



Memo

Date:	5/29/2025
To:	Michael Wells, Director
From:	Tiffany Corbett, Assistant Director for Business Services
Subject:	IT Strategic Plan Progress Report for FY25

Executive Summary

In FY25, we have made considerable progress in executing our IT Strategic Plan. Key initiatives have advanced on schedule and within budget, reinforcing our commitment to operational excellence, security, and digital transformation. This update reflects our continued evolution toward becoming a proactive, accountable, and innovative strategic partner to the business.

Strategic Objectives

The IT Strategic Plan focused on the following priorities:

- Product Insights and Marketing - Continually enhance player experience with operational excellence improvements and modern systems.
- Gaming Operations - Efficient retailer service operations leveraging continual improvements with Salesforce platform.
- Security - Bolster security posture with improvements in physical building security, disaster recovery and business continuity capabilities.
- Human Resources - Enabling HR with data and insights from modern platforms to meet strategic goals.
- Community and Corp. engagement - Efficiently service public records request with technology and support strategic initiatives through change management capability maturity.

For FY26 of the IT Strategic Plan, we will focus on strengthening our security posture, advancing enterprise architecture and governance, enhancing digital capabilities across business units, and aligning IT operations with enterprise priorities.

Metrics and Targets

IT will have successfully completed five of seven or 71% of planned projects on time by the end of FY25. The remaining two projects will be extending into next fiscal year. All completed projects were at or under established budget. While the IT Financial Management project has not concluded, valuable cost savings insights have been achieved. Progress was made toward the goal of application cost insights.

Initiatives

Lottery's IT Strategic Plan is segmented into three aligned business verticals with a total of eight Modernization Initiatives over the span of four years:

- 1) Operational Excellence and Cost Efficiency
 - IT Financial Management and FinOps



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- Data Management and Data Governance
- API Management Expansion
- Enterprise Cloud Migration
- 2) Employee Experience and Productivity
 - Modern Intranet (M365)
 - IT Service Management Expansion
- 3) Compliance, Security and Risk Management
 - Biennial Cyber Security Remediation
 - Enterprise Architecture Maturity Initiatives

Resource Allocation

The total IT budget in FY25 was \$28.8m with a total employee count of 72. The budget was not delineated for the portfolio of projects. This maturity will be available in future updates.

Risks

The IT organization continues to face challenges from unplanned project requests that strain existing resources and timelines. These unexpected demands risk diverting focus from strategic priorities and increasing technical debt. To mitigate this, IT has strengthened its proactive governance processes, enabling faster assessment, prioritization, and alignment of new initiatives with enterprise goals to ensure agility without compromising strategic execution.

Next Steps

IT is committed to aligning to the agency's strategic objectives by evolving to meet business needs and enterprise priorities. This will be accomplished through an organizational restructuring to optimize IT capabilities, governance, and resource allocation. In FY26, the IT operating model will transform to support a shift from reactive service delivery to proactive strategic partnership. The next update to the strategic plan will include a roadmap for maturing IT capabilities in enterprise architecture, portfolio management, and platform development.

Conclusion

We have made measurable progress in executing the IT strategic plan. We have delivered value through disciplined execution, fiscal responsibility, and a growing alignment with enterprise goals. As we move forward, we remain committed to evolving IT into a strategic business partner.