

State  
**Technology**  
Strategic Plan

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**2018**

**Idaho Technology Authority (ITA)**

*State of Idaho*



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## **Introduction**

As the Chairman of the Idaho Technology Authority (ITA), I'd like to extend my sincerest thanks for your participation and effort that contributed to a successful IT strategic planning process.

Strategic planning enhances communication between agencies, builds trust and creates opportunities for collaboration. We've witnessed multi-agency partnerships for key technologies that reduced costs and complexity over those solutions pursued individually. Results like this are important, but there are many tangential gains derived from our formal strategic planning process that are difficult to measure.

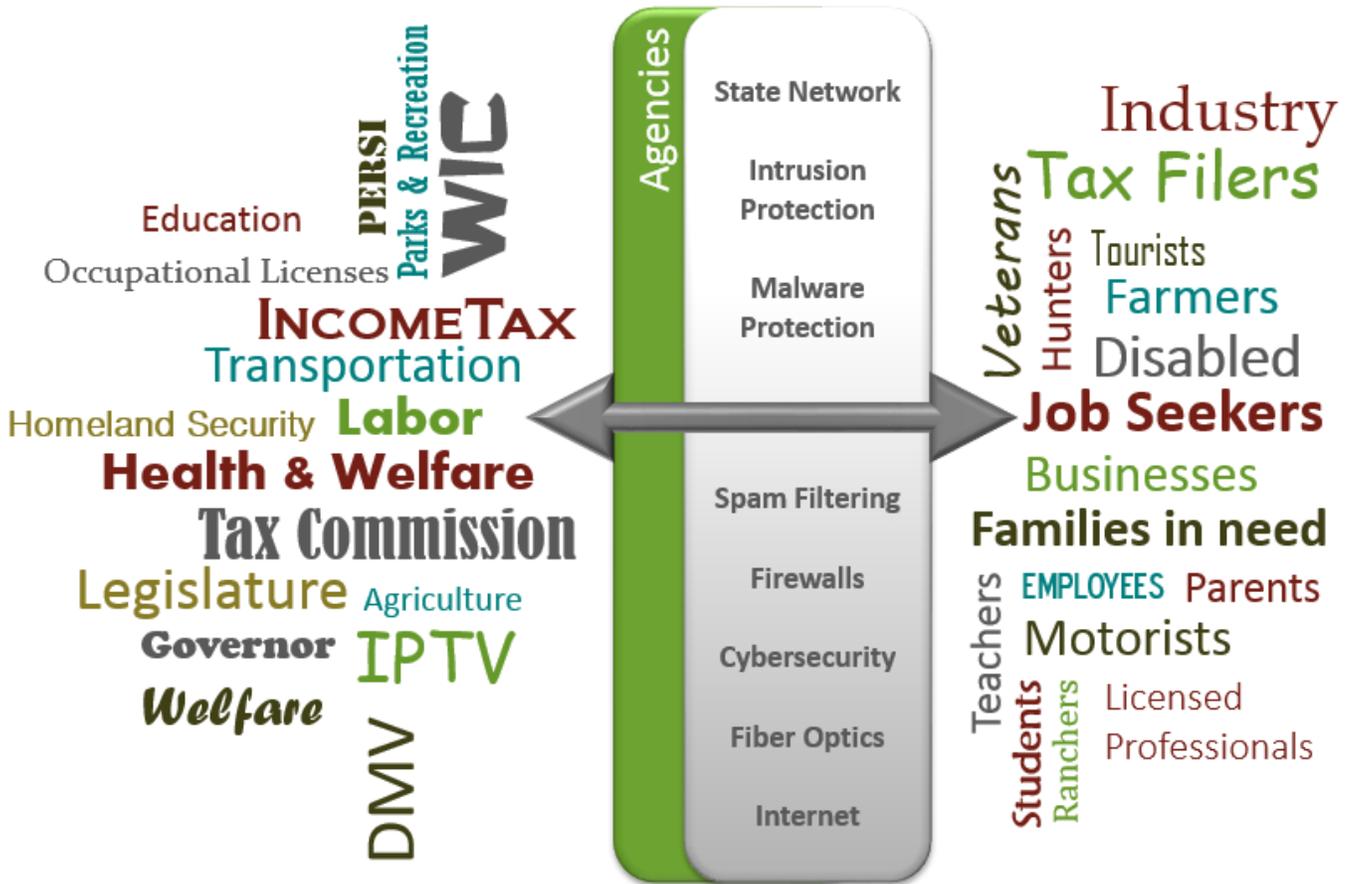
Other initiatives outside the planning processes are also having a positive impact to the IT community. The creation of the Office of Information Technology Services (ITS) under the Office of the Governor is one such action that punctuates the importance of IT in our state. The vision is for ITS to take a lead role in identifying and implementing more effective and efficient technology solutions for government. With an early focus on consolidating common functions, ITS could facilitate the application of needed resources to critical issues such as cybersecurity.

Any discussion of change, such as that which comes about under consolidation, is sure to create anxiety. I'm well aware IT professionals are concerned about personal and professional impacts; leaders and directors with the impact on their agency's mission; as well as any employee who simply needs technology to perform their job. While such anxiety may be a normal human response, ITS leadership is committed to understanding and addressing every agency's concerns. We'll continue to communicate openly with all effected groups to lessen apprehension wherever possible.

The ITA and the ITLC, in conjunction with ITS, have a role in shaping the direction of IT governance and in identifying and addressing concerns along the way. That role continues with this Strategic Plan but doesn't end here. We'll continue to work together to meet the expectations and needs of the agencies and citizens we serve.

Jeff Weak, ITA Chair

# Technology and Service



Technology enables service and is usually the direct conduit for service. 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.

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

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.

# Strategic Planning Session Participants

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June 21, 2018

<b><u>Department of Fish &amp; Game</u></b>	Bob Ross ( <i>ITLC Chair</i> )
<b><u>Department of Correction</u></b>	Randy Turner ( <i>ITLC Vice Chair</i> )
<b><u>Department of Health &amp; Welfare</u></b>	Michael Farley
<b><u>Transportation Department</u></b>	Chris Victory
<b><u>Department of Labor</u></b>	Eric Beck
<b><u>State Tax Commission</u></b>	Terry Ford
<b><u>IT Services, Office of the Governor</u></b>	Jeff Weak Greg Zickau Jon Pope Chris Smith Bill Farnsworth Lance Wyatt Diego Curt Erin Seaman

# 2018 Strategic Alignment

## GOVERNOR'S PRIORITIES

*Empowering Idahoans  
Promoting Responsible Government  
Enhancing Economic Opportunity*

### ITA and ITLC Goals and Objectives

<p><b>Empowering Idahoans</b></p>	<p><b>GOAL:</b> Improve delivery and accessibility of government services and information.*</p>
<p><b>Promoting Responsible Government</b></p>	<p><b>GOAL:</b> Manage IT and information from the perspective of state government as a whole.</p> <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• Establish Information Management as a statewide discipline.</li> <li>• Align statewide IT procurement to planned IT solutions.</li> <li>• Collaborate on solutions to improve effective/efficient system delivery mechanisms for all agencies.</li> </ul>
	<p><b>GOAL:</b> Safeguard the privacy and security (confidentiality, integrity, and availability) of information.</p> <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• Adopt secure business practices for all agencies and stakeholders.</li> <li>• Promote security-first culture statewide.</li> </ul>
	<p><b>GOAL:</b> Seek improvement in all aspects of information technologies and services.</p> <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>• Facilitate information sharing and technical forums for specific groups.</li> <li>• Est. enterprise solutions/standard toolsets for common requirements.</li> <li>• Adopt standards-based service model.</li> </ul>
<p><b>Enhancing Economic Opportunity</b></p>	<p><b>GOAL:</b> Promote collaborative relationships among all entities, public and private.*</p>

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

# Goal: Safeguard the privacy and security (confidentiality, integrity, and availability) of information.

**Objective:** Adopt secure business practices for all agencies and stakeholders.

**Strategy:**

**Objective:** Promote security-first culture statewide.

**Strategy:** Expand outreach statewide.

- **Tactic:** Identify and pursue new opportunities to address local/tribal governments **Jeff Weak**
- **Tactic:** Refresh information available at cybersecurity.idaho.gov **Lance Wyatt**

**Strategy:** Encourage cybersecurity discussions among all personnel

- **Tactic:** Make cybersecurity event and incident information interesting and available to broad audience **Lance Wyatt**
- **Tactic:** Post current events/talking points to cybersecurity.idaho.gov **Lance Wyatt**

## SWOT Analysis: Cybersecurity

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ Personnel are dedicated and technically proficient</li> <li>✓ ITS – Good start at central security; reflects support at highest levels</li> <li>✓ Willingness to collaborate across agencies has improved significantly</li> </ul>	<ul style="list-style-type: none"> <li>- Budget and purchasing processes are slow compared to pace of technological change, evolution of threats</li> <li>- Need for better collaboration – some agencies remain reclusive</li> <li>- Compliance with standards does not include detection of variances and enforcement</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>✓ Changing culture to heighten awareness among personnel through consistent training and education</li> <li>✓ Consolidation of common services and introduction of standardized platforms                             <ul style="list-style-type: none"> <li>○ Reduce costs by reducing systems quantity and bulk licensing of software</li> <li>○ Improve efficiency by creating deeper expertise, shared across agencies, on key tools</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Underestimating cybersecurity threats</li> <li>- Misunderstanding the threats</li> <li>- Funding is often lagging or insufficient to address emerging cyber issues</li> <li>- Transparency is often at odds with cybersecurity practice</li> </ul>

# Goal: Seek improvement in all aspects of Information technologies and services.

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**Objective:** Facilitate information sharing and technical forums for specific groups

**Strategy:** ITLC identify opportunities (e.g. network administrator) and match facilitators to specific opportunities

**ITLC Chair**

- **Tactic:** refocus security TWG to address collaboration within cybersecurity

**Objective:** Establish enterprise solutions or standard toolsets for common requirements

**Strategy:** ITLC to identify and prioritize 2-3 potential solutions or tools; and identify facilitators matched to specific opportunities.

**ITLC Chair**

*Possible solutions: KnowBe4 training; UC Skype; SIEM; mobile security; identity services; integration of systems such as records management and security.*

**Possible new objective:** Adopt standards-based service model

**Strategy:** Assess Information Technology Infrastructure Library (ITIL) adoption rate among agencies for possible formal adoption

- **Tactic:** Focus on Incident and Change Management

## SWOT Analysis: Efficiency in IT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ Personnel are public service-minded and true subject matter experts</li> <li>✓ Currently available technology that is commonly in use can be leveraged across agencies</li> </ul>	<ul style="list-style-type: none"> <li>- No service model; standards</li> <li>- Personnel: hard-to-fill positions</li> <li>- Limited use of testing or pilot groups for common solutions</li> <li>- IT job classifications (descriptions, families, positions)</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>✓ Collaboration with subject matter experts in finding solutions</li> <li>✓ Advertise wins! Including recent achievements in multi-agency projects</li> <li>✓ Collaborative development of "future" (ITS: roadmap; strategy; governance)</li> <li>✓ Established governance structure: build on ITA/ITLC and ITS</li> </ul>	<ul style="list-style-type: none"> <li>- Perceived lack of control or loss of control by personnel</li> <li>- Blending of cultures -&gt; No core values established across agencies</li> </ul>

# 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. *(2017 objective)*

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**Strategy:** Transition information to single person/single record.

**Strategy:** Seek authoritative source of data (“single truth”) on all new systems.

**Objective:** Align statewide IT procurement to planned IT solutions.

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**Strategy:** Work with Purchasing to streamline IT procurement.

**Greg Zickau**

- **Tactic:** Participate in DOP led training opportunities tailored to IT (e.g. requirements development/writing)
- **Tactic:** IT Managers review DOP controlling statutes, rules, and guidelines to understand process
- **Tactic:** Consider methods for RFP/ITB/RFQ development that accelerate process (e.g. joint edit sessions)

**Objective:** Collaborate on solutions to improve effective/efficient system delivery mechanisms for agencies.

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**Strategy:** Include Purchasing in IT planning processes to provide visibility on common purchases.

**Jon Pope**

- **Tactic:** Implement DOP access to online automated planning tool; tailor tool reports for DOP visibility