



January 31, 2012 | The State of Oklahoma

First Quarterly Report

Progress on Consolidation

Developed by:

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HB 1304

The Information Technology Consolidation and Coordination Act (HB 1304) charged my office with increasing the effectiveness and efficiency of the State's technology services. This is to be accomplished through the elimination of redundancy and inefficient practices to produce a minimum of a 15 percent reduction in IT expenditures using FY 2009 as the baseline cost by July 1 of 2012. This would be achieved through the consolidation of all IT services and personnel into a single department effective February 1, 2012.

This is the first quarterly report of progress on consolidation. I am pleased to report that we are on track to achieve the savings target.

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Table of Contents

1	Category of Services	1-1
2	Consolidation Approaches	2-1
3	Conclusion	3-1
4	Appendix A: Chart Text Descriptions	4-1

1 Category of Services

Starting with the IT inventory and personnel information supplied to us by the agencies, we analyzed their systems and categorized them into four types of services: Basic IT Infrastructure Services, Shared Business Services, Agency Specific Services and IT Personnel. A model of this can be seen in Figure 1.

Basic IT Infrastructure Services are commodity in nature: services where the differences in supply do not make a difference to the end user. Dial tone is the classic example of this type of service. Dial tone from Verizon is identical to dial tone from AT&T, and the carrier of the service is invisible to the end user. Many such IT services exist in this category, such as network connectivity, storage services (where you save a file to a network), compute capabilities (the make or model of the server used to support an application), baseline security, desktop management, virus protection, commercial software license management, asset management and email service. From the Capgemini management study, over 70% of the total amount spent on IT in the State is on these basic infrastructure services. It is here where the greatest savings to the State can be realized while maintaining or even improving the quality of service.

The next category of services is Shared Business Services. These services include financial and administrative services like payroll, time and attendance, general ledger, employee self-service functionality, and accounts payable and receivable. Other services will be identified as we cluster together services by business classification. We expect public safety, entitlement and insurance, health, education, construction and natural resources, revenue collection and back office activities will be able to take advantage of sharing services which they provide for only themselves today. Case management in public safety is the classic example of this. Each of the public safety agencies run their own solution for case

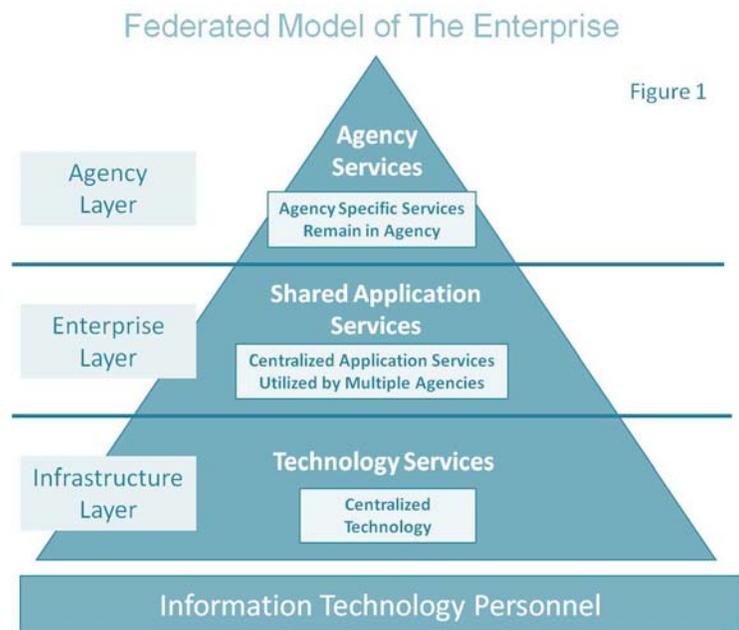


Figure 1

management. The Department of Public Safety, OSBI, the Department of Corrections, the District Attorneys Council, the Attorney General's Office and Indigent Defense all manage their own case management system, making information sharing more difficult.

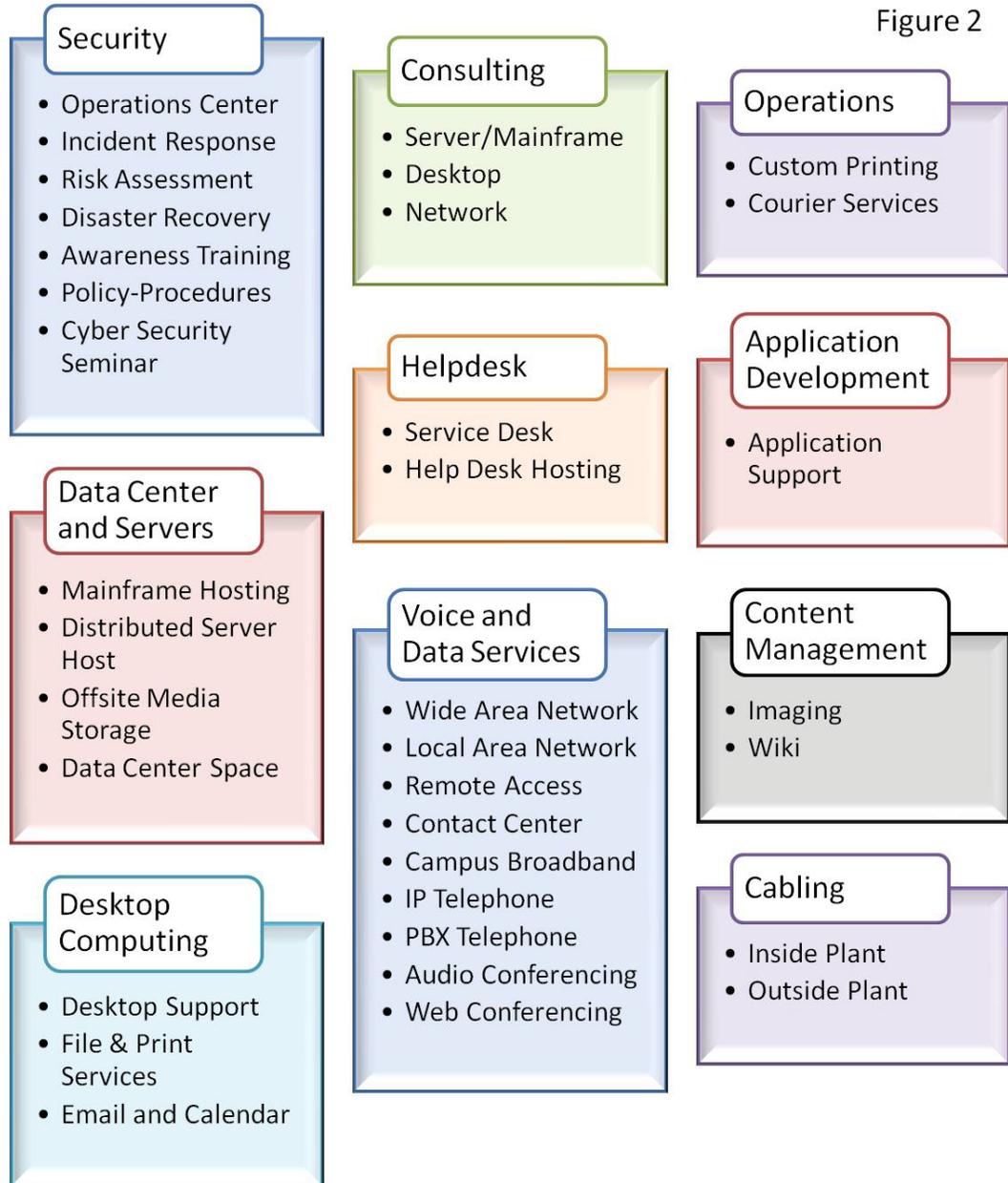
The last category of services is the agency-specific (or bespoke) services. These services are generally applications which are unique to an agency and specifically support a discrete business process which only that agency provides. As an example, the vehicle tracking system used by the Department of Public Safety would be an agency-specific service, as the need to track a vehicle 24 hours a day and 7 days a week is of little value to any other agency. From the Capgemini report, only about 10% of the money spent on IT is to support these services which do make a difference to the end user and to the citizen that user supports.

Each category of service is supported by information technology personnel and in many cases the same personnel are supporting infrastructure, shared services and agency specific services for their entire agency. In all cases, personnel are collaborating with other IT professionals that support all layers of the serves model. Part of our consolidation process is to transform IT generalists (personnel who do a variety of jobs as previously described) to IT specialists, performing a single job more efficiently and at a higher quality than previously possible.

Figures 2 and 3 describe the various services we offer today centrally. Figure 2 illustrates those services which are IT commodity in nature (the bottom of the pyramid in Figure 1), and Figure 3 lists those which are shared services (the middle of the pyramid). These services listings will continue to expand as we assimilate agency IT staff and assets, driving more savings by standardizing on the lowest cost solutions available.

TECHNOLOGY SERVICES

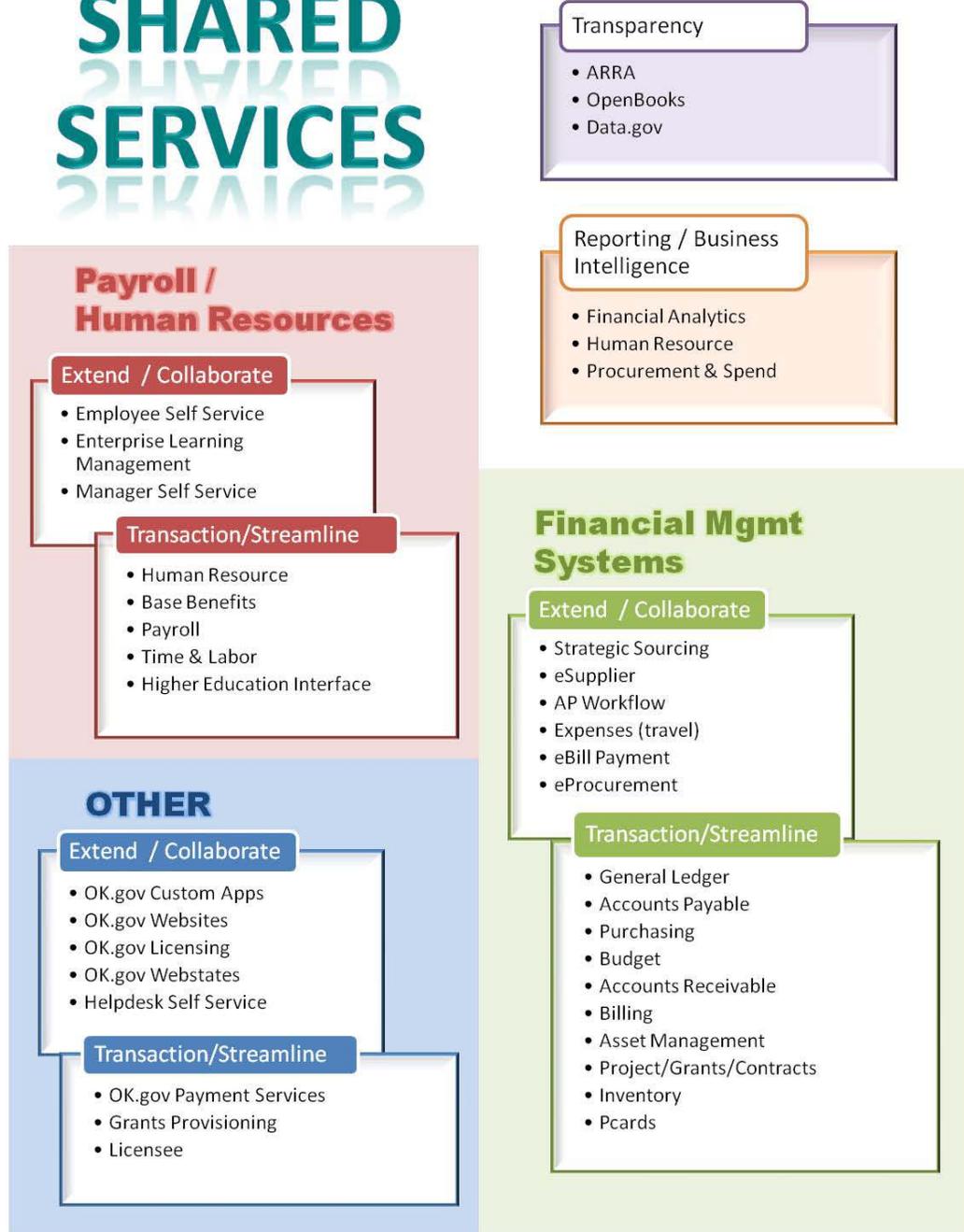
Figure 2



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SHARED SERVICES

Figure 3



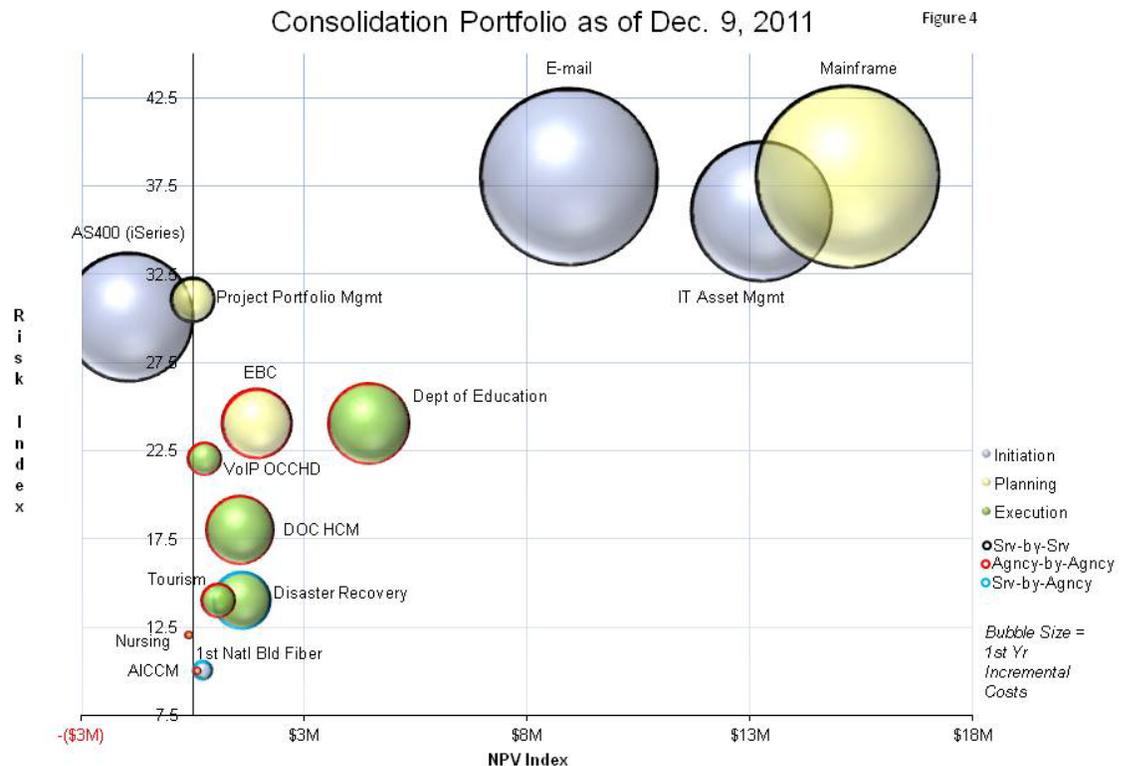
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2 Consolidation Approaches

There are generally two consolidation approaches we have taken: agency by agency and service by service.

Agency by agency consolidation is where we take the agency as a complete system and merge their IT systems and personnel into our own, forming a new overall IT services group. Treasury, Education, Personnel Management and many others have been transformed using this method. It is generally of lower risk, as by addressing the agency as a complete system made up of both people and technology we can more effectively address problems. Service by service approach risks problems which may fall between areas of responsibility, making them more difficult to troubleshoot and assign ownership to resolve. However, service by service offers a greater short term return on investment. By way of example, consolidating all the 7 mainframes in the State to a single mainframe can reduce the expenses of operating these services by \$4.11MM per year at a \$2.5MM cost to the State. However, not all the interfaces to the various mainframes have been identified, and when consolidation of these devices is attempted some of these unknown interfaces will likely be broken, necessitating a repair by someone outside the team consolidating the mainframes.

The opportunity map for these approaches can be found in Figure 4.



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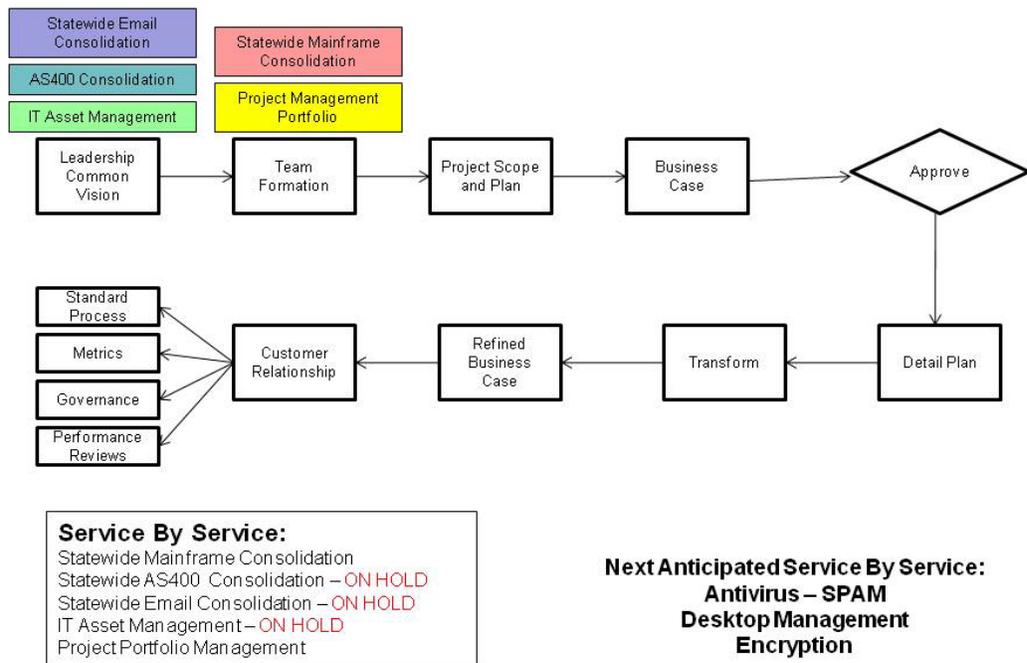
The size of the ball indicates the first year cost, the X-axis represents the risk associated with the opportunity, the Y-axis represents the net-present value (how much money the State will get back) over 5 years by doing this project, and the color of the ball indicates what stage the project is in. Only those projects with a positive return on investment are to be undertaken, with savings going back to the agency after the cost of transformation have been paid.

The vertical axes in Figure 4 represent a measurement of project risk. A standard approach to identifying and quantifying key attributes of project risk is used to create a risk index that can be used to compare relative risk across different projects. Some of the project attributes that are quantified include number of agencies involved in the project, technical and business complexity, length of the project and accuracy in the project estimates.

Service by service consolidations are underway for the mainframe, with no other service worth the risk of consolidation to the State at this time. See illustration in Figure 5. Other service by service analysis is being done by Oracle for Unix consolidation; AT&T, OneNet and Bell Labs are analyzing the consolidation of the 36 networks operated by the State; Kimball is completing a study on radio systems consolidation; and McAfee is assisting us with a study on security services. Should history be any guide, it is likely that only one of these will identify a service where the financial reward is worth the risk of consolidation.

SERVICE BY SERVICE

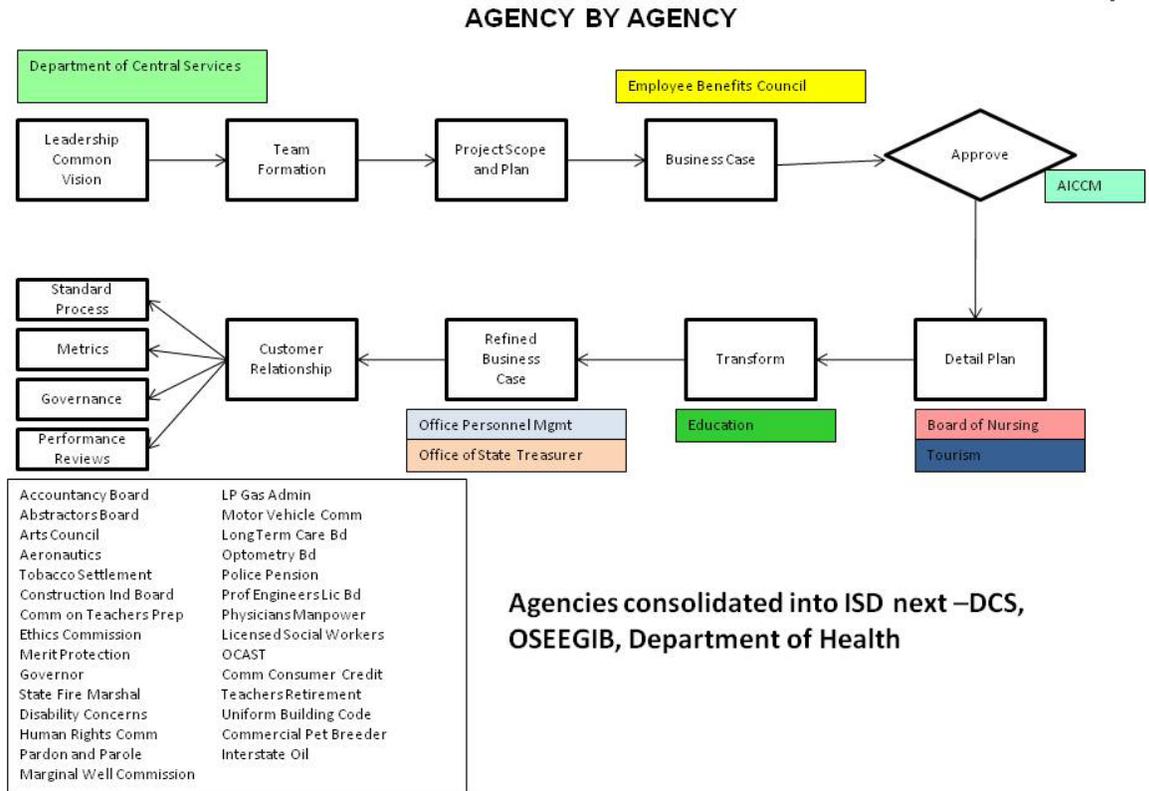
Figure 5



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Agency by agency consolidation is the primary method used for IT assimilation and is illustrated in Figure 6. The steps are self-explanatory and progress can be seen with the agency names above the stages where they are.

Figure 6



[Text version](#) of this chart

As of November 2011, the Employee Benefits Council is in the business case; the American Indian Cultural Center Museum is in the approval stage of the business case; Tourism and the Board of Nursing are in the detail planning stage; the State Department of Education is in the transformation stage; the Office of Personnel Management and the Treasury are in the refined business case; and the listing of 29 agencies in the box at the lower left are those which are complete. This chart will be updated quarterly and included in this report. The next agencies to be consolidated are the Department of Central Services, OSEEGIB and the Department of Health, beginning after January 1, 2012.

Figure 7 documents the specific to cost savings achieved by agency by agency consolidation to date. All personnel in each agency were offered positions in the transformation process, but several chose not to continue in employment with the State. As can be seen from the chart, IT positions have decreased by over a fifth

and the number of servers has decreased by over half in those agencies transformed, and we expect this to continue.

Figure 7

Agency by Agency Savings

Agency Name	Start Position Count	End Position Count	Position Reduction %	Start Server Count	End Server Count **	Server Reduction %
Dept of Education	30	25	17%	75 P	2P / 29V	59%
State Treasurer	8	6	25%	26 P	10P / 5V	42%
Office of Personnel Mgmt	2	1	50%	8 P	1P / 1V	75%
Board of Nursing	1.5	1	33%	3 P	1P	67%
Dept of Tourism	7	5	29%	20 P	2P / 4V	70%
TOTAL	48.5	38	22%	132	55	58%

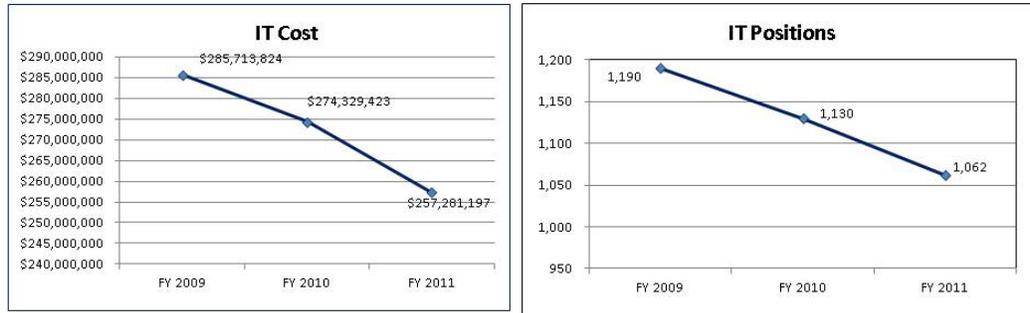
** P = Physical V = Virtual

**IT POSITIONS HAVE DECREASED 22% IN AGENCY BY AGENCY CONSOLIDATION
SERVER COUNT HAS DECREASED 58% IN AGENCY BY AGENCY CONSOLIDATION**

Figure 8 documents progress to date against the savings legislated by House Bill 1170. From the actual spend numbers by agency, as of July 1, 2010 (the end of FY 2011), IT costs have decreased 10% from the 2009 baseline expenses and IT positions have decreased by 11%. Although unavailable at this time, it is projected that we will finish FY 2012 with 17% - 20% savings against the 2009 numbers, well above the 15% target set.

Figure 8

Legislative Mandate Savings (Appropriated Agencies)



[Text version](#) of this chart

Year Savings Achieved	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Legislative Mandate Savings 2010	\$11,384,401	\$11,384,401	\$11,384,401	\$11,384,401	\$11,384,401	\$11,384,401	\$11,384,401
Legislative Mandate Savings 2011		\$17,048,226	\$17,048,226	\$17,048,226	\$17,048,226	\$17,048,226	\$17,048,226
TOTAL Annual Savings	\$11,384,401	\$28,432,627	\$28,432,627	\$28,432,627	\$28,432,627	\$28,432,627	\$28,432,627
Savings Over 7 Years (NPV¹)	\$166,394,032						

¹Current savings plus NPV of savings from FY12 through FY16 at 4%

Figure 9 documents the projected savings of those initiatives in process or completed by either agency by agency or service by service consolidation activities. Over the next 7 years, it is projected that \$172MM will be saved from the 11 consolidation projects listed. This chart will be updated quarterly and included in the next report.

Figure 9

IT Consolidation Savings Completed and In Process Projects

Agency Name	Status	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
2010 Savings Achieved	Completed	\$11,384,401	\$11,384,401	\$11,384,401	\$11,384,401	\$11,384,401	\$11,384,401	\$11,384,401
2011 Savings Achieved	Completed		\$17,048,226	\$17,048,226	\$17,048,226	\$17,048,226	\$17,048,226	\$17,048,226
Dept of Education	Execution			\$324,027	\$753,479	\$632,479	\$659,979	\$753,479
State Treasurer	Execution			\$91,524	\$183,048	\$183,048	\$177,516	\$177,516
Office of Personnel Mgmt	Execution			\$56,967	\$121,371	\$120,484	\$114,184	\$114,184
Dept of Tourism	Execution			\$32,402	\$119,691	\$119,011	\$119,011	\$119,011
Board of Nursing	Execution			(\$9,252)	(\$10,264)	(\$15,764)	(\$15,764)	(\$15,764)
Disaster Recovery Services	Completed			\$247,344	\$419,245	\$203,524	\$203,524	\$203,524
VoIP OCCHD	Execution			\$711	\$65,688	\$65,688	\$65,688	\$65,688
AICM	Execution			\$4,896	\$24,003	\$24,003	\$24,003	\$24,003
First National Fiber Buildout	Execution			\$6,573	\$51,045	\$51,045	\$51,045	\$51,045
Total Annual Savings		\$11,384,401	\$28,432,627	\$29,187,819	\$30,159,933	\$29,816,145	\$29,831,813	\$29,925,313
Savings Over 7 Years (NPV¹)		\$172,370,020						

¹Current savings plus NPV of savings from FY12 through FY16 at 4%

CURRENT ESTIMATED SAVINGS OF \$172M OVER 7 YEARS

3 Conclusion

Going forward, the biggest challenge we face is the loss of institutional knowledge. More specifically, there are individuals in various departments who know how systems work or what problems they have encountered and how to best fix them, but there is no repository of this knowledge in either the agency or with other IT staff.

As of December 11, 2011, there are over 170 open IT positions across the State, and more to come as people leave the State to pursue other opportunities. This problem will be exacerbated by the timeline it will take us to consolidate all the IT staff into a single agency. At the current rate, consolidation will not be completed until 2020. This high level plan is illustrated in Figure 10.

Figure 10

Baseline Timeline

Agency By Size	Totals	FY0	FY1	FY2	FY3	FY4	FY5	FY6	FY7	FY8	FY9
Small	90	24	5	10	12	12	10	10	7	0	0
Medium	21	1	5	3	3	3	2	2	2	0	0
Large	13	0	1	1	2	1	2	1	2	2	1
Giant	5	0	0	1	0	1	0	1	0	1	1
TOTALS	129	25	11	15	17	17	14	14	11	3	2

Assumptions

- On track to complete 11 in year 1
- We'll get a little better in year 2, plus add a few people
- By year 3, we will be a finely tuned machine operating on all cylinders

IT consolidation can be accelerated if part of the savings realized can be invested in the next round of consolidation activities. A savings fee, where half of the IT savings realized is shared with OSF would help accelerate the consolidation, with completion projected in 2016, as illustrated in Figure 11. This would reduce the uncertainty faced by IT staff as consolidation approaches, would accelerate the savings achieved and will help IT shift focus from consolidation to improvement of services much faster than otherwise possible.

Figure 11

Accelerated Timeline

Agency By Size	Totals	FY0	FY1	FY2	FY3	FY4	FY5	FY6	FY7	FY8	FY9
Small	90	24	5	12	13	12	12	12			
Medium	21	1	5	5	5	5	0	0			
Large	13	0	1	2	3	3	2	2			
Giant	5	0	0	1	1	1	1	1			
TOTALS	129	25	11	20	22	21	15	15			

Assumptions

- Approximately 25-30 external resources dedicated to consolidation.
- Dedicated consolidation team grows as new agencies are consolidated
- Project teams are formed under the consolidation program as new members are added

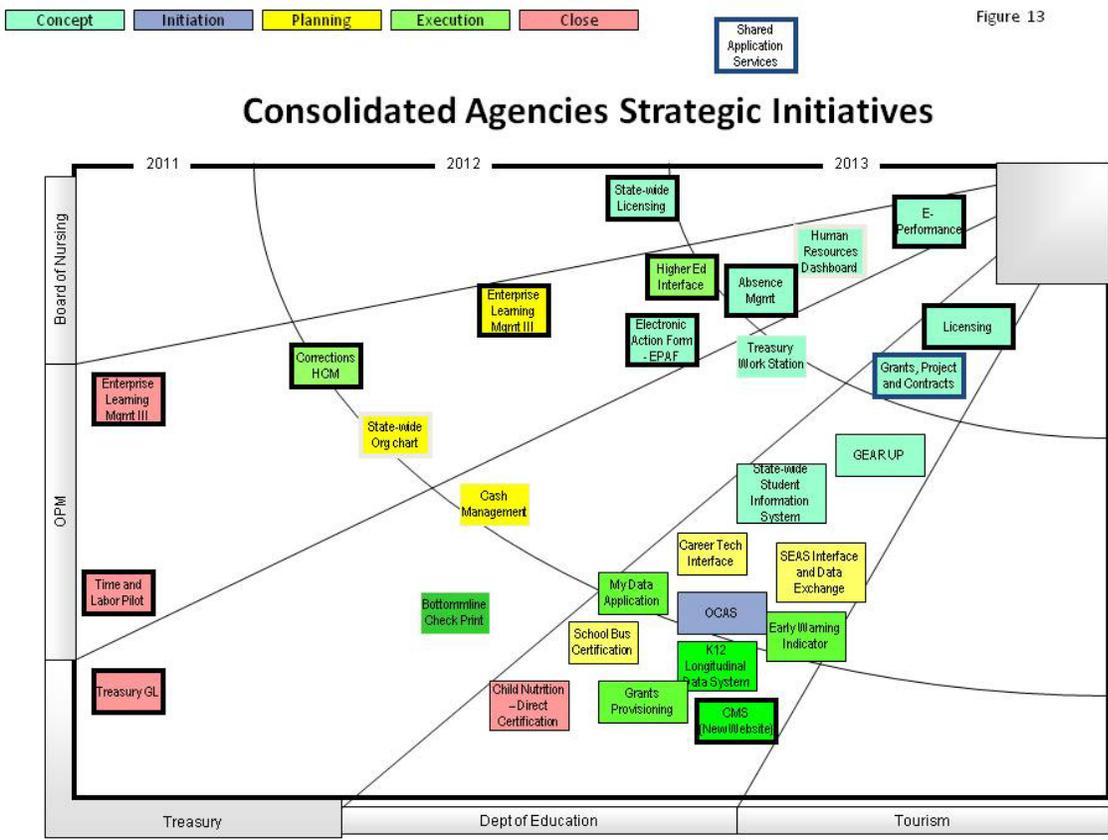
Figure 12 outlines the agency by agency consolidation plan for the next 18 months. The smaller agencies are not identified, as we will work with the small agency leadership to identify which agencies want to be done sooner and schedule accordingly. This chart will be updated quarterly and included in the next report.

Figure 12

Agency Consolidation – 18-month forecast

<u>FY2012</u>	<u>FY2013</u>
<ul style="list-style-type: none"> ■ Dept of Education ■ State Treasurer ■ Employee Benefit Council ■ Dept of Tourism ■ State & Education Employees Group Insurance Board ■ Dept of Central Services 	<ul style="list-style-type: none"> ■ Dept of Health ■ Agriculture, Food & Forestry Dept ■ Water Resources Board ■ Commerce Dept ■ Dept of Libraries ■ Plus 10 other small agencies

The final issues to be addressed is the establishment of the IT portfolio for the consolidated agencies illustrated on Figure 13 and the IT key performance indicators and progress reporting on www.ok.gov as illustrated by Figures 14 and 15. As IT is consolidated, we are engaging the agency leadership to identify what IT strategic initiatives can be undertaken now with the savings from the reduction in costs by standardization. This has the overall effect of reducing the expenses of doing those things where the differences do not make a difference and investing resources into doing those things where the differences do make a difference. From Figure 13, the Department of Education has decided to invest their realized savings into numerous IT projects, including the longitudinal data system, a new website, an early warning indicator dashboard, and many other solutions to improve the quality and accountability of K-12 education in the State. This chart will also be updated quarterly and included in the next report.



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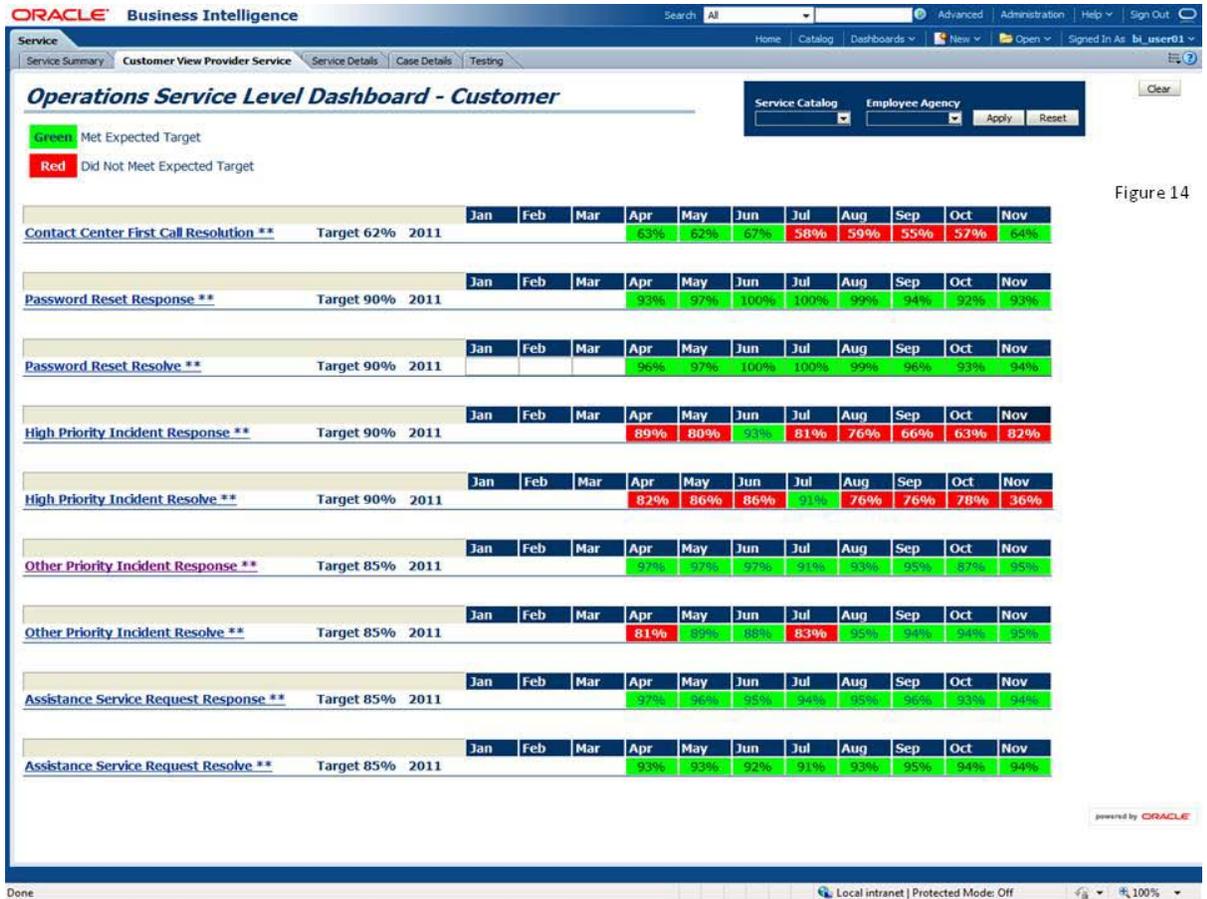


Figure 14

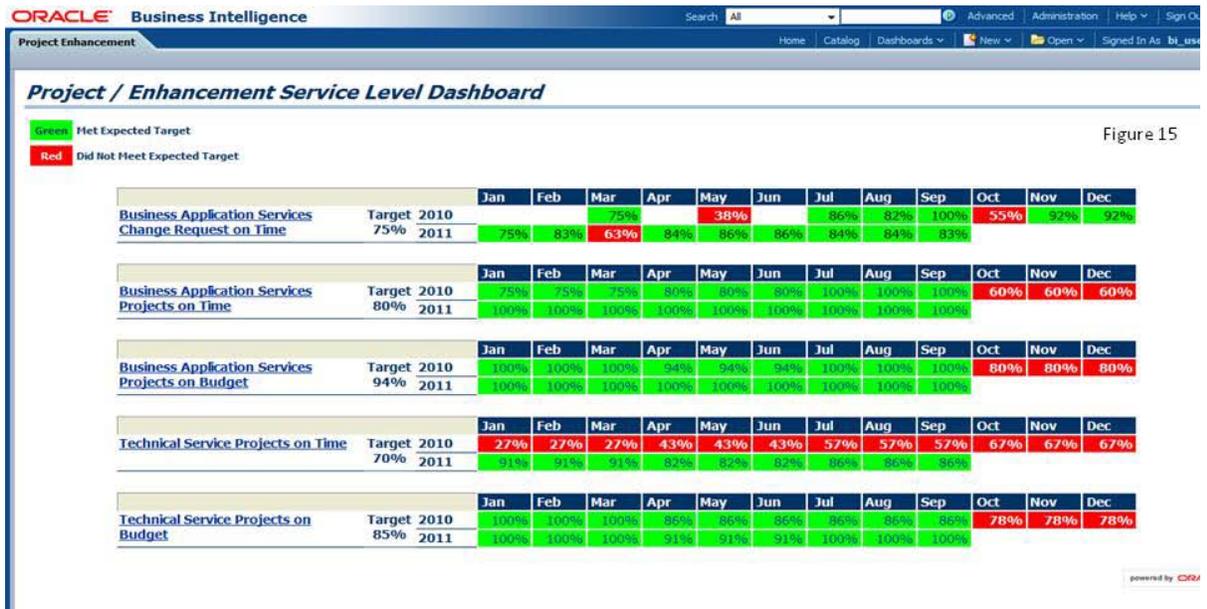


Figure 15

Feedback is the single greatest determinant of human behavior. In the private sector, feedback comes in the form of repeat customers and revenue to the

organization from those who buy the products or services offered. Feedback in the public sector is difficult or non-existent, particularly agency-specific feedback on performance metrics for success.

The key performance indicators are potentially the most far-reaching of the accomplishments this quarter, with performance by IT personnel now available to any employee or citizen of the State. These metrics were identified from best IT practices, primarily from the Information Technology Infrastructure Library (ITIL) and the Project Management Body of Knowledge (PMBOK) metrics used to evaluate IT environments and measure them against one another. A study done by Oracle on the State placed our current performance at a 2.5 (on a 0-4 scale), stating that “overall Oklahoma has some of the highest capability levels we have seen in the public sector”. These metrics help us to draw attention to our efforts and hold us accountable to the agencies we have transformed into our standard services, metrics and governance processes. These charts will not be updated in the next report, but performance tracking and drill-down to the underlying detail is available in real-time to anyone with access to the internet.

This concludes the first report of progress on HB 1304 and IT consolidation. If you have questions, please contact me directly and I will be happy to meet with you or anyone interested in discussing our performance or future plans for consolidation.

4 Appendix A: Chart Text Descriptions

Figure 1: Federated Model of the Enterprise

The figure is a pyramid model at the bottom of which is the Infrastructure Layer, Technology Service, Centralized Technology.

The middle is the Enterprise Layer, Shared Application Services, centralized application services used by multiple agencies.

The top of the pyramid is the Agency Layer which are specific agency services remaining within the agency.

[Return to report](#)

Figure 2: Technology Services

Security

- Operations Center
- Incident Response
- Risk Assessment
- Disaster Recovery
- Awareness Training
- Policy-Procedures
- Cyber Security Seminar

Consulting

- Server-Mainframe
- Desktop
- Network

Operations

- Custom Printing
- Courier Services

Data Center and Servers

- Mainframe Hosting
- Distributed Server Host
- Offsite Media Storage
- Data Center Space

Help Desk

- Service Desk
- Help Desk Hosting

Application Development

- Application Support

Voice and Data Services

- Wide Area Network
- Local Area Network
- Remote Access
- Contact Center
- Campus Broadband
- IP Telephone
- PBX Telephone
- Audio Conferencing
- Web Conferencing

Content Management

- Imaging
- Wiki

Cabling

- Inside Plant
- Outside Plant

Desktop Computing

- Desktop Support
- File & Print Services
- Email and Calendar

[Return to report](#)

Figure 3: Shared Services

Payroll/Human Resources

- Extend/Collaborate
 - Employee Self Service
 - Enterprise Learning Management
 - Manager Self Service
- Transaction/Streamline
 - Human Resource
 - Base Benefits
 - Payroll
 - Time & Labor
 - Higher Education Interface

Transparency

- ARRA
- OpenBooks
- Data.gov

Reporting/Business Intelligence

- Financial Analytics

- Human Resource
- Procurement & Spend

Financial Management Systems

- Extend-Collaborate
 - Strategic Sourcing
 - eSourcing
 - AP Workflow
 - Expenses (travel)
 - eBill Payment
 - eProcurement
- Transaction/Streamline
 - General Ledger
 - Accounts Payable
 - Purchasing
 - Budget
 - Accounts receivable
 - Billing
 - Asset Management
 - Project/Grants/Contracts
 - Inventory
 - Pcards

Other

- Extend-Collaborate
 - OK.gov Custom Apps
 - OK.gov Websites
 - OK.gov Licensing
 - OK.gov Webstates
 - Helpdesk Self Service
- Transaction/Streamline
 - OK.gov Payment Services
 - Grants Provisioning
 - Licensee

[Return to report](#)

Figure 4: Consolidation Portfolio as of Dec. 9, 2011

Initiation Series

- AS400 (iSeries): Net Present Value (NPV), -\$1,442,308; Risk Index, 30; Year 1 Cost, \$1,500,000; CBA; Risk.
- Email: NPV, \$8,464,762; Risk Index, 38; Year 1 Cost, 2.807,000; CBA; Risk.
- IT Asset Management: NPV, 12,780,845; Risk Index, 36; Year 1 Cost, \$1,769,000; CBA; Risk.
- 1st National Building Fiber: \$231,102; Risk Index, 10; Year 1 Cost, \$37,889; CBA; Risk.
- AntiVirus/SPAM/Encryption: NPV, \$2,682,151; Risk Index, 30; Year 1 Cost, \$4,060,378; CBA; Risk.
- COMIT Billing: NPV, \$588,814; Risk Index, 20; Year 1 Cost, \$71,325; CBA; Risk.

Planning Series

- Project Portfolio Management: NPV, 0; Risk Index 31; Year 1 Cost, \$182,200; CBA 0; Risk.
- Mainframe: NPV, \$14,700,083; Risk Index, 38; Year 1 Cost, \$3,000,000; CBA; Risk.
- Employee Benefits Council: NPV, \$1,444,561; Risk Index, 10; Year 1 Cost, \$439,745; CBA; Risk.
- Tourism Department: NPV, \$572,376; Risk Index, 14; Year 1 Cost, \$106,822; CBA; Risk.
- 1st National Building Fiber: NPV, 231,102; Risk Index, 10; Year 1 Cost, \$37,889.

Execution Series

- Disaster Recovery: NPV, \$1,113,477; Risk Index, 14; Year 1 Cost, \$303,828; CBA; Risk.
- Department of Education: NPV, \$3,962,086; Risk Index, 24; Year 1 Cost, \$597,857; CBA; Risk.
- Treasurer: NPV, \$945,915; Risk Index, 18; Year 1 Cost, \$31,000; CBA; Risk.
- Nursing: NPV, -\$66,058; Risk Index, 12; Year 1 Cost, \$6,396; CBA; Risk.
- VoIP OCCHD: NPV, 282,551; Risk Index, 22; Year 1 Cost, \$22; CBA; Risk.
- American Indian Cultural Center Museum: NPV, \$112,162; Risk Index, 10; Year 1 Cost, \$8,500; CBA; Risk.
- Office of Personnel Management: NPV, \$610,573; Risk Index, 14; Year 1 Cost, \$16,000; CBA; Risk.
- Department of Corrections Human Capital Management: NPV, \$1,067,777; Risk Index, 24.

[Return to report](#)

Figure 5: Service By Service

Leadership Common Vision

- Statewide AS400 Consolidation
- Statewide E-mail Consolidation
- IT Asset Management

Team Formation

- Statewide Mainframe Consolidation
- Project Portfolio Management

Project Scope and Plan

Business Case

Approve

Detail Plan

Transform

Refined Business Case

Customer Relationship

- Standard Process
- Metrics
- Governance
- Performance Reviews

Status:

Statewide Mainframe Consolidation

Statewide AS400 Consolidation - On Hold

Statewide E-mail Consolidation - On Hold

IT Asset Management - On Hold

Project Portfolio Management

Next Anticipated Service By Service:

- Antivirus - SPAM
- Desktop Management
- Encryption

[Return to report](#)

Figure 6: Agency By Agency

Leadership Common Vision

- Department of Central Services

Team Formation

- Statewide Mainframe Consolidation
- Project Portfolio Management

Project Scope and Plan

Business Case

- Employee Benefits Council

Approve

- American Indian Cultural Center and Museum

Detail Plan

- Board of Nursing
- Oklahoma Department of Tourism

Transform

- State Department of Education

Refined Business Case

- Office of Personnel Management
- Office of State Treasurer

Customer Relationship

- Standard Process
- Metrics
- Governance
- Performance Reviews

Oklahoma Accountancy Board

Oklahoma Abstractor's Board

Oklahoma Arts Council

Oklahoma Aeronautics Commission

Tobacco Settlement Endowment Trust

Construction Industries Board

Commission for Teachers Preparation

Oklahoma Ethics Commission

Merit Protection Commission

Office of the Governor

State Fire Marshal

Office of Disability Concerns

Human Rights Commission

Pardon and Parole Board

Marginal Wells Commission

LP Gas Research, Marketing and Safety Commission

Oklahoma Motor Vehicle Commission

Long Term Care Administrators Board

Board of Examiners in Optometry

Police Pension and Retirement System

Professional Engineers and Land Surveyors Licensure Board

Physician Manpower Training Commission

State Board of Licensed Social Workers

Oklahoma Center for the Advancement of Science and Technology

Oklahoma Department of Consumer Credit

Oklahoma Teachers Retirement System

Uniform Building Code Commission

Oklahoma State Board of Commercial Pet Breeders

Interstate Oil Compact Commission

Agencies consolidated into the Information Services Division (ISD) next:
Department of Central Services, Oklahoma State and Education Employees
Group Insurance Board and State Department of Health

[Return to report](#)

Figure 8: Legislative Mandate Savings (Appropriated Agencies)

Information Technology (IT) Cost

Fiscal Year 2009 - \$285,713,824

Fiscal Year 2010 - \$274,329,423

Fiscal Year 2011 - \$257,201,197

Information Technology (IT) Positions

Fiscal Year 2009 - 1,190

Fiscal Year 2010 - 1,130

Fiscal Year 2011 - 1,062

[Return to report](#)

Figure 13: Consolidated Agencies Strategic Initiatives

Board of Nursing

- Statewide Licensing, Concept (late 2012)

Office of Personnel Management

- Enterprise Learning Management II, Close (Early 2011)
- Time and Labor Pilot, Close (Early 2011)
- Corrections Human Capital Management (HCM), Execution (Early 2012)
- Statewide Organizational Chart, Planning (Early 2012)
- Enterprise Learning Management III, Planning (Mid 2012)
- Electronic Action Form, Concept (Late 2012)
- Higher Education Interface, Execution (Late 2012)
- Absence Management, Concept (Early 2013)
- Human Resources Dashboard, Concept (Mid 2013)
- ePerformance, Concept (Late 2013)

Office of the State Treasurer

- Treasury GPL, Close (Early 2011)
- Bottomline Check Print, Execution (Late 2011)
- Cash Management, Planning (Early 2012)
- Treasury Work Station, Concept (Late 2012)

State Department of Education

- Child Nutrition - Direct Certification, Close (Mid 2011)
- Grants Provisioning, Execution (Mid 2011)
- CMS (New Website), Execution (Mid 2011)
- K-12 Logitudinal Data System, Execution (Late 2012)

- School Bus Certification, Planning (Late 2012)
- My Data Application, Execution (Early 2012)
- OCAS, Initiation (Early 2012)
- Early Warning Indicator, Execution (Early 2012)
- CareerTech Interface, Planning (Early 2012)
- SEAS Interface and Data Exchange, Planning (Early 2012)
- Statewide Student Information System, Concept (Mid 2012)
- GEAR UP, Concept (Late 2012)
- Grants, Projects and Contracts, Concept (Early 2013)
- Licensing, Concept (Early 2013)

Oklahoma Department of Tourism

[Return to report](#)