

Secretariat IT Strategic Planning

09.30.21

Overview

Per [Section 6 of Chapter 7D of the Massachusetts General Laws](#), “Each SCIO shall develop an IT strategic plan for the executive office that shall be approved by the CIO that sets forth: (i) operational and project priorities; (ii) budgets; (iii) planned procurements; (iv) efficiency goals; (v) security initiatives; and (vi) staffing plans.”

In addition to those items required by statute, the Executive Office of Technology Services & Security (EOTSS) offers the following guidance and requirements to SCIOs for completion of the secretariat’s IT Strategic Plan. The completed plan is due to the EOTSS Secretary on or before December 31, 2021.

The timing of this process is designed to coincide with the Commonwealth’s IT capital planning and House 2 budget planning cycles. However, the budget projections for the plan’s priorities can differ from what the secretariat receives in actual funding.

The secretariat’s IT plan will also help inform the planning process for the Statewide IT Roadmap for FY23 and beyond.

Planning Framework: Mission & Vision → Goals → Strategies → Initiatives

IT planning should be a joint activity between secretariat executives and IT management. It is recommended the SCIO establish an IT Planning Team consisting of senior members from the IT organization as well as senior leadership from the business side of the secretariat. The team should emphasize the alignment of IT resources with the secretariat’s mission and objectives.

Once the team is established, members should gather and review any documentation within the secretariat that addresses each agency’s mission, program objectives, business needs, goals, and strategic direction. Next, the IT Planning Team will work with each agency to identify and prioritize the agency’s IT goals for the coming 2 years that flow from their mission and business needs.

For each prioritized IT goal, the IT Planning Team should work with each agency to identify:

- (1) the strategies to reach the goal; and
- (2) the specific initiatives (action items and projects) required to implement each strategy.

Additionally, the criteria, metrics, and questions EOTSS will require for the IT Strategic plan is listed in the guidance below. This guidance aligns with the Administration’s priorities, the EOTSS governing statute, budget line-item language requirements, the IT CIP planning process, the EOTSS Standard Operating Environment, and the EOTSS Statewide IT Strategy.

Please see the “Guiding Principles” section for more information on specific plan requirements and enterprise-wide objectives to be considered.

Planning Timeframe

The planning time Horizon is 12-24, and up to 60 months – with a focus on the most urgent and achievable projects and action items for the 12-24-month timeframe. Other projects of note and aspirational items stretching beyond 24 or 60 months can be included; however, the primary focus should be the next 12-24 months.

Plan Prioritization

Planning Teams should prioritize plan goals, strategies, and initiatives by the following rankings and levels of urgency:

- (1) Immediate Needs (3-6 months: most urgent business/statutory/regulatory needs etc.).
- (2) Short-Term Needs (6-12 months: priorities stretching out over the next year).
- (3) Medium-Term Needs (12-24 months: priorities targeted for year 2 completion).
- (4) Long-term Needs (24-60 months: aspirational goals and longer-term initiatives).

Guiding Principles

In building the secretariat’s IT strategic plan, please note that all strategies and projects must:

- Adhere to the EOTSS Standard Operating Environment.
- Align with the EOTSS Statewide IT Strategy.
- Consider the EOTSS IT Capital Investment Principles.

Together, these guiding principles reflect the Administration’s priorities of ensuring the continuity of government services, improving the citizen-centric digital experience, strengthening our cybersecurity posture, and modernizing our legacy technology infrastructure.

Executive Branch Standard Operating Environment (SOE)

Strategic Plans must work towards the EOTSS enterprise goals of retiring old infrastructure and mainframes, moving out of state-owned data centers, and committing to EOTSS-approved hosting solutions and environments.

Please reference the following key components and enterprise-wide objectives of the SOE while completing each of the IT planning sections in this exercise:

1. The Modern Workplace Program (MWP) Standard End User Set up – A laptop (equipped with Windows 10 and Office Pro Plus with OneDrive, SharePoint, and Teams), monitor, docking station, keyboard, and mouse.
2. Other MWP projects and workstreams underway in your secretariat (personal and group file migrations, etc.).
3. Consolidated Active Directory.
4. One Network Consolidation – Redesign and build of CORE Network; WAN Optimization.
5. MassVoice Enterprise Solutions – The secure private-cloud Unified Communications service tailored exclusively to Massachusetts state and local government clients.
6. Enterprise Cybersecurity Framework, Operations, and Incident Response and Reporting.

7. One Service Desk – Moving toward One End-User Organization.
8. Infrastructure Hosting – Strategies for moving out of state-run data centers and modernizing your secretariat’s legacy IT infrastructure (Hybrid Cloud, On-premise, 3rd-Party Hosting, IaaS, PaaS, and SaaS).
9. Application Rationalization – Prioritization for modernizing, replacing, or upgrading key business applications.
10. Enterprise Print Services (Formerly “Managed Print Services”) – A vendor-agnostic solution that will allow agencies to maintain their preferred printer vendor and maintenance provider.

EOTSS Statewide IT Strategy

IT strategic plans must align with the broader EOTSS statewide IT strategy. Planning teams should take into consideration the following key components and priorities of the statewide strategy while completing secretariat plans:

1. Continuity of Government Services
 - a. Future of Work Initiative – Hybrid Work Environment.
 - b. COOP and Disaster Recovery.
2. Business Resiliency – The ability for applications and infrastructure to handle unexpected events and still perform at scale.
3. Scalability – Infrastructure and applications should have the capacity for systems to support anywhere from a few users up to thousands of geographically dispersed users.
4. Security – The infrastructure should provide end to end security including cybersecurity.
5. Mobility – Ensuring workforce mobility through the Modern Workplace Program, associated collaborative toolsets, mobile device management solutions, and mobile application management solutions.
6. Accessibility – The ability to make information available to authorized systems and users at any time and in any place in a secure, timely, and efficient manner.
7. Availability – All infrastructure should be fault tolerant having the ability to switch over alternate systems.
8. Flexibility – The ability to add new services and/or functionality to a system without requiring a significant effort.
9. Transparency – The availability of clear, simple, and well-defined interfaces, APIs and/or services to enable system and user interactions.
10. Manageability – The ability to manage resources and applications quickly and readily.
11. Standard Operating Environment – Guidance outlined in the above section.
12. Green Initiatives – Administration’s climate executive orders and statutes.

IT Capital Investment Principles

As part of the IT Capital Planning Process, all on-going and newly proposed projects are rated by the Investment Advisory Board against the principles listed below. The principles work largely in order (e.g. First demonstrate it project serves a constituent need and if it does then show technology leverage and finally demonstrate high probability of success). However, there are some cases where this may not strictly apply.

Please take these principles into consideration as you work through specific strategies and initiatives in secretariat IT Strategic Plans:

1. Improves how we deliver government services:
 - a. More and/or better constituent-facing digital and business services
 - b. Business process improvements that are founded upon pre-defined business process re-engineering/improvements that are further improved and verified throughout the project
 - c. Clear cost benefits (return on investment) in combination with enhanced and measurable constituent value (e.g., quicker turn-around, fewer errors, etc.)
2. Uses technology as a foundation/lever to better serve our constituents more securely and most cost effectively:
 - a. Enhancing digital security, enabling end-user seamless ease-of-use, and/or enhancing overall service delivery performance
 - b. Technology initiatives that can benefit and be leveraged by multiple agencies
 - c. Leveraging the use of third-party technologies with minimal customization (e.g., COTS, SaaS, etc.)
3. Projects that are positioned to succeed and be operationally supportable over their useful lives:
 - a. The Business is the primary sponsor of the project, and is committed to proper governance and project SME resourcing throughout the system's implementation and operational life
 - b. Clear delivery points that provide constituent value in short amounts of time (< 1 year)
 - c. A plan to sustain the business outcomes upon completion (money and resources)
 - d. A project leadership team with a proven track-record of success in leading business-focused projects and an understanding of the technologies needed to achieve the business goals
 - e. Leveraging lessons learned throughout the Commonwealth (technical, business re-engineering, history with vendors, etc.)

Section One – IT Planning Team (Agency Business and IT)

As mentioned in the above framework, IT planning should be a joint activity between secretariat executives and IT management.

The planning team should emphasize the alignment of IT resources with the secretariat's mission and objectives.

1. ***Please identify secretariat and agency planning team members.***
 - a. ***The team should be comprised of secretariate and agency business leaders as well as IT organization leadership and management.***

Section Two – Organizational Overview (Mission & Vision)

For this section of your IT plan, please answer two overarching questions as an organization:

- (1) “Who are you?”; and
- (2) “What do you need to do?”

Your responses should focus on the secretariat’s missions and vision, as well as the organizational structure, business needs, and challenges facing your agencies.

Secretariat Mission

- 2. Please provide a high-level overview of the secretariat's mission, program objectives, business needs, and strategic direction.*
 - a. The plan should include any business requirements and risks that need to be addressed, along with any tactical or technology needs and challenges.*

Agency Missions

- 3. For each agency, please provide a high-level overview of its mission, program objectives, business needs, and strategic direction.*
 - a. The plan should include any business requirements and risks that need to be addressed, along with any tactical or technology needs and challenges.*

Organizational Structure & Staffing Plans

- 4. Please provide a current org chart of the secretariat and agency IT organizations, with a brief accompanying narrative to explain roles/responsibilities.*
 - a. The narrative should identify total FTEs, where staff are located, and their functions (or functions of their departments).*
 - b. Also include Staff Aug Contractors and Special Service Providers.*
 - c. Please note any recent/planned reorganizations.*

Section Three – Operational & Project Priorities (Goals → Strategies → Initiatives)

Once the questions “Who are you?” and “What do you need to do?” have been answered, the Planning Team should work with agencies and the executive office to outline and prioritize the collective IT goals, strategies, and initiatives that flow from the organization’s unique mission and business needs.

Remember to prioritize the plan goals, strategies, and initiatives by the following rankings and levels of urgency:

- (1) Immediate Needs (3-6 months: most urgent business/statutory/regulatory needs etc.).
- (2) Short-Term Needs (6-12 months: priorities stretching out over the next year).
- (3) Medium-Term Needs (12-24 months: priorities targeted for year 2 completion).
- (4) Long-term Needs (24-60 months: aspirational goals and longer-term initiatives).

IT Goals

Next, please summarize the priority goals that will help accomplish the secretariat’s mission, business needs, and operational challenges identified in Section Two.

5. *At a high level, outline and summarize the organization’s IT goals that will help meet the secretariat’s mission, program objectives, business needs, and strategic direction provided in Section Two above.*
 - a. *List in order of priority based on what is mandated by law, most urgent, and achievable versus aspirational (see above prioritization).*

Strategies and Initiatives

For each prioritized IT goal, the Planning Team should then work with agencies and the executive office to identify at a high level:

- (1) the strategies to reach the goal; and
- (2) the specific initiatives (action items and projects) required to implement those strategies.

Please note: For strategic planning purposes, responses can remain at a relatively higher level than the project-level data required for project submissions to the IT Investment Advisory Board.

6. *Please outline the strategies and specific initiatives (action items or projects) required to reach the goals entered in #5 above.*
 - a. *For each, ensure alignment with the EOTSS IT Planning Guiding Principles outlined above.*
 - b. *For each, please speak to the following criteria where applicable:*
 - i. *Exec Sponsor and Agency Sponsor (IT and Business)*
 - ii. *Level of urgency? / State or federal mandate? / Impact if no action is taken?*
 - iii. *Ease or difficulty of completion? Achievable vs. aspirational?*
 - iv. *Project risks / Anticipated issues and mitigation strategies*

- v. *Cost estimate / Funding Source / Current or future IIAB request?*
 - vi. *Future operating budget impact?*
 - vii. *Specific security concerns or needs?*
 - viii. *Interface with other applications or entities?*
 - ix. *Facilities impact? (Future of Work / Hosting?)*
 - x. *Are there dependencies on outside actors (Vendors, Secretariats, Agencies?)*
 - xi. *Adoption and Change Management Strategy*
- c. *If there are plans to update any public-facing applications (websites) in next 1-2 years, please provide the following information:*
- i. *What is the URL?*
 - ii. *Is there a specific deadline or external factor forcing this update? If so, what is it?*
 - iii. *What transactions are supported by this application? Who is the target audience?*
- d. *If the secretariat currently uses, or has plans to begin using in the next 1-2 years, tools and business processes to interact with constituents via text messages, live chat, chatbots, Alexa, Siri, Google Assistant, or augmented reality, please provide the following:*
- i. *What is the use case?*
 - ii. *Is there a specific deadline or external motivating factor here? If so, what is it?*
- e. *For each, please identify the high-level milestones and metrics that will be tracked to ensure success.*
- i. *Key project milestones and target completion dates?*
 - ii. *Key performance metrics to track success (how does the Team define success)?*
- f. *Please also indicate where each measures against the following EOTSS statewide IT priorities where applicable:*
- i. *Continuity of Government Services*
 - ii. *Business Resiliency*
 - iii. *Scalability*
 - iv. *Security*
 - v. *Mobility*
 - vi. *Accessibility*
 - vii. *Availability*
 - viii. *Flexibility*
 - ix. *Transparency*
 - x. *Manageability*
 - xi. *Standard Operating Environment*
 - xii. *Green Initiatives*

Section Four – Security Initiatives

Per [Section 6 of Chapter 7D of the Massachusetts General Laws](#), the Planning Team should identify any Security Initiatives for the secretariat’s IT organization that were not already included in the above sections.

- 7. Please summarize any Security Initiatives that were not already included above.**
 - a. For each, please use the same criteria referenced in #6 above.**

Section Five – Efficiency Goals

Per [Section 6 of Chapter 7D of the Massachusetts General Laws](#), the Planning Team should identify any Efficiency Goals for the secretariat’s IT organization that were not already included in the above sections.

- 8. Please summarize any Efficiency Goals that were not already included above.**
 - a. For each, identify the Key Performance Indicator and how the Planning Team will monitor and achieve the goal.**

Section Six – IT Budgets

Per [Section 6 of Chapter 7D of the Massachusetts General Laws](#), each secretariat is required to summarize spending for its IT organization.

- 9. Please summarize the current IT Funding Sources for the secretariat and agencies. Sources include, but are not limited to, Annual GAA Budget Appropriations and Capital Funding as well as Federal, Grant, and Trust Funds.**

Section Seven – Planned Procurements

Per [Section 6 of Chapter 7D of the Massachusetts General Laws](#) and annual EOTSS budget line item language, secretariats are required to report on planned IT procurements.

Please note: For the purposes of this exercise, please include only planned procurements tied to specific strategies and initiatives outlined in the strategic plan. The \$200,000 procurement approval process and

reports on IT project spending over \$250,000 (both required by GAA line-item language) will remain separate exercises at this time.

10. Please list any major investments and planned procurements anticipated as part of the strategies and initiatives outlined in the above sections of this exercise.

Section Eight – Major Accomplishments

Annual IT planning provides an opportunity to highlight and memorialize the good work that secretariats and their agencies have completed over the past year.

Please take a moment to share a high-level overview of the secretariats major IT program, project, and service accomplishments.

11. Please list major accomplishments from the past year.

Appendices

12. Please upload any necessary attachments and supporting documentation to be included with the secretariat IT strategic plan.

###