One-page IT strategy

Template for a 50-500 person company. Fill in each box; keep it to one page.

Company	Plan period (12 months)	Prepared by	Executive sponsor / approver	Version and date

1. Business goals this plan supports

Two or three company goals for the next 12 months. Every roadmap item below should trace back to one of them, or to a top risk.

#	Goal	What IT must make possible

2. Current state

Where things are today, in one line per area. Record where the answer came from so it can be checked.

Area	Where we are today	Source

3. Top 5 risks

The five risks leadership most needs to decide on. Response: accept, mitigate, transfer or avoid (the four responses in NIST IR 8286).

#	Risk	Impact if it happens	Likelihood (H/M/L)	Response and action	Owner	Target date

4. 12-month roadmap

Five to eight initiatives, each tied to a goal (G) or risk (R). Foundational work first; later quarters can be directional.

Initiative	Goal / risk	Quarter	Owner	Depends on

5. Budget lines

Separate run (keep the lights on), grow (projects) and protect (risk reduction). Price from quotes and records, not from a percentage of revenue.

Budget line	Type	Basis for the amount	Amount	Roadmap item	Approver

6. KPIs

Four to six measures leadership will actually review. Set each target from your own policy or contract.

KPI	How it is measured	Target	Owner	Reported to

7. Review cadence

Who reviews the plan, how often, and what changes as a result.

Review	Frequency	Who attends	What is reviewed	Output

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How to fill it in

- Fill in the blank plan in order: goals, current state, risks, roadmap, budget, KPIs, review cadence. Each section feeds the next.
- Keep it to one page. If a section needs more detail, keep the detail in an appendix or in the systems that hold it (risk register, asset inventory, project plan) and summarize it here.
- Current state: NIST CSF 2.0 describes a Current Profile (the outcomes you are currently achieving or attempting to achieve) and a Target Profile (the outcomes you want), with the gap between them used to create an action plan. That gap is a good source for the top risks and the roadmap.
- Top 5 risks: NIST IR 8286, quoting OMB Circular A-11, lists what a risk register typically holds: a description of the risk, the impact if it occurs, its probability, mitigation strategies, risk owners and a ranking. This page carries only the top five; keep the full register separately.
- Budget: NIST CSF 2.0 includes the outcome that adequate resources are allocated commensurate with the cybersecurity risk strategy, roles, responsibilities and policies (GV.RR-03). Our suggestion: put risk-reduction spend on its own protect lines so leadership can see it.
- Review: CSF 2.0 also has the outcome that cybersecurity risk management strategy outcomes are reviewed to inform and adjust strategy and direction (GV.OV-01). CSF 2.0 does not set a review frequency; we suggest reviewing the plan at least quarterly and updating it when the business changes.
- If you have just finished a first assessment, carry its findings into Current state and Top 5 risks rather than starting again.
- The filled example on the next page is fictional. Replace every entry with your own.

Sources

- NIST Cybersecurity Framework (CSF) 2.0, NIST CSWP 29 (February 26, 2024) (https://nvlpubs.nist.gov/nistpubs/CSWP/NIST.CSWP.29.pdf)
- NIST IR 8286: Integrating Cybersecurity and Enterprise Risk Management (ERM) (https://csrc.nist.gov/pubs/ir/8286/final)
- CIO Support (LAN Service Group): What should an IT roadmap include? (https://cio.support/fractional-cio/it-roadmap-what-to-include/)
- CIO Support (LAN Service Group): How should a small or mid-size company plan its IT budget? (https://cio.support/fractional-cio/it-budget-planning/)

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ILLUSTRATIVE EXAMPLE (FICTIONAL): One-page IT strategy

FICTIONAL: "Example Manufacturing Co." is invented. It is not a LAN Service Group client and is not based on one. Every detail is made up to show how the template is filled in; none of it is data, a benchmark or a recommendation for your company. No dollar amounts are shown: use your own quotes and records.

Company	Plan period (12 months)	Prepared by	Executive sponsor / approver	Version and date
Example Manufacturing Co. (fictional), about 180 employees	January to December (fictional)	IT lead, with the fractional CIO	Chief Operating Officer	v1.0, approved in January

1. Business goals this plan supports

#	Goal	What IT must make possible
G1	Open a second production site in Q3	Network, devices and ERP access ready on day one
G2	Pass customer security reviews quickly	Written policies and evidence to share on request
G3	Keep production running if systems fail	Tested recovery; support not reliant on one person

2. Current state

Area	Where we are today	Source
Systems and cloud	Microsoft 365 email and files; ERP and file server at HQ	Asset inventory (started)
Security controls	MFA for staff email, not all admins; no incident response (IR) plan	Gap review vs NIST CSF 2.0
Backup and recovery	Nightly backups run; no restore ever tested	Backup console, MSP report
Support model	One IT generalist; MSP runs help desk (co-managed)	Org chart, MSP contract
Vendors	MSP contract renews in Q2; SaaS bought by departments	Accounts payable
Spend baseline	From AP records; not yet split run / grow / protect	Finance

3. Top 5 risks

#	Risk	Impact if it happens	Likelihood (H/M/L)	Response and action	Owner	Target date
R1	Ransomware or a hardware failure wipes ERP and file data	Production stops; orders delayed	M	Mitigate: offsite copy, quarterly restore test	IT lead	End of Q1
R2	An admin account without MFA is taken over	Attacker controls email and files	M	Mitigate: MFA on all admin accounts; no shared logins	IT lead	End of Q1
R3	ERP server operating system reaches end of vendor support	Unpatched production system	H	Mitigate: upgrade or migrate the ERP server	COO	End of Q3
R4	Customer security reviews stall new contracts	Revenue delayed	M	Mitigate: policies, IR plan, CSF 2.0 Target Profile	CEO	End of Q2
R5	Only one person knows how key systems are set up	Long outages if they are away	M	Mitigate: runbooks; MSP backup cover in the contract	CFO	End of Q2

4. 12-month roadmap

Initiative	Goal / risk	Quarter	Owner	Depends on
Backup hardening and first restore test	R1, G3	Q1	IT lead	Asset inventory
MFA for every admin account; remove shared logins	R2	Q1	IT lead	None
MSP renewal with a written responsibility matrix and runbooks	R5	Q2	CFO	Spend baseline
Security policies, incident response plan and one tabletop exercise	R4	Q2	CEO	None
Second-site network, identity and devices	G1	Q2 to Q3	COO	MFA and policies in place
ERP server upgrade or migration	R3, G3	Q3	COO	Tested backups

5. Budget lines

Budget line	Type	Basis for the amount	Amount	Roadmap item	Approver
Microsoft 365 licenses	Run	Per-user price x planned headcount	From renewal quote	None (run cost)	CFO
MSP contract	Run	Renewal proposal against the new responsibility matrix	From proposal	MSP renewal	CFO
Offsite backup service	Protect	Vendor quote for data volume	From quote	Backup hardening	COO
Second-site network and devices	Grow	Vendor quotes plus internal staff time	From quotes	Second site	COO
ERP server upgrade or migration	Grow / protect	ERP vendor and partner quotes	From quotes	ERP upgrade	CFO
Contingency	Protect	Set by the CFO for unplanned work or incidents	CFO decision	Any	CFO

6. KPIs

KPI	How it is measured	Target	Owner	Reported to
Admin accounts with MFA	MFA-enabled admin accounts / all admin accounts	All of them	IT lead	COO, monthly
Restore test	Quarterly test restore of ERP and file data	Passed each quarter	IT lead	Leadership, quarterly
Critical patches	Applied within the window set in the patch policy	Policy window met	MSP	IT lead, monthly
Roadmap on schedule	Initiatives on track / initiatives planned this quarter	Agreed by leadership	IT lead	Leadership, quarterly
IT spend against budget	Actual spend by line / budget by line	Within the variance the CFO sets	CFO	Leadership, quarterly

7. Review cadence

Review	Frequency	Who attends	What is reviewed	Output
Operational review	Monthly	IT lead, COO, MSP	KPIs, open risks, roadmap blockers	Actions and owners
Leadership review	Quarterly	Leadership team, IT lead	Top 5 risks, roadmap progress, spend against budget	Re-ranked risks; roadmap and budget changes
Annual refresh	Yearly, and after a major incident or business change	Leadership; board or owners for approval	The whole plan	Next year's plan and budget