In Brief:
The Texas Transformation

Delivering Technology that Matters

FROM THE STATE'S CHIEF TECHNOLOGY OFFICER

Technology touches every Texan every day. Whether you are an employer filing unemployment tax information over the Internet, a driver renewing your driver's license through TexasOnline.com, or a state employee answering a citizen phone call—technology enables this interaction with government.

Behind the scenes, the technology that drives these services is undergoing a transformation that will increase citizen access to government services, provide greater security of information, leverage taxpayers' investment in technology, and promote innovation. It is this transformation in the delivery of technology, which matters to so many, that is at the core of the 2008–2012 State Strategic Plan for Information Resources.
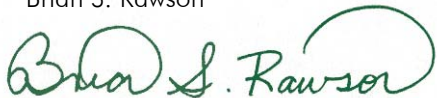
Today Texas state government has begun to build a shared technology infrastructure through managed offerings like data center services, communications technology services, and our award-winning state portal—TexasOnline.com. In addition, the buying power of Texas government is being used to leverage the acquisition of needed technology resources. The solid foundation laid in the past biennium allows us to move forward to dramatically transform how technology is delivered and, ultimately, how government services are provided.

While the Texas Department of Information Resources (DIR) is the lead agency on this transformation, we certainly do not work alone. Collaboration at all levels of government has been a binding thread through these efforts, and will assuredly continue as government-to-citizen, government-to-government, and government-to-business opportunities are realized.

In the fulfillment of *The Texas Transformation*, DIR will be held to the highest standards of exemplary customer service, innovation, collaboration, and accountability. This "In Brief" document provides excerpts from the full plan, and presents the guiding principles, goals, objectives, and strategies described in the plan, which can be found at http://www.dir.state.tx.us.

Together, we will continue to implement the technology vision that is transforming state government to best serve all Texans today and tomorrow. We wish to thank all of the elected officials, citizens, partners, businesses, and agencies that have supported this transformation since its inception.

Brian S. Rawson

Executive Director
Texas Department of Information Resources

Guiding the Texas Transformation

Government performs best when it focuses on citizen, client, and customer outcomes in its decision-making processes. Information and communications technology (ICT) is a key enabler and critical change agent in delivering those positive outcomes.

The 2007 State Strategic Plan lays out the statewide objectives that will drive government technology transformation in Texas for the next five years. These objectives encompass managed service delivery, managed supply chain, and security and privacy; technology policy, best practices, and partnerships; and innovative technology solutions that serve Texas citizens and meet state agency core missions.

Guiding Principles

The Texas vision frames the guiding principles for technology leadership:
- Customers will receive consistently stellar service
- Business needs will drive technology solutions
- Centrally managed technology infrastructure and shared common services will be the fulcrum that leverages the state's ICT investment and enables agencies to innovate mission-specific processes
- Technology assets will be securely held and managed, and private information will be protected
- Technology resources will be purchased, managed, and used economically and efficiently
- Performance management will be applied against clearly defined benchmarks to measure project outcomes
- Effective strategic partnerships between the public and private sectors will be encouraged

Statewide Technology Goals

Four statewide goals governed the development of this plan. Reducing government costs and driving effective technology contracting, expressed in the 2005 State Strategic Plan, *Shared Success*, remain as key components of this plan and are encompassed within the single goal of leveraging the state's technology investment. The goals are:
- Leverage the state's investment in shared technology infrastructure
- Protect and secure technology assets and information while safeguarding citizen privacy
- Simplify citizen, government, and business access to public-sector services and information
- Promote the innovative use of technology that positively impacts the state's business, as well as its economic development

The Evolution of the Texas Model for the Enterprise

The Texas Model for the Enterprise was introduced in DIR's 2004 report to the Texas Legislature, *A Foundation for Change*. The model presents a vision of a shared services and technology infrastructure that

is flexible and innovative and serves as a framework for organizing strategic activities across the government enterprise. The model presented in the 2005 State Strategic Plan reflected the structure necessary to develop the shared technology infrastructure that supports the upper layers. The 80th Texas Legislature validated its previous charter for DIR by continuing to support the shared technology infrastructure approach. As presented in this plan, the evolved model graphically represents the ongoing integration and transformation of technology in Texas government and identifies the areas covered by the 2007 State Strategic Plan:

- Managed Service Delivery
- Managed Information Technology (IT) Supply Chain
- Security and Privacy
- Technology Policy, Best Practices, and Partnerships
- Core Missions

This plan maps out the continued transformation of the Texas Model for the Enterprise, in which shared services and collaboration across all levels of government will in turn free up agency time and resources to innovate their own service delivery.

Agency Layer
Core Missions

Collaboration Layer
Technology Policy,
Best Practices, and Partnerships

Statewide Infrastructure Layer
| Managed Service Delivery | Managed IT Supply Chain | Security and Privacy |

TEXAS MODEL FOR THE ENTERPRISE
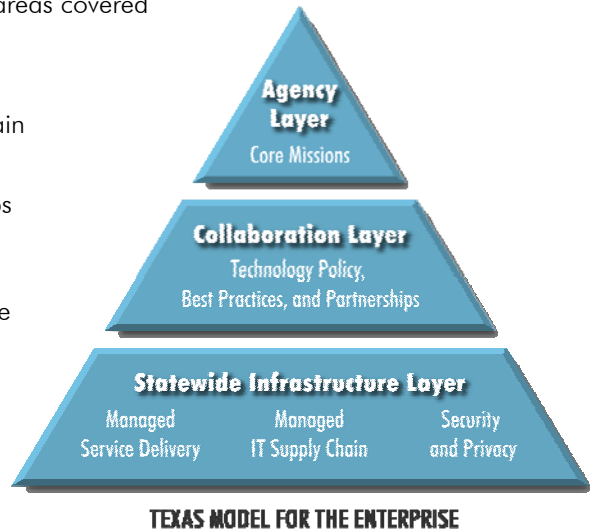
Major Drivers

The State Strategic Plan Advisory Committee and representatives of the Telecommunications Planning and Oversight Council identified the major drivers that will impact the successful implementation of the objectives and strategies in this plan.

Integrating Managed Service Delivery
Individual technology infrastructure services have provided increased functionality and efficiencies, but cross-functional collaboration will take this progress to the next level. For example, the state's data center services program is using the statewide network to leverage a secure, shared network infrastructure. To facilitate the provisioning of network communications services for agencies participating in the data center services migration, the state must integrate the efforts of each of these managed services.

Transforming IT Procurement and Contracting Practices
Current IT contracting practices can be time-consuming and expensive for both the public sector and the vendor community. Simplifying complicated, compliance-driven administrative requirements would improve the state's competitive position by reducing the costs and cycle time of contracting practices and increasing business opportunities for the private sector.

Safeguarding the Technology Environment

Users of government resources expect and need safe and open access to information and services. Continued escalation of security threats and identity theft ensure that sharing sensitive data safely will remain a critical challenge for government agencies. To create and maintain secure environments, agencies must invest in education and training related to security policies, procedures, and technical security skills.

Facilitating Electronic Access to Government

Many citizens who could benefit from government services are either unaware that the services exist or have no idea how to find them. Government needs to make information available in a way that is intuitive to users, accessible to isolated communities, and available during irregular hours. For the customer's convenience, government needs to provide access to services through multiple channels, such as Internet portals, e-mail, instant messaging, telephone, and in person.

Managing within Funding, Staffing, and Regulatory Frameworks

Leveraging the state's shared services and technology infrastructure will free agencies to better serve their citizens, clients, and customers. However, government agencies face multiple challenges to fulfill their core missions: limited resources, attracting and retaining qualified personnel, and navigating a complex maze of regulatory rules and requirements.

A Roadmap for the Plan

The objectives of the State Strategic Plan map to the Texas Model for the Enterprise. Strategies and actions are mapped for each objective.

STATEWIDE INFRASTRUCTURE LAYER

Statewide Goal: Leverage the state's investment in shared technology infrastructure

Managed Service Delivery

OBJECTIVE 1: **Solve common business problems through managed services**

AREA	STRATEGY	ACTIONS
Texas Data Center Services	1-1 Implement and manage high-performing, secure, and reliable data center services	• Oversee the contract and implement governance processes • Manage transition, transformation, and consolidation
Communications Technology Services	1-2 Deliver enhanced business value from managed communications technology services	• Develop and implement a managed communications services business model and governance structure • Procure the next generation of TEX-AN
TexasOnline.com	1-3 Establish TexasOnline.com as the nation's premier virtual field office and customer services portal	• Procure the next generation of TexasOnline.com
Shared Applications	1-4 Leverage shared applications and processes where common business needs exist	• Collaborate on enterprise resource planning standards development • Implement statewide e-mail, messaging, and Web collaboration

Managed IT Supply Chain

OBJECTIVE 2: Deliver business value and maximize buying power through integrated technology supply chain services

AREA	STRATEGY	ACTIONS
Supply Chain Support	2-1 Develop and deploy knowledge-based procurement strategies	• Deploy business analytics and business intelligence tools
Contracting	2-2 Expand metric-driven contracting practices	• Identify and implement new contracting opportunities and improvements • Improve the customer experience

Statewide Goal: Protect and secure technology assets and information while safeguarding citizen privacy

Security and Privacy

OBJECTIVE 3: Provide leadership to secure the state's technology assets and promote appropriate use of citizen information

AREA	STRATEGY	ACTIONS
Security	3-1 Provide leadership and assistance to agencies in the effective implementation of the *State Enterprise Security Plan*	• Collaborate with agencies to implement the *State Enterprise Security Plan* • Improve capability to identify and reduce cybersecurity risks
Privacy	3-2 Promote effective approaches to information privacy management	• Evaluate opportunities to establish a privacy management program

COLLABORATION LAYER

Statewide Goal: Simplify citizen, government, and business access to public-sector services and information

Technology Policy, Best Practices, and Partnerships

OBJECTIVE 4: Enhance Statewide Technology Management and Collaboration

AREA	STRATEGY	ACTIONS
Availability	4-1 Provide leadership and support in making state information available to all users	• Promote accessibility • Promote usability and searchability • Promote life cycle management of data and information
Interoperability	4-2 Provide leadership and support for cross-agency initiatives that enable or enhance data sharing and interoperability between agency processes and systems	• Establish common architectural standards and best practices • Streamline data management and reporting • Improve data sharing • Advance justice information system integration • Implement the Texas State Communications Interoperability Plan
Statewide Project Delivery	4-3 Provide leadership and support for the delivery of the state's technology projects	• Assist agencies in implementing sound project management practices • Develop procedures for major contracts that outsource a state function or process • Develop additional framework extensions • Deliver technical assistance
Statewide Partnerships	4-4 Provide leadership and support for multi-level government technology collaboration and partnerships	• Facilitate intergovernmental collaboration • Promote strategic partnerships

AGENCY LAYER

Statewide Goal: Promote the innovative use of technology that positively impacts the state's business, as well as its economic development.

Core Missions

OBJECTIVE 5: Deploy value-added technology solutions to meet agency core missions and serve Texas citizens

AREA	STRATEGY	ACTIONS
Agency Innovation Centers	5-1 Plan and deploy innovative technologies that deliver world-class services to Texans	• Design from the customer's perspective • Expand communication channels • Unleash information

Transformational Opportunities

This plan details two upcoming transformational opportunities in Texas government technology.

Reprocurement of TEX-AN

The state's current TEX-AN contract will expire in August 2009, and the reprocurement process will begin in fiscal 2008. The reprocurement will address legacy as well as emerging technologies in the rapidly evolving telecommunications sector in order to provide customers with the next generation of communications technologies. Multiple opportunities for input and involvement in this reprocurement effort will be provided to DIR customers.

Reprocurement of TexasOnline.com

Since its 2000 launch, TexasOnline.com has served as the primary vehicle for making Texas government accessible to citizens, customers and other users 24 hours a day, 7 days a week. TexasOnline.com was recognized in 2006 by Brown University as the number one government portal in the nation.

The state's challenge, with the December 31, 2009, expiration of its current TexasOnline.com contract, is to ensure that the state portal will continue to serve as a national and international model of cost-effective, accessible, and comprehensive online government services.

Championing Success

The Texas Transformation lays out an ambitious roadmap for how Texas will harness the power of information and communications technology to continue to transform state government to best serve the state's citizens, clients, and customers. This plan aims to establish and meet an exemplary standard of innovation, collaboration, accountability, customer service and cost effectiveness in every facet of the state's technology operations.

DIR will work with state and local governments and the public schools to empower and champion government technology successes in meeting the needs of every Texan across the state. The ultimate benchmark for the success of this plan will be a statewide network of technology innovation that spans Texas's public and private sectors, and an empowered citizenry who are able to use government services and information to effect meaningful transformations in their own lives.

For Additional Reading

This document is an abridged version of the 2007 State Strategic Plan for Information Resources, *The Texas Transformation: Delivering Technology that Matters*. The full plan contains the following:

- Guiding the Texas Transformation
- Major Drivers
- A Roadmap for the Plan
- Managed Service Delivery
- Managed IT Supply Chain
- Security and Privacy
- Technology Policy, Best Practices, and Partnerships

- Core Missions
- Championing Success
- Transformational Opportunities: Reprocurement of TEX-AN and TexasOnline.com
- Summary of Technology Legislation

The 2007 State Strategic Plan for Information Resources Management can be accessed online at http://www.dir.state.tx.us. Detailed information regarding the implementation of a specific strategy is or will be posted as it becomes available.

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