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Executive Office of Technology Services and Security  
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March 4, 2026

Matthew Gorzkowicz  
Secretary of Administration and Finance  
State House, Room 373  
Boston, MA 02133

The Honorable Diana DiZoglio  
State Auditor  
State House, Room 230  
Boston, MA 02133

Chair Aaron Michlewitz  
House Committee on Ways and Means  
State House, Room 243  
Boston, MA 02133

Chair Michael Rodrigues  
Senate Committee on Ways and Means  
State House, Room 230  
Boston, MA 02133

Dear Secretary Gorzkowicz, Auditor DiZoglio, Chair Rodrigues, and Chair Michlewitz,

Pursuant to Chapter 9 of the Acts of 2025, the Executive Office of Technology Services and Security is pleased to provide you with the enclosed report detailing initiatives undertaken by TSS over the previous 12-month period to modernize the Commonwealth's information technology (IT) infrastructure and enhance its cybersecurity posture.

I am grateful for your continued partnership with TSS. Please feel free to contact Christopher Smith at [christopher.t.smith@mass.gov](mailto:christopher.t.smith@mass.gov) should you have any questions about this report.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J-Snyder'.

Jason Snyder  
Secretary and Commonwealth Chief Information Officer

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## Executive Summary

This report is submitted pursuant to the Chapter 9 of the Acts of 2025 (FY26 GAA) language for the Executive Office of Technology Services and Security (TSS), which requires an update on the Commonwealth's information technology consolidation initiatives authorized under Chapter 64 of the Acts of 2017. As the Commonwealth's lead IT secretariat for the Executive Branch, TSS is responsible for advancing an enterprise-wide approach to technology modernization, cybersecurity, and digital service delivery. The report outlines progress made across key statutory areas, including cost savings and efficiencies achieved through consolidation, the status of centralized infrastructure and staffing, improvements to system interoperability and data sharing, the Commonwealth's cybersecurity posture, and efforts to strengthen transparency and accountability with the Legislature, state agencies, and the public.

Over the past year, TSS has continued to mature this enterprise model, delivering measurable financial, operational, and service delivery benefits while making necessary strategic investments for long-term sustainability. Centralized contract management, enterprise licensing, capital project governance, shared cloud infrastructure, and standardized security practices have produced significant savings, reduced duplication, and improved reliability across state government. At the same time, TSS has prioritized compatibility and interoperability of agency systems through strengthened data governance and analytics programs, enabling more effective policy evaluation and constituent-centered service delivery. These efforts are reinforced by continued progress in consolidating IT personnel, infrastructure, networks, and cloud hosting, ensuring consistent standards, economies of scale, and resilience across the Executive Branch.

Of equal importance, TSS has made substantial advances in cybersecurity, privacy protection, and digital accessibility while expanding transparency and oversight. Through enterprise security operations, coordinated risk management, incident response planning, and workforce training, the Commonwealth has strengthened its ability to prevent, detect, and respond to cyber threats. Investments in digital platforms such as MyMassGov, combined with accessibility leadership and operational improvements, are transforming how residents interact with state government. This has had the effect of making services more secure, accessible, and transparent. In sum, the initiatives described in this report reflect TSS' ongoing commitment to responsible stewardship of public resources, strong partnership with the Legislature, and delivery of a modern, secure, and resilient digital government that serves the needs of all residents.

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# Table of Contents

Executive Summary -----	2
Purpose of this Report -----	1
Introduction-----	1
Savings, Efficiencies in Sharing Resources, and Additional Expenses through Consolidation -----	1
Compatibility and Interoperability of Agency Systems to Consolidate Relevant Data Between Agencies -----	2
Executive Branch IT Personnel Consolidation -----	4
Status of Centralization of Infrastructure, Network, and Cloud Hosting -----	4
Cybersecurity-----	5
Transparency with the Legislature, Executive Branch Agencies and the General Public -----	6
Conclusion-----	7

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## Purpose of this Report

The Executive Office of Technology Services and Security's (TSS) 1790-0100 line item in the Fiscal Year 2026 operating budget includes language requiring TSS to report on various aspects of information technology (IT) consolidation initiatives in the Commonwealth under the authority granted by [Chapter 64 of the Acts of 2017](#) – which established TSS as the lead IT secretariat for the Executive Branch.

*Provided further, that not later than February 17, 2026, the executive office shall submit a report to the executive office for administration and finance, the office of the state auditor and the house and senate committees on ways and means that shall include, but not be limited to: (i) financial statements detailing savings and, where applicable, additional expenses realized from the consolidation of information technology services within each executive office and other initiatives; (ii) efforts being taken to ensure the compatibility and interoperability of agency systems and to consolidate relevant data between agencies; (iii) the number of personnel assigned to information technology services within each executive office; (iv) efficiencies that have been achieved from the sharing of resources; (v) the status of the centralization of the commonwealth's information technology staffing, infrastructure and network and cloud hosting; (vi) the status of the commonwealth's cybersecurity; and (vii) strategies and initiatives to further improve the: (a) efficiency and security of the commonwealth's information technology; and (b) transparency of the executive office of technology services and security with the general court, other executive branch agencies and the general public.*

## Introduction

As the lead enterprise technology organization for the Commonwealth, TSS is committed to modernizing state-owned IT systems and services, strengthening the Commonwealth's cybersecurity posture, and improving the resident digital-government experience.

TSS's enterprise approach is at the heart of how the Commonwealth approaches IT modernization, cybersecurity, and the delivery of accessible digital services. By leveraging this enterprise approach, the cost advantages achieved by more efficient operations offer greater economies of scale.

We thank our colleagues in the Legislature for their continued leadership and investment in the Commonwealth's technology and cybersecurity needs. We look forward to continued dialogue with the Legislature as we navigate the challenges ahead, in furtherance of our mission to provide IT leadership along with secure, quality digital information, services, technology and tools across the enterprise.

## Savings, Efficiencies in Sharing Resources, and Additional Expenses through Consolidation

To realize savings on software licensing, TSS coordinates and leads the state's IT enterprise licensing agreements. Centralized contract negotiations have allowed the state to leverage its purchasing power to secure license agreements with major software vendors, resulting in substantial annual savings through reduced license fees, maintenance costs, and deployment cost avoidance. In addition to cost savings, this centralized approach promotes consistency in contractual terms, supports compliance and risk mitigation, and significantly reduces the administrative burden associated with negotiating and managing multiple, duplicative contracts across agencies. IT contracting presents unique legal, technical, and risk considerations, and in addition to negotiating enterprise agreements, TSS directly supports

Executive Branch agencies in negotiating IT contracts by providing specialized legal and technical expertise.

TSS negotiates and makes Master Service Agreements (MSAs) available to our state government partners through centrally negotiated MSAs. Once negotiated, MSAs can be used across Executive Branch agencies and other agencies defined as eligible by OSD, eliminating duplicative legal reviews and contract negotiations and saving substantial administrative effort for both the Commonwealth and vendors. This streamlined approach also makes vendors more willing to engage on complex or challenging terms. These agreements also utilize standardized security and compliance terms. Where applicable, enterprise-level agreements negotiated by TSS include HIPAA Business Associate Agreements establishing consistent privacy and security obligations that can be relied upon by agencies when adopting covered services.

TSS also leads the state's IT capital process with an eye toward excellent stewardship of the state's capital investment dollars. The IT Investment Advisory Board (IIAB) is governed by a robust IT capital project evaluation process that prioritizes funding to ensure that affordable, feasible, and high-value projects move forward, preventing pending on poorly scoped or unsustainable IT capital initiatives. This process also conserves resources by helping to minimize remediation costs. Proactive investment in modern IT infrastructure and cloud hosting reduces the likelihood of costly system failures, emergency fixes, and service outages.

The IIAB provides a shared, transparent process for evaluating IT capital requests, aligning investments with statewide priorities and improving coordination across agencies. Having IT capital project governance centralized under this structure gives TSS a wide view of IT projects at all stages of work and creates operating efficiencies. TSS also creates efficiencies through management of a shared cloud infrastructure and operational expertise. TSS-led cloud migrations leverage common hosting standards and centralized expertise, improving system resilience and service delivery across government.

With regard to IT consolidation, while there are upfront expenses incurred, the efficiencies realized outweigh those initial costs. That said, some up-front costs are realized through migrating legacy systems to cloud-hosted or modern environments. These migrations require initial capital investment in planning, migration, and system redesign.

Finally, enterprise consolidation requires strategic capital investments. Replacement of outdated infrastructure and cybersecurity enhancements, supported by the FutureTech Act, which was signed into law in July 2024, represent necessary expenditures to sustain long-term reliability, security, and scalability.

## Compatibility and Interoperability of Agency Systems to Consolidate Relevant Data Between Agencies

The Office of Data Innovation and Analytics within the Executive Office of Technology Services and Security is guided by the vision that data should be a key driver for process, policy and decision-making in the Commonwealth.

TSS has begun to mature the state's enterprise data analytics ecosystem to improve the resident experience by allowing decision-makers in every secretariat to access accurate, timely, and easy-to-digest data to support the evaluation, analysis, and continuous improvement of Commonwealth policies

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and operations. The program is underpinned by a strong, clear data governance framework that ensures the security and reliability of state data when it is being created, stored, and shared between agencies.

TSS recognizes that the importance of measuring and reporting on policy outcomes has never been higher. It is essential to build an analytics program that focuses on the resident and how our processes, services, and policies impact them. Outcomes rarely are contained within one agency, and establishing formal processes for both improving and reporting upon these outcomes is the mission of our data and analytics program.

Providing data governance standards and processes for all secretariats to adhere to, the Data Analytics program has been boosted by the continued maturity of the Data Leadership Council, comprising data experts across the Executive Branch, with the goal of aligning our data vision across the enterprise. The Data Leadership Council is also actively engaged in efforts to evaluate the statewide data-sharing framework and make iterative improvements to ease the secure integration and use of data across state agencies to improve the delivery of state services to residents.

The Commonwealth's data sharing framework is designed to ensure data is shared securely and deliberately between state agencies to drive better-informed decision-making. The data sharing framework aims to:

- Streamline the process of sharing protected data between state entities.
- Secure protected data, which includes personal data, personally identifiable information, or other protected information that is restricted in use or disclosure under federal or state law or regulation. The framework only applies to protected data.
- Use collected data as an asset to improve operations, services, and policy across the state.
- Open opportunities to collaborate across secretariats on service-enhancing and cost-saving initiatives

In addition to the framework itself, the Office of Data Innovation and Analytics has begun construction and use of a technology platform known as the Commonwealth Data Exchange. This platform connects disparate agency data warehouses across the Executive Branch, enabling more secure, efficient, cost-effective, and collaborative data sharing among agencies. The Commonwealth Data Exchange will also include an enterprise data catalog, allowing analysts and policymakers across the Executive Branch to discover and responsibly use data relevant to the Commonwealth's most pressing policy challenges.

This past November, the Office of Data Innovation and Analytics launched a pilot of the Data Commons, a key pillar of the Governor's Strategic AI Task Force recommendations. The Data Commons is intended to provide a source of high-quality, de-identified data to share with trusted research partners. We view the availability and discoverability of high-quality, integrated datasets and analytics applications as critical to ensuring that policymakers, decision makers, and researchers can improve service delivery and state government performance. In the months ahead we will develop an improved data sharing and integration platform to ensure that policy is data driven.

In tandem with our data analytics work, TSS has provided centralized leadership in safely adopting responsible Artificial Intelligence (AI) to improve government functions and service delivery. By requiring AI use and development in a secure sandbox environment, the state ensures that no sensitive data can be used to train public AI models. Protocol dictates that after a resident-centric use case has been

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developed by agencies, the AI Center of Enablement at TSS reviews the proposal. This provides another layer of accountability to ensure that any AI risks are mitigated and aligned with TSS standards. Through our partnership with the Legislature, investments over the past year allow TSS to continue to advance state government AI adoption through centralized guidance, secure solutions, and continued partnerships with higher education.

### Executive Branch IT Personnel Consolidation

TSS remains dedicated to its legislative mandate to consolidate IT personnel under its statutory authority. TSS continues to make strategic and targeted consolidation efforts that achieve efficiencies across the Commonwealth while prioritizing the continuity of vital government service operations for the constituents that rely on them.

During FY26, TSS focused worked on consolidating voice and network staff from the Executive Offices of Health and Human Services (HHS) and Energy and Environmental Affairs (EEA). Workstream owners reviewed and documented both secretariats’ current services and support request processes and identified which processes would migrate to an TSS-supported workflow and which would remain in-house within those secretariats. This work included clarifying existing processes, defining the future state, identifying gaps between the two, and updating and implementing workflows as needed. To date, 8 EEA employees and 11 HHS employees have been transferred to TSS, with their functions consolidated under the TSS enterprise.

The following chart shows the number of IT personnel who support IT infrastructure and business applications within each executive office as of January 2026:

*Table 1, showing IT consolidation by secretariat*

Secretariat	Number of IT Personnel
DOT	115
ANF	207
EEA	37
EOED	6
EOE	28
HLC	7
HHS	505
LWD	24
EPS	21
TSS	388
EOVS	2
<b>TOTAL</b>	<b>1340</b>

### Status of Centralization of Infrastructure, Network, and Cloud Hosting

TSS works closely with the Secretariat Chief Information Officers (SCIOs) and business application owners at Executive Branch secretariats to best understand their business needs and prepare for lift and

shift, lift and optimize, and complete re-platform transformations of Commonwealth systems to the cloud to ensure continuity of those government services.

TSS is committed to operational excellence and efficiency through the centralized management of information technology standards, infrastructure, and service delivery. Throughout 2026, TSS will continue with its consolidation of executive office information and technology services, bringing the benefit of standardization and economy of scale to purchasing and service delivery.

While some Executive Branch entities still operate distinct data centers and networks, TSS is working to transfer that infrastructure to the center through the One Network program. Enterprise Information Security policies and standards are published for the entire executive branch and any other agencies that rely on TSS services. Any executive office maintaining a separate environment from TSS must adhere to those security policies and standards. Through the Enterprise Risk Management office, TSS reviews and updates those critical policies and standards on an annual basis.

## Cybersecurity

Through TSS' leadership, Massachusetts continues to augment its cybersecurity posture through a unified, enterprise-wide approach led by the Security Operations Center (SOC), which monitors, detects, and responds to threats across the Executive Branch. Guided by the Enterprise Security Incident Reporting and Response Framework and supported by standardized security policies within the Standard Operating Environment, the SOC serves as a central hub for incident reporting and coordination, including collaboration with municipalities and independent agencies. Complementing this operational capability, TSS leads a robust Enterprise Risk Management program through the CISO Council, enabling coordinated vulnerability remediation across government. These efforts have produced measurable results, including substantial reductions in critical vulnerabilities since July 2023 and a nearly three-fold increase in mitigation velocity within 30 days of a vulnerability being identified, even as the number of scanned assets grew substantially.

In calendar year 2025, the SOC handled thousands of security events. Across the Executive Branch, over 400,000 vulnerabilities were mitigated via automated and manual remediation efforts, a figure that constitutes a 26% increase over calendar year 2024. In concert with these remediation efforts, The SOC took action to quarantine over 88K e-mail messages before they could be opened. These daily efforts help ensure the security and continuity of our state's network operations.

To ensure preparedness for large-scale cybersecurity incidents, Massachusetts established the nation-leading Massachusetts Cyber Incident Response Team (MA-CIRT), a cross-agency partnership between TSS and the Executive Office of Public Safety and Security. MA-CIRT maintains and regularly tests a Cyber Incident Response Plan that keeps Commonwealth leadership informed and ensures rapid, coordinated response to significant cyber threats. TSS further mitigates risk through strong third-party oversight, requiring cloud service providers to undergo security risk assessments and leveraging the Application Security Center of Excellence to conduct code analysis, penetration testing, and application security reviews. MA-CIRT, in conjunction with the Office of Municipal and School Technology (OMST) collaborate to host multiple, regionally-based tabletop exercises (TTX's) per year. This year TSS also facilitated a cabinet-level tabletop exercise designed to simulate an attack on our state's emergency

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systems to refine the statewide cybersecurity incident response plan. Together, these initiatives significantly reduce vendor and supply-chain risk while ensuring continuity of government services.

Protecting data privacy and strengthening the human layer of cybersecurity remain core priorities. The TSS Privacy Office uses Privacy Impact Assessments to identify and mitigate privacy risks early in project and contract lifecycles and leads an Enterprise Privacy Council to advance statewide privacy standards, AI governance, and compliance. Cybersecurity awareness training is mandatory for all Executive Branch employees, supplemented by monthly phishing simulations that effectively transform the workforce into an extension of the Commonwealth's security team. Beyond state government, TSS supports municipalities through large-scale training programs, no-cost security assessments, and technical services.

## Transparency with the Legislature, Executive Branch Agencies and the General Public

In coordination with our partners in the Legislature, TSS has developed and implemented systems for additional oversight and reporting for IT projects and procurement. For enhanced cost oversight and control, any IT project or procurement with expenses over \$200,000 made by an executive office or one of its' respective state agencies must be reported to and approved by the Chief Information Officer of the Commonwealth.

Additionally, on an annual basis, TSS provides a report to the State Auditor and Legislature detailing the complete accounting and justification for all IT expenditures over \$250,000. We appreciate the opportunity to share this information with the Legislature for increased transparency detailing how allocated funds are being invested in the Commonwealth's IT and cybersecurity infrastructure. Reporting on IT expenditures in state government supports the mission of TSS and its IT Investment Advisory Board to ensure that taxpayer money is being invested wisely to improve the delivery of government services and secure the Commonwealth's IT and data assets.

In FY26, TSS implemented an updated chargeback methodology for products and services consumed by customer agencies that more accurately reflects the full costs of products and services provided by TSS. This modernization effort has led to both the review and recalculation of rates for all existing services and the rollout of a number of new chargeback services including, but not limited to, end user support, mobile and cellular support, contact center services, an updated network service model, and full chargeback for cloud hosting.

TSS has also undertaken a number of initiatives to make state government services more accessible and to improve transparency between state government and the residents we all serve. Across these initiatives, TSS is advancing a unified vision for the digital state government user experience while modernizing the systems that support it. Through the MyMassGov single sign-on, TSS has shifted from agency-by-agency service delivery to a user-centric model that meets residents where they are, simplifies access, and increases transparency. The continued maturity of the MyMassGov portal and expansion of a single sign-on credential are foundational to this approach, which now enables over two million residents to securely access multiple services through a single identity and manage their information in one place. The portal now averages 4.4 million visits per month. This unified profile

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reduces repetitive data entry, improves status tracking, and allows the Commonwealth to proactively communicate with residents across channels, ensuring services are easier to navigate without requiring constituents to “know state government” to get help.

Building on this shared digital foundation, TSS is partnering with agencies to redesign services around real life experiences and moments of need. From identity verification that eliminates repeated authentication, to GenAI-powered customer engagement with the RMV ahead of the REAL ID deadline, to end-to-end service design for early childhood educators, these efforts demonstrate how enterprise tools can be tailored to specific populations while remaining scalable across government. Initiatives like the AskMA chatbot, available in 20 languages, advances this vision further by improving access, capturing real-time feedback, and freeing agency staff to focus on more intensive cases.

Concurrently, TSS is investing in long-term sustainability by building agency capacity through training, communities of practice, and shared resources that embed people-centered design into everyday operations. Underpinning all of this work is a strong commitment to accessibility, equity, and operational excellence. The establishment of the Commonwealth’s first Chief IT Accessibility Officer and the ACCESS team ensures that accessibility is not an afterthought but a core design principle across digital services. These efforts are reinforced by measurable improvements in IT reliability and performance, including fewer major incidents, faster recovery times, and a consistently high success rate for system changes. Together, these initiatives reflect a clear throughline: modernizing technology, strengthening operations, and building institutional capability in service of a more accessible, transparent, and resilient government for all residents.

## Conclusion

This year, TSS reached major milestones, both operationally and with our IT capital portfolio. We made significant and impactful milestones toward mitigating vulnerabilities in our state’s IT systems and further developing our incident response frameworks to make our services and residents more secure, while ensuring government service and information continuity. We remain committed to the above efforts to advance operational excellence, enhance government efficiency, promote cybersecurity in the executive branch and with our external partners, and modernize the way the state does business.

TSS is enhancing the delivery of services to our residents through the continued ramp-up of the MyMassGov single sign-on solution and adding more business applications and resident-facing services to the portal. We are moving our artificial intelligence work from the development phase to the production environment in order to enhance service delivery, knowing that the front door to government is now digital.

TSS remains grateful to the Legislature for the opportunity to highlight some of our successes over the past year to modernize and secure the IT infrastructure across the enterprise, in collaboration with our IT and business partners from across state government and in the vendor community. We are committed to these ongoing efforts to make state government more secure, more accessible, and more efficient. We welcome continued engagement and partnership with the Legislature to maintain the Commonwealth’s position as a national technology leader.

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