



OFFICE OF
INFORMATION
TECHNOLOGY
STATE OF ALABAMA

OIT 3 Year Strategy

OIT's Mission, Vision, and Guiding Principles



Through communication and collaboration, empower stakeholders with innovative services and technologies that reliably deliver highly available, secure, efficient, and cost-effective services for our agencies, legislators, and citizens across all levels of state government.

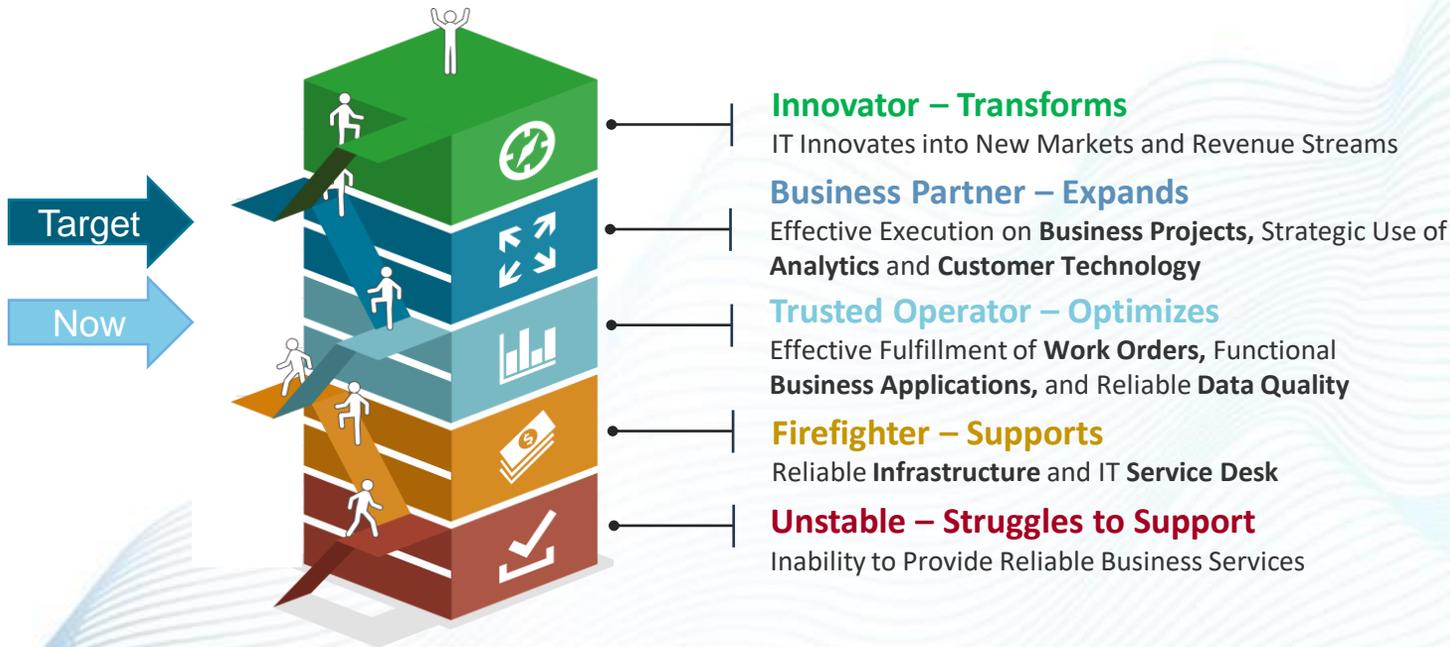


Provide solutions and services that are standardized, implemented in a timely and high-quality manner, and designed to meet the operational needs of each agency, legislator, and the citizens that depend on their services.



- To mature into a trusted advisor and business partner to agencies as they serve the citizens of Alabama.
- Standardize the delivery of networks, security, and enterprise services to our customers.
- Provide our customers visibility into their environment by implementing multi-tenant enterprise tools that facilitate delegated administration, compliance reporting, and control monitoring.
- Deliver security monitoring and operational services to all agencies to protect state assets and services while mitigating risk.
- Work within and across the agencies to gather requirements, assist them with meeting their strategic goals, and identify opportunities for shared innovation and improvement.
- Develop consistent cost models for services, streamline the billing process, and clearly define and communicate the value provided for all agency fee-driven services.

Our strategy targets improvement in our maturity level to better support agency goals



Our OIT Strategy and Key Initiative Plan contains projects and initiatives focused on improving our most important core processes and capabilities, aimed at earning OIT the role of Trusted Business Partner.

OIT strategy development elicited valuable information from two major assessments:

Business Vision

Audience: Agency Leaders

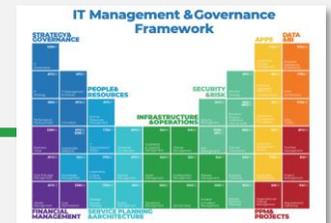
Measuring the business' satisfaction with IT's services means you can use these insights to understand your key business stakeholders, find out what is important to them, and improve your interactions with them.

Business Vision

The most important thing a CIO can do is understand the business' needs and actively measure that the business is satisfied.

Capability Assessment

The overall success of an IT department will depend on the strength of its underlying core processes.



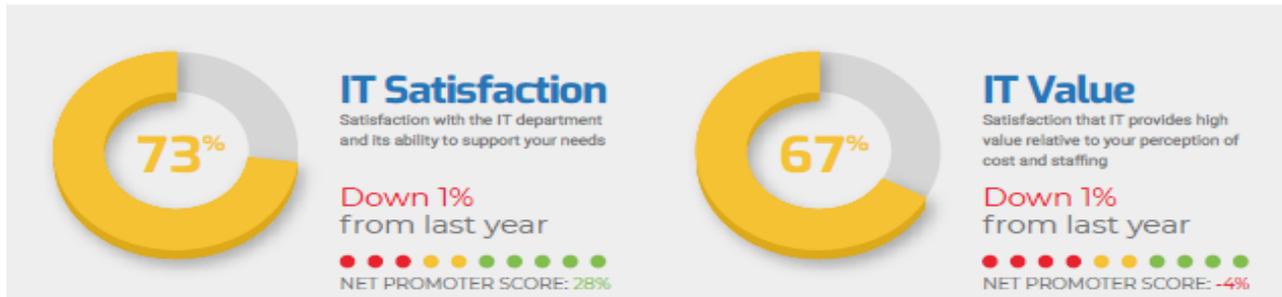
Audience: OIT Team

Improving your processes means that you spend less time fighting fires and more time delivering exceptional business value.

Improving OIT's maturity required a deeper understanding of our current state



IT Satisfaction Scorecard



Relationship



Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Devices	Satisfaction with desktops, laptops, mobile devices, etc.	86% Up 11% from last year	13 TH
IT Security	Satisfaction that organizational devices and data are properly secured	83% Up 2% from last year	2 ND
Business Apps	Satisfaction with applications and functionality	81% Up 8% from last year	10 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. systems and networks	80% Up 5% from last year	1 ST
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc.	78% Down 1% from last year	3 RD
Data Quality	Satisfaction with providing reliable and accurate data	76% Up 1% from last year	6 TH
AppDev Projects	Satisfaction with large department or corporate projects	76% Up 7% from last year	11 TH
Work Orders	Satisfaction with small requests and bug fixes	76% Down 2% from last year	7 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	75% Up 3% from last year	9 TH
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	75% Down 2% from last year	4 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	73% Up 4% from last year	5 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	68% 0% from last year	12 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	66% Down 3% from last year	8 TH

Processes Evaluated

Strategy & Governance

Information Security &
Risk

Release Management

Portfolio Management

Key Priorities Identified

Improve
Communications

Stakeholder Engagement

Improve Value OIT
Provides

Improve Visibility of
Core Services

Strategic Goals Set

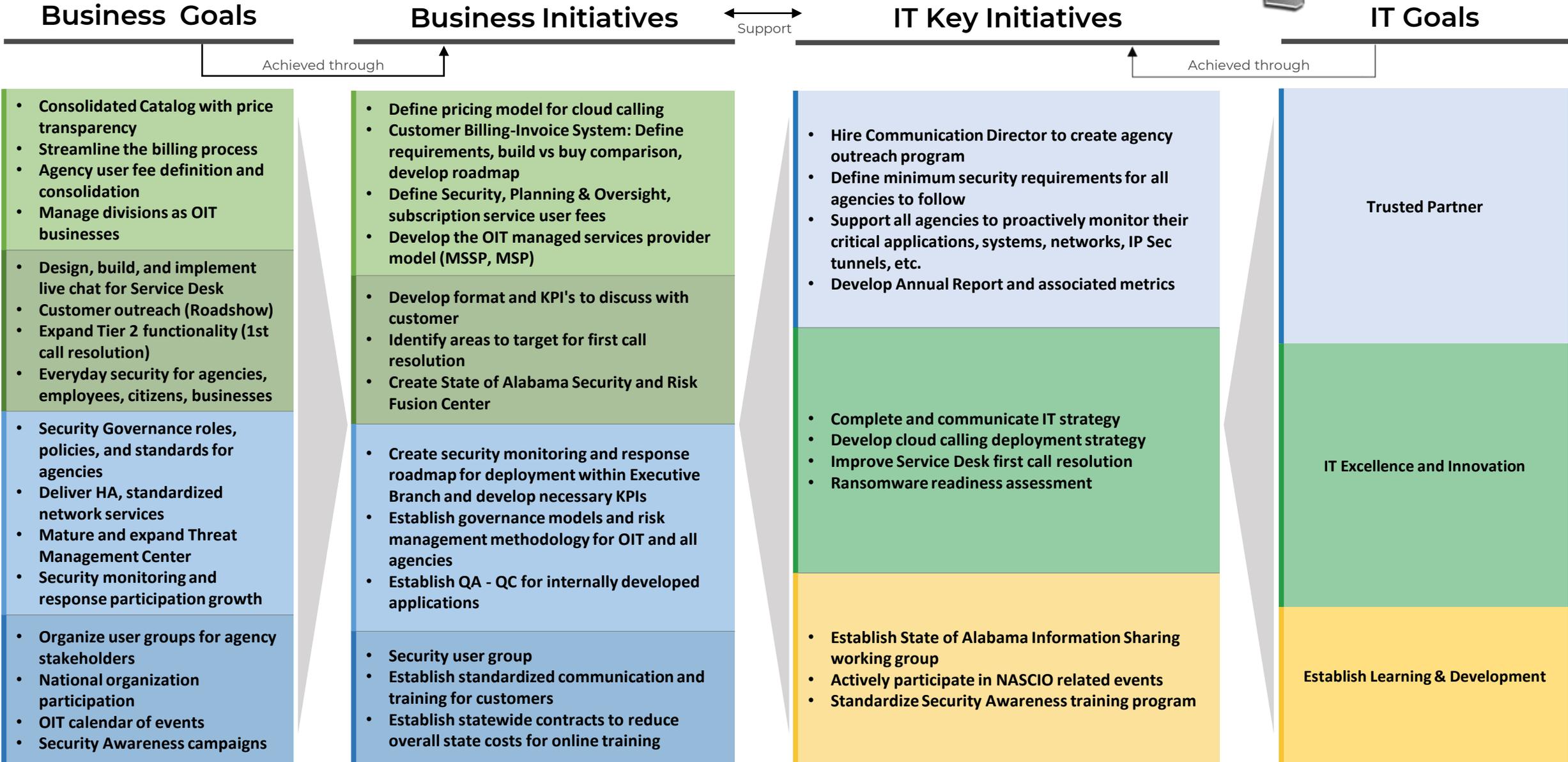
Become a Trusted Partner

Increase IT Excellence and
Innovation

Establish Learning and
Development

Assessing our technical capabilities enabled OIT to pinpoint low-maturity processes to focus on. As a result of that evaluation, key priority areas were identified which helped to establish OIT's strategic goals.

OIT will ensure that our key initiatives continue to align directly to the success of Business Goals and Initiatives



OIT's key initiatives in FY22-24 are categorized three ways



1 Business Support



2 IT Excellence



3 Innovation

Support Major Business Initiatives
 Each initiative is supported by a major OIT project, and each project has unique IT challenges that require IT support.

Reduce Risk & Improve IT Operational Excellence

These projects will increase IT process maturity and systematically improve IT.

Drive Technology Innovation

These projects will improve our future innovation capabilities and decrease risk by increasing our technology maturity.

Business Supporting IT Initiatives/Projects

- Define pricing model for cloud calling
- Customer Billing-Invoice System: Define requirements, build vs buy comparison, develop roadmap
- Develop new pricing catalog for Finesse clients
- Develop Annual Report and associated metrics
- Define and document IT value of user fees
- Establish governance models and risk management methodology
- Discovery and vulnerability testing - various OIT customers
- Validate all current catalog items with OIT Finance/Cost Accountant
- Research/select 3rd party vendor for telecom expense management
- Identity and Access Management – enterprise-wide initiative
- Develop a vetting process for the IJJA Federal funding source
- Manage 3rd party vendors that deliver services for OIT using QBRs, SLAs and SLOs
- Internal KPI development for services
- Actively participate in NASCIO related events
- Develop roadmap for telecommunications carrier contracts expiring in 2025
- Join and actively participate in NASTD organization
- Identify and create roadmap of legacy technologies in the campus and WAN
- Develop the OIT managed services provider model (MSSP, MSP)
- Incorporate additional OIT resources into the enterprise model as needed
- Organize user groups for agency stakeholders
- Establish standardized communication and training for customers
- Establish statewide contracts to reduce overall state costs for online training
- Define OIT and customer/agency information sharing agreement
- Hire a full-time Data Center Manager
- Use business applications for managing efficiency, effectiveness, proficiency, and profitability

IT Excellence Initiatives

- Complete and communicate IT strategy
- Develop cloud calling deployment strategy
- Vulnerability Assessment - scanning OIT and customer subnets
- Create authority to connect and operate with OIT resources (ATO/IATO, ATC, POAM) and processes
- Evaluate and optimize the Security Policy creation and retrieval process
- Fully deploy AMP and Umbrella across the enterprise
- Modernize legacy platforms
- Define minimum security requirements for all agencies to follow
- Standardize Security Awareness training program
- Improve Service Desk first call resolution
- Support all agencies to proactively monitor their critical applications, systems, networks, IP Sec tunnels, etc.
- Establish QA - QC for internally developed applications
- Consolidate DR sites and install/configure new network fabric (ACI)
- Common digital portal for security info and service delivery (includes requests for services)
- Develop an Operations Technology (OT) strategy and roadmap for the campus
- Evaluate and roadmap OIT's AD and Azure tenant for optimum performance/security
- Tools Rationalization – enterprise-wide initiative
- Prioritization of agency critical business components to create a risk baseline
- Higher security for sensitive materials
- Hire Communication Director to create agency outreach program
- Ransomware readiness assessment
- Establish State of Alabama Information Sharing working group
- Enhance collaboration on how to prevent cybersecurity attacks
- Higher security for senior leader communications of sensitive material

IT Initiatives Supporting Innovation

- Create security monitoring and response roadmap for deployment within Executive Branch and develop necessary KPIs
- Evaluate information security vendor products for increased customer visibility and transparency
- Implement delegated administration management for M365
- Consolidate and centralize identity and access management tools
- Create a technology SKU to allow agencies to migrate into the segmented ACI network
- Create State of Alabama Security and Risk Fusion Center
- Design, build, and implement live chat for Service Desk

FY22 - 24 IT Key Initiative Plan

Our top initiatives collectively support our business goals and initiatives and improve the delivery of OIT services.

OIT's reporting metrics will demonstrate business alignment and success in fulfilling stakeholder needs, as well as the progress that has been made toward achieving our overall strategic goals.

	Stakeholder Facing Metrics	Target
1 OIT Goal: Trusted Partner	<ul style="list-style-type: none">Overall IT Satisfaction (Source: ITRG Business Vision "IT Satisfaction")Satisfaction Understanding Stakeholder Needs (Source: ITRG Business Vision "Understands Needs")	From 73% to 80% From 76% to 79%
2 OIT Goal: IT Excellence and Innovation	<ul style="list-style-type: none">Request Execution Satisfaction (Source: ITRG Business Vision "Executes Requests")Stakeholder Satisfaction with Innovation Opportunities (Source: ITRG Business Vision "IT Innovation Leadership")	From 75% to 78% From 73% to 74%
3 OIT Goal: Establish Learning & Development	<ul style="list-style-type: none">Stakeholder Satisfaction with Communication (Source: ITRG Business Vision "Communicates Effectively")Stakeholder Satisfaction with Training (Source: ITRG Business Vision "Trains Effectively")	From 71% to 75% From 67% to 74%

Metrics and Targets will be set on achievable 1-year improvements and revisited frequently for alignment

Strategy At-a-Glance



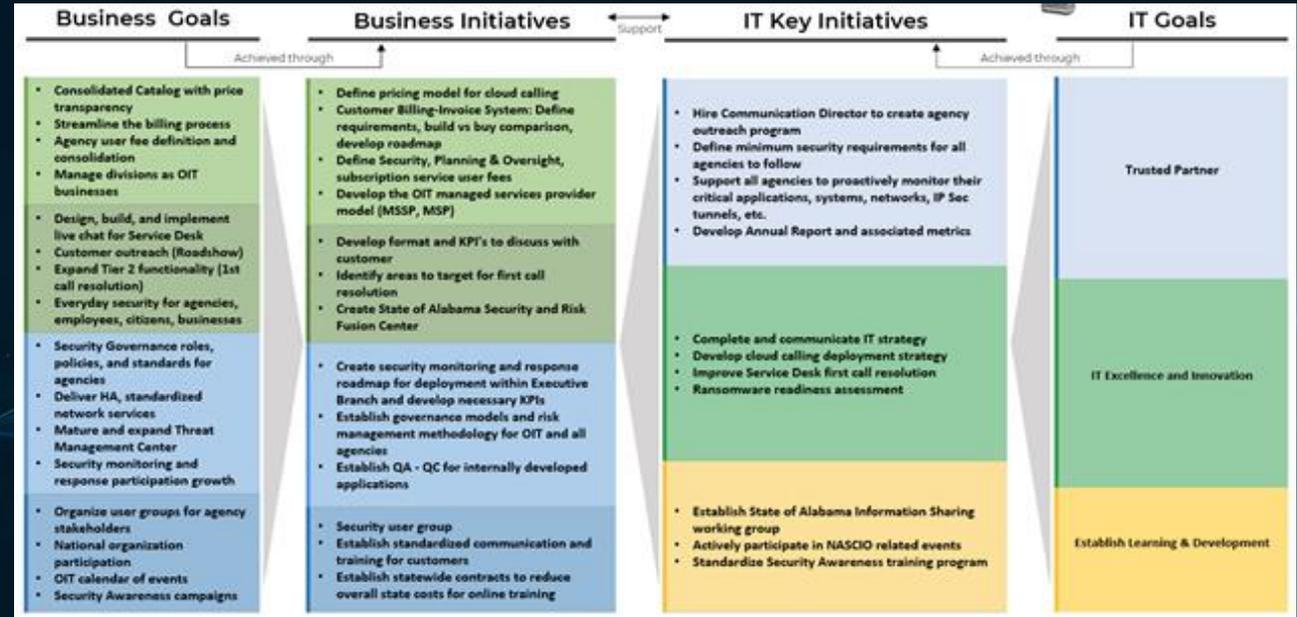
Our top Goals and Key Initiatives collectively support and improve the delivery of OIT products & services. Our strategy will help OIT become a trusted business partner.

Mission

Through communication and collaboration, empower stakeholders with innovative services and technologies that reliably deliver highly available, secure, efficient, and cost-effective services for our agencies, legislators, and citizens across all levels of state government.

Vision

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