

FY2017 – FY2019

# NEW MEXICO

## INFORMATION TECHNOLOGY STRATEGIC PLAN

Transparent

Agile  
Enterprise

Gamification

**THOUGHT  
LEADER**

Customer  
Centric

Digital  
Literacy



*SMART GOVERNMENT*

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## PURPOSE AND CONTEXT

The purpose of the FY2017-FY2019 State of New Mexico Information Technology Strategic Plan (IT Strategic Plan) is to assist state government's technology and business leaders in making informed technology (IT) decisions for their agencies. The plan does not replace the individual agency business-oriented strategic plans; it is intended to assist agencies in aligning their use of technology with the direction established for the state's IT enterprise.

In preparing the IT Strategic Plan, the Department of Information Technology Cabinet Secretary assesses the status of the IT environment within the Agencies and the enterprise, and establishes the IT Strategic Plan as the recommendation for moving the State forward.

During the planning process the ten strategic goals from the previous FY2014-FY2016 plan were assessed and like goals were condensed into a total of five goals. Additionally, strategic goals from various other states were researched. A common goal identified in other plans and not contained within the five goals is "IT Governance". To strengthen collaboration and further leverage IT investments and establish an effective and objective mechanism for making IT investments decisions, GOAL 6 addressing IT Governance is newly added. This plan will detail the State's six strategic goals and expand to include objectives and strategies.

### FY2017-FY2019 STATE STRATEGIC GOALS

GOAL 1 - Deliver of High Quality Government Services that Will Benefit Constituents and Support Economic Development

GOAL 2 - Optimize Efficiency via Continuous Process Improvement and Maintain a High Quality Agile Technology Infrastructure

GOAL 3 – Fully leverage IT Investments through Effective Development, Implementation, Resource Optimization and Management of IT Technical Services

GOAL 4 - Effectively Manage and Value Information as an Asset to Drive Operational Efficiencies and Decision that Support Mission Needs

GOAL 5 - Recruit, Sustain and Retain the Best Technology Workforce to Effectively Deliver Excellent IT Services

GOAL 6 - Develop And Implement Governance by Which the State Coordinates Data and Information Management Programs

## MISSION AND VISION STATEMENTS

The mission and vision statements reflect the State's commitment to providing superlative excellent State IT services.

### OUR MISSION:

- Provide core enterprise IT services in a professional manner.
- Foster an environment of value-added oversight.
- Provide trusted IT leadership and vision.

### OUR VISION:

To provide the IT fabric upon which the State is enabled to execute its mission in a secure, reliable and efficient manner:

- Empower functional elements to innovate in their unique domains, with an emphasis on customer service.
- Leverage existing IT investments in a manner that equips the State to evolve with emerging technologies.
- Provide valuable, coherent, and responsible investment of IT resources.
- Leverage systems-thinking in achieving consolidated state IT procurement and standardized execution of initiatives.

### Core Values:

**Collaborate:** We believe in working together, participating, sharing, staying involved, and consensus building.

**Communicate:** We believe in disseminating correct and timely information, promptly informing those affected by our decisions and encourage feedback and constructive criticism.

**Creativity:** We encourage creativity, thinking out-of-the-box, valuing other people's ideas, challenging the status quo and seeking opportunities to implement cutting-edge technologies.

**Excellence:** We strive for excellence in everything we do and work hard to exceed the expectations of our partners.

**Foresight:** We are visionaries who strive to envision the future promise of technology, make every effort to consider the impact of today's decisions on future endeavors and bring those opportunities to fruition, through thoughtful and strategic planning.

**Hard Work:** We constantly work hard to accomplish greater success, believe in perseverance, resolve, and not becoming dissuaded by failures.

**Integrity:** We are honest, responsible for our actions, reliable and trustworthy, deliver what we promise and follow our mission with utmost sincerity.

**Learn:** We constantly seek opportunities to learn new things, commit ourselves to professional development and personal growth, encourage cross-training and mentoring and learn from our mistakes and successes.

**Respect:** We believe in professionalism and are courteous, cordial, sensitive, considerate and supportive.

**Task Oriented:** We are focused; organized; make informed decisions; produce results that support the State's priorities; act with a sense of urgency; encourage feedback; and clearly define our goals and objectives.

**Team Environment:** We foster a team environment within IT; value diverse skills and experiences; support each other and work hard towards organizational success.

## INFORMATION TECHNOLOGY COMMISSION

The Department of Information Technology Act establishes the Information Technology Commission. The commission consists of 15 voting members, each representing a specific constituency along with a number of non-voting members. It serves as a sounding board for the Department of Information Technology and is responsible for reviewing and approving the development and implementation of the FY2017-FY2019 State of New Mexico Information Technology Strategic Plan or IT Strategic Plan, as well as the State of New Mexico Framework for Enterprise Architecture Program or IT Enterprise Architecture.

The importance of IT per Commissioner Jim Hall, ITC Chair:

- IT performs the basis for all business operations and for almost all the work we do from service to citizens and organizations.
- IT has gone from being an appendage to fundamental; in which the State cannot do without. If done right, IT can transform organizations to make a huge difference in people's lives.

## INFORMATION TECHNOLOGY ENTERPRISE ARCHITECTURE

The IT Strategic Plan defines direction and priorities, while the IT Enterprise Architecture defines standards and the framework for achieving these directions and priorities. As the Governor and/or State Legislature identify priorities for IT, the IT Strategic Plan incorporates these priorities within the plan.

The Department of Information Technology Act requires that the Annual Agency IT plans, projects, appropriation requests and IT procurements are in compliance with both the IT Strategic Plan and the IT Enterprise Architecture.

Agency activities (IT Forum and IT Work Group) also provide input into the Department of Information Technology enterprise service planning, as well as the Enterprise IT Enterprise Architecture, and in turn to the IT Strategic Plan development.

## **GOAL 1 – DELIVER HIGH QUALITY GOVERNMENT SERVICES THAT WILL BENEFIT CONSTITUENTS AND SUPPORT ECONOMIC DEVELOPMENT**

### **STRATEGIES**

#### **STRATEGY 1.1**

The Department of Information Technology Cabinet Secretary, as Chief Information Officer (CIO), will develop an IT Strategic Plan that will provide guidance to agencies, outlining cost-efficient strategic directions to be incorporated into Annual Agency IT Plans. The IT Strategic Plan will include cost-efficient solutions to Agency business requirements. IT will advance "smart government" via the application of emerging technology for constituents and stakeholders, with an emphasis on delivering service in a manner in which citizens have come to expect in a digital world.

#### **STRATEGY 1.2**

Identify and develop multi-agency service delivery applications, providing comprehensive and easy to use access to government services. Establish and maintain an agency application information map that will outline how IT is used to provide services. The information map will be used to provide a background for Agency and enterprise IT planning, including the development of inter-agency data sharing programs.

#### **STRATEGY 1.3**

Established models of IT governance, service management, project management and system development life cycle; as well as independent verification and validation; will be used to provide productive frameworks, best practices, and common language and terminology that will be useful in maturing and improving the agency and enterprise IT efforts.

### **INITIATIVES**

#### **INITIATIVE 1.1**

##### **GOVERNMENT DATA TRANSPARENCY AND SERVICES PORTALS FOR NEW MEXICO'S CITIZENS AND BUSINESSES**

As a strategic initiative in Smart Government, the Department of Information Technology will collaborate with agencies to develop a Government Service Portal for residents and businesses. Such a portal will be made possible by identifying and developing multi-agency service delivery applications to provide comprehensive and ubiquitous access to government services.

#### **INITIATIVE 1.2**

##### **ESTABLISH AND MAINTAIN A STATE AGENCY APPLICATION INFORMATION MAP**

For each agency an application information map will be established that will illustrate how IT is used to provide services. This information map will be used for Agency and enterprise IT planning, including the development of inter-agency data sharing programs.

#### **INITIATIVE 1.3**

##### **ESTABLISH BUSINESS DOMAIN TEAMS FOR THE DEVELOPMENT OF INTERAGENCY COLLABORATION AND DATA-SHARING PROGRAMS**

Five business domains; 1) Constituent Services, 2) Justice, 3) Resource Management, 4) Government Operations, and 5) Education; will be re-established to help the State understand the functionality that IT could bring to agencies and the possibilities that could be derived from collaboration between and among agencies in the same business domain.

This strategic initiative around the Business Domain Model calls for agencies within a specific domain to work together to find common data sets and business processes that can be better coordinated. Organizational meetings will be held along the business domain line with agency CIOs and IT leads who are members of specific domains. An agenda and expectations for each of the domains will be presented and progress will be reported to the Information Technology Commission on a periodic basis.

1) Constituent Services

Constituent services describe the mission and purpose of the New Mexico government in terms of the services it provides both to and on behalf of the state's residents. It includes the delivery of resident-focused, public, and collective goods and/or benefits as a service and/or obligation of state government to benefit and protect the state's general population.

Constituent Agencies:

Aging and Long Term Services Department; Children, Youth and Families Department; Commission for the Blind; Commission for the Deaf and Hard of Hearing; Commission on the Status of Women; Department of Health; Department of Military Affairs; Department of Veterans Services; Developmental Disabilities Planning Council; Educational Retirement Board; Governor's Committee on Concerns of the Handicapped; Health Policy Commission; Human Services Department; Indian Affairs Department; Miner's Colfax Medical Center; New Mexico Department of Workforce Solutions (Formerly Department of Labor); ONGARD; Public Employees Retirement Association; Retiree Health Care Authority; Taxation and Revenue Department; Workers Compensation Administration

2) Justice

Justice services range from public safety and law enforcement, homeland security, courts and corrections; with its criminal management responsibilities.

Justice Agencies:

Administrative Office of the Courts; Administrative Office of the District Attorneys; Attorney General's Office; Crime Victims Reparations Commission; Department of Corrections; Department of Public Safety; Judicial Standards Commission; New Mexico Sentencing Commission; and Public Defender Department

3) Resource Management

Resource Management encompasses natural and man-made state resources. Economic development, energy management, environment management, natural resources such as game, fish and water, transportation and highways are all elements of the resource management business domain.

Resource Management Agencies:

Board of Engineers and Surveyors; Department of Cultural Affairs; Department of Transportation; Economic Development Department; Energy, Minerals & Natural Resources Department; Environment Department; Game & Fish Department; Livestock Board; Office of the State Engineer; Organic Commodity Commission; State Fair Commission; State Land Office; State Records Center and Archives; Tourism Department

4) Government Operations

Government Operations refers to the back office support activities that enable the government to operate effectively. Finance, controls and oversight, executive functions, property management, IT and human resource

management are among such activities of Government Operations.

Government Operations Agencies:

Board of Architect Examiners; Board of Nursing; Department of Finance and Administration; Department of Homeland Security; Department of Information Technology; Gaming Control Board; General Services Department; Governor's Office; Medical Board; Public Regulation Commission; Racing Commission; Regulation and Licensing Department; Secretary of State; State Auditor's Office; State Investment Council; State Personnel Office; State Treasurer's Office; Veterinary Medicine Board

5) Education

Education refers to those activities that impart knowledge or understanding of a particular subject to the public. Education can take place at a formal school, college, university or other training program. This line of business includes all government programs that promote the education of the public, including both earned and unearned benefit programs.

Education Agencies:

Council on Technology in Education; Department of Higher Education; Public Education Department; SDE - Division of Vocational Rehabilitation

**INITIATIVE 1.4  
ESTABLISH INTERAGENCY COMMON BUSINESS  
FUNCTION COLLABORATION**

Across agencies there are common business functions that will benefit from inter-agency function collaboration. Business functions that are common across agencies include fees and payment

collections, interfaces to the credit card and banking system, license processing, etc.

**INITIATIVE 1.5  
DEFINE THE ROLE OF SOCIAL MEDIA AND SOCIAL  
NETWORKS WITHIN STATE GOVERNMENT**

Inter-agency social networking sites can promote cooperation and communication across state government and establish connections for information sharing. Through social media, the State is in a position to develop mutually beneficial relationships that assist in the delivery of high quality government services. The task at hand is to determine the role that social media and social networking has in state government.

**INITIATIVE 1.6  
PROMOTE THE USE OF ITIL – AN ENTERPRISE  
MODEL FOR OPERATIONS AND SERVICE DELIVERY**

The Information Technology Infrastructure Library (ITIL) is a model for operations and service delivery that grew out of the United Kingdom's Office of Government Commerce. The model is useful in the planning and operations of an agency IT organization, and especially in project planning for transitions to operations.

**INITIATIVE 1.7  
PROMOTE AN ENTERPRISE MODEL FOR MANAGING  
IT PROJECTS**

The Project Management Institute (PMI) promotes professional management of projects, whether they are IT or any other major effort. Where Business Domains, COBIT, and ITIL relate to ongoing programs, project management by definition deals with projects which are temporary endeavors undertaken to create a unique product, service or result.



**INITIATIVE 1.8**

**PROMOTE THE USE OF AN ENTERPRISE MODEL FOR A SYSTEM DEVELOPMENT LIFE CYCLE**

Several development and implementation methodologies are recognized within the IT industry as providing structured processes for achieving project success. The size, solution, complexity and products to be implemented are key elements of making the decision on the specific methodology to be used. Each agency should use a proven standard for project implementation.

**INITIATIVE 1.9**

**IMPLEMENT THE USE OF AN ENTERPRISE MODEL FOR INDEPENDENT VERIFICATION AND VALIDATION**

The State recognizes the need for projects to be seen from an independent and objective perspective to assure that the projects are being managed appropriately, are addressing the purpose for which funding was appropriated or assigned and are meeting intended outcomes..

**INITIATIVE 1.10**

**IDENTIFY OPPORTUNITIES FOR DATA AND RESOURCE SHARING, COMMON ARCHITECTURES, AND CUSTOMER CENTRIC SERVICES**

Establish focus teams to identify, discuss and analyze options and opportunities for resource sharing. Cost-effective solutions for supporting technologies, applications, geographic distribution of resources, and services should be reviewed. This will include a review of how other states and government entities have implemented shared resource programs to improve service and/or save money.

**INITIATIVE 1.11**

**ESTABLISH A FRAMEWORK FOR MOBILITY AND SMART DEVICE SERVICES**

As handheld devices and next generation service provider networks enable rich real time user experiences, mobility is fast emerging as a critical component of enterprise application architecture. Mobile solutions and applications will enable State employees and constituents to interact and transact in real time. This will necessitate substantial changes to enterprise application design and implementation.

A framework will be established to define standards and best practices for mobile enabled websites, mobile application platforms, and mobile application development.

## **GOAL 2 - OPTIMIZE EFFICIENCY VIA CONTINUOUS PROCESS IMPROVEMENT AND MAINTAIN A HIGH QUALITY AGILE TECHNOLOGY INFRASTRUCTURE**

### **STRATEGIES**

#### **STRATEGY 2.1**

The agency IT Plan process will be leveraged and improved to structure a common framework for agency IT planning and to gather data for a statewide enterprise approach to IT planning.

#### **STRATEGY 2.2**

The State will develop a strategic business plan that defines the vision for services and revenues over a five-year horizon.

#### **STRATEGY 2.3**

The State will develop/promulgate promote solutions to improve the State public safety interoperability communication capabilities.

#### **STRATEGY 2.4**

The State will leverage enterprise expanded broadband telecommunications in New Mexico to increase bandwidth available via fiber or digital microwave to rural agency sites, tele-health sites, public safety and public education institutions.

### **INITIATIVES**

#### **INITIATIVE 2.1**

##### **SUPPORT AGENCY IT PLANNING THROUGH THE AGENCY IT PLAN PROCESS**

The strategic goal for the agency IT Plan is twofold: to assist an agency in structuring agency IT planning process and to provide a catalyst for enterprise IT planning.

#### **INITIATIVE 2.2**

##### **INITIATE AND SUPPORT AGENCY IT SERVICE MANAGEMENT EFFORTS**

The Department of Information Technology has established the IT Service Management Plan, indicating its intention to establish an IT Service Management Program for the enterprise services it provides for agencies. Included in this plan is a commitment to the Information Technology Infrastructure Library (ITIL) as the enterprise model for IT operations and service delivery. Agencies are encouraged to adopt this enterprise service model within their internal IT services.

#### **INITIATIVE 2.3**

##### **CREATE AND PUBLISH ANNUAL AGENCY PLAN REVIEWS**

In the State's enterprise IT planning process, the agency IT Plan provides invaluable information about the status of IT within agencies. A collaborative effort between the Department of Information Technology and Agencies will define the necessary information to be included in the Annual Agency IT Plans.

Beginning with the Annual Agency IT Plans submitted in September as part of the fiscal year planning process, an annual plan review will be prepared. As part of the Department of Information Technology strategic planning process, information requested in the Annual Agency IT Plan will be compiled on an enterprise level, and where appropriate it will be put into a report format to be shared with the ITC, the agency CIOs, IT Leads and others.

**INITIATIVE 2.4  
IDENTIFY JOINT FUNDING OPPORTUNITIES**

The planning process provides an opportunity to identify agency specific plans for new applications, services, and processes that can be shared by other Agencies. Early planning for these joint initiatives can lead to a shared funding approach. Support for the funding can then be provided by all entities, including the Department of Information Technology.

**INITIATIVE 2.5  
DEVELOP A FIVE YEAR BUSINESS PLAN FOR SERVICES AND REVENUES**

Development of a long term plan for services with projected revenues will mitigate the development of duplicative services within each organization and lower the total cost of ownership. Without a long-term plan, updated on an ongoing basis, the state is not able to make effective decisions about technology investments.

The plan will include projected revenues based upon expected agency need and service rates. This will also include a reduction in revenues for services that are planned for discontinuance.

**INITIATIVE 2.6  
IMPROVE INTEROPERABILITY OF PUBLIC SAFETY COMMUNICATIONS**

The State, in collaboration with federal, state and local public safety entities, will take steps on a variety of fronts to improve interoperability. The process of achieving statewide interoperability will require important interim measures to move forward.

**INITIATIVE 2.7  
IMPLEMENT A PUBLIC SAFETY STATE-WIDE BROADBAND NETWORK**

Signed into law on February 22, 2012, the Middle Class Tax Relief and Job Creation Act created the First Responder Network Authority (FirstNet). The law gives FirstNet the mission to build, operate and maintain the first high-speed, nationwide wireless broadband network dedicated to public safety. FirstNet will provide a single interoperable platform for emergency and daily public safety communications. The State will collaborate with FirstNet in this initiative.

**INITIATIVE 2.8  
IMPLEMENT A BUSINESS CONTINUITY/DISASTER RECOVERY CENTER**

The state will plan and implement a secondary State Data Center that will be used for resilience and recovery for State applications.

## **GOAL 3 – FULLY LEVERAGE IT INVESTMENTS THROUGH EFFECTIVE DEVELOPMENT, IMPLEMENTATION, RESOURCE OPTIMIZATION AND MANAGEMENT OF IT TECHNICAL SERVICES**

### **STRATEGIES**

#### **STRATEGY 3.1**

An effective statewide IT Enterprise Architecture will be established to support public entities with their mission-based applications, providing a strong foundation of standards and best practices across the IT life cycle.

#### **STRATEGY 3.2**

The State, in consultation with public entities, will define application architecture(s) to limit the range of supported environments in order to develop concentrated skills and expertise and reduce costs with the established exception process leveraged as appropriate.

#### **STRATEGY 3.3**

With the increased emphasis on web applications and cloud computing, the state will establish architectural standards for agency web applications and promote shared common development and production platforms for these web applications.

#### **STRATEGY 3.4**

Maximize agencies' efforts in support of their unique mission-critical programs and applications, while shifting support for enterprise infrastructure services to the state as the provider.

#### **STRATEGY 3.5**

The State will reduce wasteful duplication, decrease costs and increase the efficiency of services.

### **INITIATIVES**

#### **INITIATIVE 3.1**

##### **UPDATE THE INFORMATION TECHNOLOGY ENTERPRISE ARCHITECTURE FRAMEWORK**

The State of New Mexico Framework for Enterprise Architecture Program will be updated to support and guide ongoing architecture efforts. Technical domain teams will be established to identify and to develop standard-based enterprise services

The following ten principles for IT in the State that should serve as the foundation for revisiting and updating the IT Enterprise Architecture:

- 1) The State will maintain a single IT Enterprise Architecture. Strategic planning, resource allocation and IT investments will be optimized at the state level. The architecture definition will serve to focus on a core set of technologies to be supported by the state, enabling skill set development and preservation.
- 2) The IT Enterprise Architecture will be consistent with and supportive of the state's strategic direction. RFP language will specify the technology architecture requirements to ensure compliance with the standard.
- 3) The IT Enterprise Architecture will drive the IT investment process to evaluate and improve investments in information systems.

- 4) The IT Enterprise Architecture is designed to support its core operations.
- 5) The IT Enterprise Architecture encourages the development of enterprise, or shared solutions to support common business functions.
- 6) The IT Enterprise Architecture will be standards-based to ensure the interoperability of systems and the stability of the environment.
- 7) The State data and information are enterprise assets.
- 8) The IT Enterprise Architecture seeks to reduce complexity, risk, and improves efficiency.
- 9) The IT Enterprise Architecture will support reuse for all enterprise architecture components.
- 10) Security must be designed in all architectural layers.

### INITIATIVE 3.2

#### ESTABLISH TECHNICAL DOMAIN TEAMS

This initiative will re-establish the technical domain teams' effort to assist in the development of standards and best practices in a number of areas. These domain teams, consisting of technical volunteers from various Agencies, will provide input into a number of technical areas, including but not exclusively the following:

- 1) Application Domain  
The Application Domain focuses on effective application architecture to enable a high level of system integration, reuse of components, and rapid deployment of applications in response to changing business requirements.
- 2) Platform Domain  
The Platform Domain defines roles, policies, standards, life-cycle definitions and decision-making criteria for the

acquisition, deployment, set-up and provisioning of computing and data storage hardware.

- 3) Systems Management  
The Systems Management Domain defines the roles, technologies, standards, and policies necessary to identify and manage the information assets of the state. The Systems Management Domain comprises standards for identification, administration, audits, and disposal.
- 4) Network Domain  
The Network Domain defines roles, policies, standards, life-cycle definitions and decision-making criteria for the acquisition, deployment, setup and provisioning of information and communications infrastructure.
- 5) Cyber Security Domain  
The Cyber Security Domain defines roles, policies, standards, definitions and decision-making criteria for cyber security.

### INITIATIVE 3.3

#### SUPPORT GEOSPATIAL INFORMATION TECHNOLOGY

A New Mexico Geospatial Strategic Program will be initiated that provides an open forum for state, local, federal, regional, tribal, and private interests to:

- 1) Coordinate geospatial information and technologies in New Mexico State Government;
- 2) Develop policy recommendations and guidelines concerning geospatial data and technologies in New Mexico State Government; and
- 3) Share geospatial information among all government agencies and the public.

**INITIATIVE 3.4  
PUBLISH AND ESTABLISH COMMON WEB  
APPLICATION ENVIRONMENTS.**

Establish an enterprise web architecture and associated development, test and production standardized platforms. State web sites will align with the State interface branding and standards.

**INITIATIVE 3.5  
DEVELOP THE FRAMEWORK FOR RESOURCE  
OPTIMIZATION.**

Define the criteria for IT resource optimization to leverage economies of scale; mitigate and eliminate duplication; virtualized

infrastructure; and provide resilience in data center designs. The structure will include agency involvement in planning toward the achievement of target areas. IT Resource Optimization includes a common hosting/data center model with standards for power protection, physical access, weather and other best practice operational standards.

## **GOAL 4 - EFFECTIVELY MANAGE AND VALUE INFORMATION AS AN ASSET TO DRIVE OPERATIONAL EFFICIENCIES THAT SUPPORT MISSION NEEDS**

### **STRATEGIES**

#### **STRATEGY 4.1**

Implement an asset management program with policy and procedure to identify, track and control IT assets.

#### **STRATEGY 4.2**

Provide project oversight for planning, appropriation request, project certification and procurement.

#### **STRATEGY 4.3**

Increase knowledge and understanding of project management best practices within the Agencies by providing opportunities for training to IT staff.

#### **STRATEGY 4.4**

Implement and monitor a strategic, comprehensive enterprise information security and IT risk management program to ensure the integrity, confidentiality and availability of information owned, controlled or processed by the state.

#### **STRATEGY 4.5**

Enhance the IT Security Program with the assignment of a Chief Information Security Officer that will be responsible for identifying, evaluating and reporting on information security risks. Reporting will be in compliance with regulatory requirements and aligned with and support the risk posture of the State Enterprise Services.

### **INITIATIVES**

#### **INITIATIVE 4.1**

##### **PROJECT PORTFOLIO MANAGEMENT SYSTEM**

An Enterprise Project Portfolio Management system will enable the State to automate and track online agency project certifications from their initial appropriation request through project closure. The portfolio will include procurements, certification documents, and associated project documents.

#### **INITIATIVE 4.2**

##### **PROVIDE THE FRAMEWORK FOR PROJECT CERTIFICATION**

Maintain the established project certification process for IT projects that fit into certain parameters. During this process, projects are reviewed to assure that the projects are well managed. Reviewers ensure that the agency has anticipated and addressed risks to ensure the successful completion of the project. Projects are also reviewed for their compliance with Enterprise Architectural and operational standards.

#### **INITIATIVE 4.3**

##### **ENHANCE IT CONTRACT MANAGEMENT PROCESSES**

The State will establish an online contract management system accessible to the agencies. A contract management solution will benefit both internal and external customers by enabling each to manage and track their contracts. Improving process management, increasing workflow efficiency and automate retrieval of information and statistics. Agencies will have the ability to view the status of their contracts, which will alleviate the need for telephone

calls. A product and cost evaluation will be conducted to select a solution.

**INITIATIVE 4.4  
IMPROVE VENDOR OR SUPPLIER MANAGEMENT**

Agencies utilize vendors or suppliers to acquire IT equipment, software applications and professional services as well as maintenance and warranty coverage. A key initiative toward meeting the strategy of more effectively and efficiently managing IT investments will be a more proactive stance in vendor or supplier management.

**INITIATIVE 4.5  
EVALUATE ENTERPRISE LICENSING AND  
IMPLEMENT AS APPROPRIATE**

Enterprise licensing is a specific instance of the vendor or supplier management, and a variation on the state price agreement process. Through a concerted effort the focus of licensing will shift from agency-by-agency licensing agreements to a State enterprise approach that holds not only for licensing, but for support and training as well, resulting in both price advantages and knowledge-sharing between agencies. Focus teams will evaluate opportunities for implementation of enterprise licensing to reduce overall cost.

**INITIATIVE 4.6  
IMPLEMENT IT ASSET MANAGEMENT**

The following three business requirements have been identified for asset management: Accountability for IT Components and Assets; Assess Total Cost of Ownership and Assess Fully Capitalized Value of Assets. Implement a State IT asset management initiative that will identify products, their cost and the value to be received.

**INITIATIVE 4.7  
DEVELOP A STATE INFORMATION TECHNOLOGY  
SECURITY PROGRAM**

Facilitate information security governance through the implementation of a hierarchical governance program, including

the formation of an information security steering committee or advisory board.

The governance program will establish an IT Security Program that will develop enterprise information security architecture and information security policies, standards, and procedures using best practices.

The IT Security Program will establish metrics and reporting framework to measure the efficiency and effectiveness of IT security and facilitate the appropriate resource allocation.

**INITIATIVE 4.8  
PROMULGATE AND ENFORCE STATE CYBER  
SECURITY STANDARDS**

Multiple organizations establish their own classification rules and procedures, resulting in inconsistent use and understanding of security markings. Differing requirements for access and certification and accreditation inhibit trust across the Intelligence Community. Key security concepts are needed for consistent certification and accreditation practices, uniform information security standards across the Intelligence Community for accessing data to enable information sharing.

**INITIATIVE 4.9  
INITIATE AND SUPPORT INTER AGENCY DATA-  
SHARING**

Information sharing is a wide-ranging, multi-layered issue that spans governance, policy, technology, culture, and economic facets. For information sharing to improve, the state will identify and address critical questions about how the Intelligence Community operates in each of these areas. The initiative promotes collaboration and uniformity in sharing practices and increases availability of intelligence data without compromising security.



## **GOAL 5 - RECRUIT, SUSTAIN AND RETAIN THE BEST TECHNOLOGY WORKFORCE TO EFFECTIVELY DELIVER EXCELLENT IT SERVICES**

### **STRATEGIES**

#### **STRATEGY 5.1**

Promulgate and support best management practices that encourage IT employee development, productivity and integrity to ensure retention of valuable state human resources and experience.

#### **STRATEGY 5.2**

Improve the IT professional status in the state. Define a State program structured to improve the status of the IT professional in State government that will result in higher retention rates, improve staff morale, productivity, innovation while maintaining a more stable and knowledgeable IT workforce in support of improved IT services to State agencies.

### **INITIATIVES**

#### **INITIATIVE 5.1**

##### **DEVELOP A PROGRAM TO IMPROVE THE IT PROFESSIONAL STATUS IN STATE GOVERNMENT**

A state program structured to improve the status of the IT professional in state government will be designed to result in higher retention rates; improve staff morale, productivity and innovation; while maintaining a more stable and knowledgeable IT workforce in support of improved IT services to agencies. The program will include:

- 1) An analysis of what other states are doing to address the status of the IT professionals in State government.
- 2) The development of an IT professional career ladder within the Executive Agencies that provides incentives for achievement of degrees and or certifications, rewards IT employees for critical successes, and supports professional development through adequate technical occupancy group classifications.
- 3) The development of an enterprise training program that enable personnel to stay current in their skill set providing agency IT programs with adequately trained staff.
- 4) Promote adequate agency budgeting of resources for IT training.

## GOAL 6 - DEVELOP AND IMPLEMENT GOVERNANCE BY WHICH THE STATE COORDINATES DATA AND INFORMATION MANAGEMENT

### STRATEGIES

#### STRATEGY 6.1

IT Governance ensures that IT resources are used effectively and efficiently and are used to meet the strategic goals and objectives of the state. IT Governance ensures that the right projects are executed at the right time.

#### STRATEGY 6.2

Through IT governance evaluate proposed and current technology initiatives to ensure the State is properly leveraging existing investments and managing initiatives to better position the State as a technology leader.

#### STRATEGY 6.3

Exercise IT Governance in the management of State data and Information.

### INITIATIVES

#### INITIATIVE 6.1

##### IMPLEMENT AN ENTERPRISE MODEL FOR IT GOVERNANCE

COBIT or *Control INITIATIVES for Information and related Technology* is a model established by the IT Governance Institute to assist organizations to develop organizational structures and processes by which to align the use of IT with the business strategy of the organization.

The COBIT model is organized into four processes:

- 1) Plan and Organize
- 2) Acquire and Implement
- 3) Deliver and Support
- 4) Monitor and Evaluate

The strength of the COBIT model is that it is easily understood and applicable to agency IT management. This model is useful as a planning and reference for Agency senior management, including the Agency CIO or IT Lead.

#### INITIATIVE 6.2

##### FOCUS ON THE MANAGEMENT AND GOVERNANCE OF DATA WITHIN THE STATE

The State recognizes that data is an enterprise asset that can be leveraged to allow the state government to operate more efficiently and effectively. Therefore the State will implement a statewide data strategy to enable an efficient government that makes the right decisions with the right data, irrespective of the organization. Data

integration hubs will be implemented to reduce redundancy of data and to move toward the concept of a master data source.