

Government Efficiency and Accountability Review (GEAR)

GEAR36 Board Meeting
July 11th, 2023



<https://GEAR.Delaware.gov/>

Agenda

15 min

1. Introductions/Roll Call
2. Old Business
 - Review and Approve Minutes
 - 2023 Schedule

3. New Business

90 min

4. Enterprise Services Delivery
5. GEAR Field Team
6. Open Topics Discussion – Board
7. Public Comment
8. Adjourn

Introductions

Roll Call

Old Business

Review/Approve Minutes from Prior Board meeting

Final draft version sent to Board for review June 26, 2023



Old Business

2023 GEAR Board Schedule

| Location | Date | *Time |
|---|---|-----------------------|
| Carvel/Virtual | Tuesday, January 10th | 10:00 a.m. |
| Carvel/Virtual | Wednesday, March 15th | 10:00 a.m. |
| Buena Vista (In Person Only) | Tuesday, May 16th | 10:00 a.m. |
| Carvel/Virtual | Tuesday, July 11 th | 10:00 a.m. |
| Carvel/Virtual | Tuesday, September 12 th | 10:00 a.m. |
| Buena Vista | Wednesday, November 15 th | 10:00 a.m. |

Detailed information will be provided prior to meeting date.

Please contact Bobbi DiVirgilio at 302-577-8546 or bobbi.divirgilio@delaware.gov for more information



New Business

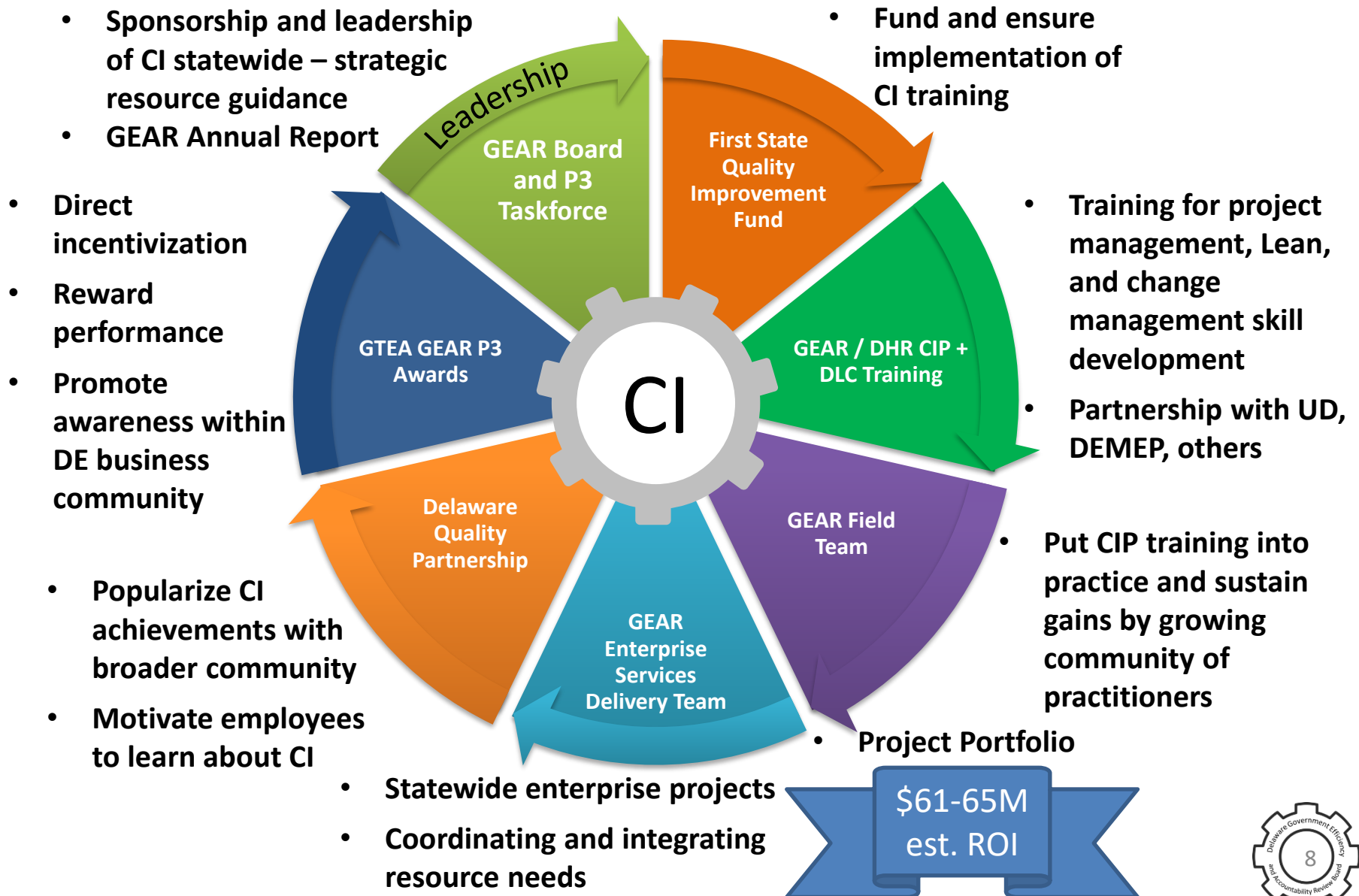
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Taskforce continue regular meetings
- GEAR P3 Awards
 - Fall celebration for 2022 Award winners
- GEAR/DHR Continuous Improvement Practitioner (CIP) Training
 - Cohort #5 (13 participants) completed training 6/15/23
 - Cohort #6 nominations *due by* 8/10/23; training begins 9/7/23
- GEAR Field Team
 - 83 members
 - Continued emphasis on building a culture of continuous improvement by completing projects with quantifiable outcomes, including return on investment, through 2023



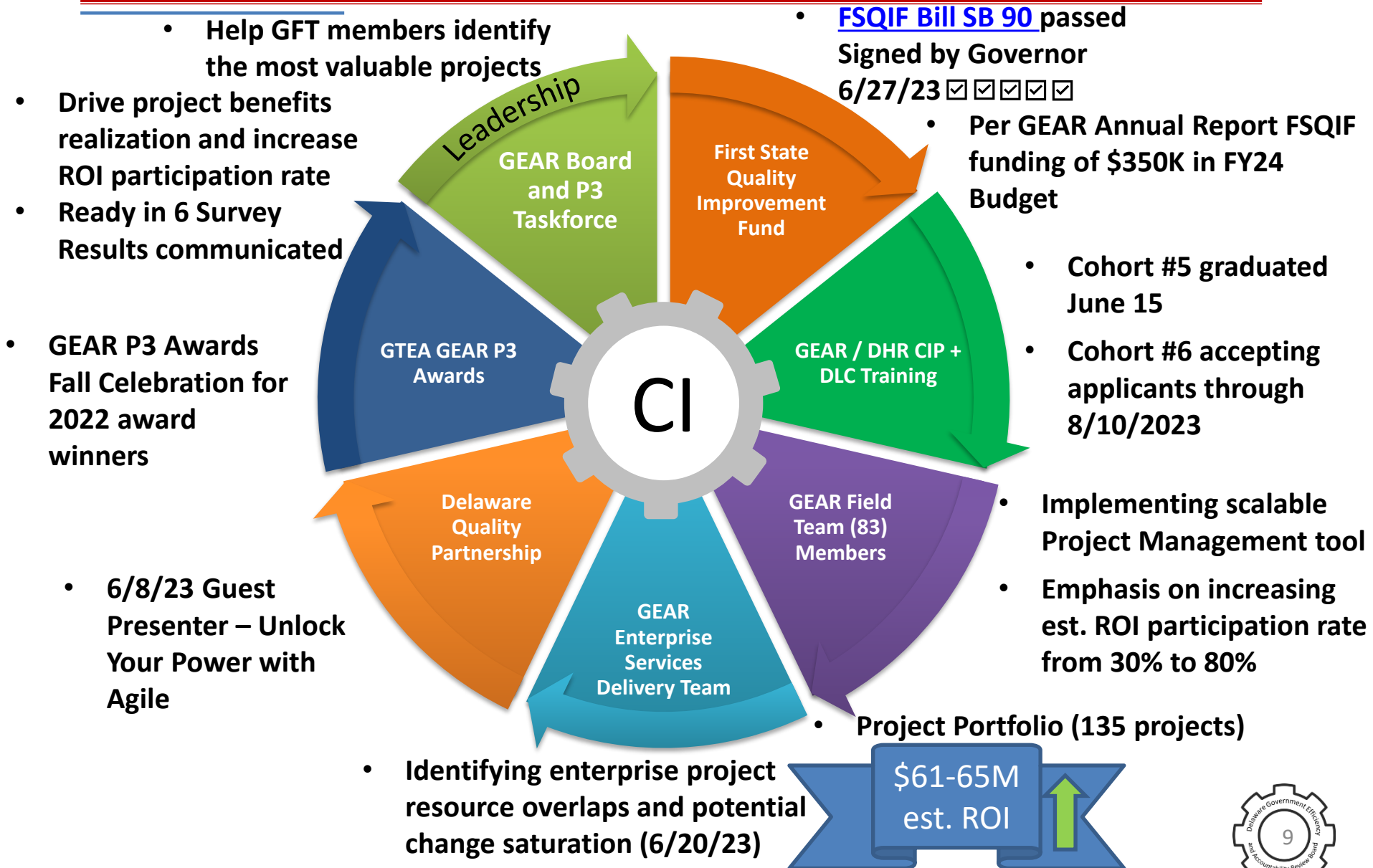
GEAR P3 Task Force

- Ready in 6 Survey - identified specific business permitting process pain points and bottlenecks
 - Next Actions
 - ~~Share survey results with survey participants~~
 - Share survey results DNREC, DeIDOT, DHSS - July
 - Share results with GEAR P3 Taskforce – August 3
 - Propose program charter

GEAR Continuous Improvement (CI) Cycle



Current GEAR CI Cycle Activities



GEAR Portfolio

- 14 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio
- Project Health
 - Green Project performing to plan
 - Yellow Project experiencing manageable challenges
 - Red Project experiencing significant issues
 - Gray Project being assessed, withdrawn or on hold
 - Blue Project complete
 - Purple Quantifiable outcomes measured for project in operations

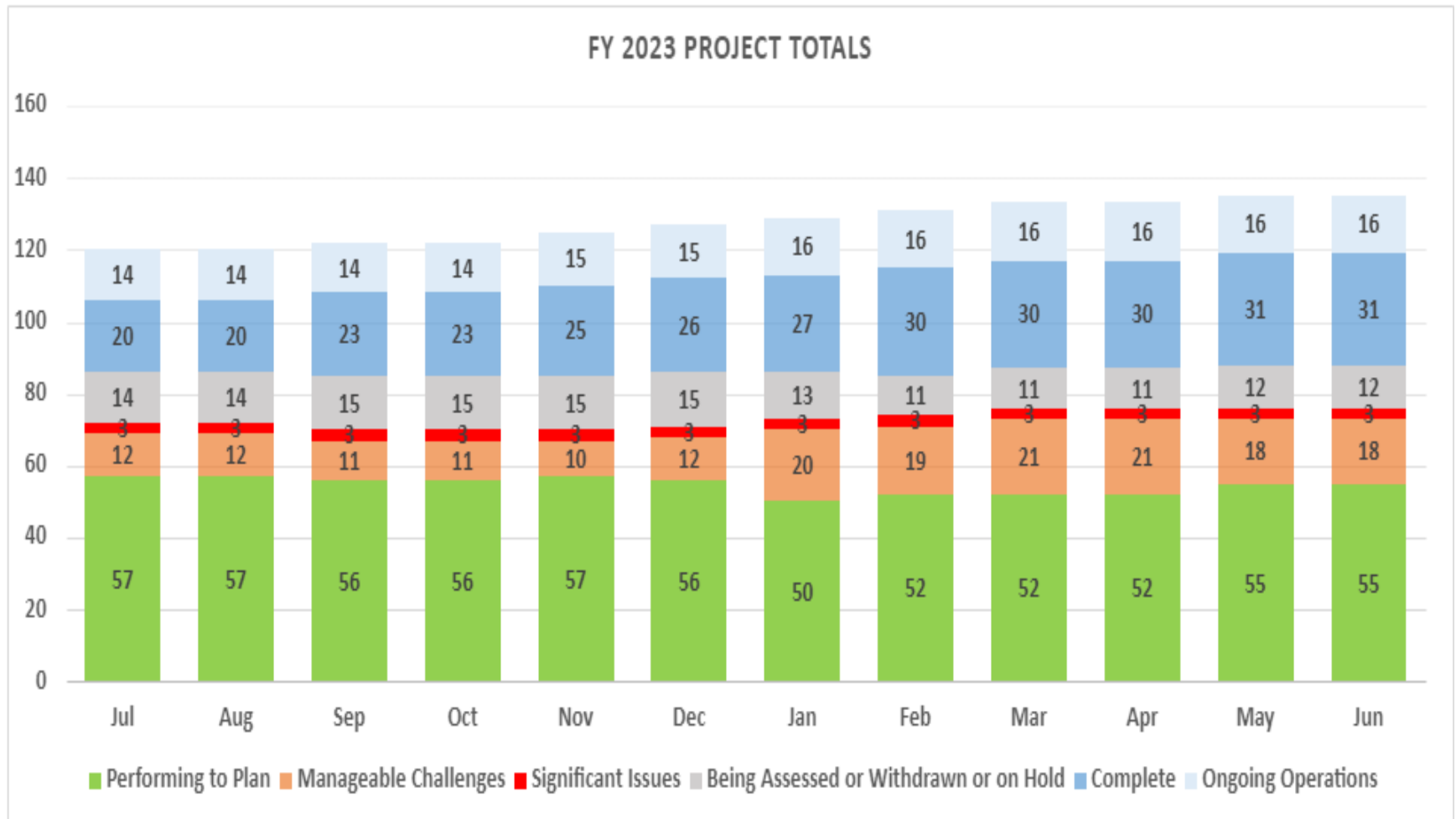
GEAR Portfolio Projects by Organization

| Department | Number of Projects |
|--|--------------------|
| Health and Social Services (DHSS) | 28 |
| State (DOS) | 6 |
| Judicial | 9 |
| Education (DOE) | 8 |
| Natural Resources and Environmental Control (DNREC) | 10 |
| Services for Children Youth and their Families (DSCYF) | 7 |
| Labor (DOL) | 2 |
| Correction (DOC) | 1 |
| Safety and Homeland Security (DSHS) | 2 |
| Enterprise Services Delivery (ESD) | 51 |
| GEAR P3 (Public-Private Partnership) | 3 |
| GEAR | 6 |
| State Housing Authority (DSHA) | 2 |
| Total | 135 |

***Enterprise Services Delivery team includes:**

- State Treasurer (OST)
- Finance (DOF)
- Technology and Information (DTI)
- Human Resources (DHR)
- Management and Budget (OMB)
- Auditor of Accounts (AOA)

GEAR Portfolio Projects by Project Health



Strategic Roadmap Overview

Enterprise Services Delivery (ESD) Team

History - Enterprise Services Delivery Team

Overview

- Initial focus on GEAR functional teams within key areas: Financial Services Delivery, Human Resources Delivery and IT Efficiency Teams
- Many of the Financial Services Delivery Team projects were well underway or moving to completion, and new items were enterprise-wide in scope
- **Revenue volatility and staffing challenges show there is still a need to address efficiency and process/productivity improvement in State operations, particularly those with statewide impact**
- Consolidated the GEAR teams into one Enterprise Services team **to identify enterprise needs, solutions to meet the needs, and resources to implement solutions**

Enterprise Services Delivery Team

Opportunities

- GEAR ESD not looking to take over projects, **but to serve as a forum to facilitate communication among State entities in order to do things better, collaborate on ideas, and identify resources to support ideas and projects with enterprise-wide implications**
- Areas for project development (where finance, human resources and information technology overlap):
 - Enterprise-wide computer systems
 - State employee training (platforms and courses)
 - Central State land inventory database
 - Centralized core services (human resources, information technology underway)
 - Virtual meeting platforms and policies

ESD Strategic Project Roadmap View

- Subset of 130 projects in the Project Portfolio:
 - Long-term and large-scale modernization projects
 - IT system (ERP) migrations and configurations
 - Integrated projects across multiple agencies
- Most projects moving forward, no major problems

BENEFITS OF HIGH-LEVEL STRATEGIC ROADMAP

Develop enterprise strategy for agencies and systems, identify risks and integration points

Identify times of potential change saturation

Improve financial management and facilitate budgeting process

Identify economies of scale

Build desire for change and share lessons learned across agencies

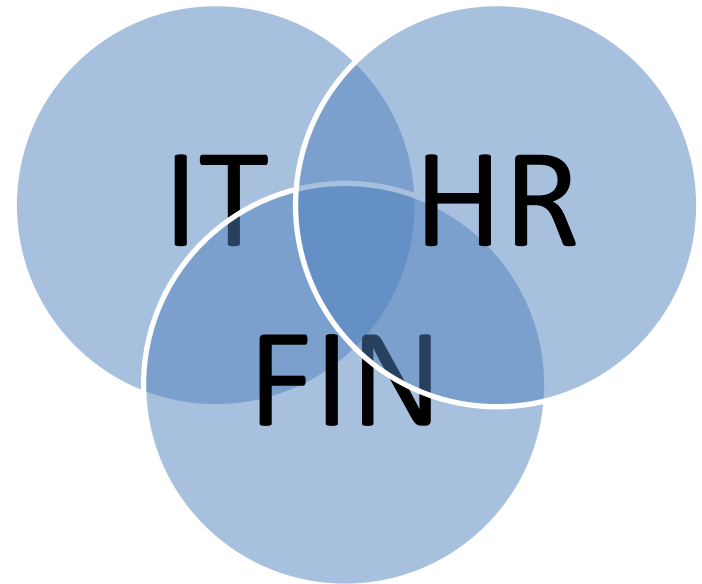
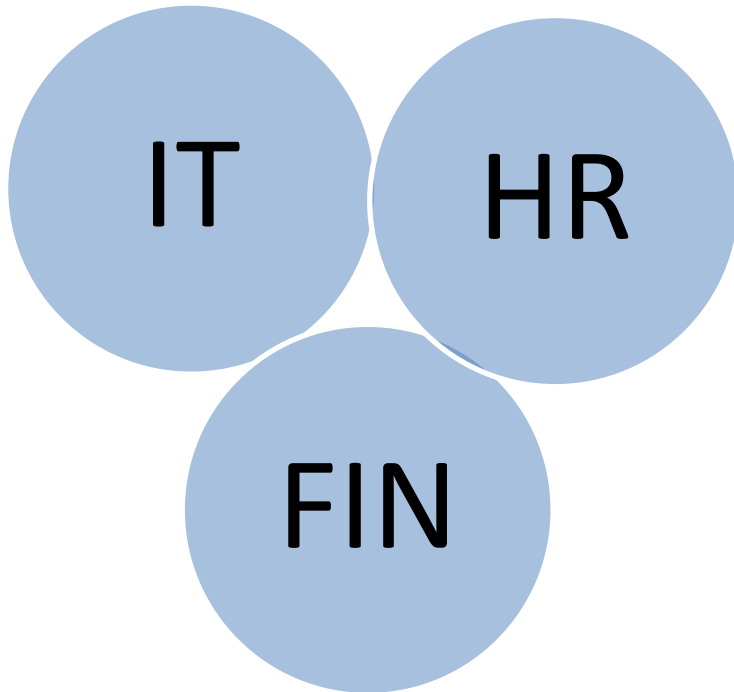
Develop competency centers for project management, business analysis

Estimate break-even and ROI

Reorient projects/agencies toward outcomes, rather than competing for resources ("silo mentality")

ESD Silos to Integration

- Before and After



Types of Project Management Offices (PMO)

The responsibilities of the PMO may vary in different organizations and can range from providing project management support to the direct management of one or more projects:

- **Supportive PMO:** These provide a consultative role to projects by supplying templates, best practices, training, access to information, and lessons learned from other projects. They also serve as a project repository. The level of control is low.
- **Controlling PMO:** These provide support but also require compliance through various activities performed on different projects. The level of control is moderate.
- **Directive PMO:** These maintain full control over projects by directly managing them. Project managers are assigned by and report to the PMO. The level of control is high.

Strategic Roadmap – DTI, DHR, and DOF

| Agency with Project # | Enterprise Level Projects | Start Date | Anticipated Completion Date | Current Project Phase | Priority | Primary Quantifiable Outcome Category | Cost | Remaining Days To Completion (Autocalculated Based on Completion Date) | Internal Effort (Estimated Total Staff Hours) | Estimated Return on Investment (ROI) Category | Agencies Impacted (Insert Agency Acronyms or "All" or "Most") |
|-----------------------|---|------------|-----------------------------|---------------------------------|-----------|---------------------------------------|------------------------|--|---|---|---|
| 1.0 | DTI Strategic Roadmap Projects | | | | | | | | | | |
| 1.1 | Improve IT investment management through SEUS | 7/1/2020 | 6/30/2025 | Project Implementation | High | Enhanced Value | Medium (\$250K - \$1M) | 557 | 200,000 | High | Most |
| 1.2 | Digital Government Foundation Implementation | 8/1/2021 | 12/31/2026 | Requirements and Data Gathering | Very High | Customer Outcomes | Major (>20M) | 950 | 200,000 | High | All |
| 2.0 | DHR Strategic Roadmap Projects | | | | | | | | | | |
| 2.1 | DLC Case Management System (DLC Support Portal) | 2/28/2022 | 7/28/2022 | Project Closeout | High | Process Improvement | Medium (\$250K - \$1M) | -207 | 950 | Medium | All |
| 2.2 | ServiceNow Employee HR Service Center (Employee Success Center) | 9/1/2023 | 9/1/2024 | Requirements and Data Gathering | Medium | Customer Outcomes | High (\$1M - \$5M) | 341 | | Medium | All |
| 2.3 | Automated Recruitment, Onboarding and Offboarding Solution | 3/16/2022 | 7/1/2023 | Contract/Award Development | Very High | Process Improvement | Medium (\$250K - \$1M) | 36 | 5500 | Medium | All |
| 2.4 | Electronic Human Resource Files (DHR OnBase) | 6/9/2022 | 7/21/2023 | Project Implementation | Very High | Process Improvement | Medium (\$250K - \$1M) | 51 | 1000 | Medium | All |
| 2.5 | Digitizing Human Resources Documents | 1/1/2022 | 12/31/2024 | Project Implementation | Very High | Process Improvement | Medium (\$250K - \$1M) | 428 | 1000 | Medium | All |
| 2.6 | Classification/Compensation Workflow Tracking System | 4/1/2020 | 12/31/2023 | RFP In Process | Medium | Process Improvement | | 166 | | Medium | All |
| 3.0 | DOF Strategic Roadmap | | | | | | | | | | |
| 3.1 | Integrated Revenue Administration System (IRAS) | 7/15/2019 | 8/1/2024 | Project Implementation | Very High | Process Improvement | Major (>20M) | 320 | 100,000 | Medium | All |
| 3.2 | ERP Migration -- FSF | 6/1/2022 | 6/30/2029 | Requirements and Data Gathering | Medium | Process Improvement | Major (>20M) | 1601 | 204,000 | Medium | All |

Strategic Roadmap – DTI, DHR, and DOF

| Instructions - Please fill in columns A through L for your agency. Notes are included under each column header with detail on the criteria, in addition to a key for each criteria set at the bottom of this document. | | SFY22 | | | | SFY23 (Jul 22 - Jun 23) | | | | SFY24 (Jul 23 - Jun 24) | | | |
|--|---|-------|----|----|----|----------------------------|----|----|----|----------------------------|--|--|--|
| Agency with Project # | Enterprise Level Projects | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | | | |
| 1.0 | DTI Strategic Roadmap Projects | | | | | | | | | | | | |
| 1.1 | Improve IT investment management through SEUS | M | M | M | M | M | M | M | M | M | | | |
| 1.2 | Digital Government Foundation Implementation | MP | MP | MP | MP | MP | MP | MP | MP | MP | | | |
| 2.0 | DHR Strategic Roadmap Projects | | | | | | | | | | | | |
| 2.1 | DLC Case Management System (DLC Support Portal) | M | M | | | | | | | | | | |
| 2.2 | ServiceNow Employee HR Service Center (Employee Success Center) | | | | H | H | | H | H | H | | | |
| 2.3 | Automated Recruitment, Onboarding and Offboarding Solution | M | M | M | M | M | | | | | | | |
| 2.4 | Electronic Human Resource Files (DHR OnBase) | M | M | M | M | | | | | | | | |
| 2.5 | Digitizing Human Resources Documents | M | M | M | M | M | M | M | M | M | | | |
| 2.6 | Classification/Compensation Workflow Tracking System | L | L | L | L | L | L | | | | | | |
| 3.0 | DOF Strategic Roadmap | | | | | | | | | | | | |
| 3.1 | Integrated Revenue Administration System (IRAS) | MP | MP | MP | MP | MP | MP | MP | MP | MP | | | |
| 3.2 | ERP Migration -- FSF | | MP | MP | MP | MP | MP | MP | MP | MP | | | |

Strategic Roadmap – OMB and OST

| Agency with Project # | Enterprise Level Projects | Start Date | Anticipated Completion Date | Current Project Phase | Priority | Primary Quantifiable Outcome Category | Cost | Remaining Days To Completion (Autocalculated Based on Completion Date) | Internal Effort (Estimated Total Staff Hours) | Estimated Return on Investment (ROI) Category | Agencies Impacted (Insert Agency Acronyms or "All" or "Most") |
|-----------------------|--|------------|-----------------------------|---------------------------------|----------|---------------------------------------|------------------------|--|---|---|---|
| 4.0 | OMB Strategic Roadmap Projects | | | | | | | | | | |
| 4.1 | Lower Lease Costs and Restructure Lease Program | 10/1/2018 | 6/30/2023 | Project Implementation | Medium | Reduced Costs | Low (\$100K - \$250K) | 36 | 2000 | High | Most |
| 4.2 | Statewide Land Use Inventory | 8/8/2018 | 6/30/2024 | RFP In Process | High | Process Improvement | Medium (\$250K - \$1M) | 296 | 1,350 | Medium | All |
| 4.3 | Reintroduce Strategic Planning and Performance Budgeting Processes (GAA) | 1/1/2023 | 7/1/2026 | Requirements and Data Gathering | Low | Enhanced Value | Low (\$100K - \$250K) | 819 | 80,000 | High | All |
| 4.4 | ERP Migration – PHRST, OPEN | 6/1/2022 | 6/30/2029 | Requirements and Data Gathering | Medium | Process Improvement | Major (>20M) | 1601 | 204,000 | Medium | All |
| 5.0 | OST Strategic Roadmap Projects | | | | | | | | | | |
| 5.1 | Local (over the counter) banking project | 9/1/2019 | 12/31/2023 | Project Implementation | Medium | Process Improvement | Medium (\$250K - \$1M) | 166 | 920 | Low | Most (Agencies with OTC Banking Needs) |
| 5.2 | Digital government - payment portal | 10/1/2021 | 12/31/2024 | Project Implementation | High | Customer Outcomes | Medium (\$250K - \$1M) | 428 | 7,300 | Medium | Most (Agencies with credit/debit/ACH needs) |
| 5.3 | PCI DSS Compliance | | 6/30/2024 | Project Implementation | High | Process Improvement | Medium (\$250K - \$1M) | 296 | 16,000 | High | Most (Agencies with credit card, debit card, charge card needs) |
| 5.4 | Treasury management system(s) | 4/1/2022 | 12/31/2025 | RFP In Process | Medium | Process Improvement | Medium (\$250K - \$1M) | 689 | 4,000 | High | OST/DOA/DTI |

Strategic Roadmap – OMB and OST

| Instructions - Please fill in columns A through L for your agency. Notes are included under each column header with detail on the criteria, in addition to a key for each criteria set at the bottom of this document. | | SFY23 (Jul 22 - Jun 23) | | | | | SFY24 (Jul 23 - Jun 24) | | | |
|--|--|----------------------------|----|----|----|----|----------------------------|----|----|----|
| Agency with Project # | Enterprise Level Projects | SFY22 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| 4.0 | OMB Strategic Roadmap Projects | | | | | | | | | |
| 4.1 | Lower Lease Costs and Restructure Lease Program | L | L | L | L | L | | | | |
| 4.2 | Statewide Land Use Inventory | M | M | M | M | M | M | M | M | M |
| 4.3 | Reintroduce Strategic Planning and Performance Budgeting Processes (GAA) | | | | L | L | L | L | L | L |
| 4.4 | ERP Migration – PHRST, OPEN | | MP | MP | MP | MP | MP | MP | MP | MP |
| 5.0 | OST Strategic Roadmap Projects | | | | | | | | | |
| 5.1 | Local (over the counter) banking project | L | L | L | L | L | | | | |
| 5.2 | Digital government - payment portal | M | M | M | M | M | M | M | M | M |
| 5.3 | PCI DSS Compliance | M | M | M | M | M | M | M | M | M |
| 5.4 | Treasury management system(s) | M | M | M | M | M | M | M | M | M |

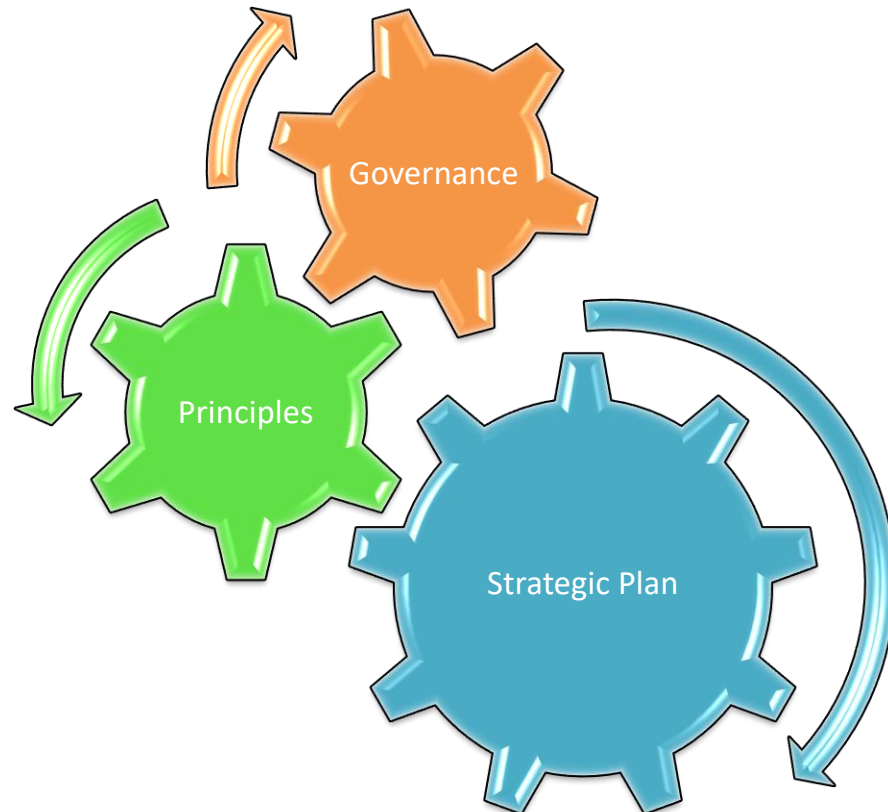
Strategic Roadmap Overview

| | | | | | | | | | | |
|-----------------------------------|-----------|----|--|-----------------|-----------|----|--|-------------------------|----------|----|
| Totals by Priority (Risk Level) → | Low | 1 | | Totals by Cost→ | Low | 2 | | Totals by ROI Category→ | High | 6 |
| | Medium | 7 | | | Medium | 10 | | | Medium | 11 |
| | High | 10 | | | High | 1 | | | Low | 1 |
| | Very High | 5 | | | Very High | 0 | | | Negative | 0 |
| | | | | | Major | 4 | | | | |

ESD Deep Dive Project Presentations

1. DTI Key Fundamentals
- Principles
- Anthony Collins, DTI**
Philip Phucas, DTI

DTI Key Fundamentals - Principles



Overview

- What is the issue/problem being addressed?
 - Insufficient strategic IT target state guidance
- What is the desired outcome?
 - A comprehensive set of guiding principles that help to steer decision making toward target

Background

- Why is this project important?
 - Effective and efficient accomplishment of strategic objectives
 - Resource deployment prioritization
- What is the estimated return on investment (costs versus benefits) for this project?
 - Cost avoidance: Minimizes investment to achieve longer term strategic target state

Progress

- What is completed on this project?
 - Principles defined
 - Communicating and gathering feedback

IT Principles – Rationale & Implications

Principles are focused on:

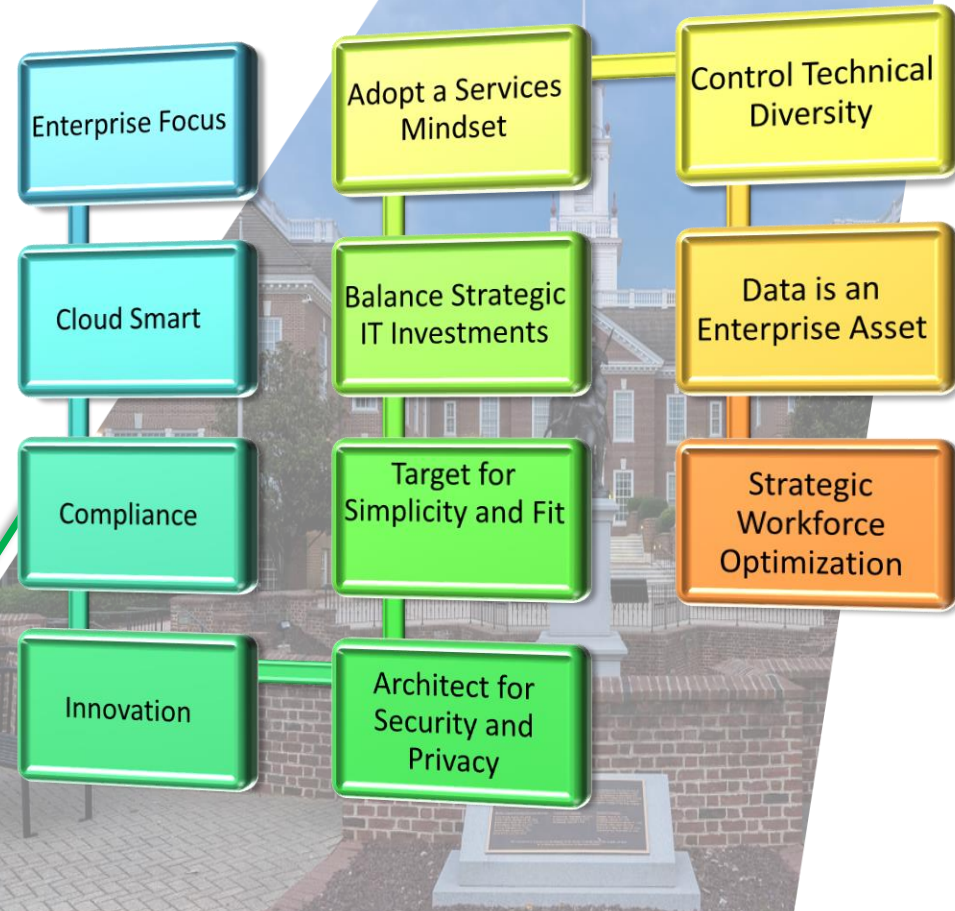
- **how** the enterprise is built, transformed, and operated
- **Not what** needs to be built, which is defined by both functional and non-functional requirements.

IT principles are shared, long-lasting beliefs:

- Guide the use of IT in constructing, transforming, and operating the Enterprise
- Informing and restricting
 - Target-state enterprise architecture design
 - IT investment portfolio management and solution development
 - Procurement decisions
 - Describe the desired behaviors, and rationale, expected in all initiatives containing any elements of IT

The principles are:

- Inter-related, considered as a set
- **But** listed order does not imply priority or precedence



Next Steps

- What are the next steps in this project?
 - Implement principles into project decision making processes
- What is the timeline for completion?
 - On-going

Challenges

- Obstacles/barriers to the next steps or the project as a whole?
 - Acceptance

GEAR Board Ask

- What does the project need from the GEAR Board?
 - Strong support of principles and their value
 - Understanding when priorities need to be sequenced and resources need to be balanced

GFT Deep Dive Project Presentations

1. Emergency Planning
and Community Right-
to-Know Act (EPCRA)
Public Portal

Mindy Anthony, DNREC

2. Application of Value
Stream Mapping to
Unemployment
Insurance Processes

Marie Cameron, DOL

Emergency Planning and Community Right-to-Know Act (EPCRA) - Public Portal for EPCRA 312

Mindy Anthony

*Department of Natural Resources & Environmental
Control (DNREC)*

Division of Waste and Hazardous Substances

Overview

- What is the issue/problem being addressed?
 - Public may not be aware of information available to them regarding chemicals, their presence, use, and release at any of the surrounding facilities
 - Public must submit Freedom of Information Act (FOIA) request for any EPCRA information
 - Public may find the information difficult to understand
- What is the desired outcome?
 - Increased community awareness about chemical hazards present in their community
 - Increased engagement with Local Emergency Planning Committees (LEPCs)

Background

- Why is this project important?
 - Increased public access to information on chemicals at individual facilities, their uses, and releases into the environment
- What is the significance of this project?
 - Removes barriers to information people have a *right to know*
 - Expands DNREC partnership with the LEPCs, which will in turn strengthen the LEPCs' relationship with the communities they serve
 - Increases transparency, builds trust
- What is the estimated return on investment (costs versus benefits) for this project?
 - Cost – one-time fee of \$15,000 (paid indirectly by facilities)
 - Benefits – safer communities, lives saved: priceless

Progress

- What is completed on this project?
 - Demo of portal on 5/23.
- What is the progress toward goals, and the estimated measurable outcomes?
 - Progress toward goals
 - State Emergency Response Commission (SERC) Information & Technology (IT) Committee approval by July 30
 - Contract with database vendor by end of August 2023
 - Measurable outcomes
 - # of user accounts registered, measured quarterly
 - # times public users log on, measured quarterly
 - # contacts from public to LEPCs

Next Steps

- What are the next steps in this project?
 - Software vendor activities
 - LEPC involvement
 - Go live
- What is the timeline for completion?
 - SERC IT Approval by July 30, 2023
 - Module customizations completed by end of summer 2023
 - Demo test platform to SERC IT by late Sept./early Oct. 2023
 - Public portal go live by Oct. 15, 2023
 - Link to portal to be included in Fall 2024 LEPC annual newspaper ad

Challenges

- Obstacles/barriers to the next steps or the project as a whole?
 - Limited access to internet or computers in some communities
 - Limited chemical literacy
 - Misinterpretation of data
 - Reminders to public about availability of information
 - LEPC resources
 - Concerns from reporting facilities

GEAR Board Ask

- What does the project need from the GEAR Board?
 - Support for State of Delaware funded and provided technology in locations accessible to the public
 - Assistance with making the data understandable to the public (Government Information Center)

Application of Value Stream Mapping to Unemployment Appeals and Benefit Payment Control (BPC)

Marie Cameron

Department of Labor

Division of Unemployment Insurance

Overview

What is the issue/problem being addressed?

- The Division of Unemployment Insurance (UI) seeks to identify more efficient ways to conduct the appeals process and ensure that a more streamlined process is being developed before moving into a new modernized system.

What is the desired outcome?

- UI is in the process of replacing its mainframe IT solution, and the goal is to ensure that UI processes are more efficient before transitioning to the new system. Getting more done with less!

Background

Why is this project important?

- This project was important because it allowed the team members to see how long the overall process took to complete. The current state model displayed that completing six hours of work took twenty-one days and twenty-six steps.

What is the significance of this project?

- Process visibility allowed the team to take ownership of areas needing improvement. It allowed questions to be asked about policies, procedures, inputs, and outputs of the process driving the timelines.

Value Stream Map – Appeals Unit



Progress

- What is completed on this project?

The current state value stream of the appeals process has been completed. We need to work through countermeasures before creating a future state map for the appeals process. Baseline interviews were completed for the BPC process.

- What is the progress toward goals and the estimated measurable outcomes?

Measurable outcomes will include reduced errors and time/\$ saved through process efficiency, which will be built into the new system. Value stream mapping also better engages business process owners in developing the new system.

- What is the estimated return on investment (costs versus benefits) for this project?

It will be based on efficiency gained (time reduced = \$ saved).

Next Steps

- What are the next steps in this project?

We will develop countermeasures before creating a future state map for the appeals process. Currently, planning to complete the current state map for BPC process. Additional units are also being planned over the next two years.

- What is the timeline for completion?

~July 2025

Challenges

- Obstacles/barriers to the next steps or the project as a whole?

Staff turnover is the primary barrier and the competitiveness to attract talent

GEAR Board Ask

- What does the project need from the GEAR Board?
Funding for ARIS to build improved process maps across the division.
Connection of UI staff who have not completed CIP to GEAR team members who are experienced in value stream mapping for consultation and support.

- **Open Topics Discussion – Board**
- **Public Comment**

Adjourn



Contact



Please direct any inquiries about the Delaware GEAR program to:

Charles Clark (charles.clark@Delaware.gov) Bryan Sullivan (bryan.sullivan@Delaware.gov)

| | |
|--|-----------------------------------|
| Executive Director of the Government Efficiency & Accountability Review (GEAR) | Director of Management Efficiency |
| Department of Finance | Office of Management and Budget |
| | Budget Development and Planning |

Daniel Madrid (daniel.madrid@Delaware.gov)

Deputy Director of the Government Efficiency & Accountability Review (GEAR)
Department of Finance

Appendix- Supporting Materials

- DTI - Principles

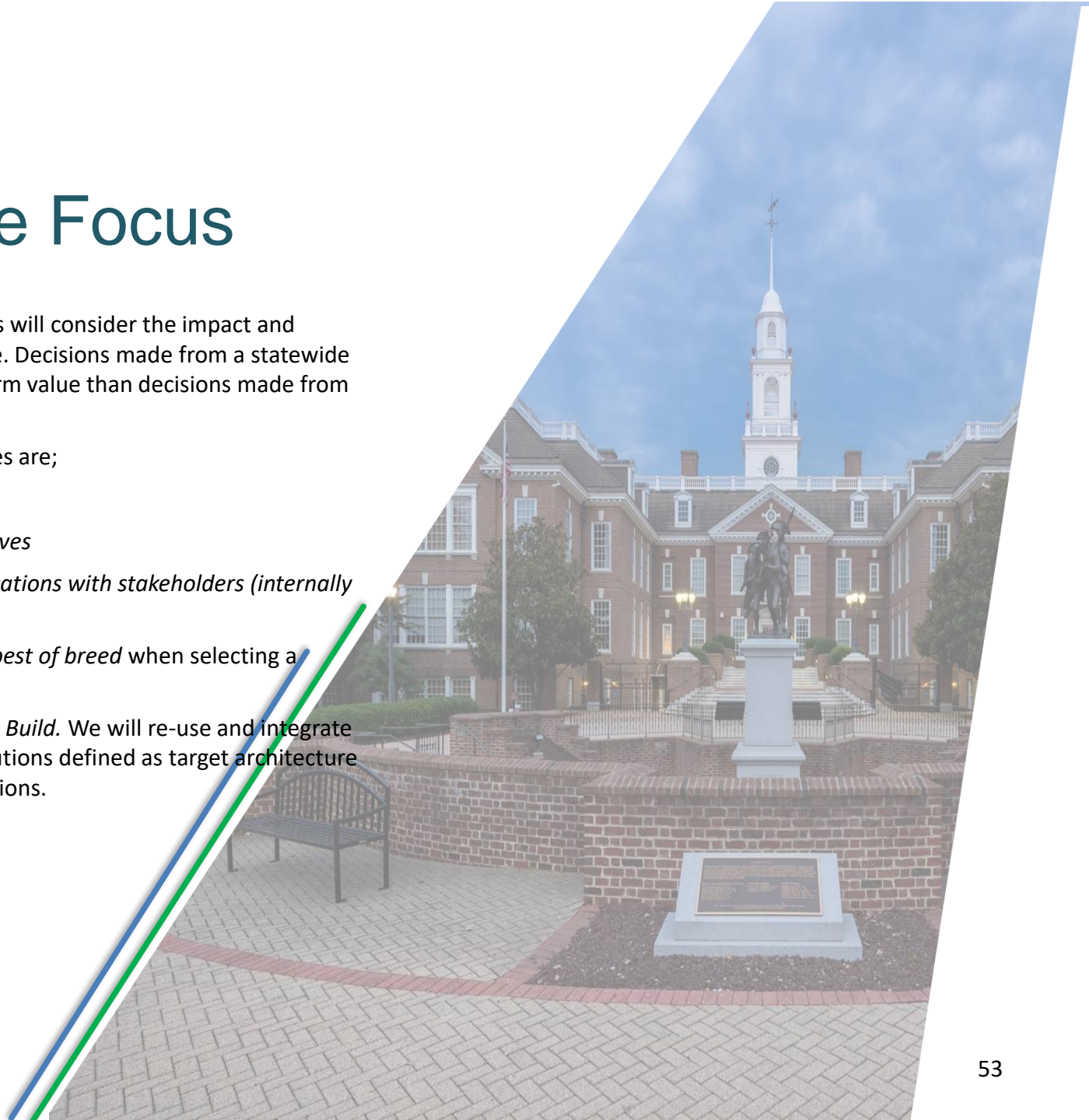
Enterprise Focus

Statement

Information Technology decisions will consider the impact and maximize the benefit to the State. Decisions made from a statewide perspective have greater long-term value than decisions made from any organizational perspective.

Core assumptions for all initiatives are;

- 1) *Deliver on key commitments*
- 2) *Plan for new strategic initiatives*
- 3) *Improve proactive communications with stakeholders (internally and externally)*
- 4) *Integration will prevail over best of breed* when selecting a solution.
- 5) *Reuse before Buy, Buy before Build.* We will re-use and integrate existing applications and solutions defined as target architecture before investing in new solutions.



Cloud Smart

Statement

The Cloud Smart Strategy will assist to drive DTI in optimizing ongoing utilization of cloud services innovative approaches to how we migrate legacy applications and build out new platforms that leverage both hybrid and native cloud services. IT Modernization Strategies will drive cloud adoption across the state through their use of cloud technologies and help achieve additional savings, security, and the ability to deliver faster services and select the best cloud technologies for their workloads.

Core assumptions for all initiatives are;

- 1) *Security - Critical to the success of this security strategy in the context of Cloud Smart is the assurance of confidentiality, integrity, and availability of information as it traverses networks and rests within systems.*
- 2) *Procurement - Cloud Smart operates on the principle that DTI should be equipped to evaluate options based on service needs, technical requirements, existing policy limitations, customer impact, and cost.*
- 3) *Workforce - Providing staff with training and other educational resources is essential to foster maturity.*

Selection of the appropriate cloud provider shall be made in the following order of precedence:

- ✓ Software as a Service
- ✓ Platform as a Service
- ✓ Infrastructure as a Service
- ✓ Public Cloud
- ✓ Off Premise - Private Cloud
- ✓ Hybrid Cloud
- ✓ On Premise - Private Cloud

Compliance

Statement

Compliance with statewide standards will facilitate interoperability and consistency across solutions. Use of proven technology will simplify software design, reduce application development time, facilitate learning, improve systems maintenance and support, and promote information-sharing among organizations within the state, and thus reduce total cost of ownership.

Core assumptions for all initiatives are;

- 1) *EA must ensure core business requirements are placed ahead of technology requirements.*
- 2) *Standards will be followed unless there is a compelling business reason to implement a non-standard solution*
- 3) *Information technology policy and procedures must be tied directly to this principle.*
- 4) *Fewer products and configurations simplify the information technology environment.*



Innovation

Statement

The IT environment constantly evolves, which means DTI and State agencies need to monitor emerging technologies and techniques for potential use. As a result, DTI will collaborate with the agencies to build IT innovation capabilities that provide the environment, management practices and incentives to explore, design or prototype new solutions and services. Core assumptions for all initiatives are;

- 1) *IT leaders have knowledge of leading-edge innovations that will help meet business needs*
- 2) *Decisions made with future needs in mind*
- 3) *Creates an environment where fresh ideas are valued*
- 4) *Establishes a discipline of continuous improvement*



Adopt a Services Mindset

Statement

The traditional approach to technology treats systems as assets that DTI owns and operates. A modern approach treats technology as a set of services that a can be consumed and integrated as needed, without necessarily owning the systems at all.

Core assumptions for all initiatives are;

- 1) *Select and combine services from a range of best-in-class providers, within an overall framework that suits the organization's unique needs.*
- 2) *Ensure we are focused on providing services that we provide rather than manage*



Balance Strategic IT Investments

Statement

Our need for widely varying, rapid, and responsive deployment of IT in support of innovation and discovery is carefully balanced with strategic investment.

Core assumptions for all initiatives are;

- 1) *Fulfill sustainable, transparent funding models backed by performance service level metrics*
- 2) *Budget within plan*
- 3) *Deliver projects on-time*
- 4) *IT funding addresses the total cost of ownership and operation over the life of the IT solution.*
- 5) *Replacement cycles are established for each of the different components of the technology infrastructure, and a depreciation reserve is incorporated into IT budgets.*



Target for Simplicity and Fit

Statement

Choose the simplest solutions that are fit for purpose and aim to reduce operational complexity of the enterprise. Core assumptions for all initiatives are;

- 1) *Complex solutions and high operational complexity impede reuse and interoperability, require increased effort to add, transform, or replace solution components, and result in higher life-cycle costs*
- 2) *To be effective in satisfying business needs, solutions must be fit for purpose, i.e. fully conform to both functional and non-functional requirements*
- 3) *Over-engineered solutions result in wasted budget, time, and resources and often increase operational complexity*
- 4) *Required capability levels must be maintained to enable achievement of business, IT, and capability goal*
- 5) *Higher-than-needed capability or capacity that does not have an immediate value introduced waste*



Architect for Security and Privacy

Statement

Enterprise information will be secure from unauthorized access, modification, or destruction. Hacking, viruses, and terrorism increasingly threaten the state's systems. Government has a responsibility to maintain the public trust in its services by protecting these systems from unauthorized access and by protecting data integrity and confidentiality. Secure systems ensure the continuity of the state's business. Systems and data must be secured using security best practices and by conducting security assessments on a regular basis.

Core assumptions for all initiatives are;

- 1) *Must identify, publish, and keep applicable standards and policies current.*
- 2) *Security must be designed into systems from the outset.*
- 3) *Information must be safeguarded against inadvertent or unauthorized alteration, sabotage, disaster, or disclosure.*



Control Technical Diversity

Statement

There is a real and substantial cost of infrastructure required to support alternative technologies for processing environments. Limiting the number of supported components will simplify maintainability and reduce costs. The business advantages of minimum technical diversity include standard packaging of components; predictable implementation impact; predictable valuations and returns; utility status; and increased flexibility to accommodate technological advancements.

Core assumptions for all initiatives are;

- 1) *The target architecture must be used in conjunction with the organization's investment review process and technology insertion plans.*
- 2) *Policies, standards, and procedures that govern acquisition of technology must be tied directly to this principle.*
- 3) *Technology advances will change the technology blueprint when compatibility with the current infrastructure, improvement in operational efficiency, or a required capability has been demonstrated to promote controlled innovation.*



Data is an Enterprise Asset

Statement

The state will coordinate inter-agency and inter-governmental data collection and management, to improve data sharing capabilities and reduce costs of acquiring and managing data. To enable the work of government, agencies need to combine data across systems; agencies need to share data with other agencies; users need to access information and services from varied sources; and businesses and governments need to interface. Government work demands interoperability.

Core assumptions for all initiatives are;

- 1) *Laws and statutes must be considered when sharing data across organizational boundaries.*
- 2) *Data and information used to support statewide decision-making will be standardized to a much greater extent.*
- 3) *Data standards and quality must be utilized across the enterprise.*



Strategic Workforce Optimization

Statement

Linking workforce planning with strategic planning ensures that we have the **right people** in the **right positions**, in the right places, at the right time, with the knowledge, skills, and attributes to **deliver on strategic goals**. It is critical to have a well-supported, enabled, empowered, and engaged workforce.

Core assumptions for all initiatives are;

- 1) *Workforce Planning - Identify needs, goals, metrics, and skill gaps.*
- 2) *Knowledge Transfer - Discover critical knowledge and leverage knowledge transfer methods.*
- 3) *Eliminate intra departmental silos and confusion*
- 4) *Development - Identify priority competencies. Identify meaningful development goals. Increase employee engagement by providing clear career paths and growth opportunities.*
- 5) *Education - Invest in education and training so that technical staff in central IT and in user departments understand and can use current and future technologies.*

