VITA Strategy FY 2019-2022

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	• **Increase the number of information technology risk assessments and audits completed by the end of FY 2018.** • **Strengthen the cybersecurity framework.**	• **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 sourcing and transition to ITISP.** • **Meet 100% of service level objectives for ITP services.**	• **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 2021/2022 Strategies	• Integrate a new reporting and assurance methodology for new enterprise environment. • Implementation of Security Services applied at agencies. • Optional security services for non-executive branch agencies.	• Finalize planning and execution of sourcing activities (desktop, networks). • Create, market test and rebid engine. • Plan and execute use of IT services by non-executive branch entities. • Finalize planning and execution of sourcing activities (service integration, service desk, server/storage, security, internal chargeback, identity management for COV employees and business partners). • Complete transition of services from NG. • Complete transition of services out of SWESC and begin CESC migration	• 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. • 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. • Transition to Cardinal Payroll.
FY 2019/2020 Strategies	• Expand the sensitive system audit, information security officer (ISO) services & 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. • Review and improve the VITA's and the COV's ability to respond to a cyber Incident/Breach.	• Execute sourcing activities (messaging, IBM mainframe, MS licensing). • Plan and execute sourcing activities (service integration, service desk, server/storage, security, internal chargeback, End User support, Networks, identity management for COV employees and business partners). • Improve the delivery time for the cloud oversight service. Implement additional cloud offerings beyond the current Enterprise SaaS offering. • Improve on the VITA Innovation Program (VIP) {formerly Innovation Center of Excellence (ICE)} to support the exploration, evaluation and exploitation of new technologies. Make it THE technical innovation forum for the COV. • Establish next generation workplace productivity services (WPS). • Plan and build capacity for the expansion of internet band-width and wifi as demand for a mobile, digital government services continues to increase. • Fully implement the new service delivery model. • Provide cost-effective IT services that meet commonwealth standards. • Establish the CAMs in a Strategic Role for COV IT services. • Begin transition services out of SWESC and work with Agencies to map the migration out of CESC. • Provide Staff training to keep skills relevant and impactful.	• Draft a revenue/cost model to allow multiple service levels; review it with DPB & agencies. • Position VITA's organization and staffing levels to support VITA's mission and the new service delivery model. • Complete the implementation and testing of the 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. • Develop Workforce Succession Plan. • Establish agency-wide reporting for projects. • Develop Workforce Succession Plan. • Improve on VITA's ability to perform Supplier Management.
Measures	• **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** • **Number of Incident responses are rehearsed**	• **Agency satisfaction with their involvement in the VITA Innovation Program (VIP) {formally ICE}** • **Number of new technologies demonstrated/piloted** • **Total process cycle time for service lifecycle management** • **Percentage of service level objectives that were met** • **Meet the COV's Prompt Payment standards** • **Enterprise IT Service Uptime/Reliability** • **Migrate the IBM Mainframe to Clarksville and adjust the service offering to meet COV needs and rate structure.**	• **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.		