

IT Strategic Plan

July 10, 2003

Mission

Provide information technology services that achieve the business objectives of state government for the benefit of Utah citizens.

Vision

Our services enhance quality, efficiency, productivity, and service delivery of state government.

Values

We value taking reasonable risks.

We value leaders who articulate vision.

We value integrity, only making promises we can keep, and we keep every promise.

We value timely, honest, open, frequent, and clear communications with all parties.

We value talent, and support the training opportunities needed to maintain competency.

We value cooperation and collaboration, which creates a supportive work environment.

We value accountability for the quality of services, and measure that accountability.

We value differing opinions, and use them to create unified action.

Goal 1: Create and operate Utah government services online¹ that are accessible 24 hours a day, 7 days a week

Objective 1: Identify, prioritize, and implement a comprehensive suite of appropriate on-line government services, products, and information.

Objective 2: Identify and remove legal and legislative barriers to electronic commerce and on-line delivery of government services, products, and information.

Objective 3: Increase adoption rates of on-line services by citizens, businesses, and employees.

Objective 4: Collaborate with federal and local agencies to bring services, products, and information online.

Goal 2: Deliver integrated² enterprise³ information systems and infrastructure that:

- Improve public access to state government functions
- Streamline processes to simplify agency/public interactions
- Meet the legal and business needs of state agencies

Objective 1: Identify and implement governance processes related to the lifecycle of integrated enterprise projects including: project initiation (vision, scope, and charter); development, implementation, maintenance, ongoing enhancements, support, and termination of enterprise information systems.

Objective 2: Advocate the enterprise vision throughout government.

Objective 3: Identify and resolve barriers to integration.

Objective 4: Establish and support state architectures⁴ and standards.

Objective 5: Identify and develop processes to fund integrated enterprise projects.

¹ **On-Line:** Accessible through the Web utilizing a Web browser (includes information and services available on the Internet, intranets or extranets)

² **Integrated:** Two or more components merged together into a single system that performs multiple tasks. Software integration refers to applications that combine multiple business processes or functions in a single package—in this case across government agency "silos."

³ **Enterprise:** This may refer either to meeting the needs of multiple departments within state government or multiple lines of business within an agency or department. The enterprise also may include federal, state and local government.

⁴ **Architecture:** The design of an information technology system or systems, including the interactions between them.

Objective 6: Manage state data as an enterprise resource.

Objective 7: Create and maintain a portfolio of potential enterprise projects.

Objective 8: Identify, and where appropriate create, common business practices.

Goal 3: Maintain a competent IT workforce

Objective 1: Create a professional development plan for State IT employees, business managers and product managers including the provision of training opportunities targeted toward the acquisition of new skills, while maintaining existing competencies. Reward employees for achieving competence.

Objective 2: Promote a competitive compensation plan to retain the IT workforce.

Objective 3: Develop a dual career pathway system with technical and management tracks.

Goal 4: Encourage the availability of affordable high-speed Internet access to every home, school, agency, and business to grow and enhance Utah's tech-savvy workforce and bring greater prosperity to the citizens and businesses of Utah

Objective 1: Survey the broadband coverage in Utah in order to understand the various methods being used to provide broadband services.

Objective 2: Identify the barriers to building out broadband coverage and identify possible solutions to the barriers.

Objective 3: Report findings and recommendations to the Governor and the Legislature.

Goal 5: Improve IT Governance

Objective 1: Establish an IT management and coordination structure to facilitate both statewide and agency missions and objectives. Determine the priority by which enterprise projects will be initiated, and how they will be funded and approved.

Objective 2: Focus all enterprise projects on the state's business plan, which is currently the Governor's 1000-day plan.

Objective 3: Examine the current IT governance model and clarify roles and relationships of the Governor's Cabinet, Sub-cabinet, Chief Information Officer (CIO)

and staff, Product Managers, Assistant CIOs, and state agencies. Assess how well the current model is meeting the needs of all agencies regardless of size.

Objective 4: Create an inventory of enterprise projects that are being developed or that have been implemented.

Objective 5: Determine the scope of IT governance including which governmental entities should be included in executive branch IT governance and the changes needed to improve and streamline the IT planning and approval process.

Objective 6: Determine responsibility for day-to-day operational policy, and responsibility for audit compliance. Better define the role of ITS and determine conclusively if ITS is solely a provider of services or whether their role includes enforcing compliance.

Objective 7: Create an IT environment that fosters, encourages, and rewards collaboration.

Goal 6: Measure, track, and report performance and satisfaction with the delivery of services

Objective 1: Identify stakeholders' service expectations.

Objective 2: Implement a Balanced Score Card approach to develop, collect, and analyze performance data from four perspectives—financial, customer, operational and organizational.

Objective 3: Develop data collection and analysis competencies within agencies.

Objective 4: Develop a business case methodology, and where appropriate, cost benefit or ROI analyses for potential IT projects.

Goal 7: Ensure the confidentiality, integrity, privacy, and availability of data and other assets, and protect these assets from unauthorized disclosure, modification, or destruction

Objective 1: Establish an information privacy and security governance structure. Educate agencies and ensure compliance with statewide privacy and security rules, policies, and procedures (e.g. HIPAA, GLBA, FIRPA).

Objective 2: Categorize and organize resources in a secure and manageable infrastructure.

Objective 3: Manage information security risk ensuring that exposure of critical assets and information is balanced against the cost of prevention.

Objective 4: Implement processes for quick response and recovery from possible threats and compromises.

Objective 5: Develop and implement an information security awareness program for State of Utah employees.