

Guidehouse Efficiency Review Recommendations
Information Technology
ARDOT Response
September 16, 2020

Information Technology

Guidehouse Recommendation 9:

9. Build an IT Governance Structure to guide ARDOT's IT investments.

ARDOT's IT investments have grown to \$23M in FY2020 under unclear enterprise level guidance. Establishing a formal governance structure may enable the IT Division to better support business objectives, help optimize Department operations, and meet stakeholder needs.

ARDOT Response:

In early 2019, we developed the Information Technology (IT) Strategic Plan which identified five goals to guide the IT Division's efforts. The five goals are:

- Establish IT Governance;
- Improve Security Posture;
- Enhance Customer Experience;
- Transform IT Service Delivery; and
- Attract, Invest, and Retain Capable IT Talent.

Each of these supports one or more of the Department's Strategic Goals and thereby enables the entire Department to accomplish our mission. Additionally, since the IT Strategic Plan was developed through an employee involvement process, the accomplishment of these goals will enhance employee confidence and satisfaction.

Since establishment of IT governance is part of the IT Strategic Plan, we are in the process of implementing this structure which will include some of the executive leadership along with other Department administration to produce guidance that will direct the efforts of the IT Division as they develop applications and projects. Part of this guidance will provide prioritization and direction so that the end result will be that the work accomplished by the IT Division will better support business objectives, help optimize Department operations, and meet stakeholder needs.

We will continue our efforts to establish a formal governance structure to assist the IT Division to accomplish this recommendation..

Information Technology

Guidehouse Recommendation 10:

10. Implement mid-term IT initiatives that can optimize business operations.

ARDOT spends ~\$5.3M on software applications and has 300+ databases. Implementing leading data management and software application rationalization practices can deliver cost savings and unlock data value.

ARDOT Response:

We agree that enhancing how we currently acquire, validate, store, protect and process our data will help to ensure its accessibility and reliability. We also agree that a review of all of the applications across the Department to determine which ones should be retained, improved, or migrated could deliver cost savings while achieving improvements in business operations.

As part of our effort to accomplish our goals in the IT Strategic Plan, we previously began to develop an inventory of applications and databases in order to understand how they are used by Department staff. We have also secured the services of a consultant to assist with determining each application and database's relevance to our business operation, its potential to disrupt business operations if it fails, and its total cost of operation.

In addition, a recently hired consultant will also implement an Information Technology Service Management (ITSM) application. The ITSM will provide us with the long-term capability needed to continue to monitor and evaluate each application and database's performance.

We believe a Department wide review and evaluation of these systems can identify redundancies that can be eliminated, identify additional opportunities to share data that will provide enhanced efficiencies, and provide direction for efforts needed to support and enhance the Department's business operations.

We will continue the efforts noted above to accomplish this recommendation.

Information Technology

Guidehouse Recommendation 11:

11. Develop necessary pillars to establish IT as an effective business partner.

ARDOT's IT Division is not able to definitively articulate what services it will deliver, when it will deliver them, and its standards for effective delivery. Implementing an ITSM framework may enhance IT service delivery and internal customer satisfaction; and reduce IT costs.

ARDOT Response:

We agree that the implementation of an Information Technology Service Management (ITSM) application will enhance IT service delivery and internal customer satisfaction, while reducing costs.

As part of the effort to accomplish our goals in the IT Strategic Plan, we recognized the need for an ITSM application. Recently, we secured consultant services to provide the Department with an ITSM application. The ITSM will provide us with the ability to track and document IT service requests from our staff, monitor IT project development, and provide to all Department staff a clear explanation of the services available from the IT Division.

The functionality provided by the ITSM will assist with ensuring that the efforts of the IT Division will support the business needs and goals of the Department. In doing so, our staff will be provided with the IT support they need so that they are better able to complete their work assignments. This should lead to a higher level of internal customer satisfaction while reducing cost.

We will continue to implement the new ITSM application that will accomplish this recommendation.