

2018 DEPARTMENT OF TECHNOLOGY SERVICES

STRATEGIC PLAN

2021

The 2018-2021 Strategic Plan for the Utah Department of Technology Services provides strategic goals and direction to the state's technology community about how DTS will continue to be a strategic, secure, responsive, and innovative information technology partner organization.



Utah Department of
Technology Services

INTRODUCTION

Utah Code 63F-1-203 explicitly requires the chief information officer (CIO) to prepare an executive branch strategic plan that addresses:

- The interchange of information among executive branch agencies
- Priorities for the development and implementation of IT and systems
- Coordination among agencies in the development and maintenance of IT and systems
- Protection of the privacy of individuals who use State systems
- Maximizing the use of existing State IT resources

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).

The 2018–2021 Strategic Plan for the Utah Department of Technology Services (DTS) provides strategic goals and direction to the state’s technology community about how DTS will continue to be a strategic, secure, responsive, and innovative information technology (IT) partner organization. In addition, the strategic plan will help government leaders evaluate and prioritize the technology innovations that could enable them to achieve their business and service delivery objectives. Each agency should carefully consider how the strategic goals outlined in this plan align with agency objectives. The plan presents technology trends that DTS leaders identified as relevant and describes how these trends will affect the direction for IT management statewide.

Technology allows agencies to perform more efficiently and fulfill citizen needs, and it will continue to provide a vehicle for innovative solutions. DTS must ensure that IT initiatives align with agency priorities, both now and in the future. And to meet the needs of the mobile citizenry, DTS and agencies must also work together to adapt planning and governance processes to the emerging world of 24/7 access to government.

Utah is well poised to meet the goals in this plan.

Accordingly, this document aligns the following Core Strategic Objectives for 2018–2021 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 DTS can measure progress.



Goal #1 Innovative Technology

Maximize the potential of cloud computing

DTS will leverage cloud computing technologies to enable a secure, scalable, cost-effective, and rapidly deployable computing environment.

- Deploy technology to meet agency business needs through an appropriate blend of internal and external cloud platforms that will enable DTS to identify the lowest cost and most efficient services available.
- Evaluate the impact that cloud deployment will have on DTS resources and reallocate for the most advantageous solution.
- Increase disaster recovery use and solutions among agencies.

Explore Blockchain use cases

Blockchain-based solutions have the potential to improve the way that government services are delivered. The National Association of State CIOs (NASCIO) has called it a transformational technology with tremendous potential for government.

- Continue to explore solutions that may leverage this technology and benefit state agencies and the public.

Continue to improve accessibility of IT services

DTS works closely with the blind and deaf communities in Utah to improve the accessibility of DTS services, both for employees and for the public. DTS has developed standards, training for developers, and an administrative rule that promote the development of systems that support this objective.

- Continue to leverage new technologies to enhance the online digital experience for people with disabilities.

Integrate artificial intelligence capabilities

DTS will leverage artificial intelligence (AI) technologies that can support agency and enterprise data and systems in order to cut costs and deliver better services. AI could open up opportunities for citizens to work and engage with government processes and policies in a way that has never been possible before.

- Work with agencies to explore opportunities to leverage AI to improve service and reduce cost.

Provide leadership for the Internet of Things (IoT) and robotics

IoT consists of physical devices, vehicles, appliances, sensors, embedded computing systems, and other kinds of systems that are connecting to networks in ever-increasing numbers. IoT supported by the State of Utah might include air monitoring sensor networks, connected biomedical devices, RFID tags used to track animals, smart fleet vehicles, traffic monitoring devices, law enforcement body cameras, network-connected drones and robots, water-flow meters, and much more. As the provider of the network and State information systems, DTS is required to provide security and support for data and services related to these devices.

- Update and share the statewide strategy for IoT in consultation with stakeholders.
- Provide standards and architecture for statewide IoT and smart cities coordination.
- Develop a comprehensive strategy for IoT security.
- Implement an IoT platform to support data streaming and IoT analytics / response.
- Coordinate IoT applications among agencies to maximize the benefits of State data, including transportation data.
- Develop a cost model for connecting and supporting IoT devices.

Cultivate a data-driven government through enterprise data management

DTS will cultivate a data-driven government and engage with the agencies to develop an enterprise approach to data management.

- Work with agencies to implement advanced data management and analytics capabilities.
- Improve the support of data warehouse and business intelligence operations.
- Develop new capabilities to allow the State to take a more holistic approach to data analytics.
- Identify primary and secondary sources of data.
- Identify data resources that are shared and supported by multiple agencies and explore opportunities to manage these information assets 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, cheaper to sustain, and accessible for state agencies.
- Update the existing enterprise strategy for identity and authentication.

Elevate the State's digital government maturity level

New digital government platforms are emerging that allow customers to transact business by voice, and many service providers are anticipating needs before they happen. As expectations continue to evolve, DTS will strive to achieve the highest level of excellence in delivering digital services.

- Ensure that services are sustainable and can easily adapt to changing political and financial uncertainties.
- Enhance the department's predictive capabilities to support data-driven decisions.
- Create an ecosystem-centric and intelligence-driven platform that will support business objectives.
- Integrate related services in a way that is focused on customers.

Develop the next generation citizen portal

DTS is working with agencies to develop a statewide single-sign-on portal that will simplify the way businesses in Utah interact with state government.

- Develop plans to leverage new technologies in order to deliver digital services in a more holistic way that is focused on individual citizen needs.



Goal #2 Excellent Service Delivery

Foster strategic partnerships with agencies

DTS will foster strategic partnerships with agencies to provide value and right-fit technology solutions.

- Establish a governance structure to evaluate business needs, priorities, and areas where technology can provide value and enhance services to citizens.
- Review and re-engineer the IT project approval process to eliminate unnecessary bureaucracy and ensure a focus on business outcomes.
- Engage agencies in decision-making and provide the appropriate level of authority and accountability for results.
- Create a results-oriented project environment and ensure that agencies have a solid foundation for project initiation, competent project staff, and greater involvement of project sponsors.
- Seek to build and deploy development projects quicker using standard methodologies.
- Foster awareness among state entities of the importance of leveraging enterprise solutions in decision-making to ensure the best return on IT investments for the business outcomes they enable.
- Continue to create and support innovative apps.
- Partner with agencies to evaluate vendor-provided software solutions, including integration.
- Implement common interface architecture to reduce overall costs, while increasing the speed at which agencies will be able to deliver new applications or modifications to existing services.

Establish a competitive rate structure that meets agency business needs

As agencies are required to partner with DTS for technology services, it is important that DTS establish a competitive rate structure to continue to provide value.

- Analyze the DTS rate structure to provide more choice and levels of service to align with agency requirements, including an alternative network rate.
- Improve IT cost transparency for managers and agencies.

Recognize technology as a part of the DTS and customer agency ecosystem

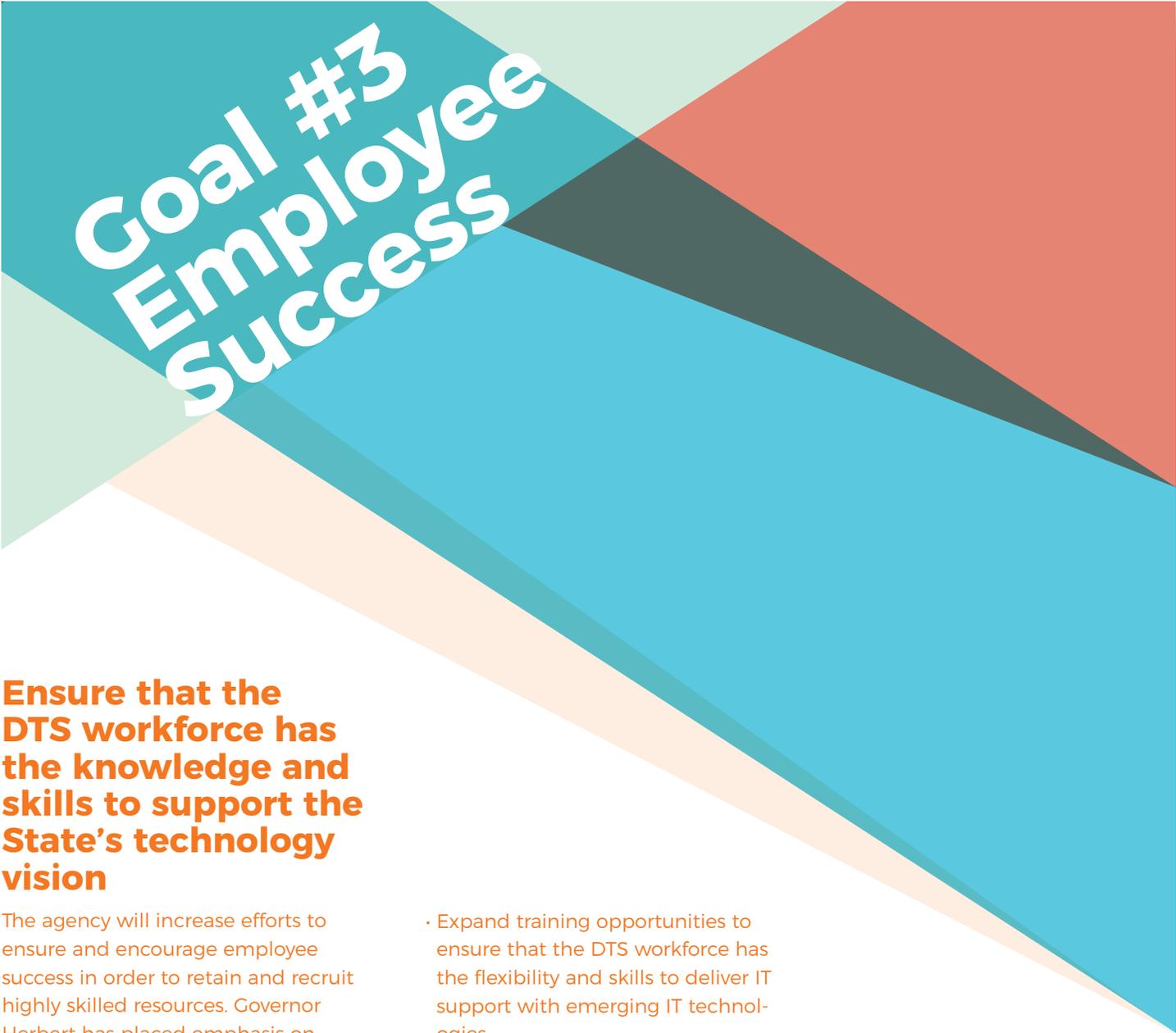
DTS will enhance the customer survey process.

- Increase avenues for customers to provide feedback, including the use of mobile devices and phone surveys with helpdesk calls.
- Target feedback to make surveys more meaningful.
- Provide management response to surveys, identifying problems and areas needing improvement.

Improve efficiency of technology operations

DTS will research and deploy technologies that will improve efficiencies across disciplines and enhance the seamless delivery of technology services.

- Continue implementation of converged networking, including replacing all outdated voice environments with VoIP.
- Improve the State's hosting environment by using innovative technologies for application deployments and system integrations.
- Enhance DTS hosting service delivery through the automation of server deployments and system retirements using self-provisioning tools.
- Implement software-defined networking to improve network provisioning, reduce operating costs, and unify management of cloud resources.
- Consolidate firewall protections and integrations into a single management tool to automatically respond to threats.
- Utilize tools to track and report software and hardware information and mitigate risks.
- Enhance strong, reliable, and secure network offerings and increase visibility and control of how users and systems connect to the network.
- Review DTS investments to ensure allocation into technology that provides value and efficiency.



Goal #3 Employee Success

Ensure that the DTS workforce has the knowledge and skills to support the State's technology vision

The agency will increase efforts to ensure and encourage employee success in order to retain and recruit highly skilled resources. Governor Herbert has placed emphasis on Science, Technology, Engineering, and Math (STEM) to sustain a strong IT workforce in Utah. DTS will adopt practices to encourage employee development by fostering a collaborative environment throughout the enterprise.

- DTS will attract, develop, and retain a skilled workforce that provides innovative solutions and collaborates to support DTS and customer agencies.

- Expand training opportunities to ensure that the DTS workforce has the flexibility and skills to deliver IT support with emerging IT technologies.
- Partner with the Department of Human Resource Management to improve IT recruitment and hiring.
- Provide expertise and training for the successful completion of all phases of technology projects—from concept to completion.
- Recognize successes and excellent service by DTS employees.
- Improve transparency and accountability of DTS services through enhanced service and performance metrics.

Redefine how employee resources are allocated

- Examine the organization of specialized teams and integrated teams.
- Analyze moving from geographical organization to a functional, needs-based organization.
- Improve resource management.



Goal #4 Information Security

Protect sensitive data through robust security and privacy programs

The State of Utah's information technology infrastructure is tightly woven into all State business functions and is an integral part of daily tasks. Data privacy requirements 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. Security is a top priority of the agency. In addition to protecting networks and information assets, specific regulatory compliance objectives must be achieved to protect agencies and the public from unnecessary liabilities. DTS policies are aligned with National Institute of Standards and Technology (NIST) standards.

- Coordinate security throughout DTS and create an integrated operational and security response team to address critical threats.
- Coordinate with other governmental entities, including educational institutions, courts, other state agencies, and local government, to consolidate security monitoring and reporting to one cyber center within the state.
- Deploy tools that will improve the security posture of data wherever it resides, either on DTS premises or in the cloud, including improved vulnerability scans, enhanced mobile device management tools, and redundant applications.
- Improve response times for audit reports.
- Expand and implement asset management, including software and network management.
- Verify the security of vendor-supplied services before allowing those services to be used in production and periodically test vendor-supplied services to ensure security between system updates.
- Evaluate the adequacy of the department's and the executive branch agencies' data and IT system security standards through an independent third-party assessment every two years.

Plan Execution and Measurement

IT strategic goals and initiatives should be measurable in terms of results, completion of deliverables, and adherence to cost estimates and timelines. The DTS Metrics Dashboard and DTS operational plan will be utilized to measure DTS success in achieving its goals and will demonstrate areas where improvement is needed. DTS will continue to use the strategic plan to develop metrics that will enable better business practices and provide measures of the department's 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 percent increase in efficiency in state government.

The strategic plan will be used by agencies to develop their individual IT plans, in accordance with agency business requirements. The DTS Annual Report will highlight the department's accomplishments and activities during the year, as defined in Utah Code Section 63F-1-201.



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