INTERNAL SERVICE FUNDS OVERSIGHT

EXECUTIVE APPROPRIATIONS COMMITTEE
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ISSUE BRIEF

SUMMARY

Item #1 of Senate Joint Resolution 3 (Master Study Resolution) requested a study of internal service fund oversight. The Legislative Management Committee assigned the study to the Executive Appropriations Committee. This report is intended to fulfill that assignment.

Internal Service Funds (ISF) are state entities that provide goods or services to other government agencies. Each ISF has a rate committee, which reviews and approves the ISF's budget and rates before they are submitted to the Governor and the Legislature for final approval. An ISF cannot operate without legislative approval of its budget, rates, fees, FTE, and capital outlays. The Analyst surveyed ISF customer agencies to determine their satisfaction with ISF services. With some exceptions, user agencies seem to be satisfied. To improve oversight and the customer experience, the Analyst recommends the following actions:

- Change the composition of the ISFs' rate committees.

- Require the ISFs and the Division of Finance to change their rules to allow customer agencies a reasonable timeframe to review their invoices and the ability to approve or contest them.

SERVICES PROVIDED

ISFs employ business practices to take advantage of economies of scale, to avoid duplication of efforts, and to provide an accounting mechanism to adequately identify costs of certain governmental services. ISFs operate on a cost reimbursement basis and recover costs from user entities through interagency billings.

The state's ISFs are operated by three departments: Department of Technology Services, Department of Human Resource Management, and Department of Administrative Services.

The Department of Technology Services (DTS) acts as Utah's central service provider for information technology related activities, having consolidated all agency IT functions and employees to provide more efficient and effective use of IT resources statewide. DTS provides over 45 information-related services through rates in 14 categories ranging from enterprise desktop services to hosting and mainframe computing.

The Department of Human Resource Management (DHRM) consolidated all human resource employees statewide to provide better control and coordination of human resource functions. Whereas previously most HR staff in the "field" worked for the agency where they were housed, they now work for DHRM though they may remain in the same location.

The Department of Administrative Services (DAS) operates five ISFs:

- *Division of Facilities Construction and Management (DFCM)* provides building maintenance, management, and preventative maintenance services to subscribers.

- *Fleet Operations* manages the state's vehicle fleet and fuel network infrastructure as well as the statewide travel office.

- *Purchasing and General Services* provides procurement and contract services as well as mail, copying, printing, and surplus (both state and federal) services.

- *Risk Management* provides liability, property, and auto physical damage insurance coverage to state agencies, school districts, charter schools, and colleges of higher education.

- *Finance* administers the Purchasing Card (P-Card) program, and beginning FY 2013, provides consolidated budget and accounting services for the Department of Administrative Services.

OVERSIGHT

Rate Committees

State law creates rate committees, composed of user agencies and appointed state officials, to review and approve ISF budgets and rates for submission to the Governor's Office of Planning and Budget (GOPB) and the Legislature. The rate committees may approve, increase, or decrease an internal service fund's proposed rates and fees before recommending them to GOPB and the Legislature. The rate committees also review and approve interim rates for new services introduced between annual legislative sessions.

Currently there are three rate committees, one for each department: DTS, DHRM, and DAS. Each committee consists of at least six members: three from user agencies, the director of the Division of Finance, the director of the Governor's Office of Planning and Budget, and the director of the department that manages the ISF.

User agencies comment that they see a potential conflict of interest in having the ISF department directors as voting members of the rate committees. Although statute currently prohibits the ISF department director from chairing the rate committee, membership and the ability to vote on the committee create a perception that the ISF director could sway other committee members to vote in a way favorable to the director's agency.

To mitigate for this, the Analyst recommends the Legislature consider changing the make-up of each of the three rate committees. Three potential options include:

1. Replace the ISF department director with an impartial "honest broker," either from inside or outside state government. Alternatively, do not replace the department director but still add an impartial party in order to bring the number of committee members to seven.

2. Make the ISF department director an ex-officio, non-voting member of the committee.

3. Enlarge the committee to include four or more user agencies.

Legislative Oversight

In order to control the size, mission and fees charged to state agencies, the Legislature imposes statutory controls (UCA 63J-1-410) that require ISFs to respond to the legislative budget process. No ISF can bill another agency for its services unless the Legislature has:

- Approved the ISF's budget request.

- Approved the ISF's rates, fees, and other charges.

- Published those annual rates and fees in an appropriations bill.

- Approved the number of FTE as part of the annual appropriation process.

- Appropriated the ISF's estimated revenue based upon the rates and fee structure.

Furthermore, no capital acquisitions can be made by an ISF, and no capital assets can be transferred to an ISF without legislative approval.

FINANCES

Unlike traditional state agencies, Utah budgetary procedures do not require expenses to match revenues for internal service funds. Instead, ISFs are allowed retained earnings from profits or losses incurred. Federal guidelines limit the amount of retained earnings to between 30 and 60 days of operational costs, depending on the service. ISFs collecting more than federal limits must rebate a portion of the excess to the federal government. Likewise, the Legislature monitors retained earnings balances and often appropriates excesses to the General Fund or reduces rates to state agencies which in turn reduces future retained earnings.

The following table provides a snapshot of each ISF's size and financial position at the end of FY 2011.

Finances for Internal Service Funds - FY 2011 Actual								
Internal Service Fund	Approved FTE	Actual FTE	Capital Outlay	Revenue	Expense	Profit/ Loss	Retained Earnings	Working Capital	Value of Assets
DFCM - Facilities Mgt	141.00	124.13	$0	$27,222,000	$26,542,700	$679,300	$3,615,700	$3,587,095	$28,614
Fin - Purchasing Card	1.00	-	$0	$256,500	$179,500	$77,000	$77,000	$179,920	$0
Fleet - Administration	5.00	3.78	$0	$0	$0	$0	$9,100	$44,245	$0
Fleet - Fuel Network	8.57	8.57	$188,900	$36,469,100	$35,473,000	$996,100	$6,615,200	$5,705,885	$909,320
Fleet - Motor Pool	15.11	12.00	$16,436,900	$26,362,800	$25,647,400	$715,400	$3,879,500	($23,561,425)	$59,276,435
GS - Administration	3.00	2.32	$0	$0	$3,700	($3,700)	($7,400)	$34,272	$0
GS - Central Mailing	53.50	39.70	$418,127	$12,463,400	$12,703,800	($240,400)	($58,300)	($391,416)	$568,752
GS - Cooperative Contract	3.00	4.36	$0	$1,651,800	$677,000	$974,800	$1,455,900	$1,455,904	$0
GS - Federal Surplus	0.52	0.16	$35,000	$19,600	$33,900	($14,300)	($48,100)	$7,395	$29,167
GS - Print Services	3.00	3.00	$1,294,700	$3,236,600	$3,114,200	$122,400	($513,600)	($1,555,416)	$2,697,314
GS - State Surplus	8.80	6.11	$11,900	$707,200	$827,600	($120,400)	$257,300	$30,587	$831,723
Risk - Insurance	24.00	23.68	$62,100	$30,892,500	$27,522,900	$3,369,600	$2,882,900	$32,602,690	$62,100
Risk - Workers' Comp.	2.00	1.97	$0	$7,135,600	$6,845,400	$290,200	$3,621,300	$3,621,214	$0
DHRM - Field Services	144.00	113.87	$0	$10,254,400	$10,537,200	($282,800)	$3,130,300	$3,136,831	$0
DTS - Agency Services	-	-	$0	$22,844,800	$22,878,500	($33,700)	($1,070,200)	$0	$0
DTS - Enterprise Services	847.00	708.07	$6,073,900	$110,544,300	$109,232,100	$1,312,200	$10,239,900	$864,546	$15,067,057

Statute requires that working capital for operations (defined as Current Assets less Current Liabilities less Long Term General Fund Borrowing) come from the following sources in the following order: operating revenues, long-term debt, and appropriations from the Legislature. To eliminate negative working capital, an ISF may borrow from the General Fund, as long as the debt is repaid over the useful life of the asset, and the deficit of working capital is less than ninety percent of the value of its fixed assets.

CUSTOMER SURVEY

The Office of the Legislative Fiscal Analyst surveyed user agencies from state government on their experience with the six major ISF agencies: DTS, DHRM, DFCM, Fleet, Purchasing, and Risk Management. The survey targeted administrators and staff who interact with the ISFs.

The survey included eight questions asking the participants to indicate for each of the ISF the extent to which they agreed or disagreed with the following statements:

- Knowledgeable ISF staff are easy to access (survey question 3).
- ISF staff resolves my agency's issues in a timely manner (survey question 4).
- The ISF's invoices provide sufficient detail and are easy to understand (survey question 5).
- The ISF's invoices are accurate (survey question 6).
- ISF staff adequately communicates with my agency's staff (survey question 7).
- ISF staff provides friendly and professional customer service (survey question 8).

- Prices for equipment purchases are as low as or lower than market (survey question 9).
- Equipment is purchased and installed in a timely manner (survey question 10).

The survey also asked the respondents:

- Do you feel the ISF process of rate setting and billing is sufficiently transparent? (survey question 11).
- Should customer agencies approve payment of ISF invoices before payments are transferred? (survey question 12).

We received 101 responses from 22 state agencies. For our analysis, we averaged the responses by agency in order to give each agency equal weight. The summary of agency responses, including comments, is provided in the Appendix.
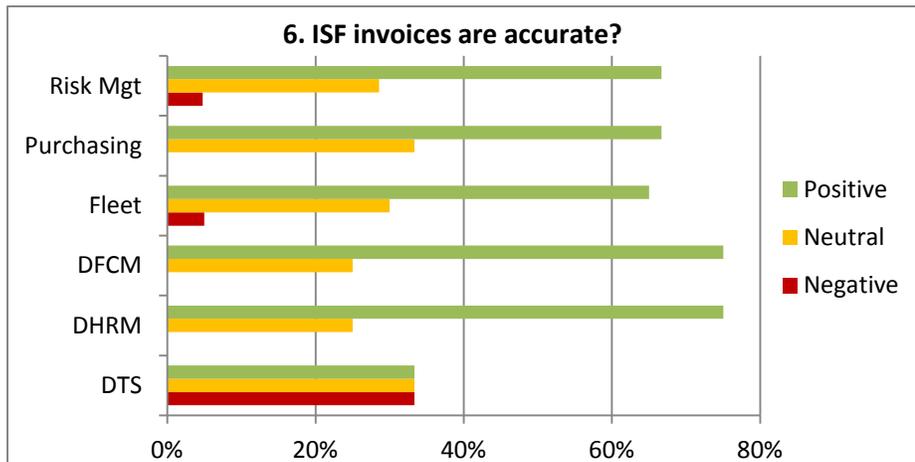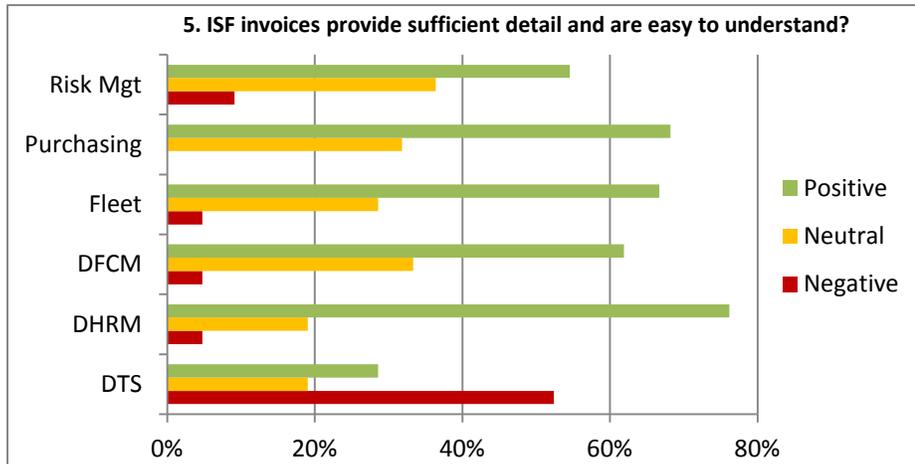
The survey results showed that, overall, the agencies seemed satisfied with the services provided by the six ISFs. The areas with the highest average scores were on the customer service level (survey question 8) and accessibility of ISF staff (survey question 3).
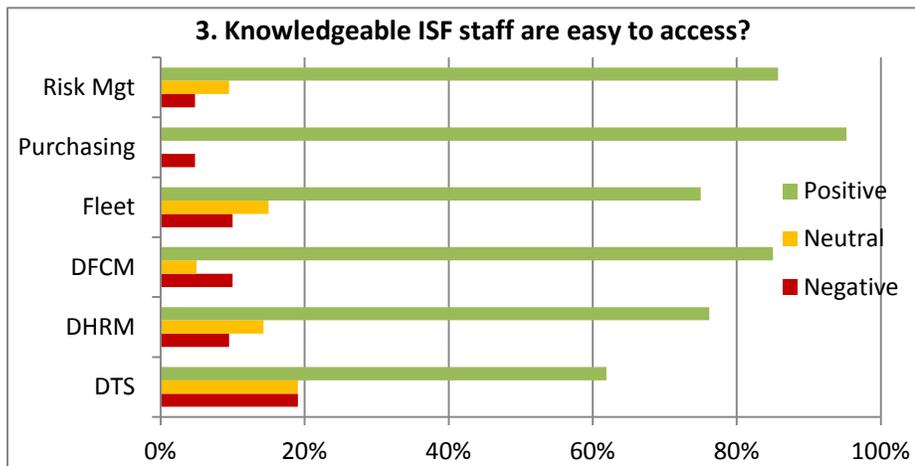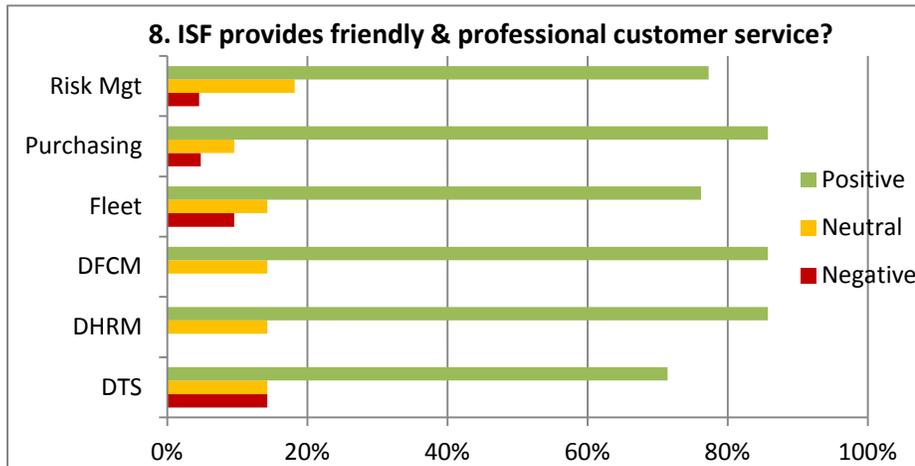
The ISF customers also indicated that most of the ISF staff do a good job communicating with the agencies (survey question 7) and resolve agency issues in a timely manner, although satisfaction with DTS is notably lower than the other ISFs (survey question 4).
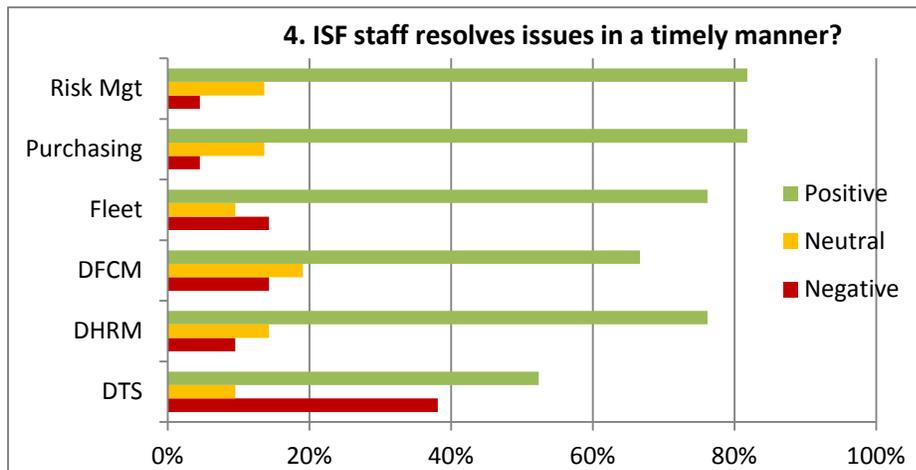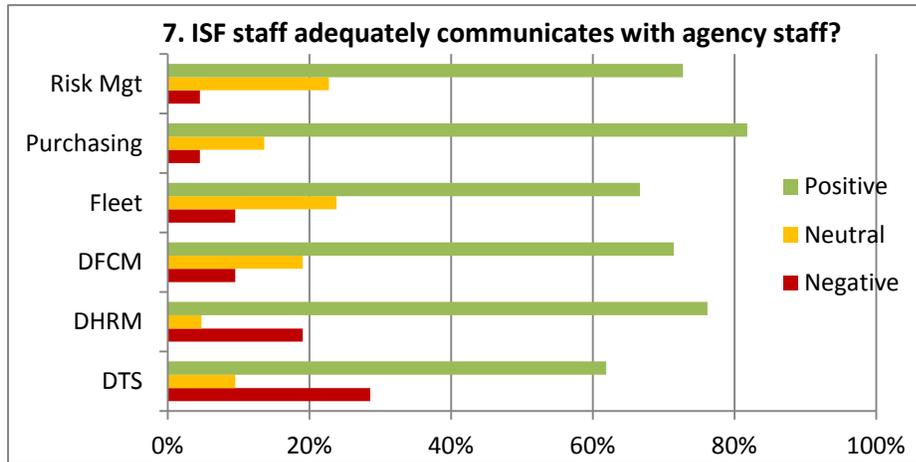
The survey showed that customer agencies were dissatisfied with DTS' billing (survey question 5) and invoices (survey question 6). The Analyst recommends that DTS leadership seek feedback from the user agencies and improve the clarity and accuracy of the invoices to their customers' satisfaction.

5. ISF invoices provide sufficient detail and are easy to understand?

6. ISF invoices are accurate?

The agencies did not perceive that they get a good deal on the equipment purchased through DTS, although most of the equipment is bought from statewide contracts (survey question 9).

9. Prices of equipment purchases are low or lower than market?
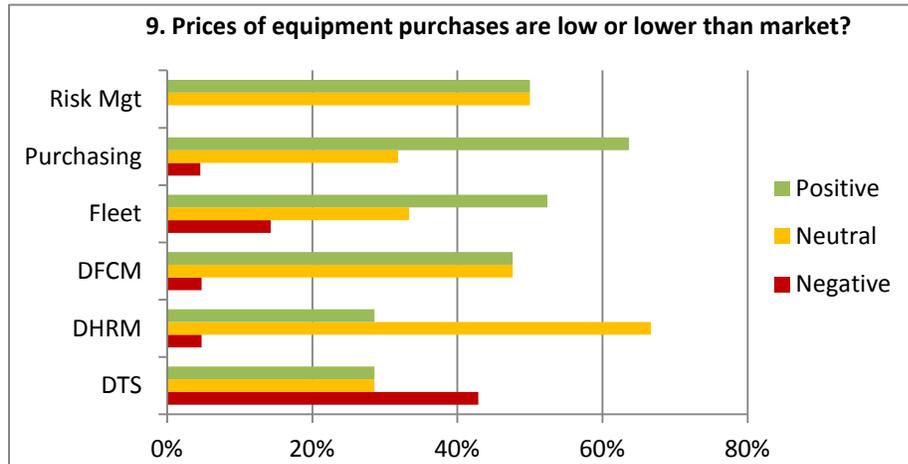
Currently, ISF state agency customers are provided an invoice, but do not have the opportunity to approve or contest the invoice before payments are automatically transferred to the ISF. The survey showed that customer agencies would like to be allowed to approve payment of ISF invoices before the payments are transferred (survey question 12).

12. Should customer agencies approve payment of ISF invoices before payments are transferred?
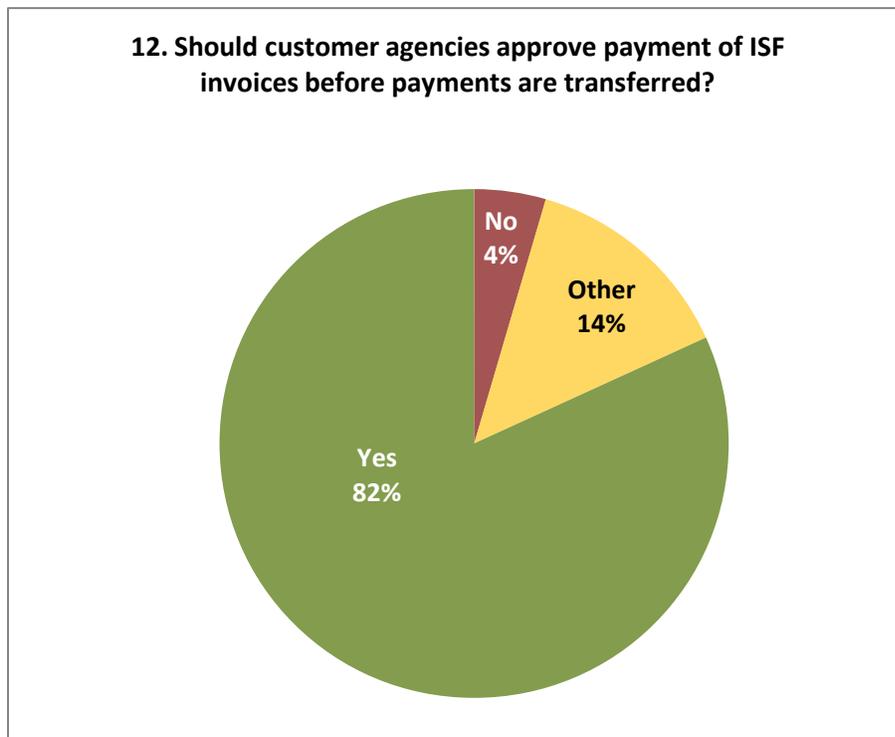
The Analyst recommends the ISFs and the Division of Finance change their rules to allow the agencies a reasonable period to review their charges and then the ability to approve the payment of their ISF bills. Similar to the billings from the private sector, some agencies may sign up for automatic payments while others may elect manual approvals and payments.

RECOMMENDATIONS

The Analyst recommends the Legislature:

- Change the composition of the ISFs' rate committees.

- Require the ISFs and the Division of Finance to change their rules to allow customer agencies a reasonable timeframe to review their invoices and the ability to approve or contest them.
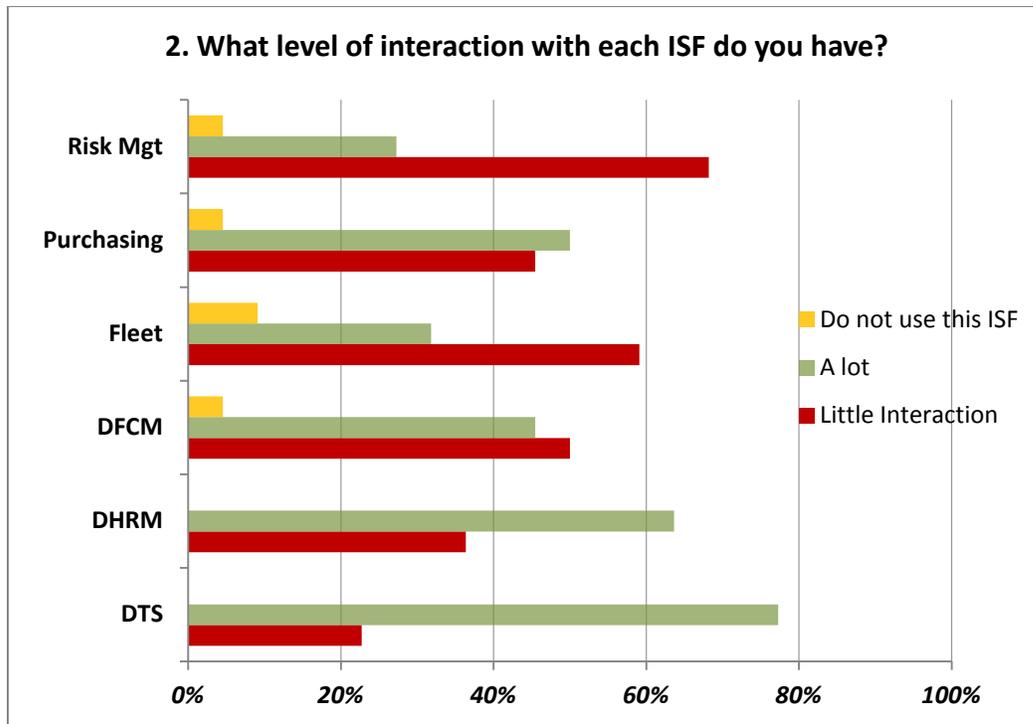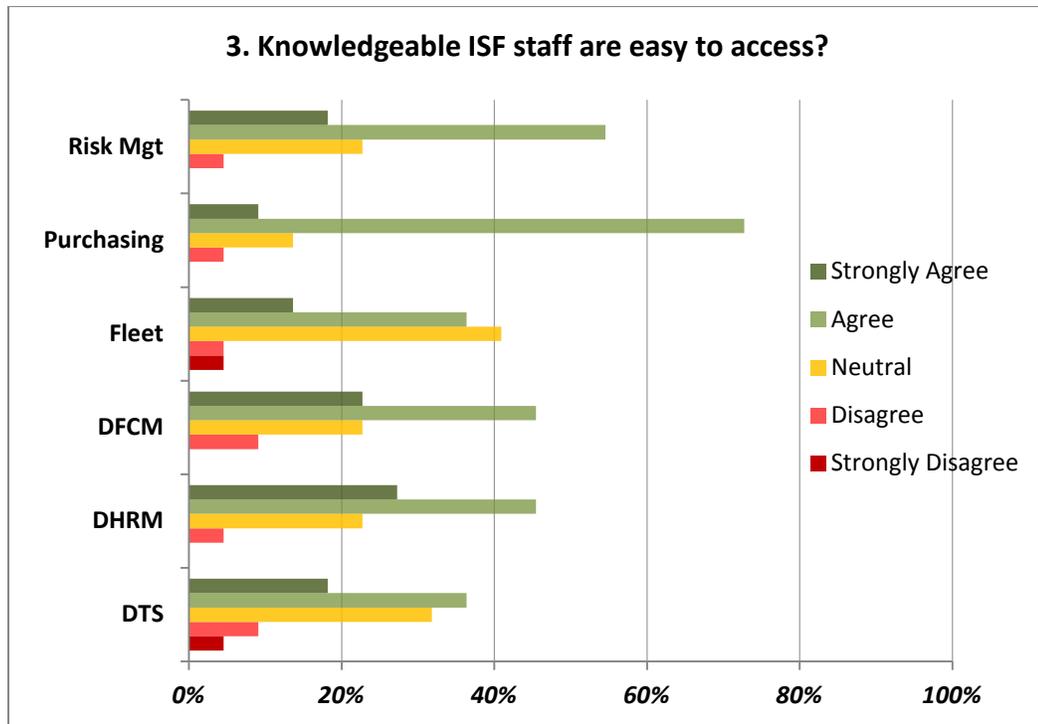
Appendix

This appendix provides the questions, summary of responses, and comments from the ISF customer survey. As with most surveys, it is likely that comments were made mostly by customers with strong feelings.

1. What department do you work for?

Department Name	Number of Responses*
Board of Pardons & Parole	1
Capitol Preservation Board	1
Corrections	1
DABC	2
DAS	2
DCC	10
DEQ	4
DHRM	7
DNR	7
DTS	2
DWS	3
Governor's Office	1
Health	36
Human Services	2
Insurance	11
Labor Commission	1
Public Safety	1
SITLA	2
Transportation	1
Treasurers' Office	2
USOE	3
Utah Department of Veterans Affairs	1

* For our analysis, we averaged the responses by agency in order to give each agency equal weight.

2. What level of interaction with each ISF do you have?

3. Knowledgeable ISF staff are easy to access?

Comments for Question 3.

DTS and Purchasing are among the two most frustrating groups that I have ever worked with. There are people in both departments that do not know what they are doing and do not know state policies, nor do they really care. Depending on who you ask you may get different answers. Above all, they are among the rudest people I have ever dealt with. Not all, but some. If I ask a question I do not expect to be treated like an idiot, especially when it is instrumental to accomplishing my job and it is not something I would otherwise know. I feel like Purchasing is looking and waiting to catch us make a mistake and DTS wishes we would quit asking for anything and just go away. Sad! Their customer service stinks!

DTS billing process is very cumbersome, lengthy, and difficult to resolve issues.

There is a wide range in the quality of purchasing agent I have worked with.

Risk liaisons can be hard to get a hold of because they are SO busy.

Most of my problems are related to new hire set-ups. It seems like I sometimes get different answers or they say it is something that we (HR) need to do on our end. I'm not sure this is completely DTS's problem. I think DTS and DHRM admin both need to work on the new hire DTS equipment requisition process and develop an easy to follow flow chart or procedure which I believe is what they are in the process of doing.

I have worked with DHRM Rep. ███ [██████] for the last year as a new employee at my agency. ███ has helped me transition into the position and provided support in understanding the agency. She has been helpful in the transition to the ERIC system, as well. The agency is lucky to have ██ as a resource.

ERIC is horrible. They often do no know the answers. Why do we even have HR staff in our building when all they do is tell you to call ERIC. Bring back our customer service friendly local HR staff and get rid of ERIC.

You might be able to access staff but often they are unable to help you because there is a set structure for getting assistance and often it means talking to or dealing with people who are offsite. These folks place you in a queue and you become a number for future processing.

Although the departments are easy to contact it isn't always easy get follow up response. For example

it is easy to locate personal in purchasing but it is very frustrating when I am waiting for something and three weeks later I am told by purchasing that I have to start from scratch because something was wrong with the process. This is a consistent frustration.

We seem to have one okay DTS person who responds to tickets and another that doesn't seem to know anything. DTS staff tells us how stupid or unnecessary our requests are when we follow policies handed down by bureau directors or directors of IT. The response time is slow, and often they don't know how to fix it, don't care to fix, it and are slow to fix it. If they provided this service to the general public they would be broke and out of business because the public would go elsewhere and not use their services. DTS needs to realize our programs PAY for their service. We are customers and need to be treated as such. We have one program called SCRY that they can't fix, can't maintain and/or clean up the database but they just say sorry the vendor we bought it from doesn't support it. That would not fly in the real world. We need to figure out how to fix this program or we need to find another program that does the same thing that we can change to.

DTS - inconsistent: Hosting, Network and Security knowledgeable staff are not easy to access due to workload (Network and Hosting), inexperience (Hosting), and ineffective processes (Security, Network, Hosting). Access to knowledgeable billing staff is very bad - don't know who to ask (almost seems like DTS intentionally keeps this information from their customers) and DTS knowledge is not sufficient and they drop issues without solving them.

DHRM: Who to go to and what staff does what is not clear--making access difficult. Base-line knowledge--based on responses received--is not consistent across staff; this contributes to low confidence in staff.

DFCM: Health role as gatekeeper to DFCM makes access ineffective. Also do not know who does what and who to go to for various issues.

Purchasing: It is not clear who does what with respect to Finance people located at Health and those at the Capitol. There is insufficient access to purchase status.

DTS uses a very complete service level agreement, accompanied with specific performance metrics. They have always been responsive and customer oriented. Similarly, Risk Management meets with us quarterly and covers areas we are doing well and areas we should focus on. The remaining ISFs tend not to be customer oriented and quite poor in communication. When questions are asked or improvements requested, they tend to be non-responsive. Quite often, we are simply told on a yearly basis what they are changing without allowance for agency feedback or recommendation.

I have had problems with purchasing and DTS in the past.

We have little interaction with Fleet Services and Risk Management so I marked "neutral" for those two.

DTS tries to do much over phone. The reason we call is because we don't know how to do something.

We used to get knowledgeable DTS support until services were centralized and a new department created. When all DTS personnel were given 4 step raises, we gave the good and the bad employees raises and unfortunately, our department was left with a lot of people who did not know what they were doing.

DFCM staff try hard. Our interaction with them is with a building that is beyond their training level. Often an expert is needed to address specific areas of operation and safety and the routine staff wait too long to call in these experts.

State Purchasing is the most efficient group I work with. The problem I have is that people at the department level change forms or rules to fit a department need and this can cause confusion.

All of our ISF, for the most part do their jobs well to the extent they are trained. I believe that too much staff has been cut, issues have become more complex and so the model of doing more with less has broken the system.

There is someone in DTS that isn't helpful. It's come to a point that we request he isn't assigned to fix the problem.

Purchasing: I get questions about my memo about a specific purchase request and 90% of the time it was explained in the memo. It's frustrating to spend time carefully explaining everything, and someone still asks questions when I feel it was very obvious in the narrative.

Fleet: They mean well, but sometimes something gets messed up. Just little things. And my personal opinion is I hate that we can't use enterprise like we did 2 years ago.

DTS - ████ is the technician that seems to be sent to respond to most of the tickets and he admits that he usually does not know what he is doing. This has been evidenced on several occasions, most recently by his causing a fatal error in a brand new desk top that he had set up for one of my staff. Staff are afraid to have him work on their computers and usually request that he not be the person assigned. There are other staff that do appear to be knowledgeable.

DTS: It is difficult to get an answer on a financial or contractual question that does not change or is different from one person to the next-- inconsistent and no formal procedures. Often the question is referred to several different financial or administrative areas of DTS and still no resolution. DTS contracting is slow, complicated, and payments are unacceptably slow. The process for approval of contract work done for us, invoicing by the vendor, and payment is not clear and payments processing thru FINET is delayed, late, slow. It is very often not clear who can be contacted to followup or seek solutions to delays.

Purchasing: The same issues that are reviewed and resolved seem to be repeating all the time even with the same sole source vendors creating major delays and creating extra effort for a lot of parties. The attitude seems only to be one of enforcement and searching out wrong doing vs Helping people get things accomplished within the rules etc.

I have received feedback from staff regarding complete lack of follow up from Fleet services.

DTS sometimes takes a few days to get any help.

DHRM--ERIC staff are not very knowledgeable about accounting issues and they want to take over Payroll?!?! This has caused a lot of error corrections on the back end of Finet and it could have been fixed when payroll was entered. If the accounting staff is not on their toes with payroll the financial statements could be wrong.

Sometimes the staff is easy to contact while other times not so easy.

When contacting DTS, leave a message and hope for a return in a few days.

It has been difficult to get DTS services from someone who knows how to solve the problem. The DTS contracting process is also difficult to navigate. The initial responses to Remedy tickets are pretty quick, but the resolution to some problems seems to drag on across days, and sometimes weeks.

Sometimes purchasing agents don't seem to answer their phone and you have to always leave a message.

Hard to get responses from Risk accounting staff.

There are some staff at DTS that are not qualified to work on computers. We generally request to not have those staff but they are still sent. We often are worse off after they have touched our computers AND it takes up a lot of time.

Purchasing rules/forms/policies are unclear it seems that there are many different rules and policies that are not available and so many exceptions that we do not know what to do.

We continue to experience interruptions to our IT programs and the response to these issues varies from being very receptive to extremely slow.

DTS is really hit-and-miss. Generally, I have been able to access knowledgeable DTS staff, but sometimes (more than occasionally) I really have to search. Some of the staff are extremely helpful, some not so much.

DFCM provides an emergency phone number, which is great since I often work outside normal business hours.

Purchasing: I don't know if I'm dealing with State Purchasing or Department of Health Purchasing most of the time. Generally, State Purchasing people are easier to work with.

Purchasing is the one we deal with the most. Some of the agents up there are exceptional and others are not very responsive. We do try to let purchasing know when their employees are great and when they lack customer service skills.

4. ISF staff resolves my agency's issues in a timely manner?
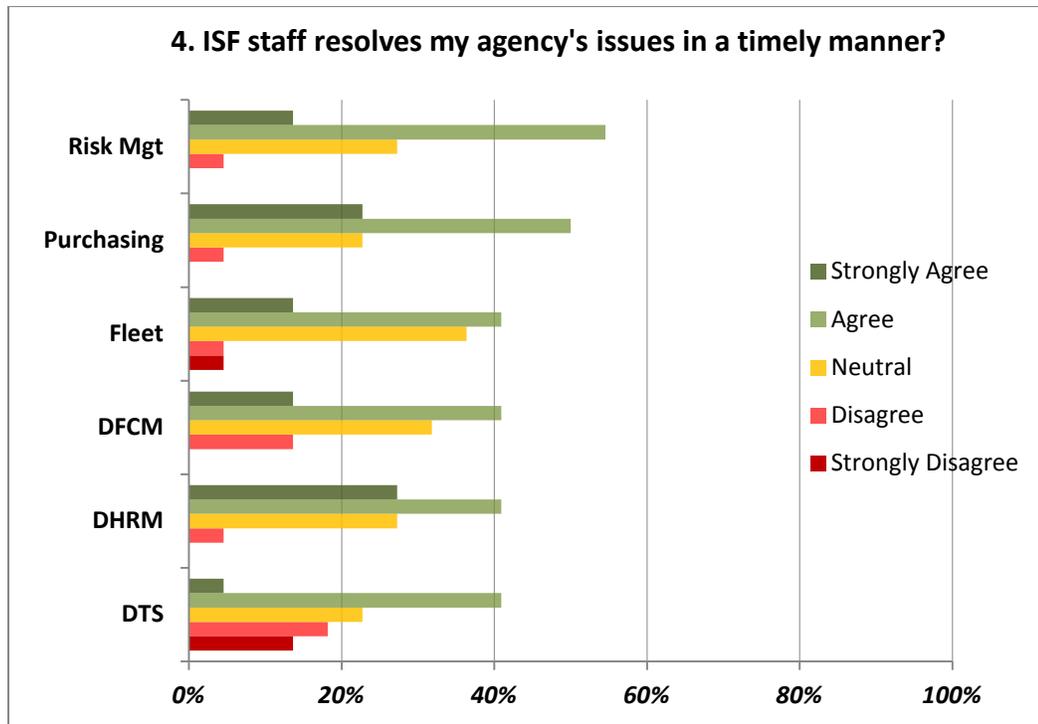
Comments for Question 4.

Again, concerning Fleet, we have been very disappointed with the level of service provided.
We have been extremely pleased with the service and professionalism provided by DFCM staff.
Again, ███ makes herself available to the agency and provides prompt response. When she cannot provide a prompt response she will notify me that she needs to conduct research and will get back to me when she can.
Although it may have got better, I had to wait almost six months to get a new computer I ordered actually brought to my desk and set up. A new printer for the division sat in the DTS offices for months until they came to install it, only because we reminded them. I have had staff come to my office to fix an issue and say they would be back to resolve it after they sought help on the problem. They never returned and I live with the problem.
Conversion of an application to Oracle is taking an extended period of time.
DHRM does not provide employees with the correct answers.
Ditto comments for 3. The service is terrible unless you are senior level management.
DTS - Desktop Support and Application development response is great. However, I would have to disagree with the Statewide Admin. & Policy decisions.
(one example would be the implementation of Google, are we switching or not?)
DHRM - Management at the Complex gets immediate help. Employees are still struggling with ERIC. Our regions no longer have immediate response. The "human" has been taken out of DHRM.
DFCM - inconsistent performance
DTS - Inconsistent: Resolution is accomplished in timely manner for Desktop issues. Resolution is not accomplished in timely manner for Campus Hosting, Campus Network and sometimes Capitol Network Operations. Some processes required by DTS to maintain and operate Health systems are ineffective--- unnecessary and time consuming. Billing issues are seldom solved and customers live with inappropriate billing routinely.
DFCM: Response does not meet my needs, perhaps because of process for submitting issues to ███ facilities to route to DFCM.
Purchasing: Inconsistent satisfactory resolutions. Groups within Purchasing don't seem to talk or

coordinate well, providing ineffective response to customers.

DTS remedy is not user friendly and things seem to take longer.

DTS staff that helps us resolve issues are very good; it is upper management that I have issues with resolving rates and other billing issues.

It seems I am always fighting with DTS upper management because they continue to bill us more through their rates yet they do not provide us the additional service we need. As an example, we are paying DTS approx. $300,000 more for desk top support over the last couple of years due to the increase number of kiosks at Driver License, additional people at ███████████████, etc. Yet we have not seen any increase in our help desk support group that services us. So they are doing the same service with the same number of people, yet are billing us substantially more.

DTS takes FOREVER to help with most things and then they usually screw it up the first time and need to send someone back to fix it, when they are good and ready. Ordering anything takes months! General lack of caring.

Maintenance in the ██████████ takes months to get anything done.

Purchasing paperwork frequently gets held up and sometimes even lost. And it's never their fault! I always make backup copies of everything just in case they lose it.

DTS, there is a great deal billing data that affect every program area with many small issues to deal with. A constant battle of issues to deal with. It is difficult to identify the source of billing errors. It is even more difficult to get corrections done.

Every time I have a problem with Fleet, it takes a month to resolve. The same is true of HR and of DTS. I have put in a requisition for help with my computer 5 times in the past 3 months. It has never been resolved.

I put disagree for DTS because they may work on my issue in a timely manner but they don't check back with me to see if their fix worked. Some DTS staff are better than others.

I feel most of the ISFs are doing their best to address issues in a timely manner. There are just too many issues and staff is stretched too thin.

It may be more useful to have a numbering scale (1-10) on this question. I agree more with some of the department's resolutions more being timely than others, but there is not a way for me to reflect that in this scale.

It took about 6 weeks to get 4 new computers set up by DTS and back to staff. Then one needs to be replaced due to a fatal error caused by technician.

Often with DTS or DFCM, my program finds another solution to our problem because we need a remedy much faster that DTS and DFCM is able to respond. For example, if a computer crashes and is needed for staff to work on, we will use our staff with some IT knowledge to get it back to running because DTS will not be able to respond for several days. Often our own staff have more knowledge about our particular systems and needs than the DTS staff. The DTS solution often cause other more significant problems than if we fix it ourselves.

Our secretary does all the work DTS is supposed to be doing for our program. They should pay part of her salary! If we need help we call her not them. She is a lot more timely and typically she can actually fix the problem!

Unless your question is SUPER basic. HR probably doesn't know. Ask ERIC, you'll get a response in a few days.

Purchasing is a black hole of paper work. When I need something, no one cares that I make my deadline. I am happy that recently when they have a problem they are calling me asking questions, before that, it would just sit in an "in" box.

There is one giant issue that no one cares to fix. If I need to reserve a hotel for a training (conference space and overnight rooms), the hotel needs a contract signature within a week. Finance takes 6-8 weeks if I'm lucky. So we will never make that deadline. It is physically impossible. Now I have to beg the hotel to not drop our reservation. Sometimes they do and we have to cancel the conference and not

complete tasks we need in our job duties. Not only that, but the hotels hate it, so now I can never go back to the same hotel twice. When I brought this up, no one cares. They only answer was "I am not allowed to signed contracts."

All the hoops I have to jump through with purchasing makes my job so much harder which also strongly affects my moral.

Risk Management: ████████ at R.M. provides timely and professional service.

DHRM: I have used "Ask ERIC" two questions in the past year, and the reply took nearly a full day each time. The answer previous to "Ask-ERIC" would have been within an hour.

Sometimes I feel that the "tough" problems are either dropped by DTS staff or passed from one to another to another. Problems that aren't "tough" are usually handled quickly, and some are handled within minutes.

Sometimes it is difficult getting timely results with DTS particularly on new hire set up or sometimes with problems or equipment installation, but it is getting a little better.

The issues are similar to the comments under question #3. For example, Fleet will change classification of vehicles without any recommendations or request for input. In some instances, this leads to frustration and increased agency expense due to the changes. Purchasing does a great job in processing and assisting with contracts, but they are much less responsive to holding state agencies to certain requirements in terms of using Utah Correctional Industries (per statute) for many products and services. At times, DFCM can be slow in helping moving very important projects forward.

There have been no timely resolutions to unusual problems (like the changes needed to our computers when Data Warehouse changed). For the installation of software or getting a quote for hardware/software, the resolution time is better. We have had a DTS employee give us the instructions on how to fix a problem and tell us to let them know how it goes.

When I can contact a staff member they try to resolve my issue in a timely manner.

When I think of DHRM I mainly think of ████████ and his crew here. The people involved with ERIC I don't really deal with or the others on the hill. ████ and crew are exceptional.

5. The ISF's invoices provide sufficient detail and are easy to understand ?
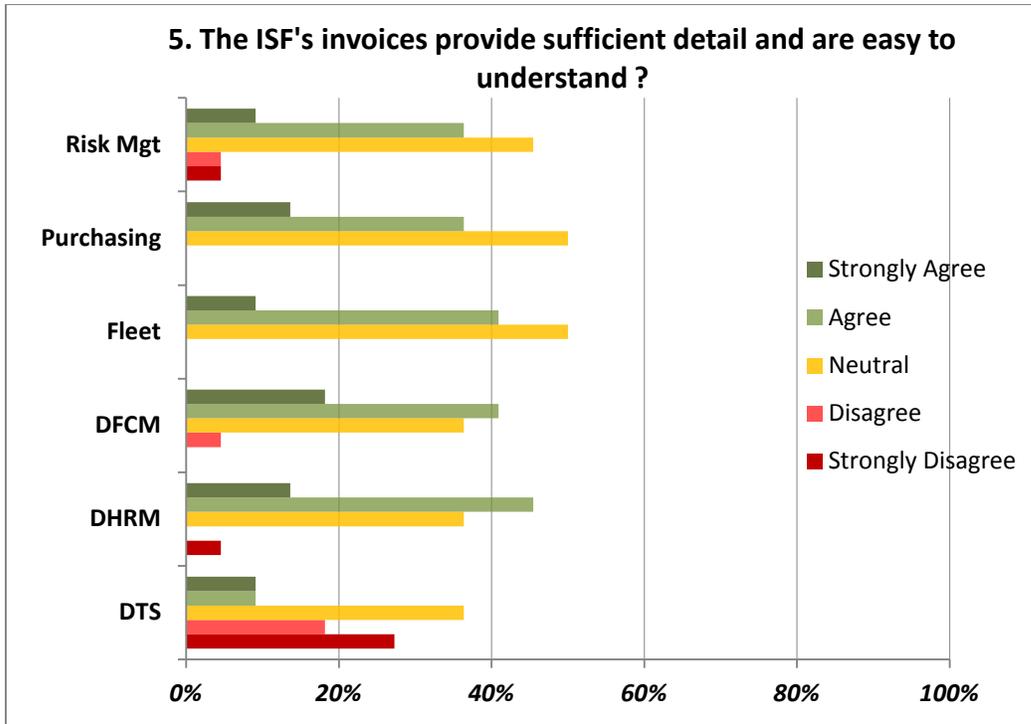
Comments for Questions 5.

Accessing the online individual phone calls invoice (to identify if personal call reimbursement is required) from the DTS website is time consuming and fails regularly.

At my level I have only dealt with DTS billing. It is a nightmare and the fact that they deduct their money before we even can check the invoice is a very strange way to do business. I have had instances where a mistake was made in the billing and we tried to get a refund but it went over state fiscal years and we were told too bad, we can't fix it now.

DTS - The problem with billing can both insufficient and overwhelming billing info to sift through each month. The billing costs are based on flawed and inaccurate devise counts that are difficult to keep updated. They pick up new purchases devise counts but old retired counts are not deleted. We are unable to control our DTS cost within budget.

DTS - The rates keep going up and the agency has no way to control the cost. The Telecom invoices are extremely difficult to access.

DHRM - CPM & ULI invoices do not include the complete coding block, which creates many errors.

DTS invoices are complicated and difficult to understand.

DTS invoices are very difficult to reconcile and it's hard to determine what we are being billed for.

DTS: DTS invoices lack detail and have not improved despite feedback for years. This, coupled with the inability to ever receive detail from staff and inability to resolve issues is totally inacceptable in a ISF agency.

DHRM: Eventually one can get an answer that meets needs.

I do not see invoices although funds from my programs are used to fund the ISFs. Invoicing should be more transparent.

I have asked my manager and neither her nor I have ever seen an invoice.

I have not seen invoices for any of these services as of yet.

I talked with my staff, they say DTS invoices are horrible! You would think DTS would be able to provide easy access to their billing since they are the technology agency. Yet their bills are hard to understand, hard to access, difficult to get transparent information, etc.

We can see the amount, date of the invoice, and the vendor in the DTS web-based system, but not what the invoice is for, so if we have more than one invoice from the same vendor at about the same time, we're not sure what we are being billed for.

We never see any invoices for any of the above. I would like to receive those! I am always guessing when I work on my budget for the coming year.

We never see the actual invoices which is frustrating because expenses rollup in a generic code in the FINET reports, making it difficult to see what you paid for. The DTS billing system is not sufficient. It would be better if they attached a PDF of the invoice to the transaction. This is especially frustrating when there is a project to manage or when it is a multiple partner project that needs to be broken out. In these cases, it is often an arduous task to simply track down the details and to find someone who knows the charges well enough to explain them. This is also problematic from a grants management standpoint where the agency is responsible as the fiscal agent, yet the agency doesn't get to pre-screen the invoices that get billed to ensure billing is accurate and that the work performed is acceptable for payment.

We only receive an invoice from DTS on a quarterly basis and it deals with equipment attached to our local area network. The mileage reports from Fleet are accurate and timely.

6. The ISF's invoices are accurate?
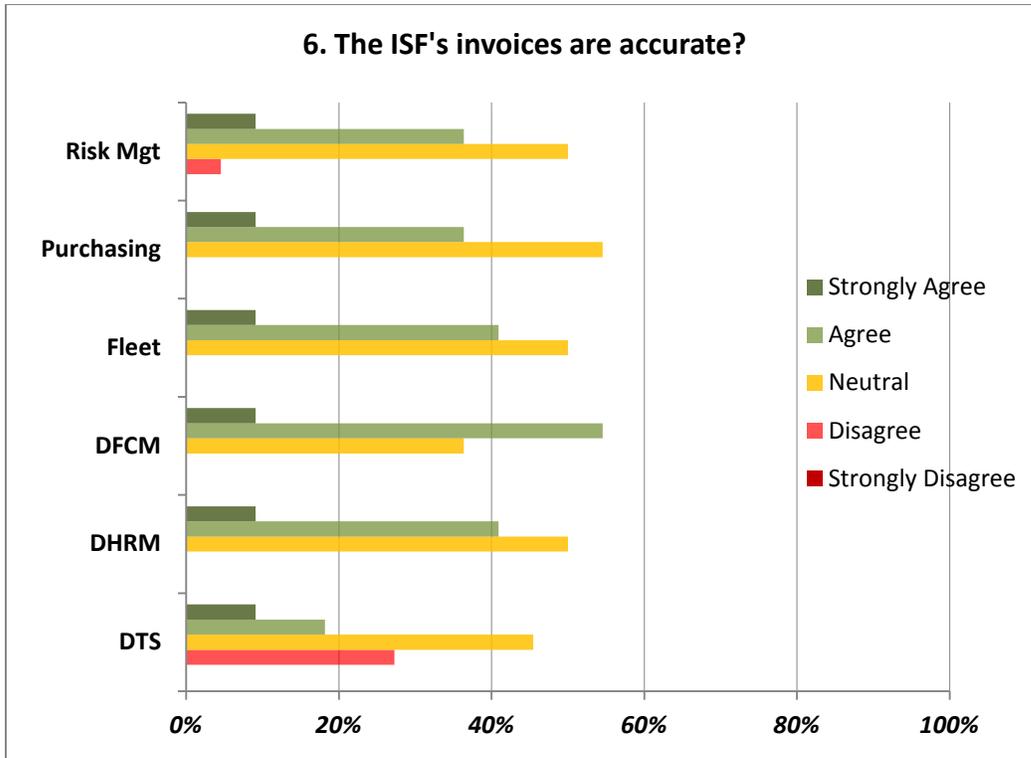
Comments for Question 6.

Again never seen one so I do not know.

Because of the difficulty reconciling DTS invoices, it's not easily determined if they are correct.

All experiences with DFCM has been outstanding.

DTS - as discussed above this is a constant and time consuming battle to review billings for accurate charges.

DTS - Consultant payments, DTS payroll, and IT purchases are accurate. Can't say the same for the rates.

DTS: Invoices are often inaccurate and there are insufficient processes to resolve inaccuracies. Some DTS services are not billed on actual use, but on quantities used from previous three months (e.g,. Network Services); this is unacceptable in an ISF agency. Instead of moving away from this model, additional services are being billed likewise (Hosting).

I have not seen invoices for any of these services as of yet.

If we have an order that goes through DTS, we cannot have more than one unit charged. DTS refuses to split the order into the units indicated on the purchase order. For instance, if we buy several new computers, and they are for employees in different programs or cost centers, all of the computers on the same order get charged to one unit. We have to submit a transfer (and justification for it) to our Finance folks and they have to go into FINET and move the expenses to the right places after the charges from DTS post in FINET. Also, they can't seem to get the charging correct on some of the monthly charges (WAN, security, desktop support, etc.).

I've only dealt with DTS invoices at my level. Large amounts of money were involved in the mistakes discovered.

The fact DTS, Fleet and others can charge directly to your division account before you review the billings is a internal control weakness. If you don't review the charges, you will never know if the charges are correct (and I bet many divisions don't take the time to review the charges to ensure accuracy because they assume the charges are accurate). We have had some discrepancies with DTS and Fleet bills because we review them and most of the time they will correct the charges on the next

billing cycle.

The only invoice I see is the monthly DTS phone bill. As far as I can tell, it is accurate

The problem with DTS invoices is I never see them until I request them. The charges automatically hit my budget without me ever knowing what the charge is for and if it is appropriate.

We have caught many DTS charges for items we should not be charged for, duplicate billings etc. Once we alert DTS they take those off the billings but why were they there in the first place!

7. ISF staff adequately communicates with my agency's staff?
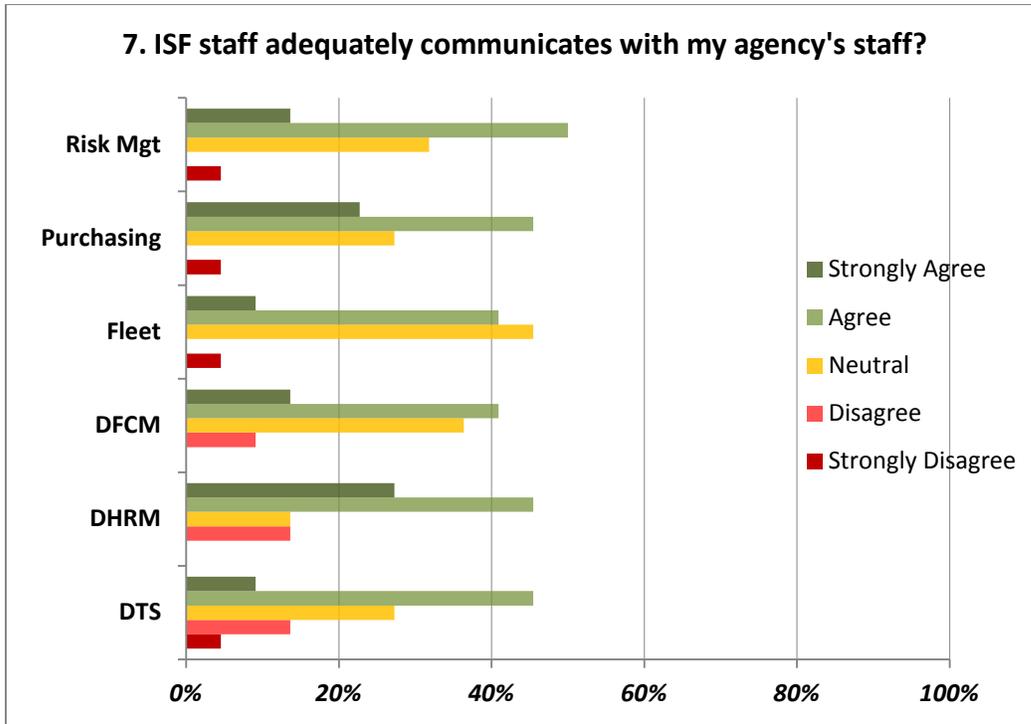
Comments for Question 7.

Communication can always be improved but I have not had any major issues with being able to get my issues across to any of the ISF.

Did I mention the lousy attitudes in both of these agencies???

DTS - It was difficult to decide to answer with a disagree or neutral. Communication is okay, but follow up and actually getting the work done has been very frustrating for us.

DTS communication is lacking because they are probably overwhelmed with billing errors and never ending resolution issues.

DTS staff often don't tell us what is happening, or where they are on the project they are doing for us. I think they wouldn't get such bad ratings if they would just communicate and keep us updated when they run into a problem on the project. Obviously, some are better than others at communicating, but the problem does seem to be more than one or two individuals.

DTS staff we have at our building do a fine job for us, however they are limited in what they can communicate to us by their upper management. It gets very frustrating when staff is so afraid of getting fired or getting in trouble that they cannot work with us in finding proper solutions or communicating what is really going on.

DTS: DTS has moved further and further away from customer focus and attention. DTS no longer communicates with ▮▮▮▮ to understand our businesses and to learn whether DTS services meet our needs. Product services are no longer managed to meet customer needs. Communications have more of a 'policing' tone, rather a tone of meeting IT needs.

I feel we do a lot of the calling to DTS to get items cleaned up. It takes them months to get a credit billed back to us.

It seems like there are 18 people that need to sign off on a memo to request purchase. It also seems like each 18 persons have a different set of rules. One person is upset you didn't include attachments, another is upset because you spelled their name wrong, someone needs a w-2 even though it's already on file.

Most times. There are a few DTS staff people who could be better at communicating.

Similar to comments above. DTS and Risk communicate with the agency very clearly and often. Fleet tends to simply dictate standards without much explanation or chance for comment, and Purchasing does well with contract management, but pays less attention to Utah Correctional Industries (UCI) issues. DFCM also seems to keep UCI away from projects where they have expertise and the state could benefit.

Since moving to the centralized system, it seems less friendly/responsive than having HR personnel in the office.

I regularly follow up with my staff to determine if work requests have been completed. I realize the DFCM staff have multiple buildings to cover so I don't mind, but if they could come up with a response mechanism to report to me when something has been fixed, it would save me calling the sections

Some, but not all DFCM staff at ▮▮▮▮ are often difficult to talk to.

The USOE Purchasing Agent communicates quickly with my section, but that does not always occur at State Purchasing.

We have little interaction with Fleet Services and Risk Management so I marked "neutral" for those two.

When it comes to changes in policy about purchasing or forms that need to be used vs old forms etc. We ALWAYS find out about it AFTER the policy change or as something is rejected vs. hearing about it first. It is very annoying. DTS isn't the best at communicating either.

When purchasing computers there is not always enough communication to assure that the product we are ordering meets our needs.

DFCM is not always responsive or timely on communicating back to ▮▮▮ on ongoing issues.

8. ISF staff provides friendly and professional customer service?
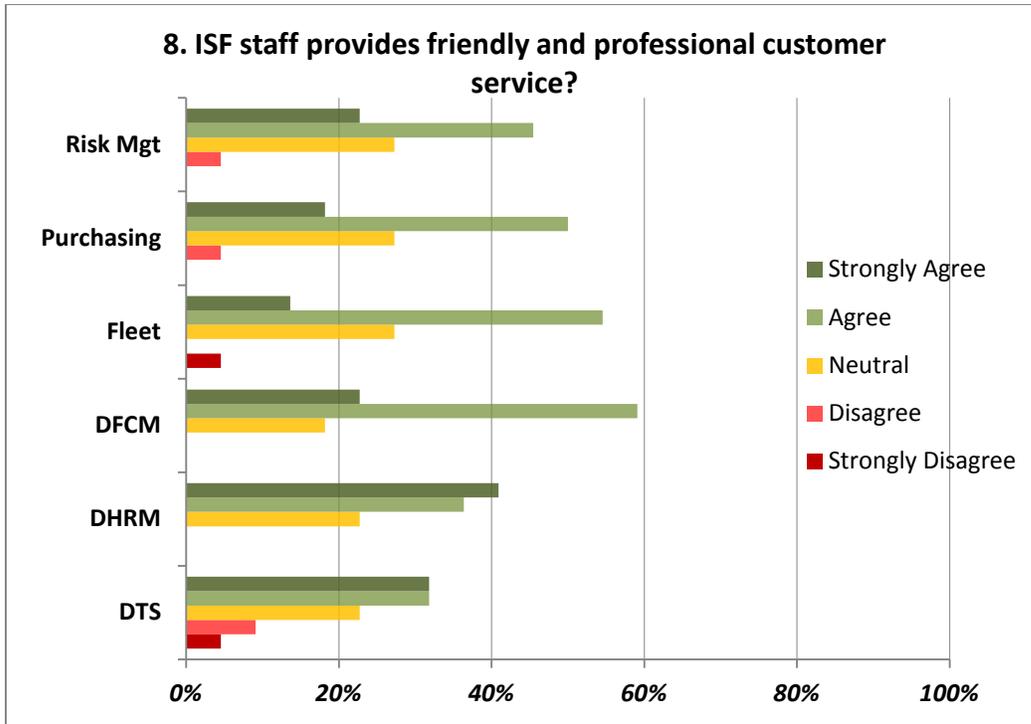
Comments for Question 8.

Again, DTS staff in the trenches are great, DTS upper management has not been truthful with what they have communicated.

DTS - Employees are friendly, but professional to us also means service and that's where we feel improvement is needed.

Fleet - Although our interaction with Fleet is limited, the experience has not been good. The staff person was not friendly or professional; she had a very bad attitude.

DTS usually provides friendly service but it may not always be professional if by professional it is meant competent.

DHRM it just depends on who you are talking to.

Fleet, Purchasing, and Risk Management seem to be the most competent and for the most part friendly.

DFCM staff is mostly friendly and professional to the extent they are competent to address the issues.

DTS: Remedy helplines and reporting is friendly, professional and usually helpful. Service and followup can be inconsistent. Often DTS staff show up without calling or insuring appropriate staff are present. They work on a problem and then leave without indicated a return time or what they are going to do. Extra training for desktop support on Data Warehouse and set up of other commonly used financial applications and linkages would save a lot of repeat visits and loss of work time.

DTS: I wouldn't say friendly, but they do their best to get the job done. I've always found Michael to be quick and efficient.

Purchasing: It's not that they're not friendly (most of them are) it's just most of them don't care about helping me with a problem.

For the most part we have not had to deal directly with ERIC as we still have an DHRM employee in our office that does most of the interfacing with ERIC and resolves our issues. Having this interface and not having to deal with ERIC directly has been very beneficial to ██. In ERIC there has been a lot of changing in staffing assignments to ██ and therefore they don't become familiar with ██ and are not able to detect issues and problems related to payroll that embedded employees did in the past.

Friendly and Professional, but not always knowledgeable.

I don't use State Purchasing services too often, but I have sometimes found them to be abrupt and/or not too helpful.

Individual operational workers are generally professional and friendly.

Purchasing: Mixed professionalism and friendliness. Purchasing seems to often have a rude and condescending attitude.

███████████ should not be at the Remedy Help Desk

Let me just say those answering the phones to take your ticket at DTS are always nice and friendly. It's usually those who are doing the actual work that are not always providing good customer service. I have two examples. I heard on DTS tech tell an OT that implementing PNG encryption was DUMB when we share a laptop using the same password. I really don't care what his opinion was it was told to us that we must do it on ALL laptops. Therefore I don't want to hear how dumb it is. Second was being told that something would be done and returned Wed to have it pushed back another week and when asked if it would be done sooner his response was well if I have until Wed I'm going to take until Wed. That would not fly in the real world. It only works when we are forced to use them. It's rude, and unacceptable in my opinion.

Most ISFs are customer friendly. Fleet is poor in communication. DHRM's field office at the department is exceptional. Communication above that level occurs less frequently.

Some but not all DFCM staff at UDOH resist our input when we try to describe what we want done. Often tasks are only partially done, and we find it easier to finish on our own.

Some ████ staff complain of rude indifference.

Some members of these agencies are extremely rude and unprofessional in their dealings with others. The following comments are not intended to disrespect anyone. Good people work for ISF's. But bad systems always produce bad results no matter what quality of people are involved. ███████████ is a bright and capable person. But "Eric" is the worst idea ever conceived. THE DHRM people on location are excellent. But when we go to Eric all we get is excuses. "We can't process this terminated employee payout because it was received 15 minutes too late." This excuse was given on a Thursday when payroll wasn't closed out until Monday. We could have easily processed this with plenty of time to spare. As a result, a terminating employee had to wait an additional two weeks to get a paycheck. Since the inception of "Eric" DHRM service is the worst I've seen it - ever - in the State of Utah. I use to be able to brag about the quality of service in DHRM but now I am ashamed of it.

There are some DTS staff who are very good and most of them try to follow through with projects, but if they run into a problem, they seem to table the problematic project while they go do other things, and eventually they get back to the problematic project.

9. Prices for equipment purchases are as low as or lower than market?
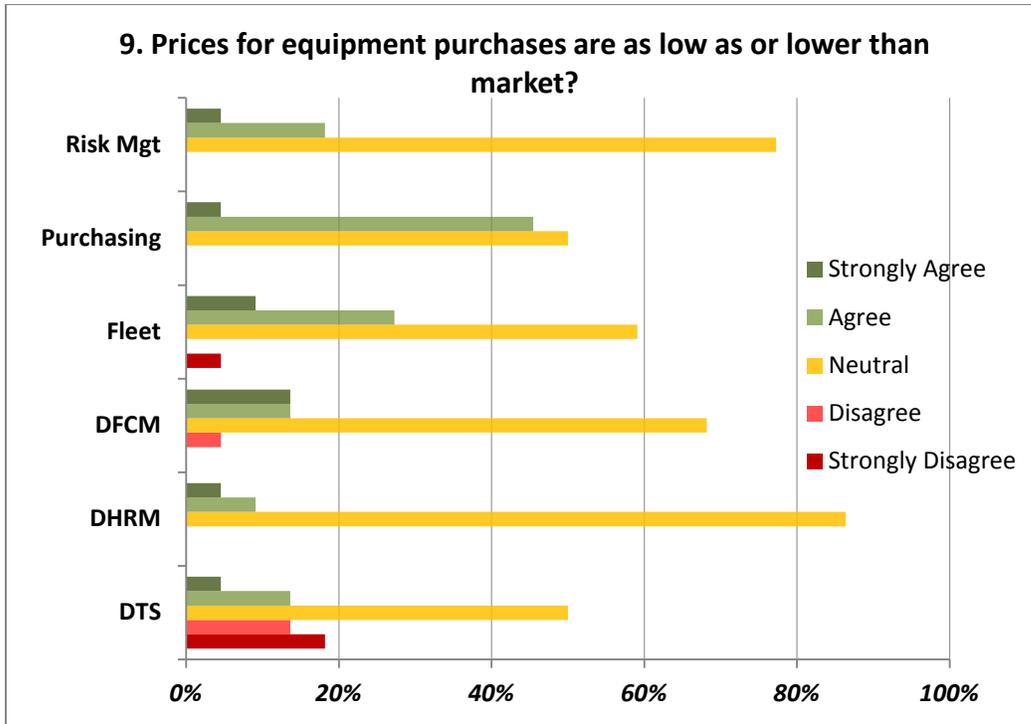
Comments for Question 9.

Contract prices for office supplies and small items are usually higher than we could buy in the store. Not being able to purchase small IT supplies from office depot and having to purchase from contracted provider often costs more.

Contracted airline fares are often much higher than the individual could have purchased.

DTS in general isn't worth the time and money. They usually screw things up anyway.

Purchasing contracts with some of our vendors are for items that are ridiculously priced and we are stuck dealing with them. I also don't have time to comparison shop different vendors so I rely on Purchasing to tell me where to order what items.

DTS: Programming services are high, and there is one rate for all programmers, regardless of the experience of the programmer. Hosting and some database services are too high.

Employing individuals to perform these services at the department (██) level would be more cost effective, while providing better support to the department and division. Smaller agencies might be better off contracting these services.

I can often find much lower prices than those forced upon us.

I feel state contracts don't let us buy things cheaper. I can see where they can offset liability issues for purchases.

The costs I have seen for DTS and DFCM are high. I would classify some costs for DTS as outrageous.

I think the prices are higher through DTS.

In previous reviews of costs associated with maintaining the department's fleet, it would appear the department would have much better control of its own fleet and likely at better overall cost and maintenance.

It is hard to tell with DTS or DFCM whether the prices on equipment are better than we can get if we don't go through them, because the products are so varied, you'd have to compare each thing you bought to the same thing on the market. Since we can't purchase from non-state contracted vendors on most equipment, we don't ask for bids from other vendors.

It sometimes depends upon the service being provided. To charge near a "private consultant" rate for some services that some of our agency can provide ourselves, albeit taking away from other work,

does not entice us as a department to utilize such services.

It's frustrating to have to purchase items through DTS, when we could purchase them somewhere else for much cheaper.

Many █████ staff believe PCs can be purchased individually over the internet and can be delivered the next day.

Many items purchased through the state contracts are more expensive than could be purchased in the community.

State pricing is often higher than non state contracted vendors.

The only equipment purchases we have made are through DTS. Other services purchased through Purchasing are as low or lower than market.

There have been many times where I could find the same item, model, make etc for less than what we must pay simply because it's on contract. I really wish that we were given more freedom to save the state money. I can see contracts when we have no clue who else to buy it from, or when they can offer a better price but if they can't we should be able to use someone else and we should write that into a contract that if they can't match the price then we can use someone else. In such hard economic times it seems stupid to force us to purchase things at a higher rate and it makes it so vendors don't want or need to be competitive.

We assume that DTS uses state contracts which are not always the best price available at the time of purchase.

We could have saved money had we been allowed to purchase a new vehicle and other equipment through other sources.

Why do we pay for less service?

10. Equipment is purchased and installed in a timely manner?
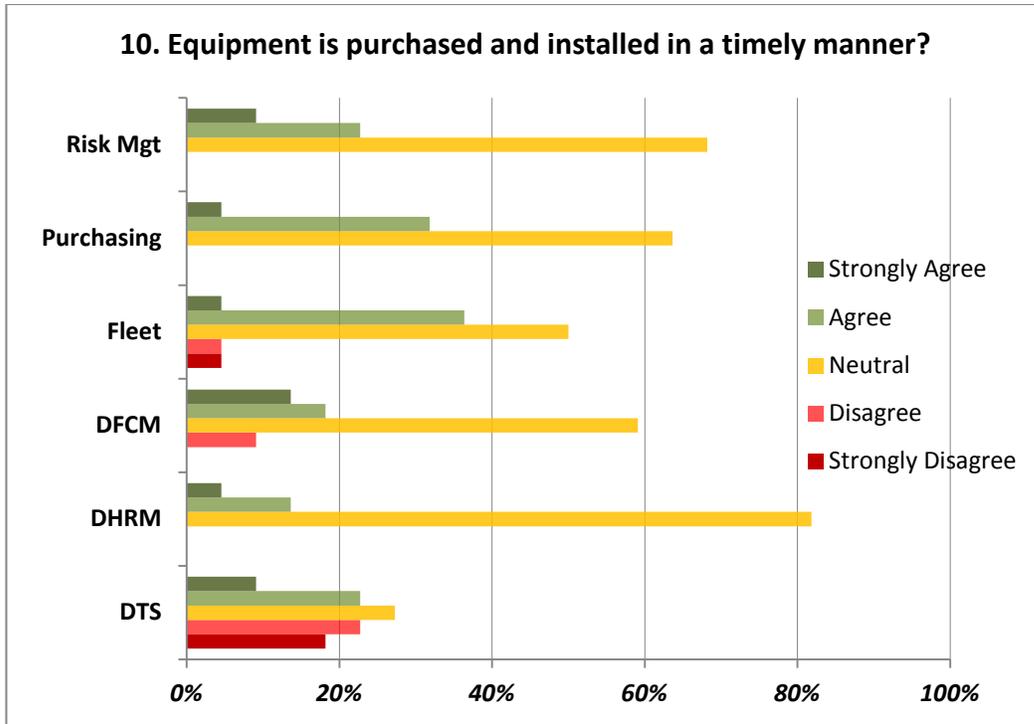
Comments for Question 10.

As long as there aren't problems with the installation the first time DTS tries, this goes pretty well. But if there are problems, it can take weeks to finish the installation and get everything to work together.

Computers were purchased in a timely manner, but it took about 6 weeks to get 4 new computers set up by DTS and back to staff. Then one needs to be replaced due to a fatal error caused by technician.

DFCM is great to follow up on requests to fix items in the office. ▮▮▮ is always willing to help.

DTS - We have requested installing Wi-Fi in the ▮▮▮▮▮ off and on for years, but due to budget cuts we weren't able to do it. However, this year when funds were available and the request was made it's been several months and still no response or action has been taken. We are in desperate need of a new phone system at the ▮▮▮ ▮▮▮▮▮▮▮ and made the request several months ago and have yet to get this matter resolved.

Fleet - Due to lack of follow-up, we had to wait an additional year to purchase a new vehicle for the ▮▮▮▮▮▮▮▮▮▮ ▮▮▮.

DTS has improved slightly.

Purchasing has improved quite a bit.

DTS runs both ways but mostly it seems like we wait weeks and months for a simple install of a laptop or PC.

DFCM's main issue is that they don't tell you how long it will be before they can complete a task.

DTS. Last year end there were a lot of computer purchases. It took months for DTS to get the new computers installed and working. Most other times the service is timely.

New fleet vehicles seems like it take a long time to get.

DTS: My new HP laptop was received from the vendor on April 20, 2011 and installed at my desk by DTS on September 29, 2011.

I have a new computer which does not run properly because DTS sent someone who did not know what he was going to install it. He wiped off things that he should not have, did not install things he should have, and in general messed things up. I need to wipe the hard drive and start over. He acted bothered because I asked him to reinstall my printers. I will do it myself from now on. DTS just isn't worth the crapshoot of who you might get and how they might screw up your machine. Sorry!

Installation of new replacement computers seems to be slow, probably due to limited DTS staff time.

It is July and we are still waiting for a desktop computer that was ordered in April. Other equipment comes in a reasonable time frame.

It took me quite a while to get my new printer installed and I have found that with my staff too. We are out in the field so sometimes it seems to get lost at the Capitol. Also, ▮▮▮▮ IT has been particularly slow at getting one of our faxes installed and then it didn't work for a couple months which really hurt our ability to get work done.

On two occasions ARI's (Fleet) direction resulted in needing additional repairs due to errors made by recommended shops. Therefore ARI has not been helpful.

Only DTS has installed equipment for our division.

Purchasing: Purchases take too long--do not know if the process is ineffective or the staff are.

There are concerns with DHRM taking over employee payroll functionality. The system is automated, which leaves potential of employees not sufficiently being notified they have not entered time or managers approving timesheets. Time will tell if this creates problems. In terms of DFCM, there are circumstances where projects need to move quickly, and they don't get the level of priority or attention necessary. Commissioning new vehicles from Fleet, at times, is sadly slow and cumbersome. We have had vehicles purchased and simply sitting prior to commissioning, simply because Fleet has indicated they don't have a place to park the new vehicle. As a customer, this seems to be a week argument.

They keep "losing" my requests.

We had a significant problem in relocating a ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮
▮▮▮▮▮▮. It was difficult to get a timely response from DFCM Maintenance. However, we do appreciate their work to move the equipment.

We have paid DTS a lot of additional money over the past several years for help desk support yet there are no additional people at the help desk to service our increasing needs. As a result, many installation projects are delayed beyond what I believe is reasonable.

We sometimes find it easier to do our own installation, if we can.

11. Do you feel the ISF process of rate setting and billing is sufficiently transparent?
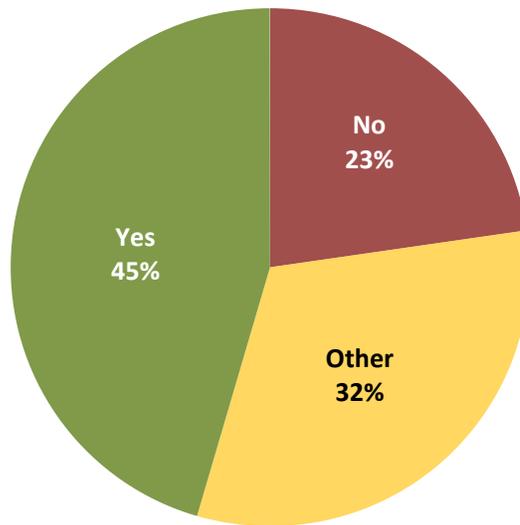
12. Should customer agencies approve payment of ISF invoices before payments are transferred?
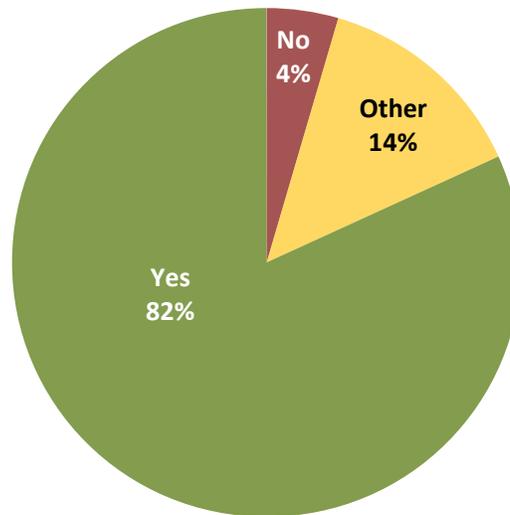
13. What other recommendations or comments about the ISFs do you have?

Additionally, if an ISF has created for themselves a restrictive system (i.e, DTS and their Remedy System)....they should still be required to work with the state's systems (i.e., FINET)......so, if the cost of a piece of software must be shared between two coding strings...they need to figure out how to do this at the A/P entry stage.....not say "we can only charge one ELCID, because our Remedy system can only take one ELCID"....then require each agency to "fix" the problem with a transfer (which then gets the agencies in trouble with the financial auditors).

Contracts and contract management is an issue when agencies have to work through a 3rd party (DTS). See feedback in #5. invoicing on a contract is always a cumbersome feat.

DFCM Maintenance ... Does this include the janitors and cleaning staff? There needs to be a better description of all of the acronyms. Anyhow, if DFCM Maintenance does include the cleaning staff, they do a fantastic job.

DHRM needs to stay in the business of Human Resources and not Payroll. They should help employees with benefit issues and leave the accounting to the accountants.

DTS and Purchasing need to do something about the general attitude of some of their employees. I could name some names but they are probably already known by most. Maybe they need some kind of training on how to appropriately treat others from state agencies. It is not a bother to be asked to do your job. If you can't do it nicely you should willingly give it to someone who cares and will do a better job of it! I don't mean to be harsh but my job would be so much easier and nicer if it was not such a struggle to deal with these other agencies! And if someone is asking it seems like the time to speak up and be heard... Thanks for asking!

DTS communication should be improved. Too many instances of decisions being made and implemented without letting state agencies know in advance. Too many layers of approval - example is how many people have to approve just to get a $49 software package. Business case rules are too restrictive for small purchases.

Telephone installers are great, but telephone voice solutions engineer service is really lacking.

DTS leadership needs to do a much better job understanding their customers businesses and their business needs. DTS rates and services should be reviewed more aggressively by IT knowledgeable individuals. DTS should not be above change--Utah should demand change that meets our needs.

All: need to do a better job informing their customers about the services they provide, who/where to go for those services, any customer-agency process that is involved in attaining services, how to get escalate issues that are not resolved sufficiently, and how to provide timely feedback on issues. Note: While DTS Help Desk satisfaction survey is a good thing, feedback is directed to line workers, not policies, procedures and other items that come from a level higher in the hierarchy.

DTS needs a complete over haul.

Financial impacts to Departments resulting from the rate decisions are not fully disclosed. An example of this is the recent increases in hosting charges to Department. Rates are based on expenses/usage units. The consumption model put in place did not consider the significant increases in CPU and storage components of the hosting rate. Departments are expected to pay hundreds of thousands of increased dollars because of usage during FY13. This has not been funded as part of the rate process because only rate increases are funded. The increased costs will put a significant burden on Departments' budget during FY13. There should be a process to revise rates downward based on the expected "overcollections" for DTS. DTS may give a rebate at the end of the fiscal year, but this is too late to manage the Departmental budget.

I don't feel that ISFs are maliciously doing a bad job. I feel too many employees have been cut from the front line workers. The issues that ISFs are having to deal with are becoming more complex. It takes more time to competently serve customers. More work is demanded of less employees.

Purchasing and Risk Management seem to be the most competently run agencies.

I have some concern with the Risk Management ISF in that we get an appropriation for the discounted rate or rate after rebate. Risk likes to say they give us a rebate if we do certain tasks for them, but really we are funded the after rebate price so in reality if we don't get the rebates we are penalized. I find it distasteful when an agency can penalize another agency.

DTS - what can I say. This whole ISF is a joke. I don't have enough room to write all the things I think are wrong with this ISF. The latest is the hosting and CPU usage rates. ████████ is always going to increase storage and run reports and use servers, now we are being charged for all the additional usage, this extra usage could cost us $600,000 next year that we were not appropriated for. How is it possible an ISF can charge us so much more for necessary functions over and above our appropriation.

Increase transparency concerning details of transactions.

ISF should provide services to make it easy and cost effective for programs. One example: When an employee code a time sheet incorrectly, it is after two weeks that the employee and supervisor receive an email that time sheet did not have the program code entered. Staff has to correct time sheet and supervisor has to write a memo explaining why he/she made an error and approved the time sheet. This we think is not a very good use of staff and supervisor's time and resources. ISF should build a system which gives an error message if time is entered incompletely.

ISFs should work with program staff in collaboration to improve and make a cost/time effective system.

Just that the purchasing process is broken. And when DTS gets involved it is even more broken. Once a contract or payment gets sent to purchasing, there is no telling where it is at any given moment, much less an estimate time of when it will be complete.

Maybe there should be a multi-department Intranet for agencies to access for informational purposes.

Our experiences with DTS since its inception have not often been positive. DTS billings are a problem for us, and we are the ones who have to fix the mistakes that DTS makes. Doing contracts through DTS is both cumbersome and frustrating. If you have a question, the answer may be different on different days, or if you talk to different people. Most of the DTS staff are tying to do their jobs, but there are fewer and fewer of them to go around, and there seems to be a lot of turnover in the billing and contracting areas, so it seems like many of them don't know what they are doing. Sometimes we ask how to accomplish something, like doing a contract, and we get an answer and proceed according to the answer, and then someone higher up tells us we should do it differently and we have to start over.

Overall, DTS services have improved the past year and we have noticed significant positive changes recently with new leadership. Initially, the service was very inefficient and not cost effective.

Provide invoices directly to the program for manager review. We are not getting these.

Rates should be negotiated and agreed upon annually.

If ISF rates are higher than the product or service can be bought in the store or market, then the option should be available to obtain the lower price and save the state money.

Some managers complain that ████ has little control over service priorities.   We feel were ha reduced DTS service staff compared to other agencies.

The perception from my perspective is that these ISF (DTS DHRM) are not accountable not only for their mistakes (when we can find them given the enormous amount of information that must be looked at after the transaction has been recorded in FiNet (after the fact) and given the complexity of the ISF sub accounting system used to determine what a particular transaction is) but when a mistake is found (after the transaction has been recorded by the ISF) it's very difficult to try and remedy that situation given that they have their money already. I would submit that the ISF agency is reluctant to pay back or give a credit until the agency seeking a remedy has proven (through long countless meeting) that it is due a credit. To the ISF it's like paying for a dead horse.

They should be required to respond with a date of completion on all requests so that we know when things are going to get done. I don't expect a computer problem to be one of those "I'll get around to it" things. I also don't expect my being mixed up with another employee at both HR and Fleet to take two

weeks or more to fix. That's ridiculous. And yet, it continues to occur.

To an extent, ISFs can be frustrating to individual agencies. There is not much opportunity for input or feedback. They are often created as one size fits all, even though each agency is tasked differently. In some instances, ISF agencies are able to make changes and improvements they want or see as necessary and simply pass the increased cost on to state agencies paying the rates. From a broad perspective, there is concern ISF agencies are not as customer oriented or cost effective.

With DTS, I think the issues we have historically had come from lack of leadership vision, and understaffing. It may improve with the new changes. With DFCM, the issues are more at the employee and employee motivation level, not at the leadership level.