

2016



State Government Technology

IDAHO TECHNOLOGY AUTHORITY (ITA)

IT Leadership Council – State of Idaho



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Introduction

Having begun annual strategic reviews in 2010, the actions and directions in this document reflect the fifth consecutive effort by the State government IT community to chart a collective course for the future. As the process has matured, we've made important improvements to increase the value of the planning effort. Key improvements include inviting ITA members to participate in the planning effort, increasing visibility and accountability for achieving the goals, and instilling discipline in the process to keep the plans relevant and practical.

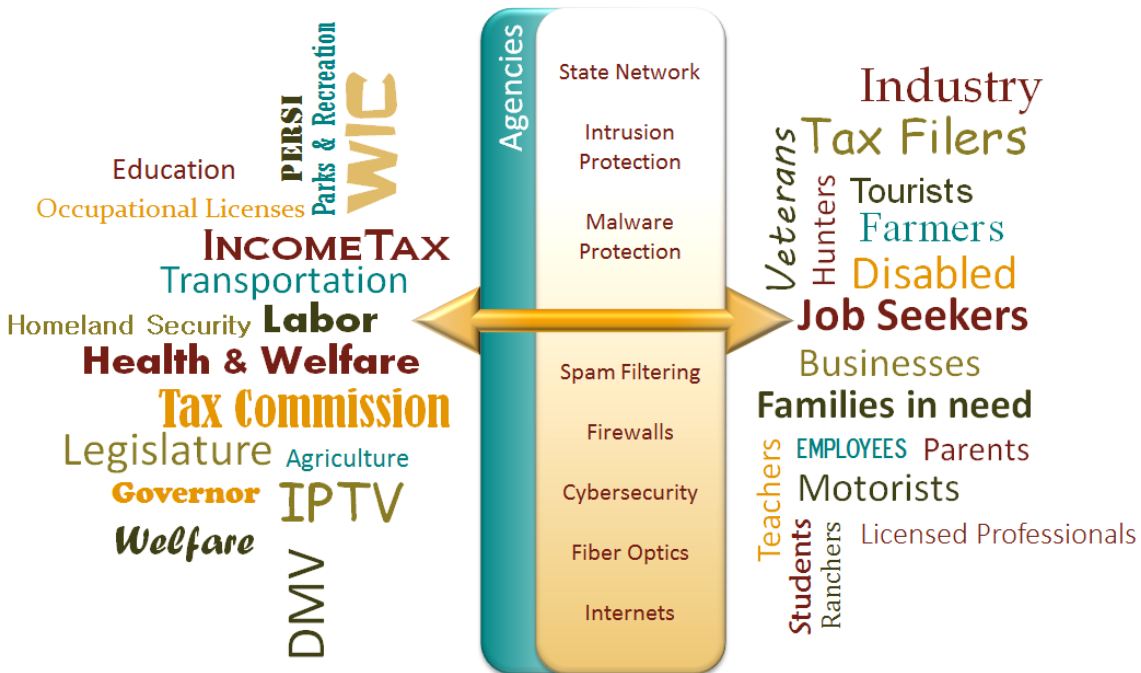
Last year, we began including documentation on the previous year's efforts as context. We are continuing that action this year and are pleased to note that many of the goals are completed, with several more still in process. A few objectives were rendered unnecessary by other events, but overall the status of the actions from last year indicates a healthy level of value and participation by the committee members.

Because of ongoing discussions and increasing criticality of cybersecurity, it may become necessary to adjust or adapt to new directions or realities without waiting for a regularly scheduled planning effort. This is especially true in the case of cybersecurity as systems and services continue grow, seemingly exponentially, and as commercial and consumer services continue to migrate in the state workforce. We're confident the ITA and ITLC are well positioned and ready to address issues as they arise.

With several new members of the ITA to review the results, we look forward to further refining both the process and the product, increasing the value to the agencies and our citizens. The IT community looks forward to an ever brighter future.

Technology and Service

Technology enables service to citizens



Technology enables service and is usually the direct conduit for service. As a result, governing committees like the ITA and ITLC as well as agency employees bear a special responsibility in delivering timely and efficient services to citizens and in advocating appropriate investment by policy executives and the legislature.

IT Leadership Council (ITLC) Mission

To provide leadership in the development and implementation of Idaho's Information Technology Strategic Plan Goals.

ITA / ITLC Goals

- 1. Improve delivery and accessibility of government services and information.*
- 2. Manage IT and information from the perspective of state government as a whole.*
- 3. Safeguard the security, confidentiality, integrity and availability of information.*
- 4. Promote collaborative relationships among all entities, public and private.*
- 5. Seek improvement in all aspects of information technologies and services.*

Strategic Planning Session Participants

December 1, 2015

Department of Health and Welfare
Idaho Transportation Department

Legislative Appointee to ITA
Department of Correction
Department of Fish & Game
Department of Insurance
Department of Labor
Department of Parks & Recreation
Department of Water Resources
Division of Vocational Rehabilitation
Idaho Military Division
Idaho Tax Commission
Industrial Commission
Idaho State Police
Division of Liquor
Office of the State Controller
Office of the State Board of Education
Office of the CIO

MICHAEL FARLEY (ITLC CHAIR)
SHANNON BARNES (ITLC VICE CHAIR)/
JUAN OLEAGA
REP. JOHN GANNON
PAT DONALDSON / RANDY TURNER
BOB ROSS / PAM BOND
BECKY BARTON-WAGNER
ERIC BECK / MICHAEL KALM
SCOTT WILLIAMS
GLEN GARDINER
STEPHEN DEBOARD
BEN CALL / MIKE LANGRELL
MIKE TELLER
ROBERT BUTLER
MIKE MCKILLIPS
JON SPENCE
TAMMY SHIPMAN
ANDY MEHL
GREG ZICKAU / BILL FARNSWORTH
TOM OLMSTEAD / JON POPE /
ERIN SEAMAN

2016 Strategic Alignment

GOVERNOR'S PRIORITIES

Enhancing Economic Opportunity
Empowering Idahoans
Promoting Responsible Government



ITA and ITLC

GOALS AND OBJECTIVES

Empowering Idahoans

GOAL 1: Improve delivery and accessibility of government services and information.

OBJECTIVE: Provide a positive customer experience through Idaho.gov on any device.

Promoting Responsible Government

GOAL 2: Manage IT and information from the perspective of state government as a whole.

OBJECTIVE: To provide infrastructure and managed services for data, voice and video that are secure and available, properly scaled and distributed with universal connectivity throughout the state in a cost-effective manner.

GOAL 3: Safeguard the security, confidentiality, integrity and availability of information.

OBJECTIVE: To implement cybersecurity best practices in order to help manage cybersecurity risk and maintain the integrity of state information.

Enhancing Economic Opportunity

GOAL 4: Promote collaborative relationships among all entities, public and private.

OBJECTIVE: Establish data center services for the purpose of hosting state agency equipment.

Promoting Responsible Government

GOAL 5: Seek improvement in all aspects of information technologies and services.

OBJECTIVE: Establish a checklist/guidance for agencies wishing to purchase cloud services.*

** Possible objective, as time permits.*

GOAL 1: Improve delivery and accessibility of government services and information.

OBJECTIVE: Provide a positive customer experience through Idaho.gov on any device.

STRATEGY	LEAD
Web presence for both secure and non-secure information transactions (Review guidance/standards).	OCIO (Bill Farnsworth)
Perform needs assessment utilizing public feedback (compare to other jurisdictions/private sector) – perform gap assessment/customer survey/what are other states doing?	
Provide a catalog of Access Idaho services to state agencies.	
Training/best practices for developers. Provide guidance.	
Gap analysis with goals of service and benefits for Governor and JFAC for funding and resources.	Tax (Mike Teller)



GOAL 2: Manage IT and information from the perspective of state government as a whole.

OBJECTIVE: To provide infrastructure and managed services for data, voice and video that are secure and available, properly scaled and distributed with universal connectivity throughout the state in a cost-effective manner.

STRATEGY	LEAD
Confirm completion of 2014 strategies. *	OCIO (Jon Pope)
Need classic gap “as is” -> “to be” gap; program to fill gap resources. ** Assess network for: ○ Cloud performance issues ○ Network redundancy ○ Segmented networks ○ Review network security ○ Develop user standards	OCIO (Jon Pope) Chris Smith Tom Nordberg Cheryl Dearborn ISNOC
Define benefits (for Governor and JFAC) of the investment. (Value needs to be communicated to ITA / information collection).	Tax (Mike Teller)
Long-term network contract (short-term = high cost) – Communicate the value of long-term contracts (brief to ITA) – bullet-list/paragraph for IT leaders.	IDFG (Bob Ross)

** In working towards completion of this goal and objective, Jon Pope will report on the outcomes, including discussions and clarification on direction, recommendations of the Network Oversight Committee (ISNOC), Workshops with Microwave Services, DHW/Microwave Services Pilot, and ISNOC involvement in Network Services RFP.*

*** In working towards this goal and objective, this group will measure and determine bottlenecks: core and core-to-agencies (end-to-end). They will undertake an internal review of agency connectivity to the Core; review bottlenecks and potential bottlenecks in the Core and with agency connections; review circuit aggregation; review firewall constraints; make recommendations to address all findings; Review findings and recommendations with ISNOC; Present their findings to ITLC.*

GOAL 3: Safeguard the security, confidentiality, integrity and availability of information.



OBJECTIVE: To implement cybersecurity best practices in order to help manage cybersecurity risk and maintain the integrity of state information.

STRATEGY	LEAD
Adopt the NIST framework (P2050) ○ Identify minimum requirements from NIST framework; Risk assessment/vulnerability assessment; (Physical/logical/virtual); Policy being drafted. ○ Implement controls to meet goals. Cyber information framework.	OCIO (Tom Olmstead)
Training for all employees; training for IT professionals. (e.g. SANS)	
Metrics to show vulnerabilities and progress. Cyber security framework policy.	
Document benefits to Governor and JFAC for funding.	Tax (Mike Teller)

GOAL 4: Promote collaborative relationships among all entities, public and private.

OBJECTIVE: Establish data center services for the purpose of hosting state agency equipment.

STRATEGY	LEAD
Establish requirements for contracted data centers: ○ Collaborative statewide process ○ Multiple options depending on needs ○ Security ○ Matrix of vendors/services/locations ○ QA process on services: Vendor management/renewal review* * <i>Define metrics</i>	IDOC (Randy Turner) OCIO ITD DHW
Define contract ownership	OCIO



GOAL 5: Seek improvement in all aspects of information technologies and services.

OBJECTIVE: Establish a checklist/guidance for agencies wishing to purchase cloud services.*

STRATEGY	LEAD
• Research cloud service requirements and identify agencies to participate. • Develop checklist: ○ Security (TWG – tactical/operational) ○ How do I get my data back? ○ What happens if the company goes bankrupt? ○ Data classification ○ SLAs (Service Level Agreements) ○ PRRs (Public Records Requests) ○ Cost increases/location of data • Publish to agencies. Develop standards/guidelines for cloud services under best practices (IaaS, SaaS, PaaS, etc.) for those agencies procuring cloud services.	TAX (Mike Teller)



* Possible objective, as time permits.

2015 Strategic Plan Outcomes



GOAL 1:

Improve delivery and accessibility of government services and information.

OBJECTIVE: Create mobile services for citizens in a universal platform framework with access to services any place, any time.

STRATEGY:

Direct agencies to migrate websites to the state templates.

Develop a policy that mobile extensions are evaluated as an option for any new updated offerings.

STATUS: COMPLETE

Revisions were made to ITA Policy P5010 (Web Publishing) to reflect the new state templates and to assure that URL ownership, hosting or services are under state control. Agencies are now being directed to use the state templates, which mobile-enable their websites.

OBJECTIVE: Leverage the more user-friendly mapping applications to make geo-information more shareable and usable.

STRATEGY:

Specific strategies to achieve this objective and accountability for achieving it will be addressed through the ITA.

STATUS: COMPLETE

The ArcGIS Online (AGOL) application has been implemented as an enterprise service, saving the state money over what would have been spent if agencies had implemented their own mapping services individually. Regular training classes are being held by OCIO staff for users from participating agencies to learn how to use. There are currently 34 agencies with 129 users. As an enterprise service, the state has realized a savings of \$84,842 versus agencies implementing this application individually.

GOAL 2:

Manage IT and information from the perspective of state government as a whole.

OBJECTIVE: To provide infrastructure and managed services for data, voice and video that are secure and available, properly scaled and distributed with universal connectivity throughout the state in a cost-effective manner.

STRATEGY:

ITD, IMD and OCIO will work together on network service offerings to all state agencies.

ITD, IMD and OCIO will identify infrastructure needs and opportunities for expansion and agency collaboration.

Establish a group to review state network services (to include governance, operations, sourcing, infrastructure, policies, procedures, standards, etc.).

STATUS: COMPLETE

Microwave Services:

- Met with Michael Farley to determine scope and intent. Determined that the focus of this was to be on:
 - Review utilization and expanded use of Microwave Services
 - ISNOC should be closely involved in Network Services RFP
- Held ISNOC meeting to review Microwave Services – Capabilities, locations and roadmap
- Determined statewide needs and scope for utilization of Microwave Services
- Reviewed financials and sustainability of operations for Microwave Services
- Held agency workshop with DHW to determine pilot site location and scope
- DHW to pilot Microwave services and develop model for other agencies
- Microwave Services to handle agreements, billing and support
- Microwave Services to expand in critical areas such as Orofino
- Microwave services to be used primarily for backup connections
- Microwave services to be used for primary services in locations that private providers cannot provide adequate services
- OCIO to assist as a “broker” for Microwave services when such services are deemed an option

Network Services Request for Proposals (RFP):

- OCIO provided initial technical requirements for RFP
- ISNOC members provided critical input to the technical requirements of the RFP
- ISNOC members participated in RFP review and scoring



GOAL 3:

Safeguard the privacy and confidentiality of information.

OBJECTIVE: To implement cyber security best practices in order to help manage cyber security risks and maintain the integrity of state information.

STRATEGY:

Create a policy to safeguard state and agency employee data when shared via an online or cloud service.

STATUS: *COMPLETE*

ITA Policy P4120 (Online File Storage Services) was developed in order to establish awareness and a level of security for state government organizations regarding the use of online or cloud file storage solutions with requirements as mandated by State and Federal regulations as well as ITA policies. ITA approved the policy on February 25, 2015.

STRATEGY:

Implement #1 Top 20 Critical Security Controls (CSC) Inventory of Authorized and Unauthorized Devices.

Implement #2 Top 20 CSC Inventory of Authorized and Unauthorized Software.

Implement #3 Top 20 CSC Security Configurations for Hardware & Software on Laptops, Workstations and Servers.

STATUS: *IN PROCESS*

GOAL 4:

Promote collaborative relationships among all entities, public and private.

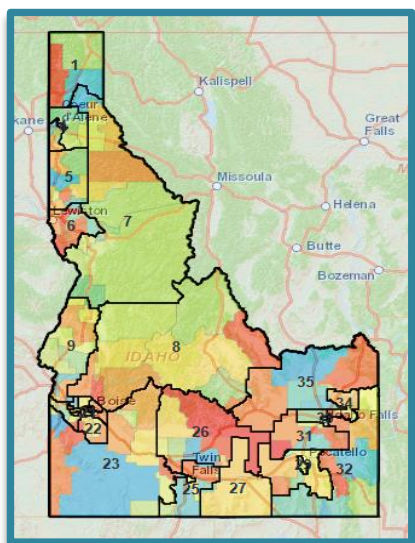
OBJECTIVE: Encourage open data by developing a policy that online mapping services are evaluated as an option for any new updated offerings.

STRATEGY:

Specific strategies to achieve this objective and accountability for achieving it will be addressed through the ITA.

STATUS: *IN PROCESS*

The open data portal was beta tested and went live in 2015, with current layers being made available for use. Connected maps are automatically updated. While still a small set of data, the open data portal is expected to grow over time.



School Districts (2014)

GOAL 5:

Seek improvement in all aspects of information technologies and services.

OBJECTIVE: Capture effectiveness and efficiency of scale to deliver services while protecting the integrity of data.

Recommend that all relevant data be geo-located.

STRATEGY:

Establish criteria to evaluate multiple contracts for cloud services that are available for all agencies' use.

Establish a multi-vendor contract for cloud services.

Develop a policy that cloud is evaluated as an option for any new updated offerings.

STATUS: COMPLETE

ITA Policy P1080 (Cloud Computing) was developed and approved in order to ensure that agencies employ appropriate cyber security controls and data protection procedures for cloud services.

Working with the Division of Purchasing, the Cloud working group has received the draft of the standard terms and conditions on the "ValuePoint" procurement vehicle. The state is prepared to move forward as needed using those terms and conditions as well as Idaho-specific terms and conditions until the "ValuePoint" vehicle is ready for general use.

OPERATIONAL IMPERATIVES

The planning team recognized the importance of these operational imperatives to the overall technology strategy for the state.

STRATEGY:

Improve Recruitment and Retention of IT Staff.

STATUS: *IN PROCESS*

The Hay Group was hired to conduct a study on the current IT classifications for the state. This was a comprehensive study which included Quality Assurance (QA) and Position Description Questionnaire (PDQ) reviews. The result of the study, which has been completed, will be the creation of more general classifications which will be able to be used for years to come.



STRATEGY:

Improve citizen services on Idaho.gov.

STATUS: *IN PROCESS*

In 2015 Portal services were expanded, and Idaho was the first in the nation to launch two new offerings for the Idaho Dept. of Agriculture and the Idaho Transportation Department. In addition to being a national innovator citizen access to government services at the local, district, city, county, and state level was expanded. Examples include:

- **Idaho Dept. of Agriculture** – First in the nation to launch Access Idaho and NIC's eGov Express Digital Wallet. The agency is not only giving its customers a more convenient way to make electronic payments, it's opening the door for citizens and businesses to pay multiple Idaho government entities with a single account via eGovExpress offered by [Access Idaho](#).
- **Idaho Transportation Department** - Launched the nation's first Driver Record Dashboard, accessible at www.accessidaho.org/itd/monitoring. The new information tool serves as a comprehensive, interactive driver's license record monitoring service for small to medium business fleets.
- Access Idaho's PayPort secure payment processing service to process credit and debit card payments online for government services was launched. The service operates under a self-funding model. Governmental entities now offering this payment processing service include:
 - **Idaho Commission on the Arts**
 - **Nez Perce School District**
 - **City of Mackay**
 - **Eagle Fire District**

Access Idaho and the Dept. of Fish & Game presented information to the ITLC explaining how to make government websites more usable.

Appendix A: 2015 ITLC Membership

Department of Health and Welfare
Idaho Transportation Department
Department of Correction
Department of Fish & Game
Department of Insurance
Department of Labor
Department of Lands
Department of Parks & Recreation
Department of Water Resources
Division of Vocational Rehabilitation
Health Districts
Idaho Military Division
Idaho State Police
Idaho Tax Commission
Industrial Commission
Office of the CIO
Office of the State Controller
State Department of Education
Division of Liquor
State Supreme Court

MICHAEL FARLEY (CHAIR)
SHANNON BARNES (VICE CHAIR)
RANDY TURNER
BOB ROSS
BECKY BARTON-WAGNER
ERIC BECK
DAN RAIHA
SCOTT WILLIAMS
GLEN GARDINER
STEPHEN DEBOARD
BOB NERTNEY
MIKE LANGRELL
MIKE MCKILLIPS
MIKE TELLER
ROBERT BUTLER
GREG ZICKAU
TAMMY SHIPMAN
CHRIS CAMPBELL
JON SPENCE
KEVIN IWERSEN