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GOAL ONE: Provide a Reliable, Secure & Modern Infrastructure

technology assets **services** well-designed **ensure** efficiently leverage investments
optimal service delivery agile & reliable
secure computing **high performing** **Centralization** **dependable secure data**
collaboration **policies & practices** standardization **communications**
security maintain public trust

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GOAL TWO: Deliver Valued Services at Economical Costs

Develop projects **clients** collaboration efficient project management
services **innovative** **customized software solutions** cooperation
cost-effective **partnership** productive relationships solutions
People should be online, not waiting in line.

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GOAL THREE: Build and Retain a Highly Skilled Workforce

effectiveness professional growth **foster** **training** individual **innovation** attract
career enhance & improve workforce productivity & satisfaction
highly qualified workforce **career skills** improve retain **tools** workforce

GOALS, STRATEGIES & TACTICS

GOAL ONE: Provide a Reliable, Secure and Modern Infrastructure

I.i. Strategy

Provide technology solutions and operations that result in delivering government services to citizens faster and more effectively. Evaluate emerging technologies to guide cost effective investments in replacement technologies.

Tactics to Achieve Strategy

- Implement infrastructure operational meetings to review infrastructure.
- Establish and review relevant system and performance metrics to identify trends and issues.
- Provide converged communications including voice, video and data collaboration.
- Accurately inventory I/T assets. Determine license compliance.
- Evaluate new, relevant technologies towards data center, telecommunications and applications development I/T. Utilize vendor partnerships and self-research to identify worthwhile technologies.
- Determine how any new technology impacts existing services. Invest frugally to maximize value and maintain modern systems.
- Twice Annual Facilitated Cross Divisional Review of emerging technologies among senior technical staff.
- Provide a public safety communications system strategy for the next 10 years to ensure continued effective delivery of emergency services.
- Maintenance contract in place for next 10 years. The Public Safety Communications Council (SDPSCC) has a standing meeting agenda item dealing with future planning.
- Maintain a virtualize-first policy for new systems and continue data center virtualization and consolidation of legacy systems.
- Maximize centralized monitoring & management of I/T infrastructure.
- Maintain a consistent change management process and educate staff on its need and relevance.
- Proactively monitor and upgrade network technologies and capacities to exceed client needs.
- Ensure BIT I/T assets have maintenance contracts.

I.ii. Strategy

Secure I/T environments to protect services from unauthorized access. Develop enterprise wide I/T security processes and tools to improve situational awareness.

Tactics to Achieve Strategy

- Promote I/T Security Awareness.
- Audit I/T infrastructure, processes, procedures and controls to meet internal and external priorities.
- Utilize multiple industry standard 3rd party application security scanning tools and assure all new and existing applications pass a security scan before implementation.
- Maintain modern methods to identify and remediate vulnerabilities in state computer systems before they can be exploited.
- Improve the ability to apply software patches across the entire I/T infrastructure.

I.iii. Strategy

Ensure the state's technology infrastructure incorporates robust and reliable disaster recovery capabilities to support the continuity of government services. Minimize the risk of service interruptions that endanger citizens or impede the business of the state and maximize redundancy in major systems and facilities. Prioritize business continuity processes to insure dependable and reliable services.

Tactics to Achieve Strategy

- Establish and regularly test redundancy, fail over, and disaster recovery for the standard services in the following areas:
 - Storage
 - Compute
 - Network

GOAL TWO: Deliver Valued Services at Economical Costs

II.i. Strategy

Communicate upcoming and impacting technologies to clients through a published roadmap process. Inform and educate the clients in technology directions, developments and their environment.

Tactics to Achieve Strategy

- Provide bi-annual technology roadmap presentations to every interested agency.
- Provide desktop hardware and software lifecycle plans to agencies.

II.ii. Strategy

Provide Agencies of the State of South Dakota with Business Applications that are built in an efficient, effective and maintainable manner.

Tactics to Achieve Strategy

- Improve Application Development Processes
- Build Applications that follow quality standards
- Review Application Development Metrics to Identify Process Improvement Candidates

II.iii. Strategy

Provide tools and develop processes to reduce time to procure and the complexity of I/T purchasing.

Tactics to Achieve Strategy

- Standardize and centralize the processes for procurement of all state I/T contract items.
- Establish process for reviewing EULAs (End User Licensing Agreements) to insure compliance.

II.iv. Strategy

Manage technology expenses in a manner that minimize costs and generate savings for future investments. Establish equitable revenue streams to fund ongoing services.

Tactics to Achieve Strategy

- Provide a shared common infrastructure for use amongst State government, K12 and higher education clients.
- Review revenue and expense accounts to compare against rate trends and projections.

II.v. Strategy

Improve Project Management accountability across BIT.

Tactics to Achieve Strategy

- Streamline project management process for agency and BIT projects.

II.vi. Strategy

Provide a positive customer experience on every interaction with BIT. Maintain and increase our partnership with clients. Enhance relations and business partnerships in a manner that ensures that business needs and requirements are effectively built into I/T systems and services.

Tactics to Achieve Strategy

- Establish standard protocol for communications to state agencies regarding incidents or maintenance activities to achieve a more concise, informative, and organized communications stream.
- Establish BIT as technical experts available for state agencies to use as a resource for reviewing technology acquisitions and technology contracts.
- Continuously improve the delivery of customer service across the bureau.
- Implement a survey to measure Development Division Project interactions. Establish a baseline and set improvement goals.
- Maintain a minimum of 90% Good or Excellent survey response rate. Immediately investigate all responses below average.

GOAL THREE: Build and Retain a Highly Skilled Workforce

III.i. Strategy

Improve employee satisfaction and retain talented employees through enhanced productivity, training and career opportunities. Achieve a culture of excellence and accountability.

Tactics to Achieve Strategy

- Develop and maintain a process to cross train employees to have a primary and a backup person on all critical systems. Document a Succession Plan for responsibilities identified as critical.
- Develop a policy governing the expansion of remote site locations.
- Provide and document training, advancement and career opportunities per employee. Review during the ACES process.
- Review equity deficiencies of staff.
- Develop and send annual anonymous employee satisfaction survey, share results inside division for discussion and review of needs/issues
- Establish a standard BIT on-boarding process.



STRATEGIC PLAN PROJECTS

GOAL ONE: Provide a Reliable, Secure and Modern Infrastructure

Building security through

- Defense in Depth
- Patch Management
- Security Analysis
- SSL Encryption
- Multi-Factor Authentication

On-going performance monitoring

- Operational Reviews
- Penetration Testing
- Internal Inspections
- I/T Asset Management
- Capacity Planning
- Performance Efficiencies

Verifying and training our security processes

- Risk Assessments
- Audits (Internal and External)
- NIST Adherence
- Safeguards Security Reports
- Table Top Exercises
- Corrective Action Plans

Mitigation planning and preparedness

- Disaster Recovery (Compute, Storage, Network, Application)
- Incident Response Planning
- Breach Notification Planning

Test/deliver new services and service models

- Google Federation
- VOIP
- Microsoft Azure
- Amazon AWS

GOAL TWO: Deliver Valued Services at Economical Costs

- Technology Roadmap
- Business Systems
 - SD Retirement Member System
 - Integrated DSS Eligibility Determination
 - Multiple Interactive GIS Applications
 - Driver Licensing System
 - Taxpayer Portal
 - License Plates on Demand
 - Multiple Website Refreshes
 - Employee Scheduling
 - Unemployment Insurance
 - Construction Management
 - Unclaimed Property
 - Teacher Certification
 - Electronic Benefit Transfer for WIC
 - UCC Filing
 - Billing and Service Requests
- Enhance Client Relationships
- Fiscal and Rate Analysis
- Client Survey Feedback
- Outage Communication Protocol
- Change Management Improvements
- Rapid Problem Resolution Process
- Improved Application Dev Processes
 - Documentation Standards
 - Architecture & Design Reviews
 - Peer Code Reviews
 - Software Coding Standards

GOAL THREE: Build and Retain a Highly Skilled Workforce

- Training:
 - Technology Specific Education
 - Project Management
 - Software Development
 - Customer Service
 - Security Awareness
 - New Staff Standards
 - Staff Training Plans
- Professional Space
- Recruiting Plans
- Targeting 100% Staffing
- Promotion Guidelines
- Career Banding Minimum Levels/Salary Equities
- ACES Evaluations
- Critical-System Staff Redundancy
- Employee Satisfaction Surveys
- Meet Hardware & Software Needs