2014 STRATEGIC PLAN

State Government Technology

IDAHO TECHNOLOGY AUTHORITY (ITA)

IT Leadership Council – State of Idaho

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Introduction

Since 2010, we have been pursuing statewide planning for technology with annual meetings to refresh strategy. Between planning events, the Information Technology Leadership Council coordinated agency efforts with the Office of the Chief Information Officer to achieve the goals and objectives. Have the results been worth the effort? How can we improve? These are questions we must ask to ensure we're meeting the expectations of policy makers and citizens.

We have had some important successes. The first plan resulted in legislative changes that created the Idaho Technology Authority (ITA), bringing agency business leaders into the technology discussion and providing them significant authority to take action across the government enterprise. The ITA is a critical first step to greater effectiveness.

Planning efforts also resulted in the adoption of a federated governance framework, recognizing that there are technology systems which should be planned and operated from a central perspective, and that there are unique services in the agencies for which the agencies should retain full authority and responsibility. Objectively determining how a given service is classified (central or agency) is a key reason for bringing business leaders into the discussion.

Planning led to a collaborative revitalization of the core network serving all agencies, and both the planning efforts and the specific projects have served as catalysts to increase trust and collaboration between agencies. All these things are good. Still, reviewing the previous plans, it's apparent that we have not completed everything detailed in those documents.

Later efforts may have fallen prey to some easy traps. Efforts to be inclusive in the planning approach tended towards task lists rather than real strategy. Having participants with predominately technical backgrounds may have limited the perspectives. Assignment of resources and accountability for completion of tasks has been peer to peer rather than from a higher authority. Recognizing areas for improvement is important.

We can address these issues. A disciplined process will help us avoid simple task lists, but the key improvement is increasing participation by ITA members. Having the business leaders take a prominent role in planning broadens the perspectives and provides necessary accountability.

As you review these results from our latest round of planning, please consider how you could contribute to improving the process and the results. The IT leaders look forward to working with the ITA members to set the right path for our future.

IT Leadership Council (ITLC) Mission

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

Technology and Service
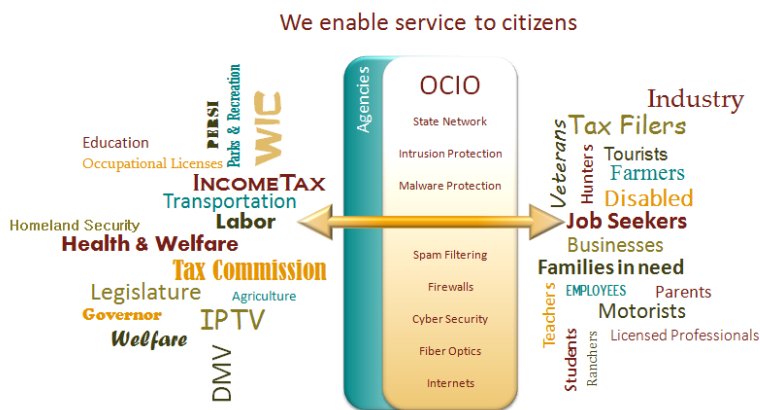
Though emphasizing the Office of the Chief Information Officer (OCIO), this graphic demonstrates the critical role all State technology systems play in serving Idaho citizens. In modern society, a citizen's access to government services relies almost completely on technology, even when the citizen is interacting directly with an agency employee.

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.

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 privacy and confidentiality 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 "Pre-Meeting"

September 26, 2014

PARTICIPANTS

Department of Health and Welfare	**MICHAEL FARLEY**
Idaho Transportation Department	**SHANNON BARNES**
Department of Correction	**JOHN RIGBY**
Department of Insurance	**BECKY BARTON-WAGNER**
Department of Parks & Recreation	**KEVIN ZAUHA**
Health Districts	**BOB NERTNEY**
Idaho Military Division	**RICHARD TURNER / MIKE LANGRELL**
Idaho Tax Commission	**MIKE TELLER**
Office of the CIO	**GREG ZICKAU / BILL FARNSWORTH / ERIN SEAMAN**

The Pre-Meeting prioritized concepts for discussion during Strategic Planning.

Statewide Strategic Priorities by Multi-Vote	
Cloud/Mobile/Mapping	10
Create innovative service models	6
Network	5
Smart gov't / Data driven decision-making	3
Identify services to move to OCIO	2
Foster a skilled and committed workforce	2
Data warehouse / COOP	1
Security and segregation of systems	1

Strategic Planning Session

PARTICIPANTS

Department of Health and Welfare	MICHAEL FARLEY
Idaho Transportation Department	SHANNON BARNES
Department of Correction	JOHN RIGBY
Department of Fish & Game	BRAD STALLINGS
Department of Insurance	BECKY BARTON-WAGNER
Department of Labor	ERIC BECK / MICHAEL KALM
Department of Parks & Recreation	KEVIN ZAUHA
Department of Water Resources	GLEN GARDINER
Division of Vocational Rehabilitation	SCOTT WILLIAMS
Health Districts	BOB NERTNEY
Idaho Military Division	RICHARD TURNER / BEN CALL / MIKE LANGRELL
Idaho Tax Commission	MIKE TELLER
Industrial Commission	ROBERT BUTLER
Legislative Services Office	CATHY HOLLAND-SMITH
Office of the CIO	GREG ZICKAU / BILL FARNSWORTH / ERIN SEAMAN
Office of the State Controller	TAMMY SHIPMAN / BOB HOUGH

This section ties lower level objectives and strategies with higher level goals. Details are included where appropriate. On behalf of the ITA, the OCIO staff will be arranging presentations to the ITA on the implementation of the goals, objectives, strategies, and tactics. The new process will increase accountability and oversight for execution of the strategic plan.

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:	LEAD:
Direct agencies to migrate websites to the state templates.	**OCIO (Bill Farnsworth)**
	Webmaster TWG
Develop a policy that mobile extensions are evaluated as an option for any new updated offerings.	
Develop guidance for agencies on mobile applications.	**ITLC**
	OCIO (Bill Farnsworth)
	Webmaster TWG

OBJECTIVE:

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

STRATEGY:	LEAD:
Specific strategies to achieve this objective and accountability for achieving it will be addressed through the ITA.	**OCIO (Bill Farnsworth)**
	IGC-EC / IGC

OBJECTIVE:

Recommend that all relevant data is geo-located.

STRATEGY:	LEAD:
Specific strategies to achieve this objective and accountability for achieving it will be addressed through the ITA.	**OCIO (Bill Farnsworth)** IGC-EC / IGC

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:
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.).	**DHW (Michael Farley)** OCIO (Jon Pope) ITD (Pete Palacios) Labor IMD (Mike Langrell) Correction ISP DHW (Alvino Artalejo)

GOAL 3:

Safeguard the privacy and confidentiality of information.

The planning team recognized the importance of this goal and believed it is an inherent goal within every project or initiative.

OBJECTIVE:

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

| STRATEGY:	LEAD:
Create a policy to safeguard state and agency employee data when shared via an online or cloud service.	**OCIO**
Implement #1 Top 20 Critical Security Controls (CSC) Inventory of Authorized and Unauthorized Devices.	Labor (Michael Kalm) DHW (Scott Knights) ITD (Branden Carter) TAX (Matt Aslett)
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 .	

GOAL 4:
Promote collaborative relationships among all entities, public and private.
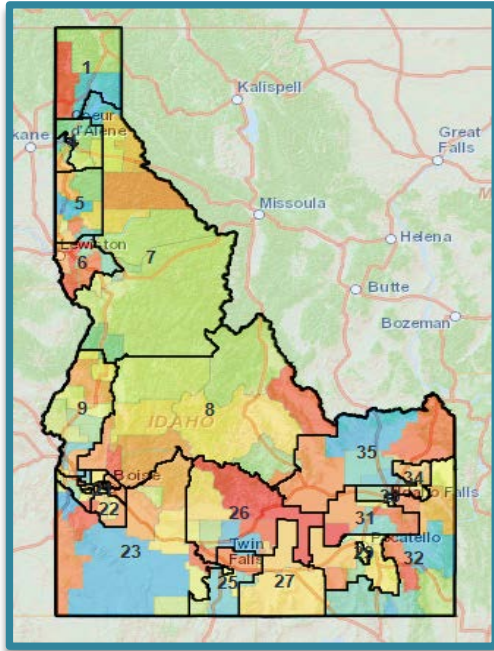
School Districts (2014)

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.

LEAD:

OCIO (Bill Farnsworth)

IGC-EC / IGC

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:	LEAD:
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.	**Tax (Mike Teller)** ITD (Shannon Barnes) DOL (Mike Kalm) DOL (George Scheiferstein) ***Invited to participate:*** *Gary Beaty* *(City of Boise)* (Collaborate closely with Michael Farley's group dealing with procurement issues)

OPERATIONAL IMPERATIVES

STRATEGY:	LEAD:
Define problems with procurement. • Address IT procurement constraints • Create a subgroup similar to a TWG to define issues • Elevate issues to ITA • Review state statutes on procurement (modify, modernize)	**DHW (Michael Farley)** Labor (Eric Beck) OCIO (Greg Zickau) IMD (Ben Call) ITD (Shannon Barnes) ** Bill Burns and Sarah Hilderbrand (invite after defining the problem)*
Improve Recruitment and Retention of IT Staff.	**DHW (Michael Farley)**
Improve citizen services on Idaho.gov.	**OCIO (Bill Farnsworth)**

2013 Strategic Plan Outcomes

OBJECTIVE:

Provide a Capability / Framework for Agencies to Achieve High Availability.

STRATEGY:	STRATEGY RESOURCES:
Identify options and requirements for public/private cloud services.	Mike Teller (Tax) Tammy Shipman (SCO) Eric Beck (Labor) Robert Butler (IIC) Garry Beaty (City of Boise) Leslie Penney (Ada County)

STATUS:

In preparation for the current IT Strategic Plan, under the leadership of the Office of the CIO, the subcommittee on Public / Private Cloud reported to the full ITLC the results of their efforts. The committee met several times during the preceding months including contact with Gartner Analysts and the CIO of the Federal GSA.

Research findings were delivered to the full ITLC covering Microsoft, Google, Sales Force, NASCIO's Capital in Cloud and a Gartner risk mitigation summary. The subcommittee found:

1. The "Cloud" is important
   a. #1 technology priority among state CIO's
   b. #4 strategic priority among state CIO's
   c. Selective Cloud technologies have transformational potential in the next 2-5 years
   d. Multiple cloud technologies are becoming mature and productive

2. There are serious implications for government
   a. The cost of shared services vs individual silos need to be assessed
   b. There are real opportunities for cross agency and cross jurisdictional collaboration
   c. We need inventory our portfolios and plan for an evolution that includes"The Cloud"

3. Time line recommended for action
   a. In FY 2014 we should continue to identify opportunities
   b. In FY 2015 we should be able to procure initial implementations
   c. In FY 2016 we should be able to articulate successes and leverage opportunities beyond the initial projects

STRATEGY:	STRATEGY RESOURCES:
Create backup internet connection capability for the state to ensure availability of critical public facing applications in the event of a disaster: • Implement backup Internet Connection in Post Falls – **COMPLETE** • Implement Internet Connection in Nampa – **WAITING ON RFP TO AQUIRE A SERVICE PROVIDER** • Implement real-time failover capability – **WAITING ON DECISIONS RELATED TO THE USE OF THE F5 PLATFORM**	**OCIO, LABOR, DHW**

STATUS:

OCIO and Labor worked together to successfully implement a backup Internet connection in Post Falls.

OCIO and the Department of Health and Welfare have been working on details and planning for a backup Internet connection for their Nampa DR facility. The implementation has been held pending an RFP being released for a service provider. Once complete the same model that was implemented in Post Falls can be implemented in Nampa

The F5, which was purchased by DHW, and is co-managed with OCIO, will need to be implemented for full DNS failover. Additional configuration is required.

OBJECTIVE:

Refresh Core Network Capability to Serve Agencies into Future.

STRATEGY:	STRATEGY RESOURCES:
Install new 10GB core network and implement the recommendations of the HP Network Assessment. • Implement new 10GB hardware in a Provider/Provider Edge configuration - **COMPLETE** • Re-engineer the enterprise Firewall infrastructure – **COMPLETE** • Test failover capabilities – **SCHEDULED**	**OCIO, LABOR, DHW, ISP, SCO**

STATUS:

All objectives have been met, with all hardware being deployed, and all customers being transitioned.

OBJECTIVE:

Facilitate Cross-Agency Knowledge Sharing / Collaboration.

STRATEGY:	STRATEGY RESOURCES:
Develop ITLC portal / program for knowledge sharing.	**OCIO, LABOR, DOI, SCO, IDL, TAX**
Enhance IT personnel understanding of Business knowledge and priorities.	**ITLC, LABOR, DOI**
Improve awareness/education of agency services.	**DOI, ISP**
Review development of policies, standards and guidelines.	**DOI, ITLC, LABOR, OCIO**

OBJECTIVE:

Integrate Security Systems with Core Network Design.

STRATEGY:	STRATEGY RESOURCES:
Consolidate and simplify security systems and optimize traffic flow on the new core network. Improve overall security capabilities. • Consolidate security devices and capabilities – **COMPLETE** • Implement integrated suite of security products – **COMPLETE** • Implement SIEM – **IN PLANNING**	**OCIO, LABOR, DHW**

STATUS:

The objectives of this task have been met through the consolidation of numerous security systems, implementation of new security capabilities such as active preventing anti-bot, and implementation of class leading standard product suites that simplify management and improve system integration. A SIEM has been purchased and the implementation planning has started.

Appendix A

2014 ITLC MEMBERSHIP:

Department of Health and Welfare	**MICHAEL FARLEY** *(CHAIR)*
Idaho Transportation Department	**SHANNON BARNES** *(VICE CHAIR)*
Department of Correction	**JOHN RIGBY**
Department of Fish & Game	**CRAIG POTCHER**
Department of Insurance	**BECKY BARTON-WAGNER**
Department of Labor	**ERIC BECK**
Department of Lands	**DAN RAIHA**
Department of Parks & Recreation	**KEVIN ZAUHA**
Department of Water Resources	**GLEN GARDINER**
Division of Vocational Rehabilitation	**SCOTT WILLIAMS**
Health Districts	**BOB NERTNEY**
Idaho Military Division	**MIKE LANGRELL**
Idaho State Police	**MICHAEL KEY**
Idaho Tax Commission	**MIKE TELLER**
Industrial Commission	**ROBERT BUTLER**
Office of the CIO	**GREG ZICKAU**
Office of the State Controller	**TAMMY SHIPMAN**
State Department of Education	**JOYCE POPP**
State Supreme Court	**KEVIN IWERSEN**