

Department of Technology Services

2016-2019 Strategic Plan



DTS

Dept. of Technology Services

Utah Code 63F-1-203 explicitly requires the Chief Information Officer (CIO) to prepare an executive branch strategic plan that addresses:

- Interchange of information between executive branch agencies;
 - Coordination between agencies in the development and maintenance of information technology and systems;
 - Protection of the privacy of individuals who use State systems;
 - Priorities for the development and implementation of information technology and systems;
- and,
- Maximizing the use of existing State information technology resources.

The Department of Technology Services (DTS) must also ensure that cost-effective, efficient information and communication systems and resources are being used by agencies to reduce data, hardware, and software redundancy (Utah Code 63F-1-104).

Accordingly this document aligns the following Core Strategic Objectives for 2016-2019 with the requirements of the Utah Code. These goals are meant to support State agency business objectives, support the Governor's goals, support the goals of DTS, and help define metrics by which the Department of Technology Services can measure progress.

Privacy and Security Standards

The State of Utah's information technology infrastructure is tightly woven into all State business functions and is an integral part of daily tasks. The privacy and security of the technology infrastructure cannot be separated from the department's overall mission, as the state's information resources are among the most valuable state assets.

In addition to protecting networks and information assets, specific regulatory compliance objectives related to the unique requirements of PCI, HIPAA, SOX, FERPA, and Federal Tax Information, must be achieved to protect agencies and the public from unnecessary liabilities. DTS policies are aligned with NIST standards.

DTS will continue to evaluate the adequacy of the department's and the executive branch agencies' data and information technology system security standards through an independent third party assessment every two years.

Customer Service

There is no shortage of demand from State agencies to offer more IT solutions to help government operate more efficiently. DTS will continue to establish a close working relationship with its stakeholders to ensure that the state's IT organization is responsive, accountable, and aligned to the business needs of the State of Utah. DTS will continually seek improvements throughout all

activities in order to provide optimal IT solutions, including the improvement of current services. DTS will:

- Provide guidance to the agency on strategic IT decisions;
- Provide measurable input to agency leadership on the efficiency and effectiveness of all IT products and services in alignment with business objectives;
- Engage agency leadership in identifying and executing automation and optimization opportunities, including the development of applications;
- Work closely with state leadership in developing programs for enterprise automation; and,
- Track and manage agency IT operational requirements against agreed to service levels, engaging DTS and other resources as required.

DTS will measure success through the effective achievement of IT Plan objectives, achievement of target service levels, and expectations as defined in Service Level Agreements. DTS will measure and report achievement of services and functions to agency leadership on a regular basis.

Accessibility

The Department of Technology Services will work closely with the blind and deaf communities in Utah to improve the accessibility of the services it provides, both for employees as well as the public. The department has developed standards, training for DTS developers, and an Administrative Rule that promote the development of systems that support this objective.

Mobility

Utah's mobile strategy addresses the following objectives:

- Increase the productivity and effectiveness of the state's increasingly mobile workforce through efficient provisioning and technical support.
- Ensure that highly mobile Utah citizens are able to access and utilize the state's online services and information regardless of the platform they choose to utilize.

DTS will work with agencies to achieve these objectives by:

- Providing tools and resources to secure the mobile work environment;
- Promoting the use of responsive design for web development;
- Developing innovative mobile applications and services based on business requirements; and,
- Making sure that mobile solutions address the accessibility requirements of users.

Voice and Network

Manufacturers are updating technology for voice products that are not compatible with the state's current voice system, resulting in a lack of support and maintenance. DTS is adopting a converged

network that will deliver voice, video and data on a common platform. The converged network topology will deliver real-time services such as voice over the existing data network, referred to as Voice over IP (VoIP), along with everyday data applications.

With the expanding opportunities for both employees and the public provided by new tools such as mobile technology, etc., there continues to be more demand for the consumption of network bandwidth. DTS will continue to analyze and review the needs of customers and work cooperatively with agencies to deliver stable and secure solutions that support agency business.

Application Development

DTS will incorporate a process for development which will emphasize prioritization, focus, and single-threading in order to maximize development efforts and streamline the delivery of software products.

Data Management

State agencies are finding increased value in the ability to use data to improve operations and outcomes. DTS will support data-driven government by building advanced data management and analytics capabilities. This may include improvements to the support of data warehouse and business intelligence operations, as well as implementing new capabilities to allow the state to take a more holistic approach to data analytics.

The State of Utah currently has in excess of 1,100 operational databases across all state agencies. Although these databases contain a wealth of information that is of value to state government and the people of Utah, much of this information is duplicated, as is the time and effort to keep it current. DTS will support an enterprise approach to data management through the following actions:

- Identify primary and secondary sources of data;
- Identify data repositories that are shared and supported by more than one single agency and opportunities to develop those sources as enterprise resources;
- Simplify and standardize the state's database and data warehouse environments;
- Make enterprise business intelligence and document management solutions easier to use and accessible for state agencies; and,
- Update the existing enterprise strategy for identity and authentication.

DTS will work with the legislature and state agencies to form a task force to establish a process for data integration, beginning with business related requirements. If successful, the goal is to expand this effort to resident data, making it easier for residents to track and manage transactions with Utah agencies.

In accordance with SB70 passed during the 2014 legislative session, DTS developed a new open data portal, which was made available to the public in January 2015. DTS will continue to work closely with the State Transparency Board to provide open data resources to provide value to the public as well as to Utah businesses. DTS will work with state and local agencies to ensure data quality and availability.

Project Management

As IT becomes increasingly integral to the functioning of business processes across all agencies, the ability to manage all IT projects effectively has become essential. DTS must deliver accurate results on time and within budget, and continually seek to improve efficiency and productivity.

Project management training will be provided and associated certifications will be awarded. This will establish a continuing cycle of project management skill improvement. Training will be in compliance with the Project Management Institute's standards and the curriculum will provide Continuing Education (CE) hours to those project managers who have obtained their Project Manager Professional (PMP) certification.

Project lifecycle workflow will be established to provide a disciplined continuity to the progression of a project from the identification of a need to the successful closeout of the project. Mandatory reviews will be made at key intervals throughout the life of each project. Key project indicators are monitored continuously via DTS Dashboard Metrics.

Digital Government

An assessment of Utah's online services by the Center for Public Policy and Administration identified the tremendous economic value of these services. With an average of over 1.5 million unique visitors to Utah.gov per month, this is perhaps the most important point of interaction for most citizens with state government. DTS will continue to support the development of cost-effective online services for Utah citizens and businesses in collaboration with state agencies.

Green IT

Clean energy is a top priority in Utah, as a means to improve efficiency, reduce energy demand and enhance the environment while saving money and creating jobs. The Department of Technology Services has identified Green IT as a way to reduce internal costs and save energy while providing equivalent or better service to customers. The Department will incorporate the Green IT initiative into every area of strategic focus and will continue to work with customers to implement strategies that support this perspective. All equipment purchases made by the Department will be consistent with energy efficient standards.

Efficiency in Data Center and Network Operations

DTS has virtualized the vast majority of its compute resources while consolidating all of its data centers into two locations. These efforts have significantly reduced cost to the state while enabling DTS to much more quickly provide compute resources to its customers.

Virtualization technologies can provide similar benefits of cost and performance in the areas of storage and networking. Software defined networking (SDN) and storage will streamline the provisioning of services to DTS' customers, while improving management capabilities. DTS will work towards full implementation of a Software-Defined Data Center that be more efficient and provide better and more consistent overall service.

Asset Management

DTS will continue to provide efficiencies for the procurement and deployment of IT assets for the agencies. DTS will also provide cost savings to the state through centralized IT asset procurement processes. In addition, DTS will enhance the tracking and reporting of these IT assets through automated solutions. Finally, DTS will create a software asset system to track the software licensing on computers to make sure agencies are in compliance to vendor purchased software.

Plan Execution and Measurement

Information technology strategic goals and initiatives should be measurable in terms of results, completion of deliverables, and adherence to cost estimates and project timelines. The DTS Metrics Dashboard will be utilized to measure DTS success in achieving goals and will demonstrate areas where improvement is needed. DTS will continue to develop metrics based on the Strategic Plan that will be useful for the department, and will enable better business practices and measurements for the success in providing excellent service to customers. DTS will also continue to establish SUCCESS framework projects to achieve the governor's office goal of 25% efficiency in state government.

The DTS Strategic Plan will be utilized for the IT Plans as developed by agency business requirements. DTS Operation Plans will be developed in order to ensure successful execution of the strategic goals. The DTS Annual Report will highlight the accomplishments and activities during the year, as defined in Utah Code Section 63F-1-201.