December 2021

Dear Colleagues,

The Office of Information Technology Services (ITS) is charged with IT service and delivery across New York’s Executive agencies and is an integral part of the mechanism of our state government.

Prior to 2012, IT service delivery processes were developed and executed within individual state agencies. This created a siloed IT structure that limited efficient and effective IT support. Funding and IT personnel resided within agencies and led to an inconsistent application of services and support.

In 2012, the SAGE Commission evaluated the existing IT support structure and recommended changes that resulted in a centralized infrastructure with nearly all IT personnel relocated at ITS, along with organizational funding earmarked for IT support and security. This realignment achieved a centralized and consistent product. Still today, ITS regularly adapts tactics and strategies in order to continually improve.

In the summer of 2020, we moved to restructure ITS. The goal was to gain efficiencies, realign personnel and positions in order to improve customer service. A new support matrix and process flow model were developed with an emphasis on the use of ITSM and basic ITIL methodologies. Measurable efficiencies were reflected in customer feedback.

To build on that progress, the Executive Leadership team participated in a three-day workshop to chart a course for ITS that meets the enterprise mission while responding to evolving needs, demands, support (funding) and priorities for New York State.

Executive staff members representing every division within ITS have developed a new support centric Strategic Plan for FY 2021 – 2022. The plan presents the strengths, weaknesses, opportunities and threats (SWOT) across ITS, identifies key solution sets and introduces new Vision and Mission statements to serve as a guiding light for our agency in the coming year.

Strength, Weaknesses, Opportunities and Threats (SWOT)

The SWOT analysis highlights the diverse skills of our team members, as well as the organization’s ability to assess requirements, and identify and develop superior technical solutions. There is a consensus that ITS employees work well together when coordinating activities. On time delivery of major projects and initiatives is another recognized strength of this agency. These strengths can be hardened and ITS can accomplish even more.

In general, leaders concur on the difficulty of discerning outside communications. Oftentimes directives conflict or are not spelled out clearly enough, especially when a single, central point of contact within ITS is not the recipient of a directive. This sometimes creates duplication of effort, disparate outcomes and waste. ITS leadership must develop a better system for both internal and external communication, which introduces tools that improve the collecting of information from clients who are requesting services or products, while also improving documentation of business requirements, ITS solutions and performance. Standardization of processes - made routine and repeatable- will lead to consistent project outcomes, cost savings and on-time delivery.

IT is a dynamic industry and New York State ITS has proven again and again that its workforce is at the forefront. To sustain that position, leaders agree that education and training is important for the workforce. Whenever possible, ITS must leverage training opportunities and increase productivity, establish communication channels with other skilled tech leaders, and celebrate employees who should be recognized in the industry.
Along with visible influences like the COVID-19 pandemic and a noticeable uptick in cyber threats, ITS must continue to identify and mitigate all threats. The pandemic created an opportunity to leverage a “work from anywhere” model and proved that our workforce is agile and resilient.

Finally, the SWOT analysis revealed a concern with the life cycle of long-term project execution. Changes in personnel, technology, budgeting and strategy can impact the successful execution of projects. ITS must improve project execution and portfolio management by carefully assigning the resources needed to satisfy service or product delivery and by balancing the priorities of each client with the mission of the ITS enterprise.

In order to meet our ITS mission, we must build a system that helps agencies to more clearly define business requirements.

It is my honor and privilege to present the 2021-22 ITS Strategic Plan.

Sincerely,

Angelo “Tony” Riddick
New York State Chief Information Officer
ITS Strategic Plan 2021-22

Where We’ve Been, Where We Are, and Where We’re Going... Together

December 2021
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Strategic Plan Defined

- Offers a Critical Assessment of the Overall State of the Organization
- Evaluates the Agency’s Strengths, Weaknesses, Opportunities and Threats
- Establishes Long-Term Goals
- Provides a Blueprint for Action
Vision Statement

The Office of Information Technology Services (ITS) will lead the nation in the service and delivery of state-of-the-art, secure, cost-effective and citizen centric tech solutions that meet the demands of New York State government.

We will build strong relationships with our client agencies, create operational and fiscal efficiencies, prioritize modernization and innovate for the future.

We will assess and mitigate risk, protect our infrastructure from cyber threats both seen and unseen, and hold ourselves to the highest possible legal and ethical standards.
The Office of Information Technology Services (ITS) will provide the strategic IT vision for the government and people of the state of New York. By utilizing reliable and secure technologies, ITS will deliver timely, cost-effective and innovative IT product and service solutions while providing the technical analysis, design, procurement, implementation and operation in support of the enterprise.
SWOT Analysis

• Maximizing Our Strengths
• Identifying Our Weaknesses
• Leveraging New Opportunities
• Understanding the Threats to Future Prosperity
Maximizing Our Strengths

- Subject Matter Expertise and Talent Throughout ITS
- Project Teams Execute On-Time Delivery of Client Needs
- Internal Staff Collaboration is Consistent and On Point
- Employees are Committed to the Work and the Mission
- Agency Leadership Sets Clear Priorities
Identifying Our Weakness

- Lack of Documented Processes for Future Use
- Siloed Communication Throughout all Divisions
- Reduced Staffing Levels May Jeopardize Product Quality
- Lack of Clearly Defined Roles and Responsibilities Within Overall Agency and Divisions
- Inability to Set Realistic Expectations for Client Agencies
Leveraging Our Opportunities

- Enhanced Visibility of ITS as a Problem Solver During the Pandemic
- Ride COVID momentum in a post-COVID world
- Business/Client Improvement
- Utilize Build Back Better Funding to Replace Aging Infrastructure
- Promote the Growth of ITS Employees by Leveraging All Available Training and Education Tools
- Align IT purchases to improve service Delivery
Understanding the Threats to Future Prosperity

• Aging Workforce, Potential Retirements on the Horizon
• Ensuring Proper Staffing Levels Throughout All Divisions and All Disciplines
• Balancing Responsible Technology Solutions and Short-term Needs
• Vendor Management
• Shadow IT Competes with ITS Inside Agencies
Strategic Goals

- Appropriately balance risk and opportunity to optimize and protect agency value
- Provide guidance, consistency, accountability, efficiency and clarity on how the agency operates
- Identify and manage security risk to state information assets and data
- Establish standard operating procedures for all major service areas and internal processes
- Ensure all work is consistent with long-term business plan that incorporates technology goals and directions
- Leverage the economics of cost, consumption and performance to align client and state priorities and its impact on New Yorkers
- Communicate a clear and consistent message to internal and external audiences
- Strengthen client relationships and improve overall perception of ITS
Strategic Objectives

- Maximize resources and seek cost savings by piloting new technologies and adopting a formal "design once, use many times" approach
- Refine and utilize service catalog to better frame service request and delivery
- Perform quarterly reviews of tech and cyber security policies to keep pace with innovation and emerging threats
- Develop formal strategic business plan and identify top five cost avoidance activities to keep us within budget
Strategic Objectives

- Utilize formal closing processes, including an After-Action Review (AAR) to document all ITS projects and initiatives.
- Develop and maintain a formal communications process with clear line of approvers and a calendar of communications.
- Offer quarterly skills training and leadership opportunities, and incentivize the workforce through regular all-ITS calls, employee spotlights on Inside Edge, and the distribution of t-shirts, pins, certificates or other materials to recognize employee successes or milestones.
- Demonstrate continuous quality improvement in all ITS operational areas.
Technology Objectives

Transform Employee Experience (Customer Focus)
Deliver solutions to enhance the employee IT experience.

Improve IT Resiliency (Customer Focus, Operational Efficiency, Reduce Reliance on Legacy Systems)
Rearchitect and deliver Core IT services for high resiliency and Cloud Delivery.

Ensure Security & Compliance (Increase Security, Operational Efficiency)
Evaluate and implement security technologies.

Improve Demand Management & Service Delivery (Reduce Reliance on Legacy Systems, Customer Focus)
Implement solutions to shape demand and reduce friction when delivering services.

Optimize Services (Operational Efficiency)
Improve service delivery through more effective business practices and solutions.

Implement Enterprise Architecture (Reduce Reliance on Legacy Systems, Value & Operational Efficiency)
Align organizational priorities and IT builds and procurements to drive efficiency and consistency.
In Conclusion

Methodologies applied in this plan are intended to identify, analyze and set the condition for overall process improvement and mission success. At ITS, we are committed to the on-time delivery of excellence, with emphasis placed on developing the workforce (People), planning, improving, documenting and gaining efficiencies in all activities and actions (Process), forecasting requirements, seeking secure innovative solutions and keeping up with the pace of technology (Products) and finally, working within guidelines and statutory boundaries (Policy) as we execute the roles and responsibilities assigned to this agency.
In Conclusion

In summary, leadership is positioned to make the difference. The input provided from individual lines of business by senior leaders, supervisors and managers is imperative. They will work collaboratively to develop tools that will measure success. The team will review these metrics on a quarterly basis to identify new opportunities for improvement and growth. With your help, the Office of Information Technology Services will cement itself as a driver of positive change for our client agencies and the citizens they serve.