Thoughts from the Director

By Carlos Ramos

Holiday Greetings to the State IT community! I sincerely extend sentiments of peace and joy to you and your families. The Department of Technology (CalTech) looks forward to working with you in the upcoming year, with our commitment to strengthen our partnership as you strive to meet your business needs through the power of technology. As you will see in this edition, we are focused on meeting your needs as customers; confirming what we do well for you, and identifying the areas where we know, and you say, we need to improve. The expansion of this newsletter is one way in which we hope to improve our communications with you. Specifically, this newsletter will now include information about all of CalTech, not just the Office of Technology Services (OTech).

As this year comes to an end and a new year draws near, I wanted to highlight some of the key initiatives that further our mission of delivering efficient, effective and innovative IT solutions, which will enable state government to better serve the people of California.

The Statewide Technology Procurement Division (STPD) has made great progress on procurement reform. One improvement of note is a reduction in the time it takes to complete procurements for large IT projects. Our goal has been a nine-month time span from the publishing of a procurement, to the award of a contract. I’m pleased to report that the average time for the most recent 15 large IT project procurements has been reduced to 8.7 months.

The State Technology Approval Reform (STAR) Project Team recently released the first stage of the new IT Project approval process. The next
CalTech Welcomes Teala!

Governor Brown has appointed Teala Schaff to join the Department of Technology leadership team as Deputy Director - External Affairs and Communications. Teala comes to us most recently from her position as Communications Director for State Senator Noreen Evans. Teala has a wealth of experience in media relations, public affairs and communications. She was press secretary for State Senate Majority Leader Ellen Corbett, press secretary for State Senator Gloria Romero, and worked in public affairs at Ziegler Associates. Teala has also served as public affairs and communications consultant at the California Cable and Telecommunications Association. We look forward to having the expertise that Teala brings to CalTech.

OTech Welcomes New Assistant Chief

OTech welcomes Ellen Ishimoto as the new Assistant Chief. Ellen brings a wealth of knowledge in her 30 years of state experience, including 7 years as the Chief Information Officer (CIO) for the California State Lottery (Lottery), responsible for providing technology services in the form of business applications, productivity tools, and technology infrastructure. Ellen’s experience working in a high profile organization that relies heavily on technology makes her a good fit for the Assistant Chief position at OTech. Ellen has also held various leadership roles at the Department of Transportation and the Teale Data Center. She also served as the Chair of an Enterprise Architecture Committee, under the direction of the California State Chief Information Security Officer.

stage will be introduced in January 2015 and the remaining two phases are targeted to be released in July 2015, with the full implementation of all stages scheduled for December 2015. This project promises to help address issues that challenge the success of many IT projects. Please check out the article in this edition for more information.

The newly established State Project Management Office (PMO) will begin offering project management services to state agencies during the upcoming year. The State PMO is another way that CalTech will help the State of California ensure successful IT projects.

Securing and protecting the critical IT infrastructure and data that supports California government’s programs and services will remain a top priority. The California Office of Information Security will begin auditing for compliance with the information security and privacy policies, standards and procedures. The Cybersecurity Task Force will also be releasing its recommendations for a California Cybersecurity Strategy in the upcoming months with significant guidance from our own State Chief Information Security Officer.

During 2015, OTech will build upon the work already done in presenting CalCloud Infrastructure services, and will grow our cloud service offerings. Additionally, our E-services Team will continue working with the departments to develop and release more mobile apps through our award winning and robust mobile gallery.

2015 will be a year of development and delivery for CalTech. With your input and partnership, we will continue to enhance existing products and services, as well as introduce new initiatives to meet the changing needs of your programs and businesses.

Announcing New Leaders
The Department of Finance (DOF) approved the rates for the new IT Service Management (ITSM) offering, effective October 1, 2014. The ITSM offering, powered by BMC’s Remedy on Demand, is an enterprise-level solution providing IT services commonly used by organizations for daily IT operations. These services include support for the Incident, Asset, Change, Knowledge, Request Fulfillment, Configuration and Problem Management processes and related services and components.

In addition, DOF approved our annual billing rate adjustment package for FY 2014-15. The goal of our annual rate package is to bring each service to break-even and provide new technologies to customers while reducing overall costs. The rate package was approved by DOF on November 5, 2014, with an effective date of January 1, 2015. Of particular interest to our customers is the elimination of the California Statewide Government Network (CSGNet) Retirement Fee effective January 1, 2015. See more detail in the next article.

The following rate adjustments or new rates are effective January 1, 2015:

- Salesforce Subscription Service (new)
- Vendor Hosted Subscription Services Support Fee (new)
- Virtual AIX Server (new)
- Data Center to Data Center (DC to DC) Connectivity (new bandwidth tiers)
- Network Installs (new)
- Tenant Managed Services (TMS) Basic/Foreign Connectivity (decrease)
- Site to Site Virtual Private Network (VPN) (decrease)
- Dedicated Network Equipment (realignment)
- Discontinued Network Services (eliminate)

Overall, this rate package will save CalTech customers an estimated $2.5 million at the current workload levels for FY 2014-15 and $5 million for FY 2015-16. For more information regarding these rate changes, please view the customer rates memo.

**CSGnet Retirement Fee Retired!**

Effective January 1, 2015, the California State Government Network (CSGnet) retirement fee will be eliminated. The CSGnet retirement fee was established to recover costs for the CSGnet infrastructure during the statewide migration to the California Government Enterprise Network (CGEN). The retirement fee was only charged to those circuits migrated from CSGnet to CGEN.

OTech worked closely with the CGEN vendors and customers to coordinate the migration efforts and is pleased to announce that customer migrations and the decommissioning of CSGnet will be completed by the end of 2014. Therefore, the retirement fee is not needed and will last be seen on your December 2014 billing statement (received in January 2015).
The CES2 Invitation for Bid (IFB) is on the street! This is due to the hard work and diligence of the CES2 Service Team, requirements development subject matter experts from various State departments, and the CES2 Procurement Team led by the Statewide Technology Procurement Division (STPD).

Getting to this point has been very challenging, and involved releasing the requirements for vendor vetting, and collecting and reviewing comments and suggestions prior to the release of the official solicitation document. The CES2 Procurement Team received a number of comments from the vendor community and clarified some requirements based on customer feedback. During the course of the procurement process, the CES2 Service Team has continually updated the department representatives (Selected by the Agency Information Officers (AIos)) with the status of the solicitation document. Risks and issues are also continuing to be tracked and monitored to ensure that the CES2 Procurement team is prepared to address issues and develop contingency plans when necessary. The CES2 IFB 14-140888 was released Friday, October 31, 2014.
The Modern Mainframe

By Robert Jenkins, OTech Mainframe Services Branch Manager

The demise of the mainframe has been a topic of conversation for decades, yet the mainframe continues to power the State and the world. Two thirds of the world’s business data and 99% of the credit card transactions are all on the mainframe. The traditional Mainframe Operating System (OS), Multiple Virtual Storage (MVS), and its’ predecessors and successors have been serving State customers for 40 years and the world for 50. MVS has now evolved into z/OS and continues to be the OS of choice for government and industry most mission critical applications. Historically, one of the mainframe’s greatest strengths was its reliability and that is still true today. Mainframe hardware, OS and middleware were all developed with the highest standards and with great attention to error recovery such that the platform rarely breaks, and recovers well when it does. While the OTech Service Level Agreement (SLA) for this application hosting platform is 99.9% availability; the mainframe environment typically has a 99.999% availability level.

In addition to reliability, the mainframe offers security. MVS is the most secure of all the OSs and is not subject to the hacks, viruses, malware and other security exposures that plague other OSs. The mainframe also provides the most robust High Availability (HA) of any platform, with multiple physical mainframes able to share data concurrently with access serialized and data integrity ensured. The mainframe is highly scalable; as applications and workload demands grow, the mainframe environment can grow vertically and horizontally. Vertical growth is accomplished by adding capacity to an individual mainframe, which can scale from 25 MIPS (Million Instructions Per Second) to almost 80,000 MIPS. Horizontal growth is accomplished by adding additional mainframes to a complex to share the workload.

Versatility is another positive attribute. Mainframes host small jobs to the largest applications. An application can be entirely hosted on the mainframe, or the mainframe can be used as one of the application tiers in a multi-tiered environment. The vast majority of the middleware on the mainframe is available at no added cost, including the following software: IBM HTTP Server (IHS), WebSphere Application Server (WAS), Customer Information Control System (CICS), DB2 and ADABAS. OTech’s mainframe platform also offers many application development tools, utilities and software in support of customer needs.

OTech’s mainframe environment provides Disaster Recovery (DR). All mainframe data, disk and tape, is replicated from Gold Camp to Vacaville and the reverse, and sufficient computing and network capacity is available at both campuses to accommodate DR testing as well as an actual DR event. All of this DR capacity is included in the base MVS and storage rates with the only additional cost being a monthly charge to pay for DR testing coordination.

From a Total Cost of Ownership (TCO) perspective, the mainframe is still the platform of choice for many customers, with its strengths and HA, DR and middleware included in its base rates. The mainframe is here to stay and just might be the right platform for your application, especially if you care about reliability, security, scalability, HA, DR and TCO. In the next couple of months, OTech plans to host a forum on the mainframe to help advertise just what we’re offering. We hope you will join us for the event. Look for details soon.

Did You Know? In 2014 Cybercrime is up 10.4% over 2013. Average time to contain a cybercrime attack (once detected) increased from 23 days (2013) to 31 days (2014).
Who can argue with an effort aimed at ensuring consistent success of State IT projects? That is the end goal of the State Technology Approval Reform (STAR) project. The project will replace the Feasibility Study Report (FSR) as the process and justification for obtaining approvals to launch a new information technology project. The mission of STAR is to improve the planning, quality, value and likelihood of success for State of California technology projects through transformation of the IT project approval process.

For more than 30 years, the FSR was the basis for approving or not approving an IT project. In almost all cases, the original assumptions of the FSR turned out to be incorrect because they were developed too early and without the benefit of information that can only come from sequential steps of discovery.

The STAR Project is being designed to ensure projects are undertaken with clear business objectives, accurate costs, and realistic schedules. The new process, referred to as the “stage gate model”, will include multiple stages that are separated by “gates” which will require CalTech approval before projects move to the next stage.

The stage gate model involves the incremental development of information about the planned project to ensure comprehensive development of business needs and project objectives, identification of the best available solution options, effective procurement strategy, accurate cost estimates and organizational readiness. The new process will involve active collaboration and partnership between CalTech and requesting departments. The outcome will not only be project approval but also specific project information which will contribute significantly to project planning and thereby provide a very strong foundation for project success.

Looking ahead, the revised Stage 1 Business Analysis (S1BA), which was first introduced last year, and the new Stage 2 Alternatives Analysis (S2AA) will be incorporated into SAM & SIMM through a Technology Letter that will be released in January, 2015. Starting in January, we will provide a number of training sessions for our customers. The new policy will become effective July 2015. Stage 3 Procurement Analysis and Stage 4 Solution Analysis will be introduced six months later – July 2015. Training for Stages 3 and 4 will occur from July through December. The updated policy to include stages 3 and 4 will be effective in December 2015. For more information about the categories of work to be completed in each stage, click here.

The STAR project team knows that project success will come only with the support and active engagement of the State IT community. Please take the time to get more information if this is new to you. The STAR website is an excellent place to start. And, you can sign up for the monthly STAR Newsletter by sending your request and contact information to: STAR@state.ca.gov.
It Workforce and Succession Guide

By Christie Borchin, Office of Professional Development Deputy Director

Did you know that 40% of the State workforce is eligible to retire this year? This statistic is provided by the California Department of Human Resources, also known as CalHR. Many departments are faced with this retirement dilemma. Accordingly, the CalTech Office of Professional Development (OPD) recently released a comprehensive guide to assist anyone tasked with implementing workforce and succession planning initiatives, with a focus on state IT positions.

Effective Workforce Planning for California’s IT Workforce draws on the department’s internal workforce and succession planning efforts conducted over the years. The guide was written by the IT Workforce Planning (WFP) Unit and includes topics such as methods for organizational assessment, steps for successful implementation, case studies with advice/lessons learned, and recommended best practices for effective recruitment, onboarding, and retention.

The guide also provides over 40 tools, templates, presentations, models, and training modules which could easily be adjusted to suit any department’s culture or classifications. The document is written from the analyst’s perspective, so it can shorten the learning curve for those who have limited experience or are just starting a workforce/succession planning program.

The IT WFP Unit provides guidance and consultation on this guide within our own department as well as external departments. With specialized knowledge of the IT workforce, the IT WFP Unit assists planners with challenges related to program development, recruitment, onboarding, and retention.

The guide can be found on OPD’s website. If your organization would like assistance, contact Don Gloor at (916) 431-3610, or Jennifer Hamman at (916) 431-3909.
Thanks to all of you who participated in the 3rd Annual Customer Satisfaction Survey. This year’s survey was expanded to include questions about areas throughout the entire Department of Technology; including: Information Technology Project Oversight and Consulting (ITPOC), Stage 1 Business Analysis (S1BA), the California Information Security Office (CISO), the Statewide Technology and Procurement Division (STPD); the Geospatial Information System (GIS) and Mobile Device Management (MDM).

The survey was sent to 235 customer organizations and a total of 383 individuals responded from 123 organizations (a 21% response rate). As for the results of the survey, overall ratings decreased by 8.3% from last year’s results.

Based on your feedback, we will make changes necessary to enhance our performance and services. In prior surveys, customers indicated they would like to see improvements to the Online Service Catalog and Customer Service Systems (CSS). In response, we have redesigned the Online Service Catalog by enhancing the interface and adding requisite documentation for requesting a service and embarked upon a project to replace CSS. You have acknowledged our efforts by voting the Online Service Catalog the most improved business area of 2014. You will hear more about the replacement system in the coming year.

The charts below provide a summary of the 2014 survey results. Our website provides more details about the 2014 Annual Customer Satisfaction Survey. We look forward to collaborating with you over the next year to improve the quality of CalTech’s services.
2014 Survey Overview
Methodology/Demographics

- Ratings were based on the following 1 – 5 scale:
  - 1=Poor, 2=Below Average, 3=Average, 4=Above Average, 5=Excellent
- Surveys were tailored to which services departments subscribed to last year.
- Services were rated on the following performance categories:
  1. Reliability of Service
  2. Knowledge/Expertise of Staff
  3. Responsiveness of Staff
  4. Communications
- The following categories are new to the 2014 survey:
  1. Billing System/Staff
  2. Project Oversight Services
  3. Information Security Office
  4. Statewide Technology Procurement
  5. Geographic Information Systems (GIS)
  6. Mobile Device Management (MDM)
- 1,810 Surveys sent to customers (235 departments).
- 383 customers from 123 departments responded to at least a portion of the survey (21% response rate).
  - Industry standard response rate* is 15-30%.
- 226 completed the survey in its entirety (12% completion rate).

*Source: PeoplePulse.com

2014 Survey Overview
Ratings Summary

- Overall “service and performance” report card grade: 3.44
  - Compared to 3.75 in 2013 (an 8.3% decrease)
- Highest-rated Business Area: Account Management, 3.96
  - Account Management was also highest-rated in 2013 at 3.85
- Lowest-rated Business Area: ITPOC, 2.98
  - Customer Service System was lowest-rated in 2013 at 3.04.
- Highest rated Service Area: Middleware, 3.77
  - Mainframe was highest-rated in 2013 at 3.82
- Lowest-rated Service Area: SBCS, 2.64
  - CA.mail was lowest-rated in 2013 at 3.15.
- The Online Service Catalog is the most improved business area (+3.5%).
  - Account Management was the 2nd most improved business area (+2.7%).
- Middleware is the most improved service area (+7.7%).
  - DB2 Support is the 2nd most improved service area (+6.9%).
CalTech Report Card Grade
for Service and Performance

OVERALL SERVICE AND PERFORMANCE GRADE PERCENTAGES

Overall Survey Results
by Business Area
Average Rating 3.39 - down 2.2% from 2013 (3.46)
Overall Survey Results
by Service Area
Average Rating: 3.39 - down 2.4% from 2013 (3.48)

Take-Aways / Next Steps

- Customer Account Leads will:
  - Meet with their customers to discuss their department's survey results
  - Get in-depth feedback from customers on services receiving a notable decrease in the rating
  - Share feedback with the service area
  - Coordinate discussions between the service area and the customer, as needed

- Results are presented to all CalTech Divisions and managers
  - Each division will review their ratings and look for opportunities to improve

- Survey Results Highlights are presented to Customer Advisory Council, Information Technology Executive Council and Chief Information Officers

- Survey results summary is provided in the Customer Connection Newsletter
- Detailed survey results will be published on CalTech's website
- Improvements made by specific areas, as a result of the survey ratings, will be published in a future Customer Connection Newsletter edition
The Department of Child Support Services (DCSS), in coordination with OTech, conducted a Disaster Recovery (DR) exercise September 22, 2014. The objective was to recover the Child Support Enforcement (CSE) system within 48 hours. The 48 hour Recovery Time Objective (RTO) included OTech infrastructure build/recovery time as well as delivery to DCSS for validation.

To achieve the 48 hour RTO requirement, the OTech DR team proposed a solution utilizing HP Continuous Access (CA) Replication, which provides real-time array-to-array data replication for the HP9500 storage device. Prior to the DR exercise, an initial copy of 58 terabytes was made using CA Replication. This was conducted on September 5, 2014, and was completed in 38 hours.

The DCSS CSE DR exercise officially kicked off at 8 a.m. on September 22, 2014. OTech liaison, Sandra Laxton, started an email thread that would be the communication method to keep track of progress and any issues identified throughout the exercise. Concise and informative email updates were provided to the working teams at noon and 5 p.m. every day. This is in conjunction with conference calls that were put together to further clarify certain items if needed.

The DCSS CSE DR Environment was available and officially provided to DCSS on September 23, 2014. There were a number of DR incidents reported by DCSS during the validation phase (environment configurations, permissions, etc.). However these issues were quickly addressed by the OTech staff as they responded in a timely and professional manner.

On October 2, 2014, the DCSS CSE DR exercise officially concluded. All of the incidents reported by DCSS staff were addressed expeditiously. Sandra Laxton exhibited excellent communication skills throughout, keeping staff and management updated on every phase of the exercise. OTech’s promptness and professionalism helped to make this project a success.

**Successful DR Exercise**

*By Duke Reyes, DCSS Configuration Management Unit Supervisor*

EDD recently embarked on an endeavor to refresh the Mission Critical Tax Revenue System and relocate it from EDD’s Data Center to the TMS Premium facility. We were very pleased with the professionalism and accommodating services from OTech’s EDD Account Director, Patty Carroll. She professionally guided us through the process and facilitated our request by providing assistance from TMS Premium analyst, Leilani Sweeney. Our request was to increase tenant capacity in TMS Premium in the most cost effective and technically efficient architecture possible. EDD engineers collaborated with Steve Hoaglund and Chris Seifried, from OTech’s Network team, to develop technical strategies to extend EDD’s current infrastructure into additional TMS cabinets in a very economical way. After completing the Tenant Equipment Survey, EDD received a prompt response from OTech.

This project will be completed early next year due to the outstanding OTech staff that contributed to the solution. The Operations TMS team must be commended for keeping the strategic goal in mind of saving the State money, and doing so in a professional and timely manner.

**EDD Acknowledges OTech’s Good Customer Service**

*By Eric Stevens, EDD Infrastructure Services Division Chief*

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OTech Customer Service System (CSS) Training

OTech’s customers use the CSS to request most services from OTech. OTech hosts monthly CSS training courses to instruct customers on how to request IT services from OTech. The training encompasses the following topics:

- Introduction to CSS
- Accessing the online application
- Preparing a service request
- Routing and modifying a service request
- Tracking a service request
- Creating reports

The training will be provided at the OTech Training Center, located at 10860 Gold Center Drive, 1st Floor, Rancho Cordova, CA 95670. Training currently available for OTech customers is as follows:

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<tr>
<th>Dates</th>
<th>Session 1</th>
<th>Session 2</th>
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<tr>
<td>December 16, 2014</td>
<td>9:00 a.m. to 11:00 a.m.</td>
<td>1:00 p.m. to 3:00 p.m.</td>
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<tr>
<td>January 15, 2015</td>
<td>9:00 a.m. to 11:00 a.m.</td>
<td>1:00 p.m. to 3:00 p.m.</td>
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<tr>
<td>February 19, 2015</td>
<td>9:00 a.m. to 11:00 a.m.</td>
<td>1:00 p.m. to 3:00 p.m.</td>
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Please register for a session through the [OTech Event Calendar](#).

OTech’s Major Maintenance Schedules and Event Calendar

Scheduled Maintenance for Network, Windows, Linux, SQL, and AIX; Freezes; and Customer Events

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<thead>
<tr>
<th>DECEMBER</th>
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Midrange Server Maintenance
- Windows (Friday 1600 to Saturday 0100)
- AIX (Sunday 0030 to 0430)
- AIX (Sunday 0030 to 0730 third Sunday in February)
- Linux (Sunday 2000 to 2359)
- SQL Servers (Saturday 0700 to 1200)

Other Maintenance Windows
- Network (Sunday 0400 to 0700)

Customer Events/Freezes
- CSS Training for Customers (See the article above)
- Customer Requested Freezes** (Known at the time of this publication)
- Network Forum

Mainframe Maintenance
Please see the Maintenance Schedule

*To view the entire maintenance schedule, please go to the OTech Preventative Maintenance Schedule.

**OTech negotiates Customers’ Freeze Requests to balance Customer business needs with OTech’s need to apply preventive maintenance, normal upgrades, and problem resolutions. This is an ongoing effort to maintain reliability. Customers must submit freeze requests 60 days in advance.

Need Help? Have a Question? Contact us…

The Account Management Branch, within the Customer Delivery Division, is your gateway to CalTech services. If you have questions regarding items in this newsletter or if you need assistance with CalTech services, please contact your Account Lead directly. To identify your Account Lead, click here.