

2017

# State Technology

## Strategic Plan



**IDAHO TECHNOLOGY  
AUTHORITY (ITA)**  
*IT Leadership Council (ITLC)*  
State of Idaho

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# ***Table of Contents***

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|   |           |
|---|-----------|
| <b>Introduction .....</b>                           | <b>3</b>  |
| <b>Technology &amp; Service.....</b>                | <b>4</b>  |
| <b>IT Leadership Council (ITLC) Mission .....</b>   | <b>5</b>  |
| <b>ITA / ITLC Goals .....</b>                       | <b>5</b>  |
| <b>Strategic Planning Session Participants.....</b> | <b>6</b>  |
| <b>2017 Strategic Alignment .....</b>               | <b>8</b>  |
| <b>2016 Strategic Plan Outcomes .....</b>           | <b>12</b> |

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# Introduction

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Having begun annual strategic reviews in 2010, the actions and directions in this document reflect the sixth 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.

As we have in prior years, we are including documentation on the previous year's efforts as context. We 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.

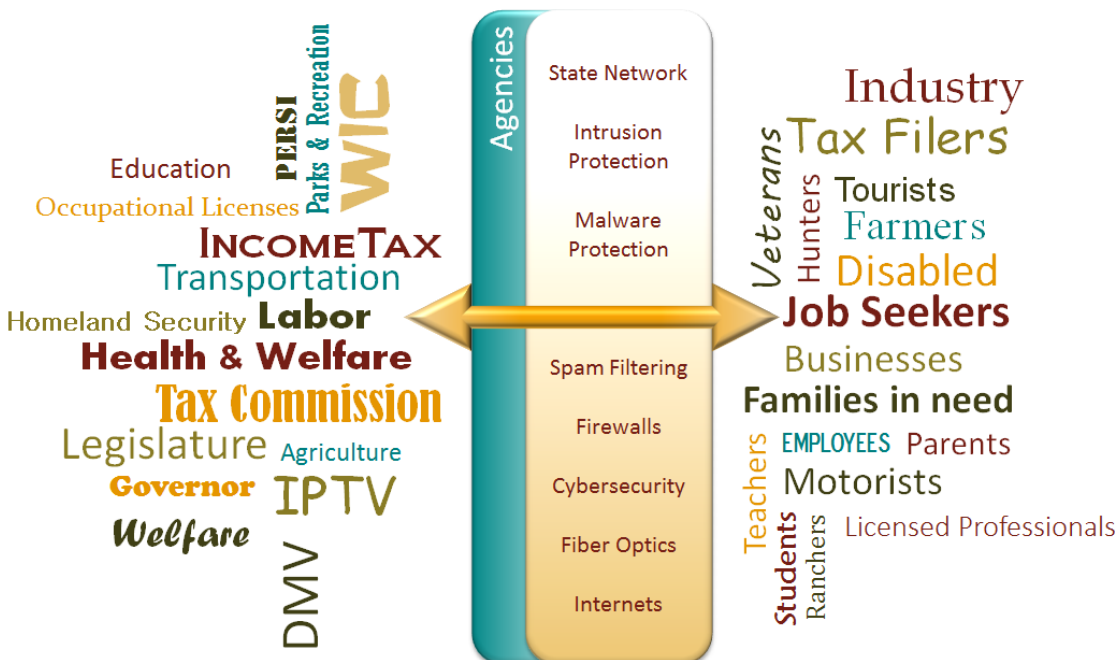
With several new members of the ITA to review the results, we look forward to further refining both the process and the product, increasing the value to the agencies and our citizens. The IT community looks forward to an ever brighter future.

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# Technology & Service

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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.

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# IT Leadership Council (ITLC)

## Mission

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

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## ITA / ITLC Goals

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- 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 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.*



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# Strategic Planning Session Participants

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The Strategic Planning team met twice in FY2017, once in November for a mid-year session to discuss and develop guiding principles, and again in May to identify new objectives.

## ***Mid-Year (November 30, 2016)***

***Carmen Achabal***, Dept. of Commerce  
***Becky Barton-Wagner***, Dept. of Insurance  
***Eric Beck***, Dept. of Labor  
***Pam Bond***, Dept. of Fish & Game  
***Robert Butler***, Industrial Commission  
***Ben Call***, Military Division  
***Chris Campbell***, Dept. of Education  
***Stephen DeBoard***, Div. of Voc. Rehab.  
***Tony Faraca***, Div. of Liquor  
***Michael Farley***, Dept. of Health & Welfare  
***Bill Farnsworth***, Office of the CIO  
***Glen Gardiner***, Dept. of Water Resources  
***Dan Goicoechea***, State Controller's Office  
***Steven Higgins***, State Police

***Maj. Kevin Hudgens***, State Police  
***Kevin Iwersen***, Supreme Court  
***Mike Langrell***, Military Division  
***Greg Mathias***, Dept. of Water Resources  
***Charlene McArthur***, Transportation Dept.  
***Tom Olmstead***, Office of the CIO  
***Erin Seaman***, Office of the CIO  
***Tammy Shipman***, State Controller's Office  
***Chris Smith***, Office of the CIO  
***Jon Spence***, Div. of Liquor  
***Mike Teller***, Tax Commission  
***Randy Turner***, Dept. of Correction  
***Lance Wyatt***, Office of the CIO  
***Greg Zickau***, Office of the CIO



## Annual (May 11, 2017)

**Becky Barton-Wagner**, Dept. of Insurance  
**Eric Beck**, Dept. of Labor  
**Pam Bond**, Dept. of Fish & Game  
**Robert Butler**, Industrial Commission  
**Donna Caldwell**, Dept. of Lands  
**Ben Call**, Military Division  
**Stephen DeBoard**, Div. of Voc. Rehab.  
**Michael Farley**, Dept. of Health & Welfare  
**Bill Farnsworth**, Office of the CIO  
**Janet French**, Transportation Dept.  
**Glen Gardiner**, Dept. of Water Resources  
**Steven Higgins**, State Police  
**Bob Hough**, State Controller's Office  
**Mike Langrell**, Military Division  
**Greg Mathias**, Dept. of Water Resources  
**Mark Mayer**, Dept. of Labor

**Charlene McArthur**, Transportation Dept.  
**Andy Miller**, State Police  
**Dan Raiha**, Dept. of Lands  
**Brett Richard**, Dept. of Labor  
**Bob Ross**, Dept. of Fish & Game  
**Erin Seaman**, Office of the CIO  
**Chris Smith**, Office of the CIO  
**Jon Spence**, Div. of Liquor  
**Maj. Charlie Spencer**, State Police  
**Mike Teller**, Tax Commission  
**Randy Turner**, Dept. of Correction  
**Chris Victory**, Transportation Dept.  
**Scott Williams**, Dept. of Parks & Rec.  
**Lance Wyatt**, Office of the CIO  
**Greg Zickau**, Office of the CIO





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# 2017 Strategic Alignment

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## GOVERNOR'S PRIORITIES

*Empowering Idahoans*  
*Promoting Responsible Government*  
*Enhancing Economic Opportunity*



### ITA and ITLC Goals and Objectives

#### Empowering Idahoans

**GOAL:** Improve delivery and accessibility of government services and information.\*

#### Promoting Responsible Government

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

**OBJECTIVE:** Establish Information Management as a statewide discipline.

**GOAL:** Safeguard the privacy and security (confidentiality, integrity, and availability) of information.

**OBJECTIVE:** Establish a progressive, holistic enterprise approach to cybersecurity for the state.

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

**OBJECTIVE:** Collaborate on solutions to improve effective and efficient system delivery mechanisms for all agencies statewide.

#### Enhancing Economic Opportunity

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

*\* Specific objectives related to these goals were completed during the previous strategic planning cycle; new objectives will be identified for a future iteration.*

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

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**OBJECTIVE:** Establish Information Management as a statewide discipline.

**Definition:** Information management is the ability to capture, manage, preserve, store, and deliver the right information to the right people at the right time.

**Strategy 1 – Adopt the Generally Accepted Recordkeeping Principles (GARP) and related Information Governance Maturity Model (IGMM)**

*Specific tactics will be identified by the Strategic Lead and implementing Team.*

**Strategy 2 – Identify and focus on systems with Data Classification Level 3 “Restricted” or 4 “Critical” as defined in ITA Policy P4130 - Information Systems Classification.**

**Benefits:** Identifying the most sensitive data improves security by allowing a valid risk and security assessment and improves efficiency by enabling data de-duplication.

**Measurement:** An inventory of relevant systems.

**Strategy 3 – Rationalize information to Single Sources of Truth.**

**Benefits:** Reduces storage requirements and IT system usage, thereby reducing operating costs. Improves security by shrinking volume of data and systems requiring protection.

**Measurement:** Identify duplicate application functionality from inventory of systems.

**Strategy 4 – Minimize or avoid legal, social, and security risks by eliminating unnecessary data duplication and by promoting appropriate data disposition.**

**Benefits:** Improves security through awareness of sensitive data and by shrinking the volume of sensitive data. Promotes and enables legal compliance and ease of access.

**Measurement:** Duplicate systems and sensitive records reduced. Data disposition addressed in a timely manner.

**Other possible actions related to this objective:**

- ITA staff promote communication by copying policies between ITLC and IGC-EC.
- ITLC and IGC-EC collectively draft information management related policies.
- ITA consider Information Management as a focus area, specifically category 3 and 4 data.
- ITA consider adopting GARP and IGMM as a formal framework.

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

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**OBJECTIVE:** Collaborate on solutions to improve effective and efficient system delivery mechanisms for all agencies statewide.

**Strategy 1 – Establish and publish catalog or master list of Software / Hardware / Services (applications).**

**Tactic 1:** Use catalog/master list to leverage purchasing power through bulk purchases (allow opt-out for federal requirements or other exemptions).

**Tactic 2:** Share resources across agencies for guidance on products, train the trainer approaches (subject matter experts).

**Tactic 3:** Business analyst reviews common systems and bulk purchases.

**Strategy 2 – Establish discussion forum on ITLC “off” months to consider common solutions, architectures, and business requirements. Integrate business analysts as appropriate for the topic.**

*Specific tactics will be identified by the Strategic Lead and implementing Team.*

**Other possible actions related to this objective:**

- Encourage increased participation and communication between agencies
- Establish user groups / forums / blogs
- Provide investment strategies
- Ensure informational agenda items on key topics and new technologies prior to decisions
- Review execution of key initiatives (cybersecurity, cloud, big data, Office 365, VoIP, network)

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**GOAL:** Safeguard the privacy and security (confidentiality, integrity, and availability) of information.

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**OBJECTIVE:** Establish a progressive, holistic enterprise approach to cybersecurity for the state.

**Strategy 1 - Identify secure business practices.**

**Tactic 1:** Leverage expertise in the Office of Risk Management to develop and train staff on risk assessment methodologies and tools.

**Strategy 2 - Establish a security-first culture.**

*Specific tactics will be identified by the Strategic Lead and implementing Team.*

**Strategy 3 - Collaborate on a statewide basis.**

**Tactic 1:** Establish a governance framework for solutions architecture task force (see Goal 5 objectives, strategies, and tactics).

**Tactic 2:** Develop and establish a process for enterprise/federated model review specific to cybersecurity issues.

**Tactic 3:** Leverage bulk purchase capacity of the Department of Administration, Office of the Chief Information Officer, for potential agency-pooled funding opportunities.

**Tactic 4:** Considering EO 2017-02 directive for the Director of Information Security (DIS) to “develop a potential audit process,” support and promote DIS efforts for agency and vendor CSC audits as a critical component of a robust cybersecurity program.

# 2016 Strategic Plan Outcomes

|  |                 |               |
|--|-----------------|---------------|
| <b>GOAL 1: Improve delivery and accessibility of government services and information.</b>  |                 |               |
| <b>OBJECTIVE: Provide a positive experience on Idaho.gov on any device.</b>  |                 |               |
| <b>Strategies</b>  | <b>Lead</b>     | <b>Status</b> |
| Web presence for transactions  | Bill Farnsworth | ✓             |
| Needs assessment   | Bill Farnsworth | ✓             |
| Training/best practices for developers   | Bill Farnsworth | ✓             |
| Access Idaho Catalog of services   | Bill Farnsworth | ✓             |
| Gap analysis for Governor/JFAC   | Mike Teller     | ●             |
| <b>GOAL 2: Manage IT and information from the perspective of state government as a whole.</b>                                      |                 |               |
| <b>OBJECTIVE: Provide infrastructure and managed services for data, voice, and video.</b>  |                 |               |
| <b>Strategies</b>  | <b>Lead</b>     | <b>Status</b> |
| Completion of 2014/2015 strategies   | Jon Pope        | ✓             |
| Network assessment   | Jon Pope        | ✓             |
| Benefits of investment   | Mike Teller     | ✓             |
| Value of long-term network contract  | Bob Ross        | ✓             |
| <b>GOAL 3: Safeguard the security, confidentiality, integrity and availability of information.</b>                                 |                 |               |
| <b>OBJECTIVE: Implement best practices in order to help manage cybersecurity risk and maintain integrity of state information.</b> |                 |               |
| <b>Strategies</b>  | <b>Lead</b>     | <b>Status</b> |
| Adopt NIST framework   | Tom Olmstead    | ✓             |
| Training: employees & IT professionals   | Tom Olmstead    | ✓             |
| Metrics-Vulnerabilities and progress   | Tom Olmstead    | ✓             |
| Benefits (for funding)   | Mike Teller     | ●             |
| <b>GOAL 4: Promote collaborative relationships among all entities, public and private.</b>   |                 |               |
| <b>OBJECTIVE: Establish Data Center Services for the purpose of hosting state agency equipment.</b>                                |                 |               |
| <b>Strategies</b>  | <b>Lead</b>     | <b>Status</b> |
| Contracted data center requirements  | Randy Turner    | ✓             |
| Define contract ownership  | OCIO            | ✓             |
| <b>GOAL 5: Seek improvement in all aspects of information technologies and services.</b>   |                 |               |
| <b>OBJECTIVE: Establish checklist / guidance for agencies wishing to purchase Cloud Services.</b>                                  |                 |               |
| <b>Strategies</b>  | <b>Lead</b>     | <b>Status</b> |
| Requirements / participating agencies / develop checklist / publish to agencies / develop standards and guidelines                 | Mike Teller     | ✓             |
| <b>Operational Imperative</b>  |                 |               |
| IT Classification Study  | Michael Farley  | ●             |

|   |           |   |             |
|---|-----------|---|-------------|
| ✓ | Completed | ● | In Progress |
|---|-----------|---|-------------|