



Commonwealth of Massachusetts

Executive Office of Technology Services and Security (TSS)

State CIO Special Recognition

Commonwealth of Massachusetts IT Strategic Plan

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EXECUTIVE SUMMARY

The Executive Office of Technology Services and Security (TSS) is Massachusetts' lead technology organization, responsible for setting enterprise IT strategy and delivering technology services across the Executive Branch.

Becoming a cabinet-level secretariat in 2018 created an opportunity to lead technology strategy from the center—and like many state technology organizations, TSS spent years modernizing and consolidating technology operations across agencies with different levels of technical maturity, staffing, and operational complexity. TSS central leadership role also exposed a major opportunity: without a shared enterprise direction, agencies often prioritized independently, investments were fragmented, and modernization efforts lacked coordination.

To address this challenge, TSS launched the Commonwealth's first enterprise-wide IT Strategic Plan: a three-year roadmap that aligns technology priorities, investments, and delivery across state government.

The Strategic Plan establishes:

- Enterprise technology priorities for the Commonwealth
- Clear strategic goals tied to measurable outcomes
- A unified framework for investment and decision-making
- Shared accountability for execution across TSS and partner agencies

The TSS Strategic Plan represents more than a roadmap—it establishes a long-term enterprise operating model for how Massachusetts governs, modernizes, secures, and delivers technology across state government.



IDEA

TSS can leverage our leadership role as the state's IT secretariat to set an ambitious vision for the future of IT in the Commonwealth, define the priorities to achieve this vision, and ensure alignment across the Executive Branch to deliver on our goals.

TSS' strategic plan was developed in response to major challenges facing technology organizations nationwide, including cybersecurity threats, aging infrastructure, operational resilience, digital equity, rising constituent expectations for accessible digital services, and the emergence of artificial intelligence. TSS recognized the need to move beyond high-level strategic guidance and establish a true enterprise operating model capable of coordinating modernization efforts across government.

TSS' strategy creates a framework to address these challenges holistically. By creating a single strategic direction for technology, TSS is helping agencies move faster, reduce duplication, improve coordination, and focus resources on delivering better government services to the people of Massachusetts.

What makes this effort distinctive is both (1) the scale of collaboration and organizational alignment behind it and (2) the focus on execution over planning.

- (1) **Collaboration:** Over a six-month period, TSS facilitated more than 30 cross-functional workshops involving executive leadership, managers, service owners, and subject matter experts, while also engaging Executive Branch State CIOs. More than 55 employees contributed directly to development of the plan, ensuring enterprise-wide participation, transparency, and shared ownership from the outset.
- (2) **Transformation:** The Strategic Plan is not merely a document—it now serves as the operational foundation for how technology work is planned, prioritized, funded, governed, delivered, and measured across the Commonwealth.

The strategic plan initiative resulted in organization-wide alignment around a shared vision, shared priorities, and shared accountability.

IMPLEMENTATION

TSS approached strategic planning as an enterprise transformation effort—not simply a documentation exercise. The Strategic Plan creates the foundation for how technology priorities will be governed, funded, delivered, and measured across the Commonwealth. It establishes a repeatable model for aligning enterprise initiatives, agency investments, and operational execution.

The implementation approach centers on three core functions:

1. **Delivery and Delivery Support**

TSS teams are aligning operational and project work to enterprise strategic priorities. Regular review cycles and leadership checkpoints ensure initiatives remain on track, risks are identified early, and teams can quickly adjust to changing needs.

2. **Investment Alignment**

TSS integrated strategic priorities directly into portfolio and investment governance. Agency funding requests and major initiatives are now evaluated against enterprise priorities to ensure investments deliver the greatest statewide impact.

3. **Performance Management and Accountability**

The Strategy and Planning Office established a performance management framework that measures progress against key results and long-term outcomes. This creates visibility into enterprise performance and enables leadership to make data-informed decisions about priorities, resourcing, and delivery.

Developing the Strategic Plan required deep collaboration across EOTSS and the Executive Branch. Participating groups included all major TSS teams as well as from our SCIOs:

- Administration
- Engagement
- Operations
- Technology
- Legal
- Risk Management
- Office of the Secretary
- Office of Data, Innovation, and Analytics
- Strategy and Planning
- Executive Branch State CIOs

TSS intentionally designed the planning process to maximize transparency, participation, and buy-in. Over six months, the organization facilitated more than 30 workshops and working sessions involving executive leadership, managers, service owners, and subject matter experts.

Cross-functional workshops allowed teams to identify dependencies, surface operational realities, and make difficult prioritization decisions together. Shared working documents and iterative reviews ensured contributors could see how feedback was incorporated in real time, creating trust and organizational alignment throughout the process.

This approach generated broad awareness and strong ownership before the plan was even finalized—positioning TSS for stronger adoption and execution in FY27.

The initiative has also strengthened enterprise alignment across government by:

- Creating shared priorities and governance processes
- Improving visibility into technology investments and delivery
- Aligning future capital investments to enterprise strategic priorities
- Reducing siloed decision-making across teams and agencies
- Building a culture of measurable, outcome-driven delivery

Once the plan was developed, TSS launched a broad communications campaign to reinforce transparency and accountability. This communications plan involved direct communication to state CIO partners and all TSS employees, presenting at conferences and leadership forums, promoting externally through LinkedIn and public engagement channels, as well publishing documentation on Mass.gov.

Executing this effort required a significant organizational investment. TSS dedicated four full-time Strategy Team staff over a six-month period, alongside sustained engagement from executive leadership and operational teams across the organization.

IMPACT

The TSS Strategic Plan transformed how the Commonwealth aligns technology priorities, makes investment decisions, and measures success across government.

Before the plan, technology initiatives were often managed independently across agencies, making it difficult to align enterprise priorities, coordinate investments, and maintain visibility into statewide progress. TSS recognized the need to move beyond high-level strategic guidance and establish a true enterprise operating model for technology governance and execution.

Today, strategy is embedded into how TSS plans, prioritizes, funds, delivers, and measures work across the Commonwealth. The organization now operates with:

- A unified enterprise technology strategy
- Shared priorities across agencies and leadership teams
- Greater transparency into investments and delivery
- Consistent governance and decision-making processes
- Clear accountability tied to measurable outcomes

The Strategic Plan also created a stronger foundation for enterprise initiatives by creating consistency in how priorities are evaluated, strengthening executive visibility into statewide technology efforts, improving coordination between business and technology teams while reducing duplication across agencies, and ultimately building a culture of strategic, outcome-driven delivery

Although full execution of the Strategic Plan is still in its early stages, TSS can already demonstrate measurable organizational and operational changes resulting from the initiative. Development of the 2026 –2028 Strategic Plan established a coordinated enterprise planning structure connecting strategic planning, business planning, capital planning, service governance, portfolio management, and performance management into a single operating model.

Evidence of this impact includes:

- More than 30 cross-functional workshops and working sessions involving executive leadership, managers, service owners, operational teams, and subject-matter experts
- Conversations with Executive Branch partners across all Secretariats, creating enterprise-wide alignment before implementation began
- Direct participation from more than 55 TSS employees, establishing broad ownership and shared accountability across the organization
- Creation of a measurable enterprise performance framework with defined objectives, initiatives, owners, and Key Results across seven strategic pillars
- Integration of enterprise priorities into business planning, capital planning, and service governance processes, ensuring future investments are evaluated against shared statewide priorities rather than isolated operational demands
- Alignment of future Capital Investment Plan requests to strategic pillars and enterprise technology priorities
- Launch of Strategic Portfolio Management (SPM) governance and tooling to create centralized visibility into project delivery, prioritization, resource allocation, and risk management across TSS
- Establishment of repeatable governance and prioritization processes that now provide leadership with a clearer enterprise-wide view of technology investments, dependencies, and delivery progress

Importantly, TSS is already seeing cultural and organizational changes resulting from the planning effort itself. Teams that previously operated primarily within organizational silos now

work from a shared enterprise framework for prioritization, governance, investment, and delivery. Leadership discussions are increasingly centered on enterprise outcomes, dependencies, and measurable impact rather than isolated operational priorities.

The Strategic Plan also builds upon TSS' demonstrated ability to execute enterprise technology initiatives at scale, including MyMassGov, enterprise accessibility initiatives, cross-agency digital service modernization efforts, and the rollout of the Commonwealth AI Assistant. These initiatives reinforced the need for a more mature enterprise planning and governance model capable of coordinating technology strategy across agencies and domains.

The Strategic Plan has also increased public awareness of the Commonwealth's technology priorities. By publishing the plan on Mass.gov and sharing it through conferences, leadership forums, and public engagement channels, TSS has made its goals and priorities more visible to employees, agency partners, and residents. This transparency strengthens accountability, builds trust in government technology investments, and creates a shared understanding of how the Commonwealth is modernizing services to better serve the people of Massachusetts.

As Michelle Vaughn, Assistant Secretary of Strategy and Planning at TSS, noted: "For the first time, we have a shared enterprise framework that connects strategy, investment, delivery, and accountability across the Commonwealth. It gives not only EOTSS, but also our agencies and partners, clearer direction while making it easier to coordinate on priorities that no single agency can solve alone."

Looking ahead, TSS is institutionalizing strategic planning as an ongoing operational capability. Future efforts include:

- Conducting recurring enterprise planning cycles every two years
- Continuously refining priorities as technology and business needs evolve
- Expanding performance measurement and outcome tracking
- Strengthening agile delivery models to improve responsiveness
- Embedding strategic prioritization into everyday operational and investment decisions

The result is an organization that is more aligned, more transparent, and better positioned to deliver technology initiatives at enterprise scale.