This is an incredibly important time for the Commonwealth and its IT leadership charged with moving state government forward as a digital enterprise. In July, MassIT, the state’s lead agency for technology and innovation, was created through legislation which renamed the Information Technology Division (ITD) and expanded the agency’s authority.

At the same time, we are witnessing unprecedented changes in Information Technology in areas like mobility, embedded technologies, social media, data-driven decision making and cloud services to name a few. These new tools enable positive change in our service delivery and provide new ways to engage our citizens and business partners.

Taken together, these internal and external changes provide a great opportunity that will challenge us to adapt and evolve in the coming months. This document reflects our updated strategic priorities.

In the next few months we will be revising MassIT's Strategic Plan to reflect goals, actions and measures that build on these strategic priorities. You can keep up with the latest developments at MassIT by visiting our website at www.mass.gov/MassIT.

William G. Oates
Commonwealth Chief Information Officer

The Information Technology Division, now MassIT, has experienced significant changes in 2014

In January Bill Oates, former CIO for the City of Boston, joined the Commonwealth as its new CIO

In February Governor Patrick issued Executive Order 549 elevating the role of the CCIO and making additional IT governance reforms

In July MassIT was created through legislation which renamed the Information Technology Division (ITD) and expanded the agency’s authority

MassIT 2014 Strategic Priorities Update
MassIT (the Massachusetts Office of Information Technology) is the Commonwealth’s lead agency for technology and innovation. The Office was created through legislation which renamed the Information Technology Division (ITD) and expanded the agency’s authority.

MassIT continues to provide IT services to agencies to help ensure that constituent needs are met. In addition, we are also charged with a new, enterprise-wide layer of responsibility that includes direct involvement in, assessment and oversight of, and ultimately, decision-making in critical area such as:

- Portfolio and project management
- Vendor management and strategic sourcing
- Information security and compliance
- Best practices for business transformation
- IT workforce planning

**NEW AUTHORITY**

Executive Order 549 has instituted additional IT reforms that build on top of prior IT consolidation mandates:

- Elevate CCIO position to Undersecretary for Information Technology
- Make COO position responsible for service delivery and operational issues
- Bring Government Innovation Officer into CCIO’s leadership team
- Strengthen IT project selection, management and oversight
- Improve and streamline IT procurement in collaboration with the Operational Services Division

The new enabling legislation added additional responsibilities including:

- Meaningful oversight of large-scale technology projects across the Commonwealth to drive success
- Enterprise-wide project management with a shift to smaller projects that deliver value quickly
- Guidance regarding investments, with a focus on value for constituents and return on investment
- Innovative approaches for sourcing IT to drive competition and obtain the best value for taxpayers

**MISSION**

The mission of the Information Technology Division is to support, enable and transform state government through the strategic use of technology to better serve constituents, businesses and local government.

**VISION**

Robust, secure and adaptable technology is readily available to carry out the Administration’s priorities, make government work more effectively and efficiently, improve services to residents, businesses and local government and help agencies to better administer their services despite fiscal constraints.
• Top-level ownership and management of selected IT contracts across the state
• Reviewing and reporting on compliance with policies and standards to ensure consistency
• Building upon and further strengthening our approach to information security
• Implementing best practices that leverage technology and innovation for business transformation

• Invigorated interest in government approaches to cost containment and financial sustainability
• Dramatic rise in awareness – and instances – of cyber security threats and attacks
• Emergence of cloud technologies as a growing, viable alternative to traditional IT infrastructures

EXTERNAL TRENDS

At the same time, our culture and society are struggling to keep pace with the ongoing evolution in technology all around us. Key external factors that influence our strategic priorities include:

• Demographic changes that affect state government as both an employer and a service provider
• Rapid growth of social media and use of mobile devices
• Explosion in big data and need for information management and analytics

EXTERNAL TRENDS
Demographic Changes
Mobility
Social Media
Big Data
Efficient Services
Cybersecurity Awareness
Cloud Services
In response to a changing environment, MassIT is re-assessing its strategic priorities and organizational alignment. The following goals reflect our revised priorities and constitute our initial thinking. This is very much a work in progress. We intend to revise our goals, actions and measures to better correspond with our new reality and document them in a new Strategic Plan.

**NEW STRATEGIC PRIORITIES**

**DRIVE THE TRANSFORMATION OF GOVERNMENT AS A DIGITAL BUSINESS**
- Make investments that provide best business value
- Drive execution through timely consultation and strong, steady oversight
- Provide appropriate protections to sustain the value of our investments over time
- Enable the data-driven enterprise
- Develop a culture of innovation

**ENSURE IT ORGANIZATIONAL CAPACITY AND ALIGNMENT**
- Drive IT workforce planning and reform across the IT community
- Align MassIT organizational structure and capabilities with new responsibilities and priorities
- Stabilize and protect operating budgets

**INCREASE COLLABORATION WITH THE WIDER IT COMMUNITY**
- Provide shared services for use by municipalities
- Extend Massachusetts data center services to other states
- Engage the Massachusetts technology sector to foster innovation and best practices in government service delivery

**DELIVER OPERATIONAL EXCELLENCE TO CUSTOMER AGENCIES**
- Maximize the Commonwealth’s investment in the Springfield Data Center
- Continue IT consolidation initiatives where appropriate
- Leverage cloud infrastructure services to reduce complexity and gain operational efficiencies
- Expand availability of enterprise shared services to avoid redundant investments