Department of Revenue IT Strategic Plan
Goals and Strategies
2020-2022

This plan focuses on the Department of Revenue's top five IT related goals and strategies.

1 **Be a customer-focused, innovative solutions provider.**
Key strategies:

- Engage customers in effective IT governance and planning, including the establishment of clear business-driven priorities.
- Establish effective customer feedback mechanisms and use this data to guide future decisions and improvements.
- Maintain a technology strategy roadmap to guide future areas of focus, exploration, and investment.

2 **Deliver high-quality technology systems and services in support of business needs.**
Key strategies:

- Expand mobile solutions and services for agency staff and taxpayers.
- Embrace a cloud-first philosophy for all new IT services and solutions; move existing services and solutions to the cloud when it makes sense and adds value.
- Mature data management practices and capabilities.

3 **Maintain a secure, reliable and trusted technology environment.**
Key strategies:

- Migrate agency systems and data into the State Data Center or a trusted cloud-provider.
- Mature agency's technology lifecycle management practices, maintain a technology refresh plan, and work to ensure adequate funding is available.
- Develop and implement a cloud-based disaster recovery/business continuity capability.
- Maintain a comprehensive IT security position and proactively address the challenges with information security, network security, disaster recovery, and compliance issues.

4 **Improve communication, collaboration and coordination.**
Key strategies:

- Mature planning, delivery, and operational processes in line with best practices in IT management.
- Continuously review and adjust teams, disciplines, and skillsets to meet changes in technology, solutions, and services.
- Leverage Lean and organizational change management practices to ensure process improvements are well planned and include the people side of change as well as the technology itself.
- Mature leadership skills, practices, and capabilities to enable the team to effectively lead into the future.

5 **Strengthen team through retention, development, and recruitment of top-tier talent.**
Key strategies:

- Promote skills development and provide training to enable staff to support current and future technology solutions for the agency.
- Build and maintain a respectful, diverse, equitable, and inclusive culture and workplace.
- Improve recruitment and on-boarding practices to attract and effectively transition new employees into the organization.