OIT’s Mission, Vision, and Guiding Principles

**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**
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.

**GUIDING PRINCIPLES**
- 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:

**Innovator – Transforms**
IT Innovates into New Markets and Revenue Streams

**Business Partner – Expands**
Effective Execution on Business Projects, Strategic Use of Analytics and Customer Technology

**Trusted Operator – Optimizes**
Effective Fulfillment of Work Orders, Functional Business Applications, and Reliable Data Quality

**Firefighter – Supports**
Reliable Infrastructure and IT Service Desk

**Unstable – Struggles to Support**
Inability to Provide Reliable Business Services

**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.

**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

- **IT Satisfaction**: 73% (Down 1% from last year)
  - **Understands Needs**: 76% (Up 5% from last year)
  - **Executes Requests**: 75% (Up 4% from last year)
- **IT Value**: 67% (Down 1% from last year)
  - **Communicates Effectively**: 71% (Up 4% from last year)
  - **Trains Effectively**: 67% (Down 3% from last year)

### Business Satisfaction and Importance for Core Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Satisfaction</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Devices</td>
<td>86%</td>
<td>13th</td>
</tr>
<tr>
<td>IT Security</td>
<td>83%</td>
<td>2nd</td>
</tr>
<tr>
<td>Business Apps</td>
<td>81%</td>
<td>10th</td>
</tr>
<tr>
<td>Network &amp; Comm. Infrastructure</td>
<td>80%</td>
<td>1st</td>
</tr>
<tr>
<td>IT Policies</td>
<td>78%</td>
<td>3rd</td>
</tr>
<tr>
<td>Data Quality</td>
<td>76%</td>
<td>6th</td>
</tr>
<tr>
<td>AppDev Projects</td>
<td>76%</td>
<td>11th</td>
</tr>
<tr>
<td>Work Orders</td>
<td>76%</td>
<td>7th</td>
</tr>
<tr>
<td>Client-Facing Technology</td>
<td>75%</td>
<td>9th</td>
</tr>
<tr>
<td>Service Desk</td>
<td>75%</td>
<td>4th</td>
</tr>
<tr>
<td>IT Innovation Leadership</td>
<td>73%</td>
<td>5th</td>
</tr>
<tr>
<td>Requirements Gathering</td>
<td>68%</td>
<td>12th</td>
</tr>
<tr>
<td>Analytical Capability and Reports</td>
<td>66%</td>
<td>8th</td>
</tr>
</tbody>
</table>

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.
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

**Business Goals**
- Consolidated Catalog with price transparency
- Streamline the billing process
- Agency user fee definition and consolidation
- Manage divisions as OIT businesses
- Design, build, and implement live chat for Service Desk
- Customer outreach (Roadshow)
- Everyday security for agencies, employees, citizens, businesses
- Security Governance roles, policies, and standards for agencies
- Deliver HA, standardized network services
- Mature and expand Threat Management Center
- Security monitoring and response participation growth
- Organize user groups for agency stakeholders
- National organization participation
- OIT calendar of events
- Security Awareness campaigns

**Business Initiatives**
- Define pricing model for cloud calling
- Customer Billing-Invoice System: Define requirements, build vs buy comparison, develop roadmap
- Define Security, Planning & Oversight, subscription service user fees
- Develop the OIT managed services provider model (MSSP, MSP)
- Develop format and KPI’s to discuss with customer
- Identify areas to target for first call resolution
- Create State of Alabama Security and Risk Fusion Center
- Create security monitoring and response roadmap for deployment within Executive Branch and develop necessary KPIs
- Establish governance models and risk management methodology for OIT and all agencies
- Establish QA - QC for internally developed applications
- Security user group
- Establish standardized communication and training for customers
- Establish statewide contracts to reduce overall state costs for online training

**IT Key Initiatives**
- Hire Communication Director to create agency outreach program
- Define minimum security requirements for all agencies to follow
- Support all agencies to proactively monitor their critical applications, systems, networks, IP Sec tunnels, etc.
- Develop Annual Report and associated metrics
- Complete and communicate IT strategy
- Develop cloud calling deployment strategy
- Improve Service Desk first call resolution
- Ransomware readiness assessment
- Establish State of Alabama Information Sharing working group
- Actively participate in NASCIO related events
- Standardize Security Awareness training program

**IT Goals**
- Trusted Partner
- IT Excellence and Innovation
- Establish Learning & Development
OIT’s key initiatives in FY22-24 are categorized three ways

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

2. **IT Excellence**
   - Reduce Risk & Improve IT Operational Excellence
     - These projects will increase IT process maturity and systematically improve IT.

3. **Innovation**
   - Drive Technology Innovation
     - These projects will improve our future innovation capabilities and decrease risk by increasing our technology maturity.

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### 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 MSIS
- Consolidate and centralize identity and access management tools
- Create a technology SLA to allow agencies to migrate into the segmented ACI network
- Create State of Alabama Security and Risk Fusion Center

### 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.

<table>
<thead>
<tr>
<th>OIT Goal: Trusted Partner</th>
<th>Stakeholder Facing Metrics</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Overall IT Satisfaction (Source: ITRG Business Vision “IT Satisfaction”)</td>
<td>From 73% to 80%</td>
</tr>
<tr>
<td></td>
<td>• Satisfaction Understanding Stakeholder Needs (Source: ITRG Business Vision “Understands Needs”)</td>
<td>From 76% to 79%</td>
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<tr>
<td>OIT Goal: IT Excellence and Innovation</td>
<td>• Request Execution Satisfaction (Source: ITRG Business Vision “Executes Requests”)</td>
<td>From 75% to 78%</td>
</tr>
<tr>
<td></td>
<td>• Stakeholder Satisfaction with Innovation Opportunities (Source: ITRG Business Vision “IT Innovation Leadership”)</td>
<td>From 73% to 74%</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>OIT Goal: Establish Learning &amp; Development</td>
<td>• Stakeholder Satisfaction with Communication (Source: ITRG Business Vision “Communicates Effectively”)</td>
<td>From 71% to 75%</td>
</tr>
<tr>
<td></td>
<td>• Stakeholder Satisfaction with Training (Source: ITRG Business Vision “Trains Effectively”)</td>
<td>From 67% to 74%</td>
</tr>
</tbody>
</table>

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

**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**

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.

**Target**

Business Goals

- **Consolidated Catalog with price transparency**
- **Enhanced tele-filing process**
- **Agency user interface and consolidation**
- **Manage Business as IT investments**
  - Design, build, and implement Cloud-first Service Bank
  - Customer outreach (Roadshow)
  - Expand Tier 2 (omicron) (IT self-service)
  - Emergency_Commune

Business Initiatives

- **Define pricing model for cloud offering**
- **Customer billing新城-service process**
- **Define requirements, build cloud resources, develop roadmap**
- **Define Security, Planning & Oversight subscription service user experience**
- **Deploy the OIT-managed services provider model (SSEP, BSSP)**
- **Develop and refresh OIT to discuss with customer**
- **Identify targets for First Call resolution**
- **Create/Close all Alabama Security and Risk Fusion Center**

IT Key Initiatives

- **End-to-end and cross-sector IT strategy**
- **Develop cloud selling deployment strategy**
- **Improve services (Incident management and escalation)**
- **Ransomware readiness assessment**

IT Goals

- **Establish State of Alabama Information Sharing working group**
- **Prepare participants to NASSIO-related events**
- **Establish Security Awareness training programs**

**Stakeholder Facing Metrics**

1. **OIT Goal: Trusted Partner**

   - **OIT Goal: Trusted Partner**
     - **OIT Goal: IT Excellence and Innovation**
       - **OIT Goal: Establish Learning & Development**
         - **Stakeholder Satisfaction with Communication (Source: ITRG Business Vision "Communicates Effectively")**
         - **Stakeholder Satisfaction with Training (Source: ITRG Business Vision "Transmits Effectively")**

2. **Target**

   - **From 73% to 80% From 70% to 70%**

3. **Target**

   - **From 75% to 78% From 73% to 74%**

4. **Target**

   - **From 71% to 75% From 67% to 74%**

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**Current**

- **Target**
- **Business Partner**
- **Trustee Operator**
- **Firefighter**
- **Unstable**

**Innovator**

- **Illuminates**
- **Transforms**

**Mission**

- **At a Glance**

**Vision**

- **Innovator**
- **Business Partner**
- **Firefighter**
- **Unstable**

**Target**

- **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.**

**Vision**

- **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.**