



State of Connecticut  
IT Strategic Plan for Fiscal Year 2019

STATE OF CONNECTICUT  
INFORMATION AND  
TELECOMMUNICATIONS  
STRATEGIC PLAN  
FOR FISCAL YEAR 2019

September 21, 2018

*Pursuant to C.G.S. § 4d-7 as amended by P.A. 14-202, this plan provides an overview of State agency efforts to improve government efficiency through the use of technology. This plan reflects enterprise and agency efforts and includes special attention to eGovernment initiatives to put more government services online.*

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# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## *FY 2019 Information Technology Strategy*

### Statement of Vision for Technology

To improve the efficiency and effectiveness of state agencies through the application of modern and cost effective technology solutions and make government services more available to citizens and businesses at the time and the place that they are needed.

### Background

#### Connecticut Organizational Structure of Technology

The technology resources in the State of Connecticut are primarily organized by agency. This mimics the organizational structure of state agencies. Technology is aligned to support the business of the agencies.

The State of Connecticut does have some central delivery of IT services (e.g. E-Mail, wide-area networking, and datacenter services) to support multiple agency or statewide needs; however, the bulk of the resources are attributed to agency specific missions. As of July 1, 2018, there were 691 Information Technology (IT) employees in the Executive Branch of which only 131 (19%) are located centrally. Since 2011, there has been a series of efforts to consolidate small numbers of technology resources when it makes sense for all parties.

Connecticut remains one of the few states in the country that funds its IT operation through direct appropriations. The majority of states utilize chargeback services so that line agencies have direct visibility into full cost of agency operations.

In Fiscal Year 2016, the State introduced a new five-year technology strategy that outlined the critical technology activities to guide state actions. This plan provides the third annual update to the five-year strategy. This plan also considers the context of an upcoming administration change.

#### Capabilities

The current agency technology capabilities are largely focused on legacy application and infrastructure maintenance and end-user support. There are very few identifiable skills in architecture, business process improvement, project management, pattern development or multi-agency solutions. These missing skills are required to apply technology more efficiently at a larger scale.

The State continues to make steady progress in sharing technology as evidenced by shared solutions for human resources, fiscal and procurement, electronic licensing, document management, citizen portal, fleet management, criminal justice case management and more; however, a significant percentage (50.3%) of the overall application portfolio are single-agency systems.



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### External Perspectives

The Center for Digital Government issued their biennial ranking of state technology efforts in Oct 2018. The 2018 Digital State's Survey<sup>1</sup> identified Connecticut with a grade of "B+ Trending Upwards". This follows a Digital State Survey 2016 grade of "B+" and a 2014 grade "A-". This recognition reinforces the belief that recent investments and action over the last seven years have had a positive impact; however, much work remains to be done to continue to drive value from technology.

### Current Technology Assessment

Incremental improvements continue to be made in many areas and we are now beginning to see how technology at scale can provide critical benefits. While progress is being made, challenges to greater efficiencies still exist.

### Strengths

The State completed its next-generation data center project in 2015. This project established two data centers, one in Groton, CT and a partnership with the Commonwealth of Massachusetts to share a backup data center in Springfield, MA. Since that project was completed, the State has been incrementally moving agency computing from older, location-based technology to a modern, shared, private cloud infrastructure.

The State continues to roll out the enterprise Voice over IP telephone system to state agencies. This shared system greatly improves agency communication capabilities and reduces operational and maintenance costs.

Connecticut is a leader in open government and open data, providing a massive amount of information directly to the research community and to the public. The Open Data Portal at Data.CT.Gov doubled the online capability in the last year by providing 944 data sets and visualization capabilities (up from 430) to engage citizens in their government.

The State's dedication to networking has driven large improvements and cost reductions as well. High-speed networks are the highways of the future. They enable commerce and provide access to citizens, businesses and state agencies. The centrally managed Connecticut Education Network and Public Safety Data Network jointly comprise the Nutmeg Network. This unique capability blankets the state with fiber-optic networking. The state's new Enhanced 911 service runs on this network. Additional connections are added to the network on a regular basis to bring low cost, high bandwidth access to schools, towns, libraries, state agencies, first responders and more.

In July 2017, the State announced its first cybersecurity strategy. April 2018 brought the release of the first Cybersecurity Action Plan<sup>2</sup>. These nation-leading documents outline the critical importance of protecting all the digital assets in the state and prescribes seven key elements that all residents and businesses need to address to be safer in our digital economy.

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<sup>1</sup> <http://www.govtech.com/cdg/digital-states/Digital-States-Survey-2018-Results.html>

<sup>2</sup> <https://portal.ct.gov/-/media/DAS/BEST/Security-Services/CT-Cybersecurity-Action-Plan-Final.pdf?la=en>



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### Challenges

Agencies have faced personnel and other budget reductions in information technology over the last several years. As a result, the IT skills in place at agencies are primarily focused on maintenance of existing systems and not on the transformation required by agencies. These reductions are expected to continue at least through the 2019 fiscal year.

Agencies demonstrate a reliance on outside consulting assistance for any type of improvement opportunities and some agencies also use consultants to augment existing staff in some areas just to maintain applications when larger than normal maintenance demands occur.

One substantial result of the continued program-specific and agency-specific focus is the high number of applications in the state's portfolio. Although the state reduced the number of applications from 762 in 2018 to 625 in 2019, a substantial improvement, there are still too many applications. The large majority of these applications have been in place for several years (average age 11.7 years old) and represent a major drain on resources for support.

Unfortunately, many of these applications have no connections to other systems. They capture information for specific programs, but share very little of that information with other related programs. This lack of integration is a substantial impediment that prevents agencies from seeing greater efficiency and from using more of our rich data for analysis of trends and correlation of data across programs.

The agency-centric focus on technology has allowed for local control of IT and a close alignment between agency business needs and IT priorities. However, this agency autonomy translates to the limited sharing of technology solutions when a large overlap of business needs is evident. Additionally, this agency-centric focus has resulted in an undervaluing of a citizen-centric view of "whole of person" and "whole of business" needs.

### Shared Services

Targeted investment in shared solutions has started to show benefits across the state, both in bringing new capabilities online and in reducing the overall size of the technology portfolio. Relevant examples include the continued maturation of the Enterprise Voice Over IP System that has been rolled out to 65 agencies locations encompassing over 16,500 phones. This year also saw completion of the CJIS Criminal Information Sharing System (CISS) phase 1 development for access by over 1,526 public safety and law enforcement users as the continuation of the multi-agency, criminal data system.

Developing shared solutions that meet the needs of many different agencies will take time. Our strategy embraces continued efficiency through shared solutions.

### Workforce Transformation

The technology workforce in the state is primarily filled with strictly technical skills. Gaining value from technology requires a broader skillset. Business process improvement, Data Analysis, Data Integration, Enterprise Architecture skills all drive technology towards greater impact, yet are generally missing from the State of Connecticut workforce.



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### 5 Year Goals

Three years ago, the State announced a 5-year technology strategic plan because a 12-month horizon cannot adequately address the enterprise needs of the State of Connecticut. During FY 2018, the state continued to execute on the strategy and to more fully discuss the implications with state agency business and technology leadership teams. This report offers an update to the five-year plan that reflects progress to date and minor adjustments to the strategy. With the change of administration in FY 2019, it will be a critical task to revisit the 5-year plan holistically to align with a new administration's vision for technology.

### Desired Outcomes

The primary goals of the 5-year plan are:

- A 24x7 government that is more available to our citizens
- A more flexible responsive and transparent set of business processes
- Improved efficiency of agency business processes and information technology resources
- Reduced costs to provide needed technology services

### GOAL 1 - IMPLEMENT AND MATURE TWO IT CENTERS OF EXCELLENCE (COE)

Create Centers of Excellence to focus on technology benefits in key areas. Support these Centers through Service Level Agreements with agencies and enterprise training and support.

Locate these Centers within current state agencies to enforce ownership and functional alignment of mission. Grow Centers from 2 client agencies over the duration of the plan.

Harvest best practices from CoE and apply to other agencies and assess for progress against outcome goals (minimum yearly surveys).

Initial CoEs will be for:

- Health and Human Services within DSS
- Criminal Justice within DESPP

Future groupings could include: Business and Economy, Transit and Transport, Education, General Government Administration.

Progress on Strategic Goal 1:

- The Criminal Justice CoE continues to evolve and is now able to share critical skills and planning across the criminal justice domain. The entire Phase 1 production release of the CISS application is live. Implementation of multi-stakeholder workflows for Phase 1 are underway and planning has begun for Phase 2. Finally, the Criminal Justice CoE continued discussions on how to best meet the growing needs for body camera and electronic evidence processing across the various stakeholders who process this digital information.
- The Health and Human Services CoE has been operationalized through agreements between AccessHealthCT and the Department of Social Services. An executive steering committee has been formed consisting of members from DAS, OPM, DSS, AHCT, DCF, DDS, and DoRS. This



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Steering committee meets monthly to cover joint planning and cross agency issue resolution. A Shared Services program plan has been approved for funding by the US Department of Health and Human Services.

### GOAL 2 - IN CONCERT WITH OPM, ESTABLISH A DATA SHARING AND ANALYSIS COE

CGS §15-142 establishes OPM at the center of multi-agency data sharing. This statute recognizes the need to leverage the data we collect into higher impact. However, only the agencies that administer today's programs really understand their data. These agencies must be engaged in the creation of the Data Sharing and Analysis CoE.

Skills in data collection, security, privacy and analysis need to be developed and shared across agencies.

**REVISED GOAL:** Treat the data captured, processed and analyzed by the state in a coordinated manner via a State Data Plan. This plan will be guided a broad set of principles and goals for improving the management, use, and sharing of data for state agencies. Once the principles and goals are established, more specific measurable objectives will be added to advance each goal. After state agency review and consultation, a draft of the state data plan will be presented for review and feedback from the Data Analysis Technology Advisory board established pursuant to Public Act 18-175.

Progress on Strategic Goal 2:

- The state continued to invest and expand the value in the Open Data Portal (data.ct.gov). This powerful capability puts critical data about the operation of government into the hands of researchers and citizens.
- The State formalized data efforts into a State Data Plan. More information on the State Data Plan can be found here: <https://portal.ct.gov/CTData/Content/Connecticut-State-Data-Plan>

### GOAL 3 - TRANSITION TECHNOLOGY WORKFORCE SKILLS

Over the next five years, we must transition the technology workforce from one that is primarily technician-based to one that focuses on creating value through technology. We will rewrite technology specifications to focus on creation of business value.

In addition, we will invest in skills for:

- Commercial Off the Shelf Software configuration and usage
- Data and Process Integration
- Security
- Rapid Project Delivery for Incremental Value

We will also create efficient mechanisms to share these resources across agencies where needed.

Progress on Strategic Goal 3:

- Two statewide IT job classifications have been updated to allow for the hiring of solution architect and project manager positions within either DAS/BEST or a CoE.



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- DCF has embarked on a large scale transformation to change the way they will deliver their new system. They have trained large portions of their project team, as well as procurement and DAS/BEST participants on Agile based project management and delivery.
- No substantial progress has been made in hiring newly skilled resources.
- Training in cloud based offerings has begun with several agencies and DAS/BEST working to solve agency business challenges.

### GOAL 4 - GROW USE OF COMMON APPLICATIONS

The State will increase the use of multi-agency applications that provide defined value and put technology online. We will continue reducing the total number of overall applications in use.

By reducing the number of applications and using applications across agencies, the state will consolidate skills to better use a common set of tools.

Refrain from significant investment in “one-off” solutions.

Specifically, we will exploit efforts in:

- eLicensing for businesses and professional licensing
- Mobile application platform
- Enterprise Identity Management
- Data Sharing
- Cross agency request management

Progress on Strategic Goal 4:

- 270 applications have been retired and 70 new applications have been developed within the last four years

### GOAL 5 - GAIN CONSUMER TECHNOLOGY ADVANTAGES

Consumer technology provides ease of use and familiarity to a new generation of citizens. Every year we see growth in the number of our citizens that demand real-time access to government services. To leverage this growth, we will define exactly where our businesses are Public / Private / Confidential and push Public business to public cloud sources to reduce costs and improve availability and openness.

The State will also look to leverage Mobile and Social technologies to increase engagement with our citizens.

We will secure Private and Confidential information in a way to protect citizens and businesses before considering how to most effectively source solutions.



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### Progress on Strategic Goal 5:

- DAS launched the state's online recruiting presence in October 2017, bringing in more applications for employment in the first 6 months than had been received in the prior 8 years.
- In November 2017, the state launched CT Veterans - a new mobile app that will help Veteran's and their families understand the outreach services that are available through state benefits, the crisis hotline and how get socially involved with helping veterans in the community.
- A substantial emphasis this past year has been the conversion of agency websites to a mobile-friendly platform. 15 Agency sites have been moved to date, 4 are in progress and 28 remain.
- The Department of Motor Vehicles continues to be the most downloaded mobile application with over 363,000 downloads since inception.

### GOAL 6 - SECURE THE ENTERPRISE

The State will only be able to experience large improvements in technology if we create a trusted and secure technology capability. We must tie multi-factor authentication to Identity Management to ensure we know who is transacting with our systems. During this 5-year plan, we will eliminate single forms of authentication (aka "the password").

The State will improve our ability to monitor and correlate events from all major systems to identify and reduce risks of breach and data loss.

### Progress on Strategic Goal 6:

- In the last year, the State drafted and published its first statewide cybersecurity action plan. This action plan followed from the 2017 Cybersecurity Strategy and described steps required to reduce cybersecurity risk across many public and private sectors. This multi-disciplinary document describes the cyber threat and the approach that Connecticut will take to address this important concern. The State also published its second results from the Utility sector cyber action plan.
- DAS has briefed agency commissioners on the action plan and has begun a second round of data collection to track improvements.

### GOAL 7 - TRACK SATISFACTION

If the State were to accomplish most of what is outlined above, we would make a very large impact. To create sustainable change, we must build a measurable baseline of agency and citizen views of government services. We will utilize technology to collect satisfaction for both online and in-line services and report these results both internally and externally.

### Progress on Strategic Goal 7:

- As a first step towards this goal, the state implemented a new feedback collection process on the CT.Gov portal. This feature asks a percent of visitors about their time on the portal, including



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feedback on the site and if they were successful in their visit. In a three month period earlier this year, the state collected 2,227 discrete sets of feedback that we use to improve services.

- Broad adoption of this strategic item has been difficult to achieve.

### Administration Change

Connecticut will change governor in 2019. This change will occur midway through FY 2019. It is not prudent to set technology direction far into a new administration. The authors of this plan highly recommend that a new administration address strategic technology plans early within a new administration and share that strategy with the public at large.

A new 5-year planning cycle, with goals aligned to the new administration, could leverage existing efforts or chart a different course.



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## Statutory Basis

Connecticut General Statutes (CGS § 4d-7, as amended by P.A. 14-202) instructs the Commissioner of the Department of Administrative Services to develop, maintain and publish annually an “Information and Telecommunications Systems Strategic Plan.” The Commissioner of the Department of Administrative Services has delegated this responsibility to the State’s Chief Information Officer (CIO).

The goal of this strategic plan is to articulate the activities and resources needed by the State to provide, maintain or enhance:

- A level of voice and data communications service among all State agencies that will ensure the effective and efficient completion of their respective functions;
- All necessary telecommunication services between State agencies and the public;
- In the event of an emergency, immediate voice and data communications and critical application recovery capabilities which are necessary to support State agency functions; and
- [The] necessary access to higher technology for State agencies.

Moreover, the statute requires that the strategic plan include:

- Guidelines and standards for the architecture for information and telecommunication systems that support State agencies;
- Plans for a cost-effective State-wide telecommunication network to support State agencies;
- Identification of annual expenditures and major capital commitments for information and telecommunication systems;
- Identification of all State agency technology projects;
- A description of the efforts of executive branch State agencies to use e-government solutions to deliver State services and conduct State programs, including the feedback of agencies’ clients and agencies’ plans to address those concerns using online solutions if feasible; and



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- Potential opportunities for increasing the efficiency or reducing the costs of the State's information and telecommunications systems.

Effective July 1, 2011, new statutory language (CGS § 4d-8a) transferred the responsibility for information and telecommunications systems policymaking from the CIO to the Secretary of the Office of Policy and Management (OPM). New language was also added (CGS § 4d-7(a)) that directs the strategic plan be developed "in accordance with the policies established by the Office of Policy and Management."

Accordingly, this strategic plan was developed using input from the Office of Policy and Management.

### Standards and Guidelines

Information Technology Standards and Guidelines can be located in the following locations. (Note that some of these locations reference links that are only accessible from within the State network.)

Information Technology Procedures – Available on Intranet

Technology Services (DAS/BEST) - <http://portal.ct.gov/DAS/Services/For-Agencies-and-Municipalities/IT-Services>

Technology Policies (OPM) - <http://www.ct.gov/opm/cwp/view.asp?a=3006&q=383274>



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## Enterprise Initiatives

### E-Government

The State continued to build on the new, mobile-friendly state portal that was launched in 2016. Fifteen agencies are live on the new platform and four more in the implementation process. Additional online services are planned across many agencies for which information can be found in the Agency Reports section of this document.

### Enterprise Investment

A strategic investment fund was enacted in the 2012 mid-biennium legislative session that changed the way investments are made in technology. Funding from this effort has been provided for 84 projects to date with 26 completed and 5 additional projects in some form of consideration. Many of the successes that follow in this report were enabled by this strategic vehicle. Oversight of the fund is coordinated through an Information Technology Strategy and Investment Committee comprised of eight agency heads and the CIO and managed within the Office of Policy and Management.



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## Agency Reports

The following are reports submitted by Executive Branch agencies and offices outlining the Information Technology strategies, recent initiatives, future plans, and budgets of each.



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## AGRICULTURAL EXPERIMENT STATION

### Mission

The mission of The Connecticut Agricultural Experiment Station is to develop, advance, and disseminate scientific knowledge, improve agricultural productivity and environmental quality, protect plants, and enhance human health and well-being through research for the benefit of Connecticut residents and the nation. Seeking solutions across a variety of disciplines for the benefit of urban, suburban, and rural communities, Station scientists remain committed to "Putting Science to Work for Society", a motto as relevant today as it was at our founding in 1875.

### Technology Strategy

- Update desktop computers on a 5-year replacement plan.
- Keep software programs current including antivirus software.
- Keep hardware up-to-date and running.
- Keep backup software and hardware operational and current.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

### Technology Achievements

We have replaced desktop and laptop units as necessary. Currently, our equipment is up-to-date and running properly, including switches, servers, and back-up drives. We have been updating and keeping up to date on our Bee Keeper, Nursery, and Nursery Dealers registration process online.

### EGovernment

List of Online Services Available:

- Bee keeper registrations online for our constituents and real-time updates to the database for our inspectors.
- Complete Nursery and Nursery dealer registrations for our constituents and real-time updates to the database for our inspectors.
- Soil testing screen fillable forms and then mail.
- Insect and Plant Disease screen fillable forms and then mail.



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List of Online Services Requested by Constituents:

- None currently.

List of Online Services Planned to be made available:

- None currently.

### Planned Applications

- We are currently moving forward to provide Wi-Fi for our Valley Laboratory at our Windsor location.
- We are in need of off-site backup and would like to house our virtual servers in Groton for backup and usage at all locations
- Would like to have all our locations connect to these virtual servers, therefore no longer having a need for physical servers and provide a backup service for all staff members
  - New Haven
  - Hamden
  - Windsor
  - Griswold
- Looking into VPN access for all staff members or as necessary
- Would eventually like to have all staff able to access files at all times in any location in real time for back up purposes and file retrieval
- Upgrade telephone system

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware \$30,000.00
- Software \$5,000.00
- Services (consulting) \$5,000.00
- Subscriptions \$2,500.00
- Telecom and Data \$40,000.00

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- None for FY 2019.



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## CONNECTICUT STATE LIBRARY

### Mission

The mission of the Connecticut State Library is to preserve and make accessible Connecticut's history and heritage and to advance the development of library services statewide.

### Technology Strategy

To provide a stable IT infrastructure and a secure environment while supporting staff/public/patron Internet access; a wide range of online resources; and the digitization of the State Library's collection. To implement IT standards that follow best practice policies, procedures and processes for protected systems while supporting the business needs of the Agency. To fully take advantage of e-rate funding to reduce telecommunication costs.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- The library has continued their track record in Cyber Security by upgrading to Malwarebytes Anti-Malware for Business – Subscription based which continues to protect devices and also tracks updates and software to assist in audit requirements as well as provided a solid IT inventory to DAS. IT staff provided training to end users reviewing best practices and helpful tips on daily use of PC's and how a network is beneficial. Implemented State initiative to upgrade to secure https:\\ on our 8 websites. As of 7/20/18, 53 libraries have been completed, 1 is scheduled to be completed this month or next, and 3 libraries will be completed in winter/spring 2019. Many more are still eligible to participate. The State Library has over 302,000 TIFs (4.9 TB) and other files preserved in the Connecticut Digital Archive, a joint project with the University of Connecticut. We continue to work to preserve our digital assets in this repository. <https://collections.ctdigitalarchive.org/>. As part of the National Digital Newspaper project, the State Library has digitized 223,881 newspaper pages (25,718 issues). We are on track to digitize an additional 110,000 pages by August 2019. <https://chroniclingamerica.loc.gov/newspapers/connecticut>.
- Data Management Associates of Brevard, Inc ("Data Management") hosts a web-based circulation system called WebREADS on behalf of Library Of Congress, National Library Services for the Blind and Physically Handicapped. Connecticut State Library wishes to discontinue using the services of CUL, migrate their data



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to the WebREADS application and begin using WebREADS to manage library patron's book and machine circulation. Migration costs total \$23,500. CUL annually cost \$30,000. Future costs will be provided for by Federal funds. Conducted 8 Remembering WWI community digitization days statewide and digitized over 675 objects bringing the total number of WWI objects digitized as part of this project to over 4,000.

### EGovernment

#### List of Online Services Available:

The State Library uses a variety of social media platforms to connect with the public - Constant Contact, Twitter; Flickr, Facebook, HistoryPin, Pinterest and Snapchat. The Agency uses LibGuides to present research guides to the public and uses Encoded Archival Description (EAD) to create web accessible finding aides for the State archives' collection. It uses DropBox to deliver high resolution scans and copies of materials to patrons. The Agency operates researchIT CT (formerly iCONN) a statewide suite of databases available to all schools, libraries, academic libraries and the general public. It also operates findIT CT a searchable statewide listing of titles held by libraries statewide and the complementary requestIT CT which facilitates online interlibrary loan requests. The Agency shares an integrated library system (ILS) with the Connecticut State College and University libraries to provide online access to its catalog of holdings. It uses EZProxy to authenticate remote users to a wide range of licensed legal and historical databases. The Agency also provides onsite access to additional databases that can't be licensed for remote use. The Agency provides access to much of its digital collection through ContentDM. It uses the Connecticut Digital Archive to archive its digitized resources. The Library for the Blind and Physically Handicapped provides an Online Public Access Catalog (OPAC) for patrons to search the talking book collection and request books; downloading of talking books from centralized servers to a patron's PC then the patron has to transfer the file to the digital book player, or download directly to a patron's mobile device; service applications can be sent by email with hardcopy follow-up; ability to create digital cartridges with up to ten talking books on them. The State Library provides an online donation function for donations to the CT Heritage Foundation which supports the Agency.

#### List of Online Services Requested by Constituents:

The State Bond Commission approved \$2.2 million for the Connecticut State Library to develop and implement a statewide eBook platform, thus making



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Connecticut one of the first states to develop a statewide library eBook service bringing equity of access to eBooks to all residents of Connecticut. The funds were appropriated by the General Assembly in response to a report by the Department of Consumer Protection which recommended, in light of the high cost libraries pay for eBooks, that the state develop its own eBook Platform. Libraries often have several eBook platforms in order to provide a range of titles. The e-GO app will bring all of the library's eBooks into one easy-to-use eBook reader. eBooks available from the developing statewide collection will also be included, eliminating the need to search multiple locations and have multiple eBook apps. There are many different library management systems in Connecticut and the app will be customized for each system in phases. The eGO project now has a total of 94 libraries active and functioning between the three regional systems' circulation managers and is continuing to add more libraries. The State Library has entered into an agreement with the Digital Public Library of America (DPLA) to provide access to its Open Bookshelf initiative as well as to purchase eBooks for access through eGO. The State Library is partnering with New York Public Library, and other state libraries and consortia around the country to address the high cost of eBooks to libraries.

### List of Online Services Planned to be made available:

- Expand the in-house databases/indexes (available to the public on CSL websites) of archival materials.
- Create an online transaction opportunity (eCommerce) to sell materials like books, maps etc. surplus to CSL needs.
- Update online forms (i.e. Word and PDF) available on CLS websites to become paperless transactions, with the submitted data stored as databases, including library card applications

### Planned Applications

- MS Office Upgrade



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## FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware - \$100,000 (PC refresh; microfilm scanner replacement project, misc.)
- Software - \$12,000 ( Library appl, MS licensing)
- IT Supplies - \$35,000
- Services - (consulting) zero
- Subscriptions - \$2.5 Mill (eBooks and library db's, ContentDM, ArchiveIT)
- Telecom and Data - \$6,200 (Extreme) \$1,560 (CEN - \$15,600 – 90% e-Rate)

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Statewide Union Catalog and Interlibrary Loan System HW, SW & Service - \$232,561
- Subscriptions to online data bases & Library Materials - \$2.75 million
- Statewide eBook Platform and content - \$1 million
- CEN build out to public libraries - \$1.2 Million
- Newspapers digitization project - \$428,000



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF ADMINISTRATIVE SERVICES

### Mission

The mission of the Department of Administrative Services is to provide administrative services to other state agencies. DAS's services enable the state to save money by taking advantage of economies of scale and streamlining services and processes. DAS has statutory authority in the areas of personnel recruitment, workforce planning; fleet operations; state workers' compensation administration; procurement of goods and services; collection of monies due the state; surplus property distribution; contractor prequalification and supplier diversity; federal food distribution; consolidated human resources, payroll, fiscal and equal employment opportunity services for several smaller state agencies; printing, mail and courier services for state government; information technology services; the state building and fire codes; school construction financing; design and construction of state facilities; and state facilities leasing and management.

### Technology Strategy

The Bureau of Enterprise System and Technology provides quality information technology (IT) services and solutions to state agency customers, effectively aligning business and technology objectives through collaboration, in order to provide the most cost-effective solutions that facilitate and improve the conduct of business for our state residents, businesses, visitors and government entities. The multiple lines of business work alongside DAS/BEST to utilize enterprise systems where appropriate. The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- Completed the implementation of the Next Generation e911 system to 108 Public Safety Answering Points (PSAP) with the Department of Emergency Services and Public Protection.
- Increased utilization of the Nutmeg Network by close to 100%, which reduces external costs by relying more heavily on existing networks.
- Re-negotiated a new 3 year Internet Service Provider (ISP) contract using CEN (Connecticut Education Network) as the State's Primary ISP provider. This new contract doubles available bandwidth and provides additional security protections, while reducing costs.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Infrastructure Continuity Program (ICP) successfully instituted into DAS/BEST. The program safeguards the Groton Data Center's infrastructure continuity readiness through disaster recovery planning, preparedness, management and mitigation.
- The Help Desk processed a total of 51,333 tickets submitted by State of Connecticut agencies, municipalities, K-12 Schools, Higher Education, hospitals and the public who receive DAS/BEST services. Our goal is to provide services to our customers in a timely and efficient manner so they can be productive. In our efforts to achieve this goal, we look for opportunities to transition services from our technical service areas to the Help Desk. Most recently with these changes, we reduced the time for processing of VPN token requests from an average of 15 days to less than 2 days.
- Enhanced the state's enterprise Multi-Factor Authentication (MFA) system to allow increased use of MFA by state agencies and remote users. This includes new delivery methods for authentication that do not rely on dedicated physical devices, and the ability to augment MFA with additional security based on dynamic circumstances, such as location or previously unused devices.
- Developed the state's first ever Connecticut Cybersecurity Action Plan. This document provides guidance on implementation of the principles put forth in the Connecticut Cybersecurity Strategy, released in 2017.
- Initiated a series of agency executive-level cybersecurity awareness briefs for Executive branch agency Commissioners, Directors and senior Information Technology management. These briefs support the Cybersecurity Action Plan goal of improving executive awareness by providing an agency-tailored review of cyber incidents, cybersecurity awareness training, configuration and policy goals, and a description of the external environment that routinely accesses agency systems or applications.
- Continued deployment of the state's enterprise telephone system, currently in service with over 16,000 Executive Branch agencies users. The system handles over 25,000 inbound and 14,000 outbound calls per day.
- Collaborated with the Department of Motor Vehicles to implement new call center technologies in May of 2018 that handles over 8,500 calls per day.
- Implemented and deployed new data collection and processing to advance online services for DAS Procurement
  - Bituminous Tool for calculating material cost for road construction projects. The annual process will introduce efficiency for bidding process for the construction materials and cost calculations currently done by the Department of Transportation.
  - Re-write of the Supplier Pre-Qualification process with advanced features to review and expedite the completion of certification for potential suppliers/contractors.
- Successfully implemented Records Retention Policy and Schedule Management Application for the Connecticut State Library. The new system will automate and



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

streamline the administration (request, review, approval process) of the state's retention policies.

- Successfully transitioned and migrated the Connecticut State Library, Office of the Treasurer and Department of Emergency Services and Public Protection, as well as the DAS Construction Services Office of Legal Affairs, Policy and Procurement, to a new Enterprise Content Management Solution, allowing them to electronically capture, store, retrieve documents and provide electronic data feeds to partners, thereby reducing the paper and storage footprint and cost, while increasing staff efficiency.
- Expansion of Core-CT Data Warehouse Content and Reporting:
  - Pension
  - PSA/POS Contracts
  - E-Pro
  - Budget Workbook
  - Cash Management
  - UConn – Custom Reporting
- Partnered with the Department of Economic and Community Development (DECD) to install and deploy Active Directory Federation Services (ADFS) for their new Customer Relationship Management system. The ADFS service will provide single sign on capabilities to allow DECD employees to access the CRM system while attending meetings at business locations.
- Deployed a new connection service that enables state agencies to utilize Microsoft cloud products and gain secure access into systems in a federated manner. Additionally, the new service stands to increase the workforce mobility to accomplish program goals.

### EGovernment

List of Online Services Available:

- State Phone Directory
- Online State Surplus Auctions
- Online training for State Employment Process
- Online Contracting Portal to register businesses and respond to bids and RFPs
- Report a technology outage
- Apply for access to the Nutmeg Network
- Apply online for certification as a Small or Minority Business Enterprise
- Apply online for prequalification to bid on state funded construction contracts
- Report or comment online about State Fleet vehicles
- Show personalized status on CT State Exam Lists
- Apply online for CT Bar Exam
- Review Open Data Portal



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

- Provide feedback regarding new state portal
- Apply online for a uniform license for community based entities
- Apply online for a new license, permit or certification
- Sign up for e-alerts for new notices for jobs, examinations, bids/RFPs
- Register online to become a public surplus buyer
- State public meeting calendar
- Donation payment processing for the Department of Veteran's Affairs and the CT State Library Heritage Foundation
- Vehicle Lien Status inquiry service
- Mobile applications for the Department of Motor Vehicle online services and CT Emergency Preparedness
- Online Customer Assistance requests for the Department of Banking
- Online Customer Complaint filing for the Office of the Victim Advocate
- Online filing for Encroachment Permits
- Online Crane and Demolition Licensing
- Online Job Search and Recruitment

#### List of Online Services Requested by Constituents:

- None noted

#### List of Online Services Planned to be made available:

- Suspicious Activity Reporting mobile application
- DMV Towers Request
- DPH Opioid Education and Reporting

#### Planned Applications

- Statewide Time and Labor Attendance Management Solution
- Statewide Talent Management System: Phase 2 – New Employee Onboarding, Legal and Law Enforcement Exams and SEBAC administration
- Replacement of Statewide e-Sourcing System



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## FY 2019 Technology Budget

|                              |                     |
|------------------------------|---------------------|
| <b>Hardware</b>              | \$4,519,275         |
| <b>Services (Consulting)</b> | \$9,800,106         |
| <b>Software</b>              | \$12,056,448        |
| <b>Subscriptions</b>         | \$695,870           |
| <b>Telecom</b>               | \$5,684,297         |
| <b>Grand Total</b>           | <b>\$32,755,996</b> |

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Continued Unified Communication Expansion
- Workforce Management – Time and Leave Scheduling



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF BANKING

### Mission

The mission of the Department of Banking is to protect users of financial services from unlawful or improper practices by requiring that regulated entities and individuals adhere to the law, assuring the safety and soundness of state chartered banks and credit unions, educating and communicating with the public and other stakeholders, and promoting cost-efficient and effective regulation.

### Technology Strategy

- The role of MIS is to assist the Department of Banking in reaching its business objectives by:
  - Improving the efficiency and effectiveness of processes through automation;
  - Providing the support services necessary to maintain accreditation.

The Department of Banking recognizes the Software Management Policy that describes the use and disposal of software assets found at

<http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- Initiated a project to configure and implement the state's enterprise ELMS application (eLicense) for the Department of Banking. The eLicense system will replace a collection of locally developed systems, spreadsheets and processes. Implementation is targeted for early spring of 2019.

### EGovernment

List of Online Services Available:

- Online submission of complaints
- Online license application and renewal for mortgage licenses through NMLS<sup>1</sup>
- Online license application and renewal for Investment Advisors through IARD<sup>2</sup>
- Online license application and renewal for Broker/Dealers through CRD<sup>2</sup>
- Online license application and renewal for non-mortgage license types through NMLS<sup>1</sup>

<sup>1</sup> mandated nationwide system owned by CSBS

<sup>2</sup> operated by FINRA



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

List of Online Services Requested by Constituents:

- Various filing and registration services through the Securities Division

List of Online Services Planned to be made available:

- A menu of new online capabilities will be available following the implementation of eLicense.

## Planned Applications

- Implementation of eLicense in early spring of 2019

## FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware \$48,200
- Software \$15,000
- Services (consulting) \$96,000
- Subscriptions (online) \$5,000
- Telecom and Data \$80,000

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Migration to the state ELMS (eLicense). Cost anticipated to be approximately \$1,500,000.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF CHILDREN AND FAMILIES

### Mission

Working together with families and communities for children who are healthy, safe, smart and strong. In order to align with DCF's seven cross-cutting themes and overall mission and strategy the following technology strategy goals have been put into place.

### Technology Strategy Goals

- Improve Customer Satisfaction and expand access to on-line services
- Optimize Internal Process Efficiency and Effectiveness
- Improve Asset Management and optimize ROI
- Increase System Security and Compliance
- Develop and Enhance Skills Sets of Staff
- Improve Delivery of Services and Reduce Costs
- Improve Disaster Recovery and Conduct Exercises
- Increase Data Quality and Implement Data Governance
- Consolidate and Standardize Technologies
- Facilitate Exchange of Data with State and Federal Partners
- Improve Worker Mobility
- Enhance Collaboration and Accessibility

### Technology Achievements for 2018

- Case Review System (CRS) Phase II

DCF currently conducts Federal Child and Family Service Reviews (CFSR), Administrative Case Reviews (ACR) and Exit Plan Outcome 3 and 15 Reviews utilizing four separate data collection and reporting workflows and applications (Federal Online Monitoring System (OMS), ACRI, LINK/ACR Scheduling Database, SPSS Database) some of which interface with LINK/SACWIS.

The implementation of the new Case Review System (CRS) for DCF will allow the agency to consolidate and expand upon these existing business workflows utilizing a single base review Instrument and data collection application. Upon complete implementation of this project, DCF will have the enabling technology to streamline data collection and enhance the DCF Continuing Quality Improvement system. The Court Monitor supports this concept and assuming successful implementation, will consider discontinuing his separate review



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## IT Strategic Plan for Fiscal Year 2019

process in favor of joining the DCF CFSR level review and QA teams to ensure the process is implemented with reliability and provides data necessary to show that DCF is ready to exit the consent decree.

- Confidential Case Enhancements

To improve access to information across cases which contain confidential but critical data important to analyzing high risk cases such as those at risk of child fatality DCF developed a confidential case enhancement to our child welfare system. These enhancements allow Social Workers to search and view cases where participants are currently in assigned cases on the workers case load and the participant has been involved in prior cases which are confidential and previously would be unavailable and unknown to those workers without requesting a program manager to search across cases for them and then re-assign historical cases to said worker.

- LINK Vendor Activation and Deactivation Enhancements

On annual basis, the Department of Administrative Service must submit electronically a W-1099 file to the Internal Revenue Services to reflect all taxable vendor payments equal to or exceeding six hundred dollars for the calendar year. The criteria for the taxable payments are as follows: Rent (IRS #1), Medical Services (IRS #6) and Non-Employee Compensation (IRS #7). To ensure that that vendor name and taxpayer identification number (TIN) match the IRS's database, Fiscal Services, in conjunction with Information Systems, submit a file each month reflecting that month's payments.

Fiscal Services then notifies those vendors who are not compliant. This occurs by sending the vendors a B Notice letter, along with a new W-9 and Vendor Profile Form, instructing them to correct either their name or TIN to ensure compliance with the IRS's database.

To increase compliance with the IRS, we are requesting that LINK deactivate or inactivate those vendors who have not received a payment equal to or greater than two years. In order for a vendor to be re-activated in LINK, they must complete a new W-9 and Vendor Profile Form and submit it Fiscal Services. Upon receipt of the forms, Fiscal Services will cross-reference the IRS database to ensure compliance. If the information is accurate, then Fiscal Services will manually re-activate the vendor. If the information is not accurate, then the vendor is contacted, and they must re-submit updated forms. The process is repeated until the vendor's information is compliant with the IRS.



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LINK will automatically suspend or de-activate vendors who have not received a payment equal to or greater than two years. LINK will allow staff in Fiscal Services to re-activate a vendor once they submit new paperwork and are compliant with the IRS database.

Phase II of this project was to bring CRS into compliance with the latest Federal OMS changes, add email notification capabilities, add the ability to use threaded QA notes and to improve the integration via XML webservices with the Federal OMS system.

- Multi-Disciplinary Evaluation Improvements

Perr DCF policy (and responsive to Juan F and federal legislation), all children are required to receive a multidisciplinary evaluation (MDE) within 30 days of entering DCF care. The MDE is completed using standardized templates (DCF 746 -MDE Report and DCF 747- MDE Recommendations and Summary) which include required behavioral health and medical screens. DCF implemented new revised templates for the 746 and 747 screens. These changes will ensure that we are remaining current with national best practice as well as commitments to Federal Grants including our Trauma efforts.

Specific changes include:

On the MDE Report (DCF-746)

- revisions to the MCHAT to capture update recommendations
- update BASC tool from BASC 2 to BASC 3.
- Addition of a Trauma Screen for young children (CTS-YC)

On the MDE Recommendations and Summary (DCF-747)

- Remove DSM IV
- Modify instructions face sheet



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## IT Strategic Plan for Fiscal Year 2019

- Considered Removal-Child and Family Team Meeting Enhancements

In order to enhance the efficiency of the CR-SFTM process modifications to the current application were made to allow for multiple separate sessions for parents and guardians, the ability to add backup facilitators, the ability to tag recommended decisions, the ability to copy meeting information between meetings, changed the meeting trigger to be based on SDM Safety decision instead of placement and added more options for types of meetings. In addition, update reports to be able to report on multiple meetings and meeting sessions.

- LINK Enhancements v19.2

In order to keep with evolving Child Welfare Practice, improve data quality, improve business processes and workflow the latest release of LINK included 19 enhancements. The enhancements included improvements to the perpetrator searches to include members found in provider reports, improvements to considered removal meetings, ACR meetings, Investigations and SDM Safety, Investigation Protocol, SDM Safety and Risk Assessments, Independent Living Case Plans, Background Checks, Case Closings, Child and Family Case Plans and Voluntary Services Probate.

- Service Code Enhancements to prevent overpayments

In an effort to prevent overpayments on Sub Guardianship placements a new process was put in place to automatically close out any payments made to providers servicing youth that turned age 21 and requiring Child Welfare Accounting to re-enable payments if after a review the youth was still eligible for such services.

- Mobility Phase I

In order to provide 2,000 front line SW staff with real-time access to the Child Welfare Systems (LINK and CT-KIND) DCF implemented four key components: A mobile device management system using VMWare AirWatch to monitor, secure, and update mobile devices and apps deployed to the field. A wireless infrastructure from Cisco-Meraki that will allow workers coming from the field to stay mobile and continue to utilize mobility devices inside of office spaces which poor access to cellular data. Third a deployment of 2,000 iPhone 8 64GB devices with unlimited data and unlimited voice/text plans that reduce current data and voice rates,



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## IT Strategic Plan for Fiscal Year 2019

improve upload/download bandwidth, and allow for tethering of portable tables. The iPhone devices also will be connected to the AirWatch DCF store to allow DCF approved productivity apps for Workers to sign, share, review data and documents with co-workers, supervisors, and management as well as better service their clients. The last enhancement in this current phase is to use VDI technology to allow for remote access to the same applications that are used in the office by presenting those applications seamlessly over the PCoIP protocol and also making it available using any modern browser. The next phase will include deployment of mobile devices such as a table or 2-in-1 devices and task specific applications with integration with CT-KIND and Microsoft Dynamics.

- Employee Phone Directory

Maintaining proper contact and phone records for 3,200 employees and ensuring we have the latest up to date information with constant intra-office reassignments is challenging. In order to easily allow workers, and office administrators to search active directory and keep contact details synchronized on-premise DCF built a white pages solution. This solution leverages Active Directory and uses role based security to allow employees to maintain their own information as well as designated roles thru out the regional offices to update information about their units. The application uses a modern web based responsive interface capable of being utilized on a variety of devices including mobile phones.

- National Youth in Transition Database Federal Compliance 2017

The process for obtaining required data elements for NYTD reporting required revision as well as updating to better report NYTD data and to prepare for the NYTD Assessment Review scheduled for 2020. The child welfare data collection system needs to be modified to encompass all conditions or possible values to collect information on all the required reporting elements. The present systems ability to collect information and/or meet the NYTD Assessment Review requirements.

To be compliant with Federal regulations the state was required to correct 14 different issues related to collecting information on youth ages 17-21.

More accurate NYTD data collection and reporting will reduce the likelihood of incurring future penalties as well as providing the department with data that can be used to provide youth in care with more targeted services and support.



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## IT Strategic Plan for Fiscal Year 2019

By completing this project, we have removed the risk for financial penalties directly affecting youth who are being provided services and supports paid for with CFCIP funding. CT NYTD data will continue to inaccurately reflect the vast and comprehensive services and supports provided by the department as well as continue to reflect lower & poorer outcomes for youth in care than factual and/or accurate.

- Onboarding / Offboarding IT Security and Network Access Requests

In an effort to streamline and improve the coordination between HR, IT, and Engineering when it comes to the provisioning and de-provisioning of network resources DCF redesigned the existing form (2116) for this process. The form is now more user friendly, includes business rules to validate proper completion on the data and adherence to standards. The form is also more widely compatible with all browsers and is more accessible and easier to process.

- Rehost Evidence-Based Practice Tracker

To hosting costs, improve security and enhance the integration between Provider Information Exchange (PIE) and Evidence Based Practice Tracker (EBPT) DCF moved the hosting of the EBPT system to an in-house supported model which is more powerful, more cost-effective for the state. The EBPT previously resided on servers hosted by the contractor, KJMB Solutions. This move will help DCF ORE and the DCF Clinical Community Consultation and Support Division begin to design integrations in order to enable enhancements resulting in a better experience for providers that utilize either/both system. In addition, the system is also now more resilient, and the hosting is redundant and better suited for DR scenarios.

- Reporting and Data Sharing Enhancements

Central Registry Internal Reviews and Appeals Reports – 10 Reports indicating metrics on individuals placed in the registry, seeking removal, internal review results, Superior Court appeals and timeframes for completion of internal reviews.

- Pending Intake Completion Reports

The Child and Family Services Review (CFSR) process indicated infirmities in the time between last intake visit (face-to-face) with families, and either case closure or first visit conducted by the newly assigned ongoing services worker if transferred. A further review done by ORE in January 2018 indicated that the average between last intake and first ongoing visit was 17.9 calendar days. The state's federally required response to the CFSR is to develop a Program Improvement Plan (PIP) that addresses



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## IT Strategic Plan for Fiscal Year 2019

specific areas of weakness as negotiated between the Children’s Bureau and the state. One activity to which DCF leadership has committed is to provide enhanced reporting with which managers and staff can see all pending intake responses (either FAR or Investigation protocols) by the amount of time that has elapsed since both the date of protocol approval and the date of the last home visit by the intake social worker. A significant dependency of this reporting is the documentation of home visits in LINK narrative by the intake workers, which has not been an expectation of them to date. At this time a proposal is circulating through senior leadership and Change Management to require limited documentation of home visit or other face-to-face contacts in narrative by intake workers, and assuming that proposal is approved then this project will be a high priority for completion.

The pending reports include data regarding investigation and far protocols, case status, counts of home visits, number of transfer to ongoing, number of pending closings, number pending disposition.

- Interpreter Language Reports

DCF currently uses interpreters and translation services in order to serve our clients. In order to better understand utilization and possible areas of improvement and cost cutting DCF built a report that summarizes the expenditures on language and translation services by department. The report will also be used for the office of multicultural affairs to advise the commissioner’s office regarding communication needs of populations being served. We are also researching how Cases requiring interpreters are slowing down our ability to meeting Outcome Measure number 3.

- Payment History Reports for ACF Audit

In 2018 ACF performed an audit and required DCF to pull payment history on 100 sample cases. The reports included information on foster care payments, related administrative costs, IV-E reimbursable foster care payments, maintenance payments. The sample periods were for children that entered care between October 2015 and September 2017.

- National Survey of Child and Adolescent Well-Being (NSCAW)

DCF implemented a project to pull data and share with the Administration of Children and Families (ACF). The data shared included information on cases with closed investigations and assessments. The data is submitted monthly for a period of 15 months for cases closed starting in July 2017. In addition, the full set of NCANDS data will also be submitted to allow a cross walk between the two datasets.



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## IT Strategic Plan for Fiscal Year 2019

### **The survey intends to answer the following questions:**

Who are the children and families who come into contact with the child welfare system in 2017–2018?

To what extent are children entering the CWS via pathways other than a maltreatment investigation or assessment? What are their characteristics?

To what extent are children receiving mental health, psychotropic medications, and other services covered by Medicaid?

What are the predictors of permanency and other outcomes for older youth who enter the CWS?

What are the predictors of a successful transition to adulthood and other outcomes for youth aging out of foster care?

To what extent are developmental risks among infants being identified and addressed?

To what extent do economic resources and family context play a role in CWS processes and determinations and in child and family outcomes?

How do aspects of out-of-home placement (e.g., placement type, subsidies, and licensure) influence child outcomes?

### **• Additional Initiatives**

- CCWIS – Comprehensive Child Welfare Information System
- AFCARS (Adoption and Foster Care Reporting System)
- BizTalk / Data Exchanges
- VDI – Phase II of VDI rollout
- Disaster Recovery / Business Continuity Implementation
- Mobile Device Management Implementation
- Intranet Sites – Security upgrades including hosting platform, database access, hosting, F5 configuration for all intranet web based applications.
- Open Data Portal Expansion to include 8 new reports
- Fleet Scheduler Upgrade – 600+ vehicle fleet tracking and scheduling
- IRS 2017 TIN Validation Tool
- Race/Ethnicity Remapping for Federal Reporting.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### E-Government

#### List of Online Services Available:

- PIE – Provider Information Exchange
- Provider Gateway – One on One Mentoring
- Emergency Safety Intervention and Average Daily Census
- Mandated Reporter Training
- Nurse Medication Administration Training
- Foster Care Provider Training
- Fostering Health for Children in Foster Care Training
- LIST – Application to track Youth Skills
- Electronic 603 and Delivery Tracking
- Runaway Database Consolidation and NCMEC Interfaces

#### List of Online Services Requested by Constituents:

- Online Referrals and Child Protective Service Reports
- Contracted providers ability to view contracts, invoice, View Services provided and Requested, View Capacity and Vacancies, Improvements to Critical and Significant events, e-Delivery of Permanency planning packets
- Credentialed Providers – Online Referrals, Service Authorizations, Invoicing
- Youth 18+ - Online completion of NYTD Surveys
- Foster Parents – Real-time communication including after hours, ability to review Medical profile, Ability to request services, Ability to submit and review Critical and Significant Events
- Private Licensed Providers – online licensing and inquiries.
- Other Providers – Invoicing, Service information and Service Updates, Referrals and Service Authorizations.
- CT Association of Foster and Adoptive Parents – Consolidated inquiry process
- CPA (Therapeutic Foster Care) Providers – Licensing Information, Home Approvals
- Education Districts – Provide information on Grades, Standardized Testing, Attendance, Discipline and Suspensions
- Medical / Dental and Behavioral Health Providers – MDE form submissions, Document Management and E-signatures.
- Employers / Background Checks – Submitting and Receiving CPS background checks
- Ombudsman – Online submission of feedback, inquires, complaints



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## IT Strategic Plan for Fiscal Year 2019

- Caregivers and Children 13+ - Information on Case Plans, family feedback
- AAG – Court Memos
- Office of the Health Care Advocate – Release and Request for assistance with assessing insurance
- Online CAPTA referrals

List of Online Services Planned to be made available:

- In response to public Law 114-198 – Comprehensive Addiction and Recovery Act (CARA) of 2016 DCF will build an online reporting system capable of collecting information about infants affected by substance abuse.
- Online reporting for DCF Mandated Reports

### Planned Applications for Fiscal 2019

- CCWIS – Comprehensive Child Welfare Information System
  - Uniform Referral Form – Enhanced Service Coordination Enhancement
  - Master Data Management (Person and Provider Domains)
  - Online Portal to Support CARA/CAPTA Reporting, Mandated Reporting
- EHR – Electronic Health Record System
- CRS – Phase III (Inter-rater Reliability, Automated Sampling)
- SharePoint 2016
- SDM – Structured Decision-Making Phase II (Safety and Risk Assessments)
- Improvements to existing SACWIS system LINK and Federal Reporting programs (AFCARS, NYTD, NCANDS,1099)
- Kronos Scheduling, Time & Attendance.
- Implementation of Master Data Management System
- PIE integration with Master Data Management System
- PowerBuilder 2017 Upgrade
- Windows 10 Upgrade
- CA – PPM (Clarity) Project Portfolio Management System
- Skype 0365 Deployment
- OneDrive 0365 Deployment
- Closed Records Management



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## FY 2019 Technology Budget

|                          |  | 7/1/2018 -<br>6/31/2019 |
|--------------------------|--|-------------------------|
| Direct Personnel         |  | \$10,000,000            |
| Consulting Services      |  | \$11,000,000            |
| Hardware                 |  | \$4,000,000             |
| Software                 |  | \$6,000,000             |
| Development Services     |  | \$9,500,000             |
| Maintenance Services     |  | \$8,000,000             |
| Data Services            |  | \$3,000,000             |
| Training                 |  | \$500,000               |
| Overhead                 |  | \$400,000               |
| Equipment / Rental Lease |  | \$250,000               |
| Travel                   |  | \$250,000               |
|                          |  |                         |

## FY 2019 Technology Major Expenditures

- Master Data Management System
- Office 365 Licensing
- Dynamics Licensing
- VDI Licensing and Devices
- Windows Licensing
- Enterprise Phone System + Call Center
- Technical Training (Operations, Development, BI)
- Blades, Servers, Storage expansion for CCWIS (Groton / Springfield)
- Smart Phones, Tablets, and Mobile Device Management Licensing (CCWIS mobility)
- CCWIS Implementation
- Automated QA and Monitoring Tools for CCWIS



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### DEPARTMENT OF CONSUMER PROTECTION

#### Mission

The mission of the Department of Consumer Protection (DCP) is to ensure a fair and safe marketplace for consumers and businesses. In support of the mission, DCP's Technical Systems Division (TSD) crafts state system-compliant technology solutions as the backbone for the agency's operations. TSD seeks to create innovative and cost-effective solutions that enable users to maximize their performance.

#### Technology Strategy

TSD recommends hardware and software acquisition that optimizes DCP user productivity in support of the Agency mission. TSD listens to users and seeks ways to increase productivity and efficiency while maintaining or reducing cost. Key for TSD is ensuring network integrity and function, particularly as we safeguard against network and equipment downtime and minimize it when it occurs. The strategy for the coming year includes increasing capacity of agency staff with respect to the eLicense software through ongoing training. The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

#### Technology Achievements

- Converted all laptops to Windows 10 and implemented Bitlocker security in place of MacAfee Endpoint
- Expanded use of eLicense features throughout agency
- Reviewed and refined lists and categories in eLicense for better reporting of data and increased efficiency
- Increased used of open data portal
- Restructured the agency-wide "phone tree" auto attendant system
- Provided multiple trainings for agency staff on current systems
- Migrated web site to new Sitecore system

#### EGovernment

List of Online Services Available:

- License look-up
- License application and renewal
- Licensing roster generation



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## IT Strategic Plan for Fiscal Year 2019

- Print a Certificate
- Anytime Payment and Document Upload

List of Online Services Planned to be made available:

- File complaints online
- Credential Review Status

### Planned Applications

- Transition software applications to cloud services where appropriate, including MS Office 365

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware
  - Desktop upgrade - \$110,000
  - Tablet purchase for mobile inspection - TBD
- Subscriptions
  - MS Office 365 - \$25,000/year
- Telecom and Data
  - Combining mobile contracts and devices to streamline services - \$5,600/month (increase from \$5,228/month)

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Desktop upgrade - \$110,000



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF CORRECTION

### Mission

The Department of Correction shall strive to be a global leader in progressive correctional practices and partnered re-entry initiatives to support responsive evidence-based practices aligned to law-abiding and accountable behaviors. Safety and security shall be a priority component of this responsibility as it pertains to staff, victims, citizens and offenders.

### Technology Strategy

The technical strategy within the Department of Correction is to support the strategic issues, goals, objectives and strategies within the Department's Strategic Plan. This will be accomplished by providing technological systems to assist staff in achieving the Department's ultimate goals of improving public safety, efficiency and staff wellness. By assisting the department in reaching these we hope to improve the management, facility services, and security and to provide timely, consistent and accurate information to those requiring information from the department. "The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>.

### Technology Achievements

1. SCORES was successfully implemented in production into Case Notes on July, 10. Prison Intake Tool, Supplemental Reentry Tool, Reentry Tool, Community Supervision Tool and WRNS electronic versions were successfully implemented in Case Notes.
2. As part of a LEAN initiative MIS completed the update to Case Notes for the Central Intake Unit process within PCS in September. This is a new workflow process for CIU that involves all new and re-parole cases moving to CIU. The new function will optimize the process flow for district transfers and residential.
3. MIS has completed the setup of three environments for OMIS. One environment is a test environment and will be primarily used for conversion testing. The second environment is a training environment and is being used for training of both MIS and



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

business staff in the use of OMIS. The third is a UAT environment. This was completed in October.

4. The FBI audit of COLLECT access at DOC was completed on 9/20 and there were no network or MIS issues.
5. As part of the network upgrade for OMIS and EHR as well as the DOC network in general Central Office at DOC was moved to the BTOP network in October.
6. The Case Notes team completed the MA portion of Case Notes on November 22, 2018. This will now allow the halfway houses access to Case Notes from their remote locations.
7. MIS staff completed the OBIS to OBTS shutdown on January 12. OBTS has been replaced by CISS so there was no longer a need to send transactions from OBIS (RT) to OBTS.
8. DOC staff completed the migration of the current DOC website to the new format on the state website. Work was completed on February 10 and is up and running.
9. DOC completed the process of replacing all of the DOC WAN routers with new, faster units that are capable of encrypting data at the full speed of their connections. All sites will have live simultaneous connections to both Wethersfield Data Center (WDC) and to Groton Data Center (GDC). This was completed in February.
10. Off Site Storage Project has been completed in April. This will allow DOC to store the oldest backups at its Webster CI location and the newest will continue to be stored with the vendor, Meyer. This will be a cost saving to the agency and state.
11. DOC's new Electronic Health Record System (EHR) went live on April 16.
12. MIS staff completed the upgrade to the CAPI inmate photo taking process that also included the upgrade to the new ICOTS standard for Portrait photos.
13. All Neopost postal meters have been installed and updated at all facilities and locations for DOC and BOPP.



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### EGovernment

#### List of Online Services Available:

- Electronic Inmate Deposits - Process allows people to go to one of three vendors, Western Union, JPay or Touchpay, and make a deposit into an inmate's commissary account.
- CTSAVIN – allows a victim or any member of the general public to register for notifications on the movement/release of any offender they might have interest in.
- CT Open Data – CTDOC provides uploads of its data to the shared data portal that can then be extracted by the general public for their consumption.
- Municipal Access to Case Notes for Law Enforcement Agencies as well as DOC partners. Allows LEA agencies ability to check on offenders under community supervision.
- Municipal Access to Case Notes for Halfway House Partners. Allows staff at Halfway Houses to access case information on those offenders in their care.
- Uniform Warehouse – Online System that allows staff to directly order their uniforms.
- CTDOC Health Portal – Comprehensive Correctional Health Management/Health Portal System.

#### List of Online Services Requested by Constituents:

- On-Line Visiting Application Process

#### List of Online Services Planned to be made available:

- Offender Management Information System (OMIS) – Comprehensive Offender Management application (MOTS solution)

### Planned Applications

- Offender Management Information System (OMIS) – Comprehensive Offender Management application (MOTS solution)
- Windows 7 to Windows 10 upgrade.
- Wireless Technology Implementation.
- Implementation of Health Information Exchange (HIE)
- Transition of Correction Managed Health Care to DOC



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware - \$1,500,000 (includes costs for EHR and OMIS as well as DR site, Capital Costs and hardware maintenance)
- Software - \$2,500,000 (includes software to support HER, ATLAS and OMIS projects, new software purchases as well as general software maintenance)
- Services (consulting) Consulting Costs of \$525,000 (OMIS project Manager), (Software Engineer 2 – Case Notes), (Centricity EHR Support), (Solutions Architect 4 – EHR project)
- Subscriptions - \$4,600
- Telecom and Data - \$500,000

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- OMIS Project Manager - \$250,000
- Software Engineer 2 (Case Notes) - \$150,000
- Annual EHR Maintenance and Support - \$500,000
- Local/Long Distance Telecommunications - \$460,000
- Annual VMWare Maintenance - \$150,000
- Annual Oracle Maintenance - \$420,000
- Annual Novel Maintenance - \$315,000
- Annual Microsoft Maintenance - \$470,000
- SQL Server Enterprise Licenses - \$120,000
- Annual Cisco Support - \$109,000
- PC's and Laptops for Windows 10 Upgrade - \$1,500,000



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF DEVELOPMENTAL SERVICES

### Mission

The mission of the Department of Developmental Services is to partner with the individuals we support and their families, to support lifelong planning and to join with others to create and promote meaningful opportunities for individuals to fully participate as valued members of their communities.

### Technology Strategy

The mission of DDS IT is to provide customer-centric IT solutions that drive productivity and support business transformation while keeping critical data and IT assets safe, secure, and reliable. The vision of DDS IT is to deliver incremental value continuously and efficiently to DDS business units through unbreakable solutions that ensure seamless data integration across functional areas, promote streamlined workflow and approval processes, adapt quickly and responsibly to changes in the business, and encourage continuing innovation among our business partners. To achieve the mission and realize the vision, DDS IT will adopt the following strategies:

- Invest significantly in the ongoing development of state employee IT personnel to ensure that they perform their work effectively and efficiently and with the highest level of job satisfaction. More specifically,
  - Continue a significant, perpetual, internal training program, focused on mastery of enterprise technical skills and basic project management skills.
  - Achieve Level 1 of the following Capability Maturity Model for an Application Development Unit:
    - Level 1: The development unit has the necessary skills to design, build, test, and deploy enterprise applications using the department's preferred architecture.
    - Level 2: The development unit has adopted policies and standards for developing applications, as well as mechanisms for ensuring adherence to these policies and standards.
    - Level 3: The development unit has adopted policies and standards for project management, as well as mechanisms for ensuring adherence to these policies and standards.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Level 4: The development unit has committed to continuous process improvement, having identified key performance indicators and having implemented continuous process improvement strategies.
- Leverage enterprise systems and shared, existing infrastructure for IT solutions whenever possible.
- Collaborate with other agencies to share technology solutions, procurement vehicles, and planning and implementation strategies.
- Adopt core principles of DevOps, including:
  - Ensuring the streamlined flow of work from Development to Operations
  - Reducing the amount of work in process such that the turnaround time for features is minimized
  - “Building quality in” by ensuring comprehensive, automated unit tests and integration tests
- Continue laying the foundation for transitioning from monolithic applications to microservices and “micro-applications”, in which functional components structured around business capabilities are independently developed, tested, deployed, and maintained.
- Work with business stakeholders and process improvement teams to identify minimum viable processes (ultra-streamlined, standard work) and minimum viable solutions (bare-minimum solutions) as the pivot points for all migrations away from legacy systems.
- Continue exploring low-code/high productivity platforms as alternatives to traditional enterprise development, with a focus on the cost/benefit of these systems.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at

<http://www.osc.ct.gov/manuals/software/contents.htm>.

### Technology Achievements

- Trained development staff in basic object-oriented programming and enterprise application development technologies, including technologies that communicate with databases, technologies that allow external systems to communicate with DDS systems via standard application programming interfaces (APIs), technologies that allow more modular application development, and technologies that perform comprehensive automated unit and integration testing.



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## IT Strategic Plan for Fiscal Year 2019

- Developed a web-based enterprise solution that handles contract-driven payments to providers.
- Developed a prototype solution for identifying unreported critical incidents from Medicaid claims data.
- Developed a REST service API that will allow providers (through their vendors) to submit critical incident reports electronically to DDS
- Migrated two credentials – Community Living Arrangements (CLAs) and Community Companion Homes (CCH) – to the State’s enterprise licensing solution.
- Automated the main quarterly report of the agency, the Management Information Report (MIR).
- Developed workflow/approval solution for IT purchase requests using SharePoint.
- Made numerous enhancements to the DDS Attendance System (WebResDay) to improve automation and control.

### EGovernment

#### List of Online Services Available:

- Qualified Provider Application Process (QPAP), which allows providers to submit applications to provide services for persons with intellectual disabilities.
  - Agency Application
  - Agency Certification
  - Individual Practitioner Application
  - Individual Practitioner Certification
- WebResDay Attendance System, which allows providers to make entries into the DDS internal attendance application.
- QSR System, which allows DDS staff to record results from quality reviews, and allows providers to view results and enter plans of correction online.
- BizNET Contract System, which allows providers to review, sign, and submit contract documents.
- Enterprise Licensing (E-Licensing) System, which allows providers and the public to view provider qualifications online and allows providers to perform some self-service tasks related to their credentialing. Currently, the online capability is limited to Community Living Arrangements and Community Companion Homes. Over the next year, other credentials will be added.

#### List of Online Services Requested by Constituents:

- Individual Portal, which provides access to current information and data related to plans for the individuals we serve.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- WebResDay Data Upload, which would allow providers to upload attendance data to the WebResDay Attendance System.

List of Online Services Planned to be made available:

- Enterprise Licensing (E-Licensing) System for two more credentials: Medical Administration Certification and Evacuation Scores (fire safety for a facility)

### Planned Applications

- Develop new Planning Resource and Allocation Team (PRAT) application to replace the existing application on an obsolete platform.
- Develop web-based Attendance API that allows providers to submit attendance data electronically to DDS and which will integrate with the State's new Electronic Visit Verification (EVV) solution
- Implement a more robust solution for identifying unreported critical incidents from MMIS claims data and for providing supporting analytics.
- Provide an application that allows providers to data enter critical incident reports into a system that can send the critical incident data to DDS electronically through an API.

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- |                         |             |
|-------------------------|-------------|
| • Hardware              | \$1,256,000 |
| • Software              | \$1,308,000 |
| • Services (consulting) | \$578,000   |
| • Subscriptions         | \$15,000    |
| • Telecom and Data      | \$588,000   |

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Microsoft Windows 10
- Microsoft Office 2016
- Critical Incident Analytics Solution
- HIPPA Risk Assessment



# State of Connecticut IT Strategic Plan for Fiscal Year 2019



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT

### Mission

The Department of Economic and Community Development is the state's lead agency responsible for strengthening Connecticut's competitive position in the rapidly-changing, knowledge-based, global economy. The agency takes a comprehensive approach to economic development that incorporates community development, transportation, education and arts and culture. DECD also provides IT support services to the Department of Housing (DOH).

### Technology Strategy

- DECD continues to build on the foundation established by a LEAN-driven IT Revitalization Plan. The plan outlined a multi-year strategy for creating an effective technology platform and systems environment which will enable DECD to efficiently service its diverse client base within budget constraints.
- Implementation of a client relationship management (CRM) system is central to the agency's strategy. The CRM, Microsoft Dynamics, is giving DECD essential capabilities to increase efficiency by automating work processes, enhancing customer service, facilitating outreach and performing analyses.
- Plateau 2 of the plan expands and extends the use of the CRM system, implements electronic content management (ECM), creates efficiencies in the management of agency desktop units, adds an online portal for the electronic submission of applications and extends the benefits of the CRM system to the Department of Housing.
- The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- DECD has worked closely with BEST to complete the migration of most agency data hosting to the BEST Data Center.
- A cloud installation of CRM was completed and the application is in use for business development, brownfields and capital projects financial assistance programs. Legacy data has been migrated.
- Design is complete for the implementation of an electronic content management system. Once fully, implemented in December 2018, the ECM system will be integrated with CRM.



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## IT Strategic Plan for Fiscal Year 2019

- The online Marketing Generator was updated with the latest statistics and program details through the development of a library of over 50 pre-approved marketing flyers. This tool allows staff to assemble, customize and share high impact, professionally designed economic development marketing packages. In addition, the library is now accessible to our business partners through [www.DECDforbusiness.com](http://www.DECDforbusiness.com) for download and printing.
- The development of [www.ChooseCT.com](http://www.ChooseCT.com) has been commissioned through a partnership of CT Interactive and DECD's advertising agency. This site will revamp the state's current business portal [www.ctforbusiness.com](http://www.ctforbusiness.com), [providing a much more comprehensive site featuring](#) reasons to live, work and play in Connecticut. The site is being built on the egov platform Site core.

### E Government

#### List of Online Services Available:

- [www.CTvisit.com](http://www.CTvisit.com) makes it easier for visitors and residents to learn about the state's attractions and plan their next getaway using the latest interactive and mobile technology
- A business portal ([portal.ct.gov/business](http://portal.ct.gov/business)) gives business owners information needed to start or grow a business in CT. DECD is working with DAS-BEST and Connecticut Interactive to enhance the portal.
- Reports about all of DECD's loan and grant activities are available to the public on the open data portal.
- Arts Catalyze online e-granting portal (<https://coa.myreviewroom.com>)
- State Historic Preservation office online e-granting portal (<https://shpo.myreviewroom.com>)

#### List of Online Services Requested by Constituents:

- Online application submission and processing for financial assistance programs.

#### List of Online Services Planned to be made available:

- An online portal will allow financial assistance applications to be submitted electronically.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## Planned Applications

- Remaining DECD programs will “go live” on CRM.
- Electronic content management using FileNet will be fully implemented.
- Microsoft System Center will enhance efficiency of the management of desktop equipment.
- The DECD.org website will be redesigned and implemented on the egov Site Core platform. The site represents all DECD programs and services including those provided by the Arts, Business Development, Tourism, Brownfields, Digital film and media etc. This effort will include the restructuring of information and the rewrite of all content.

## FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- |                         |             |
|-------------------------|-------------|
| • Hardware              | \$ 131,662  |
| • Software              | \$ 145,608  |
| • Services (consulting) | \$1,678,000 |
| • Subscriptions         | \$ 237,089  |
| • Telecom and Data      | \$ 63,850   |

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- |                                |           |
|--------------------------------|-----------|
| • DOH CRM Implementation       | \$545,000 |
| • System Center Implementation | \$201,000 |
| • Enhanced CRM Functionality   | \$550,000 |
| • Online Client Portal         | \$510,000 |
| • Dynamics Cloud Service       | \$137,089 |
| • Hardware Upgrades            | \$131,662 |



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF EDUCATION

### Mission

To utilize technology in support of the Connecticut State Department of Education's (CSDE) efforts to achieve the goals outlined in the State Board of Education's Five-Year Comprehensive Plan. To ensure data systems and technology infrastructure support the operations of the Connecticut Technical Education and Career System (CTECS) and the CSDE's operations in meeting state and federal requirements for the collection and reporting of student, teacher, financial and district data.

### Technology Strategy

- Provide robust, secure and streamlined application services to the department, local and regional school districts, charter schools and Regional Educational Service Centers. This will allow for accurate, timely and secure data collection, processing and reporting.
- Continue to provide technology services and support to the CTECS (formerly the CT Technical High School System), as it transitions to becoming a separate state agency.
- Implement best practices for project management, hardware/software life cycle management, and application development and maintenance.
- Implement best practices regarding risk mitigation plans, disaster recovery and business continuity planning.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at

<http://www.osc.ct.gov/manuals/software/contents.htm>.

### Technology Achievements

- Completed development of and launched the Education Financial System (EFS) on July 17, 2018. The system consolidates annual data collections from districts for the ED001 End-of-Year School Reports, federal expenditure reporting, and the Uniform Chart of Accounts reporting.
- Extended EdSight Secure to allow school building-level access to student and teacher data.
- Collaborated with SAS, Pinnacle Systems, DAS/BEST and the CSDE's Performance Office to get SAS Visual Analytics operational and securely facing school district users.



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- Updated application for the School Nutrition Office to include Husky A/Medicaid status as a new determining factor, allowing over 75,000 additional students to be directly certified as eligible to receive school lunch benefits in National School Lunch Program districts.
- Deployed two new Information Systems Technology shops – one at Emmett O’Brien Technical High School and the other at Windham Technical High School.
- Deployed 1,000 new computers and installed 20 servers across the CTECS.

### EGovernment

#### List of Online Services Available:

- Common Core State Standards
- EdSight – Education Data Warehouse
- Prepayment Grant System
- Education Financial System
- Educator Certification
- Education Data Portal/Data Collections
- Teacher Professional Development
- Special Education
- Regional School Choice Application and Lottery System
- Health and Nutrition Services – Direct Certification
- Online Assessment Testing
- Consolidated Grant Application for Federal Title grants.

#### List of Online Services Requested by Constituents:

- All of the above.

#### List of Online Services Planned to be Made Available:

- Expansion of the online grant application to include state-funded grants available to Alliance and Priority School Districts.

### Planned Applications

- CSDE
  - Begin the redesign and rewrite of Directory Manager, responsible for the collection and reporting of core district, school and program information.
  - Begin the redesign and rewrite of the Public School Information System (PSIS), responsible for the collection and reporting of core student information.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Continue to enhance reporting capabilities of the Education Financial System.
- Enhance Teacher Certification IVR System to updated Avaya Call Back Center.
- For existing applications using end-of-life technologies, either attempt to rewrite with newer frameworks or migrate business functionality into existing applications built with currently-supported technologies.
- CTECS
  - Move Cabinet Vision to centrally controlled virtual servers in Groton.
  - Implement Horizons food inventory system for management of the school lunch program.
  - Implementation of SAM software and single sign on district applications.

### FY 2019 Technology Budget

- CSDE – Central Office
  - Data Processing Equipment - \$50,000
  - IT Consultant Services - \$1,700,000
  - IT Hardware Maintenance & Support - \$80,000
  - IT Software Licenses/Rental - \$140,000
  - IT Software Maintenance & Support - \$820,000
  - IT Supplies/Telephone Repair/Cable Services - \$35,000
- CTECS
  - Capital – IT Hardware Purchase - \$2,000,000
  - Capital – Telecomm Equip/Services - \$600,000
  - Data Processing Equipment - \$1,300,000
  - Internet Services - \$220,000
  - IT Hardware Maintenance & Support - \$70,000
  - IT Software Licenses/Rental - \$260,000
  - IT Software Maintenance & Support - \$165,000
  - IT Supplies/Telephone Repair/Cable Services - \$210,000

### FY 2019 Technology Major Expenditures

- CSDE
  - Redesign and rewrite of Directory Manager and PSIS.
  - Continued expansion of State Longitudinal Data System, including deployment of SAS Visual Analytics.



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## IT Strategic Plan for Fiscal Year 2019

- Within current resource constraints, attempt to migrate existing mission-critical systems off unsupported legacy infrastructure.
- Within current resource constraints, attempt to update legacy applications.
- CTECS
  - Upgrade six schools to a 40 gig switching network, plus central office.
  - Create a backup system in Springfield for the Nutanix system currently housed in Groton.
  - Move Power School System infrastructure to Groton data center on a hyper-converged Nutanix platform.
  - Ongoing rollout of 1/1 Chromebook initiative.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF EMERGENCY SERVICES AND PUBLIC PROTECTION

### Mission

The Connecticut Department of Emergency Services and Public Protection (DESPP, the agency) is committed to protecting and improving the quality of life for all by providing enforcement, regulatory and scientific services through prevention, education, criminal justice information sharing and the innovative use of technology.

In striving to accomplish our mission, we embody the agency's core values with great **PRIDE**:

- **PROFESSIONALISM** through an elite and diverse team of highly trained men and women
- **RESPECT** for ourselves and all others through our words and actions
- **INTEGRITY** through adherence to standards and values that foster public trust
- **DEDICATION** to service
- **EQUALITY** through fair and impartial application of the law

### Technology Strategy

DESPP continues to strive to make Connecticut the safest state in the nation. Our focus on information systems and technologies has led to measurable improvements in emergency services, public protection, first responder safety, increased productivity for our agency staff as well as that of our criminal justice partners, and highly efficient and expanded electronic services to the state and local agencies and the public throughout Connecticut.

As resources grow scarcer and the demand for excellence in governance remains high, the agency continues to strive to provide cost effective, low maintenance tools and technologies in support of first responders' efforts to maximize their time in the field and minimize administrative paperwork. To this end, DESPP also continues to pursue LEAN initiatives, particularly those that drive business process re-engineering and systems automation, eliminating more low and no value activities as quickly as possible thereby, reducing costs and resolving backlogs.

DESPP operates a number of systems and maintains a number of databases for both state and local law enforcement agencies. Notably, these include the Connecticut On-Line Law Enforcement Communications Teleprocessing (COLLECT) FBI/NCIC system, the Automated Fingerprint Identification System (AFIS), the Master Name Index Computerized Criminal History (MNI/CCH), the Computer-Aided Dispatch/Record Management System (CAD/RMS), the Special



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## IT Strategic Plan for Fiscal Year 2019

Licensing and Firearms Unit system (SLFU), the Deadly Weapons Offender Registry (DWOR), the Sex Offender Registry (SOR), and IT systems supporting the State Emergency Operations Center (SEOC).

DESPP established the Criminal Justice Center of Excellence (CJ CoE) in 2015 to facilitate the design and development of IT services for the state's justice system through the ongoing participation and input of all of Connecticut's criminal justice stakeholders. Today, the CJ CoE is widely recognized for collaboration, an environment that lends itself to the co-generation of ideas that lower duplication of effort, increase cost savings, and strengthen participating agencies' ability to plan and execute data integration efforts throughout the state's criminal justice system.

The charge of the Connecticut Criminal Justice Information System (CJIS) Governing Board, established in 1999 by [Public Act 99-14](#), is primarily to create the means and methods by which information that informs criminal justice agencies' decision-making could be shared in a secure environment and consistent with each agency's security requirements and those of the FBI. In August 2015, OPM transferred CJIS' administration functions to DESPP. In keeping with the memorandum of understanding, DESPP and CJIS collaborate on the operation of the Connecticut Information Sharing System (CISS).

DESPP's Technology Strategy includes:

- Modernization of mission-critical legacy systems and interfaces;
- Inter/Intra-agency collaboration and electronic information interoperability;
- E-government services that minimize back-office data entry and payment processing;
- Paper elimination with use of web-based applications, electronic forms and workflows;
- Virtualization of environments to lower ongoing costs and reduce administration resources;
- Mobile computing for real-time information in the field;
- Complete IT infrastructure and cybersecurity monitoring along with in-depth forensic analysis; and
- Enhanced wireless communications capabilities and device interoperability for all CT-based first responders and related disciplines, including the transition to the FirstNet priority and pre-emption system opted into by the Governor.

The agency recognizes the Software Management Policy, which describes the use and disposal of software assets; see <http://www.osc.ct.gov/manuals/software/contents.htm>.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### Technology Achievements

#### DESPP Headquarters and Executive Offices

- Phase 2 deployment of the agency's successfully piloted executive mobility program (i.e., tablets) further reduces the number of assigned devices thereby, enhancing accessibility and remote work capabilities of agency leadership, effective July 2018.
- One of four initial executive agencies to begin implementing Kronos, a new statewide electronic time keeping and scheduling solution, effective April 2018.
- Completed three-quarters of the core network upgrade at DESPP HQ, including new firewalls, additional security and enhancing the performance of the agency's equipment and the reliability of all of its critical systems. Department of Administrative Services Bureau of Enterprise Systems Technology (DAS BEST) estimates completion in February '19.

#### Connecticut State Police (CSP)

- Acquired new Mobile Data Terminals (MDTs), dash cameras (dash cams), modems and e-citation printers to equip 175 new cruisers, affording more troopers access to technology increasing their productivity, improving evidence quality, and strengthening equipment reliability, effective June 2018.
- Upgraded 111 CT State Police cruiser cellular modems from 3G to 4G/LTE, yielding cost savings and enhancing wireless performance, effective June 2018.
- Upgraded core network equipment within six CSP Troops and eight locations with WiFi enhancements, including several troops, HQ and the Police Academy, June 2018.
- Deployed Photo SmartShot System, the FBI standard for mugshot lineups and facial recognition, at the Training Academy, effective June 2018.
- Deployed three major updates to enhance CAD/RMS system functionality and capabilities, including mobileCAD, webRMS and statewide map updates, June 2018.
- Received \$500K federal grant for 20 License Plate Reader (LPR) systems including 19 mobile and one portable units, raising CSP's total number of LPRs to 42 to deploy across the state, enhancing CSP's efforts to detect and deter unauthorized and stolen vehicles on CT highways, to be deployed by September 2018.
- Selected and standardized on a single Body Worn Camera (BWC) and dash camera vendor, purchased 800 BWC devices and related accessories for CSP Patrol and select specialized units, pursuant to Public Act 15-4, June 2018.
- Provided specialized equipment and services for the newly created Cyber Crime Investigation Unit.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Designed and deployed multimedia and security enhancements within Sex Offender and Special Licensing and Firearms Units.

### Division of Emergency Services and Homeland Security (DEMHS)

- Upgrades the Web Emergency Operations Center (WebEOC) System at the State Armory where the State Emergency Operations Center (SEOC) is located, and deployed statewide to stakeholders, adding new features and increasing reliability to the state and local emergency management infrastructure. Completed September 2016. Ongoing addition of new features and users, with requisite training.
- Implemented additional video and mobile workstations at the SEOC thereby improving device performance, reliability and staff productivity during exercises, drills and activations, effective May 2018.
- Evaluation of the current hosting of emergency management software at DAS BEST is in process with development of an updated strategy by January 2019.
- Evaluation and implementation of damage assessment software to municipalities statewide for post-disaster damage assessment and linking with FEMA software systems.
- Enhancement of video transmission capability for emergency management Mobile Communications Vehicles (MCVs) to allow for real time video streaming to the SEOC and other command and control centers.
- Evaluation of current Mobile Internet Communications Asset (MICA) to ensure that emergency management functions can continue in the event of catastrophic loss of internet connectivity.
- Continued enhancement of video display systems at DESPP headquarters, the SEOC and DEMHS' five Regional Offices.

### Division of Scientific Services (DSS)

- The Laboratory Information Management System (LIMS) environment expanded to include testing servers and additional backup technology, effective May 2018.
- Implementation of iPrelog and iResults, an upgrade to a new electronic evidence classification software, interfacing with the LIMS database, effective January 2018

### Division of Statewide Emergency Telecommunications (DSET)

- The upgrade of the Next Generation 9-1-1 (NG 9-1-1) System, an Internet Protocol-based system, is completed. The agency converted all 109 PSAPs statewide to NG911 effective July 2018. The upgrade features an improved user interface and other feature enhancements including the ability to receive and display text, video and photos.



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## IT Strategic Plan for Fiscal Year 2019

- Additionally, the agency installed the Text-to-911 feature and completed beta testing. There will be statewide rollout and public information effort later this month.
- DSET is in the process of upgrading Connecticut's land mobile radio system. The three-year, \$64.5M project, replaces end-of-life equipment at radio sites throughout the state and migrates the system to the latest Project 25 Internet Protocol Time Division Multiple Access Technology standards. The new system will increase network capacity appreciably as well as provide new and enhanced features affording system administrators, dispatchers and responders a more effective response to public safety events.

### Commission on Fire Prevention and Control (FPC)

- Modernized 15+ year old DSL internet wireless access for Connecticut Fire Academy students and staff.
- Fully implement Saba® Learning Management System (LMS) for student registration and on-line learning opportunities.
- Pilot-tested QuestionMark® remote certification testing.

### CJIS Connecticut Information Sharing System (CISS):

- Designed and configured the CISS hardware infrastructure to meet the technical requirements.
- Configured and deployed Windows 2012 R2 Hyper-V clusters to handle virtualization needs for CISS and other CJIS projects totaling about 400 Virtual servers.
- Designed, built, and deployed SharePoint 2013/Project Server 2013 infrastructure
- Implemented Federation services and identity management systems for CJIS.
- Deployed replication services based on CONNX for the initial CISS Search Module.
- Designed, built, and implemented MS System Center Suite including monitoring, helpdesk, management, and protection for CJIS systems.
- CISS Search and Electronic Workflow Release status

#### Production (Live):

- Release 1 - OBIS, PRAWN
- Release 2 – Early Arrest Notification
- Release 3 – CRMVS, POR, Saved Searches
- Release 6 – CIB, DOC, BOPP, Infractions
- Release 10 – MNI/CCH, Weapons

#### Production scheduled in September 2018:

- Release 11 – (Workflow Systems) RMS UAR, Misdemeanor Summons Electronic Data, Post Arrest, Post Judgement, Arraignment, Disposition



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

Production scheduled in November 2018:

- Release 4 – Electronic Content Management (UAR attached Documents), RMS Retrieval (UAR)
- Release 9 – SOR, CMIS, MNI/CCH, Weapons, Wanted

Deployment status with Stakeholder Agencies (Workflows):

- The Judicial Branch – As Police Departments begin using the CISS application, the Court Support Services Division (CSSD) is using the Message Viewer Portal (MVP) to view Early Arrest Notifications for those arrested who may need a Bail interview. There are currently 10 Police Departments using the system with another 46 planned in the next 12 months.
- The Department of Correction (DOC) and the Board of Pardons and Paroles (BOPP) are using the MVP to view the Early Arrest Notifications for those people on conditional release and parole supervision.
- The Department of Motor Vehicles (DMV) is using the MVP to view the Early Arrest Notifications for immediate notification of arrests for any individual who holds a Public Passenger Endorsement.
- The Division of Criminal Justice (DCJ) is using the MVP to view all the Early Arrest Notifications.
- Law Enforcement – RMS vendors, CT-CHIEF and Accucom are providing Early Arrest data information from seven Police Departments

Search Users:

- Presently, there are 1,316 individual Search users, either active or enrolled, to take the online training.

E-Government Online Criminal Justice Services Currently Available:

- Online Accident Reports at <https://accidents.despp.ct.gov/>
- Online Sex Offender Registry at [http://sheriffalerts.com/cap\\_main.php?office=54567](http://sheriffalerts.com/cap_main.php?office=54567)
- Online Forms for Pistol Permit Renewals and Temporary Permits at [http://www.ct.gov/despp/cwp/view.asp?a=4213&Q=494632&desppNav\\_GID=2080](http://www.ct.gov/despp/cwp/view.asp?a=4213&Q=494632&desppNav_GID=2080)
- Online Suspicious Activity Reporting at <http://www.ct.gov/demhs/cwp/view.asp?a=1939&q=400082>
- Electronic Submission of Crime Analysis Data, Municipal Police to State Police (Internal)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### FY 2019 Technology Budget

#### DESPP

- IT Data Service \$18,200
- IT Hardware Lease/Rental \$16,300
- IT Hardware Maintenance and Support \$1,945,600
- IT Software Licenses/Rental \$980,250
- IT Software Maintenance and Support \$890,000

#### CJIS

- CJIS/CISS Operating Expenses, \$2,766,999
- CISS Production Phase 1 “code ready” completion December 2018, total phase expenditure, \$60,898,817
- Full future deployment and use of Phase 1
  - RMS LEA interfaces and data integration completed, est. effective December 2019
  - CISS electronic workflows from LEAs to CT Courts completed, est. effective July 2021

### FY 2019 Technology Major Expenditures

- New Automated Fingerprint Information System, \$10M (funded)
- CT State Police Body Worn Cameras and Backend System Deployments, \$2.9M (partially DOJ grant funded)
- DESPP PC Refresh, \$700K (pending)
- Phase 3 of Agency (POE) Switch Upgrades, \$800K (pending)
- Technology for New CT State Police Cruisers:
  - Mobile Video Recorders (MVRs), \$300K (pending)
  - Mobile Data Terminals (MDTs) and Docking Stations, \$300K (pending)
  - E-Citation Printers, \$75K (pending)
- Network infrastructure enhancements:
  - BWC system backbone
  - Newly-acquired DESPP/CSP Facilities: \$150K
- DESPP Mobility Program (phase 2): \$100K
- Multimedia enhancements to HQ conference rooms: \$100K
- CJIS (OPM approved CJIS to request for an additional \$8.9M Bond funds to complete CISS workflow and Search User deployment of Phase 1):
  - Consultant Funds – \$1.41M (Other Funds, bond funds)
  - Equipment Funds – \$8.18M (Other funds, bond funds to complete CISS Phase 1 by end of 2019)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### DEPARTMENT OF ENERGY AND ENVIRONMENTAL PROTECTION

#### Providing Technical Support for: Connecticut Siting Council and Office of Consumer Council

#### Mission

The Connecticut Department of Energy and Environment Protection (DEEP) is charged with conserving, improving and protecting the natural resources and the environment of the state of Connecticut as well as making cheaper, cleaner and more reliable energy available for the people and businesses of the state. The agency is also committed to playing a positive role in rebuilding Connecticut's economy and creating jobs – and to fostering a sustainable and prosperous economic future for the state

#### Technology Strategy

Provide quick and easy access to timely, accurate and integrated environmental information to Department staff, partners, and constituents. Provide a comprehensive view of environmental activities, conditions and Department actions. Provide capabilities to use the information to better protect and manage the environment.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

#### Technology Achievements

The Department of Energy and Environmental Protection (DEEP) has made significant advances in the implementation of technology over the past year. DEEP has a modern network that reaches our field sites in state park and forests. This network carries data traffic as well as voice (VoIP) for our larger facilities. We continue to upgrade our VMware virtual desktop infrastructure (VDI) technology supporting over 1000 staff members, this is a transition away from physical desktops. Implementation of this VDI technology, during challenging budget cycles, has made a significant impact to overall costs of each desktop both for capital and operational expenses. DEEP continues to be a state leader in use of Geographic Information Systems (GIS) we have established a publicly-accessible mapping system that contains information for State Parks owned by the agency. This is a project with more information to be added on for other department parcels and in the future on open space lands held by other state agencies, municipalities, and land conservation organizations. At the Public Utilities Regulatory Authority (PURA), in New Britain, DEEP has implemented state-of-the-art audio/visual technology for public hearings held by the agency. This technology includes an advanced sound system, wireless presentation capabilities, audio broadcast capabilities to the



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

PURA website and hosting connectivity for Connecticut Network (CTN). Released through our agency website is an informational application for the public. This application, identified as Sewage Right-to-Know, provides notice of unanticipated sewage spills and releases to waters of the state that represents a threat to public health. Municipalities will report their Combined Sewer Overflows (CSO's) through an online webpage. This information would update the required public presentation layer automatically showing the required information based on the information provided by the municipality.

### EGovernment

#### List of Online Services Available:

- The Department of Energy & Environmental Protection (DEEP) has an on-line system to reserve campsites, including those with rustic cabins, at state park and forest campgrounds. Reservations for all state campgrounds are available online accessible from the DEEP website.
- Underground Storage Tank Registration - The Underground Storage Tank (UST) Program of the DEEP regulates certain UST systems. The primary purpose of this notification program is to prevent releases into the environment by providing the department with current up to date information regarding system owner/operator data as well as system design and location of underground storage tank systems that store or have stored petroleum or hazardous substances. Approximately 3000 Underground Storage Tank Owners/Operators are now required annually to both register their tanks and pay a per tank fee.
- Connecticut's Online Boating Certificate - A boating certificate is necessary for operation of all Personal Water Crafts (PWC) and operation of certain boats. Within a week of completing your boating safety course and passing your exam, you are be able to purchase your certificate by going to the Online Sportsman Licensing system.
- Connecticut's Online Sportsmen Licensing System - From this site, you can purchase Connecticut fishing, hunting, and trapping licenses, as well as all required deer, turkey, pheasant and migratory bird permits, stamps and tags.
- To fulfill the requirements in Public Act 12-11 "An Act Concerning the Public's Right to Know of a Sewage Spill" DEEP is required to post, on the department's Internet web site, notice of unanticipated sewage spills and waters of the state that have chronic and persistent sewage contamination that represents a threat to public health, as determined by the Commissioner of Energy and Environmental Protection in consultation with the Commissioner of Public Health. Any notice posted pursuant to this subsection may contain the following relevant information as best determined from the reported sewage spill



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## IT Strategic Plan for Fiscal Year 2019

incident: (1) The estimated volume of discharge; (2) the level of treatment of the discharge; (3) the date and time the incident occurred; (4) the location of the discharge; (5) the estimated or actual time the discharge ceased; (6) the geographic area impacted by the discharge; (7) the steps taken to contain the discharge; (8) reasonable public health, safety or welfare concerns or environmental concerns; and (9) public safety precautions that should be taken.” To meet this requirement, an interactive webpage has been made available to municipalities to report their CSOs through the DEEP portal. The entry will update the required spatial presentation for the public automatically showing the required information above based on the information provided by the municipal entity.

### List of Online Services Requested by Constituents:

- Expanded Online Document Repository – this will allow individuals to conduct required document reviews online, eliminating the need for time-consuming and costly trips to Hartford. It will also allow DEEP to manage its documents in a much more efficient and secure manner, and will reduce costs associated with having to maintain and expand its paper-based repository. DEEP staff will be able to shift focus from management of paper to managing environmental information.
- Air Quality Monitoring - Browse monitoring data from around CT. This application has created a public online portal to display real-time air quality data.

### List of Online Services Planned to be made available:

- The Remediation Division oversees the environmental cleanup of hazardous substances and oil at over 7,000 properties across the state, brownfield cleanup and reuse, and the provision of drinking water to hundreds of residential properties on contaminated wells. The Division’s information management project will migrate a complex database for thousands of polluted properties to a secure platform; provide instant intuitive access (for the public, business, and local and state government) to essential site documents, data and status updates; and provide a nimble and efficient business flow for applicants and agency staff saving time and money. Providing the public up-to-date interactive information will allow for quicker business transactions and an increase public awareness of environmental issues.  
Another goal is to make both the process of applying for permits and the process to review permits, lean, fast and efficient thus lowering the cost to citizens, business and government. Delivering feedback of results quickly, to promote



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## IT Strategic Plan for Fiscal Year 2019

transparency, program efficiency and strategic program development within DEEP, and across state government.

### Planned Applications

- Document Management - In this project, DEEP will contract to scan and index all relevant paper documents currently held by the agency. We will make digital copies of those documents available online, in a self-service document repository that will be directly accessible by the public as well as by DEEP staff, and supported with appropriate document search and retrieval tools.
- PURA e-Filing Case Management – Serve customers (Utility companies, citizens, law firms, other businesses) through a Web-based system allowing the submission / tracking of all electronic requests/complaints/dockets (documents) providing customers with ease of access to information. All submissions will be electronically routed, tracked and processed within PURA/BETP through a more efficient and leaner process
- DEEP will be exploring and entering into new strategies to maintain and gain efficiencies while working with limited human resources. These strategies include:
  - Cloud supported applications
  - Hyperconverged Infrastructure (HCI)
  - Shared state resources.

### FY 2019 Technology Budget

- Hardware – \$1.5M
  - VMWare Server Modernization
  - VDI Architecture Modernization
  - NAS, SAN Storage Modernization
- Software – \$1.0M
- Subscriptions – \$50K
- Services - \$1.0M
  - Document Scanning
  - Cloud Application Hosting
- Telecom and Data \$700K
  - Cisco Switch Modernization



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Records Management: \$1M
  - Historic Manifest Files – Scanning & FileNet Ingestion
  - BOR Photo Library – Scanning & FileNet Ingestion
- Data Management: \$300K
- Case Management: \$1.5M
- Hardware – \$1.5M
  - VMWare Server Modernization
  - VDI Architecture Modernization
  - NAS, SAN Storage Modernization
- Software – \$1.0M
- Subscriptions – \$50K
- Services - \$1.0M
  - Document Scanning
  - Cloud Application Hosting
- Telecom and Data \$700K
  - Cisco Switch Modernization



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF HOUSING

### Mission

To ensure that affordable housing in strong, vibrant, and inclusive communities is accessible to individuals and families across the state and homelessness is a thing of the past, and Connecticut continues to be a great place to live and work, the Department of Housing (DOH) develops and implements strategies to catalyze the creation and preservation of quality, affordable housing and provides centralized leadership for comprehensive and coordinated policies and programs to develop, redevelop, preserve, maintain and improve housing serving very low, low, and moderate income individuals and families.

### Technology Strategy

DOH became fully operational upon the commencement of fiscal year 2014. By consolidating the State's many housing programs into a single agency, the State has been able to undertake a more comprehensive and coordinated approach to the expansion of affordable housing opportunities and integrate these efforts with its efforts to reduce and end homelessness. As envisioned in the statute that established DOH, DOH uses the network hardware, software and systems of the Department of Economic and Community Development (DECD) and currently relies on DECD's IT staff for the implementation of its technology strategy, except with respect to its website, which is also maintained by DOH staff, and the CDBG-DR Superstorm Sandy Disaster Relief Program (the Sandy Program), which has its own dedicated IT staff. DOH through DECD is implementing recommendations made by KPMG as it relates to infrastructure, application lifecycle, client relationship management (CRM) system feasibility and use of CORE. KPMG also provided an assessment of the impact of the decisions the DECD is making on DOH operations. DOH is assessing the potential for use of a CRM system and currently working on the scope of work. DOH envisions a strategy that (i) makes full use of and enhances existing IT resources to efficiently serve those who rely on DOH's programs, (ii) enables DOH to streamline its processes, (iii) facilitates direct engagement with funding applicants and awardees, (iv) provides more extensive information regarding affordable housing needs and resources, and (v) comprehensively tracks the performance of DOH's programmatic investments to guide policy and to ensure the complex reporting and compliance requirements of DOH's federally funded programs are satisfied. In addition, DOH is working with DECD on implementing electronic content management (ECM). The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at:

<http://www.osc.ct.gov/manuals/software/contents.htm>



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## IT Strategic Plan for Fiscal Year 2019

### Technology Achievements

DOH administers a wide variety of state and federally funded programs to create and preserve affordable housing, foster community development, and provide housing and support for vulnerable individuals and families who are homeless or at risk of homelessness. Several technology achievements were critical to DOH's mission in FY 18.

- As DOH expanded its staff to fill vacancies and staff the Sandy Team, new staff members and their hardware were integrated within DOH's existing network.
- The Sandy Program continues to develop and enhance the Sandy website offering easy access to vital information to our contractors and the public.
- DOH increased the depth and functionality of its website.
- The Sandy Program team established a robust system for administering financial assistance in full compliance with the applicable federal and state requirements.
- Nearly all Housing development applications are now submitted electronically through the SharePoint portal.
- With the help of DECD and DAS BEST staff, DOH has transferred the management of the Housing Development Software (HDS) to cloud based system.
- DOH and DECD are in the process of implementing an enterprise content management (ECM) system to store documents electronically.
- DOH worked closely with DECD in migrating data hosting to the BEST Data Center where the agencies will benefit from the center's advanced technology and disaster recovery protocols.

### EGovernment

#### Online services available:

- DOH and CHFA continues to improve a cloud based SharePoint application portal where applications are submitted for most of its competitive funding rounds.
- The DOH website at [www.ct.gov/doh](http://www.ct.gov/doh) has been expanded and is now the primary tool for communicating announcements, funding opportunities, and other critical news and guidance, and for soliciting inquiries and posting responses.
- DOH's twitter handle (@CTDeptHousing) delivers our message to a broader audience.
- The DOH Predevelopment Program Loan Program webpage on the DOH site includes an instructional webinar that outlines the electronic application submission requirements.
- The DOH Opportunity Mapping tool is now available on the DOH website. The map includes information about neighborhood indicators (such as educational attainment levels, homeownership percentages and employment rates) that affect the lives of residents. The purpose of mapping neighborhoods is to assist with identifying areas with



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

high opportunity for residents and evaluating who has access to these areas. Conversely, this mapping can help to better understand where and how to invest resources in our communities to help provide residents a foundation for success.

- CT Housing Search, which provides a searchable database of available affordable housing opportunities in Connecticut, and which all developers that receive funding from DOH must use to list their available housing units, is accessible through the DOH website.
- DOH has integrated the resources administered by the Sandy Program team and other DOH disaster relief and recovery news and guidance with CTRecovers, the state's main portal for disaster relief and recovery: <http://www.ct.gov/ctrecovers/site/default.asp>.
- DOH has expanded its site to include relevant information to help those home owners whose foundations are crumbling.

### Online services requested by constituents:

More open data regarding DOH affordable housing production, which will require a database integrated with the DOH/CHFA electronic consolidation application and the reporting systems required by HUD.

### Online services planned:

DOH and CHFA have completed the enhancement of the cloud based SharePoint application portal making it user friendly. Transition to Updated website platform.

### Planned Applications

As DOH continues to bolster the capacity of its IT resources and the functionality of its website, DOH will continue to explore opportunities to improve the efficiency of its programs through information technology enhancements and collaborative efforts that leverage the resources of other state agencies and state organizations. DOH continues to work with DECD on assessment of the CRM application and electronic content management using Filenet. See above

### FY 2019 Technology Budget

Below is DOH's preliminary plan for technology spending for expected expenditures prior to the implementation of appropriate recommendations from the DECD-led strategic planning process (all sources are included except federal funding exclusively available for the Sandy Program). Please see DECD Technology Budget for additional details of expenditures which cover both agencies including Enterprise Content Management (ECM).



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## IT Strategic Plan for Fiscal Year 2019

|                       |           |
|-----------------------|-----------|
| Hardware              | \$ 49,161 |
| Software              | \$ 582    |
| Services (consulting) | \$ 0      |
| Subscriptions         | \$ 57,425 |
| Telecom and Data      | \$ 5,000  |

### FY 2019 Technology Major Expenditures

List of planned agency technology expenditures in excess of \$100k

During FY 19 DOH will continue to plan for major multi-year IT investments necessary to its mission in a manner consistent with LEAN. Throughout this effort, DOH expects to coordinate with DECD. Please see DECD's budget for initiatives including CRM, System Center and Enterprise Content Management (ECM) which were funded by the IT Capital Investment Fund. In addition, DOH will continue to coordinate closely with CHFA on a web-based application with the potential to interface with various back-office databases for reporting and asset management purposes. Based on the needs that DOH has identified to date, the following investments are expected to require initial investment during FY 19 and are likely, ultimately, to exceed \$100,000:

- Development of a database or other IT solution that is seamlessly compatible with the web-based application portal to be developed during FY 19 and enables DOH to review proposed projects and programs in depth, facilitate required reporting and manage long-term compliance since this will be undertaken in close coordination with CHFA, substantial savings to DOH is expected;
- Development of a new database necessary for the administration of the SDG Program to replace HUT, the database originally programmed by DSS staff approximately 20 years ago that is not expected to be supported by DSS IT staff for the long term; and
- Continue to expand and upgrade HMIS to ensure its full usage throughout the coordinated access networks and individual homeless services providers through the state.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF INSURANCE

### Mission

The mission of the Connecticut Insurance Department is to serve consumers in a professional and timely manner by providing assistance and information to the public and to policy makers, by regulating the insurance industry in a fair and efficient manner which promotes a competitive and financially sound insurance market for consumers, and by enforcing the insurance laws to ensure that consumers are treated fairly and are protected from unfair practices.

### Technology Strategy

The role of the Computer Systems Support (CSS) unit is to assist the Insurance Department in fulfilling its mission by:

- Improving the efficiency and effectiveness of processes through automation;
- Enhancing service delivery to customers through e-Government initiatives;
- Providing the support services necessary to maintain NAIC accreditation.

The Insurance Department recognizes the Software Management Policy that describes the use and disposal of software assets found at

<http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- From an IT perspective, we assisted in the creation of the new Office of Health Strategy agency, by transferring the IT information and assets of the SIM group within OHA (an administratively attached agency) to the Department of Public Health.
- Modified our cyclic technology refresh program (the annual replacement of a percentage of our desktop hardware) from a four year replacement cycle to a five year cycle, which reflects the maturity of the desktop hardware environment.

### EGovernment

List of Online Services Available:

- Medical Malpractice Closed Claim Reporting: A system developed in response to a statute passed in 2006.
- Online license information update: This allows licensees to change selected information on their license record



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## IT Strategic Plan for Fiscal Year 2019

- Online License and appointment query: This allows the general public to create and download lists of licensees.
- Online license verification: This allows verification of the status of a license.
- Online license print: Licensees may print their license online. The Department no longer prints and mails licenses.
- Online license application: Up to 16 different license types may be applied for online.
- Online complaint submission
- Online license renewal (via the NAIC's NIPR application).
- Online Payment Portal

### List of Online Services Requested by Constituents:

- Online Complaint Inquiry
- Company History Lookup
- Online External Review
- Online Company Address Update

### List of Online Services Planned to be made available:

- No online services are in development at this time

### Planned Applications

- In FY19 the Insurance Department plans to initiate a project that will replace our current custom developed core system, CRIS, with the State Based Systems (SBS) application that is made available by the National Association of Insurance Commissioners (NAIC). The SBS application is currently used by more than 30 state insurance departments and migrating to that system will allow the Connecticut department join with other states in presenting a uniform insurance regulation interface.

### FY 2019 Technology Budget

#### Outline a plan for technology spend from all sources:

- Hardware \$52,500
- Software
- Services (consulting)



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

- Subscriptions
- Telecom and Data
  - CEN \$5,500
  - Telecomm \$36,000

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- None (the SBS system is free to NAIC member states)



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF LABOR

### Mission

The Department is committed to protecting and promoting the interest of Connecticut workers and employers. In order to accomplish this in an every-changing environment, we assist workers and employers to become competitive in the global economy. We take a comprehensive approach to meeting the needs of workers and employers, and the other agencies that serve them. We ensure the supply of high-quality integrated services that serve the needs of our customers.

### Technology Strategy

Information Technology's game plan is to align our technology-based services with CTDOL's strategic priorities to eliminate waste, reduce overhead, and transfer services, as appropriate. Additionally, the agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

To support this technology strategy, our efforts are focused in the following areas:

#### **Organizational Responsiveness**

- Massaging/cultivating a service-oriented culture
- Emphasizing project management and customer service
- Bridging the communication gap between users and the IT Division

#### **Promoting Integrated Solutions**

- Employing cross-functional team approaches to problem solving
- Expanding skill sets from a specialist to a generalist model
- Implementing cross-functioning processes in targeted areas

#### **Building a Learning Organization**

- Creating clear incentives and opportunities for learning
- Fostering a culture of change
- Cross training, functional area education and staff realignments to reduce single points of failure
- Document, refine and centrally organize IT Policies and Procedures (e.g., SOPs, Workflows, HW/SW standards, Baseline Configurations, etc.) that are designed to ensure consistency in technology methods and operations.



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## IT Strategic Plan for Fiscal Year 2019

- The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at:  
<http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- **Unemployment Insurance Modernization (formerly known as UI Revitalization)** – This is the most critical initiative for the Agency to transform the delivery of UI Program services across Operations; providing more responsive, real time communications and extensive self-service capabilities to the public. Through effective reengineering of business processes, with an objective to off load applications and data from a Legacy Mainframe Platform to a Cloud Based Services Architecture, we will drastically improve our ability to adapt to changing business demands and improve UI Program performance overall. This effort has been defined as a four phase project. Phase 1 and 2 activities were successfully completed in June 2018.
- **DB2 Upgrade** – In October 2017, a complex refresh of the IBM Mainframe Customer Information Control System (CICS) product environment was completed. This system manages online transaction flows and connectivity to the Agency’s mission critical applications. Implementation strategies included business impact analysis, reengineering of processes, and identification and execution of new tasks.

### EGovernment

#### List of Online Services Available:

- \*In partnership with Geographic Solutions (GS), CTDOL successfully implemented its new module for the JFES program. The JFES module is now available within CTHires (Connecticut Helping Individuals and employers Reach Employment Success), an integrated web based workforce system that is used state-wide. JFES staff and their partner agencies use CTHires to record and track employment and job search activities for participants receiving cash assistance. Features include case assignment, correspondence, case notes, assessments, tracking of activities and credentials, document management, and reporting. Launch date: March 2018
- Launched a new online Web Intake System promoting customer self service capabilities to unemployed individuals allowing them to submit initial claimant data real-time 24 hours a day, 7 days a week, from any location with Internet access. This service model manages the business application on a secure



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## IT Strategic Plan for Fiscal Year 2019

Government Cloud Platform while eliminating significant costs associated with building out technology infrastructure and maintenance peripherals.

- Implementation of a Virtual OneStop through the CTHires Application will deliver workforce development services to individuals 24X7. Customers can access employment and training assistance at home in their pajamas. No more waiting in line. Virtual OneStop will also include interfaces for Spanish-speaking customers, as well as those that are visually-impaired, and Virtual OneStop will track all activities.
- System enhancements to redesign the 1099G Forms were completed. The online retrieval of the 1099G Forms are now a self-service component of the UI Web Site allowing claimants electronic access to these forms for reporting unemployment compensation, as well as, any state or local income tax refunds received.
- Launched a new Online Assistance Center Web Site that not only allows clients to file for unemployment online, but also educates them on the services provided by CTDOL and makes the information (e.g., forms, FAQs, filing instructions, resource links, etc.) readily available for use.
- CTDOL's Office for Veterans Workforce Development received national recognition for offering a service to Vets that allow them to request appointments via the web. CT is the only state that currently offers this service.

List of Online Services Requested by Constituents:

- None to report this Fiscal Year.

List of Online Services Planned to be made available:

- A Work Opportunity Tax Credit (WOTC) Program Module is a Federal tax credit available to employers for hiring individuals from certain target groups have consistently faced significant barriers to employment. WOTC joins other workforce programs that incentivize workplace diversity and facilitate access to good jobs for American workers. Features that will be included with this web based module include registration for employers and consultants; uploading of power of attorney documentation, uploading or manual entry of applications, and scheduled interfaces that will provide information and can auto determine approval or denial of applications. Planned implementation: January 2019
- eWage System – This system is a planned application development project (outlined below) scheduled for implementation in October 2018. A feature



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## IT Strategic Plan for Fiscal Year 2019

included in the Commercial Off-the-Shelf (COTS) Case and Document Management System will be a publicly accessible web portal that contains case, personnel and calendar information for Client access. Additionally, an ePayment capability will be available to allow partner agencies and/or the general public to pay penalties or wages online.

- In support of the Governor's initiative (Public Act No. 15-142 – Improve Data Security and Agency Effectiveness), CTDOL will cooperate with the Office of Policy and Management to enter into a data sharing agreement that authorizes OPM to act on behalf of the Agency for purposes of data access, matching and sharing. OPM's desire to develop a centralized data access repository not only encourages accountability and transparency but will afford them the opportunity to analyze, translate and respond to data inquiries, upon request.

### Planned Applications

- **eWage System** – In partnership with JTI, Inc., CTDOL will implement a Commercial Off-the-Shelf (COTS) Case and Document Management System that shall be easily adaptable in meeting the changing needs of the Agency. The new system will roll out in our Wage and Workplace Standards Division and will streamline current work functions and assist in the elimination of processes reliant upon legacy systems that generating a mountain of paper documents. The system will be service oriented and will be built on Amazon's Hosted Web Services Private Cloud to capture, manage, and store centralized business information to keep data current. Planned implementation date is October 2018.
- **Unemployment Insurance Modernization (formerly known as UI Revitalization)** – In Phase 3, CT will become a member of the MRM Consortium and implement the new UI Tax and Benefits system. System design and development activities will occur for Benefits/Appeals throughout 2018/2019. Tax will run in parallel and is scheduled to continue its functional gap analysis in 2018 followed by system design and development in 2019/2020. In Phase 4, CTDOL will perform legacy system retirement and develop data retention solutions for data which is not converted to the new system.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware – \$313K (2018-2019)
- Software – \$785K (2018-2019)
- Telecom and Data - \$70K
- Staff Training - \$25K
- IT Consultant/Vendor Services - \$1.65M
- HW/SW Maintenance - \$1.6M

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Ex IT Consultant/Vendor Services
  - e-Wage Case Management - \$330K
  - CTHIRES Subscription Support - \$975K
  - Internet Initial Claims (IIC) Support - \$200K
  - UI Modernization Initiative- \$11.7M (includes project and Vendor resources)



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF MENTAL HEALTH & ADDICTION SERVICES

### Mission

The Connecticut Department of Mental Health and Addiction Services is a health care agency whose mission is to promote the overall health and wellness of persons with behavioral health needs through an integrated network of holistic, comprehensive, effective, and efficient services and supports that foster dignity, respect, and self-sufficiency in those we serve.

### Technology Strategy

The mission of the Information Systems Division is to provide quality IT services and solutions, effectively aligning business and technology objectives through collaboration, in order to provide the most cost-effective solutions that facilitate and improve the conduct of business for our state residents, businesses, visitors and government entities.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

### Technology Achievements

**Health Information Technology** – Completed Phase II of the gap analysis which included the Staffing Plan, Technology Plan and Security Plan.

**Whiting Forensic Hospital** – Modified and upgraded multiple clinical applications to support the operational needs of the new Whiting Forensic Hospital.

**Infrastructure Upgrades** – Completed multiple infrastructure upgrades including:

- Virtualization of CVH Pharmacy Systems
- Deployment of WFH IT Infrastructure
  - o New Pharmacy
  - o New File Server
  - o Upgrade of Network
- Virtualize Domain Controllers
- Virtual Infrastructure Deployment for Facility File Servers
- Upgrade of SQL servers to latest Version
- Upgrade Server OS (2008 & 2008 R2)



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## EGovernment

**DMHAS State Bed Vacancy List** – DMHAS posts a listing of available inpatient beds on the ct.gov website to help facilitate timely and efficient treatment of clients in need. This site is updated daily by providers throughout the state.

**Connecticut's Network of Care** - Connecticut's Network of Care is a vendor supported website that provides mental health and addiction recovery information and resources to the citizens of Connecticut.

**Provider Quality Reports** – The Provider Quality Report is available on-line at ct.gov to allow consumers, family members and other interested parties to make informed decisions regarding treatment options.

**Psychiatric Security Review Board** – The Psychiatric Security Review Board maintains a website detailing the history and mission of the Board; statistics; Board hearing dates and agenda; links to additional resources and documents for community providers available for downloading.

## Planned Applications

**e-Prescription** – DMHAS is in the process of acquiring an e-prescription solution, leveraging a vendor software for all DMHAS prescribers. The chosen vendor's application will enable DMHAS to be compliant with the State of Connecticut act for preventing prescription opioid abuse. The vendor has been selected and DMHAS is in the process of contracting with that vendor.

**Health Information Technology** – DMHAS is in the process of planning and implementing an electronic medical record.

**Kronos** – DMHAS is participating in a multi-agency effort to modernize the current scheduling and timekeeping process beginning with the implementation of Kronos at the Connecticut Valley Hospital. The new process will then be expanded to DMHAS's other facilities.

**Statewide Call Center** – DMHAS is implementing a statewide Mental Health and Substance Abuse Access Call Center, which will provide an effective and cost-efficient method to:

- Centrally deploy DMHAS state-operated and PNP-funded mobile crisis response team
- Improve access to care by servicing as the centralized mental health and substance abuse access line
- Improve engagement, linkages to care and patient follow-up



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

**Subsidized Housing Application** – The DMHAS Housing Unit intends to acquire a software package to streamline the application, approval and payment processing of federal Department of Housing and Urban Development funds that subsidize rent for eligible clients.

### Planned Technology Initiatives

- Office 2016 migration
- Access 2003 database migration to Access 2016
- Windows 10 Desktop migration
- Migrate SharePoint 2010 to 2016
- Server Upgrades to Server 2016
- Video Archive
- Encryption of Backup Infrastructure (new)
- DR infrastructure implementation
- Virtualization remote Facility File Servers

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware - \$2.5M
- Software - \$1.7M
- Services (consulting) - \$1.1M
- Subscriptions - \$0
- Telecom and Data - \$50K

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Desktop Refresh - \$1.4M
- Switch Refresh - \$400K
- Phone System Replacement - \$500K



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF MOTOR VEHICLES

### Mission

The mission of the Connecticut Department of Motor Vehicles (DMV) is to promote public safety and regulate drivers, their motor vehicles and certain vehicle-related businesses, through the delivery of exceptional customer service to internal and external customers.

### Technology Strategy

The technology strategy of the Connecticut Department of Motor Vehicles (DMV) is to apply innovative, cost effective technology solutions that enable DMV to deliver on key business initiatives in support of the agency mission while building a highly skilled and motivated workforce capable of supporting modern technology platforms.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

### TECHNOLOGY ACHIEVEMENTS

- **Process Improvement (LEAN, Six Sigma)** – Manager Control reports automation for Branch Operations was completed. This allows the Branch managers to quickly focus on problem areas and act on it.
- **QSC Road Test Appt.** – Provided an ability for Driver License Road Test applicants to make appointments online 7X24 eliminating the need for customers to call the Contact Center to make appointments.
- **Project Governance** - Established a Project Governance process to better manage and prioritize various projects in the department.
- **Customer Contact Center Strategy** – Implemented Phase 1 of the new Customer Contact Center which centralized and enhanced the capabilities of the Phone Centers at DMV to better service the customer, reduce phone wait times, and improve the productivity of the back office teams. This implementation also includes “Virtual Hold (VH)”, where customers can request a call back from the system rather than be on hold.
- **Office 365 Migration** – DMV efforts to migrate to Office 365 have begun. Office 365 increases the productivity of the employees, allows collaboration and streamlines the support. Working with BEST and other vendors to establish the right strategy.
- **3 year Technology Roadmap** – Created a 3 year high-level technology roadmap to help focus DMV on current and future technology needs.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- **PSDN Network Upgrade** – Upgraded network for all branch locations to increase performance bandwidth while reducing annual costs.
- **PCI Network Segmentation** – Completed the Network segmentation to facilitate PCI compliance for credit card transactions was completed.
- **New Partner locations** – Successfully implemented two new DMV partners who are delivering DMV Licensing services: West Haven chamber of Commerce and Nutmeg Financial Credit Union.
- **Verification of Legal Status (VLS) 3.1 upgrade** – Completed the Department of Homeland Security system upgrade. This is a Federal requirement from Department of Homeland Security (DHS).
- **Motor Voter Reporting** – Completed the reporting of the Motor Voter statistics to Department of Justice.
- **CDL Non Domicile** – Completed the ability for our state to issue the Non Domicile Commercial Driver License. This is a federal requirement.
- **SLA with BEST** – Established a Service Level Agreement with BEST to strengthen our ability to meet the needs of customers by establishing service standards for both organizations and improving communication protocols.
- **Cross-Jurisdictional CDL Screening Phase 2** – Completed Phase 2 of the Cross-Jurisdictional CDL Screening project. Through this project, Facial Recognition data of CDL customers is shared with other participating states to address potential fraud.

### EGovernment

List of online services available:

- DMV branch wait times
- Registration renewal
- Registration Cancellation
- Dealer and Leasing Registration Renewal
- Registration Status Check
- Replacement Plate Requests
- Vanity Plate Requests
- Reprint Registrations
- Check Registration Compliance Issues
- Emissions Late Fee Payment
- IRP Payments



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Learner Permit Appointment system
- License Status Check
- License Restoration Fee Payment
- Commercial Driver Self Certification
- DMV Mobile App for iPhone/iPad and Android Service to allow online dealer license renewal.
- Access to DMV Forms

### Planned Applications

- **Emissions Late Fee from CIVLS** – Enhancing DMV’s ability to collect Emissions Late Fee using the CIVLS application with all the required business rules
- **Non CDL Medical Reporting** – Ability to automate the current process of manually collecting medical reports for certain Noncommercial Driver license holders
- **CIVLS Customer Merge Process** – Enhance the CIVLS application to provide the functionality to be able to merge customer records where appropriate.
- **CDL Downgrade** – Enhance the Commercial Driver License to automate the downgrade process when some the drivers fail to follow certain Federal guidelines
- **QSC – Out of State Transfer Appointments** – Provide the ability for customers to make online appointments, who have existing Licenses from other jurisdictions and are moving to CT.
- **Real Time Insurance interface to CIVLS** – Provide a real time interface to the Insurance system, so CIVLS can verify the Insurance automatically and not rely on the physical card.
- **IRP system replacement** – Replace the current legacy IRP system with a modern IRP system
- **Admin. Hearing System replacement** – Rewrite the current legacy Admin. Hearing system with newer technologies
- **Management Reporting with Configurable Dash Boards** – Provide Management reports with configurable dash boards using Business Intelligence technologies.
- **Update outdated Software on CIVLS** - Replace: DevExpress, Windows Server OS, SQL Server, Visual Studio, Tools and associated licensing, Windows 7
- **Modernize Credit Card Processing** – enables chip technology and architects in a way that reduces DMV liability
- **Phase II and III of Customer Contact Center Strategy** – Implement new Interactive Voice Response (IVR) capability that enables self-service transactions; Expand multi-channel



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

access points for customers, to include Text and Chat capabilities; Select and implement Customer Relationship Management (CRM) tool that creates single customer profile which will enable a more comprehensive view of the customer

- **Management Control Reports** – Expand beyond Branch Operations to back office production groups that will strengthen management controls and tracking of work
- **Electronic Voter Registration** – In collaboration with the Secretary of State’s Office, expand electronic capture of voter registrations to be better automated and streamlined.
- **Reduce Re-works** – Deliver 1<sup>st</sup> phase of technology solution that seeks to eliminate/significantly reduce errors that impact customer satisfaction and employee productivity
- **Third Party Partner roll-outs** – Support implementations for third party partners who will deliver DMV’s licensing services

### FY 2019 Technology Budget

| Type                                   | <u>FY 19 STF Budget NOT ENACTED</u> | Federal Grants      | CVISN Bonding       | Unified Communications Project (Customer Contact Center) | Automated Voter Registration Project | CVILS, Central Issuance and Modernization Programs | Total                |
|--|-------------------------------------|---------------------|---------------------|--|--------------------------------------|--|----------------------|
| Hardware Maintenance                   | \$ 59,650                           |                     |                     |  |                                      |  |                      |
| Software License & Rental              | \$ 489,500                          |                     |                     |  |                                      |  |                      |
| Consultants                            | \$ 1,420,750                        |                     |                     |  |                                      |  |                      |
| Subscriptions Software Maint & Support | \$ 415,500                          |                     |                     |  |                                      |  |                      |
| Telecom & Data                         | \$ 1,308,750                        |                     |                     |  |                                      |  |                      |
| <b>Total Funding</b>                   | <b>\$ 3,694,150</b>                 | <b>\$ 3,832,867</b> | <b>\$ 1,960,260</b> | <b>\$ 599,546</b>  | <b>\$ 2,017,148</b>                  | <b>\$ 12,020,375</b>                               | <b>\$ 22,107,198</b> |



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## FY 2019 Technology Major Expenditures

DMV expects to process the following purchase orders and expenditures in FY 19. Where funding allows expenditures will extend past FY 19.

- \$59,650 STF for hardware and associated maintenance
- \$489,500 STF for software and license rental
- \$1,420,750 STF for IT and ancillary consultants
- \$415,500 STF for subscription of software and maintenance support
- \$1,308,750 STF for DAS/BEST telecommunications services
- \$3,823,867 for FMCSA - CDL and CVSNI Improvements IT components
- \$1,960,260 for CVSNI - Commercial Vehicle System Upgrade - Celtic IRP
- \$599,546 for VOIP Call Center - Unified Communications Project (Phase I & II)
- \$2,017,148 for Automated Voter Registration Project
- \$12,020,375 for CVILS, Central Issuance and Modernization Programs

Note: Amounts are unencumbered balances as of 8/2/18 and subject to change.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### DEPARTMENT OF PUBLIC HEALTH

#### Mission:

To protect and improve the health and safety of the people of Connecticut by:

- Assuring the conditions in which people can be healthy;
- Preventing disease, injury, and disability, and
- Promoting the equal enjoyment of the highest attainable standard of health, which is a human right and a priority of the state.

#### Technology Strategy

- DPH intends to grow and develop a robust private virtualized environment to meet the growing demands of our agency.
- Implement a new McAfee MOVE (Management of Optimized Virtual Environment) anti-virus in order to protect VMWare Servers and streamline scanning time.
- Upgrade desktops platform to Windows 10 and Microsoft Office 2016.
- Continue to implement a secure network environment by introducing 802.1x authentication via Cisco ISE and increase security with BitLocker.
- Currently surveying the possibility of using Comcast at WIC remote locations for faster connectivity for local agencies with secure VPN to increase productivity by cutting down on latency.
- Refresh DPH desktops and laptops with Windows 10 OS and latest version of Microsoft Office.
- DPH recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>
- Continue the conversion and consolidation of local applications to a 2 tier DPH hosted environment based on MS-SQL databases and .NET applicators, Promote Increasing the use of Teleric development tools to allow rapid deployment into this environment.
- For interactive internet applications that are publicly accessible; continue to standardize the support and methods of shared access for applications requiring the BEST public internet portal.
- Focus on the development and deployment of user data query tools, including SSRS and Business intelligence tools. This will change the role of IT from one of providing data on demand, to one of developing the appropriate reporting tools that users can perform more timely and meaningful data for analysis as they need it.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### Technology Achievements

- Developed a Multi Tennant environment to host Background checking for OEC on the existing infrastructure of Automated Background Check Management System (ABCMS).
- The Hospital Reporting System (HRS) was rewritten utilizing common browser based input and reporting tools. This was rolled out for hospital data submission in the first quarter of 2018.
- Implemented Federal electronic Plan of Correction (ePOC) management system for Health care facilities
- Rolled out the Tumor Registry HL-7 collection of epath records directly from Hospital base registries.
- Converted the FAX “Reportable Events” process to an on line web submission. It has reduced the manual processing and improve tracking capabilities
- Split off OHCA into a new agency and assumed previously shared support and development responsibilities.
- Completed the IT Capital Improvements Grant Requirements for the STD/Infrastructure award– Including Maven Upgrades and Infrastructure conversion and Retiring the legacy STD reporting system.
- Completed refresh of PC's and monitors in our PC refresh initiative.
- Upgraded agency computers to newer version of MSOffice.
- Implemented and upgraded Storage Area Network with a Pure Storage Flash Array to support VMWare and VDI users working at field locations (FLIS).
- Provided technical support, from design to implementation, of the new Office of Health Strategy (OHS) Agency.
- Upgraded and deployed to agency laptops McAfee Drive Encryption agent software revision from 7.2.1.16 to 7.2.5.
- Increased wide area network bandwidth at the Rocky Hill lab through the use of ASE service to 100MB.
- Upgraded to CISCO UCS C240 from EMC CX4 for file storage.
- Upgraded to Pure Storage from EMC VNX for our VMWare environment.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## EGovernment

### List of Online Services Available:

- ePOC for all FLIS federal Violations
- Adverse event Reporting for hospitals
- EPHT environmental portal
- ABCMS background check

### List of Online Services Requested by Constituents:

- Electronic delivery LAB Test Records to health care provider
- Electronic reporting of incidents (current process is a phone call within 2 hours of event 24/7)
- GIS mapping application

### List of Online Services Planned to be made available:

- FLIS: Implement a web based tracking system for State of Connecticut violation Plan of corrections. Similar to the current federal system
- FLIS: Implement a web based Incident management site that provides immediate alerting to on call personnel and follow-up tracking. This will be structured so that it could be adopted for any mandated alerting events across the state. (Health facility Events, Water incidents, etc.)
- Immunization: Complete the Data conversion and public release of the CT-WIZ immunization tracking and ordering system. Retire the current CT-CIRTS application and decommission the associated DPH and BEST environments.
- Preparedness: Implement a statewide Volunteer EMS registry and emergency professional dispatch application.

## Planned Applications

- We plan to Begin the Death Registry module implementation into the ConnVRS system.
- Extend the public facing website to accept and log complaints related to long term care facilities.
- DPH is planning on consolidating and linking access to multiple HIV data sources currently in disparate data sets across the state. Maintaining common location and access to secure HIV data will all ow for better treatment and predictive abilities for



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

the state at risk populations. This will involve changing administrative controls on several standalone instances.

- Migrate the 2 remaining DPH applications off of the DAS/BEST hosted Oracle environments
- Develop Centralized Password management controls for all agency IT service accounts
- Standardize the file delivery and job scheduling operations of the agency.
- Build the technology required to allow DPH to assume the client management of HIV Clients by supporting appropriate applications. This will involve implementing the CareWare application; to be hosted at BEST, and the CADAP drug reimbursement program hosted with 3rd party support of Magellan
- Integrate address verification from the WIC application links to ESRI
- LAB Upgrades:
  - Provide a web based private reporting portal for physicians and submitting representatives to view and obtain LAB test results
  - Interface the Lab tracking applicators (hosted in CT-SITE) with the CCMC ERP programs to share tracking referrals for NBS positive results patient tracking and follow-up
  - Upgrade the Horizon LIMS program from version 11 to Version 12. This is a significant architectural Change migrating to a .NET Infrastructure requiring significant customization and in house development

FY 2019 Technology Budget - Outline a plan for technology spend from all sources:

- Hardware
  - CISCO switch refresh \$450,000
  - Desktops (replacement) \$100,000
  - Annual maintenance and support \$100,000
  - Intrusion Detection Appliance \$ 64,000
  - Laptops (replacement) \$ 30,000
- Software
  - Enterprise Office 365 \$100,000
  - Annual maintenance, support and new purchases \$100,000
- Services (Consulting)
  - WIC Technician \$ 80,000
  - Engagement of a vendor to perform risk and vulnerability assessments for Tumor Registry Program, a federal requirement of NCI. \$ 50,000



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

- EPlus Engineering services for VMWare and CISCO switches \$ 20,000
- Subscriptions
- Telecom and Data \$ 35,000

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K: (almost 100% grant funded)

- Magellan HIV client management \$750,000
- Tallan HIV integration and Business Intelligence \$750,000
- Maven Surveillance hosting (ongoing Maintenance) \$350,000
- LIMS and Oracle (development and ongoing maintenance) \$350,000
- Death Registry implementation and conversion
- Immunization CT-WIZ \$3,000,000
- WIC (Maintenance and enhancements) \$500,000
- Refresh of Agency Switches \$450,000
- Office 365 upgrade \$100,000



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### DEPARTMENT OF REHABILITATION SERVICES

#### Mission

The Department of Rehabilitation Services (DORS) mission is “*Maximizing opportunities for people in Connecticut with disabilities to live, learn and work independently*”. We provide a wide range of services to our clients in maintaining or achieving their full potential for self-direction, self-reliance and independent living. DORS administers legislatively authorized programs, as well as a number of federal programs and grants, each with a common thread of serving individuals with disabilities. Public Act 18-169 transferred the State Department on Aging (SDA) to the Department of Rehabilitation Services effective June 14, 2018. The Department of Rehabilitation Services FY 19 Information and Telecommunications Systems Strategic Plan includes the former State Department on Aging technologies and achievements.

#### Technology Strategy

DORS IT infrastructures are reasonably intact at a level that allows for the development of strategies to respond to future programmatic and business needs. Strategies to merge functions and systems are being employed wherever possible. Emphasis is being placed upon redesigning newly built active directory structures, applications and databases, building network infrastructure to support field offices and to enhance data security. The agency recognizes the Software Management Policy provided by DAS/BEST at <http://www.osc.ct.gov/manuals/software/contents.htm>

#### Technology Achievements

- DORS IT provided complete support related to the consolidation of two regional offices into one new office, co-located with the Department of Labor in Uncasville.
- DORS IT researched new accessibility tools to fit the needs of the agency employees that are visually and/or hearing impaired and will incorporate these new accessibility tools into the new computer and Microsoft Office product deployment project.
- DORS IT successfully completed the new Case Management System’s data model gathering process for our Vocational Rehabilitation and Children’s Services programs. The Case Management System project team has also made significant progress with the legacy system data conversion mapping/scripting as well as soliciting business rules and work flows that drive the functionality behind the data elements.
- DORS IT successfully removed Citrix Client from our Bureau of Rehabilitation Services field office computers.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- DORS-IT successfully upgraded multiple software applications and related services designed to improve efficiency, accuracy, organization, sharing and accessing information from almost any device and location, i.e. network monitoring tool WhatsUp gold, imaging solution Ghost, etc.
- DORS Disability Determination Services IT successfully upgraded from their IBM System HMC to V8R860 and provided HMC training and rolled out the current Social Security Administration base workstation image and Microsoft Office 2013 to all users.
- DORS Disability Determination Services IT deployed a Flexible Video pilot and expansion project to all Disability Hearings Officers to allow for video hearings from user's office.
- DORS Disability Determination Services IT migrated the Employee Office Sampler (EOS) database and implemented the use of claimant questionnaires to include non-personally identifiable information and case identification number on each page.
- DORS Disability Determination Services IT enhanced security by converting the method for the exchange of medical records from USPS mail service to fax and/or through a secure website and converted from an overnight batched fax transmission process to an on demand fax transmission process to reduce costs, increase security, productivity, timeliness and accuracy.

### EGovernment

#### List of Online Services Available:

- State websites: [www.ct.gov/dors](http://www.ct.gov/dors), [www.ct.gov/brs](http://www.ct.gov/brs), [www.ct.gov/besb](http://www.ct.gov/besb), [www.ct.gov/agingservices](http://www.ct.gov/agingservices), [www.dhoh.ct.gov](http://www.dhoh.ct.gov) and [www.ct.gov/connect-ability](http://www.ct.gov/connect-ability) (Please note these separate websites are in the process of being combined into a single DORS website, which will then be ready for "lift and shift" into the new ct.gov portal software and format).
- Client information websites: [www.cttechact.com](http://www.cttechact.com), [www.elearning.connect-ability.com](http://www.elearning.connect-ability.com)
- Intranet for DORS employees to access employment related information.
- Social media websites: [www.facebook.com/BRSJobsCT](https://www.facebook.com/BRSJobsCT), [www.twitter.com/DORS\\_CT](https://www.twitter.com/DORS_CT), and
- [www.linkedin.com/pub/brs-ct/85/a23/1b7](https://www.linkedin.com/pub/brs-ct/85/a23/1b7)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

List of Online Services Requested by Constituents:

- Ability to apply online for Vocational Rehabilitation Program services

List of Online Services Planned to be made available:

- N/A

### Planned Applications

In addition to working on several major projects related to building the Information Technology infrastructure, DORS IT is also planning on:

- Continue with the development of the new Case Management System. We will be working on requirements gathering for the Adult Services and Business Enterprise Program data models. We will also be working on Phase 2 implementation of the new Case Management System, with a focus on including our Workers' Rehabilitation Services program.
- Research and continue to improve disaster recovery services in conjunction with DAS-BEST. We are researching the possibility of applying a Cloud based infrastructure and technology to incorporate into our existing Disaster Recovery Plan.
- Expanding the use of capturing customer signatures electronically and importing signature to forms in the new Case Management System.
- Increasing accessibility to our Distance Learning Tool by translating existing and future training modules into Spanish. Developing additional training modules for our Distance Learning Tool.
- Upgrade VMware and backup application to newer version. Collaborating with DAS-BEST to identify the best technology available to meet our needs. Provide the DORS employees with new computer hardware and a mix of Microsoft Office products.
- Update the desktop Operating System environment to Windows 10, Server 2016 etc.
- Combining all of the state websites referenced above into a single DORS website
- Establish guidelines to ensure consistent use of secured email throughout the agency.

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware – Computer Upgrades - \$800,000



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Hardware – Server Upgrades - \$200,000
- Software - Microsoft Office Upgrade - \$250,000
- Hardware/Software Maintenance and Support - \$192,000
- Telecommunications – System Upgrades - \$200,000
- Case Management System - \$1,625,707

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Update computers and software for all DORS employees.
- Update telecommunications systems for several of our regional offices to replace outdated technology.
- Monthly vendor costs for existing hardware and software maintenance and support for all programs.
- CT Distance Learning Consortium for distance learning module development and application maintenance.
- Implementation of an integrated department-wide Case Management System using IT Capital Investment Funds.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF REVENUE SERVICES

### Mission

The mission of the Department of Revenue Services (DRS) is to instill public confidence in the integrity and fairness of tax collection; achieve the highest level of voluntary taxpayer compliance; continuously improve agency performance; contribute to the fiscal and economic well-being of the state; and provide a positive and professional workplace.

### Technology Strategy

At DRS, being technology driven means a systems approach that strives to align technological improvement with our business objectives, process and organization. The agency pursues a dynamic information management and communication strategy. Our strategy:

- Supports effective research, planning and resource allocation.
- Accessibly, securely and timely informs and assists taxpayers.
- Prioritizes automation that cuts manual processing.
- Reduces fraud.
- Targets smart collections.
- Enhances communication, training and teamwork for our employees.
- Routinely provides core management analytics, key performance indicators and periodic benchmarking.

DRS IT strategy is integral to an overall agency strategic plan that links our resources and activities in terms of people, processes and technologies.

DRS increasingly struggles with its legacy system. Given current high maintenance, extensive end-of-life status, inflexibility without costly reprogramming and lack of efficient integration, our technology strategy necessarily anticipates state capitalization of near-term transition to a replacement comprehensive tax information management platform soon.

Other technology future state expectations include:

- Continuous transition to paperless, automated processing and reporting that also frees up personnel resources for more effective taxpayer services and collections.
- Comprehensive, real-time information sharing, data mining and outcome tracking that is secure, accurate and accessible in the office, in the field and at home.
- A wide variety of user-friendly and real time on-line and on-phone taxpayer information and taxpayer services that maximize voluntary compliance and combat fraud.
- Work-flow improvements that reduce processing, hand-offs while improving teamwork and timeliness.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at: <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- Electronic filing for real estate conveyance tax.
- Symantec Data Loss Prevention (DLP) upgrade to version 14.
- Continuation of Enterprise Content Management (ECM) forms implementation project.
- Conversion of all image file from legacy platforms to the new ECM platform.
- IT Modernization financing and RFP engagement.
- “CT Fresh Start” settlement and enhanced collection initiative.
- 450 CB Restacking June thru August
- Implementation of System Center Configuration Manager (SCCM) to maintain compliance of software versions, licensing and patching across all Windows platforms in accordance with agency policies.

### E-Government

#### List of Online Services Available:

- Taxpayer Service Center (TSC).
- Self-service payment plan application and approval.
- Refund validation quiz.
- Tax calculators.
- Fillable & Downloadable Tax forms.
- Video Tutorials for taxpayer assistance.
- Electronic filing for real estate conveyance tax
- Self-service for Status Letter requests
- Publications

#### List of Online Services Requested by Constituents:

- More taxpayer tutorials.
- Taxpayer service chat capacity.
- Improved search ability.
- Mobile applications.

#### List of Online Services Planned to be made available:

- Paid Preparer E-License



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## Planned Applications

- Begin the 4 year implementation on the new State Tax System (CTax).
- Paid Preparer E-License (On-line licensing application).
- Upgrade agency desktops from Windows 7 to Windows 10.
- Continuation of building fail-over platforms for critical processing systems at the state’s Springfield Data Center.
- Planning and researching Cloud services for the agency.
- Migrate Agency Internet site to the new CT.gov portal.
- Migrate Agency Intranet to a Microsoft SharePoint platform.
- Upgrade Taxpayer Services Center virtual host environment.
- Upgrade Symantec Data Loss Prevention (DLP) to version 15.

## FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- **Hardware**
    - Server replacements (normal replacement cycle) \$546,420
    - Additional Storage (for DR) \$97,000
    - Additional storage for the backup appliance \$130,000
    - Desktops (normal replacement cycle) \$117,200
    - Laptops / Tablets- (normal replacement cycle) \$98,405
  - **Software**
    - N/A
  - **Subscriptions**
    - N/A
  - **Telecom and Data**
    - Replacement Phone Switch \$591,000
  - **IT Modernization next phase**
    - Phase 1 implementation \$13,750,000
- **Total** **\$15,330,025**

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- See section above.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF SOCIAL SERVICES

### Mission

We, along with our partners, provide person-centered programs and services to enhance the well-being of individuals, families and communities.

### Technology Strategy

The strategy for DSS is built in 4 hierarchical layers Vision, Goals, Objectives and Plans

**Our vision.** DSS seeks to maximize the volume and efficacy of permitted benefits for its stakeholders. We recognize this is an ongoing process that requires continually improving the capabilities. We recognize that all capabilities may not be at the same level at the same time but we will continuously adjust plans and strategies to improve services and service delivery.

**Our Vision.** Guided by our shared belief in human potential, we envision a Connecticut where all have the opportunity to be healthy, secure, and thriving.

**Our Goals:** DSS has some aspirational goals, we seek to:

- Drive decision-making, collaboration and service-coordination through enhanced use of data to improve services.
- Improve access to health and human services to enable our customers to gain independence, enhance health and achieve well-being.
- Instill public trust by continuously improving the way we administer programs, manage our resources and operate our infrastructure.

**Our Objectives:** In support of DSS agency goals, DSS ITS has established some initial objectives

- To implement approved business information technology projects for HHS Shared Services
- To develop standards on how we use data
- To develop a method to prioritize and align new business technology projects.
- To continue to improve the IT organizational structure
- Utilize partnerships and strategic alliances with DAS/BEST and other CT Executive Agencies to pursue and implement enterprise solutions and achieve economies of scale.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

DSS recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

**Our plans.** Our plans are designed to arrange projects to instantiate and bring to life our IT objectives.

- Please see the Planned Applications section of this document

### Technology Achievements

- **ImpaCT** – Advanced Eligibility System - ImpaCT is the latest step in DSS’s modernization process. A state-of-the-art eligibility system to improve the service we provide our clients, to help DSS be even more efficient and timely, and to make sure that Connecticut families are getting the vital human services benefits for which they are eligible. The final wave of a deliberate, phased approach was implemented August 2017. Currently enhancements are being implemented in scheduled releases. One planned release includes integrating the long term care system Ascend into ImpaCT.
- **Enterprise Program Management Office (EPMO)** DSS continues to build-out the Enterprise Project Management Office (EPMO) to manage the complex portfolio of concurrent, inter-related projects in the agency. The EPMO Build Out will increase the transparency of project activities and performance through the application of project management best practices, policies, processes, and industry-standard methodologies.
- **Balancing Incentive Program (BIP)** Balancing Incentive Program (BIP) supports individuals seeking community-based long term services and supports (LTSS), allowing them to avoid unnecessary institution-based care. Connecticut is implementing a No Wrong Door/Single Entry Point combined with and core standardized assessment to connect individuals to the services they need. BIP release 1.1 UA Interim Solution was implemented May 2018
- **Child Support – System Transition Feasibility** Study- The Office of Child Support Services (OCSS) has been using a nearly 30-year-old green-screen, character-based legacy system for administering the Child Support Program. The Office is conducting a feasibility study to understand the various options available and a cost-benefit analysis of those options. The feasibility study, a federally mandated initiative, will guide the future system implementation anticipated in 2017 – 2019.
- **Non-Emergency Medical Transportation (NEMT)** – DSS integrated a new NEMT system that identifies and schedules the most cost and time efficient methods to providing transportation to Medicaid clients.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- **New Medicare Card Project (SSNRI)** – DSS in conjunction with federal partners implemented the SSNRI project that removed Social Security Numbers as the identifying number on Medicare cards with a unique Medicare care number.
- **Administrative Hearing Modernization** - Provide the public the ability to search the administrative hearing decisions from an online database.

### EGovernment

#### List of Online Services Available:

- Pre-Screening Tool
- Benefit Details and Status
- Online Application
- Online Renewal
- Online Changes
- Document Upload
- Document submission status
- Paperless notices
- Request a Fair Hearing
- Client Survey
- Community Partner Functionality
  - ability to submit multiple applications on clients' behalf
  - document upload
  - online submission status

#### List of Online Services Requested by Constituents:

- Community Partner Functionality to include a Community Partner Portal
  - Client Look up, revealing benefit details and status
  - Online Renewals
  - Online Changes
- Online Periodic Review Form for SNAP

#### List of Online Services Planned to be made available:

- Online Periodic Review Form for SNAP
- Integrated Mobile Platform
- Integrated Client Portal
- Mobile Optimized Landing page, home page, and screen flow
- Mobile Application



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### Planned Applications

- **Child Support** - The Office of Child Support Services (OCSS) has been using a nearly 30-year-old green-screen, character-based legacy system for administering the Child Support Program. The Office is conducted a feasibility study to understand the various options available and a cost-benefit analysis of those options. This project will now be moving forward with the development and implementation of a new Child Support System.
- **CT Medicaid Enterprise Technology System (CT METS)** – CT METS is the replacement of the current MMIS systems. The planning phase including Federal approval of scope and funds has been completed. This project is now in the early development of the initial RFPs to support the work.
- **Provider Registry**- DSS intends to establish and develop an Enterprise Provider Registry (EPR) that aims to provide a consolidated view of provider information across and within subscribing systems.
- **Personal Health Record (PHR)** – Implementing the Personal Health Record for LTSS and DSS beneficiaries.
- **Project Notify** – Issuing Alerts/notices based on ADT feeds from Hospitals.
- **Project Durable Medical Equipment (DME)** – Using electronic orders to request durable medical equipment.
- **Health Information Service Provider (HISP)** – Direct Accounts.
- **Electronic Clinical Quality Measures (eCQM)** – Certified eCQM engine that can generate required measures to support Medicaid HER Incentive Program.
- **Business Intelligence** – Aggregation of disparate data sources with a focus on analysis (descriptive, predictive, and prescriptive) and visualization of the data.
- **Community First Choice** – Implement a web-based person-directed care plan for Community First Choice Program.
- **Medicaid Health Information Exchange** – Implementing the Medicaid HIE Node.
- **Enterprise Master Person Index (Phase 2)** – The EMPI will be expanded to incorporate additional information pertaining to the Individuals and prepare for onboarding other agencies.
- **CT Low Income Heating & Energy Assistance program (LIHEAP)**– Implement a new LIHEAP system.
- **Health Information Technology (HIT) Planning** – IAPD-U and SMHP.
- **Money Follows the Person (MFP)** – Money Follows the Person (MFP) is a federal demonstration program that helps Medicaid-eligible individuals currently living in



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- long-term care facilities – such as nursing homes, hospitals and other qualified institutions – successfully transition back into the community
- **Procurement And Contracts System (PACS) & Community Action Agency Tracking System (CAATS)** – Integrating PACS which is a web contract and document management system that is used to initiate and manage the life cycle of Procurement Request, Procurement, Contract and Amendments from the beginning to the end with CAATS which is Community action agency tracking system.
  - **Medicaid Dashboards** – Create Medicaid Dashboards for public access on the DSS Portal.
  - **Agile Central & PPM** – Implement Computer Associates (CA) project management tools
  - **OpInsights** – Implement an enterprise IT Operations and Systems monitoring tool that will provide application, systems and infrastructure metrics and analytics in a dashboard.
  - **Robotic Process Automation (RPA)** – Elevate the capabilities of DSS business process utilizing RPA an emerging form for business process automation technology where software is programmed with artificial intelligence (AI) and machine learning capabilities to handle high-volume tasks. The software robot can be taught a workflow with multiple steps and applications, such as taking received forms, sending a receipt message, checking the form for completeness, filing the form in a folder and updating a spreadsheet with the name of the form, the date filed, and so on. RPA software is designed to reduce the burden of repetitive and simple manual task.

**Shared Services** – Shared services initiative will result in a modular, intergrated platform of technology across the eligibility and enrollment process for the State’s HHS agencies serving the citizens of Connecticut. The initial phase of Shared Service includes:

- Consolidated Rules Engine, Medicaid MAGI and non-MAGI rules and functionality
- Child Care System
- Mobile Application Platform
- Integrated Eligibility
- Customer Relationship Management (CRM) system
- Notice Engine
- Architectural assessment
- Shared Services Governance
- EMPI Phase II
- Shared Analytics



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Staffing build out
- PPM & Agile Central

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware will be procured utilizing OE General Funds and IT Bond Funds depending on the project and phase of the project. Depending on the federal agency and project federal funds re-imbursements are allotted at varying percentages.
- Software will be procured utilizing OE General Funds and IT Bond Funds depending on the project and phase of the project. Depending on the federal agency and project federal funds re-imbursements are allotted at varying percentages.
- Services (consulting) will be procured utilizing OE General Funds and IT Bond Funds depending on the project and phase of the project
- Telecom and Data will be procured utilizing OE General Funds.

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Shared Services -Multiple Projects
- ImpaCT
- CT METS (MMIS replacement)
- Child Support System
- HIE / HIT projects



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF TRANSPORTATION

### Mission

- Provide Safe and Secure Travel
- Reduce Congestion and Maximize Throughput
- Preserve and Maintain our Transportation Infrastructure
- Provide Mobility Choice, Connectivity and Accessibility
- Improve Efficiency and Reliability
- Preserve and Protect the Environment
- Support Economic Growth
- Strive for Organizational Excellence

### Technology Strategy

- Provide Technological Solutions to support the Agency's Mission whenever and wherever applicable.
- Promote Technology and Business Partnerships within the agency.
- Manage Day to Day Technology Operational Excellence.
- Increase business efficiencies and reduce costs through innovative Technology.
- Enhance the Agency's Public/Contractor Outreach through Technology
- Maintain Technology Governance established by the DAS Bureau of Enterprise Systems and Technology.
- The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>

### Technology Achievements

- Successfully completed the development and proof of concept of the Inventory Counting System (ICS) for the DOT Asset Management Office. ICS is a barcode inventory mobile application that uses scanner technology to count and record inventory levels. The objective of the application is deliver a system that will identify discrepancies between the count of an inventory item on the CORE system and what is physically counted in the actual stockroom. The system reduces time and effort to conduct inventory and increase data integrity of counts. ICS will provide to Asset Management staff appropriate post inventory information to speed up reconciliation efforts and update CORE.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Successfully completed the development of the Consultant Performance Evaluation System for the DOT Consultant Selection Office. The objective of this system is to provide an electronic web based consultant performance evaluation rating form that can be completed and submitted electronically eliminating paper flow and making the approval process more efficient and quicker, and to provide an electronic database that can be used for the Department's selection of future consultants.
- Successfully completed the implementation of the cloud environment for the Transportation Project Management System. TPMS is a comprehensive Cloud-based project management solution to aid in the delivery of DOT's capital programs. The objective of the solution is to provide DOT with innovative project management procedures that work in conjunction with digital Project Management Information System (PMIS) utilizing Microsoft COTS systems as a framework. The overarching goal and purpose of the TPMS 5-year plan is to enhance and digitize how DOT creates, maintains, reports, and tracks all projects, from initial preconstruction phase through the overall completion of construction. The system will be used by all staff that participate in the capital project delivery process.
- Successfully completed the implementation of the cloud environment for the Transportation Enterprise Database System (TED). DOT has created an accessible transportation safety and asset data enterprise system where authoritative data sets are managed by data stewards and formatted for consumption and analysis in a manner that allows stakeholders to use tools that are both effective and meet their business needs. The system is currently operating in the cloud environment. The solution integrates with other external SaaS Bentley cloud applications and will be integrated with a mobile data collection tool developed by one of our consultants. The system does provide data to internal DOT staff and external business partners from UCONN and other consulting organizations

### EGovernment

List of Online Services Available:

- SUPERLOAD Oversize/Overweight Online Permitting System



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### Planned Applications

- Grant Application for Highway Safety division: The Department of Technology Services with the objective to streamline the DOT Highway Safety Office (HSO) grant approval and reimbursement process started the review and update of the business requirements with the objective to develop a system that will mitigate time rectifying human errors in reporting and will allow timely submissions of grant applications and reimbursement. The goal is to create a user-friendly system that meets reporting needs of the National Highway Traffic Safety Administration (NHTSA), HSO, DOT Fiscal Administration Office, and sub-grantees.
- Travel Authorization System: The Department of Technology Services with the objective to streamline the current DOT Travel Authorization process will develop a Travel Authorization (TA) system. The system will handle in state and out state travel by DOT personnel. This includes travel paid by projects, overhead, no fee and union paid travel. The system will standardize the TA process through online forms consequently all bureaus will operate the same. The system will eliminate dual data entry as much as possible. Increase data integrity, no document will be allowed to proceed to next level until all required information is filled in.  
The TA system will provide the following functionalities:
  - Automatic notification to Sanditz (travel agency) and Accounts Payable when the traveling employee does not have a profile in the state travel agency database. Tracking capabilities if a Travel Authorization is declined for any reason.
  - Electronic notification to appropriate personnel for when Petty Cash and Advance fee registrations are required.
  - Reporting/search capabilities that will be customized for each areas specific needs



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### FY 2019 Technology Budget

Approved DOT IT Operation budget for FY19:

| DESCRIPTION                          | BUDGET       |
|--------------------------------------|--------------|
| IT Consultant Services               | 40,000.00    |
| IT Data Services                     | 65,000.00    |
| IT Hardware Maint & Support          | 255,000.00   |
| IT Software Licenses/Rental          | 1,562,393.00 |
| IT Software Maint & Support          | 295,000.00   |
| Cellular Communication Services      | 145,000.00   |
| Internet Services                    | 18,000.00    |
| Telephone Repair & Maintenance       | 13,000.00    |
| Telephone Installation               | 1,000.00     |
| Local/Long Distance Telecomm Service | 470,929.00   |
| Television/Cable Services            | 44,500.00    |
| IT Supplies                          | 35,000.00    |
| General Office Supplies              | 3,000.00     |
| Minor Equipment                      | 30,500.00    |

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Replacement of end of life network, storage and server hardware.
- Replacement of end of life desktop computers
- Maintenance of software licenses.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## DEPARTMENT OF VETERANS AFFAIRS

### Mission

The mission of the Department of Veterans Affairs (DVA) is “Serving Those Who Served.” DVA serves Connecticut’s Veterans by advocating for Veterans’ interests and assisting them in obtaining entitlements and benefits through the Office of Advocacy and Assistance (OAA) around the State. In addition, DVA provides health, social and rehabilitative services through the Sgt John L. Levitow Healthcare Center (HCC) and the Residential and Rehabilitative Program at the Connecticut Veterans Center in Rocky Hill. Finally, DVA honors Connecticut Veterans and eligible dependents through its Cemeteries and Memorial Services.

### Technology Strategy

DVA’s technology strategy is to partner with the DAS/Bureau of Enterprise Systems and Technology in order to support DVA’s mission effectively and efficiently, including:

- Modernizing DVA digital information platforms.
- Implementing a Learning Management System for required staff training.
- Migrating the on campus phone system to the Enterprise implementation.
- Implementation of Kronos, time management system.

“The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at

<http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>”

### Technology Achievements

- Modernized DVA’s prescription drug order and delivery by deploying an automated compounding, packaging and dispensing system.
- Finalized DVA’s Electronic Medical Records (EMR) system deployment.
- Overhauled the department’s website on the public portal.
- Deployed the CTVeterans Mobile App.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## EGovernment

### List of Online Services Available:

- Electronic Donations
- Mobile App
  - Crisis Assistance by Phone, Text Message and Online Chat
  - Veterans Benefits and Services
  - Healthcare and Hospitals
  - Housing
  - Business and Jobs
  - Supporting a Veteran
  - Flag Status
  - Connecting with DVA on Social Media

### List of Online Services Requested by Constituents:

- CT Wartime Service Medals.
- Drivers Licenses Flags Approval
- Veteran-owned Micro-Businesses Certification List of

### Online Services Planned to be made available:

- None planned

## Planned Applications

- Initial implementation of Kronos

## FY 2019 Technology Budget

### Outline a plan for technology spend from all sources:

- Hardware – Deploy self-contained switches for cooling regulation, campus wide fiber cable upgrade. UPS system replacements. End user device re-fresh.
- Software-Ongoing software support and maintenance renewals
- Services (consulting)- consulting services for IT is not applicable at this time
- Subscriptions - Renewal of current subscription based services.
- Telecom and Data – EMR SAN storage assessment. Purchase storage as required by the assessment.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Electronic access control to all data closets to ensure proper regulatory compliance and auditing capability.
- Campus wide wireless initiative.
- Fiber upgrade.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### DIVISION OF CRIMINAL JUSTICE

#### Mission

To investigate and prosecute all criminal matters fairly, consistently, and with the highest regard for public safety and the rights of all persons.

#### Technology Strategy

Technology - Support the integrity of criminal investigation and prosecution through enhanced, state-of-the-art technology to store, retrieve, share, and display (e.g. for trial purposes) information.

Communication - Enhance communication between the Division and other state and local law enforcement agencies relative to criminal investigations and prosecutions.

State Systems - Maintain the agency's ability to use, and grow with, state systems, which support its administrative and financial operations.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at

<http://www.osc.ct.gov/manuals/software/contents.htm>

#### Technology Achievements

- Built a Sharepoint solution to provide digital training to agency prosecutors.
- Upgraded and migrated over half of the agency servers on Microsoft Windows Server 2012 R2 to Microsoft Windows Server 2016.
- Moved the agency disaster recovery infrastructure to the State of CT Groton Data Center.
- Deployed the new infrastructure necessary to support the Case Management System.
- Moved into the Design and Construction Phases of the Case Management System. Completed eighty percent of the design and construction for investigations, warrants, asset forfeiture cases, criminal infractions, and criminal felony cases.
- Began building the integration between our Case Management System and the statewide Criminal Information Sharing System.
- Completed the installation and configuration of Active Directory Federated Services.
- Creation of Windows 10 images utilizing the Microsoft Deployment Toolkit.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## EGovernment

The Division of Criminal Justice does not currently provide any online services.

The Division has contracted with Journal Technologies for an agency portal. This portal would provide case discovery to public defenders and defense attorneys statewide.

We do have a traffic stop complaint form that we make available on our web page. However, that form must be submitted with the police department that made the initial traffic stop.

## Planned Applications

- The agency is implementing a new Case Management System. This system is required to support the statewide Criminal Case Management needs of the Division of Criminal Justice (DCJ). The project includes a central repository of criminal case data to be shared statewide by all DCJ Districts and Bureaus and integrate with the statewide Criminal Information Sharing System (CISS) that is being developed by CJIS.
- Implementation of Active Directory Federated Services so that we can efficiently communicate with Judicial and the CJIS systems.
- Deployment of the Case Discovery Portal

## FY 2019 Technology Budget

Technology spending from all sources:

- Hardware \$1,658,300
- Software \$1,531,500
- Services (consulting) \$1,020,000
- Subscriptions \$ 185,000
- Telecom and Data \$ 117,000



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## FY 2019 Technology Major Expenditures

Planned agency technology expenditures in excess of \$100K:

- Acrobat Pro Licenses \$ 250,000
- Westlaw Services \$ 175,000
- Microsoft Enterprise Agreement \$ 175,000
- JTI EProsecutor Licenses \$ 990,000
- JTI Case Management System  
Services \$ 739,000
- CMS Consultant Services \$ 200,000
- Replacement of Desktops & Laptops \$1,400,000
- Scanners for Judicial Districts  
and GA Offices \$ 120,000
- Printer Replacements \$ 116,000



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## FREEDOM OF INFORMATION COMMISSION

### Mission

The Freedom of Information Commission's mission is to administer and enforce the provisions of the Connecticut Freedom of Information Act, and to thereby ensure citizen access to the records and meetings of public agencies in the State of Connecticut.

### Technology Strategy

This IT strategic plan incorporates our Mission, Vision and Values in determining our priorities for 2019. In order to best serve Connecticut, we will focus our improvement efforts on two areas: Updating/Upgrading FOIC Technology, i.e. hardware and software.

The Freedom of Information Commission recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- Installed Lawbase System for In-house use.

### EGovernment

List of Online Services Available:

- Agency website contains the schedule of contested case hearings, Commission meetings and educational workshops; it also contains links to the Freedom of Information Act and regulations, Commission and Court Decisions, Declaratory Rulings, meeting agendas and minutes, and Commission policies.

List of Online Services Requested by Constituents:

- None noted

List of Online Services Planned to be made available:



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

- None at this time

## Planned Applications

- No planned applications

## FY 2019 Technology Budget upon CEPF or OE approval.

- Hardware - \$20,000.00
- Software - \$10,000.00
- Services \$5,000.00
- Telecom and Data – \$2,000.00

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- None Noted



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### OFFICE OF EARLY CHILDHOOD

#### Mission

To support all young children in their development by ensuring that early childhood policy, funding and services strengthen the critical role families, providers, educators and communities play in a child's life.

#### Technology Strategy

The agency is pursuing a strategy to build capacity of critical IT systems to enable to Office of Early Childhood to:

- Develop a strong internal team to manage IT investments, strategy, maintenance, and enhancements
- Invest in information technology enhancement to increase efficiency in operations
- Improve current data systems to increase the agency's ability to use data to inform and improve policy and administration
- Build IT and data connections between state agencies to facilitate interagency cooperation through shared data inquiry
- Maintain current systems with high levels of reliability and safeguards

"The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

#### Technology Achievements

- Completed scoping and development phases 1-3 to replace the outdated CCMIS system for managing the Care4Kids system using DSS IMPACT Shared Services and 90/10 federal funding
- Completed planning to modernize the background check system
- Further developed the Early Childhood Information System, completing the home visiting module phase
- Completed development of the data system development required Birth to Three providers to operate under a new billing system
- Negotiated lower rates and improved service for phones
- Developed plans to migrate the OEC website to the new portal with new structure and content



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Enhanced online training and registry functions for the Workforce Registry, such as the ability to upload documents directly
- Migrated critical data systems to the BEST server including ECIS, agency files, and ABCMS system
- Secured systems with Microsoft Systems Center
- Completed scoping, business requirements gathering, and development phases for the replacement of the outdated
- data system Completed the development of the Home Visiting phase of the Early Childhood Information SYs

### EGovernment

List of Online Services Available:

Care for Kids (managed by United Way of CT)

- On-line forms
- On-line applications
- On-line redeterminations
- On-line electronic payment registration
- Electronic invoices for providers

State Pre-K and Child Development Centers

- Enrollment and reporting into ECIS

211 Child Care (managed by United Way of CT)

- Child Care Provider look-up

Workforce Registry:

- Account application and role access request
- Submission of documents
- Request for Head Teacher Certificate and ECTC
- Request Scholarship assistance
- Produce program-level reports, including NAEYC proxy report

Quality Improvement Training and TA System

- Registration for trainings
- Online coursework and trainings



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### Birth to Three

- On line forms
- SPIDER Birth to Three portal for provider payments
- Online applications for Birth to Three Services
- Reporting of service plans and monthly services for Birth to Three
- Service Provider reporting for registered providers
- Training registration

### Licensing

- eLicense license applications and renewals
- Online licensing status lookup of child care and youth camp providers through eLicense

### List of Online Services Requested by Constituents:

- Care4Kids online application for parents
- Improved agency website for information
- Background check payment and status updates
- Care4Kids online family application

### List of Online Services Planned to be made available:

- ABCMS for fingerprint management
- New OEC Website
- Family-friendly licensing history lookup

### Planned Applications

- The Early Childhood Information System development continues with additional modules slated for development in 2018
- IMPACT system to replace aging CCMIS system to manage Care4Kids eligibility and payments
- Data dashboards



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware:
  - New tablets, printer/scanners for licensing staff: \$100,000
  - Edge Servers for interagency data integration: \$8,000
  - Computer upgrades on routine schedule for existing staff and additional for new staff: \$80,000
  - Desk phones: \$7,000
- Software
  - Microsoft licenses, Specialty Software, licensed software maintenance and support \$1,300,000
- Services (consulting)
  - ECIS Development consultants, United Way IT Services and Subcontracts, Zato Health, Background Check Development, Website Development: Estimated cost 1,750,000
- Subscriptions
  - \$8,000
- Telecom and Data
  - Cell and Desk phones: \$48,000

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- The continued design and development of the Early Childhood Information System
- IMPACT Shared Services development to replace aging CCMIS Care4Kids data system
- Hardware for Licensing staff
- Workforce Registry Upgrade

Special Note: OEC currently has no manager of IT. The agency is currently hiring for this position and expects it to be filled shortly. This strategic plan may require revision under the new expert leadership of an IT manager.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## OFFICE OF THE ATTORNEY GENERAL

### Mission

The Attorney General is the chief civil legal officer of the state. The Attorney General's Office serves as legal counsel to all state agencies. The Connecticut Constitution, statutes and common law authorize the Attorney General to represent the people of the State of Connecticut to protect the public interest. Among the critical missions of this office are to represent and vigorously advocate for the interests of the state and its citizens, to ensure that state government acts within the letter and spirit of the law, to protect public resources for present and future generations, to preserve and enhance the quality of life of all our citizens, and to ensure that the rights of our most vulnerable citizens are safeguarded.

### Technology Strategy

The Information Technology (IT) Unit, as part of the Administration Department, is responsible for providing information technology support services to all departments of the Office of Attorney General. The needs of the Office are handled in a responsive, innovative and cost-effective manner by proactive support of all hardware, software and network infrastructure. The unit is responsible for finding better and more efficient ways to use technology within the legal industry. The goal is to make the office more efficient and productive in serving our clients.

"The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- Upgraded Agency website to the new SiteCore portal.
- Upgrades to Agency's Document Management System
- Improved workflow for intake of support/collection cases from judicial within our Case Management System.
- Updates and improvements to our intranet for employees, called AGNET. This provides a central location for forms, blogs, training and notices.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## EGovernment

List of Online Services Available:

- On-Line Complaint form
- Access to the Attorney General's Formal Opinions.
- Helpful Quick Tips for consumer issues in 6 languages
- Links and information helpful to seniors, children, charities and consumers

## Planned Applications

- Upgrades to LawBase, Case Management System
- Upgrades to iManage 10.1, Document Management System

## FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware – \$275,000
- Software - \$45,000
- Services (consulting) - \$23,000
- Subscriptions - \$140,000
- Telecom and Data - \$0

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- In preparation of our Agencies move to 165 Capital Avenue, we will be doing a server infrastructure refresh. This will move our datacenter to the state's datacenter in Groton with a fail over to Springfield. We working with the Bureau of Enterprise Systems and Technology (BEST) and expect this to be completed by the 2<sup>nd</sup> quarter FY19. We are making strategic changes to bring this project in under budget.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## OFFICE OF HEALTH STRATEGY

### Mission

The mission of Connecticut's Office of Health Strategy (OHS) is to implement comprehensive, data driven strategies that promote equal access to high quality health care, control costs, and ensure better health for the people of Connecticut.

### Technology Strategy

OHS brings together critical data sets, health information technology, and health information exchange efforts and allows for collaboration with many stakeholders, including state agency partners. OHS includes three teams, working together: Health Data & Analysis, Health Policy & Strategy, and Health Systems Planning. Health Data & Analysis includes the following: Health Information Exchange (HIE); Core Data Analytics Solution (CDAS); All-Payer Claims Database (APCD); consumer health information website; and electronic health information standards.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- OHS, in collaboration with UConn AIMS, procured software and related professional services to develop CDAS, which includes the following components: cloud hosting, master data management, data visualization, data lake, and portal services. OHS and UConn AIMS are working with the Office of State Comptroller (OSC) in the execution of a pilot in which OSC data will be ingested, distributed, and transformed for the purposes of quality measure reporting.
- The APCD was loaded with historical claims from all relevant carriers and is now updated monthly. The Data Release Committee was formalized and is releasing data on an increasing basis. A user-friendly web portal ([www.analyzehealthct.com](http://www.analyzehealthct.com)) has been launched, providing access to standardized reports as well as the ability to create and/or request ad hoc reports on specific areas of interest.
- As part of the OHS transition to a new office, IT staff, with the assistance of DPH IT and BEST, designed, built, and tested a new secure wired and wireless network infrastructure for the new space. Employee files, user accounts, and email accounts from the Office of the Lt. Governor, Office of the Healthcare Advocate, and the Office of Health Care Access were transferred in stages into OHS to ensure a smooth employee transition.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### EGovernment

#### List of Online Services Available:

- OHS provides a content-rich web portal for the citizens of Connecticut, with information on strategies and services provided and mechanisms for the public to be engaged. Information is provided on the following:
  - State Innovation Model
  - Office of Health Information Technology
  - Office of Health Care Access
  - Healthcare Cabinet
  - Health Systems Planning
  - Reports and Data
- Hospital Reporting System (HRS) web portal – an application that has been developed to assist Hospitals in the annual reporting of their financial operating results for the previous fiscal year in an efficient and effective manner. Hospitals will be able to file both the annual reporting filing and the twelve-month actual filing data with the new portal.
- Certificate of Need (CON) web portal – an application that accepts and tracks all CON related materials (Applications, Determinations and Modifications) which replaces the paper submission.
- Notification and Filings web portal – used to collect and track monthly and annual filings related to financial and utilization data submissions from acute care and specialty hospitals and health systems.
- Facility Inventory Information web portal – used to collect and track information with respect to the Section 19a-634 of the Connecticut General Statutes (CGS) mandates that OHS/HSP maintain an inventory of all imaging equipment by collecting the MRI, CT, and PET/CT scanners utilization and equipment information from all Connecticut Imaging providers.
- The APCD was established for the purpose of collecting, assessing, and reporting health care information relating to safety, quality, cost-effectiveness, access, and efficiency. Such data is to be made available to consumers to make economically sound and medically appropriate health care decisions and for others such as insurers, employers, and researchers to access such data. A user-friendly web portal has been launched, providing access to standardized reports and the ability to request ad hoc reports and data releases.

#### List of Online Services Requested by Constituents:



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## IT Strategic Plan for Fiscal Year 2019

- A user-friendly APCD web portal ([www.analyzehealthct.com](http://www.analyzehealthct.com)) has been launched, providing access to standardized reports as well as the ability to create and/or request ad hoc reports and data releases on specific areas of interest.
- The CON Portal is a web-based application that accepts, tracks, and collects \$500 CON application fees using Master Card or VISA credit cards if applicable to CON applications, which replaces paper submissions.

### List of Online Services Planned to be made available:

- With concurrence of the HIT Advisory Council, an assessment of the State's HIE needs has determined that the HIE will utilize a network-of-networks configuration, allowing both individual EHRs and already existing interoperability initiatives to connect and share data. Services include necessary core technology, various foundational services (e.g., identity management), and enhanced data exchange technology to meet the objectives of prioritized use cases identified by stakeholders. An initial set of potential use cases was recommended by the HIE Design Group and includes foundational capabilities to identify and exchange health data between care giving organizations
- In collaboration with the State Innovation Model (SIM) team and OSC, the OHS will calculate electronic clinical quality measures (eCQM's) to support value-based payment and practice reforms in the health care ecosystem. The initial set of eCQM's, as determined by the Health Quality Council, will be derived from both clinical and claims data, and be delivered to provider groups, payers and OSC for their use in pursuit of improved quality and efficiency.
- One aim of Connecticut's SIM is to increase transparency related to healthcare cost and quality by disseminating information through a public online healthcare quality scorecard (CT Scorecard). The CT Scorecard will use a set of measures identified by the SIM Quality Council. This information will be displayed on a web-based platform accessible to a broad set of stakeholders. It is anticipated that the CT Scorecard will be published in Q4 of CY'2018. The CT Scorecard will allow healthcare organizations access to information on their performance relative to peers to drive quality improvement through transparency; provide policy makers, payers, and employers with information to assess healthcare performance; and provide consumers access to healthcare quality information.
- A consumer cost transparency web portal based on APCD data is under construction for deployment during FY19.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- A Freedom of Information request web portal is under development and will be used to collect and track information submitted from consumers who are requesting information related to Certificates of Need, hospital financial data, and utilization data.

### Planned Applications

- Supporting infrastructure related to the statewide HIE (see above)
- The State of Connecticut's CDAS (see above)
- SIM's CT Scorecard (see above)
- Consumer cost transparency web portal (see above)
- Freedom of Information web portal (see above)

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware – \$2,400,000.00
- Software – \$303,000.00
- Services (consulting and subscription services) – \$4,150,000.00
- Subscriptions – \$2,618,834.00
- Telecom and Data – \$10,000.00 (for all of OHS)
- Outsourcing – OnPoint Health (APCD) – \$550,000.00

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Hardware: HIE Core Infrastructure – \$2,400,000.00
- Service for Software Support: Hortonworks Hadoop – \$175,000.00
- Service for Software Support: Liferay – \$128,000.00
- Contractual Services: OnPoint – \$550,000.00
- Contractual / Consulting Services: DDI – \$3,600,000.00
- Subscription Service: Hosting Data Center (Microsoft Azure) – \$300,000.00
- Subscription Service: Dashboard (Tableau) – \$150,284.00
- Subscription Service: MDM (Informatica) – \$472,550.00
- Subscription Service: 3M Groups – \$326,000.00
- Subscription Service: Diameter Health – \$200,000.00
- Subscription Service: HIE - \$1,700,000.00



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### OFFICE OF POLICY AND MANAGEMENT

#### Mission

OPM functions as the Governor's staff agency and plays a central role in state government, providing the information and analysis used to formulate public policy for the State and assisting State agencies and municipalities in implementing policy decisions on the Governor's behalf. OPM prepares the Governor's budget proposal and implements and monitors the execution of the budget as adopted by the General Assembly. Through intra-agency and inter-agency efforts, OPM strengthens and improves the delivery of services to the citizens of Connecticut, and increases the efficiency and effectiveness of state government through integrated process and system improvements.

#### Technology Strategy

- Focus on partnering with divisions to help them do their jobs more efficiently through the use of technology.
- Continue to support Lean initiatives that have an IT component that is integral to the success of the project and the mission of the agency.
- Give staff the tools they need to do their job effectively and make the experience as seamless as possible.
- Continue to improve the hardware and software infrastructure to facilitate the execution of our business plan.
- OPM recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>

#### Technology Achievements

- Put into production the Renters Rebate program to interface directly with the new Department of Social Services (DSS) Impact system. This provides a more accurate grant amount for the applicant during the application process while providing added security of the DSS client data.
- The Office of Finance in conjunction with the Comptrollers has implemented a new online Contract Management System.
- Fully automated the electronic submission of municipal assessment information for the State-Owned and College and Hospital Payment in-Lieu-of Tax programs. The assessment data provides the information needed to formulate public policy for the State and assist in preparing the Governor's budget proposals. The automation of this process has reduced the staff time needed for data entry and results in the availability of data for analysis in a timelier manner.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Put into production a fully automated system for the submission of applications and determination of exemptions and reimbursements under the Veteran's Additional Exemption tax relief program. Towns will electronically file claims which will provide real-time reimbursement information and streamline the data collection process. The automation of this process has reduced the staff time currently needed for data entry and results in the availability of data for analysis in a much timelier manner.
- Installed new air conditioning unit in the server room to act as a backup to the primary AC unit in the event of an emergency.

### EGovernment

#### List of Online Services Available:

- Renters Rebate – Provides a partial rebate of rent and utility expenses to lower income elderly and totally disabled renters.
- Sales Ratio – Used to collect annual real estate sales data, by town, in order to calculate the Equalized Net Grand List.
- M13 (Grand List of Taxable Property) – Used by municipalities to collect Grand List assessment data in order to calculate the Equalized Net Grand List.
- Veteran's Additional Exemption Tax Relief Program – Used by municipalities to collect property tax exemptions for eligible veterans and apply for a reimbursement of lost property tax revenue based on program guidelines.
- The Criminal Justice Policy and Planning Division now has 237 sub-recipient grant awards across 28 separate Federal and State Programs. 60 of these sub-recipient awards are under active management in the Grantium Grants Management System, while 177 have gone through the entire grants life cycle and have closed. The total value of the grant projects under active management is approximately 11.4 million dollars.
- Notice of Intent (NOI) – A web based application State agencies use to gain permission from OPM to allow the agency to apply for a federal grant. Once approved, the agency can then submit the grant application to the issuing federal agency.
- Open Data Portal – Participation in the State's effort to make raw government data open to the public to increase transparency and provide useful information.
- Universal Chart of Accounts (UCOA) - The State of CT made available to the public the Municipal Benchmarking Website. The information provided on the website resulted from the collection of municipal financial data and cross-walking that data through use of a mapping tool, to the State developed UCOA for municipalities. Municipalities are now able to compare their benchmarks against other municipalities, understanding that



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

the benchmarked data would provide a level of consistency from one municipality to another.

- Business Intelligence - State Analytical Reporting System (BI-STARs) - The system provides the State with advanced analytical and reporting capabilities for human resources/financial management and will enhance decision making. The goal is for STARs to become the statewide data repository for human resources and financial data.

List of Online Services Requested By Constituents:

n/a

List of Online Services Planned to be made available:

n/a

### Planned Applications

- The OPM Personal Services Agreement (PSA)/Purchase of Service (POS) contract approval process has been incorporated into CORE/CT for the Health and Human service state agencies. We anticipate rolling this system out to the rest of the State agencies in the fall of 2018.
- Upgrade the LoCIP (Local Capital Improvement Program) grant program to automate the online application process and rewrite the administrative functionality to be more in line with our new centralized grant management processes.
- Upgrade the OPM portal web pages (<https://www.ct.gov/opm>) to the new Content Management System. Work with BEST to move our web pages to the new structure and format.
- Plan for the integration of the Kronos time and attendance system into the OPM network infrastructure if needed.
- Plan for desktop refresh project in FY20 including submission of a budget request as part of the biennium budget process.

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware (CEPF) –
  - Nothing for FY 2019
- Software –GoToMyPC and GoToMeeting renewals (approximately \$6,000)



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Services (consulting) –
  - Third party hosting provider for our mission critical applications estimated at \$51,075.
  - OPM is exploring insource application hosting at the Groton Data Center (GDC), while keeping one hosted application at The Computer Company, which would reduce consulting services.
- Subscriptions - not applicable

### FY2019 Technology Major Expenditures

n/a



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## OFFICE OF THE CHIEF MEDICAL EXAMINER

### Mission

To provide accurate certification of the cause of death and to identify, document and interpret relevant forensic scientific information for use in criminal and civil legal proceedings necessary in the investigation of violent, suspicious and sudden unexpected deaths, by properly trained physicians. Providing such information may prevent unnecessary litigation, protect those who may have been falsely accused, and lead to proper adjudication in criminal matters.

Medicolegal investigations also protect the public health: by diagnosing previously unsuspected contagious disease; by identifying hazardous environmental conditions in the workplace, in the home, and elsewhere; by identifying trends such as changes in numbers of homicides, traffic fatalities, and drug and alcohol related deaths; and by identifying new types and forms of drugs appearing in the state, or existing drugs/substances becoming new subjects of abuse.

### Technology Strategy

The role of the Information Technology Unit is to assist the Office of the Chief Medical Examiner (OCME) in reaching its mission critical objectives by ongoing improvement of the efficiency and effectiveness of processes through automation; enhance service delivery to customers through e-Government initiatives where possible; and providing the support services necessary to maintain our accreditation with the National Association of Medical Examiners (NAME). OCME recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

### Technology Achievements

1. Refresh personal computers that were off of manufacturer support.
2. Ongoing modifications to the Quincy Technology case manager database system that included bar coded agency forms.

### EGovernment

List of Online Services Available:

- None.

List of Online Services Requested by Constituents:

- On-line payment for fees (including medical reports and autopsy fees) and services.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

List of Online Services Planned to be made available:

- Will work with Quincy to pursue on-line payment for fees and services.

### Planned Applications

- Researching the viability to create an application for a cremation approval e-document that then creates a unique numbered cremation identifier that controls and tracks the invoice component or approved fee waiver.

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware desktop refresh estimated \$9,000.
- Software Quincy Case Manager contract license rental and maintenance support estimated at \$40,000 [Master agreement supplement not issued to date].
- Services (consulting) None planned to date.
- Subscriptions None planned to date.
- Telecom and Data Estimated at Telephone \$20,000, Cell \$18,000, IT Data Domain/Net \$10,056

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- The agency does not have a plan for agency technology expenditures over \$100,000.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## OFFICE OF THE SECRETARY OF THE STATE

### Mission

Through the commitment of a knowledgeable staff and advanced technology, the Office of the Secretary of the State works as a team to provide a wide range of services for the people of Connecticut.

We are a repository of records for the State, and provide important information and resources regarding business and commercial filings, elections and authentication as prescribed by the constitution, federal and state laws.

We seek to support business development opportunities, and foster a more inclusive political process by educating, informing and engaging communities and youth in civic participation.

### Technology Strategy

In support of our mission, the Office of the Secretary of the State has focused its technology strategy in 4 areas: 1) providing our constituency with useful, reliable and user friendly online services; 2) enhancing transparency by providing easy and timely access to agency information and services; 3) improving the efficiency and accuracy of internal processes; and 4) the cybersecurity of the critical Infrastructure.

The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/software/contents.htm>.

### Technology Achievements

- In November, 2017, the agency used its new Election Management System (EMS) during the Municipal Election. In early 2017 the system was enhanced and tested to support its utilization for the 2017 municipal elections. The system provides comprehensive back office functions for elections officials, but its most notable feature is real time electronic reporting of results, including a public facing results web site. The System continues to get positive feedback from the users.
- The office awarded a contract for a turnkey ballot marking system for voters with disabilities. The system was successfully utilized during the 2017 Municipal Election.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- The Audit Station Project (high speed scanners) was successfully piloted for post-election polling location audits for the 2017 Municipal Election. The Agency selected 12 polling locations to participate. The automated audits were very successful and reduced the time and cost to the towns that participated. In 2018, the goal is to utilize the system for all of the post-election audits.
- Motor Voter Phase 2 – This project automated the voter registrations and change of addresses processed through the DMV. Each night DMV passes new registration and change of address records to the Centralized Voter Registration System (CVRS) for processing using batch files. Once the records are processed by CVRS, they are presented to the registrars the next day in their dashboard for review. Phase 2 is in process and will focus on streamlining the end user experience at the DMV locations.
- A contingency Voter Lookup System was developed and hosted in the AWS govCloud. The voter data is uploaded to this system on a regular basis 2 months prior to an election. This system can be used in the event that there is an issue with CVRS or the state network.
- Various enhancements were made to the CONCORD system in support the automation of foreign investigations as well as increasing internal efficiencies.
- Additional online functions were added to the CONCORD business registration system during 2018. Customers may now file business formation documents online for most entity types. This new service is more convenient for the customer, as well as reducing the turnaround time for formations. During the past 12 months, approximately 82% of the filings were performed online.
- The SOTS website was migrated to the new WCMS (Sitecore) and now follows the ct.gov portal template.
- Additional security enhancements were made to the Centralized Voter Registration System (CVRS). Also, additional security measures were implemented to further protect and monitor the critical elections infrastructure.

### EGovernment

#### List of Online Services Available:

Election Management System / Election Night Reporting

Online Public Meeting Notice Calendar System

Online Business Formations for Domestic (LLCs, LLPs, Corps) and Foreign (LLCs, LLPs, Corps)

Partnership with CT Data Collaborative to use web-based data visualization tools to interpret raw data about Connecticut businesses



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

- Online voter registration and mobile app
- Online voter and polling location lookup tool
- Centralized Voter Registration System
- Online filing of annual reports for business entities
- Online certificate of good standing
- Amending existing business entities
- Submission of UCC filings
- E-Regs: centralized state regulations creation and publication
- Online State Register & Manual (“Blue Book”)
- Business start-up tool for LLCs
- Improved Business Search Function – Connecticut Business Portal (Connecticut Data Collaborative)
- Online training services for local election officials and poll workers

#### List of Online Services Requested by Constituents:

- Online access to original filing documents of businesses

#### List of Online Services Planned to be made available:

- Online registration and renewals for notary.

#### Planned Applications

- Connecticut eRegulations System Enhancements.
- CONCORD enhancements to support PDF creation and storage of online filings (eliminate printing and paper storage).
- Replacement evaluation for the CONCORD system.
- Electronic poll books.
- Virtual Desk Top Infrastructure in support of local end points for CVRS access.
- Additional security enhancements for the CVRS, OLVR and EMS/ENR systems.
- Online registration and renewals for notary.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## FY 2019 Technology Budget

| Technology Source     | Amount          |
|-----------------------|-----------------|
| Hardware              | \$747,400.00*   |
| Software              | \$3,210,298.00* |
| Services (Consulting) | \$1,471,180.00  |
| Subscriptions         | \$24,800.00     |
| Telecom and Data      | \$366,900.00    |

\* includes maintenance

## FY 2018 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Connecticut eRegulations System Enhancements.
- CONCORD enhancements to support PDF creation and storage of online filings (eliminate printing and paper storage).
- Maintenance of CONCORD System (business registration application)
- Maintenance of CVRS System (centralized voter registration system)
- Maintenance of IVS System (Ballot marking system for disabled voters)
- Maintenance of E-Regs system
- Electronic poll books (bonding project)
- Virtual Desk Top Infrastructure in support of local end points for CVRS access.
- Additional security enhancements for the CVRS, OLVR and EMS/ENR systems.
- Town Network Connection Upgrades
- Audit of Elections Infrastructure Vendors



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### OFFICE OF THE STATE COMPTROLLER

#### Mission

To provide accounting and financial services, to administer employee and retiree benefits, to develop accounting policy and exercise accounting oversight, and to prepare financial reports for state, federal and municipal governments and the public. The State Comptroller adjusts and prepares all accounting statements relating to the financial condition of the state and/or settles all demands against the state not first adjusted and settled by the General Assembly. OSC utilizes and manages the Core-CT computerized system to provide for the budgetary and financial reporting needs of the executive branch; to pay all wages and salaries of state employees; to pay state retirees and to administer miscellaneous appropriations including the procurement of medical, dental and pharmacy benefits.

#### Technology Strategy

OSC has standardized its enterprise systems on Oracle's PeopleSoft ERP applications. This approach consists of two primary infrastructure components. At the database tier OSC utilizes Oracle Exadata Database machines to create highly available multi-node clusters. The application and presentation tiers are virtualized and hosted with VMware VSphere technologies running Linux virtual machines. This strategy allows OSC to build and deploy reliable and cost effective solutions, based on industry standards, to meet the office's evolving technology needs.

#### Technology Achievements

- Implemented system changes to accommodate the SEBAC 2017 agreement.
- Completed the implementation of the PeopleSoft Finance 9.2 Release 2 which added Supplier Contract Management, eSupplier, eSettlements and Grants Management into Core-CT to support the end to end supplier contracting process.
- Implemented a State Retiree Portal. This new website provides access to monthly payroll information and other resources. State retirees now have the ability to view, save and print copies of monthly pay advices 24 hours a day, seven days a week.

#### EGovernment

List of Online Services Available:

- OpenConnecticut. Open Connecticut centralizes state financial information to make it easier to follow state dollars. Find out where deficits or surpluses come



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

from. Find out how much was paid for a particular vendor or program. Find out what to expect in future years.

List of Online Services Requested by Constituents:

- N/A

List of Online Services Planned to be made available:

- Enhancements to OpenConnecticut

### Planned Applications

- Adding additional functionality to the retiree self-service Portal. Providing access to 1099-R forms and retiree self-service documents.

### FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Software and Hardware Maintenance \$4.5M
- Services (consulting) \$5M
- Computer Hardware \$300K

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Software and Hardware Maintenance
- Finance Release 3 Consulting Services
- Two-Factor Authentication



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## OFFICE OF THE STATE TREASURER

### Mission

To serve as the premier Treasurer's Office in the nation through effective management of public resources, high standards of professionalism and integrity, and expansion of opportunity for the citizens and businesses of Connecticut.

- Provide a reliable cost effective combination of staff, vendors, systems, equipment and software to support the Treasury responsibilities.
- Provide adequate training for the Treasury staff on all systems.

### Technology Strategy

Strive to support the Treasury divisions with systems and tools that deliver services and information to support the Office of the State Treasurer, the state and constituents through professional IT staff using innovative cost-effective reliable technologies. This is done by:

- Reducing infrastructure complexity,
- Increasing the use of enterprise and shared applications.
- Leverage shared services across government agencies, offices and divisions to increase value-added benefits while eliminating unnecessary duplication and reducing costs.
- Maintain a modern inventory of hardware and software systems.
- Improving IT efficiencies by providing proven and cost effective technology,
- Work with BEST and others on innovative solutions.
- Work with third party sources that can provide efficient, cost-effective services.
- Follow the [State Software Management Policy](#) for use and disposal of software assets.

### Technology Achievements

- Implemented 3 new Windows 2016 Dell lower cost servers used for production and disaster recovery. The Hartford, Groton, and Springfield servers replicate nightly improving agency disaster recovery.
- Moved from legacy and increasingly expensive VMWare technology to Microsoft Hyper-V saving at least \$120,000 for licensing, maintenance and bill processing costs over a 4 year life cycle.
- Upgraded 70 desktops and laptops to Windows 10 to improve efficiencies and achieve better ransomware, antivirus, and spam security.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Hartford based Microsoft and OTT staff met for five information meetings over eight months to help prepare for transitions to modern office technologies.
  - IT Staff completed Microsoft basic training sessions for Microsoft AZURE services, development, and implementation; Office 365, file, application, and database server hosting.
  - Built and deployed a test database server and an application server in AZURE.
  - Demonstrated a proof-of-concept of Treasury systems with applications, file system and database services using cloud services.
- Assisted in the planning for the December of 2019 agency move to new offices at 165 Capitol Avenue.
- Systems Programming
  - New Interest Credit System went live and has been successfully in production, completing three quarters of CORE data synchronization and automated reporting to some 36 agencies.
  - New Banking System is 2/3 complete: database and web services are finished, front-end development is underway. This new system will replace lengthy manual mail processes with complete electronic automation similar to BAI and Interest Credit systems.
  - Zero downtime for OTT's SQL/.Net BAI & Interest Credit systems

### EGovernment

- Office of the State Treasurer's Web Site – The Treasurer's website has a wealth of information posted for citizens, businesses, Connecticut government, and towns.
- The Big List - In Connecticut, the Treasury collects and safeguards money and other valuables which have been unclaimed for specific periods of time. Unclaimed assets include savings or checking accounts, un-cashed checks, deposits, stocks, bonds or mutual fund shares, travelers' checks or money orders, life insurance policies and other properties. The Big List website provides the interface where people can retrieve their lost property and is managed with the help of a service provider.
- STIF Express - The Treasurer's Short-Term Investment Fund (STIF) is a Standard & Poor's AAAM rated investment pool of high-quality, short term money market instruments managed by the Cash Management Division. Created in 1972, STIF serves as an investment vehicle for the operating cash of the Treasury, state agencies and authorities, municipalities, and other political subdivisions of the State. STIF Express gives on line access to customer accounts.
- Connecticut Higher Education Trust - CHET is a tax-advantaged, low cost savings program specifically designed to help families save for future college costs. The funds can be used at accredited colleges and universities across the country, including vocational and technical schools, and some colleges abroad. The program manager is TIAA Tuition Financing Inc., which maintains a website, [aboutchet.com](http://aboutchet.com). CHET also



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

includes CHET Baby Scholars and CHET Advance Scholarship, each with unique web pages managed by TIAA Tuition Financing Inc.

- BuyCTBonds is a Treasury website that provides interested investors with information on State of Connecticut bonds when they are offered for sale to the public. This website is used in advertising (print, digital and radio) when bonds are offered for sale. Included in this site: Information on the State (economic, geographic, credit, etc.) and information on the bonds being offered for sale (terms, maturity dates, security, and broker phone numbers).
- Information Report for Potential Vendors - Vendors and prospective vendors of the Office of the Treasurer are required to download and complete the Employer Information Report which provides demographic information regarding the workforce of such firms as well as other legal and compliance documents, available in the Doing Business section of the Treasury website.
- Financial Education: Treasurer Denise L. Nappier has served as a catalyst and an effective advocate for financial literacy across the state. She has developed initiatives that provide economic opportunities for Connecticut citizens through asset- building programs and financial education. A major goal of the effort is to ensure the accessibility of these programs to youth, adults across the generations and underserved populations in the state. The Treasury offers a wide range of financial education information on its website.
- The Second Injury Fund – The Second Injury Fund has two websites that provide various documents and collects data to manage funds collected from all Connecticut businesses which then cover the worker compensation costs for services detailed in Public Act 95-277.

### Planned Applications

Continue to update legacy programs.

- Continue to improve and test disaster recovery services with BEST
- Improve the Second Injury Fund Client Processing and Reporting system.
- BEST SharePoint services
- BEST FileNet services
- Plan for the possible implementation of the portal Content Management System
- Complete the conversion of legacy SBT software to QuickBooks.
- Plan for changes required by an incoming new State Treasurer
- Prepare to move to new offices at 165 Capitol Avenue.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### FY 2019 Technology Budget

- Hardware – Older IT equipment replacements - \$40,000
- Software - Upgrading Microsoft and additional required software. - \$20,000
- Services for consulting - Hardware replacement contract with system maintenance Services, and software consulting for new applications. - \$45,000
- Subscriptions - \$40,000
- Telecom and Data - \$110,000
- Network switch equipment upgrade - \$5,000
- Equipment for BEST to improve Treasury disaster recovery - \$10,000
- Legacy SBT conversion to QuickBooks software - \$50,000

### FY 2019 Technology Major Expenditures

The major projects that are planned to start in Fiscal Year 2019.

- Debt Management System Legacy Conversion - \$1,800,000



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## OFFICE OF STATE ETHICS

### Mission

The Connecticut Office of State Ethics (OSE) practices and promotes the highest ethical standards and accountability in state government by providing education and legal advice, ensuring disclosure, and impartially enforcing the Codes of Ethics.

### Technology Strategy

The OSE strategic plan incorporates our Mission, Vision and Values in determining our priorities for 2019. In order to best serve Connecticut, we will focus our improvement efforts on four areas: Data, Technology, Analysis and Board Operations.

The Office of State Ethics recognizes the Software Management Policy that describes the use and disposal of software assets found at

<http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements

- Upgraded the entire lobbyist system to current versions of Visual Studio and .NET Framework.
- Optimized database indices.
- Upgraded software environment, browser compatibility
- Improved application responsiveness.
- Purchased necessary hardware to support applications and other IT upgrades.
- Created searchable, sortable, downloadable reports to increase transparency.
- Enhanced administrative reporting functions.

### EGovernment

List of Online Services Available:

- Lobbyist Filing and Reports
- Statements of Financial Interests Filing
- Necessary Expense Filing



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### List of Online Services Requested by Constituents:

- Statements of Financial Interests Reports
- Necessary Expense Reports
- Integrating Document Management System with website for increased public access to agency documents

### List of Online Services Planned to be made available:

- Gifts to the State Reporting

### Planned Applications

- Upgrade Case Management System: convert the OSE case tracking system from the current MS access to .net web base and integrate it with Laserfiche, a document management system.
- Redesign and update SFI software and filing system

### FY 2019 Technology Budget

- Hardware - \$7,500.00 Agency IT Initiative Account
- Software - \$5,000.00 Agency IT Initiative Account
- Services \$174,042.00 Approved Capital Investment Funds
- Telecom and Data – 15,000.00 Agency IT Initiative Account

### FY 2019 Technology Major Expenditures

- \$174,042.00 Approved Capital Investment



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

### STATE ELECTIONS ENFORCEMENT COMMISSION

#### Mission

- The Commission was established in the post-Watergate era of 1974 as an independent agency in the executive branch of state government, to enforce and ensure compliance with laws pertaining to state and local elections, primaries and referenda. In 2005, its mission was expanded to include the administration of the Citizens' Election Program, Connecticut's public financing program. Following federal court decisions in 2010, its mission was again expanded to include providing transparency and disclosure for the now unlimited independent expenditures from all persons, including corporation and SuperPACs. The Commission is comprised of 5 members, and is bi-partisan in composition. The Commission's goal is to prevent violations from occurring by ensuring that those who require advice obtain it in a timely manner and to improve and maintain the confidence of the people of Connecticut in the electoral process and the officials involved in that process.

#### Technology Strategy

- The Information Technology Unit provides a wide range of consultation, training, management and technical support services to a geographically dispersed population located throughout the State. eCRIS support services are also provided to our customers in the State Legislature as well as Treasurers and Legislators throughout the State.
- Historically, the agency has taken a tactical approach in meeting the needs of its customers. A number of internally developed systems have been built to serve a single purpose and a single set of users; many of which are proprietary and use complex data storage and application development technology. These critical systems still have a great deal of value and have the necessary design flexibility to accommodate change rapidly (e.g., enhancements due to state mandates) and the systems can be difficult to adapt to sharing information or services.
- With technology moving at the speed of light, keeping up with this mind-boggling pace of change is a challenging effort. As the introduction of new technologies and trends emerge in the future, using the functionality of the Internet, open architecture development tools, real-time processing, and broadband communications, we are driven to work smarter in using technology more effectively.



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

- Over the next biennium, the IT organization will transition out of its normal mode of setting tactical priorities by taking a more proactive approach to manage priorities at the strategic level. IT will not only focus on delivering quality services to our customer base but will establish a clear linkage to the SEEC's information integration business strategies. Ongoing plans will include implementing IT strategies that focus on the following management priorities:
  - Recruiting, developing and retaining IT staff
  - Information design and management (includes succession planning)
  - Delivering services that align with agency business strategies
  - Delivering projects that enable agency growth
  - Process design and management (includes IT governance)
  - Partnering with DAS/BEST to Optimize Enterprise IT
  - Technology infrastructure and services to SEEC customers
  - Elimination of paper filings by mandating the use of eCRIS
- In 2018 - 2019, SEEC IT will continue its partnership with business stakeholders to assess the agency's technology needs by researching existing and future conditions of the SEEC and branched out to consider technologies that are used in other State agencies locally and nationwide.
- The IT organization continuously seeks to understand how the business works and must examine how to employ these new technologies. In order to do this, we must be appropriately staffed to accommodate ongoing development needs and increased solicitations for exemplary service.
- The agency recognizes the Software Management Policy that describes the use and disposal of software assets found at:  
<http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>

### Technology Achievements:

- When practical SEEC complies with DAS/BEST application development and infrastructure domain standards. Preference is always given to strategic standards and products. As opportunities arise, efforts to migrate obsolete and transitional standards and products to an enterprise solution are made. Our development platform includes the .NET Microsoft suite of products (including C#, ASP.NET, ADO.NET, .NET Framework, Extensive use of XML), as well as Portal tools for Web development.
- Communication and clarity of purpose in performing routine activities related to application development has been an issue in the past. To remedy this, policies and procedures to standardize operations and facilitate communications among



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

key stakeholders and other IT functional areas have been developed. This effort will be extended through 2018 and 2019 focusing on refining change control methodologies, work-flow modeling, testing methodologies, and governance standards. As the best means to make consistent the hodgepodge of software and hardware deployed throughout the State, the Information Technology Unit is looking to control and fortify the internal logic of the IT architecture.

### EGovernment

#### List of Online Services Available:

- The SEEC IT Unit continued active development projects on all in house systems. This action was necessary to maintain the flow of information and on line application infrastructure to the eCRIS customer base. All of the critical system enhancement requests were completed and put into production with little or no down time impacting our customers.
- The Applications Development group completed all approved work assignments on development/ enhancement projects assigned. Successful completion of these projects allowed IT to shift its focus to additional enhancement activities: Mandatory Electronic Filing, Training, Disaster Recovery, Hardware / Software refresh, Records Retention and Data Security.
  - Updated browser support for cross platform functionality and usability.
  - Update / Upgrade the Microsoft SQL Servers to latest versions.
  - Renewal of Software licenses and support tools.
  - Renewal of hardware maintenance contracts to support all platforms.
  - Partnering with DAS/BEST to continue implementation of Enterprise wide Disaster Recovery
  - Constantly monitoring SEEC Enterprise systems and applications to better respond to issues impacting our customers.
  - Updating of SEEC Web pages off of legacy portal to more secure and agile technology.
  - Updated eCRIS homepage to meet the needs of mobile customers.
  - Updated eCRIS Search homepage to support mobile technology.
  - Enhancing of the eCRIS registration process.
  - Secured Login pages to support new mobile technology and complex passwords
  - Continued to enhance CTS with enforcement tabs and milestone tracking.
  - The upgrade of .Net Development tools and all of our projects to the current level.
  - Updated the Team Foundation Server and its legacy operating system.
- eCRIS On Line Filing System Member update



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

- eCRIS Document search
- Updated State Contractor Contribution Ban System
- Commission Decisions
- On Line Registration Forms
- Guides and Publications
- Training Videos
- FAQ's

## List of Online Services Requested by Constituents:

- Enhanced e-Alerts for Financial Disclosure Statements
- Enhanced document and filing search
- Additional campaign finance data downloads
- Additional Training Videos spanning all services

## List of Online Services Planned to be made available:

- Additional Training Videos spanning all services
- Enhanced document and filing search

## Planned Applications

- Plan, Design and Implement LaserFiche Document Workflow
- Partner with BEST to continue using the GDC and SDC
- Disaster Recovery planning and implementation.
- Conduct distributed DR simulation.
- Windows 10 Desktop Refresh
- Finalize, document and implement IT Policies/Guidelines
- Perform eCRIS updates to support external customers
- Perform CTS updates as required by internal customers
- Document, implement, monitor and measure Technology Refresh Program
- Updated SOP's for eCRIS Helpdesk, Desktop, Network/Server Support
- Update SEEC Desktop Configuration Standards and guidelines
- Update Network/Server Configuration Standards and guidelines
- Server vulnerability, assessment and continued remediation
- Retire NEC Aspire Phone System in 2019

## FY 2019 Technology Budget



# State of Connecticut

## IT Strategic Plan for Fiscal Year 2019

Limited financial resources will only allow the Information Technology Unit to make small scale procurements in order to continue operations with limited staff and resources.

- PC Refresh Phase 3 and 4
- Network Switch Refresh
- Consulting Services for Implementation and configuration of CISCO Switches
- Renewal of software licenses for development
- Avaya VOIP phone system Implementation

### FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- No planned expenditures in excess of \$100K are planned due to budgetary constraints.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## WORKERS' COMPENSATION COMMISSION

### Mission

The Workers' Compensation Commission (WCC) administers the workers' compensation laws of the State of Connecticut with the ultimate goal of ensuring that workers injured on the job receive prompt payment of lost work time benefits and attendant medical expenses. To this end, the Commission facilitates voluntary agreements, adjudicates disputes, makes findings and awards, hears and rules on appeals, and closes out cases through full and final stipulated settlements.

### Technology Strategy

The role of MIS is to assist the Workers' Compensation Commission in administering the workers' compensation laws of the State by improving the efficiency and effectiveness of processes through automation. WCC recognizes the Software Management Policy that describes the use and disposal of software assets found at <http://www.osc.ct.gov/manuals/PropertyCntl/chapter07.htm>.

### Technology Achievements

- No major technology achievements

### EGovernment

#### List of Online Services Available:

- Submission of First Reports of Injury. FRIs may be entered through a web interface, or in bulk via an EDI interface.

#### List of Online Services Requested by Constituents:

- Ability to query claims status and dockets online
- Paperless forms submission

#### List of Online Services Planned to be made available:

- The implementation of the eCourt system will allow for the presentation of a wide range of end-user accessible online tools.



# State of Connecticut IT Strategic Plan for Fiscal Year 2019

## Planned Applications

- eCourt case management system

## FY 2019 Technology Budget

Outline a plan for technology spend from all sources:

- Hardware \$107,500
- Software \$68,750
- Services (consulting) \$70,782
- Subscriptions \$132,430
- Telecom and Data \$120,000

## FY 2019 Technology Major Expenditures

List all planned agency technology expenditures in excess of \$100K:

- Migration to the eCourt case management system. Expected cost: \$475,000.