

WaTech Dashboard

Q4 – Fiscal Year 2018

(Apr - Jun 2018)



"the consolidated technology services agency -RCW 43.105.006"

Purpose

WaTech has been producing the WaTech Quarterly Dashboard since January of 2017. There are two main reasons for creating the Dashboard:

1. WaTech's authorizing statute requires the WaTech Director to set goals, measures, and performance targets for the agency. It requires this information to be included in a dashboard that must be updated, posted on our public website, and sent to the Governor on a quarterly cycle. The dashboard must include information about service delivery, cost, operational efficiencies, and overall customer satisfaction. The first dashboard was required to be created and submitted by January 2017. (RCW 43.105.11)
2. Even if this statutory requirement was not in place, WaTech would still produce a dashboard. Dashboards are part of a mature quality management, accountability, and performance system designed to improve customer satisfaction, employee engagement, operational effectiveness, and cost recoverability. That's why WaTech's Dashboard contains data broken into sections that mirror agency priorities (Finances, Service Expansion, Operations, Customer Care, Employee Satisfaction, and Human Resources). WaTech reviews the Dashboard quarterly and uses the information in it to help make data driven decisions impacting the direction of the agency. The Dashboard is a living document. Measures are refined and new measures added as agency priorities change.

WaTech Dashboard Sections

Finances

Service
Expansion

Operations

Customer
Care

Employee
Satisfaction

Human
Resources

Finances

Revenue & Expenses
Fund Balance
General Sales Information
Fee-for-Service Trends
Zero-Based Budget Review Recommendations

Finances

FY18 Agency Overview

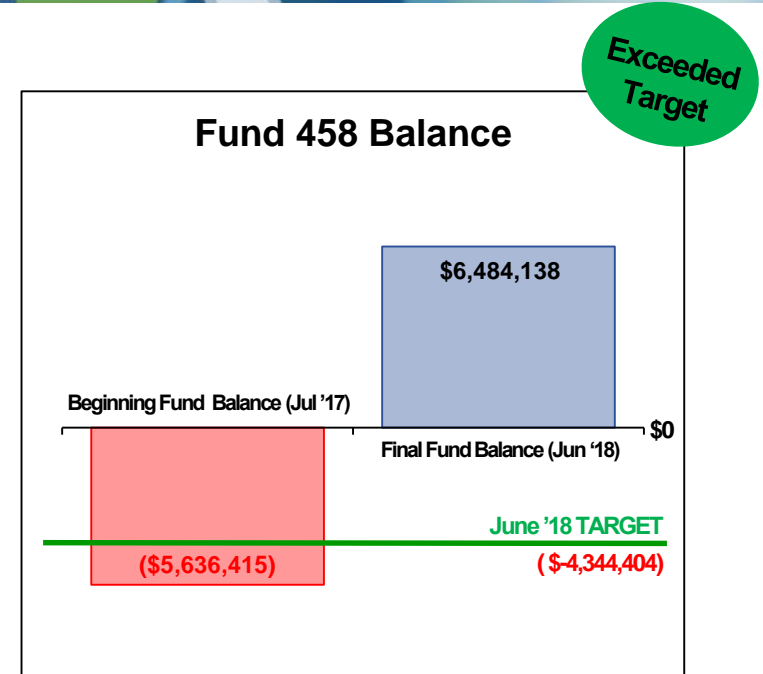
(Final Quarter, Year End, Fund Balance)

Q4 FY18*

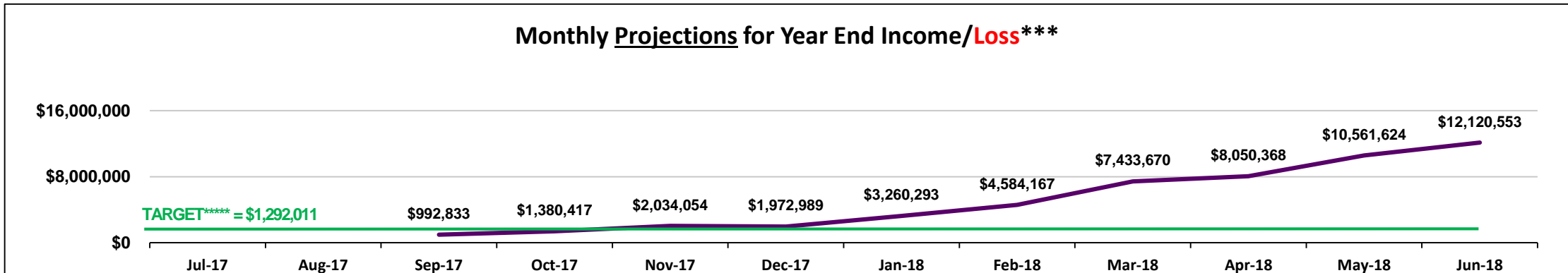
Revenue	\$43,641,781
Expenses	\$41,354,344
Net Operating Income/Loss	\$2,287,437

Year End FY18**

Revenue	\$166,044,009
Expenses	\$153,923,456
Net Operating Income/Loss	\$12,120,553



Monthly Projections for Year End Income/Loss***

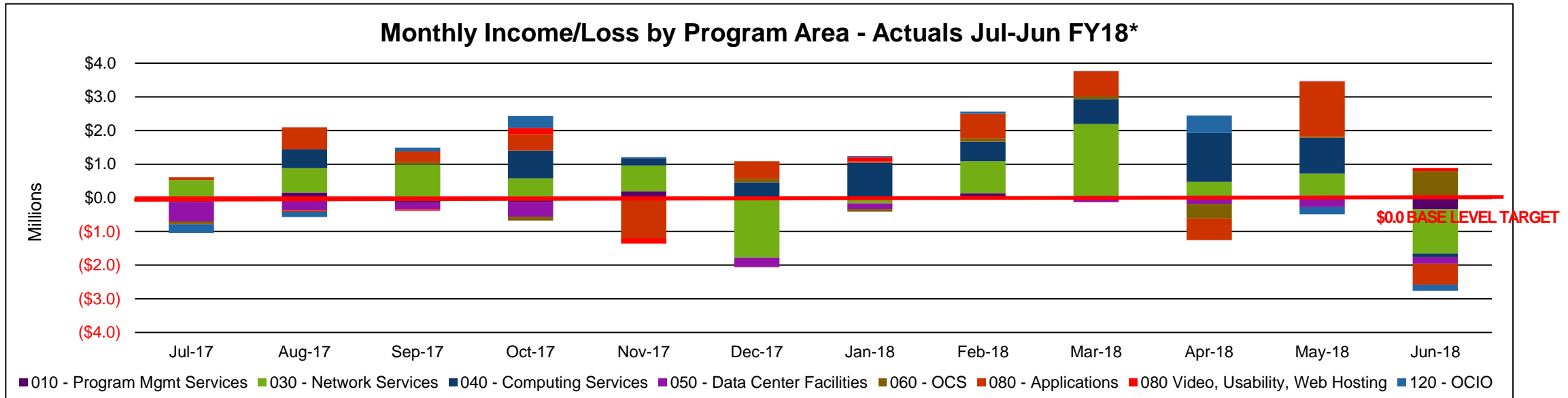


*Q4 = Apr-Jun Actuals **Year End FY18 = July-Jun Actuals ***Each month finance team projects what our income/loss will be June 2018. Projections Start in September

Source: AFRS

Finances

FY18 Program Area Details Income/Loss



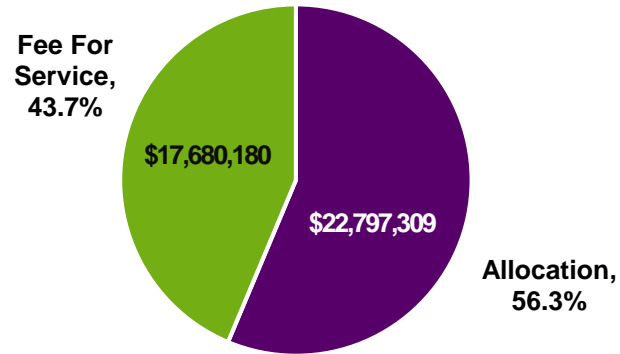
Program Area	Year End (Jul-Jun FY18)
010 - Program Management Services	(\$38,203)
030 - Network Services	\$4,489,533
040 - Computing Services	\$6,765,903
050 - Data Center Facilities	(\$2,866,765)
060 - Office of Cyber Security	\$438,475
080 - Applications Development	\$2,826,907
080 - Video, Usability, Web Hosting	\$193,898
120 - OCIO	\$310,805
Total	\$12,120,553

*Actual program area income/loss by month. Mouse over each color to see individual actuals. Target is to have all program areas above red line Base Level target.

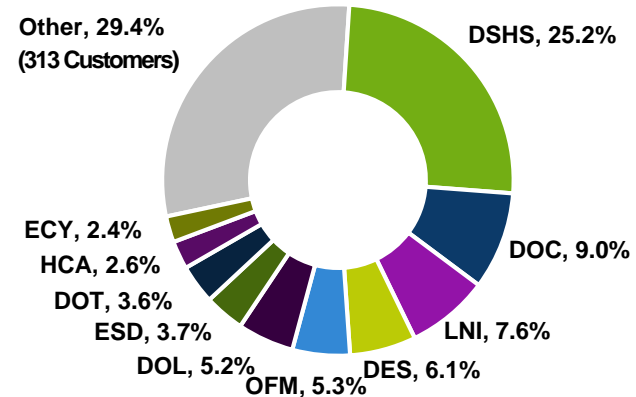
Source: AFRS & Finance Monthly Report

Service Expansion General Sales Information

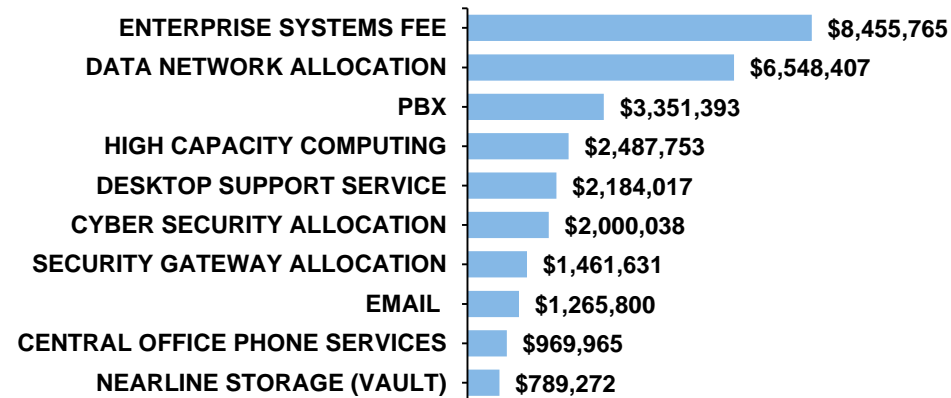
Monthly Revenue Sources - Apr-Jun '18



Q4 Top Customers by Billing – Apr-Jun '18

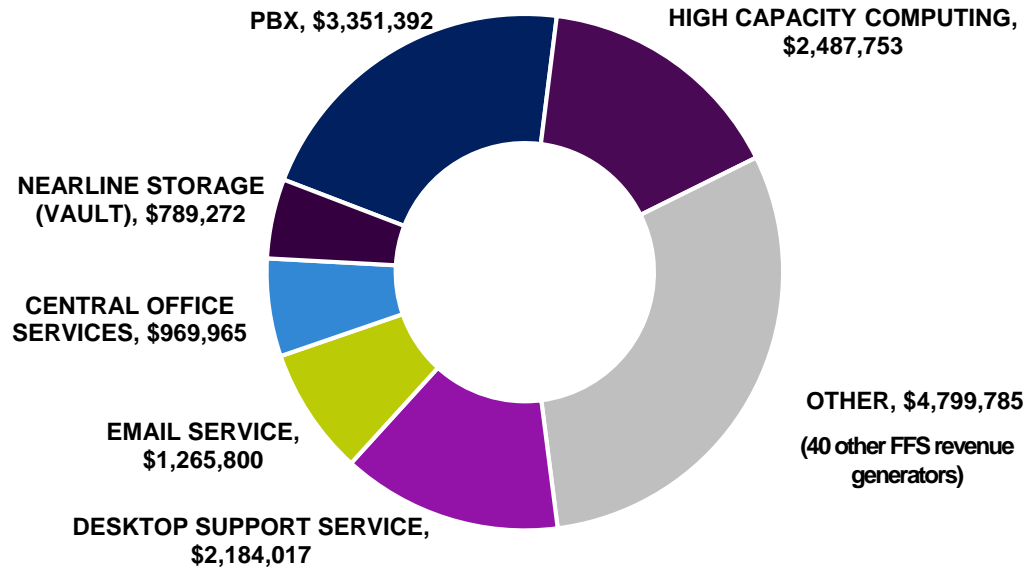


Q4 Top Billed Services - Apr-Jun '18

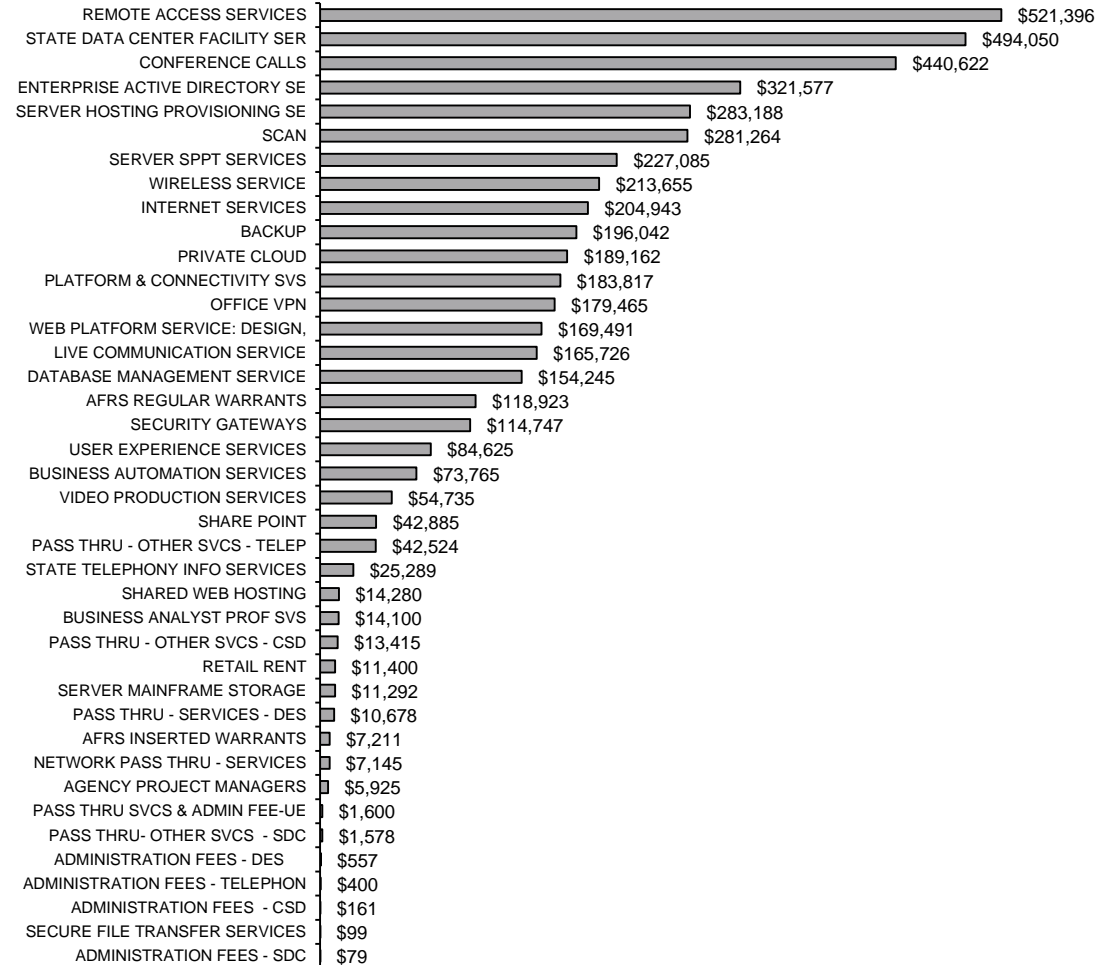


Service Expansion Fee-for-Service Revenue Overview

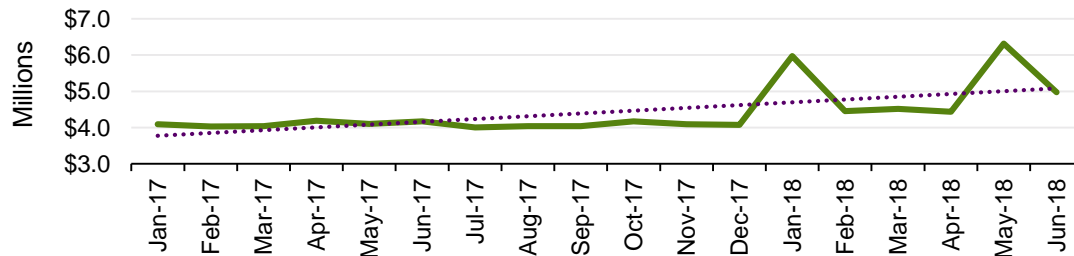
Q4 Top Fee-for-Service Revenue Generators - Apr-Jun '18



Q4 Remaining "OTHER" Fee-For-Service Revenue



Fee for Service Revenue Trend*



* Spikes in Jan and May revenue due to desktop support deferred billing charges.

Service by Service Recommendations

Key	Definition	Ability to Execute	Value Generation
Expand	Promote and Sustain	High	High
Improve	Realign and Refresh	Low	High
Contain	Limited Action Beyond Minimal Refresh	High	Low
Discontinue*	Actively Work to Retire or Transition	Low	Low

	IT Programs	Applications	Security & Identity	Workspace	Platform	Network & Telephony
Expand	<ul style="list-style-type: none"> Geospatial Governance Open Data 	<ul style="list-style-type: none"> Web Platform/Design 	<ul style="list-style-type: none"> Active Directory/IAM Secure FTP 	<ul style="list-style-type: none"> WebEx Video Conferencing Wireless (WiFi) 	<ul style="list-style-type: none"> SDC/QDC Colocation 	<ul style="list-style-type: none"> Network – Core/ Transport/ Firewall
Improve	<ul style="list-style-type: none"> OCIO Policy & EA OCIO Oversight TBM Program Geospatial Portal & Imagery WAMAS 	<ul style="list-style-type: none"> ESF – Finance ESF – Budget ESF – HR/Payroll ESF – Enterprise Reporting 	<ul style="list-style-type: none"> Security Leadership in Gov Security Design Review CERT Assessments SOC/Incident Response Vulnerability Assessment SIEM (L&M) Security Gateway/F5 Certification Authority SAW/SEAP 	<ul style="list-style-type: none"> Teleconferencing Mobile Device Mgmt Desktop/LAN 	<ul style="list-style-type: none"> Private Cloud Waserv/ Email Vault 	<ul style="list-style-type: none"> PBX/IVR/VoIP DNS/DHCP SSL VPN (Remote Access) Cloud and Office VPN
Contain		<ul style="list-style-type: none"> Governor’s App Support (OFM Enterprise) E-Time 	<ul style="list-style-type: none"> Security Education/Awareness Training 	<ul style="list-style-type: none"> Directory Assistance (citizens) 	<ul style="list-style-type: none"> Mainframe 	<ul style="list-style-type: none"> Switched Long Distance
Discontinue*	<ul style="list-style-type: none"> Video Production Services OneNet 	<ul style="list-style-type: none"> BPaaS (ServiceNow Dev) UX & Accessibility Usability Lab Access Washington JINDEX Project Management Agile Business Analysts 		<ul style="list-style-type: none"> Office 365 Activation Skype Shared Email Enterprise SharePoint 	<ul style="list-style-type: none"> Managed Server Hosting (Legacy) Platform & Connectivity DB Management Services Server Support Services Storage Backup 	<ul style="list-style-type: none"> Centrex Citrix Edge

* The ‘17-’19 operating budget required WaTech to complete a Zero-Based Budget Review of all WaTech services. The budget required a review of the services WaTech provides, their statutory basis, how services align with the agency strategic plan and associated performance measures, cost analysis, customers who receive the services, an analysis of should WaTech provide the service, and is the service adequately financed and staffed. Gartner was hired to complete the study for WaTech.

** The discontinued category includes some services where Gartner recommends shifting the resources, e.g., discontinuing external delivery of Project Management as a Service and refocusing effort as an internal delivery capability, transitioning resources and responsibilities for JINDEX and OneNet to other agencies that support the primary business capabilities, etc.

Enabling Capabilities Recommendations

WaTech is approaching recoverability (near term) but must refocus to enable long term sustainability

- Multiple year “get well plan” has brought WaTech back to the point of cost recovery (from a cash flow view).
- Years of organizational realignments, leadership and culture issues, investment missteps, implementation challenges, deferred refreshes/upgrades, staff reductions/freezes, etc., has left WaTech delivering services that generally do not meet customer expectations or industry standards for quality.
- Gartner has made many service specific recommendations, but given WaTech’s current state, simply transitioning out of a few services will be insufficient to ensure long-term ROI on centralized IT services.
- For WaTech to become a sustainable value-added provider, it will need to:



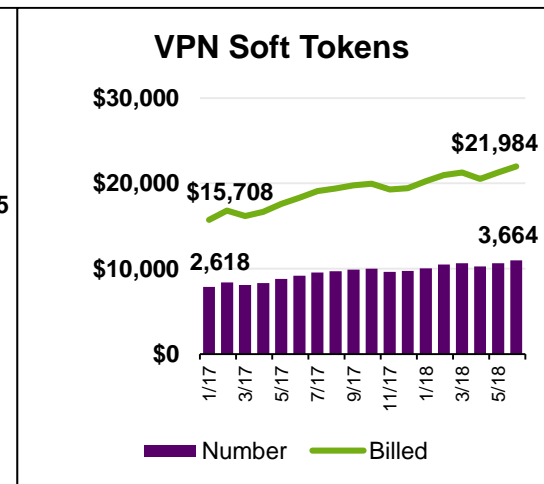
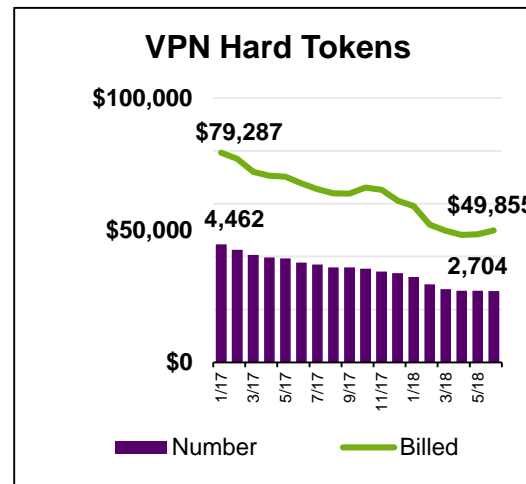
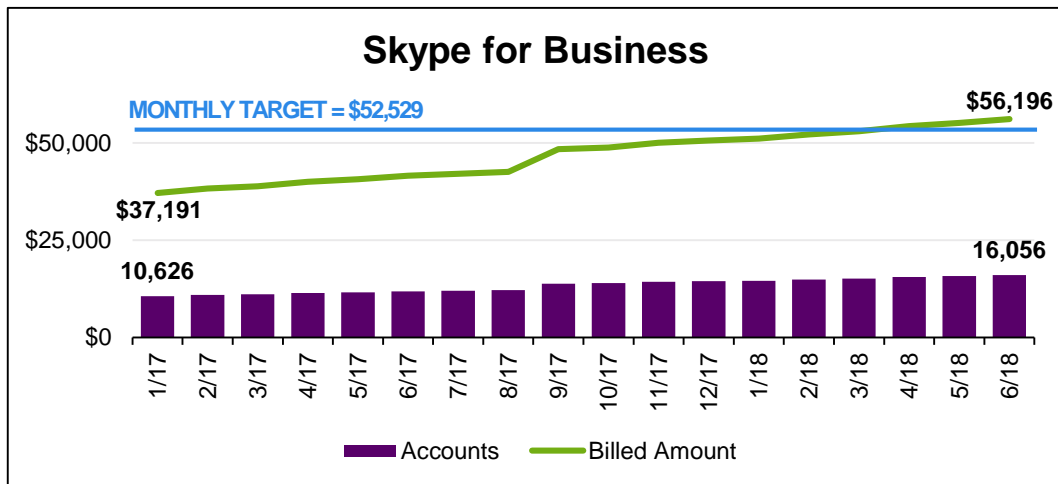
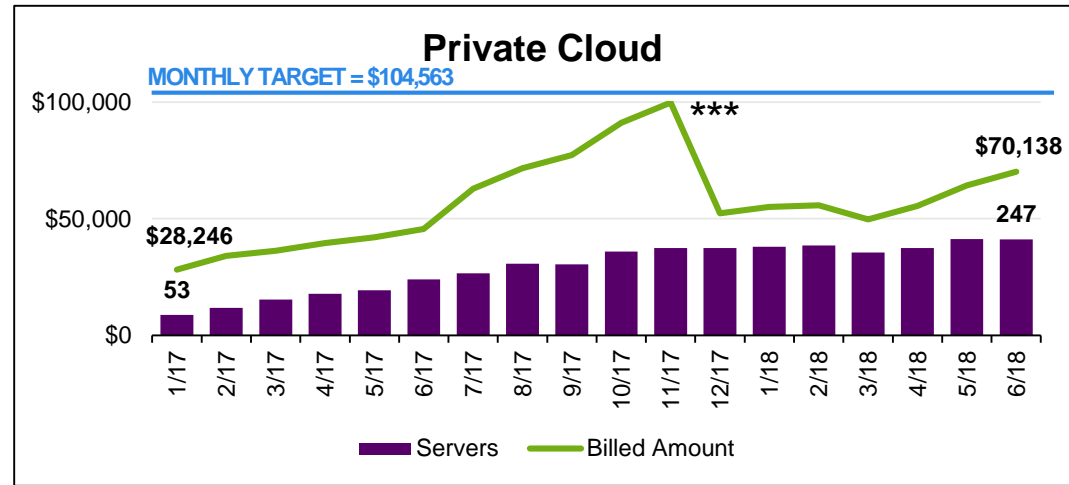
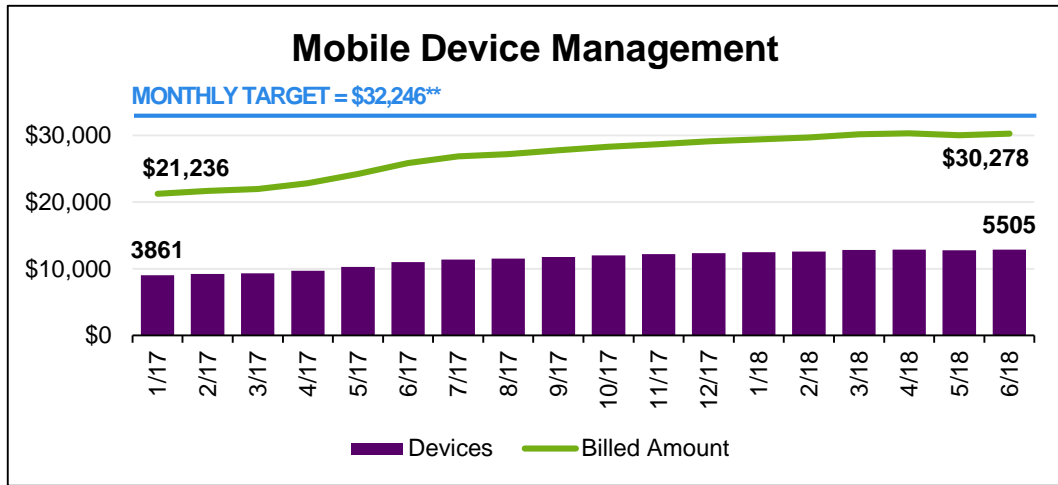
Transformational Project Recommendations

Current State	Recommendations
<p>Collaboration: Executing an unfunded migration to O365 with an architecture that is a major point of customer contention.</p>	<ul style="list-style-type: none"> Formalize a customer driven/ WaTech led/ centrally funded O365 migration project. Develop comprehensive UCC strategy, consolidate under common leadership. Discontinue legacy services, define more limited role for WaTech post-migration.
<p>Enterprise Apps: Supporting legacy apps that will largely be replaced by One Washington.</p>	<ul style="list-style-type: none"> Consolidate all related functions (including sys analyst, reporting, BAs) and move them organizationally to OFM, aligned with One Washington program. Retain technical infrastructure & operations (hosting) and related support in WaTech.
<p>Private Cloud: Issues early in rollout stalled adoption, competing legacy services limits resources.</p>	<ul style="list-style-type: none"> Re-envision more holistic service with multi-disciplinary team, discontinue legacy env. Given positioning as an optional service, and late market introduction, WaTech may struggle to achieve significant agency adoption. Don't overinvest in new features.
<p>Telephony: Pursuing VoIP migration as resources are available/customers are interested.</p>	<ul style="list-style-type: none"> Partner with key customers to develop a statewide IP Telephony Transformation strategy and obtain buy-in and funding from state leadership. Focus on UCC/contact center enablement and cost reduction, & simplify rate model.
<p>Security: Funding and resources for WaTech's internal security team were unintentionally shifted to the Office of Cybersecurity and need to be resourced to meet customer needs.</p>	<ul style="list-style-type: none"> Assess maturity of both OCS and WaTech security program, create a comprehensive 3-5 year strategic security roadmap to close gaps. Roadmap should include: expansion of WaTech offerings (the license provisioning/hosting services offer limited value), creation of a security dashboard that tracks posture of agencies/aggregated risk score, realignment of security governance that maximizes business leadership engagement in risk mgmt., clarify WaTech v. OCS.

Service Expansion

MDM – Private Cloud – Skype – VPN
SDC/QDC CoLo – Wireless – Web

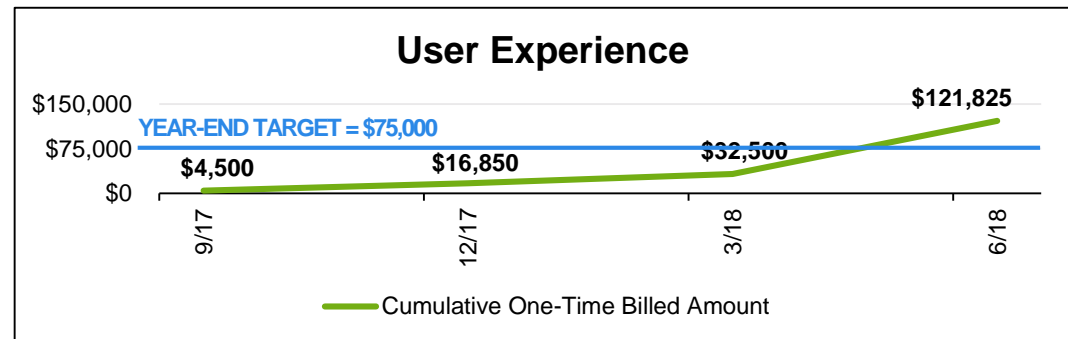
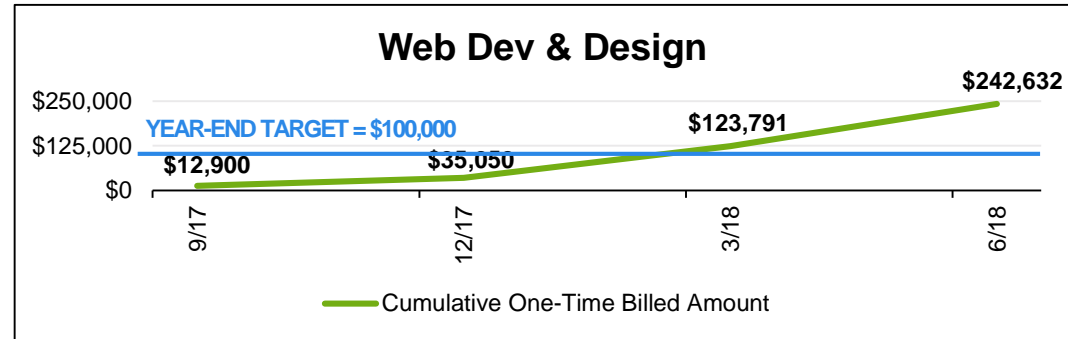
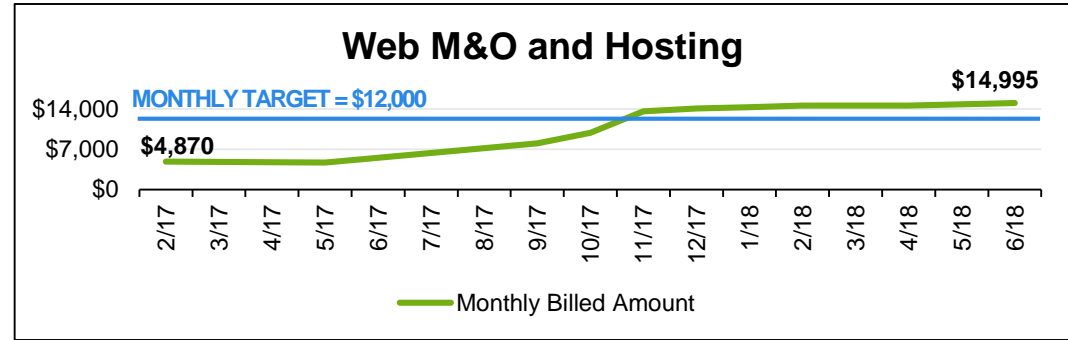
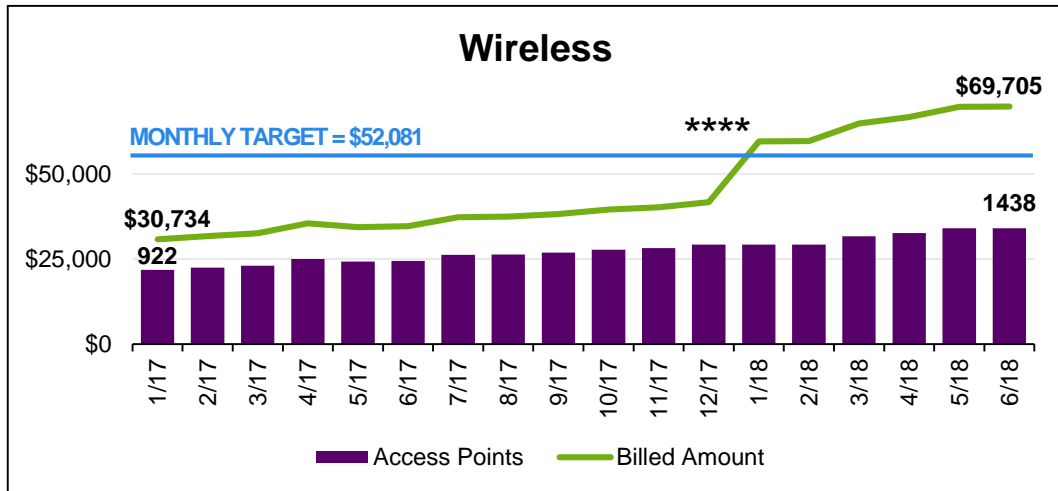
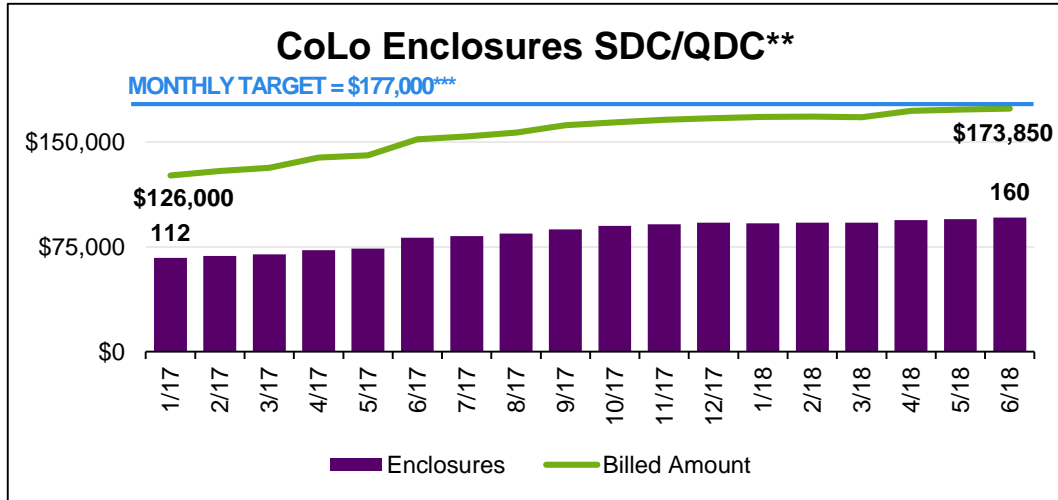
Strategic Service Expansion Fee-for-Service Trends*



*External Sales only **Targets are all for June 2018 ***Private Cloud rates were reduced which reduced incoming revenue

Source: Data provided from service area systems combined with billing data via Apptio

Strategic Service Expansion Fee-for-Service Trends*

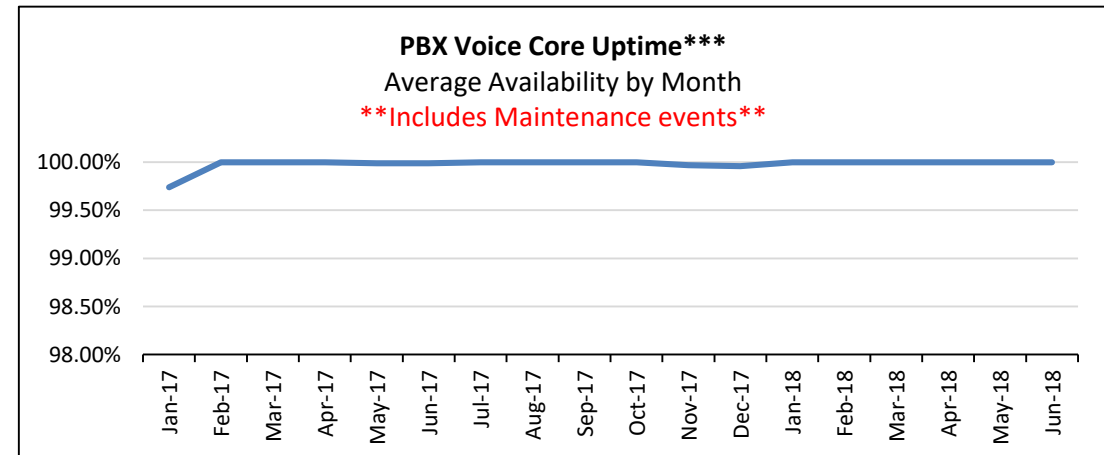
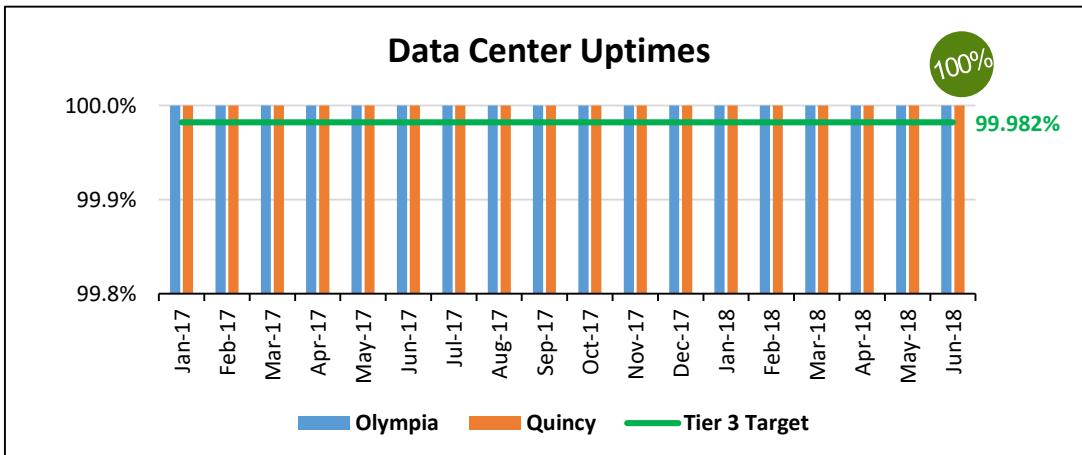
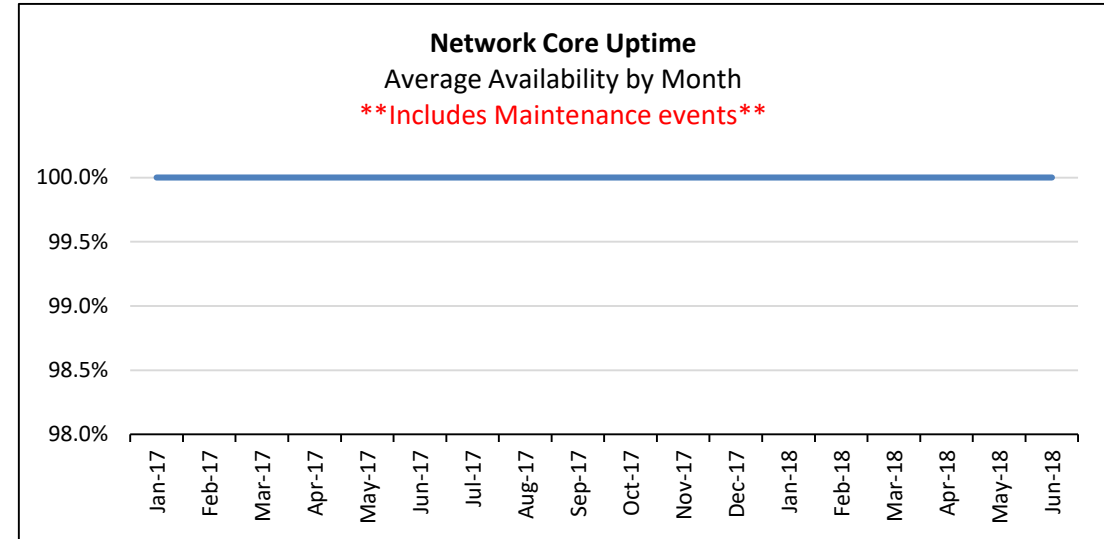
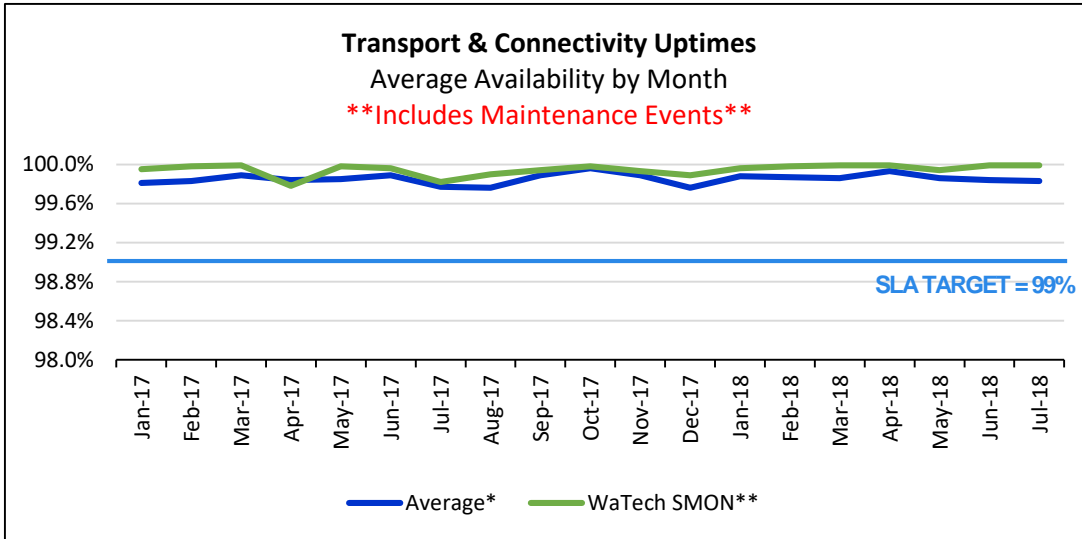


*External Sales only ** SDC/QDC = State Data Center / Quincy Data Center ***Targets are all for June 2018
**** Wireless rates increased in January which increased incoming revenue

Operations

Uptime
Application Health
Support Ticket Trends

Operations Uptime (Transport, Network Core, Data Center, PBX)

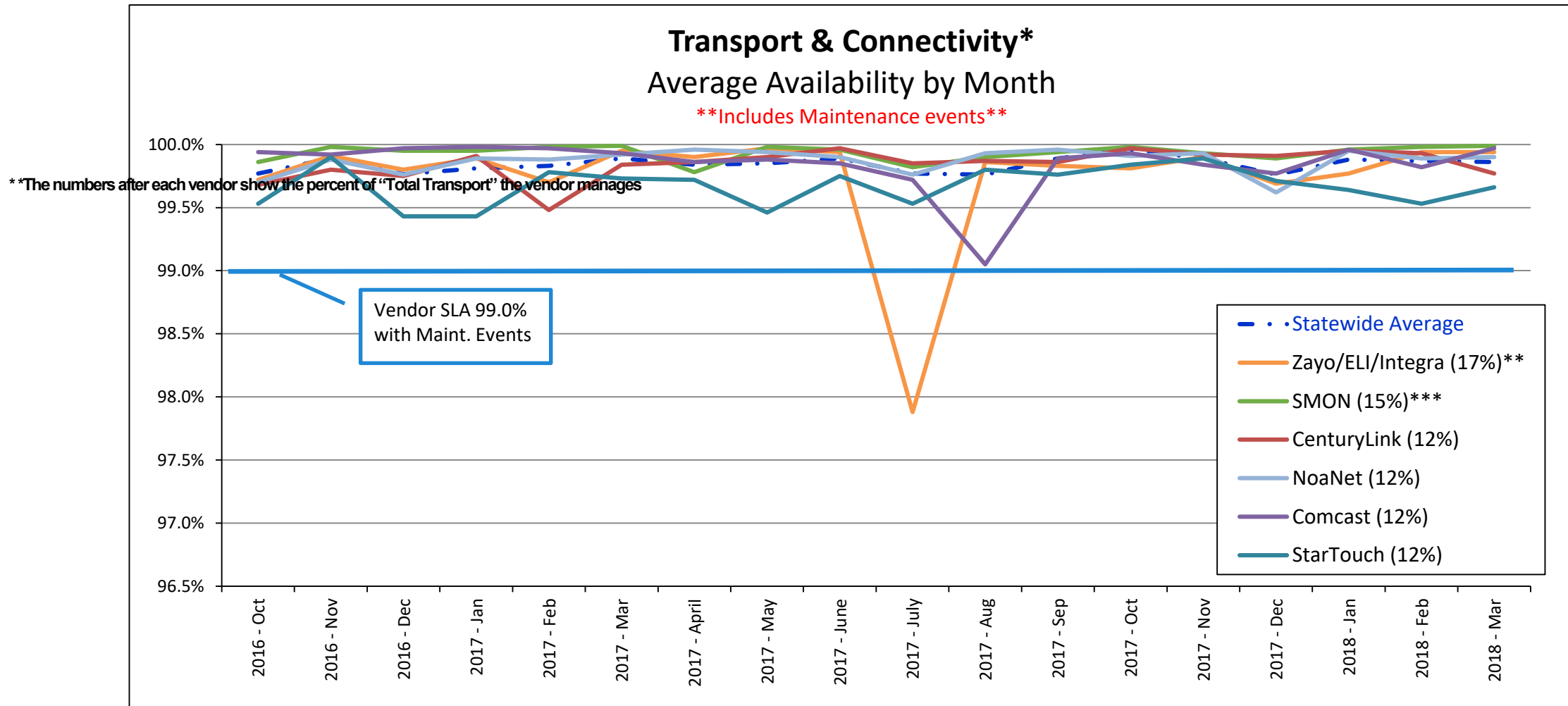


*Average across all 6 vendor networks including the WaTech managed State Metropolitan Optical Network (SMON)

** WaTech's SMON consistently outperforms vendors managing other parts of the complete state network.

***The Jan-17 dip was related to a network outage that severed our tie to the PBX processor in the Seattle Node site. The processor was relocated to the State Data Center so this is no longer a point of failure for WaTechn

Operations Uptime – Transport by Vendor

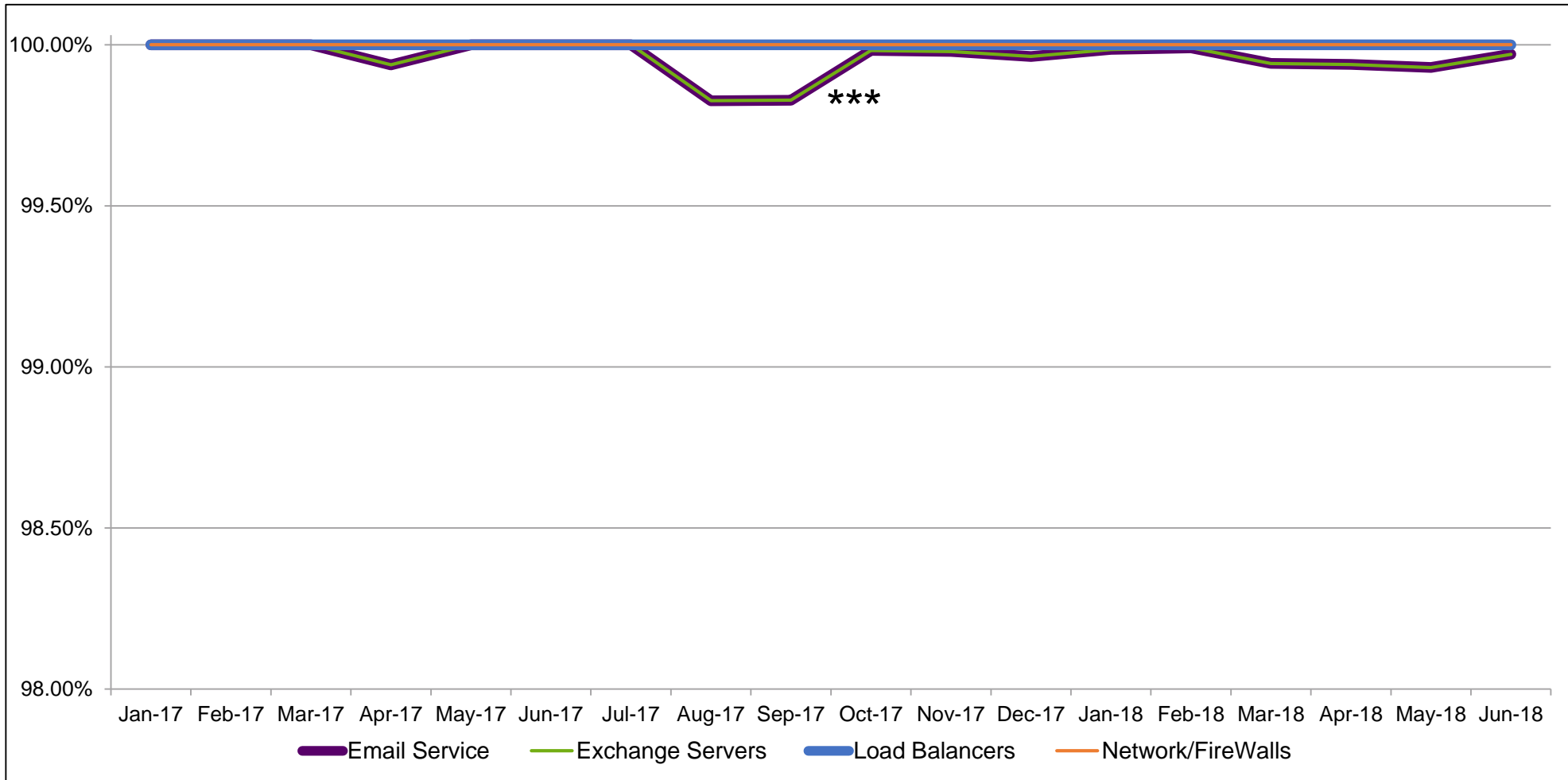


* The dip on July 4, 2017 was related to a major outage impacting Frontier, Integra, Charter, Noel caused by fireworks that cut fiber at a main through point

**The numbers after each vendor show the percent of "Total Transport" the vendor manages

*** WaTech manages the State Metropolitan Optical Network (Olympia, Tumwater, Lacey). WaTech consistently outperforms vendors managing other parts of the complete state network.

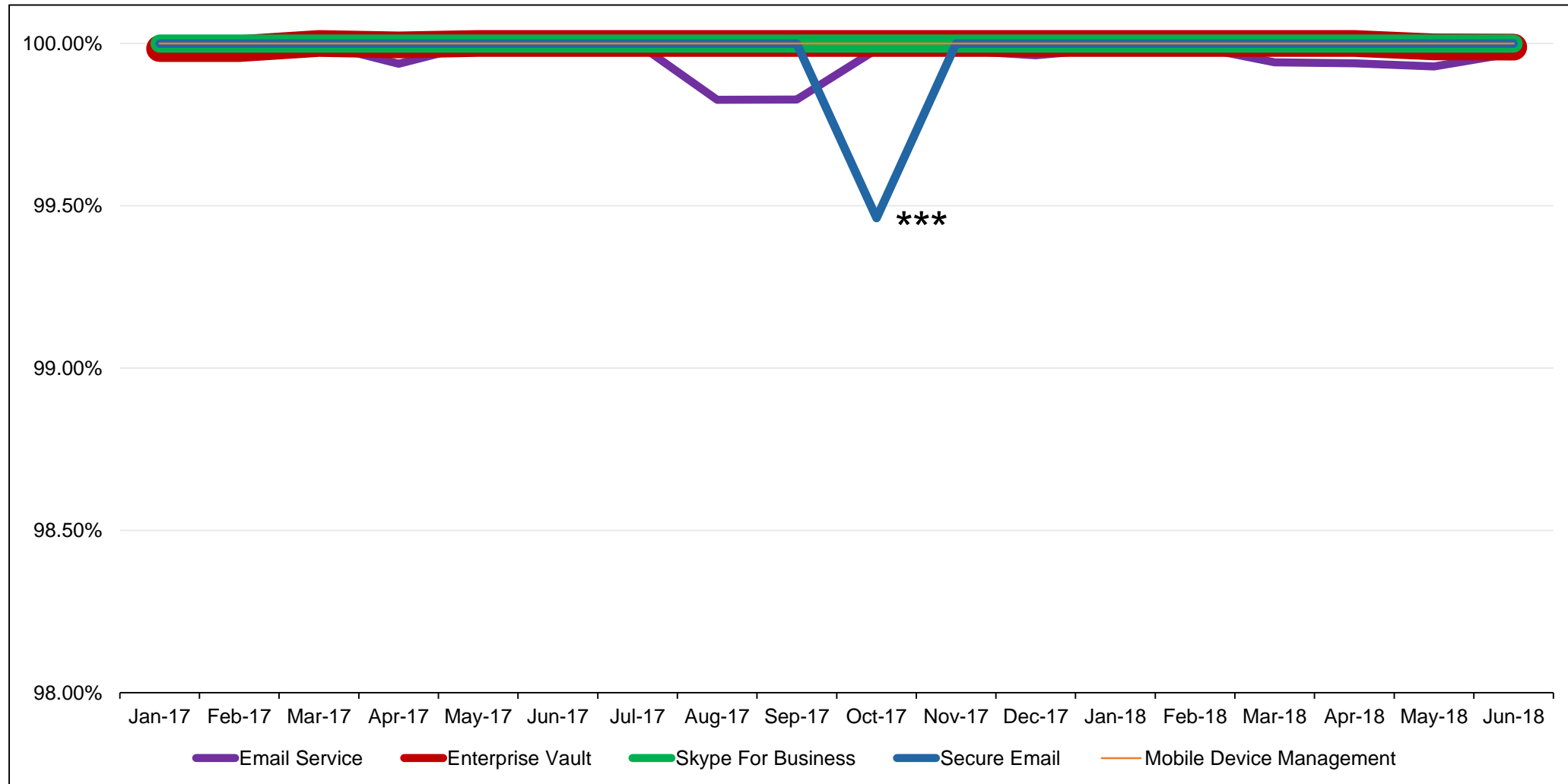
Operations Uptime* – Shared Services Email**



* Uptime availability is a reflection of un-planned outages. Normal system maintenance is not included. ** Email Service is made up of Exchange Servers + Load Balancers + Network/Firewall

*** Uptime was impacted in October by an aging infrastructure that is in the process of being replaced.

Operations Uptime* – Messaging Suite**

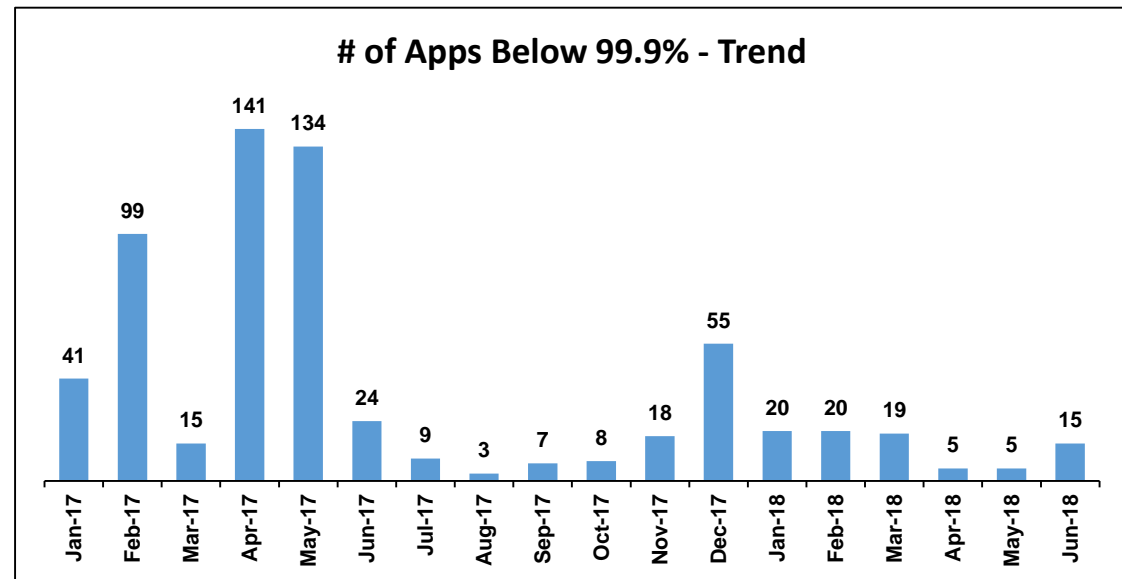
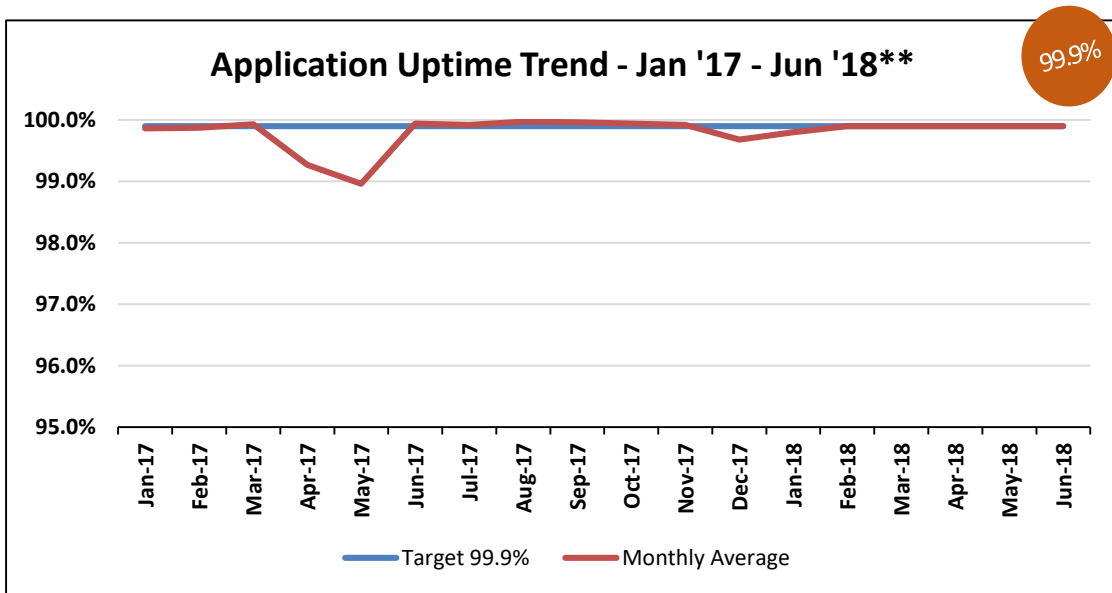


* Uptime availability is a reflection of un-planned outages. Normal system maintenance is not included. ** WaTech Messaging Suite of Services includes: Email Service, Enterprise Vault, Skype, Secure Email, and MDM

*** Uptime was impacted in October by an aging infrastructure that is in the process of being replaced.

Operations Uptime – Applications*

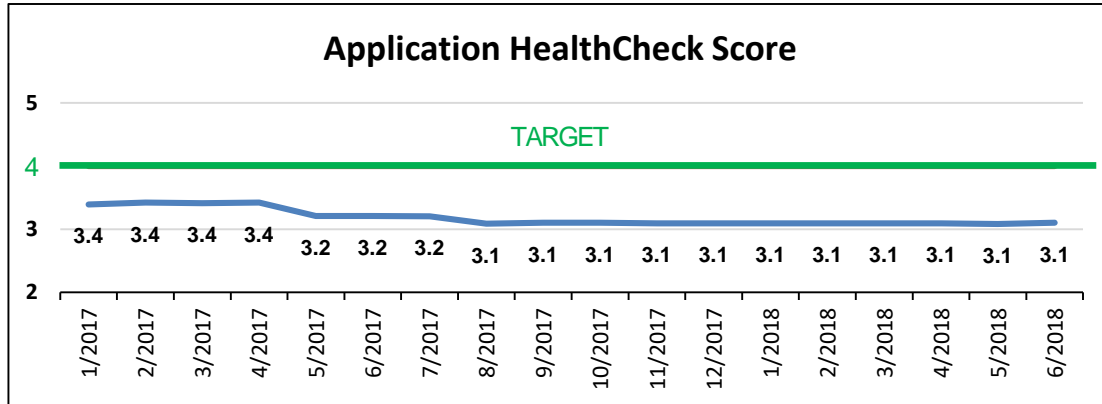
Apps Monitored = 162
 Average Uptime June = 99.9%
 Apps Above 99.9% Target = 147
 Apps Below 99.9% Target = 15
 Apps Below 99% TOS Target = 2



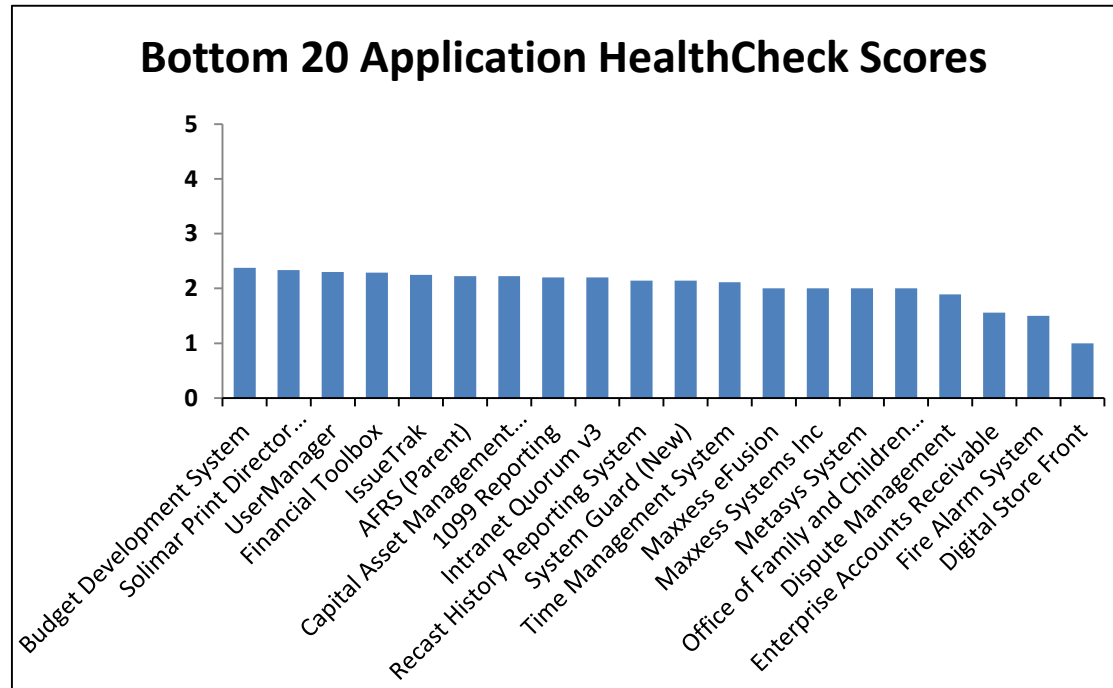
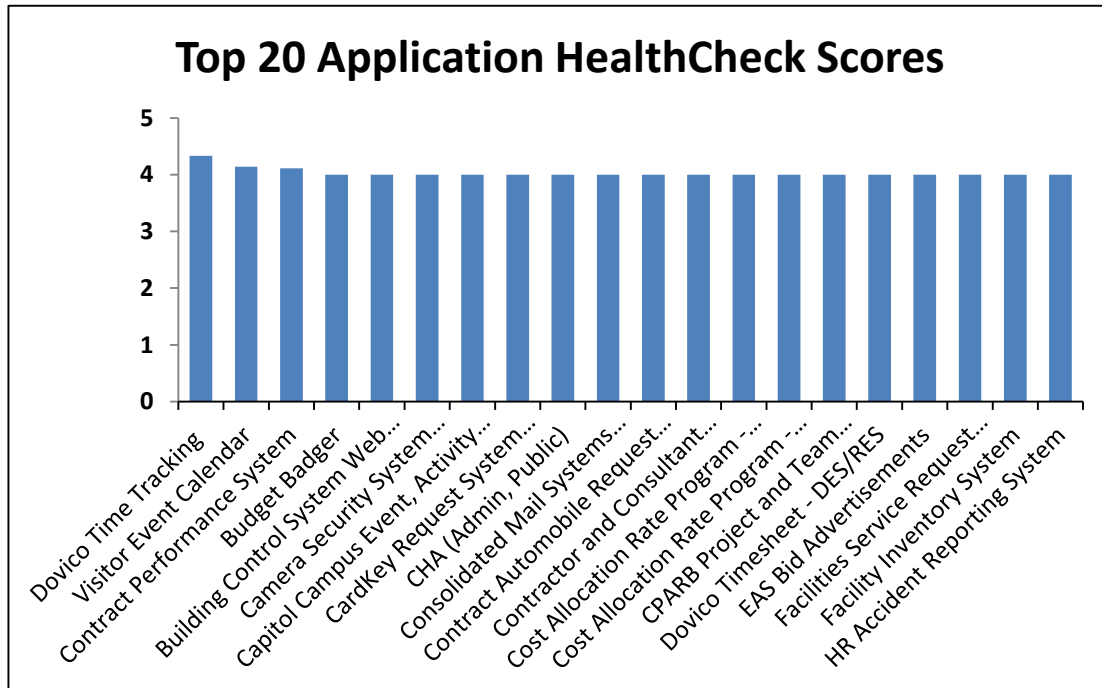
*Applications are OFM owned applications hosted on WaTech infrastructure (e.g. HRMS, BATS, TEMS) and applications supported by WaTech Web Development Team and hosted by Pantheon

**The dips in May and Dec are related to the monitoring tool not being able to see applications during patching windows, as well as agency websites

Operations Application Health Check

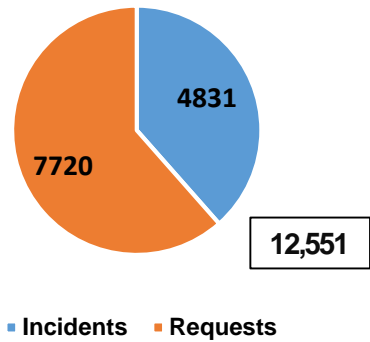


- ### CRITERIA
- Support Skill
 - Ease of Change
 - Application Stack
 - Authentication
 - Coding Language
 - Client Interface
 - Client OS
 - DBMS
 - IDE
 - Server OS
 - Web Interface

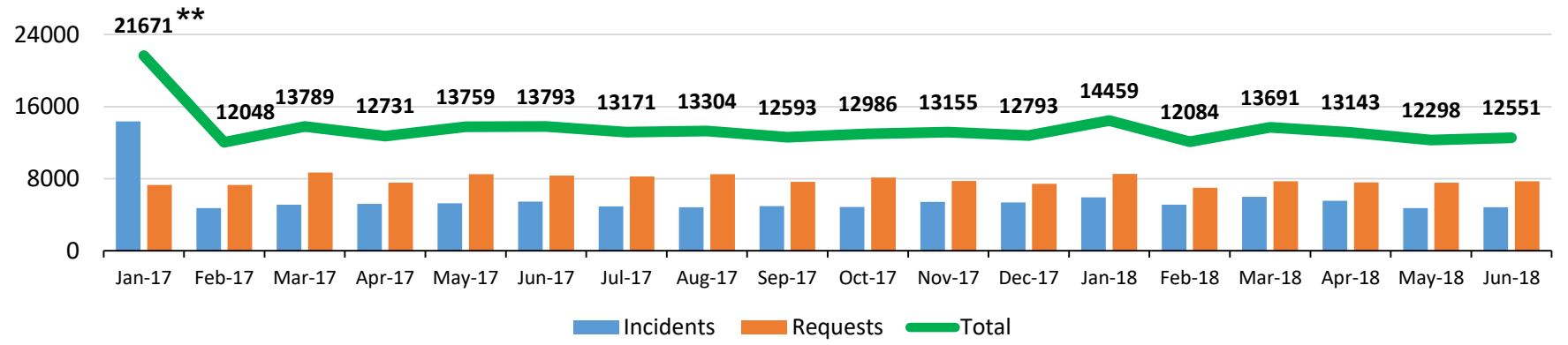


Operations Ticket Trends*

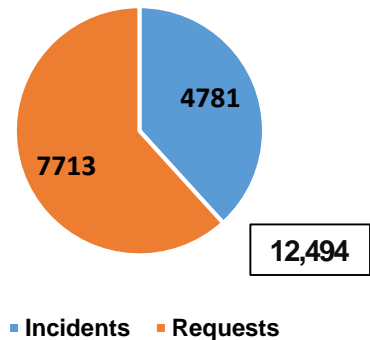
of Tickets Closed - Jun '18



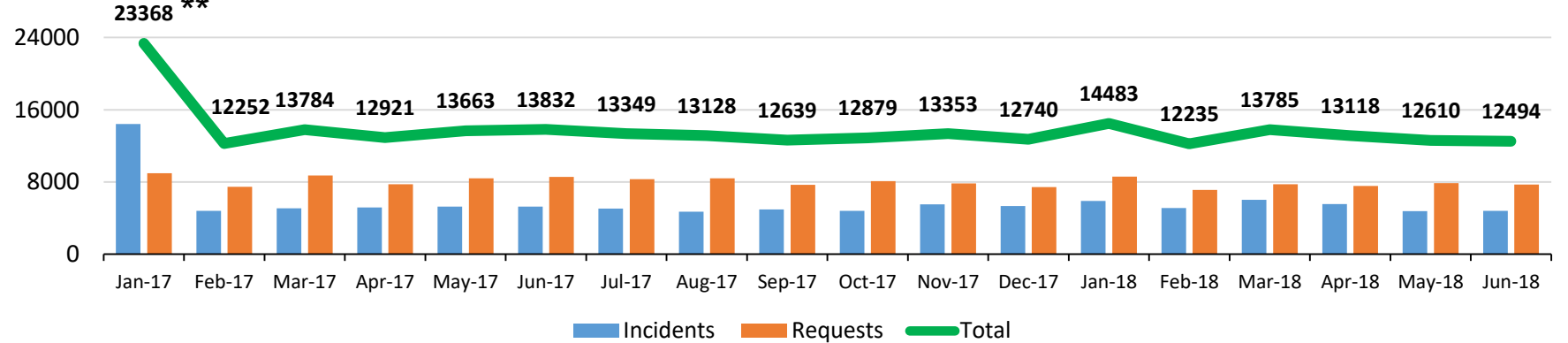
Tickets Closed* - Trend



of Tickets Created - Jun '18



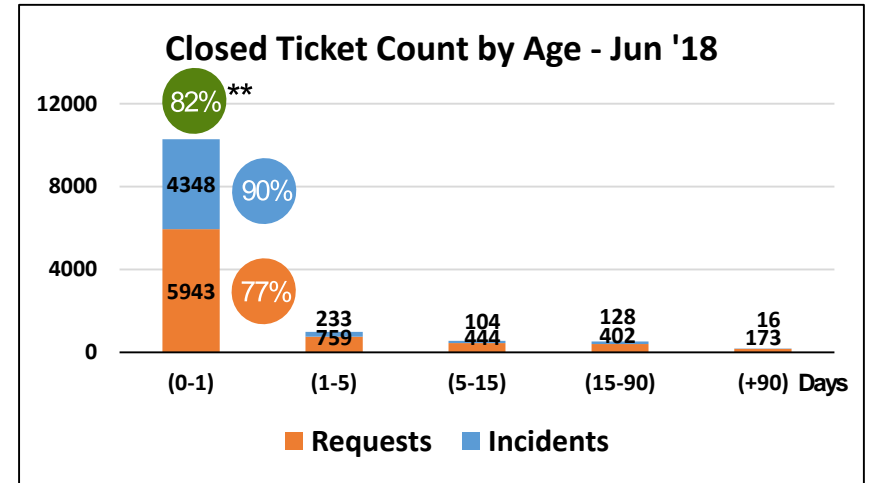
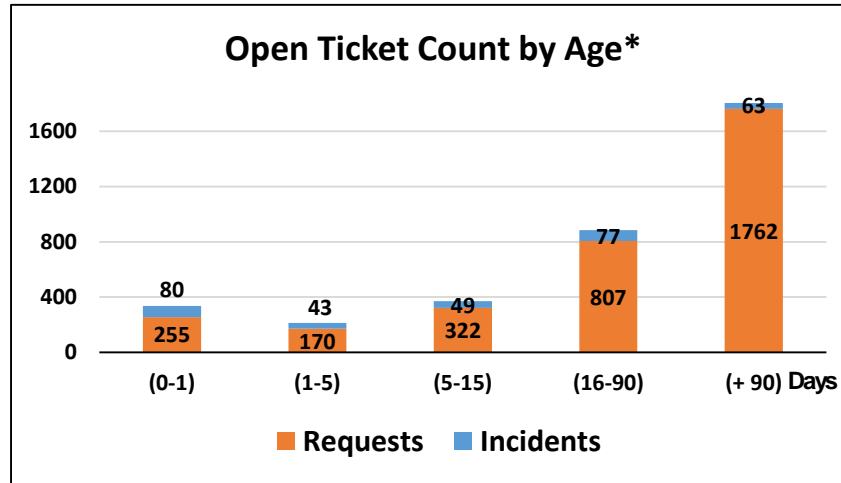
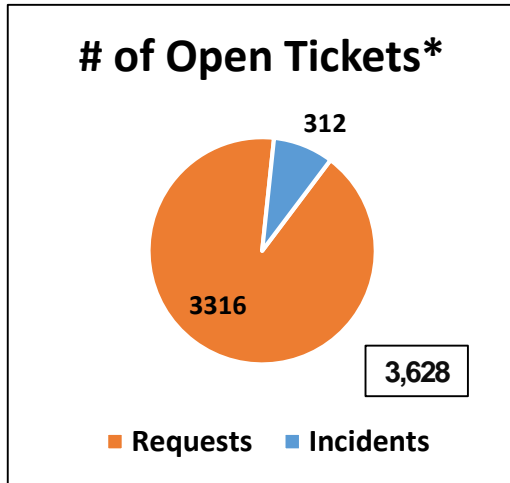
Tickets Created* - Trend



* Both Incidents and Requests. Incident = An unplanned interruption to or reduction in quality of a WaTech service. Request = A request from a user/customer for information, advice, standard change to, or for access to a WaTech service.

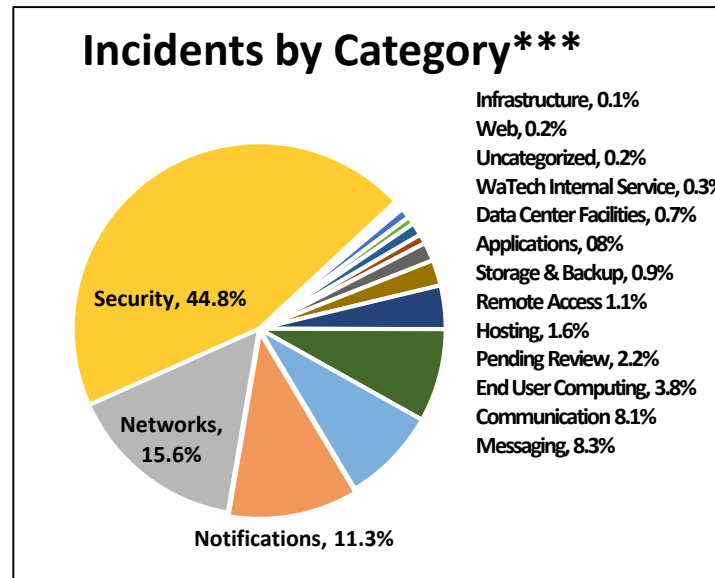
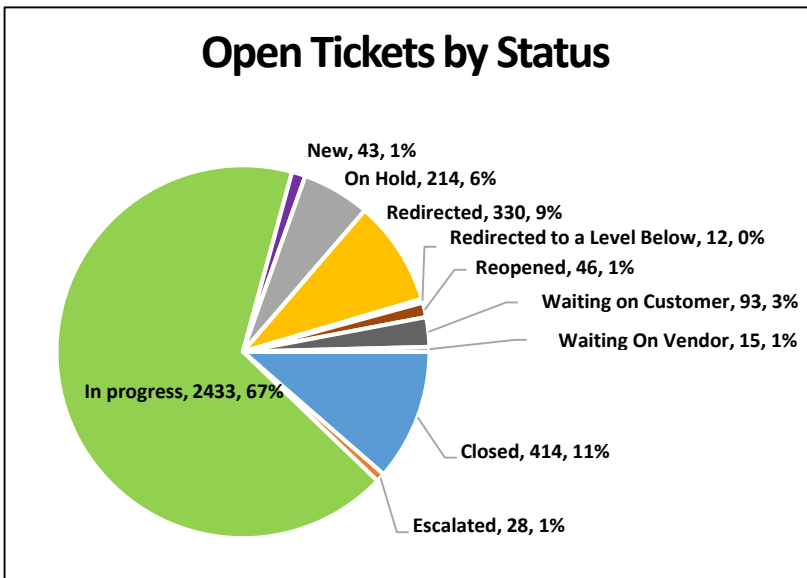
** Higher call volume due to ESD closing the claims process for several days when they switched to a new system behind SAW. This resulted in an increase in volume when the process was reopened.

Operations Ticket Status and Age

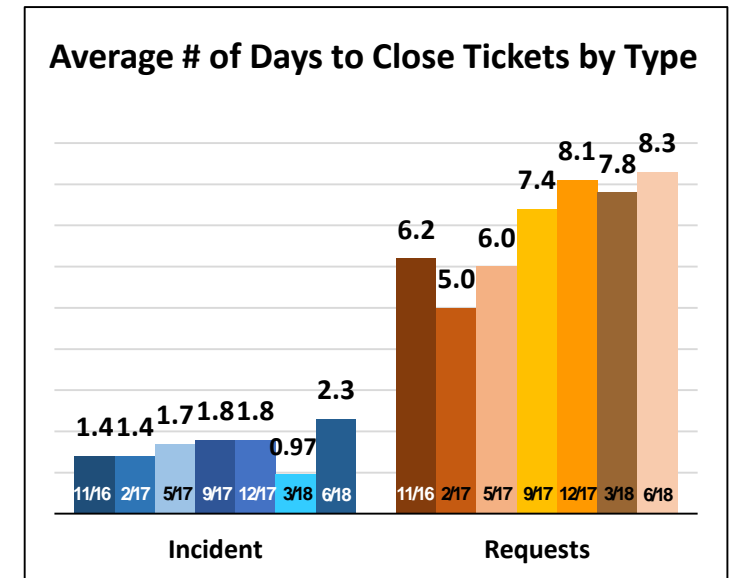


*On 8/24/18

** 82% of all incidents and requests are closed within 1 day



*** June 2018 Closed Incidents



Source: ESP & Agency Ticket Tracking Process

Customer Care

Sample List of Customer
Support Center Stats
End-of-Service Survey Scores
2018 Customer Survey Results

Customer Care

Sample of WaTech's 323 Customers

State Agencies

- DEPARTMENT OF SOCIAL AND HEALTH SERVICES
- DEPARTMENT OF CORRECTIONS
- DEPARTMENT OF LABOR AND INDUSTRIES
- DEPARTMENT OF ENTERPRISE SERVICES
- OFFICE OF FINANCIAL MANAGEMENT
- DEPARTMENT OF LICENSING
- EMPLOYMENT SECURITY DEPARTMENT
- DEPARTMENT OF TRANSPORTATION
- STATE HEALTH CARE AUTHORITY
- DEPARTMENT OF ECOLOGY
- WASHINGTON STATE PATROL
- DEPARTMENT OF HEALTH
- DEPARTMENT OF FISH AND WILDLIFE
- DEPARTMENT OF REVENUE
- DEPARTMENT OF NATURAL RESOURCES
- DEPARTMENT OF RETIREMENT SYSTEMS
- OFFICE OF THE ATTORNEY GENERAL
- DEPARTMENT OF AGRICULTURE
- DEPARTMENT OF VETERANS' AFFAIRS
- ADMINISTRATIVE OFFICE OF THE COURTS
- OFFICE OF THE SECRETARY OF STATE

Counties

- THURSTON COUNTY
- KITSAP COUNTY
- KING COUNTY
- KLUCKITAT COUNTY
- GRANT COUNTY
- STEVENS COUNTY

Cities

- CENTRALIA
- PASCO
- YAKIMA
- PUYALLUP
- WENATCHEE
- OLYMPIA

Academic Institutions

- WASHINGTON STATE UNIVERSITY
- UNIVERSITY OF WASHINGTON
- COMMUNITY AND TECHNICAL COLLEGE SYSTEM
- CENTRAL WASHINGTON UNIVERSITY
- WESTERN WASHINGTON UNIVERSITY
- EASTERN WASHINGTON UNIVERSITY
- EVERGREEN STATE COLLEGE
- EDMONDS COMMUNITY COLLEGE
- SOUTH PUGET SOUND COMMUNITY COLLEGE
- CLARK COLLEGE
- WALLA WALLA COMMUNITY COLLEGE
- LOWER COLUMBIA COLLEGE
- SKAGIT VALLEY COLLEGE
- UNIVERSITY PLACE SCHOOL DISTRICT
- CENTRALIA SCHOOL DISTRICT
- KENT SCHOOL DISTRICT
- COLVILLE SCHOOL DISTRICT
- LAKE STEVENS SCHOOL DISTRICT
- MERCER ISLAND SCHOOL DISTRICT
- STATE SCHOOL FOR THE BLIND
- STATE BOARD OF COMMUNITY & TECH COLLEGES
- WA STATE SCHOOL DIRECTORS' ASSOCIATION

Tribes

- SWINOMISH INDIAN TRIBAL COMMUNITY
- THE PUYALLUP TRIBE OF INDIANS
- QUINAULT INDIAN NATION
- TULALIP TRIBES
- SPOKANE TRIBE OF INDIANS
- KALISPEL TRIBE OF INDIANS

Boards and Commissions

- FREIGHT MOBILITY STRATEGIC INVESTMENT BOARD
- BOARD OF PILOTAGE COMMISSIONERS
- BOARD OF INDUSTRIAL INSURANCE APPEALS
- RECREATION AND CONSERVATION FUNDING BOARD
- BOARD FOR VOL FIREFIGHTERS & RESERVE OFFICERS
- PUBLIC EMPLOYMENT RELATIONS COMMISSION
- STATE PARKS AND RECREATION COMMISSION
- STATE LOTTERY COMMISSION
- WASHINGTON STATE GAMBLING COMMISSION
- HUMAN RIGHTS COMMISSION

Non-Profits

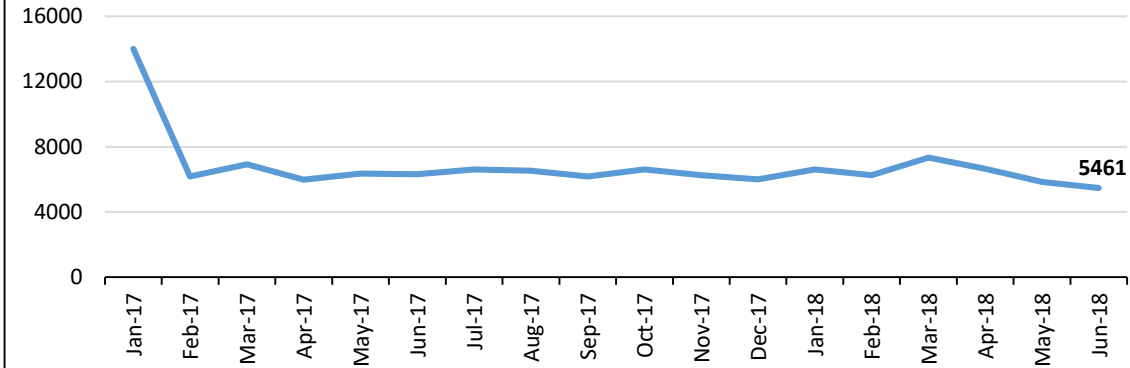
- INTERCITY TRANSIT
- OFFICE OF CIVIL LEGAL AID
- PUGET SOUND PARTNERSHIP
- CATHOLIC COMMUNITY SERVICES
- YAKIMA NEIGHBORHOOD HEALTH SERVICES
- WA ASSOC OF PROSECUTING ATTORNEYS
- SENIOR SERVICES FOR SOUTH SOUND

Misc

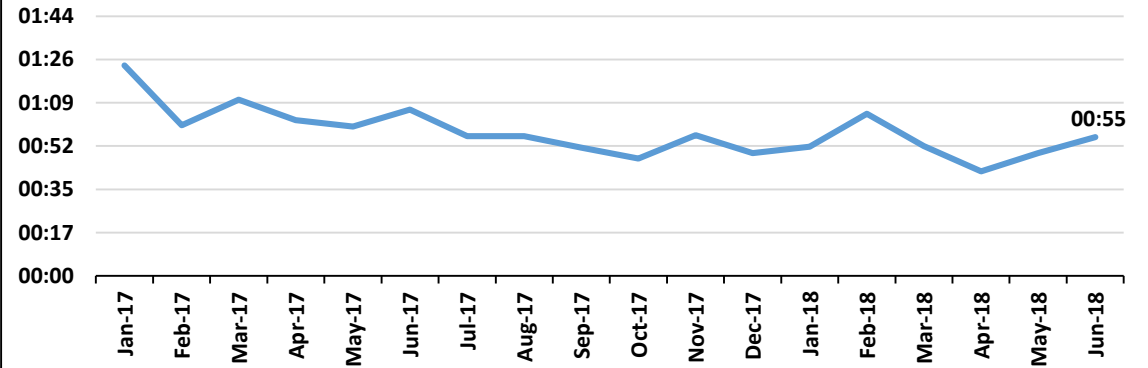
- STATE SENATE
- STATE HOUSE
- OFFICE OF LEGISLATIVE SUPPORT SERVICES
- SUPREME COURT
- COURT OF APPEALS
- WASHINGTON STATE INSTITUTE FOR PUBLIC POLICY
- ACA FORT LEWIS
- YAKIMA POLICE TRAINING CENTER
- STATE LAW LIBRARY

Customer Care Support Center Calls

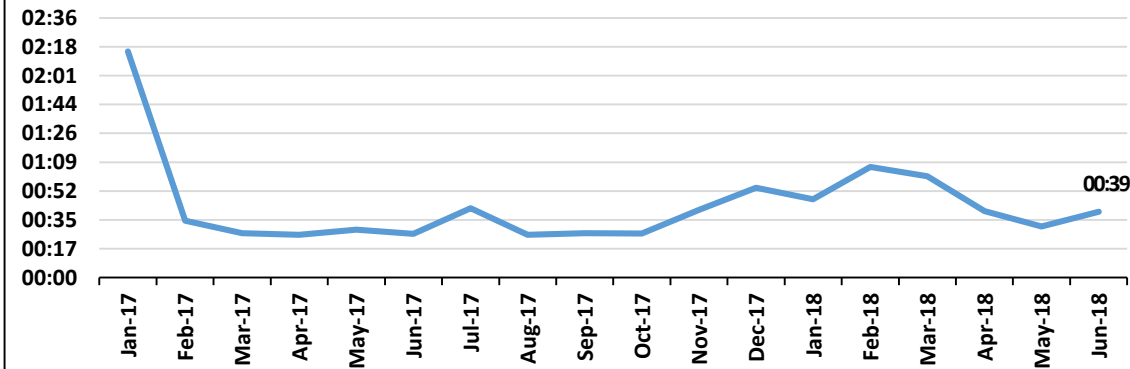
of Contacts*



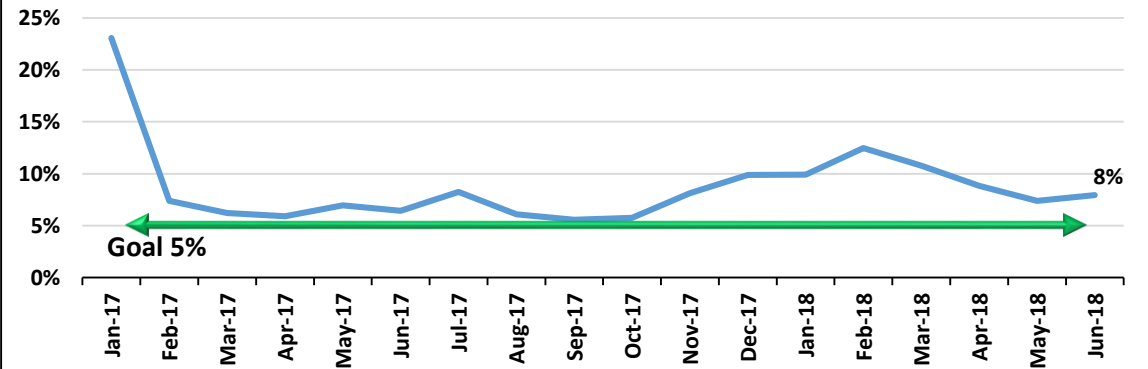
Avg Hold Time for Calls Placed on Hold



Avg Speed to Answer All Calls



Abandoned Call Rate

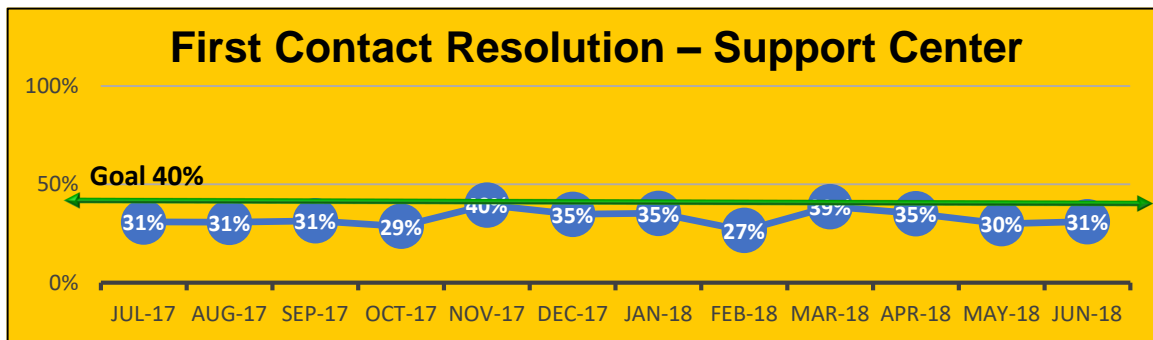
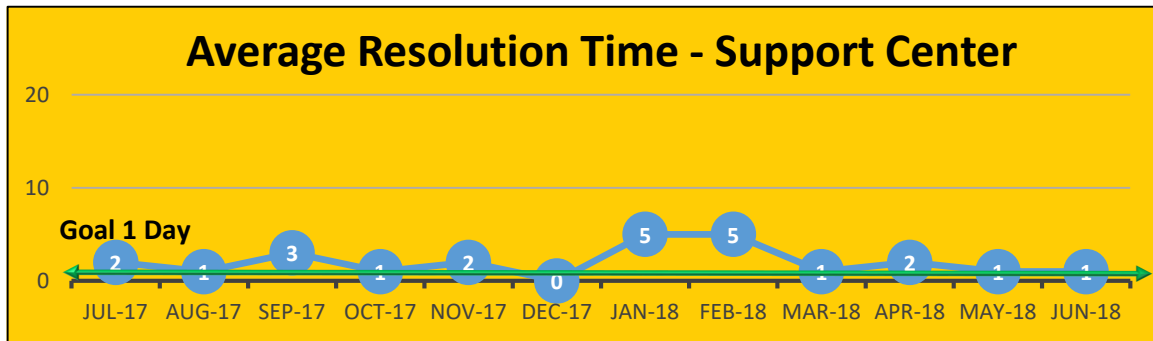
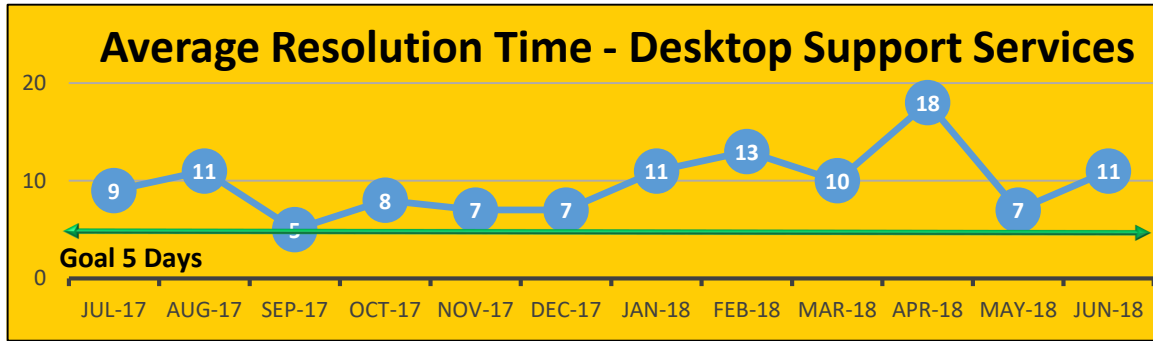


* There were higher call volumes in Jan 2017 due to ESD closing the claims process for several days when they switched to a new system behind SAW. This resulted in an increase in volume when the process was reopened impacting average hold times and average speed to answer calls.

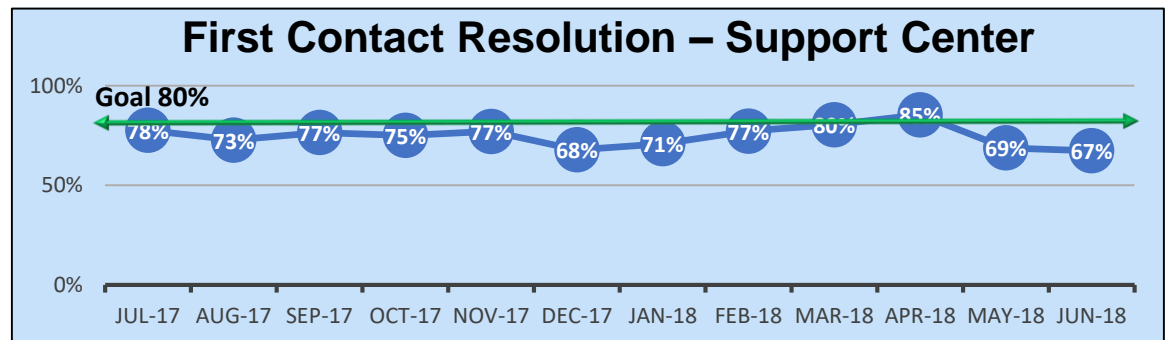
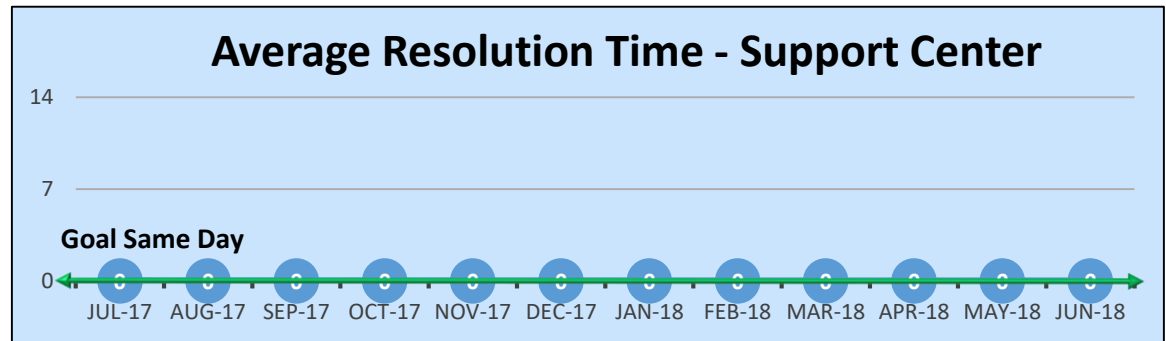
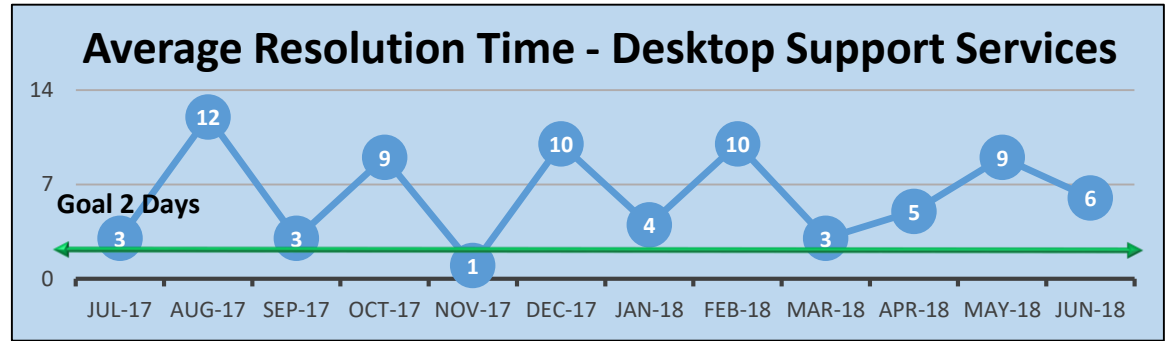
Customer Care

Resolution Time and 1st Contact Resolution Rate

Service Requests

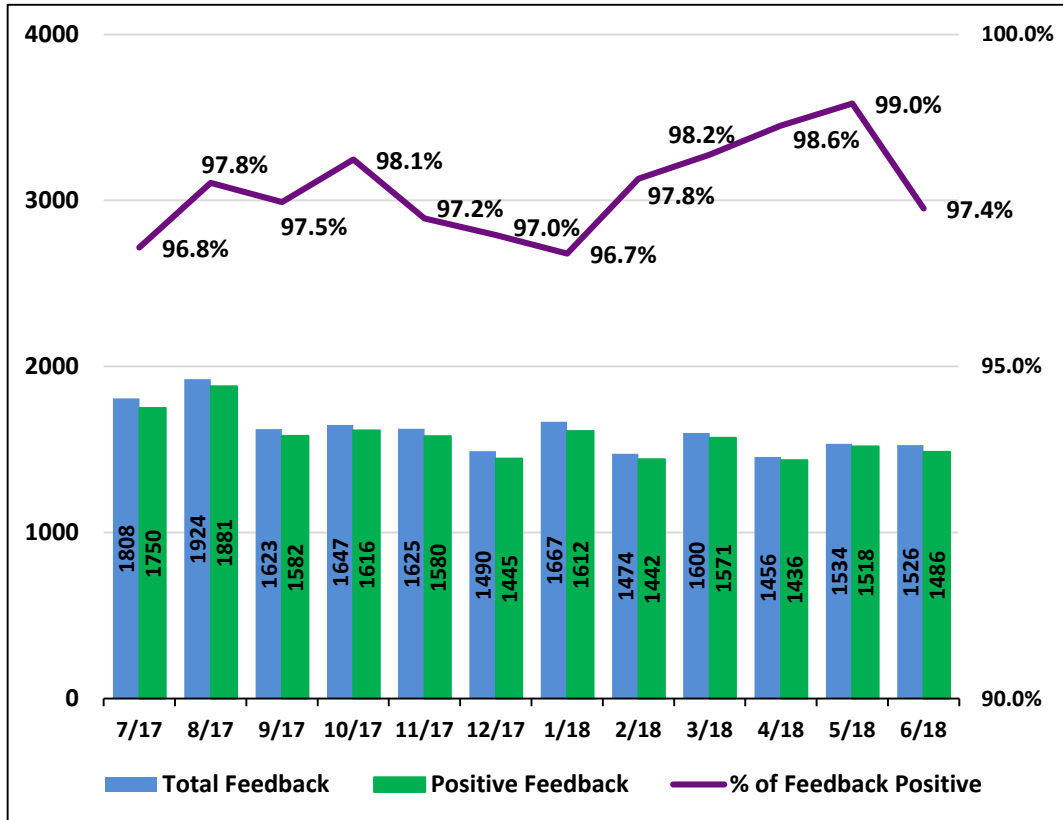


Incidents

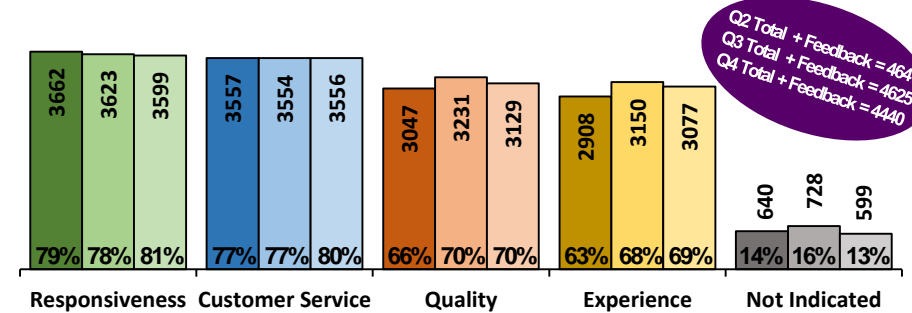


Customer Care End of Transaction Survey Scores

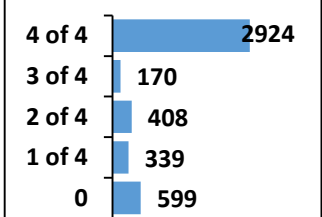
% of Closed Tickets With Feedback* = 12.2%
 Positive = 97%
 Negative = 3%



Positive Feedback by Category - Q2, Q3, Q4 FY18

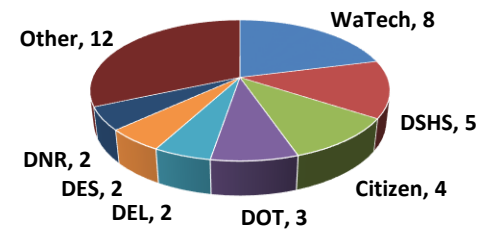


of + Categories Selected Per Ticket

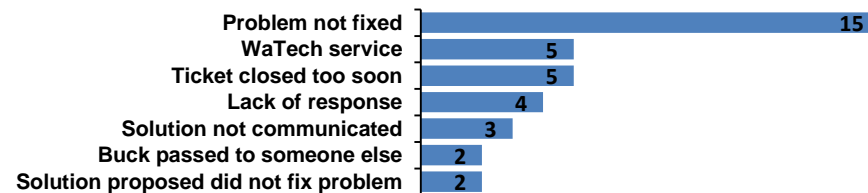


87% had at least 1 + category selected

Negative Feedback by Agency - June '18



Top Negative Feedback by Reason - June '18



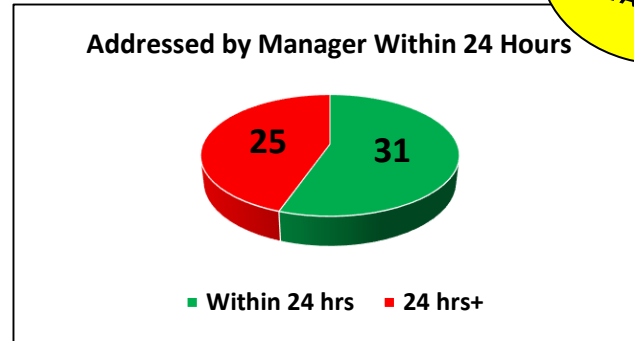
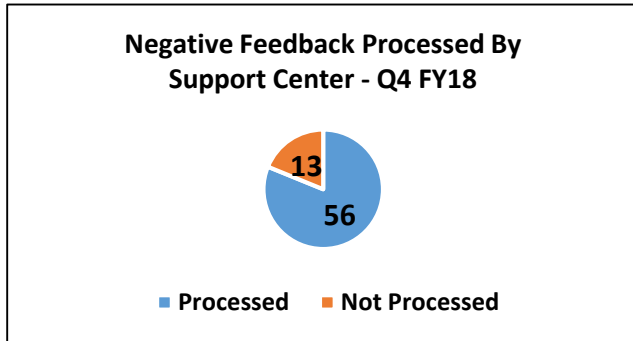
*June 2018

Customer Care

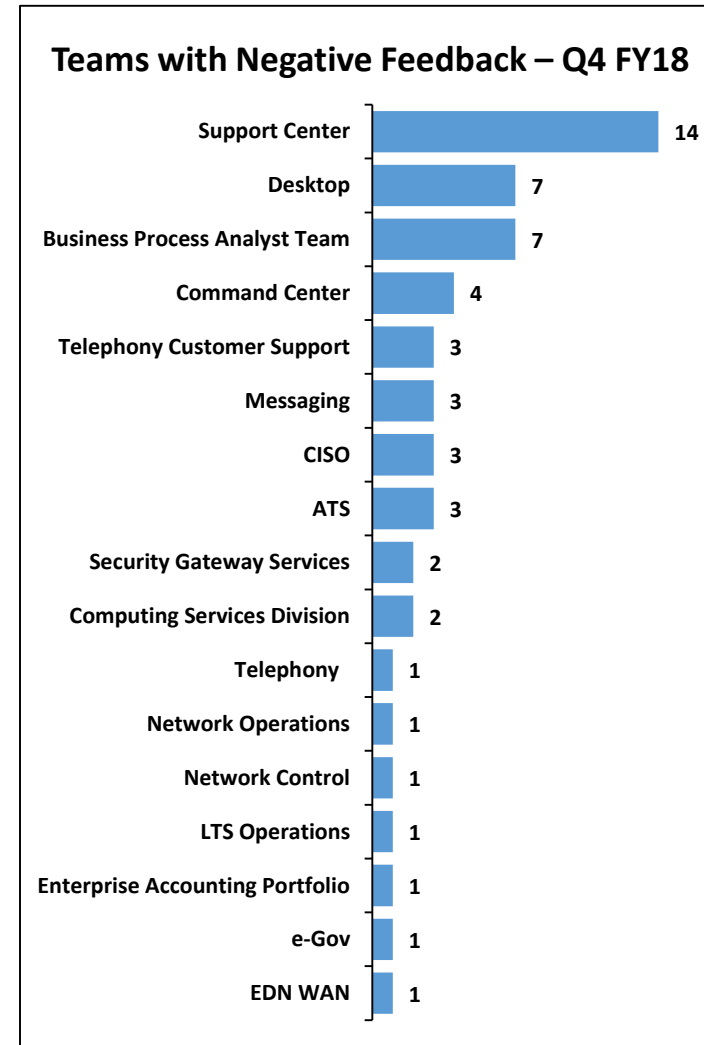
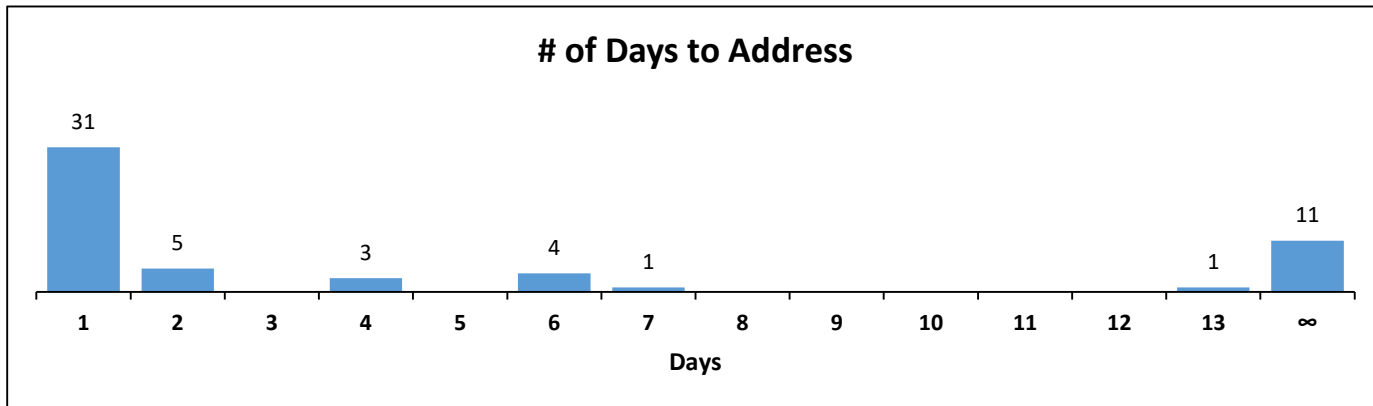
Negative Feedback 24-Hour Response

# of Tickets Closed Apr-Jun FY18	37,992
# of Tickets with Negative Comments*	Only 69

.18%



45% of Processed
55% of Addressed



* Negative comments are received from a very small percentage of the overall tickets the agency opens and closes each month.

Customer Care Customer Survey (2016 & 2018)

64 Agencies
71 Interviews

Year	Overall Average Score
2016	C
2018	C-

Survey Category	2016 Score	2018 Score
Service Security Compliance	B- (4.2)	C+ (3.9)
Technology	C+ (3.7)	C (3.4)
Service Impact Resolution	C+ (3.8)	C (3.5)
Customer Relationship	C (3.5)	C (3.3)
Support for Agency Outcomes	C (3.5)	C- (3.1)
Maturity as IT Service Provider	C (3.5)	C- (3.2)
Communications	C- (3.2)	D+ (2.9)
Value and Fee Structure	D+ (2.8)	D (2.5)

High Level Recommendations

- Review the way WaTech “markets” its services
- Improve customer relationship
- Improve customer communications
- Improve change management
- Improve incident notification (market Support.Watech.Wa.Gov)
- Continue positive momentum of Customer Account Managers
- Hold customer service training
- Communicate how and when new technologies will be integrated
- Communicate how existing technologies will change
- Involve customers when changing or introducing new technologies
- Seek feedback from customers on their perception of services
- Focus on technologies customer desire and meet their business needs
- Evaluate services to determine equal value to private sector
- Make invoices more transparent



Employee Satisfaction

Employee Survey Results
Listening Tour Results
Action Plan Progress

Employee Survey & Listening Tour

Listening Tour

Sessions

15

Staff

165

Comments

903

Main Categories

10

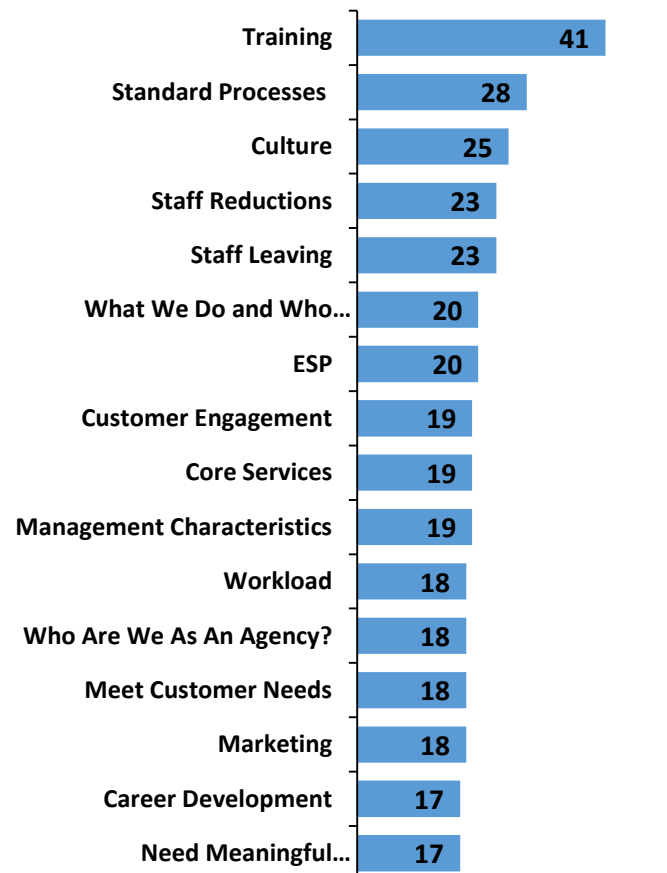
Sub-Categories*

78

Main Categories

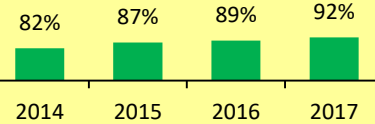
- Resources (216)**
- Products/Services (150)
- Job Characteristics (146)
- Communications (100)
- Management (93)
- Mission/Vision (58)
- Customers (57)
- Processes (49)
- Co-Workers (22)
- WaTech in General (12)

Top-15 Sub Categories

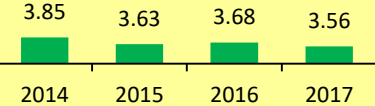


Employee Survey

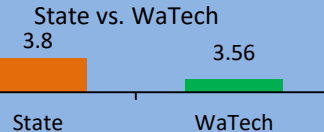
Participation Rate Trend



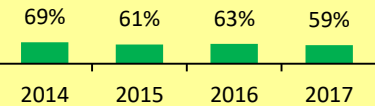
Overall Average Score Trend



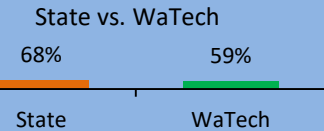
Overall Average Score State vs. WaTech



Overall % Positive Trend



Overall % Positive State vs. WaTech



Action Item Progress

- ✓ Performance Management Process
- ✓ Employee Engagement Action Team
- ✓ Staff Comings and Goings
- ✓ What We Do and Who Does What–WaTech Expo
- ✓ Internal Job Postings
- ✓ Reviewing End-of-Service Survey Results
- ✓ Executive Team Agendas
- ✓ Customer Survey
- Training/Learning Culture
- Communications
- WaTech Ticket System (ESP)
- Mission/Vision

* 84% of comments (760 of 903) were grouped into one of the 78 sub-categories ** (XXX) = number of comments in each main category ✓ = Action item completed or has been addressed and is ongoing

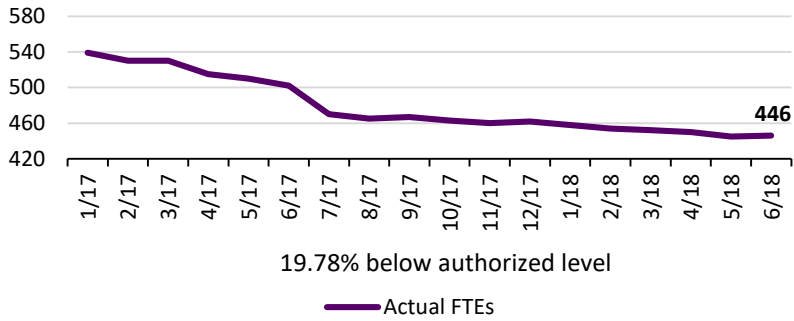


Human Resources

FTE Trends
Hires & Separations
Reason for Separations
Employee Representation

Human Resources

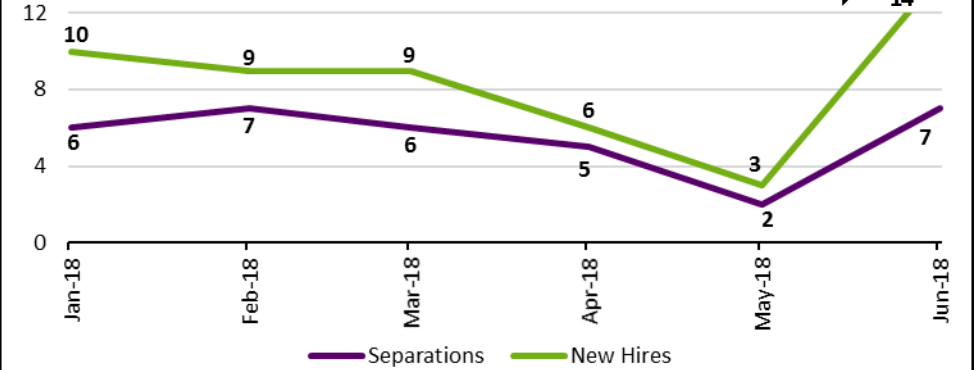
of FTEs Trend



Hires
Apr '18 – Jun '18
23

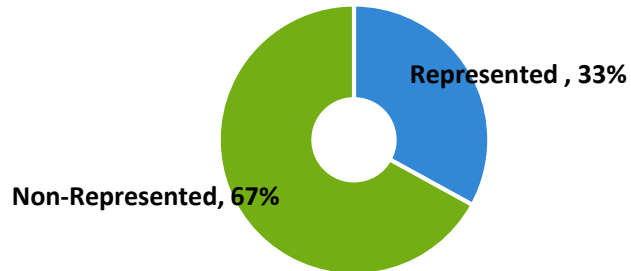
Separations
Apr '18 – Jun '18
14

Hires* and Separations Jan-Jun 2018



*Hires includes internal transfers

Employee Representation



Separations

WaTech FY17	23.8%
State FY17	12.1%
WaTech FY18 Jul-Jun	13.7%

Reason for Separation

