



# IT STRATEGIC PLANNING REFRESHER TRAINING FOR 2026-28 BIENNIUM

## IT INVESTMENT MANAGEMENT DIVISION

Pat Morrissey  
Garry Whelan  
Alexa Rooney  
Dan Cherkis

FEBRUARY / MARCH 2025

# AGENDA

- ITSP Timeline
- Planning Overview
- IT Investment Management (ITIM) Methodology and Commonwealth Strategic Planning
- Agency IT Strategic Planning Development
- Agency ITSP Components
- Roles and Responsibilities
- Do's and Don'ts
- Commonwealth CIO Approval Process
- Updates to Plan
- ITSP Lite





## TYPES OF PLANNING

- Strategic
- Operational

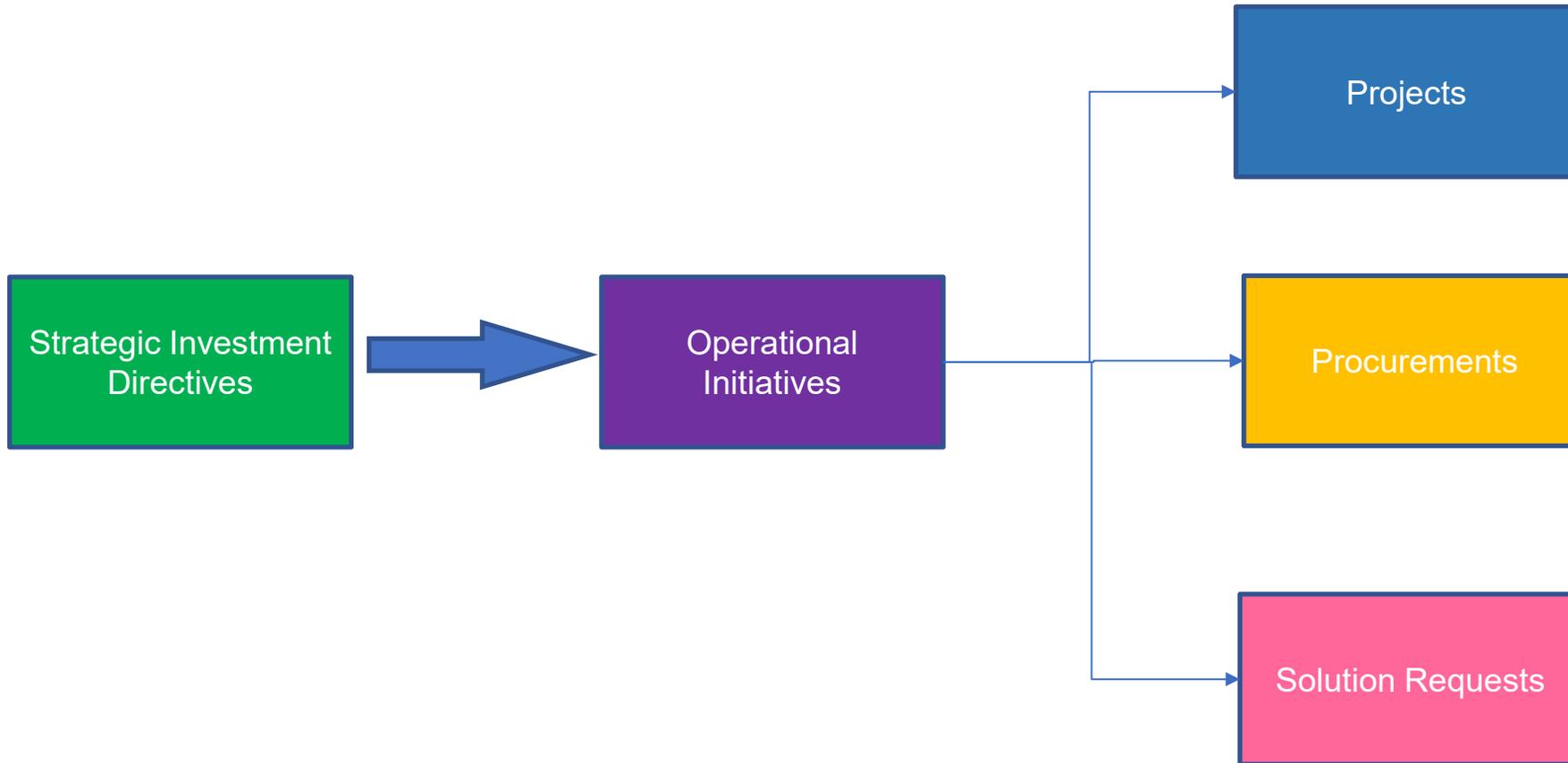
## What is Strategic Planning?

- Strategic planning outlines the organization's mission, vision, goals. It also outlines the objectives, measures, and initiatives that will support achieving the goals.
  - **Mission** – What is our purpose? Our reason for being?
  - **Vision** – What is our future direction to further our mission? What is ideal future state?
  - **Values** – What are the principles that govern our behavior and guide the way we conduct business?
  - **Goals** – Broad statements of the results that will lead to achievement of the vision
  - **Objectives** – Results that lead toward the goal – these should be measurable

## What is Operational Planning?

- Investment directives drive the operational plan
- The operational plan specifically defines concrete actions to take to achieve the mission goals and objectives of the strategic plan
- Ideally, the operational plan also identifies who will carry out the initiatives, timeframes to accomplish, and expected in measurable outcomes

Investment directives lead to operational initiatives, which in turn can lead projects, procurements, and/or solution requests. A good example of an investment directive is the Application Modernization requirement.



The agency IT strategic plan (6 years) in the Commonwealth of Virginia is a hybrid type of plan with strategic and operational components:

- Strategic
  - IT Summary Section
    - Mission, Goals, Objectives, Pain Points
    - Current IT State
    - External Factors Impacting IT
    - Future IT Proposed Solutions
  - Business Requirements for Technology (new and existing)
- Operational
  - Projected (2 years) IT Budget
  - Projects and Procurements

## Inputs for Agency ITSP

- Agency's strategic business plan
  - Agency Business Plan prepared for the Department of Planning and Budget (DPB)
  - 5 or 6 year plan developed by the agency, exclusive of the DPB Plan
- Agency's current ITSP
- Agency 1 to n list from Application Modernization
- Existing business requirements
- Existing investments (for relevancy)
- Identified stakeholders; business owners
- Identified participants: AITR, business leaders, IT leaders, ISO, key process owners, other stakeholders

### IT STRATEGIC PLANNING

The prescriptive IT strategic plan (RxITSP)—now in a dashboard format—has been established to assist executive branch agencies with the following:

- Analysis of their current IT environment in terms of:
  - Risk
  - Business value
  - Pain points
- Provides a centralized location of VITA recommendations for:
  - Mitigating risk
  - Increasing business value
- Assist with the scoring, ranking, evaluating of IT investment priorities in the agency ITSP

## IT Summary Section has a new look and feel

- **Agency Mission, Goals, Objectives, Pain Points:** Update as warranted any changes to the agency's communicated mission, goals, and objective. Update and/or add pain points that the agency encounters from limitations to business operations due to deficiencies or lapses in its IT applications.
- **Current IT State:** Describe any existing operational IT investments that are not meeting the agency's business needs (i.e., pain points) and will require enhancement in order to produce the desired business value. Application Modernization efforts must be discussed in this section as well. The plan's narrative should explain agency needs for the next six years.
- **External Factors Impacting IT:** Describe the changes in their business environment that are required / mandated from entities other than the agency, such that new solutions or changes to the agency's current IT investments are necessary.
- **Future IT Solutions:** Discuss the business value of proposed IT solutions that support agency objectives, service area objectives, enterprise or secretariat-level strategic priorities, and/or agency performance measures and their prioritization.

## IT BUDGET ESTIMATION TABLES

- IT Budget Estimation Tables list the estimated cost of agency IT investments for the upcoming biennium (i.e., two years)
- Look across all service areas and programs to identify all IT investment costs for the previous year, and use the previous year's costs, plus the base budget for all IT expenditures provided by DPB, as the basis for estimating the future agency-wide IT budget
  - Current IT Services: Costs of ongoing IT operations and maintenance, projected cost of VITA infrastructure services. **Pre-entered by ITIMD. Adjustments entered by agency.**
  - Future IT Investments: Estimated costs of new projects and new procurement needs which are not already existing. **This information comes from Planview.**
  - Projected Total IT Budget: Total of the current and future IT solutions. **System generated.**

## IT BUDGET ESTIMATION TABLES CONT.

- Commonwealth Projects and Procurements
  - Projects or procurements equal to or over \$1 million are Major Projects or Major Procurements
  - Projects or procurements at least \$250,000 and less than \$1 million are Non-major Projects or Non-major Procurements
- Agency-level project and procurements
  - Projects and procurements less than \$250,000

## Business Requirement for Technology (BRT)

- Capture agency's new business requirements (before determination of investment)
- Review and update existing business requirements
- Capture critical maintenance activities to avoid underfunding support of current environment
- Document and describe IT needs for Application Modernization effort underway

## Business Requirement for **New** Technology (BRnT)

- Business requirements for new functionality
- New for agency
  - e.g., adding new functionality to an existing application, implementing support for new business functions or reorganizing existing business functions

## Business Requirement for Existing Technology (BReT)

- Release upgrades
- Specialized hardware / software upgrades
- Existing infrastructure
- Contract renewals
- Ongoing staff augmentation
- Application Modernization
- Business requirements for supporting existing technology
  - e.g., maintaining an existing application, operations and maintenance
  - To address operational risks or issues (ORIs)

## ITSP Development Roles

- AITR – gathers resources (existing plans, documentation), identify stakeholders, collect current information through interviews and/or workshop, draft the ITSP and budgets and submit to agency head, and, thus, COV oversight for approval
- Agency stakeholders – engage in discussion and provide input on current environment and IT needs, input to align to business plan
- Agency Head – review, question, help clarify and verify alignment business plan, and to and approve the IT strategic plan
- CAM – provide assistance/guidance to agency, performs Quality Assurance review before agency submits the plan to the Commonwealth CIO

- Do proofread & spellcheck
- Do provide descriptions in correct IT Summary sections
- Do describe pain points with current IT investments
- Do discuss & prioritize Application Modernization needs
- Do list factors that impact agency IT investments that are required by federal, state, other agency, or vendor entities
- Do list IT staff (agency / non-agency) expenses. If non-IT agency staff performs IT functions, compute fraction of their compensation that equals IT-related duties
- Do ensure Agency Project amounts are entered
- Do provide estimates for proposed IT investments even if funding is not available
- Do ensure proposed IT investment expenses are listed in the Budget Tables when investment descriptions are listed in IT Summary
- Do ensure a BRT has been created to address each Operational Risk or Issue
- Do create BRTs for IT investments not meeting agency needs and for proposed IT investments

- Do review all BRTs for relevancy and contact ITIMD for any that need to be closed (i.e., no longer relevant).
- Do update BRT submission dates that are older than two years and still relevant.
- Do reach out to agency CAM with questions regarding ITSP or entry into CTP Planview
- Do ensure agency head approval is performed on or before May 14

- **Don't** use the agency mission statement or vision statement solely as description for current operational IT investments
- **Don't** describe current operational IT investments too generally, without providing detail (e.g., systems are aging, applications are slow)
- **Don't** include statements regarding increased costs without supporting detail. Substantiate speculated cost increases.
- **Don't** use the IT Strategic Plan to air dissatisfaction with VITA (i.e., Commonwealth) policies & processes
- **Don't** indicate all applications are certified in Archer unless they are certified
- **Don't** presume less information in the IT Summary is better
- **Don't** wait until the next biennium approaches to review agency IT Strategic Plan

## 1. Conduct QA Phases

- CAM QA
- ITIMD QA

## 2. Submit once the ITSP successfully passes the 2 QA Phases

- AITR approval
- Agency Head approval

## 3. Conduct Governance Review Phase

- clarification/elaboration may be requested during the review process
- Agency revise and resubmit as needed based upon Governance Review feedback

## 4. Obtain Commonwealth CIO approval

## 5. Notify agency (AITR) of CIO approval via CTP

## 6. Post approved ITSP to VITA website

## Review ITSP Periodically

- Regular reviews provide benefits including:
  - Feedback to senior management
  - Progress measures may indicate plan adjustments
  - Reflect changes to environment or priorities in the plan
- The plan is a living document and should remain relevant to the organization

## Update When

- New IT operational requirements
- BRTs are closed / completed
- New business requirements
- New mandate



## ITSP Lite

- IT Investment Planning
  - Commonwealth Investments vs Agency IT investments
    - Agency investments only
    - Operations, risks, and new business functionality can be documented via BRTs
  - Operations & Maintenance (O&M) costs
    - In many cases, IT Spend equates to VITA Service Fees

### ITSP Lite

- ITIMD to enter boilerplate language for IT Summary section
- ITIMD to enter estimated VITA Service Fees
  - ITIMD & agency collaborate to enter any adjustments to VITA Services Fees as necessary
- ITIMD & agency collaborate for entry of any agency project costs / agency procurement costs
- ITIMD & agency determine if any BRTs are required, and enter as necessary
- Agency sends ITIMD boilerplate email (cc: agency head) certifying:
  - No Commonwealth Investments are anticipated in the upcoming biennium
  - If Commonwealth Investments are necessary, agency will contact its CAM



# Questions?

