

VITA Strategy FY 2017-2020

This single-page view represents the VITA Strategic Plan for FY2017-2020. This document, along with the high-level road map and work plan of strategic initiatives will be reviewed annually by the CIO and executive team to check for alignment with organizational priorities.



Strategic Priorities	Cybersecurity	IT Services	IT Governance, Financial Framework, Workforce Planning and Workflow	
Agency Goals	Protect Commonwealth information technology systems, resources and information assets from loss, damage and misuse.	Ensure the operating environment that supports the Commonwealth's ability to provide services to its citizens has clear rules, quality delivery, and is adaptable to change.	Ensure that VITA's processes, organization and decision-making are effective and efficient, and customers find it easy to do business with us.	
Agency Objectives	<ul style="list-style-type: none"> Increase the number of information technology risk assessments and audits completed by the end of FY 2018. Strengthen the cybersecurity framework. 	<ul style="list-style-type: none"> Demonstrate continuous and constant improvement in customer satisfaction with service delivery quality and agility. Improve efficiency in the service delivery model for new services and changes to services. Meet 100% of milestones for wave one, two, and three information technology sourcing activities. Meet 100% of service level objectives for ITP services. 	<ul style="list-style-type: none"> Demonstrate continuous and constant improvement in customer satisfaction with the customer experience (to include ease of doing business with VITA). Improve the effectiveness and efficiency of information technology processes. Remain revenue neutral or better during the transformation to new service provider contracts. Achieve an "A" in Digital States Survey. Complete 100% of Commonwealth major IT projects on time and on budget against their managed project baselines. 	
FY 2019/2020 Strategies	<ul style="list-style-type: none"> Integrate a new reporting and assurance methodology for new enterprise environment. 	<ul style="list-style-type: none"> Execute wave three activities (desktop, data/voice networks). Create, market test and rebid engine. Plan and execute use of IT services by non-executive branch entities. 	<ul style="list-style-type: none"> Draft a revenue/cost model to allow multiple service levels and review it with the Department of Planning and Budget (DPB) and agencies. Position VITA's organization and staffing levels to support VITA's mission. Complete and submit the Digital States Survey. Establish automated workflow with dashboard capabilities. 	
FY 2017/2018 Strategies	<ul style="list-style-type: none"> Begin offering sensitive system audit, information security officer (ISO) services and vulnerability scanning as shared security services. Expand ability of agencies to assess the risk to their IT environments. Update the enterprise security incident playbook. Evaluate incident response and cyber insurance resources. Establish a new COV operational security model. Implement two-factor authentication. 	<ul style="list-style-type: none"> Execute wave one activities (messaging, IBM mainframe, MS licensing). Plan and execute wave two activities (service integration, service desk, server/storage, security, internal chargeback, identity management for COV employees and business partners). Plan wave three activities (desktop, data/voice networks). Develop and implement a cloud oversight service with software as a service (SaaS) as the first step. Establish an Innovation Center of Excellence (ICE) to support the exploration, evaluation and exploitation of new technologies. Develop executive order (EO) 20 system integration and Small, Woman and Minority-Owned (SWaM) business reporting capabilities. Establish next generation workplace productivity services (WPS). Execute Unisys mainframe service termination activities. Plan and build capacity for the expansion of internet band-width as demand for digital government services continues to increase. 	<ul style="list-style-type: none"> Draft a revenue/cost model to allow multiple service levels and review it with DPB and agencies. Position VITA's organization and staffing levels to support VITA's mission. Implement a modern, integrated, user-friendly telecommunications expense management and billing solution (TEBS). Complete and submit the Digital States Survey. Define a strategy to expand the use of data analytics and data sharing to add value to the Commonwealth. Adapt the new customer engagement model and satisfaction measures as a component of the IT sourcing strategy. Coordinate and support the statewide deployment of Next Generation 9-1-1 (NG9-1-1) in cooperation with the 9-1-1 Services Board and local stakeholders. Clarify and enhance the Commonwealth's hosting strategy to include cloud. 	
Measures	<ul style="list-style-type: none"> Percentage of risk assessments completed Percentage of agencies completing audits of sensitive systems Number of audit critical findings Percentage of Commonwealth executive branch agencies achieving satisfactory results in reviewing their environment for adequate compliance with the Commonwealth's Information Security Program Average time from discovery to mitigation and closure of security incidents and/or critical audit findings 	<ul style="list-style-type: none"> Agency satisfaction with their involvement in ICE Number of new technologies demonstrated/piloted Total process cycle time for service lifecycle management (new requests and changes) Percentage of wave 1, 2 and 3 milestones that were met Percentage of service level objectives that were met 	<ul style="list-style-type: none"> AITR satisfaction ratings Number of documented processes added to the process library or revised Percentage of payments for delivered goods and services paid by the required payment due date Digital States Survey grade Percentage of Commonwealth major information technology (IT) projects completed on time and on budget against their managed project baseline Percent change in revenue 	
Values	Value Add for Our Customers' Experience	Teamwork	Accountability	Integrity
Vision & Mission	VITA will deliver agile technology services at the speed of business. VITA supports the Commonwealth by providing cybersecurity, IT infrastructure services and IT governance.			