



Texas Department of Information Resources
Transforming How Texas Government Serves Texans

Agency Strategic Plan Fiscal Years 2023-2027

by

Texas Department of Information Resources (DIR)

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A handwritten signature in black ink that reads "Amanda Crawford".

Amanda Crawford
Executive Director

DocuSigned by:
Benjamin Gatzke
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Ben Gatzke
Board Chair

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Part 1. Agency Strategic Plan

Agency Mission

The mission of the Texas Department of Information Resources (DIR) is to serve Texas government by leading the state's technology strategy, protecting state technology infrastructure, and offering innovative and cost-effective solutions for all levels of government.

Agency Vision

DIR's vision is to transform how Texas government serves Texans.

Core Values

DIR leadership is committed to the agency's core values. These values, known as ILEAD (Innovative, Leadership, Ethical, Accountable, Delivery), are communicated widely and demonstrated regularly by employees throughout the agency.

Innovative

- Agile – Evolve with the changing needs of our customers.
- Bold – Challenge conventional notions of how things have been done before.
- Creative – Contribute new ideas to improve processes, systems, and concepts.

Leadership

- Inspire – Help ourselves and others reach their full potential.
- Courage – Tackle difficult issues and challenging assignments.
- Collaborative – Work cooperatively with others across the agency to achieve shared goals.

Ethical

- Respect – Acceptance and appreciation of other's ideas, contributions, and differences.
- Trustworthy – Able to be relied on as honest and truthful.
- Integrity – Strive to do the right thing in working with each other, our customers, and stakeholders.

Accountable

- Reliable – Deliver on commitments.
- Emotional Intelligence – Have a clear perception of our strengths and weaknesses.
- Ownership – Accept responsibility for mistakes, learn what we can, and commit to do better.

Delivery

- Excellence – Strive to be the best in all that we do.
- Results – Achieve positive outcomes.
- Initiative – Take charge before others do.

Agency Overview

DIR delivers the technology solutions, products, and services state and government entities rely on to serve the public. DIR helps safeguard public information, data, and privacy by promoting cybersecurity best practices, guidance, and consultation. DIR also responds and offers immediate assistance to government entities during a cybersecurity event.

In addition, DIR enables public sector cost savings by leveraging the buying power of the state for technology purchasing and contracting. Continuing its founding purpose, DIR provides vision and guidance for Texas government through technology policy, planning, and standards that help promote consistent and effective use of technology across the state.

Cybersecurity

The Office of the Chief Information Security Officer (OCISO) provides information security program guidance to state agencies, institutions of higher education, and other government entities. Led by the State of Texas Chief Information Security Officer, the cybersecurity team works to set state information security policies and standards; publish guidance on best practices; improve incident response preparedness; monitor and analyze incidents; coordinate agency security assessments and penetration tests; offer cybersecurity education; and promote cybersecurity information sharing throughout the Texas public sector cybersecurity community.

DIR also manages the state's Network Security Operations Center (NSOC). The Cybersecurity Operations team runs the NSOC, which serves as the headquarters for the State of Texas network's security services. DIR Cybersecurity Operations provides network security monitoring and alert, notification, and analysis services. DIR Cybersecurity Operations also issues early warnings for attempted intrusions or cyberattacks, proactively identifies potential threats, and blocks known threats to network security.

Shared Technology Services

DIR helps Texas government prevent unnecessary duplication and reduce taxpayer costs by sharing technology services, protecting technology assets, simplifying access to government services, and promoting the innovative use of technology across the state.

DIR manages the Shared Technology Services program, which offers shared information resources technologies, including Data Center Services, Managed Security Services, the Texas Open Data Portal, and Texas.gov services.

Data Center Services (DCS) Program

The Data Center Services (DCS) program provides a broad spectrum of managed, standardized IT services, including private cloud, public cloud, application development and maintenance, mainframe, security, and bulk print, mail, and digitization. The program started with 28 designated agencies required to use data center services and has grown to include 100 public entities receiving data center services, 453 receiving managed security services, 81 receiving Texas.gov services, and 38 receiving Texas Open Data Portal services.

Managed Security Services

Cybersecurity is a critical priority for state and local governments, requiring heightened awareness to malicious threats and an expanded focus on the technology protecting sensitive information. Managed Security Services (MSS) provides consistent, secure management of state data. It includes security monitoring, device management, incident response, and risk and compliance management.

Open Data Portal

The Texas Open Data Portal (data.texas.gov) is the state's official repository for open data and promotes government transparency, resident self-service data participation, and the efficient use of public resources. Established in 2014, the portal offers more than 600 publicly accessible datasets. Since the program was initiated, the portal has tallied over 1,109,155 views and 287,958 downloads of the data as of March 31, 2022.

Texas.gov

Texas.gov is the state's official website and a trusted resource for Texans to access government information and take care of government business in many easy, secure, and user-friendly ways.

Texas government entities have access to secure, payment card industry (PCI)-compliant products, which allow for online and over-the-counter payments with credit/debit cards and/or Automated Clearing House (ACH) checks.

Texas.gov provides services to over 300 state and local customers, processing constituent requests for items such as license renewals, registrations, and vital records.

Texas by Texas (TxT) is a new, mobile-first digital government experience that offers an even easier, faster, and more secure way for constituents to take care of their government business. Agencies can integrate constituent-facing services so constituents can complete services quickly and securely. They can create a single user account and profile, access a personalized dashboard with stored payment information and their transaction history, establish notification preferences for alerts and reminders, and ultimately complete government transactions in just a few clicks anytime, anywhere, from any device. Over one million constituents have registered accounts on TxT and Texans can download the official TXT iOS or Android app for use on their phone or other mobile device.

Cooperative Contracts

The Chief Procurement Office (CPO) administers, procures, and manages the Cooperative Contracts Program. DIR negotiates master cooperative contracts to offer IT products and services at pre-negotiated minimum discounts, terms, and conditions.

CPO leverages the state's buying power, allowing DIR to offer enterprise-wide contracts for Data Center Services, Managed Security Services, Texas Open Data Portal, Texas.gov, and communication technology services.

The Procurement Services group develops and oversees the lifecycle of a solicitation, including gathering customer input and requirements, posting the solicitation, evaluating the responses, negotiating pricing, terms, and conditions, and awarding the contracts. Further, in compliance with 1 Texas Administrative Code Chapter 212 and Texas Government Code Section 2167.068 the

group reviews state agency Statements of Work (SOWs) valued at more than \$50,000 for compliance with statute and consistency with DIR's master contract language.

The Contract Management Office (CMO) monitors more than 730 cooperative contracts, resulting in savings to the state from economies of scale and reduced administrative costs.

CPO also manages the Historically Underutilized Business (HUB) Program which provides information and support to the HUB vendor community and monitors use of HUB technology contracts.

As a part of DIR's role in leading IT procurement and contracting best practices, CPO established the Innovative Procurement Lab (IPL) to help agencies streamline IT procurements and provide best value solutions through demonstrated vendor performance. Through the IPL, DIR partners with participating customers to experiment with innovative procurement methods aimed at improving IT procurement and contracting practices while also maintaining the process' integrity.

Communication Technology Services

Communications Technology Services (CTS) empowers Texans to communicate with government by providing a secure statewide network for data, voice, video, and internet for use by state agencies, education systems, and local government. The CTS Program serves over 900 organizations through the Capitol Complex Telephone System, TEX-AN, and other high-quality telecommunication services. CTS staff focuses on ensuring stable, secure, and reliable network operations while providing individualized customer service.

Data Management

The Chief Data Officer (CDO), a position established by the Texas Legislature in 2019, coordinates the Texas Data Management Program to promote a data sharing culture throughout state government and higher education. The primary goals of the Texas Data Management Program are to promote best practices that improve data management, reduce duplicative information collection, and expand government transparency.

The CDO helps agencies use the Texas Open Data Portal to post and maintain agency datasets that ensure access to public information. In addition, the CDO works with agencies to explore the broader adoption of the Texas Closed Data Portal, which allows agencies to transfer sensitive or confidential information in a secure environment with restricted access.

Technology Leadership

DIR provides guidance, planning, and reporting on statewide IT priorities. The Chief Technology Office (CTO) coordinates several statewide programs to advance the use of industry best practices, innovative technologies, and the statewide project delivery framework.

Electronic and Information Resources (EIR) Accessibility

The Electronic and Information Resources (EIR) Accessibility Program supports state agencies and institutions of higher education to provide Texas government websites, information, and services that are accessible to every Texan. In addition to EIR accessibility administrative rulemaking codified at 1 Texas Administrative Code Chapter 213, DIR shares best practices, collaborates with government agencies and institutions of higher education, and provides guidance to the private

sector on improving the accessibility of technology products and services in Texas entities. DIR provides accessibility training at no charge to state agency employees and state-funded institutions of higher education.

Strategic Planning and Training

The CTO team works with state agencies to advance digital transformation and cloud adoption, promote technology efficiencies, and increase readiness for the use of advanced technologies. CTO creates collaboration opportunities for digital services and emerging technologies through workgroups and centers of excellence.

CTO produces Texas' State Strategic Plan for Information Resources Management and the Biennial Performance Report on the Use of Information Resources Technologies, which provide statewide government IT goals and recommendations for improvements. CTO also coordinates with other DIR departments to offer education, outreach, and training programs on key technology strategies through conferences, briefings, and forums.

Statewide Project Delivery Program

The Statewide Project Delivery Program helps state agencies manage and implement major information resources projects, as defined by Texas Government Code Chapter 2054. The program provides guidance on project management practices and tools to support a consistent, statewide methodology to manage and control IT projects. DIR is also a member of Texas' Quality Assurance Team (QAT), charged with monitoring major information resources projects.

Administration

With direction from the DIR Board and the Executive Director, DIR's administrative functions (General Counsel Office, Chief Financial Officer, Internal Audit, Project Management Office, Risk Management Officer, Public Affairs Office, Program Development Office, and Human Resources) support the daily operations of the agency and the mission of DIR.

Fiscal Year 2023 to 2027 Agency Strategic Plan

In support of the agency's mission, vision, and core values, DIR's Agency Strategic Plan for fiscal years 2023 to 2027 includes the following operational goals:

- Expand cybersecurity services, increase cybersecurity awareness, and improve the strength of cybersecurity programs.
- Increase timely, cost-effective, secure, and customer-oriented access to technology services and solutions.
- Accelerate digital transformation by providing innovative and agile solutions.
- Improve data governance and increase the adoption of data management best practices.
- Optimize information technology procurement and contracting practices.

Agency Operational Goals and Action Plans

To make progress toward DIR's core goals and the Governor's statewide objectives, the agency identified the following operational goals:

1. Expand cybersecurity services, increase cybersecurity awareness, and improve the strength of cybersecurity programs.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

DIR is dedicated to protecting the privacy and security of Texans' data by securing the state's information technology systems. DIR's cybersecurity services improve state agency preparedness, incident response, and the overall security posture of the state. DIR creates opportunities for public-sector organizations to engage in information sharing and cybersecurity capability development.

SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL:

- Enhance public-sector cybersecurity through statewide outreach and education to state and local government, independent school districts, institutions of higher education, and directly to the public.
- Address cybersecurity threats to critical infrastructure through participation in the Texas Critical Infrastructure Protection (TCIP) task force, partnerships with state and federal law enforcement, and collaboration with critical infrastructure entities.
- Expand Texas' cybersecurity incident response capabilities by developing Regional Security Operations Centers (RSOCs) and expanding membership in the Volunteer Incident Response Team (VIRT).
- Reduce cloud-based supply chain and third-party risks through continued implementation of the Texas Risk and Authority Management Program (TX-RAMP).
- Implement enhanced security protections and tools for the state data network.
- Increase security services offerings for customers such as Identity as a Service (IDaaS), multi-factor authentication (MFA), and vulnerability management tools.

HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES:

DIR's goal to expand cybersecurity services, increase awareness, and improve the strength of cybersecurity programs supports the statewide objectives to:

1. ensure **accountability** to tax and fee payers of Texas by protecting Texans' data and privacy to the highest degree and in compliance with state and federal regulations;
2. improve **efficiency** and cost-effectiveness by deploying cybersecurity tools and services;
3. help state agencies, local government, and higher education **effectively fulfill core functions** by collaborating to address the cybersecurity threats facing the state;
4. provide **excellent customer service** by creating partnerships to improve cybersecurity; and
5. increase **government transparency** by sharing threat intelligence throughout the public-sector cybersecurity community.

OTHER CONSIDERATIONS – None.

2. Increase timely, cost-effective, secure, and customer-oriented access to technology services and solutions.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

DIR serves as the shared IT services organization for state government. DIR provides mobile applications, technology contracts, telecommunication solutions, and IT-as-a-Service, giving Texans access to government services and freeing other public servants to focus on their core missions.

SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL:

- Increase the number of constituents using Texas.gov services and the mobile application, Texas by Texas (TxT), and the types of government services offered on those platforms.
- Increase the portfolio of solutions available through DIR's Cooperative Contracts to increase modern technology options available to public entities.
- Provide robust shared service offerings which allow public entities to easily access digital solutions that modernize legacy IT systems.
- Implement enhanced telecommunications contracts and services for public entities.

HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES:

DIR's goal to increase timely, cost-effective, secure, and customer-oriented access to technology services and solutions supports the statewide objectives to:

1. ensure **accountability** to tax and fee payers of Texas by providing shared technology solutions for Texas government that meet security requirements and reduce unnecessary duplication;
2. improve **efficiency** and reduce cost by providing access to contracts that leverage the purchasing power of the state;
3. help state agencies more **effectively fulfill core functions** by providing access to innovative technology services that help modernize legacy IT systems;
4. provide **excellent customer service** by increasing the portfolio of technology solutions that agencies can use to simplify access to government services; and
5. increase **government transparency** by expanding services available through Texas.gov and TxT, broadening the range of government information and services available in one place.

OTHER CONSIDERATIONS – None.

3. Accelerate digital transformation by providing innovative and agile solutions.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

DIR is committed to digital transformation and improving the customer experience. DIR works to transform public-sector digital capabilities by providing innovative, cloud-based, and agile solutions that help address legacy modernization efforts. DIR collaborates with agencies and institutions of higher education to advance a more agile, transformed, and digitally mature government.

SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL:

- Work with organizations throughout the state to transform public-sector digital capabilities with mobile applications, analytics, and other digital technologies.
- Use innovative technologies to automate DIR processes and transform DIR's customer experience.
- Create opportunities for collaboration and learning through a Digital Services Academy that provides leadership, support, and strategic guidance to state agencies.
- Expand agile and other methodologies into IT project management, procurement methods, and application development.
- Increase customers' ability to access DIR services and resources through self-service solutions.

HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES:

DIR's goal to accelerate digital transformation by providing innovative and agile solutions supports the statewide objectives to:

1. ensure **accountability** to tax and fee payers of Texas by providing agencies with solutions to improve the delivery of constituent services at a reduced cost through modernization and automation;
2. improve **efficiency** and reduce costs by offering innovative and agile solutions to phase out legacy systems that are inefficient, insecure, and costly to maintain and operate;
3. help state agencies, local government, and higher education **effectively fulfill core functions** by offering a wider range of digital solutions and services;
4. provide **excellent customer service** to both government entities and Texans through faster service delivery as a result of automating and transforming the customer experience; and
5. increase **government transparency** by increasing the ability of agencies to leverage self-service solutions that enable Texans' access to government information and services.

OTHER CONSIDERATIONS – None.

4. Improve data governance and increase the adoption of data management best practices.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

DIR strives to improve data quality, accuracy, completeness, and maximize the use of data to make decisions internally and throughout Texas government. DIR increases the adoption of data management best practices and enables a secure data sharing culture.

SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL:

- Strengthen public-sector data governance to ensure that Texans' data remains private and secure.
- Optimize DIR's data analytics capabilities to better understand customer needs and improve customer service.
- Empower DIR customers to ask the right questions of data, build knowledge, and make decisions by creating a data literacy program.
- Reduce public information requests and expand data sharing through increased use of the Texas Open and Closed Data Portals.
- Enhance DIR's internal data governance by establishing procedures and controls to manage and oversee the agency's data assets and creating a data catalog that includes all data assets, data ownership, data lineage, and regulatory classifications.

HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES:

DIR's goal to improve data governance and increase adoption of data management best practices supports the statewide objectives to:

1. ensure **accountability** to tax and fee payers of Texas through a uniform data sharing and security agreement for participating state agencies that facilitates an efficient and consistent method of compliance with state and federal laws;
2. improve **efficiency** and reduce cost by providing guidance for improving data management and utilization of data analytics to improve government services;
3. help state agencies, local government, and higher education more **effectively fulfill core functions** by expanding data sharing opportunities among public-sector agencies;
4. provide **excellent customer service** by improving the experience of constituent-government interaction through data-informed decisions; and
5. increase **government transparency** and resident participation by providing public data on the Texas Open Data Portal.

OTHER CONSIDERATIONS – None.

5. Optimize information technology procurement and contracting practices.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

DIR leverages economies of scale to provide Texas government with cost-effective technology that empowers the delivery of services to Texans. DIR optimizes IT procurement and contracting processes by collaborating with customers and vendors to streamline processes and establish best practices. DIR educates public entities on information technology procurement and contracting requirements, offerings, and best practices. Further, it delivers training to private sector organizations related to doing business with the state, especially related to Historically Underutilized Businesses (HUBs).

SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL:

- Define and submit a funding request for a full-service e-procurement and contract management system to increase efficiencies, accuracy, and transparency.
- Streamline and automate DIR procurement and contract management processes to increase transparency, decrease turnaround time, and maintain security.
- Deliver continuing education modules specific to IT procurement and contracting for DIR customer agencies.
- Provide collaboration opportunities to share procurement and contract management best practices.
- Identify solutions to improve sales reporting information to better understand vendor sales trends and inform DIR business decisions.

HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES:

DIR's goal to optimize information technology procurement and contracting practices supports the statewide objectives to:

1. ensure **accountability** to tax and fee payers of Texas by providing a purchasing cooperative that increases economies of scale and reduces costs;
2. improve **efficiency** by establishing and documenting best practices that comply with state and federal laws;
3. help state agencies, local government, and higher education more **effectively fulfill core functions** by streamlining technology procurement and contracting processes that comply with state statutes and rules;
4. provide **excellent customer service** by offering user-friendly procurement and contracting resources and continuing education for DIR customer agencies; and
5. increase **government transparency** by producing technology procurement and contracting materials that are clear, specific, accurate, and available online.

OTHER CONSIDERATIONS – None.

Redundancies and Impediments

1. Remove barriers to government efficiency by allowing use of digital signatures without additional rulemaking.

<p>Service, Statute, Rule or Regulation (provide specific citation if applicable)</p>	<p>Texas Government Code Section 2054.060 details how a digital signature may be used for written electronic communications to state agencies and local government. DIR further details requirements for the use of digital signatures by state agencies and institutions of higher education in 1 Texas Administrative Code Chapter 203 as authorized by DIR's general rulemaking authority found at Texas Government Code Section 2054.052(a).</p>
<p>Describe Why the Service, Statute, Rule or Regulation is resulting in inefficient/ineffective Agency Operations</p>	<p>A digital signature can be used to authenticate a written electronic communication sent to a state agency or local government if it complies with DIR's rules as well as rules adopted by the state agency or local government.</p>
<p>Provide Agency Recommendation for Modification or Elimination</p>	<p>Allow a digital signature to authenticate a written electronic communication without additional rulemaking by the state agency or local government in certain circumstances if that digital signature is provided in a manner consistent with widely recognized standards, such as Federal Information Processing Standard 186.</p>
<p>Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change</p>	<p>Allowing more digital signatures in lieu of handwritten signatures, without additional rulemaking, could lead to improved administrative efficiency, reduce costs, and increase auditability.</p>

2. Reduce impediments to effective local government cybersecurity.

<p>Service, Statute, Rule or Regulation (provide specific citation if applicable)</p>	<p>1 Texas Administrative Code Chapter 202 provides a set of broad information security standards that apply to state agencies and educational institutions.</p> <p>Other than the cybersecurity training standards enumerated at Texas Government Code Section 2054.5191(a-2), there are no minimum information security standards that apply to all local government entities. Local government cybersecurity controls vary greatly with some using the National Industry of Standards and Technology (NIST) Cybersecurity Framework and others having limited information security measures in place.</p>
<p>Describe Why the Service, Statute, Rule or Regulation is resulting in inefficient/ineffective Agency Operations</p>	<p>The lack of minimum cybersecurity requirements for local governments may increase their risk for cyberattacks and the impacts of an attack.</p>

Provide Agency Recommendation for Modification or Elimination	Establish minimum cybersecurity standards for local government systems that are connected or allow access to critical infrastructure, criminal justice information systems, or that contain sensitive personal information.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Minimum information security standards would require local governments to proactively approach cybersecurity planning, testing, reporting, and recovery.
3. Reduce barriers to efficient cybersecurity by establishing a centralized reporting source.	
Service, Statute, Rule or Regulation (provide specific citation if applicable)	<p>Texas Education Code Section 11.175 provides a set of broad information security standards that apply to school districts.</p> <p>School districts are required to report cyberattacks that result in a breach of system security as soon as practicable to the Texas Education Agency.</p> <p>Texas Election Code Section 279.001 states that if a county election officer becomes aware of a breach of cybersecurity that impacts election data, the officer shall immediately notify the Secretary of State.</p>
Describe Why the Service, Statute, Rule or Regulation is resulting in inefficient/ineffective Agency Operations	Texas does not have a central source for receiving reports of cyberattacks, which hinders the state from tracking trends and patterns to help predict when another cyberattack may occur. Texas law also does not set a standard timeframe for local governments to report cyberattacks to a central source.
Provide Agency Recommendation for Modification or Elimination	Establish a single source for state agencies, local governments, and school districts to report cyberattacks, with a minimum reporting time requirement. Include ransomware in the definition of a breach for county election officials.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	A single reporting source for cyberattack information would provide valuable information such as trends and patterns that could help the state prevent further attacks, avoiding costly response and recovery efforts.

4. Reduce barriers to effectively minimizing cyberattacks due to website spoofing.	
Service, Statute, Rule or Regulation (provide specific citation if applicable)	None
Describe Why the Service, Statute, Rule or Regulation is resulting in inefficient/ineffective Agency Operations	Local governments are not required to use the ".gov" domain suffix for their internet websites or email. School districts are not required to use the ".edu" domain suffix. A web presence spoofing a local government or school district that does not use the ".gov" or ".edu" domain suffix, respectively, can be easily established to mislead Texans into releasing protected or sensitive information or paying criminals.

Provide Agency Recommendation for Modification or Elimination	Establish a domain suffix requirement for local governments to use “.gov” and school districts to use “.edu.”
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Requiring the use of government domains would reduce opportunities for criminals to defraud Texans by spoofing government websites and the potential for a cyber event related to website spoofing. While there is no fee for obtaining a “.gov” or “.edu” domain name, there would be costs associated with reprinting or reposting content. It would also give Texans an authoritative reference for legitimate government websites.

5. Reduce barriers to government transparency by using consistent terminology in the General Appropriations Act - Capital Budget Riders.

Service, Statute, Rule or Regulation (provide specific citation if applicable)	State agencies that use DIR’s Shared Technology Services program, formerly known as the Data Center Services program, receive an appropriation to purchase these services from DIR. The terminology used in the General Appropriations Act – Capital Budget Riders for these agencies is inconsistent with the name of DIR’s budget strategy.
Describe Why the Service, Statute, Rule or Regulation is resulting in inefficient/ineffective Agency Operations	Currently, DIR’s Strategy 2.2.1 is named Shared Technology Services. The name was changed in the 87th regular legislative session to reflect the evolution of the program after the Data Center Services program achieved its consolidation goals. Service offerings provided by the Shared Technology Services program have evolved and expanded beyond those initially provided by the Data Center Services program to include public cloud, managed security services, and technology solutions services.
Provide Agency Recommendation for Modification or Elimination	Change the name of agency Capital Budget Riders in the General Appropriations Act from “Data Center Consolidation” to “Shared Technology Services” for all agencies who receive appropriations to purchase these services.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	There would be no cost savings, but the name change would reduce confusion and ensure that all agencies are operating under the same understanding that the money being spent is accurately defined in the capital budget.

Part 2. Supplemental Elements

Appendices A & B: Approved Budget Structure & Performance Measure Definitions

GOAL A

Promote Statewide Information Resources (IR) Policies and Innovative, Productive, and Efficient Information Systems

Promote a statewide environment that encourages efficient use and management of information resources and assist state leadership in achieving its goals through advice and recommendations on information resources issues.

OBJECTIVE 01 (A.01)

Enhance Statewide Enterprise Management of Information Resources (IR)

Enhance the statewide enterprise management of information resources (IR) by producing the biennial Statewide Information Resources Strategic Plan and performance reports, issuing statewide recommendations, reviewing national and international standards with recommendations for state applicability, providing IR education that facilitates continuing education certification requirements for IRMs, and securing state assets. Leverage innovative technology and services to enable or improve productivity, resident services, or efficiencies of agencies.

STRATEGY 01 (A.01.01)

Statewide Planning and Rule and Guideline Development

Produce the Biennial Statewide Information Resources Strategic Plan and related performance reports and analyses, issue statewide recommendations, provide a technology trends and management practices education forum for state agency personnel including Information Resources Managers

(IRMs), and conduct interagency and intergovernmental workgroups. Develop rules and guidelines that establish statewide technology standards and best practices for agencies to manage and align their technology with their business environments and to guide effective project delivery.

STRATEGY 02 (A.01.02)

Innovation and Modernization Initiatives

Leverage innovative technology and services to enable or improve agencies' productivity, efficiencies, and constituent services. Provide leadership and guidance to state agencies through direct engagement to promote modernization of Texas agencies' IT infrastructure, software, and applications. Develop shared services for agency use, technology architectures, and best practices for modernization.

A.01.01 | Outcome Measure 01 Percentage of DIR Recommendations Enacted

DEFINITION | DIR makes recommendations to state leadership on statewide IR issues that affect agencies. This measure reflects the percentage of recommendations enacted compared to the number of recommendations made.

PURPOSE | DIR reviews technical issues affecting state agencies and provides reports to the legislature such as the Biennial Performance Report on Information Resources Management (BPR) and other reports. The recommendations in the reports address IR policy issues.

METHODOLOGY | The number of recommendations enacted through legislation is

divided by the total number of recommendations made in legislative reports. Some recommendations may be modified by the legislature before adoption but are counted in the totals. Recommendations made and legislation enacted are counted manually.

DATA SOURCE | Recommendations included in required legislative reports and legislation enacted as a result of the recommendations.

DATA LIMITATIONS | The data is based on the current reporting period only.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

A.01.01 | Outcome Measure 02 Percentage of Attendees Favorably Rating Education Events

DEFINITION | This measure is a rating of the favorable response from attendees at all DIR's education events.

PURPOSE | DIR sponsors a variety of education programs and events. This measure helps monitor the usefulness to the attendees of the specific training event.

METHODOLOGY | The total number of favorable ratings is divided by the total number of evaluation responses received for the event.

DATA SOURCE | Evaluation sheets are distributed for each education event. Evaluation sheets request attendees to record their rating of educational events.

DATA LIMITATIONS | Limited by the attendees completing the evaluation sheets.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Low

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

A.01.01 | Outcome Measure 03 Percentage of IRMs Meeting Continuing Education (CE) Requirements

DEFINITION | Measure reflects the percentage of agency IRMs that meet the CE requirements defined in the Continuing Education Guidelines.

PURPOSE | Each agency IRM must meet CE requirements which are determined by the agency IR budget level. The measure shows agency IRMs meeting continuing education requirements and in compliance with DIR rules.

METHODOLOGY | Number is determined by analyzing reports submitted by IRMs and determining which IRMs are meeting CE requirements. Analysts manually compare reports submitted with the requirements to determine if IRMs are meeting the requirements. The number of agencies determined to be in compliance is then divided by the total number of agencies for which DIR CE rule applies.

DATA SOURCE | Reports are submitted by agency IRMs to DIR in the IRM Continuing Education Reporting system.

DATA LIMITATIONS | Accuracy of reports submitted by IRMs.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Low

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

**A.01.01 | Efficiency Measure 01
Average Cost per Statewide IR
Recommendation Produced**

DEFINITION | This measure calculates the average cost of making recommendations to the state leadership on IR issues.

PURPOSE | This measure shows the average cost for producing a recommendation. It is related to recommendations contained in enacted legislation.

METHODOLOGY | The total time spent developing recommendations is divided by the total number of recommendations, then multiplied by an average hourly rate, which includes average hourly staff salary, benefits, and overhead.

DATA SOURCE | An electronic system is used to determine the total time spent on producing the recommendations. The recommendations in the Biennial Performance Report on Information Resources Management and other legislative reports are counted manually.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

**A.01.01 | Output Measure 01
Number of Statewide IR
Recommendations Produced**

DEFINITION | This measure is a count of statewide IR recommendations contained in the Biennial Performance Report on IR Management and other legislative reports.

PURPOSE | This measure is a count of recommendations produced by staff research on IR issues. This number is used to calculate the

outcome measure, "Percent of DIR Recommendations Enacted."

METHODOLOGY | The number of recommendations in the Biennial Performance Report on Information Resources Management and other legislative reports is counted.

DATA SOURCE | Biennial Performance Report on Information Resources Management, other legislative reports, and other research sources. Reports required by the legislature vary and are sometimes requested on an ad hoc basis.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

**A.01.01 | Output Measure 02
Number of Briefings, Workgroups, and
Focus Groups Conducted by DIR**

DEFINITION | Measure of DIR's hosting of briefings, workgroups, focus groups, and agency-member committees within its enterprise governance structure, as well as other forums which benefit agencies by addressing information technology issues.

PURPOSE | To ensure DIR actively solicits collaborative input and promotes participation across all levels of government on statewide IR issues.

METHODOLOGY | Manual count of hosted briefings, workgroups, and focus groups conducted by DIR.

DATA SOURCE | Count originates from DIR program communication plans as well as focus groups and other workgroups advertised in DIR ListServ notices.

DATA LIMITATIONS | None

Key Measure | No

NEW MEASURE | No
PRIORITY | High
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

**A.01.01 | Output Measure 03
Number of Education Programs Produced**

DEFINITION | Measure is a count of all educational events sponsored by DIR.
PURPOSE | DIR sponsors events in order to help educate agencies on technology and technology issues, and to provide continuing education to the IRM community.
METHODOLOGY | Manual count of all educational events sponsored by DIR.
DATA SOURCE | Projects identified in the DIR spreadsheet titled "Sponsored Educational Events."
DATA LIMITATIONS | None
KEY MEASURE | No
NEW MEASURE | No
PRIORITY | High
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

**A.01.01 | Output Measure 04
Number of Rules, Guidelines, and Standards Produced**

DEFINITION | Measure is a manual count of the number of rules, guidelines, and standards the agency publishes.
PURPOSE | DIR promotes the efficient use and management of information systems by publishing statewide rules, guidelines, and standards. Rules, guidelines, and standards establish statewide direction for agencies implementing IR technologies. These directly impact agency IR projects and management of such projects.

METHODOLOGY | Manual count of rules, guidelines, and standards produced during the quarter.

DATA SOURCE | Manual count of the number of rules, guidelines, and standards dealing with separate technologies or technology management practices. Rules are documented in DIR Board minutes. Guidelines and standards are listed on a spreadsheet titled "Rules Guidelines and Standards Reviewed and Produced."

DATA LIMITATIONS | None
KEY MEASURE | No
NEW MEASURE | No
PRIORITY | High
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

**A.01.01 | Output Measure 05
Number of State Agency Personnel Trained on Framework and Project Delivery**

DEFINITION | This measure is a count of agency personnel that participate in framework and project delivery training and educational events.
PURPOSE | Reflects state agencies' interest in framework and project delivery educational events by monitoring state agency staff attendance.
METHODOLOGY | Manual count of all state personnel attending framework and project delivery educational events.
DATA SOURCE | Information is collected from attendance roster at framework and project delivery educational events and summarized in the spreadsheet titled "Framework and Project Delivery Educational Events" or other logs maintained in the Chief Administrative Office.
DATA LIMITATIONS | Count may be inaccurate if attendees do not register as state employees by identifying the agency they are representing. This may reduce the actual count reported.

KEY MEASURE | No
NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

**A.01.02 | Output Measure 01
Number of Technology Solutions and Services Reviewed**

DEFINITION | This measure is a count of technology solutions and services reviewed.
PURPOSE | This measure is a count of technology solutions and services reviewed which indicate potential means to increase production and/or improve efficiencies of agencies and constituent services. Reviews may result in developing shared services for agency use, technology architectures, and best practices.
METHODOLOGY | The number of technology solution and services reviewed is counted.
DATA SOURCE | The reviewed items will be tracked and entered into a database.
DATA LIMITATIONS | None
KEY MEASURE | Yes
NEW MEASURE | Yes
PRIORITY | High
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

**A.01.02 | Output Measure 02
Number of Agencies Participating in Pilot Projects for Enterprise Solutions**

DEFINITION | This measure is a count of agency participation in pilots coordinated by DIR.
PURPOSE | This measure is a count of agencies who participate in DIR-facilitated pilots of enterprise solutions and services. Participation

could result in modernization of agencies IT infrastructure, software, and applications.
METHODOLOGY | The number of agency participations in each pilot of enterprise solutions and services is counted. A single agency participating in more than one pilot will be counted twice or more, based on the number of pilots in which the agency is participating.
DATA SOURCE | The agency participation will be tracked and entered into a database.
DATA LIMITATIONS | Participation is voluntary.
KEY MEASURE | Yes
NEW MEASURE | Yes
PRIORITY | High
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

**GOAL B
Manage the Cost-Effective Delivery of IT Commodities and Shared Services**

Assist state agencies and other governmental entities in achieving their objectives through the most cost-effective acquisition and delivery of IT commodities and services, shared IT services, telecommunications, and network services.

**OBJECTIVE 01 (B.01)
Improve Agencies' Acquisition and Use of Information Technology**

Maximize the state's buying power for IT commodities and services.

**STRATEGY 01 (B.01.01)
Manage Procurement Infrastructure for IT Commodities and Services**

Manage a procurement infrastructure for IT commodities and services which maximizes the state's volume buying power and enhances the quality of purchases by negotiating, managing, and monitoring IT contracts.

OBJECTIVE 02 (B.02)**Provide Consolidated/Shared IT Services**

Provide consolidated/shared IT services to state agencies and other government entities in Texas and other states.

STRATEGY 01 (B.02.01)**Shared Technology Services**

Implement, monitor, and maintain Shared Technology Services.

OBJECTIVE (B.03)**State Electronic Internet Portal**

Provide a state electronic internet portal where constituents and other customers may access state and local governmental information and services.

STRATEGY 01 (B.03.01)**Texas.gov**

Maintain and enhance services provided through Texas.gov, the State of Texas' e-government portal.

OBJECTIVE (B.04)**Communications Technology Services**

Provide secure telecommunication services that deliver business value through use of traditional utility methods (legacy TEX-AN) and through converged internet protocol (IP) communications services (enhanced TEX-AN) that, on a statewide basis, are below average industry prices when compared to a sampling of rates published by service providers registered with the Texas Public Utility Commission for Intralata and Interlata providing like voice traffic, data, and other media services to customers in Texas.

STRATEGY 01 (B.04.01)**Deliver Telecommunications and Network Services**

Maintain telecommunications and network services and provide a shared infrastructure to support converged IP communication services.

B.01 | Outcome Measure 01**Percentage of Eligible Texas Local Government Entities Using DIR Services**

DEFINITION | The percentage of eligible government entities voluntarily using DIR's cooperative contracts excluding assistance organizations as defined by Texas Government Code section 2175.001 and public entities outside of Texas as defined by Government Code section 2054.0565.

PURPOSE | Measures DIR's penetration of the local government market.

METHODOLOGY | The number of eligible local government entities executing transactions divided by the total number of eligible local government entities. Eligible entities are defined as political subdivisions and other local government entities authorized to use DIR contracts by Government Code Chapters 2054, 2157, and 2170. This excludes assistance organizations as defined by Government Code section 2175.001 and public entities outside of Texas as defined by Government Code section 2054.0565.

DATA SOURCE | Transactions from eligible voluntary entities are calculated via contracts and vendor reports listing each entity that has used DIR services queried from the cooperative contracts database.

DATA LIMITATIONS | This measure relies on eligible voluntary entities as defined in the Government Code and vendor-submitted sales reports that are submitted through DIR's Vendor Sales Report Portal.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

B.01.01 | Efficiency Measure 1 Average Cost Recovery Rate for Cooperative Contracts

DEFINITION | This measure represents the average cost recovery rate applied to all sales from cooperative contracts.

PURPOSE | Measures efficiency of program.

METHODOLOGY | Divide the total administrative fees collected by gross sales to determine the average cost recovery rate.

DATA SOURCE | Vendor sales reports and DIR financial systems.

DATA LIMITATIONS | Accuracy of data provided by vendors.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.01.01 | Output Measure 01 Total Savings Through DIR Cooperative Contracts

DEFINITION | A measure intended to assess the competitiveness and cost savings of DIR contract pricing between the MSRP and final sales price.

PURPOSE | Measures DIR's performance on delivering cost effective technology solutions utilizing the Cooperative Contracts Program.

METHODOLOGY | Cost savings will be calculated by taking the sum of all eligible and applicable sales and finding differences between the MSRP and final sales price.

DATA SOURCE | Transactions from eligible entities received from vendors through DIR's Vendor Sales Report Portal monthly and stored in DIR's data warehouse.

DATA LIMITATIONS | MSRP is not available for services and leased products associated with cooperative contract purchases.

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

B.01.01 | Explanatory Measure 1 Total DIR Gross Sales

DEFINITION | Measure represents the total gross sales from all cooperative contracts for IT commodities and services.

PURPOSE | Measures the use of DIR's contracts.

METHODOLOGY | Sum total of all sales from IT commodity and service contracts (cooperative contracts).

DATA SOURCE | Vendor sales reports

DATA LIMITATIONS | Accuracy of data provided by vendors.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

B.01.01 | Explanatory Measure 02 Number of Exemptions Requested for IT Commodities and Services

DEFINITION | Number of exemptions requested by state agencies for the purchase of IT commodities and services.

PURPOSE | Measures DIR’s ability to meet state agency needs for IT commodities and services.

METHODOLOGY | Manual count

DATA SOURCE | Exemptions requested by state agencies.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

**B.02 | Outcome Measure 01
Percentage of Monthly Minimum Service Level Targets Achieved for Data Center Services**

DEFINITION | Measures overall service level outcomes for consolidated data center systems.

PURPOSE | This measure documents the extent to which data center services meet minimum expectations for an array of metrics addressing system availability, problem resolution, and completion of designated scheduled deliverables. Service level measures designated as “critical” by DIR are those deemed most important based on input from state agencies and with respect to which the state may become entitled under agreement to receive financial credits if the service provider repeatedly fails to satisfy the service level standard.

METHODOLOGY | The initial Critical Service Level Matrix of thirty critical service levels is defined in the Data Center Services (DCS) Agreement. The DCS contract library contains documentation of this matrix, modifications to the designation of a measure as “critical,” and changes to the financial credits associated with not meeting a particular “critical” measure. The percentage is calculated by using the following formula: (number of monthly critical minimum service levels met during the period) divided by

(total number of monthly critical service levels measured during the period) times 100%.

DATA SOURCE | Monthly service level performance reports for service level targets on the Critical Service Level Matrix. The provider for consolidated DCS will prepare the reports. Minimum service level targets are specified on the Critical Service Level Matrix in the Agreement.

DATA LIMITATIONS | In response to changes in State of Texas business needs and priorities as communicated by state agencies, DIR retains flexibility to increase or decrease the number of service level measures that it designates as “critical” and are included in the Critical Service Level Matrix. Under defined conditions, the state may be entitled to financial credits, if the service provider repeatedly fails to meet individual service level standards that DIR designates as “critical.”

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

**GOAL B.02 | Outcome Measure 02
Percentage of Customers Satisfied with Shared Technology Services (STS) Contract Management**

DEFINITION | This measure reflects the percent of chief executives, or their designees, and/or IT staff from DCS customer agencies (DIR Customers) that respond to the customer satisfaction survey question and report a favorable rating for the job DIR is doing in carrying out Data Center Services contract management.

PURPOSE | This measure documents the extent to which a survey of all chief executives and selected IT staff from participating DCS agencies

rate DIR's contract management of the DCS Program as good or excellent (positive rating).

METHODOLOGY | The percentage is calculated using the following formula: (respondents rating the DCS contract management job DIR is doing as good or excellent) divided by (all respondents giving a rating) times 100%.

DATA SOURCE | Annual customer satisfaction survey conducted (online, by telephone, or in-person) by an independent market research firm.

DATA LIMITATIONS | Depends on obtaining survey responses (ratings) from the chief executives and IT staff of the agencies participating in the DCS Program (DIR Customers) as part of the annual CS customer satisfaction survey.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

**GOAL B.02 | Outcome Measure 03
Percentage of Customers Satisfied with Shared Technology Services (STS)**

DEFINITION | This measure reflects the percent of STS Customers that favorably rate customer satisfaction with the STS program services.

PURPOSE | This measure documents the extent to which STS Customers are satisfied with the STS program services.

METHODOLOGY | The percentage is calculated using the following formula: Number of customers rating overall STS program satisfaction of acceptable, good, and excellent divided by the total number of customers respondents on a monthly basis. All monthly

percentages would then be averaged to provide an annual percentage.

DATA SOURCE | Monthly customer scorecard ratings submitted to the STS Program.

DATA LIMITATIONS | Depends on obtaining monthly customer scorecard survey responses (ratings) from agencies participating in the STS Program.

KEY MEASURE | Yes

NEW MEASURE | Yes

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

**B.03 | Outcome Measure 01
Percentage of Visitors Satisfied with Texas.gov**

DEFINITION | This measure reflects the percentage of visitors that complete the customer satisfaction survey and have a favorable experience.

PURPOSE | The percentage of visitors that are satisfied with their experience using Texas.gov shows that the site is providing a valuable service. It is imperative the satisfaction level remains very high to ensure quality of service. Declining satisfaction rates may be indicative of problems with the Texas.gov site and services offered.

METHODOLOGY | Texas.gov will provide the customer satisfaction survey instrument on each application. Results will be collected online and analyzed quarterly for trends. The number of satisfied survey respondents divided by total survey responses.

DATA SOURCE | Customer satisfaction survey instrument available continually on the Texas.gov individual services.

DATA LIMITATIONS | Depends on the number of visitors that complete the survey instrument.

KEY MEASURE | No

NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Non-Cumulative
TARGET ATTAINMENT | High

**B.03.01 | Explanatory Measure 1
Texas.gov Collections Deposited into the
General Revenue Fund**

DEFINITION | This measure reflects the annual General Revenue generated for the State by Texas.gov operations.

PURPOSE | This measure indicates the annual contribution made by Texas.gov to State General Revenue.

METHODOLOGY | Measure reflects the balance of revenues collected from Texas.gov transactions and deposited to the Statewide Network Applications Account which are required to be transferred to the General Revenue Fund pursuant to Article IX, Payments to the Department of Information Resources, of the General Appropriations Act in effect for the fiscal year in which the revenues were collected. Per the Article IX provision, amounts in excess of allowable balances collected in a fiscal year will be transferred to the General Revenue Fund. Refer to the Article IX provision for the calculation of the amount to be transferred to the General Revenue; the provision is subject to revision each biennium.

DATA SOURCE | Financial Statements for the Statewide Network Applications Account, CAPPS, and USAS.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

**B.03.01 | Output Measure 1
Number of Services Available through the
Portal**

DEFINITION | This measure reflects the number of online services available through the state electronic internet portal, Texas.gov.

PURPOSE | This measure shows the growth in the number of online services available through the state electronic internet portal, Texas.gov.

METHODOLOGY | New services are brought online through various governance mechanisms. The number and list of services are tracked by the vendor.

DATA SOURCE | Monthly Texas.gov financial report provided by vendor.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

**B.03.01 | Output Measure 02
Number of Transactions Conducted
through the Portal**

DEFINITION | This measure reflects the number of payment transactions processed through the state electronic internet portal, Texas.gov.

PURPOSE | This measure indicates the number of payment transactions processed through Texas.gov.

METHODOLOGY | Each online payment transaction is captured by the state electronic internet portal, Texas.gov, payment service and routed through the banking and credit card systems.

DATA SOURCE | Monthly state electronic internet portal, Texas.gov report provided by vendor.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

**B.04 | Outcome Measure 01
Percentage of Customers Satisfied with
CCTS**

DEFINITION | This represents the relative number of customers who are pleased with the level of customer services performed in their area.

PURPOSE | Measure is important indicator of how well DIR is serving its customers.

METHODOLOGY | Customer satisfaction results are entered into a database and are based on the web survey responses from CCTS users. Results are averaged based upon the number of survey responses.

DATA SOURCE | Information is taken from a web survey which CCTS customers can access and input via DIR’s website.

DATA LIMITATIONS | Dependent upon customer response to a DIR survey.

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

**B.04.01 | Efficiency Measure 01
Percentage of CCTS Complaints/Problems
Resolved in 8 Working Hours or Less**

DEFINITION | The percentage of trouble tickets completed within eight working hours.

PURPOSE | Measure counts the number of trouble tickets completed within eight working hours for the reporting period. Fast turnaround time is important to maintain high customer satisfaction.

METHODOLOGY | The CCTS Manager uses the CCTS Trouble Ticket Management System report on trouble tickets by Technician to manually count from the report of the entries of trouble tickets that took less than eight hours. This number is subtracted from the total number of trouble tickets which is calculated by the report. The count of those that took less than eight hours is given as a percent of the total number of trouble tickets completed for the reporting period obtained.

DATA SOURCE | The CCTS Help Desk receives a trouble call that requires a technician to be dispatched. A trouble ticket is filled out with information on the call including time started, trouble code, etc. When the problem is fixed, the trouble ticket is completed with arrival time, time completed, parts used, etc. This information is entered into the CCTS Trouble Ticket Management System.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

**B 04.01 | Efficiency Measure 02
CCTS Trouble Tickets as Percentage of
Lines in Service**

DEFINITION | The percent of trouble tickets as compared to the number of basic lines in service.

PURPOSE | Measure counts the number of CCTS trouble tickets reported as a percent of total basic lines in service. This measure is important to gauge the number of stations requiring

repairs over a year and thus the increasing demands for technicians, as well as maintenance trends, as the system expands.

METHODOLOGY | The CCTS Manager will divide the number of trouble tickets completed for the reporting period by the average number of stations on the system.

DATA SOURCE | The number of trouble tickets is derived from the CCTS Trouble Ticket Management System reports. The number of trouble tickets is divided by the number of basic lines (standard stations) billed each month.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.05 | Outcome Measure 01 Percentage of Customers Satisfied with TEX-AN

DEFINITION | The percent of customer satisfaction achieved for TEX-AN operations.

PURPOSE | Indicator of customer satisfaction with TEX-AN services provided by staff and vendors.

METHODOLOGY | Customer satisfaction results are entered into a database and are based on the web survey responses from TEX-AN users. Results are averaged based upon the number of survey responses.

DATA SOURCE | Information is taken from a web survey which TEX-AN customers can access and input via DIR's website.

DATA LIMITATIONS | Dependent on response to DIR survey.

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

B.05.01 | Efficiency Measure 01 Average Price per Intrastate Minute on TEX-AN

DEFINITION | Average price per minute for intrastate long-distance calls.

PURPOSE | Intended to show the average price per minute charged for Intrastate calls. These statistics provide a familiar point of reference for benchmarking to the general market.

METHODOLOGY | Total dollar amounts divided by total of minutes for intrastate calls.

DATA SOURCE | The dollar amounts and the number of minutes for Intrastate calls (Interlata and Intralata) are obtained from the tele-management system for all customers for the reporting period.

DATA LIMITATIONS | Services may not be strictly comparable to those generally marketed by telecom vendors (e.g. switched vs. dedicated access). Rounding differences may impact the recalculation of the Communications Technology Services (CTS) performance measures due to the number of decimal places from the vendor systems and the DIR systems.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.05.01 | Efficiency Measure 02 Average Price per Interstate Minute on TEX-AN

DEFINITION | Average price per minute for interstate long distance calls.

PURPOSE | Intended to show the average price per minute charged for Interstate calls. These statistics provide a familiar point of reference for benchmarking to the general market.

METHODOLOGY | Total dollar amounts divided by total of minutes for interstate calls.

DATA SOURCE | The dollar amounts and the number of minutes for Interstate calls are obtained from the tele-management system for all customers for the reporting period.

DATA LIMITATIONS | Services may not be strictly comparable to those generally marketed by telecom vendors (e.g. switched vs. dedicated access). Rounding differences may impact the recalculation of the CTS performance measures due to the number of decimal places from the vendor systems and the DIR systems.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

**B.05.01 | Efficiency Measure 03
Average Price per Toll-Free Minute on
TEX-AN**

DEFINITION | Average price per minute for toll-free calls.

PURPOSE | Intended to show the average price per minute charged for toll-free calls. These statistics provide a familiar point of reference for benchmarking to the general market.

METHODOLOGY | Total dollar amounts divided by total of minutes for toll-free calls.

DATA SOURCE | The dollar amounts and the number of minutes for toll-free calls are obtained from the tele-management system for all customers for the reporting period.

DATA LIMITATIONS | Services may not be strictly comparable to those generally marketed by telecom vendors (e.g. switched vs. dedicated

access). Rounding differences may impact the recalculation of the CTS performance measures due to the number of decimal places from the vendor systems and the DIR systems.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

**B.05.01 | Efficiency Measure 04
TEX-AN Trouble Tickets as Percentage of
Circuits**

DEFINITION | The percentage of trouble tickets reported as a percentage of total circuits. Trouble tickets are defined as service actions identified by DIR or DIR's customers for vendor resolution.

PURPOSE | Measure counts the number of trouble tickets as a percentage of circuits. This measure is important to gauge overall quality of circuits during the year.

METHODOLOGY | The number of trouble tickets reported is divided by the number of circuits billed.

DATA SOURCE | TEX-AN vendors are required to provide monthly reports on the trouble tickets reported. This is compared to the total circuits as billed by the company.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

B.05.01 | Efficiency Measure 05 Average Price of Data Services

DEFINITION | The price for providing a data circuit from end to end for a TEX-AN customer (based on T1 circuits).

PURPOSE | Data rates for TEX-AN services can be compared against agreed upon negotiated rates based on user and industry input.

METHODOLOGY | The number of circuits are obtained from the total for all customers from the tele-management system for the reporting period. The dollar amount billed is divided by the corresponding total count of circuits. The port charge is added, and the total multiplied by two.

DATA SOURCE | The count of circuits and amounts billed are obtained from the total for all customers in the tele-management system for the reporting period.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

GOAL C

Promote Efficient Security

Protect the state's information assets by providing enhanced cyber and network security services.

OBJECTIVE 01 (C.01)

Assist state agencies and institutions of higher education in the protection of information, information resources, compliance requirements, and risk reduction with best practices and guidelines through cybersecurity education, training, risk management tools, and cybersecurity-related services.

STRATEGY 01 (C.01.01) Security Policy & Awareness

Develop and assure compliance of statewide security standards, policies, and guidelines for protection of information resource (IR) assets. Support the state's homeland security efforts through technical analysis, training, and awareness efforts and through proactive prevention, threat reduction, and responses to IR security threats. Lead workgroups of state agencies and institutions of higher education, including the Statewide Information Security Advisory Committee and the Information Security Working Group, to discuss issues and collaborate on security initiatives.

STRATEGY 02 (C.01.02) Security Services

Protect the state's information resources through monitoring, testing, and assessment services which assist state agencies and institutions of higher education in identifying and addressing vulnerabilities, risks, and threats. Services may include network monitoring, testing, security assessments, and 24/7 alert systems.

C.01 | Outcome Measure 01 Percentage Increase of Agencies' Security Maturity Over Repeat Assessments

DEFINITION | Calculation of average percentage growth rate in maturity scores for agencies that underwent repeat assessments.

PURPOSE | This measure will focus on the effectiveness of the DIR third-party assessments to improve the organization's security maturity. It will also assist in increased awareness of threats to information resources.

METHODOLOGY | Average percentage of differentiation in overall maturity (level of adherence to the Texas Cybersecurity Framework) scores for all repeat assessments completed in a fiscal year. Scores are based on the Capability Maturity Model and range from

0-5; 0 - nothing being done; 1 - initial stages or ad hoc implementation; 2 - repeatable processes; 3 - defined level; 4 - managed; 5 - optimized.

DATA SOURCE | Data will be obtained from final assessment reports performed by the vendor.

DATA LIMITATIONS | Number of agencies completing repeat assessments during the quarter. Fluctuation of maturity due to outside circumstances (change in staff, etc).

KEY MEASURE | Yes

NEW MEASURE | Yes

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

C.01.01 | Output Measure 01 State Agency Participation in DIR-Provided Security Training Offerings

DEFINITION | Percentage of state agencies, including institutions of higher education, that participate in DIR provided security training offerings.

PURPOSE | Reflects interest and awareness of state agencies and institutions of higher education in cybersecurity by monitoring attendance.

METHODOLOGY | Manual count of all agencies and institutions of higher education represented at DIR cybersecurity training offerings divided by the total number of agencies and institutions of higher education.

DATA SOURCE | Information is collected from attendance and registration records maintained by DIR staff.

DATA LIMITATIONS | Calculation may be inaccurate if attendees do not register individually for web-based training or indicate attendance at in person training.

KEY MEASURE | Yes

NEW MEASURE | Yes

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

C.01.02 | Efficiency Measure 01 Average Cost of Security-Controlled Penetration Tests

DEFINITION | This measure determines the average cost to manage a security assessment.

PURPOSE | Allows analysis of security assessment management.

METHODOLOGY | The vendor's average value of a security-controlled penetration test.

DATA SOURCE | Vendor's average value of a Controlled Penetration Test.

DATA LIMITATIONS | Agency participation in security assessment is voluntary.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

C.01.02 | Output Measure 01 Number of State Agency Security Assessments Performed

DEFINITION | Number of third-party state agency security assessments performed.

PURPOSE | To assess security program capabilities and make recommendations regarding appropriate actions.

METHODOLOGY | Manual count of individual completed security assessments.

DATA SOURCE | Count of agencies participating in DIR-sponsored network security assessments as it relates to statewide cybersecurity services.

DATA LIMITATIONS | Participation by agencies is voluntary.

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

**C.02.02 | Output Measure 02
Number of Security-Controlled Penetration Tests**

DEFINITION | Number of DIR-sponsored third-party controlled penetration tests of state agencies' and other authorized entities' networks.

PURPOSE | To assess network vulnerabilities and make recommendations regarding appropriate corrections.

METHODOLOGY | Manual count of individual security-controlled penetration tests including follow-up or additional tests of the same state entity.

DATA SOURCE | Count of agencies (provided by third-party vendor) participating in DIR-sponsored network security-controlled penetration tests.

DATA LIMITATIONS | Participation by agencies is voluntary.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

**GOAL D
Indirect Administration**

DIR is responsible for delivering a shared technology infrastructure to more effectively plan and manage the state's investment in information and communications technology. DIR is responsible for delivering managed services to other state agencies and local government entities.

These services include data center services (DCS) to other state agencies, communications technology services to state agencies and local government entities through CCTS and TEX-AN, an IT commodities cooperative purchasing program that provides lower-cost products to agencies and other governmental entities through DIR negotiated contracts, network security services for IT and telecommunications networks, and the Texas.gov web portal.

While central administration supports the agency, the agency is a provider of services to all agencies and local governmental units in the entire state and the ability to deliver these services requires administrative resources that support the service delivery operations. This description applies to the objective and all strategies of this goal.

**OBJECTIVE 01 (D.01)
Indirect Administration**

**STRATEGY 01 (D.01.01)
Central Administration**

**STRATEGY 02 (D.01.02)
Information Resources**

**STRATEGY 03 (D.01.03)
Other Support Services**

Appendix C: Historically Underutilized Business Plan

Mission

DIR's Historically Underutilized Business (HUB) Program aims to increase the involvement of businesses owned by minorities, women, and disabled veterans in state contracting, in line with the DIR HUB inclusion goals and recommendations of the [2009 State of Texas Disparity Study](#) conducted by the Texas Comptroller of Public Accounts (CPA). DIR has a dual role of increasing HUB participation through DIR internal procurement and all DIR contracts by:

- promoting equitable opportunities for all vendors that maximize HUB participation in state contracting,
- encouraging and assisting HUBs in acquiring CPA HUB certification, and
- increasing awareness of HUB opportunities through education, communication, training, and innovative outreach efforts.

Overview

DIR submitted the HUB Plan in compliance with the reporting requirements of the General Appropriations Act for the 2022-23 Biennium, [Article IX, Sec. 7.06, 7.07, and 7.08](#). The DIR HUB Plan is responsive to Sec. 7.07 (a) (1) and (a) (3) (E)-(F). DIR refers to the 2009 Texas Disparity Study conducted by the CPA Statewide Procurement Division (SPD) for the information requested in Sec. 7.07 (a)(3) (A)-(D). DIR's HUB goals and strategic plan incorporated the 2009 Texas Disparity Study's findings and results. The activities stated in Sec. 7.07 (3) (A)-(D) are activities associated with conducting a disparity study. These reporting requirements are now included in Article IX, Sec. 7.08 and Reporting of HUB Key Measures.

The DIR HUB participation percentages for fiscal years 2018-2021 are identified in Table 1.

Table 1: Fiscal Years 2018-2021 HUB Participation

Fiscal Year	HUB Percentage
2018	31.69%
2019	31.81%
2020	36.50%
2021	57.12%

DIR HUB utilization in fiscal year 2021 was 57.12%, and the statewide average is 10.48%. DIR will continue its good-faith efforts to meet the HUB procurement category goals, specific to DIR expenditure types.

Fiscal Year 2022 Goals

The goal of the DIR HUB Program is to promote fair and competitive business opportunities that maximize the inclusion of minority-owned, woman-owned, and service-disabled veteran-owned businesses certified through the Comptroller's Statewide Procurement Division (SPD).

DIR HUB goals are appropriate to our expenditures and the 2009 State of Texas Disparity Study goal-setting methodology. DIR strives to meet or exceed these goals by taking a proactive

approach to ensure that the opportunity for state business is extended to as many HUB vendors as possible in the procurement process.

The fiscal year 2022 DIR HUB procurement category goals are identified in Table 2.

Table 2: Fiscal Year 2022 DIR HUB Procurement Category Goals

Procurement Category	DIR HUB Goal
Heavy Construction ¹	N/A
Building Construction ²	N/A
Special Trades	32.90%
Professional Services	23.7%
Other Services	26.00%
Commodities	21.10%

In addition, DIR seeks to increase HUB utilization through direct expenditures and HUB subcontracting among our larger contracts.

HUB Programs, Processes, and Activities

When issuing internal solicitations, DIR uses the CPA's Centralized Master Bidders List to identify appropriate HUB vendors and provide them an opportunity to respond to the solicitation. DIR posts most solicitations for 30 days, exceeding the state's requirement of 14 days.

Shared Technology Services contracts, including Data Center Services, Managed Security Service, Texas Open Data Portal, and Texas.gov services, along with communication technology services contracts, have HUB subcontracting plans. DIR continues to work with the vendors to identify subcontracting opportunities for each of these contracts.

The Cooperative Contracts Program provides significant opportunities for participating agencies to increase their HUB utilization. In fiscal year 2021, HUB prime vendors held approximately 272 contracts and 837 HUB resellers offered agencies additional opportunities for HUB utilization. More than 57 percent of cooperative contracts purchases used HUB vendors during fiscal year 2021.

Texas Government Code Chapter 2155 requires DIR to purchase goods and services from established statewide contracts that meet the agency's requirements; if the agency cannot find a product or service under the contract, then the agency is given delegated authority to contract.

DIR's internal policy is to use HUBs for goods and services whenever feasible. When contracting with non-HUB vendors, DIR uses good faith efforts when working with its contractors to explore HUB subcontracting opportunities.

The DIR HUB Office works closely with DIR's Procurement Services office to integrate the purchasing guidelines and the HUB rules to facilitate implementation and compliance of each DIR internal purchase. Both offices work closely with other internal program areas to ensure qualified HUBs are included in procurement opportunities for purchases exceeding \$10,000. For purchases

¹ The agency does not make expenditures in the Heavy Construction category.

² The agency does not make expenditures in the Building Construction category.

of \$10,000 or less, DIR employees are encouraged to use HUB vendors to the maximum extent possible. To encourage responses from HUB vendors, DIR sends bidding opportunities to minority trade organizations, chambers of commerce, and small business development centers.

DIR's HUB procedures are included in the HUB, Outreach, and Training section of the CPO Process Guide, which is maintained by DIR's HUB Program staff.

DIR's improvement efforts for increased HUB utilization include the following activities:

- A. Implementation of internal procurement initiatives that include stricter bid requirements than those set by the Office of the Comptroller's Statewide Procurement Division (SPD).
- B. Developing of prime contractor and HUB subcontractor relationships through DIR's Mentor Protégé Program.
- C. Increasing awareness of DIR procurement opportunities through the agency's website, the Electronic State Business Daily, local commerce events, and statewide forums.
- D. Attending pre-bid conferences to provide subcontracting instructions.
- E. Hosting or co-hosting two annual economic opportunity forums.
- F. Hosting annual training for DIR employees.
- G. Coordinating of networking opportunities for vendors to meet key DIR staff.
- H. Attending economic opportunity forums and HUB-oriented trade fairs with bid opportunities.
- I. Identifying and participating, whenever possible, in activities provided by the state or an agency of the state that encourage the inclusion of minority and/or woman-owned businesses, such as the HUB Discussion Workgroup.
- J. Interacting with minority trade organizations, chambers of commerce, and small business development centers to answer questions and provide HUB information.
- K. Identifying and assisting HUB contractors who need certification or re-certification.
- L. Meeting with DIR Procurement and Contracting Board Subcommittee quarterly.
- M. Analyzing expenditures by division and communicating suggestions for increased HUB participation.

A copy of the HUB report is available on the DIR website: www.dir.texas.gov.

Appendices D & E: Statewide Capital Plan & Health and Human Services Strategic Plan

The following appendices are not applicable to DIR.

- SCHEDULE D: STATEWIDE CAPITAL PLANNING
- SCHEDULE E: HEALTH AND HUMAN SERVICES STRATEGIC PLANNING

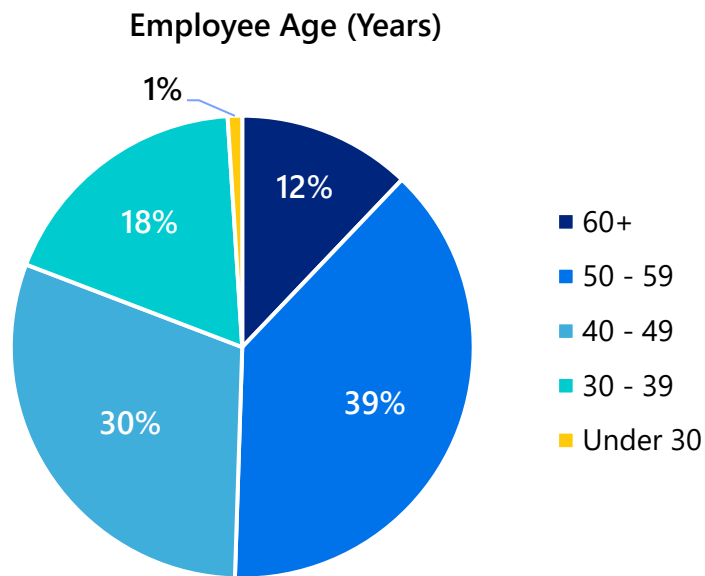
Appendix F: Workforce Plan

The agency's workforce plan follows guidelines developed by the State Auditor's Office and includes an analysis of the current workforce and a plan for addressing the agency's future critical staffing needs.

Current Workforce Profile

Gender and Age

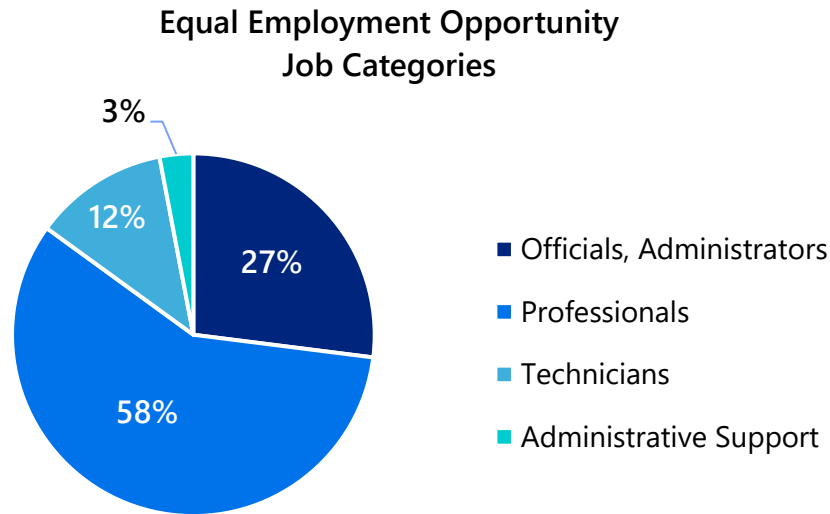
DIR's legislative appropriations cap for full-time equivalent (FTE) positions is 208 for fiscal year 2021, and 228 for fiscal year 2022. As of March 28, 2022, DIR's headcount was 213 employees. The agency's workforce consisted of 51% females and 49% males. Approximately 81% of the agency's employees are age 40 and over, while 1% are under 30 years of age. The average age of agency employees is 49. With only 19% of DIR's workforce under the age of 40, the agency must implement creative recruitment strategies including the development of workforce programs, succession planning, and a retention strategy to continue agency operations.



*Percentages may not add up to 100% due to rounding

Equal Employment Opportunity Job Categories

DIR has a highly-educated workforce with many professional and technical employees holding advanced degrees and credentials. Professionals make up 58% of DIR’s employees, and 27% of DIR’s employees are in the Officials and Administrators category. Technical staff make up 12% and Administrative Support staff make up three percent of DIR’s staff.



*Percentages may not add up to 100% due to rounding.

Workforce Diversity

DIR is committed to providing equal employment opportunities. Employment decisions are not based on race, color, religion, sex, national origin, disability, genetic information, or any other extraneous factor. DIR makes every effort to recruit, select, and retain a qualified workforce that is representative of the state’s civilian labor force and DIR will continue to work diligently to meet the equal employment opportunity goals of the State of Texas.

The following table provides a comparison of DIR’s workforce with the State of Texas’ workforce based on the Equal Employment Opportunity (EEO) job categories.

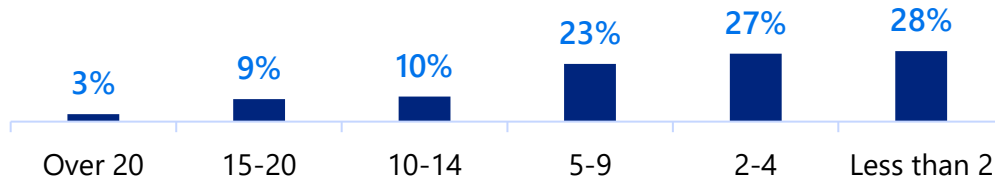
EEO Job Category	African Americans		Hispanic Americans		Female	
	State*	DIR	State*	DIR	State*	DIR
As of 3/28/2022						
Official/Administrator	9%	7%	25%	10%	42%	48%
Professional	11%	17%	22%	21%	54%	58%
Technical	15%	24%	30%	12%	57%	16%
Administrative Support	15%	67%	37%	17%	75%	100%

*Equal Employment Opportunity and Minority Hiring Practices Report, FY 2019-2020

Tenure

DIR employees average seven years of service at the agency. Approximately 46% of DIR’s employees have five or more years. DIR employees have an average of 13 years of overall state service. When considering total state service both at DIR and in other state agencies, 80% of DIR’s employees have served the State of Texas for five or more years.

Agency State Service (Years)



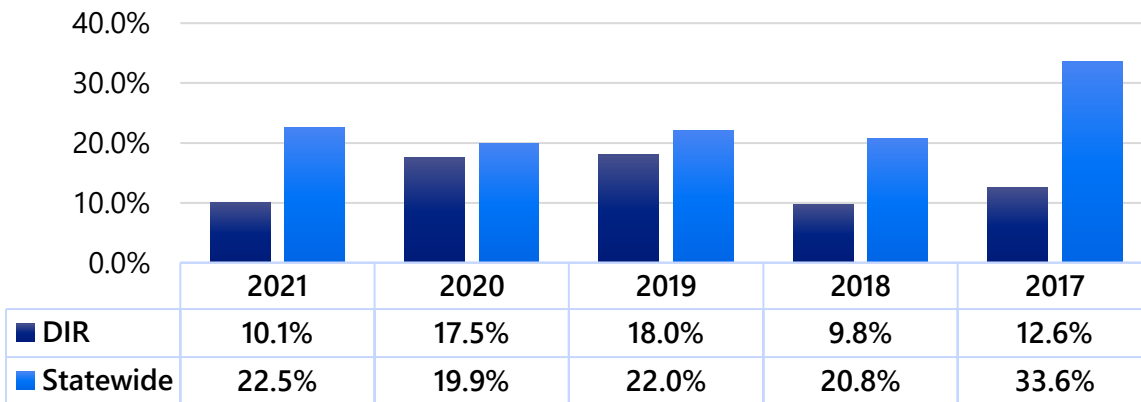
*Percentages may not add up to 100% due to rounding

Employee Turnover

Employee turnover represents a direct cost to any organization. The loss of institutional knowledge and experience impact the agency’s ability to fully perform its mission. High staff turnover adversely impacts operational programs and strains the remaining workforce.

From fiscal year 2017 through 2021, DIR’s employee turnover rate was below the state government turnover rate. In fiscal year 2021, DIR’s turnover rate was 10% compared to state government’s overall rate of 22.5%.

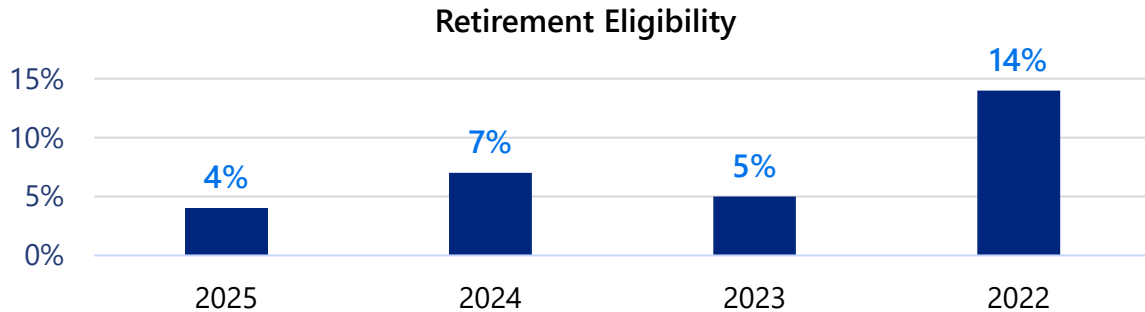
Fiscal Year Turnover Including Interagency Transfers



*Percentages may not add up to 100% due to rounding

Retirement Eligibility

Employees over the age of 40 make up 81% of DIR's fiscal year 2022 workforce and, based on the present headcount of 213 employees, approximately 30% of the agency's current workforce will be eligible to retire between fiscal years 2022 and 2025.



Current and Future Workforce Challenges

Labor Market and Trends

The Bureau of Labor Statistics (BLS) projects that total employment in the United States grew by 15.6 million between 2012 and the end of 2022, representing a 10.8% increase in employment. The State of Texas is also experiencing increases in total employment. The state ended 2021 with roughly 13 million jobs for the first time since the COVID-19 pandemic began.

Even with historic increases in total employment, the pandemic-era has led to a phenomenon coined as "The Great Resignation." The Great Resignation highlights the rapid increase in employees resigning from their jobs as pandemic conditions improve and employees adapt to the new normal. The BLS reported that 6.1 million employees, or 4.1 percent, separated from their place of employment as of February 2022. The seasonally-adjusted unemployment rate decreased from 6.2% in February 2021 to 3.8% in February 2022.

The unemployment rate in Texas also decreased from 6.6% to 4.7% between February 2021 and February 2022. The tight labor market and more flexible work arrangements have intensified competition for high-demand technology skills in both the public sector and private sector.

Demographic Shift

The State of Texas experienced a greater increase in residents than any other state since 2010. The United States Census Bureau reflects an increase in minorities in Texas with Hispanics increasing by 1,980,796, the Black population in Texas growing by 557,887, and Asians by 613,092. The growth in residents, particularly among minorities, presents a unique opportunity for DIR to attract new and diverse talent.

Aging Workforce

The Baby Boomers (born between 1946-1964) make up a large part of the labor force that will be retiring in the next few years and taking institutional knowledge with them. Given 30% of the agency's population is eligible for retirement by 2025, it is essential to retain Baby Boomers through engagement strategies, employee recognition, and meaningful assignments to delay

retirement and reduce loss of human capital. Additionally, leaders will explore and implement formal succession plans to ensure institutional knowledge is retained within the agency.

Texas Workforce System Strategic Plan

Employee Recruitment and Retention

DIR will further develop and refine effective practices and policies to attract a diverse and highly qualified workforce. Workforce data and trends are shared regularly with DIR's executive team to identify current employee needs and develop targeted recruiting strategies for a dynamic technical workforce. To attract top talent, DIR will implement creative strategies that highlight the state's comprehensive total rewards package inclusive of benefits, compensation, and an attractive organizational culture. DIR actively promotes the fact that it has been named one of the 2021 Top Workplaces in the Greater Austin area by the Austin American-Statesman and 2022 Top Workplaces USA National award.

DIR plans to develop a comprehensive training and professional development program to upskill and reskill the agency's IT workforce. The training programs will target skills gaps to improve retention and enhance recruitment efforts.

Succession Planning

Succession planning is an ongoing business process through which an organization plans for its future workforce competency needs. It is a proactive approach linking the organization's competency needs to its mission and goals through career development. DIR strives to maintain a highly qualified and competent workforce that is committed to customer service and that is fully capable of carrying out the mission and core functions of the agency. However, retirements and attrition can result in a significant loss of institutional and technical knowledge. Many of the pending retirements over the next five years are either managers or senior level staff. To address any deficits between the current agency workforce and future demand, a succession planning program that incorporates cross-training, mentoring, career pathing, and dual ladder options will be explored.

Workforce Programs

DIR will engage with local entities to identify and implement workforce programs. These programs will assist the agency with their continued effort of delivering technology solutions to state and local government entities.

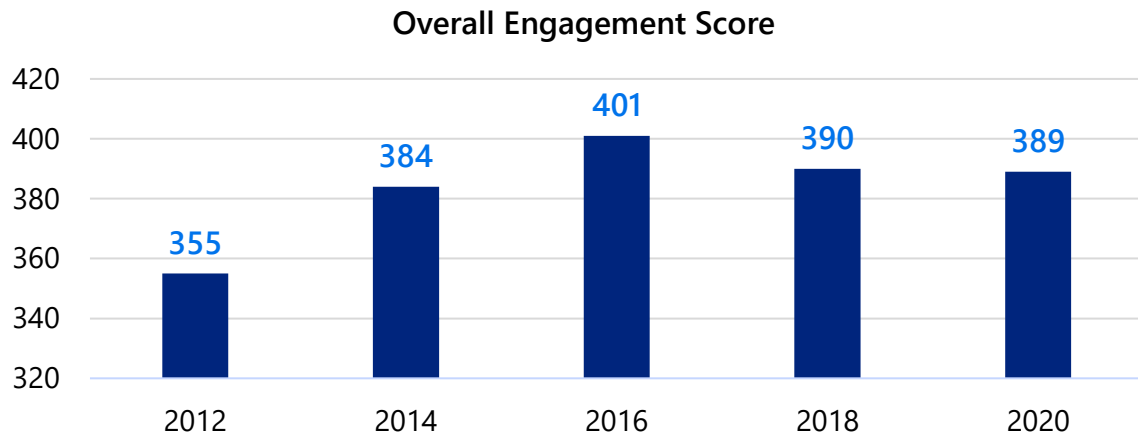
Additionally, DIR will partner with local colleges, universities, and junior colleges to host experiential learning projects and recruit graduates for agency opportunities. The agency will partner with technical and diverse student organizations to highlight the value of state service by volunteering for campus workshops and participating in recruiting events. DIR will engage with local colleges, universities, and junior colleges for opportunities in cybersecurity, internal audit, information technology, operations, and other areas.

Survey of Employee Engagement Results

In January 2020, 95.4% of DIR employees responded to the Survey of Employee Engagement (SEE), which measures employee engagement and workplace satisfaction. A high response rate indicates

that employees are invested in the organization, want to see the organization improve, and generally have a sense of responsibility to the organization.

DIR's overall fiscal year 2020 SEE survey score was 389. Scores above 350 are desirable and show the product of an engaged workforce. Nationwide polling data shows 30% of employees are Highly Engaged or Engaged, whereas 57% of DIR employees fell into this category. DIR scored the highest in the following three areas: strategic (410), workgroup (404), and employee engagement (404). The following areas were identified as opportunities for improvement: employee development (385), internal communication (381), and pay (284).



Due to the pandemic, employees were not surveyed in fiscal year 2021, and the subsequent Survey of Employee Engagement was postponed until May of 2022.

In February 2022, DIR was named one of the Top Workplaces in the U.S.A. among employers with 150-499 employees, based on employee feedback given through an anonymous third-party survey. DIR was also named one of the Top Workplaces in the Greater Austin area by the Austin American-Statesman Top Workplaces in November 2021.

The designation is based on an analysis of DIR's employee's answers to an anonymous survey administered by Energage LLC. The survey measures 15 "culture drivers" that Energage deems "critical to the success of any organization." DIR's employees ranked the agency high in innovation, employee communication, and "clued-in" senior-leaders who understand what is really going on at DIR.

Appendix G: Report on Customer Service

Chapter 2114 of the Government Code requires state agencies to submit a Report on Customer Service to the Office of the Governor and Legislative Budget Board by June 1 of each even-numbered year. The report must meet the requirements outlined in the Agency Strategic Plan instructions issued by the Legislative Budget Board and Office of the Governor.

Providing excellent customer service is at the heart of DIR's mission and core values. As a technology agency powered by people, DIR employees are committed to forming relationships with customer entities and facilitating the fulfillment of their technology needs.

DIR's various stakeholders and customers come from all levels of governments, including state agencies, institutions of higher education, judicial organizations, local government entities, school districts, quasi-government organizations, and public entities outside of Texas.

Inventory of External Customers by Strategy

Presented below is an inventory of DIR's external customers served by each strategy in the General Appropriations Act for the 2022-2023 biennium, with a brief description of the types of services provided to each customer group:

GAA Strategy	Services Provided	Customer Groups
A.1.1 STATEWIDE PLANNING AND RULES	Produce the biennial State Strategic Plan for Information Resources Management and related performance reports and analyses. Make recommendations to improve IT statewide. Develop rules and guidelines that establish statewide technology policies, standards, and best practices for customers to manage and align their technology with their business goals and to guide effective IT projects.	State agencies, education
A.1.2 INNOVATION AND MODERNIZATION	Leverage innovative technology (cloud, artificial intelligence, machine learning) and services to enable, automate, or improve agencies' productivity, efficiencies, and resident services. Provide leadership and guidance to state agencies through direct engagement to promote modernization of Texas agencies' IT infrastructure, software, and applications. Develop shared services for agency use, technology architectures, and best practices for modernization.	State agencies
B.1.1 CONTRACT ADMIN OF IT COMM & SVCS	Manage a procurement infrastructure for IT commodities and services that maximizes the state's volume buying power and enhances the quality of purchases by negotiating, managing, and monitoring information and communications technology contracts.	State agencies, local government, judicial, education, and other public entities

GAA Strategy	Services Provided	Customer Groups
B.2.1 SHARED TECHNOLOGY SERVICES	Provide data center services (mainframe, private and public cloud, technology solution services, security operations, print, mail, and digitization), managed security services, Texas.gov, the Texas Open Data Portal, and other services for state agencies and other eligible government entities.	State agencies, local government, education
B.3.1 TEXAS.GOV	Manage Texas.gov, the State of Texas' government portal, which provides Texans with 24/7 access to government services and allows government the ability to cost-effectively conduct online business with their customers.	State agencies, local government, education, Texans
B.4.1 COMMUNICATIONS TECHNOLOGY SERVICES	Maintain statewide network services and provide a shared infrastructure to support converged IP communications services. Manage and evolve the Capitol Complex Telephone System that delivers voice and data services to the Capitol Complex.	State leadership, State agencies
C.1.1 SECURITY POLICY AND AWARENESS	Develop statewide security standards for information resource assets and support the state's security efforts through technical analysis, training and awareness efforts, proactive prevention, threat reduction, and response to information resources security threats.	State agencies, local government, education
C.1.2 SECURITY SERVICES	Implement and maintain shared IT security services, comprised of voluntary services and standard services provided through one of DIR's technology centers.	State agencies, local government, education

Customer Survey Results

DIR surveyed customers to satisfy the requirements for specific customer satisfaction performance measures as outlined by statute. The results of the 2022 Customer Service Survey, in addition to DIR program surveys and feedback mechanisms, will assist DIR in determining how the agency is measuring and addressing customer satisfaction.

Based on the survey results below, there is general satisfaction with DIR programs.

Survey Period	Survey Population	Participation Rate
March 22 -April 22, 2022	2,809 customers, including Information Resources Managers and Information Security Officers	55 entries, 2%

Customers provided answers to the following questions based on the scale below.

1 – Very unsatisfied 2 – Unsatisfied 3 – Neutral 4 – Satisfied 5 – Very satisfied N/A – Not Applicable

Survey Questions	1	2	3	4	5	N/A
How satisfied are you with the programs and services that DIR provides?	0%	8%	6%	43%	43%	0%
How satisfied are you with DIR communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?	0%	0%	12%	25%	35%	29%
How satisfied are you with DIR's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and DIR, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?	2%	6%	20%	49%	23%	0%
How satisfied are you with any DIR reports, brochures, or other printed information, including the accuracy of that information?	0%	2%	12%	35%	29%	22%
How satisfied are you with training events or other conferences (in person or online) provided by DIR that you've attended?	0%	8%	4%	37%	45%	4%
How satisfied are you with DIR's ability to timely serve you, including the amount of time you wait for service in person?	0%	4%	8%	25%	37%	27%
How satisfied are you with DIR staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the	0%	2%	12%	29%	55%	2%

Survey Questions	1	2	3	4	5	N/A
use of name plates or tags for accountability?						
How satisfied are you with the DIR's facilities, including your ability to access DIR, the office location, signs, and cleanliness?	0%	0%	12%	18%	18%	51%
How satisfied are you with DIR's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?	0%	2%	8%	20%	12%	57%
Please rate your overall satisfaction with DIR.	0%	8%	6%	49%	37%	0%

Note: Percentages may not equal 100% due to rounding.

DIR takes its commitment to high-quality customer service seriously, and gets feedback throughout each year from targeted surveys, advisory groups, and event evaluations to implement specific initiatives that strengthen our programs and services.

DIR uses this biennial survey to provide a bird's eye view of customer satisfaction to ensure we maintain a high-level of customer service across the board and identify general areas for improvement.

Appendix H: Confirmation of Cybersecurity Training

Government Code Section 2056.002 (12) requires state agencies to include in their strategic plans a written certification of the agency's compliance with the cybersecurity training required under Sections [2054.5191](#) and [2054.5192](#).

On May 21, 2021, DIR submitted the required annual Cybersecurity Training Certification for fiscal year 2021 using the online tool and received confirmation as listed below.



Government entities must annually certify their compliance with the training requirements online by August 31, and DIR will submit its fiscal year 2022 results by that date.