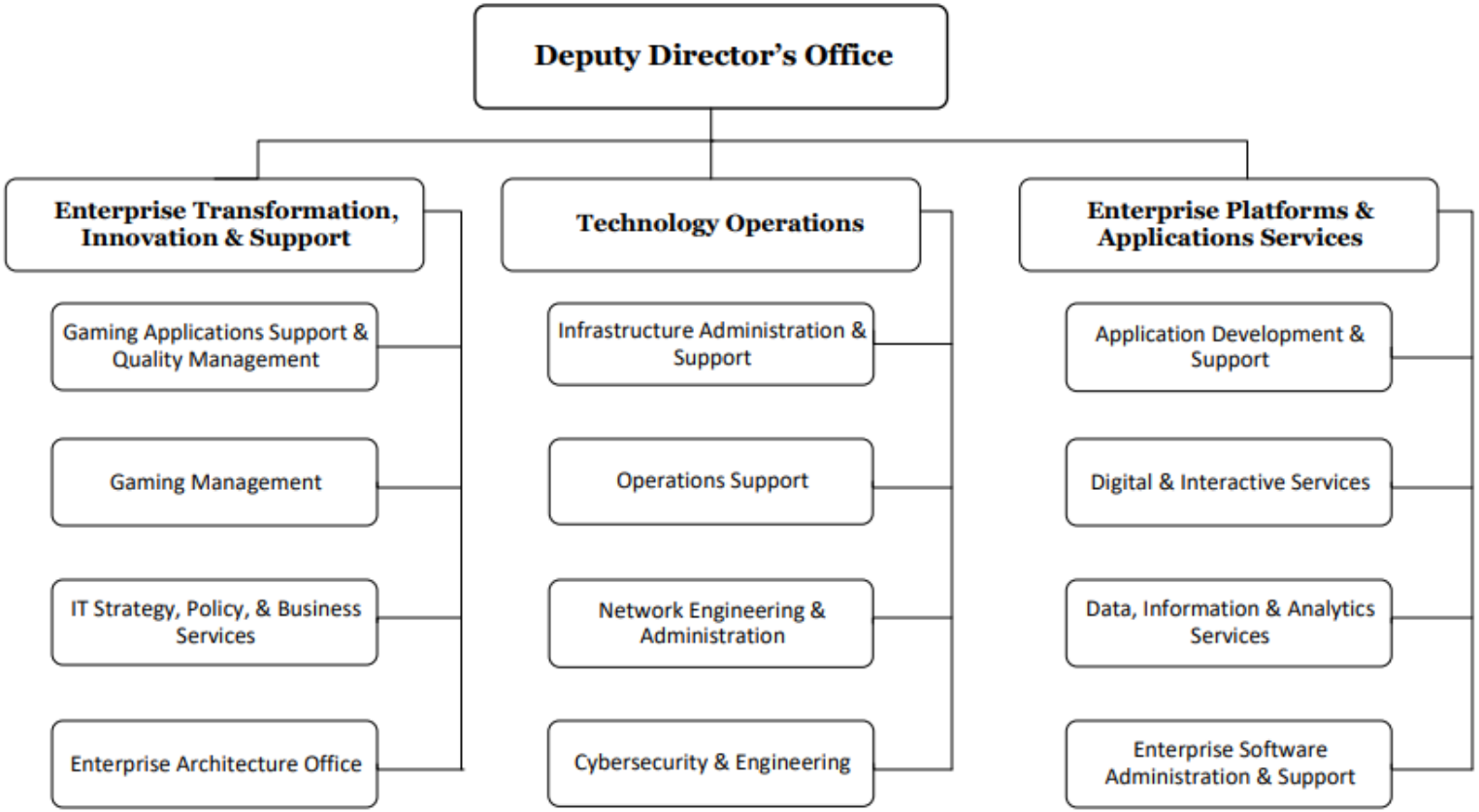
Information Technology Services Division

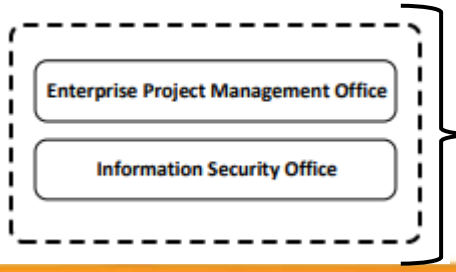
ITSD

Overview and Update

Informational Item 6b

Overview





Executive Division

People, Process, Technology

- Assessment and Evaluation
  - Need for adequate planning, strategic vision
  - Pain points
  - Challenges
  - Gaps
  - Areas that need improvement
  - Opportunities for improvement

- Develop and operational comprehensive plan to address gaps and implement improvements

People

- Risks
  - Silver tsunami
  - Loss of institutional knowledge
  - Single points of failure
  - Lack of deep benches
  - Under-resourced
  - Technology has outpaced resources
  - Competition with other agencies, departments, private sector for resources

People (cont'd)

- Workload and capacity analysis
  - New position requests
- ITSD Reorganization to support long-term sustainability
  - Enterprise Platforms and Applications Services
  - Field Support Unit
- Line of Business (LOB) Charters and assessment of services (e.g. overlap and gaps)
- Need to be an "employer of choice"

People (cont'd)

- Focus
  - Investment in staff as our #1 asset
    - Increased staff engagement
    - Staff and Management Development
    - Workforce development, succession planning
    - Monthly All Staff and team building activities
    - Launched department-wide ITSD newsletter – highlights IT efforts but also introduces new ITSD staff
  - Priority on recruitment and retention
    - Word of mouth, networking, job fairs
  - Participation in apprenticeship programs
    - 2023 Cybersecurity Apprenticeship Program

People (cont'd)

Attrition/Retention/Recruitment Statistics

2021	
Attrition	2*
New Hires	15
Promotions	4
Retirement	10
New Positions	8

2022	
Attrition	3*
New Hires	19
Promotions	6
Retirement	3
New Positions	15

**4 left for promotions at other state departments, 1 left to join the private sector*

Process

- Risks
  - ITSD has historically been a reactive organization
    - Focus on transitioning to proactive organization
      - ✓ Enterprise Refresh Plan
  - Lack of critical documented processes, procedures
    - First fully executable TRP completed October 2022
    - DR/tabletop drills

Process (cont'd)

- Risks (cont'd)
  - Need for stronger vendor and contract management practices
    - 2021 recovered over $1.34M in financial assessments from Lottery's gaming system vendor (largest financial recovery in single year)
    - Issued multiple Corrective Action Plan (CAP) requests to vendors for deficient performance
    - Updated Financial Assessment Plan (FAP)
    - Building in stronger contractual language in solicitations (e.g. PWS Request for Proposal)

Process (cont'd)

- Focus
  - Need for more centralized and standardized processes/procedures
    - Stood up centralized IT audit function in Deputy Director's Office
    - New User Provisioning
    - IT Policies and Standards
    - Strategy and Roadmap Planning
  - Improved Customer Service
    - Open House Meetings
    - Guest Wi-Fi Service
    - Service Desk Phone Number
    - Electronic Fax Capabilities
    - Central Gaming Intake Process and Gaming Change Control Board (GCCB)
    - Backlog management
  - 2023-2026 IT Strategic Plan and Balanced Scorecard

Technology

- Risks
  - Legacy, end-of-life (EOL)/end-of-support (EOS) technology, technical debt accumulation and associated security risks
    - Implemented Lottery's first backup internet circuit
    - Decommissioning of Lottery's oldest and most vulnerable system – Retailer Website
    - Windows 7 Decommissioning
    - Network Infrastructure Upgrades and Decommissioning efforts
    - Rollout of Multi-Factor Authentication (MFA)
    - Physical Security System Upgrades – video monitoring for all Lottery locations (24 servers, ~ 600 cameras)
    - SD-WAN Project
    - Single Sign-On
    - Aurora Navigator gaming system and Epicor 10 (E10) upgrade with EPMO

Technology (cont'd)

- Focus
  - Modernization Efforts
    - KBOX to ServiceNow transition
    - Automation of Background Check Service
    - Teams/Lifesize Integration
    - Softphone capabilities
    - Gaming System Ticketing Improvements
    - GT20/28 rollout in collaboration with Sales and Marketing and EPMO
  - Proactive opportunities to increase our security posture
    - Implementation of Crowdstrike, Varonis, Windows Defender secondary endpoint protection, Sentinel secondary security event and incident management (SEIM), and Defender for Cloud

Future

- 2023-2026 IT Strategic Plan
  - Promote an Enterprise Approach and Transparent Communication
  - Secure and Protect Technology and Information Assets
  - Enhance the Employee Experience
  - Promote Innovation and Digital Transformation
  - Provide Excellence in Customer Service

Future (cont'd)

- People
  - Complete LOB Charters and continue evaluation of services to address overlaps and gaps
  - Additional resource requests, as capacity dictates
  - Continued engagement, workforce development, and succession planning efforts
  - Continued focus on retention and recruiting

Future (cont'd)

- Process
  - Continued DR/tabletop drills
  - Portfolio Rationalization
    - Centralized IT Work Intake
    - ITSD Portfolio Governance
  - Major Incident Management
  - After Hours Support and Service
  - Continuous Process Improvements

Future (cont'd)

- Process (cont'd)
  - Data Governance and Reporting Strategy Project
  - Gaming System Data Retention Standards Analysis and Implementation
  - ITSD Data Strategy and Data Fulfillment

Future (cont'd)

- Technology
  - Continued Cloud Migration/Adoption
  - Assessment/Strategic Planning of Platforms
    - Customer Relationship Management (CRM)
    - Enterprise Resource Planning (ERP)
    - ServiceNow Expansion
  - HR Modernization Project
  - Electronic Document Automation (EDA) Project
  - SharePoint Online Project

Future (cont'd)

- Technology (cont'd)
  - Network Resiliency Center Implementation
  - Player Direct / 2nd Chance Upgrade
  - Migrate Website Security Management Services
  - Backup Virtual Infrastructure Migration to the Cloud
  - Network Hardware Refresh
  - Network Operational Improvements

Summary

Commitment to continuing to reduce our technical debt, expanding our modernization efforts, strengthening our partnership with the business, enhancing, and improving the quality of our services and service delivery, and increasing our security posture

- **Generate Supplemental Funding**: focus on collaboration with our business partners to deliver technology solutions that support the Lottery's mission
- **Honesty and Integrity**: focus on enhancing the Lottery's security posture
- **We Build**: focus on fostering a sense of teamwork as we all work to construct the Lottery's future
- **Better Tomorrow**: focus on improving delivery of products and features
- **Communities**: focus on how ITSD can better serve the Lottery community from back-office operations to players and retailers

Questions?