NEW YORK STATE OF OPPORTUNITY.

Office of Information Technology Services

KATHY HOCHUL
Governor

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NYS Chief Information Officer

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Team ITS –

As CIO, I am pleased to present the New York State Office of Information Technology Services' 2022-23 Strategic Plan, a comprehensive document that offers an honest assessment of our agency, the general state of this organization, an in-depth look at the agency's strengths, weaknesses, opportunities, and threats, while establishing both short and long-term goals.

This agency action plan, which is the result of direct input from every division within ITS over several months, builds upon last year's accomplishments and serves as our compass to clear, measurable and lasting progress.

In New York State, our aim is simple. We want to be the very best and number one in the nation at what we do, and then we want to do it even better tomorrow. We will continue to lead the nation in the delivery of secure, modern tech solutions that connect New Yorkers to their government in innovative and imaginative ways, and our work will provide a roadmap for other states and countries confronted with similar challenges.

There has never been a moment in time where technology has become so crucial to who we are and what we do. Technology has made the impossible possible, and ITS is embracing these times to advance technology. It also increases risk, therefore every effort will be made to provide safe and secure solutions for New Yorkers.

After two long years, we are emerging from the pandemic with enhanced visibility as a problem solver. The end of a statewide hiring freeze is helping us to aggressively recruit and hire new talent, as well as build a tech pipeline to the future.

We are leveraging new state and federal resources, and the commitment of the Hochul administration, to strengthen our overall cybersecurity posture to protect the state's systems and data from ever increasing threats. The creation of the new Joint Security Operations Center (JSOC) in New York City, a first-of-its-kind endeavor, will allow for better threat intelligence sharing and increased collaboration with our local government partners.

We are speeding up modernization efforts to improve the way our state provides services to those in need, while ensuring the identities of millions of people who interact with our government each day.

While there is always more to be done, we are establishing concise processes and procedures to ensure our agency is set up for long-term success.

ITS employees know that our culture supports their personal and professional development, and we will leverage all available training, education, and employee recognition tools to achieve it. We will continue to promote flexibility by enabling our employees to work remotely as they have already demonstrated their value and professional abilities during the pandemic without compromising outcomes or results. We will also continue to promote diversity, equity, inclusion and belonging within our talented workforce.

As an agency, we are meeting deadlines, timelines, budgets, and more, while earning the trust of our public and private partners at every level. At ITS, we are raising the bar, exceeding expectations, and securing the future. Together, we will create the transformational change New Yorkers expect and deserve.

It is my honor and privilege to present the 2022-23 ITS strategic plan.

Sincerely,

Angelo "Tony" Riddick
New York State Chief Information Officer

ITS Strategic Plan 2022-23

Raising the Bar, Exceeding Expectations and Securing the Future

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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 (SWOT)
- Establishes long-term goals
- Provides a blueprint for action
- Builds on the previous year's accomplishments
- Aligns with 5-year technology roadmap
- Maps to CIO's "4-P" Priority Imperatives

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Vision Statement

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

We will enhance our overall cyber posture to address new and emerging threats.

We will strengthen partnerships with our client agencies and ensure the public is at the forefront of all that we do.

We will create opportunities for fiscal efficiencies and sustained growth, accelerate modernization and innovate for the future.

Employees will know that our culture supports their personal and professional development. We will accurately assess and reduce risk, as well as hold ourselves to the highest possible legal, ethical and moral standards.

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The Office of Information Technology Services (ITS) will provide the strategic IT vision for our state government and its people. By utilizing reliable and secure technologies and encouraging cyber collaboration inside and outside of the enterprise, ITS will deliver secure, timely, cost-effective and innovative IT product and service solutions while providing technical analysis, design, procurement, implementation and other critical government operations.

SWOT Analysis

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

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Maximizing Our Strengths

- Our people: diverse, talented, dedicated, motivated and agile
- Centralized IT framework allows state to efficiently drive transformative change
- Strong and consistent support from government partners for cyber initiatives
- Established policies and procedures set up agency for long-term success.

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Identifying Our Weaknesses

- Challenges in hiring and retaining new tech talent
- Difficulty in setting, managing and meeting competing priorities
- Establishing trust and credibility for ITS solutions with agency partners
- Disconnect between client agency business needs and available technology solutions

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Leveraging Our Opportunities

- Utilize new cyber investments to strengthen the state's overall security posture
- Make smart and targeted investments in long-term projects
- Project and promote the image of ITS as a problem solver
- Explore all available options to boost recruitment, accelerate hiring, and encourage diversity
- Strategically deploy business applications across the enterprise to encourage efficiency and taxpayer savings
- Deploy ITS personnel to IT, cyber and technology events to represent and demonstrate NYS capabilities and strengths

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Understanding the Threats to Future Prosperity

- Foreign and domestic cyber threats
- Gaps in skills and compensation
- Shadow IT within agencies competes with ITS
- Growing legacy technical debt
- Potential loss of valued staff to private sector and other agencies
- Loss of qualified candidates to prolonged and overly complicated hiring process
- Procurement impediments including supply chain issues
- Inability to surge workforce population to react to short-term initiatives

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Strategic Goals

- **Deliver projects on time and within budget** (Measured by monthly reporting of the status of agency projects, including timelines, available funds and spending to date)
- **Reduce and mitigate cyber vulnerabilities in the NYS digital infrastructure** (Measured by the establishment of JSOC and plan to ensure center is fully operational by 1/1/23)
- **Promote culture of accountability in every sector of the agency** (Measured by regular ITS internal audits)
- **Demonstrate positive Return on Investment (ROI) in all areas of ITS services** (Measured by new metrics to be developed by the ITS Office of Financial Administration)
- **Optimize recruitment and retention efforts** (Measured by the plan to return HR to ITS and department's role in generating 600 new hires before 4/1/23)

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Strategic Goals

- **Provide clear, consistent and actionable communication to internal and external audiences** (Measured by the increased quantity and quality of communications on cyber best practices, important human resources-related issues and new ITS products and services)

- **Create a flexible remote workplan for the future** (Measured by annual review of the ITS telecommuting policy and progress toward "hoteling" select ITS office space)

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Strategic Goals

- **Leverage leading-edge technologies and incorporate best industry processes** (Measured by number of intake ideas that transition from a demand to a project)
- **Promote growth and expansion for people and technologies** (Measured by quarterly training offerings, aggressive future curriculum development, data contained in employee exit survey and creation of agency mentoring program)
- **Develop an evolving capability maturity model that accurately assesses the current and evolving state of ITS services and delivery models in all areas, as well as functions throughout the enterprise** (Measured by new metrics to be established by the Division of Internal Audit)

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Strategic Objectives

- Maintain a secure, resilient and nimble enterprise
- Create ITS presence at SUNY to establish pipeline for new talent
- Maintain training and skills upgrades to encourage continuous improvement across the agency
- Reduce ITS fill-level to target gap by 25% each quarter
- Increase utilization of remote work over the next 5 years
- Improve IT resiliency and cloud delivery
- Be the best in the nation for delivery of state IT, cyber, workforce, finance and evolving technology-based solutions

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Strategic Objectives

- Fully staff the new JSOC and establish an end-point detection and response service for NY counties and "big five" cities
- Perform a biannual customer support review
- Ensure security controls and compliance, including early integration
- Establish governance and implement standard operating procedure template, including quantification mechanism
- Support ITS efforts to rationalize and consolidate duplicate IDs across my.ny.gov
- Expand multi-factor authentication (MFA), both internally and externally

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Technology Objectives

Improve IT Resiliency (Customer Focus, Operational Efficiency, Reduce Reliance on Legacy Systems)
Rearchitect and deliver core IT services for high resiliency and cloud delivery.

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

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.

Maintain Long-Term Project Strategy
Evaluate and monitor long-term IT projects to prevent scope creep and effectively leverage evolving technologies.

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The CIO's Strategic Imperatives

Mapping strategy to:
- People
- Processes
- Products
- Policy

People

- Promote training and education

- Hire/Promote within and diversity, equity & inclusion

- Mentoring

- Enhance leadership opportunities

- Whole of team communications (all-staff meetings)

- Respect remote work opportunities

- Hire legacy system programmers (maintain workforce)

Processes

- Continuous process improvement
  – Service delivery review
  – Customer relationship building
  – Practice/Train/Improve
- Capability maturity modeling
  – Undertake business process reviews
  – Establish baselines to determine maturity levels – continue to evaluate
- Continuous improvement of relationships with client agencies
- Review severity response models periodically
- Utilize U.S. Army National Guard cyber resources
- Develop relationships in higher education to foster employment pipelines
- Add Chief Data Officer role and expand data opportunities

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Products

- Implement MFA to align with Zero Trust framework
- Enhance systems and strengthen service and delivery
- Utilize data center as cloud sourcing for other state cloud solutioning
- Monitor long-term projects/products
- Solutions such as HRMS/IES
- Avoid scope creep
- Support Joint Security Operations Center processes

Policy

- Build/maintain audit board
- Anticipate state-of-the-art technology policy implications
- Factor resource constraints in policy making
- Utilize agendas and stand-up strategy to operate meetings efficiently
- Collaborate with legislators and advise with prudence
- Add utility of Chief Privacy Officer to complement agency mission

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In Conclusion

Over the last two years, organizations like ITS have been thrust into the forefront and called upon to deliver responsible technical solutions at a rapid pace. Through it all, we have shown that technology can be a problem solver for state agencies and a game changer for the people they serve.

The key to our continued success is to take the lessons we've learned during the pandemic and adopt them to our new reality. We know that innovative technology can help the state save time and money.

A "create once, use many times" approach will ensure quality and consistency. Supporting remote work will give employees the flexibility they need and deserve. Instilling diversity and inclusion into the recruitment process will create a workforce that reflects the rich diversity of the State of New York.

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In Conclusion

As we move forward, we will insist on equity and security as defining agency values. We will strive for continuous improvement in everything we do, and we will lift up our people and give them the tools they need for long-term success. The strategic plan is designed to serve as an annual assessment of our long-term vision and build on the previous year's accomplishments, align with our five-year technology roadmap, and point this agency on a path to prosperity.

We recognize that there are challenges and pitfalls that lie ahead, and they could derail our progress. In order to ensure successful implementation of our stated goals, we will adhere to established metrics or develop new ways to measure ourselves against those data points. We know that ITS has the skill, commitment and know-how to help each of our client agencies deliver on their mission. In fact, our talented and diverse workforce is our greatest strength. With the support and dedication of our people, anything is possible, and the future holds limitless possibilities.

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