
  - i. Project 1, Service, Assessment, Recommendation
  - ii. Project 2, Service, Assessment, Recommendation
- b. Medium: Definition, Roles & Responsibilities
  - i. Project 1, Service, Assessment, Recommendation
  - ii. Project 2, Service, Assessment, Recommendation
- c. Large: Definition, Roles & Responsibilities
  - i. Project 1, Service, Assessment, Recommendation
  - ii. Project 2, Service, Assessment, Recommendation

C. Post–IT Centralization

- a. Create checklist for tasks to complete post-centralization.
- b. Draft final project reports.
  - i. Business Benefits
  - ii. Project Summary
  - iii. Budget Report
  - iv. Training and development requirements for reallocated employees.
  - v. Move the project to steady state support.

Ongoing Support

Ongoing support can be defined in many ways, but at its most basic, it is defined by the Service Level Agreement (SLA). The SLA outlines the services to be provided and the metrics by which DTI measures successful provision of those services. Service delivery metrics and goals will be outlined in the SLA. The SLA is a separate agreement that defines the specific IT services, the method of chargeback, process owner and escalation process to meet the delivery objectives.

There are thousands of metrics, but the most important are: 1) those that add value to the business and 2) those that help DTI meet and or exceed the SLA. By benchmarking pre-implementation, everyone will be well positioned to identify up front how well DTI (or internal IT) is currently serving its customer, which processes are working well or not, and determine post-implementation what service improvements are required to meet the SLA's terms to ensure customer satisfaction.

A. **Service Performance Benchmark Metrics**

B. **Financial Benchmark Metrics**
   - a. IT and Business Total Capital Spend Metrics
     - i. Forecast vs. Actual
   - b. IT and Business Operational Spend Metrics
     - i. Forecast vs. Actual
   - c. IT cost to improve Business IT landscape.
   - d. Employee/Benefits Cost Metrics

D. **Infrastructure/Data Center Benchmark Metrics**
   - a. Total infrastructure incidents by Type, Time to Resolve: (Network Bandwidth, Servers, Storage). (Against SLA)
   - b. Percentage infrastructure downtime during peak and off-peak hours (Exclude scheduled maintenance downtime and blackout periods) (Against SLA)
   - c. Peak/Non-Peak infrastructure utilization

E. **Application Benchmark Metrics**
   - a. Disk utilization by Server, Agency, Application Type, and Severity
   - b. Minimum/Maximum time to resolve to meet SLA
   - c. Total # of applications assigned to application development support team vs. # of open and closed incident tickets by person

F. **Current DTI Service Desk Metrics**
   - a. Inbound Emails sent to Service Desk
   - b. Inbound Calls to the Service Desk
   - c. Number of incident tickets created by DTI Service Desk
   - d. DTI Mean Time to Resolution (MTTR) for critical incident tickets

G. **Customer Satisfaction Metrics**
   - a. Average Speed of Answer is ≤ 30 seconds.
   - b. Percentage of customers that abandon a call with wait time of >30 seconds is < 6%
   - c. 95% of calls answered in less than 1 minute

H. Employee Metrics

a. Voluntary Separation – Employees leave on their own
b. Turnover by position type
c. Transition – Employees transition to DTI
d. Retirement – Employees retire
e. Retention – Employee stays with the business
f. Diversity - Workforce diversity
g. Other Benchmarks
    i. Average duration of open positions impacting projects or operations before filled. (Impacts important projects on hold)
    ii. Total # of contractors and assignments. (Shows the need to increase FTE staff)

I. Business Benchmark Metrics

a. Total # of requests for new services by agency and type
b. Total # of completed requests for new services including time to complete
c. Total # of unplanned projects requested by agency
d. Total # of infrastructure and computing upgrades for end-of-life-cycle equipment
e. Total IT and Productivity cost savings by efficiencies improvements

J. Post-Incident Survey (Asks customers about their interaction with service desk agents)

a. Email survey conducted after the call has been completed
    i. Agent was articulate and knowledgeable
    ii. Agent has great customer service skills
    iii. Agent took ownership of the issue through hand-off to Tier 2

K. DTI Training and Development Plan and Schedule for Transitioned Employees

To improve is to change; to be perfect is to change often.
- Winston Churchill (1874-1965)

4. Summary Report

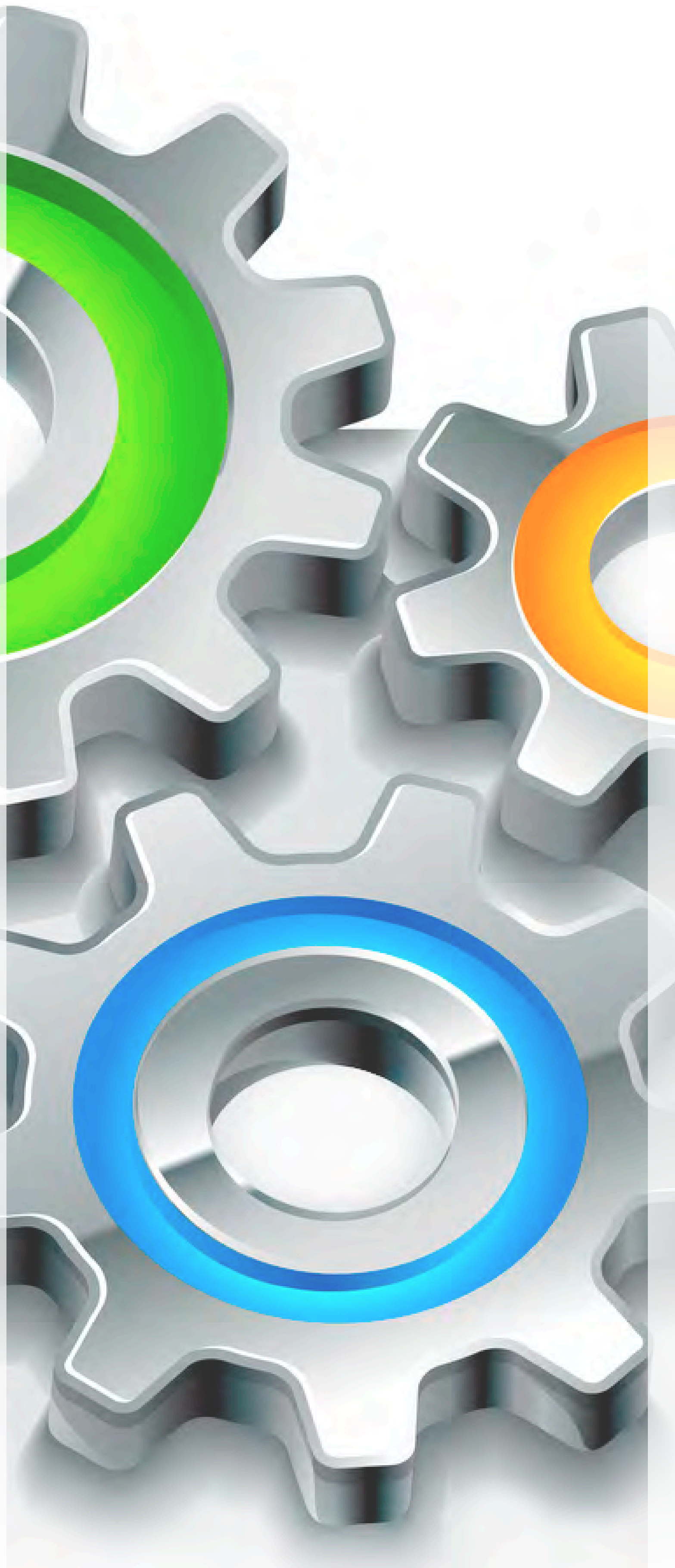
The findings summary report is at the heart of the IT Centralization discussion. It establishes the foundation for which services qualify for centralization and, as important, those that do not.

Summary Report Overview

DTI leadership reviews the assessment documents and analyses internally to produce a summary of its findings in a report to present to the agency leadership team. The agency and DTI review the findings to understand the agency's business and service needs and to address any findings of programs or projects that may fall outside of scope for the centralization effort. DTI is responsible for defining the overall design and structure of the systems for the ITC process. The summary report includes a projected budget and operating costs as fiscal aspects of centralization are part the assessment process to determine the new Service Level Agreement that governs the partnership going forward. The future disposition of any outside of scope issues may be documented in a Memorandum of Understanding.

Lessons Learned

- Identifying the gaps created through the transfer of services and responsibilities is critical to future success and business continuity.



Service Level Agreement

A Service Level Agreement (SLA) outlines the terms of a DTI-agency partnership. The SLA is tied to the Delaware IT Chargeback model. The Chargeback model, in turn, is linked to the Delaware IT Service Catalog.

The Technology Investment Council (TIC) and its subcommittees have responsiblity for Delaware's statewide technology plan which discusses Delaware's overall technology needs and potential budget implications of meeting those needs. It provides input regarding future IT funding, projects and shared services. Statute revisions promote a shared services model in which DTI either delivers or brokers most Delaware IT services.

In 2019, revisions to DTI's enabling statute revised the role and responsibilities, as well as the membership, of the TIC. Statute revisions shift a majority of the IT decision-making responsibility under full IT Centralization from Delaware's Executive Branch agencies. Agencies have input into IT governance and service decisions, and policy oversight through their cabinet-level representatives who are part of the TIC, as well as their subject matter experts who may participate in TIC subcommittee work.

Memorandum of Understanding

Every effort will be made to comply with the legislative mandate that all Executive Branch IT services be centralized. However, DTI realizes that there may be instances in which centralization of certain business-critical agency IT need cannot occur immediately.

In certain cases, the assessment process may reveal legacy projects, processes or services that for one reason or another are not eligible for, or are incompatible with, immediate IT Centralization. In cases DTI and the agency identify, a Memorandum of Understanding (MOU) is the means for DTI and the agency to document the assessment findings and recommendations for how the excluded project, process, or service will be handled going forward. It may outline expectations regarding how the agency may retain the identified outliers or actions DTI may require of the agency for compliance with state governance (standards and policies and/or security considerations), as well as timelines and any other requirements.

Lessons Learned

- The SLA governs delivery of enterprise DTI and brokered services desired to support an agency's business, selected from the State of Delaware's IT Service Catalog, at costs that are tied to the State's approved chargeback model.
- Services not included in the Service Catalog that an agency desires may be governed by a separate MOU. MOU is not a contract but formalization of an agreement that identifies roles and responsibilities of both an agency and DTI when the assessment identifies projects, processes or services cannot be centralized.
- MOU updates are required if there are substantive changes in the IT project, process or service covered under the MOU are made by the business.

> The more you engage with customers, the clearer things become and the easier it is to determine what you should be doing.
> - John Russell (President, Harley Davidson)

IT Centralization Assessment — Applications and Disaster Recovery Questionnaire

This assessment focuses on an agency's applications that support its business processes. It seeks to define each application, its owner/manager, users, and the criticality of the application to the agency's work. Here is a summary of information this assessment spreadsheet collects.

Date of the assessment and Agency/Leadership

A. Business Owner (of application)
B. Application name
C. (column intentionally left blank)
D. Description (what the application does)
E. System(s) hosting the application
F. Disaster Recovery Criticality rating (1-5)
G. Recovery order
H. Application development in-house support or vendor support
I. Name of vendor (if applicable)
J. Number of end users of the application
K. Type of end user (agency, state, citizen, vendor, etc.)
L. Cloud or on-premises
M. COTS, MOTS, Custom, In-house (characterization of the type/complexity of application)
N. Data Classification (e.g., public, confidential, Secret, Top Secret)
O. Data Steward (person authorized to acquire, create, and maintain data)
P. Data Type (e.g., education/higher Ed., citizen, public safety, revenue/finance, transportation, environmental, human services, employment, geography)
Q. Current version deployed
R. Most current version available/offered by vendor
S. Upgrade needed? Why/Why not?
T. If upgrade needed, does upgrade require data conversion?
U. Primary Application Development and Support Person(s)? FTE or Contractual?
V. Secondary Application Development and Support Person(s)? FTE or Contractual?
W. Number of resources needed for support (breakdown to %)
X. Software products deployed with this application? Technology?
Y. Does software meet DTI/State standards?
Z. Historical Behavior Reports
AA. Comments

IT Centralization Assessment — Database Questionnaire

This assessment focuses on an agency's databases that support its business processes. It seeks to define each database, its related applications and interfaces, and other specifics of databases assets of the agency. Here is a summary of information this spreadsheet collects.

Date of the assessment and Agency/Leadership

TAB 1-Databases

A. Database Name / MSSQLSVR Instance Name
B. Database Server Operating System Version and 32bit vs. 64bit
C. Database Type/Version
D. Database Size of data files
E. Primary Oracle Schema Names that hold Application Data
F. Primary User Accounts used for Application DB Connectivity
G. SOW/Task Order End Date
H. Company Name
I. Primary User Accounts used for Application DB Connectivity
J. Description of DB
K. Comments

TAB 2-Interfaces

A. Business Purpose/Function
B. Database Name
C. Oracle Schema Names that hold Application Data
D. Interface Type
E. SFTP or File Share Server and/or Directory
F. Receiving or Sending Partner Agency
G. Data Elements
H. Scheduled Frequency
I. Comments

IT Centralization Assessment — Delaware Enterprise Application Lifecycle (DEAL) Questionnaire

This assessment focuses on an agency's application architecture that supports its business processes. It seeks to understand and catalog an agency's IT standards and policies, and systems architecture underpinning the business of the agency. Here is a summary of information this spreadsheet collects.

Date of the assessment and Agency/Leadership

TAB 1-Professional Services

A. Copy of Document (Yes/No) Does your agency have documented IT strategic plans, standards and/or policies? List titles and provide electronic copies.
B. Database Server OS version? 32 or 64bit?
C. Does your agency have any defined architectures? (i.e., application/system/network) Please list and provide documentation electronically.
D. List resources by name/title who are responsible for system design or architecture work
E. Does your agency have any defined processes for managing changes in your IT? Yes/No
F. If you have defined change process, please list policy/process document (s) and provide electronic copy.
G. List resource(s) by name that manage IT change process
H. How do you learn about new technologies or test them?
I. Comments

TAB 2-Project Architecture

A. Name(s) of active project(s) that have documented system design/architecture (provide electronic copies)
B. List any RFPs in progress

TAB 3-X-a-a-S

A. List any vendor(s) providing cloud-based services
B. Description of Service
C. Contract Name/Number
D. Contract Term (begin/end dates)
E. Name of Resource with Primary Responsibility

IT Centralization Assessment — Data Center Questionnaire

This assessment focuses on an agency's data center that supports its business operations and processes. It seeks to understand and catalog an agency's data center standards and policies, and standard operating procedures supporting the business of the agency. Here is a summary of information this spreadsheet collects.

Date of the assessment and Agency/Leadership

TAB 1-Rooms-Access

A. Room Name of Server/Equipment Room(s) or Wiring Closet(s)
B. Physical Address/location
C. Description of Equipment Housed
D. Who is authorized to grant access?
E. Who is authorized to access?
F. How many resources are allocated to support the Data Center/Equipment Closets

TAB 2-Room Inventory

A. Equipment Name
B. Physical Location (Room Name)
C. Backup Software
D. Backup media
E. Backup System
F. Backup Strategy
G. Backup Schedule
H. Backup encrypted?

TAB 3-Reports – Monitoring

A. Identify any report(s) illustrating historical and/or real-time application behavior, incident and/or change process? (describe metrics: e.g., usage/availability/performance)?
B. Report Frequency
C. Resource(s) responsible?
D. Monitoring Tool/Source of Report

TAB 4-Staff – Resources

A. Resource Name
B. FTE or Contractual?
C. Job Function/Location Supported
D. Operating Hours

IT Centralization Assessment — Facility Environmental Summary

This assessment focuses on an agency's IT environmental support assets. It seeks to define climate control and power systems that are critical to maintaining the IT equipment and environment for the agency. Here is a summary of information this spreadsheet collects.

Date of the assessment and Agency/Leadership

TAB 1- Facility Specific

A. Facility Assets - Make/Model/Serial Number, capacity and dimensions, configuration and other specs, financials (cost/lease terms), maintenance and monitoring systems.
B. CRAC Units CRAC (cont)
C. Uninterrupted Power Supply
D. Power Distribution System
E. Generator

IT Centralization Assessment — Contracts Questionnaire

This assessment focuses on an agency's applications that support its business processes. It seeks to define each application, its owner/manager, users, the criticality of the application to the agency's work, and other specifics of contracted assets of the agency. Here is a summary of information this spreadsheet collects.

Date of the assessment and Agency/Leadership

TAB 1-Large IT Contracts/Agreements (Result of ITB, RFP, RFQ or other Publicly Advertised Process)

A. Copy of Contract Document (Yes/No)
B. Published on MyMarketplace (Yes/No)
C. Contract/Agreement Number
D. Contract/Agreement Name
E. Contract Expiration
F. Extensions Available
G. Annual Contract Spend (Estimate or Average Acceptable)
H. Product Owner/SME
I. Awarded Vendor(s)
J. Vendor Point of Contact
K. Products/Services Provided or Project Supported
L. System/Application Name
M. System/Application Description
N. Funding Source

TAB 2 -Small/Special IT Related Contracts/Agreements (Under 50K and/or Sole Source/Emergency)

A. Copy of Contract Document (Yes/No)
B. Published on MyMarketplace (Yes/No)
C. Contract/Agreement Number
D. Contract/Agreement Name
E. Contract Expiration
F. Extensions Available
G. Annual Contract Spend (Estimate or Average Acceptable)
H. Product Owner/SME
I. Awarded Vendor(s)
J. Vendor Point of Contact
K. Products/Services Provided or Project Supported
L. System/Application Name

IT Centralization Assessment — Contracts Questionnaire

M. System/Application Description
N. Funding Source

TAB 1-Professional Services SOW/Task Orders

A. Copy of Document (Yes/No)
B. Contract/Agreement Number
C. Contract/Agreement Name
D. Contract Expiration (Date)
E. Annual Contract Spend (Estimate or Average Acceptable)
F. Product Owner/SME
G. SOW/Task Order
H. SOW/Task Order Allotted Hours
I. SOW/Task Order Total Amount
J. SOW/Task Order Start Date
K. SOW/Task Order End Date
L. Company Name
M. Consultant Name
N. Consultant Location (Onsite/Remote)
O. Job Category
P. Hourly Rate
Q. Services Provided
R. System/Application Name
S. System/Application Description
T. Funding Source

TAB 2-Annual Maintenance Agreements

A. Copy of Document (Yes/No)
B. Contract/Agreement Number
C. Contract/Agreement Name
D. Contract Expiration
E. Annual Contract Spend (Estimate or Average Acceptable)
F. Product Owner/SME
G. Hardware (HW) or Software (SW)
H. Vendor Name
I. Maintenance Item
J. Description
K. Immediate Past FY Budget

IT Centralization Assessment — Contracts Questionnaire

L. Immediate Past FY Actual
M. Current FY Budget
N. Current FY Actual
O. Renewal Date
P. Funding

TAB 3-Software Application License Agreements (ELA, OLSA, MSA, etc.) (except Microsoft?)

A. Copy of Document (Yes/No)
B. Contract/Agreement Number
C. Contract/Agreement Name
D. Contract Expiration
E. Annual Contract Spend (Estimate or Average Acceptable)
F. Product Owner/SME
G. Vendor Name
H. Software/Application name
I. Description
J. Term or Perpetual?
K. Term Renewal Date?
L. Version
M. Number of licenses purchased
N. Number of licenses installed
O. Installed location
P. Immediate Past FY Budget
Q. (Past) FY__ Actual
R. (Immediate Past or Current) FY__ Budget
S. Immediate Past or Current) FY__ Actual
T. Annual Support/Maintenance
U. Funding

TAB 4-NonO365 Microsoft License Agreements (NOTE: Can include MS Office products until 12/31/20)

A. Copy of Document?
B. Contract/Agreement Number
C. Contract/Agreement Name
D. Contract Expiration
E. Annual Contract Spend (Estimate or Average Acceptable)
F. Product Owner/SME

IT Centralization Assessment — Contracts Questionnaire

G. Select 6 Agreement
H. Product Family
I. Campus EES Agreement
J. Product Family
K. Other
L. Product Family
M. Software/Application name
N. Description
O. Term or Perpetual?
P. Term Renewal Date?
Q. Version
R. Name of Reseller
S. Contract
T. Number of licenses purchased
U. Number of licenses installed
V. Installed location
W. (Past) FY__ Budget
X. (Past) FY__ Actual
Y. (Immediate Past or Current) FY__ Budget
Z. Immediate Past or Current) FY__ Actual
AA. Annual Support/Maintenance
BB. Funding
CC. Effective Quantity

TAB 5-Install by Computer

A. Machine Name
B. Software Name
C. Version
D. Language
E. Publisher
F. Install Date

IT Centralization Assessment — User Device Inventory Questionnaire

This assessment focuses on an agency's technology devices that support users in accomplishing its business processes. It seeks to catalog an agency's desktops, laptops, and printers, along with device lifecycle management practices. Here is a summary of information this spreadsheet collects.

Date of the assessment and Agency/Leadership

TAB 1-Desktops Laptops Monitors

A. Primary User
B. Location
C. Make
D. Model
E. Serial Number
F. Form Factor
G. Processor (Core 15/17)
H. RAM
I. Hard Drive
J. Display Monitor(s)
K. OS
L. Purchase Date
M. Warranty Expiration Date
N. Leased?
O. Docking Station
P. Encryption
Q. Financing Source
R. Comments/any directly connected peripherals not counted elsewhere-e.g., label printer, ID scanner, bio authentication device

TAB 2-Printers Inventory

A. Make/Brand
B. Printer Model
C. Serial Number
D. Printer Location
E. Share Name
F. Network Printer
G. Server
H. Reserved IP
I. Leased?
J. Lease Expiration Date
K. Purchase Date
L. Warranty Expiration Date

IT Centralization Assessment — User Device Inventory Questionnaire

M. Page Count
N. Color Printer
O. Duplex
P. Multifunction Capabilities
Q. Printer Management Software
R. Service Contract Info

TAB 3-Mobile Device Inventory

A. Primary User Name
B. Type
C. Model
D. Serial Number
E. Phone Number
F. Desktop Software
G. Age
H. Lifecycle
I. Contract

TAB 4-Desktop Management

Desktop Imaging
AntiVirus
OS patching
Non Microsoft patching
Types of management software used
Group policy usage
DHCP servers
Active Directory
ScriptLogic
Hardware inventory tracking
Network printer management
License management
2nd and 3rd level support/procedures
New user process
Naming conventions
End user rights
Encryption management software
Encryption client software

IT Centralization Assessment — User Device Inventory Questionnaire

TAB 5-Lifecycle

User support
Process for new user account
New hardware request process
Process for outgoing user account
Process for outgoing hardware pickup
PC lifecycle
Funding?
Estimated PC and Laptop Lifecycle Period
PC imaging process/software installation
PC standardization
Hardware consistentcy
PC configuration consistency
Power policies (monitor, hibernation, standby)
PC vendors
Hardware upgrades
Hardware upgrade request Processes
Replenishment PC request Processes
Vendors used for hardware requests
New software requests Processes
Upgrade software requests Processes
Vendors used for software requests
Software standardization
Operating systems Currently in use
Office suite Version in use
MISC software installed on every PC (Reader, Flash, RealPlayer, etc)

TAB 6- Procurement-Software

A. Name
B. Publisher
C. Version
D. License
E. Software Assurance
F. Documentation for Install
G. Source Location
H. Funding
I. Vendor
J. Notes

IT Centralization Assessment — People/Employees Summary

This assessment focuses on an agency's IT personnel who support the agency's IT assets and processes. It seeks to inventory the knowledge, skills and abilities of the individuals who are critical to maintaining the IT equipment, processes and environment for the agency. This is accomplished through surveys and face-to-face interviews that are tailored to each agency's situation and cadre of staff. Therefore, any attempt to offer a summary of these activities would not accurately portray a actual process that is highly variable.

IT Centralization Assessment — Project Management Summary

This assessment focuses on an agency's Project Management processes and personnel who support the agency's IT projects. It seeks to collect information on how the agency manages and staffs its IT projects. Here is a summary of information this spreadsheet collects.

Date of the assessment and Agency/Leadership

TAB 1-Project Management Function

A. Does the agency have a Project Management Office? (Y/N)
B. If NO, who has IT Project Management responsibility?
C. If YES, Counts of Resources (# of FTE/# of Contract) performing Project Management?
D. Does the agency have a documented PM methodology in place (If YES, provide electronic copy)
E. # of Projects Initiated in past FY
F. # of Projects Closed in past FY
G. # of contractors performing as PMs in past FY?

Tab 2-PM Staff

A. Project Leader/Project Manager (Name of Resource)
B. FTE Employee or Contracted Consultant
C. % of time spent performing project management
D. % of time spent as SME
E. % of time spent performing application support
F. % of time spent on administrative tasks
G. Business analyst
H. Current Projects assigned

Tab 3-Project Status (Listing of Current and Anticipated Agency Projects with Status)

A. Name of Project
B. Project Short Name
C. Status/Phase (Pre-Inception, Initiation, Planning, Execution, Closing)
D. Status Date
E. Short Description of Scope
F. Anticipated Duration (Start Date/End Date)
G. Division
H. DDS
I. Project/Business Case #
J. Project Manager
K. DTI Lead
L. Business/IT Lead

IT Centralization Assessment — Service/Help Desk Assessment Summary

This assessment focuses on an agency's user support through Service or Helpdesk processes and personnel who provide direct/indirect IT equipment and application support the agency's end users. It seeks to collect information on how the agency manages and staffs its IT support functions. Here is a summary of information this spreadsheet collects.

Date of the assessment and Agency/Leadership

TAB 1-Customer Profile

A. Who are your Help Desk customers?
B. Do you support any non-agency customers? If Yes, describe the relationship.?
C. Does this Help Desk provide IT support only or other business support as well?
D. Approximate total authorized callers who can use your Help Desk and % or # that have called the Help Desk in the past 12 months?
E. Do you have "VIP" customers who get special attention? Who/How many/Who designates their status?

A. Please list all the names and physical locations that you provide support for
B. Building Name
C. Street Address

Tab 2-Operations and Staff

A. Help Desk Staff (please list by name)
B. Dedicated to Tier 1 phone support (Yes % or No)
C. FTE, Casual/Seasonal or Contractor?
D. Manager, Supervisor or Lead?
E. Avg. # staff dedicated to Tier 1 support daily?
F. Tier 1 Support for Mobile devices (M)? Desk/Laptop (D)? Other (specify)

A. What days/hours are supported by the Help Desk?
B. Would 24/7 service desk availability help agency?
C. Has agency ever not proceeded with a project due to lack of 24/7 Help Desk?
D. Does any business function require support outside regular hours?
E. Describe after-hours support, if available?

A. Describe any notification processes in place for critical outages?
B. Internal Customers
C. External Customers

IT Centralization Assessment — Service/Help Desk Assessment Summary

A. Describe any after-hours escalation procedures in place?

A. Help Desk Calls
B. Avg. time to answer call
C. Avg. call duration
D. Abandoned call rate?

A. % of customer contacts received by…
B. Phone call
C. Email
D. #of contacts per: day/week/mo

A. Describe the Help Desk Annual Budget $ and/or % dedicated to…
B. Hardware
C. Software
D. Contractors
E. Casual Seasonal

Tab 3-Applications and Issues

A. What applications are supported (Please list the name of each application)
B. (blank)
C. Has support documentation been created?
D. Is there a defined escalation procedure
E. Contact
F. % of issues with this application resolved completely at Tier 1?
G. How are "High Priority" and "Critical" tickets addressed/escalated?
H. Please indicate the Business Continuity/Disaster Recovery Criticality of the application, if known.

A. What type of Desktop issues are supported by Tier 1 support (Please list common desktop issues.)
B. (blank)
C. Has support documentation been created?
D. Is there a defined escalation procedure?
E. Contact
F. % of issues with this application resolved completely at Tier 1?
G. How are "High Priority" and "Critical" tickets addressed/escalated?

IT Centralization Assessment — Service/Help Desk Assessment Summary

A. Please list all passwords that Tier 1 support can reset
B. (blank)
C. Has support documentation been created?
D. Is there a defined escalation procedure?
E. Contact

A. What Help Desk tools are used?
B. (blank)
C. Ticketing System?
D. Help Desk Service Metrics?
E. Knowledge Base?
F. Troubleshooting?
G. Other?

A. # of Tickets created... by type, if known (ex. Application, network, hardware)
B. Daily
C. Weekly
D. Monthly
E. % of tickets resolved at Tier 1
F. Resolve (MTTR=avg. time to resolve a ticket)?

A. What types of issues are escalated to 2nd level?
B. % of Tier 1 escalated?
C. Is the process documented?
D. Is there an after-hours process?

IT Centralization Assessment — Server Assessment Summary

This assessment focuses on an agency's servers: their make and configuration, as well as support coverage, backup and maintenance processes and Business Continuity/Disaster Recovery criticality. Here is a summary of information this spreadsheet collects.

Date of the assessment and Agency/Leadership

TAB 1-Main Server Inventory

A. Server Name
B. Data Center
C. Server Model
D. Server Serial Number
E. Server Description
F. Power Requirements
G. Environment (PROD/TEST/DEVL)
H. Subnet
I. Mask
J. Gateway
K. MAC Address
L. Speed
M. Server Ports Used (80, 443, 515, etc.)
N. Subnet
O. Mask
P. Gateway
Q. MAC Address
R. Speed
S. Drive Letter
T. SAN/Local/Mapped
U. Size total
V. Size used
W. Storage Volumes File Structure/Format
X. RAM
Y. CPU Size
Z. CPU Type
AA. O/S
BB. O/S Version
CC. Type (physical or virtual)
DD. VM/VM Host
EE. Form Factor

IT Centralization Assessment — Server Assessment Summary

FF. Server Function
GG. DMZ Internet/Intranet/Extranet
HH. Product Name
II. Version Installed
JJ. Service Pack Installed
KK. What Business Processes does this system support
LL. Monitoring Tools
MM. Name of System Administrator(s)

Tab 2-Backup Strategy Inventory

A. Server Name
B. Local Tape Drive
C. Backup Software
D. Backup media
E. Backup System
F. Backup Strategy
G. Backup Schedule
H. Backup encrypted?

Tab 3-Business Continuity/Disaster Recovery

A. Server Name
B. System Name
C. Application
D. Data Center Dover/Biggs
E. Data Classification
F. Max Downtime
G. DR Criticality

IT Centralization Assessment —Telecom Phone – Video Inventory

This assessment focuses on an agency's systems engineering, telecommunications, network, telephony and video equipment: inventory of makes, models, and configuration, as well as related issues.

ITC – Telecom Phone – Video Inventory

Agency/Date

State of Delaware Voice Systems Inventory

Tab - Phones

A. Division/Location
B. Type of Equipment and Vendor
C. Numbers of Phones by Type/Model
D. Model Number
E. System Original Installation Date
F. Contact – email address and phone number
G. Maintenance Contract/Name of Vendor
H. Vendor Maintenance Terms/Annual Cost

Tab – Videos

A. Division
B. Location
C. Type of Equipment
D. Serial No.
E. Model No.
F. Multipoint capable
G. IP Address
H. Contact
I. Maintenance, with Vendor
J. Vendor Terms and Conditions

IT Centralization Assessment —Telecom Network Inventory

This assessment focuses on an agency's systems engineering, telecommunications, network, equipment: inventory of makes, models, and configuration, as well as related issues.

ITC – Telecom Network Inventory

Agency/Date

Tab - Routers

A. Router Make
B. Model
C. System Name
D. Location
E. Serial Number
F. IP Address
G. Date of Lease/Purchase
H. Special Funds Purchase
I. Cost per Month
J. Administrative Rights
K. Notes

Tab – Switches

A. Switch Make
B. Model
C. System Name
D. Location
E. Serial Number
F. IP Address
G. Date of Lease/Purchase
H. Special Funds Purchase
I. Cost per Month
J. Administrative Rights
K. Notes