2024-2028

State Strategic Plan for Information Resources Management

Next-Level Tech for an Exceptional Government Experience

Table of Contents

Introduction

In the next five years, Texas will grow by almost three million people, increasing the state's population to nearly 34 million by 2028.[1] While more Texans means increased prospects for the state's economy, demands for public services will also rise as additional vehicles use Texas roads, public safety needs expand, and demand on critical infrastructure increases. At the same time, Texans' expectations for online services remain high and taxpayer demand for efficient, streamlined government continues to increase.

In recent years, Texas agencies[2] used secure technology to expand online services, increase remote learning, and advance data analytics to meet Texans' expectations for a more digital government.[3] Today, they continue to improve operations, services, and workplaces by capitalizing on ongoing technological advancements. Now, the State must effectively plan for information technology (IT) resources for the next biennium and beyond to ensure that Texans experience secure, consistent, and accessible government interactions, whether online, using a mobile device, in-person, or in a never-before-seen way.

The 2024-2028 State Strategic Plan (SSP) for Information Resources Management[4] is Texas' statewide strategic IT plan for using technology to create a better government experience. It provides a framework that can support agencies' technology modernization plans and lays the groundwork for the state's biennial technology planning, funding, and reporting cycle. The plan has several elements including:

- An aspirational vision for how agencies can use technology to transform the Texas government experience;
- Three guiding principles – Prioritize Security, Focus on Texans, and Collaborate – for agencies to consider as they plan and implement technology projects; and
- Four goals supported by 15 objectives guiding the alignment of agency technology roadmaps, strategic plans, and funding requests to achieve statewide cohesion in Texas' federated IT environment.

The Texas Department of Information Resources (DIR) presents this plan in partnership with other state agencies to advance statewide IT goals. With state agencies working together, Texas will continue to lead the way in using technology powered by people to provide secure, high-quality public services to all Texans.

Vision

Texas leads in delivering efficient, effective, transparent, and accountable government through secure, well-designed, and innovative technology solutions.

Guiding Principles

The State of Texas embraces three guiding principles in its approach to planning, procuring, managing, and using technology. Agencies can apply these principles when implementing initiatives to further the goals and objectives described in this plan.

Prioritize Security. Whether renewing a driver's license or starting a business, Texans are compelled to entrust their personal information to the State of Texas and have every right to expect that agencies will protect that information from theft, fraud, and misuse. In acceptance of this obligation to Texans, the State embraces a whole-of-state approach to cybersecurity and ranks security as a top priority.

Focus on Texans. A secure, digital government means providing the quality government experience that Texans expect by ensuring state employees have the technology and tools to deliver that experience.

Collaborate. In a federated technology environment, Texas agencies rely on strong partnerships with public entities[5] and private-sector technology companies to address significant challenges and provide cost-effective government services.

Agencies can apply these guiding principles to their technology initiatives through the questions included for each goal.

Goals Overview

Goal 1: Elevated Government Experience
Deliver a secure, consistent, and accessible government experience across all channels.

Goal 2: Mature Data Management and Privacy Practices
Enhance data management practices to bolster analytical decision-making capabilities and maintain public trust by protecting Texans' private information.

Goal 3: Skilled and Resilient Workforce
Attract and develop employees with the business acumen, digital competencies, emotional intelligence, and critical thinking skills required to support the public-sector mission.

Goal 4: Transformation and Modernization
Advance service delivery by increasing organizational readiness, accelerating legacy modernization, and implementing guidance for emerging technology.

Goal 1: Elevated Government Experience

Over the past biennium, Texas agencies made considerable progress to improve government using secure, innovative technology.[6] However, agencies have more work to do to elevate the government experience for all Texans.

An elevated government experience means providing Texans with a secure, efficient, and accessible transaction where the level of service is consistent for all government interactions, whether it be online, over the phone, or in person.

Challenges

Agencies face several challenges in providing an elevated government experience for all Texans. Some of these challenges are described below.

- Many factors, including the size and complexity of government programs and processes, can hinder the ability of agency staff to clearly understand constituents' experiences and perspectives as they access public services.
- People with disabilities, aging Texans, and those who lack access to technology may have barriers to using online government services unless state agencies provide alternate means to accommodate them.
- Aging network infrastructure, slow or no connectivity, and other digital disparities create barriers to accessing government services, especially during disruptions such as weather events, cybersecurity incidents, and other emergencies.
- Texans provide the same personal information to multiple agencies when verifying their identification and accessing government services, increasing both data duplication and the likelihood of privacy incidents.

Desired Outcomes

When agencies collaborate to accomplish statewide technology objectives, Texas can expect the following outcomes:

- Effective Customer Experience (CX) strategies with buy-in from agency leaders that focus on the constituents' experiences and perspectives as they access public services.
- Accessible government interactions that provide multiple ways to find information and services for all Texans.
- Connectivity and continuity plans that consider needs for dependable public access and gaps in broadband and 5G cellular networks.
- Well-aligned strategies for identity and access management that provide state employees with secure, streamlined verification processes to deliver public services and allow Texans easy access to state government.

Objectives

Agencies can use the following objectives to establish action plans, milestones, and metrics that gauge progress toward the goal of giving Texans an elevated government experience.

1 **Customer Experience Strategies:**[7] Implement customer experience (CX) strategies to improve processes and shift thinking to a constituent-centric perspective.

When polled by the public policy non-profit Texas 2036 in 2022, 61 percent of Texas voters said "state government is doing a fair or a poor job of solving problems and serving their needs."[8] Technology can help improve government operations, but state leaders and employees must understand constituent expectations and perceptions to improve Texans' overall experience.

Well-designed CX strategies can increase agencies' understanding of core constituent groups, individual needs and preferences, and areas of difficulty or friction. To be effective, a CX strategy requires strong buy-in from leaders and training for staff throughout the organization. Agencies can develop CX strategies by gathering input from diverse stakeholders, mapping out major touchpoints, setting clear goals to improve public services, and establishing metrics to track progress over time. This strategic approach enables agency leaders to change organizational culture and shifts staff focus from an internal perspective to a customer-centric one, improving agency processes to better serve Texans.

2 **Digital Accessibility:** Ensure that all Texans can access government information and services in multiple ways that do not rely on a single sense or ability.

There are more than 5.8 million adult Texans with disabilities.[9] Accessible websites, documents, and technology are specifically designed to remove barriers and provide people with disabilities the same access to public services as other Texans. These accessible resources also allow state employees with disabilities to perform work functions independently.

State agencies can improve digital accessibility by complying with state accessibility requirements,[10] providing accessibility training to all state employees, creating accessibility milestones for project plans, and ensuring that third-party contracts include enforceable accessibility language. Creating an environment that reinforces the importance of digital accessibility helps all Texans securely complete transactions and receive public service regardless of their abilities or disabilities.

Objectives (continued)

3   **Connectivity and Continuity:** Support initiatives that provide statewide internet access to Texans and allow state employees to continue government operations at times of disruption.

Texans rely on connections to networks, the internet, and communication services to access digital public services. Initiatives that bring high-speed internet, 5G cellular service, and broadband to rural and other underserved areas can increase that access.

State agencies must have internet access to deliver digital public services to Texans. They need connectivity for daily operations and to continue critical government activities during emergencies, natural disasters, and other disruptions. Employees providing services to Texans must have constant connectivity whether they are working at their agency's headquarters, a field office, or from home. State agencies can better prepare to provide digital public services and continue mission-critical functions by implementing capacity management, upgrading data networks, and supporting initiatives that expand broadband and next-generation cellular services throughout Texas.

4   **Secure Identity and Access Management:** Implement secure identity and access management strategies for constituents and state employees.

Texans must be able to securely authenticate and manage their online credentials, personal information, and passwords, enabling them to easily access digital public services. Likewise, state employees need secure, streamlined access to systems they use in their work. Effective identity and access management strategies simplify the user experience and increase the security of personal information.

In a federated technology environment, well-aligned strategies for secure online verification and access management improve the public's experience with government transactions. Online verification establishes safeguards that enable authorized users' exclusive access to critical systems. Strong identity and access management controls include processes and rules that grant or restrict permissions based on the user's identity and role. Agencies can better align their identity and access management strategies by considering the enterprise services offered through Texas.gov.[11] As identity and access management technology evolves, Texas government must enable personalized, cohesive interactions across government agencies and services.

Action: Applying the Guiding Principles

State agencies can apply these guiding principles[12] using the following questions as a starting point to assess how their technology plans and initiatives bring an elevated government experience to all Texans.

Prioritize Security

✓ Have we mapped out major touchpoints in a CX strategy considering how Texans and state employees securely access authorized systems?

✓ What technology interdependencies do we consider in planning for continuity events?

Focus on Texans

✓ How can we ensure that all Texans can access our website, receive services, and complete transactions in ways that do not rely on a single sense or ability?

✓ Are there geographic areas or populations that cannot receive public services due to connectivity issues? How can we remedy that?

Collaborate

✓ What enterprise services can we leverage to align our identity and access management strategies with statewide goals?

✓ How can we work with other agencies to improve digital accessibility?

80%

of respondents agree that connectivity will have a significant impact on their organization's operations within the next five years.

57%

of respondents identified identity and access management among their top ten priorities.

Source: Texas IT Leadership Survey. *Texas Department of Information Resources*. June 2023.

Goal 2: Mature Data Management and Privacy Practices

Data is vital for making informed decisions, administering public services, ensuring compliance, promoting transparency, and driving innovation. As such, the State manages data as a strategic asset. Texas agencies collect data that includes some of Texans' most personal and sensitive information, and therefore, agencies must protect and effectively manage held data to satisfy this critical goal.

In addition, Texas must advance mature data management practices—including well-established practices for data governance, ensuring data quality, capturing metadata, and classifying information—to bolster analytical decision-making capabilities and maintain public trust when protecting Texans' private information.

Challenges

Texas' goals and objectives for mature data management and privacy practices intend to address the challenges described below.

- Texas government distributes data through many departments causing duplication, classification differences, inconsistent retention policies, and increased risk of personal information exposure.

- Low data literacy levels (including capabilities for reading, writing, and communicating about data in context and understanding its sources and constructs) contribute to poor or varied data quality. This impacts the reliability, accuracy, and usefulness of information organizations can use for decision-making.

- Managing data as a strategic asset requires long-term investments that compete with other funding, training, and resource priorities.

- Texans have limited insight into how government protects and manages personal information throughout the data lifecycle. This limited insight affects public trust.

Desired Outcomes

When agencies collaborate to accomplish data management and privacy objectives, Texas government can provide the following outcomes:

- Mature data governance that prioritizes data security, promotes secure data sharing, and provides public access to open data.

- A workforce that understands the value of their organization's data assets and their role in data stewardship.

- Tools and talent that enable data-driven business decisions based on readily available, accurate, and relevant data.

- Improved public trust due to transparency about what personal information agencies collect and why agencies gather, store, and use personal information.

- An integrated approach to data management that automatically embeds data, privacy, and security into project planning, administrative activities, and daily operations.

Objectives

Agencies can use the following objectives to establish action plans, milestones, and metrics that gauge progress toward the goal of mature data management and privacy practices.

1 **Data Governance:** Implement robust data governance through strong executive support, clearly defined roles, consistent policies and processes, and effective data management tools.

Data governance is fundamental to effective data management and encompasses policies, processes, roles, and responsibilities. Agencies can take important actions to ensure the efficacy of the organization's data governance by appointing an executive responsible for data governance and management, publishing data guidance and policies, and using tools to create and tailor the agency's data catalog and governance program.

Appointing a data management officer (who works closely with the information security officer and privacy professionals) improves agency data governance and better protects data assets.[13] Publishing data-handling guidance and privacy policies can reduce risk and help employees understand how to create, manage, and store data. Creating data catalogs and using tools for discovering, organizing, cleaning, and securing data assets makes data governance more efficient. Tailoring data governance programs to meet agency needs can provide oversight, guide decisions, define the business value of data, and ensure regulatory compliance.

2 **Data Literacy:** Cultivate a data-literate workforce by offering training, fostering data-sharing opportunities, and emphasizing the importance of data-driven decisions.

Data is more beneficial to the State when employees understand how to use, interpret, and protect the information entrusted to their organization. Identity thefts, data compromises, and the accidental release of personal data all highlight the need for organizations to invest in developing data literacy skills. Agencies can develop targeted, job-specific training for all employees and establish data-related milestones in project plans to establish data fluency. Agency leaders can build a data-literate workforce by recognizing and rewarding employees who effectively use and manage data. Data is a strategic asset that Texas must protect with a well-trained workforce that understands the value and knows how to effectively manage data throughout its lifecycle.[14]

Objectives (continued)

3 **Reliable Analytics:** Demonstrate how accurate, reliable analytics can improve business decisions.

Analytics are essential for analyzing past performance, understanding problems, forecasting outcomes, and prescribing the best course of action; however, they are only useful when based on high quality data that is consistent, accurate, and relevant. Mature data quality practices include data validation, cleansing, and standardization processes. Agencies can increase the reliability of their analytics by investing in data management tools, applying robust quality standards, and hiring staff with data expertise.

Data scientists and statisticians are among the fastest growing occupations in the nation.[15] These experts use a variety of methods to gain insight from large data sets to help predict future behavior. Open data and data-sharing can improve analytics by increasing data availability and transparency. Collaboration can lead to a more thorough analysis and help minimize bias. Analytics can transform government operations, but only if the related data, tools, and methodologies are reliable.

4 **Data Security and Privacy:** Protect personal and confidential information by implementing strong data security and privacy practices that comply with legal and ethical standards.

Strong data protection starts with clear policies, robust data governance, and a privacy-oriented organizational culture. When agencies employ best practices for data security and privacy, compliance improves and the public's confidence in the State's protection of their information increases.

Organizations can reduce privacy incidents (such as accidental release or insider theft of private information) by limiting the collection of personal data, restricting access to only authorized users, and enforcing retention schedules. In addition, they should include language in contracts for security and privacy to reinforce third parties' accountability for standards required by law.

Agencies can improve privacy awareness by training employees on handling specific data types and ethical issues to consider when addressing personal information. Texas agencies can increase privacy maturity by deploying technologies that require employees to classify data and incorporating privacy-by-design principles.

Action: Applying the Guiding Principles

State agencies can apply these guiding principles using the following questions as a starting point to assess their data management and privacy practices.

Prioritize Security

✓ How often do we review the security controls and privacy policies we have in place to protect systems with sensitive and regulated data?

✓ Do our project plans consider data risk and the public impact of a security incident or breach?

Focus on Texans

✓ How can we provide more transparency about the personal information our organization collects, stores, and uses?

✓ What business areas need targeted training on handling sensitive or classified data?

Collaborate

✓ Have we considered participating in the Texas Statewide Data Exchange Compact (TSDEC), a uniform data-sharing and security agreement, to expedite the data exchange process with other agencies?

✓ Are there opportunities to securely share data using the Texas Closed Data Portal?

69%
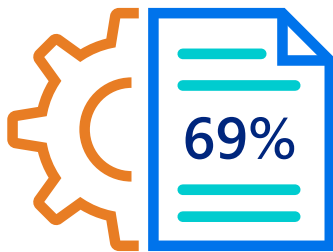
of respondents identified data governance among their top ten priorities.

84%
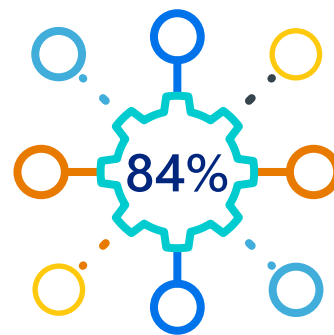
of respondents agree or strongly agree that data management will have a significant impact on their organization's operations in the next five years.

Source: Texas IT Leadership Survey. *Texas Department of Information Resources*. June 2023.

Goal 3: Skilled and Resilient Workforce

Even in today's digital workforce, public service is powered by people. Texas IT leaders rated workforce development among their organizations' top ten technology initiatives.[16] State government needs people with specialized skills in cybersecurity, data, privacy, and advanced technologies.[17] People with high digital literacy who can readily pivot and adapt to change are just as critical.

Developing a sustainable public workforce requires more than traditional recruitment and retention programs. It requires data-driven planning, flexible teams, and a supportive workplace culture that increases engagement. Agencies must attract and develop employees with the business acumen, digital competencies, emotional intelligence, and critical thinking skills necessary to fulfill the public-sector mission.

Challenges

Agencies face many external factors that make attracting and retaining a skilled and resilient workforce challenging. The most important factors are described below.

- Increasing demand for people with specialized skills in cybersecurity, data, privacy, and advanced technologies heighten the need for public entities to prepare for future workforce requirements.

- Post-pandemic work expectations and limited awareness of government careers among today's workforce make developing new talent pipelines through creative approaches more important than ever.

- Changing customer needs, digital acceleration, and unpredictable disruptions create an urgency to attract people who can adapt to evolving ways of working.

- Competition with private companies and other agencies requires public entities to build thriving workplace cultures that highly engage employees.

Desired Outcomes

When agencies individually implement statewide workforce objectives, Texas can expect the following outcomes collectively:

- Data-driven decisions that drive workforce planning, focus on skills-based hiring, and lead to strategic partnerships that expand candidate pools.

- Innovative, robust, and qualified talent pipelines with opportunities for people at different career stages.

- Flexible teams that are adaptable to new ways of working and responsive to constituent needs.

- Thriving workplace cultures that prioritize people and foster engagement.

Objectives

Agencies can use these objectives to establish action plans, milestones, and metrics that gauge progress toward the goal of a skilled and resilient workforce.

1 **IT Workforce Skills:** Prepare for the future workplace through data-driven workforce planning, skills-based hiring, and strategic partnerships.

State technology leaders from across the nation said preparing for the future workforce was one of their highest priorities in 2023.[18] The skills gap among public-sector employees is increasing due to aging workforces and talent shifts from the public to the private sector, especially in cybersecurity, data science, privacy, and advanced technology positions. Digital literacy is also crucial for completing routine tasks and interacting with the public.

Agencies can use analytics, such as workforce trend forecasting and salary comparisons, to identify the skills and resources required for future needs. They can also partner with professional associations, showcase innovative projects, and offer retention bonuses to increase interest from people with specialized skills.[19] Skills-based hiring allows organizations to identify and attract professionals with the competencies and aptitudes to fill specific roles rather than relying on traditional education-based credentials. Additionally, agencies can develop strategic partnerships with institutions of higher education to expand their candidate pool. Targeted recruitment programs, skills-based hiring, and strategic partnerships can help public organizations identify, recruit, and retain people with digital literacy and specialized skills.

2 **Talent Development:** Develop a talent pipeline with opportunities for people in various stages of their career journey.

Creative workforce development approaches can help build talent pipelines for roles in public service. Agencies can attract people in various stages of their careers through internships, apprenticeships, and programs designed for individuals looking to return to the workforce after taking a career break. Through internships at state agencies, students can develop interest in public service and discover state government's unique employee value proposition.[20]

Apprenticeships offer a pathway for acquiring specialized skills and recognized credentials without a four-year college education; studies show that 93 percent of apprentices who complete a registered apprenticeship retain employment.[21] Agencies can also offer "returnship" programs to help participants who have left the workforce update their digital skills and transition back into their careers. Texas agencies can increase interest in public service careers and acquire employees with needed skills by providing job opportunities through these nontraditional programs.

Objectives (continued)

3 **Resilient Teams:** Cultivate flexible teams who can readily adapt to change, transition to new roles, and are responsive to constituent needs.

Flexible, well-trained teams are more resilient and can react quickly to new situations, evolving technologies, and changing priorities. This resiliency allows agencies to be more responsive to customer needs, changes in the labor market, supply chain issues, and market conditions. A resilient workforce is also better prepared to face unexpected disruptions—like cybersecurity incidents, weather events, or pandemics—and adapt to workplace changes and digital transformations. Upskilling initiatives can equip employees with new skills for the digital work environment.

Likewise, agencies must contemplate the impact of change on employees and their current roles. When managed properly, employees will view digital transformation as an enhancement of—and not a replacement for—their work contributions. Critical thinking and emotional intelligence play complementary roles in increasing workforce resiliency. These skills empower employees to solve problems, adapt to change, and collaborate effectively in difficult situations. Agencies can foster a growth mindset culture by allowing employees to learn from mistakes and take on new roles. Building a resilient workforce enables employees to navigate change and effectively serve Texans.

4 **Workplace Culture:** Create a sustainable workplace culture that supports people and increases engagement.

Engaged employees are the foundation of high-performing organizations. Organizations can create a workplace that supports and engages its people and transforms organizational culture practices.

Building a human-centric workplace culture can increase employee satisfaction and build a desirable employer brand. Engaged employees are more committed, productive, and likely to perform at their best. Creating work environments where every person has a sense of belonging can improve psychological safety. To proactively transform organizational culture practices, agencies can promote work-life balance, implement meaningful recognition programs, and insist upon effective communication and accountability. Employee engagement surveys and focus groups that solicit staff feedback—when acted upon—can help agencies develop effective recruitment and staff development programs. Strategies that support employee growth while simultaneously aligning with an agency's values and goals can increase engagement and contribute to positive outcomes for Texas.

Action: Applying the Guiding Principles

State agencies can apply these guiding principles using the following questions as starting points to implement action plans for attracting and retaining a skilled and resilient workforce.

Prioritize Security

✓ What skills can we develop through internships, apprenticeships, and "returnships" to improve cybersecurity throughout Texas government?

✓ How can we ensure that employees feel valued and supported when they report potential security incidents?

Focus on Texans

✓ What training is available to prepare our workforce in providing a secure, consistent, accessible experience for all Texans?

✓ What roles do workplace culture and organizational values play in attracting and retaining employees?

Collaborate

✓ How can we establish effective communication channels to collaborate successfully with external partners in workforce initiatives?

✓ Are there lessons learned from past workforce collaborations to make future ones more effective?

49%

of respondents identified
IT workforce development
among their top ten priorities.*

3rd

Future workforce ranked as
third most important issue by
State CIOs from across the nation.**

*Source: Texas IT Leadership Survey. *Texas Department of Information Resources*. June 2023.
**Source: State CIO Top 10 Priorities for 2023. *National Association of State Chief Information Officers*. December 12, 2022.

Goal 4: Transformation and Modernization

Technology is constantly advancing, and agencies must prepare for modern technology that transforms services and meets Texans' changing expectations. Emerging technologies offer the promise of improved service delivery, efficiency, transparency, and accessibility.

Successful transformation and modernization efforts require investment in innovative and secure technologies that best meet business goals. Texas agencies must enhance service delivery by increasing organizational readiness, accelerating legacy modernization, and implementing guidance for emerging technology.

Challenges

Agencies face many challenges impacting efforts to transform and modernize. Some of these challenges are described below.

- Competing priorities for funding, skills gaps, and technology limitations hinder organizational readiness for developing the modern infrastructure that supports emerging technologies.

- Using advanced technologies for automating or improving decisions raises concerns about security, accountability, transparency, ethics, and bias.

- Automating processes requires process documentation, high-quality data, and human oversight—all of which may be lacking.

Desired Outcomes

Successful transformation and modernization require agencies to proactively prepare for future technologies that result in the following outcomes:

- Organizations that are ready for transformation and modernization to improve public service delivery.

- Improved operational efficiency and business agility with repeatable, flexible methodologies.

- Robust policies, standards, and controls for developing, procuring, and using advanced technologies.

- Widely used protocols for implementing risk-based solutions to replace legacy systems.

- Resources for—and investments in—modern IT infrastructure that support more advanced technologies.

Objectives

Agencies can use the following objectives to establish action plans, milestones, and metrics that gauge progress toward the goal for transformation and modernization.

1 **Organizational Readiness:** Improve organizational readiness with a comprehensive approach that considers people, processes, and technologies.

By strategically embracing advanced technologies like automation, agencies can improve government operations, stimulate innovations in public services, and provide great customer service. Robotic process automation, machine learning, computer vision, and natural language can all transform how government works through automation. To effectively use these tools, organizations must target the right processes and prepare employees to move from task-based to knowledge-based work. Documented processes with up-to-date instructions and standard operating procedures are essential for automation.

Maturity assessments can pinpoint areas of focus for organizational change management while workforce assessments can identify areas for upskilling and training on these advanced technologies. Agencies can hold workshops and town hall meetings to support employees and explain how automation will impact their work but not replace them. Understanding best practices based on proven methodologies can help organizations efficiently procure, deploy, and implement technology solutions. Learning about emerging technologies, developing a technology roadmap, and implementing a structured approach for identifying appropriate use cases can improve an organization's readiness for technology adoption. Agencies can effectively implement automation by ensuring their people, processes, and technologies in the organization are ready for the change.

Objectives (continued)

2 **Accelerate Modernization:** Leverage modern methods and technologies to implement risk-based solutions that replace outdated systems, devices, and applications.

Considering risk-based priorities can help organizations identify the best methods and technology solutions (such as shared platforms and services, low-code or no code application development, and cloud services) to rapidly address and replace legacy technologies. Choosing methods like agile, DevSecOps, and modern application development for implementing automated business processes can result in faster, more secure, and more accurate deployment of solutions. Using shared platforms and services, and on-demand or subscription-based applications—including Software as a Service (SaaS), Infrastructure as a Service (IaaS), and Platform as a Service (PaaS)— can speed up the process of modernization while increasing security, optimizing costs, and maximizing business value. Low-code or no-code application development is more efficient and sustainable than traditional hand-coded computer programming. Developing a business-driven cloud strategy that provides guidance for cloud decisions can help agencies select appropriate cloud services for modernizing operations. Agencies can prepare for modernization by participating in centers of excellence, researching technology developments, and creating environments for IT employees to explore and learn.

3 **Guidance for Emerging Technology:** Implement policies that build upon guidance from state leadership for the secure and responsible use of generative artificial intelligence (AI) and other emerging technologies.

Today, AI helps Texans interact with government through the implementation of chatbots, machine learning, natural language processing, and robotic process automation. In 2022, generative AI became widely available to the general public, bringing faster content creation, augmented coding, improved digital accessibility, and greater innovation. The developments in AI also raised significant concerns about privacy, ethics, bias, cheating, and security risk, particularly regarding AI's use in government.

As advanced applications continue to emerge, agencies should seek direction from existing voluntary frameworks, like the National Institute of Standards and Technology's AI Risk Management Framework, to better understand and manage risk.[22] The 88th Texas Legislature recognized the need to address how agencies use these technologies and established the AI Advisory Council to assess the impact of—and make recommendations on—the use of AI in state government.[23] Clear guidance based upon proven standards will foster the responsible use of AI and other emerging technologies.

Action: Applying the Guiding Principles

State agencies can apply these guiding principles using the following questions as starting points to implement action plans for transformation and modernization initiatives.

Prioritize Security

✓ What security issues might arise from using AI or other emerging technologies?

✓ Do we have an inventory of all AI systems that automate decisions?

Focus on Texans

✓ How can we provide more transparency about the technology that our organization uses?

✓ What opportunities can we create to help our employees learn about—and adjust to—emerging technology?

Collaborate

✓ What opportunities are available for collaborating on digital transformation initiatives?

✓ Can we partner with DIR or institutions of higher education to create advanced technology learning opportunities for employees?
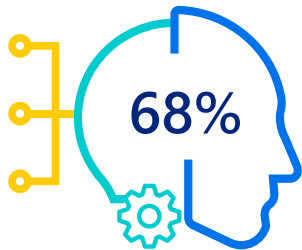
68%

of respondents agree that AI will have a significant impact on their organization's operations within the next five years.

57%
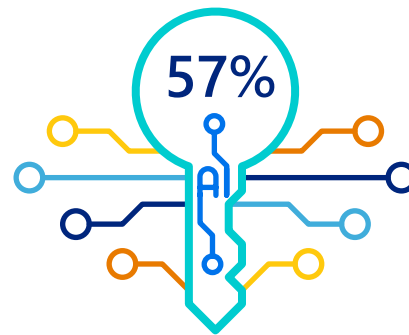
of respondents identified AI and emerging technologies among their top ten priorities.

Source: Texas IT Leadership Survey. *Texas Department of Information Resources*. June 2023

Agency Highlights

Texas Department of Motor Vehicles (TxDMV)

Closed Data Portal

TxDMV, in collaboration with DIR and law enforcement officials across Texas, created the state's first-ever Closed Data Portal for agency use. The Closed Data Portal hosts two high-value datasets related to electronic tags issued by licensed motor vehicle dealers and temporary permits issued by both county tax assessor collectors and TxDMV.

These datasets, critical to law enforcement investigations, are now available through a web-based interface 24/7 to help law enforcement detect, investigate, and prevent crime associated with the fraud and abuse of temporary tags. In addition to its data sharing functionality, the Closed Data Portal includes analytics dashboards to assist law enforcement in monitoring electronic tag trends.

Texas Department of Transportation (TxDOT)

DriveTexas and the Highway Conditions Reporting System

TxDOT has a public-facing website, DriveTexas, that shows road conditions in real time and provides drivers accurate information about the safety of roadways and highways.

TxDOT field workers enter data into the Highway Conditions Reporting System, which feeds the data to DriveTexas. TxDOT modernized the DriveTexas website and the Highway Conditions Reporting System application, which made them more mobile-friendly and improved the accuracy of real-time information about current highway conditions.

Additionally, TxDOT updated DriveTexas and the Highway Conditions Reporting System to meet state accessibility requirements,[24] enhancing the user experience and making it more accessible by Texans with disabilities.

Agency Spotlights (continued)

Texas Higher Education Coordinating Board (THECB)

My Texas Future Portal

THECB launched the My Texas Future portal to help Texas students plan for college and their subsequent careers. The portal provides personalized, interactive tools such as a career quiz and a program explorer to help students explore their interests and find relevant educational opportunities. The portal also offers comprehensive information on planning and paying for school and services that help students navigate potential career paths.

The portal utilizes data from multiple state agencies and integrates over 200 data points with useful information for users. THECB and other external partners collaborated extensively on the My Texas Future portal, which aims to empower Texas students and improve career outcomes.

Texas Workforce Commission (TWC)

Virtual Assistant

TWC implemented SARA (Semi-Autonomous Research Assistant), an AI-powered virtual assistant that facilitates communication and support for customers of the Vocational Rehabilitation program.

This program helps Texans with disabilities find and keep employment, and Texas students with disabilities prepare for post-secondary opportunities. SARA's AI functionality enables staff communication with customers via text and email, allows customers to request appointments based on counselor availability, and sends reminders for upcoming appointments.

SARA automates progress notifications for job searches or school progress, and collects and sends necessary documentation. SARA also provides alerts and follow-up messages for pending tasks while automatically documenting customer communications, enabling staff to prioritize meaningful engagement over administrative duties. SARA is available 24/7 for assistance.

Texas' IT Strategic Planning Process

The SSP serves as a framework to guide agencies through the IT planning, funding, and reporting cycle over the next five years. Agencies use this plan in developing their agency strategic plans, IT modernization plans, and Legislative Appropriations Requests in addition to finding technology best practices.[25] Every two years, DIR leads the charge for updating the plan. During the planning process, DIR collaborates with its stakeholders to determine the statewide technology strategic goals and objectives, emphasizing the importance of collective efforts and shared perspectives.

On February 16, 2023, the DIR Board of Directors approved a 15-member advisory committee representing a range of organizations and public-sector services from all levels of government. Government Code Section 2054.091(d) requires DIR's Executive Director to appoint, with DIR Board of Directors approval, an advisory committee to assist in the preparation of the plan. Texas Administrative Code Section 201.5 specifies the advisory committee size (at least nine but not more than 21 members) and the required composition of the committee, which must include representation from all levels of government, institutions of higher education, industry, and the public.

In April, DIR engaged the appointed advisory committee in two facilitated discussions, where several themes emerged that helped to shape the goals and objectives found in the SSP. Discussion topics included:

- The ideal public-sector technology environment for meeting the needs of Texans and Texas businesses in the next five years;
- Current technological challenges impacting Texas agencies now and in the next five years; and
- Strategies to address those challenges as the state moves toward the ideal environment.

In June, DIR surveyed chief executive officers, chief information officers, and information resources managers in state agencies and institutions of higher education and analyzed the results to narrow the focus areas of the SSP. The survey results appear later in this plan. DIR subject matter experts reviewed the findings and provided their insights and perspectives through several meetings and focus group discussions.

Throughout the process, DIR conducted research and analysis of technology trends and priorities impacting the government to determine the final statewide technology strategic goals for the 2024-2028 SSP.

After finishing preparation of the plan for publication, DIR will present the SSP to its Board of Directors (DIR Board) at an open meeting for the DIR Board's review and approval. Once the DIR Board has approved, DIR will deliver the plan to state leadership by November 1.

Insights from Texas IT Leadership Survey

In June 2023, more than 45 percent of the technology leaders and agency executives surveyed agreed or strongly agreed that the following technology developments will have a significant impact on their organization's operations in the next five years.

Technology Developments Significantly Impacting Agencies

Technology	Agree or Strongly Agree
Cloud Computing Services	86%
Data Management Tools	84%
Data Analytics Solutions Technologies	81%
Collaboration Tools Software	81%
Connectivity (broadband/wireless)	80%
Cloud Native Solutions	77%
Anything as a Service	72%
Shared Technology Services	71%
Artificial Intelligence (AI)	68%
Business Process Integration Tools	67%
Unified Communications	59%
Next Generation Applications	51%
Generative AI	49%
Low Code/No Code Development	48%

Legend: ■ Agree or Strongly Agree ■ Neutral ■ Disagree or Strongly Disagree

Top Ten Technology Initiatives[26]

1. Cybersecurity
2. Data Governance
3. Cloud Strategy
4. Accelerated Legacy Modernization
5. Identity and Access Management
6. Continuity of Operations
7. IT Planning and Governance
8. AI and Emerging Tech Governance
9. IT Workforce Development
10. Digital Transformation

DIR Resources and Support

DIR's vision is to transform how Texas government serves Texans. The agency leads the state's technology strategy, protects state technology infrastructure, and offers innovative and cost-effective solutions for all levels of government.

This section highlights some of the products, programs, and resources DIR offers to help agencies meet the goals outlined in this SSP. For more information, visit DIR's website or call 1-855-ASK-DIR1.

Bulk Purchase

Desktops, Laptops, Tablets, Software, Other IT Equipment

DIR uses the state's purchasing power to negotiate discounts on IT commodities and communications products for public-sector entities. When at least two or more of DIR's eligible customers request to buy a product, DIR coordinates bulk purchase agreements that simplify the procurement process for these and other customers.

Centers of Excellence

Artificial Intelligence, Texas Cloud Center of Excellence

Centers of Excellence enable public-sector organizations to drive innovation, promote collaboration, share best practices, and build skills. DIR's award-winning Artificial Intelligence Center of Excellence demonstrates how using chatbots, robotics process automation, generative AI, machine learning, and other advanced technologies can improve government services for the taxpayers of Texas. The Cloud Center of Excellence has accelerated cloud adoption and acceptance throughout state government.

Cloud Services

Infrastructure, Platforms, Software, Broker

DIR has resources to help public-sector organizations identify effective cloud strategies and smoothly transition to a cloud-based infrastructure. Through DIR's Cooperative Contracts program, DIR pre-negotiates terms, condition, and pricing on contracts for cloud broker service and "as a service" cloud infrastructure and platforms. Agencies may enter into contracts taking advantage of DIR's pre-negotiated terms. In addition, agencies can receive cloud managed services through DIR's Shared Technology Services (STS) program, with a choice of four public cloud providers or the Texas private cloud hosted in the state of Texas' two secure state data centers.

DIR Resources and Support (continued)

Communications Technology Services and Contracts

VoIP, Internet, Data Plans, Wireless Devices, Network Security

DIR's Texas Agency Network (TEX-AN) contracts offers eligible customers voice services, data services, internet services, and telecommunications infrastructure at highly competitive prices. DIR also provides network security monitoring, alerting, and analysis services to help internet customers protect critical information resources.

Data Management

**Texas Data Program, Data Literacy, Texas Open Data Portal,
Texas Data Management Framework**

DIR's Texas Data Program leads initiatives to enhance data governance, elevate data literacy, and promote data sharing, all while supporting data management officers in state agencies and institutions of higher education. DIR's collaborative efforts allow these agencies to establish policies, uphold standards, and share best practices.

The Texas Open Data Portal is the state's official repository for open data promoting government transparency, facilitating efficient use of public resources, and encouraging citizens to participate in self-service data.

The Texas Data Management Framework Fast Start Learning Guide, based on the core principles of the Data Management Association's Data Management Body of Knowledge provides a robust governance framework for Texas government that agencies can use to improve their data management programs.

Digital Accessibility

Resources, Tools, Training, Outreach, Collaboration

Digital accessibility means providing inclusive technology and digital content that all Texans can access. Through DIR's Statewide Digital Accessibility Program, DIR provides guidance on state electronic information resources (EIR) requirements, resources to help public-sector organizations procure accessibility technology, and free web scanning tools and training for state agencies and institutions of higher education.

DIR also hosts a variety of collaborative learning opportunities, including monthly meetings for EIR accessibility coordinators, special training on procurement requirements, and two discussion forums (one that is open to the public and one specifically for state agencies and institutions of higher education).

DIR Resources and Support

Innovative Procurement Lab

Improving Information Technology Procurement and Contracting

DIR created the Innovative Procurement Lab to help agencies and the vendor community collaboratively explore alternative ways to achieve successful contract engagements in compliance with state laws. By learning together, agencies can streamline IT procurement processes, increase market engagement, abbreviate upfront requirements, and uncover new innovations for the procurement and contracting process. The Innovative Procurement Lab helps DIR customers and the vendor community work together to improve procurement and contracting for IT solutions across the state.

IT Commodities and Services

Hardware, Software, Staffing, Other Services

DIR leverages the purchasing power of the state by negotiating and administering contracts with IT providers for products and services.

The Cooperative Contracts program managed approximately 800 contracts in fiscal year 2023, offering computers, software, security offerings, networking and telecommunications equipment, deliverables-based services, seat management, artificial intelligence, technology-based training, consulting, and IT staffing services.

Other states use DIR's technology contracts as a benchmark for competitive discounts and exceptional service levels.

IT Guidance, Rules, Training, and Education

**Strategic Technology Initiatives, Digital Project Services,
Information Resources Managers Continuing Education**

DIR provides strategic guidance for public-sector technology initiatives by leading the state's IT strategic planning process, tracks technology legislation, and issues technology-related policies, rules, and standards. DIR consults with and trains state employees on the Texas Project Delivery Framework, quality assurance, and minimizing risk in IT projects.

In addition, DIR provides education, guidance, training, and technical assistance to help agency information resources managers (IRMs) navigate state technology laws and meet continuing education requirements.

DIR Resources and Support

Print, Mail, and Digitization

Print to Mail, Print to Delivery, Print Digitization, Contracts for Managed Print Services

DIR's Data Center Services offers a secure, centralized fulfilment facility for large volume, bulk physical printing, mailing services, and print digitization services. Through DIR's Cooperative Contracts program, public-sector organizations can lease printers, copiers, multifunction devices, three-dimensional printers, scanners, as well as document imaging, plotting, and facsimile equipment.

Online Payment Services

Payment Card Industry-Compliant

Texas.gov provides payment processing for state agencies and eligible local government organizations that conduct online business with constituents. The Texas.gov payment solution is a secure, Payment Card Industry (PCI) compliant product that allows customers to process online and over-the-counter payments for services such as licenses and registrations, property taxes and records, permits, and vital records.

Security Services

Cybersecurity Leadership, Training, Information Security Services, Incident Response, SPECTRIM, Managed Security Services, TDIS, TX-RAMP

DIR sets cybersecurity standards for state agencies and institutions of higher education, providing incident response resources, offering information security products and training courses through DIR Cooperative Contracts, and coordinating an array of security services and programs.

DIR chairs the Texas Cybersecurity Council, fosters information sharing, certifies cybersecurity awareness training, offers a statewide cybersecurity framework, and hosts the Statewide Portal for Enterprise Cybersecurity Threat, Risk, and Incident Management (SPECTRIM).

DIR also offers security products and services through a third-party Managed Security Services contract.

The Texas Digital Identity Solution (TDIS) provides streamlined identity verification, risk-based multi-factor authentication, and single sign-on access, allowing Texas government employees to access authorized agency systems easily and securely.

As required by state law,[27] DIR established the Texas Risk and Authorization Management Program (TX-RAMP), which provides a framework for collecting information about cloud service security posture and assessing compliance with required controls. State agency contracts for cloud computing services must comply with TX-RAMP requirements.

Shared Technology Services

Data Center Services, Texas.gov, Managed Application Services, Managed Security Services

Shared Technology Services (STS) are a set of managed IT services that DIR customers can use to accelerate their service delivery in a reliable, modern, and secure manner. These services include secure public and private cloud solutions, application development and maintenance, managed security services, and Texas.gov digital commerce.

Customers can combine these services to meet their individual needs. Utilizing STS allows DIR customers to treat IT as a service instead of an internal project.

Strategic Digital Services

Digital Transformation, Digital Maturity, Texas by Texas

DIR's Strategic Digital Services program assists agencies with the adoption of technology, guiding state government to transform manual processes into digital processes, modernize technology, and shift a task-based workforce to a knowledge-based workforce. DIR offers a digital transformation guide to help agencies understand guiding principles and digital maturity.

In addition, DIR helps agencies find resources such as Texas by Texas (TxT), a mobile-first digital assistant offering secure digital government services to constituents through a single user account that includes their stored payment information.

Acknowledgements

DIR appreciates the valuable input from agency information resources managers, practitioners, and executives when developing this plan. The DIR Board of Directors appointed the 2024-2028 State Strategic Plan for Information Resources Management Advisory Committee on February 16, 2023.

DIR wishes to thank the committee for their leadership, time, and commitment to this project. DIR also thanks its program staff for their support and expertise.

2024-2028 State Strategic Plan Advisory Committee

Andy Bennett
Information Security Systems Association

Servando Esparza
TechNet

Dr. LeeBrian E. Gaskins
University of Houston – Clear Lake

Christopher Gregory
Texas State Board of Dental Examiners

Megan Mauro
Texas Association of Business

Tina McLeod
Office of the Attorney General

Steven Pryor
Texas Department of Transportation

Thomas Randall
FirstNet Authority

Divya Rathanlal
City of Austin

Julia Schacherl
Texas Education Agency

Rahul Sreenivasan
Public Member

Zhenzhen Sun
Texas Higher Education Coordinating Board

Kishore Thakur
University of Texas at Dallas

Jay Waldo
Texas Comptroller of Public Accounts

Eric Yancy
City of Denton

Acronym List

CX – customer experience

DIR – Texas Department of Information Resources

IaaS – Infrastructure as a Service

EIR – Electronic Information Resources

IT – information technology

PaaS – Platform as a Service

SaaS – Software as a Service

PCI – Payment Card Industry

SPECTRIM – Statewide Portal for Enterprise Cybersecurity Threat, Risk, and Incident Management

SSP – State Strategic Plan

STS – Shared Technology Services

TDIS – Texas Digital Identity Solution

TEX-AN – Texas Agency Network

THECB – Texas Higher Education Coordinating Board

TSDEC – Texas Statewide Data Exchange Compact

TWC – Texas Workforce Commission

TxDMV – Texas Department of Motor Vehicles

TxDOT – Texas Department of Transportation

TxT – Texas by Texas

TX-RAMP – Texas Risk and Authorization Management Program

VoIP – Voice over Internet Protocol

Glossary of Terms

accelerated legacy modernization
Rapidly addressing outdated technology, computer systems, or applications; involves prioritizing based on risk and identifying solutions that optimize, improve resilience, and increase digital transformation including re-hosting, augmenting, or replacing legacy technology with cloud-based solutions.

agile methodologies (including DevSecOps)
Methodologies based on customer centricity, iterative development, continuous improvement, and collaboration between self-organizing, cross-functional teams. DevOps is the rapid IT service delivery through the adoption of agile practices and collaboration between development and operations teams. DevSecOps integrates security into the DevOps process.

anything or everything as a service (XaaS)
Array of cloud-based services or applications that are accessed on demand or on a subscription basis including Software as a Service (SaaS), Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and others.

artificial intelligence (AI)
Using computers to apply advanced analysis and logic-based techniques to interpret events, support and automate decisions, and take actions; includes chat bots, machine learning, and robotics process automation.

artificial intelligence and emerging tech governance
The process of creating policies, assigning decision rights, and ensuring organizational accountability for risks and investment decisions related to artificial intelligence and emerging technologies.

business process integration
Tools that make independently designed systems work well together.

broadband
Channels that have a wider bandwidth than conventional telephone lines, giving them the ability to carry video, voice, and data simultaneously.

cloud computing services and solutions
Scalable and elastic IT-enabled capabilities delivered as a service using internet technologies.

cloud native solutions
Solutions and applications developed to take advantage of cloud computing.

cloud strategy
A strategic document outlining a concise point of view on the cloud's role within an organization that is business driven, aligns with strategic plans, and provides principles for decisions about cloud computing.

collaboration tools
Software that enables collaboration through a shared network or online solutions including workstream and content collaboration tools with channels, chat features, audio/video calls, and shared documents

connectivity (broadband/wireless connectivity)
Ability to interconnect platforms and systems including enterprise networking, broadband, 5G services, and enhanced internet services.

continuity (or Continuity of Operations Planning)
Preparing for continued government operations during and after a disruption or an emergency, including the preparation, testing, and refinement of business continuity plans and disaster recovery tools.

customer experience (CX) strategy
A strategic document that outlines an organization's understanding of its customers and the roles, responsibilities, resources, and metrics that will enable a customer-centric culture; for digital government, includes strategies that consider a customer's perceptions and feelings toward an organization based on the sum of all digital experiences that the organization provides.

cybersecurity
Protecting the confidentiality, integrity, and availability of government services and data by making investments in technology, processes and procedures, and resources to build resilient IT systems.

data analytics solutions
Technologies for using data to inform planning, provide business intelligence, and enhance decision-making; includes predictive, prescriptive, and operationalized analytics.

data governance
The exercising of authority and control over the management of data assets; guides all other data management functions and includes management of the data lifecycle, data classification and security, and establishment of roles such as data officers.

data literacy
The ability to read, write and communicate data in context, including an understanding of data sources and constructs, analytical methods and techniques applied, and the ability to describe the use-case application and resulting value.

data quality
The state of data (including accuracy, completeness, consistency, timeliness, relevance, and validity) that is fit for its intended use in operations, decisions, and planning.

data management tools
Technologies for data management strategies that place organizations in control of their business data; includes the practice of classifying, storing, and terminating data.

digital accessibility
Digital services providing electronic information and services through multiple ways, so that communication is not contingent upon a single sense or ability.

digital identity management
An activity for the management and governance of a person's unique digital presence, consisting of multiple accounts, credentials, and entitlements associated with an individual.

digital transformation
A strategic approach to the adoption of digital technologies to create new—or improve existing—processes, services, and customer experiences; includes simple digitization projects such as moving from traditional, paper-based processes to electronic or online formats as well as transitions to mobile applications and cloud-solutions.

generative AI
Expands the output of AI systems to include the creation of high-value artifacts such as video, narrative, software code, synthetic data, and designs and schematics.

Glossary of Terms   (continued)

hybrid workforce management
Managing a workforce that includes employees who may be working remote or in the office.

identity and access management
A framework of policies and technologies for ensuring that the proper people in an organization have the appropriate access to technology resources.

IT planning and governance
Collaborating to ensure IT operations support business goals and align with organizational priorities.

IT workforce development
Recruiting and retaining a fully trained and qualified technology workforce.

metadata management
Policies, procedures, and practices applied to data that provides information and context about other data.

next generation application development
The development of scalable, reliant applications that meet broad business objectives using tools and techniques like low-code development platforms, containerization, and microservices.

open data
Providing public access to data in standardized and easy-to-use formats.

privacy practices (digital/data)
The practice of identifying, securing, and managing personal data in digital and online mediums in a manner that aligns with customer expectations for security and confidentiality.

robotics process automation
A productivity tool that allows a user to configure one or more scripts (sometimes referred to as "bots") to activate specific keystrokes in an automated fashion.
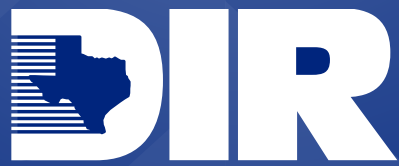
shared technology services
IT infrastructure, applications, and services shared within and among organizations to gain economies of scale and enable access to the managed technologies needed to support organizational missions and customer experience; refers to shared services in general, not DIR's shared services program.

unified communications
Products including equipment, software, and services that provide and combine multiple communications channels such as voice, video, personal and team messaging, voicemail, and content sharing.

Endnotes

[1] <u>Texas Population Projections Program</u>, *Texas Demographic Center.* February 2023.

[2] In this report, DIR uses the term "agency" to refer to "state agency" as defined in Government Code 2054.003 to indicate a state agency or a state-funded institution of higher education.

[3] <u>2022 Biennial Performance Report</u>, *Texas Department of Information Resources*. November 1, 2022.

[4] Government Code Sections 2054.091-094 requires DIR to prepare a state strategic plan for information resources management each biennium.

[5] For the purposes of this report, the term "public entity" is used to indicate entities eligible for DIR services including state agencies, local government, entities outside of the state, and others defined by Government Code.

[6] <u>2022 Biennial Performance Report</u>, *Texas Department of Information Resources*. November 1, 2022.

[7] In this section, the term "customer" means constituent or the person who interacts with government or receives public services.

[8] <u>Texas Voter Poll</u>, *Texas 2036*. February 10, 2022.

[9] <u>Disability Impacts Texas</u>, *CDC's National Center on Birth Defects and Developmental Disabilities*. May 2023.

[10] Government Code, Chapter 2054, Subchapter M requires agencies to develop, procure, maintain, and use accessible electronic and information resources that conform to the DIR rules.

[11] See the DIR Resources and Support section for enterprise services that include Texas by Texas and Texas Digital Identity Solution.

[12] See the Guiding Principles section at the beginning of this plan.

[13] S.B. 475, 87th Leg., R.S., directed agencies with over 150 full-time employees to designate a Data Management Officer.

[14] <u>Texas Data Management Framework Fast Start Learning Guide</u>. *Texas Department of Information Resources*, May 2023.

[15] <u>Employment Projections</u>, *U.S. Bureau of Labor Statistics*. September 6, 2023.

[16] Texas IT Leadership Survey. *Texas Department of Information Resources*. June 2023.

[17] <u>Top Priorities for State Government CIOs in 2023</u>. *Forbes Technology Council*. January 3, 2023.

[18] <u>State CIO Top 10 Priorities for 2023</u>. *National Association of State Chief Information Officer*s. December 12, 2022.

[19] <u>Gov't Code §659.262</u>.

[20] Gartner defines <u>employee value proposition</u> as the set of attributes that the labor market and employees perceive as the value they gain through employment with the organization.

[21] <u>Apprenticeship Industry Factsheet</u>. *U.S. Department of Labor*, August 2022.

[22] <u>AI Risk Management Framework</u>, *National Institute of Standards and Technology*. January 2023.

[23] Act of Sept. 1, 2023, 88th Leg., R. S., ch. 828 (H.B. 2060), § 1 (codified at Gov't Code Chapter 2054, Subchapter S).

[24] Government Code Chapter 2054, Subchapter M, Access to Electronic and Information Resources by Individuals with Disabilities.

[25] Texas IT Leadership Survey. *Texas Department of Information Resources*. June 2023.

[26] DIR uses a weighted average (the average of a data set that recognizes certain numbers as more important than others) to determine the top technology initiatives. In the IT Leadership Survey, respondents were asked to rank their top ten priorities and those items ranked as number one carry a higher weighted value in the survey analysis.

[27] <u>Gov't Code § 2054.0593</u>.

DIR

Texas Department of Information Resources