2024 - 2026 IT Strategic Plan

Agency: 167 Office of Data Governance & Analytics (ODGA)

Date: 1/11/2024

Current IT State

In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 5 years. This section should align with identified Business Requirements for Existing Technology (BReTs). At minimum, please address the following questions in your description of your agency's strategy for managing existing operational IT investments:

Are there existing IT investments that will require additional funding over the next year to 5 years, such as license renewals, re-competition of current IT contracts, or system enhancements required by the Agency Strategic Plan?

If there are systems that will no longer support the agency's business needs, either through poor performance or excessive cost, how does IT leadership in the agency plan to address the issues?

If the agency does not have the staff or funding to meet increasing demand for IT services, how will IT leadership fulfill the requests?

MISSION
To maximize the value of Commonwealth data through strategic governance, secure and appropriate data sharing, and enterprise analytics services informing actionable intelligence that helps Virginians live better lives.
VISION
To inspire the global evolution of data from information to actionable intelligence providing better outcomes for everyone.
VALUES
These core values are the fundamental beliefs that will help define a data culture within the Commonwealth of Virginia.

•Data first, decisions second, action always.
Data intelligence over intuition and anecdotes to guide
decision-making that results in action.
•Trust the data, trust each other, empower all.
With confidence in the integrity of information, there is security in connecting with each other, ultimately empowering the Commonwealth to approach customer-centered services from an enterprise perspective.
•Share, collaborate, support.
Commonwealth challenges worth solving with data aren't limited to one agency. Share data by default, unless it cannot be shared, and with that single source of truth, seek to remove silos and collaborate to support peer agency goals. This supports the Commonwealth in serving its stakeholders.
•Innovate with intelligence.
Draw inspiration from data to ask the hard questions and challenge what feels comfortable to ultimately uncover innovative solutions. Leverage data to nurture curiosity and engagement promoting a virtuous cycle of continuous improvement.

LEGISLATIVE REQUIREMENTS
Per § 2.2-203.2:4 of the Code of Virginia, the Office of Data Governance and Analytics was created "to foster and oversee the effective sharing of data among state, regional, and local public entities and public institutions of higher education, implement effective data governance strategies to maintain data integrity and security, and promote access to Commonwealth data."

PURPOSE
"The purpose of the Office shall be to
1.Improve compliance with the Government Data Collection and Dissemination Practices Act (§ 2.2-3800 et seq.)
2.Increase access to and sharing of Commonwealth data, including open data, between state, regional and local public entities and public institutions of higher education across all levels of government.
3.Increase the use of data and data analytics to improve the efficiency and efficacy of government services and improve stakeholder outcomes.
4.Establish the Commonwealth as a national leader in data-driven policy, evidence-based decision making, and outcome-based performance management."

POWERS AND DUTIES
To support the agencies charter, ODGA has the following powers which are related to technology:
1.To support the collection, dissemination, analysis, and proper use of data by state agencies and public entities as defined in the Government Data Collection and Dissemination Practices Act (§ 2.2-3800 et seq.)
2.To facilitate and guide data-sharing efforts between state, regional, and local public entities and public institutions of higher education.
3.To develop innovative data analysis and intelligence methodologies and best practices to promote data-driven policy making, decision making, research, and analysis.
4.To manage and administer the Commonwealth Data Trust
5.In cooperation with the Chief Information Officer of the Commonwealth, to provide technical assistance to state agencies, local governments, and regional entities to establish and promote data sharing and analytics projects including data storage, data security, privacy, compliance with federal law, the de-identification of data for research purposes, and the appropriate access to and presentation of open data and datasets to the public.
6.To develop measures and targets related to the performance of the Commonwealth's data governance, sharing, analytics, and intelligence program
7.To implement a website dedicated to (i) hosting open data from state, regional, and local public entities and public institutions of higher education an

Factors Impacting the Current IT

In this section, the agency will describe the changes in their business environment that will require or mandate changes to the agency's current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agency's customer base, product and service providers, or new federal or state legislation or regulations. The agency must identify the business value of the change, any important deadlines that must be met, and the consequences if the deadlines are not met. In your discussion, be sure to note whether the proposed enhancements are funded or not. If the agency's existing current IT investments will not need enhancement due to requirements or mandates from external sources in the foreseeable future, the agency should enter the following text rather than leave the Factors Impacting the Current IT section blank

For each mandated change, summarize your agency's response from your Agency Strategic Plan, and is it the opinion of agency IT leadership that the IT portion of the response is adequately funded?

Do the mandated changes effect IT in other Commonwealth agencies, or in other states? If so, how?

Factors impacting current IT include:
• AI-driven innovation.
• Legislative imperatives.
• Data-driven decision-making.
• Industry data quality standards.

The implementation and utilization of artificial intelligence will remain a significant driving force in the market. Market trends indicate that by 2024, 60% of government AI and data analytics investments will directly impact real-time operational decisions and outcomes. With data scientists on staff, ODGA plans to leverage Azure applications

such as Azure ML Studio, Azure Synapse Analytics, Azure Vision, and other services needed to explore AI/ML capabilities.

Various legislative imperatives also influence the current state of IT.ODGA is currently working towards compliance with Section 530. Given that the agency is relatively new, there were no pre-existing policies, procedures, or processes in place. However, the team has made commendable progress in developing these controls, with over 75% completion across all applications. Sec 530 compliance will remain a priority as ODGA continues to add applications to its IT portfolio. In addition, the team is taking proactive measures to establish a robust security baseline by implementing security best practices, including vulnerability remediation, and setting up appropriate monitoring and alerting systems.

To facilitate seamless data sharing among Commonwealth agencies, ODGA places significant importance on compliance with various regulations, including HIPAA, FERPA, CJIS, FedRAMP, and SOC2. This helps to ensure that all agencies can share data in a safe and secure manner while adhering to the necessary compliance obligations.

Proposed IT Solutions

In this section, describe the high-level strategy the agency will use to initiate new IT investments over the next year to 5 years in support of the agency strategic objectives documented in your Agency Strategic Plan. The agency does not need to consider specific technologies at this time, however, the strategy should identify how the IT implementation will provide business value to the organization. This section should align with identified Business Requirements for New Technology (BRnTs). At minimum, please address the following questions in your description of your agency's strategy for initiating new IT investments:

What are the most important solutions, based on the priority assigned to the requirements by the business sponsors in your agency, and what is the approach to achieving these priority solutions?

If any new IT initiatives will be started in the upcoming budget biennium, is it the opinion of agency IT leadership that it is adequately funded?

Does the agency's current IT staff have the appropriate skill set needed to support future agency technologies? If not, what skill sets need to be acquired?

If the agency will be engaged in multiple new IT initiatives, how will agency IT staff and agency subject matter experts be used across the initiatives?

Currently funded and adopted technology by ODGA simplifies data governance and analytics with scaling capabilities to support varying levels of project complexity. ODGA will continue to support local, state and regional agencies, and institutions of higher education by linking data initiatives to their business objectives.

Data quality is a top priority, and ODGA is expanding its service offerings to meet the demand by incorporating two new tools: BigID and Informatica's Intelligent Cloud platform. With BigID, ODGA will be able to scan unstructured data and identify data quality issues. Informatica's Intelligent Cloud platform will enable ODGA to offer address, email, and phone verification services to identify data quality issues with ODGA ingested data as well as to assist agencies with improving their data quality.

Currently not funded or adopted is a Commonwealth enterprise data policy, standards document, or toolset. Creating a standardized data operating model will provide a common technological baseline and establish a strong foundation for stakeholders to accelerate their data programs.

IT Strategic Plan Budget Tables

Agency:	167 Office of Data Governance & Analytics (ODGA)
Date:	1/11/2024

Current IT Services

Category	Costs Year 1 GF	Costs Year 1 NGF	Costs Year 2 GF	Costs Year 2 NGF
Projected Service Fees		$300,000.00		$300,000.00
VITA Infrastructure Changes				
Estimated VITA Infrastructure	$0.00	$300,000.00	$0.00	$300,000.00
Specialized Infrastructure				
Agency IT Staff		$2,280,000.00		$2,736,000.00
Non-agency IT Staff		$2,432,629.00		$1,946,103.00
Cloud Computing Service				
Other Application Costs				
Total:	$0.00	$5,012,629.00	$0.00	$4,982,103.00

Proposed IT Investments

Category	Costs Year 1 GF	Costs Year 1 NGF	Costs Year 2 GF	Costs Year 2 NGF
Major IT Projects:				
Non-Major IT Projects:				
Agency-Level IT Projects:				
Major Stand Alone IT Procurements:				
Non-Major Stand Alone IT Procurements:		$738,000.00		$738,000.00
Agency-Level Stand Alone IT Procurements:		$430,250.00		$430,250.00
Procurement Adjustment for Staffing:				
Total:	$0.00	$1,168,250.00	$0.00	$1,168,250.00

Projected Total IT Budget				
	Costs Year 1		Costs Year 2	
Category	**GF**	**NGF**	**GF**	**NGF**
Current IT Services	$0.00	$5,012,629.00	$0.00	$4,982,103.00
Proposed IT Investments	$0.00	$1,168,250.00	$0.00	$1,168,250.00
Total	$0.00	$6,180,879.00	$0.00	$6,150,353.00

Business Requirements For Technology

Agency:	167 Office of Data Governance & Analytics
Date:	1/11/2024

BReT ODGA - Open Data Portal	
BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/27/2023
Mandate:	
Mission Critical:	Yes
Description:	

The Virginia Open Data Portal serves to extend access to Commonwealth of Virginia data empowering our constituents to interpret, analyze, and transform our data into actionable intelligence.

BReT- ODGA Cybersecurity	
BRT Type:	Business Requirement for New Technology
Requested Start:	11/14/2023
Mandate:	Yes
Mission Critical:	
Description:	

Secretary mandated cybersecurity program for ODGA. Funds allocated for cybersecurity will be used for purchase of new technology and non-agency staff.

BReT- ODGA Entity Matching (COVA Data Trust)	
BRT Type:	Business Requirement for New Technology
Requested Start:	11/27/2023
Mandate:	
Mission Critical:	Yes

Description:
The ability to link information about individuals across multiple systems relies on matching De-Identified protected PII across these systems in a secure way. The PII data from different systems are ingested into a consolidated, secure environment managed by the Data Governance and Analytics Program Office to build an anonymized crosswalk creating a master person identifier for each unique individual. This universal identifier is then mapped to the local identifier for that same individual in whatever system they may exist. The anonymized crosswalk table is used to match the de-identified attribute data for an individual across multiple systems.

Staff Augmentation for ODGA Maintenance & Support	
BRT Type:	Business Requirement for Existing Technology
Requested Start:	7/1/2022
Mandate:	
Mission Critical:	
Description:	
This will support staff related to maintenance and operations for the ODGA.	

Commonwealth Projects >= $250,000.00

There are no projects for this agency.

Commonwealth Procurements >= $250,000.00

There are no stand alone procurements for this agency.