

EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY (EOTSS)

IT Strategic Plan 2026 - 2028



WHO WE ARE

EOTSS (Executive Office of Technology Services and Security) is the Commonwealth of Massachusetts' lead IT organization with broad governance authority over the IT assets and staff of the Executive Branch.

WHY THIS STRATEGY NOW?

The Commonwealth must deliver mission-critical services that are **reliable, accessible, and connected** across government while responding to a rapidly changing environment, including evolving threats, aging systems, and new technologies.

MISSION

To provide technology leadership across the Commonwealth to enhance the quality of public service and foster positive community outcomes.

VISION

The Commonwealth will deliver digitally-enabled government services that are secure, modern, and accessible, powered by resilient infrastructure, trusted data, responsible AI, and a skilled, engaged workforce.



Our 7 Strategic Pillars
Secure. Modern. People First.

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Constituent Experience

Enterprise-Wide Priority

The Commonwealth delivers high-quality, end-to-end experiences so people can easily get the services and information they need

FY27-28 PRIORITIZED WORK

- Expand MyMassGov features and increase adoption across high-traffic applications
- Expand virtual assistant tools and pilot new solutions for multi-channel engagement
- Complete accessibility assessments for top 20 constituent-facing applications

FY26 ACCOMPLISHMENTS

More than **3.3 million residents use MyMassGov single-sign on** to seamlessly access state services

Data and Analytics

Enterprise-Wide Priority

Data is securely accessible across agencies and to the public to support decisions, services, and innovation while protecting privacy

FY27-28 PRIORITIZED WORK

- Develop a Commonwealth-wide data strategy
- Modernize and standardize integration services
- Scale data sharing through data mesh, catalog, and self-service tools

FY26 ACCOMPLISHMENTS

Launched **initial data mesh and data catalog** to Executive Branch agencies

Innovation and Emerging Technology

Enterprise-Wide Priority

EOTSS applies emerging technology to improve government operations and enable agencies to do the same

FY27-28 PRIORITIZED WORK

- Expand use of the Commonwealth AI Assistant across Secretariats
- Deploy AI tools to improve legacy systems and service delivery
- Provide standards, training, and guidance for responsible AI use

FY26 ACCOMPLISHMENTS

Rolled out our **Commonwealth-wide AI Assistant** to 2 secretariats and pilot groups within 4 weeks of announcing initiative

Cybersecurity

Enterprise-Wide Priority

Systems and data are secure and resilient to protect privacy and reduce risk

FY27-28 PRIORITIZED WORK

- Expand automated testing across applications
- Automate alerts for common threats
- Scale data protection across all systems
- Implement zero trust and cloud security standards

FY26 ACCOMPLISHMENTS

Averaged over **5,000 more mitigated vulnerabilities per month** than have been discovered

IT Services

Enabling Priority

Staff have secure, reliable access to modern tools to do their work effectively

FY27-28 PRIORITIZED WORK

- Standardize and mature centralized platform offerings
- Complete IT staffing consolidation
- Complete prioritized site migrations to OneNetwork and MassVoice
- Optimize data center footprint

FY26 ACCOMPLISHMENTS

Began **consolidating relevant IT staff** from remaining secretariats

Strategy and Communications

Enabling Priority

Agencies are aligned on shared priorities and work together to deliver better outcomes

FY27-28 PRIORITIZED WORK

- Implement newly aligned strategic, business and financial planning process
- Optimize our service portfolio by maturing our new service governance board

FY26 ACCOMPLISHMENTS

Developed an **integrated planning calendar and updated our communication model** with agency customers

Workforce

Enabling Priority

A skilled, engaged, and diverse workforce is supported to deliver long-term impact

FY27-28 PRIORITIZED WORK

- Identify future IT skills and update recruiting pathways
- Improve employee engagement through feedback and action

FY26 ACCOMPLISHMENTS

Improved talent pipeline through university partnerships to hire extended internships and full time employees across AI, Data, operations

To learn more about our strategic plan and see additional details for each of our pillars, please visit mass.gov/EOTSS-Strategic-Plan