# MINNESOTA IT SERVICES
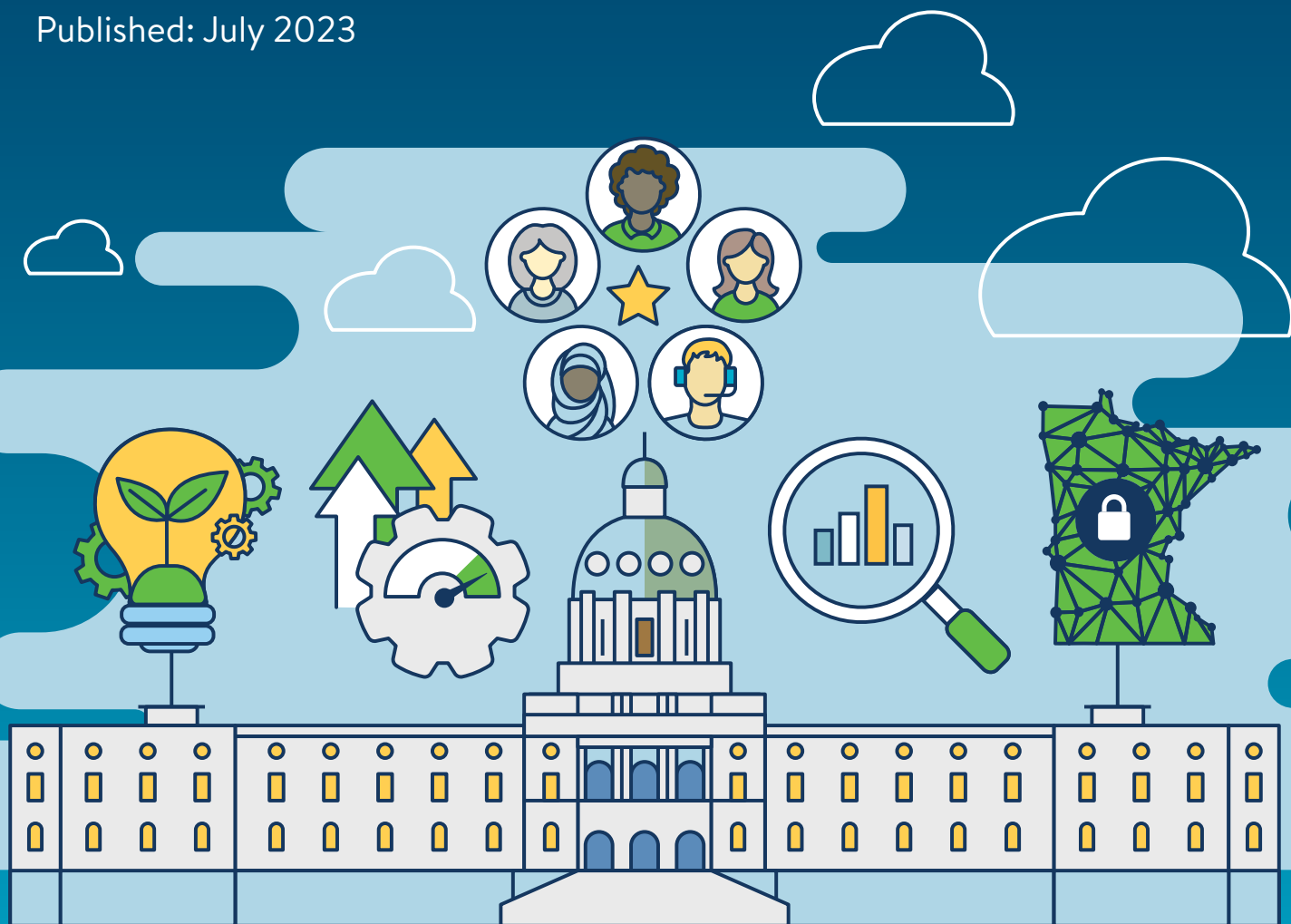
# STRATEGIC PLAN

## 2023-2027

*Designing tomorrow's government today*

Published: July 2023

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# Message from Commissioner Tomes



In 2020, Minnesota IT Services (MNIT) began a journey of building value into every technology solution that we deliver to our customers, partners, and Minnesotans with the launch of our 2020 Strategic Plan. As we began that journey, challenges like the COVID-19 pandemic impacted the way Minnesotans live. That required MNIT to pivot and deliver services and products with increasing agility.

The 2020 Strategic Plan laid a foundation that allowed MNIT to position our next steps in modernization and transformation by focusing on these strategic goals:

- Cultivate a holistic and Connected Culture of work.
- Fortify the value and delivery of projects and initiatives.
- Promote people-centered digital government services.
- Elevate Minnesota's digital estate.

- Bolster successful state cybersecurity efforts.

These goals were just the beginning of our efforts to deliver operational excellence in everything we do for our partner agencies and the Minnesotans we serve. We are proud of our staff and colleagues who delivered upon these strategies in so many ways:

- A resource-sharing pilot and new Equity Team.
- Maturity improvements using the Modernization Playbook as a guide.
- Customer satisfaction surveys through the Minnesota Service Hub – MNIT's IT help portal for State employees.
- Moving hundreds of servers from on-premise to cloud-based infrastructure.
- Executive reporting capabilities.
- Innovation education opportunities and statewide cybersecurity awareness training.
- Vendor risk management adoption and an expanded Statewide Security Monitoring Initiative.

With all of these accomplishments moving us forward, I am excited to share MNIT's 2023-2027 Strategic Plan. The foundation of our plan is built upon Governor Tim Walz's One Minnesota Plan, 2020 strategies, and a renewed and urgent emphasis to build MNIT's capacity to serve Minnesotans.

MNIT will modernize and transform its services and products to scale and grow, with fiscal

responsibility and efficiency. Our 2023-2027 Strategic Plan illustrates our commitment to tackling the challenges of improving the customer experience for Minnesotans in a meaningful and long-term way.

Following the 2023 legislative session, the State of Minnesota received over $500 million of investments in digital government, security, and modern systems that will position the State for success in the digital age. As we enhance the services we deliver to Minnesotans, MNIT will keep its customers at the forefront of all products and services, delivering a consumer-grade experience. We will deliver services that:

- Center on the customer experience.

- Underpin operational excellence with cybersecurity.

- Advance a Connected Culture in all our interactions.

MNIT will continue much of what we do today, supporting One Minnesota:

- Develop new and innovative products, expand our robust platform of services, and reach out for feedback.

- Value diversity, equity, and inclusion in all of our strategic decisions.

- Drive fiscal accountability and measurable results in all our investments in processes and technologies.

- Support the need to protect Minnesota's fragile environment through procurement decisions and technology investments.

- Invest in, motivate, and empower our employees to expand and enhance their personal and professional skills, realizing their full potential within our agency's framework.

Technology is not an end in itself but a means to make things happen. The digital revolution created the bridge that connects the needs of Minnesotans with the critical services government provides, and the data to drive more efficient and effective decisions. We will continue to evolve our processes and technology, while prioritizing privacy and data security, to move with agility to meet the ever-evolving needs of our state.

By building MNIT's capacity to serve and centering our work around the customer and their experiences, we connect Minnesotans to the services that will improve their lives. We will help to make Minnesota the best state for children to grow up in. The Strategic Plan will help MNIT design the government that Minnesotans need tomorrow, today.

I deeply appreciate the privilege to lead this great organization in our relentless desire to serve our customers, employees, and legislative leaders in the best way we possibly can.

**Tarek Tomes**
*Commissioner and State Chief Information Officer*

# About Minnesota IT Services

MNIT provides statewide leadership and services for core technology systems, modernization efforts, cybersecurity, digital accessibility, and geographic information systems (GIS). These services are delivered to the State's executive branch and some local partners through the IT strategy, direction, policies, and standards that we set. Our teams manage services like software, hardware, networks, facilities, security, and storage for the 2,500+ applications and 35,000 end users to keep the State of Minnesota running.

## How MNIT Operates

Centrally delivered

### Enterprise Services

| Email | Desktop Support | Telephone Services | More |

Department of Natural Resources (DNR)

Department of Agriculture (MDA)

Department of Education (MDE)

DNR Local Services

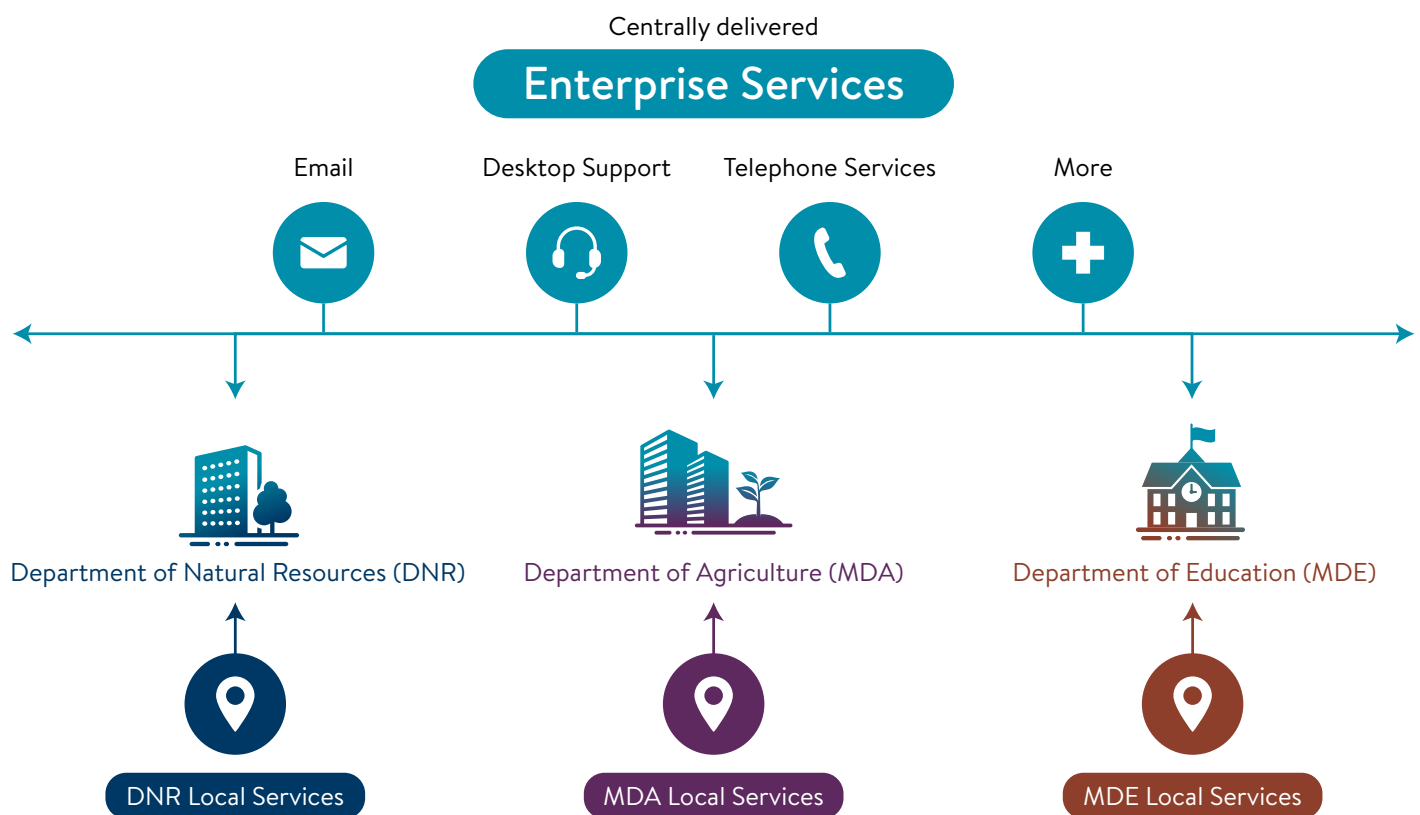MDA Local Services

MDE Local Services

*Figure 1: How MNIT operates.*

# Designing for Tomorrow's Government

The 2023-2027 MNIT Strategic Plan plays a critical role in shaping tomorrow's government. It addresses the expectations of Minnesotans for seamless and secure interactions with the government, similar to their experiences with banks, businesses, and healthcare institutions.

Rapid advancement of technology challenges our state and MNIT teams to keep up with the constant flow of new hardware and software, and the possibilities they provide to enhance a product or service. Additionally, the nature of work in state government has also changed, requiring collaboration and coordination, as no individual has all the answers or knowledge. By building our capacity to adapt, MNIT's Strategic Plan enables us to navigate the complexities and unknowns of technology, fostering collaboration and customer-centric solutions that meet the expectations of Minnesotans. The plan's objectives lay the foundation for a future-ready government.

# Our Mission, Values, and Principles

## Mission

We partner to deliver secure, reliable technology solutions to improve the lives of all Minnesotans.

## Vision

An innovative digital government that works for all.

## Guiding Principles

- Practice servant leadership.
- Treat everyone with respect and dignity.
- Do the right thing, especially when it is difficult.
- Ask how your actions are reinforcing or removing structural inequity.
- Promote the common good over narrow special interests.
- Be accessible, transparent, and accountable.
- Include voices from communities who will be most impacted.
- Bring people together across lines of difference.
- Embrace change.
- Measure when you can.
- Engage with empathy.

# Strategic Plan Overview

MNIT developed strategic objectives with significant internal and external input and analysis. The input verified our objectives align with the One Minnesota Plan. The listening posts for MNIT's plan included, but are not limited to:

- Surveys of all MNIT employees and state agency Deputy Commissioners.

- Facilitated sessions and over 100 meetings with MNIT leaders, including agency-based Chief Business Technology Officers, the CIO Office, and relevant leaders and employees.

- External resources and thought leaders.

- Results of third-party evaluations like the 2022 Digital States Survey.

- Recommendations from Minnesota's Technology Advisory Council.

## Alignment with the One Minnesota Plan

Figure 2 shows how the One Minnesota Plan is part of the foundation of MNIT's Strategic Plan. Prioritizing the One Minnesota Plan strengthens MNIT's ability to serve, including how we:

- Value diversity, equity, and inclusion in all of our strategic decisions.

- Drive fiscal accountability and measurable results in all our investments, processes, and technologies.

- Make procurement and technology investment decisions that protect Minnesota's ecosystem and environment.

- Develop new and innovative products and expand our services to improve the ever-evolving customer experience.
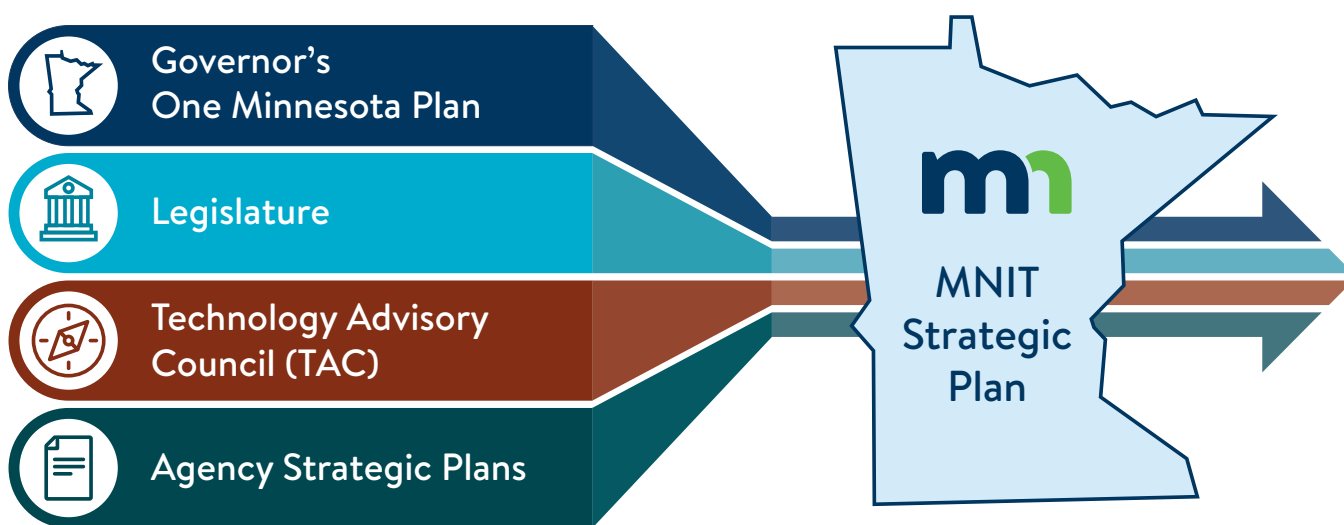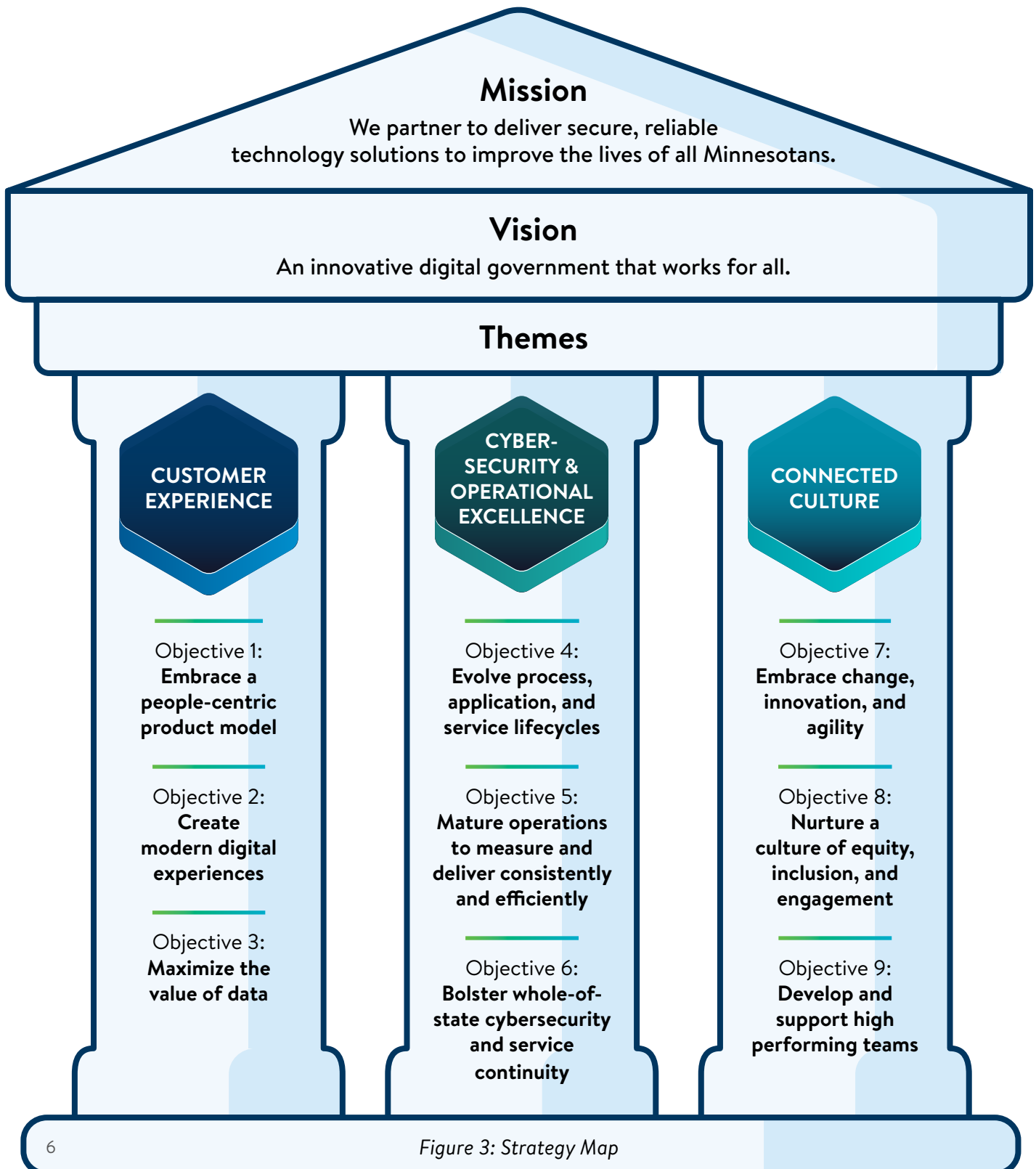


*Figure 2: Cascading strategies.*

# The Strategy Map

Our Strategic Plan identified three themes to build MNIT's capacity to serve Minnesotans. Supporting each theme are our strategic objectives, which will move our work forward with specific goals, initiatives, and measurement frameworks. Figure 3 gives an overview of MNIT's objectives and themes, and how they align with our mission and vision.

## Mission
We partner to deliver secure, reliable technology solutions to improve the lives of all Minnesotans.

## Vision
An innovative digital government that works for all.

## Themes

### CUSTOMER EXPERIENCE

Objective 1:
**Embrace a people-centric product model**

Objective 2:
**Create modern digital experiences**

Objective 3:
**Maximize the value of data**

### CYBER-SECURITY & OPERATIONAL EXCELLENCE

Objective 4:
**Evolve process, application, and service lifecycles**

Objective 5:
**Mature operations to measure and deliver consistently and efficiently**

Objective 6:
**Bolster whole-of-state cybersecurity and service continuity**

### CONNECTED CULTURE

Objective 7:
**Embrace change, innovation, and agility**

Objective 8:
**Nurture a culture of equity, inclusion, and engagement**

Objective 9:
**Develop and support high performing teams**

*Figure 3: Strategy Map*

# Theme: Customer Experience

*When we center our work around the individual and their experiences, MNIT connects Minnesotans to the services that will improve their lives.*

People can find it difficult to navigate government services, including our agency partners and customers who use MNIT's products and services. By centering on the customer experience, we will reduce the burden of interacting with state government and maximize the value of the data we help to elevate. MNIT will partner with state agencies as the customer experience strategic advisor,  to ensure a seamless and positive experience for all.

Objective 1:
**Embrace a people-centric product model**

Objective 2:
**Create modern digital experiences**

Objective 3:
**Maximize the value of data**

## Objective 1:
## Embrace a people-centric product model

MNIT will make it easier to rapidly innovate and iterate on technology products to elevate the customer experience and their evolving requirements. The product development framework makes it faster and easier to deliver value to Minnesotans who access government services.

### Goals

- Build a culture that utilizes user experience and best practices in product and service development.
- Develop and deliver modern customer-centric applications.
- Make it faster and easier for Minnesotans to access and interact with state services.
- Partner with agencies to enable a clear customer-focused product framework that measures how customers and end users obtain and use State of Minnesota products and services.

- Reduce the cycle time to innovate and modernize products to meet the growing needs of Minnesotans.
- Strengthen relationships with state agency partners and MNIT to put delivering outcomes for our customers at the center of combined decision-making.

### Initiatives

- Expand MNIT's User Experience Community of Practice to support the product and agile transition and promote self-organized training to deliver customer experience.
- Help agencies understand product essentials and customer-centric enhancements through the use of a product playbook, education, coaching, tools, templates, and completed early adopter programs.
- Improve agency employee digital accessibility knowledge, its application, and measurement.
- Shift IT planning and implementation from a project mindset to a product mindset where early adopter teams are funded to manage and improve products over their lifecycle.

### Metric approaches

Net promoter scores*, product adoption, and modernization maturity.

### Key activities

Product innovation and service modernization | Product & agile adoption | Friction reduction | Community voices

*Net promoter score (NPS) is a measure used to gauge the customer's overall satisfaction with a product or service, and their loyalty to the brand.

## Objective 2:
## Create modern digital experiences

MNIT will help state agencies meet the evolving needs and expectations of Minnesotans – that modern, digital applications can provide access to services at any time, from any place, and in an equitable manner. By delivering an increasing number of cloud-based services online and efficiently, we can improve our interactions with Minnesotans and businesses.

### Goals

- Create new efficiencies and data insights to continue improving services.

- Enable government services to have the agility, ease of use, customer-centric, burden-free experience that Minnesotans expect.

- Provide modern and improved digital, cloud-based applications and services for Minnesotans.

### Initiatives

- Catalog, inventory, and measure government services delivered across the executive branch for digital opportunities.

- Develop a culture that centers its work around capabilities, technology, and architecture (including business architecture).

- Identify and promote patterns of success.

- Identify partnerships and modern development tools to support agile design that aligns with the product framework.

- Promote a modern, digital customer experience through a cloud-centric architectural transformation and geospatial adoption.

- Promote modern digital services that take advantage of automation, artificial intelligence, live chat features, and data visualization.

### Metric approaches

Net promoter scores, customer effort or burden score, digital product and service measures, and cloud adoption.

### Key activities

Product transformation | Geospatial | Accessibility | Omnichannel | Automation | AI & live chat | Visualization | Customer experience | Cloud-based technology | Application modernization

## Objective 3:
## Maximize the value of data

MNIT will develop a data architecture to maximize value, insight, and opportunities that data and analytics can drive to measurably improve the outcomes of government services. By viewing our digital estate as a critical business function, we can identify key drivers for efficient service delivery and support a culture of data-driven decision-making, processes, and ultimately services that support Minnesotans.

## Goals

- Clarify the primary purpose of data, including data that follows Minnesotans throughout their lifetime, to guide strategic data management.

- Design data management activities to support Minnesota's overall strategic objectives.

- Promote the efficient use of data and how resources are allocated to manage data.

## Initiatives

- Catalog strategic data assets and align them to business outcomes.

- Create a shared vision and framework of enterprise data.

- Create integration opportunities to maximize data-sharing.

- Create innovative digital capabilities that give insight into data.

- Create and support intentional customer data privacy regulations and policies.

- Develop a data architecture that places Minnesotans at the center of processes and solutions.

- Develop data and analytics talent.

## Metric approaches

Data-driven business cases, data errors, efficient use of data, and alignment with data and analytics strategy.

## Key activities

Data strategy | Data architecture | Analytics strategy | Data quality strategy | Data lake strategy | Effective use of external data (geospatial)
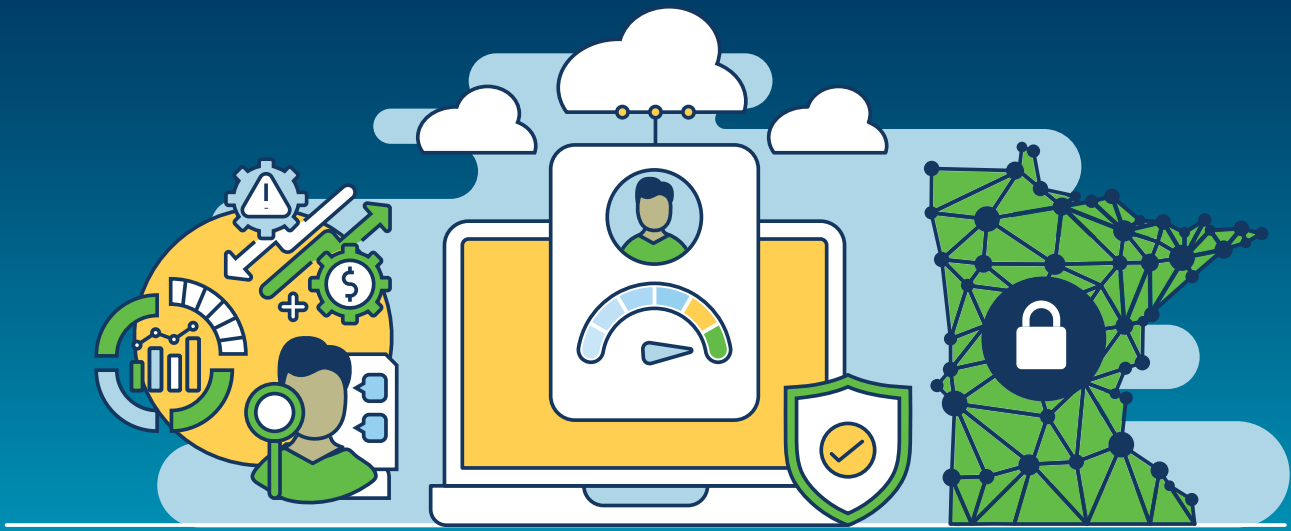
# Theme: Cybersecurity and Operational Excellence

*Achieving excellence in cybersecurity and operations requires us to unify our approach to how we deliver services – embedding security in all our operations.*

To keep Minnesota's systems available, responsive to the needs of MNIT's partners and Minnesotans, and fiscally sound, cybersecurity and operational needs can no longer be separately addressed. MNIT will mature and scale technology processes and systems to meet the needs of the statewide communities we serve.

Objective 4:
**Evolve process, application, and service lifecycles**

Objective 5:
**Mature operations to measure and deliver consistently and efficiently**

Objective 6:
**Bolster whole-of-state cybersecurity and service continuity**

## Objective 4:
## Evolve process, application, and service lifecycles

MNIT will create the governance mechanisms necessary to appropriately manage risk and focus IT resources on the most important issues. We will ensure that appropriate lifecycle and portfolio management practices are in place for the software, applications, IT services, and business processes that power state government operations. This involves regularly reviewing the lifecycle of standards, processes, and tools for their business value and technical health and actively managing application and service portfolios to minimize risk and waste and maximize investment returns.

### Goals

- Achieve a holistic understanding of the state's software application assets to inform modernization roadmaps and investment decisions.
- Align MNIT and state agency strategies while efficiently addressing business needs and appropriately managing risk.

- Make the cybersecurity and operational risks of aging or inaccessible technology visible and mitigate them.
- Reduce duplicative efforts and maximize business value through coordinated investments in IT modernization and operations.

### Initiatives

- Continue to build Minnesota's application portfolio and educate agency partner leadership on effective application portfolio management practices.
- Enhance internal control functions to ensure MNIT actively manages and remediates audit findings.
- Identify and seek to reduce duplicative application and service portfolios through coordinated investment.
- Mature enterprise service governance processes to align MNIT and agency partner strategic direction, appropriately manage risk, and maximize return on IT expenditures.
- Plan and begin to implement enterprise-level software asset management capabilities.
- Review, refine, and implement core policies, processes, and standards.

### Metric approaches

Up-to-date and effective application portfolio and remediated audit findings.

### Key activities

Application portfolio management | Enterprise architecture | Enterprise policies and standards | Audit remediation | Fiscal accountability | Enterprise tool portfolio management

## Objective 5:
## Mature operations to measure and deliver consistently and efficiently

MNIT will ensure each IT function supports the state's overarching priorities and focuses investments in the areas with the greatest strategic value.

### Goals

- Allow MNIT to scale, flex, and expand delivering common products and services across Minnesota.

- Mature IT teams based on what is core to each agency and what is common to all agencies – the hybrid operating model.

- Realize cost savings, process efficiencies, and operational performance gains for common products and services.

### Initiatives

- Define and implement a scalable blueprint, maturing the ability to deliver modern, cost-effective, and secure technical solutions.

- Deliver DevOps development tooling for the CloudRAMP initiative in support of the product and agile development framework.

- Review, refine, and deliver an operational scorecard with health metrics to measure excellence and efficiency.

- Through a human-centered, product approach, identify and address points of friction in service delivery processes with a focus on a customer portal and a customer service catalog.

- Refine and mature IT service management processes across all MNIT teams.

- Mature computer systems using cloud-based technology.

### Metric approaches

Customer satisfaction, IT health metrics, service requests, incident management, fiscal accountability, and reduced friction.

### Key activities

Optimize organization | Health metrics | Operational dashboards | IT service management | Fiscal accountability | Reduce friction | IT shared services | Service catalog | Customer portal | DevOps & DevSecOps | Product model

## Objective 6:
# Bolster whole-of-state cybersecurity and service continuity

MNIT will modernize and expand the collaborative way that Minnesota manages and safeguards data and systems to mitigate risk and improve organizational effectiveness and customer relationships. The outcome will help protect the digital data of the increasing number of online services that are critical to the business of state government.

## Goals

- Attract and retain talent in a highly competitive environment.

- Convene and lead state, local, territorial, and tribal (SLTT) entities in Minnesota to build and implement a whole-of-state cybersecurity framework.

- Embed a security mindset into everything we do by building expertise across MNIT and the executive branch through training, communications, and engagement.

- Reduce business impacts when cybersecurity events occur.

- Refine operating models, adopt agile approaches, and set up attribute-driven assessments.

## Initiatives

- Define and implement an omnichannel cybersecurity communication strategy.

- Develop an enterprise strategy to manage both human and non-human digital identities.

- Develop and implement a cybersecurity outreach and educational program.

- Implement a zero trust security framework that requires all users, whether in or outside the organization's network, to be authenticated, authorized, and continuously validated for security configuration and posture before being granted or keeping access to applications and data.

- Modernize and mature cybersecurity disciplines and business processes in service continuity, identity and access management, the Security Operations Center, and vendor risk management.

- Provide specific SLTT recommendations around high-value investments through active collaboration with our partners.

- Recruit and retain highly skilled cybersecurity leaders and staff.

## Metric approaches

Vendor risk assessments, services to SLTT entities, audit findings and policy exceptions, maturity of services, and K-12 and higher education participation.

## Key activities

Cybersecurity program | Zero trust security framework | Identity and access management | Security communication strategy | Security education

# Theme: Connected Culture

*Our Connected Culture enables us to build and strengthen relationships with colleagues and business partners – while keeping the people we serve at the center of our work – to adapt to change and innovation.*

MNIT supports a digital government that works for everyone, and will advance equity through our technology and our work. We serve all Minnesotans, and we are part of the solution to reduce racial, economic, and other disparities.

Collaboratively implementing equitable and inclusive policies, we will recruit, develop, and retain servant leaders who drive our Connected Culture and embrace change management. As a result, workstreams and processes will evolve, enhancing MNIT's ability to lead the State in modernization and transformation.

Objective 7:
**Embrace change, innovation, and agility**

Objective 8:
**Nurture a culture of equity, inclusion, and engagement**

Objective 9:
**Develop and support high performing teams**

## Objective 7:
# Embrace change, innovation, and agility

MNIT will develop a culture that embraces change, innovation, and agility, and maximizes the potential of technology (both existing and emerging) to help agency partners adapt to serve Minnesotans' evolving needs and expectations. COVID-19 pandemic response efforts showed that innovation helped public sector organizations react to shifting customer needs, preferred methods through which customers want to transact and be engaged, and the imperatives of new business models. To successfully adapt to these evolving demands, an organization's culture must accept change, respond with agility, and have a technology infrastructure that can be rapidly scaled and/or enhanced with new capabilities.

## Goal

- Engender a culture within state government that seeks and welcomes change, values agility, and can adapt to evolving priorities and changes in service delivery models that are identified by customer feedback mechanisms and continuous improvement efforts.

## Initiatives

- Develop an intentional innovation strategy that allocates sufficient time and resources to researching and developing innovative technology solutions within an environment that encourages experimentation and creativity.

- Empower self-organizing, combined IT and agency staff teams to tackle discrete business challenges and customer pain points with optimal efficiency, strategic prioritization, and effectiveness.

- Harmonize workplace collaboration through product development framework adoption and Agile software development to support value stream mapping and Kanban (a visual method for managing workflow at individual, team, and organizational levels).

- Promote and adopt agile IT/business practices such as iterative development, rapid prototyping, continuous backlog grooming, and consistent, ongoing collaboration with customers and agency partners.

- Provide innovation leadership within the State by identifying and bringing forth opportunities to leverage emerging technology to improve service delivery.

## Metric approaches

Modernization maturity, engagement and inclusion, agile adoption, workplace collaboration, and strategic portfolio management.

## Key activities

Train-the-trainer product adoption | Organizational change management | Communication | Leadership learning and development plan | Cascading goals | Innovation

## Objective 8:
## Nurture a culture of equity, inclusion, and engagement

MNIT will advance equity through our technology and our work. We serve all Minnesotans, and we are part of the solution to reduce racial, economic, and other disparities. To advance equity, MNIT must also advance sustainability goals as these areas are inextricably linked.

## Goals

- Ensure that MNIT is making equity central to its sustainability efforts – in name and practice.
- Ensure fair treatment and opportunity for all.

## Initiatives

- Adopt the state's equitable procurement goals.
- Build, support, procure, and advocate for technology that works for a diverse Minnesota.

- Ensure our workforce reflects the diversity of the communities we serve and strive toward equity and inclusion across our agency through the actions recorded in our Affirmative Action Plan and Equity Change Plan.
- Engage the voices and perspectives of those who will be impacted.
- Embrace a culture of equity-based environmental sustainability.
- Design the environment and accountability measures necessary to embed equity across MNIT.
- Drive equity-based sustainability through MNIT's Green Team which aligns with six enterprise focus areas: Greenhouse Gas reductions, Energy Consumption, Sustainable Procurement, Reduce Fleet Fossil Fuel Consumption, Reduce Solid Waste, and Reduce Water Consumption.
- Increase the awareness of equity procurement opportunities and monitor equity spending.
- Increase Diversity Equity Inclusion (DEI) training offerings including Intercultural Development Inventory (IDI) and Individual Development Plan (IDP).
- Quantify and improve the accessibility of the State's digital assets.

## Metric approaches

Equitable and sustainable procurement, State sustainability goals, barrier-free digital content and technology, equity change plan goals, engagement and inclusion, and hiring and retention.

## Key activities

Connected Conversations | Engagement and inclusion survey actions | Equitable procurement | Performance assessment equity survey actions | Equity lens tool

## Objective 9:
## Develop and support high performing teams

MNIT will support a people-first workplace and its ability to attract, develop, and retain talent. Organizations with high performing teams deliver value that is only possible because of their talent.

### Goals

- Create and implement strategic learning and development plans that address prioritized business needs.
- Create a people-first workplace that supports employee well-being and MNIT's Connected Culture.
- Develop and implement frictionless internal processes and services that increase efficiency and deliver value.
- Utilize technology and data to increase efficiencies and improve decision-making.

### Initiatives

- Create data dashboards and analyze data and information to identify bottlenecks, increase workflow, and improve decisions.
- Identify learning and development priorities and implement strategies to address those priorities.
- Identify current technologies or areas where technology can be utilized in new or expanded ways and implement solutions that benefit and support high performing teams.
- Leverage product and agile tactics to identify pain points and redesign, continuously improve, and deliver value-added human-centered services.
- Pursue intentional opportunities and activities to grow and support MNIT's Connected Culture.

### Metric approaches

Learning and development plans, dashboards, turnover, mental health and wellness awareness, and business operation service improvements.

### Key activities

Human-centered personnel service improvements | New and prioritized learning and development plans | Technology investments to improve employee experience

**MINNESOTA IT SERVICES**

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