Office of Technology Services

Strategic Plan: FY 2026-2027 through FY 2030-2031

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Slogan

One Louisiana: Connected and Secure.

Vision

To position Louisiana as a technology leader delivering customer-focused services that advance a unified digital future as One Louisiana.

Mission

The Office of Technology Services provides secure, efficient, and modern technology solutions that support the operations of Louisiana's executive agencies. We deliver enterprise platforms, infrastructure, cybersecurity, and digital services that enable agencies to meet their missions, improve service delivery, and operate more effectively on behalf of the public.

Executive Summary

The Office of Technology Services presents this strategic plan to align statewide technology services with Louisiana's vision of a secure, unified, and citizen-centric digital government. As the centralized IT authority for the executive branch, OTS is committed to delivering enterprise technology solutions that strengthen service delivery, improve operational efficiency, and provide a positive customer experience across state agencies. This plan outlines a roadmap centered through three core activity areas: Customer Experience and Collaboration, Service Delivery, and Financial Operations.

Key strategic goals include:

- Achieving high customer satisfaction and engagement by expanding ways customers can provide feedback, improving incident first contact resolution, and increasing transparency in service delivery.
- Increasing operational efficiencies through the adoption of modern engineering practices, architecture reviews, observability, and improved cybersecurity and risk management protocols.
- Ensuring financial stewardship by modernizing billing infrastructure and providing agencies with clear, timely, and accurate technology spend information.

OTS remains attuned to external pressures and has structured this plan to remain adaptive in the face of such challenges. A focused effort on vacancy strategy, skill gap resolution, and platform modernization will ensure OTS is equipped to meet increasing demands and sustain long-term innovation.

Ultimately, this strategic plan reaffirms OTS's mission to deliver modern, secure, and cost-effective technology services to Louisiana's executive agencies.

Principal Customers

Our principal customers consist of the executive branch organizations listed below; however, other governmental and quasi-governmental entities also utilize OTS services as they deem necessary.

- Department of Children & Family Services
- Department of Corrections
- Department of Education
- Department of Environmental Quality
- Department of Health
- Department of Energy and Natural Resources
- Department of Public Safety
- Department of Revenue
- Department of Transportation & Development
- Department of Veterans Affairs
- Department of Wildlife & Fisheries
- Workforce Commission
- Office of Juvenile Justice
- Division of Administration
- Commission on Human Rights
- Office of Elderly Affairs
- Office of Financial Institutions
- Coastal Protection & Restoration Authority
- Office of Group Benefits
- Office of the State Inspector General

External Factors

The Office of Technology Services has identified potential external factors beyond the control of the agency that could have a significant impact on the goals and objectives:

1. **Cybersecurity Threat Landscape**
   The sophistication, frequency, and scale of cyberattacks against public sector infrastructure are ever prevalent. Evolving threat vectors pose ongoing risks to service continuity.

2. **Demand Growth and Service Expectations**
   OTS faces increasing demand from agency partners for new services, rapid delivery, and modernization support which can outpace resource availability. This expanding volume of work introduces capacity risks if not matched by workforce or funding growth.

3. **Workforce Constraints and Turnover**
   Recruiting and retaining skilled IT professionals remains a challenge in the face of private sector

competition, salary compression, and a rapidly evolving technical environment. Retirements and turnover can reduce institutional knowledge and strain existing teams.

4. **Legislative and Regulatory Changes**
   OTS must remain adaptable to legislative directives that may shift technology policy, funding priorities, or operational mandates. These directives introduce unplanned work or necessitate shifts in strategic initiatives.

5. **Budget Limitations and Fiscal Dependencies**
   Modernization efforts are often constrained by the availability of recurring and project-based funding. Delayed appropriations, fiscal reductions, or lack of dedicated investment in shared infrastructure can undermine OTS's ability to maintain, secure, or enhance enterprise services.

6. **Interagency Dependency and Alignment Challenges**
   OTS operates as a centralized service provider, but outcomes often depend on agency-level adoption, integration, and business process transformation. Misaligned priorities, governance delays, or resistance to change can reduce the effectiveness of modernization efforts or delay enterprise initiatives.

Duplication of Effort

One of the Office of Technology Services' primary functions is to provide centralized, secure, efficient, and cost-effective information technology infrastructure and services to our customers. There is no other state entity that performs this statewide function.

Program 1: Office of Technology Services

The Office of Technology Services (OTS) is the centralized information technology organization for the executive branch of the state government. OTS was formed through legislation in 2014 to consolidate IT infrastructure, services, and procurement across the executive branch. Its focus is on enterprise-wide governance of technology, allowing the state to reduce technology duplication, and develop consistent standards in service delivery.

OTS serves as the sole authority for procurement, billing, and records related to IT services provided to executive agencies. It is responsible for reviewing, coordinating, and approving agency technology procurements, ensuring that they align with statewide policies. OTS also establishes master contracts for IT equipment and services to enable economies of scale for purchases.

OTS operates and maintains the state's core IT infrastructure, including data centers, enterprise platforms such as the LaGov ERP system, and statewide network and telephony services. OTS also offers support services for cybersecurity, end-user computing, identity and access management, project management, application development, and enterprise digital services.

OTS's success is tied closely to our ability to partner effectively with customer agencies and their strategic goals. Its work enables agencies to fulfill their missions by providing technology and support necessary for modern service delivery. OTS's mission is not only technical, but strategic: strengthening government relationships, supporting interagency collaboration, and building a digital infrastructure for a unified, efficient, and secure Louisiana.

Program Goals

1. Provide exceptional customer service
2. Strengthen customer engagement and collaboration
3. Enhance the delivery and reliability of core services
4. Advance cybersecurity maturity and operational readiness
5. Improve cost transparency, rate modeling, and financial stewardship

Activity 1: Customer Experience and Collaboration

The Office of Technology Services recognizes that its success is directly tied to the strength of its relationships with customer agencies. OTS exists to serve and support the missions of executive branch entities through its delivery of technology and related services. This activity focuses on improving the experience customer agencies have when interacting with OTS.

OTS will listen to and partner with customer agencies to foster a customer-focused culture rooted in accountability and transparency. This includes strengthening feedback loops, improving service request processes, and ensuring that customer needs are understood and addressed proactively. To measure progress, OTS will track key performance indicators that reflect the quality of service interactions, customer satisfaction levels, and the effectiveness of collaboration across planning, procurement, and operational support. A key component of this work is leading frequent interagency steering committee meetings, which serve as formalized, recurring forums for engagement between OTS and its customer agencies.

Objective 1: To Maintain a customer satisfaction rating of services at or above the baseline satisfaction level rating of 4, based on a 5-point scale.

Strategies

1. Implement targeted post-service surveys by line of service.
2. Create internal workflows that allow for direct follow-up on negative survey responses, recurring issues, or trends.
3. Align customer feedback results with internal service delivery goals to implement training, staffing, or process changes where necessary.
4. Increase transparency by publishing customer satisfaction results by line of service to internal stakeholders.
5. Implement real-time coaching and call review for First Contact Outcomes

Performance Indicators

Indicator	Goal
Average customer satisfaction rating score on a 5 point scale.	≥ 4.0

Objective 2: Improve first contact resolution performance across service desk operations.

Strategies

1. Develop and maintain a comprehensive, dynamically updated knowledge base tailored to the most common incident categories.
2. Provide decision trees and guided workflows to Tier-1 staff so they can resolve incidents without escalation.
3. Introduce a real-time coaching and call review protocol targeting first contact resolution performance.
4. Use analytics from call recordings and ticket metadata to identify patterns where escalations occur prematurely.

Performance Indicators

Indicator	Goal
Percentage of help desk incidents resolved at time of first contact by the service desk.	75%
Average time to resolve tier-1 incidents.	≤ 20 minutes
Tier-1 resolution rate for top 10 incident categories.	≥ 80%

Objective 3: Establish regular engagement channels between OTS and customer agencies.

Strategies

1. Establish multi-agency steering committee meetings to discuss roadmaps, pain points, service metrics, federal funding opportunities, inter-agency collaboration and emerging needs.
2. Implement "help desk live" sessions for customer agencies to provide agencies with an opportunity to ask questions, clarify support processes, address persistent or confusing issues, and receive proactive guidance on how to use platforms and services more effectively.
3. Promote OTS social media accounts and other online communications for key updates, upcoming initiatives, satisfaction results, and agency-specific insights
4. Develop an annual agency partnership survey using a short, targeted survey covering relationship quality, responsiveness, and communication clarity

Performance Indicators

Indicator	Goal
Number of steering committee meetings held.	≥ 4 (one per quarter)
Number of unique help desk live participants over time.	≥ 50 unique participants per quarter (across 10 different agencies)
Percentage of surveyed agencies reporting improved communications year over year.	≥ 75%
Number of "Help Desk Live" sessions conducted.	≥ 4 (one per quarter)

Objective 4: Expand mechanisms to solicit and parse customer feedback in alignment with lines of service before the end of Q1 in FY26.

Strategies

1. Outside of Ivanti, increase the number of OTS lines of service connected to the OTS Customer Satisfaction survey to ensure service owners can obtain targeted customer satisfaction feedback.
2. Within Ivanti, ensure unique SurveyMonkey collectors are associated with each Service Request type to ensure service request owners can obtain targeted customer satisfaction feedback.
3. Expand the design and implementation of the OTS Product Delivery Customer Experience Survey to establish an OTS Customer Experience Survey.
4. Require OTS employees to include the OTS Customer Experience Survey link in a standardized manner within email signature lines.
5. Invite customers to in-person and/or virtual line of service "open houses" to discuss issues in accessing/consuming/using the LOS and solicit suggestions to improve the LOS.

Performance Indicators

Indicator	Goal
Number of additional services associated with the OTS Customer Satisfaction Survey.	5 additional LOS tied to survey in FY26
Percentage of Ivanti Service Requests associated with a unique SurveyMonkey collector.	>90%
OTS Product Delivery Customer Experience Survey is rebranded to accommodate all OTS.	In production by end of Q1 FY26

Indicator	Goal
Establish the standardized manner that the OTS Customer Experience Survey is embedded with OTS employees email signature lines.	In production by end of Q1 FY26
Number of line of service "open houses" conducted.	6 open houses in FY26; increase annually thereafter

Objective 5: Strengthen organizational capacity to measure, access, and meaningfully leverage customer feedback in FY26.

Strategies

1. In Q1 of FY 26, implement a measure of the likelihood that customers would recommend OTS services to others (i.e., market research metric called Net promoter score) to the OTS Customer Satisfaction Survey.
2. Create an OTS Customer Satisfaction Survey dashboard.
3. Train service owners in using OTS Customer Satisfaction Survey dashboard as well as survey comments to establish an adjunct continuous improvement feedback loop.
4. Conduct cross-vertical "case study" sessions to enable verticals to model successful instances of leveraging customer feedback to enhance service delivery.
5. Develop a methodology for distributing OTS Customer Experience survey results.

Performance Indicators

Indicator	Goal
Net Promoter Score	NPS >30 in FY26
OTS Customer Satisfaction Survey dashboard created.	In production by Q1 FY26
Number of OTS Customer Satisfaction Survey dashboard training sessions conducted with service owners.	6 sessions / year
Number of cross-vertical "case study" sessions modeling improving service delivery as a result of customer feedback.	1 session / quarter
Collate and distribute OTS Customer Experience survey results.	Methodology created by Q3 of FY26

Objective 6: Increase OTS Customer Satisfaction Survey response rate.

Strategies

1. Streamline the OTS Customer Satisfaction survey to promote ease of response.
2. Ensure OTS Customer Satisfaction survey questions align with OTS' overall goal of providing excellent customer service.
3. Redesign the "look and feel" of the OTS Customer Satisfaction survey distribution methodology to make it more prominent and accessible.

Performance Indicators

Indicator	Goal
OTS Customer Satisfaction Survey is revamped.	In production by start of Q1 FY26
Increase OTS Customer Satisfaction response rate.	5%

Activity 2: Service Delivery

The Office of Technology Services is responsible for developing and managing the technology infrastructure and enterprise services that support the day-to-day operations of Louisiana's executive agencies. OTS ensures that critical systems are accessible, secure, and performant across all of our various services such as network availability and platform reliability, cybersecurity, and end-user computing. This activity area focuses on the core responsibility of providing stable and scalable IT services that meet the operational and strategic needs of our customers. OTS is committed to enhancing its operational maturity through proactive monitoring, timely resolution of incidents, and structured service management.

This activity defines how OTS will measure the quality and reliability of its technology services. Performance indicators will reflect infrastructure availability, resolution times, and adherence to service commitments.

Objective 1: Standardize and mature source control practices across all development teams.

Ensure that all application and infrastructure code is tracked in an approved source control system and follows standardized practices that support quality, security, and maintainability. Establish measurable maturity criteria based on repository structure, CI/CD integration, documentation, and code scanning. Provide training and support to help teams meet and sustain these practices.

Strategies

1. Improve repository quality and discoverability by ensuring documentation, ownership, and metadata standards are consistently applied.
2. Promote automation and deployment consistency by expanding use of continuous integration (CI) and continuous delivery (CD) pipelines across OTS-managed repositories.
3. Increase code quality, security, and maintainability by enforcing standardized review, testing, and scanning practices across all repositories.

Performance Indicators

Indicator	Goal
Percentage of repositories with complete README files, CONTRIBUTING file (or documented contribution guidelines), and defined CODEOWNERS with clear ownership metadata.	30% of actively maintained repositories meet this baseline
Percentage of repositories with standardized metadata (e.g., labels, ownership, tech stack, criticality tags).	25% of repositories have labels for tech stack, agency and criticality

Indicator	Goal
Percentage of repositories with automated CI/CD pipelines.	25% have at least one CI job running; 10% have CD
Frequency of deployments as reported from pipeline data.	Begin collecting data from 25% of pipelines; no target yet
Percentage of repositories with static code analysis and/or linters enabled.	20% of repositories have at least one linter or code scan enabled
Percentage of repositories with security/dependency scanning tools active.	30% of repositories have scanning enabled
Percentage of repositories with test coverage reports available.	10% of actively developer repositories generate test coverage reports.
Percentage of repositories enforcing pull request approvals.	25% of repositories have branch protections requiring Pull Requests
Percentage of repositories with linked issue tracking and sustained recent activity (e.g., commits in past 90 days).	40% of active repos show commits in last 90 days and have open issues tracked in a project management tool (e.g., GitHub, Azure DevOps, Jira)

Objective 2: Establish a formal architecture review process to guide strategic system design.

Implement a structured architecture review process for all major projects and significant system changes. The process will be led by a group of senior architects and technical leaders who provide guidance, assess alignment with enterprise standards, and help teams make informed design decisions. Architecture Decision Records (ADRs), reference models, and reusable patterns will be developed and maintained as part of this effort. The process will be formal, but focused on enabling delivery through early collaboration and documented outcomes.

Strategies

1. Ensure all major technology projects complete timely architecture reviews to promote alignment with enterprise standards, reduce risk, and enable scalable solutions.
2. Establish and maintain a growing library of Architectural Decision Records (ADRs), reference architectures, and reusable design patterns to improve consistency and reduce duplication across agency solutions.

3. Streamline the architectural review process to deliver actionable guidance early enough to influence project planning and reduce downstream design risk.

Performance Indicators

Indicator	Goal
Percentage of projects above a defined complexity or cost threshold that complete architecture reviews.	50% of new major projects (high cost or complexity) reviewed
Average time from review request to documented recommendation.	Establish process and maintain average of 10 business days
Number of published ADRs, reference architectures, or reusable design patterns.	Create and publish 5 ADRs and 2 reference architecture diagrams
Team satisfaction with the review process, gathered through feedback surveys.	Conduct one internal feedback survey; baseline only
Reduction in architectural rework or project slowdowns due to late-stage design concerns.	Not tracked in Year 1; gather anecdotal examples to assess patterns

Objective 3: Ensure all new applications are accessible, responsive, and aligned with the statewide Pelican Design System.

Require that all new applications and major redesigns follow the statewide digital design system and meet Web Content Accessibility Guidelines (WCAG) 2.1 AA standards. The design system provides standardized components, layouts, and patterns to support usability, accessibility, and consistency across state services. All interfaces must be tested for accessibility, mobile responsiveness, and conformance to these standards. This goal also includes educating staff, establishing compliance checkpoints, and incorporating accessibility from the earliest phases of design and development.

Strategies

1. Build internal capacity and maintain design quality by annually training OTS design and development staff on accessibility standards and the use of the statewide design system.
2. Increase statewide adoption of the Louisiana Design System to improve consistency, usability, and visual coherence across all digital applications.

Performance Indicators

Indicator	Goal
Percentage of new applications using the statewide design system's components and styles.	50% of new frontend projects use design system UI components
Percentage of projects that pass accessibility testing for WCAG 2.1 AA compliance prior to launch.	50% of new projects audited pre-launch using Axe or similar tools
Number of accessibility issues identified in pre-launch audits vs. post-launch reports.	Track for 3–5 new launches to establish baseline trend
Percentage of design and development staff trained annually on accessibility and use of the design system.	60% of design and frontend development staff complete initial training

Objective 4: Establish comprehensive system visibility and observability across the application portfolio.

Develop and maintain a centralized, continuously updated inventory of all applications to serve as a source of truth for operational awareness, impact analysis, and incident response. This inventory will include key metadata such as ownership, business function, criticality, hosting environment, dependencies, and integration points. The goal is to build a system-level view similar to a Configuration Management Database (CMDB) that supports both operational and planning needs. In parallel, establish baseline observability across all supported systems, including uptime monitoring, error logging, and alerting, to improve responsiveness and system stability.

Strategies

1. Maintain a complete and accurate inventory of all enterprise applications to support strategic planning, modernization prioritization, and system governance.
2. Improve incident response and risk assessment by ensuring system relationships, dependencies, and business criticality are well documented and queryable.
3. Increase operational visibility by standardizing observability practices across production systems, including monitoring, logging, and alerting.

Performance Indicators

Indicator	Goal
Percentage of applications with complete and current metadata in the centralized inventory.	Document 50% of production systems in central inventory with key metadata (e.g., owner, environment, criticality)
Percentage of applications with documented integration points and system dependencies.	25% of inventoried apps have documented dependencies
Time required to identify impacted systems during outages or cyber incidents.	Pilot incident review process; target within 1 hour for top 10 critical systems
Percentage of production systems with baseline observability (e.g., monitoring, logs, alerts).	30% of production systems meet basic observability checklist (e.g., uptime alert, error logs)
Number of applications onboarded to approved monitoring platforms (e.g., New Relic, Azure Monitor).	15 systems onboarded to New Relic, Azure Monitor, or similar platform

Objective 5: Monitor the effectiveness of the cybersecurity incident response processes.

Monitor industry standard cybersecurity incident response metrics enabling OTS to assess the efficiency and effectiveness of its incident response capabilities. By tracking these metrics, OTS can identify gaps in detection and response workflows, prioritize improvements, and ensure timely containment and remediation of cybersecurity threats.

Strategies

1. Monitor the average time it takes to detect a cybersecurity event from when the event actually occurs (MTTD).
2. Monitor the average time it takes to respond to a cybersecurity event after detection is made (MTTR).

Performance Indicators

Indicator	Goal
Mean Time to Detect (MTTD)	≤ 1 hour
Mean Time to Respond (MTTR)	≤ 8 hours

Objective 6: Monitor the effectiveness of security patch management processes.

Monitoring the status and timeliness of security patch deployment ensures that known vulnerabilities are addressed promptly, reducing the attack surface and exposure to threats. By tracking key metrics such as patch deployment timelines and compliance rates across systems, OTS can evaluate the performance of its vulnerability management program and prioritize remediation efforts.

Strategies

1. Track the average time taken to deploy critical security patches after release.
2. Monitor patch compliance rates across endpoints, servers, and public-facing assets.

Performance Indicators

Indicator	Goal
Patch compliance rate for managed endpoints	≥ 95%
Patch compliance rate for managed servers	≥ 95%
Patch compliance rate for public-facing assets	100%
Average time to deploy critical security patches	≤ 7 days

Objective 7: Ensure every OTS-supported technology project is entered and kept current in the statewide portfolio system.

All active and upcoming technology projects must have a documented, up-to-date record in the OTS Portfolio system, which includes scope, budget, estimated release and completion dates, risks, and current status, so decision-makers have a single source of truth for project status and ownership. Achieving this objective requires embedding portfolio entry in project-launch workflows, automating status updates, and establishing clear ownership and audit mechanisms.

Strategies

1. Require a validated Portfolio record before the project is accepted and resources are assigned.
2. Assign and train at least one Portfolio Champion per OTS vertical to check for new entries and ensure leads are providing regular status updates.
3. Generate exception dashboards highlighting stale data and escalate gaps to the Portfolio Champion(s).
4. Create dashboards to monitor performance indicators

5. Operate a monthly Portfolio health review.

Performance Indicators

Indicator	Goal
Portfolio records updated within a thirty (30) day period.	≥ 90%
Minimum required fields completed across all active projects.	95%

Objective 8: Strategic usage of vacancies

Turnover and natural attrition give OTS an opportunity to reinvest payroll dollars in the skills it needs most. By managing vacancies deliberately rather than reactively, OTS can redirect talent to high-value initiatives and avoid the cost of backfilling outdated positions. Establishing a Strategic Hiring Office will let OTS use current and future vacancies to reshape its workforce, fill the most impactful roles, accelerate onboarding, and strengthen the organization as a whole.

Strategies

1. Support needs by creating a Strategic Hiring and Recruiting Office.
2. Identify and document skill gaps using the application inventory and project portfolio to determine what resources are best suited for permanent positions over contracted positions.
3. Collaborate across OTS to understand resource gaps needed to support agencies and platforms effectively.
4. Hire for specific roles across OTS aligning with strategic goals regardless of where current vacancies reside within the OTS organization.
5. Establish consolidated onboarding teams to bring new staff up to speed in their role.

Performance Indicators

Indicator	Goal
Management and support roles filled within the Strategic Hiring and Recruiting Office.	100%
Number of OTS sections participating in the Strategic Hiring Office within 1st year.	2
Vacancies reclassified to support strategic needs.	50%
Reduction of contracted positions each FY utilized to perform work on high-value initiatives.	10%

Indicator	Goal
Reduction in the average number of days for the completion of onboarding activities.	≥ 3 days

Activity 3: Financial Operations

The Office of Technology Services operates within a centralized service model, which requires a transparent approach to managing technology costs and accurate billing. The Financial Operations activity encompasses the policies, processes, and systems that govern how OTS allocates, bills, collects, and reports technology expenditures. This function is essential to maintaining fiscal accountability and enabling long-term planning across state agencies. OTS is committed to ensuring that its financial practices reflect fairness and clarity. This includes maintaining accurate billing and cost recovery, improving the transparency of rate structures, and ensuring that agencies understand and can plan for the financial impact of their technology utilization.

This section establishes key performance indicators that will track the accuracy, timeliness, and transparency of OTS's financial activities. These indicators will help ensure that OTS meets its fiduciary obligations.

Objective 1: Ensure that all expenditure transactions and line of service usage are accurately allocated, and that OTS invoices are issued to customer agencies within the established timelines.

Strategies

1. Develop and implement a customer billing portal to allow agencies direct access to invoices and usage summaries.
2. Conduct annual and new hire training on the OTS procurement process for all relevant staff to promote consistent understanding of purchasing procedures.
3. Provide annual and new hire training on accurate procurement coding and payroll cost allocation to all relevant OTS staff.
4. Conduct an annual and new hire overview of the billing process to ensure staff understand the end-to-end flow of financial operations.
5. Review monthly billing outputs to validate usage data, identify anomalies, and research any outliers

Performance Indicators

Indicator	Goal
OTS Customer Billing Portal created.	Launched by FY26 Q2
Percentage of executive branch agencies that adopt and use the OTS Customer Billing Portal.	100% adoption rate within 4 months of billing portal launch

Indicator	Goal
Percent of applicable staff that complete training by end of FY Q1 annually with passing score of 90%.	100%
Percent of applicable new hire training conducted within the first 4 weeks of hire with a passing score of 90%.	90%
Average ≤ 10% billing errors due to mis-coding annually measured monthly.	90%
Percent of invoices that are reviewed for anomalies.	100%
Percent of anomalies identified during review of invoices that are resolved within 2 business days.	85%