DELAWARE IT STRATEGIC PLAN

2020-2025

Enhancing the quality of the lives of Delawareans is fundamental to our mission.

Technology's role in providing and supporting vital government services will fundamentally change the way our citizens interact with, and realize value from, government. Public health and safety, community and social services, education, labor, transportation and infrastructure, natural resources, recreation, and environmental quality will become more accessible, using data to drive policy decisions, and improve efficiency and outcomes.

The rate of exponential change shows no sign of slowing: our strategic plan anticipates the ongoing forces shaping the technology that will support the mission of the State of Delaware. Our plan is a living document; we will update it as significant business priority changes occur.

SUPPORT EFFICIENT CITIZEN DIGITAL GOVERNMENT EXPERIENCES

01

Enabling Efficient Delivery of Innovative Digital Government Solutions

The exponential growth and change in technology impacts all of us in every aspect of our personal and professional lives.

Technology holds the key to transforming how we run our businesses and organizations today. Human-Centered design solutions we implement in government on behalf of citizens and businesses we serve should be intuitive and convenient. The digital government experience requires enterprise-wide integration of both leadership and technology. Delaware must foster research and development, using the right people and partnerships. Dedicated effort and funding will allow Delaware to provide the high caliber digital government services all of us, as consumers, expect in today's connected world.

DIGITAL CUSTOMER + DIGITAL GOVERNMENT

DIGITAL WORKFORCE AND CULTURE

Human Centered Design

Agile Execution

Focus on Value

CONNECTED ENTERPRISE

Digital Information

Digital Identity

Digital Risk Management

DIGITAL CORE

Application/Process Modernization

Cloud

LEADERSHIP, VISION, POLICY

Governance

Funding and ROI

Objective 1.1:

Promote a Unified "Enterprise Government" Culture

Foster and support the paradigm shift, from a culture of agencies to a single, unified government body where leaders and workers understand and embrace the potential to improve constituent services and value.

Objective 1.2:

Prioritize and Invest in Digital Government

Establish equitable governance approach and investment strategy for applications and process modernization that leverages innovative models of service provision. Seek executive level sponsorship and partnerships to ensure ongoing support and prioritization of digital government services for deployment.
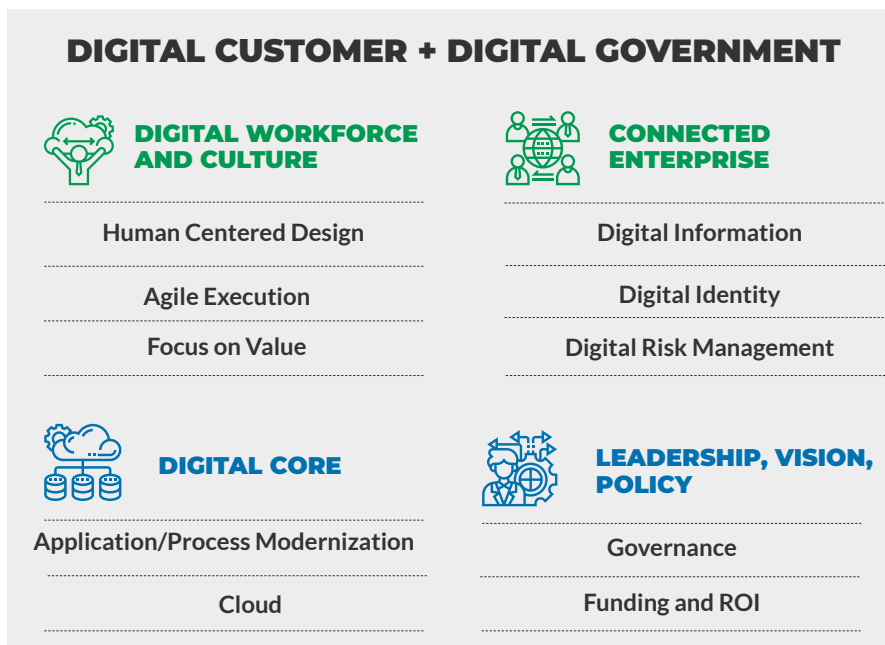
ADVANCE ENTERPRISE IT SERVICES

Streamlining Government Transactions Through an Interconnected Enterprise

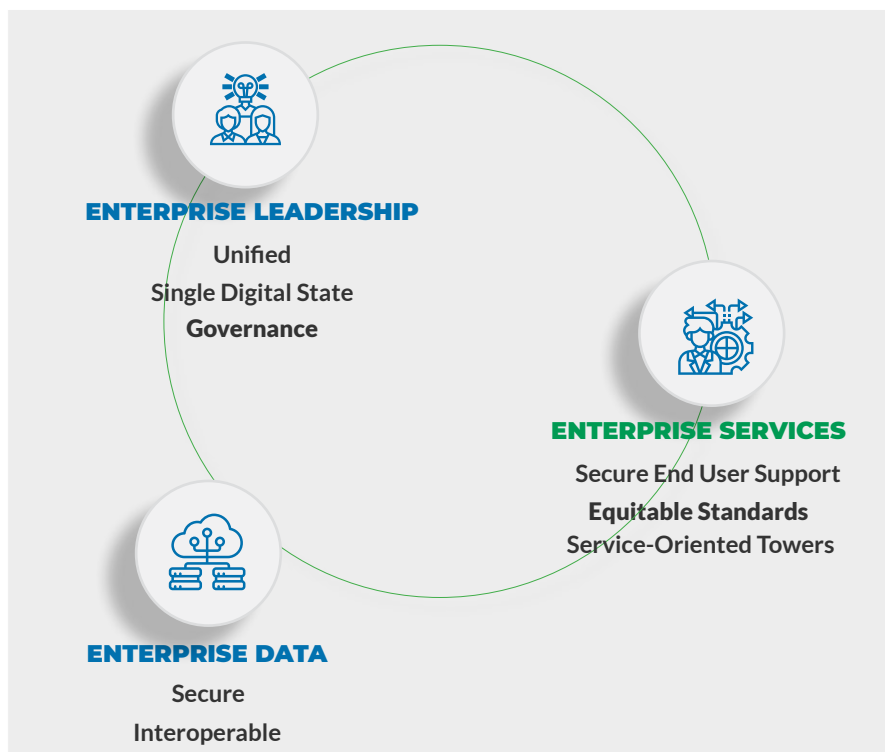**The government of tomorrow is connected.**

The future enterprise is effective and responsive, having shed legacy data sharing and interoperability barriers (technology, policy, culture, etc.), while enforcing appropriate safeguards and controls. Delaware's successful delivery of future digital government will require operating as a well-integrated enterprise. This next iteration will require establishing a base level of technological governance, consistent standards, and commodity, and efficient support and cost recovery procedures. Uniform enterprise guidelines, in this environment of exponential change, foster consensus, trust, and promote innovation. The future enterprise is effective and responsive, having shed legacy data sharing and interoperability barriers (technology, policy, culture, etc.), while enforcing appropriate safeguards and controls. Delaware will view investment in centralizing service delivery towers and digital government solutions holistically. This framework supports agencies' focus on effectively fulfilling our missions—leveraging modern, enterprise-wide IT solutions that support our business practices and satisfy our customers.

Objective 2.1:
Establish Enterprise-wide IT Policy, Standards, and Governance

Promote cross-agency understanding and adoption of enterprise policy, standards, governance and data sharing agreements to evolve Delaware agencies to compatible systems that facilitate data sharing and advanced analytics. Cybersecurity requirements for IT systems development, artificial intelligence, and digital identity management will enhance safety and security of state systems, infrastructure, and citizen data.

Objective 2.2:
Refine and Mature Enterprise IT Service Delivery

Sustainable, innovative IT requires an enterprise model to deliver or broker best-in-class enterprise services through standardized procurement processes, service level agreements, and trusted quality metrics. Delaware will benefit from a system of equitable oversight, vendor management, and enterprise-aware governance that encourages innovation and integration.

ENTERPRISE LEADERSHIP
Unified
Single Digital State
Governance

ENTERPRISE SERVICES
Secure End User Support
Equitable Standards
Service-Oriented Towers

ENTERPRISE DATA
Secure
Interoperable

MODERNIZE DELAWARE'S IT WORKFORCE

03

Empowering a Journey, Not Just a Career

Moving to digital government is as much about a shift in workforce culture as it is about the availability and use of emerging new technology, tools and capabilities within the organization.

Our future considers embracing new, broader thinking about our state government, its talent and those we serve. We anticipate:

- Leveraging automation as a force multiplier to allow teams to perform higher value work;

- Exploring new and creative work styles, work flexibility and work-life integration;

- Adopting greater use of technology and social collaboration tools to enhance workforce efficiency and experience;

- Understanding and responding to the dynamic nature of IT professional skills and experience with agile recruitment and retention strategies.
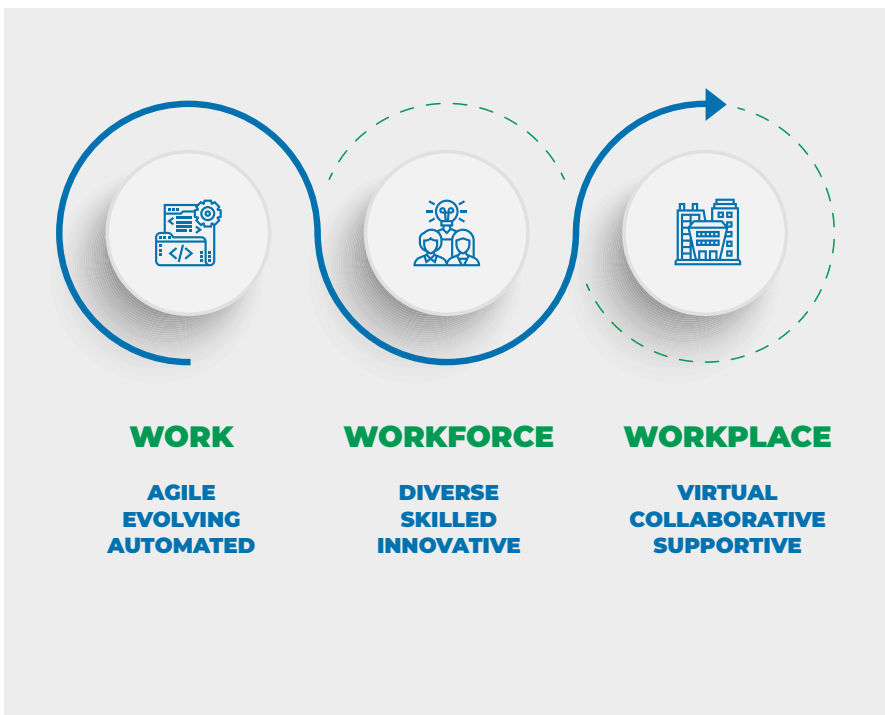
Objective 3.1:
Modernize Job Classifications

In partnership with the Department of Human Resources, develop and implement modern IT job classifications, position descriptions, updated compensation structure, and benefit packages. This will allow the State to develop, hire, and retain the highly qualified IT workforce required to support Delaware's digital government initiatives.

Objective 3.2:
Create a Continuous Learning Environment

Invest in, foster, and promote internal skills enhancement by providing a learning environment and culture of innovation that includes channels for ongoing employee learning and development, such as a DTI University.

Objective 3.3:
Increase the Diversity of the IT Workforce

Use a variety of recruitment and outreach methods to reach the broadest cross-section of potential applicants, strengthening connections and collaborative relationships with external partners, such as colleges/universities. Recruit from a diverse, qualified group of applicants that represent all segments of our communities to secure a high-performing IT workforce.

WORK

AGILE
EVOLVING
AUTOMATED

WORKFORCE

DIVERSE
SKILLED
INNOVATIVE

WORKPLACE

VIRTUAL
COLLABORATIVE
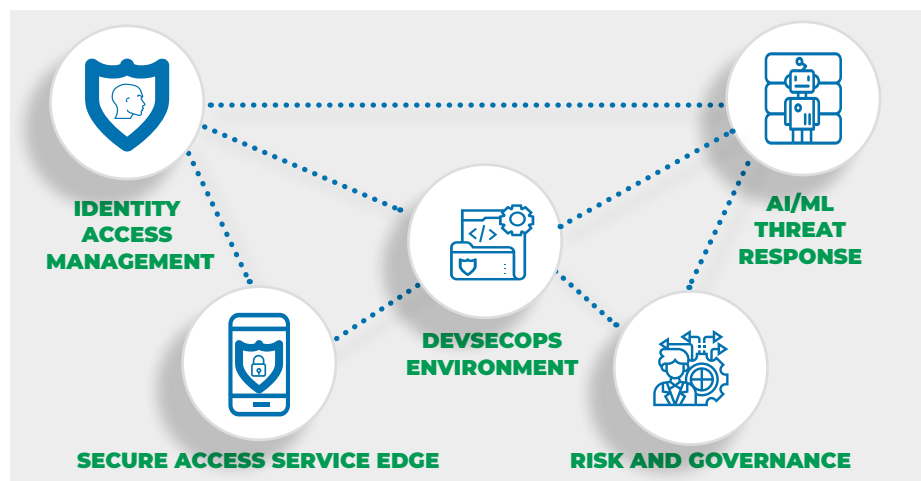SUPPORTIVE

FOSTER CYBERSECURITY EXCELLENCE

Innovating in a Resilient, Reliable Environment to Assure Cybersecurity

An identity–aware, risk-based security controls framework that strategically protects an innovative, effective working environment while enpowering state agencies to deliver services to enhance the lives of Delawareans.

State cybersecurity must enable the evolving delivery of digital government services accessible to all, without physical limitations. Delaware must invest in innovative cybersecurity solutions to secure enterprise solutions and new technology. Addressing fundamental business risks and cybersecurity challenges posed by interconnectivity and digital government delivery, our approach will:

- Deliver a **Secure Access Service Edge** (SASE) that leverages the state's identity program to validate human and machine credentials before granting a "Zero Trust" network access to state digital government application services, making services only network visible to validated users and systems;

- Evolve the end-to-end design process: risk-aware "**development** that considers **security** and **operations** requirements" (DevSecOps) as solutions are initiated, thinking more mobile-centric, focusing on driving business outcomes, and moving Delaware beyond mere compliance;

- Leverage Artificial Intelligence (AI) and Machine Learning (ML) capable technologies to establish a semi-autonomous risk-aware, threat-detecting and threat-responding cybersecurity capability across the state computing environment;

- Incorporate business recovery in the wake of a cyber event, understanding that cyber resilience goes beyond recovery of systems and processes.

IDENTITY ACCESS MANAGEMENT

DEVSECOPS ENVIRONMENT

AI/ML THREAT RESPONSE

SECURE ACCESS SERVICE EDGE

RISK AND GOVERNANCE

Objective 4.1:
Establish Digital Identity Access Management (IAM) Reaching All Individuals in Relationship with Delaware

An enterprise IAM tool with identity proofing capabilities increases cybersecurity for digital identity management within the enterprise and beyond. This will enhance safety and security of state systems, infrastructure, transactions, and citizen data across the person's lifespan.

Objective 4.2:
Underwrite and Fully Integrate Cybersecurity Risk Management and Governance

Enterprise level investment ensures effective and secure use of external third party partner solutions and services, while optimizing the state's limited resources to mitigate the most critical risks. Mutually beneficial external partnerships can enhance and ensure ongoing support.

Objective 4.3:
Establish a Secure Application Delivery Protocol

Promulgating an enterprise security approach to internal and external application services with a highly available, sustainable and recoverable technology program that ensures a secure development, secure publication and secure management of state applications throughout the entire life-cycle of use.

PROMOTE BUSINESS INTELLIGENCE

Enhance Government Policy and Services through Data Analytics

In today's digital world, we are facing a tidal wave of data.

Reliable data has the power to transform individual choices, state services, and society. When made available securely, actionable data can be less overwhelming and more focused to help citizens and leaders make educated and informed decisions. From machine learning to the universe of connected devices that has become the Internet of Things (IoT), workers need new tools to help decipher meaning and apply data's contribution to appropriate actions. Leveraging enterprise data will allow agencies, businesses, and citizens to navigate data and make evidence-based policy or business decisions.

Objective 5.1:
Establish Enterprise Data Program

A comprehensive enterprise data initiative will support the breadth and depth of wide-ranging state data analysis demands. This includes developing data scientists who support analytical needs that impact policy as the analytical requirements of agencies grow to, and beyond, predictive and prescriptive levels. Delaware's enterprise data initiative will ensure that we secure and standardize data collection practices and make our valuable data actionable and intuitive for decision makers.

Objective 5.2:
Foster an Enterprise-aware IT Governance Model that Encourages Innovation, Automation, and Integration

Cross-agency acceptance of, and support for, an enterprise model that embraces innovation and automation as a pathway to integration data sharing and advanced analytics. Support for agile development practices. predictive analytics, and cloud-based technology will drive an ever-evolving and responsive digital government of the future.

Advanced Visualization

Internet of Things

Text Mining

In-Memory

Graph

Big Data

Mobile Device Management

Cloud

Continuous Intelligence

Sentiment Analysis

Data Lakes

Artificial Intelligence

Predictive Analytics

Robotic Process Automation

Augmented Data Management

Machine Learning

Natural Language Processing