THECB Information Resources Strategic Plan 2015-2019

FROM THE 2015-2019 THECB STRATEGIC PLAN

AUGUST 2014

Table of Contents

Part 1: Technology Assessment Summary

The following table provides a description of the planned technology solutions that respond to the key factors that will affect the Texas Higher Education Coordinating Board (Coordinating Board, the agency).

Activity	Details
1. Expand and enhance data available for reporting and research.	Pursue a complete re-architecture and rewrite of the system that gathers and disburses education data from all Texas education institutions to increase efficiency and be more user friendly and data format more conducive to increased reporting demands.
2. Continue enhancement of Financial Aid applications	Evaluate and select a product to replace current student loan system that is more cost efficient, more secure, and more easily supportable. A final recommendation will be provided to the Commissioner and the Board this summer. Create an online system for loan repayment applicants to significantly improve teachers, physicians, etc. to apply for loan repayment assistance in the future. College for All Texans site went live this past year with a plethora of financial aid information now more easily discoverable due to a reorganization of content and a focus on audience based navigation.
3. Expand the use of Business Intelligence (BI) reporting tools to leverage existing data repositories for internal and external use.	Agency staff have embraced ISS provided business intelligence tools to such an extent that they are now generating and sharing reusable reports and dashboards with both internal staff and external stakeholders. A recent upgrade to our Webfocus environment will place even more powerful tools in the hands of our users, not only expanding the regularity with which these reporting capabilities are utilized, but also the manner in which data is clearly and quickly shared on multiple platforms.
4. Agency Information Security Initiatives	This technology initiative implements information security enhancements to the Agency IT infrastructure both at the Agency location and with services provided through the Data Center Services contract. The agency participated in a DIR sponsored Gartner security assessment that identified enhancements required to achieve the recommended due diligence level of IT security maturity. This initiative includes procedural and process enhancements along with information technology initiatives all focused on multiple disciplines within the Information Security domain.

Activity	Details
5. Enhance Electronic Communication and Collaboration Tools	The agency currently provides electronic desktop and communication tools, network facilities, and a secure environment for the Coordinating Board staff to work collaboratively internally and with external stakeholders. There is a need for increased bandwidth to accommodate the agency's move to a "cloud"-based email platform, increased use of web and cloud based technologies, and video-conferencing. More focused IT support and governance will be needed to support collaboration work sites such as SharePoint, access for mobile workers and telecommuters, electronic meetings, video-conferencing enhancements (required by SB 984 and HB 2414), and social networking tools. An effective means of addressing the requirement for greater stakeholder input and improving the quality of outreach efforts, without incurring significant travel expenses, is through the use of technology. The agency conducts a significant number of meetings annually involving board members, administrators and faculty from public and private institutions of higher education, and other stakeholders. The agency also makes extensive use of webcasting. Not all meetings require remote video participation, but the desire to utilize this type of technology has been clearly demonstrated by various segments of the organization. On several occasions, meetings have involved remote video participation by education experts from across the country and across the world. In its FY14-15 LAR submission, the agency had submitted an exception item request to fund enhancements to its video-conferencing facilities, but the item was not approved.

Activity	Details
6. Improved Governance and stakeholder engagement	As the volume of data collected by THECB increases, intuitive access to those data becomes as important as the availability of the data. Increasing use of content management systems for more timely and accurate management of content highlights the need for more standardization in the use of these tools and a more external focus for site design, including greater attention to the issue of EIR Accessibility compliance. Efforts are ongoing to evaluate the agency's strategic plan for our web presence including an increased use of social media to reach a larger audience, possible rebranding and restructuring of a majority of our external websites, and integration of the various communication channels to increase citizen engagement. Collaborative website projects with other agencies, such as the Texas Education Agency (TEA), the Texas Workforce Commission (TWC) and external stakeholders offer the potential to create a more unified presence for constituents.
7. Agency Involvement in State Data Center Services Contract	THECB is one of the state agencies required by HB1516 to use the state Data Center Services (DCS) contract. The first contract with Team for Texas required significant oversight and effort by THECB staff to ensure that even basic data center operations are maintained. The current vendors (Capgemini and Xerox) began operations on May 1, 2012 with full scale transition on July 1, 2012. We will continue to commit the necessary resources to monitor and manage as much as we are allowed the impact of the new DCS contract and its impact on our IT operations. Where possible, we will take efforts to optimize our systems and environment within the DCS contract to minimize costs and maximize services to the IT applications/users. THECB will also utilize new technologies being developed for agencies in the DCS environment where they add value to our IT needs.

Activity	Details
8. Agency Business Continuity Planning	Requirements for state agency continuity planning are established in the Texas Labor Code (Section 412.054), with additional information on information security rules related to information security standards in Rule §202.24 of the Texas Administrative Code. State agencies are required to maintain continuity plans and ensure that they are regularly updated and validated. As a member of the State Data Center Program, THECB is required to meet the minimum standards established by SORM on continuity planning. Elements of a continuity plan include identification of essential functions, delegating of authority, orders of succession, communications, vital records and data, and alternate operating locations; continuity planning ensures those resources will be available when needed through coordination with partners and stakeholders.

Part 2: Technology Initiative Alignment

Continue Enhancement of Financial Aid Applications

1. Initiative Name: Name of the current or planned technology initiative	
Continue enhancement of Financial Aid applications	
2. Initiative Description: Brief description of the technology initiative.	

This past year a committee was formed to evaluate and select a product to replace our current student loan system with something more modern, more secure, more cost efficient, and more easily supportable. A consensus was reached and communicated to management and a final recommendation will be provided to the Commissioner and the Board this summer.

In addition, a current initiative is under way to create an online system for loan repayment applicants. This will make it significantly quicker and easier for teachers, physicians, etc. to apply for loan repayment assistance in the future.

The redesigned College for All Texans site also went live this past year with a plethora of financial aid information now more easily discoverable due to a reorganization of content and a focus on audience based navigation.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
Student Loan System replacement project	In progress
Online Loan Repayment system	Planning

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

A.1.2 State Loan Programs
B.1.5-9 Financial Assistance
I.1.2 Strategy: Indirect Administration- Information Resources
K.3 Obtain funding to market and support access and success programs for students and to support necessary infrastructure

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- Legacy Applications

- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network
- Security and Privacy

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Operational efficiencies (time, cost, productivity) – more efficient loan application.
- Citizen/customer satisfaction (service delivery quality, cycle time) – increased service to loan applicants and other interested parties.
- Security improvements – secure and protected FERPA data.
- Compliance (required by State/Federal laws or regulations) – management of state loan system.

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7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

The lack of viable Loan System alternatives in the marketplace is a barrier.

Expand and Enhance Data Available for Reporting and Research

1. Initiative Name: Name of the current or planned technology initiative.

Expand and enhance data available for reporting and research.

2. Initiative Description: Brief description of the technology initiative.

The agency is currently pursuing a complete re-architecture and rewrite of the system that gathers and disburses education data from all Texas education institutions. Planned improvements will make the system significantly more efficient and user friendly with a data format that will be more conducive to increased reporting demands.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
Redesign of Education Data Center online system	In progress

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

I.1.2 Information Resources
L.2 Assure data quality and effective processes

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- Enterprise Planning and Collaboration

- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network
- Data Management

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)
- Foundation for future operational improvements – by providing expanded and enhanced access to extensive educational data for research and reporting purposes, thus furthering the cause of education across the state.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

The amount of time and effort required to develop an entirely new EDC system is extensive and current ISS resources are limited.

Enhance Electronic Communication and Collaboration Tools

1. Initiative Name: Name of the current or planned technology initiative.	
Enhance Electronic Communication and Collaboration Tools	
2. Initiative Description: Brief description of the technology initiative.	
The agency currently provides electronic desktop and communication tools, network facilities, and a secure environment for the Coordinating Board staff to work collaboratively internally and with external stakeholders. There is a need for increased bandwidth to accommodate the agency's move to a "cloud"-based email platform, increased use of web and cloud based technologies, and video-conferencing. More focused IT support and governance will be needed to support collaboration work sites such as SharePoint, access for mobile workers and telecommuters, electronic meetings, video-conferencing enhancements (required by SB 984 and HB 2414), and social networking tools. An effective means of addressing the requirement for greater stakeholder input and improving the quality of outreach efforts, without incurring significant travel expenses, is through the use of technology. The agency conducts a significant number of meetings annually involving board members, administrators and faculty from public and private institutions of higher education, and other stakeholders. The agency also makes extensive use of webcasting. Not all meetings require remote video participation, but the desire to utilize this type of technology has been clearly demonstrated by various segments of the organization. On several occasions, meetings have involved remote video participation by education experts from across the country and across the world. In its FY14-15 LAR submission, the agency had submitted an exception item request to fund enhancements to its video-conferencing facilities, but the item was not approved.	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	

Name	Status
Automating the Agency Board Meeting Agenda Preparation/Review/Approval Process by using Laserfiche Version 9 Workflow	Waiting for Laserfiche upgrade project
Video conferencing infrastructure enhancements.	Pending funding

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.
I.1.2 Information Resources J.2.1 Message shared interests, policies, and legislative recommendations L.4 Improve communication, data accessibility, and ease of use and understanding of data.

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

• Security and Privacy	• IT Workforce
• Cloud Services	• Virtualization
• Legacy Applications	• Data Management
• Business Continuity	• Mobility
• Enterprise Planning and Collaboration	• Network

- Mobility
- Network
- Business Continuity
- Cloud Services
- Security and Privacy

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

- Operational efficiencies in ability of Board members and other stakeholders to participate or access information via mobile devices, electronic meetings, or video-conferencing, with potential to also reduce travel costs.
- Operational efficiencies gained by staff in having access to current technology (equipment and software)
- Citizen/Customer Satisfaction as staff will be better equipped to provide information more efficiently through the use of up to date technologies
- Security improvements via the use of up to date technologies
- Use of up to date technologies builds a sound basis for future operational improvements.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

- Funding is being requested in the AY16/AY17 LAR

AUGUST 2014   11

Improved Governance and Stakeholder Engagement

1. Initiative Name: Name of the current or planned technology initiative.	
Improved Governance and stakeholder engagement.	
2. Initiative Description: Brief description of the technology initiative.	
As the volume of data collected by THECB increases, intuitive access to those data becomes as important as the availability of the data. Increasing use of content management systems for more timely and accurate management of content highlights the need for more standardization in the use of these tools and a more external focus for site design, including greater attention to the issue of EIR Accessibility compliance. Efforts are ongoing to evaluate the agency's strategic plan for our web presence including an increased use of social media to reach a larger audience, possible rebranding and restructuring of a majority of our external websites, and integration of the various communication channels to increase citizen engagement. Collaborative website projects with other agencies, such as the Texas Education Agency (TEA), the Texas Workforce Commission (TWC) and external stakeholders offer the potential to create a more unified presence for constituents.	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	

Name	Status
Main agency site assessment and redesign	Planned – Sunset Review recommendation
GovDelivery Implementation	Purchase is pending

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
I.1.2 Information Resources J.2.1 Message shared interests, policies, and legislative recommendations	

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

• Security and Privacy	• IT Workforce
• Cloud Services	• Virtualization
• Legacy Applications	• Data Management
• Business Continuity	• Mobility
• Enterprise Planning and Collaboration	• Network

- Data Management
- Mobility

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)
- Operational efficiencies (time, cost, productivity) –will potentially reduce staff time required to respond to public inquiries and requests for information and data.
- Citizen/customer satisfaction (service delivery quality, cycle time) – reduce time required to respond to citizen inquiries by ensuring direct web access to agency information and data.
- Compliance (required by State/Federal laws or regulations) – ensure EIR accessibility compliance with state and federal requirements.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

Development and maintenance of some agency websites is external to agency. De-centralized site content management and control allows other agency departments to operate with relative independence with regard to content. This may present some challenges to IT department assurance of governance and accessible web presence. Agency IT staff need EIR accessibility tools and training. Efforts to undertake necessary enhancements to agency websites and to achieve accessibility compliance will require additional funding not currently allocated in agency's IT budget.

Business Intelligence (BI) Reporting Tools

1. Initiative Name: Name of the current or planned technology initiative.
Expand the use of Business Intelligence (BI) reporting tools to leverage existing data repositories for internal and external use.

2. Initiative Description: Brief description of the technology initiative.
Agency staff have embraced ISS provided business intelligence tools to such an extent that they are now generating and sharing reusable reports and dashboards with both internal staff and external stakeholders. A recent upgrade to our Webfocus environment will place even more powerful tools in the hands of our users, not only expanding the regularity with which these reporting capabilities are utilized, but also the manner in which data is clearly and quickly shared on multiple platforms.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	**Status**
Webfocus 8 upgrade	complete

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.
I.1.2 Strategy: Indirect Administration- Information Resources   K.2.1 Strategy: Improve technology tools to keep stakeholders' and funders informed and maximize input.

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include: • Operational efficiencies (time, cost, productivity) • Citizen/customer satisfaction (service delivery quality, cycle time) • Security improvements • Foundation for future operational improvements • Compliance (required by State/Federal laws or regulations) • Operational efficiencies (time, cost, productivity) through improved capability to access, aggregate, and analyze data by staff and the public. • Citizen/customer satisfaction (service delivery quality, cycle time) • Foundation for future operational improvements by maintaining and expanding agency BI platform.
7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.
The agency has recently upgraded both the hardware and software components of our Business Intelligence tool which will lead to improved efficiency and productivity going forward.

Agency Information Security Initiatives

1. Initiative Name: Name of the current or planned technology initiative.
Agency Information Security Initiatives
2. Initiative Description: Brief description of the technology initiative.
This technology initiative implements information security enhancements to the Agency IT infrastructure both at the Agency location and with services provided through the Data Center Services contract.   The agency participated in a DIR sponsored Gartner security assessment that identified enhancements required to achieve the recommended due diligence level of IT security maturity. This initiative includes procedural and process enhancements along with information technology initiatives all focused on multiple disciplines within the Information Security domain.
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
CBID system redesign	In Progress
Gartner initiatives	In Progress

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.
I.1.2 Information Resources L.4 Improve communication, data accessibility, and ease of use and understanding of data.

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

• Security and Privacy	• IT Workforce
• Cloud Services	• Virtualization
• Legacy Applications	• Data Management
• Business Continuity	• Mobility
• Enterprise Planning and Collaboration	• Network
• Data Management	• Security and Privacy
• Network	• Cloud Services

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

The anticipated benefits include: security improvements, compliance, and foundation for future operational improvements. Specific initiatives within this project will improve the agency security posture with additional technical controls as well as process improvements in the System Development Life Cycle. The initiative provides compliance benefits with additional assurance that the agency is acting aggressively to protect privacy and confidentiality of personally identifiable information. Operational improvements are anticipated as enterprise grade tools are leveraged to improve vulnerability management and application assurance levels.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

The agency is implementing security enhancement initiatives with existing resources where feasible. Estimated costs provided by the Gartner assessment have been evaluated and strategies have been developed to implement solutions at reduced cost where possible. Additional funding is needed to achieve the scope prescribed by the 2013 Gartner Security Assessment. The agency has requested funding in its LAR request for FY16/FY17.

Agency Business Continuity Planning

1. Initiative Name: Name of the current or planned technology initiative.
Agency Business Continuity Planning
2. Initiative Description: Brief description of the technology initiative.
Requirements for state agency continuity planning are established in the Texas Labor Code (Section 412.054), with additional information on information security rules related to information security standards in Rule §202.24 of the Texas Administrative Code. State agencies are required to maintain continuity plans and ensure that they are regularly updated and validated. As a member of the State Data Center Program, THECB is required to meet the minimum standards established by SORM on continuity planning. Elements of a continuity plan include identification of essential functions, delegating of authority, orders of succession, communications, vital records and data, and alternate operating locations; continuity planning ensures those resources will be available when needed through coordination with partners and stakeholders. **Important Deadlines** • By **October 31, 2014**, review current continuity plans and develop or revise them as needed to achieve the minimum standards defined by the State Office of Risk Management (SORM). By **October 31, 2014**, provide electronic copies of continuity plans, along with a completed Continuity Planning Crosswalk, to SORM. In addition, provide an electronic copy of any Memorandum of Agreement relating to the planned use of state facilities as alternate sites to the Texas Facilities Commission (TFC) • Beginning as soon as practicable, but, no later than Fiscal Year 2015, conduct an annual exercise of agency continuity plans and report completion to SORM. Schedule and post exercise information on preparingtexas.org. Exercises should be compliant with the Homeland Security Exercise and Evaluation Program (HSEEP) and should be sequential and progressive in terms of participants and objectives • By **October 31, 2014**, develop an agency-level continuity training program to ensure mission critical personnel are prepared to perform required continuity functions during an emergency
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
Agency Business Continuity Planning Project	Research/Gap Analysis Phase

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.
I.1.2 Information Resources

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

- Business Continuity

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

- Compliance – state/federal laws and regulations; as a member of the State Data Center Program, THECB is required to meet the minimum standards established by SORM on continuity planning.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

The BCP coordination responsibility recently changed from HR to ISS. A full time resource is not available for this position. The person assuming this responsibility will require extensive training to meet state requirements.

State Data Center Services Contract

1. Initiative Name: Name of the current or planned technology initiative.
Agency Involvement in State Data Center Services Contract
2. Initiative Description: Brief description of the technology initiative.
THECB is one of the state agencies required by HB1516 to use the state Data Center Services (DCS) contract. The first contract with Team for Texas required significant oversight and effort by THECB staff to ensure that even basic data center operations are maintained. The current vendors (Capgemini and Xerox) began operations on May 1, 2012 with full scale transition on July 1, 2012. We will continue to commit the necessary resources to monitor and manage as much as we are allowed the impact of the new DCS contract and its impact on our IT operations. Where possible, we will take efforts to optimize our systems and environment within the DCS contract to minimize costs and maximize services to the IT applications/users. THECB will also utilize new technologies being developed for agencies in the DCS environment where they add value to our IT needs.
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
State Data Center Services Contract	Ongoing

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.
I.1.2 Strategy: Indirect Administration- Information Resources
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration

- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

With the exception of the IT Workforce priority, the DCS contract supports all of the above Statewide Technology Priorities either directly or indirectly as the vendor maintained data centers house our production, test/development, and utility servers.

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

• <u>Operational Efficiencies</u> (time, cost, productivity). One of the goals of DCS is to provide a long term efficient IT Operations infrastructure for statewide IT operations. The initial contract was neither cost effective, reduced versus improved productivity, and required addition THECB IT staffing• <u>Citizen/customer satisfaction</u> (service delivery quality, cycle time) – The current contract promises improved delivery of services with more granular service level agreements to ensure customer satisfaction. <u>Security Improvements</u> can be implemented within the DCS contract that would have been beyond what individual agencies including THECB could have afforded. The DCS contract also provides a broader foundation for <u>future operational improvements</u> by moving towards standardized process that support the ability to expanding services delivered. <u>Compliance</u> with State and Federal laws or regulations has been continued in the DCS environment.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.