



OFFICE OF  
INFORMATION  
TECHNOLOGY  
STATE OF ALABAMA

# Four-Year Strategic Plan

\*All data current as of November 2023

# Message from the Secretary



**DANIEL URQUHART**

Secretary of OIT

## State of Alabama Office of Information Technology

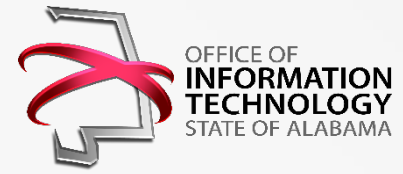
At the Office of Information Technology (OIT), we are committed to meeting the ever-growing IT demands of Alabama's numerous agencies, boards, and commissions, which in turn serve the great citizens of our state.

Without question, IT has never been a more essential part of our everyday lives than it is in today's digital world. Almost everything that we encounter on a daily basis – our healthcare, education, work, shopping, travel, entertainment, and so much more – is impacted by IT systems and networks. Therefore, the need for these systems to function efficiently and safely is of the utmost importance.

This is especially true for state government. To effectively serve its citizens, Alabama must be a unified network of state agencies and partners on the cutting-edge of technology and communications. OIT provides this expertise through capable IT governance, strategic planning, and resource utilization.

When the IT requirements of our state and its many interconnected agencies are successfully fulfilled, the people of Alabama are the true beneficiaries. OIT stands ready to meet that important need, both now and in the years ahead.

# OIT's Mission, Vision, and Guiding Principles



## IT Mission

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



## IT Vision

OIT aspires to 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 citizen who depends on their services.



## Guiding Principles

- Mature into a trusted advisor and business partner to agencies serving Alabama citizens
- Standardize customers' delivery of networks, security, and enterprise services
- Provide 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 (Security, M365, Planning, and Oversight)
- Work toward establishing a Zero Trust architecture for Alabama state government



# BY THE NUMBERS

## State of Alabama

## OIT

\$47 Billion  
State  
Budget



232 IT  
Contractors  
Utilized  
Statewide

1,100+ Full-  
Time IT  
Employees



167  
Executive  
Branch  
Agencies



28,000+ State  
Employees



\$65 Million OIT  
Budget



200+ Domains  
within OIT's  
Environment

19,000+ Domain Users  
within OIT's Environment

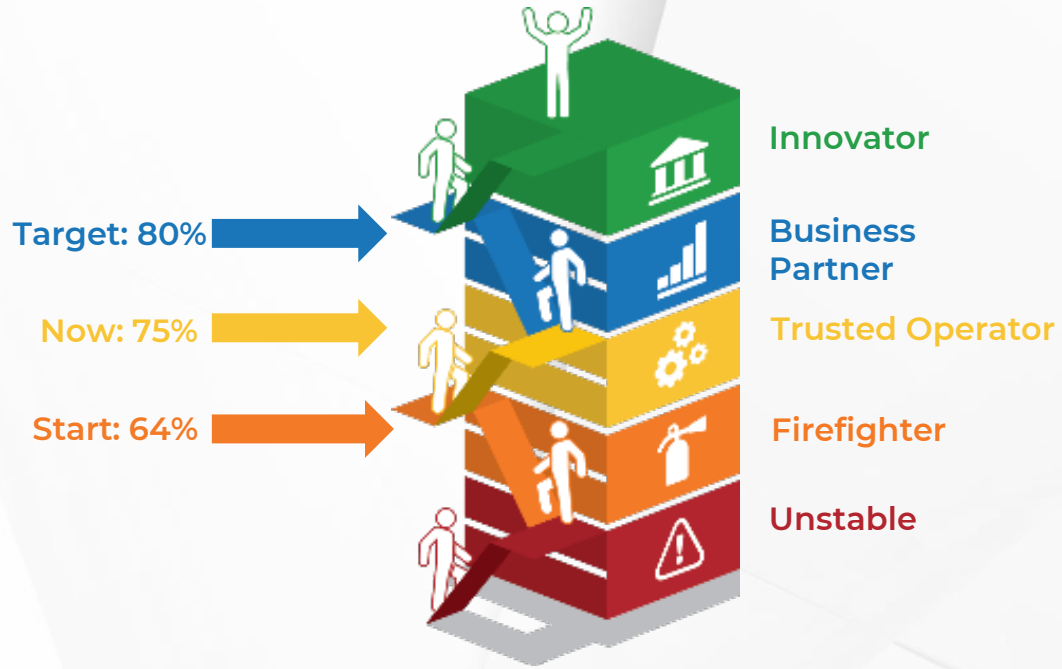


114 Full-Time OIT  
Employees  
(Technical, Admin,  
and Support  
Personnel

20 IT  
Contractors  
Utilized by OIT



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



*Our OIT Strategy and Key Initiative Plan contain 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.

## Capability Assessment

### Audience: OIT Team

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

OIT's reporting metrics will help to validate business alignment and success in fulfilling stakeholder needs, as well as demonstrate the progress in achieving our overall strategic goals.



OIT Goal: Trusted Partner

Stakeholder Facing Metrics\*

- Increase **overall IT satisfaction**
- Increase satisfaction in **understanding needs** of stakeholders

Target

**From 75% to 80%**  
**From 74% to 79%**



OIT Goal: IT Excellence

- Increase satisfaction in **executing requests**
- Increase satisfaction in **effectively communicating** with stakeholders

**From 74% to 77%**  
**From 72% to 75%**



OIT Goal: Transform Through Innovation

- Increase stakeholder satisfaction through **innovation opportunities**

**From 72% to 75%**



\* Metrics developed using data from annual Business Vision Survey

\* From % is based on NOV 2023 data

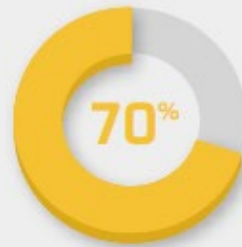
**Metrics and Targets will be set and revisited on achievable one-year improvements for alignment.**

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

## IT Satisfaction Scorecard



**IT Satisfaction**  
Satisfaction with the IT department and its ability to support your needs



**IT Value**  
Satisfaction that IT provides high value relative to your perception of cost and staffing

Relationship

**74%** **Understands Needs**  
Satisfaction with IT's understanding of your needs.

**74%** **Executes Requests**  
Satisfaction with the way IT executes your requests and meets your needs.

**72%** **Communicates Effectively**  
Satisfaction with IT communication.

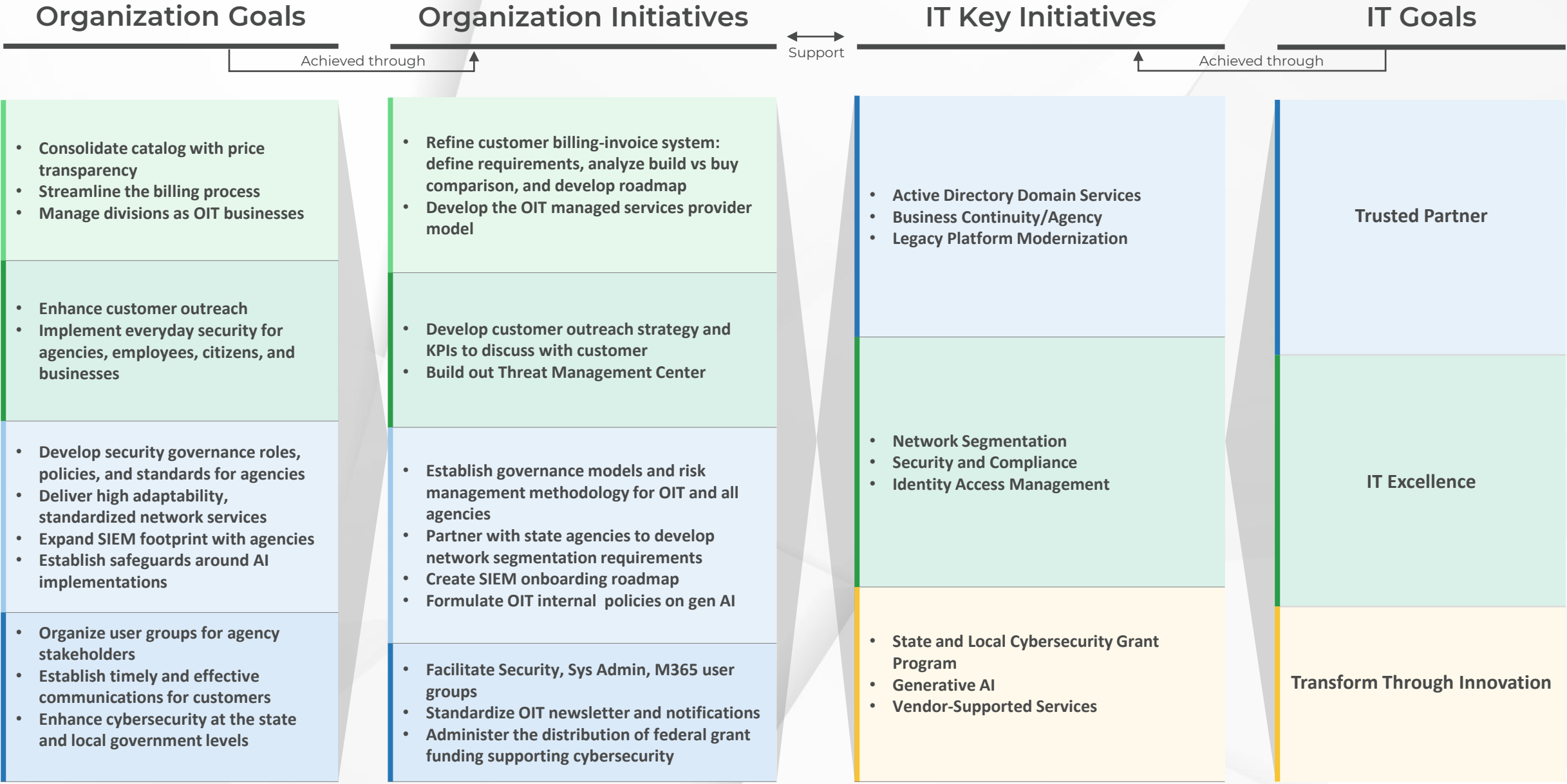
**71%** **Trains Effectively**  
Satisfaction with training quality and timing.

\* Current as of NOV 2023

## Business Satisfaction and Importance for Core Services

		Satisfaction	Importance
<b>Work Orders</b>	Satisfaction with small requests and bug fixes	78 <sup>th</sup>	6 <sup>TH</sup>
<b>IT Security</b>	Satisfaction that organizational devices and data are properly secured.	78 <sup>th</sup>	2 <sup>ND</sup>
<b>Network &amp; Comm. Infrastructure</b>	Satisfaction with reliability of comm. Systems and networks	76 <sup>th</sup>	1 <sup>ST</sup>
<b>Business Apps</b>	Satisfaction with applications and functionality	73 <sup>th</sup>	6 <sup>TH</sup>
<b>Service Desk</b>	Satisfaction with responsiveness and effectiveness of service desk	73 <sup>th</sup>	4 <sup>TH</sup>
<b>IT Policies</b>	Satisfaction with policy design and enforcement around security, governance, etc...	73 <sup>th</sup>	3 <sup>RD</sup>
<b>Client-Facing Technology</b>	Satisfaction with user experience and effectiveness	72 <sup>th</sup>	12 <sup>TH</sup>
<b>IT Innovation Leadership</b>	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	72 <sup>th</sup>	5 <sup>TH</sup>
<b>Projects</b>	Satisfaction with large department or corporate projects	71 <sup>th</sup>	10 <sup>TH</sup>
<b>Data Quality</b>	Satisfaction with providing reliable and accurate data	69 <sup>th</sup>	8 <sup>TH</sup>
<b>Requirements Gathering</b>	Satisfaction with BA's ability to understand and support the business	67 <sup>th</sup>	11 <sup>TH</sup>
<b>Devices</b>	Satisfaction with desktops, laptops, mobile devices etc.	63 <sup>th</sup>	13 <sup>TH</sup>
<b>Analytical Capability and Reports</b>	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	60 <sup>th</sup>	9 <sup>TH</sup>

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





# OIT Programs and Projects for FY24-27



## 1 Trusted Partner



## 2 IT Excellence



## 3 Innovation

### Support Major Business Initiatives

A significant program or project supports an initiative, each with unique IT challenges that require IT support.

OIT Billing System Replacement (FY 24-25)
EA Licensing Process Improvement (FY 24-26)
Catalog Offering Improvements (FY 24-25)
Mainframe Transition (FY 24-26)
Active Directory (AD) Remediation (FY 24-27)
Tier 2 Expansion, Service Desk/NOC (FY 24-25)
Skillset Development / Expertise (FY 24-26)
Legacy Application Modernization (continuous)
Product Offering Enhancements (continuous)

### Improve IT Operational Excellence

These projects will increase IT process maturity, systematically improve IT performance, and strengthen security.

Identity Management and Reporting (FY 24-25)
WebEx Cloud Calling (FY 24-25)
Productivity Platform Tuning/Hardening (FY 24-27)
Cyber Incident Response (FY 24-25)
OIT Policies and Standards Refresh (FY 24-26)
Threat and Vulnerability Management (FY 24-25)
Access Management (FY 24-27)
Storage and Back-up Solutions Phase 1 (FY 24-25)
Network Segmentation (FY 24-27)

### Drive Technology Innovation

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

Datacenter Access Portal (FY 25)
State/Local Cybersecurity Grant Prog. (FY 24-27)
Network Performance and Visibility (FY 24-26)
SIEM Footprint Expansion (FY 24-27)
Generative AI (FY 24-27)
Client Services Enhancements (FY 24-26)

# Strategy At-a-Glance



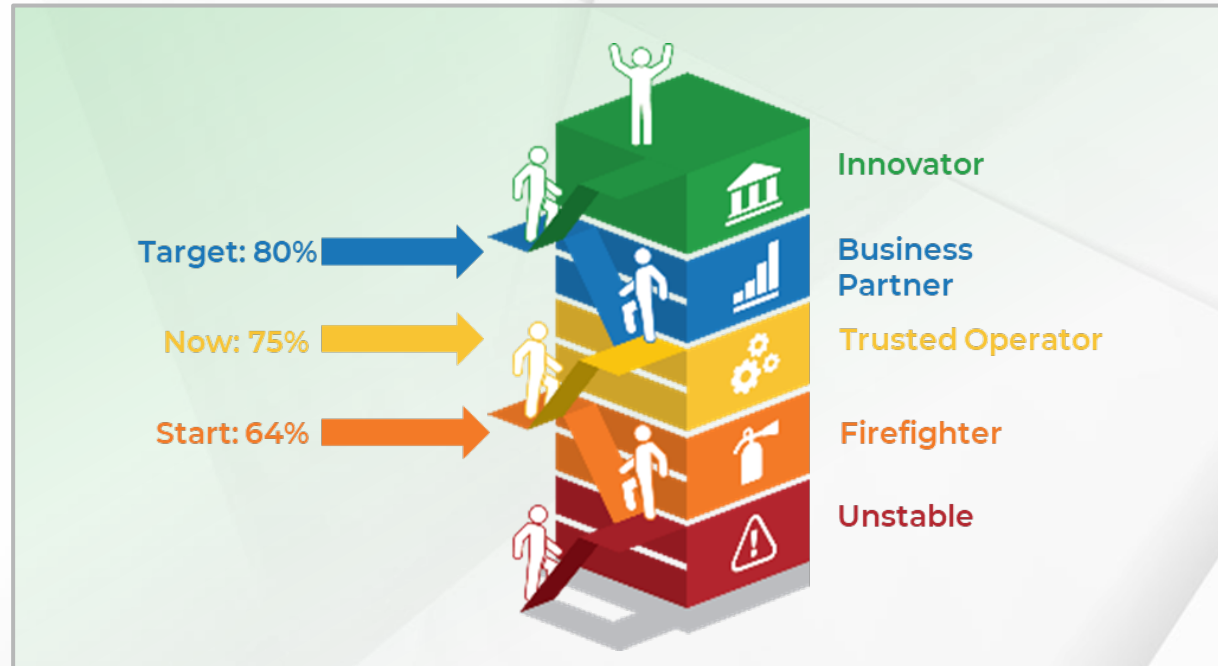
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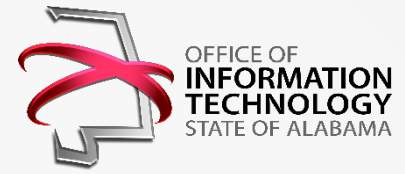


VISION

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OIT programs and projects for FY24-27 will support and improve the delivery of products and services to agency stakeholders and will further OIT's efforts to become a trusted business partner.



### OIT Programs and Projects for FY24-27

**1 Trusted Partner**

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