

I. GOAL

Provide a Reliable, Secure and Modern Infrastructure

Provide a well-designed and architected secure computing and communications environment to ensure optimal service delivery to business. Architecture and process will be optimized to support agile and reliable computing and communication services.

Technology assets must be high performing and dependable to insure services are available whenever needed. Centralization, standardization, and collaboration are vital to efficiently leverage investments. To maintain public trust we must secure data and technology assets through leading security tools, policies, and practices.

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.

Priority	Tactics to Achieve Strategy	Target Date
TE DC	Implement infrastructure operational meetings to review infrastructure.	2015 Q1
DC TE	Establish and review relevant system and performance metrics to identify trends and issues.	2015 Q2 Then quarterly
TE DC	Provide converged communications including voice, video and data collaboration.	2015 Q3
TE	Accurately inventory I/T assets. Determine license compliance.	2015 Q3
DC DV TE	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.	2015 Q4 Then bi-annual



Digital Plan 2015 – 2017 Goals, Strategies & Tactics

TE	<p>Provide a public safety communications system strategy for the next 10 years to ensure continued effective delivery of emergency services.</p> <p>*Maintenance contract in place for next 10 years. The Public Safety Communications Council (SDPSCC) has a standing meeting agenda item dealing with future planning.</p>	2016 Q1
DC	Maintain a virtualize-first policy for new systems and continue data center virtualization and consolidation of legacy systems.	Ongoing
DC TE	Maximize centralized monitoring & management of I/T infrastructure.	2016 Q3
DC DV TE	Maintain a consistent change management process and educate staff on its need and relevance.	Ongoing
TE	Proactively monitor and upgrade network technologies and capacities to exceed client needs.	Ongoing
DC DV TE	Ensure BIT I/T assets have maintenance contracts.	Ongoing

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.

Priority	Tactics to Achieve Strategy	Target Date
AD	Promote I/T Security Awareness.	Quarterly
AD	Audit I/T infrastructure, processes, procedures and controls to meet internal and external priorities.	Ongoing
TE DV DC	Utilize multiple industry standard 3 rd party application security scanning tools and assure all new and existing applications pass a security scan before implementation.	Ongoing
DC TE DV	Maintain modern methods to identify and remediate vulnerabilities in state computer systems before they can be exploited.	Ongoing
TE DC	Improve the ability to apply software patches across the entire I/T infrastructure.	2016 Q2

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.

Priority	Tactics to Achieve Strategy	Target Date
DC TE	Establish and regularly test redundancy, fail over, and disaster recovery for the standard services in the following areas: Storage (Q3 2015) Compute (Q4 2015) Network (Q1 2016)	

II. GOAL

Deliver Valued Services at Economical Costs

Develop innovative and cost-effective solutions through collaboration, cooperation and in partnership with our clients. The solution sets include developing customized business solutions, efficient project management services and productive relationships with clients.

“People should be online, not waiting in line.”

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.

Priority	Tactics to Achieve Strategy	Target Date
All	Provide bi-annual technology roadmap presentations to every interested agency.	Annually Q2 Annually Q4
TE	Provide desktop hardware and software lifecycle plans to agencies.	Annually Q4

II.ii. Strategy

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

Priority	Tactics to Achieve Strategy	Target Date
DV	Improve Application Development Processes	Ongoing
DV	Build Applications that follow quality standards	Ongoing
DV	Review Application Development Metrics to Identify Process Improvement Candidates	Ongoing

II.iii. Strategy

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

Priority	Tactics to Achieve Strategy	Target Date
DC DV TE	Standardize and centralize the processes for procurement of all state I/T contract items.	Quarterly
DC DV TE	Establish process for reviewing EULAs (End User Licensing Agreements) to insure compliance.	2015 4Q

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.

Priority	Tactics to Achieve Strategy	Target Date
TE	Provide a shared common infrastructure for use amongst State government, K12 and higher education clients.	Ongoing
All	Review revenue and expense accounts to compare against rate trends and projections.	Quarterly

II.v. Strategy

Improve Project Management accountability across BIT.

Priority	Tactics to Achieve Strategy	Target Date
AD	Streamline project management process for agency and BIT projects.	2015 Q4

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.

Priority	Tactics to Achieve Strategy	Target Date
AD	Establish standard protocol for communications to state agencies regarding incidents or maintenance activities to achieve a more concise, informative, and organized communications stream.	2015 Q4
AD	Establish BIT as technical experts available for state agencies to use as a resource for reviewing technology acquisitions and technology contracts.	2017 Q2
AD	Continuously improve the delivery of customer service across the bureau.	Ongoing
DV	Implement a survey to measure Development Division Project interactions. Establish a baseline and set improvement goals.	2015 1Q
DC DV TE	Maintain a minimum of 90% Good or Excellent survey response rate. Immediately investigate all responses below average.	Annual

III. Goal

Build and Retain a Highly Skilled Workforce

Improve the effectiveness, productivity and satisfaction of employees in order to attract (and keep) the highly qualified workforce. Foster their individual innovation and professional growth. The appropriate training and tools will be provided to enhance and improve career skills in the 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.

Priority	Tactics to Achieve Strategy	Target Date
DC DV TE	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.	2015 2Q then ongoing
DV DC TE	Develop a policy governing the expansion of remote site locations.	Q1 2015
All	Provide and document training, advancement and career opportunities per employee. Review during the ACES process.	Ongoing
All	Review equity deficiencies of staff.	Annually Q2
All	Develop and send annual anonymous employee satisfaction survey, share results inside division for discussion and review of needs/issues	Q3 2015 – then annually
AD	Establish a standard BIT on-boarding process.	2015 Q3