Technology Resource Planning

Part 1: Technology Assessment Summary

The Department is dedicated to modernizing and expanding its current information technology function. An independent assessment of the Information Technology (IT) organization identified areas to modernize the organization and improve IT’s ability to deliver services. From this study five key DPS IT strategies were developed.

1. Stabilize the existing IT environment
2. Leverage existing applications / data sources; rigorously retire others
3. Achieve substantial savings and reductions in legacy IT costs
4. Focus internal IT staff on true business priorities
5. Significantly increase our effectiveness in preventing and solving crimes

These strategies are the foundation that has guided the organization to prioritize around technology projects that help close the gap and significantly improve the Information Technology support to DPS.

Key technology program recommendations include enterprise information sharing, enterprise architecture framework, disaster recovery capabilities, improved IT security, and modernized Agency business applications.

To enhance the Department’s information sharing capabilities, a Department-wide data interoperability strategy and a technology framework will be defined to enable information sharing across traditional boundaries.

Defining the information technology enterprise architecture framework will establish a common technology framework for future information technology implementations. The Department is finalizing our enterprise architecture roadmap and beginning to implement standard reusable technology solutions, allowing us to leverage current and future technologies.

Protecting citizen information and ensuring the ability to recover business critical information and systems after a disaster requires ongoing improvement of our security and disaster recovery capabilities. The Department will continue to update internal policies, procedures and technologies to protect citizen information.

The Department’s public facing website and online service offerings are being redesigned and expanded; improving customer service and making information more assessable to the public.

Statewide Technology Goal 1. Strengthen and Expand the Use of Enterprise Services and Infrastructure

a. The Department will continue to develop software services which can be shared internally and with other agencies. These Software services are designed to provide a
standard maintainable solution for exchanging information. Some of the targeted areas include:

1) The automation and shared services that enable our Licensing divisions to better support the public:

   - Provide on line applications for concealed handgun licenses.
   - Provide on line requests for driving records.
   - Ability to submit finger prints on-line in support of license requirements.
   - Provide a more useful public facing of DPS via inter / intranet sites.

2) In addition use share services and infrastructure to help fight crime by legally sharing information among law enforcement entities at DPS.

   - Geo-spatial mapping in support of solving crimes as wells as responding to disasters.
   - Utilizing licensing data to solve crime more effectively.
   - Agency data interoperability plan to ensure all law enforcement can utilize data in a common way across the agency.

b. Department services are offered thorough the state portal including concealed handgun license application, driver license renewal, and driver records. We will continue to evaluate which services we can expanded through the state portal.

**Statewide Technology Goal 2. Secure and Safeguard Technology Assets and Information**

a. The agency is committed to security of the networks and data entrusted to us. The Agency Chief Security Officer is focusing their efforts to ensure we enable our environment to utilize technology and data to its full extend while ensure we maintain a proactive secure environment. The agencies priorities for security are

   - Stronger usable policies updated and implemented agency wide.
   - Role based security infrastructure used commonly throughout the agency.
   - Continue to strengthen perimeter network security and external access points.

b. The Department is actively evaluating enterprise identity management solutions.

**Statewide Technology Goal 3. Serve Citizens Anytime, Anywhere**

a. The Department’s public facing website and online services offerings are being redesigned and expanded; improving customer service and making information more assessable to the public. The Department will continue to develop software services which will be published internally and to trusted partners providing better access to information.
b. The Agency has a focused effort to ensure we are enabling as many of the public services as possible via the web. The top priorities for such services are Drivers Licensing, Driver Records, Concealed Handgun application and renewals, sex offender registry, and sharing of information regarding DPS via the Internet.

c. The agency has recently implemented the DPS Internet site. It aligned the information better for citizen interaction as well as finding the information requested. We will continue to build out the second tier of the website to ensure the most up to date information is accessible.

d. We have been investigating the opportunity to start a public information section of the website that would give access to all information requests fulfilled by the agency as well as a look into the historical vaults of some of the most interest cases solved by DPS over the rich history of the agency.

Statewide Technology Goal 4. Pursue Excellence and Foster Innovation across the Enterprise

e. Some of the higher priority of work that would draw efficiency for the organization are:

- Automation of Credit Card processing for the agency.
- DPS general manual moved to totally on line; eliminating a huge paper burned on the agency.
- Project timberland – effort that is focused on reducing paper consumption by 1,000,000 pieces a year.
- Time reporting automation – eliminating the burdensome paper time keeping we currently require at the agency.

f. Many efforts are underway or plan. The highest priority ones are:

- Agency wide server consolidation project.
- HQ network upgrade and standardization.
- Shared services model for infrastructure applications supporting DPS.
- Storage consolidation to a modernized single media.
- Establish and implement a software quality process and team.

c. The agencies strategies are to align with the state ERP solution for asset management.

d. All our plans are in support of the strategy to enhance the effectiveness in preventing and solving crimes. The efforts to support this goal utilizing information sharing are being captured and implemented through our Data Interoperability program. This program will help us to align many of the law enforcement requirements for data sharing. The top priorities for the agency are:

- Use data in the support of criminal activity analysis supporting the Fusion Center.
- Better sharing of data across the law enforcement departments as it relates to criminal interdictions.
- Implement a single solution for Agency Case Management in support of all law enforcement specialties at DPS.
- Ensure the standardization of voice communication inter-operability across the state support law enforcement.

**Part 2: Technology Initiative Alignment**

The 81st Legislative session provided the agency funding to modernizing information technology at the agency. We started the modernization by reorganizing the IT operation. The new structure provides the foundation to build an IT organization capable of supporting the mission of the agency. We are consolidating disparate IT functions across the agency into the new IT organization, establishing a more effective and efficient operation. To increase our effectiveness, standard IT processes and procedures are being defined and implemented. IT governance is being implemented to manage the execution of IT work and prioritize agency IT projects. To focus our efforts we have identified the following IT strategies:

1. **Stabilize the existing environments.**

   This strategy focuses on strengthening and stabilizing the existing IT Infrastructure and environments. Capabilities delivered here will target the objective of insuring that the agency can access required data on a constant 24/7 basis.

2. **Leverage existing applications/data sources while rigorously retiring others.**

   The purpose of this strategy is to fully utilize current applications, while retiring and removing old and outdated applications that are no longer supported or no longer useful.

3. **Achieve substantial efficiencies in legacy IT costs.**

   The main focus of this strategy is to improve IT operational efficiencies, while reducing IT costs. Programs will target new policies and procedures to improve business operations.

4. **Focus internal IT staff on true business priorities.**

   This strategy is essential in directing IT programs and projects to insure that the IT Organization is focusing on agency priorities. It is this key strategy that will guide the IT Organization to achieve its mission of being the “the provider of choice.”

5. **Significantly increase our effectiveness in preventing and solving crimes.**

   This strategy identifies the overall mission of directing IT programs and projects to provide our customers the latest tools and services, in order to provide the highest level of crime prevention possible, while supporting our law enforcement officers in the field.
<table>
<thead>
<tr>
<th>Technology Initiative</th>
<th>Related Agency Objective</th>
<th>Related SSP Strategy</th>
<th>Status</th>
<th>Anticipated Benefit(s)</th>
<th>Innovation, Best Practices Benchmarking</th>
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</table>
| Establish and Implement an Agency Data Interoperability Plan. | TBD | 1.1 4.3 4.4 | Ongoing | - Streamline data management and reporting capabilities  
- Enhance access to data used for investigations and crime prevention  
- Improve data sharing capabilities within DPS as well as with federal, state, and local agencies. | Innovation |
| Modernize IT Operations | TBD | 1.1 3.1 4.1 | Ongoing | - Increase IT effectiveness by defining and implementing standard processes.  
- Enhance system reliability and scalability. | Best Practice |
| Enhance Fusion Center Capabilities | TBD | 1.1 4.3 4.4 | Ongoing | - Enhance data analytical capabilities.  
- Extend access to data used for investigations and crime prevention. | Innovation |
| Implement Agency-wide technology solutions. | TBD | 1.1 1.2 4.2 | Ongoing | - Replace like systems with similar functionality with enterprise solutions capable of meeting all agency requirements.  
- Improved maintainability of systems used to execute agency’s mission  
- Implement scalable solutions capable of meeting growth demands. | Best Practice |
| Fortify Agency IT Security Infrastructure | TBD | 2.1 | Ongoing | - Increase systems and data security continuing to enhance the protection of citizen information. | Best Practices |
| Implement Business Continuity Capabilities | TBD | 3.1 | Ongoing | - Establish Agency’s ability to continue critical operations in the event of a disaster. | Best Practices |