Delaware Runs on Technology!

People 🪐 Process 🪐 Technology
DTI’s current Strategic Plan serves as a directional guide to the priorities of our agency. Developed prior to the pandemic, this document allows DTI the flexibility to target common and focused initiatives across our enterprise, respond and adapt to shifting needs, and strategically plan to meet future IT demands.

- Support Efficient Citizen Digital Government Services
- Advance Enterprise IT Services
- Modernize Delaware’s IT Workforce
- Foster Cybersecurity Excellence
- Promote Business Intelligence

Delaware-Statewide-IT-Strategic-Plan.pdf
IT WORKFORCE MODERNIZATION

Goal: To competitively recruit, attract and retain IT professionals. Competition with the private sector is fierce and our skillsets are in high demand. Within the state, IT professionals are sought-after for an expanding portfolio of new and legacy technologies.

Actions

• Created position profiles that mirror the industry so applicants looking for work will also see DE postings
• Internally ensured jobs have a built-in career ladder – Associate, Junior, Senior, etc.
• Codified epilogue language to support ability for merit employees to transition to Exempt DTI positions without waiting for a vacancy
• Established transition workflow for SEUS candidates vs all IT professionals in an agency

Next Steps

• Working with OMB and OGOV to secure additional positions
• Improve upon relationships with K12, higher education, certificate programs, etc. to create a feeder system for future candidates
• Developing Org based roles / tying a workload to a role
• Advocating for competitive salaries
• Identifying Professional Service Partners that can scale and support
• Right-sizing workforce to ensure sustainable workload and life-work balance
OPERATIONAL RESPONSIBILITIES

GOAL: To ensure all work and services already delivered are managed in a way that addresses commitment to life-cycling, cyber security, scalability, supportability, etc.; inclusive of prioritization and portfolio management.

**Actions**

- Significant investment in staff augmentation to meet SLAs
- Invested in time tracking and prioritization process
- Established clear definitions for services and new Service Catalogue
- Invested in tools, including AoVPN, to support remote work
- Targeted Coronavirus Relief Fund (CARES Act) dollars to life-cycle and improve enterprise services
- Supported enterprise data and governance/business intelligence
- Implemented O365 roll out for the enterprise

**Next Steps**

- Improving current processes for incoming work (prioritization)
- Improving SN workflow for request fulfillment, on/off boarding and service catalog
- Developing standards and policies that aid in defining tools, products, and purpose
- Drive automation and brokered services to support a sustainable business model
- Standardizing delivery of commodity IT to leverage existing State staff (SEUS)
- Apply for ARPA funding on qualifying projects

**What We Do**

- Cybersecurity and Incident Response
- Systems Engineering
- Telecommunications
- Data Center
- Service Desk – IT Support
- Output Management
- Vendor Management
- Applications Delivery
- IT Standards and Policies
- Open Data Portal
- FirstMap/GIS
- Cloud Services
- Enterprise Resource Management
- Enterprise Architecture
- Data Management
- Project Management & Organizational Change Management
- Business Continuity & Disaster Recovery Operations
- Change Control
- Partner Services
STANDARDIZE SECURE END USER SERVICES

GOAL: To equitably deliver essential technologies and tools for a productive and secure State workforce.

**Actions**

- Developed SEUS that accounts for total cost of ownership established in support of the core, commodity IT services each State employee requires to work effectively
- Defined components include Service Desk, EDL, Network and Connectivity, Voice, Email and Collaboration, Devices – all wrapped in a Security Suite
- Defined Chargeback process and aligned to OMB Budget cycle; reviewed and approved under statute ([Delaware Code Title 29, Chapter 90C, § 9016F](https://legal.delaware.gov/delawarecode/title29/chapter90c/index.html)) which will allow DTI to conduct orchestrated roadshow

**Next Steps**

- Meeting with all agencies — SEUS roadshow
- Developing master class to educate staff and develop focused alignment among supporting teams
- Timeline for implementation:
  - Targeting OMB, DHR, DSHA to follow SEUS delivery in FY22
  - Deploying memo billing for all agencies in FY23 to develop Impact Statements
  - Executing Chargeback in FY24
LEVERAGE FEDERAL ACTS OF FUNDING

Goal: To balance this once in a lifetime opportunity to invest and transform with how DTI delivers technology to our Partners, Residents and Visitors now and in the future. An investment in DTI is an investment in the Enterprise...

<table>
<thead>
<tr>
<th>Actions</th>
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<tbody>
<tr>
<td>• Cares Act Relief Fund</td>
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<tr>
<td>• Cabling and switch replacement - 134 buildings and 25 agencies</td>
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<tr>
<td>• Pandemic Response – remote access, devices, licenses and more</td>
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<td>• Broadband – connected over 25K students</td>
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<td>• American Relief Plan Act</td>
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<td>• Broadband was first awardee of ARPA funds - $110M to deliver wireline internet service to every DE address</td>
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Next Steps

- Qualify new investments thru ARPA and Infrastructure bills
- Submit new requests for OGOV and DOJ approval
- Balance transformation with current operational responsibilities
- Ensure investments net change to current priorities
DIGITAL GOVERNMENT

GOAL: To improve the user experience with a central portal for interacting with government that leverages a single User ID/password and a common payment experience. Technology that will navigate government for our residents and visitors.

Actions

- Partnered with GIC on One Stop to deliver “one stop shopping” for businesses forming in DE
- Teamed up with OST on the digital government/payment portal RFP
- Continue to invest and onboard users of the My.Delaware.Gov SSO solution for residents and visitors

Next Steps

- Developing communications for digital government approach
- Building roadmap for digital government
- Establishing foundational elements of Digital Government
- Creating funding models for onboarding
BROADBAND

GOAL: Deliver on Governor Carney’s pledge to eradicate broadband deserts and connect 11,600 unserved homes identified by the Delaware broadband strategic plan with an edge out approach.

Actions

- Nearly a decade of investments followed by organic growth and private sector investment
- CRF: Strategic plan, $12M establishing Connect DE Students program in support of remote schooling, along with edge out pilots
- ARPA: $110M allocation announced to address last mile and provide a wired connection to every DE home/business address
- Dedicated a team to manage Grant and ensure charter is fulfilled

Next Steps

- Grant released 10/18/2021
- Awards to be communicated 1/14/2021
- Work over next 24-36 months to install, communicate and complete the effort
Use an **Identity-driven**, risk-based security controls program that aligns with application and data interaction through its Lifecycle to deliver a translucent AND effective working environment that enables state agency partners in enhancing services to our constituents.

- A security strategy built-on the principles of Zero-trust
- Single Identity perspective from constituent to employee and throughout the identity lifecycle
  - Access Management (Single Sign-On /w adaptive MFA)
  - Lifecycle Management; from job offer through retirement or separation and beyond
  - Privilege Access Management; strong control over administrator access
- Detect and respond to 8 billion threats and 2.4TB of data reviewed daily and growing
- National Guard Cyber Command Partnership; Elections, Unemployment Insurance, Cybersecurity resource development
- Web Application Protection; Web Applications, Web Services, API Security
  - Public Key Infrastructure and Digital Government Protection
- Network Access Control
- Internal and 3rd party Risk Management
- Email and Data Security
THANK YOU FOR ALL YOU DO!

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