



## Strategic Priorities Update

June 2016

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The Commonwealth of Massachusetts  
Massachusetts Office of Information Technology  
One Ashburton Place, 8<sup>th</sup> Floor  
Boston, MA 02108  
[www.mass.gov/MassIT](http://www.mass.gov/MassIT)

The Massachusetts Office of Information Technology, known as MassIT, is the state's lead agency for technology and innovation across the Executive Branch.

**Our mission is what we do. Our vision is what we aspire to be.**

## *Our Mission*

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Our mission is to drive the digital business of state government to meet the continually evolving needs of constituents, schools, businesses, and local government.

## *Our Vision*

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MassIT aims to deliver best-in-class digital services and information to our constituents; provide our customers with desktop services and productivity tools that most effectively enable them to serve the citizens of the Commonwealth; to identify and procure solutions, services, and talent quickly; to foster an environment that minimizes project risk and maximizes project value for constituents; and to do so in a secure but flexible and responsive environment.

## *Commonwealth IT in 2016*

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Massachusetts Governor Charlie Baker has made the Commonwealth's delivery of online services for constituents and technology services for state government one of the Administration's top priorities.

For MassIT, this includes a *constituents first* approach that focuses on services, systems, and projects that have the greatest positive impact on the constituents we serve, either directly through our digital efforts or indirectly through support for our fellow state entities.

To better fulfill our mission, MassIT reorganized to focus on five core priorities:

- **Digital** – to deliver best-in-class services that meet constituents needs and expectations
- **Desktop** – to provide staff with a highly productive end-user experience, from network to desktop
- **Security** – to enable sharing while protecting against ever-increasing threats
- **Procurement** – to accelerate and innovate while remaining open, fair, and competitive
- **Projects** – to minimize risk and gain business benefits

## *Our Priorities in FY2017*

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### ***Digital – Provide excellent online services that meet constituent needs and expectations***

- Identify end-to-end constituent journeys across channels
- Prioritize improvements based on constituent usage/impact and feasibility/cost

### ***Desktop – Deliver a high-quality, cost-efficient end-user experience across state government***

- Assure we have the right end-user computing tools for the tasks at hand
- Assure support and problem resolution processes are clear, responsive, and measured

### ***Security – Better protect information entrusted to us, while providing appropriate access***

- Strengthen security governance and clarify roles and responsibilities
- Shift focus from compliance and documentation to action and responsiveness
- Improve visibility and intelligence into ever-increasing risks and threats

### ***Procurement – Speed up IT procurement, while opening up to innovation***

- Ensure clarity of project ownership and alignment with mission
- Use off-the-shelf technology first; standardize and gain experience and efficiency
- Pave the way for greater innovation through more flexible and open process
- Focus on results instead of deliverables

### ***Projects – Drive smart technology decisions, excellent project management, and capital controls***

- Ensure customer ownership and accountability, as well as clarity of project objective
- Reflect business process first, then technology
- Align capital investment with highest value and best-planned projects
- Support with centers of excellence for project management, technology, and processes

## Governance

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In the spirit of broader collaboration across the Commonwealth, we will report results and challenges and ensure venues for feedback to create a deeper appreciation for the mix of projects and their risks and value to our constituents.

To drive that work, three independent boards will be established as part of a regular governance process. The first two will be comprised of Governor-appointed, senior members of the Administration (and beyond) with strong operating, budgeting, and technology backgrounds, as well as strong representation from the Commonwealth's Secretariats:

1. **Operating Board** will review operating performance, priorities, and improvement projects.
2. **Investment Review Board** will review our risk assessment of statewide IT projects, as well as help develop recommendations to the Administration regarding the annual IT capital program.

A third board will be comprised of senior local advisors, including CIOs of large corporations, as well as recent federal government IT transformation leaders:

3. **Advisory Board** will provide expertise as we move forward on our plans.

## Looking ahead, we will...

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**Digital** Take a significant digital step forward

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**Desktop** Create a commodity approach for infrastructure services and end-user support

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**Security** Conduct a security audit and map the way forward

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**Procurement** Create a procurement blueprint and fast-track pilot

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**Projects** Fast-track a major upgrade using off-the-shelf tech and an Agile methodology

Learn more and contact us via [www.mass.gov/MassIT](http://www.mass.gov/MassIT).